THE HASTINGS CITY CENTRE STRATEGY
A COLLECTIVE VISION

HASTINGS
DISTRICT COUNCIL

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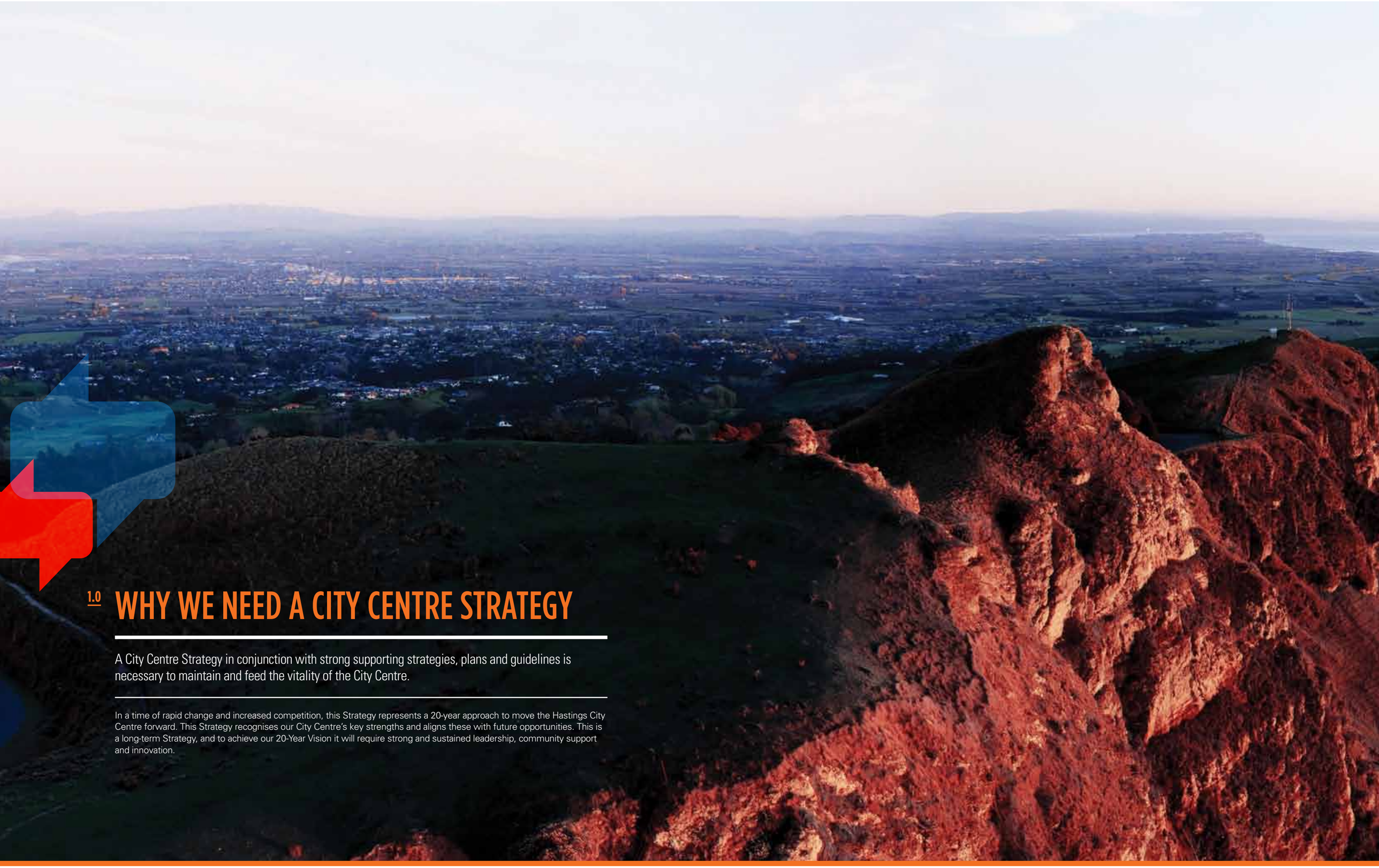


1.0 WHY WE NEED A CITY CENTRE STRATEGY

A City Centre Strategy in conjunction with strong supporting strategies, plans and guidelines is necessary to maintain and feed the vitality of the City Centre.

In a time of rapid change and increased competition, this Strategy represents a 20-year approach to move the Hastings City Centre forward. This Strategy recognises our City Centre's key strengths and aligns these with future opportunities. This is a long-term Strategy, and to achieve our 20-Year Vision it will require strong and sustained leadership, community support and innovation.

Faced with competition from other City Centres, technology changes and broader global challenges, it is important that Hastings City Centre maintains its ability to remain competitive as a location for growth in the district.

1.0 COLLABORATION IS THE KEY – WE ALL HAVE A ROLE TO PLAY

The successful implementation of this Strategy relies on the drive of the passionate and empowered people in our community, the viability of economics associated with the development and/or redevelopment of property within the City Centre, planning policies and Council support.

The speed and extent of any development process is therefore influenced by private sector developers and the models for development which they apply.

The Council

Council plays a role by:

- Acting in the interest of the community, now and in the future.
- Providing strong leadership to fulfil the vision for the Hastings City Centre.
- Planning for the City Centre in the context of the wider district and region.
- Establishing a suitable regulatory framework and planning controls.
- Providing public art and amenity.
- Providing clear guidance and standards for new developments and redevelopments of existing buildings.
- Providing suitable network services and infrastructure.
- Implementing projects that build on our amenity and sense of place.
- Supporting projects that focus on sustainability, innovation and quality.

The Business Association

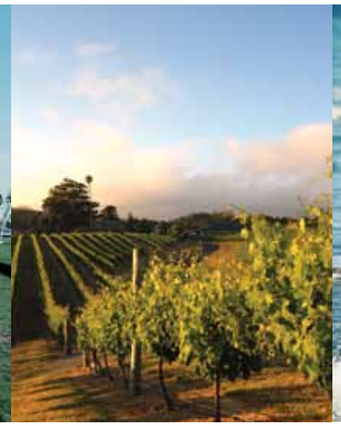
The Hastings City Business Association plays a pivotal role in establishing a vibrant, sustainable and successful City Centre by:

- Providing a support network for local businesses, and developing strategies to enhance and promote Hastings City as a Centre of excellence.

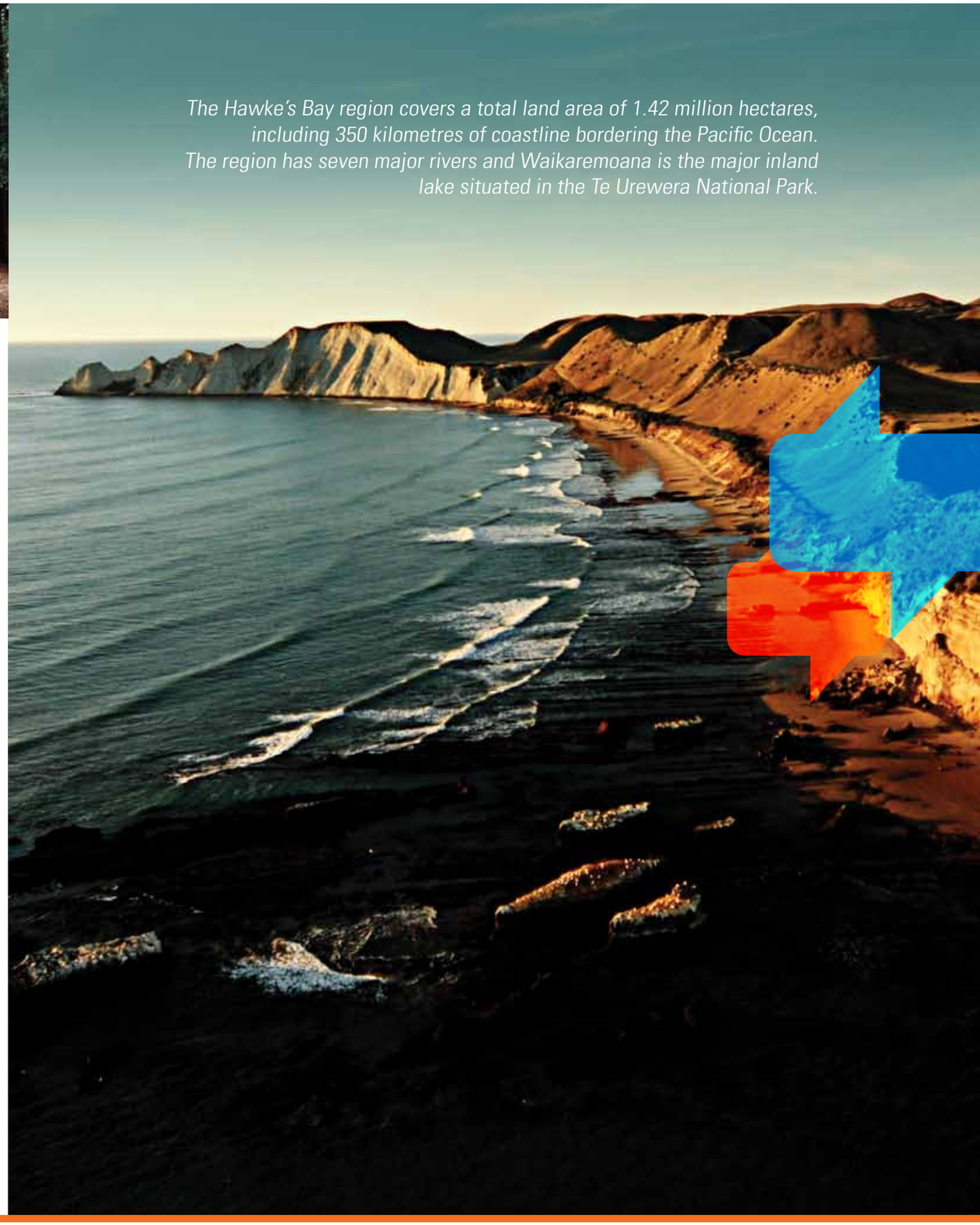
The Private Sector

The private sector acts by:

- Investing in initiatives and projects that align with the direction of the Strategy.
- Working in partnership with Council toward the delivery of key outcomes.



The Hawke's Bay region covers a total land area of 1.42 million hectares, including 350 kilometres of coastline bordering the Pacific Ocean. The region has seven major rivers and Waikaremoana is the major inland lake situated in the Te Urewera National Park.



1.1 UNDERSTANDING OUR CITY'S PLACE IN THE DISTRICT

Hawke's Bay represents 3.7% of New Zealand's population. The population of Hawke's Bay is approximately 147,700, covering Wairoa District, Napier City, Hastings and Central Hawke's Bay Districts.

The main urban centres are Hastings and Napier, and as of 2006, there were 60,800 dwellings in the wider Hawke's Bay region.

The region has a strong primary production and processing base.

Hastings City Centre is the base of much of the region's service industries, particularly those that support farming and horticulture. The warm climate supports a flourishing wine industry, which is assisted by productive soils and a reliable aquifer water supply.

