



Inner City Revitalisation Strategy

A COMMUNITY VIEW
TĀTAU TĀTAU - WE TOGETHER

Rotorua 2030
Framework for Discussion

July 2015

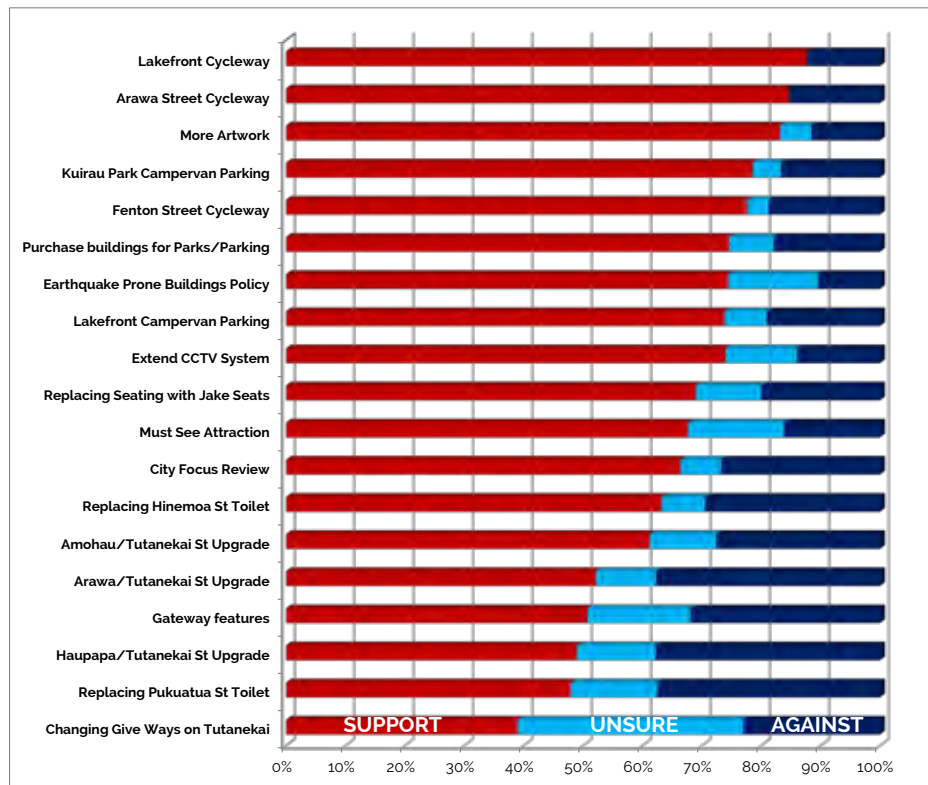
INNER CITY REVITALISATION STRATEGY

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Feedback Received

The Draft Revitalisation Strategy was approved by Council for release on 31 October 2014. Opportunity for feedback was welcomed from 1 November 2014 to 31 January 2015. Feedback was received through letters, emails, a form in the back of the strategy and an online survey. The strategy was also displayed in the Ideas Store from 1 November 2014 to 9 January 2015 and people had an opportunity to engage and understand the strategy and put their ideas forward also.

Over 130 separate responses were received and 261 ideas were received from the Ideas Store. The feedback showed that there is strong support for the strategy and the projects listed. The only issues not to receive more than 50% support were an upgrade of the Haupapa/Tutanekai streets intersection, replacing the Pukuatua Street public toilets, and changing vehicle give way provisions on Tutanekai Street.



Summary of Feedback Received on Draft Revitalisation Strategy

What you said...

The intersection upgrades with wider lower islands are excellent for encouraging pedestrians to cross roads safely. the corner green spaces have enhanced the inner city and the artworks are adding visual interest.

Feedback received to Draft Inner City Revitalisation Strategy

Summary of Key Changes

In February 2015 the Inner City Steering Group was formed. This is a group of key stakeholders that represent the different elements that make up the inner city - retailers, developers, bankers, media, building owners and iwi. The Inner City Steering Group have reviewed the feedback and contributed towards creating this Final Draft. The key changes endorsed by the Inner City Steering Group are as follows:



- After reports from the Inner City Focus Group that City Focus could potentially be contributing towards a lack of reinvestment in the inner city a full economic report has been commissioned. The Steering Group have reviewed this report taking into consideration the findings have recommended that the City Focus building be considered for removal to encourage reinvestment back into Hinemoa Street, to achieve a north-south traffic flow to encourage reinvestment back into Tutanekai Street either side and removal of the sails and pillars to encourage pedestrian activity. It is recommended that the report written by McDernott Millar titled "Economic Impact of City Focus" is included as supporting material for the Long Term Plan 2015-2025.
- NZTA have endorsed the strategy and through partnering with Council are in the process of undertaking a study to determine what measures can be put in place to support the strategy.
- Many responses refer to the importance of the Pukuatua Street toilet facility. Also, many responses in the Ideas Store were the need for a permanent space for engagement. On reviewing the feedback the Steering Group has responded to these needs and have recommended to retain the Pukuatua Street facility and install an additional at Eruera Street (while closing Hinemoa Street)
- Campervan parking at Kuirau Park near Pukuatua Street has been moved more north towards Arawa Street where consideration is to be had to extend the existing parking bay
- CCTV coverage is extended to link coverage together across the city
- Changing the hierarchy of Tutanekai Street as the main through traffic is to be considered after Amohau Street and Arawa Street are upgraded.

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Mayor's message



Tena koutou katoa,

We've embarked on a new direction for Rotorua based around principles of community engagement, collaboration and genuine partnerships to build a prosperous future for all residents. The voyage to our Rotorua 2030 vision has begun.

One of our first priorities is to create a fresh and vibrant city heart for Rotorua. The Inner City Revitalisation Strategy brings together work undertaken to date, plans and activity currently underway and future action required to achieve the community's aspirations for a 'vibrant city heart, waahi pumanama – an inviting and thriving inner city that reflects our unique heritage and lakeside location.'

In revitalising our inner city it's critical that we are as inclusive as possible, as our decisions will impact on all who live and work in this community – now and in the future.

Rotorua District Council's portfolio lead for this strategy is Councillor Karen Hunt. Our community partners include the Inner City Focus Group, Te Arawa entities, retail operators, other commercial businesses, government agencies, philanthropic trusts, community organisations – indeed all Rotorua residents who share our vision for a prosperous tomorrow.

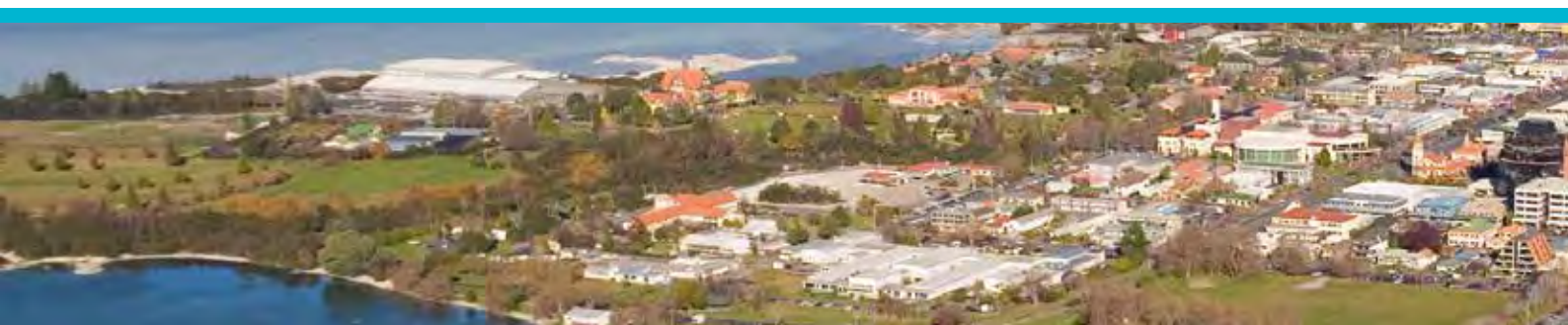
As I said in my inaugural speech after taking office as mayor of Rotorua – "Let's recreate ourselves. Let's define a new attitude that expresses pride and a sense of place and purpose. Let's make this city buzz with excitement and expectation. That's where we're heading – why don't you join us?"

