

This section presents which actions are proposed to implement the Central City Framework



implementation plan SECTION 6

6.1 Making it happen

Proposals identified under the respective headings of the Strategic Directions are broken up into actions and summarised in tables in this report section organised per Council department. For each of these actions, a rough order cost estimate has been provided by Council staff. The scale; primary funder; partner organisations; priority; and estimated duration are also supplied.

It should be emphasised that at this stage these actions are indicative only. The actual project sequence and cost is to be developed in the LTP and Annual Plan processes by the Council on an on-going basis, following public consultation.

The actions can be broadly divided into three types of implementation:

1. DIRECT PROJECT IMPLEMENTATION

Many of the initiatives detailed within the Framework require direct physical project implementation e.g. identify and / or acquire a site, reconfigure a road, construct a building.

2. ORGANISATIONAL ADJUSTMENT WITHIN THE COUNCIL

This may include:

- **DCC Central City Champion**, the appointment of someone from within Council to be responsible for driving the project forward.
- **Dunedin Central City Steering Committee**. This 'executive' committee is made up of representatives who monitor the progress of the project. Consideration could be given to the invitation of Dunedin City Councillors, Dunedin City Council Urban Design Champions, Executive Management Team members and Heads of Departments into the group.
- **Urban Design Panel** to help improve the standard of urban planning and design outcomes within the city centre.
- **Development trust**: the establishment of a local authority private trust or agency that undertakes the development, management and operations of large scale development projects.
- **City Centre Management Organisation**. Refer to Section 5.5.4.
- **New forms of consultation**. This Urban Design Project could be an appropriate project under which to undertake alternative forms of public consultation which focus on more narrowly defining areas where community feedback is desired.
- **Opportunities to streamline** the execution of functions under several Acts should be explored. For example, ways to undertake the same consultation for a proposed project activity under both the Local Government Act and Resource Management Act. It is also important that the staging, funding and implementation of all work is integrated with the Long Term Council Community Plan.

3. CONSEQUENTIAL CHANGES TO OTHER ORGANISATIONAL POLICIES / PRACTICE TO ENSURE CONSISTENT AND MUTUALLY REINFORCING OUTCOMES

This may include:

- **Spatial Plan**. The Central City Framework may inform the Spatial Plan and other strategies e.g. growth, transport, economic development.
- **District Plan and regulatory framework**. This plan recommends changes to the District Plan. This will have to inform a Council led Plan Change for the centre that will include a significant revision of objectives, policies, rules, methods and assessment criteria to guide all types of development.
- **Design guidelines**. It is recommended that the District Plan is supported by a non-statutory design guide which advocates quality design responses to typical development challenges in the city centre. This should include specific focus on best practice responses to mixed use, heritage, employment activities, riverside and lane and alley way development. Guidelines are an effective way of informing developers on ways to improve subjective issues such as visual quality and facade design.
- **Review of development contribution policies**. The Council could consider the revision of its current development contribution system. Although it has many advantages, the current system may not send a satisfactorily aligned price signal or allocation of community facility demand, that reflects the sustainability benefits of intensification in and around centres, relative to other residential development choices.
- **Council landowner policies on open space and parks**. Supporting actions may need to be undertaken including revisions to the access, use and maintenance policies of park and reserve assets.
- **External policy adjustment**. Other major governmental institutions, such as the New Zealand Transport Agency and Otago Regional Council may need to complete their own amendments to policies, plans and projects to reflect the outcomes (works, staging and funding) of various initiatives in this plan for which they are a major partner.

