MARTON

TOWN
CENTRE PLAN

CONTENTS

creative communities
INTERNATIONAL

1. EXECUTIVE SUMMARY

Four strategies

1. Make great streets and squares

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3. New Civic Centre as a catalyst

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Purpose

The purpose of the Marton Town Centre Plan (TCP) is to establish an agreed framework and guide for:

- The future management and development of the public areas (including roads/footpaths) in the CBD and extending from Centennial Park to Memorial Hall;
- The nature and timing of the development and associated funding decisions of the public and private sector;
- Defining Council's role and presence in the CBD.

Place based approach

The Marton Town Centre Plan uses a "place-based approach" to planning. It focuses on how the town will best work as a "people place" for both locals and visitors.

Place based planning attempts to turn perceived deficits into a town's major assets. In Marton's case, this means using the deficits to create a *boutique town* that is a magnet for people.

Place-based planning is very different to the rational approach to planning which tends to deliver spaces that lack "heart and soul".

Making it happen

The Town Centre Plan will require a coordinated approach to translate the strategies and tactics into results on the ground. The three work streams are:

1. Collaboration and negotiation with stakeholders.
2. Design briefing, design, and cost estimation.
3. Funding and prioritising through the Long Term Plan and aligning Asset Management.

Four high priority projects which will yield immediate results:

1. Fund community-based place making projects aimed at delivering Boutique Marton.

2. Funkify old buildings

3. Encourage innovative lease arrangements such as pop-up shops

4. Encourage retailers to embrace the footpath and be generous.

2. INTRODUCTION

Background

Marton is the hub of the Rangitikei district of the Manawatu-Wanganui region of New Zealand's North Island. Situated 35 kilometres southeast of Wanganui and 40 kilometres north-west of Palmerston North, it is the largest settlement in the Rangitikei district, with 4,548 inhabitants, or 32.4% of the District's population. Like other towns across rural New Zealand, Marton is experiencing a slow decline in population, most recently losing 2.8% of its population in the time between the 2006 and 2013 Censuses.

Established in 1866, Marton developed from a significant agricultural base. Industrialisation followed the development of the main North Island trunk line in 1878, with Marton strategically placed at the junction of the Wellington-Auckland and Wellington-New Plymouth lines. Marton was a thriving railway junction for the next 100 years. However, the restructuring of the railways during the 1980s saw a significant reduction in rail traffic through the Marton junction and heralded the closure of much of the town's manufacturing base.

Marton's strong and proud identity is reflected in the wide range of character homes and historic buildings to be found around the town, many of them are public buildings in the CBD. These buildings are likely to require significant seismic-strengthening to achieve the requirements of the Building (Earthquake-prone Buildings) Amendment Bill currently before parliament. There are concerns over the ability of property owners to afford this investment given economic conditions in the town.

Council has undertaken a strategic assessment of the heritage values in the town centre as part of its longer-term plan for Marton.

As described in the 2012-22 Long Term Plan, Council also has a strategic priority to rationalise its portfolio of Community and Leisure Assets with the intent to have fewer, better facilities in the future. This reflects the declining use of the existing buildings and predicted changes in patterns of use from the changing demographic of the population.

None of the Council-owned assets form part of the current CBD. The Council's administrative facilities, the Library, Memorial Hall and Centennial Park are all between 1-3 blocks away from the CBD. This leaves the town lacking in a central civic space. The Council administrative centre and the library building – as places of public congregation – will also need significant investment in seismic strengthening.

Unlike the towns of Bulls and Taihape, Marton is a significant distance from the state highways and is thus less likely to capture the passing traffic. It is therefore more reliant on the immediate population and service sectors for its ongoing vibrancy and economic success.

Vision

Participants at the first workshop were asked to choose three words that described how they would like Marton to be in the future. Like words were grouped by the participants. The larger the word, the more people who selected that word.

The goal of the Town Centre Plan - is to develop and deliver this vision for the future.

COLOURFUL
VIBRANT
BUSY
INNOVATIVE ICONIC
DISTINCTIVE
UNIQUE
DESTINATION

CONNECTED
WELCOMING KIND
FRIENDLY HEALTHY

Purpose

The purpose of the Marton Town Centre Plan is to establish an agreed framework and guide for:

- The future management and development of the public areas (including roads/footpaths) in the CBD and extending from Centennial Park to Memorial Hall;
- The nature and timing of the development and associated funding decisions of the public and private sector;
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Scope

The Marton TCP will focus on the area of the town zoned commercial in the Rangitikei District Plan. In general terms, this encompasses Broadway, north to Signal Street, south along Wellington Road to Cuba Street; East along High Street to Blackwell and Bowen Streets and West to the end of High and Hammond Streets. It is important that the Plan also considers the Council-owned assets – administration buildings, library, public toilets, Memorial Hall and Centennial Park. Attention needs to be given to assessing and managing the heritage values of the town centre, as many of the existing buildings are likely to be earthquake-prone, and may not be supported by business activities that can sustain the cost of upgrading.

Objectives

- Identification of issues, opportunities and options, including costs.

- Foster community and stakeholder engagement and consensus-building in developing and finalising the Marton TCP

- Develop a blueprint to guide future development which addresses the issue of earthquake-prone buildings and promotes greater vibrancy and encourages people and business back into the CBD.

- Determine Council's role and presence in the Marton CBD, particularly with regard to civic, administrative, information centre and library services, and finalise any proposals through the 2015-25 Long Term Plan process.

- Develop a community–centric action plan, which can be implemented by the community 'as of right'.

Strategic Drivers

Council has considered demographic change predicted for the District and has agreed to align its activities and services to promote the District as a place to retire to (or to stay for retirement) and as a place to raise a family. Council has recognised the role of its community and leisure assets in achieving these goals. The management of community and leisure assets in the District must also contribute to Council's strategic priority to address ageing (and surplus) infrastructure, including rationalising provision in line with the community's ability to afford these facilities.

Council wants to take a district-wide strategic approach to the management of its community and leisure assets over the lifetime of the LTP; building on the historical investment the community has made in these assets, but not being restricted by it in terms of developing assets that are fit-for-future purpose (there is an historical community expectation these assets will be available in perpetuity – this has impacted upon rationalisation of these assets, but the whole portfolio is increasingly unaffordable). In future, Council will not undertake major programmes until a review of the potential to partner/collaborate with other stakeholders has been undertaken. It is open to the full range of ownership, maintenance and management models (including contributing towards facilities owned by other organisations that meet community needs) in order to give communities more options.

Process

A public meeting was held on July 30, 2014, where a *Marton Town Centre Plan Steering Group* was appointed to guide the process on behalf of the community. The Steering Group's mandate was to have a draft Town Centre Plan to present to Council in December 2014 for inclusion and implementation through the 2014/15 Annual Plan and the 2015-25 LTP.

The Steering Group has been supported by an independent urban design consultancy, Creative Communities.

Locals learn about place making as part of consultation process

3. CONTEXT

3.1 PLACE-BASED APPROACH

The Marton Town Centre Plan uses a "place-based approach" to planning. It focuses on how the town will best work as a "people place" for both locals and visitors.

Place based planning attempts to turn perceived deficits into a town's major assets. In Marton's case, this means using the deficits to create a boutique town that is a magnet for people.

Place-based planning is very different to the rational approach to planning. The rational approach became popular in the late 1950s and 1960s and was dominant until recently. Many experts are now arguing that the rational approach to planning tends to deliver spaces that lack "heart and soul".

Here is a comparison of the two approaches.

RATIONAL PLANNING	PLACE-BASED PLANNING
Optimise the parts	Total system
Utilitarian	Quality of experience
Object focus	Nurture focus
Movement focus	Exchange and movement focus
Ordered and static	Dynamic and evolving
Master planned	Agile and incremental

Creating spaces that feel more like a room than a corridor

Chairs placed so people can people-watch

Focused on facilitating exchanges that nurture people

Memorable experiences create an emotional attachment to a place

Furnishings left loose so space can evolve

Focused on how the total system works together to deliver a quality experience

1. Optimise the Parts vs Total System

The rational approach viewed towns and cities as a giant machine that could be improved by optimising its parts. Specialists looked after different parts of the machine: traffic engineers looked after roads; landscape architects looked after parks; economic development officers looked after business. Place-based planning views towns and cities as a complex system that can only be improved by understanding the relationships between the parts. Optimising one part, without considering its impact on the total system, can create a chain reaction that degrades the entire town or city. Conversely, working on a leverage point with multiple impacts can create virtuous cycles.

2. Utilitarian vs Quality of Experience

The rational approach focused on meeting people's needs (such as the need for a toilet, drinking water, seat, road, footpath, shade) in a utilitarian fashion. To improve efficiency, the method of meeting these needs was standardized, resulting in sterile and mechanized environments. The place-based approach focuses on the quality of experience people have in a space. It is focused on facilitating social interaction and stimulating sense experiences that are enriching. Its goal is to build an emotional attachment to that space by creating memories for those who visit or dwell in a space.

3. Object Focus vs Nurture Focus

The rational approach focused almost exclusively on the objects in a space and how those objects were arranged. The result was nicely designed spaces, but they felt more like an over-ordered display house than a homely home. Place-based planning also has a great emphasis on design, but design that creates spaces that nurture people, and helps them reach their fullest potential. Take public seating as an example. Rational planning is more focused on how they look, and how easy they are to maintain while place-based planning is more concerned about whether they facilitate social interaction or whether they provide for people-watching.