Kaua mā te waewae tūtuki engari mā te upoko pakaru - persevere with determination and don't be put off by the small obstacles.

Noho ora mai,

A handwritten signature in blue ink, appearing to read 'Steve Chadwick'.

Hon Steve Chadwick JP
Rotorua Mayor



STRATEGY FOR CONSULTATION

Ngati Whakaue message

Tena koutou katoa,

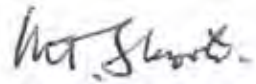
Ngati Whakaue have long recognised the benefits of living in Rotorua. Our tupuna had a clear vision of the benefits that a vibrant and prosperous city would have for their people. In 1880 (by way of the Fenton Agreement), this vision was set in motion by setting aside 3,024 acres for land for the establishment of what is now the heart of the modern city of Rotorua. Central to the Fenton Agreement was the gifting of land for use by local and central government offices, as well as setting aside land for public amenity and enjoyment.

Today, through Pukeroa Oruawhata Trust, the vision of our forefathers is being maintained through the development activities of the wider Pukeroa Oruawhata Group. Our strategic focus is on developing our land holdings in a manner that both provides direct economic benefit for our owners as well as providing the opportunity for employment growth and enhancing the overall economic well-being of the city.

With the Rotorua Central Mall development now substantially complete, the focus of our attention is now on our Rotorua Lakefront property. The lakefront redevelopment presents an opportunity for a world class development that reflects the truly unique characteristics of the site. Our commitment to the vision of our forefathers remains as strong today as theirs was in 1880.

The strengthening and support of future inner city developments is a central part of realising a prosperous and vibrant Rotorua.


Tēnā rawa atu koe



Malcolm Short ONZM
Pukeroa Oruawhata Group
Chairman



Section 1 - Introduction



Rotorua 2030

Key objectives

A strong research and engagement base

INNER CITY REVITALISATION STRATEGY

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Rotorua 2030

Our journey

We are immensely fortunate to live in Rotorua - a very special part of New Zealand / Aotearoa. It is a place that has captured the imaginations of generations of New Zealanders, and literally millions of people from all over the world.

We boast a unique history, rich heritage and cultural diversity, and we are surrounded by an amazing natural landscape and untapped resources. Rotorua people epitomise the great qualities that make us proud New Zealanders.

Our council, our community and our partners have together achieved some significant things in the past and in recent years - like real inroads into improving the water quality of our iconic lakes. We remain committed to building on these successes.

However, there are areas where we are struggling to meet the challenges that confront us today - where we are not making the progress our community deserves.

Rotorua people are concerned, even anxious, about these areas. They include:

- lack of growth
- family incomes
- our economy
- unemployment
- our homes
- our inner city

So Rotorua District Council is embarking on a journey to take our district forward - to craft a positive tomorrow for all our residents.

The journey started with determining where we want to be in the future - what we want Rotorua to be by 2030. Seven goals were identified:

1. A resilient community;
2. Homes that match needs;
3. Outstanding places to play;
4. Vibrant city heart;
5. Business innovation and prosperity;
6. Employment choices; and
7. Enhanced environment.

Part of this journey is the need to reach some milestones, starting with what we want to achieve together by 2016 when the current three-year council term ends. These 2016 priorities are:

1. Develop a vibrant city heart that attracts people and activity;
2. Develop our economic base by growing existing and attracting new, businesses to our region;
3. Support reinvigorated neighbourhoods and the creation of healthy homes; and
4. Sustainable infrastructure and affordable, effective council services.

The vibrant city heart is the top priority of Rotorua 2030. To make these achievements real, we need real change. Real change means all of us coming together, and working collectively for change.

Our journey to **Rotorua 2030** has begun...



Key objectives

By 2016 a vibrant city heart needs to be achieved and five measures have been identified to determine success:

1. Fewer empty shops

The inner city is a reflection of the well-being of the local economy and community life in Rotorua. Increasing building occupancy is important to activate the inner city as a whole.

2. People on our streets

By bringing more people to our city streets, the feeling of vibrancy instantly increases. More people means more spend, fewer empty shops. More people also increases passive surveillance and reflects a people friendly city.

3. Optimistic retailers

With an increase in foot traffic on our streets and more economic activity, retailers will have a reason for feeling more optimistic about the future, and to invest in their businesses. Positive stories will influence other potential investors who will start to tell others. By working together, stakeholders will be able to support each other, through up-skilling and co-promotion.

4. More diverse use of our inner city

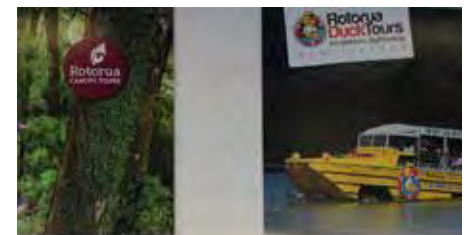
Our inner city is well defined and has great space. It is how we use this space for the future that will define our community. Our inner city vibrancy will be enhanced by diversity of use including retail, commercial, education, hospitality, social and recreation spaces.

5. Viewed as an exciting and safe place to live, work and visit

The inner city can provide a variety of safe public domains which support, celebrate and grow year-round social, arts, cultural and community activities. Rotorua needs to be bold in leading and working with others to develop buildings and spaces that exemplify both innovation and energy-efficiency outcomes.



New business Cottage Flair opens 2014



Duck Tours now shares their space with Peterpan's Adventure Travel

Alone we can do so little; **together**
we can do so much



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A strong research and engagement base

There has been informative and useful work done over many years which has included considerable public consultation. Therefore, the proposed framework is not one of "starting again" but one of "how do we implement the plans we have already agreed.

- The Rotorua CBD Revitalisation Strategy undertaken by Opus International Consultants in 2006 provides strong principles for the future development of our city that continue to be relevant today. This strategy first identified the need to strengthen Tutanekai Street, provide strong precinct development (referred to as string of pearls) and identified key potential land use change areas within the inner city.
- The Urban Design Framework undertaken by Brewer Davidson & Wraight + Associates in 2010 built on the CBD Revitalisation Strategy and identifies some practical implementation projects to start achieving our desired community outcomes. This builds on the strength of city precinct design, intensity of activity, identifying investment opportunities, public streetscape and amenity, youth facilities a leading to a number of projects such as Eat Street and Rotorua Night Market. This framework helped to set the new direction for the District Plan and has helped inform council policies and strategies to ensure that we are working towards the same vision.
- The Lakefront Development Framework by Wraight + Associates in 2012. This provided a framework for a high-quality mix of commercial development and public amenity.
- Rotorua Economic Growth Strategy was developed in 2011 through a series of workshops with stakeholders. The strategy identified four key drivers for the district, forestry, tourism, geothermal and agriculture. In 2012, Grow Rotorua, a council controlled organisation was formed to lead and implement that strategy.
- The Rotorua Proposed District Plan released in 2012 took the criteria outlined in the Urban Design Framework and developed a series of planning controls for the city centre. This document also identifies the Lakefront Development Plan.
- Collaboration work with stakeholders throughout 2013. This group largely consisted of community members concerned about the inner city, who helped outline projects that can feasibly be investigated and/or implemented in the next two to three years. Their work has formed the basis of the framework document.
- The creation of Rotorua 2030 which identifies a vibrant city heart as a 2016 priority. This included community engagement through surveys, forums and information sessions. The community's voice clearly articulated what our shared success looks like.
- The use of inner city revitalisation specialists such as economists, transport planners and urban designers who have helped guide the council and stakeholder thinking.
- APR Consultants conducting annual interviews such as the Business Perception Survey and the Safety and Perception Survey.
- The Inner City Focus Group which has formed a partnership with Council to help guide the development of a revitalisation strategy. Their work has helped create this community lead revitalisation framework for the inner city.
- A study was undertaken in December 2014 to understand the economic impact of City Focus.

Visit rotoruanz.com/toolkit to view these documents



STRATEGY FOR CONSULTATION

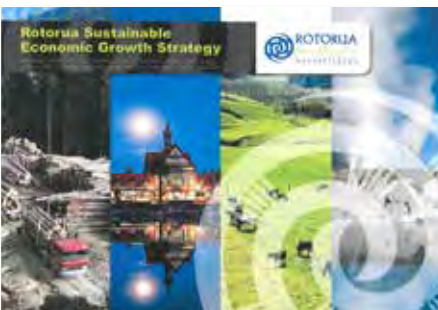
Section 1 Introduction



CBD Revitalisation Strategy 2006



Urban Design Framework 2010



Rotorua Sustainable Economic Growth Strategy 2011



Stakeholder workshops October 2013



Lakefront Development Framework 2012



2030 Vision 2013

What you said...

