

## CENTRAL CITY PLAN RETAIL QUARTER DETAILED BUSINESS CASE

Department: Project Management Office

### EXECUTIVE SUMMARY

- 1 The purpose of this report is to present the Retail Quarter George Street Detailed Business Case (DBC) to Council. The DBC provides information, evidence and assessments on do minimum, one-way south, one-way north and two-way options for the Retail Quarter George Street Upgrade project.
- 2 The lack of a differentiation between the options has meant the Retail Quarter DBC has not provided a preferred option. Both the one-way and two-way options are considered viable and deliver improved benefits. The main difference between the one-way options compared to the two-way option is the amount of space provided for public realm activities (e.g. social interaction, amenity, cultural representation and art) compared to vehicle movement.
- 3 Following a Council decision, detailed design and construction phases for the Retail Quarter will begin. This will include commencing Enabling Works in the Filleul Street, Great King Street and streets intersecting George Street.
- 4 This report also includes a draft Retail Quarter Revitalisation Plan, which provides a roadmap for how stakeholders could work together to ensure the ongoing success and vitality of the area, irrespective of any infrastructure upgrades.

### RECOMMENDATIONS

That the Council:

- a) **Notes** the the findings of the Retail Quarter George Street Detailed Business Case
- b) **Confirms** its previous decision to endorse a one-way design for the Retail Quarter George Street Upgrade project
- c) **Decides** the preferred direction of travel for one-way vehicle movements

### BACKGROUND

- 5 The Central City Plan and Retail Quarter George Street upgrade have been reported to Council on several occasions.
- 6 The Retail Quarter (George Street) project aims to renew existing three waters infrastructure, improve safety and accessibility, and enhance the amenity of the Retail Quarter.

- 7 On 25 May 2020 Council considered an update on the preliminary design work on the Retail Quarter project and reconstituted a Central City Advisory Group to provide feedback throughout the detailed design and business case stages of this project.
- 8 On 17 November 2020 the Planning and Environment Committee considered an independent review of the preliminary design and community engagement for the Retail Quarter. The meeting resolved:

*Moved Mayor Aaron Hawkins/Cr Steve Walker):*

*That the Committee:*

- a) **Notes** the findings of the independent review by Kobus Mentz of the Dunedin Retail Precinct (George Street upgrade) project.
- c) **Revokes** the Planning and Environment Committee resolution (PLA/2019/025) from 11 June 2019 which endorsed the preliminary design for the George Street – Central City Plan project.

**Motion carried (PLA/2020/00137)**

*Moved (Mayor Aaron Hawkins/Cr Steve Walker):*

*That the Committee:*

- b) **Approves** proceeding to detailed business case and developed design with a one-way design with flexibility to go to two-way shared street design for the Dunedin Retail Precinct George Street upgrade.

*The Committee voted by division:*

*For: Crs Sophie Barker, Christine Garey, Marie Laufiso, Mike Lord, Jim O'Malley, Chris Staynes, Steve Walker, David Benson-Pope and Mayor Aaron Hawkins (9).*

*Against: Crs Rachel Elder, Carmen Houlahan, Lee Vandervis, Jules Radich and Andrew Wiley (5).*

*Abstained: Nil*

*The division was declared **CARRIED** by 9 votes to 5*

**Motion carried (PLA/2020/038)**

- 9 Following the 17 November 2020 Planning and Environment Committee meeting work has progressed on continued engagement with key stakeholders and the completion the detailed business case (DBC). The detailed business case is included as Attachment A

## **DISCUSSION**

### **Retail Quarter Revitalisation Plan**

- 10 A thriving and prosperous Retail Quarter is a prerequisite of all key stakeholders irrespective of the infrastructure upgrades planned for George Street. There remains a strong desire to work

collaboratively to find ways to ensure the area succeeds and is attractive to a broad range of Dunedin's residents. Stakeholders have suggested that opportunities related to retail management, private-sector development, collaborative partnerships with various groups, and sustainability should be further explored.

- 11 A Retail Quarter Revitalisation Plan has been developed based on a similar approach adopted for the Warehouse Precinct project. The Plan takes a holistic approach and clarifies how stakeholders could work together in different ways to enhance the area, regardless of how the street is upgraded.
- 12 The draft Retail Quarter Revitalisation Plan is included as Attachment B. The Plan will provide a roadmap to identify the outcomes wanted for the Retail Quarter and the different ways people could contribute to building a successful and positive future for the area.
- 13 The Revitalisation Plan will contribute to building on-going relationships between the DCC and stakeholders in the area, which will be an important component in the area's success
- 14 The draft Plan will be released for public feedback in the coming weeks. Stakeholders will be asked if the Plan assumptions and outcomes align with their expectations. Once feedback has been obtained and integrated into the document, a final version and implementation plan will be produced and distributed.

#### **Detailed Business Case**

- 15 The Retail Quarter DBC follows the Treasury Better Business Cases guidance. It is organised around a 'five-case model', designed to assess the investment:
  - a) is supported by a compelling case for change - the 'strategic case'
  - b) optimises value-for-money, including public value - the 'economic case'
  - c) is commercially viable - the 'commercial case'
  - d) is financially affordable - the 'financial case'
  - e) is achievable - the 'management case'.
- 16 Use of the DBC model is a prerequisite for obtaining New Zealand Transport Agency Waka Kotahi co-funding.
- 17 A constraint of the DBC process is its focus on infrastructure matters. This presents a risk that broader issues to ensure the Retail Quarter's success are left unconsidered. The Revitalisation Plan helps manage any risks by ensuring a holistic approach to the area is taken.
- 18 The DBC process requires a robust assessment of the various options, however there are some limitations to the process. The business case process is a good tool for assessing the benefits between alternative discrete solutions, such as comparing a bypass, to a bridge, to a tunnel to solve a transport congestion problem. There is however a risk of overstating the differentiation between options when the solutions are very similar.
- 19 This sensitivity issue is apparent in the Retail Quarter DBC because the margins between the options are small and relate to limited criteria. The main differences between the Retail Quarter options (one-way compared to two-way) relate to the amount of space provided for other

activities (e.g. social interaction, amenity, cultural representation and art) compared to vehicle movement.

- 20 The lack of a differentiation between the options has meant the Retail Quarter DBC has not provided a preferred option. Both the one-way and two-way options are considered viable and deliver improved benefits. The findings of the DBC are summarised below.

### **Detailed Business Case Options**

- 21 The detailed business case (DBC) has compared the following four options.
- a) Do minimum (replacing infrastructure and returning George Street to its current form)
  - b) One-way north
  - c) One-way south
  - d) Two-way slow street
- 22 A do nothing or do minimum option is a standard inclusion in any DBC process to measure the benefits of any change proposal. The do minimum option has not been considered in detail during the DBC as it is inconsistent with Council's decision to fund the George Street Upgrade project. It also does not deliver improved safety and amenity benefits, and it is not supported by key stakeholders.
- 23 The DBC tested both the one-way and the two-way options to determine the differences and benefits between the approaches.
- 24 During investigation of the "one-way option with the flexibility to go to a two-way shared street", a number of technical issues were identified that make this option difficult and more expensive to implement. These include:
- a) Shifting between one-way and a two-way configuration requires substantial changes to intersections, traffic signal location, crossing points for pedestrians, tactile locations, signage, road markings and access to parking to ensure it operates safely and effectively. These changes could not be made easily and/or regularly.
  - b) Permanently reversing the one-way to a two-way street would require additional physical intersection works, which would require closure of the street for an extended period of time, resulting in further disruption to businesses. This work is unlikely to attract Waka Kotahi co-funding.
  - c) The idea of regularly changing between one-way and two-way would create confusion for users and associated safety concerns.
  - d) Attempting to incorporate the flexibility between one-way and two-way would compromise the quality of the design and limit realisation of the amenity and spatial benefits of the one-way option (e.g. no plantings, rain gardens, or street furniture could easily be incorporated into a future two-way space).
- 25 For these reasons, "a one-way option with the flexibility to go to a two-way shared street" is not considered a viable option.



- 26 The flexibility that Council is seeking to provide in how the street is used could be achieved by “smart street” technology and initiatives. These can be applied to either the one-way or two-way options.
- 27 “Smart street” initiatives include automatic bollards, digital signage, and flexible zones such as parking areas that could change how the area is used at different times of the day (e.g. loading zones in the early morning, parking during the day, outdoor seating at night), or allow blocks to shift to full pedestrianisation at different times (e.g. Sundays, late night shopping, cruise ship season, during major events etc).
- 28 This approach would also make it easier for closing blocks along George Street for events, requiring less temporary traffic management set-ups.
- 29 Smart street technologies and initiatives have been allowed for and included in cost estimates for one-way and two-way options.

### **Detailed Business Case Findings**

- 30 A summary of the DBC findings is provided below.

#### **Vehicle Movement**

- 31 Traffic modelling has demonstrated all options are technically feasible. With some changes undertaken in the Enabling Works package in Filleul and Great King Streets, all the options demonstrated there was little difference across the wider network in relation to travel times and congestion.
- 32 The one-way north scores slightly higher than the two-way option, with the one-way south option having the lowest score. The scoring differences between the options are minor and relate mostly to travel times.
- 33 The one-way south option scores slightly better for safety benefits because it provides improved opportunities to remove manoeuvres and simplify the five-way George, London, Pitt, Frederick Streets intersection. The one-way south also scored slightly higher in CCAG members preference. The one-way north scored slightly higher for reduced travel time.

#### **Amenity Value**

- 34 Place and place-making improvements can be achieved through either a one-way or two-way option. The one-way option offers a greater amount of public space, which can be used for a range of other activities such as arts and culture, social interaction and activation events. The two-way option has less public space compared to the one-way options, however it is still an improvement on the status quo.

#### **Safety**

- 35 Reducing vehicle speed in the area has a positive benefit on the safety of all road users (particularly vulnerable road users) and discourages the use of the area as a through-route, diverting vehicles to other parts of the network.
- 36 Within the one-way options, some concerns remain from both advocates and the reviewers that cyclists and micro-mobility modes (such as scooters and skateboards) being able to move in both directions will create safety risks for vulnerable users. In the two-way option the concerns

around cyclist movements can be mitigated more easily. Demarcating non-shared pedestrian zones and managing the shared spaces to ensure people feel safe in the area will be important. Solutions for these issues and to specific accessibility needs will be considered during detailed design.

### **Car Parking**

- 37 Similar amounts of on-street car-parking along George Street can be provided in the one-way or two-way options.
- 38 Under either option, car parking spaces along George St will be retained wherever possible. Key stakeholders will be consulted with on any proposed changes to car parking. Any proposed changes will be considered by the Regulatory Subcommittee and Council.

