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Mackenzie District Spatial Planning Establishment Report

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Mackenzie District Spatial Planning Establishment Report

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Executive Summary

The Mackenzie District is a vast and varied area, treasured by locals and visitors alike. It has a strong community and a wealth of distinctive natural features, from the spectacular scenery offered in the Mackenzie Basin, through to the fertile soils of Eastern Mackenzie. For Te Rūnanga O Ngāi Tahu and Papatipu Rūnanga the District provides a deep cultural connection with the past and future through whakapapa.

The residents and those with a connection to the Mackenzie are rightfully proud of the District and want to see the things that make it such a special place to live, work and play, protected in the face of recent and future growth.

The three main townships that make up the Mackenzie District, Fairlie, Tekapo and Twizel have distinctive communities of their own, with differing likes, dislikes and visions of the future. This was outlined in detail through the Mackenzie Community Survey, which was undertaken in early 2020.

The Mackenzie District Council (MDC) is in the process of reviewing the District Plan. The review will help shape how future growth in the District can occur. There are a range of complex zoning issues and other unintended effects of zoning happening across the District and the review will aim to rationalise and simplify these. The Spatial Planning work will be a key piece of work, running alongside the review and informing decisions made on how growth will occur in the District.

The effects of growth and development are being felt in several ways, both positive and negative. The Mackenzie Spatial Plans will look to understand how this growth and development can be sustainably managed charting a path that sets the direction for the next 30 years and beyond.

WHY ARE WE DOING THIS WORK?

This Establishment Report sets the foundation for the delivery of the Spatial Plans for the two townships of the Mackenzie Basin, Twizel and Tekapo, as well as Fairlie and the Eastern Mackenzie Basin including the smaller rural settlements of Kimbell, Albury and Burkes Pass.

Mackenzie District Council (MDC) has the opportunity to chart the future growth and development of the main townships, ensuring it occurs in a sustainable and sympathetic manner that protects the environment, natural resources, existing communities, aesthetics and industries that make the District such a special place. At the same time, the Spatial Plans seek to balance the needs of existing land uses with the demands of a growing community. It will also ensure economic wellbeing in all three towns is both protected and enhanced.

The Spatial Plans will offer up a shared vision of what the future can look like, offering investment certainty to both the private and public sector and providing a filter with which MDC can evaluate proposals through. It will also guide infrastructure investment and allow for MDC to plan for future growth and get ahead of the curve.

It is important that the Spatial Plan is carried out efficiently and effectively, it will act as a guide that will inform the development of the review of the Mackenzie District Plan in late 2020.

Over the last decade, The Mackenzie District has experienced periods of high growth, particularly in the Mackenzie Basin. At the same time, some developments have occurred that are incongruent with the intentions of zoning rules across the district, this has seen land developed in a way that may be at odds with its intended character.

WHAT ARE WE GOING TO DO?

The Spatial Planning process will integrate a significant amount of thinking across a range of workstreams – offering a compelling case for change that brings the community, mana whenua, landowners, stakeholders and partners together. It will create a shared vision, setting expectations for the future of the areas.

Spatial Plan Objectives

The following objectives have been agreed for the Spatial Plans.

1. We understand what the future holds for each town.

2. Integration of existing strategies and projects ensuring the outcomes reflect Mackenzie District values.
3. The work informs/facilitates the District Plan Review.
4. Ensure the Mackenzie District Council can get ahead of growth, identify key spatial improvements, then plan for it and get on with it.
5. The community is engaged throughout the process.

Geographic Scope

The Mackenzie Spatial Plans will be broken into two areas – the two townships of the Mackenzie Basin (Twizel and Tekapo) and Fairlie / the Eastern Mackenzie. Both areas have distinct characteristics and issues, and while they will be approached in a similar way, the outcomes may look different.

The geographic scope encapsulates the residential areas of each town. They also include areas of influence any adjoining industrial, rural residential or airport zoned land. Each town also has an area of interest that outlines an area around each township that will be looked at to see what the future might look like outside of existing zone boundaries.

The Spatial Plan for Fairlie will have a wider geographic scope and will include the town itself, the area immediately surrounding the town and will consider the wider Eastern Mackenzie rural area and rural zone land rules. It will also include the smaller rural settlements of Kimbell, Albury and Burkes Pass.

The town centres of Fairlie, Tekapo and Twizel will be looked at, with a future town centre concept plan developed for each. These will include future town centre layouts, key moves, urban design elements, transport and a focus on making each town a place for people.

Workstreams

There are four key workstreams which the project team will focus on:

1. Environment, Mana Whenua, Social and Culture
2. Land Use
3. Sustainable Infrastructure
4. Mackenzie District Council Property

Mana Whenua

The relationship of mana whenua (Te Rūnanga o Arowhenua, Te Rūnanga o Waihao) to the Mackenzie District and the ancestral pathways that traverse the landscape need to be acknowledged and built into the Spatial Planning work and District Plan Review.

HOW ARE WE GOING TO DO IT?

The Spatial Plan will be developed using facilitated stakeholder workshops, community engagement, optioneering and analysis to evaluate a wide range of information and identify a preferred way forward for each township.

The programme will work through a process and schedule with key milestones and gateways, ensuring decision makers have oversight of the work being done and the ability to approve the work being undertaken at multiple points throughout the process.

Programme

The programme of work has been aligned to the review of the Mackenzie District Plan, which is expected to be notified in late 2020/early 2021. Work to develop the District Plan review will be directly informed by the Spatial Planning Process. The drafting of the District Plan will run alongside the Spatial Plans, ensuring both pieces of work are carried out in parallel and work done can be used for both processes – ensuring efficiencies in time and cost.

If approved by Council, the Spatial Plans are expected to be completed in October 2020. They will act as key guiding documents for Council, informing the District Plan review, the Long-Term Plan and the 30 year infrastructure strategy.

Community and stakeholder engagement.

Keeping the local communities at the centre of the Spatial Planning process is critical. Community engagement will occur at various points throughout the process and feedback received will act as key pieces of evidence in the optioneering process.

WHO IS RESPONSIBLE?

Programmes of this nature and complexity require a clear and well-structured governance and decision-making arrangement. A proposed structure is outlined later in this document.

A project team will work closely with procured technical specialists. This team will produce material for the Programme Governance Group who will review it before recommending it be considered at the Political Governance Level.

1 Introduction

What's the purpose of the Establishment Report?

The purpose of the Establishment Report is to set the foundation for the delivery of the Spatial Plans for the two townships of the Mackenzie Basin, Twizel and Tekapo, as well as Fairlie and the Eastern Mackenzie Basin including the smaller rural settlements of Kimbell, Albury and Burkes Pass.

The Establishment Report ensures:

- Transparency
- Clarity of process
- A structure that delivers the best outcome for the community
- An approach that can move at the pace required to get ahead of growth and shape development

It will act as the guiding document, ensuring the Spatial Plans integrates a range of workstreams including:

1. Environment, Mana Whenua, Social and Culture
2. Land Use
3. Sustainable Infrastructure
4. Mackenzie District Council Property

The Establishment Report sets out the key elements required for the proposed Spatial Plans (which are outlined later in this document) and the process.

How this report was developed

This report was developed using a combination of early community engagement, Council workshops, research, and analysis.

COMMUNITY SURVEY

A community survey was held over the course of a month in early 2020, which sought to understand three main things about how people experience the District:

1. What one thing do you like the most about the District?
2. What one thing would you most like to see changed about the District?
3. What is the one thing you would like the Mackenzie District to be known for in the future?

COUNCIL WORKSHOPS

Two workshops were held on March 13, 2020 with MDC Council Staff and Elected Members. These were held to explain the programme and seek feedback around the key articles and process.

The results of were fed into the Establishment Report and used to identify the process outlined in this document.

What is a Spatial Plan?

A spatial plan is about coordination and integration. It is a collaborative exercise to produce an evidence-based, future-focussed (30-year plus) strategy that outlines an agreed vision and direction for an area.

The Mackenzie Spatial Plans will:

- provide a picture of where each area is heading and highlight areas of potential growth and change
- guide investment decisions at local, regional and central government level

- identify the key issues facing the area and the priorities that need to be advanced to address these.

Spatial plans present information visually, and identify:

- the existing and future land use – such as where people may live, work and how they get around
- existing and future infrastructure needs
- priority areas for investment and action
- areas to protect and enhance (e.g. ecologically significant areas, outstanding natural landscapes, culturally important sites)
- areas subject to constraints (e.g. at high risk from natural hazards)
- other strategically significant priorities.

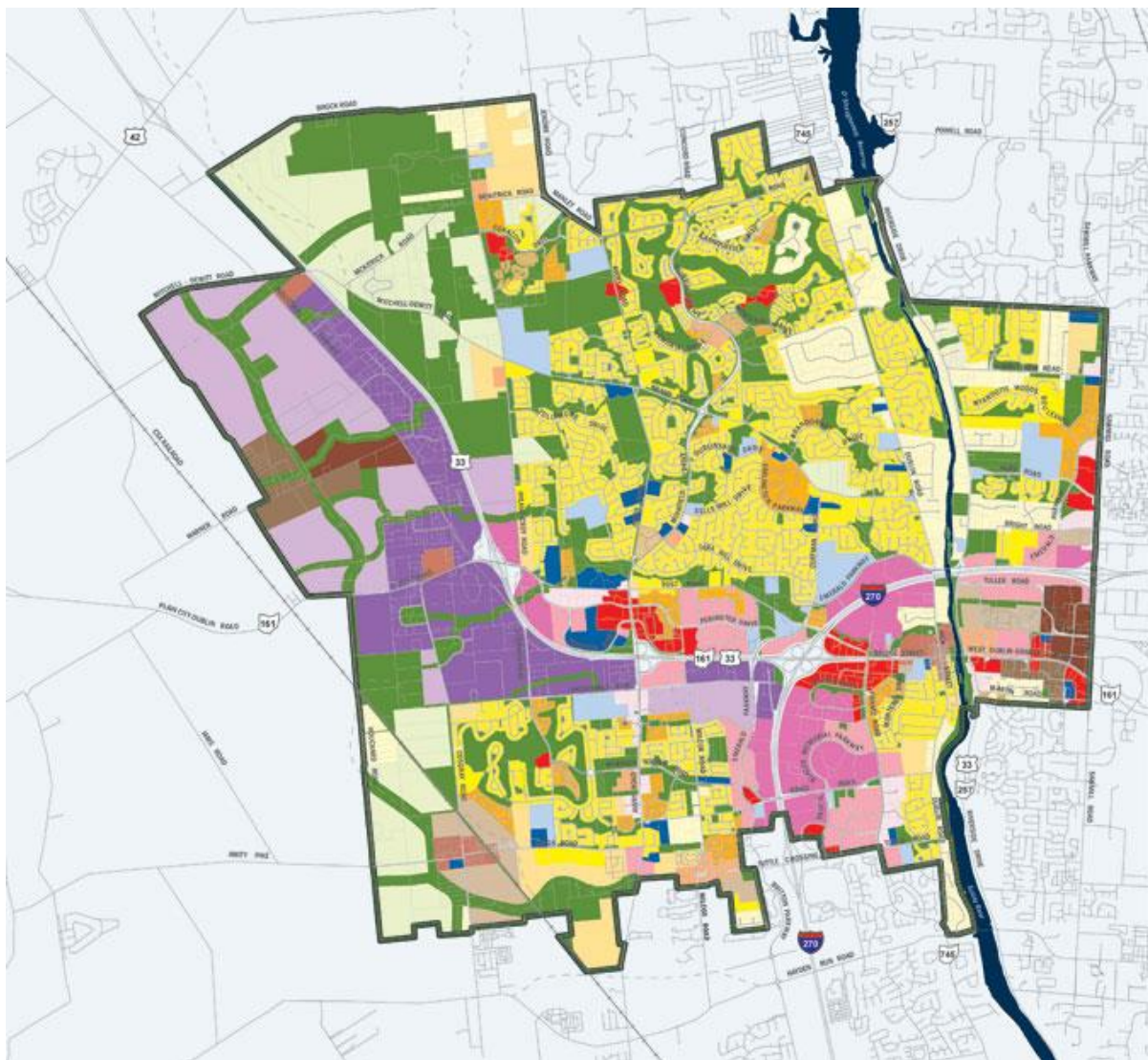


Figure 1: Future Land use Map, Dublin Ohio

Spatial Planning Objectives

The following objectives have been agreed for the Spatial Plans.