"We have many areas of concern, as we know you do - the establishment of this group will give us a strong voice, a focus, direction and influence"

Inner City Focus Group Mandate



Section 2 - Revitalisation Strategy



The Revitalisation Strategy

1. Focused infrastructure
2. Strengthening the spine
3. Shaping a creative environment
4. Increasing business attraction and encouraging investment
5. Building strong community partnerships

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The revitalisation strategy

There are five focus areas that have been identified:

1. Focused infrastructure

For the 2016 priority, the focus of infrastructure will be on a smaller footprint of the inner city with boundaries of Fenton-Amohia-Rotorua Central-Lakefront. Working with the Regional Council and the New Zealand Transport Agency is imperative to build a strong inner city area that provides greater public focus. Green spaces can provide havens for campervan parking and cycleways. The CCTV network is in need of an upgrade to ensure safety across the inner city. Public toilet facilities require upgrade and need to be located where people gather.

2. Strengthening the spine

The community has highlighted confusion for visitors about what street is our main street. The Tutanekai Street spine is severed in many places as well as being difficult to access. Pedestrians are also not a priority. Tutanekai Street must be the main shopping (high street) linking Rotorua Central through Eat Street to the lakefront. The wide distribution of retail has weakened value.

3. Shaping a creative environment

The inner city needs to celebrate and reflect our history, diverse culture, unique lakeside location and our vision for the future. Strong vistas and viewpoints need to be strengthened to create reference points throughout the city. To do this, artwork of various forms can be installed as signal points. A creative "must-see" attraction has been noted by many stakeholders as an important opportunity. Theming of the city by way of flags and banners, entrance features, and lighting are all part of a creative inner city environment.

4. Increasing business attraction and encouraging investment

Considerable work has been carried out in recent years to understand and quantify Rotorua's existing economy and the inner city business drivers, and to identify areas for growth.

Initiatives to market and promote the inner city need to be developed, in conjunction with wider business attraction and investment programmes, such as live, work and play.

5. Building strong community partnerships

It is recognised that a single individual or organisation cannot revitalise the inner city. All parts of our community including government, non-profit organisations, charitable organisations and community stakeholders need to continue to work in partnership to deliver our shared goals.



The Opus Consultants "String of Pearls" Concept drawn in 2006 was paramount to achieving some existing initiatives such as Eat Street and the Night Market. This concept is still referred to today and underpins the emerging strategic plan



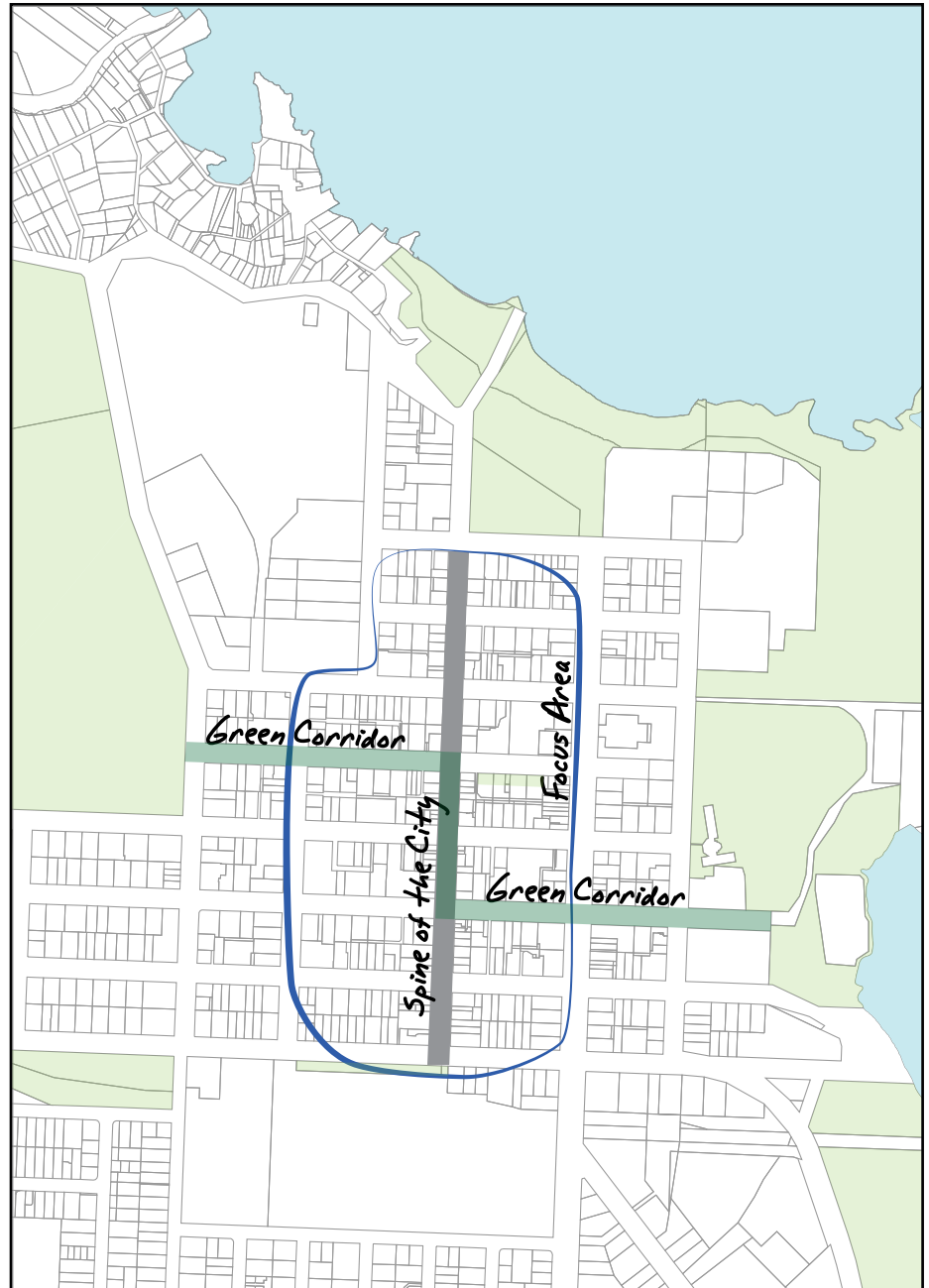
What you said...

Rotorua's inner city area is the 'front window' of our district and we're determined to make it an attractive, vibrant and enjoyable destination for locals and visitors alike, and a viable precinct for our commercial operators.

Steve Chadwick - Mayor

It has been said that we are "big enough to be small and small enough to be big".

Mike Steiner - Inner City Focus Group



The revitalisation efforts to 2016 seeks to focus on strengthening the spine, establishing the green corridor and focusing efforts on the core of the inner city



