

# City Centre Strategy 2012



*Tauranga Moana* Our Place  
*Tauranga Tangata* Our People

**Priority 1** Driving  
Economic  
Growth

  
**Tauranga City**

## ACKNOWLEDGEMENTS

The development of the City Centre Strategy involved a number of groups and individuals, and their contribution is gratefully acknowledged.

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The Reference Group included approximately 50 representatives from government, community, special interest, commercial, business, professional, media and resident groups of Tauranga and the sub-region.

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# Executive Summary





## The City Centre Strategy

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The City Centre Strategy is intended to guide major change to land use, built form, public spaces and access in Tauranga's city centre over the next 25 to 30 years. The strategy sets out preferred directions for growth in various sectors that comprise the city centre and how the changes should be achieved and managed. It is a long term plan that details ideas and actions that can be undertaken progressively by Tauranga City Council and other organisations and stakeholders.

The aim of the City Centre Strategy is to strengthen the role of the city centre as the key commercial and cultural focus of the sub-region. A major focus is to see 'more people, more often, staying longer' in the city centre.

## City Centre Vision

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The city centre will look, feel and function as the primary commercial centre of the Western Bay of Plenty. Its unique waterfront location and topography will define its character. It will have an intensity of activity and edginess that accompanies a thriving commercial sector. Buildings will be taller than found elsewhere in the sub-region, reflecting the city centre's importance and position in the hierarchy of centres, and attention to design will be paramount.

The streets will bustle with people walking around the centre on the way to work and relaxing and enjoying the active and attractive street spaces and unique connecting laneways. More people will visit more often and stay longer when they do, at weekends, after work and for business, the arts or shopping. It will truly be the commercial, cultural and civic heart of Tauranga and the Western Bay of Plenty.

## City Centre action Group (CCAG)

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Following the adoption of the City Centre Strategy, the City Centre Action Group (CCAG) was established on 1 July 2009. Membership of the CCAG is at an operational level and comprises representatives of the following organisations:

- Bay of Plenty Property Council
- Creative Tauranga
- Priority One
- Tauranga Chamber of Commerce
- Tauranga City Council
- Tauranga Mainstreet
- Tertiary Partnership (Bay of Plenty Polytechnic and University of Waikato)
- Tourism Bay of Plenty

Ngai Tamarawaho also has a seat on the CCAG, however have not taken up the invitation to participate. Additional members can be co-opted as required.



## Purpose

The purpose of the CCAG is to champion the delivery of the vision, objectives and actions in the City Centre Strategy by:

- Following up and driving actions.
- Assisting in resolving resourcing issues.
- Maintaining national and international awareness.
- Anchoring collaboration.
- Identifying implementation gaps.
- Recognising and furthering unique opportunities.
- Advocating for the City Centre Strategy, including submitting to Council on decisions that could impact the city centre.
- Consulting with sector groups, as appropriate, in driving City Centre Strategy actions.
- Checking ongoing validity of actions, including a three yearly review.
- Reporting to Tauranga City Council.
- Communicating City Centre Strategy action and implementation to stakeholder groups and the community.

## Accountability & Reporting

The CCAG's primary role is to ensure the actions in the City Centre Strategy are implemented by agencies identified as having a lead or support role. Priority One is the administrative agency for the City Centre Strategy, preparing for and chairing regular meetings, monitoring progress by organisations and agencies, maintaining an up-to-date implementation plan and reporting progress to Council every six months.

The agencies that comprise the CCAG use a cooperative approach in addressing issues relating to the project and each of the members is responsible for communicating back to their respective organisations.

Tauranga City Council also contracts Priority One to deliver on some of the actions in the City Centre Strategy.

## Key Achievements

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The following is a list of the key achievements since the adoption of the Strategy in 2007.

- **District Plan review:** Many actions in the City Centre Strategy are being implemented through the City Plan process. The City Living project has successfully been translated into the City Plan with no appeals. The City Centre commercial zone has a number of matters under appeal. Neither the Waterfront Zone or the Dive Crescent area are subject to any appeals.

- **Waterfront development:** A masterplan review was carried out and the 2008 Waterfront Master Plan adopted. A programme of construction is planned from 2012 – 2022 to develop the waterfront.
- **International hotel:** A strong business case for the development of a four star hotel on Council owned land in Durham Street is being developed.
- **Conference centre:** A Stage 1 business case for a purpose built conference centre has been carried out. Next steps will include identifying long term objectives and the development of a Stage 2 business case for a conference centre, which will form the basis from which to seek investment.
- **Tertiary & research campus:** In a partnership between University of Waikato, Bay of Plenty Polytechnic and the Whakatane-based Te Whare Wananga o Awanuiarangi, implementation of the regional Tertiary Action Plan (developed through the Tertiary Needs Study) has commenced. The plan provides a guide to strategic investment and aligns the delivery of programmes to regional needs. Progress to date includes:
  - The development of investment proposals for the consideration of regional funding bodies in a bid to secure foundation funding of \$30 million to catalyse the development of a new city centre campus. The outcomes of these applications are expected to be known by 30 June 2012.
  - Initial third party selection analysis, which identifies various site options for the development of a city centre campus.
- **Development of key sites:** The City Centre Project Manager is working with public and private stakeholders on the development of key sites in the city centre. These developments will be significant catalysts for other investment in the city centre.
- **Strand Night Management:** The Strand Precinct Group, comprising those operating businesses on The Strand, is working to create a unique destination for food and entertainment that is recognised for its quality environment and experience. Agreement was reached with Tauranga City Council on the establishment of high quality, semi-permanent outdoor dining and entertainment areas up against shop fronts, with the pedestrian walkway moved to the outside of the pavement. The outcome has enabled operators to invest in these areas, ensure consistent presentation and improve security, which will increase visitation to the city centre. Ten operators on The Strand took part in a collaborative marketing campaign, promoting the area as a dining and entertainment destination.
- **Masonic Park:** Tauranga City Council has adopted the master plan for the development of Masonic Park (opposite the civic building). The plan includes physical features of the park, as well as rules and guidelines relating to the use and occupation of the site. Work is continuing with neighbouring landowners to ensure quality outcomes are achieved on the site. The implementation of the master plan will not be included in the draft 2012 – 2022 Ten Year Plan.





- **Public Art:** Creative Tauranga is developing the Hairy Maclary public sculpture on the Waterfront.
- **Parking:** Parking is an ongoing area of work.
- **Transportation centre:** The new transportation centre in Willow St / Wharf St was completed in 2011.
- **Museum:** Tauranga City Council established the Tauranga Moana Museum Trust to plan for and deliver a community-led new museum. The charitable trust is independent of council. Its role is to establish and foster community support for a museum; develop a museum concept and prepare a business plan; raise capital to develop the site and build the museum; engage in fund raising to meet annual ongoing operational expenditure; and administer and operate the museum. Council has previously resolved that if Cliff Road is the preferred site, Council will contribute a fully consented site for a future museum.
- **City centre loyalty card:** An eftpos-based loyalty card for city centre retailers was launched in June 2011. There could be an opportunity to generate revenue for Mainstreet Tauranga through this initiative in the medium to long term.
- **Mainstreet marketing strategy:** A new marketing agency has been contracted by Mainstreet Tauranga to develop an effective campaign to promote the city centre. Branded 'Locals. Love it!', the campaign was launched in July 2011.
- **Monitoring:** A number of different measures of city centre activity have been collected and progress is being monitored over time.

## Economic Impact

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The worldwide economic recession has had a local impact on both the economic vibrancy of the City Centre and the ability of agencies to deliver on actions in the Strategy. While the intent and implementation plan is still valid, timing of some of the implementation will continue to be adjusted to respond to fiscal restraints.

## Catalyst Actions of the Strategy

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Catalyst actions were identified in the City Centre Strategy as integral to the project. They are actions that will stimulate activity and lead the delivery of other actions, will be delivered (or commenced) in a one to three year timeframe, and will be supported or driven by the City Centre Action Group through their combined resources (including the City Centre Project Manager). Catalyst actions have the potential to stimulate the redevelopment of the city centre and reinforce its role as the commercial and cultural centre of the Western Bay of Plenty sub-region.

The catalyst actions are as follows:

1. 'Commence the redevelopment of the waterfront with spaces for active uses that retain maximum public access and views to the waterfront. [TR2]

2. Develop a city centre marketing 'story' and positioning that clearly articulates the retail, commercial and residential offer for the region. [TQ3]
3. Develop precinct groups to further develop and implement the specific strategies for individual areas. [TQ5]
4. Ensure the adopted City Plan provides an enabling framework for residential and commercial development in the City Centre.
5. Redevelop Masonic Park as a linkage between The Strand / waterfront and City Square / Council offices with hard and soft landscape, tree and seating. [PC7]
6. To create easy access for people to the city centre by a variety of modes including private vehicle, public transport, foot and bicycle. [A combination of a number of actions.]
7. Develop a high quality museum that is integrated with the activity of the city centre. [A combination of a number of actions.]
8. Work with the tertiary institutions to obtain central government funding for expansion of their programmes and facilities and to establish a student oriented education precinct in the City Centre. [TE1]
9. Identify a suitable site within easy walking distance of the retail core for a hotel / conference facility, purchase, develop a design brief and actively seek developers. [TD9]
10. Develop an Events Strategy that focuses activities and events in the City Centre. [TD4]
11. Co-ordinate a range of regular activities on the street such as an annual buskers' festival, regular exhibitions, weekly or monthly night market and local art and craft market. [TD5]
12. Liaise with property owners and developers to redevelop key sites. [TR5].

Catalyst actions will be reviewed every 18 months and updated as required.

## Activities: Objectives

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- To reinforce the City Centre as the principal office location and commercial centre of Tauranga and the Bay of Plenty region.
- To enhance the civic role of the City Centre.
- To establish the City Centre as the cultural heart of the region.
- To position the City Centre as a quality shopping destination in Tauranga and the Bay of Plenty region.
- To promote the City Centre as a tourist destination.
- To attract visitors to the City Centre throughout the day, week and year.
- To create a vibrant and active streetlife within the City Centre that supports its other roles.
- To provide higher order community and educational facilities that serve the region



- To nurture and integrate the education sector within the City Centre, and support the expansion of facilities and activity.
- To attract more people to live in the City Centre to support the vibrancy and economy of the City Centre.

## **Buildings: Objectives**

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- To create a strong and distinct image for the City Centre through the design quality of its buildings.
- To acknowledge the built heritage of the City Centre through a range of techniques.
- To ensure that new buildings and redevelopments are based on Environmentally Sustainable Design (ESD) principles.
- To enhance the street life and activity of the City Centre through the quality of design of buildings that front open spaces and pedestrian routes that do not overwhelm the pedestrian areas.
- To create a strong edge that defines the street space within the core retail areas of the City Centre.
- To establish a built form for the City Centre that reflects the landscape, topography and City Centre identity and supports investment.

## **Public Spaces and Connections: Objectives**

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- To enhance the outdoor life of the City Centre through the quality of its open spaces.
- To provide a diversity of public spaces across the City Centre that serve a range of different functions, from small plaza spaces to large scale gathering spaces for major public events.
- To enhance the appearance and amenity of the street spaces in the City Centre to ensure a vibrant and active street scene.
- To utilise landscape and public art that projects the character and uniqueness of Tauranga, enlivens public spaces and showcases local talent.

## **Access: Objectives**

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- To refocus the City Centre as a place for pedestrians and local traffic.
- To maintain the flow of city-wide traffic networks while reducing the amount of through traffic in the City Centre.
- To create easy access to the City Centre by a variety of modes including private vehicle, public transport, foot and bicycle.
- To manage parking demand and provision to support the economic competitiveness of the City Centre.
- To ensure the City Centre is well connected by public transport to provide a viable alternative to the car.
- To promote walking to and within the City Centre to ensure a vibrant and active street scene.
- To encourage greater bicycle usage as a transport option to the City Centre for commuter and recreational cyclists.



## Leadership and Management: Objectives

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- To implement the recommendations of the City Centre Strategy utilising all available interests, skills, advice and resources within the City Centre.
- To facilitate new development within the City Centre.
- To create an attractive built environment that supports a range of activities to meet the current and future needs of all people who live in or visit the City Centre.

## Precinct Visions

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### A: Core City Centre Retail

This area will form the heart of the City Centre's retailing. The area will attract national retailers and anchor tenants with frontages to Devonport Road and Spring Street, and smaller, niche boutiques showcasing local designer talent clustered within Grey Street. The two cinemas will act as a drawcard for the City Centre's night time entertainment offer, and as the focus of annual events. The heritage shopfronts in this area will be restored as an important part of the City Centre's character. Buildings will be kept to a pedestrian scale, particularly at the frontages, with active shopfronts.

### B: The Strand Entertainment

The Strand will continue to provide its daytime and evening entertainment as a key feature of the City Centre, diversifying its role to include more fine dining and family friendly options. A greater mix of uses will be encouraged in this area, to include boutique or tourist retail amongst the restaurant offer. An additional 1-2 levels above buildings will create new small office spaces, attracting a niche creative industries market that enjoys the waterfront activity. Through traffic will be minimised by redirections and traffic calming so that the street is shared by pedestrians, bicycles and cars.

### C: Civic

The Civic precinct is the cultural and community focus of the City Centre. In the long term the precinct is redeveloped to include new Council administration buildings, a new Library, flat floor space for conventions or exhibitions, an upgraded Baycourt and the Art Gallery. Car parking is provided underground.

A new City Square is created which will be the largest public gathering space in the City Centre. As a beautifully designed space it makes the statement that Tauranga is the cultural heart of the region. Designed to be clear and open, it is multi-functional, hosting big events and concerts, or acting as the city's 'outdoor lounge-room' day to day. Level changes with viewing platforms on the higher ground at the eastern side of the site provide an outlook across the harbour.

A strong physical and visual connection will be created from the Council buildings and the City Square, through the Masonic Park to the waterfront. Masonic Park will be redeveloped as a pleasant walk-through between the City Square and the waterfront/The Strand. It will be simply landscaped with seating, and a paved area at Willow Street will link with the City Square and provide for temporary café street operators. The adjoining site at the corner of Willow Street and Hamilton Street could house the Visitor Information Office and also present an active front to Masonic Park.

### D: Waterfront

The waterfront will be further enhanced as a unique feature of the City Centre. Importantly, the car parking will be removed to create a large open space that hosts a range of festivals and activities throughout the year. A clear pedestrian connection will be created along the





waterfront from Dive Crescent to The Strand extension. The waterfront will be an active pedestrian focussed area, with bike and walking routes, viewing areas, and space for a variety of functions including markets, events and festivals.

### **E: Mixed Use**

Surrounding the core City Centre retail and civic areas will be a mixed use precinct including peripheral retail, office, residential and service businesses. In some locations, higher scale buildings will be appropriate and attract larger corporations to establish in the City Centre. Where necessary, Council or developers will acquire land so that smaller sites can be consolidated for larger scale buildings. New businesses will also be attracted to this area by the attractive streetscapes and public realm amenities, the range of transport options for their workers and the proximity of the lively retail core and The Strand dining options.

### **F: Cameron Road Commercial/Residential**

Cameron Road is an important activity spine within the City Centre. Located on the ridgeline, it will be the focus for higher scale buildings, attracting new offices and residential, which would also include student housing. In addition at ground level it will be the location for high quality larger format retail, such as homeware stores and showrooms. New planting along Cameron Road and the reduction of through traffic will create a boulevard appearance and attractive entrance to the City Centre.

### **G: Office and Residential**

This area will include a mix of office and residential development. In the future, a greater level of office or residential development will be encouraged in this area within medium-high rise development. Buildings will be setback from the frontage to provide small landscaped front gardens.

### **H: Dive Crescent Tourism and Waterfront**

Dive Crescent will be upgraded as a popular waterfront location, focussing on its marine culture of boats, fishing and seafood, with the best fish and chips in town. It could also emerge as an arts area, focussed on the retail and tourism market. Buildings could be re-used for artists' studios and teaching or exhibition spaces. A boardwalk constructed out over the water, with casual outdoor dining opportunities, will continue the waterfront pedestrian link that runs from The Strand extension to Dive Crescent.

### **I: Residential**

The existing residential areas surrounding the City Centre will retain their high level of amenity. Where possible, new low-rise medium density housing will be provided to offer additional residential opportunities close to the City Centre. Buildings will continue to be setback from the front to provide landscape.

### **J: Industrial**

The industrial areas are a vital component of the city's economic function. Where possible or practical, streetscape upgrades and tree planting will improve the appearance of this area. Development will be low rise.

### **K: Tauranga Domain and Wharepai Domain**

The Tauranga and Wharepai Domains are important large scale green spaces close to the City Centre. Their role of providing passive and active recreation opportunities will not change, and they will provide a venue for occasional park based events (eg sporting carnivals, garden show, motor show). The role of the Tauranga and Wharepai Domains as a respite for City Centre residents will grow, and dog walking areas, additional seating and



quiet contemplation areas will be developed. The historic gates will remain as a key feature of the Cameron Road streetscape. Landscaped pedestrian links will connect the Tauranga and Wharepai Domains to The Elms and Cliff Road area and to the rest of the City Centre along Cameron Road.

### **L: The Elms and Cliff Road Arts and Heritage**

The Elms and the Cliff Road area have a very different feel to the core of the City Centre, being quiet places, away from the noise and activity. The Elms, along with the Mission Cemetery and the Redoubt, are the City Centre's most important heritage sites. Parts of this area have heavy vegetation and shading, which create a distinct atmosphere. Elsewhere there are spectacular views of the harbour from the clifftop.

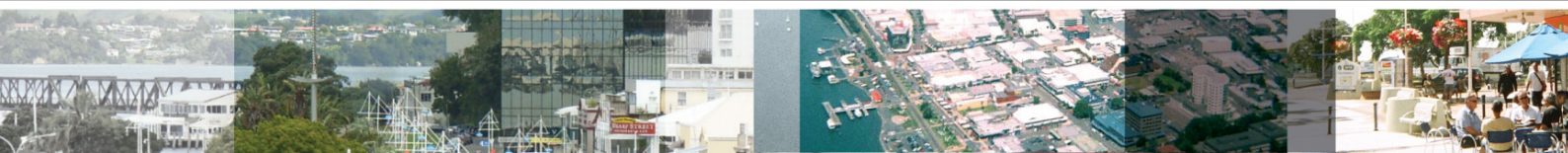
The area will be promoted as a heritage precinct and a key tourist attraction for the city. Pedestrian connections from the Domain and the City Centre to this area will be improved by way of planting, streetscape design and signage. A clear connection from The Strand and Dive Crescent will be created by the installation of a sculptural staircase or ramp that provides access across the railway line. An improved pedestrian link to the Mission Cemetery as a part of the existing bridge or a new overpass will connect this important heritage site into the precinct.

Robbins Park will be redeveloped as an arts and garden precinct. Gardens that tell a story of the natural and human history of the site will be created, and include features such as native/botanical gardens, a demonstration market garden showing early methods of food production or a children's farm. The gardens could also have a theme of sustainability, linking Tauranga's past to its future. Other features could include a permanent sculpture park and a cafe that takes advantage of the views.

The design of this area will feature an exemplary quality of architecture that showcases ESD techniques. Buildings and planting on the site will be sited and scaled to maintain the views to the harbour.



# 1. Introduction





## The City Centre Strategy

The City Centre Strategy is intended to guide major change to land use, built form, public spaces and access in the City Centre over the next 25 to 30 years. The Strategy sets out preferred directions for growth in various sectors that comprise the City Centre and how the changes should be achieved and managed. It is a long term plan that details ideas and actions that can be undertaken progressively by the Council, other organisations and stakeholders.

A major focus of the Strategy is to see 'more people, more often, staying longer' in the City Centre. The aim of the City Centre Project is, therefore, to strengthen the role of the City Centre as the key commercial and cultural focus of the sub-region.

### Strategy Report Structure

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The Strategy is structured into four chapters:

Chapter 1 – Introduction, describes the purpose of the Strategy, its aims and content, and includes background information about the City Centre, previous studies and the process of developing the Draft Strategy

Chapter 2 – Overall Directions, outlines the City Centre Vision and summarises 14 key recommendations of the Strategy with a map.

Chapter 3 – Themes, explains and details the five Themes under which the first set of analyses and recommendations are grouped:

Activities

Buildings

Public Spaces

Access

Leadership and Management

The objectives, directions and actions identified under these Themes are generally those that apply across the City Centre or large parts thereof.

Chapter 4 – Precinct Directions, describes the specific visions, objectives, directions and actions to be undertaken within the 12 Precincts that have been identified in the City Centre.

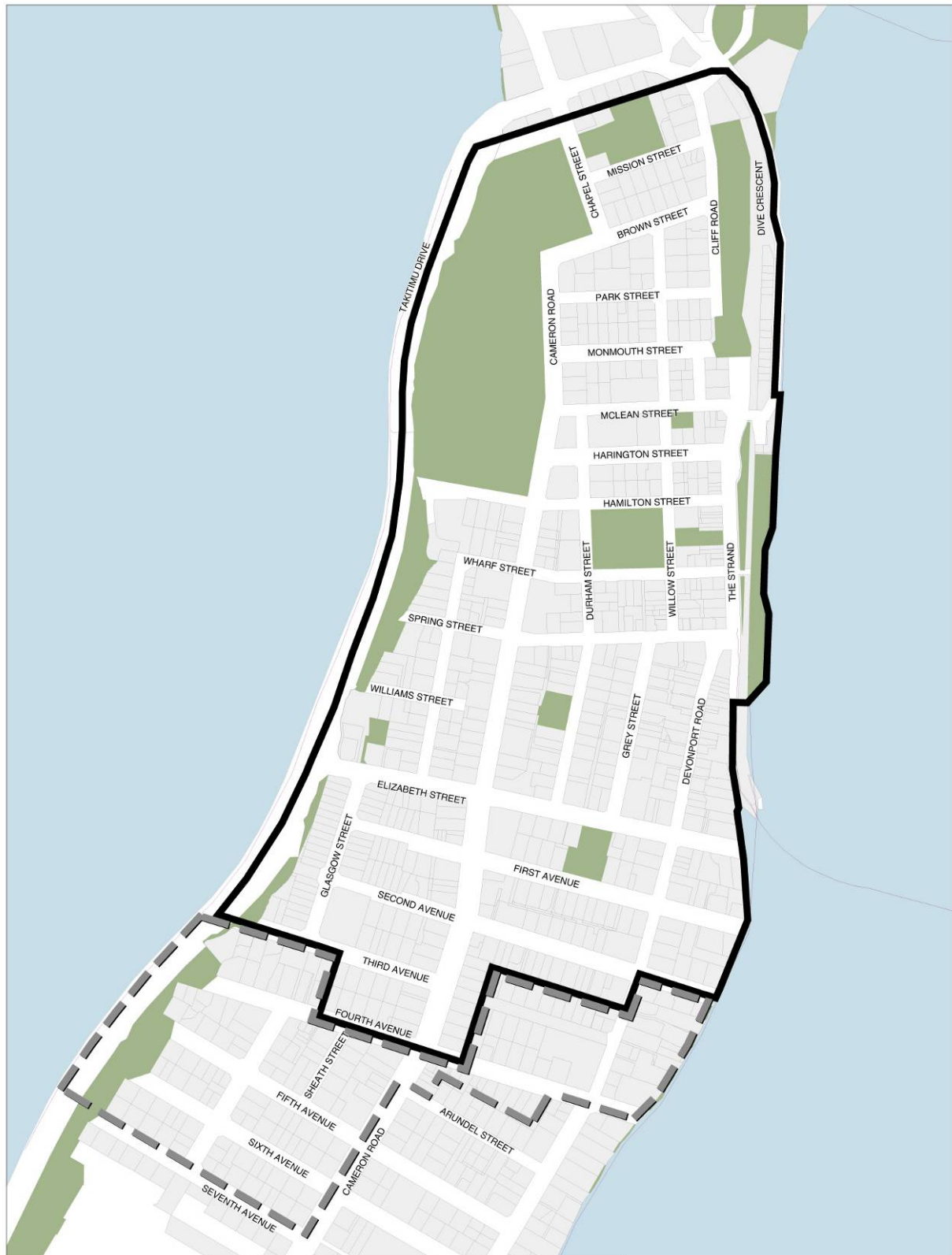
### The City Centre

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The Study Area for the City Centre Strategy is shown on the map on the following page, and includes the retail heart, with surrounding land extending over most of the area between Fourth Avenue to the south and Marsh Street to the north, and between Takitimu Drive to the west and the Harbour to the east.

The Tauranga waterfront area is officially excluded from the Study Area, however the Strategy identifies actions that are intended to assist in reviewing and implementing plans for the waterfront.





-  City Centre
-  Fourth-Seventh Avenue Precinct

**City Centre**

**Tauranga City Centre Strategy**

date | Sep / 07
revision | 01
client | Tauranga City Council




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## How the City Centre Strategy was developed

### Project Vision

The following vision was developed to explain the intended outcome of the Strategy.

*Tauranga's City Centre will be the commercial and cultural heart of the western Bay of Plenty. The centre will exude confidence, vitality, excitement, innovation and quality. It will be the place of first preference for working, investing and cultural activities. The rich history and vibrant culture of the city will be celebrated and expressed through the built form, urban art and a year-round calendar of events. The City Centre will be opened towards its wonderful waterfront setting through connections, vistas and new development.*

### The Objectives

The City Centre Project to develop the Strategy commenced in December 2006. The Project objectives were to:

- Provide a clear vision and reflect the City Centre's role in the sub-region
- Develop an implementation framework for detailed development planning and management at a precinct level
- Define planning principles and the physical framework for the whole study area and identified precincts
- Provide the framework to allow for the variety of uses and functions required of a City Centre
- Stimulate opportunities for growth or change and investment
- Identify locations for transition to mixed use, and increased residential development, having regard to developing strategies (Smart Living Places)
- Identify suitable locations for tourist facilities, and social and community facilities/ infrastructure or other needs
- Identify opportunities to improve vehicular circulation and linkages, particularly pedestrian links, and consolidation of activities within the City Centre
- Provide an implementation framework that includes, but is not limited to, District Plan changes and development guidelines
- Provide clear directions for the future development of the City Centre that have regard to the retention and enhancement of visual amenity, pedestrian amenity and important views and vistas
- Review and incorporate the findings of the Smart Living Places Strategy, Integrated Transport Strategy, Urban Design Strategy, Open Space Strategy and Vegetation Strategy as appropriate.

### The Process

The Project was undertaken as a five stage process:

- **Stage 1:** Inception and Review, including review of previous work and extensive data
- **Stage 2:** Issues Identification, that involved distribution of a survey form, and extensive engagement with key stakeholder groups, the Reference Group and the broader community



- **Stage 3:** Directions and Opportunities
- **Stage 4:** Draft Strategy and implementation plan and broad community engagement that involved publication of a Bulletin,
- **Stage 5:** Final Strategy and implementation plan

## **Community Engagement**

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Various mechanisms were used throughout the Project to involve the community in development of the Strategy. The project has been widely publicised through the local newspapers, Council newsletter, Council website, press releases and meetings with key stakeholders.