1. We understand what the future holds for each town.

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4. Ensure the Mackenzie District Council can get ahead of growth, identify key spatial improvements, then plan for it and get on with it.
5. The community is engaged throughout the process.

Deliverables

A Spatial Plan for each area will be produced, mapping out a 30-year future and shared vision. This will explore the form and function of each town, its purpose within the District and wider region and outline a plan for achieving the vision.

Each town will be looked at independently, with an area of focus, influence and interest identified in section 3 below. The two Spatial Plans for the towns in the Mackenzie Basin, Twizel and Tekapo, will focus largely on each town and the immediate surrounding area. The Spatial Plan for Fairlie will have a wider geographic scope and will include the town itself, the area immediately surrounding the town and will consider the wider Eastern Mackenzie rural area and rural zone land rules. It will also include the smaller rural settlements of Kimbell, Albury and Burkes Pass.

The town centres of Fairlie, Tekapo and Twizel will be looked at, with a future town centre concept plan developed for each. These will include future town centre layouts, key moves, urban design, transport and a focus on making each town a place for people. It is expected that Twizel and Tekapo will require more of a focus on their town centres than Fairlie.

These visual plans will be supported by technical information that will be developed using investment management tools and the New Zealand Treasury Better Business Case approach. These include:

- Investment Logic Map workshops for each township
- Optioneering workshops for each township
- Detailed analysis of each shortlist

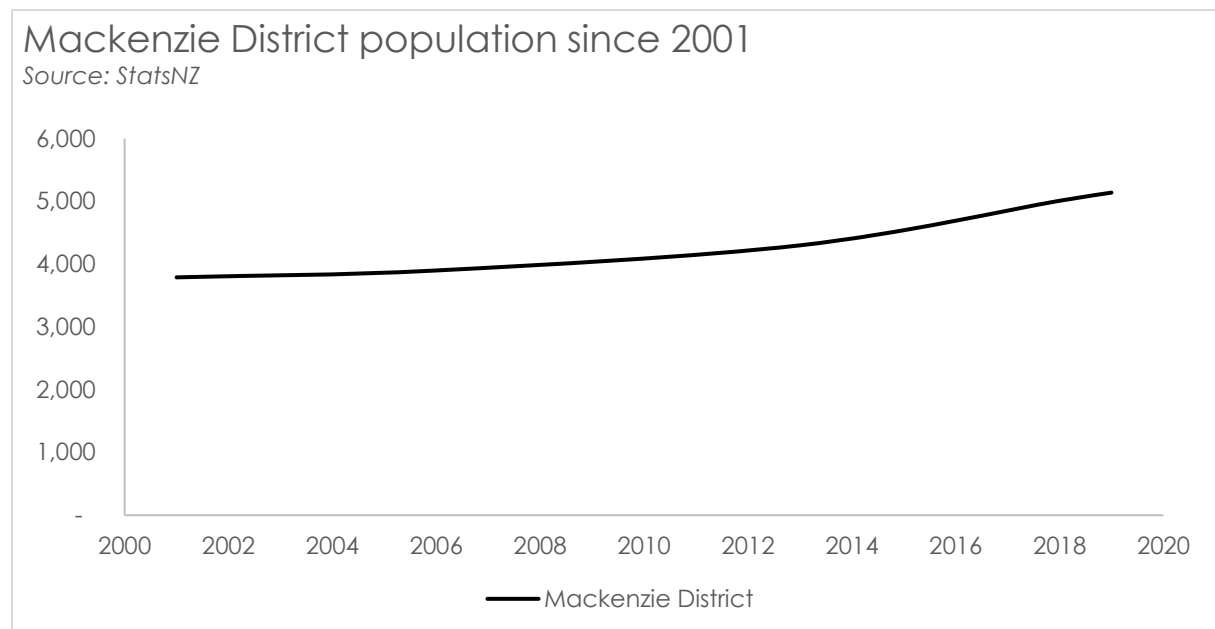
Key to the process will be significant community and stakeholder engagement, ensuring that the wishes of the community are a key guiding force in the development of each Spatial Plan.

The development of the Spatial Plans will be used to support a review of the Mackenzie District Plan, and technical RMA and planning specialists will be involved throughout the process for this very reason.

2 Key issues – why are we doing this project?

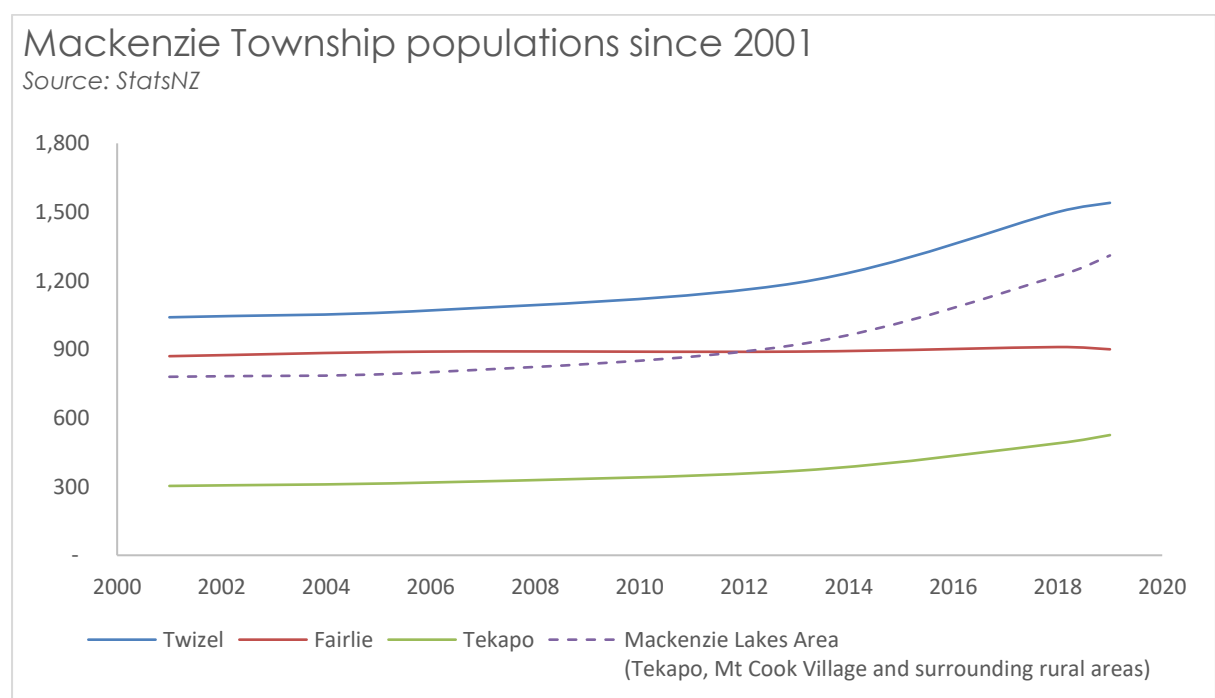
Population Growth

Since the 2001 Census the District's population has grown from 3,800 to 5,150 – an increase of 36%



Growth has been seen at higher rates in Tekapo 73% and Twizel 48% while Fairlie has largely maintained its population.

The growth of the Mackenzie Lakes statistical area, which includes Tekapo, Mt Cook Village and surrounding rural areas has also been high at 68%. This is in a large part due to the attractiveness of Twizel and Tekapo as tourism destinations and the growth of the tourism industry in the Mackenzie Basin.



Note: figures for Tekapo are an estimation based on the Mackenzie Lakes statistical area, which includes Mount Cook village and the wider rural area within the Basin and 2020 census population estimates. More detailed information will be available with the development of updated Growth and Capacity projections, expected to be completed shortly

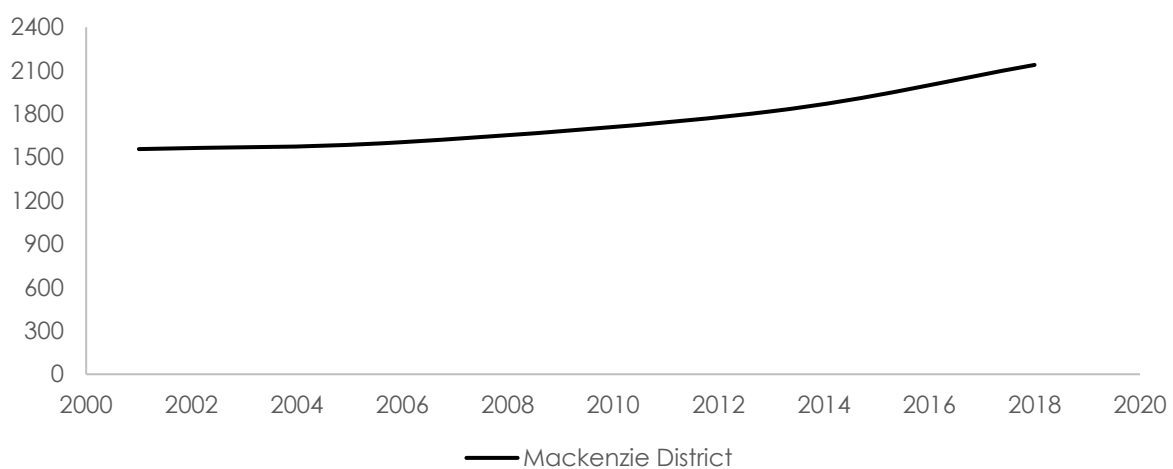
Continued growth can have a range of impacts on communities, these include:

- Impacting on mana whenua values
- Increasing property prices and affordability issues.
- Environmental/landscape concerns around population growth.
- Reverse sensitivity and amenity effects of residential development in rural areas
- Provision of suitable land for future development.

Occupied dwellings growth

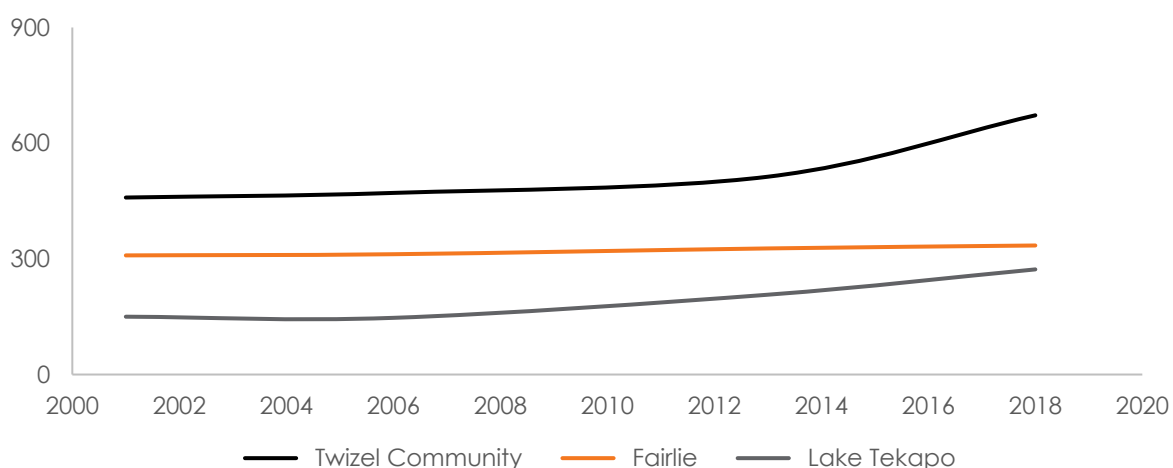
Mackenzie District occupied dwellings since 2001

Source: StatsNZ



Mackenzie Township occupied dwellings since 2001

Source: StatsNZ



Since the 2001 Census the number of occupied dwellings in the District has grown from 1,557 to 2,139, an increase of 37%. Growth has been seen at higher rates in Tekapo 82% and Twizel 46% while Fairlie has had a modest 8% increase.

