



Rotorua CBD Revitalisation Strategy

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Rotorua CBD Revitalisation Strategy

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Rotorua CBD Revitalisation Strategy

Contents

| | | |
|----------|---|-----------|
| 1 | Executive Summary | 2 |
| 1.1 | Shared Vision | 2 |
| 1.2 | Priority Actions..... | 2 |
| 1.2.1 | Establish a Management Partnership (0-12 months) | 2 |
| 1.2.2 | Promote the CBD as a destination (0-5 years)..... | 2 |
| 1.2.3 | Structure the CBD to encourage movement and vibrancy | 2 |
| 1.2.4 | Provide facilitation and support for Private Enterprise to “Run with Vision”..... | 3 |
| 2 | Introduction | 5 |
| 2.1 | Moving Forward | 5 |
| 2.2 | Physical Characteristics..... | 5 |
| 2.3 | Psychological Characteristics..... | 5 |
| 3 | Methodology | 6 |
| 3.1 | A Strategic Partnership..... | 6 |
| 3.2 | Fact Finding/ Information Review | 6 |
| 3.3 | Stakeholders..... | 6 |
| 3.3.1 | Consultation Workshop 1 (Perspectives) | 6 |
| 3.3.2 | Consultation Workshop 2 (Aspirations) | 6 |
| 3.3.3 | Consultation Workshop 3 (Solutions and Options)..... | 7 |
| 4 | Retail | 8 |
| 4.1 | Background | 8 |
| 4.2 | The City Centre Advantage | 8 |
| 4.3 | Retail Trading Hours..... | 9 |
| 4.4 | Shopping Hours and Visitors | 9 |
| 4.5 | Parking and Public Transport | 9 |
| 4.6 | Importance of Entertainment | 10 |
| 4.7 | Conflicts Between Entertainment and Retailing..... | 10 |
| 4.8 | Timing..... | 10 |
| 4.9 | Public Art | 10 |
| 4.10 | Community Entertainment..... | 11 |
| 4.11 | Evening Entertainment | 11 |
| 4.12 | Retail Zones as Tourist Destinations..... | 11 |
| 4.13 | Factors in the Success and Failure of Malls..... | 11 |
| 4.14 | Strong Retail Base | 11 |
| 4.15 | Strong Business Support..... | 12 |
| 4.16 | CBD and Inner City Residential Development..... | 12 |
| 4.17 | Recommendations | 12 |
| 4.17.1 | Mall Management | 12 |
| 4.17.2 | Rotorua District Council Role, Staff, Responsibilities..... | 12 |
| 4.17.3 | Rotorua CBD Advisory Committee..... | 12 |
| 4.18 | Strategies | 13 |
| 4.19 | Tactics..... | 13 |
| 4.19.1 | Offer a Different/Unique Experience | 13 |
| 4.19.2 | Foster Precinct Structure of City | 13 |
| 4.19.3 | Capitalise on Different Atmosphere | 13 |
| 4.19.4 | Be at the Forefront | 14 |
| 4.19.5 | Maintain Civic Role for Rotorua | 14 |
| 4.19.6 | Keep Target Market Informed | 14 |
| 5 | Urban Design Narrative: “Shared Vision” | 15 |
| 5.1.1 | Central Spine, (Tutanekai Street)..... | 15 |
| 5.1.2 | “Green Corridor”..... | 16 |
| 5.1.3 | Lakeside Environment..... | 16 |
| 5.1.4 | “Lakeside Promenade” (Scenic Entry to Rotorua) | 17 |
| 5.1.5 | “Grand Avenues” | 18 |
| 5.1.6 | Street Network | 18 |
| 5.1.7 | Urban Precincts..... | 19 |
| 5.1.8 | New Civic Plaza | 21 |
| 5.1.9 | General Development Guidelines | 22 |
| 6 | Implementation | 23 |
| 6.1 | Timeline (Projects and Priorities)..... | 23 |



Rotorua CBD Revitalisation Strategy

1 Executive Summary

1.1 Shared Vision

We believe, following this study that Rotorua's vision for the CBD is:

“To create a public space where residents and visitors can enjoy recreation, outdoor dining, retailing and entertainment activities within a safe and attractive environment.”

Rotorua is a unique city, not only in New Zealand, but also in the world. The potential offer of Culture, Natural Environment and Geothermal resource, provide a great attraction to both National and International tourism. If correctly captured (as in Queenstown, Nelson, other examples), the economic benefit to Rotorua and its surrounding areas would be substantial.

This report is intended to act as a framework giving guidance on those issues which need to be addressed to assist in implementation of the “Shared Vision”. It is not intended as being prescriptive and should be considered flexible. The actual vision will be generated by the subsequent processes resultant from the various studies/actions recommended in this document. It is assumed that the “Shared Vision” of Rotorua may change in the future as the City develops. Whilst we cannot foresee future drivers, we feel that this vision is flexible enough to be able to adapt to those changing circumstances and changing visions.

The only way this vision can be successful, is through the engagement of private enterprise and investors. Their positive engagement should be regarded as an economic pre-condition in ensuring a successful outcome. Council must recognise that this is an important aspect which needs to be supported and facilitated.

It is important to realise, that whilst this study focuses on the CBD, the actual issues which need to be addressed are integral to the wider Rotorua, from the approaches to Rotorua via the state highways, through to the “City Gates” and in the CBD proper.

Much work has been done in the past which attempts to resolve some of the issues which currently face Rotorua's CBD. To date, these have been focused on individual elements within the CBD. This document is tailored to provide a holistic solution which addresses these issues and provides an opportunity to turn the CBD around. This will result in:

- Overall strategy
- A vibrant city run by “owners” providing for the future of the Rotorua Community and owned by private investors
- A project bigger than CBD; city entrances – heighten expectation as you approach Rotorua, then deliver
- Best cultural museum in the world
- Draw and retain people from abroad, nationally and Rotorua periphery to CBD
- A safe and caring community

Individual sections of this report will need to be studied to determine the actions required to address the various aspects of the CBD makeup. Please note priority actions below.

1.2 Priority Actions

The following actions are of prime importance and should be addressed as a priority:

1.2.1 Establish a Management Partnership (0-12 months)

1. Create role of “Investment Manager; to be salaried (not by RDC direct) who will co-ordinate and implement the actions identified in this document. This role should typically be awarded to a person of high level experience in many fields, including; programming, fund raising and liaison with developers, land owners and tenants. Additionally being able to deal with a high profile role both with the public, council representatives and politicians will be a key attribute. This person would ideally be sourced from high level management of an existing successful corporate/ council organisation. Amongst the Investment Manager's functions will be:
 - Review the recommendations within this document and prioritise actions.