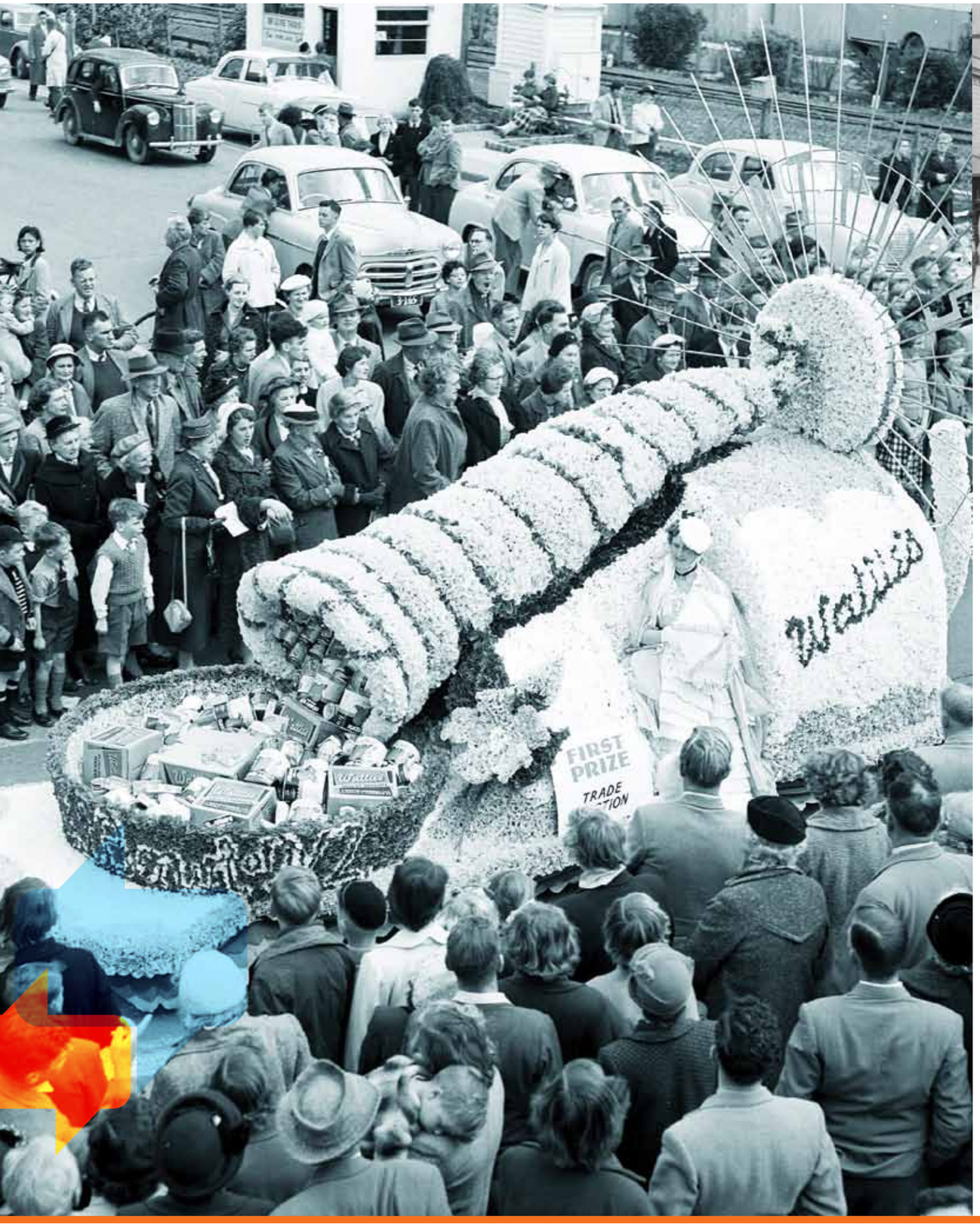
The urban centre of Napier is located 20 minutes north of Hastings. Napier City has a similar population base to that of the Hastings District but is much smaller geographically. Napier is a coastal centre, home to the Port of Napier, the Hawke's Bay Airport and commercial and industrial industries. Napier has a strong art deco identity as a result of the prevalence of art deco-style buildings that were constructed post the 1931 earthquake.

Hastings is flanked by the urban centres of Flaxmere to the north and Havelock North to the south. Both these centres have their own unique identities and aspirations that complement and compete with the Hastings City Centre. Havelock North is a small community located at the foothills of Te Mata Peak. The character and identity of Havelock North are founded on the strength of its leafy 'village' atmosphere. Havelock North has a concentrated town centre that is supported by a modest mixed-use zone containing a combination of commercial, residential and light industrial activities.

The road corridor connecting Hastings City to Havelock North is one of the district's busiest roads and has recently acquired a dedicated walking and cycling link.

The community of Flaxmere is located northwest of Hastings and has a population of more than 10,000. It is a culturally diverse community that has embraced the symbol of flax for its identity. The town centre is supported by a small retail centre, an indoor pool complex and large public spaces. At the time of writing this Strategy, initiatives were being implemented to redevelop the Flaxmere town centre into a growing and vibrant centre.

A number of smaller urban centres are peppered throughout the district, each with their own unique identity.



"The built form of the City Centre has been influenced by the location of the City Centre adjacent to the railway and the distinctive architectural styles, development patterns and construction that occurred post the 1931 earthquake."

1.2 THE PAST HAS SHAPED THE CITY CENTRE WE HAVE TODAY

Hastings City has grown since 1873 when early European settlers chose Hastings as the preferred location for a town.

The north/south railway has bisected central Hastings since it was established. The former location of the railway station on Railway Road is seen as the foundation stone for the city's growth and development as it opened up Hastings City as an export centre, through Port Ahuriri to the world. The City Centre is characterised by single and double storey buildings used for a mixture of retail and commercial office space.

The built form of the City Centre has been influenced by the location of the City Centre adjacent to the railway and the distinctive architectural styles, development patterns and construction that occurred post the 1931 earthquake. This area is characterised by the concentration of stripped classical, spanish mission and art deco styles.

Today, the City Centre is the district's business and commercial heart. It contains much of the commerce, employment, retailing, administration, leisure, cultural and entertainment activities of our district. The development of this area represents considerable private and public investment in terms of buildings, infrastructure, community facilities, public spaces, services and street and landscape improvements.

The central business area accommodates a well-developed network of public open spaces, parks, squares, streets and footpaths. At the centre is City Square, which remains a traffic-free public space. The clock tower, public art, water fountain, landscaping, a stage and large paved area with seating provide an opportunity for community events, a place to stop, have lunch and meet friends and family.

"Creating a 'great' City Centre involves the preparation, development and implementation of a visionary Strategy"

1.3 A SHARED VISION TO EMBRACE OUR FUTURE

City Centres that function well are recognised as having a strong edge; they attract and grow businesses and consumers who are in turn attracted to quality physical environments.

It is imperative the City Centre Strategy ensures that our historical foundations are recognised and retained, while our City Centre's emerging form and function and future land use activities are managed and appropriately directed.

Creating a 'great' City Centre involves the preparation, development and implementation of a visionary Strategy that is supported and committed to by landowners, businesses, all the people and cultures that make up our diverse community, and Council alike.

CITY CENTRE STRATEGY

- Hastings City Centre
- Hastings mall
- Streets/roads
- Railway line
- Public spaces

1.4 THE BASIS OF THE CITY CENTRE STRATEGY

The goals, outcomes and actions within this Strategy are founded on, and informed by, existing Council plans, frameworks, strategies, community consultation and research.

Once the City Centre Strategy is adopted it will become the directional Strategy to support the delivery of proposed interventions, while also supporting the directions of other key Council strategies and plans.

The City Centre Strategy will inform future long-term planning processes and capital investment programmes.

1.5 SPATIAL SCOPE OF THE CITY CENTRE STRATEGY

The City Centre Strategy encompasses an area of 60 Ha. This area is framed by Nelson, St Aubyn, Hastings and Southampton Streets.

It is important to recognise that the City Centre does not exist or function in isolation, it is part of a wider system and sub-systems. In light of this the City Centre Strategy has been considered in the context of the region and district, while also acknowledging national and international trends.

The goals and actions in this Strategy focus upon activities and initiatives that can influence this area. Where applicable, actions may go beyond these extents and contribute to the betterment of the wider Hastings community.

"While the short-term forecasts tell us that Hastings District, broader Hawke's Bay and much of provincial New Zealand have challenging times ahead, we have the ability to collectively shape our future into one that is great for us all."

1.6 CHALLENGES

Hastings, like many New Zealand cities, is faced with a number of challenges as it positions itself as sustainable, competitive and resilient.

While the short-term forecasts tell us that Hastings District, broader Hawke's Bay and much of provincial New Zealand have challenging times ahead, we have the ability to collectively shape our future into one that is great for us all.

GLOBAL CHALLENGES

It is important that long-term planning for the Hastings Central City take into account global, national and regional influences to ensure long-term success. It is appropriate to recognise these factors as part of this Strategy.

Factors include:

- Sustainability.
- Information technology.
- Industry.
- Global economy.
- Climate change.
- Peak oil.
- The value of the water resource.
- Online retail change.

NATIONAL CHALLENGES

New Zealand's population is estimated to be around 4 million. Over the past 50 years there has been rapid population growth; however, Statistics New Zealand has indicated that this is unlikely to be a feature of the next 50 years, with the population projected to decline from around 2050.

Emerging issues for New Zealand that relate to cities and urban centres include:

- Lifestyle migration.
- Changing population structure.
- Competition from cities and urban centres.
- Housing quality and affordability.
- Water allocation and quality.
- Rising infrastructure and service costs.
- Reconciling the needs of the current population with the needs of future generations.
- Matters of urban design.
- Recognising the needs of a more urbanised population.
- Growing the economy.
- Pressure on resources.
- Increasing disparity of wealth.

HASTINGS CITY CENTRE CHALLENGES

- Location of the railway line.
- Competition from other urban centres and satellite communities all competing for social, cultural and economic environmental well-being and growth.
- The variability of the Hastings City Centre streetscape.
- Education and training opportunities to retain our youth and provide opportunity for career development.
- Making inner-city living a desirable housing option.
- Growing the population density of the district and City Centre.
- The eroded nature of our urban form.
- Land use changes.
- The elongated nature of our retail strip.
- Attracting new and developing existing enterprise.
- Attracting retail and commercial activities back into the City Centre.
- The concentration of hertitage buildings in the City Centre.
- Establishing a unified direction for the City Centre.
- Perceptions of safety.

1.7 ASSUMPTIONS

The following assumptions underpin this Strategy.