Spontaneous exchanges are the life-blood of public places

4. Movement vs Exchange

Because rational planning views towns and cities as a giant machine, it is movement focused (an idle machine is an unproductive machine). This results in environments that are totally dominated by the movement function. Even footpaths become primarily spaces for pedestrian movement. Place-based planning believes that the core mission of towns and cities is "facilitating diverse exchanges": social exchanges, economic exchanges, information exchanges, exchanges of friendship. Rational planning sees most public spaces as a corridor for movement, while place-based planning sees the same spaces as a series of rooms for exchange (but rooms people can move through) .

5. Ordered and Static vs Dynamic and Evolving

Because rational planning views the city as a large machine, it sees its core mission as creating order and preventing disorder: order makes the machine more efficient, and disorder makes the machine less efficient. Place-based planning believes that towns and cities are a "living organism", dynamic and evolving. In nature, chaos and disorder are essential to the evolutionary process – nothing new can ever emerge in a totally ordered universe. Spontaneous, unplanned exchanges are the life-blood of public places. They feed the creative and economic life of the town or city. Imposing too much order can strangle the life out of public places.

6. Master Planned vs Agile and Incremental

For rational planning, the key to creating and maintaining order has been master planning. However, master planning only manages to create an illusion of control. Because towns and cities are constantly evolving, it is actually impossible to forecast how they will evolve or to control their evolution. Place-based planning attempts to be much more agile by making small "tactical interventions". It is nimble in how it responds to emerging trends, unforeseeable events, and unexpected opportunities. It sees the beginning of every intervention as a "trial", not as a final solution. It focuses on making places rather than making plans.

3.2 CHALLENGES AND OPPORTUNITIES

POPULATION DECLINE

Marton's population is approximately 4548 people.

The population has decreased by 2.8% in the last 7 years* – a loss of 132 people since 2006.

Rangitikei District's population has decreased by 4.7% in the last 7 years* – a loss of approximately 690 people.

MARTON POPULATION PROJECTION

| 5,300	4,720	4,548	4,360	3,710	3,050
1996	2006	2013*	2021	2036	2046
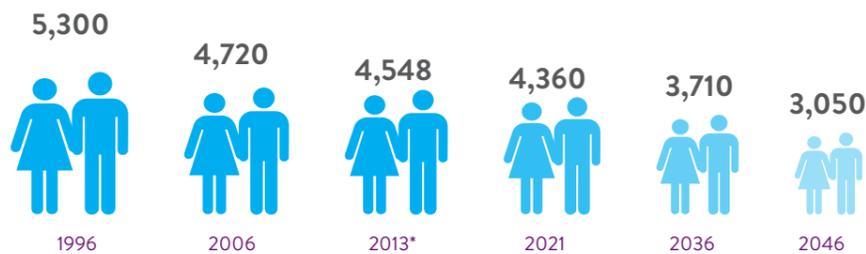
* Census data – Usually resident population **Based on advice from Statistics New Zealand to Rangitikei District Council

BASED ON CURRENT TRENDS AND INFORMATION MARTON'S POPULATION IS FORECAST TO DECREASE BY ALMOST 32.9% OVER THE NEXT 30 YEARS

AGING POPULATION

BY 2050

1 in 3

PEOPLE WILL BE OVER 65*

2006

2020

2030

2050

15-64 YRS OLD   65+ YRS OLD
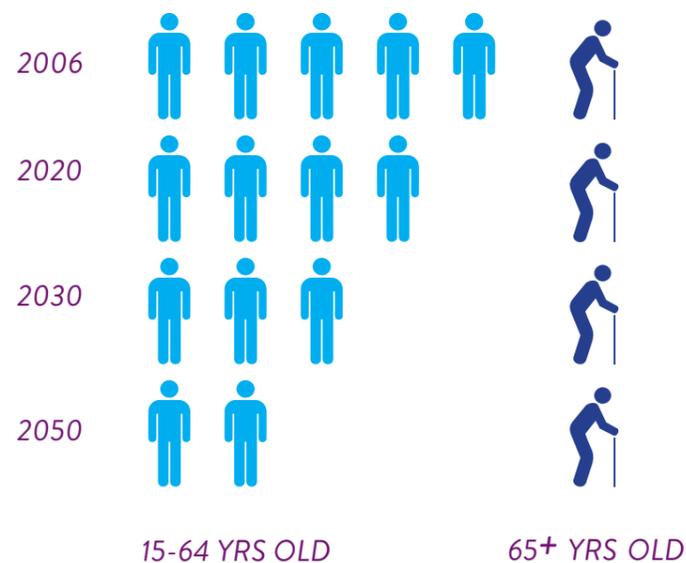
* The Business of Aging P6 Ministry of Social Development

In the future, older people will be healthier, wealthier, and have more time to give as volunteers.

The baby-boomer generation has different preferences than previous generations and is likely to work for longer, but in different arrangements.

There is considerable variation within in the boomer generation which means life stages are more important than age.

EARTHQUAKE PRONE BUILDINGS

The New Zealand government is making changes to the Building Act for earthquake prone buildings (EQPB). Building owners will have specific time-frames to resolve their building's issues. A possible 10-year extension for heritage listed buildings may be part of the building act changes, if certain conditions are met.

Time allowed for action, if legislation was enacted now:

ASSESSMENT 5 YEARS	STRENGTHENING 15 YEARS	HERITAGE EXTENSION
2020		2035

Information about earthquake prone buildings is poor nation-wide. Consequently, only desktop analysis to determine likely earthquake-prone buildings has been carried out in Marton:

- There are approximately 40 earthquake prone buildings in the town centre – 32% of the buildings in the commercial zone.

- 17 potential earthquake prone buildings are on the core block of Broadway (between High and Follet St) – 77% of the buildings on this section of the street.

- The Council Chambers and offices, and library are earthquake prone buildings

Earthquake risk is also poorly understood by the public:

RISK OF DEATH FROM VARIOUS CAUSES IN NZ**

1 in 10,000

1 in 100,000

1 in 1,000,000

EARTHQUAKE   DROWNING   CAR ACCIDENT

People aged 80+ are 1,000 times more likely to die from a fall than an earthquake
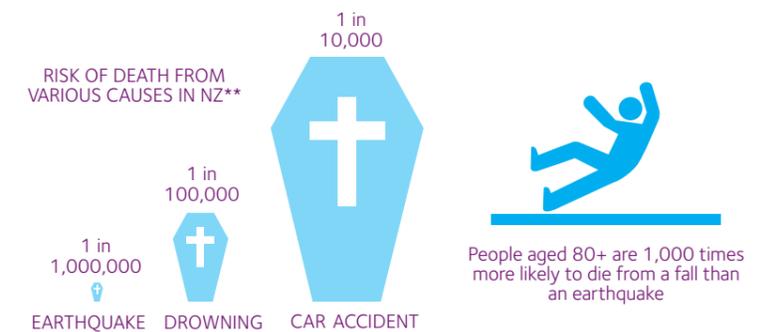
** 2008 Source: NZ Ministry of Health mortality statistics

OFF THE BEATEN TRACK

Marton is not on a highway. This is currently viewed as a major negative. Yet being off the beaten track is potentially one of Marton's greatest assets.

- Marton can develop itself as a boutique town, away from the rush of everyday life, a great place to live, or visit as a destination shopper.

- Not being on a highway means the Council is in charge of the design of all streets in the town centre – creating a unique opportunity to create streetscapes that contribute to a unique *Boutique Marton Style*.

STOCK OF OLD BUILDINGS

At the moment Marton feels like a ghost town with old heritage and character buildings boarded up and rotting away. However, these empty buildings are an opportunity to bring new life into the town centre. Marton should not try to create a "heritage precinct" in the traditional sense of creating a museum of buildings trapped in a particular era. Rather it needs to take an audacious and creative approach:

- Funkify the buildings, turning them into public works of art.

- Promote innovative lease arrangements such as pop-up-shops and rent-a-shelf.

BOUTIQUE TOWN

MARTON IS IN THE IDEAL PLACE TO POSITION ITSELF AS A BOUTIQUE TOWN

CONTEXT MAP

STATE HIGHWAY 1

Taupo

New Plymouth.

Turangi

Napier Hastings .

STATE HIGHWAY 3

Taihape

1 HOUR DRIVE

STATE HIGHWAY 50

Wanganui .

MARTON

Bulls.

Sanson

2 HOUR DRIVE

Foxton .

Palmerston North .