Rotorua CBD Revitalisation Strategy

- Identify investment opportunities to help deliver the vision
 - Co-ordinate activities of stakeholders and others to move toward achieving the vision
 - Provide information and support to the Mayor who should act as the prime “public face” of the vision to the general public, media, investors and others.
 - Set up Bi-partite group (Advisory Committee) chaired by the “Investment Manager”. The role of the group is to provide liaison with the various stakeholders to assist the Investment manager to deliver the vision. The group will help determine the priority and import of the various actions contained within this document, in addition to further actions yet to be identified. The group will work closely together to deliver what is important for Rotorua and the development of the CBD. This should be a local group consisting of (but not limited to) representatives of Local Business, Local Iwi, Local Landlords and Tenants, Local Retailers, Council Representatives, Police and other interested parties/ stakeholders; with the Mayor acting as the “public face” of the group. It is subsequently important that the Mayor is well informed (by the group) and hence the public message is consistent with the vision.
3. Provide staff for CBD retail management roles under CBD Manager to address the following roles:
- Asset management
 - Safety camera monitoring system
 - Cleaning
 - Contract and permit management
 - Police liaison
 - Liaison with CBD “Investment manager”

It is acknowledged that this role already exists to a large extent. However, it should be noted that this role should be linked to that of the investment manager to ensure continuity across the whole of the CBD.

4. Establish a communication plan for the dispersement of information relating to the vision. This is essential at the commencement of the vision, but will also ensure continuity of the vision and a focus for the ongoing implementation of the vision over an

extended period. The communication plan should be related to the multi-media marketing of the vision and activities within the CBD.

1.2.2 Promote the CBD as a destination (0-5 years)

1. Link major events to CBD: Improving and encouraging links to major events both in the CBD and in the surrounding areas (mountain biking, rally etc). Facilitating good pedestrian links between the CBD and the new Events Centre is critical in this regard.
2. Exploit Spa Town theme: Rotorua has a unique offer with regard to its mix of cultural and geothermal facilities. This should be exploited through the encouragement of international investment to improve the quality and perception of the facilities. Locations already exist (particularly close to the lake front) which should be elevated to international standards to attract both NZ and international visitors alike. If developed correctly, these natural resources have the potential to make Rotorua the spa capital of New Zealand if not the southern hemisphere.
3. Improve family and pro-youth activities through “pro-youth” facilities and initiatives: This is important to ensure the integration of young people and families to ensure a sense of inclusion and hence greater guardianship. Pro-youth is particularly important as it will have a benefit effect through the reduction of “delinquent” and “undesirable” behaviour.
4. Actively market CBD via multi-media: Again, this is to a larger extent already being done. However, it is important once the vision has been accepted, that future initiatives are co-ordinated through the Investment Manager to ensure adherence to the vision.

1.2.3 Structure the CBD to encourage movement and vibrancy

1. Improve integration of Rotorua Central: Rotorua Central is an integral part of the CBD and should be treated as such. Not only is it a generator of footfall in the CBD, it should be regarded as an “anchor” which will draw people to the south end of Tutanekai Street (The change of the arterial link to the south from Amohau Street to Victoria Street will assist this perception.
2. Link North and South of Tutanekai Street (“string of pearls”): An element should be introduced to assist the linkage of the North and South Ends of Tutanekai Street. Whilst



Rotorua CBD Revitalisation Strategy

Tutanekai Street should be viewed as a “string of pearls” – a well defined spine linking a sequence of spaces, features and events. Whilst each of the features that animate the Tutanekai Street spine can be regarded as mutually exclusive, significant benefit would be realised from assisting their integration and connection. This aspect could be via some form of shuttle transport, such as a carriages, historic or modern tram or water-based transport (waka etc), which could also act as a tourist attraction (ref. Christchurch, Melbourne, Venice etc).

3. Improve integration of Lake Front: The two are integral to one another and cannot be dealt with separately. Ideally the lakefront study should be rolled into the CBD study to provide a further framework for development and private investment. The lakefront should be regarded as the northern “tourist/ leisure anchor” to Tutanekai Street.
4. Maintain a high visual and environmental amenity for pedestrians: Ensure that “streets” within the CBD area are designed to promote and serve the needs of pedestrian traffic
5. Adapt local and regional tourist transportation to suit “Vision”: Carefully integrate the needs of local transport and regional transport for tourist needs including the reinforcement of the function of the existing Information Centre/ Regional bus interchange and relocate the local bus stops on Haupapa Street.

1.2.4 Provide facilitation and support for Private Enterprise to “Run with Vision”:

1. Implement changes to District Plan: This should be commenced ASAP to ensure that any proposed developments are assessed on their merits with regard to this strategy. This is urgent so as to ensure there are no “rogue” developments in the interim, the effects of which are likely to take many years to mitigate.

Consideration should be given to adjustments or amendments to the District Plan that promote the assessment of development within the CBD against urban design principles. In some scenarios there might be a strong case for arguing that all CBD development should be designated as “discretionary” requiring assessment against CBD Design/ Performance Guide criteria. However in the context of the Rotorua CBD we do not consider this approach is the most pragmatic one. For this reason we suggest that the District Plan needs to be changed to include new ‘precinct’ or zones that either supersede the present CBD commercial zones or work within them.

We envisage that these precincts would contain a basic set of urban design ‘performance standards’ that all developments below a threshold (established by land use/activity and scale) would need to adhere to, and attributing to all other developments a *Discretionary* status. We see this as enabling smaller developments that conform to appropriate standards to proceed without excessive regulatory constraint and delay while also requiring larger developments to be subjected to greater scrutiny in respect of urban design and other considerations.

Considerations in respect of the above would include:

- Redefinition of Lakefront Promenade as an important entry to Rotorua
- Precincting to encourage clarity and variety within the CBD and introduction of mixed use areas to include local and tourism focused retail, residential, workspace and 24/7 environs.
- Promotion of a more compact and intense retail component with higher density developments around the spine of Tutanekai Street
- Public arts programme
- Implement CPTED review of existing CBD and action
- Introduce CPTED reviews of all future CBD resource consent applications
- Implement active frontages policy to all CBD developments to improve stewardship, natural surveillance and civic governance as well as addressing other CPTED issues such as under verandah lighting
- Develop legibility and wayfinding strategies to facilitate ease of orientation and the development of unique character areas within the CBD
- Review restrictions on parking requirements for CBD developments as well as opportunities for greater car park provision in City Block core areas.
- Protection of key CBD features and identify location of new installations and developments.

Rotorua CBD Revitalisation Strategy



This may prove difficult to implement due to resourcing issues within the Planning Department and the timing of the District Plan Review. Perhaps an immediate action could be the creation of a “task force” whose remit would be the determination of those issues to be resolved first and foremost (and how these should be implemented). Consideration should be given to the utilization of external consultants to assist in this and how these actions should be funded.

2. Address transport infrastructure support for “Vision”: Through developing the hierarchy as identified in the plans. Consideration should also be given to the location of the local Bus stops, taxi ranks etc. to support the proposals.
3. Adapt CBD traffic management to suit “Vision”: A management plan should also be put in place to ensure the desired effect in Tutanekai Street (particularly) as well as other roads identified, such as the delivery of pedestrian bias at certain times and controlled traffic flow at other times (weekends, evenings, events etc).
4. Implement “Bike Rotorua” Cycle Strategy: Rotorua is relatively flat around the CBD and therefore ideal for cycle transport. There is an opportunity also to link the Cycle routes to those used for mountain biking and to adopt this as a theme, therefore providing additional tourist attraction in addition to the provision of a sustainable means of transport for locals and visitors alike.