### **Accessibility**

- 39 The concept of universal access has guided the concept designs of both the one-way and two-way street options. Feedback from disability groups and the independent peer review by MR Cagney accessibility expert Bridget Burdett are in favour of a one-way option. This is due to the additional space it creates for people and reduced congestion and clutter, which have negative impacts for those with disabilities.
- 40 All options have proposed expanding disability parking, which is broadly supported. Disability advocates have noted that there is a possibility for this project to be a leader in inclusiveness.

### **Bus Movement**

- 41 In both the one-way and two-way street options, buses are re-routed down Great King Street, returning to George Street via the Frederick Street intersection. The bus stop currently located on George Street will be removed and relocated to Great King Street, close to the existing Hospital entrance. The reasons for this relocation are discussed in detail in Section 5 of the DBC.
- 42 The Bus Users Support Group Ōtepoti are concerned about moving the buses away from George St. However other groups support it, noting that George Street is not the best route for buses, due to safety concerns for vulnerable users and due to the reduction of amenity caused by large vehicles. The slower nature of the street will also the impact the efficiency of buses.
- 43 Improved pedestrian facilities on St Andrew, Hanover and Frederick Street will be provided to address concerns about reduced access for bus users between Great King Street (including the existing bus hub) and George Street. Design work to upgrade the Albion Lane pedestrian link as part of this project is also underway, providing another important thoroughfare to George St.

### **Stakeholder Engagement**

- 44 There remain divided opinions amongst CCAG members as to the preferred option. Details of the engagement with CCAG are provided in Section 9 of the DBC.
- 45 The do-minimum option is not favoured by CCAG members.
- 46 The one-way option is strongly supported by students and young people, Generation Zero, Pacific Trust Otago, Plunket, and disability groups. This option was preferred by these groups as it enhances pedestrian access, safety and allowed for more space for on street amenities to encourage activity along George Street. The one-way option is also preferred by Fire and

Emergency New Zealand and the New Zealand Police. One-way north was slightly favoured over one-way south by stakeholders.

- 47 The two-way option is strongly supported by commercial advocacy groups, individual retailers, landlords/developers, Grey Power, the Automobile Association, Bus Go Dunedin and Urban Access Dunedin as it retains the current access and parking configuration on George Street with improvements to pedestrian safety and access.
- 48 There are similar levels of support for one-way and two-way options, however the two-way option is generally more acceptable to CCAG members. Views around the one-way options are more polarised, with people expressing their strong support or strong opposition in comparison to the two-way option. For the two-way option, the scores show a more neutral-to-positive assessment overall.

### **Enabling works**

- 49 The Enabling Works are a package of changes to Great King Street, Filleul Street, and streets intersecting George Street. The plans for these works are included as Attachment C.
- 50 The aim of these works is to:
  - a) Reduce the impact of road closures by providing motorists and buses with alternative options to George Street when physical works on George Street commence.
  - b) Improve east to west connectivity and reduce the impacts of the construction of the new Dunedin hospital on traffic flow in the central city
- 51 The enabling works involve:
  - a) Changes to Great King Street to make this a more efficient route for buses between the bus hub and Frederick Street. This is both to ensure bus movements while blocks of George Street are closed for construction and to make this a more efficient permanent route for services. There is also potential to include a right hand turn into the Great King Street carpark to improve access to off-street parking.
  - b) Changes to Filleul Street and London Street in order to improve traffic flows and a more efficient alternative north-south route to George Street. A right-hand turn access from Filleul Street into the Meridian Mall/Golden Centre carpark will also be included to improve access to off-street parking.
  - c) Improvements to the pedestrian environment in the area, including new footpath surfaces (a mix of new asphalt and concrete pavers), Barnes Dances, pedestrian refuges, reduced crossing distances, seating, and improved street lighting. There is a focus on providing safer, more accessible and convenient access for pedestrians to George Street, from Great King Street (including the bus hub), Filleul Street and surrounding areas.
  - d) Additional cycle parking and charging stations for e-bikes.
  - e) New street trees and planting.
  - f) The replacement of three waters infrastructure where required.

- 52 The Enabling Works are not dependent or linked to any specific George Street option. They are changes that will deliver benefits irrespective of a one-way or two-way option being implemented.
- 53 There is expected to be approximately 10 car parking losses from these changes. These losses have been minimised as much as possible. The losses relate to:
- a) Installation of dedicated turning lanes for intersection efficiency, access to parking buildings and additional stacking capacity.
  - b) Realignment of intersections to improve sightlines and to improve safety for all road users.
  - c) The enlargement of build outs to reduce crossing distances for pedestrians.
  - d) Increase in length of bus stops to ensure the main stops accommodate two buses simultaneously.
- 54 Engagement with businesses and other stakeholders in the area on the Enabling Works about potential parking losses has been delayed due to the recent lockdown. This information will be made available on the DCC website and the project team will visit businesses in the area to advise them on how to provide feedback on these plans.
- 55 While feedback on car parking across the Enabling Works is still to be finalised, the Enabling Works are planned to commence in October. The construction programme requires a reasonable amount of work to be completed before departing the area in late November to allow retailers a construction-free period during Christmas. Any car park losses will be considered by the Regulatory Subcommittee and Council before implementation.
- 56 The Quantity Surveyor estimates for the Enabling Works package is \$11.01m. This is comprised of \$5.4m for transport and safety improvements and \$5.6m for three waters upgrades. The transport and safety improvements are included within the overall Retail Quarter budget. The three waters upgrades are included in overall Three Waters budgets.

## **OPTIONS**

- 57 The options have been split into two decisions. The first decision is for Council to confirm its previous decision to endorse a one-way design for the Retail Quarter George Street Upgrade project, or alternatively endorse a two-way design.
- 58 If Council confirm a one-way design, a second decision would be required by Council is to decide the direction of the one-way.
- 59 All the options presented below have been assessed as technically feasible, and of similar cost and environmental impact.
- 60 Quantity Surveyor estimates indicate that all options can be achieved within the existing Retail Quarter and Three Waters budgets in the 10-year Plan.
- 61 All the options deliver the following outcomes compared to status quo:
- a) Renewed three waters infrastructure.

- b) Improved safety outcomes for all road users.
- c) Improved accessibility.
- d) Limited reduction in car parking.
- e) Improved access to off-street parking opportunities and reduced traffic circulation.
- f) Reduced number of vehicles using George Street and increased number of vehicles using the improved alternative routes along Filleul and Great King Streets.
- g) More cycling and micro mobility parking opportunities.

62 Because these factors are common to all options, they have not been restated below, however Councillors should be aware of them when considering the options.

## **Decision One**

### **Option One – One-way street**

#### *Advantages*

- Offers more space than the two-way option for amenity, place-making and other uses.
- One-way options have greater general support from vulnerable road users, who have a focus on safety objectives.

#### *Disadvantages*

- The option does not have any support from the retail and commercial members of CCAG.
- Safety concerns for vulnerable road users around counterflow cyclist movements.

### **Option Two – Two-way street**

#### *Advantages*

- This option is favoured by the retail and commercial members of CCAG.
- Is generally more acceptable to the broader group of CCAG members, as it predominately scores neutral to positive.

#### *Disadvantages*

- Offers less space for amenity, place-making and other uses than the one-way options (but still more than is available under the do minimum).
- Has less support from vulnerable road users, who have a focus on safety objectives.

## **Decision Two**

### **Option One – One-way north**

#### *Advantages*

- Results in marginally faster travel times compared to the one-way south option.
- Of the one-way options, the northbound direction had slightly more support from CCAG members.

#### *Disadvantages*

- Feedback suggests the northbound direction is counter-intuitive to many Dunedin residents who view the Octagon as the destination they are travelling towards.

### **Option Two – One-way south**

#### *Advantages*

- Results in a safer intersection at the five-way George, London, Pitt, Frederick Streets intersection.
- Has a slightly lower construction cost at the five-way intersection and therefore results in a slightly higher benefit cost ratio.

#### *Disadvantages*

- Results in marginally slower travel times compared to the one-way north option.

## **NEXT STEPS**

- 63 Following confirmation of Council's preferred option, the business case will be submitted to Waka Kotahi for their consideration and assessment of co-funding.
- 64 Detailed design drawings for the George Street works will commence.
- 65 The Enabling Works construction will commence. Construction work will continue after Christmas, with a break during December to minimise disruption to businesses during Christmas and New Year.
- 66 The draft Retail Quarter Revitalisation Plan will be released for public feedback. Public feedback will be incorporated into a final document.
- 67 The Retail Quarter Project Team will continue to work closely with CCAG to seek on-going input into the detailed design.
- 68 The Retail Quarter Project Team will engage with the Retail Quarter Construction Reference Group to identify options to minimise disruption and help prepare communication material for the area during the construction period.
- 69 Regular updates on the Retail Quarter project will be provided through the Planning and Environment Committee.

## Signatories

Author:	Glen Hazelton - Project Director, Central City Plan
Authoriser:	Simon Drew - General Manager Infrastructure and Development Sandy Graham - Chief Executive Officer

## Attachments

	Title	Page
<a href="#">⇒</a> A	Retail Quarter Detailed Business Case <i>(available on the following link)</i> <a href="https://www.dunedin.govt.nz/retailquarter-detailed-business-case">https://www.dunedin.govt.nz/retailquarter-detailed-business-case</a>	62
<a href="#">↓</a> B	Draft Retail Quarter Revitalisation Plan	81
<a href="#">↓</a> C	Enabling Works Plans	93
<a href="#">↓</a> D	CCAG Membership	

## SUMMARY OF CONSIDERATIONS

### ***Fit with purpose of Local Government***

This decision promotes the social, economic, environmental, and cultural well-being of communities in the present and for the future.

### ***Fit with strategic framework***

	Contributes	Detracts	Not applicable
Social Wellbeing Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic Development Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environment Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arts and Culture Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 Waters Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spatial Plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integrated Transport Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parks and Recreation Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other strategic projects/policies/plans	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Both the one-way and two-way options contribute to the overall strategic framework through renewing aging infrastructure, and by providing an increase in public realm that allows for amenity, activity, culture, and environmental benefits.

### ***Māori Impact Statement***

The project team has worked closely with Aukaha to ensure the incorporation and representation of Māori cultural values within the project. Further engagement will continue throughout the design and implementation phases.

### ***Sustainability***

There is a strong focus on sustainability within the project, taking a holistic view on economic, social and environmental factors. Further work is being undertaken on the potential for reducing and off-setting the carbon costs of the project.

### ***LTP/Annual Plan / Financial Strategy /Infrastructure Strategy***

The Retail Quarter project is a component of the Central City Plan and funding is included in the 10-year Plan.

### ***Financial considerations***

The Quantity Surveyor estimates indicate either the one-way or two-way options and the Enabling Works are within the existing Retail Quarter and Three Waters budget allowances in the 10-year Plan. Waka Kotahi co-funding contributions are still to be confirmed.