6.2 Strategic sequence of implementation

The proposed sequence for the implementation of the proposed groups of key initiatives that will lead to the envisaged revitalisation is as follows:

1 STATE HIGHWAYS AND SMALL IMPROVEMENTS ELSEWHERE

- Investigate the two-waying of Cumberland Street
- Calm Crawford Street
- Small initiatives in strategic locations in the central city

The proposed changes to the State Highways are regarded as most strategic for their potential to reconnect the two halves of the central city, i.e. the area around The Octagon with the Queens Gardens and the Warehouse District. It will make the southern area both physically and psychologically a real part of the centre. This transformation will open the way for the proposed Step 2. Small improvements are proposed for the first step since many of them are low-cost with a high positive impact on the experience of the centre. The implementation of this large amount of initiatives will most likely continue during the implementation of the next steps.

2 CREATIVE QUARTER

- Promote and improve the Creative Quarter
- Develop Queens Gardens

The Creative Quarter is seen as the key area to grow Dunedin's local employment, which will increase productivity and deliver a long term economic benefit to the city. Queens Gardens is forms a crucial part of the Creative Quarter and could also relieve The Octagon from events too large or otherwise not so suitable for it.

3 GEORGE STREET

- Micro initiatives in George Street

- Improve bus and parking arrangements

Although important, improvements in George Street are not seen as urgent and neither as providing flow-on benefits for other areas or aspects of the city centre. For this reason it is proposed as Step 3. It may take some time before changes to the bus system can be made, so early and ongoing liaison with the ORC is required in the short term.

4 FUTURE IMPROVEMENTS TO THE OCTAGON

- Three-Staged improvements to streets and public spaces

Improvements to Queens Gardens (Step 2) will have opened the way for making changes to The Octagon. The Octagon is functioning reasonably well and as with George Street, improvements are not seen as urgent and neither as providing flow-on benefits for other areas or aspects of the city centre.

Changes to some other public spaces such as The Exchange square will also take place at this time.

5 CONNECTION BETWEEN QUEENS GARDENS AND THE HARBOUR

- Consider and decide upon the best location and type of railway crossing
- Construct this railway crossing

After improvement of Queens Gardens and its accessibility, and when the revitalisation of the Warehouse District / Creative Quarter is well underway, the step across the railway line is made, possibly serving as a catalyst for the revitalisation of the area around the Steamer basin and Dunedin's harbourside area.



6.3 Community and Recreational Services

DUNEDIN CENTRAL CITY IMPLEMENTATION STRATEGY											
Ref.	ACTION	Admin / Physical	Scale (S/M/L)	Primary funder / partner	Partner Organisations	Priority			Duration		
						High	Medium	Low	S	M	L
Community and Recreational Services											
CR-1	Central city project team/ working group to determine the location/ provision of public toilets (+ restrooms), including in or around the Octagon, in a toilet priority plan.	Administrative	S	DCC	Police and safety officers, bars and cafes, building ow ners	H			S		
CR-2	Construct new public toilets in locations identified by toilet priority plan.	Physical	M	DCC	Police and safety officers, bars and cafes, building ow ners	H			S		
CR-3	Design a plan for the incorporation of public art in the streetscape w ith a view to integrate play opportunities. Consider in particular the area underneath the Jetty Street bridge.	Administrative	S	DCC			M		S		
CR-4	Implement art pieces in public spaces, combining these with opportunities to play.	Physical	M	DCC			M				L
CR-5	Investigate w hich events now held in The Octagon could be held immediately in Queens Gardens and w hich ones w hen the pedestrian connectivity between the Central City and Queens Gardens is improved. Work with Events and Community and Recreational Services to determine w hich physical and organisational changes are required to hold more events in Queens Gardens.	Administrative	L	DCC	RSA	H			S		
CR-6	Design a management plan to encourage non-drinking activities in the CBD in the evenings.	Administrative	M	DCC	Police and safety officers, Tourism Dunedin	H			S		
CR-7	Address social and community-related issues in community catchments outside the Central City.	Administrative	M	DCC			M		S		
CR-8	Design a plan for Queens Gardens in the light of the re-alignments and improvements to surrounding streets. Include a stone w all w ith w rought iron fence on the eastern boundary, w idened footpaths and furniture on the southern edge, the space in front of the current Leviathan as a shared space, and an urban forest near the Dow ling Street car park corner. Take into account the findings of the CPTED assessment.	Administrative	L	DCC	NZTA	H			S		
CR-9	Implement the design for Queens Gardens.	Physical	L	DCC	NZTA	H					L
CR-10	Design and construct a pocket park adjacent to the Filleul / Harrop Street car park.	Physical	L	DCC		H			S		
CR-11	Design and construct a playground at Albion Place.	Physical	L	DCC		H			S		
CR-12	Depending on DCC's the long term vision for the library, design and construct low key play equipment at the Library Plaza.	Physical	S	DCC		H			S		
CR-13	Remove the stage canopy in The Octagon.	Physical	S	DCC	Business operators and ow ners	H			S		
CR-14	Design a detailed plan for the staged reconstruction of The Octagon.	Administrative	L	DCC			M		S		
CR-15	Implement first stage of Octagon upgrade.	Physical	L	DCC				L	S		
CR-16	Implement second stage of Octagon upgrade.	Physical	L	DCC				L	S		
CR-17	Implement third stage of Octagon upgrade.	Physical	L	DCC				L	S		