It is essential that Rotorua District Council should act as facilitator and implement the framework to encourage and allow landowners and private investors the opportunity to take the vision and “run with it”. The implementation of the “Shared Vision” is not the responsibility of the Council alone, but it is important that the appropriate development guidance (development performance standards) is put in place to ensure that individual developments align with, contribute to and ideally enhance the “shared vision” for the development of Rotorua’s CBD.





Rotorua CBD Revitalisation Strategy

2 Introduction

2.1 Moving Forward

Rotorua District Council engaged Opus International Consultants Limited, together with Chow:Hill Urban Design to provide a CBD Revitalisation Strategy. The purpose of this study is to utilise the unique characteristics which define Rotorua, and to provide a “framework” for development for the next 15-20 years.

Our methodology has been based around engaging the stakeholders of the CBD in a series of workshops so that they are involved in the generation of a shared vision. The methodology has been designed to encourage the stakeholder group and the wider users of the CBD, to take ownership of the strategy and drive its implementation. Only through this active involvement, will the strategy be a success. The strategy or “shared vision” is intended to provide a flexible framework to respond to the changing future of Rotorua.

To ensure the long-term success of the CBD as Rotorua’s pre-eminent retail destination, we believe it should reflect the following key physical and psychological characteristics, many of which are recognised by the 2003 CBD Retail Strategy:

2.2 Physical Characteristics

- Cityscape (connected with the city, gardens and lake; sub-components attracting different uses);
- Movement and transportation (circulation of traffic and people; small urban blocks for connectivity);
- Mixed-use development (eg retail, residential, boutique studios, galleries as well as hospitality);
- Public realm (design and presentation of streets, squares, parks and other public spaces);

- Sustainability (through retail analysis, ‘buy-in’, quality urban design, funding and management).

2.3 Psychological Characteristics

- A “sense of place” (distinct character and personality reflecting unique location, culture and heritage);
- Stewardship (improve security, promote civic pride and engender community responsibility through consultation, best practice urban design and management);
- 24-hour experience (recognised as ‘always busy’ encouraging mixed-uses, events [both for local and tourism consumption] and lighting);
- Governance (review, adapt and develop new planning and development guidance, rules and regulations to promote and facilitate CBD aspirations);
- Desirability (a ‘must-see’ destination consolidating existing strengths and attracting different uses).



Rotorua CBD Revitalisation Strategy

3 Methodology

3.1 A Strategic Partnership

International best practice is increasingly adopting the philosophy of Strategic Public/ Private Partnerships for the delivery of major projects. The first action of the 'CBD project team' was the formulation of (and long-term commitment to) a Tri-Partite Partnership during the "Visioning process" and later a Bi-partite Partnership (which incorporates Consultant input when required).

The Tri-Partite Partnership needs to be dedicated to the development, delivery, promotion, implementation and ongoing management of a shared vision and aligned strategy for the Rotorua CBD.

The Tri-Partite Partnership for the workshops comprised:

- Community representation, eg elected representatives; Arts, Culture and Heritage representation.
- Business representation, eg key private-sector stakeholders such as landowners, investors, Chamber of Commerce, Retail Rotorua, the Property Council etc.
- Technical and professional expertise, eg technical/office support (strategic planning, transportation planning, consent planning), professional support (Project Urban Design Team, specialist advice as required, eg retail planning, economics, branding and procurement etc).

3.2 Fact Finding/ Information Review

During this phase, the project team furthered its understanding of Rotorua's existing situation with regard to retail and strategic development. We built a basis for an understanding of the likely future 'shape' of Rotorua, based on key documents including Rotorua CBD Retail Strategy 2003, Bright Economy Strategy, Rotorua Urban Transport Study 2003, Bike Rotorua, Rotorua District Growth Report, the District Plan, CBD design guides, the LTCCP,

and trends in economic development policy (refer to appendix for full bibliography). The data needed for subsequent analysis was also identified and collated at this stage.

3.3 Stakeholders

3.3.1 Consultation Workshop 1 (Perspectives)

The Project Design Team facilitated an initial consultation workshop to consolidate shared knowledge within the Tri-Partite Partnership. This helped determine:

- The basic framework required to determine a future "common vision" for the future development of the CBD
- The framework for determining and analysing the physical and psychological characteristics of the CBD.

3.3.2 Consultation Workshop 2 (Aspirations)

Workshop 2 was designed to determine:

- A "shared understanding" between key stakeholders of the current strengths, weaknesses and key issues to be addressed within the CBD
- A "shared vision" of how the CBD might evolve in the future and what the key elements and features that underpin its future successes will be

Key stakeholders included Rotorua District Council staff, Retail Rotorua, Rotorua Chamber of Commerce, Ngati Whakaue/Pukeroa Oruawhata Trust. MTEC and key landlords.

The results of the workshop have been analysed and consolidated to determine a clear vision, strategy and tactical plan for the future development of the CBD. The next stage of the process will be to identify tangible options, specific projects and their success



Rotorua CBD Revitalisation Strategy

factors. This will be a role for the CBD “Investment Manager” in conjunction with the Bi-partite group. The details and costs of specific projects will be scoped including funding and issues with long-term governance. We will evaluate options for implementing the retail strategy including possible changes to plans, policy, design principles and funding sources. A key aspect of this phase will be to identify a framework for long-term management and governance.

3.3.3 Consultation Workshop 3 (Solutions and Options)

It is intended that the Project Design Team summarise the basic options for developing retail in the CBD and present these to the Stakeholders involved to date. We will finalise the CBD Revitalisation Strategy based on the feedback from this presentation.



Rotorua CBD Revitalisation Strategy

4 Retail

4.1 Background

Retailing is a dynamic and constantly evolving industry with shops and shopping centres constantly changing.

Most city centres began losing retail market share shortly after the enclosed suburban shopping centres first appeared in the 60's and 70's. Increases in car ownership and retail building made the suburban shopping centre more accessible and convenient for a rapidly growing suburbia. The suburban shopping centre grew in size and number, whilst CBD retailing stagnated or shrank.

Today a number of suburban centres have reached regional status, ie over 35,000 square metres, something unheard of in New Zealand 10 years ago.

Aside from the obvious advantages of free parking, climate control and safety that most large suburban centres have over CBD retailing, other factors also impact on CBD retail performance and growth prospects:

- **Replication**
Suburban centres have grown larger by incorporating more and more of what used to be the exclusive retail and entertainment domain of the CBD. Department stores, cinemas, restaurants, cafes and family entertainment centres (formerly amusement arcades), were once found only in the CBD.
- **Distance**
As population growth pushes outward, people become more remote from the CBD. As metropolitan areas grow larger in population and in physical extent, there also grows a significant proportion of the population for whom the CBD and its retail, entertainment and other facilities have little relevance. An entire generation of suburban shoppers is emerging that has little knowledge - or need for - CBD retail facilities.

- **Compactness**
Shopping centres, even the largest regional centres, are comparatively compact and shoppers quickly come to know where to find everything. CBD shopping streets and malls are geographically more extensive so that it not only takes longer to get there. it also takes longer to shop there.