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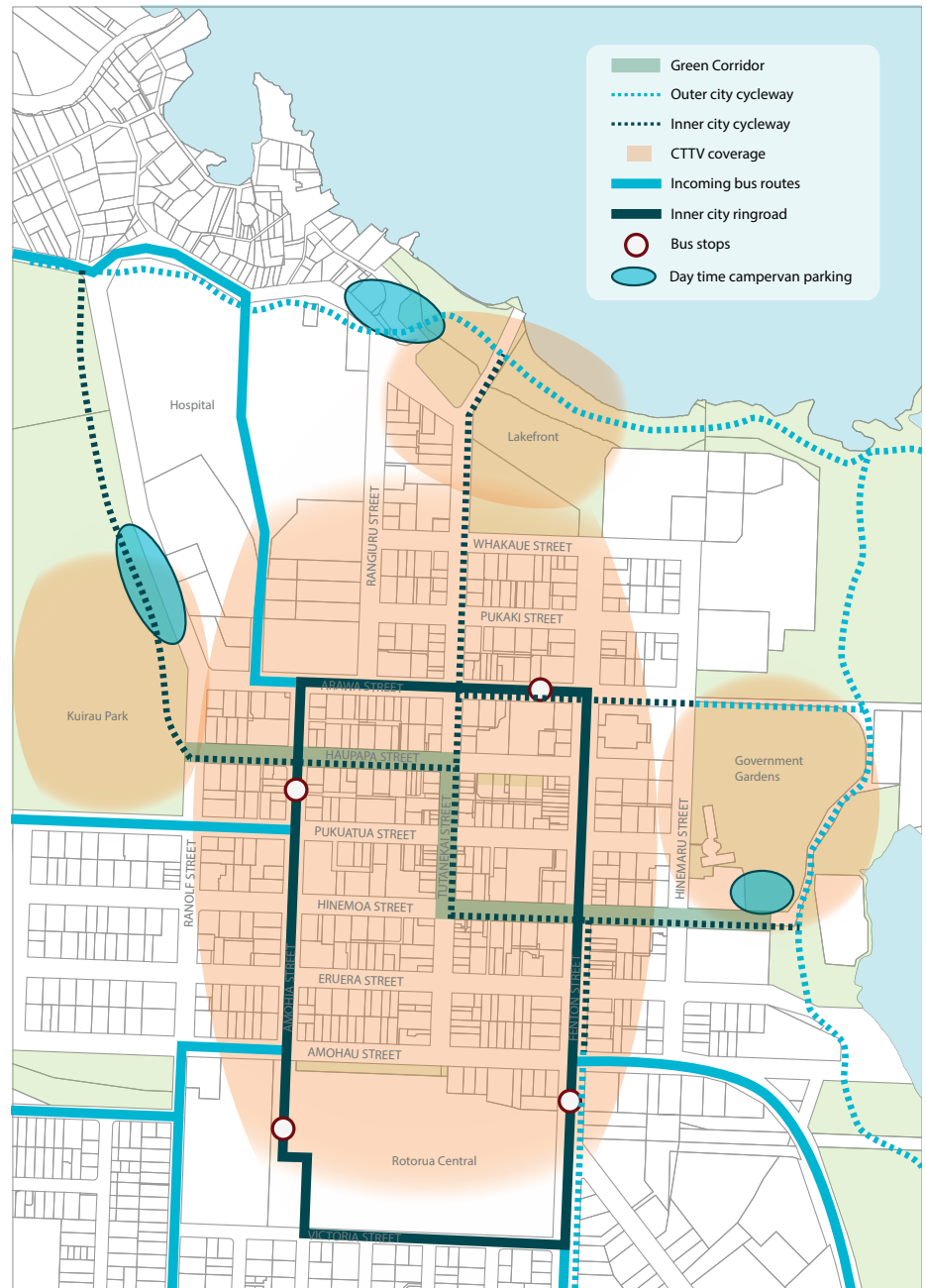
1. Focused infrastructure

Desired outcomes:

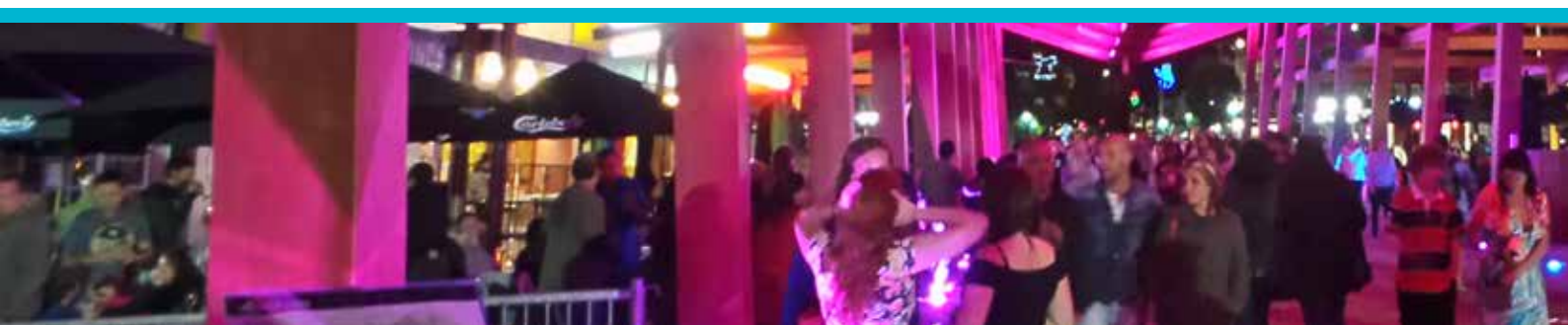
- Infrastructure that makes visiting the inner city safe and easy
- People can move around the inner city easily and to their desired location;
- A variety of transportation modes;
- A safe place to live, work, visit and invest.

What has already been achieved?

- Park Rotorua – introducing free time-limited parking to inner city streets makes it easier for shoppers to visit
- Under verandah lighting was fully inspected and replaced where required, improving safety
- The City Safe Guardian Programme added extra eyes and ears to the inner city for Council, Rotorua Police and local businesses, operating seven days a week
- Removal of seating areas that has attracted poor behavior
- A series of crime prevention training sessions for inner city retailers and business owners
- Automation of the Pukuatua Street car parking building making the building available seven days freeing up spaces for visitors
- A day time campervan parking site was installed at Government Gardens to enable tourists to park and walk through the city



Key projects to develop strong infrastructure for the 2016 priority



What can be done next?

Public transport

The current public transportation system uses Pukuatua Street as a major bus stopping area. As there is only one location within the inner city to catch a local bus, people group in Pukuatua Street with resulting crowding and safety issues. In discussion with the Regional Council the bus routes will change on 1 July 2015 to create a 'ring-road' (Fenton, Arawa, Amohia and Rotorua Central, Victoria). This will enhance the bus service, distributing people around the city and also enable people to utilise the service to move around the inner city itself. There is potential in the future to allow for a free on-off service on the ring road.

Daytime campervan parking

Many tourists visit Rotorua by campervan but find it difficult to park and drive around the inner city. By promoting special short-term campervan parking areas on the edge of the inner city, visitors will be encouraged into the inner city via the pedestrian and cycle network. There are sites that could be used for this such as the lakefront and Kuirau Park that would sit alongside other projects to link these areas to the inner city.

Daytime campervan parking also activates these spaces. The CCTV network could be extended to provide a safe environment. These parks would not be available for over-night camping.

Green corridor

Government Gardens and Kuirau Park define both the east and west boundaries of the inner city. To draw visitors from these parks into the inner city, a strong green link will be created. Hinemoa Street east provides a good connection from the Government Gardens and the Polynesian Spa to the heart of Tutanekai Street. Haupapa Street west provides a potential secondary link from Tutanekai Street to Kuirau Park. This will provide a much needed green corridor through the city that can include art work, space for cycling and mobility scooters. The Green Corridor is expected to be complete by end of June 2015.

Safety and crime reduction

Creating a safe inner city remains a strong focus to our community. A CPTED (crime prevention through environmental design) assessment of the city has been undertaken and will continue to inform all projects. The removal of existing large seating bays and intersection upgrades are a direct response to this. Dispersing the bus stops around the inner city with a ring road concept will reduce the large gathering points and provide better access to passenger's desired destination.

The upgrade and expansion of existing CCTV infrastructure (cameras) is an important investment to the current asset.

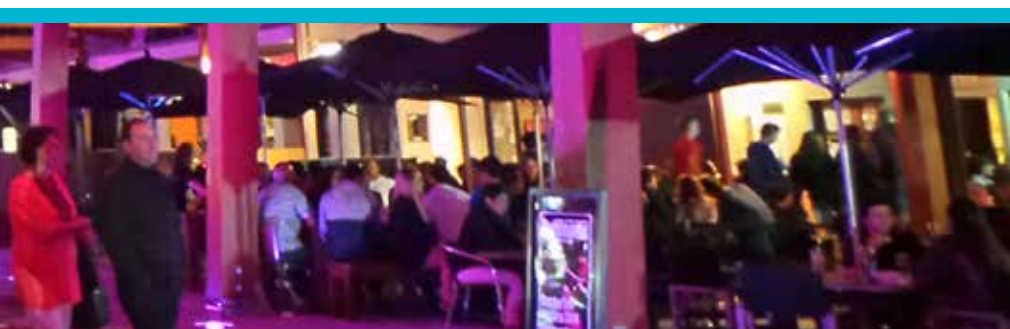
Cycleways

Many people within the community have stated that cycling is an important activity for Rotorua and that there is the opportunity to build on this perception. The National Cycleway starts at Government Gardens and could link through the inner city. Rotorua is also relatively flat around the inner city and ideal for cycling. The inner city streets are wide in comparison to other cities and some of this space could be used to create dedicated cycle lanes and unique places to stop as destinations along the trail. This could be supported by lockable storage areas, cycle rental and maintenance stores.