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DUNEDIN CENTRAL CITY IMPLEMENTATION STRATEGY											
Ref.	ACTION	Admin / Physical	Scale (S/M/L)	Primary funder / partner	Partner Organisations	Priority			Duration		
						High	Medium	Low	S	M	L
CR-18	Design and construct a playground (for under 5 year olds) near the railway station.	Administrative/Physical	S	DCC			M		S		
CR-19	Design and reconstruct Exchange Square.	Administrative/Physical	S	DCC				L	S		
CR-20	Develop part of the site bound by Crawford, Water and Vogel Streets as public open space.	Administrative	S	DCC	landowner			L	S		
CR-21	Design and reconstruct Harbourside green space.	Administrative/Physical	M	DCC				L		M	

6.4 City Planning

DUNEDIN CENTRAL CITY IMPLEMENTATION STRATEGY											
Ref.	ACTION	Admin / Physical	Scale (S/M/L)	Primary funder / partner	Partner Organisations	Priority			Duration		
						High	Medium	Low	S	M	L
City Planning											
CP-1	Improvements to footpaths, including: paving surface, furniture, trees and planting, expansion of width where possible. Priority One streets.	Physical	L	DCC	Disabilities groups/ advisory service	H					L
CP-2	Improvements to footpaths, including: paving surface, furniture, trees and planting, expansion of width where possible. Priority Two streets.	Physical	L	DCC	Disabilities groups/ advisory service		M				L
CP-3	Improvements to footpaths, including: paving surface, furniture, trees and planting, expansion of width where possible. Priority Three streets.	Physical	L	DCC	Disabilities groups/ advisory service			L			L
CP-4	Design a detailed plan to install or modify micro public spaces in Princes Street, between The Octagon and Rattray Street.	Administrative	S	DCC	Disabilities groups/ advisory service	H			S		
CP-5	Construct changes to micro public spaces in Princes Street between The Octagon and Rattray Street.	Physical	S	DCC		H					L
CP-6	Design a detailed plan to install or modify micro public spaces in George Street between The Octagon and Frederick Street.	Administrative	S	DCC	Disabilities groups/ advisory service		M		S		
CP-7	Construct changes to micro public spaces in George Street between The Octagon and Frederick Street.	Physical	S	DCC			M				L
CP-8	Design a detailed plan to install or modify micro public spaces in Princes Street between The Octagon and Rattray Street.	Administrative	S	DCC	Disabilities groups/ advisory service			L	S		
CP-9	Construct changes to micro public spaces in Princes Street between The Octagon and Rattray Street.	Physical	S	DCC				L			L
CP-10	Encourage building owners to improve decorative lighting to highlight buildings which have heritage/ architectural values. This will add value to buildings with existing heritage/ architectural features, as these will be enhanced during dark and other values not apparent during daylight will be emphasised.	Administrative/ Physical	M	DCC	Local businesses; Dunedin Amenities Society; Historic Places Trust			L			L
CP-11	Improve lighting for pedestrians in areas where this is currently deficient. Where possible combine with footpath upgrades. Take note of the various CPTED assessments to be undertaken.	Physical	M	DCC	NZTA		M				L
CP-12	Include the proposed rezoning, rule changes and the establishment of character areas in the District Plan Review. More specifically consider zone changes, mixed activities, built form, no parking in specific areas, instituting design codes for character and heritage protection.	Administrative	L	DCC	Consultation with landowners and other key stakeholders	H				M	
CP-13	Provide shelter in the streets indicated.	Physical	M	DCC			M				L
CP-14	Investigate ways to improve quality of student housing.	Administrative	M	DCC	Consultation with property owners and other key stakeholders		M		S		