Suburban shopping centres also have the advantage of single ownership and management. They are able to change the merchandise mix and position of shops for maximum synergy between destination and impulse traders, and to design and control its carparking facilities. As private property, they operate their own security and maintenance teams and they can control who enters the centre, their behaviour and even their standard of dress. Centre management and security can remove undesirable people, even if they are not breaking the laws. All these advantages combine to produce a highly efficient and convenient retail machine.

4.2 The City Centre Advantage

CBD's throughout Australasia have attempted to protect and nurture their retail shopping streets by emulating some of the physical and operating characteristics of the suburban shopping mall. The creation of a retail zone to separate people from traffic mimics the enclosed mall. Management structures or associations were created and levies charged to fund additional maintenance, security and entertainment programmes. Retail zone managers are usually confined to managing the public spaces, and have little or no say over the merchandise mix and positioning of shops fronting the mall. A city council can control how mall frontages are used through zoning, signage and building regulations. Seldom is it used effectively or creatively. However, the CBD has several competitive advantages over the suburban shopping centre, as noted by the International Downtown Association:

- **Innovation**
As there are usually many property owners and many different tenants, and more diversity in size, shape, lease terms and rental levels, the CBD is a place of innovation and incubation for new retail and entertainment ideas.

Rotorua CBD Revitalisation Strategy



- **Diversity**
More than anywhere else in the community, the CBD is common ground to all members of the community, and is reflected in the diversity of shops and entertainment available. The retail mix of suburban shopping centres tend to be indistinguishable from one another, and reflect prescribed socio-economic target markets.
- **Culture**
Many CBD's are also the cultural centres of the city, both on the grand scale - museums, theatres, performing arts centres and on a more modest level - historic churches and buildings, street theatre and school performances.
- **Excitement**
CBD's can be places of entertainment, excitement and anticipation part of the attraction of city centres is a degree of unpredictability (unlike regional shopping centres). Things happen there, and they can happen at any time, right in front of you.

Tolerance of diversity, willingness to experiment and take risks, together with a strong public-private management partnership, are key attributes of a successful CBD retail base, regardless of whether it is a shopping street, retail zone or transit mall.

Adoption of many managerial and promotional aspects of the suburban shopping centre has improved CBD retail performance. However, it is dangerous to assume that if adopting a little of the suburban centre management formula is good, adopting more must necessarily be better. City administrators and their mall management groups must protect and nourish its key competitive advantages by avoiding overly prescriptive regulations and regimentation that might dampen innovation and tolerance. These are key advantages that cannot easily be replicated by large suburban centres.

4.3 Retail Trading Hours

A review of pedestrian and transit malls reveal two common, and related, attributes - the high dependence on the CBD workforce for retail sales and the desertion of the CBD and its retail areas after 5.00 pm (such as in Rotorua CBD). Most retail shops in most CBD retail zones close by 5.30 or 6.00 pm. Cinemas, bars and restaurants are the exceptions, but unless they

are physically "clustered", it is difficult to create the necessary sense of activity and vitality to encourage adjoining retailers to remain open.

4.4 Shopping Hours and Visitors

An increasing "poverty of time" experienced by workers and households is due to several factors, including:

- the increase in two family incomes
- an increase in the average working week
- increasingly 'busy lives'.

Despite these changes, the majority of Rotorua's CBD retailers, as with most specialty retailers in suburban shopping centres, have yet to find it economic to remain open after 5.30 pm or so. However, international visitors are not impressed with CBD retail streets that "roll up the sidewalks" at 5.30 pm. Aside from a few souvenir shops, duty-free shops and restaurants, there is little available to meet visitor shopping needs after hours. After spending the day sightseeing or in conferences, many visitors want the opportunity to shop in the early evening.

In cities with large tourist populations, shops stay open later; they do not where the primary market and function of the CBD retailers is to provide for the retail and entertainment needs of CBD workers and residents. Rather than longer hours, it was believed more important that retailers stick to common trading hours, regardless of whether the CBD's market is visitor or locally based.

4.5 Parking and Public Transport

Paid parking is a recognised deterrent to frequent CBD shopping trips by suburban residents, even if they reside nearby. Hence, many residents use the CBD only for shopping at Christmas and other holidays, accompanying visiting friends and relatives and special occasions. It is less of a deterrent for late night and weekend shopping, and for entertainment visits when parking fees are often reduced or at a flat rate. Perhaps the only bigger deterrent is inadequate provision of carparking.



Rotorua CBD Revitalisation Strategy

Failure to provide adequate parking available on or near retail zones will keep the suburban shopper in suburbia (ie cost-effective/free short-term parking for casual shoppers and separate long-term parking for staff/ office workers). It is acknowledged that the Council is currently carrying out a study in determining transport and parking demands.

4.6 Importance of Entertainment

CBD retail zones provide a public stage for forms of entertainment that cannot be accommodated in suburban shopping centres. This entertainment is vital to fostering the sense of “anything can happen” anticipation in CBD workers, shoppers and visitors. Street mimes, human statues, local performers and cultural groups are most unlikely to be encountered at shopping centres. These forms of entertainment add to the diversity, culture and excitement aspects of the CBD’s competitive advantages. The CBD is also an important venue for community choirs, bands, ensembles and other performers seeking exposure. It is even a venue for well-established performers who busk as a means of trying out new material or who simply enjoy getting back to their “roots” occasionally. Busking appears to be the primary form of entertainment in pedestrian and transit malls throughout Australasia and overseas.

4.7 Conflicts Between Entertainment and Retailing

Live entertainment has been part of retailing since humans first established settlements and bartered for goods and services. Market days brought together buyers, sellers and entertainers. Although the connection between retail and entertainment has waxed and waned over the millennia, it has never disappeared. It has been introduced into the enclosed shopping centre and brought back into the public retail spaces.

Despite the long and generally harmonious relationship between retailers and performers, it is not without its problems. Performers help draw and keep people in the marketplace and they hope to be paid for the service they provide - either by the audience or by the traders themselves. From the perspective of some retailers, every coin dropped in a hat is one less coin in the till; crowds of people standing around watching a juggler are being distracted from shopping.

This problem is endemic to both suburban regional centres and CBD retail zones. Entertainment empties out the shops for a period of time. Stationary crowds block access to shops. A typical complaint is that the only retailers who benefit from entertainment are those selling ice creams and drinks.

Large suburban shopping centres almost always provide a purpose-built centre stage or area for entertainment, as well as for merchandise displays and fashion parades, which usually solves the obstructed shop problem. Many retail zones provide similar areas but are constrained by pre-existing conditions such as mall width and by function. A retail zone is not only a shopping street, but is also a commercial thoroughfare.

Public squares, which are generally more spacious than retail zones, may be better venues physically for CBD entertainment. Although generally within sight and easy walk from the retail zone, many entertainers and retailers might find such an arrangement highly unsatisfactory as it would remove people from the retail zone altogether for periods of time. They run the risk of some people not visiting or returning to the shops at all. It would, on the other hand, solve a congestion “problem” many retailers hope for.

4.8 Timing

CBD retailers do have a legitimate case for the sensible scheduling and duration of entertainment and attractions which command large audiences. Office workers, the backbone of most CBD retail streets in larger cities, have limited time to shop - usually during their lunch hour. While it is easy for mall managers to control the scheduling of major events, this approach cannot as easily control the time and duration of buskers, even with a permit system.