A Steering Group was appointed by the Council at the inception of the Project, to provide guidance and input to the Project. The Steering Group includes representatives from

- Chamber of Commerce
- Creative Tauranga
- Mainstreet Tauranga
- Land Owners
- Ngai Tamarawaho
- Property Council
- Social and Community interests
- Tauranga City Council (elected members)

In addition, a Reference Group including membership from a wide range of groups and organisations with an interest in the City Centre was formed and met twice to provide input at key points in the process.

Other community engagement undertaken included:

- Community engagement sessions held at Bayfair and two city centre cafes to record comments from shoppers, people doing business and visitors regarding the City Centre
- Distribution of disposable cameras to Reference Group members resulting in the provision of approximately 400 photos and comments about liked and disliked aspects of the City Centre
- Distribution of a survey by Council to the public
- Facilitated workshop with the Project Reference Group
- Facilitated workshops with Property Council and Main Street groups
- Displays and roving ambassadors to promote the Draft Strategy
- Receipt and consideration of 121 submissions to the Draft Strategy
- Public hearings for submitters to the Draft Strategy

Community engagement has demonstrated that there is a high level of commitment to the Tauranga City Centre – from business people, residents, property developers, traders and Councillors.

## About Tauranga City Centre

The Tauranga City Centre performs a diverse range of roles at both the regional and local level. As the largest centre in the Bay of Plenty region, Tauranga is the main provider of commercial, retail and other functions for the western Bay of Plenty Region. It is critical that the city maintains its capacity to be regionally competitive in the face of competition from other rapidly growing regional centres. Tauranga must continue to be able to draw upon an extensive regional catchment looking for higher order goods and services in an attractive, well functioning centre.

At a local level, within Tauranga, the primacy of the role and function of the City Centre is critical. The wider city needs a focus to ensure efficiency of infrastructure, economic health and, perhaps most importantly, community cohesiveness and identity. There are substantial development pressures outside the City Centre that could threaten that primacy and lead to decline of the city's heart. Retail and commercial growth outside of the City Centre could compromise the role of the City Centre if not managed appropriately. A strong Strategy is required to maintain and rebuild the focus and vibrancy of the City Centre.

The Tauranga City Council, the Western Bay of Plenty District Council and Environment Bay of Plenty have worked together to produce a comprehensive and forward thinking growth management Strategy – SmartGrowth – that identifies the importance of maintaining the Tauranga City Centre as the focus of commercial and cultural activity and a strong retail and residential centre in the sub-region. Part of the implementation has commenced in the City Centre with the development of the Smart Living Places Strategy which focuses on residential activity in the City Centre. The Council now requires a detailed Strategy to deliver the remaining part of this aim.

It is now imperative that a Strategy be prepared to ensure that historical roles are retained, while the emerging functions and future activity are managed and appropriately directed. The Strategy must embrace and be supported by the key landowners and stakeholders in the city, and ensure that there is an agreed and supported vision for the continued management of land use, development and urban renewal. This will be a long term Strategy that will require significant commitment from the Councils, community, private sector and other social and physical infrastructure providers.

## What does the City Centre offer?

The City Centre has a number of unique attributes that make it stand apart from other shopping centres in the region. These are the elements upon which a Strategy needs to build. They include:

- A more active night life, including several cinemas and greater variety of restaurants.
- More commercial activity, major offices and headquarters.
- An accessible, 'working' waterfront with lots of activity i.e. fishing, wharves, port, boardwalks.
- Water views to the east and west.
- Civic offices and facilities.
- A developing tertiary precinct.
- A developing public transport service.
- City heritage including the Redoubt, The Elms, the Old Post Office and other old buildings.





- An organic layout, with topography and views, and buildings with character.
- Major civic facilities: main library, Art Gallery, new proposed Museum, important public spaces such as the waterfront, Red Square.
- A live theatre venue - Baycourt.
- A large outdoor environment that is spontaneous and flexible (rather than a 'controlled' internal environment).
- Cultural attractions, Art Gallery and public art.
- A wider variety of retail than other retail centres, including boutique shopping.

Refocussing and enhancing these roles requires an integrated approach to its various activities, all of which will play complementary roles in attracting people to the City Centre and generating life and activity.

## Strategic Context

### SmartGrowth

The SmartGrowth Strategy is a 50 year vision and implementation plan to manage the growth in the western Bay of Plenty. The vision for growth management is centred on sustainable development. SmartGrowth establishes a strong direction for the City Centre. The principles section of the city, town and neighbourhood centres section has the following to say about the role of the City Centre.

*Tauranga CBD remains the business and cultural "heart" of the sub-region with an emphasis on speciality shopping, entertainment, business activity, tertiary education, cultural facilities, residential living and employment.*

A challenge of the growth Strategy will be to achieve the right balance between 'live work play' and strong city, town and neighbourhood centres.

### City Vision and Council Outcomes

Council's Decision Making Framework identifies eight City Vision statements for Tauranga City. The statements that most directly relate to the City Centre are:

- Built to fit our hills, harbour and coast
- Vibrant, healthy and diverse communities
- Actively involved people
- Strong sustainable economy

The Council Outcomes are all relevant to this Strategy.

The people of Tauranga identified that their vision for the City Centre was that it be a

*"strong central hub or heart for the city".*

The process of the Tauranga City Centre project has also related strongly to the statement of "Actively Involved People" which focuses on leaders working together. The approach to the development of this Strategy has very much been about leaders from the public and private sectors working together to achieve better outcomes for the City Centre. The Council Outcomes of providing leadership and working in partnership are also relevant.

### Other Strategic Documents

The following strategic documents have been referenced during preparation of the City Centre Strategy and provide directions that have been taken into account:



SmartEconomy  
SmartTourism  
SmartArts  
Urban Design Strategy  
TaurangaTransport Strategy  
Open Space Strategy  
Growing Tauranga Green (Vegetation Strategy)  
Active Reserves Management Plan

In addition there has been strong reference to earlier CBD and waterfront projects, that have provided context and information for consideration.

## What you told us about the City Centre

Community engagement revealed a number of things that the community of Tauranga values about its City Centre, a number of things people would like addressed or changed and suggestions for improvements.

The following is a brief summary of the feedback received during the initial phase of community engagement.

### Features of the City Centre mentioned most often as being appreciated:

- The Strand cafes and the range of options for dining out.
- The waterfront setting of the City Centre, and the views of the harbour provided from the higher ground.
- The activity of the waterfront such as boating and fishing. In particular, The Kestrel and the Dive Crescent fish and chip shop were often mentioned.
- Historic areas of The Elms and the Redoubt and heritage buildings such as the Post Office.
- The annual Jazz Festival and the many visitors it attracts to the City Centre.
- Hotel On Devonport, and other new buildings in the City Centre, and the way they add to its image as being a place where things are happening.
- Speciality fashion boutiques.
- Cinemas, Baycourt, library and Art Gallery.
- The beautiful trees of Brown Street, the rose gardens and the hanging baskets.
- Red Square as a place to meet.

### Features of the City Centre most often mentioned as being disliked:

- The City Centre being segregated from the waterfront by the train and the carpark.
- Lack of free, short term parking that is clear and accessible for shoppers.
- Poor quality pedestrian links to or around the City Centre.
- Poor entrances to the City Centre at Dive Crescent and Elizabeth Street.
- The run-down appearance of Dive Crescent and The Strand extension.
- Early closing hours of the shops.

- Lack of family entertainment options.

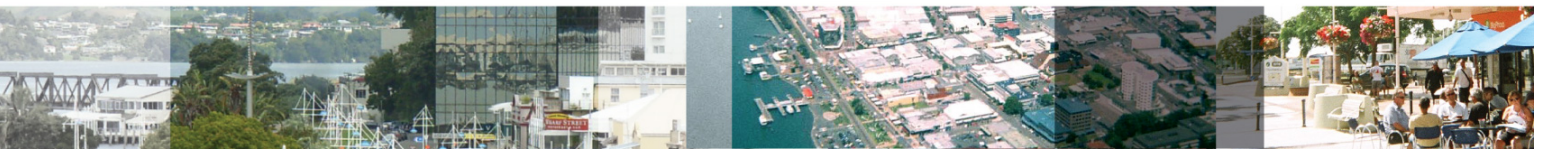
**Opportunities for future improvement most frequently suggested:**

- Closure of The Strand to create a pedestrian focussed outdoor dining area.
- Dive Crescent and The Strand extension – new opportunities to embrace the waterfront.
- Potential for redevelopment of the Old Masonic site and Cliff Road area.
- Better public transport links to the City Centre.
- More public art and a new Museum.
- Better reflection of Maori culture in buildings and art.
- Maintenance of heritage buildings.
- A regular farmers' market in the City Centre.
- Cultural and entertainment opportunities such as festivals and music events that cater for all ages, for both day and night time.
- Longer and more consistent shopping hours, better variety of shops and a supermarket.
- Improvement in the quality of architecture in new buildings.
- A prouder civic presence in the City Centre.
- More green spaces and trees, places to sit, botanical gardens.
- More people to live or work in the city.





## 2. Overall Directions



## City Centre Vision

*The City Centre of Tauranga will look, feel and function as the primary commercial centre of the western Bay of Plenty. Its unique waterfront location and topography will define its character. It will have an intensity of activity and edginess that accompanies a thriving commercial sector. Buildings will be taller than found elsewhere in the sub-region reflecting the City Centre's importance and position in the hierarchy of centres, and attention to design will be paramount. The streets will bustle with people walking around the Centre on the way to work, or relaxing and enjoying the active and attractive street spaces and connecting laneways. More people will visit more often and stay longer when they do, at weekends, after work and for business, the arts or shopping. It will truly be the commercial and cultural and civic heart of Tauranga and the western Bay of Plenty.*

## City Centre Principles

The following are broad principles of City Centre planning that need to be reflected throughout the development of the City Centre Project.

It is an underlying principle of the Project that:

- The identity of the City Centre is defined and built upon.
- The cultural values and local stories of the area are developed.
- Economic success underpins success of the City Centre.
- The City Centre is the first preference for the location of large commercial development, office headquarters and major retailers in the region.
- Key public views to landmarks or natural features, including water, are identified and retained.
- The City Centre accommodates a significant residential population.
- The City Centre is safe and is perceived to be safe at all times of day and night.
- Major regional and local cultural events are held in the City Centre.
- Buildings are designed to complement the dual waterfront location, local character, topography and landscape setting, and to reflect the importance of the City Centre.
- A variety of public spaces are available to cater for different needs including events, festivals, gatherings and informal relaxation.
- Arts and cultural activities are fundamental to the success of a City Centre.
- Streetscapes and street treatments reflect the activities within them.
- The use of a range of transport options both within and to and from the Centre is encouraged.
- The City Centre is easy and pleasant to walk around, and pedestrian comfort is given priority.
- The City Centre is a transport destination, not a through-route, and traffic congestion is minimised.
- The City Centre is easy to access with infrastructure that supports access.
- Environmental sustainability is a key driver of design of buildings and the City Centre environment



## Implementation and Monitoring

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The Strategy contains actions for Council, other government and government-funded organisations, commercial and community groups. Actions are numbered for easy reference, and include an estimated cost where appropriate, and a timeframe for implementation. The following timeframes apply to the Actions within the Themes and Precincts:

Immediate = active

Short term = 0-3 years

Medium Term = 4-9 years

Long Term = 10+ years

Ongoing = Undertaken as part of normal operations

Any action and funding requiring Council response will be considered and finalised through the Annual Plan and Ten Year Plan processes.

The Strategy will be reviewed on a 5 yearly timeframe, and in addition the Actions will be reviewed in the process leading up to the Ten Year Plan review, which occurs every 3 years.

The achievement of the Strategy will be monitored through the use of a number of indicators:

- Increase in visits to the City will be measured by pedestrian counts at key locations, and responses to surveys of residents
- Investment activity will be measured by the value of resource consents (taking into account cpi increases) and the number and floor area of commercial building starts
- Commercial and retail activity will be measured by vacancy rates for commercial and retail premises, and rent rates
- Residential development by the number of dwelling starts in the City Centre
- Safety will be measured by the number of incident reports by Police, and perception of safety through surveys

## City Centre Catalyst Actions

Key catalyst actions have been identified as integral to the City Centre project. These are listed below.

These are the key catalyst actions that have the potential to stimulate the redevelopment of the City Centre and to reinforce its role as the commercial, cultural and civic centre of the western Bay of Plenty sub region.

The catalyst actions are as follows:

1. Commence the redevelopment of the waterfront with spaces for active uses that retain maximum public access and views to the waterfront. [TR2]
2. Develop a city centre marketing 'story' and positioning that clearly articulates the retail, commercial and residential offer for the region. [TQ3]
3. Develop precinct groups to further develop and implement the specific strategies for individual areas. [TQ5]
4. Ensure the adopted City Plan provides an enabling framework for residential and commercial development in the City Centre.
5. Redevelop Masonic Park as a linkage between The Strand / waterfront and City Square / Council offices with hard and soft landscape, tree and seating. [PC7]
6. To create easy access for people to the city centre by a variety of modes including private vehicle, public transport, foot and bicycle. [A combination of a number of actions.]
7. Develop a high quality museum that is integrated with the activity of the city centre. [A combination of a number of actions.]
8. Work with the tertiary institutions to obtain central government funding for expansion of their programmes and facilities and to establish a student oriented education precinct in the City Centre. [TE1]
9. Identify a suitable site within easy walking distance of the retail core for a hotel / conference facility, purchase, develop a design brief and actively seek developers. [TD9]
10. Develop an Events Strategy that focuses activities and events in the City Centre. [TD4]
11. Co-ordinate a range of regular activities on the street such as an annual buskers' festival, regular exhibitions, weekly or monthly night market and local art and craft market. [TD5]
12. Liaise with property owners and developers to redevelop key sites. [TR5].

Catalyst actions will be reviewed every 18 months and updated as required.



# 3 Themes



## The Five Themes

The objectives, directions and actions for the Tauranga City Centre have been set out by way of five Themes:

### Activities

The Activities theme relates to the location and intensity of land use activities in the City Centre including commercial, cultural, retail, tourism, entertainment, education and residential uses.

### Buildings

The Buildings theme looks at the 'three dimensional' form of the City Centre. This includes the height and form of buildings, how they relate to the streets and spaces around them, and issues of heritage and streetscape character.

### Spaces

The Spaces theme looks at the different types of spaces within the City Centre, and how these could be improved or expanded. This includes the key space along the waterfront, as well as footpaths, plaza spaces, 'pocket parks' and more substantial parkland areas. It also addresses landscaping, street trees, public art, and safety in public spaces.

### Access

The Access theme looks at the various modes of transport used to travel to and through the centre, with a particular focus on pedestrian, cyclist and public transport accessibility to increase the sustainability of travel choices. Vehicular traffic, roads, and parking are also addressed in this section.

### Leadership and Management

The Leadership and Management theme focuses on ways in which the achievement of the Strategy needs to be assisted and supported by people or organisations.

This theme proposes the establishment of a City Centre Implementation Steering Group, and this is reflected in earlier Themes where this Group is seen as the primary driver of the action.

### Structure

Under each Theme there are a number of elements. The issues and opportunities surrounding each element are discussed, and a set of Objectives, Directions and Actions. Objectives are the overall intent for that element, Directions are ways to achieve the objective, and Actions are the detailed steps to be taken by one of the numerous stakeholders in the process.

### Action Timeframe

The following timeframes apply to the Actions within the Themes and Precincts:

Immediate =	within 6 months of adoption of the Strategy
Short Term =	0-3 years
Medium Term =	4-9 years
Long Term =	10+ years
Ongoing =	Undertaken as part of normal operations

### Action Cost

TBD (To Be Determined)

## Theme 1: Activities

The Activities theme looks at the types of land uses that occur in the City Centre and identifies issues and opportunities of each. One of the major issues confronting the City Centre is the need to attract commercial investment and development, which will have positive spin-offs for all other sectors. The cultural role is also paramount and ways to consolidate the Centre's identity as the cultural heart of Tauranga and the sub-region are identified.



Commercial



Retail



Community and Cultural



Tourism, Entertainment and Events



Education



Residential



## Commercial



*The Retail and Commercial Study (2007) conducted by Tauranga City Council notes that the City Centre comprises the largest concentration of commercial floorspace within Tauranga. Currently 7,300 workers are employed within City Centre offices and a capacity for an additional 5,000 workers has been identified.*

*However, the Study describes the increasing difficulty in retaining existing and attracting new large corporate offices to the City Centre, within either the private or public sector. Over the past five years only 10% of the 5,000 new office sector employees in Tauranga have located within the City Centre.*

*A number of factors have been identified as limiting the success of the City Centre as an office location. This includes access and parking issues, the lack of 'A Grade' office space, an oversupply of commercially zoned land throughout the city and difficulty in achieving a rental income adequate to ensure a return on investment in commercial development.*

*In addition to this, the City Centre has experienced a decline in many of its smaller commercial operations with businesses re-establishing within residential locations throughout the city.*

*Revitalising the office market of Tauranga City Centre is a vital aspect of generating local employment opportunities and supporting its complementary retail and entertainment roles. Employees of businesses within any City Centre comprise the major source of customers for the retail and entertainment sectors.*

*As with the strategies to improve the retail offer, all aspects of how the City Centre develops in the future must be considered to support the office market. Quality commercial operators or large companies considering the location of their head office look for a centre that offers a range of benefits in order to attract and keep professional workers. This includes:*

- *Access to high quality retail, including lifestyle, food and fashion products.*
- *A range of cultural attractions.*
- *A quality residential environment for their families, with a choice of educational facilities.*
- *A high quality urban environment that features well designed buildings and public spaces.*
- *Easy access for all transport options and convenient parking.*

*As noted, a key factor in both the retail and commercial success of the City Centre will be to develop a strong overall image for the City Centre and to promote the unique qualities of its retail and commercial environment through a 'place branding' Strategy.*





## Objective

- To reinforce the City Centre as the principal office location and commercial centre of Tauranga and the Bay of Plenty region.

## Directions

- Support the recommendations of the Retail and Commercial Study which aim to focus the City Centre as Tauranga's principal location for these activities.
- Investigate and work to mitigate impediments to commercial investment in the City Centre.
- Create distinct commercial precincts within the City Centre and facilitate the consolidation of smaller sites to allow for substantial office developments.
- Provide and market opportunities for major commercial development within the centre.
- Allow higher scale buildings in appropriate locations and encourage site consolidation where necessary to support large scale commercial development.
- Attract business and commercial activity that provides the City Centre with retail customers.
- Attract new businesses to the City Centre by creating an environment that will in turn attract employees. This includes improving the appearance and amenity of the City Centre, providing a strong retail and dining offer and ensuring good access for all modes of transport.
- Provide adequate car parking to support commercial activity.

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
TA1	Establish a hierarchy of commercial centres, which recognises the primary commercial role of the City Centre, and provide policy in the District Plan to clearly identify the role of all centres.	Tauranga City Council	Western Bay of Plenty District Council	Within existing budgets	Short term
TA2	Work with key government and non-government organisations (as they locate/relocate) to find suitable headquarters in the City Centre.	Tauranga City Council	Property Council Landowners	Within existing budgets	As required

## Community and Cultural



Baycourt

*The City Centre currently offers a variety of community and cultural activities. Council is actively seeking to expand this role so that the City Centre will become the cultural heart the western Bay of Plenty sub region.*

*The City Centre performs a key civic role for Tauranga, being the location of the Council offices. However, the civic presence within the City Centre is not strong due to the quality of the buildings and the lack of a public space for civic events. Baycourt hosts an array of live theatre and music performances, although aspects of its exterior could be improved.*



The Elms

*The library is also a vital asset to the City Centre, yet it appears that people who come to the City Centre to visit the library do not necessarily feel compelled to venture into the balance of the City Centre. The library building is not a welcoming design and its facilities are limited in comparison to contemporary library facilities in other major city centres.*

*The opening of Tauranga's public Art Gallery has been an important community initiative that has the potential to form the foundation of an expanded cultural role in the city. The adjacent Masonic Park carpark area presents an opportunity to establish an outdoor space with a cultural focus that links the civic area with the waterfront.*

*The proposed development of a Museum to tell the stories of the sub-region will act as a major visitor attraction. A design brief is currently under preparation for the creation of a proposed Museum building of an exemplary architectural standard.*

*Tauranga is rich in built heritage, with The Elms, the Old Post Office Building and the Redoubt in the northern area of the City Centre its most identifiable and valuable heritage sites. Council is currently undertaking a study of the heritage of the city and this will highlight the need to protect and promote other heritage places.*

### Objectives

- To enhance the civic role of the City Centre.
- To establish the City Centre as the cultural heart of the region.

### Directions

- Investigate the potential to create a renewed civic focus for the City Centre by redeveloping the site bounded by Hamilton, Willow, Wharf and Durham Streets as a new civic precinct. (See Precinct C: Civic)
- Foster visual and performing art and artistic pursuits within the City Centre.
- Develop the proposed Museum as a landmark building that attracts people to the City Centre and maximises the available spin-offs to other retail, entertainment and tourist activities.
- Protect and promote the city's heritage.

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen ?
TB1	Prepare a detailed masterplan for redevelopment of Masonic Park, the Council offices, Baycourt, library and creation of a City Square. (see Civic Precinct for details)	Tauranga City Council		Within existing budgets	Long Term
TB2	As part of the masterplan for the City Square and Masonic Park, include opportunities for temporary/street vendor or barrow style café or outdoor displays.	Tauranga City Council	Tauranga Art Gallery	Included in TB1 (see PC1)	Long Term
TB3	Support the ongoing development and implementation of a Museum Project	Tauranga Moana Museum Trust	Tauranga City Council	TMMT	Short term
TB4	Implement and promote the findings of the Heritage Overview study.	Tauranga City Council	Environment Bay of Plenty, Historic Places Trust, Ngai Tamarawaho	Delivered through City Plan project	Short term
TB5	Coordinate and expand the cultural activities within the city.	Tauranga City Council	Creative Tauranga, Ngai Tamarawaho, Tourism BOP	Within existing budgets	On-going
TB6	Develop the city's art collection and co-ordinate travelling exhibitions for the Art Gallery.	Tauranga Art Gallery	Tauranga City Council, Private/corporate sponsors	Tauranga Art Gallery	On-going
TB7	Scope and investigate the feasibility of holding an annual major art and/or sculpture competition in the City Centre.	Tauranga Art Gallery	City Centre Implementation Steering Group	Tauranga Art Gallery	Short term
TB8	Promote the creation of arts precincts to attract established artists to the City Centre and to develop its reputation as a place that nurtures emerging artists.	City Centre Implementation Steering Group	Creative Tauranga	City Centre Implementation Steering Group	Medium term

NB. \$ TBD= To Be Determined

## Retail



'Red Square' in the heart of the retail area

*Historically, the City Centre has been the retail focus of Tauranga. However, this role is not growing as fast as some other parts of the wider city and the City Centre faces strong competition from other retail centres.*

*The Retail and Commercial Study has identified a significant oversupply of retail floorspace in the region, with competitors currently expanding and new competitors approved for development. Shoppers are attracted to destinations outside of the City Centre due to factors such as their ease of access, cheaper and more convenient carparking or a greater variety of shops, including national brand anchors.*

*The City Centre currently comprises a varied retail offer that includes a range of specialty stores, a fresh food market, several discount outlets and large format retail. However, this retail offer appears somewhat haphazard and there are significant gaps in the type and range of shops within the City Centre, such as a supermarket, homeware stores and well-being services. Short, inconsistent and unpredictable opening hours discourage weekend and after business hours shopping. Retail spaces within the City Centre are experiencing a high turnover of tenancies as a result.*

*The City Centre needs to reposition itself in the retail market and be promoted as a quality shopping destination. This will require a co-ordinated approach to attracting tenants, addressing the retail mix and 'place branding', which will address all aspects of how the City Centre looks and functions, much in the way that these matters are addressed by the managers of enclosed mall style centres.*



Devonport Road retail area.

*Increased numbers of daytime customers, such as office workers or visitors, are also needed to support the retail sector. A thriving retail environment will in turn attract people to the City Centre for business or tourism. This is an essential aspect to supporting the local businesses within the City Centre and ensuring its ongoing economic viability.*

*In terms of their retail function, dynamic and successful City Centre experiences will generally have these key attributes:*

- *Night and day economy.*
- *Clusters of lifestyle destination stores.*
- *At least one department store anchor.*
- *Supermarket anchor.*
- *Select national brand destination stores.*
- *Actively programmed public spaces.*
- *A vibrant cultural/civic precinct.*
- *A social hub experience – places to meet, greet and hang out.*
- *A WOW factor, such as Tauranga's waterfront.*
- *High quality place management and marketing.*

## Objective

- To position the City Centre as a quality shopping destination in Tauranga and the Bay of Plenty region.



Active laneway



City Centre retail offer

## Directions

- Support the recommendations of the Retail and Commercial Study that aim to identify, through statutory mechanisms, the City Centre as a key retail destination in Tauranga.
- Focus retail activity in a central, highly accessible location, to complement the civic, cultural and tourism roles of the City Centre.
- Increase the variety, hours and quality of the retail offer to suit all markets and to give the City Centre retail offer a distinct flavour.
- Encourage a clustering of retail roles, as shown on the map below.
- Provide training for retailers to maximise retail presentation and marketing.
- Create a quality retail environment that has a strong and distinct urban image, a high level of pedestrian amenity and is easily accessed by all modes of transport.
- Provide adequate carparking for shoppers within easy walking distance of the retail core.





## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
TC1	Establish a hierarchy of retail centres, which recognises the key role of the City Centre, and provide policy in the District Plan to clearly identify the role of all centres.	Tauranga City Council	Western Bay of Plenty District Council	Within existing budgets	Short term
TC2	Negotiate with key tenants and national brand retailers who may be considering relocation out of city or region, and approach anchor retailers to encourage location in Tauranga.	Priority One	Mainstreet Tauranga, Property Managers, Land Owners	City Centre Implementation Steering Group	On-going
TC3	Develop consistent opening times for retail operators in the City Centre, and advertise opening hours once established.	Mainstreet Tauranga	City Centre Action Group, Property Managers, Land Owners	Mainstreet Tauranga	Immediate
TC4	Develop a clear image and brand for the City Centre as a key retail and commercial location of the region. This should actively promote all of the attributes that the City Centre has to offer over its competitors, such as the waterfront location and traditional street-shopping experience.	Priority One	Mainstreet Tauranga, Tourism BOP, Tauranga City Council	City Centre Action Group	Immediate
TC5	Develop a network of arcades and laneways that link Cameron Road to Devonport Road as a key point of difference of the City Centre shopping experience.	Priority One	Mainstreet Tauranga, Tourism BOP, Tauranga City Council	Site specific	Short term / ongoing
TC6	Encourage the development of a supermarket in the City Centre and complement with a fresh food cluster and take away food outlets to serve the needs of City Centre residents and workers.	Priority One	Mainstreet Tauranga, Tourism BOP, Tauranga City Council	City Centre Action Group	Short term / ongoing
TC7	Encourage the branding of Devonport Road and Red Square (shown on the Retail Areas map) as the key retail areas of the City Centre and the preferred location for major retail anchors and national brands.	Priority One	Mainstreet Tauranga, Tourism BOP, Tauranga City Council	City Centre Action Group	On-going
TC8	Develop Grey Street as a niche retail street that complements the "mainstream" retail focus of Devonport Road with smaller, designer boutiques. Market Grey Street as a high quality retail area.	Priority One / Mainstreet	Tourism BOP.	City Centre Action Group	On-going
TC9	Encourage the location of larger format retail such as furniture, lighting, carpet, and major electrical goods with adjacent carparking, along Cameron Road.	Priority One	Mainstreet Tauranga, Tourism BOP, Tauranga City Council	City Centre Action Group	Short term and on-going
TC10	Establish a student focussed retail area from Cameron Road to Durham Street which features take away or inexpensive food outlets and shops designed to serve the interests of a younger market.	Priority One	Mainstreet Tauranga, Tourism BOP, Tauranga City Council	City Centre Action Group	Medium term
TC11	Encourage the location of secondary	Priority One	Mainstreet Tauranga,	City Centre	On-going



	retail outlets within the mixed use areas surrounding the core retail area.		Tourism BOP, Tauranga City Council	Action Group	
TC13	Provide training in visual merchandising for traders to improve the overall presentation of stores.	Mainstreet Tauranga	City Centre Implementation Steering Group, Tourism BOP, Tauranga City Council	Mainstreet Tauranga	On-going

## Tourism, Entertainment and Events



The Strand



International Film Festival promotion

*Tauranga is a popular tourist destination within the Bay of Plenty region, however many of the attractions are located outside of the City Centre. Its tourism role could be significantly enhanced through the creation of new attractions such as the proposed Museum and improvements to existing attractions such as The Elms heritage site. In addition, the redevelopment of Tauranga's waterfront will play a significant role in attracting visitors to the city.*

*Currently, the major annual event is the Montana Jazz festival at Easter which attracts thousands of people to the city's streets. There are a range of other events including an arts festival, film festival and boutique food and wine festival that focus on the City Centre area, however some rethinking and coordination is required to ensure maximum benefits are returned to the City Centre from all events in Tauranga. The Council is planning to develop an Events Strategy in 2007/08 which will aim to bring together these various events into a coordinated programme. An expanded calendar of cultural events would promote the City Centre as a destination with a greater level of activity and atmosphere on the streets.*

*The City Centre is lacking in large conference venues and sufficient high quality accommodation. Developing the City Centre as a destination for conferences would provide a great deal of support for local businesses. The Council has a 'flat floor' facility planned for the site adjacent to Baycourt at the corner of Hamilton and Durham Streets. However, if possible, this development should be considered in the context of the civic precinct masterplan. A major hotel development is mooted, on the opposite corner of Hamilton and Durham, that would provide for some of the city's accommodation needs.*

*The city should be known for its high quality dining. While the City Centre has a vibrant night time eating area focussed along The Strand, daytime eating venues are also important to support the business and tourism sectors. Stand-out day and night venues with spectacular views of the water/waterfront are needed.*

### Objectives

- To promote the City Centre as a tourist destination.
- To attract visitors to the City Centre throughout the day, week and year.
- To create a vibrant and active streetlife within the City Centre that supports its other roles.

### Directions

- Establish an on-going programme of activities and events. This should include major regional cultural events as well as smaller, more frequent events that are locally focussed.
- Build on the current strength of the City Centre as a night time entertainment destination. Manage the amenity issues that may arise from late night activity.



View from the Devonport Club



Backpacker accommodation

- Expand the day time dining and entertainment options to cater for City Centre workers and visitors.
- Encourage the development of high quality dining venues.
- Provide a range of public spaces for events, festivals, gatherings and informal relaxation.
- Promote the cultural aspects of tourism that include Tauranga's major attractions: the proposed Museum, Art Gallery, new library/City Square and the arts/heritage precincts of Cliff Road and Dive Crescent.
- Expand the range of conference facilities in the City Centre.
- Provide a greater range of high quality accommodation, and quality backpacker accommodation.

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
TD1	Investigate relocation of the weekly Farmers' Market and the annual Boutique Food and Wine Festival to the retail core/waterfront area.	Farmers' Market Mainstreet Tauranga	Tauranga City Council	Farmers' Market	Complete
TD2	Encourage the inclusion of a day time café/ restaurant within any Museum building.	Tauranga Moana Museum Trust	Tauranga City Council	TMMT	Medium term
TD3	Support and expand the annual film festival, including investigating more venues within the City Centre (e.g. cafes, library, outdoor screenings).	Cinema operators	Creative Tauranga, Mainstreet Tauranga	Cinema operators	Short term
TD4	Co-ordinate a range of regular activities on the street such as an annual buskers' festival, regular exhibitions, weekly or monthly night market and local art and craft market.	Mainstreet Tauranga	Tauranga City Council, Creative Tauranga,	Mainstreet Tauranga	Short term
TD5	Complete the 'flat floor' space development proposed adjacent to Baycourt	Tauranga City Council	Priority One	Outside of Ten Year Plan	Long Term
TD6	Negotiate with tertiary institutes for access to lecture facilities in holiday periods.	Tertiary Forum	Priority One	Within existing budgets	Short term
TD7	Promote the need for conference facilities to private developers.	Priority One		Within existing budgets	On-going
TD8	Identify a suitable site within easy walking distance of the retail core for a hotel/conference facility, purchase, develop a design brief and actively seek developers.	Tauranga City Council		Within existing budgets	Immediate
TD9	Encourage the possibility of student accommodation to be used for conference attendees during holiday periods, to be considered in the design, management and leasing of student accommodation.	Tertiary Forum		Tertiary Forum	Short term



TD10	Reduce car parking requirements for predominantly evening operations.	Tauranga City Council		Within existing budgets	On-going
TD11	Encourage the establishment of a day/evening restaurant (possibly seafood) along the Dive Crescent water frontage.	Priority One	Developers	Within existing budgets	Medium term
TD12	Monitor the provision of tourist accommodation and encourage: <ul style="list-style-type: none"> <li>– Backpacker accommodation around The Strand and retail core</li> <li>– High quality (4-5★+) accommodation within walking distance of the retail core.</li> </ul>	Tourism BoP	Tauranga City Council	Tourism Bay of Plenty	On-going
TD13	Market the City Centre as a tourism destination.	Tourism BoP	City Centre Action Group	Tourism Bay of Plenty	On-going

## Education



*The University of Waikato, the Bay of Plenty Polytechnic, Te Wananga O Aotearoa and a range of private educational institutions in the City Centre are important community assets for the City Centre. The training, research and intellectual capital provided by these institutes is invaluable, and can be utilised to directly address City Centre needs. However more broadly, tertiary institutions are an important factor in attracting upper and middle management employees to an area, and this in turn affects the economic growth of the City Centre. They are important for the employment they generate, the student population that visits the city, the facilities that are built and related service businesses and industries that they attract. Young people add vitality to a City Centre by their range of interests and originality of ideas and needs. They represent a separate market to be met by low cost food outlets, housing, particular clothing brands, educational materials and night time venues, for example.*

*There is potential to enhance and magnify the education sector within the City Centre, attract a greater level of student activity and attract a wider range of facilities and related activities. It is important to ensure that any future expansion of the facilities occurs within the City Centre, and that the sector is fully involved and integrated with the City Centre functioning.*

### Objectives

- To provide higher order community and educational facilities that serve the regional area.
- To nurture and integrate the education sector within the City Centre, and support the expansion of facilities and activity.

### Directions

- Maintain the close working relationship of the Tertiary Forum.
- Encourage the establishment of new and expanded educational facilities within the City Centre.
- Encourage the co-location of services and functions that support the educational and student population.
- Encourage student accommodation around the University and Polytechnic.
- Attract students from around New Zealand and abroad.

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
TE1	Work with the tertiary institutions to obtain central government funding for expansion of their programmes and facilities and to establish a student oriented education precinct in the City Centre.	Tertiary Forum		Tertiary Forum	On-going

TE2	Investigate opportunities to combine use of educational facilities by the public, and use of Council facilities by tertiary institutes (eg archives, library facilities, teleconferencing, lecture/performance spaces).	Tertiary institutions	Tauranga City Council	Tertiary Institutes	Short term
TE3	Identify training needs within the City Centre and discuss possibilities for additional specialist or short courses with the tertiary institutions.	Priority One	Tertiary Forum, Training Institutions	Priority One	Short term and on-going
TE4	Develop the hospitality skills base to serve the needs of the growing tourism and entertainment sector.	Training institutions	Mainstreet Tauranga, Priority One, Tourism Bay of Plenty	Training Institutions	Short term and on-going



Students add vibrancy to the City



Student accommodation can take many forms

## Residential



*Tauranga's Draft Smart Living Places Strategy (SLPS) aims to encourage more people to live within the City Centre. The SLPS estimates that there could be another 1459 dwellings accommodating about 3060 people in the City Centre by 2050. It is nearing completion and the findings of this study need to be integrated with this Strategy. The Smart Growth Strategy has identified nodes in the City Centre where residential uses could be focussed.*

*There is a limited but growing amount of residential in the City Centre now. Interest in the lifestyle opportunities provided by City Centre living will continue to grow, with the views and accessibility key attractors in the future. An apartment lifestyle may attract young singles, students, 'empty nesters' with disposable incomes, and retirees in the future, while at present many are purchased as investments or holiday homes.*

*There are many benefits to increasing the number of residents in the City Centre. Residents add activity and vibrancy to the city as more people are walking around the streets at all times. This also adds to the safety of streets. Residents are a key market for City Centre retail, including fresh food. Many residents will cook only occasionally and use the City Centre dining facilities frequently.*

*Opportunities identified for increasing residents in the City Centre include higher density mixed use residential development within the commercial areas of the City Centre and medium density residential in the immediately surrounding neighbourhoods that have good access to the City Centre.*



*There must be an emphasis on providing a range of higher density housing types/sizes/costs and a quality living environment.*

*It is however important to recognise that residential is not necessarily equally appropriate everywhere, particularly where night time entertainment is the key priority for an area, and that amenity conflicts will occur. In addition where the retail or commercial activity is the primary function of the area it is important to ensure that residential is only located above ground level.*

## Objectives

- To attract more people to live in the City Centre as a means of providing a greater range of housing choices in Tauranga and supporting the vibrancy and economy of the City Centre.

## Directions

- Implement the recommendations of the Smart Living Strategy which encourage higher density housing within and around the City Centre.
- Promote the City Centre as a place to live by providing a range of higher density housing types within a quality urban environment that is attractive, safe and clean.
- Provide activities and services for residents that include a supermarket, other daily convenience shopping, dining and after hours activity.
- Manage the mix of uses in the City Centre to ensure that residential amenity is maintained and that, at the same time, residential uses do not unduly inhibit commercial activity.
- Encourage use of the upper levels of buildings within commercial areas for residential.

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
TF1	Promote residential living benefits and opportunities in the City Centre.	City Centre Implementation Steering Group	Developers, Tauranga City Council	Within existing budget	Short term
TF2	Work with developers and tertiary institutions to encourage student housing in association with the tertiary institutions and develop requirements to ensure adequate internal and external amenity standards, communal areas and consider allowing dispensations for car parking.	Tauranga City Council	Tertiary Forum, Landowners/developers	Within existing budget	Short term



## Theme 2: Buildings

The buildings and 'built form' of any area are a major factor in its appearance, function, character and identity. For example, the relationship of buildings with the street space is important as it can influence whether an area is pleasant to walk around, feels safe and provides for the types of land use appropriate to the locality.

The Buildings theme covers issues relating to the scale and form of buildings, having regard to the land form of the whole City Centre, how to encourage design quality and buildings that support the achievement of the Activities objective and actions.

Design Quality



Building Frontages



Building Height and Scale



## Design Quality

*The design quality of buildings is a vital part of the City Centre's image and identity. Buildings can convey messages of prosperity and the success of an area, the extent to which a city is forward thinking and progressive, and the key characteristics or 'specialness' of an area. Currently, buildings within the City Centre are of a mixed appearance and quality.*

*Local landmarks include the new tower of the Hotel On Devonport and the Strategy. Otherwise there is a general lack of distinct architectural quality, that is a lack of high quality contemporary architecture to create a positive image for the Centre.*

*There is no cohesive design Strategy addressing the design of new buildings and public domain vision in the City Centre. Proposals for redevelopment are opportunities to strengthen and enhance the image and appearance of the centre through the quality of new design.*



*There are several important heritage buildings within the City Centre that have been protected and restored, such as the Old Post Office building, and these are highly valued by the community.*

*Other heritage buildings, such as the inter-war era shopfronts in Devonport Street, are not protected. Council is currently undertaking the Tauranga Heritage Overview which will identify heritage sites and investigate ways in which they can be maintained and enhanced for the future.*

*There is growing awareness world-wide that Environmentally Sustainable Development (ESD) is needed to address issues of global warming and ESD is rapidly becoming ingrained in terminology in New Zealand. Environmentally or ecologically sustainable development can be defined as development which aims to meet the needs of today, while conserving our ecosystems for the benefit of future generations. There are many ways in which development in the City Centre can respond to this issue, through building design, streetscape, transport planning and planning for consolidation, for example. Tauranga, and the Council in particular, has the opportunity to lead by example in this area.*



*It is important to promote the incorporation of ecologically sustainable design practices within individual buildings, either in new developments or through the retrofitting of existing buildings. There are many resources and sources of information available to assist building owners in doing so. While incorporating ESD may in some instances incur expense in the short term, it can lead to long term savings through lower operating costs, creation of more comfortable internal spaces and an increase in property value due to the growing desirability of 'green' buildings.*

## Objectives

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- To create a strong and distinct image for the City Centre through the design quality of its buildings.
- To acknowledge the built heritage of the City Centre through a range of techniques.
- To ensure that new buildings and redevelopments are based on ESD principles.

## Directions

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### Quality of new architecture

- Define quality architecture as it relates to the City Centre.
- Promote architectural design excellence throughout the City Centre and provide high quality design of public spaces around buildings.
- In particular, attract quality architecture and innovation in design for all major development proposals as key attractors to the City Centre.
- Emphasise important sites, such as those located on prominent corners or adjacent to public spaces, through the quality of architectural design.
- Improve the appearance of existing buildings where redevelopment occurs.

### Heritage

- Maintain and restore heritage buildings as an important part of the City Centre's identity.
- Encourage creative re-use of heritage buildings that will see them enhanced, well utilised and maintained.
- Encourage the restoration of historic shopfronts and the removal of upper level signage that obscures the original facades.
- Ensure that new buildings adjoining heritage sites are respectful of the form, scale, siting and design of the heritage building.

### Sustainable Design

- Promote ESD techniques for all aspects of construction and management of buildings and landscape.
- Employ building techniques that increase the thermal efficiency of a development.

### Precincts

- Establish a preferred built form for each precinct within the City Centre that accommodates their different land use objectives and reflects their differences in character. Design objectives for the different parts of the centre are detailed in Chapter Four *Precincts*.

## Actions

No	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
TG1	Identify, facilitate and encourage the amalgamation of key sites for redevelopment opportunities.	Tauranga City Council, Land Owners, Developers, Priority One		Site specific	On-going
TG2	Investigate methods to engage high quality architectural design in City Centre projects, in order to foster a high standard of urban and architectural design.	Tauranga City Council	Architects Institute NZ	With review of Urban Design Strategy	On-going
TG3	<p>Improve existing buildings as redevelopment opportunities arise by:</p> <ul style="list-style-type: none"> <li>– Screening open deck carparks with cladding or planting.</li> <li>– Redesigning the rear elevation of buildings that open onto waterfront or retail spaces.</li> <li>– Recladding office buildings and improving ground level frontages and open spaces.</li> <li>– Redesigning the ground level of buildings to creative active streetscape frontages.</li> <li>– Screening roof top utilities such as air conditioning units and lift overruns from view.</li> </ul>	Developers/Land Owners	Property Council, Tauranga City Council	Site specific	On-going
TG4	<p>Develop guidelines that ensure new development has regard to:</p> <ul style="list-style-type: none"> <li>– Potential additional shadow impacts.</li> <li>– Obstruction of key viewlines.</li> <li>– Wind effects created by higher buildings.</li> <li>– Overlooking, where adjoining residential areas.</li> </ul>	Tauranga City Council.		To be developed for 2009-2019 LTCCP	Short term (concurrent with T11)
TG5	Prepare design requirements for development of heritage sites identified in the Heritage Study.	Tauranga City Council	NZ Historic Places Trust	Through City Plan review	On-going
TG6	Develop design guidelines for new development adjacent to identified heritage buildings, as part of the Council's heritage work.	Tauranga City Council	Property Council, Landowners, NZ Historic Places Trust, Bay of Plenty Regional Council.	Within existing budgets	Short term
TG7	Promote Tauranga as a 'sustainable city' based on its built form, public domain treatments and open space.	Sustainable Business Network, Environment Centre	City Centre Action Group	Sustainable Business Network, Environment Centre	Medium term
TG8	<p>Investigate opportunities to change the District Plan to ensure ESD principles are used in the design of buildings and landscape, to cover issues such as:</p> <ul style="list-style-type: none"> <li>– Designing adaptable buildings that can be readily expanded or altered</li> </ul>	Tauranga City Council			Completed

- for alternate uses
- Building orientation for solar access
- Achieving a certain level of energy rating
- Energy efficient fittings and appliances
- Opportunities for natural ventilation
- Natural lighting opportunities
- Low water usage
- Waste disposal
- Construction management.

TG9	Design and manage Council buildings along ESD principles and promote these initiatives.	Tauranga City Council		Within development budgets	On-going
TG10	Develop advertising signage guidance for the City Centre that establishes a co-ordinated approach to the scale, placement and design of advertising signage and investigate a change to the District Plan as required to implement the Strategy.	Tauranga City Council	City Centre Action Group	Within existing budgets	Medium term

NB. \$ TBD= To Be Determined

## Building Frontages

*Some buildings in the City Centre have a poor integration with the street or key spaces, such as the retail core and the waterfront.*

*For example, buildings along The Strand extension are not designed to front the water, and therefore lose the opportunity to both capitalise on this position, and to improve the streetscape and safety of the area.*

*Some new developments do not include active frontages at ground level and this is unfortunate, as passive surveillance is an important principle of City Centre design to make pedestrian areas safer. In addition, blank facades at ground level, in particular, are unattractive and add nothing of interest for the casual passerby, whether on foot or car.*

*Articulation of facades, including interest by setback, recesses, materials or other architectural design, is important in all City Centre buildings.*

## Objectives

- Enhance the street life and activity of the City Centre through the quality of design of buildings that front open spaces and pedestrian routes, and do not overwhelm the pedestrian areas.
- Create a strong edge that defines the street space within the core retail areas of the City Centre.

## Directions

- Ensure that street facades in core retail areas are 'active'.
- Design interesting and visually attractive building facades throughout the City Centre.
- Maintain existing patterns of building form in the streetscape (such as narrow shopfronts, consistent heights where appropriate to the locality, roof forms, setbacks or lack of setbacks), where these are dominant features, through design treatments.

### Adjoining open spaces or sensitive interfaces

- Ensure that new development is designed to address specific design considerations of sensitive interfaces, such as residential properties or heritage buildings.
- Where adjoining open spaces or public car parks, design new buildings to overlook these spaces and provide a positive façade to enhance their appearance, amenity and safety.
- Locate parts of a commercial building that will produce noise or odours away from any residential interface, or provide suitable buffering.
- Ensure safe design principles are adopted in new development.

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
TH1	<p>Develop and implement through the District Plan, detailed design guidelines for building facades as a part of the overarching Design Strategy that encourage active frontages and interesting building facades by a range of measures such as:</p> <ul style="list-style-type: none"> <li>– including clear glazing at the lower levels that allows a visual connection between the building occupants and people on the street.</li> <li>– providing entrances that are accessed directly from principal street spaces.</li> <li>– containing decorations or window displays to add interest at the street level, without blocking views into or out of the building.</li> <li>– encouraging footpath cafes.</li> <li>– including variations in surface texture, colours or materials.</li> <li>– incorporating balconies or terraces in the upper levels, that overlook the street space.</li> <li>– avoiding large expanses of blank walls, particularly at street level.</li> <li>– ensuring that buildings on corner sites are designed to address both street frontages.</li> <li>– avoiding reflective glazing to the exterior of buildings.</li> <li>– referencing the established roof or parapet heights of adjoining buildings, where this is a consistent feature in the streetscape and appropriate to the locality, in the design of a new facade.</li> <li>– maintaining the existing 'fine grain' appearance of narrow shopfronts within the core retail areas by providing vertical articulation in wide building frontages.</li> <li>– providing well articulated facades to</li> </ul>	Tauranga City Council.			Completed



larger scale buildings on wider allotments.

- requiring that crossovers, garages or car park entrances are kept to a minimum width and do not dominate the street frontage of a building.
- providing continuous weather protection along key pedestrian areas shown on the Weather Protection and Active Facades map (see *Theme 3: Public Spaces*)

TH2	Investigate opportunities to change the District Plan to adopt Crime Prevention through Environmental Design (CPTED) principles for all development within the City Centre.	Tauranga City Council			Completed
TH3	Investigate opportunities to change the District Plan to develop detailed guidelines for development adjacent to open space and residential uses (or future residential).	Tauranga City Council			Completed
TH4	Encourage traders or other business operators to improve shopfront displays and create interest after hours.	Mainstreet Tauranga	City Centre Action Group	Mainstreet Tauranga	On-going
TH5	Consider themed shopfront displays throughout the City Centre eg Easter, Christmas or special events.	Mainstreet Tauranga	City Centre Action Group	Mainstreet Tauranga	On-going

## Building Height and Scale

*There are a range of building heights in the City Centre, with higher buildings scattered throughout. In general building scale decreases towards The Strand and the residential areas in the north. The Hotel On Devonport and the Westpac building are exceptions to this and highly visible 'landmarks' on the waterfront.*

*Existing height controls in the District Plan have restricted building heights along The Strand and areas behind to eight metres. Dive Crescent buildings have a limit of eight or nine metres, and other pockets, particularly in the south of the City Centre, have varying height limits. The majority of the City Centre has a maximum height of forty-nine metres above sea level set by airport clearance requirements.*

*At present development has not taken up the opportunity for higher buildings allowed for in the District Plan. This is due to a number of factors related to investment return as a result of current supply and demand issues, land sizes and other factors. It is necessary to address these issues, and in particular to firstly establish the position of the City Centre in the hierarchy of commercial centres in the sub-region. This will then lead onto developing ways to encourage investment.*

*There is mixed community opinion about the desirability of high buildings, particularly along The Strand and some other areas. This is due to concern over amenity impacts (overshadowing, overwhelming nature of buildings), loss of views to the water and access/traffic issues associated with intensification of land use.*

*However, there are also opinions that higher buildings are appropriate in the City Centre and project an important image of the City Centre as a prestigious and prosperous place. Allowing higher buildings provides opportunities for investment and development that may*



*go elsewhere in the city or region where limitations are not as great and land prices cheaper.*

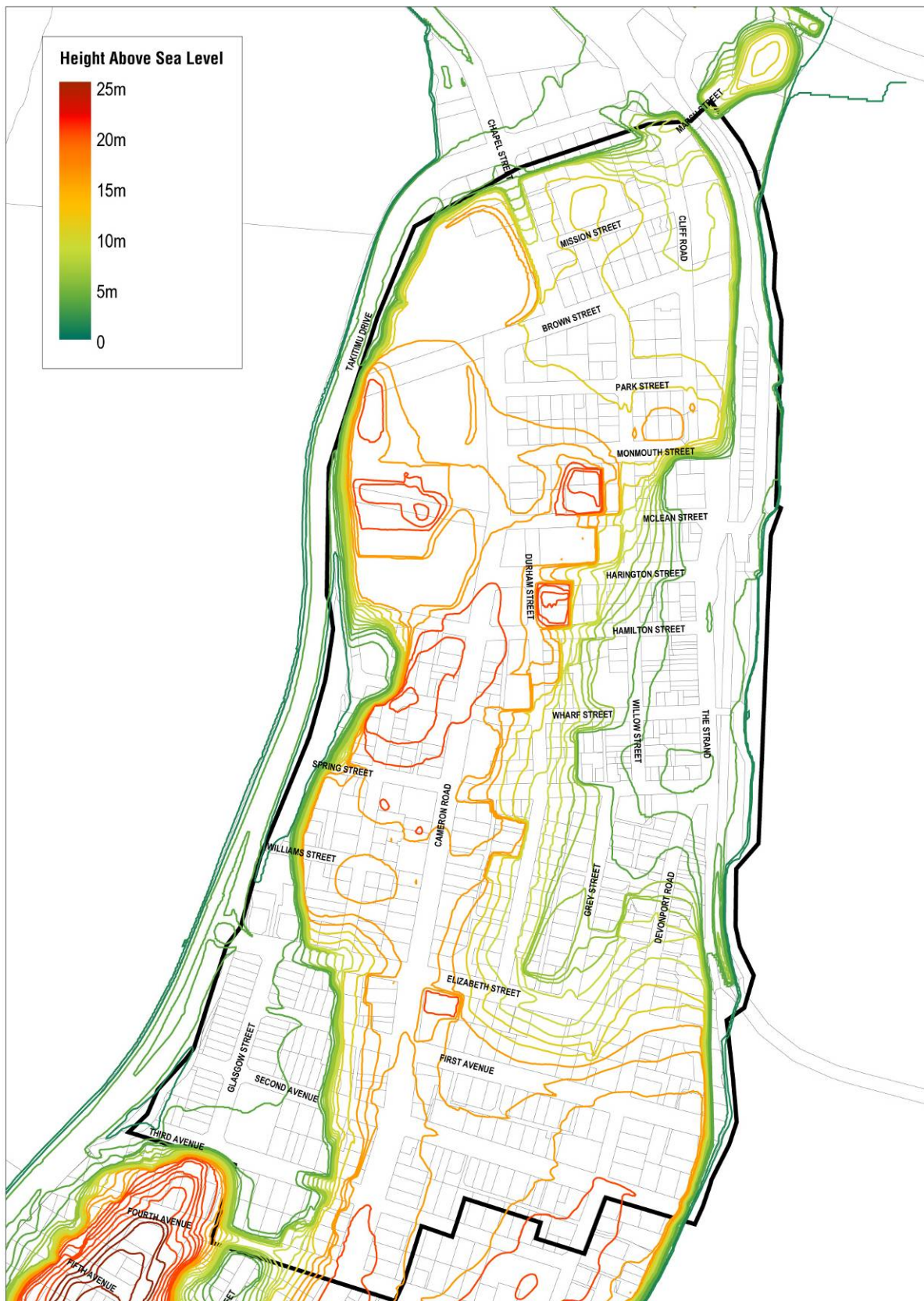
*Handled correctly, higher buildings in certain locations can add interest to the overall urban form and help to define the topography, while maintaining the City Centre's pedestrian amenity and water views. The topography map on page 38 shows the variations in ground height above sea level.*

*The District Plan contains requirements about viewshafts that must be kept free of buildings and structures. The map on the following page shows these key viewlines, others that have been identified and sites for existing or future prominent buildings.*

*There needs to be careful consideration of the appropriate heights for the City Centre in the context of all these considerations. Following establishment of the sub-regional centre hierarchy in the District Plan, consultation with the investment and developer community needs to establish methods to encourage development, which may have implications for the eventual height maximums applied to the City Centre.*







Topography  
Tauranga City Centre Strategy

date | Sep / 07    revision | 01    client | Tauranga City Council

plān i'sphēre



## Objectives

- To establish a built form for the City Centre that reflects the landscape, topography and City Centre identity and supports investment.