- The Hastings District relies upon the functioning of its wider landscape and rural hinterland as the major source of economic, social and environmental resilience.
- The Central City will be supported by suitable stormwater, wastewater, water, roading and transport infrastructure.
- The district will continue to grow in line with The Heretaunga Plains Urban Development Strategy projections with approximately 4,000 new homes required between 2015 and 2045 in the district.
- While our district demographic profile will substantially change between 2015 and 2045, population growth projections are modest.
- Demand for smaller housing types, close to amenities and places of service, will continue to grow.
- The areas for residential intensification identified in The Heretaunga Plains Urban Development Strategy and Hastings Urban Design Framework being Heretaunga Street East, Mahora and around Windsor Park will progress as planned.
- The application of the principles of sustainability and the use of renewable and green technologies will become part of our City Centre fabric. This will be evident through construction, operations, transportation, amenity assets and functional features.
- The cost of fossil fuels will continue to increase the demand for public transport options.
- The frequency of rail movement through the Central City will change in response to an increase in activity at the Port of Napier and peripheral industrial nodes.
- Demand for retail, office and commercial floor space in the CBD/commercial zone can be accommodated in the immediate future.
- Global water and food markets will increase demand on the Heretaunga Plains agriculture and food resources.
- Over time, earthquake prone buildings may be retained and strengthened, or redeveloped, via local, central government and private sector initiatives in a manner that balances heritage value with economic competitiveness and market conditions.
- Traditional retail methods will continue to evolve to compete with the increased prominence of online retail.
- The District Plan will actively support the concentration and diversification of land use and activities in the City Centre.
- Cycling and walking will become a preferred mode of transportation within the Central City area.

2.0 ASKING THE COMMUNITY WHAT A FUTURE HASTINGS CENTRAL CITY SHOULD BE LIKE

The input received through community engagement has been critical and formed the basis for the development of this Strategy.

2.1 WHAT WE KNEW

It is important to acknowledge the significant amount of consultation that has taken place in and around the Hastings City Centre, particularly over the past 10 years.

The actions and initiatives instigated as a result of previous consultation have influenced much of the form and function of the City Centre that we have today.

Key themes from previous consultation include:

- Promotion of the Hastings City Centre.
- Greater recognition/capture of Maori/Settler history.
- More vitality, attraction, activity and events.
- Focus on economic development – attract and grow business.
- Improve amenity, pride and sense of place.
- Establish more cafés, restaurants and nightlife (after-5pm culture).
- Offer accommodation provision.
- Greater recognition of our creative and cultural strength/point of difference.
- Greater recognition of the value of green and open space.

2.2 2011/12 COMMUNITY ENGAGEMENT

The purpose of consultation was to:

- Understand the needs and aspirations of the community with regards to the City Centre.
- Ensure City Centre initiatives are grounded in community needs and aspirations.

A variety of ways to engage with people were used, including a retrofitted shipping container called the 'voice box'. This was used to capture ideas of our community as to the role and future of the City Centre.

It was estimated that more than 600 people passed through the voice box over the three days that it was located in the Hastings City Centre.

A telephone survey was also completed in conjunction with the voice box Hastings City Centre event.

The objectives of the telephone survey were to:

- Understand public perceptions of Hastings Central Business District.
- Identify what is required to address the challenges.
- Inform Hastings District Council of public aspirations for the future of the Hastings City Centre.

An equivalent street survey was conducted in the City Centre in conjunction with the voice box engagement.

Further targeted engagement of City Centre retailers, businesses, property owners and residents also took place.

More than 850 survey questionnaires were received as part of the City Centre Strategy community consultation process.

2.3 WHAT YOU TOLD US

The broad reoccurring themes arising out of the 2011/12 consultative process are noted below:

Retain our sense of place, heritage character and amenity

Our City Centre's appearance, its heritage character and overall amenity were seen as key strengths. Opportunities to further build on the positive enhancements that have been completed to date were voiced. It is evident that much of the investment, via the Landmarks Development Plan and other initiatives, have helped to improve the appearance, operation and sense of place of Hastings Central. The community expressed a strong appreciation for the public art and heritage features of our City Centre, including specifically the clock tower, heritage buildings and various sculptures, all of which positively contribute to the identity of our city and its people.

Establish more green/open space

The desire to see more green and open space in our City Centre is a clear priority for our community. The City Centre can benefit from more green/public spaces for people to relax and enjoy the City Centre. Meeting hotspots such as the clock tower, cafés/eateries and the water fountain can be further enhanced through the provision of green and open spaces. Opportunities to further promote people movement corridors would be welcomed by our community.

Improve vibrancy

There is a perception that our City Centre is not a safe place to be at all times of the day or week. Perceptions regarding safety need to be addressed. Suggestions such as bringing more people and activity into the City Centre were voiced.

Retail diversity

The main drivers for coming into the Hastings City Centre are retail, services and employment. There is a strong desire to see a greater diversity of retail in the City Centre but not in the form of large format stores. Comments around the need to fill shop vacancies were also made, as well as attracting and growing our retail offerings. The desire to see extended shopping hours was also noted by the community.

Events and activity

There is a strong desire to grow after-5pm activities within the City Centre. The community expressed a desire to see more events, entertainment, restaurants, cafés and places of hospitality. Events and activity need to cater for all, young and old.

The City Centre Square and Fountain

The community's appetite to reintroduce traffic through City Square is low, as is any proposal that would result in removal of the water feature. In the long term, events may predicate the need to reassess this as a vehicle corridor; however, today the community appreciates the 'people friendly nature' of this area.

Parking

The car is by far the number-one form of transport into our City Centre, walking is second. While the view on whether we have enough parking, or require more parking is variable, there is scope to assess whether car parks are located in the best possible place. Car parking and proximity to the City Centre is important.

Inner City Centre accommodation

The community was generally split as whether there was a need to provide more inner-city housing options. While we acknowledge the 'split' nature of the feedback received, we believe that the demand for inner-city living is strongly linked to the form and function of the area in which it is located. It is anticipated that higher amenity areas will have the greatest demand.

A compact City Centre

Community feedback supports maintaining our compact City Centre footprint. There is a strong desire to keep our footprint small, compact and easy to navigate via the provision of various forms of transport options and attractive streets.

3.0 OUR STRATEGY – A VISION FOR HASTINGS CITY CENTRE

Our 20-Year Strategy showcases how we propose to embrace the challenges and opportunities identified through our research and consultative work. This Strategy is visionary and pragmatic, allowing scope for creativity and innovation while remaining flexible to ensure it is realistic, grounded and achievable.

The focus of the Strategy is on creating a strong, vibrant, compact and resilient City Centre with a strong sense of place, affirming Hastings City Centre as a 'City Centre of Choice'.

- 2 Civic Square – our Cultural Hub
- 3 The Central City Railway Link
- 4 Establish a network of vibrant and green spaces for people
- 5 Through-block pedestrian connections
- 6 Suitably located, safe and appropriately sized car parks
- 7 Attractive street improvements (20 years +)
- 8 City Centre limits
- 9 Integration of east and west
- 10 Central City land assets
- 11 Redevelopment opportunity areas

Hastings City Centre Strategy – Note: This image is an artist's impression, it showcases physical interventions only.

3.1 A VISION

Hastings – City Centre of Choice

Great living for a sustainable and fulfilling future…

In 2033, the Hastings City Centre will be a growing, vibrant and fun place that recognises and embraces its wider landscape, productive hinterland, creativity and cultural diversity – it will be the Heart of Hawke's Bay.

"A compact, legible, vibrant, fun, accessible and connected people centre"

3.2 OUTCOMES

The City Centre Strategy has the following outcomes:

A City Centre with a strong identity that celebrates and showcases its cultural diversity…

1. Where we celebrate all our cultures and plan effectively together in a manner that embraces the different backgrounds of all our people for the betterment of the City Centre.
2. Where our place in the region, New Zealand and the world is evident through the form and function of the City Centre.
3. Where our social and cultural history is reflected in the design of our streetscape and green spaces.
4. Where landmark elements, heritage, architecture and public art contribute to our sense of place and the Hastings City Centre identity.
5. Where the special character of heritage buildings is embraced.
6. Where cultural activities and events contribute to the identity of the City Centre.

A compact, legible, vibrant, accessible and connected people centre…

1. With clearly defined areas of activity that are easy to navigate.
2. Where land use and activities work together for the betterment of the City Centre.
3. With contained and well-defined spatial boundaries.
4. That is easy, vibrant and enjoyable to move around and experience for both young and old, where people come first.
5. That has a fit-for-purpose, well-used public transport network, assets and infrastructure.
6. With appropriately planned and located car parking facilities in close proximity to attractions, destinations and precincts.
7. Where street edges are clearly defined with publicly accessible ground levels.
8. Where people choose to retire because of the high-quality facilities, services and housing choices.

A dynamic City Centre with a diversity of choice…

1. Full of bustle, events and activity.
2. Where inner-city housing options attract people into the City Centre, providing 24/7 activity.
3. With an active café, hospitality and entertainment scene and diverse shopping choices.
4. With high-quality opportunities for education, employment and up-skilling.
5. Where our City Centre's offerings attract people from the wider region and beyond.

A growing City Centre that is innovative and resilient…

1. Where businesses and enterprise develop, grow and prosper.
2. With a reputation as a resilient and modern retail and commercial centre that embraces innovation.
3. Where public and private partnerships deliver the best outcomes for our community.
4. That is characterised by a diverse mix of complementary retail and commercial offerings.
5. Where visitors are accommodated in the City Centre.
6. Which promotes buildings with a mix of compatible uses and functions (e.g. residential, retail, commercial, office, education and innovation activities).

A City Centre that is sustainable and well designed…

1. That has positioned itself as a leader in the application of sustainable design principles and practices.
2. Where buildings and spaces are considered together to create high-quality environments and a distinctive sense of place.
3. Which is green with attractive public open spaces.
4. Where good design unifies the physical elements of our city and creates areas of distinction.
5. Where new buildings respect adjoining heritage buildings.

"A City Centre that has a strong positive identity, founded upon our ability to produce and grow, our cultural diversity, our creativity and innovative spirit, and the lifestyle on offer".

3.3 GOALS

The tasks to achieve the outcomes are set out under five interrelated goal areas:

1. **Strengthen our City Centre identity**
2. **Create quality open spaces and connections**
3. **Integrate and concentrate activity in the City Centre**
4. **Using precincts to provide opportunities**
5. **Reinforce and contain our City Centre urban form**

Where applicable, goals and associated actions contained in this Strategy will deliver multiple outcomes.

4.0 STRENGTHENING OUR CITY CENTRE IDENTITY

4.1 OVERVIEW

Our City Centre identity has emerged out of the people, events and activities of the past, and this identity continues to evolve and change today.

Our temperate climate, cultural, settler and built heritage, and links to our rural roots define our City Centre, providing a unique experience for visitors and residents.

Our identity is evident everywhere, from the cultural connection of the Pou in Civic Square, to our public art and key cultural and arts anchors such as the Hastings City Art Galley, Community Art Centre, Hawke's Bay Opera House, Memorial Library and impending redevelopment of Civic Square.

Complementing our heritage, cultural and creativity identity are our rural roots and the businesses and enterprise that have built, and are building, the City Centre we have today. A growing and innovative economy that is supported by an emergence of inner-city living and a recognition of the benefits of locating business and commerce in the City Centre will add strength through the increased densities of people with a collective 'can do' attitude.

A strong desire to work with commercial enterprise and business in a holistic, innovative and collaborative manner will contribute to the betterment of our City Centre, and in turn the economy. By focusing on initiatives that stimulate our economy, the Hastings City Centre will again be affirmed as the business and commercial centre of the region.