4.9 Public Art

Many city centre programs use the “percentage for art” approach whereby developers fund commissioned works of art as part of getting a development permit. In addition to funding standard art work, such as sculptures and murals, some programs address common functional problems with site-specific artistic solutions. For example, rather than selecting public seating for retail zones out of a catalogue, artistically designed and custom-made



Rotorua CBD Revitalisation Strategy

seats can be commissioned to serve both a functional and entertaining street furniture. The artistic touch, however, cannot override practical considerations such as vandalism and maintenance costs.

4.10 Community Entertainment

CBD's commonly serve as venues for the staging of school and community bands, choirs, artists and community service group displays.

Individual or groups of retail zone retailers also provide public entertainment (and marketing) in the form of sponsoring paid performers, fashion shows and merchandise displays.

4.11 Evening Entertainment

Few city centre retail zones in Australasia have managed to retain or attract significant numbers of people after 6.00 pm. Those malls showing the greatest successes in attracting evening crowds have a clustering of cinemas, theatres, restaurants (especially alfresco dining on the mall), coffee shops/cafes and night clubs in a part of the mall. As with retailing, if these entertainment uses are dispersed over too long a distance in the mall, they can fail to create the necessary concentration and intensity of activity to sustain a vibrant (and safe) evening destination.

4.12 Retail Zones as Tourist Destinations

Visitors naturally gravitate to the city centre for the same reasons as local residents – the cultural attractions, diversity and shopping. Retail zones in themselves are not tourist attractions with some notable exceptions. They simply provide visitors (and residents) with a space in which to enjoy existing features of the city centre.

CBD retailers, whether on a shopping street or on a retail zone, are usually adept at identifying visitor retail needs and adjusting the merchandise mix accordingly, although CBD office workers and residents create demand for many of the same retail activities as visitors (especially food, some fashion and entertainment), their needs also diverge. The retail mix should evolve to reflect the core market of each. If a retail area becomes known as a major

tourist shopping destination, such as malls in Surfers Paradise, it may drive the local market away. Similarly, if it caters exclusively to a 9 to 5 workforce, visitors will seek alternatives. Market forces ultimately produce the appropriate retail mix. However, market forces cannot always be relied upon to provide visitor services in CBD retail streets or retail zones. Information kiosks in highly visible locations help.

4.13 Factors in the Success and Failure of Malls

Adequate parking, the presence and strategic placement of generative or anchor retailers, shopper amenity and security are all fundamental requirements for successful CBD retail zones, as they are with any suburban shopping centre.

4.14 Strong Retail Base

Having one or more major department stores appears as almost a prerequisite for a successful CBD retail zone.

However, many cities lost their department stores to the suburbs years ago, yet have maintained (or re-invented) a vibrant CBD retail sector, at least during the weekday. Other uses have proven viable substitutes for department stores as generative or magnet retailers. Recent examples include sports stores, especially interactive stores, such as Niketown, Rebel Sports and Sony, cinemas and coffee/bookshops such as Borders (Rotorua is fortunate in this respect as many of the department stores are located on a "retail park" attached to the CBD).

There has also been growth in the Art Markets throughout Australasia as a weekend/tourist destination. In New Zealand, an excellent example would be the Christchurch Arts Centre Market that acts as both a tourist and local attraction every weekend of the year. Art Markets encourage the best local arts and crafts people to display and sell their goods in a cohesive and well managed manner and may be supported by unique dining and food opportunities. As Rotorua is the heart of New Zealand's cultural experience, it would make it the perfect place to encourage an artisan market.



Rotorua CBD Revitalisation Strategy

4.15 Strong Business Support

Whether a CBD retail zone is managed and promoted by city council or by a public-private partnership, strong support from retailers, non-retailers and property owners is fundamental in maintaining a viable and successful shopping street. Those malls that appear to work best (and had sound conditions for establishing the mall in the first place) have active support (monetary and time) from the private sector.

4.16 CBD and Inner City Residential Development

Residential development activity in city centres is on the increase. The people moving to the CBD and inner city areas are generally young and mature age professionals without children. Proximity to work, restaurants, cinemas and cultural attractions are key draw cards. Shopping is also important, but not a determining factor. This development also adds life and vibrancy to the CBD in addition to governance and surveillance elements.

4.17 Recommendations

4.17.1 Mall Management

Several retail zone management models are used by city councils. Some councils have little or no private sector input into day to day management and maintenance of the CBD, whilst others have public-private partnerships. These partnerships are the minority in New Zealand, and while that partnership exists in the promotion of the CBD retail zone, the physical management should be undertaken solely by the Local Authority. However, there is the capacity for private enterprise to advise on issues through an Advisory Committee.

4.17.2 Rotorua District Council Role, Staff, Responsibilities

The RDC Works Unit should provide staff for the operation, administration and management of the CBD under the direction of the Rotorua CBD Manager (this role exists largely already, the role of the CBD Manager may need to be reviewed in order to provide further support in light of the outcomes from the vision). Policy and strategic

direction is provided by a Rotorua CBD Advisory Committee and the Council Works Unit. The unit responsibilities would include:

- Asset management
- Safety camera monitoring system
- Cleaning
- Contract and permit management of all tenancies on council land
- Liaison with Police
- Liaison with the Rotorua CBD Advisory Committee.

4.17.3 Rotorua CBD Advisory Committee

A not-for-profit organization should be set up that will be the recipient of a Council special area rate, and should include a constitution and framework under which it is to operate. The framework assists Council in the overall management of activities in the Mall.

This should be a local group consisting of (but not limited to) representatives of Local Business, Local Iwi, Local Landlords and Tenants, Local Retailers, Council Representatives, Police and other interested parties/ stakeholders; with the Mayor acting as the “public face” of the group.

The Advisory Committee would be funded from a benefited area rate levied by the Rotorua District Council on rate payers within the inner city area in three distanced categories depending on proximity to Tutanekai Street. Those closest, ie “A” classification members contribute the highest rate, “B” classification, and “C” classification. From this fund the Advisory Committee would receive funding that would be expended as follows:

- Administration
- Media
- Promotions and Marketing.

The administration, media and promotions and marketing funds are expended in accordance with that agreed by the Advisory Committee and implemented by the Rotorua CBD Manager. The definition of the roles of both the Investment and CBD Managers will

Rotorua CBD Revitalisation Strategy

need to be determined by the committee. It is however important to note that the Investment Manager's role is more holistic and involves the implementation of the vision throughout the wider CBD area. The role of the CBD manager is more focused on day to day delivery and implementation of the vision within the central CBD area and is perhaps more akin to a Retail Centre Management role and that which is currently being handled by Dennis Olliver.

4.18 Strategies

From our analysis, the following strategies may be appropriate to make it easier to use the city:

- Provide and maintain a secure environment
- Address the parking problems
- Improve intra-city travel and links between areas
- Instill a confidence in customers they will always find what they want in the city - remove risk and need for planning by educating the public about variety and depth of offering including:
 - Retail
 - Dining
 - Entertainment
 - Tourism offer
 - Improving familiarity
 - Legibility
 - City directory
 - Engender notion that city can provide everything
- Encourage stronger CBD worker usage
- Encourage dwell time.