Unoccupied dwellings

Twizel and Mackenzie Lakes (which includes Tekapo) both have low occupancy rates, suggesting higher rates of holiday homes and Airbnb's etc. Fairlie has a high occupancy rate, suggesting that dwellings are predominantly for residents.

Statistical Area	2018 Occupied Dwellings	2018 Unoccupied Dwellings	% Occupied
Mackenzie District	2139	1536	58%
Mackenzie Lakes	537	537	50%
Twizel	684	783	47%
Opuā (Mackenzie District)	522	120	81%
Fairlie	393	96	80%

Mana Whenua values

The relationship of mana whenua (Te Rūnanga o Arowhenua, Te Rūnanga o Waihao) to the Mackenzie District and the ancestral pathways that traverse the landscape need to be acknowledged and built into the Spatial Planning work and District Plan Review. This will include:

Wāhi Tūpuna

Wāhi Tūpuna are landscapes and places that embody the relationship of Manawhenua and their culture and traditions with their ancestral lands, water, sites, wāhi tapu (sacred places), and other taonga.

Kā Ara Tawhito

Ngāi Tahu inherited from earlier iwi, a complex infrastructure of ara tawhito (traditional travel routes) throughout Te Waipounamu, which were the arteries of important social and economic relationships. They provided access to resources, trade, and mahinga kai.

Over generations of use, Ngāi Tahu hapū and whānau developed an extensive and intimate knowledge of the place names, stories, mahinga kai resources, resting places, and natural features associated with each ara tawhito.

Mahika kai

Mahika kai is an intrinsic part of Kāi Tahu identity. Mahika kai is the gathering of foods and other resources, the places where they are gathered and the practices used in doing so. It has formed the basis of the Kāi Tahu economy for hundreds of years, and remains at the core of tribal economic development today.

Kāi Tahu in Otago were especially reliant on mahika kai as the colder climate in southern Te Waipounamu means that kūmara doesn't grow in the region. This made it much more difficult to establish permanent settlements and as a result Kāi Tahu in this area had a hunter-gatherer lifestyle, and went where the mahika kai was abundant and in season.

Mackenzie Community Survey

The Mackenzie Community Survey was carried out from 16 January to 16 February 2020 and had a total of 759 responses, this is equal to almost 15% of the district's population.

The survey's purpose was to get a high-level understanding of the how the community feels about the district. More specifically, it asked three main questions of residents, ratepayers and visitors:

1. What one thing do you like the most about the district?
2. What one thing would you most like to see changed about the district?
3. Looking ahead, what is the one thing you would like the Mackenzie District to be known for in the future?

There were also five demographic questions asked, which have allowed the questions to be themed up and interrogated against a range of markers, in this case:

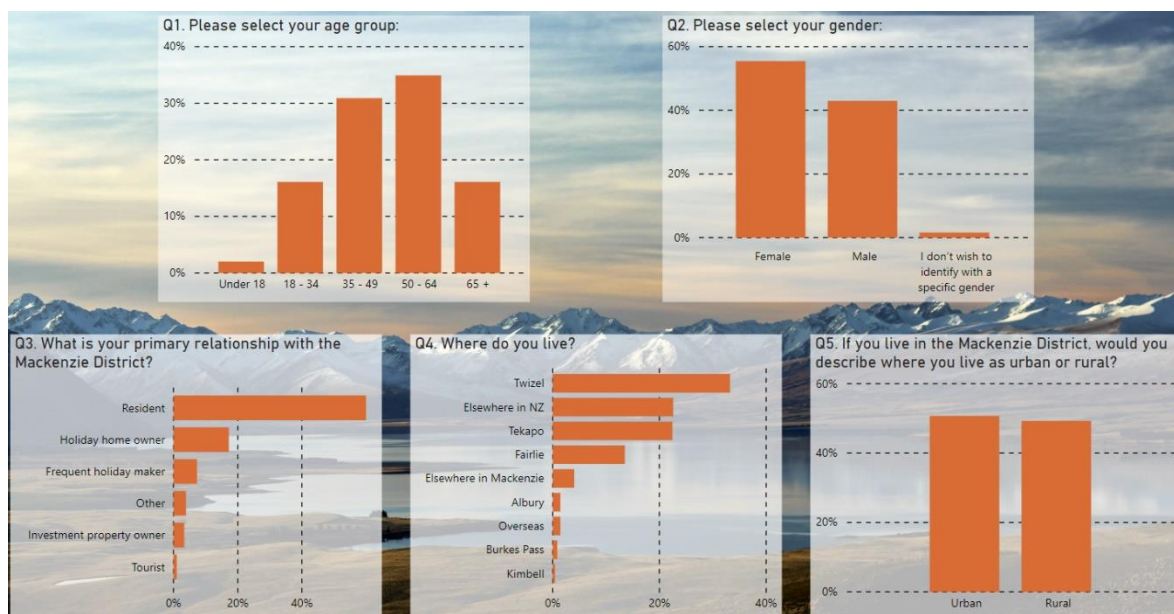
1. Age
2. Gender
3. Primary relationship with the Mackenzie District
4. Location
5. Urban or rural

The results will inform the delivery of a complete review of MDC's District Plan, setting the direction for how the District grows over the next 30 years and beyond.

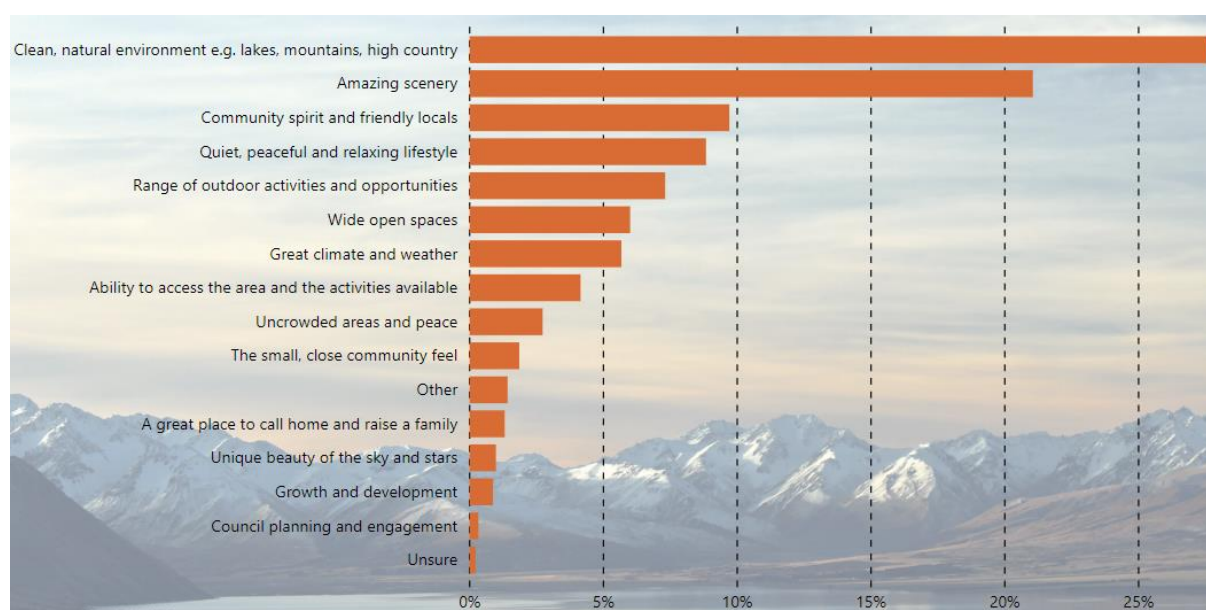
The responses have been analysed using an interactive online platform, which is available here – <https://bit.ly/2upEAFJ>.

This allows the data to be investigated using a range of demographic markers, meaning we are able to see how certain segments of the audience answered, whether that be by age, place, gender or a combination.

Using this tool, we have identified a range of interesting insights, and these are outlined below.



WHAT DO PEOPLE LIKE THE MOST ABOUT THE MACKENZIE DISTRICT?



As a whole, respondents to the survey most liked the Mackenzie District's natural environment and scenery. This comes as no surprise given the amazing landscapes and natural features on offer. The community spirit of the District also gained a lot of mentions, being the third most popular theme.

Interestingly, there is quite a lot of variation when you look further into these results based on location.

Twizel

Twizel residents were the most likely to select natural environment, amazing scenery and relaxing lifestyle. The reasons for these responses are quite clear, given Tekapo's scenic location among the lakes and mountains of the basin.

However, out of the three main towns, they were least likely to select community spirit. The reasons for this are harder to pinpoint but could be due to the highly seasonal nature of the town and the impact of tourism and the Airbnb market on the social fabric of the town.

Tekapo

Like Twizel, people from Tekapo are big fans of the scenery and natural environment on offer, for obvious reasons. They were also more likely than the average to mention the climate as the thing they like the most about the District.

People in Tekapo were more likely to mention community spirit and friendly locals than their neighbours in Twizel, sitting just above the average.

Fairlie

The major takeaway for people from Fairlie is that they love their community, considerably more than anywhere else. This may be due to the reduced impact of tourism on the town when compared with Tekapo and Twizel. The community theme came up in all questions, it seems that the people of Fairlie genuinely appreciate the community on offer in the town.

People from Fairlie were less likely than the average to select the natural environment or scenery, although it still rated highly in their responses. Interestingly, none mentioned the climate or weather being something that they liked.

Investment property owners/holiday homeowners

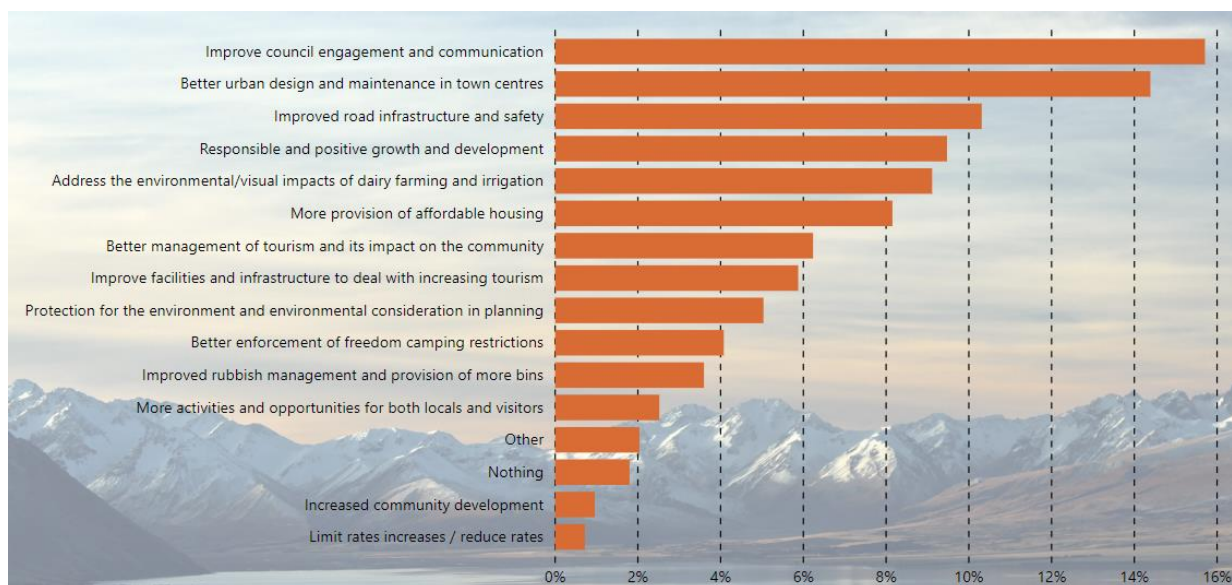
Perhaps unsurprisingly investment property or holiday homeowners were unlikely to select community spirit but most likely to select the amazing scenery on offer.