While much of this Strategy is focused on the physical form of our City Centre, it also identifies softer initiatives to strengthen the identity of our City Centre as a great and fun people place, supported by a growing business and commerce environment.

4.2 IMPROVING THE VIBRANCY OF OUR CITY CENTRE

What is it?
Creating a City Centre that is vibrant, fun, inviting and friendly.

What will it achieve?
A great City Centre is a vibrant centre, a place that is fun, where people feel safe at all times of the day or night. Feedback from the community indicates a desire to improve the perception of inner-city safety, particularly at night. The Hastings District Council has recognised the importance of community safety through the 'International Safer Communities Accreditation Programme', to which we are now an Accredited City. Committing to the application of this accreditation programme, and focusing on our City Centre, will help to address perceptions of safety.

Key activities include:

1. Improve vibrancy by completing a review and stocktake of the approach to City Centre Safety Planning.

   Pending the outcome of this review, implement necessary recommendations to address gaps and/or areas of opportunity.
2. Monitor the ongoing success of the City Assist initiative.

Other activities include:

3. Continue to promote the benefits of 'people' activity in the City Centre as a way of providing passive surveillance, including targeting events, activities for young and old, as a way to bring vibrancy and vitality to the City Centre.

Heretaunga Street East Evening Market Concept – Note: This image is an artist's impression only.

4.3 PROMOTING THE THINGS THAT MAKE OUR CITY CENTRE GREAT

What is it?

Promoting the great things our City Centre has now, and will have in the future, is essential for moving our city forward.

What will it achieve?

A unified City Centre promotion and marketing strategy that facilitates the achievement of aspirations, delivery of outcomes and implementation of actions will contribute to our local identity and sense of place. Over time, this will move the City Centre forward in a unified and consistent manner – growing our economy through business attraction and innovation.

A clear City Centre positioning platform, along with anchors such as the Hawke's Bay Opera House, the clock tower, heritage features, public art, the Pou, and the soon to be redeveloped Civic Square, are elements that we must leverage upon to move forward.

Key activities include:

- Establish an updated unified City Centre Marketing and Promotion Strategy (including east and west).
- Establish a City Centre Working Group under the leadership of the Hastings City Business Association to discuss issues, opportunities and trends affecting cities and what this may mean for Hastings City. This Working Group will provide foresight and expertise to allow the aspirations of the retailers, property owners, businesses and our diverse community to be met.

The roles, responsibilities and structure of this Working Group will be formalised by a Terms of Reference.

4.4 GROWING OUR CITY CENTRE ACTIVITY PROGRAMME

What is it?

This Strategy supports the notion of building our City Centre identity through iconic, successful and sustainable events and people attractions.

What will it achieve?

A great City Centre is one that is dynamic, fun and full of people, activity and events. While it is important to acknowledge the successful events and activities available today, we need to ensure that we position ourselves as an 'activity' centre of choice in the future.

Key activities include:

Review, update and implement an up-to-date City Centre Activity and Events Plan that includes:

- The attraction of short duration pop-up events focused on retail, creativity, culture, recreation and education.
- Establishing precinct-focused events, activities and initiatives to help build identity, vibrancy and sense of place.

4.5 GROWING OUR ECONOMY AND EMBRACING PROGRESSIVE AND INNOVATIVE THINKING

What is it?

Supporting the attraction, development and growth of business and enterprise in the City Centre.

What will it achieve?

A versatile economy, where commercial and service industries thrive alongside retail, hospitality and tourism, all demanding skilled employees. The strength of our City Centre relies on our ability to embrace progressive, innovative enterprises to grow and diversify our economy. While our economy relies on the primary sectors upon which the City Centre was founded, our ability to adapt and seed innovation in a rapidly changing world is key for our City Centre to flourish and economy to grow. The emergence of inner-city living will further contribute toward strengthening the City Centre economy in the long term, increasing people density in the City Centre 24/7. Both the public and private sectors play a key role in establishing a thriving City Centre economy.

Our future City Centre will be a place where:

- Businesses prosper, grow and progressively adapt.
- Opportunities for employment and career development are high.
- Innovation is encouraged and facilitated.
- Education and training offerings provide opportunity to stay in the district.

Key actions include:

- Seeking out opportunities to grow our City Centre economy.
- Marketing our City Centre to the rest of New Zealand and the world to attract enterprise and investment.
- Supporting businesses that are at the forefront of new technology, research and innovation.
- Supporting enterprise that cares for and embraces our people (young and aging).
- Supporting initiatives that foster pride in our City Centre and showcase the things that are uniquely Hastings City Centre.

4.6 USING GATEWAYS TO CREATE IDENTITY

What is it?

This Strategy will assist with the implementation of the Landmarks Development Plan by proposing the establishment of physical gateways as entry points to City Centre precincts and arrival points. The redevelopment of the Hawke's Bay Opera House and the installation of the Hastings City Centre 'snake lights' are an example of a City Centre gateway in place.

What will it achieve?

Gateways can be represented by a symbolic physical feature, buildings or building structures, or signage. Purposefully located and with an appropriate design, gateways will create visual impact and provide a statement of identity for specific parts of the City Centre. Gateways can also be represented by outstanding development projects at strategic locations, which through quality design, enhances the identity and image of our City Centre.

Key activities include:

Develop a plan for the design and installation of City Centre Gateways, and subsequently commission the detailed design, fabrication and install of Central City Gateways:

This Strategy will give consideration to the positioning of gateways at the following City Centre locations:

- Heretaunga Street West and Nelson Street intersection, as a way of providing a physical bookend to the northern edge of the retail precinct.
- Karamu Road and St Aubyn Street (northern arrival point), as a way of signalling you are entering the City Centre, and also acting as a key connection to the arts and culture activities that reside in Civic Square.
- Railway Road and Southampton Street (southern arrival point), as a way of signalling you are entering the City Centre from the south.
- Additional gateways can be interspersed throughout the City Centre to mark the entry to key precincts; these can be as simple as feature signage informing people that they are entering an area that has a unique identity.

4.7 CIVIC SQUARE – OUR CULTURAL HUB

The desire to express and make visible the significance of our social history, particularly the importance of our cultural connections and the stories of our past, our present and our future is clear.

In 2020, Civic Square will be the vibrant hub of the Hastings community. A place where our people, mana whenua, settlers and migrants gather to engage with our arts, to embrace our culture and to celebrate our proud heritage, Heretaunga, in Matau a Maui.

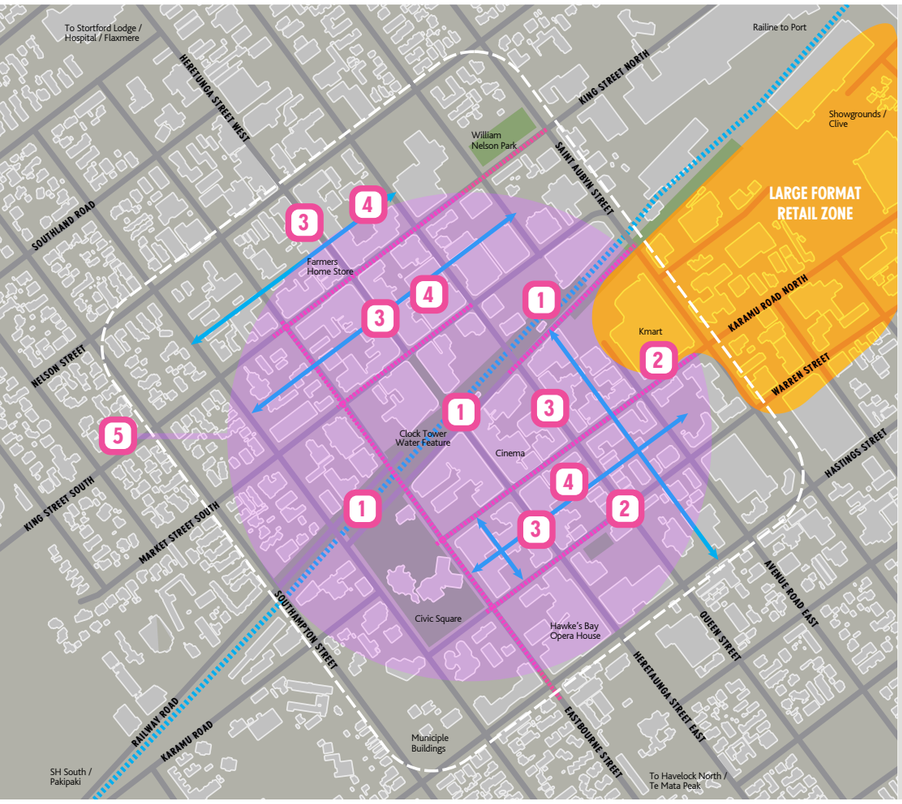
Civic Square embodies the dreams, ambitions and endeavour of our people and the lives they have created.

Karamu Road is a key link into the Hastings City Centre and our arts, culture and heritage anchor that is the redeveloped Civic Square and therefore warrants specific consideration. Redeveloping Karamu Road may also stimulate the redevelopment of strategic properties fronting the 100 north and south blocks. The net result will be an attractive and iconic street environment with clearly formed street edge between Heretaunga Street and Eastbourne Street, creating an attractive streetscape to our arts, culture and heritage anchor, Civic Square.

Key Actions include:

Complete the design and physical redevelopment of Civic Square.

5.0 CREATE QUALITY OPEN SPACES AND CONNECTIONS



CITY CENTRE STRATEGY

- Central City strategy limits
- Streets/roads
- Railway line
- Public spaces

Building quality open spaces, amenity and connections

1. Central City rail link
2. Street amenity improvements
3. Through-vblock laneways / connections
4. Public parking opportunities
5. Future public transport opportunities

Hastings Central City Rail Link concept – Note: This image is an artist's impression only.

5.1 OVERVIEW

Hastings City Centre has largely developed around the historic grid pattern on which the city was planned. While the grid pattern is one of our City Centre's strengths, over time with the closure of roads, removal of buildings and changing transport behaviours, its structure has in part become eroded.

In order for Hastings to remain a desirable choice, it is vital that the structure of the City Centre is legible with defined and active street edges. It must be accessible with well-connected networks of good quality streets, green links and open spaces.

5.2 THE CENTRAL CITY RAILWAY LINK

What is it?

The Central City Railway Link is a clearly identifiable 'people' space that runs along the former Railway Road corridor. It runs along the front of the existing northern and southern car parks that exist between Eastbourne and Queen Streets.

What will it achieve?

The Central City Railway Link will act as a key 'green' artery conveying people into the heart of our great city. This link will provide a pleasant walking and cycling corridor though the city, complemented by quality open spaces. The addition of outdoor seating with views to our key landmarks such as Te Mata Peak, the Kaweka Ranges, the Clock Tower, the water feature, sustainability initiatives, feature lighting, and further public art and consideration of edible and fruiting flora if appropriate. This will strengthen the identity of this area as a vibrant, relaxing and enjoyable people place.