4.19 Tactics

4.19.1 Offer a Different/Unique Experience

- Foster development of precincts based on usage and notion that you can get anything you want in the city

- Capitalise on the resulting different atmospheres through promotion
- Be at the forefront of retailing, food and entertainment
- Provide a tourism zone incorporating an Arts Market
- Protect and develop Rotorua's civic role
- Be a family destination.

4.19.2 Foster Precinct Structure of City

- Engender idea that the city is much more than Rotorua Central
- Develop and promote precincts for:
 - restaurant/eatery belt(s)
 - shopping/retail heart
 - recreation/lakefront
 - medical, commercial, government
 - transport.
- Lobby and work with Council to assist in the realisation of precinct structure
 - Continually promote precinct structure reinforcing notion that you can get anything you want in the city.
 - Each precinct should have its own identity but under the umbrella of the city
 - To reduce risk and need for planning, each commercial precinct must offer:
 - a range of price points
 - a range of service styles (e.g. BYO/ licensed)
 - a range of styles and quality
 - Reinforce linkage of precinct areas:
 - opportunity to use more than one area on each trip
 - provide ways people can easily move between areas
 - tell people how they can do it.

4.19.3 Capitalise on Different Atmosphere

- Ensure that each area develops its own identity

Rotorua CBD Revitalisation Strategy

4.19.4 Be at the Forefront

Establish city's reputation as Rotorua's:

- Retailing centre
- Food centre
- Entertainment centre
- Arts and crafts centre
- Position as Rotorua's showpiece for new styles, outlets, etc - keep up with trends - go to the city
- Always something new

4.19.5 Maintain Civic Role for Rotorua

- Ensure civic functions continue to happen in city
- Increase activity and profile of lakefront
- Protect because this role is unique to city

4.19.6 Keep Target Market Informed

- Inform and constantly remind target market of what's in the city:
 - Advertising
 - Comprehensive store guide by category that can be handed out
 - Promote guide
 - Ensure retail and tenant mix continues to cover all categories
 - Continued and improved promotion of entertainment activities in CBD:
 - publicise schedule of activities
 - Notice board - "Today in Rotorua"
 - Rotorua Press
 - Radio spots

In summary, all of the aforementioned would be undertaken by the Advisory Committee as a result of monthly meetings by the Board who, whilst on day-to-day activities may be fierce competitors but in accord as a body promoting the Rotorua CBD. A small group of key staff co-ordinate the promotion and marketing of the

CBD in conjunction with Council staff who would administer and manage all other attributes of the Rotorua CBD.

5 Urban Design Narrative: "Shared Vision"

The proposed CBD concept plan has been developed as a creative response to a number of factors identified during the information and analysis stages of the study, including:

- Key stakeholder consultations
- Consultation workshops
- Liaison with RDC representatives
- Review of current and planned initiatives within the CBD area
- Data and document analysis
- Urban design appraisals and analysis
- Retail and commercial appraisals and analysis.

The plan should provide the basis for guiding future development within the CBD with a view to revitalising the heart of Rotorua into a vibrant, prosperous and attractive city centre that reflects the dreams and aspirations of the Rotorua community and its key stakeholders.

The CBD concept plan has been designed around a number of key elements:

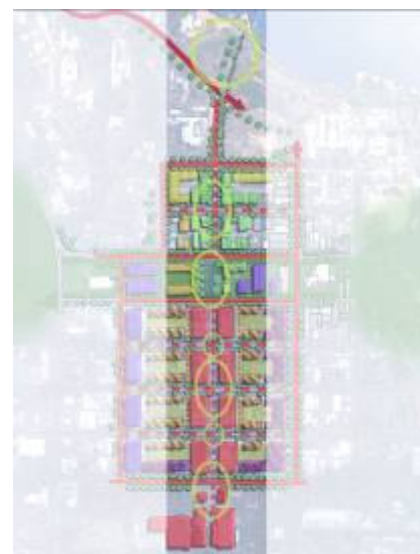
5.1.1 Central Spine, (Tutanekai Street)

A spine represents the organisational heart of an organism – it provides the structure for the central nervous system and the concentration of principal energy flows.

In the case of Rotorua CBD, the spine is formed by Tutanekai Street.

A number of factors have been considered:

- The spine must reinforce the connection between the core CBD area and Lake Rotorua. In this regard, it is imperative that the Tutanekai Street spine is extended through and integrated into any



lakeside redevelopment plans.

- The spine should be a vibrant, pedestrian-focused environment. We do NOT recommend full pedestrianisation of Tutanekai Street and the exclusion of cars – high street environments thrive off limited traffic access and there are times when traffic access through Tutanekai Street should be encouraged (eg evenings). However, the predominant driver for any new streetscape works should be pedestrian amenity.
- The spine should incorporate appropriate art and street furniture to enhance pedestrian amenity and articulate appropriate elements of the city narrative.
- Covered pedestrian access should be facilitated through enhancement of shopfront verandas.
- The spine will transgress a number of “precincts” within the CBD area. The interaction of the spine with the particular design characteristics of individual precincts will enhance the sense of place and assist in wayfinding and orientation within the CBD.
- High Street retail outlets should be concentrated in the southern section on Tutanekai Street (between Amohau Street and Haupapa Street). This will reinforce the retail offering that is currently being developed across Amohau Street.
- The need for a significant “attraction” along the Tutanekai Street spine to draw people into the heart of the CBD has been identified. Within the concept plan, this is represented by a new civic plaza located between Arawa Street and Haupapa Street.

Rotorua CBD Revitalisation Strategy

5.1.2 "Green Corridor"

The need to better integrate the core CBD area with peripheral CBD attractions has been clearly identified.

The CBD concept plan proposes the development of the Arawa Street/Haupapa Street area as a "Green Corridor" providing a link between Kuirau Park and Government Gardens:

- Significant landscape enhancement of both Arawa Street and Haupapa Street to enhance both pedestrian and visual amenity.
- Incorporation of appropriate art and street furniture to enhance pedestrian amenity and articulate appropriate elements of the city narrative.
- Incorporation of cultural narrative in streetscape and parkland elements (see Appendix "Public Realm").
- Encouragement of Art and Cultural Precinct development within "Green Corridor" environment.
- Amendments to Kuirau Park to enhance pedestrian connectivity with CBD area.
- Enhancement of pedestrian connection with Government Gardens.



Lakeside Environment

The lakeside environment lies outside the parameters of this study. And is subject to a separate project. However, the integration of the lakeside environment and the core CBD area is fundamental if the CBD is to fully realise its potential.