Levin

Otaki

Paraparaumu

Wellington

Source: Google Maps
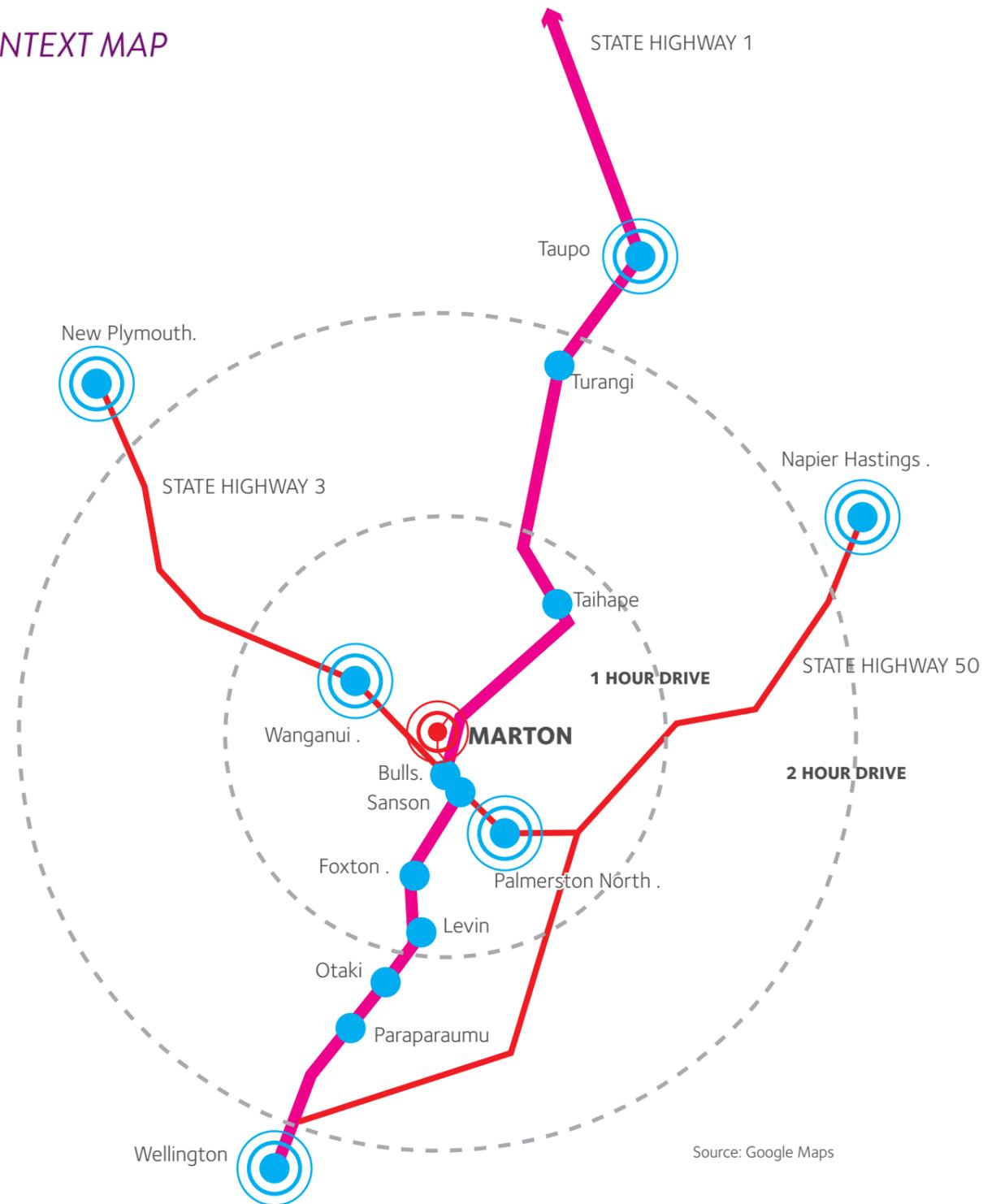
4. MARTON TOWN CENTRE PLAN – SUMMARY

❶ MAKE GREAT STREETS & PUBLIC PLACES

1. Activate the main street by creating outdoor rooms in a distinctive *Boutique Marton Style.*

2. Improve the pedestrian experience and reduce the impact of traffic by creating *shared spaces.*

3. Consolidate and link Centennial Park and Marton Park as a major recreational hub.

4. Provide way-finding and landmarks.

❷ ADAPTIVE REUSE OF OLD BUILDINGS

1. Encourage retention of heritage and character buildings by providing incentives for their strengthening and refurbishment.

2. *Funkify* heritage and character buildings, turning them into public works of art.

3. Encourage innovative leasing arrangements such as pop-up shops and rent-a-shelf.

❸ NEW CIVIC CENTRE AS A CATALYST
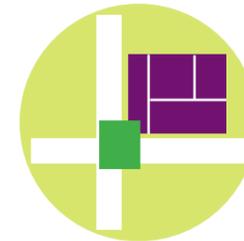
1. Create an integrated, adaptable Civic Centre in the heart of the town.

2. Integrate an outdoor civic space with the Civic Centre.

3. Use the new Civic Centre as a catalyst for revitalising the main street

4. Make the Civic Centre a flagship of the new *Boutique Marton Style.*

5. Make the best possible use of Council properties that are excess to requirements as a result of creating the Civic Centre.

❹ DELIVER "BOUTIQUE TOWN"

1. Increase frequency and range of events and markets to attract people to visit Marton.

2. Encourage retailers to engage with the footpath and provide services for the general public that are unrelated to their business.

3. Enhance the approaches to the town centre and promote a tourist drive at the highway turn-off points.

4. Ensure Marton develops its own unique boutique-town style by providing funding to enable the community to undertake place making projects.

THE PLAN

TOWN CENTRE ELEMENTS*

Town Centre Streets		Landmark/wayfinding for motorists	
Approach roads (tourist drive)		Parks	
Council sites to be consolidated		Park connections	
Area for new Civic Centre		Streamside	
Council Owned buildings		Market areas	
Community facilities		Motorhomes camp ground	

*see individual strategies for detail

Marton Park

Centennial Park

Frae Ona Park

5. PLACE MAKING STRATEGIES

5.1 MAKE GREAT STREETS AND PUBLIC PLACES

> Encourage more people to spend more time in the town centre by making the streets more engaging, humanised and safe.

Summary of Tactics

1. Activate the main street by creating outdoor rooms that encourage people to linger and socialise – rooms to be in a distinctive *Boutique Marton Style*.

2. Improve the pedestrian experience and reduce the negative impacts of cars and trucks by creating *shared spaces*. Provide a more pleasant street environment and greater connectivity. .

3. Consolidate and link Centennial Park and Marton Park as a major recreational hub. Furnish Centennial Park with a greater range of things for people to do.

4. Provide way-finding signs and landmarks that guide motorists to the town centre. Provide wayfinding for pedestrians that informs visitors of major points of interest and services (e.g. toilets, free wi-fi and places to stretch the legs). Walking distance and time to walk should be shown on the wayfinding signs.

Legend:
- Outdoor rooms
- Primary town-centre streets
- Secondary town-centre streets
- "Park" streets
- Park linkages
- Possible new park linkages
- Traveller links
- Landmark/wayfinding for motorists
- Wayfinding for pedestrians

Marton Park

Centennial Park

Frae Ona Park

Rationale

Great streets and public places are a major contributor to quality of experience both locals and visitors have when visiting a town centre.

Marton's main street currently feels like a corridor for the movement of vehicles rather than as an outdoor living room that invites people to linger and socialise.

Because Marton is not on a highway, it has total control over the design of its streets, which is a huge opportunity to differentiate Marton from other New Zealand towns. A creative approach to the design of streets and public spaces could be a major contributor to an emerging *Boutique Marton Style*.

1. Activate the main street

A home is not a home until it has been furnished. You can spend a fortune on great carpet, but if there is no where to sit, then your visitors are not going to feel very welcome. There are a few park benches on Broadway, but these are dated, in a poor state of repair and not very welcoming.

- The primary spaces for creating outdoor living room areas are on corners and at crossing points.

- The furnishing should be easily adaptable by guests – either loose furniture that can be moved or flexible seating such as platforms or a collection of footstools. There are some great opportunities to build decks around the trees on Broadway.

- Some elements should be playful and attractive for children and the young-at-heart to interact with.

- These rooms should be furnished in a distinctive *Boutique Marton Style* – contemporary, engaging, homely and creative. They should have a welcoming vibe, inviting people to make themselves at home.

Putting decks around these trees on Broadway would make the seating more flexible and inviting

Horotutu – Our Place, Paihia. A community built park.

2. Shared space to improve the pedestrian experience

If you paint white lines on the carpet in your lounge room to tell people where to walk, and fill the room up with signs saying what you can and can't do, you destroy the ambience as a place for visitors to hang out and make themselves at home. The design clues say the primary purpose of the space is facilitating movement, not social exchange. In a similar way, the design clues in Marton – such as roundabouts, placement of hedges and gardens, bollards and chains, even the orientation of seats – make the town centre feel like it belongs to trucks and cars,

To make Marton a great place to visit and hang out, it needs to adopt the *Shared Space* philosophy which blurs the boundaries between pedestrian space and road space. To use the analogy of the lounge room, while people are allowed to move through the lounge room, it is set up primarily to facilitate social exchange, with the movement function playing a subservient role. The *Shared Space* approach helps reduce traffic speed and generally makes spaces safer.

Shared Space streets feel less dominated by traffic and more people friendly

The intersections at Broadway and High Street, and Broadway and Follett should be designed as a 20kph max. shared spaces, using the IPENZ Shared Space Guidance Note as a design guide.