Key changes include:

- Enhanced landscaping and outdoor seating.
- Enhanced pedestrian and cycling movement options.
- Reduced intensity of planning along railway corridor to increase visual permeability.
- Increased public open space provisions (northern car park).
- Reconfiguration and redistribution of car park spaces, including the relocation of car parking to areas of greatest need/growth (where needed).
- Integration of car parking and public space to create a shared space feeling.

What we need to do…

Commission the development of a brief, concept design and supporting funding plan for redeveloping the Central City Rail Corridor.

Pending the above, implement the Central Rail Corridor Plan.

CITY CENTRE STRATEGY

- City Centre limits
- Large format retail zone
- Streets/roads
- Railway line
- New green space opportunities
- Existing public spaces and corridors

1. Clock tower
2. Civic campus
3. Court house
4. Farmers
5. Library/HCAG
6. Opera house
7. Large format retail zone
8. Supermarkets
9. Kmart plaza

Hastings City Centre through-block concept – Note: This image is an artist's impression only.

5.3 ESTABLISH A NETWORK OF VIBRANT GREEN SPACES FOR PEOPLE

What is it?

The establishment of small public spaces in the Central City.

What will it achieve?

These spaces will contribute to the establishment of a network of Central City green spaces for people to relax, engage and be entertained. Spaces will consist of a combination of hard and soft (vegetated) surfaces. Spaces will be safe and sunny, a 'mini oasis'. They will provide the opportunity through innovative and sustainable design and layout to showcase our cultural, creative and heritage roots. Where suitable, consideration will be given to edible and fruiting plants.

Public space initiatives include:

- Incorporating public spaces as part of major redevelopments, including:
  - Northern car park redevelopment
  - Inner-city living
  - Campus-style redevelopments
- The acquisition of new sites where the opportunity arises.
- The opportunity to partner with developers to establish new 'people' spaces.

Key actions include:

Develop a Central City Green Space Network Acquisition and Funding Plan.

Progress the acquisition and design of a network of Central City green spaces as a way of enhancing our city's connectivity, amenity and sense of place.

What we need to do…

Liaise with developers, property owners and investors to encourage the establishment of well-designed public/private spaces, as a further way of enhancing the city's amenity, sense of place and connectivity.

5.4 THROUGH-BLOCK PEOPLE CONNECTIONS

What is it?

Improving existing and developing new 'through-block' people connections.

What will it achieve?

Pedestrian connections improve the accessibility and permeability of our City Centre, making it a more desirable destination for people to visit, spend time and do business. Positioning of pedestrian connections in light of public parking needs will provide ready and easy access to the city's retail and entertainment attractors, further enhancing the vitality of our City Centre.

Key actions include:

- Develop a plan to investigate, design and acquire through-block people connections, including a 'pilot' initiative, to link pedestrians with appropriately located public car parking facilities.
- Facilitate the rejuvenation of laneways located at the rear of the shops along Heretaunga Street West into a vibrant, safe feeder for people and cyclists.

What we need to do…

Liaise with property owners and developers in the east and west to investigate the acquisition and establishment of laneways to parking/public spaces initiative as a way of improving through-block connectivity.

"A great City Centre has the right combination of on-and-off-street car parking, appropriate parking policies and fit-for-purpose transport options."

5.5 PROVIDE SUITABLY LOCATED AND APPROPRIATELY SIZED PUBLIC CAR PARKING FACILITIES

What is it?

Appropriately located, sized and accessible City Centre car parking facilities.

What will it achieve?

A great City Centre has the right combination of on-and off-street car parking, appropriate parking policies and fit-for-purpose transport options. While public parking facilities bring many benefits to our City Centre and are important for retailers, businesses, shoppers, visitors, mother with child, the elderly and mobility impaired, this needs to be considered in the context of the transition of fossil-fuelled vehicles to hybrid and electric options, as well as the anticipated growth in public and active forms of transport such as cycling and walking.

Key actions:

In light of the 2013 Parking Strategy Review, complete an issues and options assessment of public parking facilities to ensure areas of current need, and emerging growth are adequately serviced.

Initiatives may include:

- The rationalisation of car parking in the northern and southern car parks which is off-set by,
- New carparks in the blocks along the Heretaunga Street West retail spine, and in the blocks along the Heretaunga Street East entertainment, hospitality and commercial spine.

What we need to do…

Liaise with property owners and developers in the east and west to investigate the acquisition and development of parking/public spaces initiatives as a way of improving accessibility, connectivity and amenity.

Continue to educate and empower people about the benefits of active forms of transport.

5.6 TECHNOLOGY – HIGH-SPEED FIBRE

The roll-out of high-speed fibre in partnership with a Central City 'wifi' network will provide retailers, business owners, enterprise and the Central City community with leading edge technology.

What we need to do…

Actively market the technology benefits of our City Centre to retailers, enterprise, the public, investors and developers.

The introduction of signage to inform visitors and residents alike of wifi hotspots, and couple this with suitably positioned street furniture.

Concept showing improved street appeal – Note: This image is an artist's impression only.

5.7 CREATING ATTRACTIVE STREETS

What is it?

Our City Centre will be recognised for its attractive and sustainable street design, seamlessly integrating new developments, heritage buildings and other features.

What will it achieve?

Our City Centre streets will be vibrant, identifiable and easy to move around, attractive and pleasant, complementing the built environment in which they are surrounded.

This Strategy promotes active and consistently defined street edges, with continuity of improvements to build identity and character. Russell Street with the Westerman's Building, Queen Street with its cluster of heritage buildings, and the hustle and bustle of Heretaunga Street all contribute to a positive sense of place, identity and character that we can further build on. The introduction of suitable paving, seating, sustainable technologies and street plantings will further enhance the attractiveness and pleasant and relaxed feel of the City Centre.

Key actions include:

Complete the Heretaunga Street West 200 block amenity improvement.

Develop an Attractive Streets Improvement (ASI) and Funding Programme (20 years and beyond) focused on key City Centre street amenity improvements.

Consideration should be given to:

- Karamu Road (blocks 100 south and 100 to 300 north).
- Eastbourne Street – (blocks 100 to 300 east, 100 to 300 west).
- Warren Street (blocks 100 north and south).
- King Street (blocks 100 to 300 north and 100 south).
- Market Street (blocks 100 north and south).
- Queen Street (blocks 100 to 300 east, 100 to 300 west).
- Design and roll-out street amenity improvements in line with ASI Programme.

What we need to do…

Establish a streetscape enhancement and investment programme focussed on priority streets for the next 20 years and beyond.

Continue to educate and empower property owners, developers and retailers to recognise and embrace the uniqueness of our City Centre's built heritage in their area.

5.8 A CITY THAT IS COMPACT AND EASY TO MOVE AROUND

Our flat topography is one of our city's greatest assets, making it readily accessible to all.

A fit-for-purpose transport network will be a key asset to our city and City Centre, bringing people to and moving them around our city.

Council's 'iWay' Model Communities Programme embraces the compact and flat nature of our topography from a cycling and walking perspective.

The roll-out of a connected network of movement corridors, including on/off-road bike lanes, cycle parking facilities, future public transport opportunities including inter urban centre opportunities, use of existing transportation assets will further enhance the attractiveness of the Hastings City Centre.

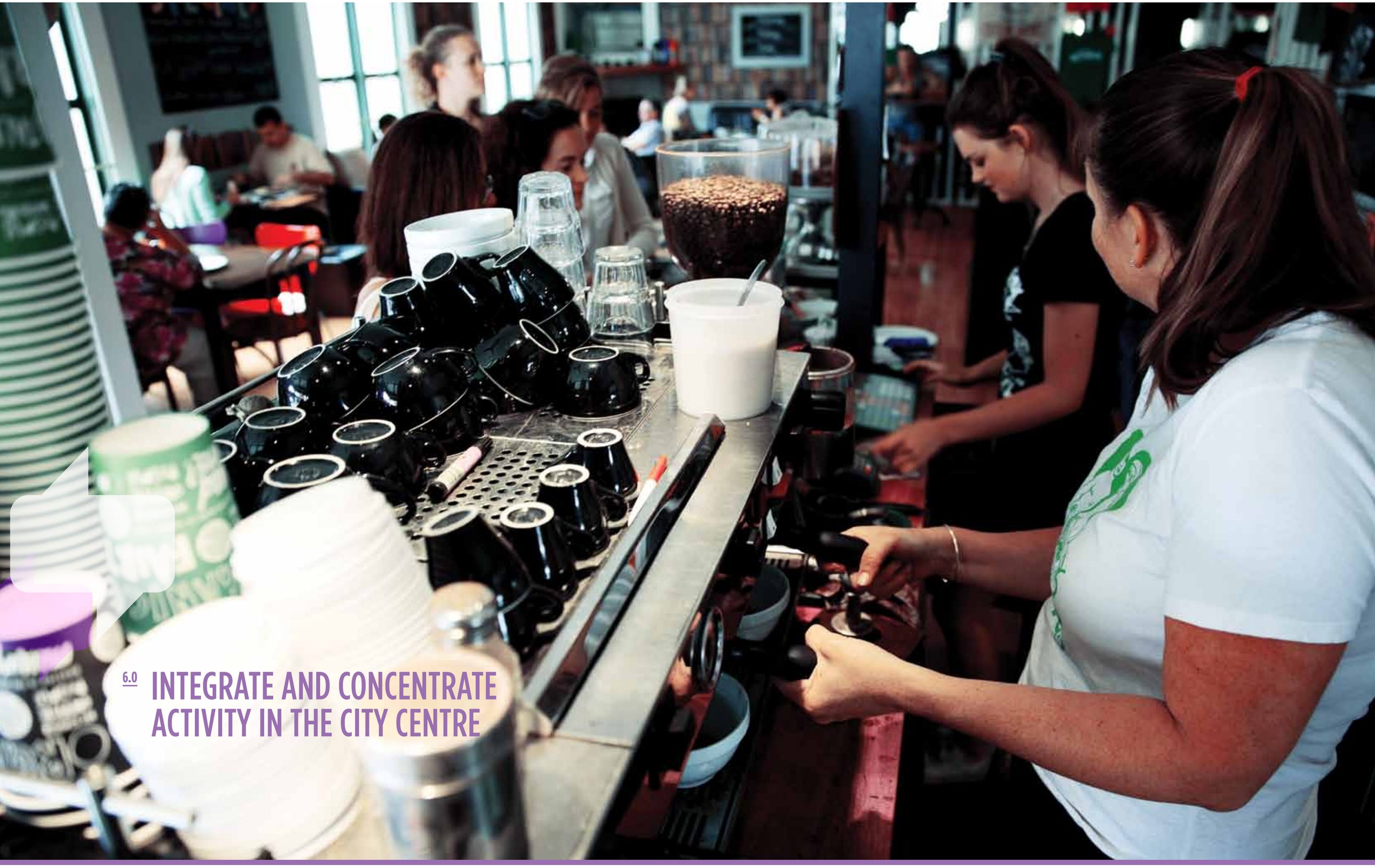
Key actions include:

Continue to promote new and improved fit-for-purpose public transport options including:

- Integrating people movement opportunities into developments.
- Encouraging movement opportunities across roads and the railway line.
- Ongoing monitoring of transport routes and infrastructure.