On-going maintenance costs of one-way and two-way options are similar to existing maintenance costs.

### ***Significance***

The Retail Quarter George Street project is part of the Central City Plan. The Central City Plan has been designed to guide development of the central city area for the next 10-15 years. There has been a high level of community engagement and participation in the project through several engagement opportunities, including through the 2018 – 2028 Long Term Plan.



## SUMMARY OF CONSIDERATIONS

### ***Engagement – external***

There has been ongoing engagement with CCAG members throughout the Detailed Business Case process. This has been noted as positive by many members of the group.

### ***Engagement - internal***

Internal engagement has occurred with the Transportation, City Development, Three Waters, Policy, Waste Minimisation, Community and Events, and Parks and Recreation teams on relevant elements of both the Detailed Business Case and the draft Retail Quarter Revitalisation Plan.

### ***Risks: Legal / Health and Safety etc.***

Due to the divided views on the CCAG, whichever option Council chooses, some stakeholders will be disappointed. The DBC process and strong engagement with the CCAG has attempted to manage this risk by providing good data for decision-making.

The draft Retail Quarter Revitalisation Plan seeks to mitigate some of this risk by taking a more holistic approach and continuing to engage a range of partners in initiatives to reinvigorate the area.

### ***Conflict of Interest***

There are no known conflicts of interest.

### ***Community Boards***

There are no direct implications for Community Boards.

## Ōtepoti Dunedin Central City Plan – draft Retail Quarter Revitalisation Plan

### Introduction

In 2013 Dunedin City Council (DCC) Developed the Dunedin Central City Plan to guide development of the central city area for the next 10-15 years.

The Central City Plan established a vision. The vision is aspirational and aims to support the city's goal of becoming "one of the world's great small cities". It seeks to create a central city space that is vibrant and compelling, safe and accessible, environmentally sustainable, culturally inclusive and a hub for the community and economic activity. The plan aims to help create a city centre Dunedin can be proud of.

The plan includes a series of physical works aimed at improving the way the central city functions. It also comprises operational changes to the way the spaces in the city are managed, maintained, and marketed. These interventions and changes are staged over a number of years and range in scale. To be successful, the recommended investments aim to be visionary and inspirational, yet practical and realistic in terms of their feasibility.

The Plan is not only about changes to public spaces, but also about coordination of other projects, such as essential underground infrastructure renewals. It also includes a range of low-cost trials and initiatives, aimed at experimenting with new ideas and giving the wider community the opportunity to contribute to their central city.

The Plan divides the central city into 'quarters', intended to reflect the different types of activities that occur in these parts of the city, to encourage certain types of development in certain areas, and help to foster a distinctive character in each.

The Retail Quarter is the area of the central city around George Street, Dunedin's key shopping street. The different retail styles on George Street and adjoining side streets, lanes and alleys include 'strip retail', malls, boutiques and department stores. These have been joined by a growing number of cafés and restaurants. Over time, changes have been made to the urban amenity, road layouts, public transport and parking to improve the look and use of George Street.

Different sections of George Street have gradually developed their own character and activity clusters. The northern end, closest to the tertiary-medical quarter, has become heavily populated by cafés, bars, restaurants and boutique retail. The block between Hanover Street and St Andrew Street has consolidated as the heart of clothing retailing, anchored by the three interconnected 'malls' – The Meridian, Golden Centre, and Wall Street. The southernmost section has a more mixed feel, but is most strongly influenced by the banking sector and the DCC Civic Centre. Similarly, Filleul Street and Great King Street have both taken on different functions to George Street, with some more vehicle-based businesses such as supermarkets and bulkier goods retailers choosing to locate in these areas, attracted by the higher numbers of on-street and off-street car parks, lower rents and larger sites.

Within each of these sections of the quarter, there are slightly different needs and challenges. Vitality also varies, with some subsections currently displaying lower occupancy rates and attracting less foot traffic than others. Ownership patterns, levels of investment, and macroeconomic conditions have influenced this equation, impacting the commercial viability of buildings and the types of businesses attracted to them.

### Strengths and weaknesses

The Central City Plan identified a number of strengths and weaknesses within the Retail Quarter.

The Retail Quarter remains the busy heart of Dunedin's retail sector, with the city's highest pedestrian counts. Strengths contributing to this continued success include:

- an attractive and welcoming environment
- visual interest of the heritage buildings lining the street
- a sunnier and more sheltered microclimate than other parts of the central city
- proximity of the University and Hospital
- proximity to large amounts of off-street public parking
- the continued cluster of retail activity
- a topography that encourages ease of accessibility for a range of users.

However, over the last decade there have been more vacant shops than in the past and the public area looks increasingly tired and dated. The George Street commercial quarter faces a number of challenges and issues, including:

- the need to complete 'three waters' infrastructure renewals and paving upgrades
- changing retail patterns and the growth of online shopping
- lease costs of locating businesses on George Street
- cost of building upgrades
- further relocation of retail and services away from the CBD
- conflicting ideas related to the amount of space and priority allocated to different road users (e.g., cars, cyclists, public transport, pedestrians)
- high numbers of accidents involving vulnerable road users
- conflicting views over the amount, location and types of car parking
- the effects of large numbers of buses using George Street (noise pollution, fumes, amount of space used for bus stops)
- confusion between roads acting as a destination or a through route
- low levels of building maintenance and upgrade
- a limited range of shop sizes
- limited amounts of public space and areas to rest, along with the uninspiring nature of existing public areas, with limited public art and a lack of innovative design
- the age and style of amenity improvements and street furniture make the area appear dated
- too few public toilets
- the difficulty of negotiating the area for those with disabilities

### How we got here /development of the plan

The draft Retail Quarter Revitalisation Plan contains input from a wide range of stakeholders.

It draws on information from multiple rounds of consultation on the Central City Plan and George Street works since 2011 as well as feedback received through other Council processes, such as the Spatial Plan, 2nd Generation District Plan (2GP), Annual Plan, Long Term Plan and, more recently, the Central City Advisory Group.

The plan also draws on numerous one-to-one conversations with key stakeholders in the Quarter, including businesses, visitors, building owners, lobby and interest groups, various DCC departments and other governmental agencies such as the Otago Regional Council and Waka Kotahi. It also integrates thinking from work undertaken by the Ō3 Collective (the consortium selected by the DCC to undertake the physical upgrade of the Retail Quarter, i.e., Isaac (construction), AECOM and Jasmax) and from hui with Aukaha.

This draft plan now seeks feedback from the public.

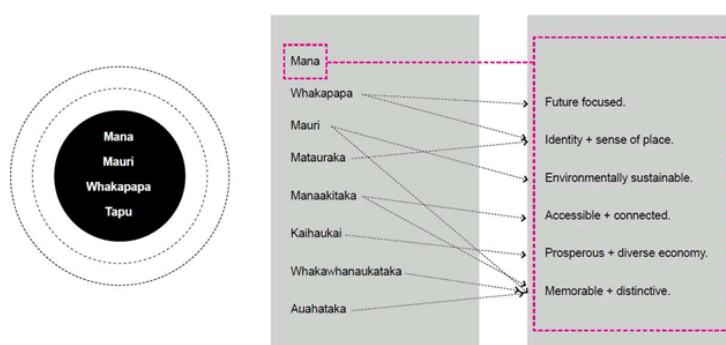
### Vision and directions

The overall vision of the Retail Quarter Revitalisation Plan is to maintain and enhance the Retail Quarter as Dunedin's premiere retail destination.

The original strategic directions of the Central City Plan were based on those in the Spatial Plan. They are presented below.



Through further specific consultation on the Retail Quarter with Aukaha and other stakeholders, a more refined set of directions have been developed. These are defined below.



The following sections discuss each of the directions in further depth and list a set of proposed actions to meet each.

## Accessible + connected

### MANAAKITAKA

The success of the Retail Quarter will be strongly influenced by making the area as accessible as possible to a wide range of Dunedin residents and visitors.

Access should be thought of in a comprehensive way, both in terms of ensuring that getting into the Retail Quarter is as convenient as possible by a range of transport modes, and reducing barriers to people accessing the area due to disability or mobility issues, income, age, gender, culture or similar factors.

Once people have made their way to the Retail Quarter, making the environment they are in a safe, welcoming, attractive and enjoyable place to be in and move around is important.

The broader the range of people that want to visit and spend time in the area, the greater the vibrancy and opportunities for commerce. These conditions should extend beyond the normal trading hours, so that the space is one that is occupied for longer periods and where a broader range of activities can take place. The Retail Quarter should feel safe 24 hours a day for all visitors, as well as for residents and those working in the area.

### Challenges

- People are increasingly time-poor. Many prioritise transport options that optimise their use of time and ability to achieve multiple activities on single journeys.
- Alternative transport options in Dunedin remain limited and less convenient for many residents, resulting in a continued reliance on private motor vehicles.
- Transporting retail purchases on transport modes other than private vehicles or taxis can be difficult, even where people wish to reduce their use of cars.
- There are competing needs for parking resources between shorter-term users such as shoppers and longer-term users such as commuters.
- Leased parking can 'lock up' significant numbers of parking spaces which could be used more flexibly by a greater number of visitors to the quarter.
- There is a finite amount of road space and growing competition for its use from increasing numbers and types of road users.
- Some Dunedin residents became accustomed to short commuting times in our "10 minute city", but with a growing population, dispersed city layout and reliance on private vehicles, congestion and travel times are growing.
- The area's night-time economy lacks diversity.
- There are issues with alcohol-related harm late at night, particularly in weekends.
- The lack of people in the area at night reduces passive surveillance and can make the area feel unsafe, particularly to more vulnerable users.
- Limited footpath widths, clutter on pavements, pavement condition, pedestrian numbers, and the use of scooters on the pavement make the area difficult to negotiate for those with mobility issues and impaired vision and discourages them from visiting.
- There are limited non-retail attractions in the Retail Quarter to make longer visits more possible, particularly for groups like families.

#### **Opportunities**

- Change and new technologies are increasing the transport choices available to people.
- The multiple parking buildings in close proximity to the Retail Quarter could be managed differently to maximise their availability for shoppers.
- Recent infrastructure investments in cycle and bus facilities near the Retail Quarter could provide more convenient journeys for these users, particularly if they are more connected.
- Increasing numbers of apartments in the central city and density in the inner-city suburbs will provide a growing resident population for Retail Quarter businesses, enhancing the night-time economy and passive surveillance of the area.
- Large organisations with high staff numbers based close to the Retail Quarter e.g. DCC, DHB, University, consistently contribute to the day time population of the area.
- Addressing accessibility issues to attract groups who are currently marginalised from the Retail Quarter will increase its foot traffic and potential customers.
- The site of the existing hospital will be redeveloped in future, offering opportunities for expanded public open space in addition to other activities.