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DUNEDIN CENTRAL CITY IMPLEMENTATION STRATEGY											
Ref.	ACTION	Admin / Physical	Scale (S/M/L)	Primary funder / partner	Partner Organisations	Priority			Duration		
						High	Medium	Low	S	M	L
CP-15	Improve process and streamline procedures to assist building owners re-use their buildings, especially within building control and planning. Adopt an attitude that is more open up for business and ready to help.	Administrative	M	DCC	NZ Historic Places Trust – clarify role and provide clearer guidance/ deadlines for getting affected party consent to help building owners know their timeframes/ expectations, Department of Building and Housing, private sector	H				M	
CP-16	Work on a strategy to overcome other procedural, financial and perceived barriers to revitalisation in the Warehouse District.	Administrative	L	DCC	Building owners, leasehold landowners, Government Departments, ORC, local businesses, Chamber of Commerce	H				M	
CP-17	Investigate the desired model for a Central City Retail Management body. Decide between outside of Council (special benefit rate) or inside Council (Council funded).	Administrative	S	DCC	Retailers, Chamber of Commerce			L		M	
CP-18	Appoint a project manager as a champion for the Creative Quarter, also to be involved in public realm improvements.	Administrative	L	DCC		H			S		

6.5 Economic Development

DUNEDIN CENTRAL CITY IMPLEMENTATION STRATEGY											
Ref.	ACTION	Admin / Physical	Scale (S/M/L)	Primary funder / partner	Partner Organisations	Priority			Duration		
						High	Medium	Low	S	M	L
Economic Development											
E-1	Business Attraction Strategy targeting businesses outside Dunedin in creative industry categories.	Administrative	S	DCC	University, Polytechnic, tech businesses, medical businesses	H				M	
E-2	Prepare as part of a business attraction strategy a development resource package telling prospective businesses about the Dunedin facilities, amenities and lifestyle.	Administrative	S	DCC	Chamber of Commerce	H			S		
E-3	Catalyst Project in the Creative Quarter: Liaise with a building owner / developer to undertake a pilot project in a specific building to unlock a catalyst to begin revitalisation/ economic development process in the Creative Quarter.	Administrative and physical	M	DCC	developer, building owner		M			M	
E-4	Appoint a single contact liaison within the Council to work with businesses to guide them through the approval process etc. as part of the Economic Development Strategy.	Administrative	L	DCC		H			S		