## Directions

- Establish appropriate building heights for each part of the City Centre having regard to encouraging investment and development.
- Reflect the City Centre's topography in the building form.
- Enhance the image of the City Centre through the design and location of taller buildings.
- Protect the amenity of open spaces and the significance of heritage sites.
- Integrate new built form into the centre in an appropriate and sensitive manner.
- Ensure that the key viewlines to the waterfront are framed by, rather than obstructed by, new built form.
- Retain a 'human scale' of buildings along The Strand.

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
All actions completed					

NB. \$TBD= To Be Determined



## Building Setbacks

Tauranga City Centre Strategy

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Scale: 0 25 50 75 100 Metres

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## Theme 3: Public Spaces

Public spaces include all areas that are not in private ownership, including footpaths, plazas, open spaces, parks, laneways and roads. In general the Council will have control over these areas, but there may be instances where another organisation is responsible. Public and private spaces contribute equally to the amenity, vitality and attractiveness of the City Centre, consequently equal attention is required to the design, quality and cohesiveness of the public space as for the private domain, and the interface between the two is critical.

Open Spaces and Connections



Street Spaces



Landscape and Public Art



## Open spaces and connections

*The City Centre has a range of public spaces that provide the setting for its outdoor life and are a vital part of its atmosphere and amenity.*

*The waterfront is a defining feature of the City Centre, however it is not yet being used to its full potential. The Council is initiating the redevelopment of this important space so that in the future it will be a principal recreation area for Tauranga. Plans for the waterfront will see the removal of car parking and a co-ordinated design of each of its spaces. This will also address the use and design of peripheral waterfront areas of Dive Crescent and The Strand extension, which are currently underused and unattractive.*



*Within the heart of the retail area Red Square is the key plaza space, and this is well used by people visiting the City Centre. In other parts of the City Centre there are several small open spaces that feature landscaping, however, many of these are not well used due to safety or amenity issues. Redevelopment of some of these spaces would increase usage and contribution to the streetscape environment. The City Centre lacks a large scale and high profile public gathering space within its core that could provide the opportunity for major events. This is considered to be an integral part of the City Centre's revitalisation and a way to promote and enhance Tauranga's cultural role within the region.*

*The street space itself can be used to create more public spaces. Throughout the City Centre the addition of more small, incidental street spaces which may feature simply a seat and some landscaping, as occurs in Grey Street in places, would provide opportunities for people to stop and take a moment out from their activity.*



*The northern end of the City Centre includes significant open spaces, although pedestrian connections are in need of improvement to these areas through design treatment, landscaping or signage. The Tauranga and Wharephi Tauranga and Wharephi Domains are the largest area of parkland near the City Centre, providing active and passive recreation opportunities and its gates and hedging also have historic significance. The gardens of The Elms are an important attraction and heritage site and a peaceful retreat from the core of the City Centre. Robbins Park and the other open spaces along Cliff Road have substantial potential and this is further discussed in Precinct L.*

## Objectives

- Enhance the outdoor life of the City Centre through the quality of its open spaces.
- Provide a diversity of public spaces across the City Centre that serve a range of different functions, from small plaza spaces to large scale gathering spaces for major public events.





## Directions

- Encourage increased use of public spaces by ensuring that they are of a high quality of design and are a safe environment. These spaces, and following Directions are illustrated on the Open Spaces and Streetscapes map on page 43.
- Showcase landscape design from the region and New Zealand in the design of public spaces.
- Maintain view shafts from key open spaces and along principal connections.
- Improve connections to open spaces through signage, planting or design treatment.
- Ensure all public spaces are safe during the day and night through their design and management.
- Establish the role and function of the principal public spaces of the City Centre.

### The Waterfront



- Develop the waterfront as a defining feature of Tauranga City Centre and a popular destination for both visitors, workers or business people and residents.
- Co-ordinate the design of the waterfront, on the water and on land, so that it remains a unified open space with public access along the water's edge and clear views across the harbour.
- Limit further private development along the waterfront so that it remains foremost a public space.

### City Square and Masonic Park

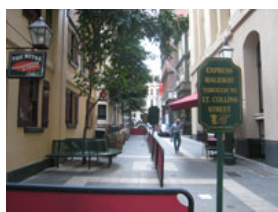
- Create a new City Square as the principal public space of the City Centre, to act as a focal point for major civic and cultural activities.
- Redesign Masonic Park as an informal public space that provides a strong visual and physical connection from the City Square to the waterfront, and acts as an outdoor adjunct to the Art Gallery.

### Domain

- Enhance the Domain as the City Centre's principal parkland, its largest open space and an important historic site.
- Promote the active recreation opportunities of the Tauranga and Wharephi Domains and use this space for large scale events.

### Cliff Road

- Redevelop the Cliff Road spaces of Robbins Reserve that are currently unused as a themed garden space with an arts, sustainability or heritage focus. (see Precinct L)
- Ensure that the views to the harbour are retained and an appropriate setting provided for the Rose Garden and the Redoubt.



### Plaza spaces and incidental street spaces

- Upgrade Red Square as the main plaza space of the core retail area.
- Include Red Square within the co-ordinated suite of urban design treatments for the City Centre, as shown on the *Streetscape Materials* map on a following page.

- Create small, incidental street spaces for people to stop and sit. These could feature seating and landscaping and be provided along key pedestrian routes at nodes such as street corners, extended footpath spaces, pedestrian crossings and bus stops.

## Actions

No	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
TJ1	Prepare masterplans for: <ul style="list-style-type: none"> <li>– The redesign of the Civic area, including the new City Square.</li> <li>– The Waterfront area from Mission Street to Matapihi Bridge.</li> <li>– Cliff Road open spaces.</li> </ul>	Tauranga City Council.	Ngai Tamarawaho, Elms Trust, City Centre Action Group	Within Existing Budgets	Long Term  Completed  Short term
TJ2	Utilise Crime Prevention Through Environmental Design (CPTED) principles and 'barrier-free' parameters in all design of public spaces, thoroughfares and connections.	Tauranga City Council	Police, Toi Te Ora, Public Health, ACC, Safe Cities	Within existing budgets	On-going
TJ3	Prepare detailed manual for streetscape treatments for each of the areas shown on the Streetscape Materials map.	Tauranga City Council			Long Term
TJ4	Upgrade Red Square with more contemporary materials and treatments from the Streetscape Materials suite for the area, and incorporate the spring water theme in a more evident/imaginative form. (e.g. running water under Perspex)	Tauranga City Council		Site specific	Long term
TJ5	Incorporate incidental spaces and seating areas in street redesigns (using CPTED and barrier free principles).	Tauranga City Council		Within existing budgets	On-going







## Street spaces

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*Street spaces are a major activity space of the City Centre, and have the potential to enhance the life and vitality of the City Centre if utilised appropriately.*

*Encouraging walking within the City Centre is important to reduce circulating traffic, increase passing trade opportunities for retailers, increase safety for all pedestrians and to improve the sustainability of the city in general. Over time, as the City Centre increases in popularity, walking will be necessary to gain access to the businesses from car parks and public transport. A pleasant environment will encourage walking.*

*Pedestrian routes are not clearly defined and have a poor amenity in many parts of the City Centre, with one or two instance where footpaths are missing. There is a wide variety of paving and landscaping treatments, which leads to a perception of an ad hoc, disjointed City Centre. In addition signage is poor and 'legibility' or ease of orientation within the City Centre is low.*

*The street space contributes significantly to the 'greening' of the city. Many streets have street tree planting, most notably Brown Street, with its large pohutukawa that envelope the street space. However typically street planting is inconsistent and insignificant. Street planting can provide shade and shelter for pedestrians, and creates a more pleasant walking route. It can also be used to visually delineate pedestrian routes and to unify a street or area.*

### Objective

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- To enhance the appearance and amenity of the street spaces in the City Centre to ensure a vibrant and active street scene.

### Directions

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- Encourage increased use of pedestrian spaces over longer hours to increase the vibrancy of the City Centre with:
  - Street dining and trading, particularly at night.
  - Opportunities for people to stop and stay within the City Centre for longer.
  - Buildings providing an active frontage to all pedestrian routes.
  - Ease of movement around the City Centre.
- Provide continuous weather protection over footpaths and walkways along retail frontages and where buildings abut pedestrian spaces, as shown on the Retail Areas map on page 49.
- Develop a consistent and co-ordinated streetscape design suite that reflects the intended usage and pedestrian hierarchy.
- Improve the appearance and useability of pedestrian connections utilising the existing network of laneways and arcades, and providing new linkages where necessary, particularly in the retail and commercial areas.
- Develop a co-ordinated suite of signage for the City Centre that is designed to serve a range of purposes, such as way finding, marking historical locations or announcing entry points.
- Capitalise on the City's Centre's outdoor environment and increase greenery in the key visual linkages and pedestrian areas.
- Illustrate the history of the City Centre in the design of streets and spaces through urban design or landscape Themes, public art or interpretive signage.

## Actions

No	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
TK1	Develop a pedestrian way-finding manual for the City Centre to provide information and direction, that can be implemented by the Council progressively.	Tauranga City Council	City Centre Action Group	TBD	Short term
TK2	Promote and enhance the Tauranga City Centre Heritage Trail that demonstrates the Maori and European history of the locality, with markers and maps.	Creative Tauranga	Ngai Tamarawaho  NZ Historic Places Trust  City Centre Action Group	Creative Tauranga	Immediate
TK3	Improve and co-ordinate management of the road environment including: <ul style="list-style-type: none"> <li>– The physical works undertaken</li> <li>– Roadway narrowing or widening within the road reserve</li> <li>– Monitoring of change and effectiveness of measures.</li> </ul>	Tauranga City Council		Within existing budgets	On-going
TK4	Improve management of the road environment including the development of by-laws and policy.	Tauranga City Council		Within existing budgets	On-going



Weather Protection & Active Frontages

Tauranga City Centre Strategy

date | Sep / 07 revision | 01 client | Tauranga City Council



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## Landscape and Public Art

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*As discussed above, landscape can add significantly to the visual appeal and useability of a street space, and the same holds true for larger public spaces. Landscape treatments can unify the City Centre, distinguish parts from other parts, and reflect the character, uniqueness and history of the City Centre. In addition, sustainable landscaping techniques should be utilised to ensure longevity including use of indigenous species wherever possible and use of low water plants. Trees and other vegetation can provide shelter for people, habitat for local fauna, cut noise transference between roads and building occupants, for example, screen unwanted views, or soften a hard built up streetscape and assist in protecting buildings from extremes of temperature.*

*Similarly public art adds to the visual appeal of a place, but it can convey many other messages including information, heritage, character, depth of experience, sophistication and fun. The choice and positioning of art is critical, and as much attention must be paid to the setting as to the practicalities of maintenance and physical robustness. Public art provides the opportunity to provide local employment, engender an arts culture and showcase local talent.*

### Objective

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- To utilise landscape and public art that projects the character and uniqueness of Tauranga, enlivens public spaces and showcases local talent.

### Directions

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#### Landscaping

- Utilise landscape and street tree planting to soften the built form, add colour and texture to the urban fabric, provide pedestrian shelter from the elements and reduce the effects of traffic noise.
- Provide further substantial canopy trees within pocket parks, plaza spaces, at key nodes, in side streets and along the less constrained streets throughout the City Centre.
- Select tree species that will provide a sufficient canopy for shelter, require minimal maintenance and are structurally sound.
- Utilise indigenous and low water usage plants wherever possible.

#### Public Art

- Use public art as an important part of creating the 'place story' of the City Centre.
- Design and coordinate public art so that it makes a positive and effective contribution to the spaces of the City Centre, without overprovision of public art.
- Increase the variety of permanent and temporary public art in the City Centre that is meaningful to the local community, including:
  - At key nodes and plaza spaces.
  - Outside major civic and community buildings, including the library, Art Gallery, Council offices and proposed Museum.
  - Within vacant shopfronts to maintain an active appearance and fill blank spaces.
  - On blank walls fronting pedestrian spaces.
  - Integrated into functional elements such as bike rails, seating, drinking fountains, playgrounds, paving detail, signage, bollards, gates or fences.
- Identify and promote opportunities for local residents to create and exhibit artwork within the City Centre.



- Specifically, use opportunities for public art to promote the work of Tauranga's artists, as a part of the City Centre's emerging cultural profile.
- Provide interpretive signage of public art to increase appreciation and understanding of the art works.



*Public street art adds vitality and interest to street spaces.*

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
TL1	Adopt a suite or planting theme utilising indigenous landscape plants and materials that reflect the local area or identify a particular precinct.	Tauranga City Council.	Ngai Tamarawaho	Within existing budgets	Short term
TL2	Identify locations for public art and commission works from local artists.	Tauranga City Council.	Ngai Tamarawaho Developers Creative Tauranga	In relation to specific project and redevelopment opportunities	On-going
TL3	Develop a public art trail with consistent signage and interpretive markers. (see SmartArts for details)	Creative Tauranga	Ngai Tamarawaho Tauranga City Council	Within existing budget	Short term



## Theme 4: Access

A City Centre is a destination for workers, shoppers, visitors, people doing business and delivery vehicles providing goods to the businesses. Some of the people who travel to the City Centre must travel by private vehicle, but for the remainder travel by private vehicle is a choice. This choice is made primarily on the basis of convenience, cost and comfort.

The Council has adopted a Transport Management Strategy that aims to achieve a balanced modal split between the various forms of transport in and around the City Centre. This Theme is about supporting such a holistic approach that impacts on traffic, public transport, parking, walking and cycling for the future.

The Access theme explores the access needs of the City Centre and how to make it function better for the benefit of all users, including issues of public transport, traffic, parking, pedestrians and cyclists.

Traffic management



Car parking



Public transport



Pedestrian and cycle connections



## Traffic management



*When significant amounts of traffic move through a City Centre, including large vehicles, this creates unnecessary local congestion, reduces safety for all road users and significantly impacts upon its amenity and safety, particularly for pedestrians. A pleasant pedestrian environment is critical to achieving the aim of getting more people to use the City Centre, as is good access by all transport modes.*

*At present a majority of people choose to travel to the City Centre by private vehicle. Over time, the proportion of people choosing private vehicles will decline as the City Centre grows and alternate modes become more attractive. Currently, a considerable proportion of traffic flows through the City Centre instead of using arterial routes such as Takitimu Drive. Community engagement feedback has indicated that many are concerned that there are high volumes of traffic along key pedestrian routes of Devonport Road and The Strand.*

*Recent traffic counts taken along The Strand and Devonport Road indicate that approximately 15% of traffic travelling along these roads at peak time is through traffic (Devonport Road to Dive Crescent or vice versa). This is not a particularly high proportion of traffic, nor a high number of vehicles. It is also likely that in future the Harbour Link project will result in lower numbers of vehicles utilising Dive Crescent.*

*Although it is considered that any through traffic is unnecessary and should be discouraged, and there are several actions that can be taken to achieve this aim, a closure of The Strand or alteration of the traffic directions is not warranted. Discouragement of heavy vehicles is particularly important and the Council has by-laws in this regard that should be more vigorously enforced. There may also be traffic measures that can be taken to the south of the City Centre to encourage City Centre traffic to utilise Cameron Road as a distributor, rather than seeking an alternate route through Devonport Road.*

*Closure of The Strand at night time has been suggested as a means of improving safety and preventing cars from speeding. This is not considered to be necessary as there is limited amounts of traffic travelling along The Strand at night time and speeding should be dealt with as an enforcement issue. The realignment of McLean Street and removal of the roundabout at Hamilton Street will both serve to reduce traffic speed, at all times of the day and night. Traffic along The Strand also assists with passive surveillance of the street. The issue should be monitored once traffic management works are complete and additional traffic calming measures recommended, such as higher speed humps or signalised intersections, if necessary.*

*The Integrated Transport Strategy discusses the need to reinforce the traffic movement hierarchy, and the action plan contained the following objectives of relevance to the City Centre:*

- *Ensure the function of the road network is appropriate to the classification;*
- *Design roads according to their planned function;*
- *Ensure a continued high standard of maintenance on the road corridors;*
- *Reduce or treat pollutants produced by traffic.*

*Within the City Centre the hierarchy at present comprises:*

- *Strategic Arterial, such as Takitimu Drive and Harbour Link, to carry the majority of traffic and cater for longer distance trips rather than local access.*
- *District Arterials including Cameron Road, which generally cater for through traffic movements rather than local access.*
- *Collector Roads, such as Durham Street, which are responsible for the distribution and circulation of traffic within the City Centre.*

- *Local Roads, such as Monmouth Street and Wharf Street, that provide a high level of local access with low volumes of traffic.*

An adjustment to the hierarchy is considered necessary to assist in discouraging through traffic, particularly along Cameron Road. This would also be aided by improving access onto Takitimu Drive and by subtle streetscape and traffic management measures along Cameron Road (such as more signalisation, road narrowing, landscape treatments).

## Objectives

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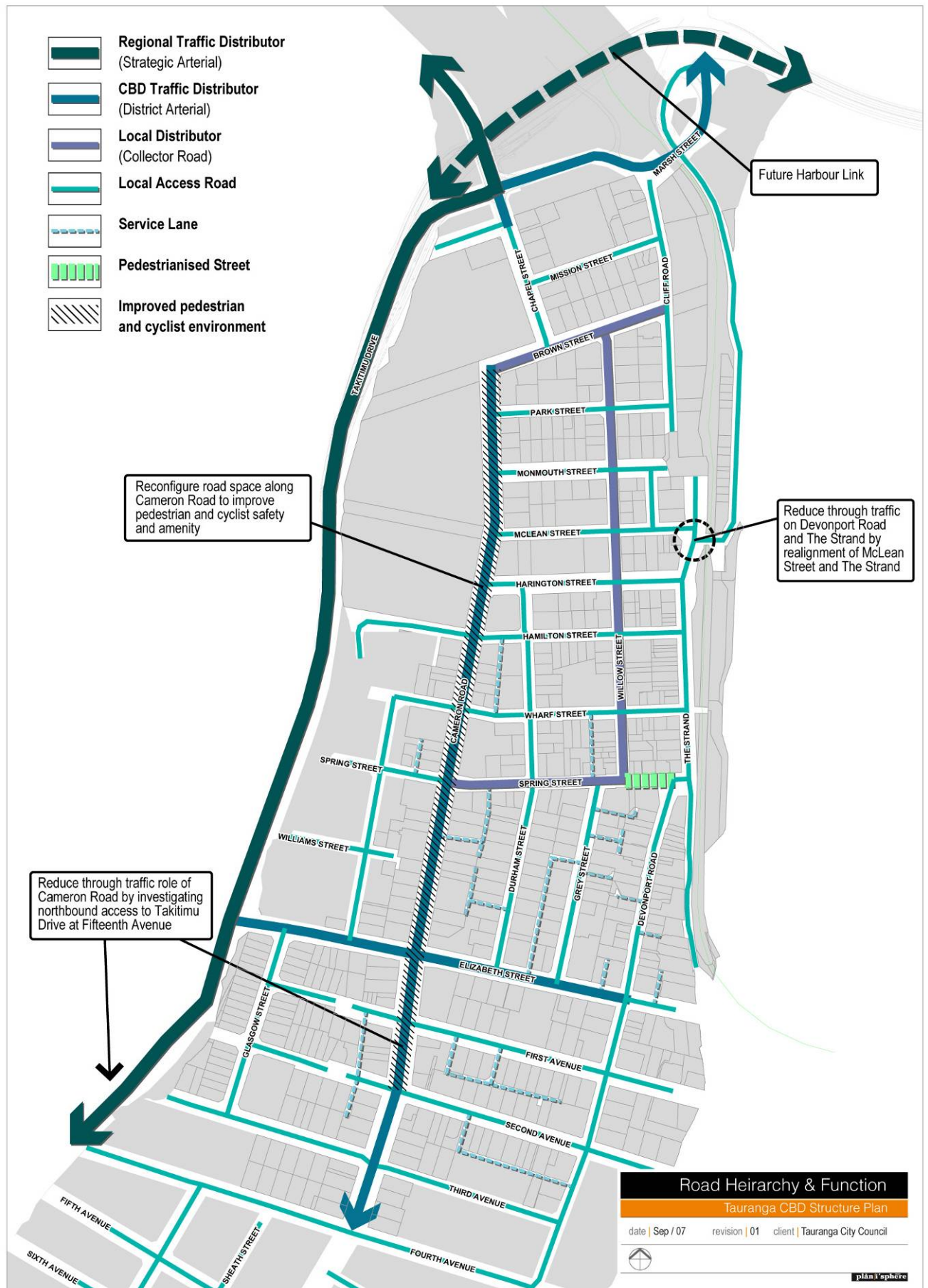
- To refocus the City Centre as a place for pedestrians or local traffic.
- To maintain the flow on city-wide traffic networks while reducing the amount of through traffic in the City Centre.
- To create easy access for people to the City Centre by a variety of modes including private vehicle, public transport, foot and bicycle.

## Directions

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- Reinforce the established road hierarchy of the City Centre, as shown on the map on the following page.
- Redirect heavy vehicle traffic and through traffic to Takitimu Drive.
- Establish Cameron Road as the key City Centre feeder route, for all forms of transport.
- Investigate options for reducing through traffic in the City Centre.
- Continually monitor traffic patterns and adjust management measures as necessary to achieve the objectives.





## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
TM1	<p>Reduce the attractiveness of The Strand as a through route by:</p> <ul style="list-style-type: none"> <li>– Enforcing load limits and heavy vehicle usage by-laws on The Strand. (Current Roads and Traffic Bylaw review proposes extensions to both the streets and time restrictions for heavy vehicle usage in the City Centre.)</li> <li>– Realigning McLean Street/The Strand intersection over the railway line</li> <li>– Adjustment to the intersection of McLean Street and The Strand to encourage use of McLean – Cameron Road, or McLean to Willow/Hamilton/Durham streets for City Centre access.</li> <li>– Signage directing traffic to Cameron Road.</li> <li>– Allow for occasional closure of The Strand for events.</li> <li>– Monitor night time traffic speeds once above measures have been undertaken and introduce additional traffic calming measures if required.</li> </ul>	Tauranga City Council		TBD or within existing budgets	<p>Immediate</p> <p>Short term</p> <p>Short term</p> <p>Short term</p> <p>On-going</p> <p>On-going</p>
TM2	<p>Investigate the options for reducing through traffic in the City Centre including:</p> <ul style="list-style-type: none"> <li>– Directional signage for all through traffic to Takitimu Drive/Harbour Link.</li> <li>– Signal changes to encourage Takitimu Drive over Cameron Road or Devonport Road for through traffic.</li> <li>– Improving access onto Takitimu Drive south of the City Centre – investigating northbound access from Fifteenth Avenue.</li> <li>– Enforcing /introducing load limits and heavy vehicle usage by-laws within the City Centre local streets.</li> <li>– Changing signage to create a right hand turn option at Eleventh Ave into Cameron Rod for westbound traffic.</li> </ul>	Tauranga City Council	NZTA	Within existing budget	<p>Immediate</p> <p>Complete</p>
TM3	<p>Ensure all signage directing traffic outside the City Centre consistently refers to 'Tauranga City Centre'. (refer to all other centres as 'shopping centres')</p>	Tauranga City Council	NZTA	Within existing budget (on-going improvements)	Short term
TM4	<p>Establish and maintain regular traffic-monitoring for all City Centre roads.</p>	Tauranga City Council		Within existing budgets	On-going

## Car Parking



*Car parking is a key issue for the economic viability of the City Centre. Retailers and commercial businesses cite the lack of inexpensive and easily accessed parking in the City Centre, when compared to free parking provided at other locations, as a major impediment to improving patronage and stimulating investment.*

*Overall, it is perceived that there is a lack of short term parking within the City Centre. However, despite these concerns, recent parking counts reveal that while many short term spaces on-street are at capacity at peak times, there is capacity in off-street car parks, particularly the Elizabeth Street car park which was only 69% full at peak time. Monitoring of supply and demand of both long and short term parking across the City Centre is required to establish appropriate levels of parking at different times of the day or week.*

*In the long term, for reasons of traffic congestion and reducing traffic generated pollution and general sustainability, more people need to be encouraged to use public transport or other modes of transport to access the City Centre. This is part of the function of rapid growth that the entire city is experiencing. Therefore while more car parking may be required, it will not be needed nor should it be provided at a rate to encourage car usage.*

*However in the short term it is recognised that concerns regarding the economic viability and competition from other non-car parking restricted centres need to be addressed. There is a need therefore to propose short term and long term approaches to car parking provision and management.*

*In the short term encouraging the full usage of the existing off-street car parks is considered first priority. This will ease congestion of on-street car spaces, and traffic circulating looking for an on-street space. The provision of a 'first hour free' scheme in the off-street car parks would encourage more to this option, as would better signage and real time car space vacancy data.*

*In the longer term, increasing the cost of on-street parking further to differentiate the cost of the on- or off-street car parking options, and reducing the number of longer-stay on-street spaces would be other measures to encourage off-street car park use.*

*While most off-street car parks are close to the heart of the City Centre, there is a poor geographical spread of parking availability and access to some car parks is inadequate. Off-street car parks are often considered to be unsafe or unattractive and all close early (6.30pm and not open on Sunday, which is reflective of inconsistent retail opening hours in the early evening and on Sunday across the City Centre).*

*After hours demand for off street car parking has not been assessed. The demand for longer hours car parking could increase significantly following commencement of the waterfront redevelopment and any changes to the consistency in retail opening hours. A trial of off-street car park opening after hours would be recommended to test this issue when either of these situations change.*

*Parking provision has a significant impact on the appearance and amenity of a city and is a major land use that can occupy valuable sites. The design and provision of parking should be considered as a part of the urban design strategies for the City Centre.*

*In addition, long term parking management needs to more clearly reflect Council's goal for transport in the City Centre. For example, all day parking is currently priced similar to public transport and therefore does not act as a disincentive to car drivers to the City Centre.*

### Objective

- To manage parking demand and provision to support the economic competitiveness of the City Centre.