#### **Potential actions**

- Prioritise comprehensive universal access principles as a key design priority for the Retail Quarter public realm improvements.
- Work with disability groups to identify the barriers to accessing the Retail Quarter from other parts of Dunedin and advocate for improvements in this space.
- Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the area's future development.
- Work with the ORC to continue bus system improvements to maximise public transport use among visitors to the Retail Quarter, including better connectivity within the central city.
- Investigate opportunities to improve links between the bus hub and George Street.
- Improve information about off-street parking availability by introducing real-time information on parking, promotion campaigns and similar measures to improve Retail Quarter access.
- Improve vehicle and pedestrian access to off-street carparks.
- Work with car parking building owners to improve the buildings' attractiveness to the general public.
- Work with the malls' owners to maximise the use of their car parking resources.
- Support DCC Parking Plan development to maximise use for priority groups in the Retail Quarter.
- Support attracting a car share system to the city.
- Support opportunities for micro-mobility in the area.
- Investigate barriers to accessibility within the Retail Quarter to lower and fixed income residents, and options to address these issues.

#### **Indicators**

Increases in:

- pedestrian counts in the Retail Quarter
- utilisation of parking buildings in the CBD
- cycle counts into the CBD

- numbers of bus patrons into CBD
- micro-mobility counts in the Retail Quarter
- use of the Retail Quarter by currently marginalised groups such as the elderly, disabled groups (to confirm who is identified).

## Environmentally sustainable

### MAURI

Like the rest of Ōtepoti, the Retail Quarter will be increasingly impacted by the impacts of climate change in the coming years. Already, parts of the quarter have flooded during extreme weather events. These incidents are only likely to intensify if changes are not made.

The community has demonstrated its interest in reducing impacts on the environment and improving the city's sustainability. As a Quarter focused on consumption and reliant on attracting visitors from afar, often by vehicle, this presents challenges that will only increase as the city grows and more people visit.

However, a focus on sustainability also offers opportunities to change the way people engage with the area, providing a healthier and more enjoyable places to spend time, providing economic benefits for businesses, and personal and social benefits for residents and visitors.

Greening of the central city can also contribute to expanding networks and corridors for native species and increase Dunedin residents' daily interaction with native flora and fauna.

### Challenges

- Climate change will result in greater variability of conditions in the Retail Quarter.
- There is a great deal of hard-surfacing in the area, which contributes to issues with flooding and the quality of run-off.
- Recycling options for residents and businesses are more limited in the Quarter, negatively impacting overall efforts to divert more material from landfill.
- There are space constraints with existing buildings that limit options for managing waste and recycling better, for both commercial and residential tenants.
- Reducing the environmental impact of travel into the Retail Quarter is hampered by the slow uptake of transport options other than private vehicles, e.g., bicycles, buses and walking.
- The replacement of ageing infrastructure requires significant inputs of new materials and machinery, which will result in substantial carbon and waste outputs.
- Amenity plantings are limited and focus on exotic species, which may not maximise opportunities for supporting native species or local ecosystems.
- The existing large trees in George Street are not well-suited to the local environment and will need to be removed during the construction period, which will reduce the amount of canopy cover in the area.

### Opportunities

- Dunedin City Council has committed to reducing Dunedin's net carbon emissions to net zero by 2030, increasing focus on this issue for all Dunedin residents.
- The replacement of infrastructure and transformation of the area offers opportunities to install new and more sustainable approaches to management of the Quarter.
- The DCC is already proposing and trialling a number of initiatives that may lead to more sustainable approaches in the Quarter.



- Research into sustainability initiatives and new solutions coming to market, increase the range and affordability of methods to address the issues faced.
- The construction and design partners for the infrastructure and amenity upgrades (The Ō3 Collective) have demonstrated a proactive approach to sustainability.

#### Potential actions

- Work with the Ō3 Collective on a project to sequester as much carbon and divert as much waste from landfill as possible from the construction works.
- Where practicable, consider using upgrade materials that can be fully recycled at end of life.
- Investigate carbon/green certification for the construction and amenity improvement projects.
- Work proactively with businesses in the area to reduce waste and energy use, both during building upgrades and in day-to-day operations.
- Install infrastructure to enable participation by businesses and residents in the proposed District Energy Scheme.
- Maximise the planting of native species in the Retail Quarter and the potential for plantings to reduce the risk of flooding and improve water quality.
- Encourage the use of active, low-carbon modes of transport via attractive and safe design in the amenity and transport upgrades.
- Install monitoring equipment to measure ongoing carbon outputs in the area to track progress towards net zero carbon goals.
- Review the approach to waste and recycling collection in the central city.
- Install additional recycling stations in the Retail Quarter, targeted to residential tenants.
- Install an expanded network of public recycling bins throughout the Retail Quarter.
- Encourage commercial or social enterprise initiatives to manage food waste in the central city.
- Encourage the development of a “repair space” in the central city, aimed at encouraging people to repair and reuse or repurpose goods, rather than sending them to landfill.

#### Indicators

- Increased recycling stats.
- Reduced waste to landfill from the Quarter.
- Reduced CO<sub>2</sub> measurements on George Street.
- Reduced occurrence of flooding into private properties.
- Zero carbon status for project.
- Increased m<sup>2</sup> of native plants.

## Future focused

### Whakapapa

### Kaihaukai

The scale of investment and disruption required to upgrade infrastructure and the public realm in the Retail Quarter means that it happens infrequently. This means that any changes made to the public realm are likely to remain in place well into the future. For reference, the existing amenity improvements were made around thirty years ago.

At the same time, Dunedin is changing more quickly than in the recent past. A growing and increasingly diverse population, major new infrastructure projects, and the impacts of climate change, policy adaptation and technology advances mean this change is likely to evolve and even accelerate further over the coming decade. Knowing how George Street will have to adapt in five years, let alone thirty years, is increasingly challenging. The recent Covid-19 pandemic has only demonstrated just how quickly life and the way we use our central city can change. Technology disruptors in the spaces of transport and retail also continue to transform the way we live and move around. These changes should be seen as opportunities, providing new solutions to the challenges we face and offering new ways to interact, spend our time and do business in the central city.

Dunedin will continue to evolve in the coming years and so will the ways we use our Retail Quarter. This means that, more than ever, it is important to consider flexibility and adaptability in the design of the Retail Quarter. A space that can evolve and respond to changing demands is not only likely to be more successful in the long-term, but will also be one that is more cost-effective, as the need to make changes is reduced.

### Challenges

- It is generally difficult to predict change.
- There has been traditionally significant resistance to change in Dunedin from a vocal group of ratepayers, who often find support in the local media, making decision-makers more conservative about experimentation or radical change.
- Dunedin residents have been traditionally sceptical about the applicability of case studies from elsewhere to the Dunedin context.
- In the wake of the Covid-19 pandemic, some Retail Quarter businesses are continuing to struggle, making them more nervous about experimentation and change.
- The up-front and on-going operational costs of technological solutions.
- Designing for flexibility can be difficult and present additional costs in the short-term, but can offer longer-term benefits.
- Some people may not be familiar or comfortable with Smart technologies.

### Opportunities

- Technology will offer new ways to manage existing challenges like maximising parking availability and making public transport more convenient.
- The presence of the University and Polytech means Dunedin has a strong basis for innovation and technology in addition to a well-developed start-up culture/entrepreneurship.

- Local authorities already use technology that could assist retailers and other businesses in the city, e.g. pedestrian and vehicle counts which could help assess and predict customer demand peaks.
- There is a strong start-up culture and interest in innovation in the city that could be applied to the Retail Quarter.

**Potential actions**

- Investigate opportunities for smart technologies to manage/enhance activity in the Retail Quarter.
- Where possible, install infrastructure that allows for the addition of future technologies.
- Prioritise technology solutions with high levels of interoperability to enable comprehensive and integrated approaches to the area's upgrade.
- Work with the University of Otago, Otago Polytechnic and local technology providers to create opportunities for Dunedin-based technology solutions to challenges in the Retail Quarter. Perhaps via a 'technology challenge' event to jumpstart innovation on specific issues.
- Work to become part of the Smart Cities network and embed this approach within the DCC.
- Work to incorporate data gathered from technology solutions implemented by the DCC and other partners into the proposed online dashboard.

**Indicators**

- Increased % of Dunedin-based retailers also having an online presence.
- Dunedin's position in Smart Cities ranking.
- Increase % of local providers for technology solutions used by the DCC.

## Prosperous + diverse economy

### KAIHAUKAI

To create a place that can better compete with other centres and online retail, the Retail Quarter needs a good mix of retail offerings and other businesses, of local, national and international brands, of chain stores and specialty retailers, of food and beverage offerings, and of other events and attractions. Variety is important. An area that attracts a diverse range of people will include a mix of established businesses and newer start-ups and temporary pop-up offers.

There need to be opportunities for people to enjoy the space and social interaction, even if they do not have large amounts of money to spend. While retail should be the predominant activity in the area, other activities and attractions can bring people into the area and make it easier or more attractive to spend time there.

Future success in the Retail Quarter will rely on more than just the DCC's investment in the public realm. A constructive, collaborative approach between the DCC, businesses, property owners, user groups and other stakeholders will be far more likely to lay the foundations for a vibrant and attractive area for people to visit and invest in.

### Challenges

- There is growing competition for a retail spend from national and international online retailers and from traditional retailers in other parts of the city, region and country.
- As people increasingly work from home, more needs to be done to attract them into the Retail Quarter and to maximise their spend when they are in the area.
- Lease costs are becoming more prohibitive for local and more specialty retailers, reducing diversity and choice for shoppers.
- There has been a loss of large anchor retailers from the Retail Quarter.
- Dunedin lacks some of the more innovative and international retail brands, so it is not seen as a retail destination for those outside Dunedin.
- Many Dunedin residents perceive a lack choice in the current retail offerings and choose to shop elsewhere (online or outside Dunedin).
- Some Dunedin retailers have not adapted to the changing retail environment or understand how they can better appeal to different consumer groups.
- There is limited coordination between retailers and other businesses in the Retail Quarter for marketing, campaigns, and business attraction.
- The upheaval created by this and other construction projects in the central city may discourage people from visiting the Retail Quarter and have a negative effect on retailers already impacted by Covid-19 and reduced retail spend.
- Attracting people back to shop in the area once they have established new behaviours can be difficult.
- Increased retail vibrancy could reduce the space available for creatives and start-ups.