Tourist/frequent holiday makers

Tourists and frequent holiday makers rated the natural environment, the scenery and outdoor opportunities as the things they liked the most, reflecting the main reasons visitors are drawn to the Mackenzie Basin.

They were less likely to select the relaxing lifestyle than residents, and this is due to the fact that they are on holiday. They did, however, appear to appreciate the community and the locals more than the average.

WHAT DO PEOPLE WANT TO SEE CHANGED ABOUT THE MACKENZIE DISTRICT?



Twizel

The most popular response was better urban design and maintenance, which reflects the somewhat confusing and dated layout of the town, a legacy of the Ministry of Works town planning.

They were also likely to select the need for more affordable housing – again, this is likely due to the effects of the tourism growth and Airbnb market pushing house prices up while wages remain low. This was particularly pronounced among the under 35 age bracket. People of Twizel also wanted to see better Council engagement and communication, although this was below the average.

Addressing the impacts of dairy farming and irrigation was also a popular response. Interestingly, those over 35 appeared to be more concerned about this than the younger segment (16% v 3%)

Tekapo

The overwhelming insight from the responses to this question is that people from Tekapo are much more likely to select Council engagement and communication as the thing they wanted to see improved. This came in at almost double the average (30% v 16%) and reflects an area where increased engagement resources are almost certainly warranted.

They were also above average on the impacts of tourism and improved rubbish management, reflecting the ongoing growth in tourism in the town. Better management of tourism was more pronounced among the older demographics.

They were less likely to be concerned about the impacts of dairy farming and irrigation when compared with people from other locations, perhaps reflecting the economic importance of the industry to the town.

Fairlie

Fairlie residents were most concerned about improving roading infrastructure and safety and the provision of affordable housing. They scored considerably higher than the average for affordable housing, likely reflecting the community minded spirit of the town uncovered in the previous question.

They were also less likely to be concerned about the effects of dairy farming and irrigation, likely for similar reasons to those in Tekapo and Fairlie's locations as a rural hub.

Investment property owners/holiday homeowners

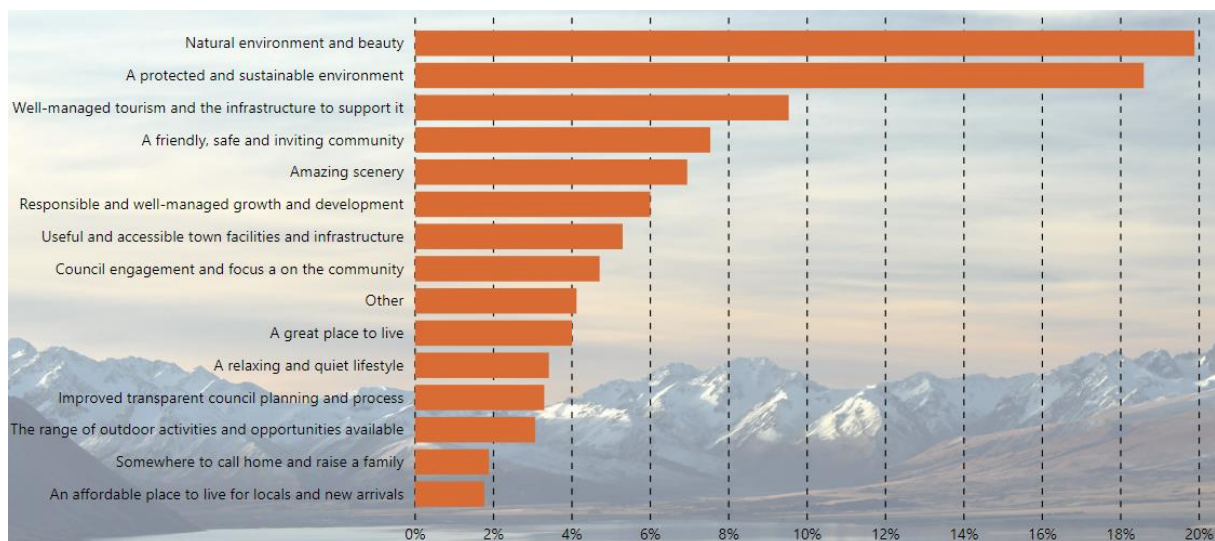
This grouping was primarily concerned about better urban design and maintenance of the town centres, as well as the impacts of dairy farming and irrigation.

They were less concerned about the provision of affordable housing than the average, for pretty clear reasons, but more likely to mention better enforcement of freedom camping regulations.

Tourist/frequent holiday makers

Visitors the District were most concerned about the impacts of dairy farming and irrigation and more than twice as likely as the average to select 'nothing'.

WHAT WOULD YOU LIKE MACKENZIE DISTRICT TO BE KNOWN FOR IN THE FUTURE?



For responses overall, the natural environment and a protected sustainable environment were the most commonly mentioned themes.

Twizel

Twizel's responses more or less reflected the average across all responses.

The 18-35 age bracket from Twizel were much more likely to look for increased community-based values, with much higher than average themes mentioning a friendly, safe and inviting community, a great place to live and somewhere to call home and raise a family. This reflects that this age bracket is in the process of putting down roots and starting their own families.

Tekapo

People from Tekapo were more likely to want to see more well managed tourism and the infrastructure required to support it. Again, this is in obvious response to the growth in tourism and its impact on the town.

Fairlie

Carrying on their community-focused theme, people from Fairlie were much more likely to hope their town would be known for having a friendly, safe and inviting community, when compared to those from other locations.

They were also above average on natural environment and beauty and a great place to love.

Investment property owners/holiday homeowners

This demographic segment was much more likely to respond with themes around natural environment and beauty and amazing scenery, largely reflecting the reasons that they have invested in property in the District. On the flip side, they were less likely to hope to see a friendly, safe and inviting community.

Tourist/frequent holiday makers

Unsurprisingly, visitors answered this question with a response related to the district's natural environment and beauty, reflecting their reasons for visiting the area.

District Plan Review

It is MDC's intention to use the Spatial Plan for each township to inform a review of the Mackenzie District Plan. As such the process followed in the development of each Spatial Plan will need to be thorough enough to withstand the requirements set as part of a District Plan Review

Ensuring RMA/Planning experts are involved from the outset will be critical to ensuring all the boxes are ticked throughout the process so the evidence and engagement can be used to inform the Section 32 analysis and drafting of the review. This process is outlined in Section 5.

Strategic Context

Document	Relevance
National Planning Standards	<p>The Government has introduced national planning standards to make council plans and policy statements easier to prepare, understand and comply with. The first set of planning standards came into force on 3 May 2019. Since then some minor changes have been made and the standards have been updated with these changes.</p> <p>The planning standards address matters that must be standardised across all plans, while enabling the detailed content of plans to be prepared and confirmed through the RMA plan making process. The standards include the chapters to be included, their order, zone names and descriptions, definitions, and mapping tools.</p>
National Policy Statement on Urban Development Capacity (NPS-UDC) 2016	<p>The purpose of National Policy Statement on Urban Development Capacity (NPS-UDC) is to ensure local authorities enable development capacity for housing and business —through their land-use planning and infrastructure — so that urban areas can grow and change in response to the needs of their communities.</p> <p>To do this growth, councils are required to:</p> <ul style="list-style-type: none"> • monitor their markets for housing and business land • assess the development capacity against projected demand • if there's insufficient development capacity, respond in their plans to enable more capacity to grow. <p>This is to be superseded by the NPS-UD – see below.</p>
Proposed National Policy Statement on Urban Development (NPS-UD) 2019	<p>Government has consulted on a proposed NPS-UD. This is intended to come into effect in the first half of 2020 and is to replace the NPS-UDC.</p> <p>The proposed National Policy Statement on Urban Development (NPS-UD) aims to help local authorities plan for how their cities</p>

	<p>develop. The NPS-UD will contain objectives and policies in four key areas:</p> <ul style="list-style-type: none"> • Future Development Strategy – requires councils to carry out long-term planning to accommodate growth and ensure well-functioning cities. • Making room for growth in RMA plans – requires councils to allow for growth 'up' and 'out' in a way that contributes to a quality urban environment, and to ensure their rules do not unnecessarily constrain growth. • Evidence for good decision-making – requires councils to develop, monitor and maintain an evidence base about demand, supply and prices for housing and land, to inform their planning decisions. • Processes for engaging on planning – ensures council planning is aligned and coordinated across urban areas, and issues of concern to iwi and hapu are taken into account. <p>It does this by directing how local authorities make decisions under the Resource Management Act (RMA) – including the development of regional policy statements, regional plans and district plans, and in making decisions on resource consents.</p>
Proposed National Policy Statement for Highly Productive Land (NPS-HPL) (2019)	<p>Government has consulted on a proposed NPS-HPL.</p> <p>The purpose of the proposed NPS-HPL is to improve the way highly-productive land is managed under the Resource Management Act 1991 to:</p> <ul style="list-style-type: none"> • recognise the range of values and benefits associated with its use for primary production • maintain its availability for primary production for future generations • protect it from inappropriate subdivision, use, and development. <p>The NPS-HPL has a proposed default definition of highly productive land as being any land with a classification of Class 1, 2 or 3. It is then proposed that regional councils will be required to identify highly productive land based on a range of considerations, to exclude some of this land, or to identify other highly productive land. This is to occur in consultation with the community, within three years of the proposed NPS coming into effect.</p>
Proposed National Policy Statement for Indigenous Biodiversity (NPSIB) (2019)	<p>The main objective of the proposed National Policy Statement on Indigenous Biodiversity is to maintain indigenous biodiversity under the RMA.</p> <p>Managing Significant Natural Areas and other provisions in the proposed National Policy Statement for Indigenous Biodiversity will ensure biodiversity is maintained overall, including no reductions in the following:</p> <ul style="list-style-type: none"> • the size of populations of indigenous species • indigenous species occupancy across their natural range • the function of ecosystems and habitats • the full range and extent of ecosystems and habitats • connectivity between, and buffering around, ecosystems • the resilience and adaptability of ecosystems.