Shared space & civic square

Broadway Civic square

Civic Centre
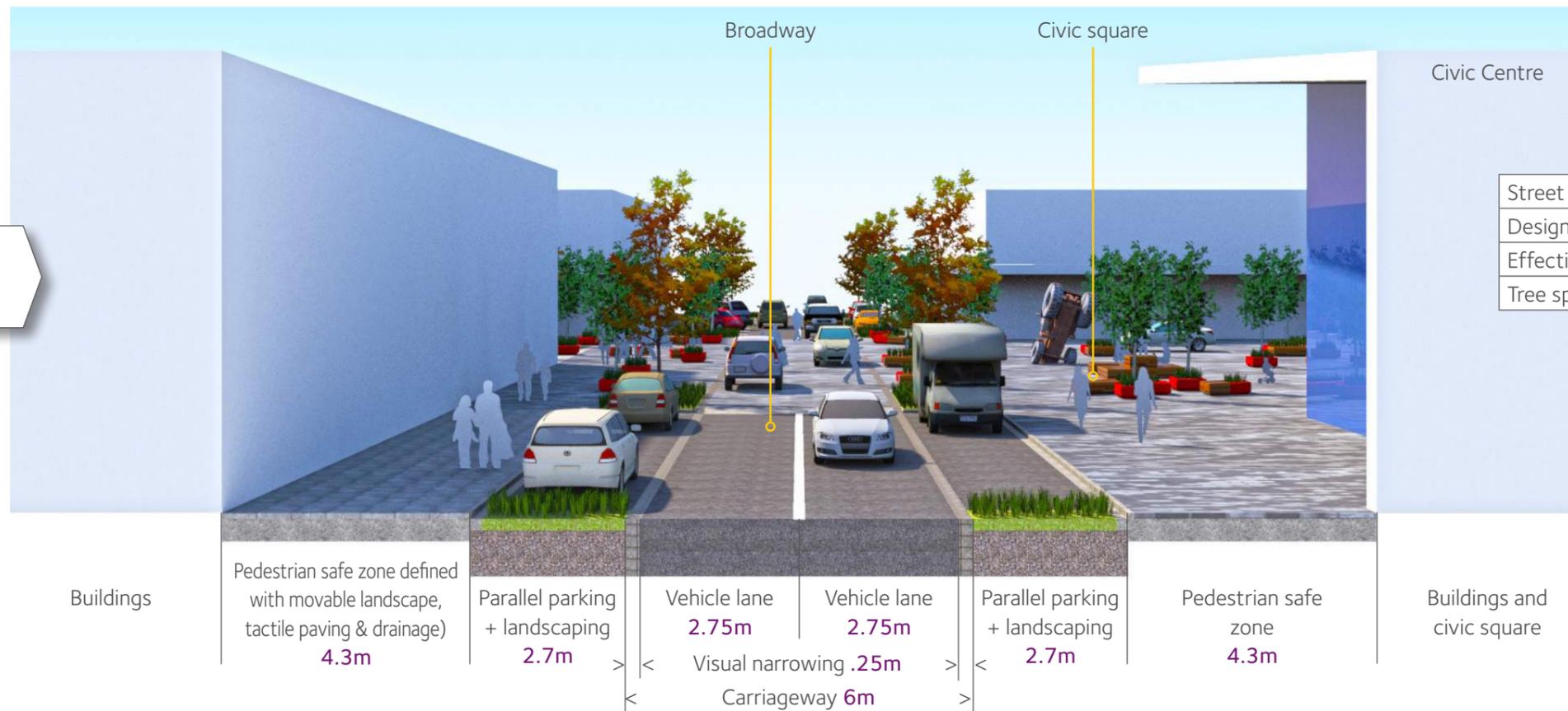
Street width	20m
Design speed max.	20 kph
Effective turning radius	4.5m
Tree spacing	Variable

| Buildings | Pedestrian safe zone defined with movable landscape, tactile paving & drainage) **4.3m** | Parallel parking + landscaping **2.7m** | Vehicle lane **2.75m** | Vehicle lane **2.75m** | Parallel parking + landscaping **2.7m** | Pedestrian safe zone **4.3m** | Buildings and civic square |

Visual narrowing .25m
Carriageway 6m

Central area street

Street width	20m
Design speed max.	30 kph
Effective turning radius	4.5m – 6m
Tree spacing	15m

| Buildings | Pedestrian zone **4.3m** | Parallel parking + landscaping **2.7m** | Vehicle lane **3m** | Vehicle lane **3m** | 45° parking + landscaping **4m** | Pedestrian zone **3m** | Buildings |

3. Consolidate Centennial Park & Marton Park

Centennial Park is relatively close to the town centre and has strong links to Marton Park and connects through to the streamside where there is a long frontage. It has the highest concentration of recreation uses although these are set back from Broadway via the Rose Garden.

The site forms part of the northern entrance experience to the town centre.

Consolidation of these two parks requires the following:

* Activate the front portion of Centennial Park by providing things for people to do – playable elements for children, seating among the roses, platforms, barbecues, and skateable elements.

* Visually extend Centennial park across the roadway by repeating design elements from the park and introducing green spaces. This should be further reinforced with landscaped thresholds.

* Use the existing walkway (leading to church) to create a more open and obvious connection to Marton Park. This requires:

  * Removing the lower branches on some trees and some undergrowth to open the space up and make it feel safer

  * Add lighting

  * Put in seating and linger nodes, similar to those in the front section of Centennial Park

  * Create a new path section directly off the end of the walkway into Marton Park

  * Connect this new path into a better path system in Marton Park, making movement through Marton Park safer and more logical.

* Create a Tutaenui stream-side connector from Centennial Park to Frae-Ona Park. Complement this with green connections from the end of Follett Street to Rangitikei College and from the end of High Street to the Marton School.

Great parks have activity nodes along a strong connector

4. Provide way-finding signage and landmarks

At present it is difficult for travellers to find the town centre due to a complete lack of directional signs. Wayfinding needs to be provided for motorists, with a top priority being wayfinding and a landmark on the corner of Broadway and Calico Line, with another on the corner of Broadway and High Street. A landmark, such as a piece of public art, will announce arrival much clearer than just a sign.

Once the traveller stops, they currently have no wayfinding signs that explain what destinations and services are on offer in Marton, how to get there, and how long it will take to walk. This information can be easily integrated into street furniture such as rubbish bins.

Sculptural elements can be used as effective wayfinding for motorists

5.2 ADAPTIVE REUSE OF OLD BUILDINGS

Treat heritage and character buildings as a major asset and as a means to creating Boutique Marton

Summary of Tactics

1. Encourage retention of heritage and character buildings by providing incentives, such as rates relief, for their strengthening and refurbishment.

2. *Funkify* heritage and character buildings, turning them into *public artworks*. This collection of funkified buildings will be a major catalyst in creating a boutique town.

3. Encourage innovative leasing arrangements such as pop-up shops and rent-a-shelf to activate empty buildings and as a major strategy in positioning Marton as a boutique town.

- Category 1 heritage building
- Category 2 heritage building
- Character buildings
- Primary area to funkify buildings
- Parks
- Streamside
- Motorhomes camp ground

Marton Park

Centennial Park

Frae Ona Park

Rationale

Many of Marton's character buildings are currently boarded up because of uncertainty around requirements to strengthen earthquake prone buildings, and a tendency for large corporations to move out of these buildings. This creates the feeling of a ghost town.

With 20 years[1] for owners to resolve the strengthening issue, Marton should treat these buildings as a major asset for creating a boutique town.

1. Incentives for retention

Council already has an incentive program in place for retention of earthquake prone heritage and character buildings. These incentives should be maintained.

[1] http://www.dbh.govt.nz/earthquake-prone-buildings-cabinet-paper

Heritage buildings can become fantastic works of public art


Haight Street, San Francisco

2. Funkify heritage and character buildings

"Funkifying" heritage and character buildings as public artworks has two goals:

- Turn a major deficit for the town into an asset. These old buildings, while privately owned, are a great public asset – providing a blank canvas for public art.
- Act as a major catalyst for creating Boutique Marton.

To ensure a very high standard of the makeover of these buildings, the design should be commissioned, or be the result of a design competition. The actual makeover of the building should involve the community in order to build community pride in their emerging town.