Street furniture

Street furniture needs to be assessed to ensure consistency in rubbish bins, lightpoles, bollards, bus shelters and bike racks. This also needs to be scaled to meet actual needs in the inner city.

Some seating has been removed at intersections on the spine and replaced with "Jake Seats". The Jake Seat design was a high school competition that saw a 16 year old turned into a furniture designer. These are lit at night and provide a clear indication of the spine of the city. In some cases seating has been replaced with new seating raised in height to serve the elderly. Seats will continue to be removed and replaced to better serve their purposes.



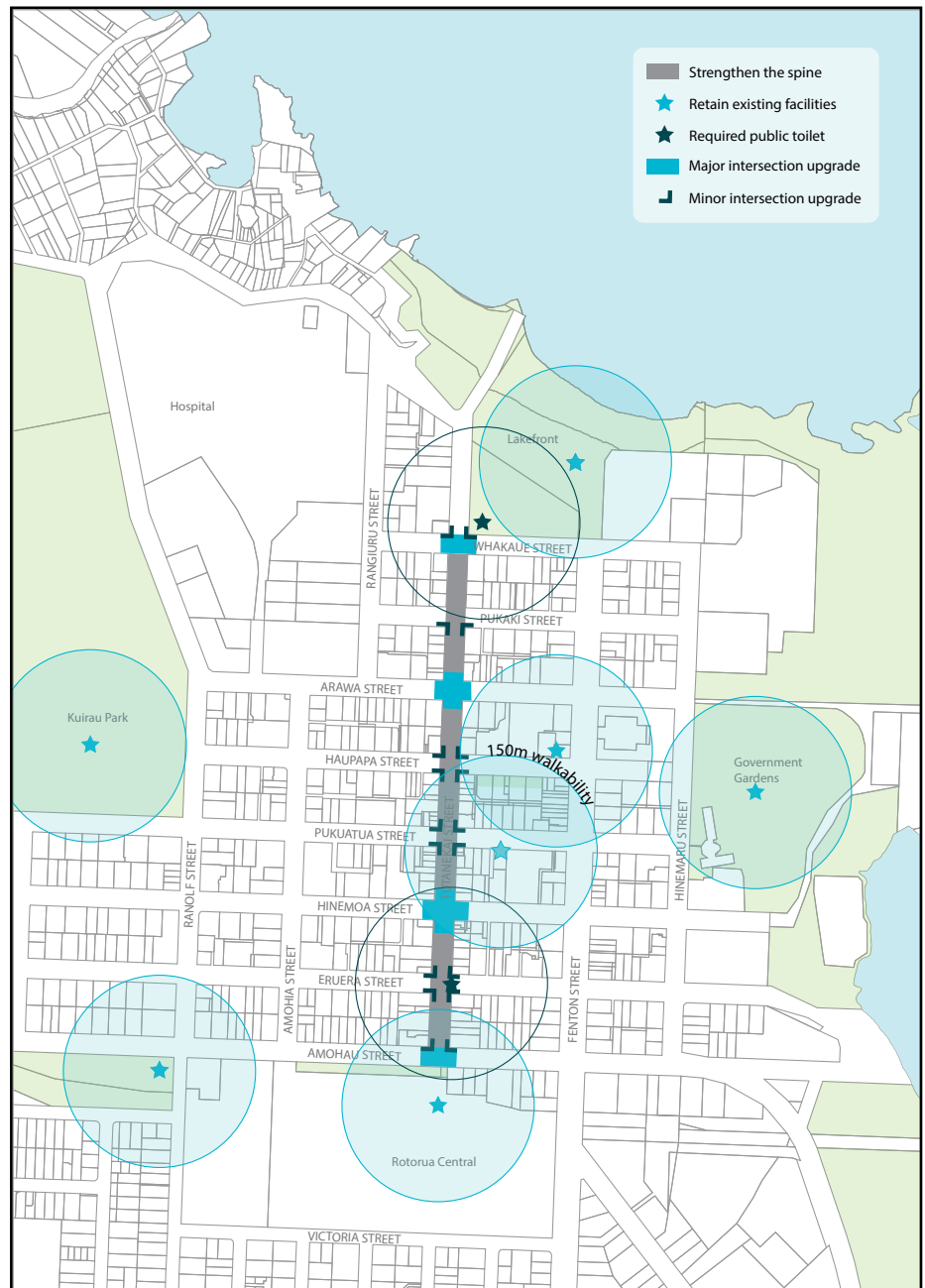
2. Strengthening the spine

Desired outcomes:

- Create an obvious high street for new business to locate themselves;
- Increase sightlines from one end to the other, and;
- Increase accessibility for pedestrians young and old and vehicles.

What has already been achieved?

- Upgrades of Tutaneikai/Pukuatua and Tutaneikai/Eruera intersections. This included better pedestrian flow, removal of seating that was causing social issues and dropping kerbs to provide better access for the elderly.
- The Night Market directly injected foot traffic and life to Tutaneikai Street after dark and is now in its 4th year. Every Thursday the market brings boutique-style shopping showcasing the best the region has to offer in arts, crafts and ethnic eateries. The street is transformed into a festive family atmosphere with live entertainment
- The addition of Eat Street has created a precinct for all weather dining
- Garden makeovers have been focused on Tutaneikai Street and bring colour to the inner city
- Artwork and newer street furniture such as the Jake Seats and bike racks have also been focused on the spine



Key projects to develop strong infrastructure for the 2016 priority



What can be done next?

Tutanekai Street intersection changes

By giving intersections on Tutanekai Street special treatment it signals that this is the high street of the inner city.

More difficult intersections such as Amohau Street, Arawa Street and City Focus have been flagged as requiring major intervention. In partnership with NZTA, a joint network planning project will identify how the transport network could better meet the needs of its different customers (pedestrians, cyclists and drivers).

It will be important to work with our different community groups and reflect their needs within the inner city to ensure that the destination is a safe and attractive place for them to visit. The Rotorua Access Group, the increasing age of our population and young families all require special thought. Like our diverse populations, the inner city needs to reflect diversity and provide environments that draw these different people in to enjoy and experience.

City Focus

In its current physical form City Focus is acting as a deterrent to both foot traffic and vehicles and general patronage within the inner city and ultimately reinvestment. High vacancies exist on either side and the Inner City Steering Group has endorsed the removal of the City Focus building to encourage reinvestment to Hinemoa Street, achieving the north-south traffic flow to encourage reinvestment into the blocks either side of Tutanekai Street and removal of the sails and pillars to encourage pedestrian activity.

Amohau Street

The connection of the inner city with Rotorua Central is also severed by Amohau Street which is a state highway. High vehicle numbers hinder pedestrian flow out of Rotorua Central. Discussions have begun with the New Zealand Transport Agency to reconsider the configuration of this intersection.

Arawa Street

To the north, traffic is impeded from flowing north/south by a median at Arawa Street. Arawa Street has high vehicle traffic due to being a local collector road. The current median sought to reduce crash rates. Alternative solutions need to be considered to reduce the speed, increase the safety while achieving north/south flow with a pedestrian priority.

Hierarchy to Tutanekai Street

Currently Tutanekai Street vehicles stop at each intersection to give way to through traffic. There is an opportunity to flip that order and give Tutanekai Street the priority, slowing the traffic on the through streets. De-cluttering Tutanekai Street from give way signs as well as other signage will give a clear visual cue that this is the main street in the city.