	<p>The proposed National Policy Statement is consistent with the purpose of the RMA, which is to promote the sustainable management of natural and physical resources.</p>
<p>Proposed National Policy Statement for Freshwater Management (NPS-FM) (2019)</p>	<p>The draft NPS-FM will replace the National Policy Statement for Freshwater Management, as amended in 2017. The purpose of the proposed NPS, as stated by the Government, is to take a holistic approach to freshwater management which puts water quality first. Providing for essential human needs, such as fresh drinking water will be second, with other uses following in priority. It seeks to:</p> <p>The draft NPS-FM is intended to replace the current NPS-FM. In a nutshell, the draft NPS-FM seeks to:</p> <ul style="list-style-type: none"> • Strengthen the requirement to manage freshwater in a way that reflects Te Mana o te Wai, so that the health and wellbeing of the water will be put first in decision-making; providing for essential human needs, such as drinking water, will be second; and, other uses will be third. • Provide for a more holistic view of ecosystem health. • Strengthen the requirement to identify and reflect Māori values. • Support renewable energy targets by exempting major hydro-electric schemes from some requirements. • Introduce new compulsory values and attributes, to be monitored and maintained or improved. • Requirements to protect threatened species and habitats. • Provide for a higher standard for swimming in summer. • Protect urban and rural wetlands and streams, including prohibitions on draining or developing wetlands and restrictions on piping streams. • Improve management of water allocation including setting minimum water flows and reporting on water use. <p>The draft NPS-FM also includes new obligations for territorial authorities to include provisions in district plans (at the next review of the plan) to address cumulative adverse effects of land use resulting from urban development on waterbodies and sensitive receiving environments.</p>
<p>Mackenzie District Plan Change 13 – Rural Zone – Mackenzie Basin (2007)</p>	<p>The primary purpose of this Plan Change was to provide greater protection of the landscape values of the Mackenzie Basin from inappropriate subdivision, development and use.</p> <p>To achieve this greater acknowledgement of outstanding natural landscapes and features within the District is provided through objectives, policies and rules, particularly as they apply to the Mackenzie Basin.</p> <p>A new rural residential zone was created for the Manuka Terrace area that lies between the Ohau Canal and Lake Ohau, which recognises recent subdivision of this area into large residential lots. The Plan Change also addresses a number of minor matters and errors and omissions in the subdivision and transportation rules including a limitation on the number of lots that can be served by</p>

	private rights-of-way and the method of calculating reserve contribution credits.
Mackenzie District Proposed Plan Change 18 - Indigenous Biodiversity	<p>Proposed Plan Change 18 inserts 'Section 19 – Indigenous Biodiversity' into the District Plan, which focuses on managing Indigenous Biodiversity.</p> <p>Several objectives and policies have been transferred from 'Section 7 – Rural', into this new Section. Revised rules controlling indigenous vegetation clearance are included in the new Section 19, and the existing indigenous vegetation clearance rules in Section 7 - Rural have been deleted.</p> <p>The Environment Court has made a Declaration that the Rules have immediate legal effect within the Mackenzie Basin Subzone upon notification of Proposed Plan Change 18 to the extent that they protect areas of significant indigenous vegetation or protect areas of significant habitats of indigenous fauna</p>
Mackenzie District Proposed Plan Change 19 - Activities on or within Waterbodies	<p>Proposed Plan Change 19 amends the existing 'Section 7 – Rural', rules relating to Outdoor Recreational</p> <p>The new rules manage commercial, non-commercial, motorised and non-motorised activities on the District's lakes and rivers taking into account the impact on the natural environment and on the human experience and enjoyment of these waterbodies.</p> <p>Matters addressed in the Plan Change are the need for:</p> <ul style="list-style-type: none"> • additional controls to manage commercial boating operations • recognition of the different impacts of motorised and non-motorised activities on waterways • different management regimes based on the sensitivity of various waterbodies with regard to cultural and natural values, landscape and high country values and wildlife and fisheries values.

Key Planning Issues

There are a number of issues at play in the Mackenzie District that are creating pressures for both local and visitors while impacting infrastructure and amenity values. By developing Spatial Plans for each town and surrounding areas, it is hoped that the below three planning issues identified by Council officers can be addressed.

1. How should the District Plan manage visitor accommodation?
2. Future township form, growth and development.
3. Management of rural areas outside Mackenzie Basin.

MANAGEMENT OF VISITOR ACCOMMODATION

Providing visitor accommodation options within the District is important to support tourism activities and the economic wellbeing of the community. The District Plan currently includes zones that are intended to specifically provide for visitor accommodation. These include:

- The Tourist Zones, which are areas expected to provide a focus for visitor-oriented activities, and where a broad range of activities can be undertaken, including visitor accommodation.
- The Travellers Accommodation Zones, which are identified as areas particularly suitable for visitor accommodation.

- The Special Travellers Accommodation Zones, intended for low-density tourist accommodation, such as camping, cabins and chalets.

Visitor accommodation is also provided for, to varying degrees, within other zones, including within residential areas.

While the District Plan clearly anticipated some development of visitor accommodation within the district, the actual rate and scale has been much higher than expected, while the location of its development has not progressed as anticipated

Land zoned specifically for visitor accommodation or tourist activities can be more expensive than residentially-zoned land. This has led to greater development of visitor accommodation within residential or other zones where land is less expensive. At the same time, limited visitor accommodation has developed within the tourism/accommodation-focused zones, leading to an incongruence between zones and their intentions.

The Tourist Zone, located in Lake Tekapo and Twizel, was intended for visitor orientated activities, including visitor accommodation. However, the framework is very permissive, providing for a range of activities, with limited controls on development. This has allowed for the development of residential activities rather than visitor-oriented activities within the zone, and those residential activities are subject to less stringent bulk and location controls than those that manage residential development within other zones. While this makes residential development more appealing to developers, the lack of controls can result in reduced amenity for residents.

While provision of visitor accommodation is critically important for the economy, there are a range of effects associated with it, including increased traffic, noise, pressure on infrastructure and parking requirements. In areas that also contain permanent residential dwellings, the increase in visitor accommodation can also diminish the sense of amenity and community.

FUTURE TOWNSHIP FORM, GROWTH AND DEVELOPMENT.

There are 29 zones in total within the MDP, the majority of which are located within urban areas. This is a high number of zones given the population of the district and creates a relatively complex framework for plan users, which may not be necessary to achieve the outcomes sought for each zone.

There are four residential zones, five rural-residential zones and four tourist-focussed zones. Each zone has its own set of rules, although in some cases, there is limited distinction between zones.

There are three main urban areas within the District – Fairlie, Lake Tekapo and Twizel. Within the District Plan, a range of zones are provided within different areas of each township, with the zoning intended to encourage activities appropriate to each zone, for example:

- residential activities
- commercial activities
- industrial activities
- tourism activities

Smaller settlements, such as Kimbell, Burkes Pass and Albury each have only a Residential zoning.

Over the years the main townships have developed in ways that may or may not reflect the current zoning. At the same time, the aspirations of the community for each township may have also changed.

Increased development, whether anticipated or not, can also have flow-on effects, for example growth of tourism activities can result in increased demand for both visitor accommodation and accommodation for staff, pushing residential prices up.

MANAGEMENT OF RURAL AREAS OUTSIDE MACKENZIE BASIN.

While Plan Change 13¹ resulted in clear direction about the outcomes sought within the Mackenzie Basin, outside of the Mackenzie Basin Sub Zone there is a lack of clear direction in the District Plan as to what outcomes are sought for the Rural Zone. The rule framework in this area may not adequately manage development and activities in a way that protects the character and values of this rural area.

Currently, no minimum lot size is applied to the subdivision of land within the Rural Zone outside of the Mackenzie Basin. This is understood to be based on historic rules in the regional plan that required a minimum of 4ha for the disposal of on-site wastewater, resulting in a de facto minimum lot size. However, under the current Canterbury Land and Water Regional Plan, while 4ha remains the minimum size for permitted on-site wastewater discharges, consent can be obtained for systems on smaller lots.

Consequently, subject to approval by Environment Canterbury of a suitable on-site disposal option for effluent, and particularly where a reticulated water supply is provided, subdivision can be undertaken at much denser levels. This could lead to unconsolidated development, which has flow on effects that may undermine the current character and rural amenity within the Rural Zone, compromising the productive use of soils and risking reverse sensitivity.

Further exacerbating this risk is that a 4ha minimum lot size is required in some of the District's non-reticulated rural-residential zones (Rural-Residential 2 and Manuka Terrace zones). This could result in smaller lots being created in the rural area than those within the townships' urban areas.

In terms of managing development within the Rural Zone, there are limited controls on building design and location outside of identified landscape areas. This liberal approach to built form has the potential to allow for development that might undermine the current character and amenity within the Rural Zone.

In some other parts of New Zealand, landscapes which do not meet the criteria to be 'outstanding' but still hold important amenity or other values are identified as such in District Plans and development which could adversely affect those values more carefully managed. If there are areas outside the Mackenzie Basin which are not considered 'outstanding', but which have important value to the community, further controls around development may be necessary to align with those values.

1

[http://www.mackenzie.govt.nz/Site/Documents and Policy/key documents/plan changes/Planchanges.aspx](http://www.mackenzie.govt.nz/Site/Documents%20and%20Policy/key%20documents/plan%20changes/Planchanges.aspx)

3 Geographic Scope

Fairlie and surrounds



Fairlie's area of focus has been drawn as circle with that encapsulates Fairlie's residential area and two industrial zoned areas.

The area of interest has been identified as a circle with a five-kilometre radius around Fairlie. While nothing is planned in this area at present, the Spatial Planning process will take this area into account when looking at Fairlie, as it is an area that may be suitable for rural residential development in future due to its close proximity to the town.

Rural land

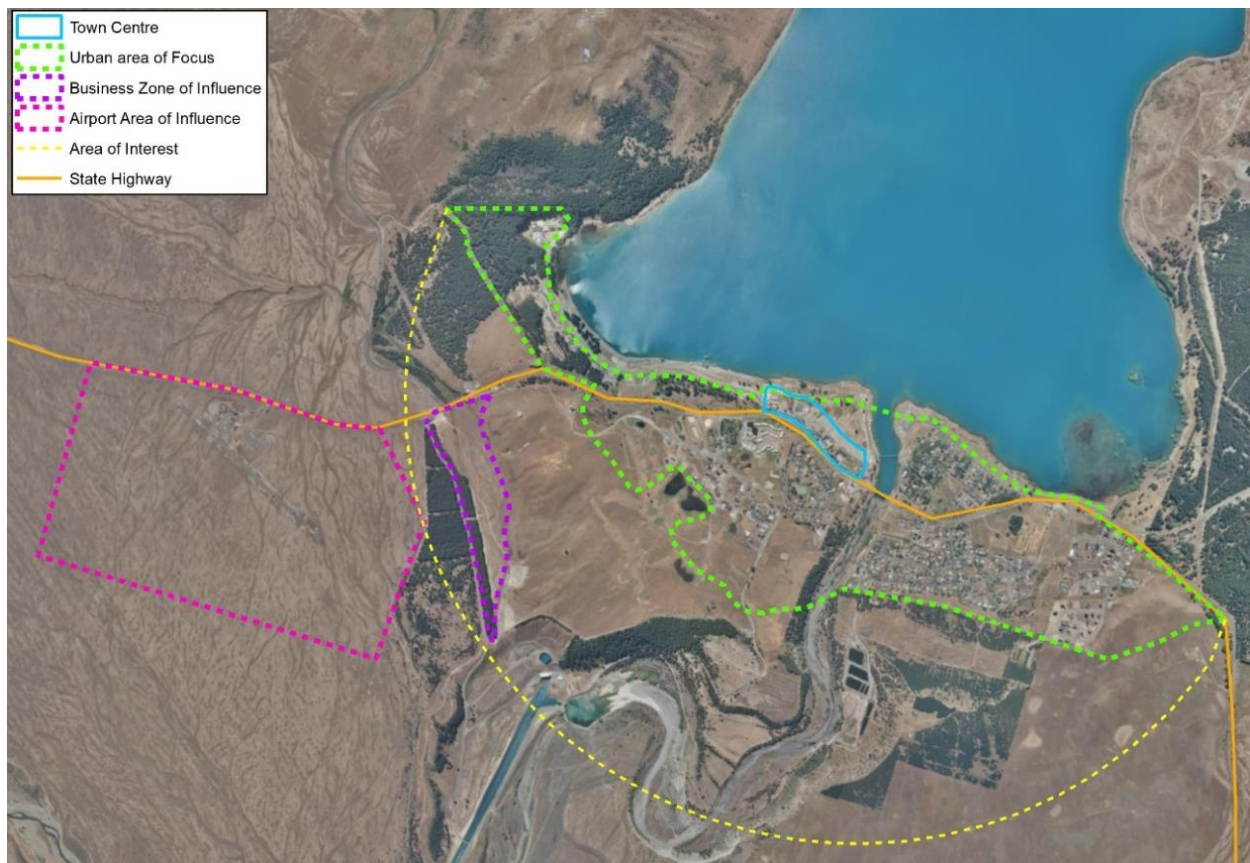
Rural land outside the basin that isn't covered by PC13's Mackenzie Sub Zone will also be considered by the Fairlie Spatial Plan. More detailed work in this space is expected to be carried out as an update to the Eastern Mackenzie Landscape Study.