## Directions



Clear directional signage, preferably illuminated, is needed to all car parks.

- Identify the current and future car parking needs of the City Centre.
- Improve the usage and availability of existing car parking, including after hours and weekends.
- Ensure that new car parking opportunities are located and managed to maximise usage.
- Improve the operation of off-street car parks.
- Provide long term parking for workers, longer stay visitors, after business hours and residents. This could be located within off-street car parks or on-street car parks at the edge of the City Centre.
- Provide short stay parking within core retail areas to allow for a higher turnover.
- Develop a positive marketing campaign to educate shoppers, retailers and other business operators about the availability of car parking in the City Centre
- Balance the provision of parking in the City Centre with improving options for public transport, walking and cycling.
- Where possible, reduce car parking rates for new development to attract investment and reduce car dependency for trips to and within the City Centre.

## Actions

No	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
TN1	Review the differences in pricing structure of short and long term parking, including after hours.	Tauranga City Council	City Centre Action Group	Within existing budgets	Ongoing
TN2	Investigate and implement changes to the operation and management of Council off-street car parks including: <ul style="list-style-type: none"> <li>– Trial longer opening hours of carparks to support evening activity, in line with a change to more consistent evening/weekend retailing hours.</li> <li>– Trial 'first hour free' parking in Council operated off-street car parks for six months and review the impact on usage patterns and revenue.</li> <li>– Improve vehicular and pedestrian access to and within carparks.</li> <li>– Improve the appearance, feeling of safety and amenity of carparks.</li> <li>– Provide clear directional signage to carparks.</li> <li>– Investigate parking incentive packages to encourage use of off-street parking and car pooling.</li> </ul>	Tauranga City Council	Tertiary Forum	Within existing budgets.	Active Completed Ongoing Ongoing Completed Ongoing
TN3	Undertake a service review of car parking supply and management in the City Centre to determine the level of service required to: <ul style="list-style-type: none"> <li>– support business and retail needs.</li> <li>– increase public transport and walking and cycling usage to access the City Centre.</li> </ul>	Tauranga City Council	City Centre Action Group	Within existing budgets	Ongoing

TN4	Prepare an overall parking management strategy that addresses the parking supply, demand and management issues in a comprehensive manner, consistent with the ITS and taking into account the specific growth objectives of the City Centre, and methods of delivery including parking associations/joint venture development.	Tauranga City Council	City Centre Action Group	Within existing budgets	Short term
TN5	Review District Plan and Development Contribution requirements for parking in the City Centre.	Tauranga City Council			District Plan reviewed.  Development Contributions ongoing.
TN6	Examine methods to improve car parking provision for shoppers (including Action TN2).	Tauranga City Council	Mainstreet Tauranga Chamber of Commerce Property Council	Within existing budgets	Short term
TN6	Compensate for the loss of parking facilities on the waterfront by managing the 300 spaces within existing and new parking buildings	Tauranga City Council		Within existing budgets	Short term
TN7	Improve directional signage to all City Centre public car parks on all approaches.	Tauranga City Council		Within existing budgets	Ongoing
TN8	Investigate real time vacancy information and night time illumination to car parking buildings	Tauranga City Council		TBD	Short Term
TN9	Implement travel demand management techniques that support the reduction in single occupancy private vehicle use.	Tauranga City Council		Within existing budgets	Ongoing

NB. \$TBD=To Be Determined

## Public transport



The existing bus interchange in Wharf St needs upgrading and relocating.

*Tauranga's Integrated Transport Strategy has the public transport goal of 'A lot of people using passenger transport rather than cars to get around the city.'*

*Good public transport connectivity to and within the City Centre is imperative in securing long term sustainable economic growth. Public transport provides essential access to employment, community resources, medical care and recreational opportunities for those without access to private transport. In addition the network should also provide an alternative to private car use and help reduce the adverse impacts of increasing car usage.*

*An audit of current public transport infrastructure and services in Tauranga shows that the City Centre is adequately served by bus routes, both regional and local. However, at present frequencies on all services are inadequate. Most services operate on a half to hourly basis with the last service operating on average at 6.30pm and there are no Sunday services. The Environment Bay of Plenty and Tauranga City Council propose to provide 15 minute frequencies on all routes in peak hours. This will act as a valuable demand management tool to discourage reliance on cars for journeys to the City Centre.*

*The waiting period represents the first stage of a transit journey and is fundamental to sustaining current patronage and also to improving the profile of public transport to non-users. An assessment of the quality of Tauranga's bus stops and waiting facilities reveals that the current standard of the infrastructure is unappealing and not user-friendly.*

*The bus interchange in Wharf Street is no longer adequate and a new location is required. Earlier reports have suggested that bus holding areas be established on the City Centre fringe for buses that require waiting areas. In addition, a new bus interchange was proposed in Willow Street beside the Masonic Park. These studies have been reviewed with the aid of a recent public transport user survey. This survey revealed that 47% of travellers disembarked at Wharf Street but only 4% of travellers disembarked north of Wharf Street. This indicates no obvious justification for relocating the bus interchange north of Wharf Street. Given that 20% of survey respondents cited transfer of buses from one route to another as the reason for travel, the need for convenient, safe and comfortable transfer facilities is shown.*

*A more central location south of Wharf Street, such as Grey Street or Durham Street, is an alternative location for the interchange. This location is also preferable given the importance of the pedestrian environment in Willow Street adjacent to Masonic Park and the civic precinct. On this basis also, Grey Street is not a preferred location as its role as part of the retail core requires a high quality pedestrian environment and reduced congestion.*

*The preferred location for the new interchange is therefore Durham Street, to the south of Spring Street. This location would provide good linkage to the retail core both along Spring Street and via mid-block pedestrian connections. The exact location of the new interchange must be determined on the basis of available land and other traffic management measures that may need to be taken to ensure the role of Durham Street as a local access road is not disrupted. An on-street facility will be the most readily achievable in the short term, however the impact on traffic patterns should be monitored with the possibility of an off-street facility being retained should this be considered necessary.*

## Objective

- To ensure the City Centre is well connected by public transport to provide a viable alternative to the car.

## Directions

- Support the current network of bus routes with the proposed service extensions to 15 minute frequencies.
- Ensure transport modes are integrated, including public transport, walking and cycling.
- Expand bus routes as required.
- Extend the hours of operation of services to cater for a variety of working and opening hours of businesses.
- Upgrade public transport infrastructure so that bus stops include seating, maps and timetables and good lighting.
- Construct a new bus interchange which features attractive and comfortable undercover waiting areas and is within easy walking distance of the retail and commercial part of the City Centre.
- Raise the profile of public transport services to and from the City Centre through a promotion and marketing Strategy. In particular, advertise increased services once frequency is improved.
- Review the current link between public transport funding and City Centre parking fee structure.
- Review public transport charges in relation to City Centre parking fee structures to encourage commuter trips by public transport.

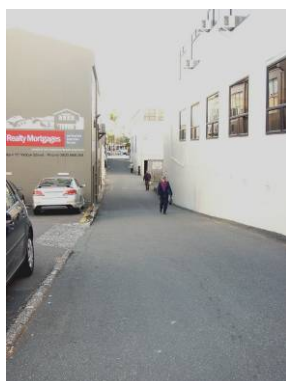


Real time service information (as shown in Auckland) is preferable

## Actions

No	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen
TO1	Work with public transport operators to improve stock and stops.	Bay of Plenty Regional Council	Tauranga City Council	Bay of Plenty Regional Council	Ongoing
TO2	Promote the use of public transport for all users, and particularly for commuters.	Bay of Plenty Regional Council	Tauranga City Council City Centre Action Group	Bay of Plenty Regional Council	Short term and on-going
TO3	Continually monitor usage and demand and adjust timetabling, routes and service frequency as required.	Bay of Plenty Regional Council	Tauranga City Council	Bay of Plenty Regional Council	Short term and on-going
TO4	Provide real time information at bus stops.	Tauranga City Council		\$1m (for city-wide roll-out)	Short – medium term
TO5	Review pricing structures for public transport with car parking fees and private transport costs, to ensure public transport is cost effective for users.	Bay of Plenty Regional Council	Tauranga City Council	Within existing budgets	Short term

## Pedestrian and Cycle Connections



Some pedestrian connections require improvement.

*Pedestrian routes through the City Centre are generally well established but in some instances require improvement in terms of accessibility, weather protection or landscaping.*

*Access to the waterfront is impeded at several points by the railway embankment at the southern end and an additional crossing point is required to link through Masonic Park. A new walkway is planned along the waterfront from Memorial Park to the City Centre, that will provide a significant pedestrian connection.*

*Pedestrian and cyclist safety can be improved at some intersections, and cyclist safety is a particular concern along Cameron Road and links northwards. Due to the hilly topography of the City Centre, the ridgeline of Cameron Road is a potential key link for cyclists into the City Centre.*

*In general cycle routes are unclear, and improved delineation and driver awareness is required. Removing through traffic and heavy vehicles from the City Centre will improve both pedestrian and cyclist amenity and safety. Many of the streets are wide and could readily accommodate cycle lanes.*

*Tauranga Integrated Transport Strategy has three objectives for the development of walking and cycling infrastructure, as follows:*

- *To develop a citywide network of interconnected walking and cycling facilities;*
- *To promote and educate about walking and cycling; and*
- *To integrate transport with land use planning.*

### Objectives

- To promote walking to and within the City Centre to ensure a vibrant and active street scene.

- To encourage greater bicycle usage as a transport option to the City Centre for commuter and recreational cyclists.

### **Directions**

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- Give pedestrians and cyclists priority wherever possible within the City Centre, particularly along Devonport Road and The Strand.
- Upgrade and maintain the existing network of shared cycle and pedestrian paths, and provide additional paths where possible.
- Provide improved signage for pedestrians and cyclists throughout the City Centre.
- Install a signalised pedestrian/cyclist crossing on Cameron Road at Hamilton Street.
- Install more defined pedestrian/cyclist crossings on Devonport Road and The Strand.
- Ensure all pedestrian connections are designed utilising CPTED and barrier free principles.

### **Pedestrian Connections**

- Develop a network of alternative pedestrian routes through the City Centre via laneways or arcades to provide safe and convenient 24 hour pedestrian connectivity.
- Improve pedestrian amenity through the use of street tree planting, and further landscaping at key nodes such as prominent corners.
- Fill gaps in the pedestrian network.
- Improve pedestrian access to the waterfront from the City Centre.





*A comprehensive network of laneways and arcades not only provides valuable links but intimate, varied and interesting city spaces for discovery.*



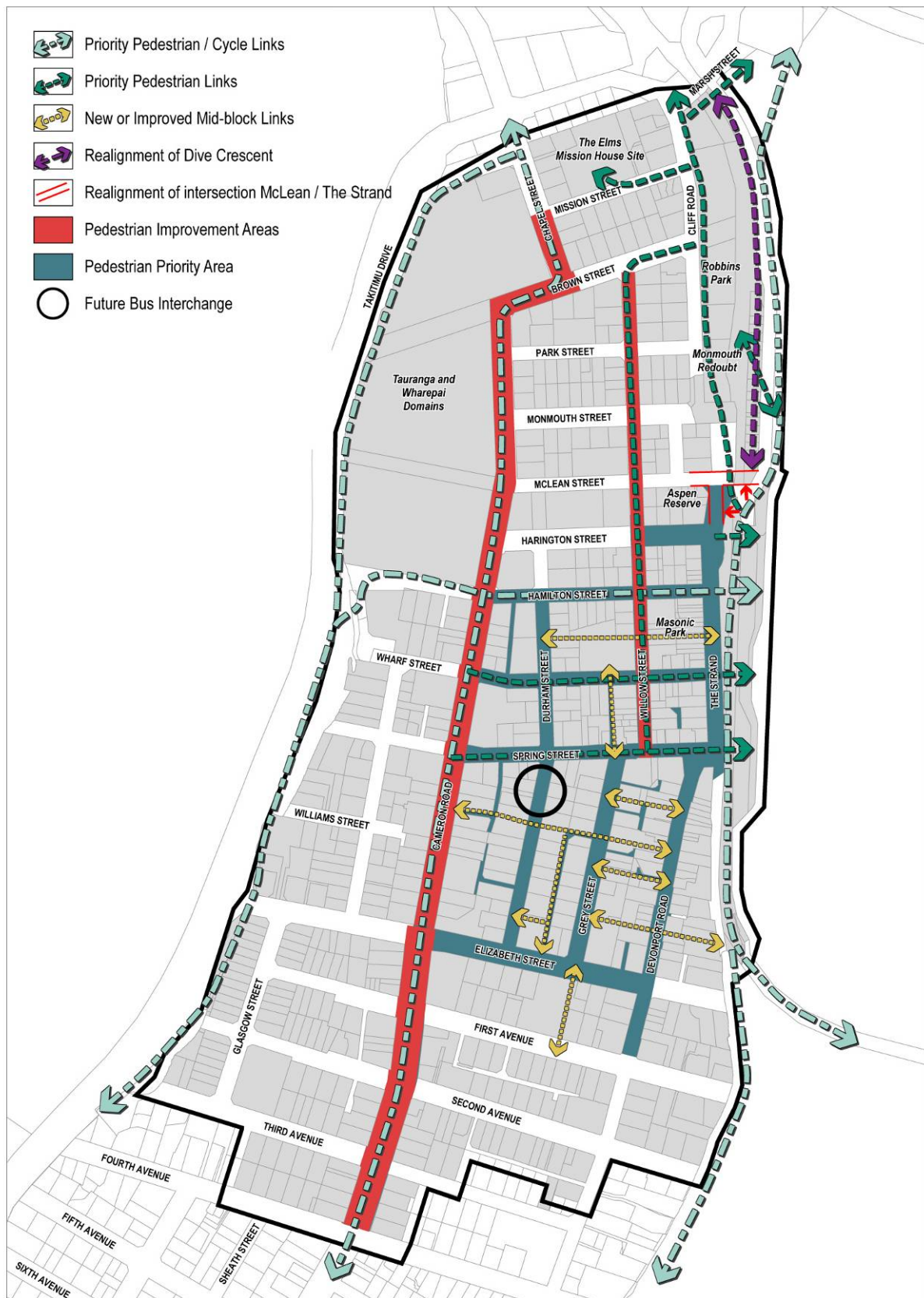
*New student housing developments in Melbourne display interesting architectural designs and feature a mix of uses, with convenience retail at the ground level.*

### Cycle Connections

- Establish Cameron Road as the principal cycle link into the City Centre.
- Develop a dedicated cycle path on Elizabeth Street to connect Takitimu Drive with the City Centre.
- Develop a network of recreational cycle routes around the City Centre that includes access to the Waterfront, The Elms and the Tauranga and Wharephi Tauranga and Wharephi Domains.
- Provide more cycle parking or storage at strategic locations.



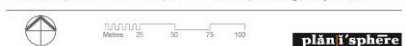
*Coloured cycle lanes show clearly demarked space for cyclists, moving traffic and parked cars.*



## Pedestrian & Cycle Links

### Tauranga City Centre Strategy

date | Sep / 07 revision | 01 client | Tauranga City Council



planisphere

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
TP1	Require weather protection (verandahs etc) in new developments in areas designated on the Weather Protection and Active Frontages Map on page 49.	Tauranga City Council			Completed
TP2	Landscape key pedestrian routes.	Tauranga City Council		TBD	On-going
TP3	Develop 24 hour laneway and arcade linkages based on CPTED and barrier free standards.	Tauranga City Council		TBD	Medium term
TP4	Improve through-block pedestrian links which are currently being utilised but are in poor condition and could be upgraded to improve safety and amenity.	Tauranga City Council	Developers / Land Owners	TBD	Medium term
TP5	Create new links through the ground floor of existing buildings or redevelopment sites.	Tauranga City Council Developers	Developers / Land Owners	Private	Medium term
TP6	Encourage the introduction of shop fronts onto laneways and promoting more residential development in and around laneways.	Tauranga City Council		Private	Medium term
TP7	Upgrade the pedestrian linkage from the northern end of The Strand to the Redoubt and the heritage precinct.	Tauranga City Council			Long Term
TP8	Improve pedestrian linkages across Cameron Road, and from Cameron Road to the City Centre by: <ul style="list-style-type: none"> <li>– Installing additional pedestrian crossings on Cameron Road, particularly at Wharf or Hamilton Street and McLean Street.</li> <li>– Providing an improved link and street landscaping along Cameron Road to the Cliff Road area.</li> </ul>	Tauranga City Council		TBD	Short term
TP9	Improve linkages to the waterfront from the City Centre by: <ul style="list-style-type: none"> <li>– Increasing points of access to the waterfront on the alignments of Spring, Wharf, Hamilton and Harrington street, with Wharf Street being the main walkway to the waterfront.</li> <li>– Providing safer access (possibly with self opening gates) across the railway line and car park to the waterfront.</li> <li>– Upgrading shared path infrastructure along the waterfront so that a continuous pedestrian/cyclist connection is created from The Strand extension to Dive Crescent.</li> <li>– Upgrading the pedestrian access to the waterfront at The Strand extension from the rear of buildings on Devonport</li> </ul>	Tauranga City Council		Included in 2012-2022 Ten Year Plan	Short term



Road.

- Constructing a pedestrian tunnel through the southern end of the railway embankment (near the railway bridge) to provide access to the waterfront.

TP10	Develop a detailed pedestrian network to link the Tauranga and Wharepai Domains, The Elms area and the City Centre.	Tauranga City Council	TBD	Medium term
TP11	Continue to promote designated cycle lanes along cycle routes with direct access to the City Centre from surrounding areas, utilising Cameron Road as a principal route.	Tauranga City Council	Within existing budgets	Medium term
TP12	Incorporate provision for bicycle parking into all new civic projects (e.g. proposed Museum, City Square)	Tauranga City Council	Within existing and new development budgets	Short term
TP13	Develop a network of recreational cycle routes in and around the City Centre.	Tauranga City Council	Within existing budgets	Short term and on-going
TP14	Provide bicycle locking facilities in City Centre streets.	Tauranga City Council	Within existing budgets	On-going





## Theme 5: Leadership and Management

### Leadership



*The issue of leadership and management has generated the highest level of interest from all sectors committed to the success of the City Centre, and that commitment and enthusiasm needs to be marshalled. There is a lack of clear opportunities or methods for interest groups to actively participate in implementing change.*

*As usual in complex urban environments there are many competing interests that need to be balanced. The Council's role in balancing these interests, providing many of the resources and funds (but not all) and making 'the hard decision' is undeniable. However a collective approach and understanding of the long term goals of the Strategy is also needed by all participants/stakeholders.*

*Currently, there is no clear Strategy or framework to achieve the goals of the City Centre project. A new method of operating needs to be established that involves all stakeholders in decision making and implementation relevant to their areas of expertise. Consideration of examples of models of operation in other major centres in New Zealand and abroad is required to determine the appropriate model for Tauranga.*

*Existing strategic documents such as SmartGrowth and SmartEconomy provide leadership direction and support for growth, economic health and investment in the City Centre.*

### Objectives

- To implement the recommendations of the City Centre Strategy using all available interests, skills, advice and resources available.

### Directions

- Develop cohesive marketing strategies for the retail, commercial and tourism and culture sectors.
- Ensure that the Council implements the recommendations of the final City Centre Strategy.
- Recognise and resource the role of the Council as a leader and a facilitator of the implementation of the Strategy.
- Retain and attract key retailers, commercial and government organisations, and investors to the City Centre.
- Promote the big ideas through a variety of media.
- Initiate catalyst projects, both large and small.
- Market the City Centre as the premier location for commercial headquarters.
- Involve stakeholders and engender ownership of the City Centre by civic and private interests, by the creation of a City Centre Implementation Steering Group.
- Look to other examples of successful leadership or partnership models in New Zealand and abroad.

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
TQ1	Develop a City Centre marketing 'story' and positioning that clearly articulates the retail, commercial and residential offer for the region.	Priority One	Mainstreet Tauranga Creative Tauranga Property Council Tauranga City Council Land Owners Chamber of Commerce Local media	Priority One	Short term
TQ2	Develop a cohesive investment marketing package aimed at investors, business operators and agents.	Priority One		Priority One	Short term
TQ3	Develop precinct groups to further develop and implement the specific strategies for these individual areas.	Priority One		Priority One	Short term
TQ4	Develop a business development programme to outline for traders their role/responsibility in street activation.	Mainstreet Tauranga		Mainstreet Tauranga	Short term

## Supporting Development



*There are a number of actions that can be taken to support investment in the City Centre. These include public domain works, such as streetscape improvements and public infrastructure, and creating a favourable regulatory environment, marketing and confidence building that establishes the image of the City Centre. These issues are intrinsically interlinked and require coordinated approaches.*

*In order to attract a high quality of new development, the City Centre must re-establish a reputation as a commercially viable location. A range of development opportunities is needed to provide options for the development industry.*

*There is a lack of strategic focus and flexibility in the current regulatory environment towards development in the City Centre. Developers have indicated the need to loosen car parking requirements, while traders claim that additional car parking is required to support economic growth.*

*An impediment to major redevelopment has been identified is the lack of availability of large sites within the core retail and mixed use areas of the City Centre. The amalgamation of sites is a role that the Council actively undertakes and it is therefore a matter of determining the best use of resources in this regard.*

*It is important to recognise, however, that the Council is not a developer and does not intend to undertake this role. The Council's Strategic Property Policy clearly defines its role as a facilitator of private investment and public sector provider of infrastructure, and not a speculative or commercial developer.*

## Objectives

- To facilitate new development within the City Centre.
- To create an attractive built environment that supports a range of activities to meet the current and future needs of all people who live in or visit the City Centre.

## Directions

- Create a regulatory and physical environment that encourages new development, particularly major development on key sites.

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
TR1	Undertake key catalyst projects, such as the completion of the Museum, waterfront and the Civic Precinct suite of redevelopment to stimulate private investment in the City Centre.	Tauranga City Council	Tauranga Moana Museum Trust	Individual budgets	Short-medium term
TR2	Undertake streetscape works to support investment and commercial development.	Tauranga City Council	Property owners and developers.	Within existing budgets	Medium term
TR3	Establish a clear role for Council in facilitating investment in the City Centre.	Tauranga City Council	City Centre Action Group	Within existing budgets	Immediate
TR4	Liaise with property owners and developers to redevelop key sites.	Priority One	Property owners and developers.	Within existing budgets	Ongoing
TR5	Investigate a dedicated Council resource to plan and manage the city centre in an integrated manner at an operational level. This role may include development and implementation of a more comprehensive (day/night) management plan for the Strand.	TCC		TBD	Long Term







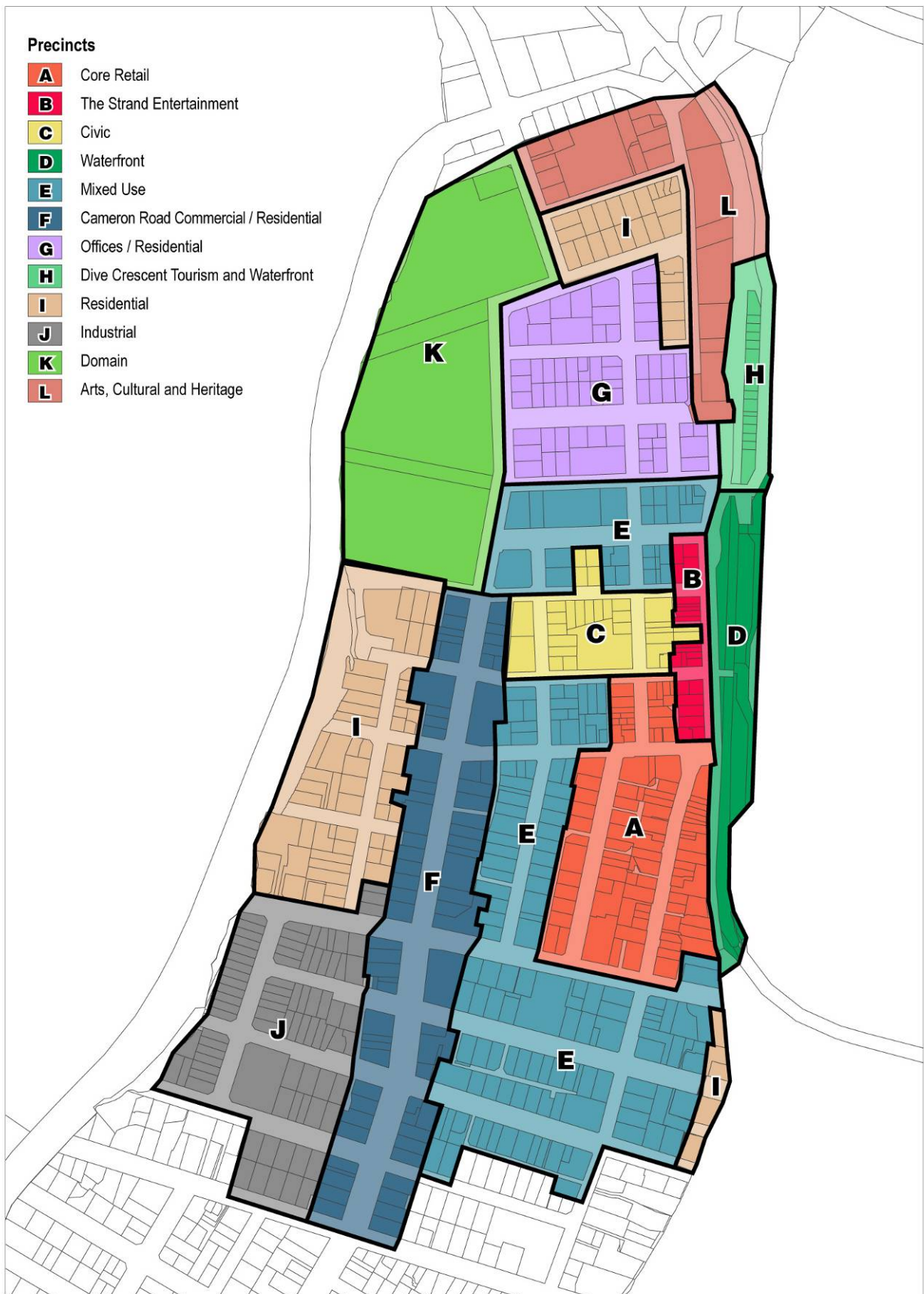
## 4. Precincts





Within the City Centre, twelve precincts have been identified, as shown on the map. These are areas that share similar land use patterns or built form characteristics and for which common strategic directions have been identified. The purpose of this precinct based analysis is to provide more detailed, location specific recommendations for each part of the City Centre. This provides further guidance on how the broad direction of the Strategy's Themes can be implemented on the ground.