Investigate opportunities to pilot alternative fuel cell vehicle charging stations around the City Centre.

In collaboration with transport providers, investigate innovative intercity transportation opportunities.



6.0 INTEGRATE AND CONCENTRATE ACTIVITY IN THE CITY CENTRE

CITY CENTRE STRATEGY

- Central City strategy limits
- Streets/roads
- Railway line
- Public spaces

Integrating and concentrating activity back into the city core

1. Concentrating commercial and professional services back into the core
2. Retail precinct
3. Mixed commercial, office, entertainment and retail precinct

6.1 OVERVIEW

Because of its central location, the Hastings City Centre will continue to act as a key commerce and retail anchor of the Hawke's Bay. In recent times, Hastings City businesses, like those in other centres, have experienced the impacts of the economic downturn, emerging growth in online retailing, as well as unique factors such as the elongation of the commercial zone and physical separation of east and west due to the railway line.

A vibrant, defined, growing and sustainable City Centre is essential.

This Strategy recognises the importance of ensuring that both sides of the City Centre fulfil their potential as destinations in their own right.

The primary objectives being to:

- Reconnect and integrate the City Centre.
- Build strength through complementary but unique identities.
- Enhance existing places, precincts and streets.

6.2 RECOGNISING THAT OUR CITY CENTRE HAS LIMITS

Concentrating commercial, professional services and retail activities into the City Centre.

What is it?

Using the District Plan as the primary regulatory tool to direct retail, office and commercial activities into the City Centre. Facilitating the transitioning of activities back into the City Centre will rely on property owner support and incentives where appropriate.

Some retail, office and commercial activities have chosen to set up outside of the City Centre. Two key examples of this include Karamu Road North and Heretaunga Street West (to Stortford Lodge).
The growth of retail, office and commercial activities in other parts of Hastings City has come at the cost of the City Centre and contributed to a disparity of land uses activities.

What will it achieve?

Under this Strategy the Central Commercial Zone will remain, with amendments being made to the assessment criteria of peripheral zones, namely the Commercial Service Zone. Tightening up assessment criteria will, over time, help direct appropriate land use activities back into the City Centre. When supported by a rejuvenating City Centre, the revised assessment criteria of the District Plan will help to maintain the transition of activities back into the Central Commercial Zone.

Key changes include:

Maintaining a suitable planning and regulatory framework by:

- Using the provisions of the District Plan to guide commercial, professional and retail activities into the City Centre over time.
- Promoting the intensification of commercial and office activities into the City Centre to help sustain the retail, hospitality, entertainment and passive recreation sectors.
- Retaining commercial activities as defining buffers and/or edges between land use activities and precincts, such as residential and industrial areas.
- Liaising with property owners and developers to investigate the acquisition and development of upper -floor and peripheral properties to commercial, office functions and inner-city living opportunities.
- Marketing the City Centre as the prime location for locating and growing commercial, professional services and retail enterprise.

6.3 THE EAST END EXPERIENCE

What is it?

The 100 to 300 Heretaunga Street East blocks will be our City Centre's hospitality, entertainment and retail precinct, full of people, energy and activity, day and night.

What will it achieve?

The experience of the east will be distinctly different but complementary to that of the west, and it is this difference that will provide a unique sense of identity. Shoppers will experience the best of our local arts and creative offerings, from produce and local clothing designers to cafés, entertainment and hospitality, all with a distinctly Hastings feel.

The strong and sustained support from the private sector will make the most out of these initiatives, attracting and growing new enterprise and activity in and around Heretaunga Street East. This will be sustained by the positioning of commercial services in upper floors, along feeder streets and in new and redeveloped buildings.

Initiatives to open the street to the people in the form of night markets and evening dining experience will bring the people into the City Centre, to laugh, relax and be entertained.

The improvement of Karamu Road and Warren Street will complement and promote movement into this people-oriented area.

The cinema will continue to be a key City Centre icon, anchoring Heretaunga Street East as our entertainment hub, providing a true cinema experience that strengthens our evening economy.

Key changes include:

- Promoting 'after-5pm' activity and attractors to stimulate the night economy, particularly in the summer months.
- Designing and installing an entry statement for the east as a way of signalling you have entered a unique area.
- Increasing opportunities for outdoor seating and road crossing.
- Ensuring the east is easily accessible for all forms of transport.

Note: This Action Area is delivered by a number of supporting actions detailed in this plan.

What we need to do…

Develop a Hastings East Marketing and Promotion Strategy and Action Strategy to transition the east into the city's creative, entertainment, eatery and retail precinct, showcasing everything that is 'local' from produce to products, services, entertainment and hospitality.

Encourage the establishment of an identity strengthening event that showcases the unique identity of the east.

6.4 WEST END RETAIL

What is it?

Heretaunga Street West will be the City Centre's 'Main Street' shopping precinct, with an experience that differs from but complements that of the east.

What will it achieve?

Upgrading of the Heretaunga Street West 200 block will complete the programme of street upgrades, giving continuity of design and materials along the length of the six blocks that make up the City Centre. The clustering of retail activities in the three blocks between Nelson Street and the fountain establishes a destination shopping experience for those wanting access to a wide variety of national retail chains, products and services.

Appropriately designed and located car parking nodes at the rear of the shops servicing Heretaunga Street West will improve people circulation, connectivity and accessibility.

What we need to do…

- Establish a Hastings Marketing and Promotion Strategy and Action Strategy. This will build its identity as the City Centre retail strip.
- Complete the renewal of the Heretaunga Street West 200 block.
- Liaise with property owners and developers in the east and west to investigate the acquisition and development of 'laneways to parking/public spaces initiative' as a way of improving through-block connectivity.

Key changes include:

- Promoting a 'late night' retail experience.
- Design and install an entry statement for the west as a way of signalling you have entered the retail core.
- Increase outdoor seating provisions.
- Maintaining accessibility through the provision of suitably located and designed public and private transport provisions.
- Investigate models to ensure the ongoing upkeep of key building facades and street and heritage precincts because of the value they bring to our city.

Note: This Action Area is delivered by a number of supporting actions detailed in this plan.

"Russell Street will be one of the Central City's prime people streets, channelling people in, out and through the Central City from Civic Square through to Kmart and 'The Park' large format retail site."

6.5 PUTTING PEOPLE IN THE HEART OF OUR CITY CENTRE

The Russell Street and City Square 'stitch'

What is it?

Integrating Russell Street and the City Square (Mall) via people, activity, events and connection.

What will it achieve?

Russell Street will be one of the Central City's prime people streets, moving people in, out and through the Central City from Civic Square through to Kmart and 'The Park' large format retail site.

The iconic heritage landmarks, galleries, well-established cafes and daytime dining offerings affirm Russell Street as one of our City Centre's arts, heritage and culture clusters. Further strengthening these elements, and bringing the vibrancy of Russell Street down Heretaunga Street East and through to 'The Park' large format retail site in the north and Civic Square in the south, will help to stitch this area to City Square and beyond.

A regular events programme to bring vibrancy and vitality to City Square, coupled with the establishment of new ground-floor retail activities, will bring people and vibrancy to this area both day and night.

Key changes include:

- Completing the streetscape upgrade to 'the Park' retail site.
- Opening up the view from Russell Street through to City Square and beyond by reducing the screening effect of the vegetation as part of the Central Rail Link Corridor improvement programme.
- Investigating ways to enhance connection across the railway.
- Exploring opportunities for upper-floor commercial/accommodation offerings.
- Increasing opportunities for outdoor seating along Russell Street to capture the afternoon sun.
- Attracting further hospitality, passive recreation and creative industry entities.
- Attracting pop-up retailers and events/activities throughout the year to City Square.
- Leveraging the Haukanui water feature as an active kinetic focal point in the heart of Hastings. Haukanui means 'life giving waters' and symbolises the abundant natural water resource of the local aquifer system.
- Introducing storyboards/plaques at places of heritage, architectural, arts and cultural significance.
  Note: This Action Area is delivered by a number of supporting actions detailed in this strategy.

Northern Carpark Mixed-Use Retail Precinct concept – Note: This image is an artist's impression only.

6.6 MAXIMISING THE BENEFITS OF OUR CENTRAL CITY LAND ASSETS

What is it?

Ensuring City Centre land is utilised for the betterment of the City Centre as a whole. This action is directly linked to the suitably located, vibrant and appropriately sized public car parking areas action.

What will it achieve?

Redeveloping parts of the southern and northern car parks into a combination of active ground-floor and upper-floor commercial and residential offerings is one way of bringing commercial and retail activity back to the City Centre. We already see the benefits of this in the former Farmers Homestore redevelopment that runs parallel to Railway Road South, which now has a number of individual retail tenancies, attracting a variety of shoppers and people.

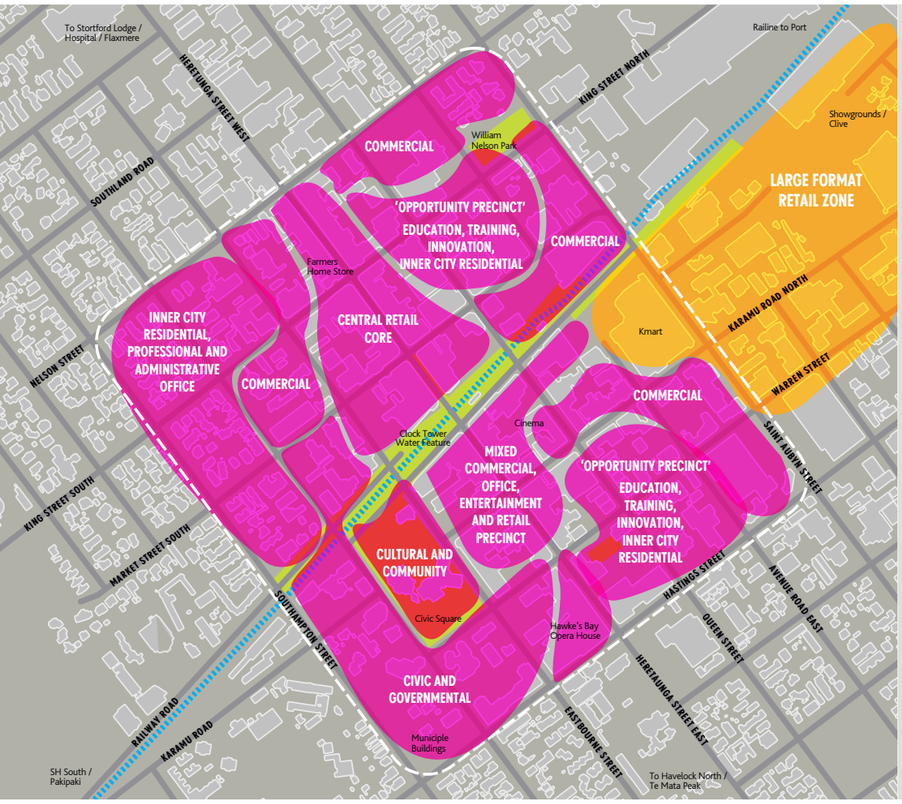
Establishing new buildings along Railway Road North helps to recreate physical street legibility, while at the same time helps to establish an active edge to complement Russell Street.