In a draft report to Council (14 October 2014) Ian Bowman notes the value of the whole of the central Marton commercial area as a historic area. However, this heritage area should not feel like a museum, where the buildings are trapped in a time warp. This would simply pitch Marton against every other small town in New Zealand that tries to attract visitors by preserving a bygone era. Rather Marton should attempt an audacious and courageous approach of "funkifying" this collection of heritage buildings.
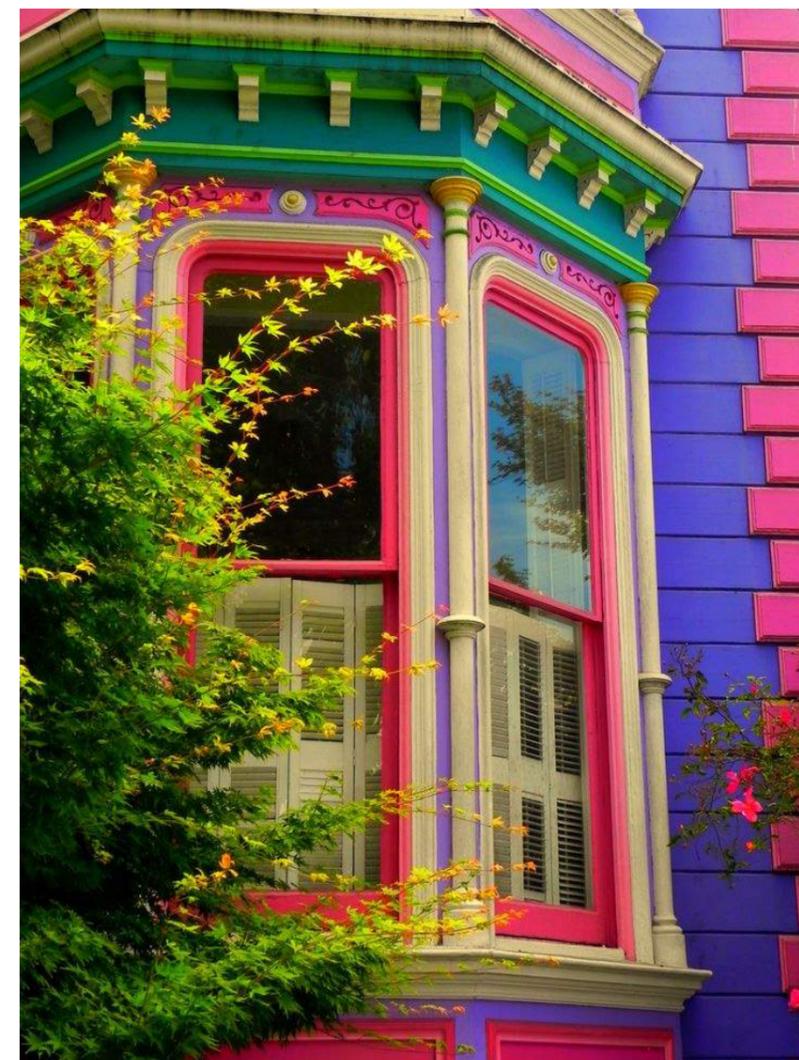
3. Encourage innovative leasing arrangements

To attract new businesses to Marton, the risks have to be reduced. This means encouraging and enabling a range of innovative lease arrangements such as:

- Free or very-low cost short-term pop-up stores in vacant premises.
- Shared leases with mixed-use and cross-over services (e.g. hair and nail salon during the day, cafe/bar in the evening)
- Rent-a-shelf which is refreshed periodically (e.g. several emerging designers rent space within a single store).
- Permanent markets locations that operate on set-days.

These approaches allow entrepreneurs to keep capital investment to a minimum and allow maximum investment in the business, stock, marketing and promotion. Through collaboration, they also spread the costs of marketing.

Encouraging innovative lease arrangements should be a regional approach in order to build scale.

Part of the funding used to incentivise these innovative lease arrangement should be used to create a number of pop-up shop kits, similar to the ones provided by miLES in the revitalisation of Manhattan's Lower East Side[1].
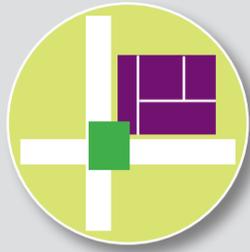
An integral part of this program will be an information campaign which: reassures existing businesses that this will add, not detract, from their profitability; shows existing businesses how they can benefit (for example, as a way to shift excess stock); and invites local start-up-businesses to participate.

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1 http://storefronttransformer.com/prototype/

Destination shoppers will return more frequently if a section of the retail market is ever-changing.

HOW TO OPEN A
pop-up shop
— PRESENTED BY —
FASHION BUSINESS INCORPORATED
— IN PARTNERSHIP WITH —
STOREFRONT
JUNE 12 | 1-2 PM
110 E 9TH ST, SUITE A792
LOS ANGELES, CA 90079
FASHIONBIZINC.ORG

5.3 NEW CIVIC CENTRE AS A CATALYST

Use a new Civic Centre as a catalyst for the revitalisation of the main street and as the flagship of a new Marton ethos.

Summary of Tactics

1. Create an integrated, adaptable Civic Centre that houses Library, Information Centre, Council front desk, flexible meeting rooms, and storage for community groups.

2. Integrate an outdoor civic space into the Civic Centre that is suitable for markets, and outdoor events.

3. Use the new Civic Centre as a catalyst for revitalising the main street by locating it in the centre of town.

4. Make the new Civic Centre the flagship of the new *Boutique Marton Style* – modelling a "pop-up" culture.

5. Make the best use possible of Council properties that are excess to requirements as a result of creating the Civic Centre.

Legend:
- New Civic Centre in this zone
- Council owned buildings
- Sites to be consolidated
- Community facilities
- School
- Parks
- Streamside
- Motorhomes camp ground

Marton Park

Centennial Park

Frae Ona Park

Rationale

Council owned facilities are currently scattered and not in the heart of the town. Most are categorised as earthquake prone building and need strengthening.

Co-locating these facilities will allow the Council to offer a higher level of service to the community due to the ability to share staff between functions. Co-locating the combined facility in the main street will be a catalyst for the revitalisation of the town centre.

The design of this Civic Centre can also be used as a flagship of the new *Boutique Marton Style*.

1. Create integrated, adaptable Civic Centre

The greater the number of functions that can be co-located into the same site, the greater the overall efficiencies, and the greater the level of service that can be offered for each function. Because spaces, such as a performance space, are only used a small percentage of the time, these spaces become available for other uses, such as a reading area for the library.

The following could be combined into this new civic centre:

- Library
- Council front desk and possibly council offices
- Meeting and function rooms and possibly a performance space
- Computer hub
- Plunket
- Toilets
- Visitor information centre (as part of district-wide strategy)
- Cafe and other uses such as gallery and display space.

In order to reduce the costs to the community, a joint venture with the private sector should be considered. If done as a joint venture, the range of tenancies may be increased even further.

Greytown multipurpose civic centre

Martinborough Community Centre concept plan – Architecture Workshop

2. Integrate an outdoor civic square

Marton does not have a space that serves as an adequate town square. The Square on the corner of Broadway and High Streets was an admirable attempt to create a civic space but because it has no buildings opening onto it (such as a Civic Centre), it is not able to fulfil its potential.
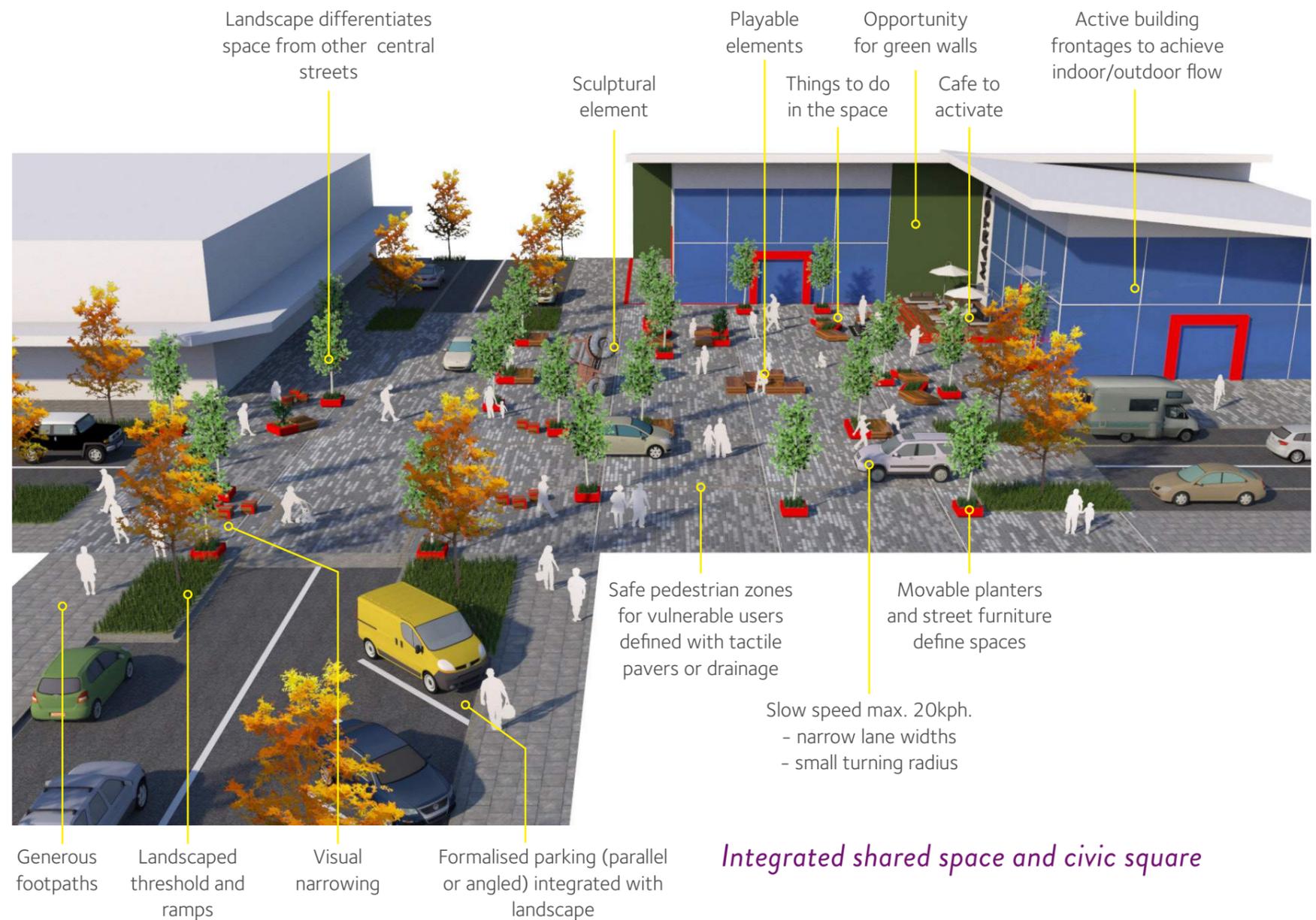
Attaching an outdoor civic public space to the Civic Centre will provide mutual benefits to both the Civic Centre and the civic square. This square should serve a range of civic functions – a place for people to mingle, farmers' markets, outdoor ceremonies and concerts.