Rural Settlements

The rural settlements of Kimbell, Albury and Burkes Pass will also be looked at as part of the Spatial Planning process to understand if there are any opportunities for growth and/or improvements in the next 30 years and understand their role within the District.

Each settlement's residential area has been identified as the area of interest, with the area of interest drawn as a circle with a two-kilometre diameter around each location. These Maps are available in Appendix A – Eastern Mackenzie.

Tekapo



Tekapo's area of interest is the town's residential boundary, while the airport and business zones have been identified as areas of influence for the town's Spatial Plan

A further area of interest has been drawn as a semi-circle around the southern residential boundary. While this land is currently zoned as part of the Mackenzie sub zone, making any large-scale development unlikely, its relationship and future use needs to be considered as part of the process. The Lake Tekapo Regional Park² will also be included as an area of interest to the project.

The airport zone will be investigated to ensure it is fit for purpose, this may include:

- Noise boundaries
- Flight paths
- Future use

² <https://ecan.govt.nz/document/download/?uri=2987969>

Twizel



Twizel's area of interest is the town's residential boundary, while the airport and rural residential zones make up the areas of influence.

A further area of interest has been identified from the northern edge of Lake Ruataniwha and following the edge of the Pukaki canal up to the northern edge of the airport zone. This has been included as an area of interest due to its location between the two rural residential zones, its close proximity to Twizel and, importantly, the fact that there is already residential development happening in this area.

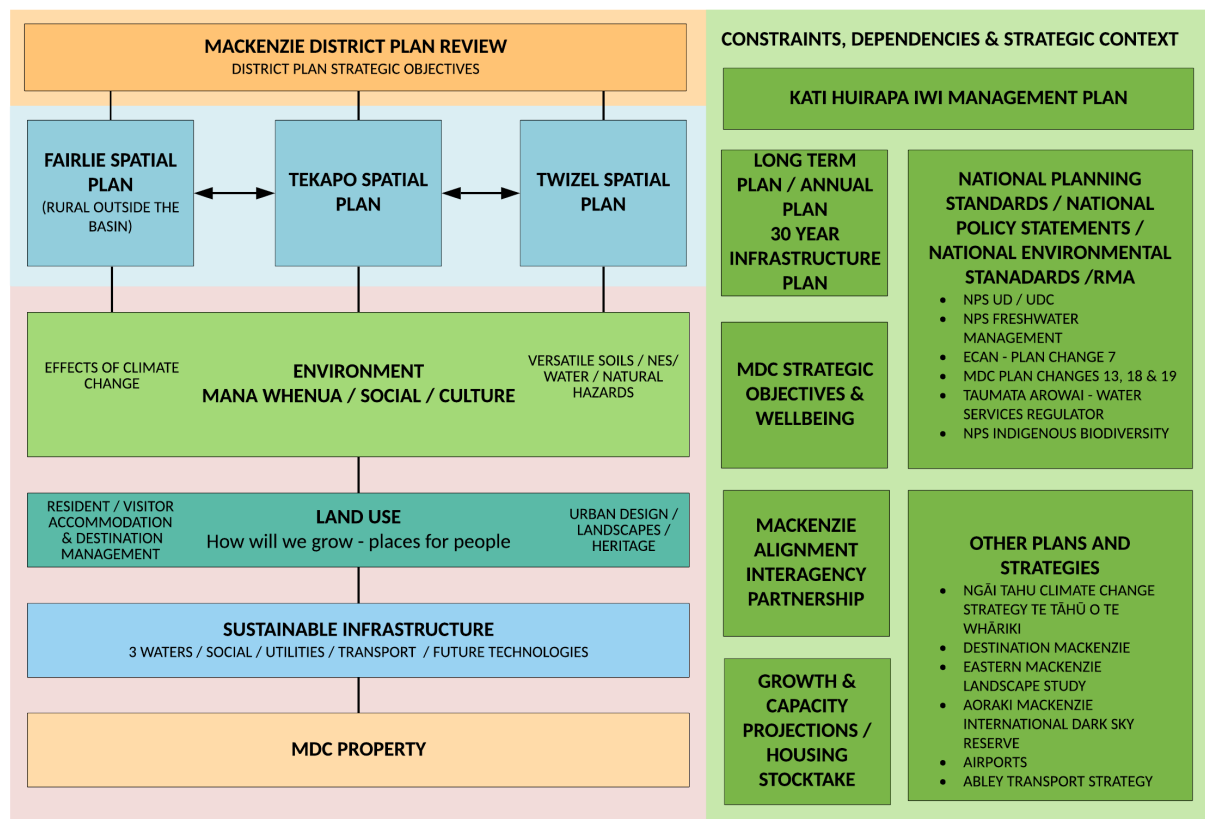
The airport zone will be investigated to ensure it is fit for purpose, this may include:

- Noise boundaries
- Flight paths
- Future use

4 Programme Integration

The workstreams diagram below lays out how the various elements will be brought together. The core elements are explained further in this section.

Workstreams – the ‘how’



The workstreams are ordered in a cascading level of importance, with each one informing the next. Each Spatial Plan will have the same workstreams and all the work will inform the District Plan Review process.

Environment / Mana Whenua / Social / Culture

As shown by its location at the top of the list and its larger size, this is the most important workstream and essentially combines two workstreams (Environment and Mana Whenua / Social / Culture) into one as both were equally important and very much integrated.

This workstream will include the following elements and others to be confirmed:

Environment

- Environmental Health
- Carrying capacity of land
- Sustainability
- Effects of Climate Change
- Versatile Soils
- Indigenous Biodiversity
- Freshwater Management
- Natural Hazards

Mana Whenua

- Mana Whenua / Iwi aspirations

- Kati Huirapa Iwi Management Plan
- Wāhi Tūpuna
- Kā Ara Tawhito
- Mahika kai

Social / Cultural

- Community wellbeing
- Heritage and history
- Social fabric
- Community values and aspirations

Land Use – how we will grow / places for people

The Spatial Plans will investigate where and how the main townships can grow in the future. It outlines the bigger picture for each township, showing visually what should /could go where and why. It also outlines what can be done differently and what will stay much the same.

This workstream will include the following elements and others to be confirmed:

- Urban and rural design
- Town centres
- Residential accommodation and living
- Visitor accommodation
- Destination Management
- Landscapes (design and protection)
- Heritage
- The suitability of land for different uses.

Sustainable Infrastructure

Infrastructure is critically important to ensuring the plan for each town is both sustainable and achievable. Infrastructure acts as an enabler for growth, not a constraint, and this is represented by this workstream's position underneath Environment / Mana Whenua / Social / Culture and Land Use.

An in depth understanding of the existing infrastructure and its technical ability to support growth is required, as is an appraisal of its current limitations.

It is also important to note that this is 'sustainable' infrastructure. Much of the Mackenzie District is a fragile ecological area and with growing concerns around climate change and our impact on the environment, and decisions around infrastructure need to have sustainability front of mind.

This workstream includes the following elements:

- Three Waters
- Social infrastructure MDC + partner assets (including parks, sports fields, recreational access, community facilities, schools, healthcare facilities)
- Utilities
- Transport (local and State Highway networks)
- Transport modes and vehicles
- Future technologies

MDC Property

The Mackenzie District Council is a key landowner in all three towns and will likely have a key role in enabling growth in the future.

Understanding how MDC can use their land to best benefit the local community will be considered in each Spatial Plan. At the same time, how MDC and partner agencies and organisations can cooperate to enable utilisation of Council owned property and other special land (e.g. land owned by Crown entities) needs to be understood

Constraints, Dependencies and Strategic Context

These are elements that will need to be considered as the Spatial Plan progresses.

Constraints

- National Planning Standards
- National Policy Statements
- National Environmental Standards
- Resource Management Act

Dependencies

- Kati Huirapa Iwi Management Plan
- Long Term Plan / Annual Plan / 30 Year Infrastructure Plan
- MDC Strategic Objectives and Wellbeings
- Te Tāhū o Te Whāriki - Ngāi Tahu Climate Change Strategy
- Destination Mackenzie

Strategic Context

- Mackenzie Alignment Interagency Partnership
- Growth and Capacity Projections / Housing Stocktake (expected to be completed before this project is underway)
- Eastern Mackenzie Landscape Study
- Aoraki Mackenzie Dark Sky Reserve
- Other Plans and Strategies

Optioneering

Programme integration will primarily occur at the optioneering stage. Through three facilitated workshops, the project team will work with stakeholders from each town to agree on a shortlist of options for each workstream and then combine these to provide a shortlist for each Spatial Plan.

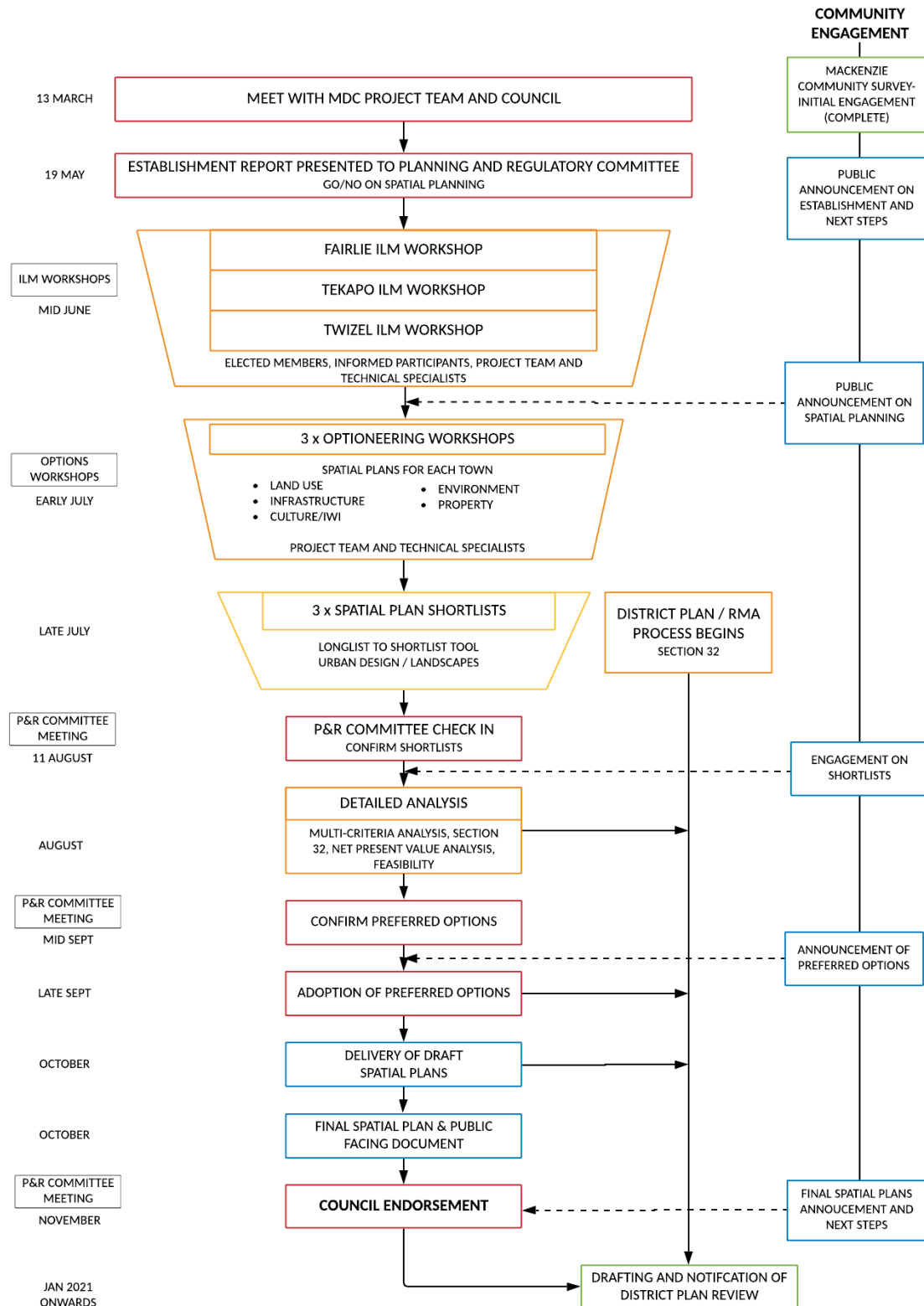
These shortlists will then be shared with the community for feedback before undergoing detailed analysis to identify the preferred option for each town.