Any rationalisation of car parking facilities will be offset by the establishment of appropriately located and designed parking provisions. Initially this will focus on servicing the Heretaunga Street West retail precinct, with through-block laneways to bring people to the main street. As need and demand emerges, the same model can be applied to Heretaunga Street East. Locating public car parks in close proximity to activities, attractions and anchors that generate the greatest demand and need, now and into the future, will help to align the best use of the City Centre land with activity types.

Key activities include:

Complete a land use review of publicly-owned City Centre land, including a feasibility assessment for redeveloping the northern car park into a mixed-use space.

7.0 USING PRECINCTS TO PROVIDE OPPORTUNITIES



CITY CENTRE STRATEGY

- City Centre limits
- Streets / roads
- Railway line
- Public spaces

"Distinguish and define physical areas of the City Centre with a unique identity, look, feel and vibe, based on similarity and complementary nature of activities, building types or uses."

7.1 OVERVIEW

Activity and identity precincts provide a clear signal as to the form, function and identity of individual parts of our City Centre.

Precinct planning supported by effective zoning provisions and design controls provide a level of clarity as to the preferred types of activities, land uses and building forms, while allowing flexibility and adaptability to accommodate changes as and when they occur.

The actions in this Strategy attempt to strengthen existing areas of defined activity, while promoting the opportunity for the conglomeration of niche commercial, fringe retail, inner-city living, recreational and educational activities, to create adaptable and innovatively designed areas.

7.2 ACTIVITY PRECINCTS AND ANCHORS

What is it?

Establishing precincts and activity anchors to strengthen the identity, sense of place and character of our City Centre.

What will it achieve?

Activity anchors and precincts:

- Distinguish and define physical areas of the city with a unique identity, look, feel and vibe, based on similarity and complementary nature of activities, building types or uses.
- Stimulate the relocation and attraction of complementary activities.
- Aid with navigation and way finding.
- Provide distinctive destinations that attract people.

Precincts tend to be clearly defined areas of land use activities. For example, the 100 Heretaunga Street East block because of its concentration of entertainment and hospitality-based activities.

Anchors tend to be smaller groupings of activities within precincts that are complementary and attract people on their own.

City Centre precincts include:

- Commercial.
- Inner-City Residential, Professional and Administrative Office.
- Central Retail Core.
- Mixed Commercial, Office, Entertainment and Retail.
- Education, Training, Innovation, Inner-City Residential.
- Cultural and Community.
- Civic and Governmental.
- Large Format Retail (The Park).
- Central Character Precinct (including Queen Street).

Anchors include:

- William Nelson Park.
- The Kmart Plaza.
- The City Square – Clock Tower and Water Feature.
- Civic Square – Arts, Culture and Heritage Cluster.
- The Hawke's Bay Opera House.

Remaining areas are a combination of mixed-use activities residing between, on the edges of or within smaller confirmed areas of precincts.

Key Actions include:

Incorporate Precinct Plans into the District Plan.

Hastings City Centre Mixed Development concept – Note: This image is an artist's impression only.

"The introduction of residential activities will bring a number of benefits to our City Centre"

7.3 ALLOWING FOR A MIXTURE OF USES

What is it?

For Hastings City Centre, mixed use is likely to consist of complementary activities residing collectively on a city block, within a building or group of buildings. Activities will likely be based around commercial and residential, and retail and upper-floor residential.

What will it achieve?

Our City Centre's flat topography, compact footprint and strong grid pattern all contribute to the opportunity that is mixed-use development. Opportunities to redevelop the building stock within the City Centre to a 'mixed use' model exist through much of the City Centre, and the greatest redevelopment opportunities lie between Queen Street and St Aubyn Street, in particular the area between the railway and Nelson Street, which was setup for large format retail type activities, on land owned by Hastings District Council, and within City Centre buildings that have limited heritage value, are of poorer quality and/or condition.

The application of effective design controls, design advice and inputs, and provisions of the District Plan and supporting Design Guidelines will help to ensure a high-quality outcome is delivered.

Activities may reside in either existing buildings, redeveloped buildings or in new builds.

All developments, including mixed-use, need to be considered on a case-by-case basis in the context of development economics, amenity, reverse sensitivity (how residential and non-residential activities coexist), service requirements and demand and supply factors, amongst many others. Which approach to development is most appropriate will depend upon the outcome of the individual site evaluation assessment process.

Key activities include:

- Commission a feasibility assessment to pilot a mixed-use development in the City Centre, one that integrates commercial/office/education activities with residential/accommodation activities and innovative design, and adheres to the principles of sustainability.

What we need to do…

- Liaise with property owners and developers to investigate the development of mixed-use opportunities between Queen Street and St Aubyn Street, in particular the area between Nelson and Hastings Street.
- Continue to develop guidance to facilitate and manage suitable and well-designed mixed-use developments.
- Designing buildings and developments that are adaptable to fulfil a mixture of possible future uses.

7.4 PROVIDING OPPORTUNITIES FOR INNER-CITY LIVING AND VISITOR ACCOMMODATION

What is it?

Providing suitable opportunities for inner-city living, mixed use and transient accommodation as a way of managing the pressure of urban sprawl by containing activities within the City Centre.

What will it achieve?

The introduction of City Centre residential activities will bring a number of benefits. If planned and designed correctly, they may bring returns to retailers and enterprise (due to the higher density of people in close proximity), improve vibrancy, reduce transport pressures and congestion, provide housing choice (for professionals, retirees, small families), including the opportunity for affordable and retirement housing, while reducing pressure on the natural environment and our productive soil resource.

The depth of visitor attractions and amenities within the district provide a solid basis to further strengthen the tourism industry, which is a strategic focus at both local and regional levels. A high-quality visitor accommodation offering in the City Centre will help to position Hastings City as a visitor destination.

This development will align with investment in the retail sector, redevelopment of Civic Square and enhancement of street and public space to create a vibrant, exciting and inviting City Centre. In addition, a hotel will create employment and training opportunities and ongoing net economic benefit to the local economy.

All developments, including residential, need to be considered on a case-by-case basis in the context of development economics, amenity, reverse sensitivity (how residential and non-residential activities coexist), service requirements and demand and supply factors, amongst many others. Which approach to development is most appropriate will depend upon the outcome of the individual site evaluation assessment process.

Key activities include:

- Investigate piloting an Inner-City Living offering in the Hastings City Centre, one that incorporates innovative design and adheres to the principles of sustainability.
- Investigate a Hastings City Centre visitor accommodation offering, one that incorporates innovative design and adheres to the principles of sustainability.

What we need to do…

- Liaise with property owners and developers to investigate development opportunities between Queen Street and St Aubyn Street and the wider City Centre.

Hastings City Centre Education Precinct concept – Note: This image is an artist's impression only.

7.5 PROVIDING OPPORTUNITIES – EDUCATION, TRAINING AND YOUTH CLUSTER

What is it?

Establish a precinct of education, training, youth services and innovation as a key attraction within our City Centre.

What will it achieve?

Education offerings help to retain youth, develop the economy, fuel retail and service industries, and if located in the City Centre, attract people to the area, further enhancing vibrancy and vitality.

Key activities include:

This Strategy embraces the notion of establishing an 'Education, Training, Youth and Innovation' precinct in the City Centre via two possible scenarios, located in either the:

1. North-east Quadrant, or
2. The South-east Quadrant.

While there are advantages and disadvantages with both of these areas, the clustering of educational, training and youth services/providers into either of these areas will contribute to the regeneration of these parts of our City Centre. The city's Skate Park, which will act as key anchor for youth, could complement the establishment of a cluster focused on education, training and youth, while the entertainment, hospitality and 'boutique retail' nature of Heretaunga Street East and office and commercial activities will aid with the rejuvenation of the wider City Centre.

Over time, as this cluster grows and education and training offerings expand, demand for inner-city accommodation in close proximity may also emerge, bringing further vitality and life to our City Centre.

8.0 REINFORCE AND CONTAIN OUR CITY CENTRE URBAN FORM

8.1 OVERVIEW

The form and structure of our City Centre is characterised by a number of distinctive patterns and physical features.

The compact, easily walkable form of the City Centre laid out on the historic street grid and the many heritage buildings are some of the city's most valued attributes. However, as a result of changes to land use needs and increased traffic demands, the original block structure has been eroded.

New development provides the opportunity to re-establish what has been lost and enhance what is valued. This Strategy supports any opportunity to strengthen the existing form and character of the City Centre, while optimising development potential and improving the City Centre's overall identity.

8.2 RE-ESTABLISHING OUR URBAN FORM

What is it?

Development which strengthens the existing form and character of the City Centre in a manner that contributes positively to our image and sense of place.

What will it achieve?

It will ensure that new buildings respect their street context and complement existing buildings in relation to height, scale, bulk, form, design and facade treatment. It is important that our key heritage buildings continue to be recognised for their heritage value and the sense of place and character they bring to our City Centre.

Key activities include:

- Ensuring new buildings strengthen and improve continuity of street edge definition and create positive public space.
- Encouraging new buildings with active street frontages, human-scale features and shelter that facilitate people movement.
- Integrating servicing and car parking in a way that does not compromise the quality of the street edge or the status of the main entry to the building.
- Ensuring new buildings are of good design quality and their design is flexible to adapt to a number of different activities.
- Promoting the value of urban design, design controls and specialist advice in achieving sustainable design outcomes.
- Balancing heritage protection with the adaptive re-use of heritage buildings.
- Maintaining and enhancing the collective character of heritage groupings and precincts through controls in the District Plan and Design Guides.
- Ensuring that large-scale comprehensive development helps to strengthen the urban form of our City Centre and where appropriate integrates mid-block pedestrian links and car parking.
- Facilitating development of new and/or re-redevelopment of existing buildings via site-specific design briefs to optimise development potential and strengthen the compactness of the City Centre.

What we need to do…

- Continue to educate developers and property owners on the Design Guidelines for new building development.
- Identify 'development opportunity sites' and develop site-specific design briefs to facilitate/encourage high-quality development.
- Promote the input of design specialists for significant developments.

9.0 STRATEGY IMPLEMENTATION

9.1 OVERVIEW

The implementation of this Strategy will ensure that activities are integrated and outcomes are achieved.

This Strategy sets out the aspirations of our community with regard to the City Centre. Many of the actions will involve both public and private sector agencies and organisations.

The actions, projects and initiatives proposed to fulfil the vision will not occur at once; they will be staged over a period of 20 years, and even then, timelines are indicative and open to change depending upon the economic, social, cultural and environmental situation of the time. This Strategy focuses on a number of catalyst projects that will attempt to move the City Centre forward over the next 20 years and beyond.

The implementation of actions, projects and initiatives proposed in this Strategy cannot be delivered by any one party; it is reliant on a partnership approach involving public and private sectors working together towards fulfilling the vision of this Strategy.

Projects and initiatives will be progressed by the relevant organisations, including Hastings District Council, Hastings Business Association and other government agencies, with involvement from the private and philanthropic sector as appropriate.