3. Use civic square as a catalyst

People are the number one attractor to any public space and density of people is what makes a space look alive. Spread the same number of people over a larger area and the space begins to feel dead. Locating the Civic Centre and Civic Square in the heart of the town will help increase the density of people in the town centre.

The best location for the Civic Centre and Civic Square is either one of the corners on Broadway and High Streets or Broadway and Follett Streets. Both of these two intersections have some additional advantages:

- The ability to make the entire intersection a shared space which will visually increase the size of the Civic Square and give greater prominence to the Civic Centre.

- The ability to use the shared space as a gateway into the town centre and to calm the traffic in the town centre.

Landscape differentiates space from other central streets

Sculptural element

Playable elements

Opportunity for green walls

Things to do in the space

Cafe to activate

Active building frontages to achieve indoor/outdoor flow

Safe pedestrian zones for vulnerable users defined with tactile pavers or drainage

Movable planters and street furniture define spaces

Slow speed max. 20kph.
 – narrow lane widths
 – small turning radius

Generous footpaths

Landscaped threshold and ramps

Visual narrowing

Formalised parking (parallel or angled) integrated with landscape

Integrated shared space and civic square

4. Make it flagship of new Boutique Marton Style

The story Marton tells about itself – we are just a backwater –limits possibilities. The new Civic Centre and Civic Square should be a catalyst to shift this story to, "we are a boutique town" – confident, contemporary, and forward-leaning.

The Civic Centre should model an innovative, flexible, pop-up style. A flexible and relatively low-cost 'shell' building that can be experimented with is likely to be a cheaper option than a facility with strongly segregated uses. This approach will allow Council to adapt to changing needs - future proofing the Council's investment.

The boundaries between functions in the building should be blurred and include both Council services, community services and private business, modelling some of the innovative lease arrangements discussed in 2.3. For example, all the library shelves may be on castors, and integrated with pop-up store spaces with the configuration evolving and changing to keep the space fresh and interesting.

5. Deal with excess properties

The services that are combined into the new Civic Centre will determine which properties are excess to requirements and can therefore be sold or reused for other purposes.

One property that is potentially excess to requirements is the Memorial hall site. Because of its location it is not a suitable site to consolidate Council facilities. The category 2 historic buildings (Cooks Cottage, Marton General Store and the Snellgrove Barn) maybe relocated to a site in the centre of town to further strengthen the town centre (the Heritage register identifies that it is the collection of buildings and not the setting which is of significance).

Alternatively, these building could be left where they are, the playground moved to sit with these buildings, and the rest of the site sold.

If this property is to be redeveloped, then a home will need to be found for the RSA Memorial elements.

Pop-up-library, Blue Mountains, Australia
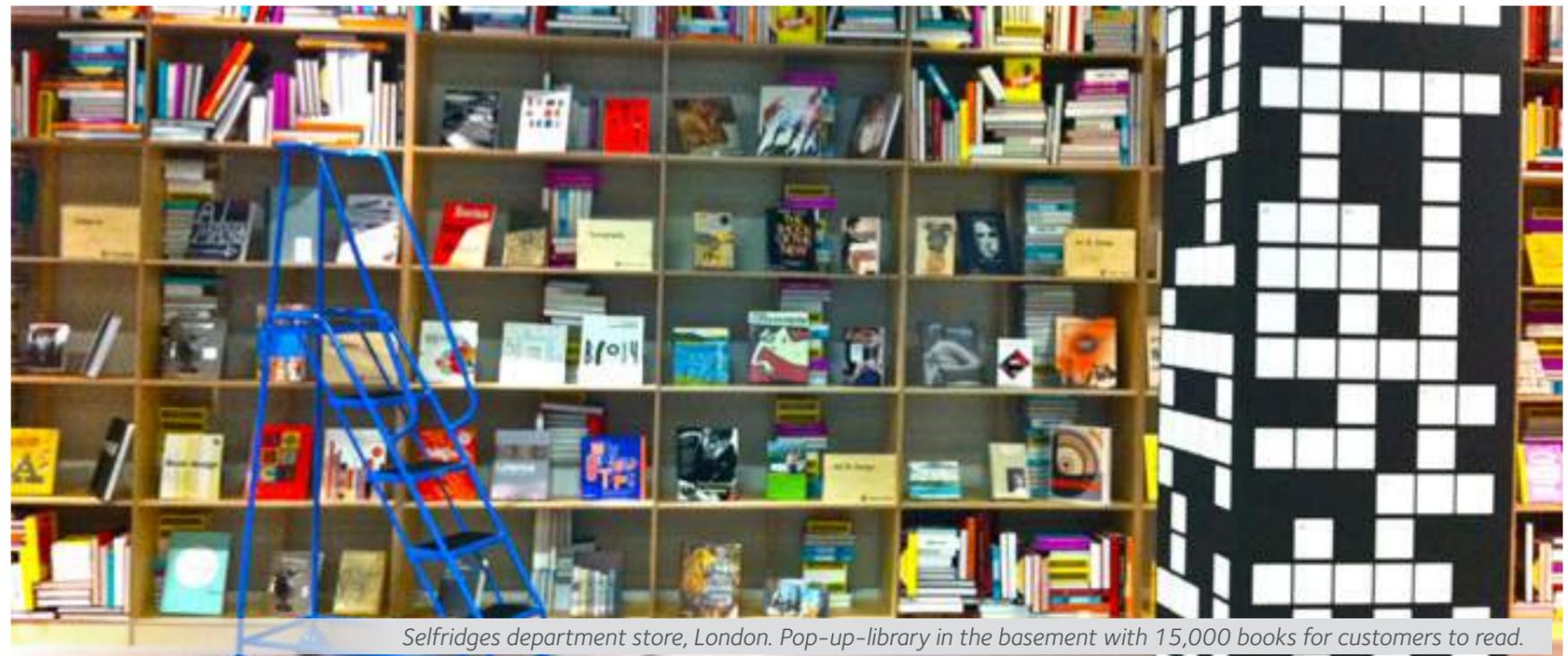
Selfridges department store, London. Pop-up-library in the basement with 15,000 books for customers to read.

OPEN

Develop Marton into a Boutique Town then project this new image to the world

Summary of Tactics

1. Use events and markets to attract people to visit Marton and as a means of projecting a new image of Marton. Increase the frequency and range of these events. Promote these events, particularly at highway junctions.

2. Encourage retailers to engage with the footpath and public spaces. Project an image of extreme generosity by having retailers provide services for the general public that are unrelated to their business (for example, toilets, baby change facilities, free wi-fi, meeting room).

3. Enhance the approach roads to the town centre with landscaping, landmarks, and funkified buildings. Once Marton has begun developing as a boutique town, promote a tourist drive at the highway turn-off points.

4. Ensure Marton develops its own unique boutique-town style by providing funding to enable the community to undertake place making projects.

Legend:
- Market and event spaces
- Retailers to engage with footpath
- Community place making projects
- Park restoration projects
- Parks
- Streamside
- Motorhomes camp ground

Rationale

Marton sees itself as a backwater. It is not on a highway, and not connected to the ultra-fast broadband (UFB). It feels disconnected from the world, physically and psychologically.

Marton needs to reposition itself as a boutique town. Being slightly off the beaten track is part of its charm. It needs to become a unique destination, distinctive, iconic, colourful and innovative.

Marton must be careful to develop itself as a distinctive product before marketing that product to the wider world – in other words, there must be substance to what is being marketed. The TCP strategies and tactics are aimed at developing that product – Marton as a boutique town.

1. Use events and markets to attract people

Events and markets serve a dual purpose – further developing the product, but also as a way of showcasing that product.

- The existing fresh produce market each week outside the furniture shop should be expanded by inviting high-quality operators to piggy-back on this existing event – for example, a coffee cart and healthy food van.

- Marton businesses should be encouraged to trade on successful events such as the Marton Country Music Festival. For example, by increasing opening hours, footpath trading, country-music window displays, buskers competition, or offering festival-goers a festival discount.

- Frequency of the once-a-year market should be increased to biannually or quarterly.

- Other events, like an antique farm machinery festival, should be added.

The current weekly produce market could be expanded by adding a coffee cart

2. Encourage retailers to improve visitor experience

Travellers are much more likely to stop if the street is alive with activity than if it feels like a ghost town. A large contributor to this feeling of vibrancy is the degree to which the retailers engage with the footpath and the generosity of the retailers.

ENGAGING WITH FOOTPATH: When retailers display goods on the footpath, or create experiences for those passing by, the street feels more alive. People pause, spending longer in the street, which increases overall feelings of vitality. It also increases sales.

GENEROSITY: Our memories of a place (and hence the stories we tell our friends when we get back home) are often shaped by one small act of generosity. Generous acts build the reputation of the town as a desirable destination, while the feeling of meanness will degrade the reputation. This "spirit of generosity" is far more valuable in building Marton's reputation as a great place to visit than any changes that can be made to the physical environment.