### Opportunities

- There remains a strong community desire to protect and enhance the Retail Quarter as Dunedin's preeminent retail area.
- Retail drift is still more limited than in many other towns and cities.
- A number of unique Dunedin brands and businesses remain in the area.
- Dunedin has a strong start-up culture and multiple hubs of innovation that could contribute more to the Retail Quarter than they currently do.
- There is a large amount of vacant and underutilised spaces (e.g. upper floors, basements, rear parts of buildings) that could be activated to expand the amount and types of spaces available for business and other uses in the area.
- Mixed use in the area can provide a larger resident community to support retail and other commercial activities.
- Hospital construction workers and other associated construction work will provide a short-to medium-term boost to foot traffic.

#### **Potential actions**

- Establish a jointly funded Retail Quarter business association and paid coordinator, tasked with marketing, management, events, business attraction and day to day coordination of the Quarter.
- Work with the Chamber of Commerce/Business South and other partners to develop a programme of business assistance and training to assist retailers adapt to the challenges of online retail and other technology changes.
- Develop a Central City dashboard/web portal consolidating data gathered by the DCC and others to assist businesses in better developing their products and services and managing their businesses (e.g. pedestrian and other user counts, retail spending).
- Work closely with building owners to ensure rental affordability for local businesses.
- Work with building owners/developers to identify opportunities for smaller, more affordable spaces in close proximity to George Street (e.g. laneways) to ensure variety in the types of businesses that can operate in the area.
- Investigate development of a pop-up hub in the area to allow start-ups an opportunity to temporarily access George Street and add to the variety in the area.
- Continue to work with Urban Brokerage Hoe Ākau to activate vacant spaces and showcase opportunities in the area.
- Encourage increased marketing to the large employers are in close proximity to the Retail Quarter e.g. DCC, DHB, University to encourage staff to shop more regularly in the area.
- Work closely with the Council's Community Development and Events team, to support engagement with migrants, older people, youth and people with disabilities to better understand the sense of place for these groups and how this can be developed.

#### **Indicators**

- Increased growth in retail spend figures.
- Stabilised/recaptured retail spend for central city.
- Reduction in the number of vacant shops at ground floor level.
- Reduction in the overall m<sup>2</sup> of vacant space.
- Increased number of businesses active in the area.

## Identity + sense of place

**Whakapapa** **Matauraka**

The Retail Quarter already has a strong identity and sense of place, based predominantly on its Victorian and Edwardian architecture, building scale, vibrancy and backdrop. This could be strengthened further, particularly by expanding recognition of the area's history and culture beyond its relatively narrow focus to embrace a broader range of Dunedin's diverse communities and ensure they see their heritage reflected in the area.

The absence of any mana whenua representation is the most prominent cultural gap in the Retail Quarter.. There is no visibility of Māori culture or history in the area. There is no reference or embodiment of Kāi Tahu cultural values or status as Ōtepoti mana whenua.

Weaving these cultural values and narratives into the area is important, not only in terms of respecting the Treaty of Waitangi partnership, but also in terms of creating a more meaningful identity and richer sense of place for an area that could otherwise have little to differentiate it from other small cities and towns elsewhere. These efforts should extend beyond tokenistic artistic embellishments, to embrace a more comprehensive integration of mana whenua values throughout the design, function and management of the area.

Layered upon these references to mana whenua cultural values can be other expressions of Dunedin's diversity. Historically, Dunedin has had a wealth of different cultural influences (such as Chinese, Jewish and Lebanese communities) and this diversity continues to grow today. The city is renowned for its large student and youth population, though this is not currently reflected in the Retail Quarter's public realm. Other groups are also not well-represented.

To attract as wide a range of visitors as possible, it is important that the Retail Quarter's existing appeal is enhanced, mirroring and celebrating the city's diverse cultures, values and interests.

### Challenges

- There has been a long-term focus on the Pākehā elements of Dunedin's history, particularly the Scottish and Victorian character, and some may find the representation of other cultural values in the area challenging.
- While the area's heritage buildings are a key element in giving the Retail Quarter a sense of place, many are in need of investment and restoration/repair.
- The protected status of the area's heritage buildings restricts the extent to which other cultural values can be represented and integrated (e.g., visually) with them.
- There are limited 'play/activities' that attract young people, and children and their families.

### Opportunities

- There is a strong desire from mana whenua to work collaboratively in the redevelopment of the central city.
- Kāi Tahu values and design provide a strong basis from which to build a unique identity and better sense of place.
- Migrant groups are seeking ways and places to share their culture with other residents.

- Ngāi Tahu Properties are developing the new ACC building elsewhere in the central city, raising hopes for further investment and development elsewhere, including in or adjacent to the Retail Quarter.
- There is a rich cultural history to draw on in the quarter, that previously has not been interpreted or represented well.
- Increased investment in the many heritage buildings within the Retail Quarter will improve the streetscape amenity for users, provide additional inner city apartment and office space, and provide opportunities to integrate mana whenua values in creative ways.

**Potential actions**

- Work closely with mana whenua to ensure the redevelopment of the public realm better incorporates cultural values and identity.
- Reach out to a more diverse range of stakeholders to understand their needs and aspirations in the area, including young people and families, Pāsifika and other migrant communities through existing networks.
- Work with the Dunedin Heritage Fund and other potential funding partners to target heritage incentives to owners in the area in order to encourage restorative and adaptive reuse works alongside public investment in the streetscape.
- Create more regular pop-up events / activations to help enliven the area, and encourage people to visit.

**Indicators**

- Strengthened relationship with mana whenua.
- Number of heritage buildings upgraded.
- Number of historic interpretive elements installed.
- Number of cultural and other events in the area, with associated increased pedestrian counts.

## Memorable + distinctive

Maori	Manaakitaka	Whakawhanaukataka	Auahataka
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To attract shoppers and other visitors, it is important that the Retail Quarter is not only functional from an access and movement perspective, but also a place that people feel compelled to visit. It needs to be attractive and engaging and appeal to a wide range of people. Given the convenience of online retail and challenge from retailers elsewhere, the Retail Quarter needs to offer a point of difference and additional experiences in order to bring people into the area, particularly in the wake of COVID-19.

A high-quality public realm is one ingredient in creating a compelling destination. Over the last decade, many towns and cities around the country have upgraded their public spaces in an effort to attract shoppers and retailers back to their main streets. While the Retail Quarter remains more robust than many similar areas around the country, the length of time since the last upgrades in the area mean the public realm is in need of significant upgrade to retain existing visitors and attract new ones. After visiting other public spaces around the country and overseas, local and other visitors have greater expectations of the experiences the Retail Quarter should provide.

The DCC does not have sole responsibility for creating a memorable and distinctive experience in the Quarter. Peoples' experiences are also strongly influenced by the private sector and other stakeholders in the area. While the quality of retail offerings and customer service are key factors (see Prosperous + Diverse Economy), much of the area's ambience is provided by its built elements and their presentation and design. This makes building owners, developers, businesses and other groups important partners in creating an engaging environment. It is essential that the DCC and private stakeholders work closely together to improve the appearance of existing buildings and spaces, and in maximising the opportunity for new developments to be interesting attractions and bring more people into the area.

The area's range of activities is also important. Increasingly, successful commercial areas have complimentary activities that support retail and attract visitors. These may include food and beverage, entertainment, public institutions like museums and galleries, performance venues, and residential activities. Arts and events can further augment these activities, providing an entirely different rationale for visiting, or one that enhances normal day-to-day interactions with the Quarter. Encouraging this variety of experiences to appeal to a range of visitors of different ages and backgrounds will contribute strongly to a more vibrant area.

## Challenges

- Dunedin is competing with towns and cities around the country that are investing heavily their public realms to make them more attractive places to visit.
- The Retail Quarter is relatively large, there has been a lack of investment in the public realm for many years and budgets for DCC improvements are limited, meaning it is unlikely the same level of enhancements can be applied across the entire area.
- Apart from the road corridor, there is a lack of any meaningful/useable public space in Retail Quarter, increasing competition for this limited space.



- The transformative potential of the project will be reduced if private landlords adjacent to George Street and other parts of the Retail Quarter do not also invest in improving the appearance of their buildings.
- Empty shops have a negative effect on the main street and create a perception of the deterioration of an area, even when their numbers are limited.
- Encouraging transformative change can be difficult, particularly if it leads to uncertainty for existing stakeholders and users of the area.
- While increasing the variety of central city activities can lead to greater vibrancy, it can also create conflicts between uses, particularly between residential activities and late-night venues.

#### **Opportunities**

- This is a once in a generation opportunity to enhance the central city's distinctive appeal.
- The inclusion of Kāi Tahu values and design provides a strong basis upon which to transform the central city.
- Incentive schemes run elsewhere in Dunedin have demonstrated the potential to encourage private owners to undertake works on their buildings.
- There is a strong recognition that significant improvements are required in the central city to protect its position as the preeminent retail area in Dunedin.
- It is possible to see and measure the positive benefits delivered by large-scale amenity upgrades elsewhere around the country.
- Currently, activations and key events are focused on the Octagon, but an upgraded Retail Quarter would provide opportunities to extend them through the area.

#### **Potential actions**

- Develop a series of arts activation events during the planning and construction phase to continue to encourage visitors.
- Work with partners and the arts community to develop an on-going, dynamic arts presence in the Quarter.
- Develop a collaborative relationship with developers and building owners to maximise the benefits of building upgrades and developments on the Retail Quarter as a whole.
- Implement the Retail Quarter upgrade project to provide a more welcoming, safer and attractive streetscape.
- Identify priority laneways, alleyways and other open spaces for potential development of more publicly accessible areas and opportunities for commerce in conjunction with the private sector.
- Develop plans for key DCC-owned spaces and buildings to increase their accessibility and integration with the Retail Quarter and/or provision of better quality public open space (e.g., the DCC building, Dunedin City Library, Library Plaza, Albion Lane, Great King Street car park) in any future upgrades.
- Implement increased opportunities for play and events in the Retail Quarter, particularly focused on attracting families and young people
- Embrace opportunities for increased public art across a range of scales and media throughout the Retail Quarter.

#### **Indicators**

- Increased number of events
- Improved % satisfaction in Residents Opinion Survey satisfaction with the central city
- Increased number of young people and families visiting the Retail Quarter

### Where to next?

We are seeking feedback on the draft Retail Quarter Revitalisation Plan.