Pukuatua Street intersection upgrade



Mike Steiner helping install artwork



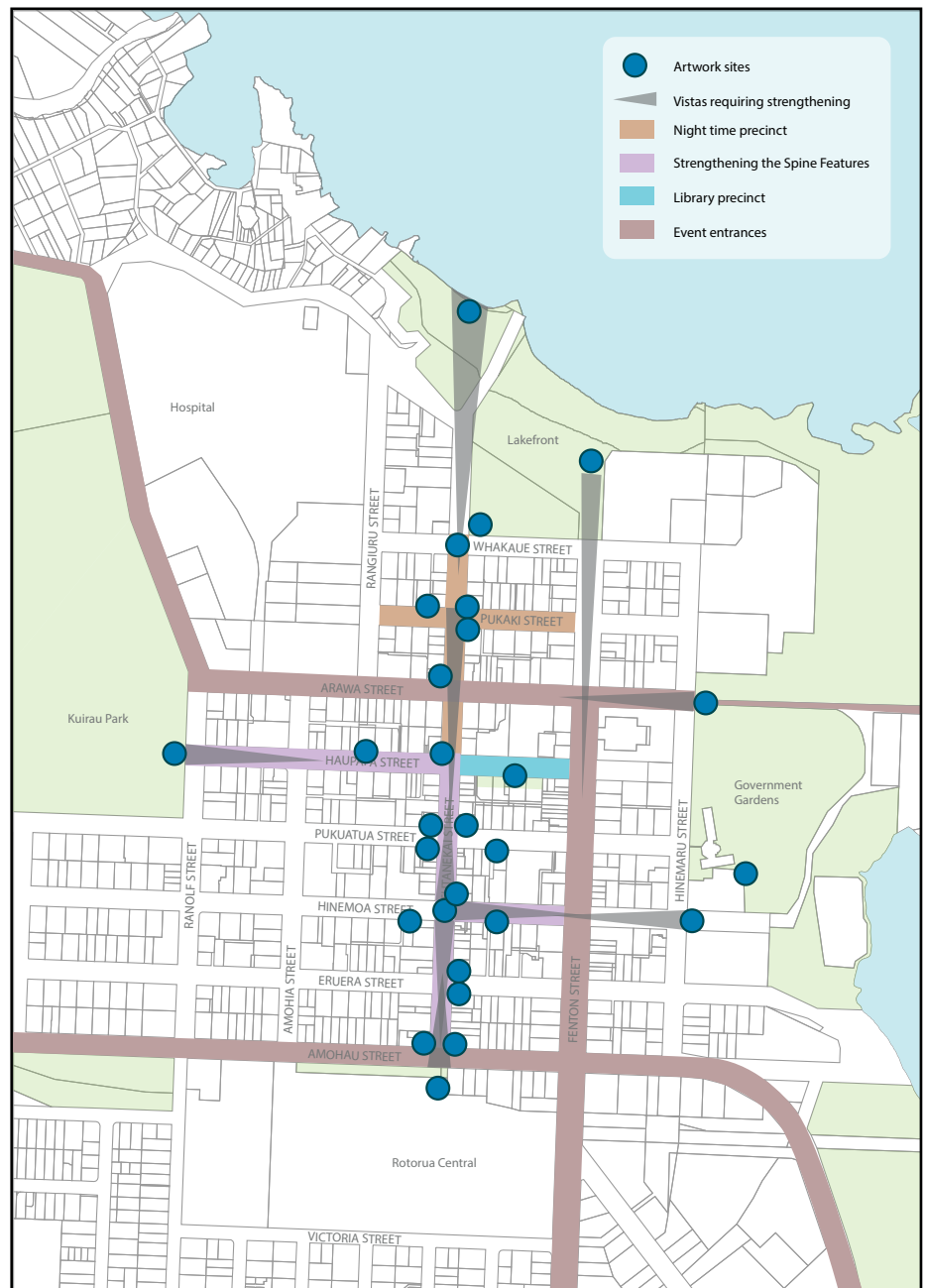
3. Shaping a creative environment

Desired outcomes:

- Provide space to stop, linger and engage in the city environment;
- Strengthen important vistas and viewpoints to provide reference within the city;
- Provide sites for interesting artwork that reflects our culture and history.

What has already been achieved?

- The redevelopment of the Central Mall reserve space has created a focal point at the southern end of Tutanekai Street
- Installation of two temporary art sculptures at the Pukuatua Street intersection has created a much needed feature. People stop, take photos and enjoy
- A sculpture has been installed at the Eruera Street intersection to provide a reference point for visitors
- A large mural was installed on Pukuatua Street to give life to what was a large blank wall and reflect the beginnings of tourism in Rotorua
- The Absolutely Tag Free project targets walls that are visible and using community engagement to freshly paint and install a local pride type quote from a well known local
- Development of the Government Garden Sculpture Trail



Key projects to shape a creative environment for the inner city



What can be done next?

Strong vistas and viewpoints

Key vistas and viewpoints help both vehicle users and pedestrians navigate through the city and encourage them to discover.

To the south, Pukeroa Oruawhata have redeveloped the entrance of Rotorua Central to centre on Tutanekai Street and installed a water feature to act as a terminating vista. To the north the Eat Street structure frames the lake and draws pedestrians to venture further.

To achieve the strategic plan, additional features are required at the east and west link points which will encourage users into these spaces. Potential changes to City Focus should seek to achieve a strong vista from the east, south and north connecting the city along the spine.

Must see attraction

While Rotorua has over 3 million visitors per year, many of the destinations for visitors are found outside of the inner city. Inner city shopping is not associated strongly with the Rotorua destination. For the inner city to draw these people in, there needs to be a must see attraction of some sort. This could potentially be an inner city art gallery or a large scale art piece.

City theming

For the inner city to appear like a destination, its streetscapes need to be treated differently so that people get a sense of arrival. One way of achieving this is to install specific design elements that signal that the user has entered a special zone. Following the woodfirst theme and the shapes of Eat Street, pillars to carry banners or flags could be installed down Tutanekai Street. Banners or flags could represent the different precincts.

Lighting makes the city safe, interesting and usable at night and could change dependent on events or project images of things to see and do in the inner city. Rotorua has a significant number of visitors within the city each night providing a night environment within the inner city could increase the number of visitors and economic impact.

Artwork

Many within the community have stated how important it is to have more artwork within the inner city. This is seen as an important reflection of our community and a great way to add interest and variation.

Within the inner city a number of blank walls have been identified that could be used for art installation such as murals, lighting and mixed media, revealing unexpected places of interest as you move about the city.

Locations have also been identified for sculpture installations.

The Creative Portfolio will drive the direction and theming for the artwork.



Mural Installation

What you said...

"what about an intellectually exciting place, an artistically exciting place, a great place to grow old in?"

Submission to Rotorua 2030



4. Increasing business attraction and encouraging investment

Desired outcomes:

- **An enabling regulatory environment to give potential investors confidence**
- **Investor confidence from a proactive, responsive Council**
- **Correction of property supply and demand in balance that promotes investment**

What has already been achieved?

- A welcome pack has been created to provide information and support to new businesses into the inner city. Within the first two months, 28 welcome packs were hand delivered reflecting the number of new businesses opening, these continue to be delivered
- Placemaking projects such as intersection upgrades, Eat Street and the Night Market which have driven further private investment
- Establishment of the Rotorua Sustainable Economic Growth Strategy sets the platform for building a dynamic economy in the inner city
- The Famously Rotorua marketing campaign encourages people to relocate to Rotorua to live, work and invest

Business attraction strategy

As part of the Sustainable Economic Growth Portfolio, a business attraction strategy is being developed to focus on two parts that are reactive and proactive.

Firstly a reactive strategy has been established and implemented. This is one where any new business that wishes to establish is assigned a Client Support Manager within Council to actively see them through any processes and source information required (such as consents, zoning requirements and local bylaws).

A proactive business attraction strategy will be developed that identifies practical ways to promote the inner city, highlight possible development locations. This will include establishing a dedicated resource or "point person". Also a highly targeted marketing campaign needs to be established in collaboration with lead partners such as banks, real estate agents, and existing businesses.

District Plan

The district plan has been reviewed and is currently in the appeal stage. A key feature in the design of the District Plan has been in creating an enabling regulatory environment. Changes have been made to meet the needs of the public voiced through the submission process and to help facilitate a positive change within the inner city, this includes:

- Encouraging residential accommodation in the inner city by reducing the unit size requirements;
- A reduction in the number of parking spaces required;
- The need for active frontages along Tutanekai Street and shops not obscured by signage or glazing;
- Specific precinct design for the lakefront and Queen Elizabeth Health site; and
- A clear street hierarchy.

To ensure future development adds value to the objectives of the inner city the District Plan will begin a rolling review so every three years it can be amended to reflect the communities needs and to further facilitate outcomes for the inner city.





What can be done next?