Goods on display helps animate a shopping street

Raglan, NZ

Council should encourage footpath activation and greater generosity by:

- Providing a library of movable furniture that retailers can borrow to activate the space in front of their store.

- Reducing the red tape around the use of the footpath by retailers. Either the *Rangitikei District Council Public Places Bylaw 2013* needs to be updated or Council could issue a blanket permit for all retailers, with conditions for footpath engagement clearly outlined.

- Encouraging retailers to provide free services (e.g. toilet, baby change, play area for small children, free wi-fi or topping up a drink bottle) and provide the retailer with a sticker for the front window that shows the free service they offer. Make visitors aware of these free services on a tourist brochure or town map.

TOILETS
BUSINESS WITH HEART

BABY CHANGE
BUSINESS WITH HEART

Graham Brown, accountant in Taree, NSW, paid for this abacus outside his business as a way of adding life to the town, but at the same time, drawing attention to the nature of his business

3. Create a tourist drive

The approaches to someone's house (front fence, gardens, front door, foyer area) set up an expectation of what we will experience when we enter. The approaches to Marton's town centre need to set up an expectation that the visitor is about to have a boutique-town experience. This should include:

- Funkifying all the bridges, especially the railway bridges
- Funkifying character buildings or landmarks
- Planting the roadside
- Creating a trail of landmarks – for example, old restored farm machinery
- Creating pockets of special landscaping.

This work can be done concurrently with other initiatives aimed at creating a boutique town. Once Marton begins to feel like a Boutique Town:

- Make it easy to promote events at the highway intersections, e.g. permanent sculptural posts to make it easy to hang banners.
- Promote a tourist drive at the highway intersections through sculptural elements that reflect the new *Boutique Marton Style.*

The rail bridges could become an important part of the arrival experience

SH1 North – Hunterville, Taihape

Wanganui

Legend:
- Marton urban area
- → Bypass highways
- → Tourist drive connections
- ● Railway bridges (funkify)
- ● Town entry landmarks
- ● Points of interest

AADT 4860

AADT 6290

West to Wanganui

Meatworks

SH3 to Bulls

SH1 South – Bulls, Wellington, Palmerston North

4. Provide funding for place making projects

Place making is like home making. Home making turns a house into a home while place making turns a space into a place. Traditionally TCPs tend to focus on the big moves - building the house and putting in great carpet. But this is a wasted investment if the house remains empty and uninhabited.

There needs to be a dedicated fund over the next three years for place making projects in Marton that help "furnish the house". It is imperative that this fund be for *community-based* place making projects (as opposed to Council run design process). The reasons for this are:

- Community pride – the community has a much greater emotional connection to the places they create themselves.

- Value for money – the community generally delivers projects at a significantly lower price than what Council can deliver it for.

- Heart and soul – Projects delivered by the community are stamped with the personality of the community. What emerges is a town with authenticity and a point of difference – a place that feels like home rather than a display house.

- Multiplier effect – many small but noticeable changes add up to a feeling that the place is getting better, for a relatively small investment by council.

Projects, created by the community, begin to put heart and soul into the town

The wall WE painted: Sharon Gordon, Andrew Morriss, Jono Whitcombe, Lynne Sheridan and Laura Richards

7. IMPLEMENTATION–MAKING IT HAPPEN

The Town Centre Plan will require a coordinated approach to translate the strategies and tactics into results on the ground. The four work streams are:

1. Collaboration and negotiation with stakeholders.

2. Design briefing, design, and cost estimation.

3. Funding and prioritising through the Long Term Plan and aligning Asset Management.

1. Collaboration and Negotiation

The major stakeholders in Marton are:

• Ngati Apa and Ngati Hauiti

• Business community, property owners and potential investors

• Established community groups

• Heritage New Zealand???.

The Council will need to work with these stakeholders to establish priorities and appropriate local solutions. The Town Centre Plan is the vehicle for these stakeholders to have a better dialogue about the future of the Marton town centre. It provides a base to discuss and resolve competing interests before bringing projects to the wider community. Inevitably, new ideas and proposals for Marton will arise. The Town Centre Plan is a lens through which to contextualize and discuss proposals that have not been anticipated.

Because funding of a new Civic Centre may not happen immediately, it is imperative that Council fund or incentivise other projects that are likely to act as a catalyst for Marton becoming a boutique town:

1. Community-based place making projects aimed at delivering Boutique Marton.

2. Funkifying old buildings

3. Encourage innovative lease arrangements such as pop-up shops

4. Encourage retailers to embrace the footpath and be generous.

2. Design Briefing, Design and Cost Estimation

The Town Centre Plan sets out strategies and tactics for Marton's transformation to meet the Vision in the Long Term Plan. This will require investment. To be able to create realistic budgets and give the community certainty, the next level of detail needs to be created, which is a specific task outside the scope of the Town Centre Plan.

The descriptions of tactics outlined in this document provide a base for creating design briefs for individual projects. Designs will determine how the town centre will look, and the experience that visitors have in the town. Prototype actions should be considered as part of the design briefing and/or design phase to test out ideas in an affordable way and to support negotiation and collaboration through shared real-world experience.

Cost estimates can then be prepared to feed into Council's asset management and funding processes.

Three sets of design briefs need to be created:
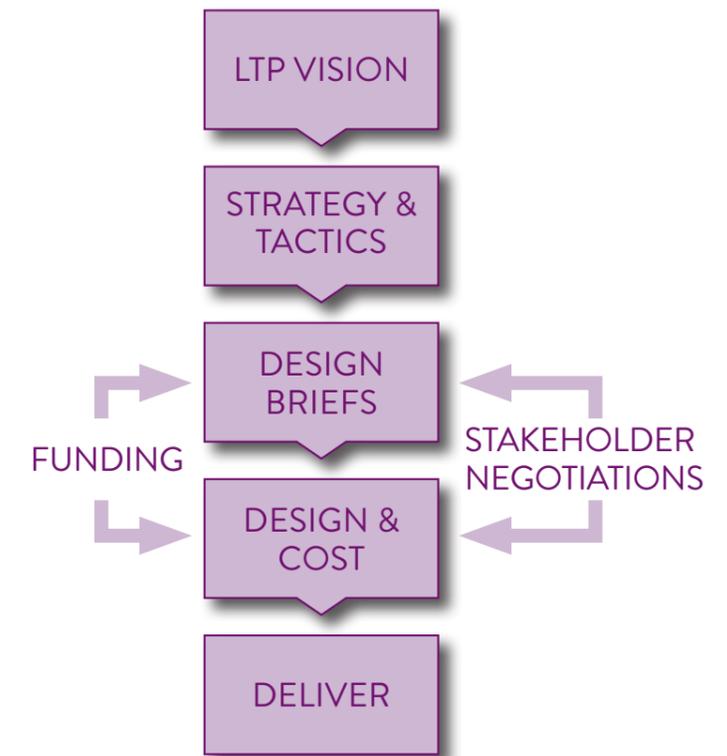
1. The Civic Heart Catalyst

    a. Civic Centre

    b. Civic square

2. Town Centre projects

    a. Shared space

    b. Street upgrades

    c. Park paths and connections

    d. Landmarks and wayfinding

3. Outside town centre

    a. Options analysis Memorial Hall site

    b. Tourist drive

LTP VISION

STRATEGY & TACTICS

DESIGN BRIEFS

FUNDING   STAKEHOLDER NEGOTIATIONS

DESIGN & COST

DELIVER

3. Funding and prioritising through the Long Term Plan, and aligning Asset Management.

In today's constrained budget environment any investment needs to compete with other priorities in the Rangitikei District. The vehicle for funding projects is the Long Term Plan process. The schedule of projects in the table opposite provides a preliminary list and priority of projects. The prioritization of projects will be informed by public feedback and by asset management priorities.

1 – STREETS & PLACES	Priority 1	Priority 2	Priority 3
1.1 Activate the main street	• Broadway mid-block - create outdoor living rooms at crossing points	• Refurbish corners	
1.2 Improve the pedestrian experience	• Create a shared space connected to Civic Centre and Civic Square (may be done before these are built) • Upgrade primary town centre streets	• Upgrade secondary town centre streets	• Upgrade park streets
1.3 Consolidate and link Parks	• Improve link between Centennial Park and Marton Park	• Improve links in Marton Park • Upgrade Rose Garden area • Activities and social seating for square	• Follett Street to Rangitikei College • High Street to the Marton School. • Possible stream-side path – Centennial Park to Frae Ona Park
1.4 Wayfinding and landmarks	• Landmarks (for cars & pedestrians) • Wayfinding for cars	• Wayfinding for pedestrians	

2 – ADAPTIVE REUSE	Priority 1	Priority 2	Priority 3
2.1 Encourage retention through incentives	• Set up Task Force to develop retention strategy • Continue existing incentives		
2.2 Funkify character buildings as public art	• Commission or run design competitions for buildings in town centre	• Funkify buildings on approach roads to town centre	
2.3 Innovative lease arrangements	• Task Force to develop strategies for implementation, such as developing pop-up-shop kits	• Work with other towns such as Taihape to coordinate efforts	

3 – CIVIC CENTRE CATALYST	Priority 1	Priority 2	Priority 3
3.1 Civic Centre	• Decide location	• Design and build	
3.2 Integrate Civic Square		• Design and build	
3.3 Civic Centre as catalyst		• Concurrent with 3.1 and 3.2	
3.4 Flagship - Boutique Style		• Concurrent with 3.1 and 3.2	
3.5 Deal with excess properties	• Detailed options and analysis	• Implement	

4 – DELIVER BOUTIQUE TOWN	Priority 1	Priority 2	Priority 3
4.1 Markets and events	• Add new operators to existing fresh produce market • Increase frequency of market day events	• Add new events • Encourage retailers to piggy-back on major events	
4.2 Retailer engagement with footpath and generous	• Reduce red tape (focus on core of town centre) • Create library of movable furniture • Provide incentives for retailer generosity		
4.3 Approaches to town	• Funkify existing bridges	• Funkify buildings on route • Trees and vegetation along route	• Highway intersections – landmarks
4.4 Community place-making	• Fund for 3 years		

8. APPENDIX

8.1 HISTORY OF TOWN CENTRE PLAN

Creative Communities International (CCI) was engaged by Rangitikei District Council to produce a Town Centre Plan for Marton.