- The CBD "spine" (Tutanekai Street) should be extended to provide clear and direct pedestrian access to the lakeshore.
- Features should be used to attract lakeside visitors into the heart of the CBD. These may include animated pedestrian walkways, gateway features, art works etc utilizing local themes such as the story of Hinemoa and Tutanekai.
- The visual and physical link between Fenton Street and the lakeside should be reinforced.
- We understand that consideration has been given to relocating the lakeshore (bringing it closer to the City Centre). Without carrying out further design investigation, it is not possible to comment on the viability or desirability of this proposition. However, we would not underestimate the value of the existing recreational areas or the "Village Common" reserve area located adjacent to Whakaue Street.
- The opportunity to create a significant visitor/cultural attraction on the lakeshore with direct pedestrian access to the core CBD area should be explored.
- Certain existing elements within the lakeside area appear inappropriate and distract from the intrinsic visual and amenity value (eg existing hospital facility on Whakaue Street)



5.1.3

Rotorua CBD Revitalisation Strategy

5.1.4 "Lakeside Promenade" (Scenic Entry to Rotorua)

Rotorua's existing visitor arrival arrangements tend to direct visitors to the southern part of the CBD area. This does not represent a positive "first impression" of Rotorua. Only through exploration can visitors discover the quality of Rotorua's City Environment. In addressing the revitalisation of the CBD, consideration should also be given to the manner in which visitors "arrive" in Rotorua.

- Consideration should be given to the development of a new "Lakeside Promenade" which would serve both pedestrian and vehicle traffic.
 - The "Lakeside Promenade" would represent Rotorua's "first impression" for most visitors.
 - Visitors should, as far as practicable, be directed into the Rotorua CBD via the "Lakeside Promenade".
 - The "Lakeside Promenade" should exploit and enhance the general lakeside environment and associated views and vistas.
 - The "Lakeside Promenade" could provide significant added value to development opportunities in the lakeside area.
 - The "Lakeside Promenade" should link Fenton Street to the access routes north of the city.
 - Traffic utilizing the "Lakeside Promenade" would need to be controlled to prevent access to large heavy goods vehicles (other than for delivery) and to ensure the desired nature of a picturesque approach to the city.
 - 2 lanes, wide pedestrian facilities alongside and in centre (perhaps continuous median or intermittent to slow alignment), and a clear, wide pedestrian crossing (signal-controlled) at the Lakefront link.
 - The "Lakeside Promenade" reinstates the concept of the Lakeside "Parade" as per the original master plan for Rotorua published in 1882.
- The actual development of the Lakeside frontage will be influenced by the outcome of the separate project.

Rotorua CBD Revitalisation Strategy

5.1.5 "Grand Avenues"

The core CBD area should be defined and consolidated by the development of "Grand Avenues".

These avenues already exist within the CBD urban grid. However, their current ambience is that of "significant roads" dominated by vehicle requirements, rather than "grand avenues" that define and enhance the civic quality of Rotorua's CBD.

- The urban history of Rotorua suggests that the development of "Grand Avenues" is entirely appropriate. One of Rotorua's unique characteristics is the "layering" of culture and history – the co-existence, for example, of primeval natural environments and cultured, ornamental gardens. Rotorua's urban grid exists in contrast to the surrounding natural environments and geothermal features. This polarisation should be enhanced and exploited within the CBD environment.
- "Grand Avenues" should be subject to landscape enhancements that reaffirms their status as significant civic elements within Rotorua's CBD – street trees, enhanced pedestrian environments, reduction of traffic impact, public art, appropriate design guidance for associated new development etc. It is important that in developing these features, design concepts should express elements that are "uniquely Rotorua" in addition to choice of specimen trees.
- CBD public transport routes should be aligned with the "Grand Avenue" structure in order to assist orientation and wayfinding.
- Fenton Street should represent the principal "Grand Avenue" within Rotorua's CBD. It offers the principal vehicle connection to Lake Rotorua and defines the eastern edge of the core CBD area.



- Amohau Street currently provides for "through-traffic" being designated state highway. However, planned highway changes should allow the development of Amohau Street as a "Grand Avenue" which would enhance pedestrian amenity, encourage high quality commercial development and significantly enhance the core retail area within the CBD area.
- Other "Grand Avenues" within the core CBD area should be Ranolf Street, Arawa Street, Haupapa Street, Rangiuru Street and Whakauae Street. In consolidating these "avenues", the basis of a logical "precinct structure" for the CBD will have been established.

5.1.6 Street Network

Within the area defined by the "Grand Avenues", a logical and easily understood street network should be consolidated.

- We would strongly recommend the retention of high levels of "permeability" in respect of the street network and would consider the "closure" of streets only in very specific locations and circumstances.
- Streets within the core CBD area should generally be two-way, but carriageway widths should be reduced to a minimum.
- Obstacles promoting horizontal shifts in street alignment within the core CBD area (roundabouts, chicanes, winding routes) should be avoided.
- Streets traversing the CBD in an east/west orientation should be maintained as through-traffic routes incorporating parallel carparking.
- Within the retail high street environment (south of Haupapa Street), Tutanekai Street should focus on the quality of the pedestrian environment but should facilitate managed traffic access. Management of traffic access along Tutanekai Street may vary at different times of the day or week.

Rotorua CBD Revitalisation Strategy



- North of Arawa Street, Tutanekai Street should adopt a similar character to the east/west street network offering through-traffic capability and parallel street parking.
- Carparking should be distributed throughout the CBD area. However, large parking areas or buildings should, wherever possible, be hidden from direct view – Rotorua’s CBD offers an ideal structure for perimeter block commercial / retail / residential development with carparking hidden within the centre of the urban block. Maintenance of the current policy of rear service lanes should provide the necessary structure for both carpark and service access.
- Where street parking is provided, parallel parking should be the preferred model. Parallel parking improves visual amenity, reduces the effects of vehicles and offers a better environment for pedestrians.

5.1.7 Urban Precincts

Rotorua’s consolidated CBD area should be revitalised through the promotion and development of distinct urban precincts:

(a) Retail Precinct

- The main domestic retail precinct should be located around the southern section of Tutanekai Street. Current retail development along Amohau Street should be reinforced by high quality retail development within Tutanekai Street.
- Opportunities for “anchor retail” outlets should be explored at the intersection of Amohau Street and Tutanekai Street. To encourage pedestrian migration across Amohau Street.



- High street retail outlets should be concentrated in the southern section on Tutanekai Street (between Amohau Street and Haupapa Street). This will reinforce the retail offering that is currently being developed across Amohau Street.
- Design guidelines should be developed to protect the retail amenity value of Tutanekai Street. These guidelines should encourage the development of appropriate retail outlets, and prevent the development of long, un-animated and inappropriate street frontages within Tutanekai Street (frequently encountered with banks, estate agents and similar CBD developments).
- Secondary retail outlets are likely to migrate to the secondary street network within the CBD area.
- Fenton Street and Amohau Street will continue to provide a location for appropriate (non-high street) retail outlets.
- The creation of an “Arts Precinct” in the vicinity of Arawa Street and Haupapa Street will encourage pedestrian migration northward from Amohau Street along Tutanekai Street.
- There is a distinction between domestic and tourist retail precincts. We have identified the domestic retail precinct as being to the southern end of Tutanekai Street. The tourist offer should be encouraged to the north to act as a buffer between the retail and the arts precinct. This should include high level offers such as YSL, Channel etc. This will be an area which is more likely to be associated with the night culture and tourist leisure shopping in the evening/night time. The Entertainment precinct (see below) will act as an anchor to facilitate this function.