There may be tensions and interface issues that need to be acknowledged and worked out through this process. By following a transparent optioneering process that uses proven tools and analysis, Council can assess whether the approaches and projects suggested warrant merit or if more ambitious options require consideration.

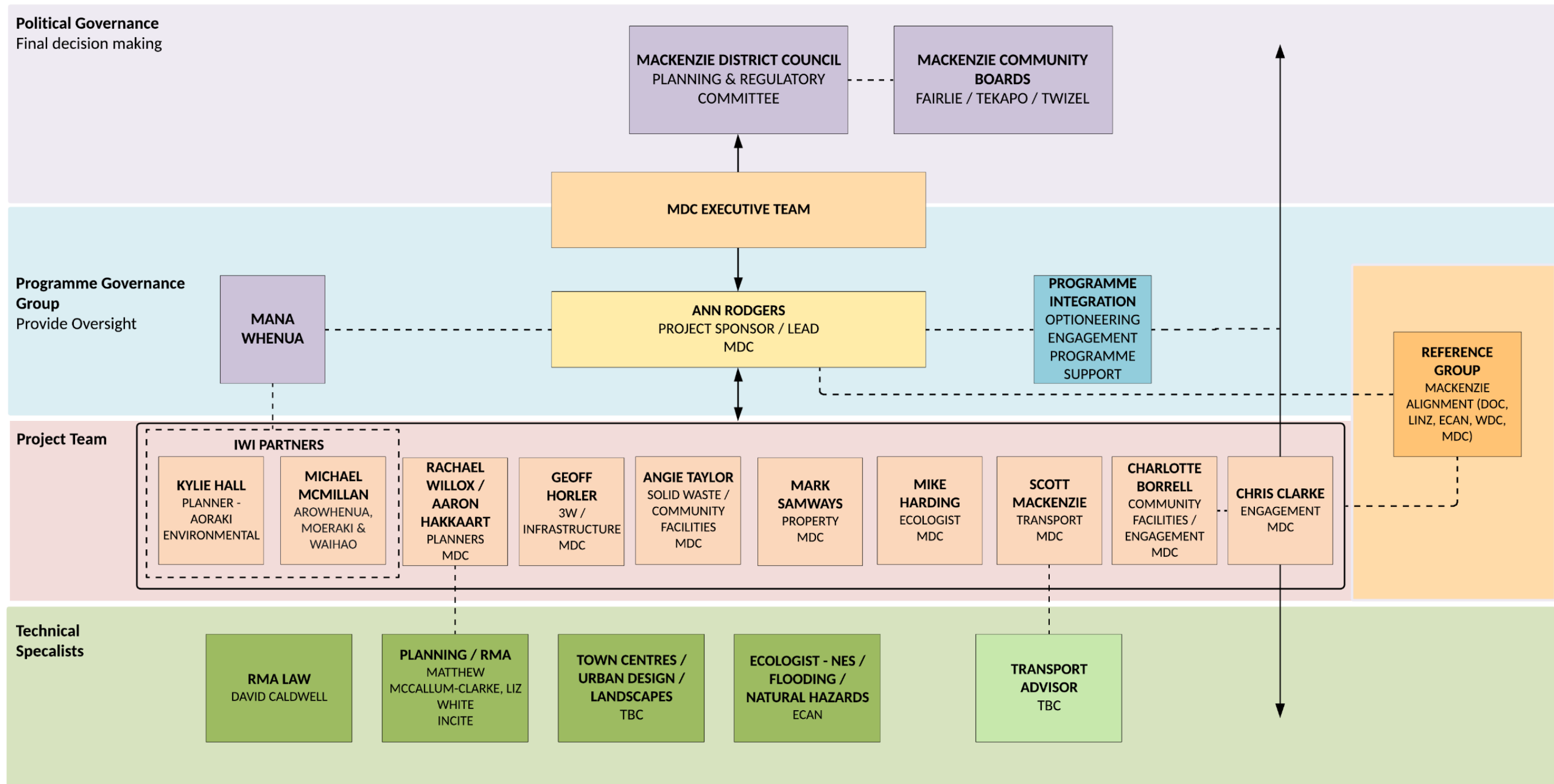
A preferred option for each town would then be developed, considering stakeholder and public engagement, and presented in a final Spatial Plan.

5 Proposed Process and Schedule – the ‘how’

In order to ensure the process moves with momentum the following process is used to drive the process forward.



6 Programme Governance and Decision-making structure – the ‘who’



Structure

Programmes of this nature and complexity require a clear and well-structured governance and decision-making arrangement. The proposed decision structure set out above indicates the programme governance specific to the Mackenzie Spatial Planning Programme.

The Political Governance level is the main forum for final decisions, gateways and financial approvals. All material provided to elected members will first go past the Executive Team, who will act as a final filter, ensuring material is of a high standard.

The Programme Governance Group level is the primary review and integration forum to ensure the implications are thought through at an organisational level.

The Project team will ensure the work is being carried out and will guide the technical specialists. While this is a large team on paper, it isn't anticipated that all members will need to be involved at all times throughout the programme.

The work done will flow upwards, ensuring a number of reviews and filters are undertaken before material is presented decision-makers.

Specialist Technical Services

Programme Integration (Optioneering, Engagement and Programme Support)

The Programme Integration position is critical to ensuring the Spatial Plan and will have a number of responsibilities, broken down between individuals:

Optioneering

Ensure the project team is well integrated, ensuring all pieces of the puzzle are accounted for and all options are understood and analysed.

- Key outputs are workshop facilitation and supporting business case approach.
- Will ensure all pieces of the Spatial Plan can be integrated together.
- Responsible for optioneering and analysis.
- Evidence gathering and business case development.

Engagement

Working with MDC Engagement Lead, Chris Clarke, this position will ensure all communications and engagement to support the programme is strategically planned and actioned.

- Development of communications and Engagement Plan.
- Key messaging, Q&As etc.
- Production of collateral (media advisories, graphic design elements, surveys etc).
- Undertaking community engagement.

Programme Support

The Programme Support role will support the Project Lead, ensuring the Spatial Plan meets key milestones, material for workshops is produced and the help make sure the programme is delivered as expected. They will have responsibility for the following:

- Act as a conduit between the PCG and Project Team / Technical Specialists.
- Ensure work delivered by technical specialists is on brief and assists the programme in moving forwards.
- Responsible for ensuring all workshop material is delivered on time prior to commencement.
- Escalate any issues to the PGC ahead of time.
- Carry out optioneering and analysis.
- Assist with evidence gathering and business case approach.

RMA Law

David Caldwell of Bridgeside Chambers has been identified as legal support to the Spatial Planning programme. This position will ensure the programme is carried out in a way that can inform the District Plan Review.

There will be less of an active role in the Spatial Planning element of the programme, however when the District Plan review process breaks off from the Spatial Planning programme (see process and schedule diagram below) this position will be critical to ensuring the review process is both informed by the Spatial Planning, and meets its legal obligations under the RMA.

Planning / RMA

Matthew McCallum-Clarke and Liz White of Incite have been identified as the planning leads for the Spatial Planning Programme.

A key output of the Spatial Planning programme is the drafting and notification of a District Plan Review that will put meaning to the Spatial Plan. As such it is critical to have experienced Planning / RMA specialists involved in the process.

- Key output is the District Plan review
- Ensure the process is adequately resourced and informed.
- Ensure information required is obtained through the Spatial Planning process, allowing for a streamlined plan process.
- Keep a Planning / RMA lens across the work being undertaken, ensuring all required boxes are ticked throughout the process.
- Requirements of the plan change, including evidence and analysis, are met throughout the Spatial Plan process.

Town Centres / Urban Design / Landscaping

The Spatial Plan will need expert advice around Urban Design and Landscapes. Their key output will be the Spatial Plan itself, so procuring an entity with a proven track record in this space is critical.

They will also be critical to ensuring stakeholder workshops are carried out in a way that inform and involve participants and ensure outputs can be used to develop the Spatial plans themselves.

- Key output is the development of the Spatial Plans.
- Workshop facilitation.
- Responsible for ensuring all aspects of urban design and placemaking are understood and considered.
- Understanding and assessment of all issues around landscapes and impacts of land use.

Ecologist / NES / Flooding / Natural Hazards

Technical advice in this position is expected to be provided by ECAN. This position will ensure an ecological lens can be provided over the work being undertaken, ensuring it takes into account the following:

- National Environmental Standards.
- Ecological sites of significance.
- Flooding and other natural hazards are identified and understood in the development of the Spatial Plans.
- All ECAN rules and regulations are understood.

Transport Advisor

Transport advice may be sought to understand any implications and constraints the Spatial Plans may create to the transport network.

Mackenzie Alignment

The Mackenzie Basin Agency Alignment Programme is an alliance between the five agencies with statutory responsibilities in the Mackenzie Basin – the Mackenzie District Council, Waitaki District Council, Environment Canterbury, Land Information New Zealand, and the Department of Conservation.

Individually and collectively, the five agencies are working with the Mackenzie community to protect the iconic Mackenzie landscape, its water quality and its precious indigenous flora and fauna

The Mackenzie Alignment will be utilised as a reference group throughout the process – ensuring all agencies are informed of the process and able to offer expertise and advice.

Programme approach

Although a Better Business Case (BBC) approach will not be delivered as part of the Spatial Plan, the BBC philosophy and general approach will be used and many of the key outputs will be delivered.

To this extent, the multi-variant and multi-disciplined nature of this programme will be delivered using many of the tools utilised in investment management. Participation by the project team and technical specialists will be critical.

All technical specialists will be required to participate in Investment Logic Mapping and Optioneering workshops.

The Spatial Plans themselves will be delivered by the Town Centres / Urban Design / Landscaping specialist organisation. They will be informed by a range of tools and facilitated workshops which are outlined in Section 5. These include:

- Investment Logic Map workshops for each township
- Optioneering workshops for each township
- Detailed analysis of each shortlist

Covid19 Implications

It is important to note that at present the country is in lockdown and state of emergency due to the COVID19 response. This will have a significant impact on the way workshops and facilitation are undertaken. The project team will approach this state of restricted movement as the 'new normal' for now and are already actively developing ways of carrying out these processes remotely.

7 Procurement Approach

For the Mackenzie Spatial Planning programme it is recommended that Council individually procure the identified specialists to assist with development of the Spatial Plan (as described in Section 6). This has the potential to be more complex than procuring one large organisation or a partnership due to the number of moving parts. However, MDC has a number of resources already procured and can rely on partner organisations such as ECAN for specialist services so the number of procured services will not be large.

It is felt that by individually procuring the specialists required, Council can acquire the 'best of breeds' ensuring the technical specialists are able to offer top quality professional advice in their given fields.

8 Community and Stakeholder Engagement

Community and stakeholder engagement are critical to the success of the Mackenzie Spatial Plans Plan.

The above proposed process and schedule outlines the opportunities for community engagement throughout the development of the plan. These include:

1. Mackenzie Community Survey – already complete, results available here <https://bit.ly/2upEAFJ>.
2. Public announcement on project establishment and next steps.
3. Public announcement on the ILM workshop outcomes and the Spatial Planning process, including opportunities for community involvement.
4. Public update of process, initial shortlist of options (to drum up interest in consultation)
5. Launch of community engagement on shortlists.
6. Announce results of engagement.
7. Announcement of preferred option.
8. Final Spatial Plan announcement and next steps.
9. Notification of the District Plan Review (separate process).