The purpose of the Marton Town Centre Plan was to establish an agreed framework and guide for:
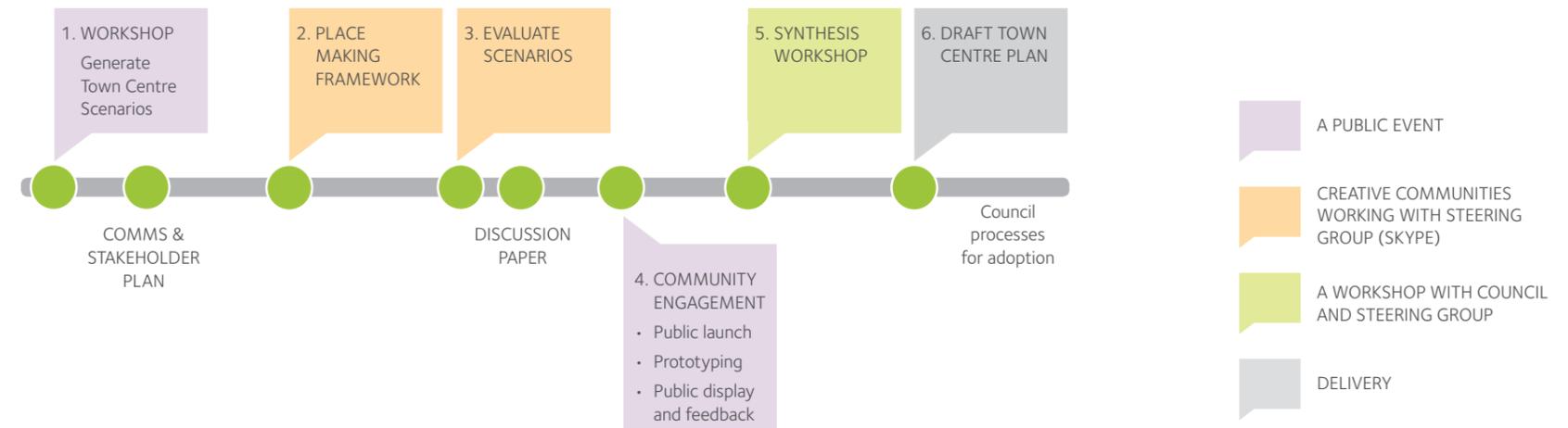
- The future management and development of the public areas (including roads/footpaths) in the CBD and extending from Centennial Park to Memorial Hall;

- The nature and timing of the development and associated funding decisions of the public and private sector;

- Defining Council's role and presence in the CBD.

The first step in developing the Town Centre Plan was to establish a Place Making Framework. The Place Making Framework focused on how the town will best work as a "people place" for both locals and visitors.

The Place Making Framework was used to evaluate potential scenarios for the town centre. A discussion paper was then produced and put out for community engagement.

A Synthesis Workshop was held with the Steering Group and from this came the Draft Town Centre Plan.

TIME LINE

1. WORKSHOP — Generate Town Centre Scenarios
2. PLACE MAKING FRAMEWORK
3. EVALUATE SCENARIOS
5. SYNTHESIS WORKSHOP
6. DRAFT TOWN CENTRE PLAN

COMMS & STAKEHOLDER PLAN

DISCUSSION PAPER

4. COMMUNITY ENGAGEMENT
- Public launch
- Prototyping
- Public display and feedback

Council processes for adoption

A PUBLIC EVENT

CREATIVE COMMUNITIES WORKING WITH STEERING GROUP (SKYPE)

A WORKSHOP WITH COUNCIL AND STEERING GROUP

DELIVERY

THE PROCESS

INPUTS
+ Place making principles + Urban design analysis
+ Observations + Context + Trends + Opportunities

VISION

STRATEGIES & TACTICS
FOR DELIVERING VISION

IMPLEMENTATION
MAKING IT HAPPEN
+ Generate scenarios
+ Evaluate scenarios

COMMUNITY ENGAGEMENT
+ Discussion
+ Prototyping

TOWN CENTRE PLAN

LONG TERM PLAN FUNDING

MICRO INITIATIVES

PRIVATE INVESTMENT

MARTON
Towards a
Town Centre
Plan

Which of these are the TOP THREE priorities for place making?
Use the white boxes to indicate your priorities. ☐1 ☐2 ☐3

PROJECT A NEW IMAGE

☐ **PLACE MANAGEMENT**
· Reinforce markets and events programme.
· Businesses With Heart (Businesses provide free services such as toilets).

☐ **TELL MARTON'S STORY OF THE PAST IN FRESH WAYS**
· Tell story in a contemporary way. Don't make the town feel like it is captured by the past.

☐ **TELL NEW STORY – MARTON "A BOUTIQUE TOWN"**
· In the fabric and layout of the town.
· In the adaptive reuse of old buildings.
· In media and events.

☐ **PROMOTE TOURIST DRIVE**
· Create a tourist drive experience, starting at the highway entrances.
· Concentrate attractions to create a critical mass.

CREATE GREAT STREETS & SQUARES

☐ **LINGER NODES – MAIN STREET**
· Create linger nodes, (things to do in public space) particularly at crossing points.

☐ **SHARED SPACE**
· Create an integrated streetscape by removing barriers and using wasted space as people places.

☐ **TOWN AMENITIES**
· Integrate amenities (such as toilets and free wi-fi) into public spaces

☐ **THE SQUARE**
· Low-cost makeover and layer in new activities.

☐ **ROSE GARDENS AT CENTENNIAL PARK**
· Upgrade to a people-focused space.

CONSOLIDATE & CONNECT

☐ **CONSOLIDATE COUNCIL FACILITIES**
· Consolidate Council facilities in the central area.
· Integrate an outdoor civic space with relocated Council facilities.

☐ **STAGED ENTRY FROM HIGHWAY**
· Create a sense of anticipation by creating a sequence of experiences: highway intersection, bridges and other features, threshold of town, threshold of town centre.

☐ **CONNECT PARKS TO CREATE A COHERENT OPEN SPACE NETWORK**

☐ **WAY-FINDING FOR VEHICLES AND PEDESTRIANS**

ADAPTIVE REUSE OF OLD BUILDINGS

☐ **CONTEMPORARY & CREATIVE**
· Innovative leasing arrangements: e.g. pop ups (pop-up kits supplied), rent-a-shelf, or curated spaces.
· Encourage boutique start-ups with cheap or subsidised rent.

☐ **ADOPT A COURAGEOUS AND AUDACIOUS APPROACH**
· Embrace low-risk and high impact strategies e.g. paint the outside of buildings in funky colours or with large art works.
· Cultivate a culture of experimenting – using space in front of buildings for pop-up-parklets, or hang out spots.

FOR MORE INFORMATION SEE DISCUSSION DOCUMENT
or phone Kevin 0800422522

PUT COMPLETED FORM IN DROPBOX AT LIBRARY
Or mail to: Marton Town Centre Plan Comments
c/- Rangitikei District Council, Private Bag 1102, Marton 4741
Or scan and email to: mtcpsg14@gmail.com

creative communities INTERNATIONAL

Rangitikei UNSPOILT...

Please also give us your feedback on the KEY MOVES ▶

MARTON
Towards a
Town Centre
Plan

A: Deliver Boutique Town over next 3 years
Do you think $20,000 per year is:
☐ about right ☐ should be less ☐ should be more

What do you think is the top priority for turning Marton into a Boutique Town?

B: Use Council facilities as a catalyst
Do you support combining the Library, Council offices, public meeting rooms and information centre into a single site in the core of the town centre, bringing an injection of life to the main street?
☐ Yes ☐ No

C: Flagship of the new Marton ethos
Do you think promoting a pop-up culture (creative, innovative use of old buildings for temporary uses) will stimulate the Marton economy?
☐ Yes ☐ No

Reason:

Do you support the new combined Council facility being the flagship of this new "pop-up" culture?
☐ Yes ☐ No

D: Consolidate Park assets
Centennial Park: How do we make Centennial Park work best as a consolidated space?

Memorial Hall site: What would be the best reuse of this site (e.g. commercial, industrial, residential)?

Other comments and suggestions:

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Please also give us your feedback on the STRATEGIES ▶