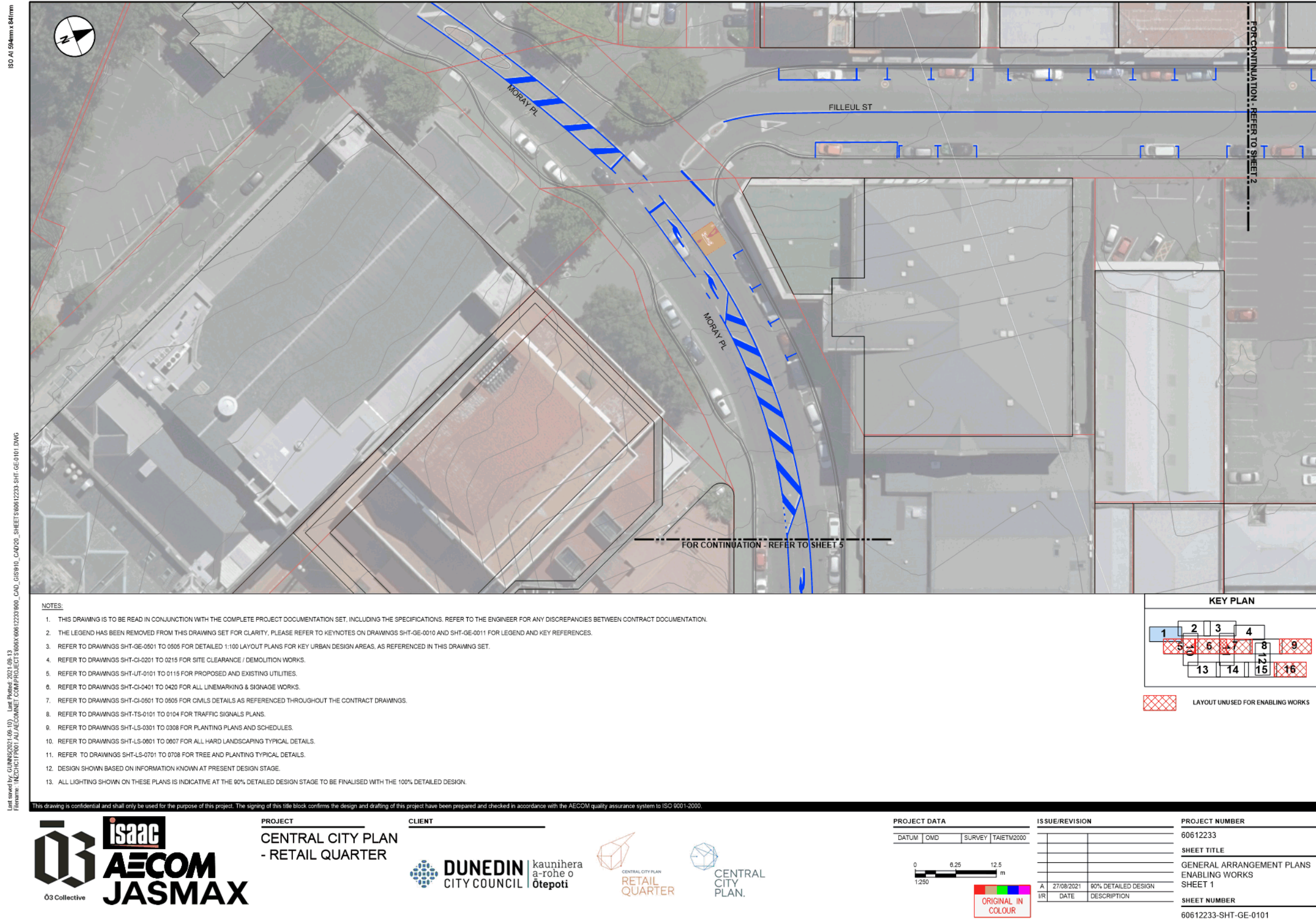
This feedback will be used to help refine this Plan.

We are keen to hear your ideas and about opportunities or issues we have missed.

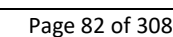
Letting us know at an early stage about any potential for collaboration or partnerships would also be valuable.

The Revitalisation Plan will be a 'living document' that will evolve over time as changes occur in the Retail Quarter, particularly as the amenity and infrastructure upgrades progress.

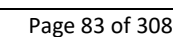




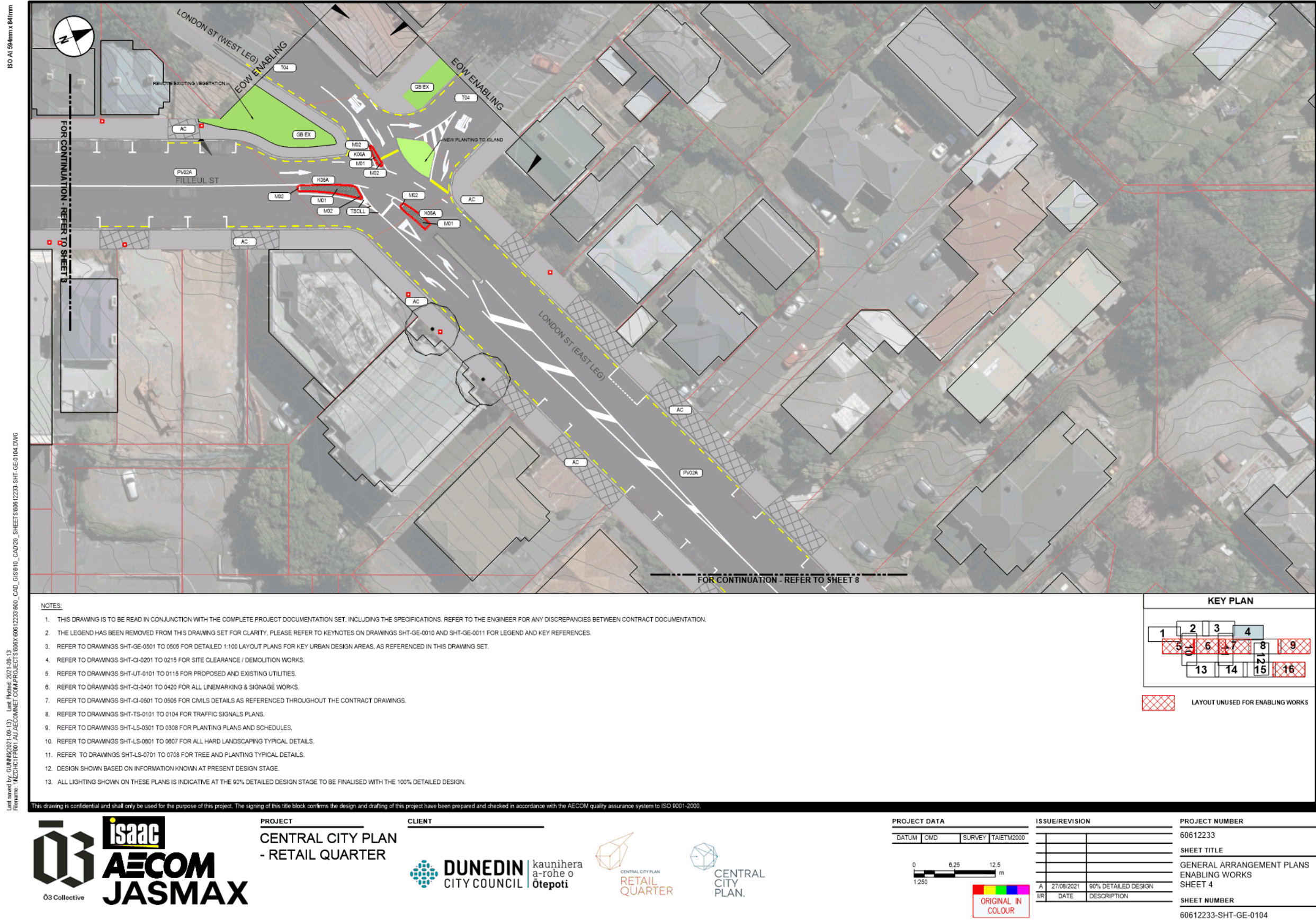














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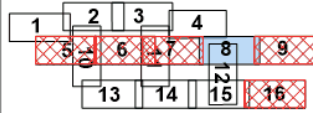


NOTES:

1. THIS DRAWING IS TO BE READ IN CONJUNCTION WITH THE COMPLETE PROJECT DOCUMENTATION SET, INCLUDING THE SPECIFICATIONS. REFER TO THE ENGINEER FOR ANY DISCREPANCIES BETWEEN CONTRACT DOCUMENTATION.
2. THE LEGEND HAS BEEN REMOVED FROM THIS DRAWING SET FOR CLARITY, PLEASE REFER TO KEYNOTES ON DRAWINGS SHT-GE-0010 AND SHT-GE-0011 FOR LEGEND AND KEY REFERENCES.
3. REFER TO DRAWINGS SHT-GE-0501 TO 0505 FOR DETAILED 1:100 LAYOUT PLANS FOR KEY URBAN DESIGN AREAS, AS REFERENCED IN THIS DRAWING SET.
4. REFER TO DRAWINGS SHT-CI-0201 TO 0215 FOR SITE CLEARANCE / DEMOLITION WORKS.
5. REFER TO DRAWINGS SHT-UT-0101 TO 0115 FOR PROPOSED AND EXISTING UTILITIES.
6. REFER TO DRAWINGS SHT-CI-0401 TO 0420 FOR ALL LINEMARKING & SIGNAGE WORKS.
7. REFER TO DRAWINGS SHT-CI-0501 TO 0505 FOR CIVILS DETAILS AS REFERENCED THROUGHOUT THE CONTRACT DRAWINGS.
8. REFER TO DRAWINGS SHT-TS-0101 TO 0104 FOR TRAFFIC SIGNALS PLANS.
9. REFER TO DRAWINGS SHT-LS-0301 TO 0308 FOR PLANTING PLANS AND SCHEDULES.
10. REFER TO DRAWINGS SHT-LS-0501 TO 0507 FOR ALL HARD LANDSCAPING TYPICAL DETAILS.
11. REFER TO DRAWINGS SHT-LS-0701 TO 0708 FOR TREE AND PLANTING TYPICAL DETAILS.
12. DESIGN SHOWN BASED ON INFORMATION KNOWN AT PRESENT DESIGN STAGE.
13. ALL LIGHTING SHOWN ON THESE PLANS IS INDICATIVE AT THE 90% DETAILED DESIGN STAGE TO BE FINALISED WITH THE 100% DETAILED DESIGN.

This drawing is confidential and shall only be used for the purpose of this project. The signing of this title block confirms the design and drafting of this project have been prepared and checked in accordance with the AECOM quality assurance system to ISO 9001:2000.