Earthquake prone buildings strategy

Council may need to support changes in use in the inner city directly. This can be done through initiatives that help support identifiable precincts (Eat Street being one example) and through actively creating new public spaces, improving access by creating walkways through city blocks or by facilitating new development through the purchase and clearance of sites occupied by buildings that are earthquake prone.

Earthquake prone buildings are a significant challenge to current owners and tenants are looking for opportunities to provide relief.

Rotorua has been pro-actively identifying buildings that may require either strengthening or redevelopment. While this poses challenges for owners and the community, it also presents as opportunity for the inner city to develop:

It is important that Council is not seen as an investor or speculator, however, there is potentially important role to play in facilitating a process of change in the inner city through two ways:

1. An incentive programme needs to be developed to support earthquake prone building owners and encourage demolition
2. Council could acquire property for additional open space and car parking areas (lease or purchase options for Council)

Understanding what investors and developers require to get them to invest in the inner city is crucial to moving forward. The key to identifying appropriate development sites is identifying owners with an intention to expand and/or incentivising investment of those areas that have potential to act as a catalyst for further development.

The city centre is the main retailing, entertainment, administration and employment centre of the district, providing a dynamic work environment and the main gathering point for locals and tourists for social and cultural activities.

Extract from Rotorua Proposed District Plan



5. Building strong partnerships

Desired outcomes:

- Improved partnerships between the public and private sectors;
- Pride of place from local residents;
- Stakeholders taking ownerships of projects

What has already been achieved?

- A high school competition revealed a new seating design for the inner city. The "Jake Seats" are a Woodfirst project that incorporates local suppliers and designers. To date, 13 seats have been donated from local businesses
- The group Raising the Bar have been working with key businesses to raise the level of service throughout the city
- The first Tulip Festival was held in September 2014 to celebrate Rotorua's fabulous gardens
- Scrub Day has become an annual event inner city businesses and building owners are encouraged to take pride in buildings by cleaning, fixing and painting together
- Heart of the City NEWS – a publication of news going on in the inner city that is targeted at business owners and gives updates on the revitalisation strategy
- A temporary pop up gallery within the Westpac Building added foot traffic into the heart of the city over Christmas for 6 weeks

What can be done next?

Communications plan

Rotorua has been proactive in seeking strategic partnerships to achieve the best possible outcomes for our community. Like many other cities throughout the country, inner city revitalisation is recognised as a priority, requiring a concerted effort to facilitate positive change. The inner city revitalisation strategy is a community driven process. A communications plan will be developed to continue this engagement.

Governance

The Inner City Focus Group has been effective at building the ownership and ensuring constructive and innovative improvement ideas are progressed. The Inner City Steering Group has been formed and will provide the overarching direction for the revitalisation strategy. However, it remains an option to consider a more formal governance arrangement for the inner city that would provide retailers and inner city businesses with decision making over expenditure for chosen activities in the inner city. There are many examples of this type of approach across the country.

Establishing a business improvement district

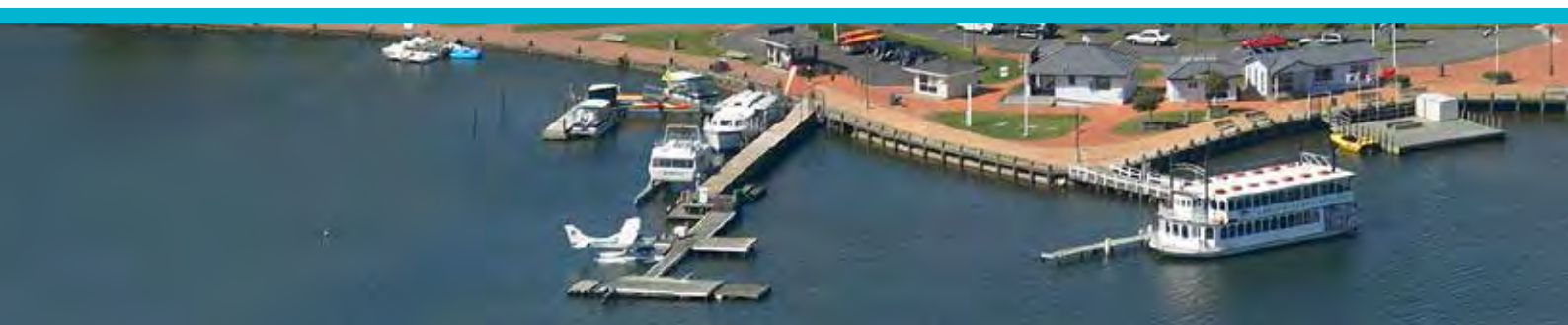
One option that needs to be considered further is the establishment of a Business Improvement District (BID). BIDs are being used increasingly throughout the world to finance improvements which engage the private sector in strategic decision making and action. The model has been in New Zealand for over twenty years resulting in initiatives which have ensured revitalisation.

An investigation, with the Inner City Steering Group, will be undertaken early in the implementation phase of the inner city revitalisation strategy and could for example deliver projects such as Scrub Day, Tulip Festival and Raising the Bar.

What you said...

"Again, I would just say: Rotorua is the most beautiful place; it has absolutely everything going for it but we've got to have a clear pathway for growth in the future to look at. We're got to make sure we look after this, we nurture this and we grow it."

Mike Steiner, Inner City Focus Group



STRATEGY FOR CONSULTATION

Section 2 Revitalisation Strategy

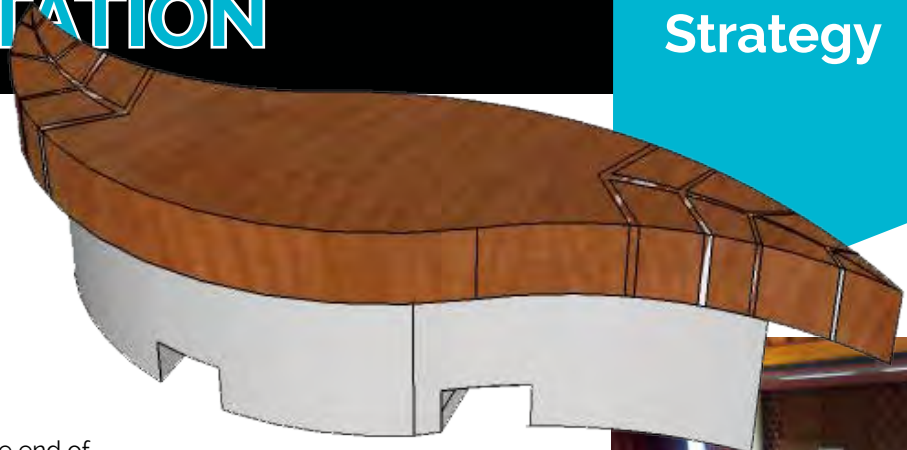
Ideas bank development

Projects began in earnest at the end of 2013 and a number of public meetings were held to discuss issues with the inner city and what quick wins could be implemented. Events and activities such as Scrub Day, the opening of the temporary Pop-Up Gallery, the upgrade of the Tutanekai/Pukuatua Street intersection, and the opening of Eat Street all contributed towards empowering the community to step forward with their own ideas for the inner city.

To capture the opportunities the Ideas Bank was established in January 2014 and anyone who has a good idea has been encouraged to make a deposit.

Development of the Ideas Bank will need to continue so that the community can easily review and have open conversations around the various submissions. All ideas are welcome as more often than not a number of ideas can spark something unexpected!

This will keep the strategy fresh and reflective of the community as we move forward.



Jake Seat installed at Eruera Street



Jake Krebs designer of Woodfirst seating



Stakeholder Workshop 2013



Inner City Focus Group Meet and Greet 2014



Councillors Workshop 2014

Jake Seats Project Sponsors: Pukeroa Oruawhata Holdings, Holmes Group, TPB Properties, Neighbourly.com **Jake Seats Project Partners:** Darryl Church Architecture, Hume Pine, Lockwood, Woodmasters, Hepburn Electrical, PF Olsen, Scion, Verda, Fel Group, Waiariki Institute of Technology, Chris Smith Glass, Rotoma ITM



Section 3 - Making it all happen



An action plan

Budget considerations

Next steps

INNER CITY REVITALISATION STRATEGY

TĀTAU TĀTAU - WE TOGETHER

Action plan

A draft action plan has been drawn up to support the considering the five focus areas of the strategic plan and the projects within them. At all times, any initiative must deliver the objectives and will assess accordingly to determine priorities.