Rotorua CBD Revitalisation Strategy



(b) Art and Cultural Precinct

- The CBD revitalisation programme should promote and encourage the development of an “Art and Cultural Precinct” in the vicinity of the proposed “Green Corridor” (Arawa Street/Haupapa Street).
- Central to the Art and Cultural Precinct, we propose a new Civic Plaza capable of hosting events, concerts, themed markets etc.
- Consolidation of the Art and Culture Precinct will require the selective removal and relocation of inappropriate facilities (eg Court building).



(c) Entertainment Precinct

- The entertainment precinct is shown as a natural development of that which is occurring in the vicinity of Tutanekai Street and Pukaki Street.
- This area is already a focus for café outlets, restaurants and hospitality. Initiatives should seek to further promote this activity.
- Consideration should be given to artistic lighting projects in this area to encourage night time use
- Links to the lakefront are critical from this area – the design of any such linkage should be given careful consideration.



- Residential accommodation, small-scale business outlets, work/live units should be encouraged in this area.

(d) Commercial Development

- The development of an intense, high density, vibrant and prosperous commercial component within the CBD will be a key factor in its long-term success.
- Commercial development should be focussed on the peripheral areas of the CBD area.
- Commercial development would be welcomed on the upper levels of core CBD developments, but not at the expense of ground floor retail outlets within the core Retail Precinct.
- Existing commercial developments in the southwest of the CBD are encouraged – improving pedestrian access from these areas into the core CBD area is important.



Rotorua CBD Revitalisation Strategy



(e) Residential Development

- Residential development should generally be encouraged within the CBD environment.
- Residential development adds to a sense of community and can promote stewardship and security within CBD environments.
- Residential development will assist in supporting local, marginal or speciality retail outlets.
- Residential development should be encouraged above ground floor commercial/retail uses, particularly along streets traversing east/west across the CBD.
- Appropriate CBD residential development may comprise apartments, work/live units, short/medium-stay accommodation, 2/3-storey terraced townhouses etc.



5.1.8 New Civic Plaza

There is a strong need for the development of a significant “attraction” within the heart of the CBD area. The concept plan indicates a new Civic Plaza located along Tutanekai Street between Arawa Street and Haupapa Street.

- The new Civic Plaza would form the centrepiece to the Art and Cultural Precinct.
- The Plaza should be envisaged as one of Rotorua’s “must see” attractions.
- The design of the Plaza should include artistic installations that articulate of the city narrative, perhaps tracing layers of history from primeval geothermal activity to modern day.
- Design and material specifications would facilitate intense use – concerts, events, exhibitions, themed markets etc.
- The creation of a successful Plaza environment will require the rebuilding/remodelling of buildings in the vicinity (such as the removal of the existing Courthouse building)
- Design guides and incentives that promote the development of arts and crafts outlets, galleries, cafés, studios etc should be considered.
- Consideration should be given to attracting families with young children – interactive “play” features should be incorporated (note, these should be by way of art installations, water features etc – a children’s playground is not proposed in this location).
- Lighting would be a major element – artistic lighting installations ensuring that the area offered a unique and memorable night time experience.





Rotorua CBD Revitalisation Strategy

- It is generally envisaged that traffic would be excluded from the Civic Plaza.
- The Civic Plaza would be the most significant of a series of “civic spaces” along the spine of Tutanekai Street which would provide relief from the more intense urban areas in between and offer opportunities for public displays, kiosks, amenity and other uses in line with the CBD management plan. These other spaces are also important; such as a redesigned City Focus.

5.1.9 General Development Guidelines

The CBD area should be subject to Development Guidelines that promote and guide appropriate developments within the respective urban precincts.

- It is generally envisaged that development within the CBD area should be restricted to three or four storeys in order to retain a “human scale” and facilitate sunlight access etc.
- Developments of greater height should not necessarily be refused, but specific regard should be given to location and impact.
- Single-storey development should be discouraged.
- Non-street carparking in front of buildings within the CBD area should be avoided – building frontages should generally follow the “back of pavement” line.
- Where street parking is incorporated, it should be of a “parallel parking” arrangement – particularly in areas reliant on high pedestrian movements.
- Guidelines should promote “active frontages”. Long, bland facades should be avoided. In areas reliant on high pedestrian movements, physical animation of frontages (eg access doors) should occur at 7-10m intervals.
- Street furniture, lighting and surface materials should be consistent and appropriate to their respective urban precinct.
- Opportunities for the incorporation, funding and promotion of public art should be maximised.
- Surface areas dedicated to pedestrian amenity should be maximised – surface areas dedicated to vehicle use should be minimised.
- One-way vehicle routes should generally be avoided.
- Comprehensive pedestrianisation of streets should generally be avoided.
- Initiatives to assist in the improvement and enhancement of building frontages (historic building facades, canopy upgrades etc) should be considered. Initiatives might include artistic lighting of historic/character buildings.
- All new developments should be subject to CPTED analysis and reports.
- All new developments should be subject to accessibility review.
- All new developments should embrace the principles of the NZ Urban Design Protocol.
- The CBD environment should be placed under the guidance of a CBD manager – responsible for maintaining the quality of the CBD environment, ensuring the wellbeing of visitors, promoting events and special occasions who reports to the CBD “Investment Manager”.
- Consideration should be given to plan changes that make all CBD developments discretionary and subject to a “design quality” review as part of the Resource Consent process (plan changes of this type are already in place or under active development in several New Zealand cities).

Rotorua CBD Retail Strategy

6 Implementation

6.1 Timeline (Projects and Priorities)

| | Timeframe (years) | | | | | | | | | | Funding |
|---|-------------------|---|---|---|---|---|---|---|---|-----|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10+ | |
| Establish a management partnership Create role of "Investment Manager" Set up Bi-partite group chaired by the "Investment Manager" Provide staff for CBD Manager role and support Establish a communication plan | | | | | | | | | | | Special Levy Special Levy RDC RDC |
| Promote CBD as a Destination Link major events to CBD Exploit Spa Town theme Improve family and pro-youth activities Actively market CBD via multi-media | | | | | | | | | | | RDC + Private enterprise RDC + Private enterprise RDC + Private enterprise RDC + Private enterprise |
| Structure the CBD to encourage movement and vibrancy Improve integration of Rotorua Central Link North and South of Tutanekai Street ("string of pearls") Improve integration of Lake front Maintain visual and environmental amenity for pedestrians Adapt local and regional tourist transportation to suit "Vision" | | | | | | | | | | | RDC + Private enterprise RDC + Private enterprise RDC + Private enterprise RDC + Special Levy RDC |
| Provide facilitation and support for private enterprise to "Run with vision" Implement changes to District Plan Address transport infrastructure support for "Vision" Adapt CBD traffic management to suit "Vision" Implement "Bike Rotorua" | | | | | | | | | | | RDC RDC RDC RDC |
| Note: the above are the priority actions. The CBD Advisory Committee will need to evaluate the recommendations in the appendix of this report and determine priority of actions in order to deliver the vision. Changes to the uses within the CBD (as well as the built environment) may take longer to implement. However, the framework to facilitate these changes should be implemented sooner. | | | | | | | | | | | |