KEY PLAN



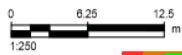
LAYOUT UNUSED FOR ENABLING WORKS



PROJECT  
CENTRAL CITY PLAN  
- RETAIL QUARTER



PROJECT DATA			
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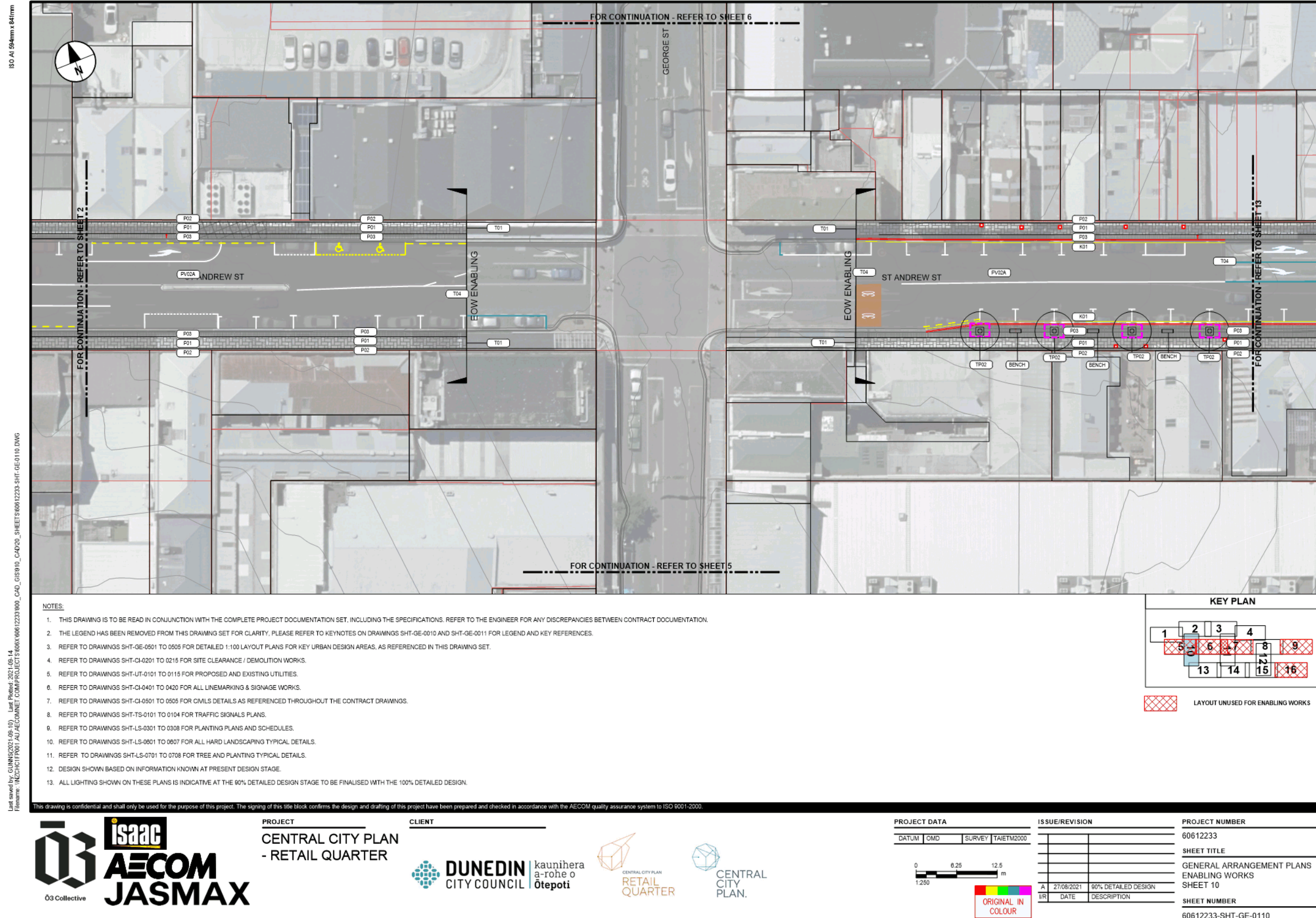


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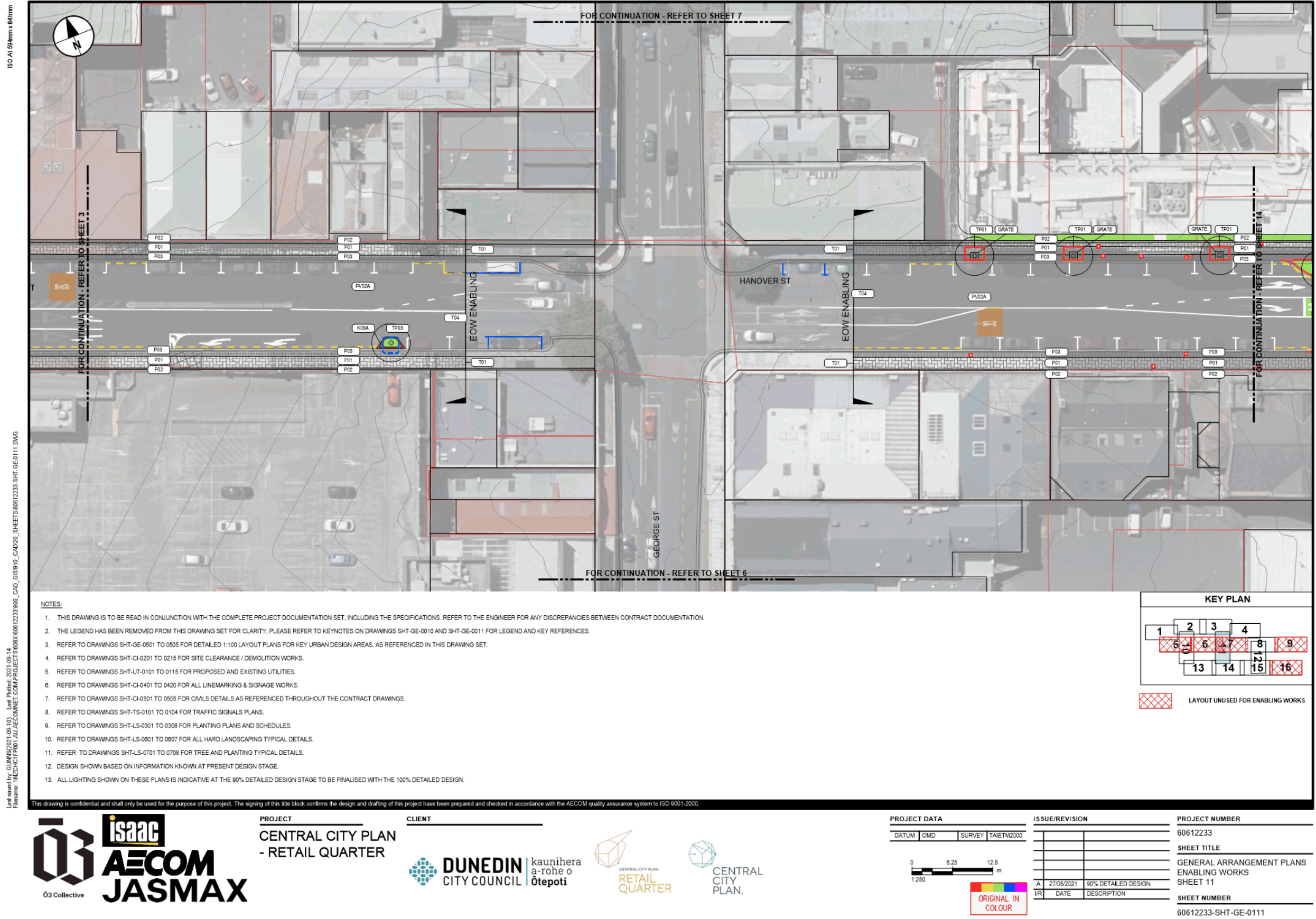
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A	27/08/2021	90% DETAILED DESIGN

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GENERAL ARRANGEMENT PLANS ENABLING WORKS SHEET 8	
SHEET NUMBER	
60612233-SHT-GE-0108	