6.6 Transportation

DUNEDIN CENTRAL CITY IMPLEMENTATION STRATEGY											
Ref.	ACTION	Admin / Physical	Scale (S/M/L)	Primary funder / partner	Partner Organisations	Priority			Duration		
						High	Medium	Low	S	M	L
Transportation											
T-1	Undertake feasibility study into the removal of the one-way system south of the Leviathan Hotel. If feasible other actions can follow if and when funding available. If feasible and funding is available: -Decide between options for the cross section of Crawford Street, after reclassification as city Street, instead of State Highway. -Redesign and construct Crawford Street south of Queens Gardens according to the selected cross section. Decide between options for the cross section of Cumberland Street, after two-waying the State Highway. -Redesign and construct Cumberland Street south of Queens Gardens according to the selected cross section. -Redesign and construct all streets around Queens Gardens to comply with the two-way situation of Crawford and Cumberland to the south and retention of the current traffic situation to the north. -Focus on pedestrian amenity surrounding Burlington, Rattray Street/ Queens Gardens, Dowling and Crawford Streets, including pedestrian crossing opportunities. Work with Community and Recreation Services for compatibility with design for Queens Gardens. -Redesign and construct Vogel Street between Rattray and Water Streets, between Water and Jetty Streets and between Jetty and Police Streets as a shared space for pedestrians, cyclists and motor vehicles. -Redesign and Bond Street between Rattray and Water Streets, between Liverpool and Jetty Streets and between Jetty and Police Streets as a shared space for pedestrians, cyclists and motor vehicles.	Administrative / Physical	L	DCC / NZTA		H			L		
T-2	Investigate ways of decreasing the width and sterility of Princes Street between Rattray Street and Police Street to give heritage buildings more prominence. Consider a 3m wide solid median with trees, include interruptions for vehicle access and turning. Undertake design.	Administrative	S	DCC				L	S		
T-3	Construct the above design for Princes Street between Rattray Street and Police Street.	Administrative	L	DCC				L	S		
T-4	Construct a solid median with trees and interruptions for vehicle access and turning in Princes Street south of Jetty Street.	Physical	L	DCC				L	S		
T-5	Work on a plan to encourage trucks coming from the Southern Motorway and with the port as their destination to follow Strathallan and Wharf Streets.	Administrative	L	DCC	NZTA, freight operators	H			S		
T-6	Investigate the need for the development of a parking building in the light of the vision for the Creative Quarter. Consider site options and work with land owners.	Administrative	L	DCC		H			S		

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DUNEDIN CENTRAL CITY IMPLEMENTATION STRATEGY											
Ref.	ACTION	Admin / Physical	Scale (S/M/L)	Primary funder / partner	Partner Organisations	Priority			Duration		
						High	Medium	Low	S	M	L
T-7	Review need for increase in free on-street car parks, especially in strategic locations such as near the i-site and community facilities.	Administrative	M	DCC				L	S		
T-8	Work with ORC to modify bus routes through George and Princes Streets to generate the best outcome for the wellbeing of the Central City. Consider the three options identified.	Administrative	L	DCC	ORC	H				M	
T-9	Improve bus linkages with hot spots such as the University, Polytechnic, clubs, societies and the library. Maintain the St Clair – Normanby Bus.	Administrative	M	ORC	DCC			L		M	
T-10	Assess options to improve pedestrian and cyclist connectivity across SH1, railway line and Thomas Burns Street. Consider several options for a new crossing in line with Rattray Street (bridge, tunnel, at-grade), improvement of the existing bridge by the railway station, and several options for the improvement of the existing Jetty Street crossing.	Administrative	L	DCC	NZTA, KiwiRail, adjoining landowners	H			S		
T-11	Investigate the need for a transport hub for coach parking, cruise ship passenger drop-off, visitor parking including campervans.	Administrative	L	DCC	NZTA, Tourism Dunedin, NZ Motor Caravan Association		M		S		
T-12	Ban right turns for trucks northbound on Crawford Street into Jetty Street.	Physical	S	NZTA	DCC	H			S		
T-13	Construct improvements to truck route from the Southern Motorway to the port.	Physical	L	DCC	NZTA	H					L
T-14	Investigate the need for improvement to signage to parking, camp grounds, the i-site, the railway station.	Administrative	S	DCC	NZTA		M		S		
T-15	Erect new signage to parking, camp grounds, the i-site, railway station if and where needed.	Physical	S	DCC	NZTA			L	S		
T-16	Construct a transport hub for coach parking, cruise ship passenger drop-off, visitor parking including campervans.	Physical	L	DCC	NZTA		M			M	
T-17	Include additional Central City linkages in the Strategic Cycling Network after reconstruction of Crawford and Cumberland Streets, and other streets surrounding Queens Gardens.	Physical	M	DCC		H				M	
T-18	Construct cycle storage facilities in strategic locations.	Physical	S	DCC			M				L
T-19	Review maintenance regime of brick paved areas in The Octagon.	Administrative	S	DCC		H			S		
T-20	Consider traffic calming measures required for the expansion of the 30km/h zone.	Administrative	M	DCC	Public Health South			L	S		
T-21	Install traffic calming measures associated with the expansion of the 30km/h zone.	Physical	L	DCC				L			L
T-22	Undertake detailed investigation of measures need to promote the 'Western Inner Relief Route'.	Administrative	S	DCC				L	S		
T-23	Construct signage and improvements to promote the 'Western Inner Relief Route'.	Physical	M	DCC				L			L
T-24	Widen the footpath on the southern side of the Lower Octagon and separate between pedestrians and commercial activities on the footpath.	Physical	S	DCC	Business operators and owners	H			S		