The precincts are shown on the map on the following page.





## A: Core Retail

### Description

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The Core Retail precinct is located around the retail areas of Grey Street and Devonport Road, Red Square and the section of Willow Street that leads to the Council offices.

### Vision

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This area will form the heart of the City Centre's retailing. The area will attract national retailers and anchor tenants with frontages to Devonport Road and Spring Street, and smaller, niche boutiques showcasing local designer talent clustered within Grey Street. The two cinemas will act as a drawcard for the City Centre's night time entertainment offer, and as the focus of annual events. The heritage shopfronts in this area will be restored as an important part of the City Centre's character. Buildings will be kept to a pedestrian scale, particularly at the frontages, with active shopfronts.

### Issues and Opportunities

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While this precinct is long established as the retail heart of the City Centre, it is currently facing strong competition from suburban shopping centres. The lack of retail anchor tenants and short term parking for shoppers are considered to be key issues undermining the viability of the City Centre as a retail destination.

There is an opportunity to consolidate the established retail role of this precinct by enhancing and promoting its many attributes. This includes all of the benefits of the traditional 'mainstreet' open-air shopping centre environment, as well as a stunning waterfront location. In addition, the precinct is focussed around Red Square which is the most active plaza space in the City Centre.

The proximity to other City Centre activities and attractions such as dining, theatres or the library is an important drawcard. The entertainment role of this precinct could be further developed, with its two cinemas and nearby dining opportunities of The Strand.

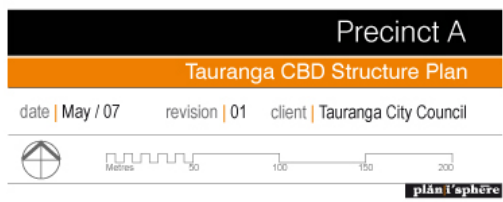
The taller scale of the Hotel On Devonport and the Westpac building have set a precedent for higher built form near to the water's edge. New higher scale development in this location, of an exemplary design quality, could serve as local landmarks when seen from across the harbour, in addition to the taller buildings scaling up to Cameron Road. Waterfront views from upper levels of buildings could be exploited.

In particular, the buildings with rear boundaries to The Strand extension currently turn their backs to the waterfront and the street is used for car parking or service access. There is potential to redesign these buildings (when development opportunities arise) so that they make the most of this location and enhance The Strand extension as a waterfront space lined with active frontages.

There are a number of key development sites in this precinct that present opportunities for new activity and improvement to its image. This includes The Strand city site, which incorporate the Regency Car park off Elizabeth Street.

In terms of more detailed considerations, there is a range of paving and road surfacing treatments in this precinct which could be simplified in the long term. The water theme is one that could be brought out more clearly or, more simply, displayed in artworks or water features.







## Directions

- Develop a marketing strategy that Themes and positions this precinct as the central retail hub of the City Centre with a contemporary, lifestyle focus that caters for a broad selection of age groups and interests.
- Attract the desired mix of retail activity within this precinct to strengthen the retail role of the City Centre. For example, aim to fill gaps in the retail market.
- Encourage office, residential and tourist accommodation in the upper levels of buildings to increase activity in the heart of the City Centre.
- Promote the evening entertainment opportunities of this precinct with its two cinemas and good access to dining.
- Ensure buildings provide active frontages throughout this precinct.
- Provide adequate short term parking for shoppers.
- Enhance pedestrian links throughout this precinct by improving the appearance, amenity and safety of existing laneway and arcades, or creating new connections.
- Upgrade paving and landscape, in accordance with the materials suite and design approach for the principal pedestrian streets. Introduce more seating and artworks.
- Enhance Red Square as a key plaza space of the City Centre.
- Improve the appearance of key sites through opportunities for redevelopment.
- Establish appropriate building heights and setbacks in the precinct that retain the pedestrian scale of the streets, ensure quality and encourage investment.

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
PA1	Approach or encourage anchor retailers to locate in Devonport Road and Red Square.	Land Owners, Priority One		Priority One/ Landowners	On-going
PA2	Raise the profile of the Tauranga Film Festival by promoting this as an annual event held in the City Centre using the Bay City Cinemas and Rialto Cinema.	Cinema operators	Tauranga City Council Creative Tauranga, Mainstreet Tauranga	Cinema operators	Short term
PA3	Develop design briefs for key sites.	Tauranga City Council, Developers, Site Owners.		Site specific	Short term
PA4	Work with landowners to create pedestrian through routes or purchase properties required to do so.	Tauranga City Council		Site specific	Medium term
PA5	Redevelop the Regency car park site on Devonport Road ('The Strand City site' being tendered by Council) for a mixed use development with active ground level frontages and commercial, residential or hotel accommodation above.	Developers	Tauranga City Council	Within existing budgets	Medium term



PA6	Encourage all new development along The Stand extension to incorporate active frontages.	Tauranga City Council	Within existing budgets	On-going
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## B: The Strand Entertainment

### Description

This precinct comprises the three blocks of The Strand located between Harington and Spring Streets. The area contains a large number of restaurants and bars that operate during the day and late into the night. There is also a backpackers' hostel and a small number of other retail shops. The buildings are generally two storeys in height, the maximum height of new buildings being restricted to eight metres for many years. A number of buildings date from the art deco era, and others are newer. Substantial street works have been undertaken by the Council in recent years to widen the footpath and provide canopies.

### Vision

The Strand will continue to provide its daytime and evening entertainment as a key feature of the City Centre, diversifying its role to include more fine dining and family friendly options. A greater mix of uses will be encouraged in this area, to include boutique or tourist retail amongst the restaurant offer. An additional 1 to 2 levels above buildings will create new small office spaces, attracting a niche creative industries market that enjoys the waterfront activity. Through traffic will be minimised by redirections and traffic calming so that the street is shared by pedestrians, bicycles and cars.

### Issues and Opportunities

The Strand features a range of cafes, bars and restaurants and is the premier dining and late night entertainment location for Tauranga.

There are opportunities to expand the role of The Strand to encompass a greater mix of uses and activities, both during the day and night time. This could include ground level retail and upper level offices that take advantage of the waterfront location.

The Strand is one of the key pedestrian spaces within the City Centre. However, currently it is used as a through route and carries a high volume of traffic, including some heavy vehicles, which diminishes its amenity. Increasing pedestrian priority in The Strand would significantly enhance its role as a visitor and entertainment precinct. It is important to retain traffic in the street, however, both for passive surveillance and to provide local access to car parking.

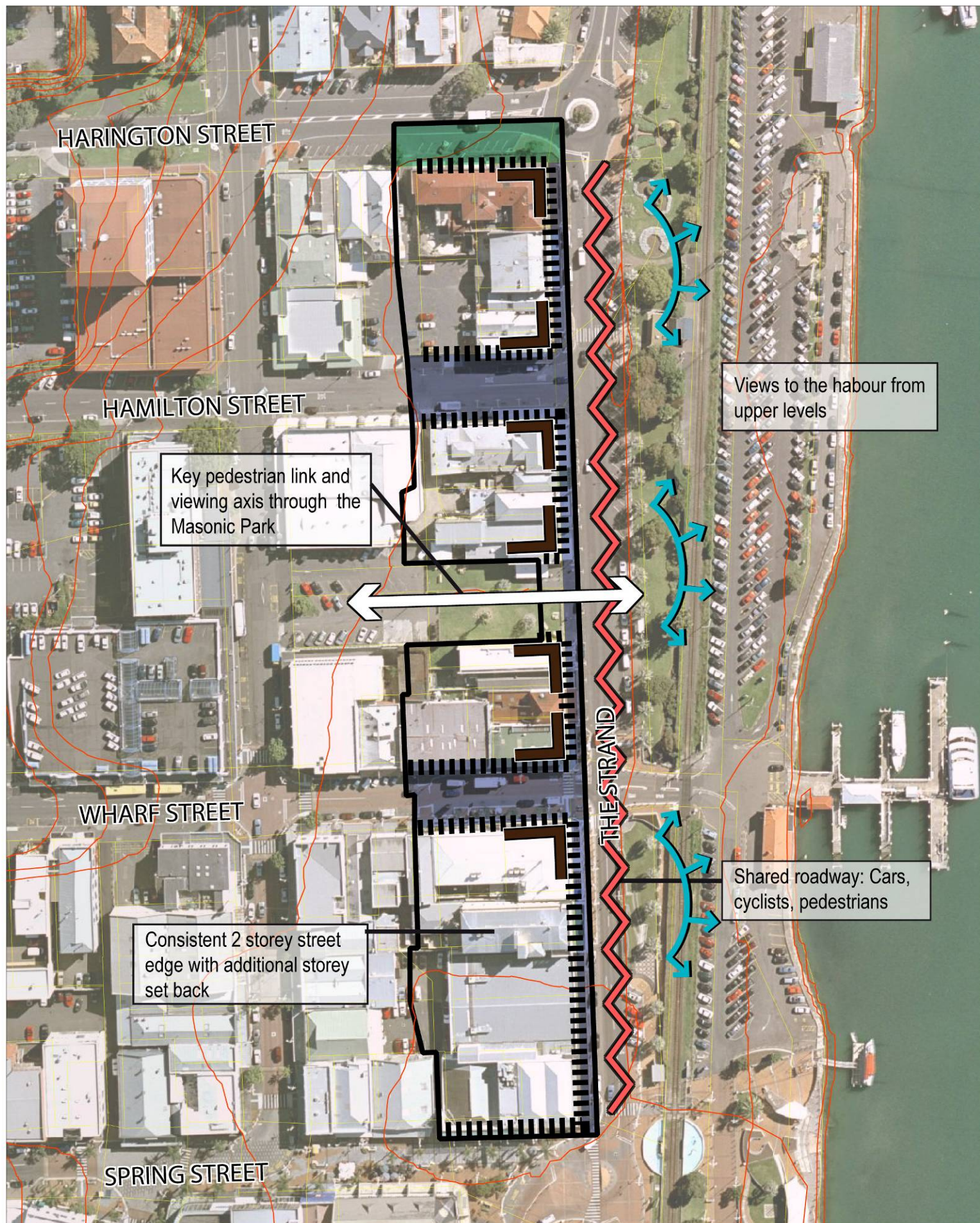
Specifically, pedestrian connections to the waterfront could be significantly improved to better integrate these two pedestrian focussed areas. There are also opportunities to improve cycle connections along The Strand that link into future waterfront cycle paths. Potentially, The Strand could be enhanced as a shared space for pedestrians, cyclists and vehicles.

As the major entertainment precinct of the City Centre, amenity issues associated with late night entertainment arise in terms of noise, safety and cleanliness. It is important that these are properly managed in the future expansion of the precinct's role.

The height of buildings in this area has been contentious. It is considered vital to retain a low profile to development along this waterfront location for a number of reasons:

- To emphasise the topography of the locality.
- To ensure pedestrian amenity, particularly access to sunlight, is not restricted given the importance of outdoor dining in the area.
- To retain the pedestrian scale of buildings.
- To minimise the loss of views to the waterfront from public viewing areas further up the hill.
- So as not to restrict opportunities for views from buildings higher up the hill, where higher buildings are encouraged.





### Buildings

- Active frontages (all buildings to have weather protection)
- Prominent corners / sites

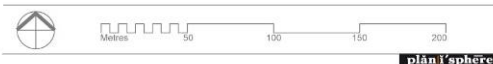
### Spaces

- Shared roadway
- Views
- CBD suite of streetscape materials
- Simplified CBD suite of streetscape materials
- Potential through block pedestrian link

### Precinct B

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## Directions

- Promote The Strand as the entertainment and restaurant precinct of the City Centre.
- Encourage a greater mix of uses within this precinct.
- Manage the impacts of late night entertainment by ensuring the area is safe, restricting sensitive uses in close proximity to the area and establishing necessary cleaning and policing regimes.
- Maintain a low scale building relationship with the waterfront, and retain views to the water from within the City Centre.
- Establish The Strand as a shared roadway by a range of methods such as:
  - Reduce the speed limit to improve pedestrian safety and discourage through vehicles.
  - Install paving and signage to clearly indicate that The Strand is a shared vehicular/pedestrian/cycle roadway.
  - Introduce additional, mid block zebra crossings.
  - Redirect through traffic away from The Strand so that it carries local City Centre traffic only. This could be achieved by providing a direct link from Dive Crescent to McLean Street to direct traffic to Cameron Road. Turning priorities introduced at Harington Street and Elizabeth Street would also funnel southbound and northbound traffic respectively back to Cameron Road.
- Improve access to the waterfront from the City Centre by increasing points of access to the waterfront, as noted in the Access section.

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
PB1	Establish a precinct group to support the future development of the area.	Priority One	Creative Tauranga	Priority One	Short term
PB2	Develop a leasing guide for this precinct <ul style="list-style-type: none"> <li>– Ground level retail to be included among the bars, cafes and restaurants.</li> <li>– An 'art market' type of retail could be attracted to this location which is popular with tourists.</li> <li>– Small offices in the upper levels.</li> <li>– Discourage uses that would be impacted by late night noise.</li> </ul>	Priority One		Priority One	Short term
PB3	Scope a range of techniques to manage The Strand as a shared traffic space.	Tauranga City Council		Within existing budgets	Short term
PB4	Improve pedestrian connections to waterfront.	Tauranga City Council	On Track	Within 2012-2022 TYP	Short term
PB5	Building on the completed Strand Night Management Plan, develop an overall management plan for The Strand.	Tauranga City Council	Police Safe Cities		Complete
PB6	Hold a summer night market as an evening attractor to the City Centre.	Tauranga Mainstreet	City Centre Action Group	City Centre Action Group	Short-medium term

## C: Civic

### Description

The Civic precinct encompasses the block comprising the Council offices, Baycourt and adjoining open space and the library and car park behind. It also includes the Art Gallery, the property on the corner of Willow and Hamilton Street, the Masonic Park site and the Harington Street car park.

### Vision

The Civic precinct is the cultural and community focus of the City Centre. In the long term the precinct is redeveloped to include new Council administration buildings, a new library, flat floor space for conventions, exhibitions and events, an upgraded Baycourt and the Art Gallery. Car parking is provided underground.

A new City Square is created which will be the largest public gathering space in the City Centre. As a beautifully designed space it makes the statement that Tauranga is the cultural heart of the region. Designed to be clear and open, it is multi-functional, hosting big events and concerts, or acting as the city's 'outdoor lounge-room' day to day. Level changes with viewing platforms on the higher ground at the eastern side of the site provide an outlook across the harbour.

A strong physical and visual connection will be created from the Council buildings and the City Square, through the Masonic Park to the waterfront. Masonic Park will be redeveloped as a pleasant walk-through between the City Square and the waterfront/The Strand. It will be simply landscaped with seating, and a paved area at Willow Street will link with the City Square and provide for temporary café street operators. The adjoining site at the corner of Willow Street and Hamilton Street could house the Visitor Information Office and also present an active front to Masonic Park.

### Issues and Opportunities

As the location of the Council offices, this precinct is the civic focus of Tauranga. Potentially it will be the cultural focus as well. The new Art Gallery is an important addition to Tauranga and the role of the City Centre as a cultural precinct. Future expansion of the role of the library and Baycourt would consolidate this cultural focus.

The buildings on the Council site (bounded by Willow, Wharf, Durham and Hamilton Streets) have a continuing functional life of varying length, with the old administration building requiring replacement in another 10-15 years. Overall, the appearance of the buildings on the site is outdated and not commensurate with their important regional function. This key city site also includes surface car parking which is an inefficient use of prime space.

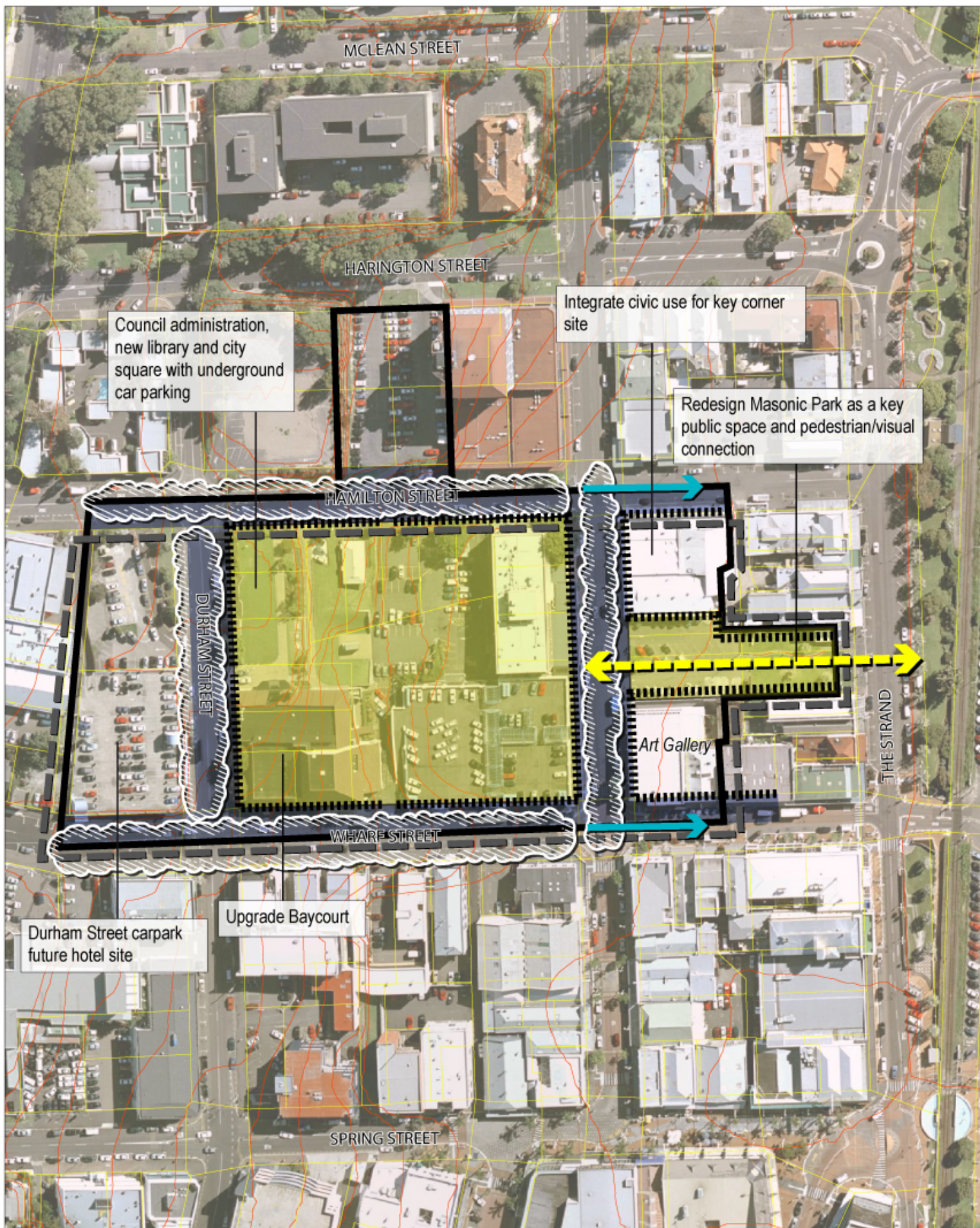
Ideally, a civic space would be accommodated on this site. Currently there is no major, large scale public space in the City Centre that could host important public events.

Masonic Park is a vital connection, both physical and visual, from the civic buildings to the waterfront. Currently it is underused in terms of its potential as a key open space, with surface car parking, blank wall on either side of the space and a lack of landscape treatment. This space could be redesigned as an urban plaza that links the civic area to the waterfront and provides outdoor space for the Art Gallery.



The bus stops along Wharf Street outside the library act as a bus interchange. The buses in this location form a pedestrian barrier which diminishes the amenity of Wharf Street. The grade of the road also makes it difficult to access for mobility impaired passengers. It is proposed that the interchange be relocated (see precinct E).

The buildings on the corner of Willow and Hamilton Street should be upgraded so that their use and appearance complements the civic function of the precinct.





#### Buildings

-  Active frontages
-  Area of weather protection

#### Spaces

-  Opportunities for greener streets
-  Views
-  CBD suite of streetscape materials

#### Precinct C

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## Directions

- Redevelop the Civic precinct as the focal point of civic and cultural life in Tauranga.
- For the Council site (block bounded by Willow, Wharf, Hamilton and Durham streets) investigate the potential for a staged redevelopment that will ultimately see:
  - A new Council administration building and Library.
  - Baycourt upgraded.
  - A large City Square with urban plaza style landscape.
  - The library at ground floor level with direct access onto the City Square. Library frontage will be active, with café at front of building.
  - An expanded function for the library to develop as a key community information resource and increase its patronage.
  - A 'flat floor' facility for conventions, exhibitions and events
  - The level change across the site managed creatively so that spaces with views to the waterfront are afforded.
  - All car parking located underground.
- Redesign Masonic Park as a key city space.
- Promote the role of the Art Gallery as a key regional cultural resource and improve its relationship with ground level pedestrian amenity.
- Upgrade the appearance of building on the corner of Willow and Hamilton Streets and refocus its role to civic or cultural activities (possible Visitor Information Office).
- Limit traffic speed along Willow Street and investigate the potential for this to be a shared roadway similar to The Strand.

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
PC1	Prepare a master plan for the Civic precinct to address the function and design of Council site, Masonic Park, Art Gallery, Willow/Harington corner building, Willow Street.	Tauranga City Council		TBD	Long term
PC2	Establish programme of staged redevelopment for Council site.	Tauranga City Council		Within PC1	Medium term
PC3	Investigate corner of Willow and Hamilton Streets as a possible location for the Visitor Information Office.	Tauranga City Council	Tourism BOP		Complete
PC4	Investigate conference centre opportunities	Tauranga City Council	Priority One	TBD	Medium term
PC5	Create a shopfront or exterior exhibition space (possibly a moving or 'virtual' space) on the Art Gallery's frontage onto Masonic Park.	Tauranga Art Gallery		Tauranga Art Gallery	Medium term
PC6	Redevelop Masonic Park as a linkage between The Strand/waterfront and City	Tauranga City Council		External sponsorship	Long term



	<p>Square/Council offices with hard and soft landscape, tree and seating:</p> <ul style="list-style-type: none"> <li>— Create an open plaza area, with limited amounts of landscape to obstruct views.</li> <li>— Ensure active frontages on either side of the space that contribute to its role and function.</li> <li>— Establish a physical, visual and functional connection with the Art Gallery.</li> <li>— Retain views through Masonic Park to the waterfront from the civic area.</li> </ul>				
PC7	Promote the Art Gallery's cultural events calendar which includes hosting touring exhibitions and further develop its permanent collection.	Tauranga Art Gallery	Tauranga City Council Creative Tauranga	Tauranga Art Gallery	Short term





## D: Waterfront

### Description

This precinct comprises all of the waterfront spaces south of Dive Crescent, and includes The Strand extension.

### Vision

The waterfront will be further enhanced as a unique feature of the City Centre. Importantly, the car parking will be removed to create a large open space that hosts a range of festivals and activities throughout the year. A clear pedestrian connection will be created along the waterfront from Dive Crescent to The Strand extension. The waterfront will be an active pedestrian focussed area, with bike and walking routes, viewing areas, and space for a variety of functions including markets, events and festivals.

### Issues and Opportunities

The waterfront is one of the most important and defining features of the City Centre. It is a key asset that can be enhanced to attract people to the City Centre and give it an 'edge' over other competing centres.

Council have invested substantially in the redesign of parts of the waterfront area to include grassed landscaped areas, furniture and public art. Further plans for the continued improvement of the waterfront will be developed. Currently the water's edge is completely taken up by surface car parking and the long term plans for this area will see it redesigned as a true open space. Clear access to the water for viewing from near and far is vitally important to the maintenance of the character and appeal of Tauranga. A walkway from Memorial Park to the railway bridge is proposed as a part of the southern pipeline sewerage infrastructure upgrade.

Many proposals for upgrading these remaining areas have been considered by Council. It is essential that these are well co-ordinated so that the waterfront is developed as a single, unified space. The development potential of spaces both on the land and over the water need to be determined and integrated.

The railway line is vital infrastructure for the city as a working port, however it severs pedestrian connections to the waterfront. In the past relocation of the railway line has been discussed but this is a costly exercise. A Regional Rail investigation is being undertaken to consider the long term options for the freight movement. As it stands now, the freight trains are a part of the 'port town' atmosphere. It is important that even should the freight train usage be removed from the line, that the corridor is retained for future commuter light rail passenger options.





Council is currently reviewing the waterfront master plan and the range of smaller projects which are to take place here, as well as identifying opportunities and constraints for future development.

### Directions

- Develop the waterfront as a series of integrated and connected spaces. This should extend from the railway bridge to the harbour bridge, incorporating Dive Crescent and The Strand extension.
- Co-ordinate the range of landscape treatments and the placement of public art, furniture and signage within the waterfront spaces.
- Ensure that buildings and landscape are scaled and sited to retain views to the harbour.
- Retain the waterfront as a public space and restrict further private development.
- Establish pedestrian connections along the water frontage from Dive Crescent to The Strand extension.
- Improve pedestrian connections over The Strand to the waterfront.
- Develop a calendar of events for the waterfront.
- Pursue a long term aim to remove heavy freight transport from the waterfront rail line.



#### Spaces

-  CBD suite of streetscape materials
-  Simplified CBD suite of streetscape materials
-  Pedestrian link
-  Key pedestrian and visual axis

#### Precinct D

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## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
PD1	Develop a pedestrian/cycle network that connects along the waterfront from bridge to bridge and back into the City Centre.	Tauranga City Council		Within 2012-2022 Ten Year Plan	Short term
PD2	Work with cultural, arts and entertainment groups to initiate calendar of events.	Creative Tauranga	City Centre Implementation Steering Group  Cultural, arts and entertainment groups	Creative Tauranga	Short term
PD3	Undertake capital works to implement master plan.	Tauranga City Council		\$4,900,000 in 2012-2022 Ten Year Plan.	Ongoing



## E: Mixed Use

### Description

The Mixed Use precinct surrounds the Civic and Core Retail precincts. It includes part of Harington, Durham and Elizabeth Streets and First and Second Avenues. It currently contains a mix of retail, offices, service business, service industry, residential and related uses. The Bay of Plenty Polytechnic and the University of Waitako and Te Wananga O Aotearoa are located in this precinct.