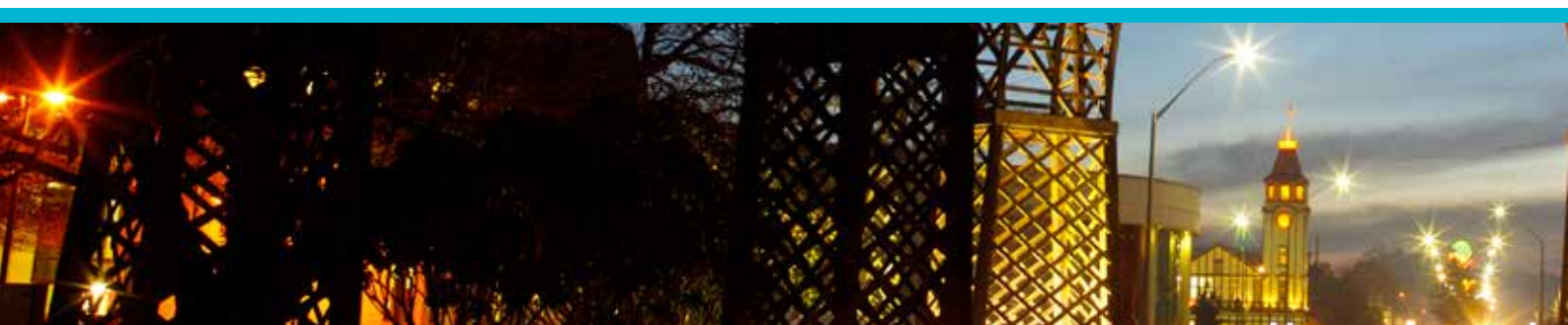
The early focus of the revitalisation effort is on:

1. Upgrade the existing CCTV system
2. Upgrade Pukuatua Street toilet facility
3. Create an incentive programme for earthquake prone buildings
4. Reconfigure City Focus
5. Changing the form of inner city intersections including Amohau Street and Arawa Street intersections to better meet pedestrian, cyclist and driver needs.
6. Actively begin to acquire sites unable to be strengthened
7. Create a proactive business attraction strategy
8. Establish business improvement district.

The approximate costings of each project is indicative only and is a mix of both operational and capital expenditure.



1. Focused Infrastructure	2. Strengthening the Spine
<ol style="list-style-type: none"> 1. Build (over 3 years) on existing CCTV system to widen coverage and increase quality and usability. Establish partnerships to build on project - 150K over 3 years 3. Install daytime campervan parking at the lakefront - 10K 5. Install daytime campervan parking at Kuirau Park - 50K 6. Install additional cycleways along Fenton Street, Arawa Street and the lakefront - 100K 7. Continue the removal of large seating bays with replacement of Jake Seats on Tutanekai Street. Retain seats where needed for the elderly - Sponsorship 	<ol style="list-style-type: none"> 1. Upgrade existing Pukuatua Street public facility and expand to include engagement space - 300K 3. Reconfigure City Focus to allow all traffic movements, removal of City Focus building, removal of sails and pillars - 500K 4. Upgrade Haupapa Street intersection in line with green corridor and cycleway development - 80K 5. Close the existing public toilet at Hinemoa Street and replace with a facility at Eruera Street - 140K 6. Changing Amohau Street intersection to encourage pedestrian connectivity while still maintaining the traffic level of service (funding from NZTA) 7. Extend the connectivity through Arawa Street - 100K 8. Flip intersections so through streets give way to Tutanekai Street - 50K



3. Shaping a Creative Environment

1. Establish an inner city artwork strategy that reflects our cultural and lakeside location
2. Work with potential partners to develop a must see attraction in the heart of the city
3. Establish artwork to strengthen the Government Gardens vista on Hinemoa Street - (%1 for arts budget)
4. Theme the boutique precinct with a gateway feature, flags and banners - 20K + 1% for arts budget
5. Theme the library precinct with a gateway feature, flags and banners - 20K + 1% for arts budget

4. Business Attraction and Investment

1. Develop an incentive scheme to support earthquake prone building owners and encourage demolition
2. Actively identify buildings that are unsuitable strengthening and acquire for pocket parks and parking - land acquisition \$1-\$1.5M per site where opportunities present themselves
3. Create a proactive business attraction strategy that is responsive to changing needs, building on our points of difference and emphasizes our competitive advantages - 50K
4. Implement a targeted marketing strategy to encourage people to live, work and invest and actively promote the enabling regulatory environment - \$100K

5. Building Strong Partnerships

1. Develop and implement a communications plan - 20K
2. Establish a governance structure that meets regularly
3. In conjunction with stakeholders examine options for formal inner city governance arrangement supported by funding (potentially consider a BID option)
4. Engage with other government agencies with a direct role in infrastructure or services provision such as the New Zealand Transport Agency, the NZ Police and the Bay of Plenty Regional Council
5. Continue to develop and improve the current online Ideas Bank



Budget considerations

As with any strategy that sets an ambition to revitalise a city centre, there needs to be a clear commitment from Council as to budget. With Council allocating funds towards the revitalisation, private investors will feel more secure in the partnership approach. Also, it will give some clear indication that Council intends to make the projects happen and therefore private investors will be more likely to invest.

Vision 2030 identified revitalisation of the inner city the number one priority. Therefore Council will need to commit to delivering those aspects of revitalisation that it can influence and that requires budget.

What you said...

"Economic prosperity in the inner city and great environmental aesthetics are significant players in the future prosperity of Rotorua"

Submission to Rotorua 2030

Through the feedback process in December 2014-January 2015, the priorities listed in the action plan have been be firmed up and a budget has been drawn up to reflect that and inserted for in the Long Term Plan 2015-2015 for consultation.

Considering the extent of the action plan the Long Term Plan recommends **allocation of \$1.2M of capital expenditure in the first 3 years and \$800K per year following that** to achieve the revitalisation strategy.

This does not include allocating budget towards purchasing property for parking and pocket parks as this could potentially be funded through the financial contributions and reserves funding that Council has acquired and that is required to be used for purchasing additional reserves.

In addition to that, **an operational expenditure of \$500,000 per year in the first 3 years and \$200,000 per year following that** **an a would need to be allocated.** This covers activities and events such as the Tulip Festival, Scrub Day and the Light Rotorua Campaign. The operational budget also covers aspects of the strategy such as marketing and promotions, research and consultants, incentive strategy development and building the collateral for business attraction. Should a BID be established, this could potentially be reduced.

Regardless of the budget set, overall, delivery of the projects relies on concurrent investment by the public and private sectors.

The Long Term Plan is due in 2015 (which determines the budget for the next 10 years). Council could allocate **\$8.4M of capital expenditure** To complement this investment, a further **\$2.7M of operational expenditure** could be allocated.



The next steps

Portfolio and Goal Development (to 2030)

The vision to a vibrant city heart has two components:

Priority - Develop a vibrant city heart that attracts people and activity by 2019

Goal - Vibrant City Heart by 2030

This strategy aims towards 2016 with the following measures of success:

- fewer empty shops
- people on our streets
- optimistic retailers
- diverse use of our inner city
- viewed as an exciting and safe place to live, work and invest

Through the action plan, the priority should be achieved and additional measures of success may be defined for 2019. At some point however, the strategy will move into renewals and maintenance. There will be a requirement to continue with the business attraction and partnership development and therefore the budget requirements with reduce overtime.

These plans are not intended to be blueprints that are set in stone. Rather, they provide an indication of the outcomes sought, staging and investment needed. Specific designs that seek to deliver on these outcomes may evolve differently than those shown. Council is focused on delivering the outcomes set out in this plan.

This strategic plan will be molded as time progresses, as engagement with stakeholders continues and ideas continue to get deposited into the bank and implemented. Changes also continue to occur outside of Council's control. Therefore, the diagram adjacent is merely a guide as the strategy and the stakeholder engagement will constantly be reviewed to ensure ongoing success.

The next steps are to consult on this further in the Long Term Plan 2015-2025. This will ensure all discussions with stakeholders and the public have been part of its development.



The yarnbomb at the Arts Village is unique and has provided a must see attraction in the inner city and was achieved solely by a group of stakeholders