6.7 Property

DUNEDIN CENTRAL CITY IMPLEMENTATION STRATEGY											
Ref.	ACTION	Admin / Physical	Scale (S/M/L)	Primary funder / partner	Partner Organisations	Priority			Duration		
						High	Medium	Low	S	M	L
Property											
P-1	Encourage transformation of leasehold land to freehold.	Administrative	L	DCC	Landow ners	H					L
P-2	Possibly resulting from the parking investigation, construct a parking structure on the selected site in the Warehouse District.	Physical	L	DCC	Landow ners	H				M	
P-3	Investigate scenarios for expansion or relocation of Central Library. If relocation desired, consider locations w ithin the Warehouse District.	Administrative	L	DCC				L	S		
P-4	Investigate opportunities for public-private partnerships.	Administrative	L	DCC		H					L
P-5	Investigate a parking building development.	Administrative	L	DCC				L	S		
P-6	Assess the current location of the i-site and investigate possible relocations (in conjunction w ith Economic Development).	Administrative	M	DCC	Tourism Dunedin			L	S		

6.8 Corporate

DUNEDIN CENTRAL CITY IMPLEMENTATION STRATEGY											
Ref.	ACTION	Admin / Physical	Scale (S/M/L)	Primary funder / partner	Partner Organisations	Priority			Duration		
						High	Medium	Low	S	M	L
Corporate											
C-1	Central city project team/ w orking group to w ork on a plan to improve the pedestrian experience along the routes from the campus to the Exchange for all users (night and day).	Administrative	L	DCC	Police, bars and cafes, building ow ners	H			S		
C-2	Central city project team/ w orking group to be involved in the management of The Octagon at night.	Administrative	M	DCC	Police, bars and cafes, building ow ners	H			S		
C-3	Work on a plan to improve pedestrian conditions along George and Princes Streets at night.	Administrative	S	DCC	Police, bars and cafes, building ow ners	H			S		
C-4	Undertake a CPTED assessment of Bath Street.	Administrative	S	DCC	Police, bars and cafes, building ow ners	H			S		
C-5	Undertake a CPTED assessment of bus stops and taxi ranks at The Exchange and George Street.	Administrative	S	DCC	Police, taxi companies	H			S		
C-6	Undertake a CPTED assessment of alleyw ays along George Street.	Administrative	S	DCC	Police, bars and cafes, building ow ners		M		S		
C-7	Undertake a CPTED assessment for Albion Place/ Lane.	Administrative	S	DCC	Police, bars and cafes, building ow ners		M		S		
C-8	Undertake a CPTED assessment for Queens Gardens.	Administrative	S	DCC	Police, bars and cafes, building ow ners	H			S		