### Vision

Surrounding the core City Centre retail and civic areas will be a mixed use precinct including peripheral retail, office, residential and service businesses. In some locations, higher scale buildings will be appropriate and attract larger corporations to establish in the City Centre. Where necessary Council or developers will acquire land so that smaller sites can be consolidated for larger scale buildings. New businesses will also be attracted to this area by the attractive streetscapes and public realm amenities, the range of transport options for their workers and the proximity of the lively retail core and The Strand dining options.

### Issues and Opportunities

This precinct is a prime location for the intensification of a range of land uses that support the life, activity and economy of the City Centre, being wrapped around the core retail and civic areas.

Elizabeth Street and First Avenue currently comprise large format retail, with Second Avenue having a service business focus. Due to the nature of these land uses, the appearance of buildings and the streetscape is often poor. There is a distinct lack of planting in Elizabeth, Durham and Willow Streets.

There are opportunities for high profile offices in this precinct, which is an already established role in parts of Harington and Hamilton Streets. This could be expanded to Elizabeth Street and First Avenue.

Second Avenue could be consolidated as a peripheral retail, service business area that accommodates the needs of the City Centre for these land uses.

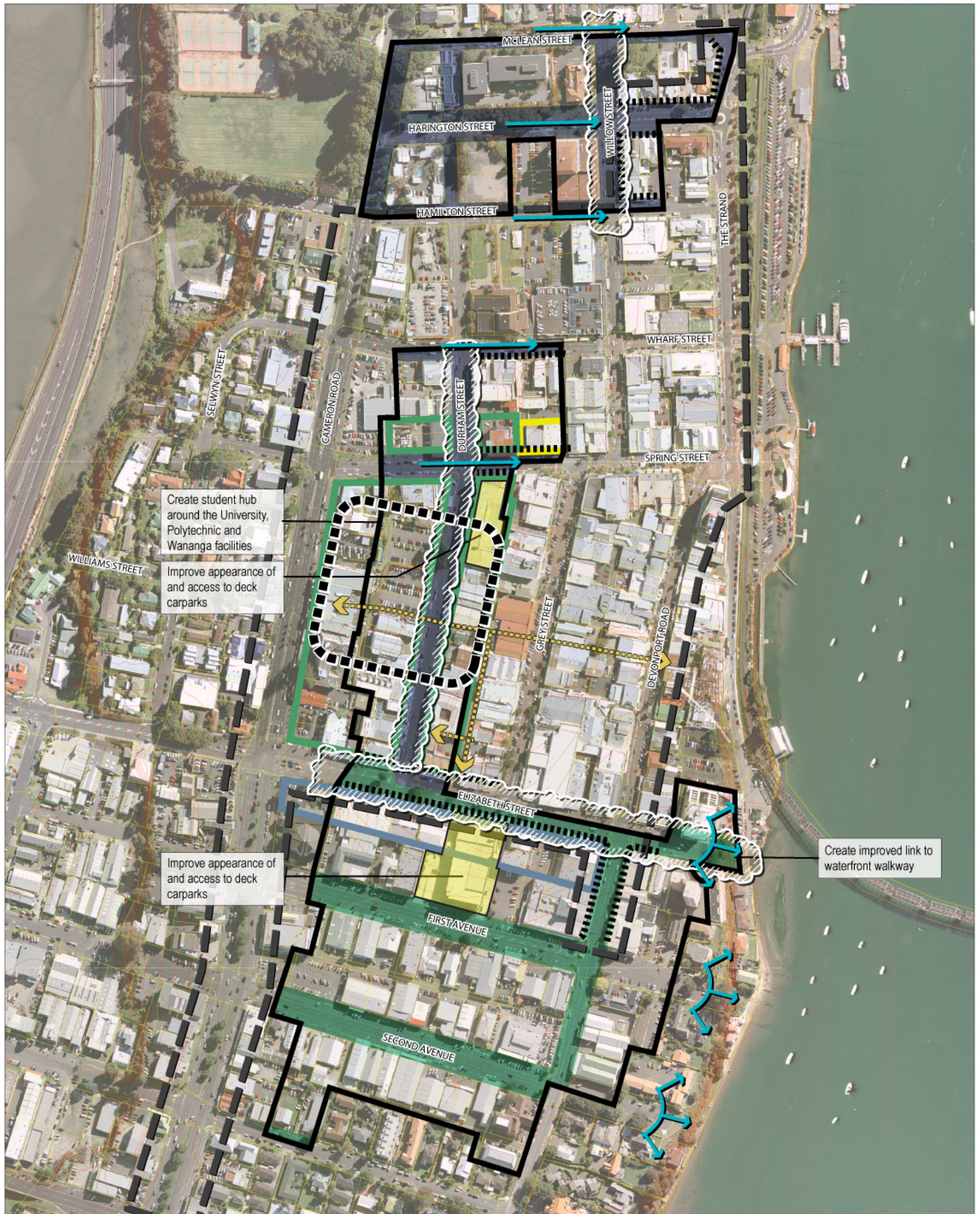
Durham Street is potentially a student focal point, being the location of the Polytechnic and University. There are opportunities to enhance the activity of the City Centre by encouraging student housing in this location.

It is proposed that the bus interchange be relocated in this vicinity, providing covered waiting areas for transit passengers.

There are opportunities for further redevelopment within this precinct, including the Farmers Department store site on the corner of Elizabeth Street and Devonport Road should this use relocate to the retail core.

Provision of adequate car parking is a key issue for this precinct, as detailed in the *Access* section. The two existing deck car parks do not serve the City Centre to their full potential and a review of on-street parking is necessary.





#### Buildings

- Active frontages
- Area of weather protection

#### Spaces

- Opportunities for greener streets
- Views
- CBD suite of streetscape materials
- Simplified suite of CBD streetscape materials
- New or improved mid-block links

#### Retail

- Key retail and anchor stores
- Secondary retail, student focus
- Larger format retail, homewares

#### Precinct E

#### Tauranga CBD Structure Plan

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## Directions

- Improve the function and appearance of buildings along Elizabeth Street to better complement the Core Retail area. New buildings could be developed on these sites up to seven storeys in height.
- Develop Durham Street as a student precinct, focussing on the activity of the University and Polytechnic, encouraging:
  - student housing developments.
  - food and retail outlets to cater for a student market.
- Develop the secondary retail role of Durham Street and the role of Elizabeth Street in providing larger format retail premises. Ensure active ground level frontages in these retail streets.
- Encourage high quality office development in Harington, Hamilton and Elizabeth streets with buildings up to six to seven storeys.
- Encourage development of First Avenue for office or residential uses with buildings potentially up to seven storeys, capitalising on less expensive land and more secure land foundation.
- Provide streetscape improvements, including continuous weather protection, within Elizabeth, Hamilton, Harington and Durham Streets as a priority.
- Provide additional street planting in Elizabeth, Durham and Willow Streets.
- Upgrade Durham Street with the CBD suite of streetscape materials, with the other streets in the precinct upgraded with the simplified suite of materials.
- Investigate car parking need and capacity within this precinct.

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
PE1	Expand the tertiary role in the City Centre and create a student precinct.	Tertiary Forum	Bay of Plenty Polytechnic and the University of Waikato, Tauranga City Council, Wananga, Private Education Providers	Tertiary Forum	Short term
PE2	Acquire sites to consolidate for larger scale office development.	Tauranga City Council / Developers		Site specific	Long term
PE3	Improve safety, amenity, appearance, access of car parks.	Tauranga City Council	Car Park Operators	To be developed for 2009-2019 LTCCP	Short term
PE4	Undertake capital works for streetscape improvements and street tree planting.	Tauranga City Council		To be developed for 2009-2019 LTCCP	Medium term

## F: Cameron Road Commercial/Residential

### Description

This precinct is focussed around Cameron Road from Fourth Avenue to the Tauranga and Wharepai Domains. The area accommodates a mix of retailing, including large format and car sales, offices, and service business uses.

### Vision

Cameron Road is an important activity spine within the City Centre. Located on the ridgeline, it will be the focus for higher scale buildings, attracting new offices and residential, which would also include student housing. In addition at ground level it will be the location for high quality larger format retail, such as homeware stores and showrooms. New planting along Cameron Road and the reduction of through traffic will create a boulevard appearance and attractive entrance to the City Centre.

### Issues and Opportunities

Cameron Road is a major arterial road that carries traffic to and through the City Centre. This precinct is very busy as a result. Measures to reduce the amount of through traffic by redirecting unnecessary traffic to Takitimu Drive will improve the pedestrian amenity and general attractiveness of this important entrance to the City Centre. It may also make it more attractive for residential development and improve cycling safety with good road design.

Land uses along Cameron Road are mixed and include offices, shopfronts and large format retail with frontage car parking. The Bay of Plenty Polytechnic is located on Cameron Road, with the University of Waikato on Durham Street, as well as Te Wananga O Aotearoa and private providers, therefore creating a potential university/student hub.

The roadway is wide with buildings set back from the property frontage, which emphasises the width of the street space, but creates an inconsistent appearance. Maintaining no front setback in future will unify the streetscape and enhance the boulevard appearance of the road, in keeping with its entrance role.

Currently there is a range of building heights and forms that result in a mixed streetscape appearance. Greater uniformity would be desirable, however this is a long term aim. Higher buildings along the ridge can take advantage of the best views over the water in both directions, and should present significant investment opportunity in the future.

### Directions

- Establish height limits for Cameron Road north of Elizabeth Street that emphasise the ridgeline, as shown in the section on a following page.
- Reinforce the appearance of Cameron Road as a gateway to the City Centre through the quality of new buildings and the streetscape.
- Improve the street tree planting of Cameron Road to create a boulevard effect and landscaped link to the Tauranga and Wharepai Domains.
- Create a unified streetscape appearance through more consistent building scale and buildings set up to the street edge. Avoid frontage car parking.
- Utilise the roadway width and the location on the ridgeline to establish cycle lanes in both directions that provide clear and established links into the City Centre.
- Develop the educational role of Cameron Road as a student precinct, in addition to Durham Street, focussing on the activity of the University and Polytechnic.
- Create opportunities for new, higher scale residential or office development within close proximity to the City Centre.





Cameron Road landscaping linking through to the Wharepai and Tauranga Domains.

Cameron Road: A spine of well designed mixed use buildings with active frontages to the street. Landscaping provides an entrance to the city.

Brain Watkins House

Catholic Church

- |                            |   |
|----------------------------|---|
| <b>Buildings</b>           | <b>Spaces</b>                                 |
| Active frontages           | Opportunities for greener streets             |
| Area of weather protection | Simplified CBD suite of streetscape materials |
| Prominent corners / sites  |   |





## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
PF1	Undertake streetscape planting.	Tauranga City Council		Within existing budgets	On-going

## G: Office and Residential

### Description

This precinct is located around McLean, Monmouth, Park and Brown Streets. It includes an area within the Smart Living Places study, and the area is predominantly residential and office.

### Vision

This area will include a mix of office and residential development. In the future, a greater level of office or residential development will be encouraged in this area within medium-high rise development. Buildings will be set back from the frontage to provide small landscaped front gardens.

### Issues and Opportunities

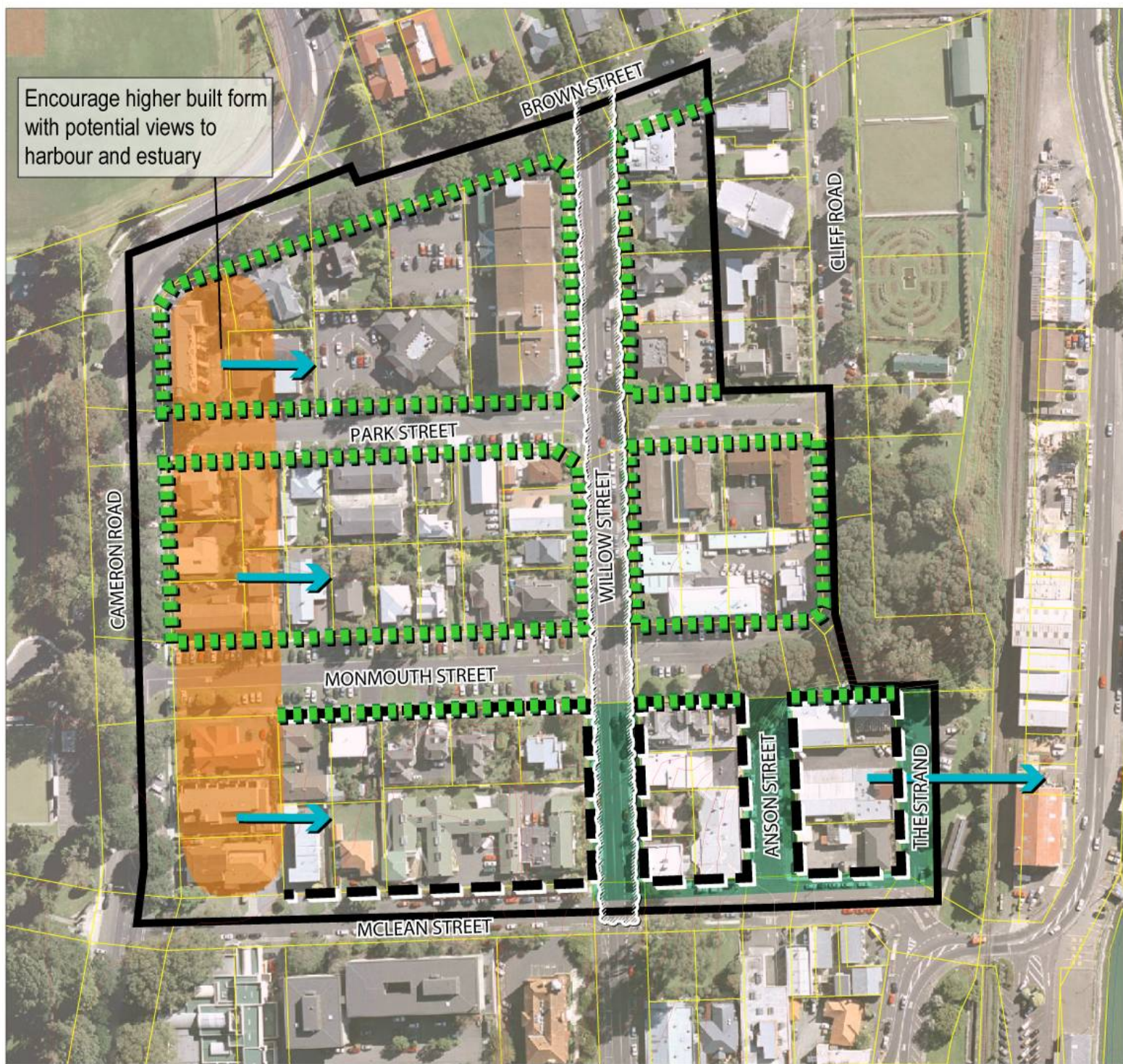
This precinct currently enjoys quiet and well landscaped streets. Generally the buildings are lower scale, with most ranging from one to four storeys. However, the use of the area for free parking affects its amenity.

The police building on Monmouth Street is a future redevelopment site, due to the relocation of the police facilities. Other sites within the precinct may also become available for redevelopment and these could accommodate medium rise office or residential development.

### Directions

- Encourage a mix of office and residential development.
- Allow medium to high rise buildings.
- Encourage higher scale buildings along the edge of Cameron Road with potential views to the estuary and harbour.
- Provide additional street planting along Willow Street to create a landscaped link from the core of the City Centre.
- For sites north of Monmouth Street, retain frontage setbacks for small landscaped front gardens.

Encourage higher built form with potential views to harbour and estuary



#### Buildings

- Built form to the street
- Small landscaped setback

#### Spaces

- Opportunities for greener streets
- Views
- Simplified CBD suite of streetscape materials

#### Precinct G

#### Tauranga City Centre Strategy

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## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
PG1	Liaise with owners of redevelopment sites on possible function/design.	Tauranga City Council	Property Owners	Within existing budgets	Short term
PG2	Undertake streetscape planting for Willow Street.	Tauranga City Council		Within existing budgets	Short term
PG3	Investigate management options for on-street long stay parking within this Precinct, in terms of amenity and City Centre-wide parking strategies.	Tauranga City Council		Within existing budgets	Ongoing





## H: Dive Crescent Tourism and Waterfront

### Description

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This precinct comprises Dive Crescent and the waterfront. A number of industries are located in the area, most related to the fishery industry, with a well-known fish and chip shop at the southern end.

### Vision

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Dive Crescent will be upgraded as a popular waterfront location, focussing on its marine culture of boats, fishing and seafood, with the best fish and chips in town. It could also emerge as an arts area, focussed on the retail and tourism market. Buildings could be re-used for artists' studios and teaching or exhibition spaces. A boardwalk constructed out over the water, with casual outdoor dining opportunities, will continue the waterfront pedestrian link that runs from The Strand extension to Dive Crescent.

### Issues and Opportunities

---

The area features a number of underused buildings and spaces in a key waterfront location. The fish and chip shop at the southern end of the precinct is a key attractor. A café opposite has added to the eatery options. An art and craft market operates at weekends in The Cargo Shed along the water's edge and another shed has been converted into a dance studio/theatre.

The waterfront is currently not accessible, and opportunities to create a waterfront wharf to enable pedestrian access and cafes, should be explored. Many of the existing buildings are unattractive and the streetscape has a neglected and semi-industrial appearance, with road and pedestrian areas ill-defined.

Pedestrian access to the area from the core of the City Centre is difficult and unclear and could be substantially improved by simple measures including better footpaths and road planning. Pedestrian links from the waterfront to the south are not evident nor continuous. The road serves as a through route between the bridge and the City Centre and areas beyond, and many cars travel fast due to the apparent width of the roadway and lack of pedestrian activity evident. Traffic calming measures as well as diversion of unnecessary through traffic would improve the amenity and safety of the area.

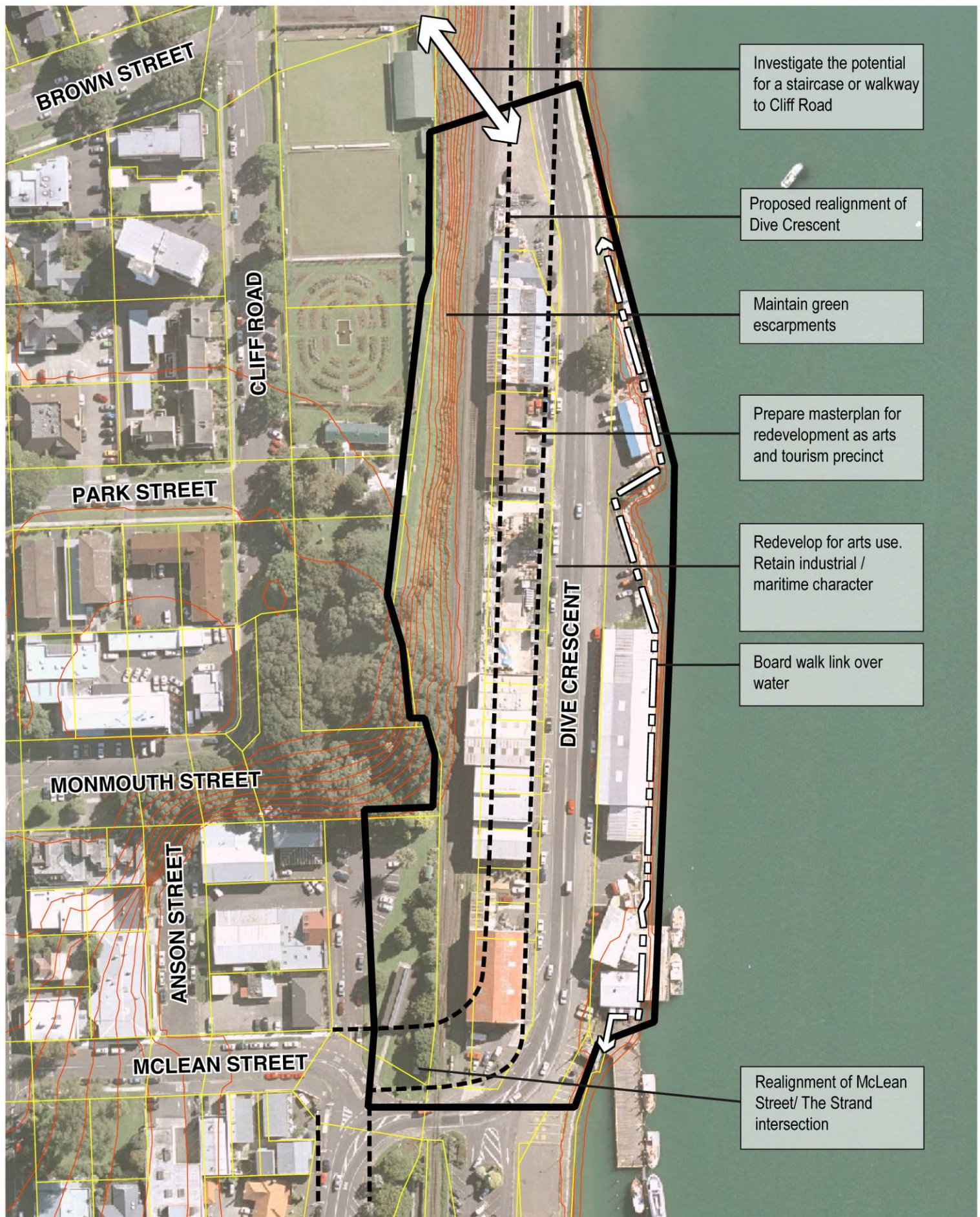
An option for redevelopment and traffic management in this precinct that has previously been proposed is to re-align the road to alongside the railway line, removing the buildings along the eastern edge of the current road. This would provide opportunities for redevelopment and to create a large pedestrianised space along the water's edge which could be used for open space or new buildings.

This part of the waterfront is unique for it has a strong maritime character and its connection with the fisheries industry is an important feature to be preserved. The fishing boat wharf, fish and chip shop and industrial buildings are all components of this character. Unlike other spaces along the waterfront, Dive Crescent presents the opportunity for a range of buildings to be clustered close to the water, so that its different activities can benefit from the waterfront atmosphere.

The Cargo Shed along the water's edge housing the art and craft market is of potential heritage value. Council are currently undertaking a study of heritage in the city whereby the heritage value of other buildings in the precinct will be examined. The area has strong cultural significance for the local iwi and hapu.

The area has potential as a tourist precinct that builds upon its maritime character and history, and the uses that have recently appeared such as the art and craft market, the café and the dance theatre. The establishment of art studio or performance spaces in vacant industrial sheds or new buildings would be one method to achieve this aim and the industrial/maritime character of the buildings could lend itself to arts activities which require larger or workshop type spaces. Improving the variety of the art and craft offer is required to interest the tourist market. A connection with the Cliff Road arts and heritage area would also enhance this role.





#### Spaces

--- Proposed realignment of Dive Crescent

⇒ Board walk link

#### Precinct H

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## Directions

- Revitalise Dive Crescent as a tourist precinct, with its maritime culture and emerging arts scene as the focus.
- Investigate the potential to locate visual or performance arts spaces in this precinct that could capitalise on the large interiors of the cargo sheds.
- Combine the existing role of arts market with an active arts scene. Ensure that the quality of the arts market is high to promote the area as a visitor destination.
- Retain maritime character of the area in new buildings.
- Reflect the cultural importance of this area to the local iwi and hapu in the development of new designs or land uses.
- Strengthen pedestrian links from The Strand and along the water's edge by providing designated pedestrian crossings.
- Reduce the impacts of through traffic with traffic calming measures or speed restrictions.
- Construct a board walk, wide enough to accommodate outdoor café seating, as well as passing pedestrians, along the water's edge that may in some places be constructed over the water.
- Provide a clear connection between Dive Crescent and Cliff Road. This could be via a sculptural staircase across the railway line and up the escarpment or via The Strand connection.
- Enhance the planting of the escarpment.
- Remove or reduce surface car parking.

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
PH1	Liaise with Creative New Zealand about the potential for establishing arts facilities in Dive Crescent.	Creative Tauranga		To be developed for 2009-2019 LTCCP	Short term
PH2	Investigate opportunities to revitalise Dive Crescent.	Tauranga City Council	Otamataha Trust, Creative Tauranga, other arts organisations	Site specific	Short term
PH3	Develop a path access up the escarpment to Cliff Road. Design this accessway as a sculptural element that acts as a pedestrian bridge over the railway line as a key feature of the area.	Tauranga City Council	Creative Tauranga OnTrack	To be developed for 2009-2019 LTCCP	Short term
PH4	Develop Dive Crescent as arts and/or heritage precinct	Tauranga City Council	Otamataha Trust, Creative Tauranga, Existing Users	Within existing budgets	Short term

## I: Residential

### Description

Three primarily residential areas located in the north of the City Centre around Brown and Mission Streets, in the south at the eastern end of Elizabeth Street and to the west around Selwyn Street.

### Vision

The existing residential areas surrounding the City Centre will retain their high level of amenity. Where possible, new low-rise medium density housing will be provided to offer additional residential opportunities close to the City Centre. Buildings will continue to be setback from the front to provide landscape.

### Issues and Opportunities

There is opportunity for increased residential development in close proximity to the City Centre. These residential areas have a very high amenity, with good views, little through traffic and excellent access to all City Centre amenities.

The Elizabeth Street area is located near the water. The Brown Street area is located near the heritage precinct. Creating a pedestrian link between Willow Street and The Elms may be desirable to encourage greater pedestrian interaction between the City Centre and The Elms precinct, however better signage and pedestrian pathways would also be an improvement. A small convenience shop/café facility could be appropriate in this precinct to serve the local community and act as a gathering place.

Part of the Brown Street area is included in the Smart Living Places Strategy whereby medium density residential development of four to five storeys is proposed.

### Directions

- Encourage medium density residential development in these areas.
- Ensure adequate space around buildings for landscape.
- Improve the landscaped link along Willow Street to the Brown Street area.

#### South

- Encourage medium scale buildings.
- Enhance the embankment planting.
- Take advantage of views to the water.
- Continue the waterfront pedestrian/cycle link south to Memorial Park.
- Provide a new connection to the waterfront walkway from Elizabeth Street.