Engagement planning

There are many different methods and channels for community engagement, and the project team will need to work closely with Council Communications to ensure the community engagement component of the programme is complementary to the range of other engagement work currently underway in the District.

Following the success of the Mackenzie Community Survey, there is a real opportunity to ensure to have a very engaged community throughout this process, however with this comes and increased demand on communications resources and this needs to be planned for up front.

There is also risk of 'engagement fatigue' within local communities if engagement is not carried out in a careful manner. This is particularly important considering the LTP is looming on the horizon. If possible, these processes should be combined as much as possible of the community may simply lose interest.

The key for the engagement process is to create ways of speaking with the community on their terms, and at locations and times that are convenient for the people the process is trying to reach. It is expected that a detailed engagement plan will be developed using the principles from the International Association for Public Participation (IAP2) Design, Plan and Manage Model.

Reaching the people who are hard to reach is the trick for any engagement process, as it is often the same people who take the time to engage with public processes time and again, meaning that the silent majority's voice is often missed.

Ensuring these audiences are reached can be a resource intensive process. Offering incentives can help, such as coffees at sports games, public meetings at local bars, stalls outside schools etc.

It is important to note that at the time of writing this document the country is in a state of emergency and Level 4 COVID19 lock down. If this were to continue the traditional approach to engagement would need to be re-evaluated. While presenting obvious challenges to community participation, it also presents a range of opportunities as the entire community will be at home.



Figure 2: Engagement Design, Plan and Manage Model - IAP2 Engagement Design

A stakeholder matrix will be developed in partnership with MDC that places stakeholders on a spectrum of high to low interest and influence.

9 Delivery

Council will own and drive the development of the Spatial Planning process but will work closely alongside stakeholders to ensure all aspects are accounted for.

Spatial Planning requires a delivery model that:

- Meets the programme objectives.
- Is achievable despite known constraints (which include funding and resources).
- Provides strong value for money.
- Demonstrates collaboration between public agencies, private enterprise, stakeholders and community.
- Is easily understood by the community.

The Mackenzie Spatial Plan will be fully integrated while applying the following approach:

- **Controlling** development in each township through a Spatial Plan and District Plan review.
- **Influencing** the land use and community/cultural/environmental aspects within each township.
- **Supporting** the community, private landowners and potential investors (public and private) to understand what the future of each town could look like through a shared vision.

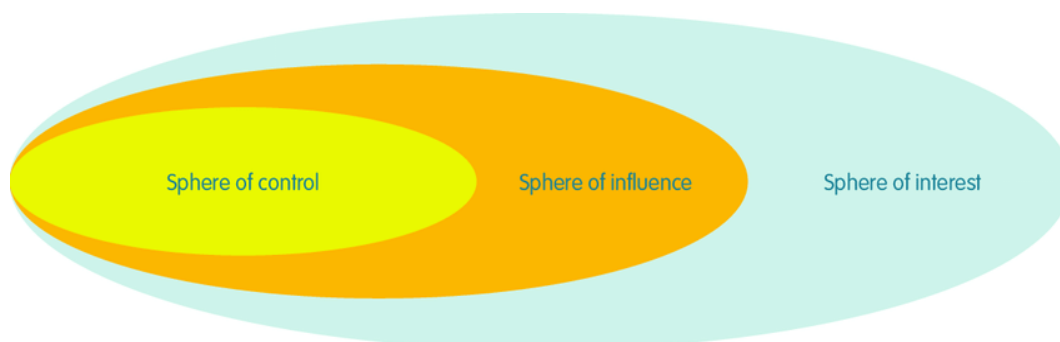


Figure 4: Spheres of control, influence and interest

10 Programme Risk

Some of the risks that might affect the achievement of the investment objectives are identified below. A Risk Management Strategy & Framework and a Risk Register should be developed and progressively updated as more detailed analysis is undertaken.

The ability for QLDC to deliver this project while dealing with competing workloads is a significant risk to the delivery of this project. This is particularly poignant given that QLDC officers will be already nearing capacity with the development of the Long-Term Plan. Ensuring there is sufficient resources within QLDC to deliver the Masterplan and associated Plan Change is critical to the programme's success.

A full assessment of risks will be undertaken during the Business Case phase.

Main risks	Likelihood	Consequence	Comments and risk management strategies
The response to COVID19 continues to place an ongoing restriction on everyday life and resources	M	M	The current nationwide lock down and state of emergency presents a range of challenges for a project like this. However, it is likely that ongoing restrictions may become the new normal for the short – medium term so finding ways to work around them will become important, not just for this piece of work but for BAU.
MDC is under resourced to deliver the Spatial Plans and associated District Plan review	M	M	The development of a Spatial Plans can be a resource intensive process. MDC is well resourced at present and able to pick up resources if required, but careful consideration need to be given to resourcing, particularly given the LTP process will be underway at the same time.
The programme does not meet community, political and stakeholder expectations	M	H	Ensuring in-depth engagement with all parties will be critical to helping tell the story and set expectations Mitigation and management will require significant effort from the project team.

Main risks	Likelihood	Consequence	Comments and risk management strategies
Funding for the programme is not approved	L	H	<p>Ensuring elected members understand all the options and are made aware of the pros and cons of each approach is critical to funding approval</p> <p>Councillors need to be able to weigh up all the factors and make a decision regarding the best way forward.</p> <p>Without funding the process will not move forward.</p>
Land use is not delivered in line with the Spatial Plans	M	M	<p>Council can use the Spatial Planning process and associated District Plan Review to clearly signal their intentions for each town.</p> <p>However, there are only so many levers available through the RMA for them to use to control land use without actually owning the land. MDC will need to take a collaborative approach with landowners and developers to help ensure Spatial Plan outcomes are realised in the short, medium and long term.</p>
Timelines are not achievable	L	M	<p>With large complex programmes of this nature, there is always the chance of the project taking longer than expected. This is of particular importance to this project as it needs to be completed to inform the District Plan Review.</p>
The Plans cannot adapt to changing external influences	M	M	<p>A plan is only current when it is produced, it has to be a 'living document' and able to be updated and revised as the world changes. It is difficult to know what disruptive technologies, changes in demographics or other external factors may influence the Spatial Plans, but this will need to be considered as part of their development.</p>

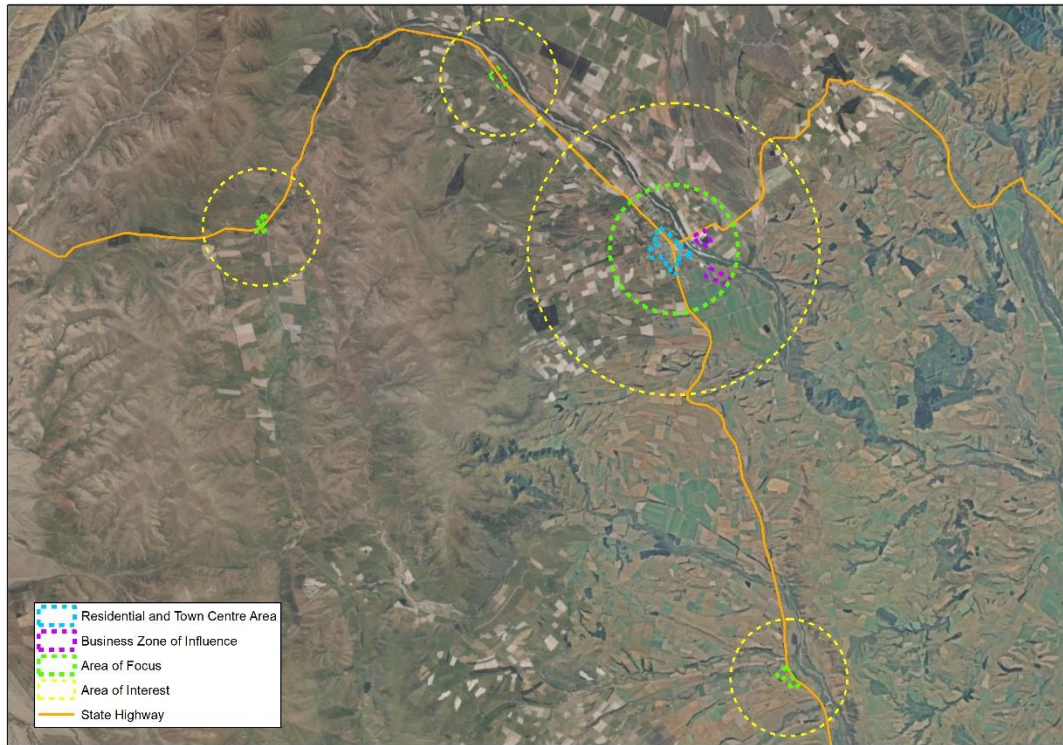
11 Recommendations

It is recommended that Mackenzie District Council endorse this report, which includes the following arrangement:

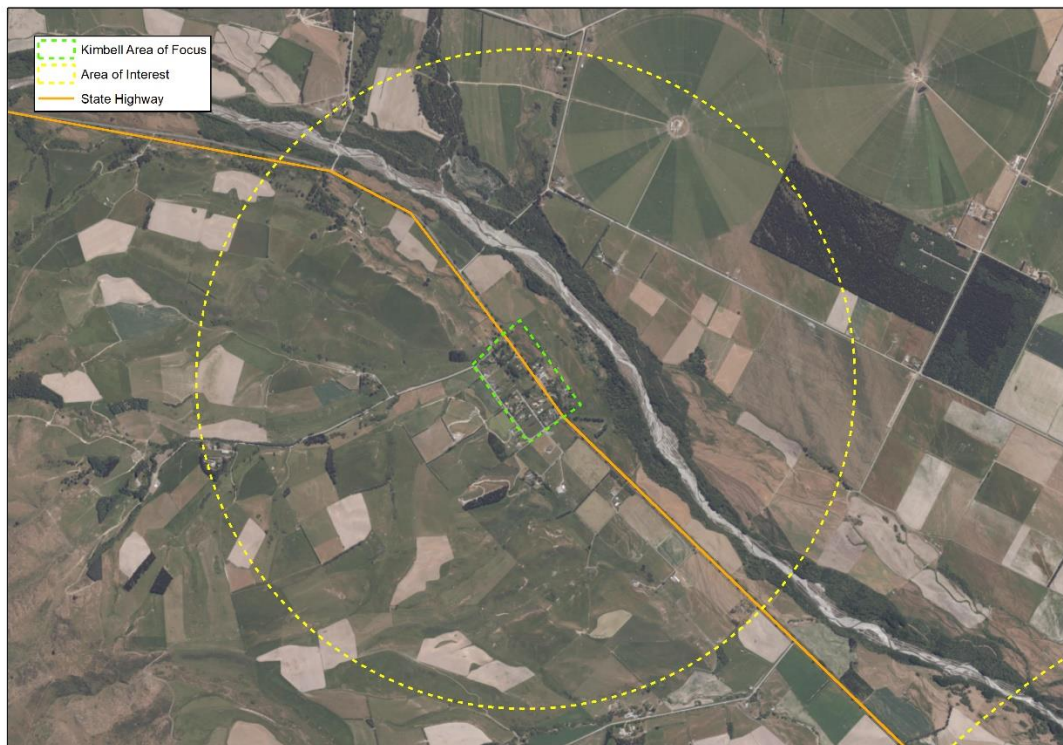
1. MDC develop Spatial Plans for the townships of Fairlie, Tekapo and Twizel, while also looking at the future of Kimbell, Albury and Burkes Pass. Evidence gathered will inform a review of the District Plan which will be notified once the preferred options have been approved by Council.
2. Establish the Spatial Planning process.

Appendix 1 – Eastern Mackenzie

Fairlie, Burkes Pass, Kimbell and Albury



Kimbell



Albury



Burkes Pass