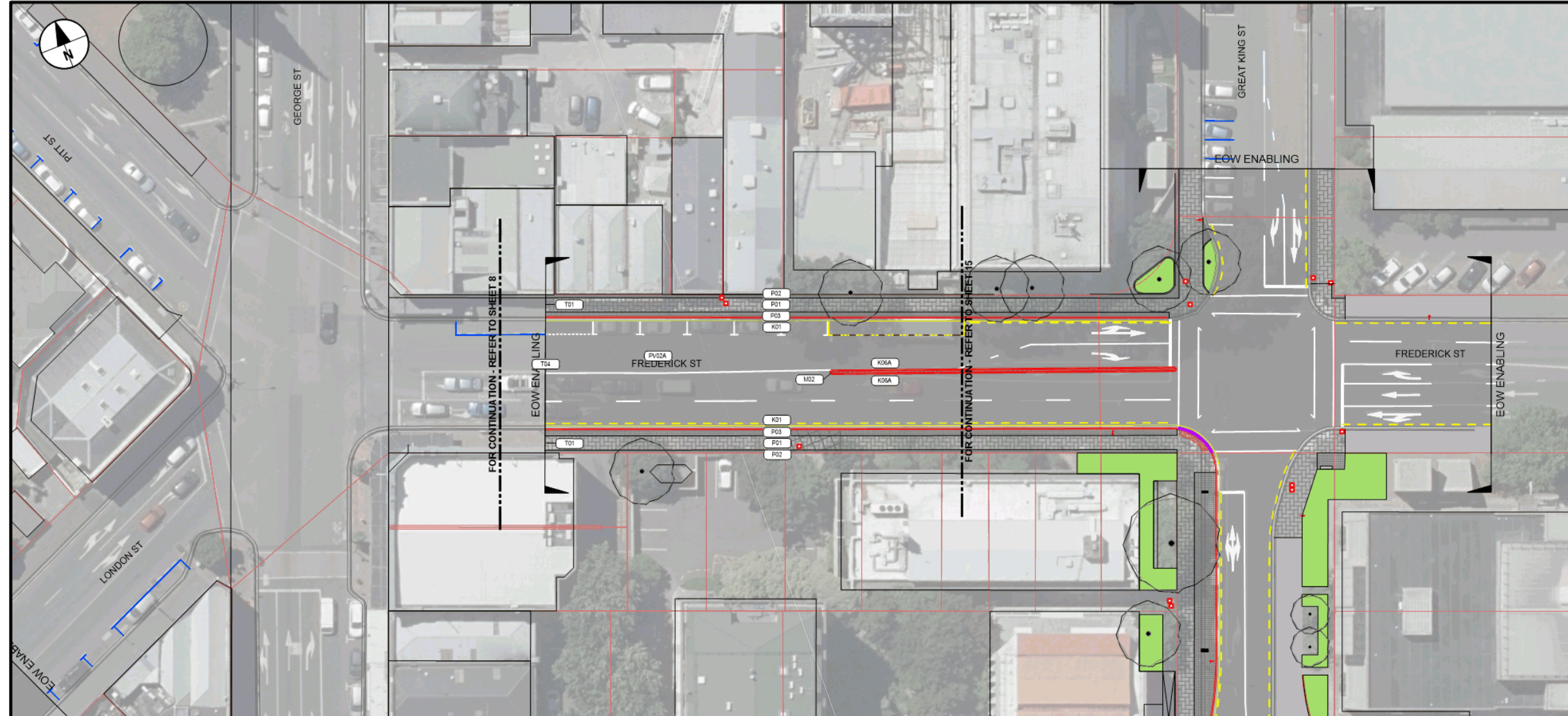






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3. REFER TO DRAWINGS SHT-GE-0501 TO 0505 FOR DETAILED 1:100 LAYOUT PLANS FOR KEY URBAN DESIGN AREAS, AS REFERENCED IN THIS DRAWING SET.
4. REFER TO DRAWINGS SHT-CH-0201 TO 0215 FOR SITE CLEARANCE / DEMOLITION WORKS.
5. REFER TO DRAWINGS SHT-UT-0101 TO 0115 FOR PROPOSED AND EXISTING UTILITIES.
6. REFER TO DRAWINGS SHT-CH-0401 TO 0420 FOR ALL LINEMARKING & SIGNAGE WORKS.
7. REFER TO DRAWINGS SHT-CH-0501 TO 0505 FOR CIVILS DETAILS AS REFERENCED THROUGHOUT THE CONTRACT DRAWINGS.
8. REFER TO DRAWINGS SHT-TS-0101 TO 0104 FOR TRAFFIC SIGNALS PLANS.
9. REFER TO DRAWINGS SHT-LS-0301 TO 0308 FOR PLANTING PLANS AND SCHEDULES.
10. REFER TO DRAWINGS SHT-LS-0501 TO 0507 FOR ALL HARD LANDSCAPING TYPICAL DETAILS.
11. REFER TO DRAWINGS SHT-LS-0701 TO 0708 FOR TREE AND PLANTING TYPICAL DETAILS.
12. DESIGN SHOWN BASED ON INFORMATION KNOWN AT PRESENT DESIGN STAGE.
13. ALL LIGHTING SHOWN ON THESE PLANS IS INDICATIVE AT THE 90% DETAILED DESIGN STAGE TO BE FINALISED WITH THE 100% DETAILED DESIGN.

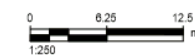
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PROJECT  
CENTRAL CITY PLAN  
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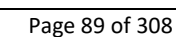
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ISSUE/REVISION	
IR	DATE
A	27/08/2021
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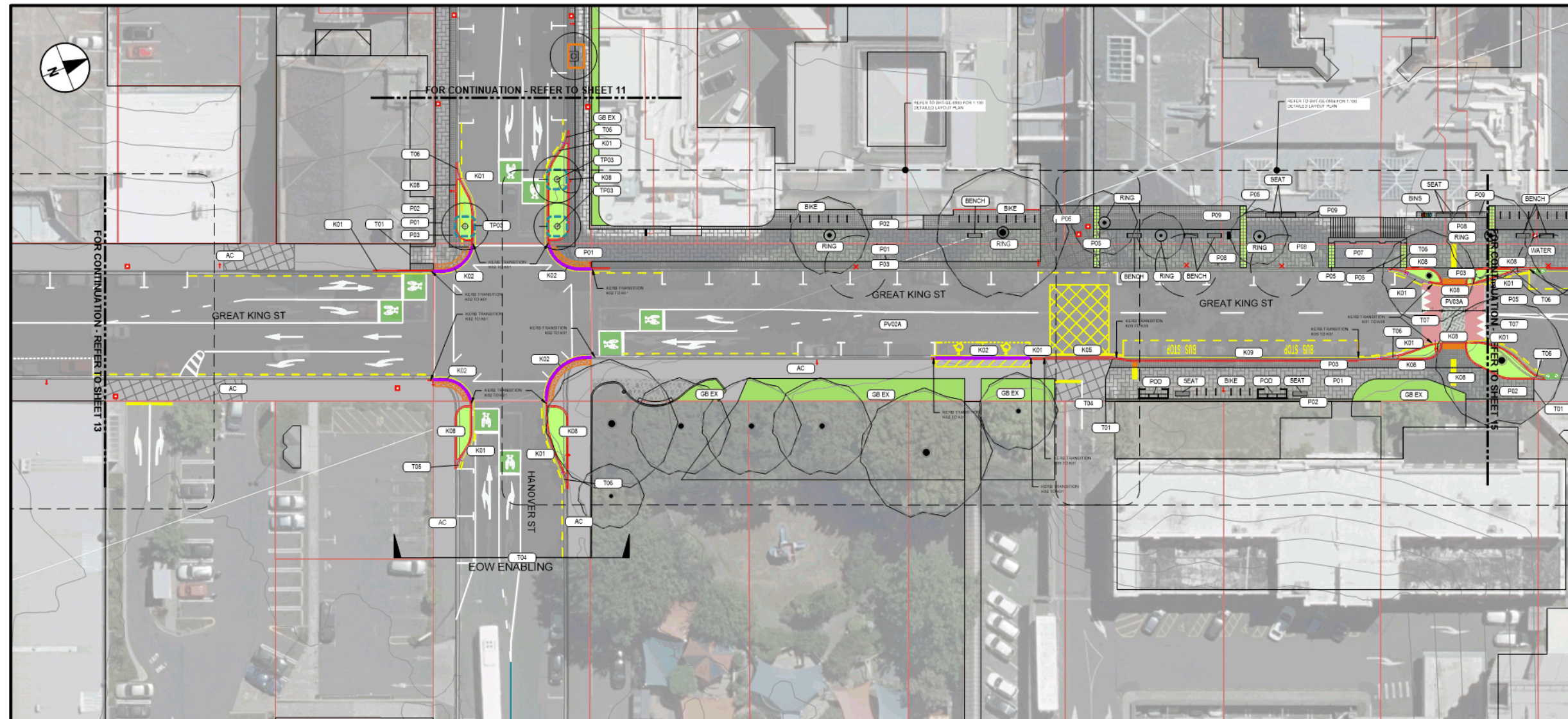
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GENERAL ARRANGEMENT PLANS ENABLING WORKS SHEET 12	
SHEET NUMBER	
60612233-SHT-GE-0112	







ISO A1 594mm x 841mm



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**KEY PLAN**



LAYOUT UNUSED FOR ENABLING WORKS



**PROJECT**  
CENTRAL CITY PLAN  
- RETAIL QUARTER



PROJECT DATA			
DATUM	OMD	SURVEY	TAIETM2000



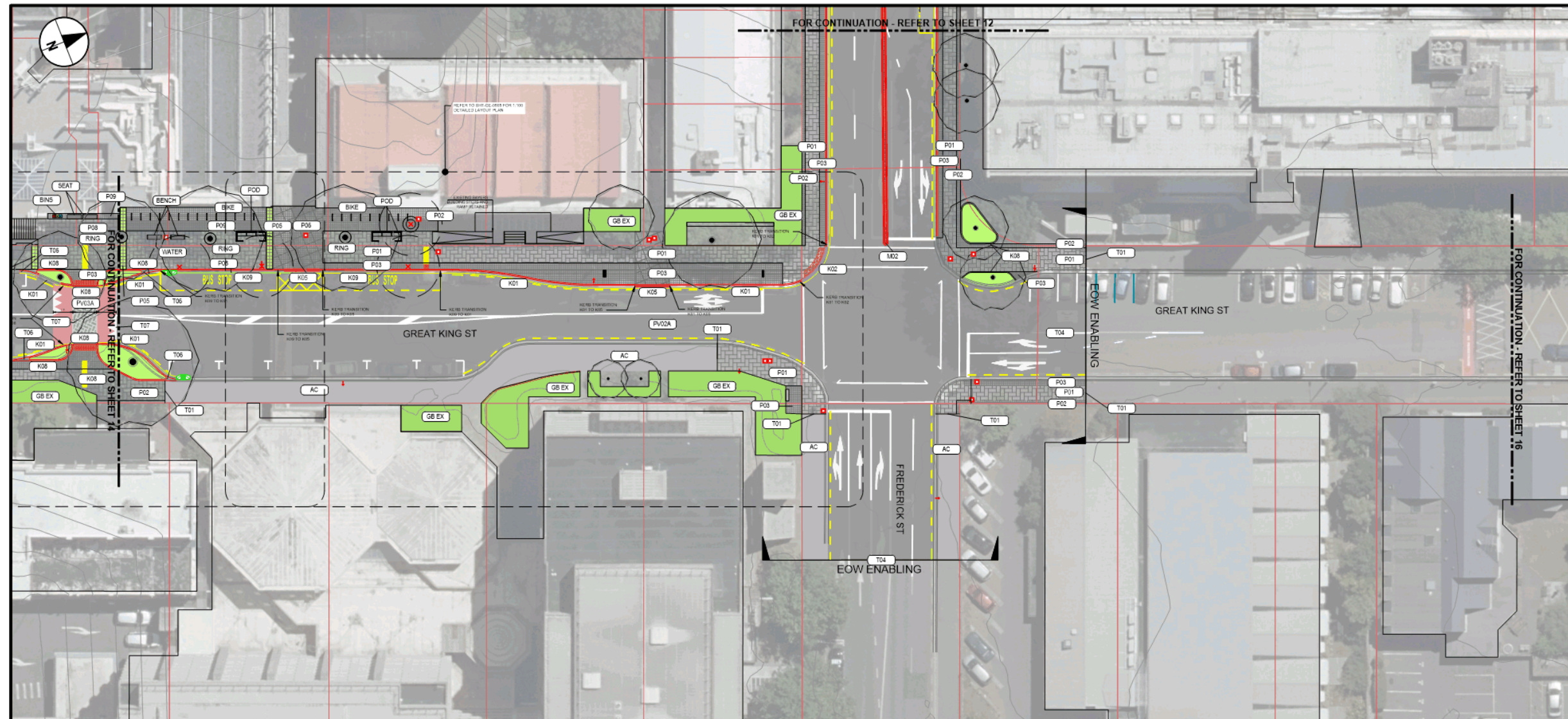
ISSUE/REVISION		
I/R	DATE	DESCRIPTION
A	27/08/2021	90% DETAILED DESIGN

PROJECT NUMBER	60612233
SHEET TITLE	GENERAL ARRANGEMENT PLANS ENABLING WORKS SHEET 14
SHEET NUMBER	60612233-SHT-GE-0114



ISO A1 594mm x 841mm

ISO A1 594mm x 841mm



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**KEY PLAN**



LAYOUT UNUSED FOR ENABLING WORKS



**PROJECT**  
CENTRAL CITY PLAN  
- RETAIL QUARTER



PROJECT DATA			
DATUM	OMD	SURVEY	TAIETM2000



ISSUE/REVISION		
IR	DATE	DESCRIPTION
A	27/08/2021	90% DETAILED DESIGN

PROJECT NUMBER	60612233
SHEET TITLE	GENERAL ARRANGEMENT PLANS ENABLING WORKS SHEET 15
SHEET NUMBER	60612233-SHT-GE-0115