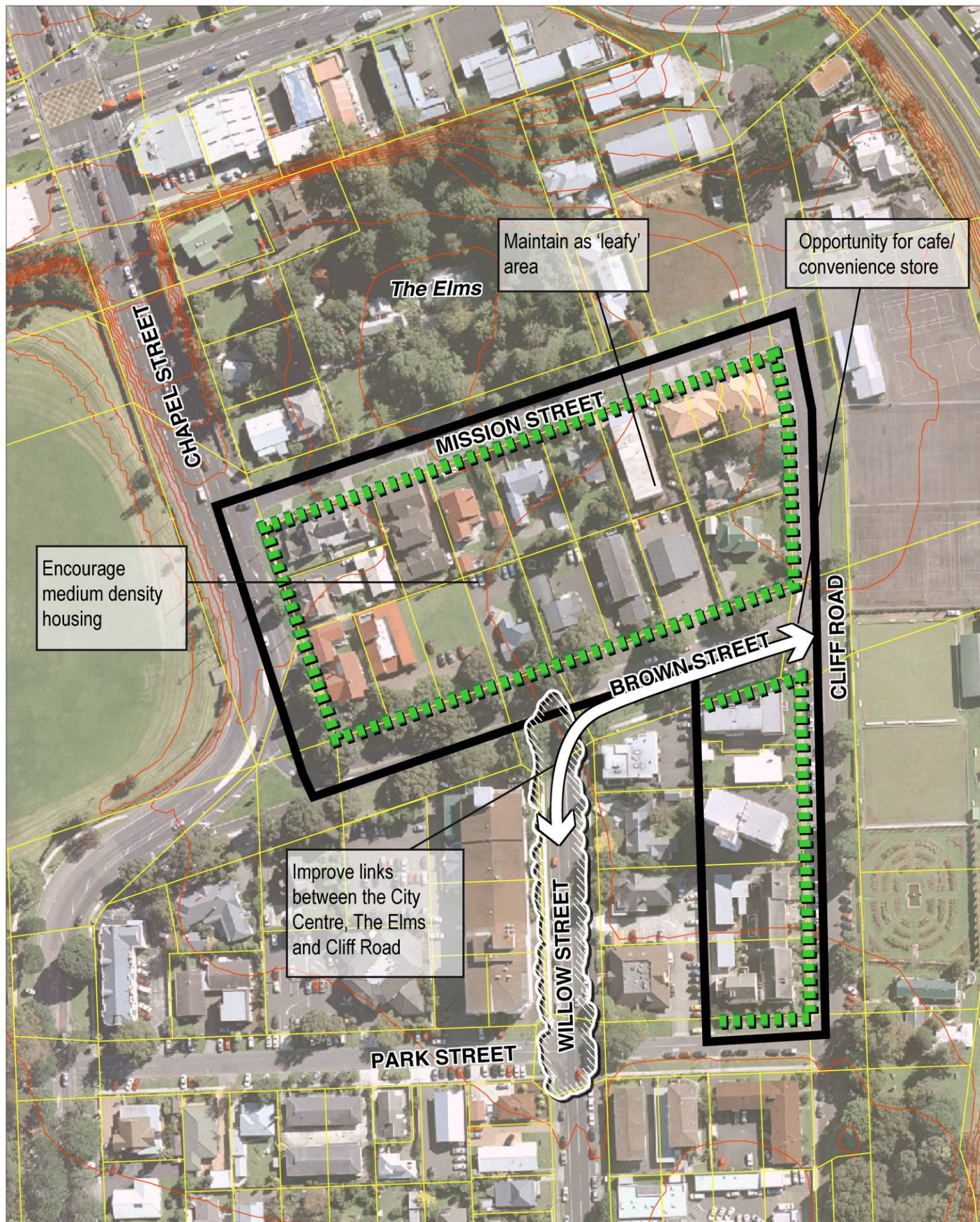
#### North

- Allow buildings up to five storeys in Brown Street, scaling down to two storeys adjacent to The Elms.
- Ensure an appropriate interface with The Elms.

#### West

- Primarily residential with some commercial activities in residential style buildings
- Potential arts focus
- Take advantage of the views available towards the Estuary to the west.





#### Buildings

 Area of small landscaped front setbacks

#### Spaces

 Opportunities for greener streets

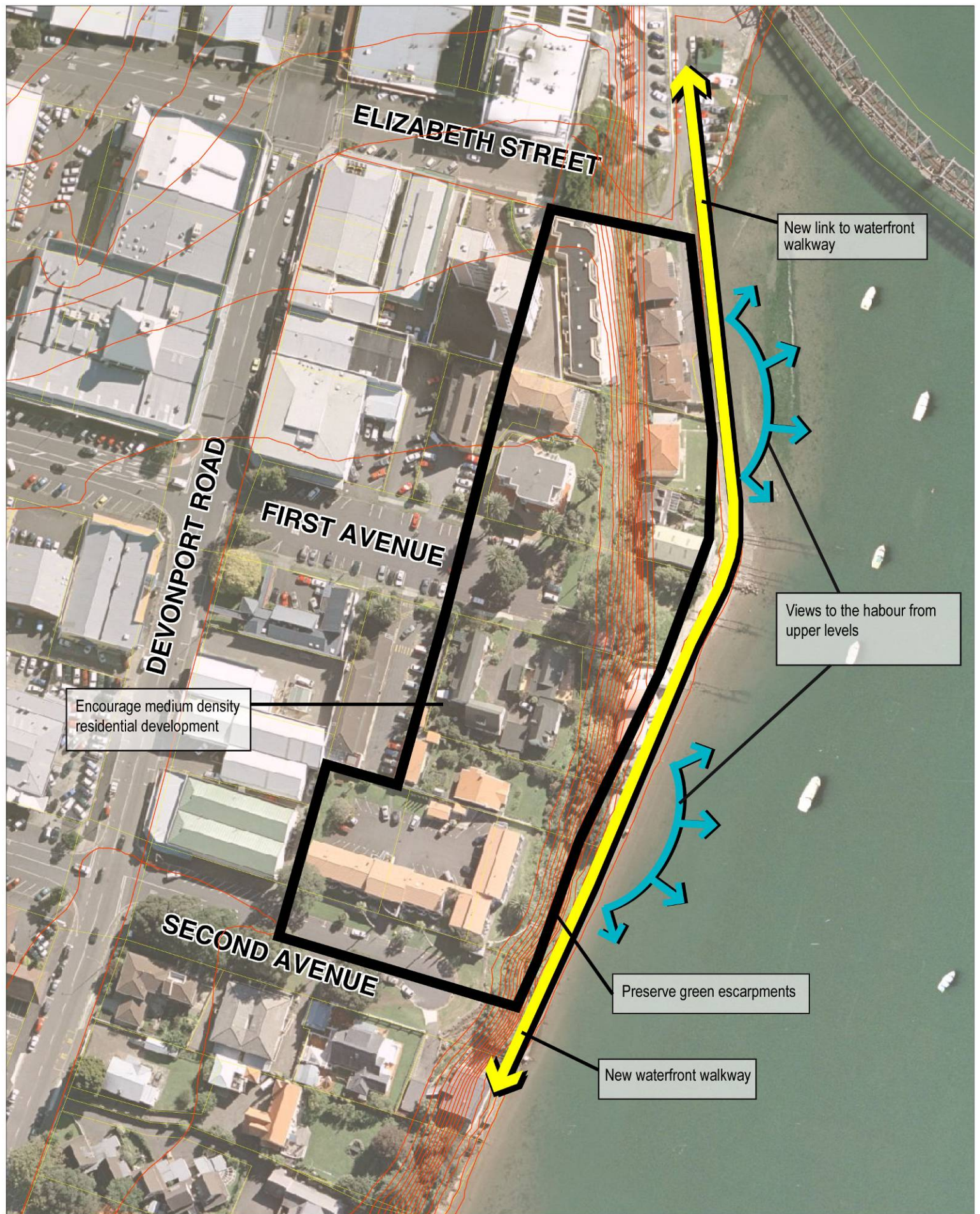
#### Precinct I (North)

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- Spaces**
- Views
  - Improved linkages



Evaluate the long standing commitment to investigate the establishment of an “Artsville” concept in this area

Encourage medium density residential development

Investigate the inclusion of the Fourth-Seventh Avenue Precinct into the City Centre





## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
PI1	Investigate methods and capital works required to improve pedestrian connection between The Elms and the rest of the City Centre.	Tauranga City Council	The Elms	Within existing budgets	Short term
PI2	Evaluate the long standing commitment to investigate the establishment of 'Artsville' concept within this Precinct.	Tauranga City Council		Within existing budgets	Short term



## J: Industrial

### Description

This precinct is located between Glasgow Street, Fourth Avenue, Elizabeth Street and Cameron Road.

### Vision

The industrial areas are a vital component of the city's economic function, and over time light industrial activities will remain to serve the City Centre and surrounding areas. Where possible or practical, streetscape upgrades and tree planting will improve the appearance of this area. Development will be low rise.

### Issues and Opportunities

The industries and service businesses within the area perform an important role that supports the activity of the City Centre. The area is well located at the edge of the City Centre for large vehicle access. There is currently low streetscape amenity. Varied lot sizes and building types create a disjointed appearance that could be unified by consistent public domain treatments and plantings.

The Smart Living Places Strategy has identified the opportunity to create an 'ecological corridor' through this precinct, whereby additional trees would be planted where possible to create a continuous link for bird or wild life through the city.

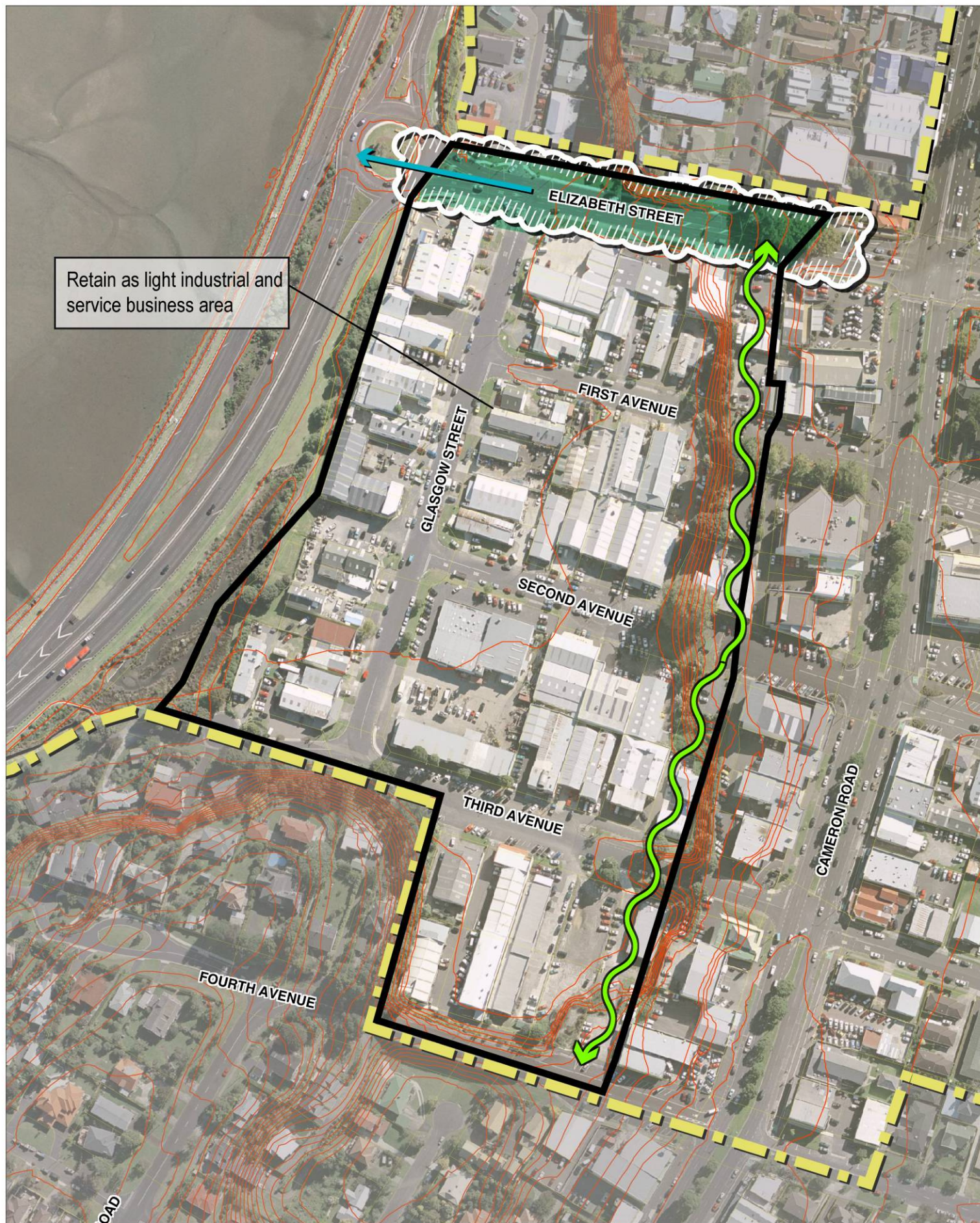
### Directions

- Consolidate the industrial role of these areas that supports the activity of the City Centre.
- Retain a low scale building form.
- Consider where additional street planting may be warranted to improve the streetscape appearance or to enhance view lines to the estuary.

### Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
PJ1	Encourage industrial and associated service uses that serve the needs of the City Centre to locate in this area as the opportunities arise.	Priority One		City Centre Action Group	Short term
PJ2	Develop a streetscape improvement plan for the area.	Tauranga City Council		To b developed for 2009-2019 LTCCP	Short term
PJ3	Protect the escarpment and develop an ecological corridor within this precinct.	Tauranga City Council		See PJ2	Short term/ ongoing





#### Spaces

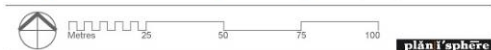
-  Opportunities for greener streets
-  Views
-  Simplified CBD suite of street materials

-  Smart Living Places study area
-  Create Eco- Corridor

#### Precinct J

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## K: Tauranga Domain and Wharepai Domain

### Description

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This precinct comprises the Tauranga Domain and Wharepai Domain.

### Vision

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The Tauranga and Wharepai Domains are important large scale green spaces close to the City Centre. Their role of providing passive and active recreation opportunities will not change, and they will provide a venue for occasional park based events (eg sporting carnivals, garden show, motor show). The role of the Tauranga and Wharepai Domains as a respite for City Centre residents will grow, and dog walking areas, additional seating and quiet contemplation areas will be developed. The historic gates will remain as a key feature of the Cameron Road streetscape. Landscaped pedestrian links will connect the Tauranga and Wharepai Domains to The Elms and Cliff Road area and to the rest of the City Centre along Cameron Road.

### Issues and Opportunities

---

The Tauranga Domain and Wharepai Domain form the largest parklands in the City Centre. They comprise both passive and active recreation facilities that include rugby, cricket, tennis, bowls, croquet and a playground. The Wharepai Domain in particular is a quiet, shaded area away from activity of the City Centre, with potential as a local park for nearby residents and workers.

The importance of parkland will grow as the residential population of the City Centre increases. This can be for playing sport, walking the dog or just enjoying the outdoor space. The Active Reserves Management Plan (2005) lists priority actions to upgrade the existing sporting and entertainment facilities, landscape and safety. This includes an all weather athletics track that will be introduced to the middle field, opposite Park Street. It also includes additional crossing points over Cameron Road.

Other facilities for passive recreation include additional seating or barbeque areas. Potentially, use of the existing clubrooms could be expanded to include a café, kiosk or restaurant for general public use. Good views to Mauao and the estuary are afforded from Tauranga and Wharepai Domains, however these are difficult to access due to existing development.

There are opportunities for occasional large scale events in the City Centre that are particularly suited to a parkland setting. The calendar of events includes events such as the Highland Games and the Wine and Food Festival. In the future the particular type of events most suited to the Domain should be considered, as opposed to those which are better held at the waterfront or within the heart of the City Centre. For example, the type of events that could be considered are a flower and garden show, vintage car rally, outdoor cinema or opera or rock concerts.



The existing pathway at the base of the escarpment links areas to the south with the future Harbour Link cycle path and the Port. This path is currently difficult to negotiate and potentially unsafe. Upgrading of the path is needed to provide a genuine cycle and pedestrian link.

The historic gates are distinct features of Cameron Road. Some community feedback has indicated that the hedge could be replaced with more open style landscape that allows views to the greenspace. Links from the core of the City Centre could be improved through signage and additional landscape.





#### Spaces

-  Improve passive surveillance
-  Landscape links

#### Precinct K

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## Directions

- Promote the Tauranga Domain and Wharepai Domain as the City Centre's active and passive parkland areas.
- Investigate opportunities to enhance its sporting role and upgrade infrastructure as required.
- Improve pedestrian links to The Elms, Cliff Road and the rest of the City Centre.
- Provide additional signage to Tauranga and Wharepai Domains from the rest of the City Centre and The Elms/Cliff Road area.
- Provide a landscaped link to Tauranga and Wharepai Domains along Cameron Road.
- Provide frontage landscape that complements the historic gates.
- Improve access to views to the estuary and Mauao.
- Use Tauranga and Wharepai Domains for occasional park based events (garden shows, motor car rallies, sporting events). Link these events to the activities and events of the City Centre.
- Improve the cycle/pedestrian pathway along Takitimu Drive.

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
PK1	Develop recreation programmes for Tauranga and Wharepai Domains.	Tauranga City Council	Sport Bay of Plenty / Domain users Creative Tauranga	Within existing budgets	Short term
PK3	Upgrade Tauranga and Wharepai Domains in accordance with the priorities listed in the Active Reserves Management Plan.	Tauranga City Council		TBD	Short term
PK4	Provide additional directional signage within the City Centre to Tauranga and Wharepai Domains.	Tauranga City Council		Within existing budgets	Short term
PK5	Undertake streetscape planting along Cameron Road.	Tauranga City Council		Within existing budgets	Short term
PK6	Install signalised crossings over Cameron Road to the City Centre.	Tauranga City Council			Complete
PK7	Improve existing pedestrian crossings at Elizabeth Street and Cameron Road intersection.	Tauranga City Council		TBD	Medium term
PK8	Create a local park space in the Wharepai Domain with a barbeque, seating and playground area.	Tauranga City Council		TBD	Short term
PK9	Investigate opportunities to incorporate publicly accessible kiosk, café or restaurant facilities in or near the tennis clubrooms.	Tauranga City Council	Creative Tauranga	TBD	Medium term



## L: The Elms and Cliff Road Arts and Heritage

### Description

This precinct comprises The Elms heritage site, dwellings at the northern end of Cliff Road and the parks and spaces along Cliff Road including Robbins Park, the Rose Gardens and the Monmouth Redoubt.

### Vision

The Elms and the Cliff Road area have a very different feel to the core of the City Centre, being quiet places, away from the noise and activity. The Elms, along with the Mission Cemetery and the Redoubt, are some of the city's most important heritage sites. Parts of this area have heavy vegetation and shading, which create a distinct atmosphere. Elsewhere there are spectacular views of the harbour from the clifftop.

The area will be promoted as a heritage precinct and a key tourist attraction for the city. Pedestrian connections from Tauranga and Wharepai Domains and the rest of the City Centre to this area will be improved by way of planting, streetscape design and signage. A clear connection from The Strand and Dive Crescent will be created by the installation of a sculptural staircase or ramp that provides access across the railway line. An improved pedestrian link to the Mission Cemetery as a part of the existing bridge or a new overpass will connect this important heritage site into the precinct.

Robbins Park will be redeveloped as an arts and garden precinct. Gardens that tell a story of the natural and human history of the site will be created, and include features such as native/botanical gardens, a demonstration market garden showing early methods of food production or a children's farm. The gardens could also have a theme of sustainability, linking Tauranga's past to its future. Other features could include a permanent sculpture park and a cafe that takes advantage of the views.

The design of this area will feature an exemplary quality of architecture that showcases Environmentally Sustainable Design techniques. Buildings and planting on the site will be sited and scaled to maintain the views to the harbour.

### Issues and Opportunities

This precinct presents the opportunity to experience a different atmosphere to the core of the City Centre, being a quiet place located on the clifftop. The views afforded to the harbour are a significant feature and must be retained.

The most important heritage sites of the City Centre are located within this precinct, being the Redoubt and The Elms. The Redoubt is a beautiful shaded place and an important retreat from the core of the City Centre.

However, pedestrian connections to these places are not clear and it may be difficult for visitors to find the sites, particularly the path to the Redoubt from The Strand. There is no connection to Dive Crescent at present due to the escarpment. Pedestrian connections to The Elms also need to be improved.

The sporting facilities of Cliff Road are now closed and a comprehensive plan is required to investigate how these sites could be used effectively into the future. The Rose Garden is still a feature of this area and needs to be included in the master plan.





### Spaces

-  Views
-  Landscaped links

### Precinct L

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## Directions

- Establish this precinct as an arts and heritage area, to become one of the key visitor destinations of the City Centre.
- Explore the potential to redevelop the redundant sports grounds and Robbins Park as an arts or heritage garden.
- Provide visitor facilities in the cliff top area such as a small café and visitors centre.
- Site and scale buildings and landscape to retain views from cliff top across harbour.
- Develop all buildings and landscape to showcase Ecologically Sustainable Design techniques.
- Erect a staircase link to Dive Crescent, maintaining the integrity of the escarpment.
- Improve pedestrian links to this precinct from The Strand and Cameron Road.
- Construct a footbridge to the Mission Cemetery and provide information/wayfinding signage.
- Investigate the potential to relocate historic buildings of Seventeenth Avenue to the Cliff Road heritage garden, provided this meets correct heritage conservation practice requirements and is consistent with the future use and design of the precinct.

## Actions

No.	What will we do?	Who will lead it?	Who else may help?	What is the cost?	When will it happen?
PL1	Improve pedestrian linkage and signage to the Mission Cemetery, and interpretive signage within the grounds.	Tauranga City Council	NZ Heritage Places Trust Ngai Tamarawaho		On-going
PL2	Create a pedestrian and cycle connection between Dive Crescent/The Strand and Cliff Road that is a large scale sculptural feature of the precinct.	Tauranga City Council	Ngai Tamarawaho	TBD	Long term
PL3	Create improved pedestrian link with The Strand and the waterfront.	Tauranga City Council	Ngai Tamarawaho	TBD	Long term
PL4	Prepare a master plan for the Cliff Road area (See Precinct L).	Tauranga City Council	Ngai Tamarawaho NZ Heritage Places Trust The Elms Existing Users Residents and business operators	Within Reserve Management Plan	Short term

## Completed Action Table

The following actions have been completed since the adoption of the original City Centre Strategy in 2007

<b>TA2</b>	Activities: Commercial	Review the District Plan to limit the leakage of small offices to residential areas (Residential A District Plan Change number 48).	TCC	Short term
<b>TD4</b>	Activities: Tourism, Entertainment & Events	Develop an Events Strategy that focuses activities and events in the City Centre.	TCC	Short term
<b>TF1</b>	Activities: Residential	Investigate City Centre fringe residential areas and progress appropriate District Plan changes including: <ul style="list-style-type: none"> <li>McLean to Mission (northern sector)</li> <li>Selwyn Street (western sector)</li> <li>Fourth - Seventh Avenue (southern sector)</li> </ul>	TCC	Short term
<b>TF2</b>	Activities: Residential	Encourage residential development throughout the City Centre other than where amenity conflicts may occur (eg The Strand entertainment precinct, adjacent to established nightclubs or industrial uses) or on ground floor in 'active frontage' areas.	TCC	Short term
<b>TF4</b>	Activities: Residential	Develop guidelines for residential development to encourage a variety of medium and high density housing types, high amenity (e.g. open space, noise protection) and environmentally sustainable building techniques (eg. orientation, opening windows).	TCC	Short term
<b>TN5</b>	Access: Car parking	Review District Plan and Development Contribution requirements for parking in the City Centre.	TCC	Short term
<b>TQ1</b>	Leadership Management: Leadership &	Establish an Interim City Centre Implementation Steering Group that will: <ul style="list-style-type: none"> <li>Develop a long term management model, including a review of the Mainstreet model and boundaries</li> <li>Oversee implementation of the immediate actions of the Strategy within budget restrictions.</li> </ul>	TCC	Immediate
	Leadership Management: Leadership &	Establish a City Centre Implementation Steering Group with a role that: <ul style="list-style-type: none"> <li>Actively engages and involves key stakeholders in implementing the City Centre Strategy.</li> <li>Encourages developers, landowners and business</li> </ul>	TCC	Short term

<b>TQ2</b>		<p>operators who share the vision for Tauranga to invest in the City Centre.</p> <ul style="list-style-type: none"> <li>Adopts a Place Management model that employs an appropriately qualified person/team as City Centre Place Managers dedicated to the City Centre Strategy implementation</li> <li>Provides a mechanism to negotiate with key retailers, commercial operators, land owners and developers, and provides a key point of contact for stakeholder groups.</li> <li>Resources the implementation adequately from a variety of sources.</li> <li>Provides ongoing management of the City Centre.</li> </ul>		
<b>PB5</b>	The Strand Entertainment	Develop a management plan for late night entertainment uses.	TCC	Immediate
<b>PC3</b>	Civic	Investigate corner of Willow and Hamilton Streets as a possible location for the Visitor Information Office	TCC	Immediate
<b>PD1</b>	Waterfront	Review the waterfront master plan. Extend to Bridge to Bridge area and take into account City Centre Strategy connection.	TCC	Short term
<b>PD5</b>	Waterfront	Integrate management of the waterfront within the City Centre Strategy implementation as a key component of the city centre.	TCC	Short term
<b>PF1</b>	Cameron Road Commercial / Residential	Reconfigure roadway to provide cycle lanes and planting areas in medians or footpath extensions.	TCC	Short term
<b>PF3</b>	Cameron Road Commercial / Residential	Review maximum building heights and setbacks in the District Plan to achieve quality design, reflect the topography and encourage appropriate investment.	TCC	Short term
<b>PG3</b>	Office and Residential	Investigate management options of on-street long stay parking within this precinct in terms of amenity and City Centre-wide parking strategies.	TCC	Short term
<b>PH1</b>	Dive Crescent Tourism & Waterfront	Prepare a master plan for this precinct. Previous plans for this area should form background research for the master plan.	TCC	Short term
<b>PH4</b>	Dive Crescent Tourism & Waterfront	Investigate the possibility of constructing a wide wharf style walkway along the water side of existing buildings.	TCC	Short term
<b>PH5</b>	Dive Crescent Tourism & Waterfront	Investigate the need to move the roadway and realign to the rail line.	TCC	Short term



<b>PH8</b>	Dive Crescent Tourism & Waterfront	Investigate the realignment of McLean Street rail crossing to create a T intersection at the end of The Strand with McLean Street.	TCC	Short term
<b>PI1</b>	Residential	Encourage medium density housing in these locations	TCC	Short term
<b>PI3</b>	Residential	Incorporate a well designed walkway/cycle path as part of the southern pipeline project.	TCC	Medium term
<b>PI4</b>	Residential	Scale buildings down to two storeys adjacent to The Elms.	TCC	Medium term
<b>PI5</b>	Residential	Undertake a focused round of discussions with residents and businesses in the western and southern city centre residential sectors (refer action TF1) to ensure they have input to the look and feel of these areas.	TCC	Immediate
<b>PK2</b>	Tauranga Domain and Wharepai Domain	Include Tauranga and Wharepai Domains in the calendar of events developed for the City Centre.	TCC	Short term