

Attachment 1 – “Strawman” City Centre Objectives & Programme

Objectives	Intervention logic/ Problem	Projects (current and potential)	Potential Assets	Benefits	Indicators
<p>People have safe, convenient, sustainable options to travel to, from and around the city centre from Te Papa and the wider city, in support of UFTI and Te Papa Spatial Plan objectives</p>	<p>Access is constrained by infrequent bus services, lack of transport hub, inadequate non-car options.</p> <ul style="list-style-type: none"> • Cameron Road does not provide safe, multi-modal access • Safe, multi-modal access from suburbs is constrained <p>Lack of clear transport/movement plan for city centre</p> <p>Lack of clear parking plan covering supply and pricing and balancing short-term needs with longer-term priorities</p> <ul style="list-style-type: none"> • On-street parking diminishes walkability, street appeal and activation • Off-street at-grade parking excludes higher value uses (Strand, Dive Cres, Cliff Road) 	<p>Parking strategy (pricing, supply, buildings vs at grade, divestment)</p> <p>Cameron Road interventions</p> <p>Bridge via Dive Cres? Matapihi?</p> <p>Memorial Park Walkway</p> <p>Waterfront / Dive Cres / Cliff Road masterplan(s)</p> <p>Regional PT Fare Review</p> <p>Neighbourhood greenways studies</p> <p>Te papa wide walking and cycling investment</p> <p>City Centre ‘movement plan’</p> <p>Ferry project</p>	<p>Transport hub</p> <p>Parking buildings</p> <p>Accessible streets and spaces</p> <p>New connections to and from the city centre</p>	<p>Accessibility</p> <p>Consistent journey times</p> <p>Safety</p> <p>Health</p> <p>CO₂</p> <p>Transport network viability and offset investment elsewhere</p> <p>Greater spend in city centre</p> <p>Lower proportion of journeys in Single Occupancy Vehicles</p> <p>Parking revenues, or capital return through divestment</p> <p>Opportunities for more optimal use of public space</p> <p>[See also Te Papa/Cameron Road IBC]</p>	<p>Inward journeys not in SOV</p> <p>Footfall</p> <p>Transaction data</p> <p>Parking revenues</p>
<p>Private and public investment in the city centre accelerates, providing new office, accommodation and retail space</p>	<p>Significant development interest is, in part, constrained by –</p> <ul style="list-style-type: none"> • Lack of clear direction / shared narrative for city centre • Uncertain demand and market information • First-mover risk • Development and planning risk • Conservative landowners / land-banking • Site amalgamation and redevelopment constraints • Lack of amenity and quality retail • Post-Covid market uncertainties and changing demand • Lack of sufficient returns vs alternative investments 	<p>Shared direction and opportunity identification</p> <p>Development facilitation, planning support to scale and de-risk projects</p> <p>Council land and development projects</p> <p>Investment in urban spaces and community facilities, aligned with public and private investments</p> <p>Consider incentives to stimulate private investment that make longer-term rates returns.</p>	<p>Target 150 extra accommodation units per annum (residential + other) [see Te Papa IBC]</p> <p>Target 150 extra employees per annum [Market Economics research for Smartgrowth, Te Papa, UFTI]</p> <p>Civic Administration Building</p> <p>Development of TV3 site</p> <p>Private investment in key sites and amenities (e.g. small supermarket)</p> <p>Target \$250m per annum growth in CV (Marsh St – 4th Ave) (45:45:10, accommodation, office, retail)</p>	<p>Wealth creation</p> <p>Agglomeration benefits</p> <p>Appeal as commercial centre for business relocations</p> <p>Housing numbers and catalyst for Te Papa</p> <p>Reduced transport network impact from proximity to work and amenity</p> <p>Vibrancy</p> <p>Greater viability of retail</p> <p>Appeal as education centre</p> <p>Returns to Council</p>	<p># employees per annum</p> <p># residential per annum</p> <p># other accommodation per annum</p> <p>\$ investment per annum</p> <p>capital value growth</p> <p>Rates take</p> <p>Office space utilisation</p> <p>GDP</p> <p>GDP/FTE</p> <p>KI employment</p>

<p>The city centre has community facilities and cultural experiences that attract locals and visitors, befitting its role as the primary centre of Te Papa and the primary civic centre of the city</p>	<p>It lacks community facilities and fails to house and represent the city's heritage and culture effectively, due to investment constraints</p>	<p>Willow Street Masterplan and agreed investment priorities</p> <p>Memorial Park investment plan</p> <p>Domain investment plan</p> <p>Elizabeth St West plan</p>	<p>Central Library and community space:</p> <ul style="list-style-type: none"> Library, heritage collection and community space that meets needs of Te Papa / Otumoetai catchments and wider community [see Library BC and CFNA] <p>Memorial Park Aquatics & Rec:</p> <ul style="list-style-type: none"> Aquatics & Rec to serve Tauranga side of harbour and catalyse Te Papa housing investment <p>Performance Venue (TBD)</p> <p>Stadium (TBD)</p> <p>Museum (TBD)</p> <p>Wharewaka</p>	<p>Cultural and community wellbeing</p> <p>Increased visitor / tourism spend</p>	<p>Investor perception</p> <p>City centre stakeholder perception</p> <p>Public perception</p> <p>Visitor spend</p>
<p>The city centre has 'quality' urban spaces and events that foster identity and reflect cultural heritage, encourage social and economic interactions and act as a catalyst for investment.</p>	<p>A lack of 'good quality' public realm and built form that reflects heritage and culture detracts from the appeal of the city centre as a place to invest, and to live, work, play and learn.</p>	<p>Urban Spaces programme and Spatial Framework implementation</p> <p>Waterfront masterplan</p> <p>Events, Arts and Culture plan</p> <p>Development partnerships</p>	<p>Higher quality streets, laneways and other urban spaces -</p> <p>Civic Plaza</p> <p>Wharf Street</p> <p>Elizabeth Street</p> <p>Strand Extension</p> <p>Waterfront projects</p> <p>Memorial Park Walkway</p> <p>Laneway network</p> <p>Public art e.g. street art, large format installations</p>	<p>Community and cultural wellbeing</p> <p>Safety and walkability</p> <p>Investment catalysts</p>	<p>As above</p>