Catalyst projects identified in this Strategy:

- Provide the direction for our City Centre to continue to move forward.
- Reflect community aspirations.
- Attract people to the Central City.
- Build a positive and strong City Centre identity.
- Stimulate new development in and around the City Centre, particularly around areas of land use and activity change.

A number of supporting projects and initiatives run alongside these catalyst projects, further contributing toward a future end state.

"This Strategy focuses on a number of catalyst projects that will attempt to move the City Centre forward over the next 20 years and beyond."

9.2 STRATEGY REVIEW

The Strategy will be reviewed a minimum of every five years.

"The delivery of this Strategy will only be successful if there is support in the direction proposed by both the private and public sector"

9.3 FUNDING

This Strategy has been developed in light of Council's funding demands. There is a range of existing and possible funding sources to deliver this Strategy.

Funding for some of the initiatives set out in this Strategy has already been committed to and is available whilst others have not.

It is important to note that the extent of costs, staging and sequencing will be assessed further between now and the 2015/25 LTP. However, it is important to stress that the delivery of this Strategy will only be successful if there is confidence in the vision across the private and public sector.

Projects will only proceed if and when funding is sourced and approved.

Where applicable public sector investment initiatives will be considered from the following funding sources:

Existing Budgets
Projects and initiatives that link to existing work programmes.

The CBD Targeted Rate
Council charges a defined group of ratepayers for City Centre initiatives on the basis that this group will be a primary beneficiary. The Targeted Rate has primarily been set aside to fund the Central City Initiatives, and equates to $600,000.00 every two years.

The General Rate
The General Rate can be used for projects and initiatives that contribute to the 'good' of our community. The funding of projects and initiatives from this source will be assessed against the priority of other projects as well as the overall rating impact.

Nelson Park Fund (NPF)
At the time of writing this Strategy, some funding acquired through the sale of Nelson Park to acquire and develop new City Centre green space remained. While Nelson Park Funds are available they, will be targeted towards CBD green space initiatives.

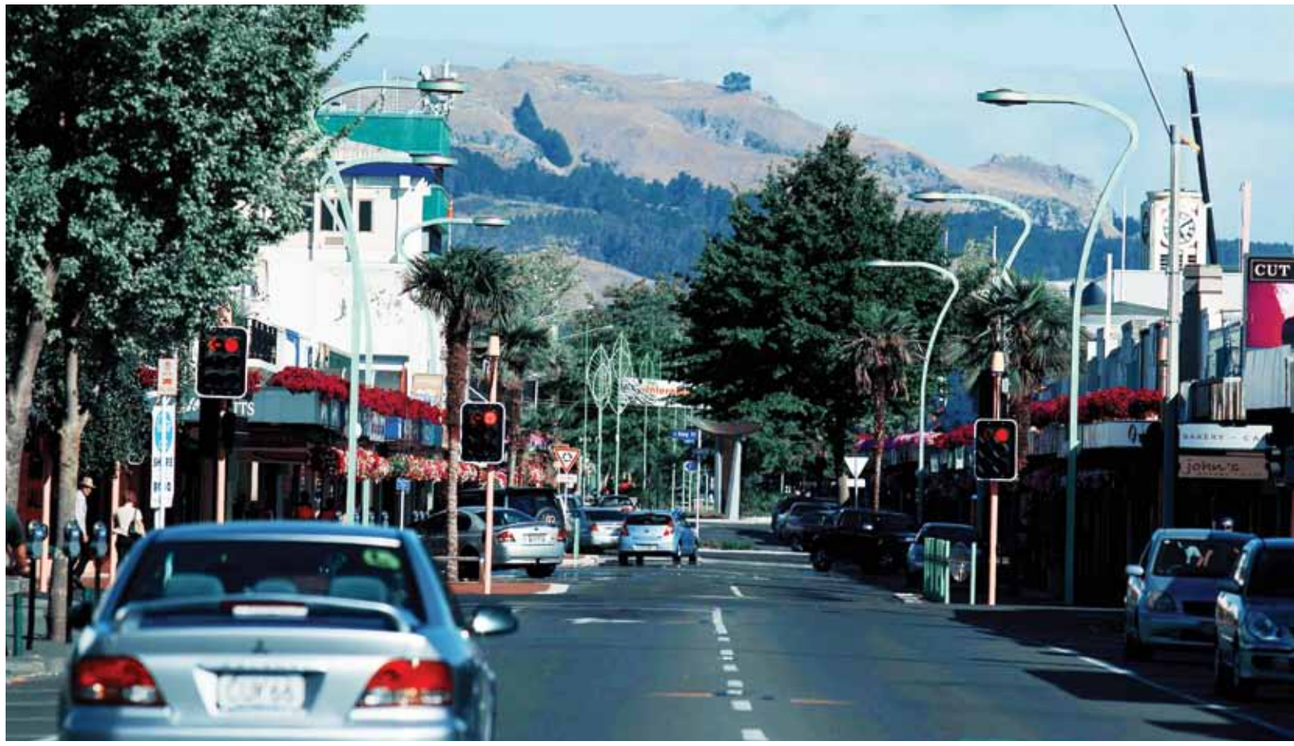
Parking Surplus
The Parking Surplus account is available to service Central City parking-related projects and initiatives.

Development Contributions
Council's Development Contributions Policy recovers funds for new assets to accommodate growth in the City Centre. With regard to this Strategy, it is important to acknowledge that in parallel with the Council's Medium Density Strategy, there will be a need to review our policy for applying development contributions to inner-city living development scenarios. Any policy amendments will be considered as part of the 2015/25 LTP process.

Other funding sources, initiatives and opportunities will require investigation depending upon the situation and may include:

- Government department - NZTA, other.
- Private sector-led redevelopment and/or investment.
- Public/private partnerships to rejuvenate the City Centre.
- The sale/redevelopment of Council-owned assets to move the City Centre forward.
- Sourcing of funds from external parties.

The funding of projects will be identified, quantified and prioritised between now and the 2015/25 LTP, and where appropriate, incorporated for consideration thereafter.



9.4 IMPLEMENTATION TIMELINES AND PRIORITIES

The projects and initiatives noted in the City Centre Strategy are split into two tables:

Table 1 – Outcomes and Lifecycle
Projects and initiatives are aligned against outcomes and associated scope of works.

Table 2 – Funding, Sequencing and Staging
Projects are split into

- Do Now – Project and initiatives warranting implementation in years 1 to 3 of the Strategy.
- Do Soon – Project and initiatives warranting implementation in years 4 to 10 of the Strategy.
- Do Later – Project and initiatives warranting implementation in years 11 to 20 of the Strategy. Funding is broken down into projects that have access to funds at some level, and those that are requiring new funding.

It is also important to stress that a number of projects and initiatives are interrelated and will be sequenced in a manner so that they are complementary, creating the greatest impact.

Other projects and initiatives identified as a result of this Strategy will be encompassed within these three priority areas depending on need and demand.

9.5 CATALYST PROJECTS AND INITIATIVES OUTCOMES AND LIFESTYLE

		OUTCOME CATEGORY	PROJECT LIFECYCLE 1	2	3	4
			Consultation and Community Engagement will occur as required			
STRENGTHEN OUR CITY IDENTITY						
4.3	Establish a City Centre Working Group under the leadership of the Hastings City Business Association.	IDCU, CVC, DD, GI, SUSDGN	●	●		●
4.2	Improve vibrancy by completing a review and stocktake of the approach to City Centre Safety Planning. Pending the outcome of this review, implement necessary recommendations to address gaps and/or areas of opportunity.	IDCU, CVC, DD, GI	●	●	●	
4.2	Monitor the on going success of the City Assist initiative.	IDCU, CVC, DD, GI			●	
4.3	Establish an updated unified City Centre Marketing and Promotion Strategy (including east and west).	IDCU, DD, GI	●	●	●	
4.4	Review, update and implement an up-to-date City Centre Activity and Events Plan.	IDCU, DD, GI	●	●	●	
4.5	Establish a unified and clear approach to City Centre Economic Development.	DD, GI	●	●	●	
4.7	Complete the design and physical redevelopment of Civic Square.	IDCU, DD, SUSDGN	●	●	●	
4.6	Develop a plan for the design and positioning of City Centre Gateways.	IDCU, CVC, DD, GI, SUSDGN	●	●		
4.6	Commission the detailed design, fabrication and Install of Central City Gateways.	IDCU, CVC, DD, GI, SUSDGN			●	
CREATE QUALITY OPEN SPACES AND CONNECTIONS						
5.2	Commission the development of a brief, concept design and supporting funding plan for redeveloping the Central City Rail Corridor.	IDCU, CVC, SUSDGN	●	●		
5.2	Implement Central Rail Corridor Plan.	IDCU, CVC, SUSDGN			●	
5.3	Develop a Central City Green Space Network Acquisition and Funding Plan.	IDCU, CVC, SUSDGN	●	●		
5.3	Progress the acquisition and design of a network of Central City green spaces as way of enhancing our city's connectivity, amenity and sense of place.	IDCU, CVC, SUSDGN			●	
5.4	Develop a plan to investigate, design and acquire through-block people connections, including a 'pilot' initiative.	IDCU, CVC, SUSDGN	●	●	●	
5.4	Facilitate the rejuvenation of laneways located at the rear of the shops along Heretaunga Street West into a vibrant, safe feeder for people and cyclists.	IDCU, CVC, SUSDGN	●	●	●	
5.5	In light of the 2013 Parking Strategy Review, complete an issues and options assessment of Public Parking facilities to ensure areas of current need, and emerging growth, are adequately serviced.	CVC, GI, SUSDGN	●	●	●	
5.6	Actively market the technology and infrastructure of our City Centre to retailers, enterprise, the public, investors and developers.	CVC, GI		●	●	
5.8	Continue to promote new and improved fit-for-purpose public transport options.	CVC, GI, SUSDGN				●
5.8	In collaboration with transport providers, investigate innovative intercity transportation opportunities.	CVC, GI, SUSDGN	●	●	●	
5.8	Investigate opportunities to pilot alternative fuel cell vehicle charging stations around the City Centre.	CVC, GI	●	●	●	
5.7	Develop an Attractive Streets Improvement (ASI) and Funding Programme (20 years and beyond) focused on key City Centre street amenity improvements.	IDCU, CVC, SUSDGN	●	●		
5.7	Complete the Heretaunga Street West 200 block amenity improvement.	IDCU, CVC, SUSDGN			●	
5.7	Design and roll-out street amenity improvements in line with ASI Programme.	IDCU, CVC, SUSDGN		●	●	
INTEGRATE AND CONCENTRATE ACTIVITY INTO THE CITY CENTRE						
6.2	Maintaining a suitable planning and regulatory framework for the City Centre.	GI, DD				●
6.3–6.5	Various initiatives noted in the strategy.	IDCU, CVC, DD, GI, SUSDGN			●	●
6.5	Investigate opportunities to enhance connection across the railway.	CVC, GI, SUSDGN	●			
6.6	Complete a land use review of publicly-owned City Centre lands, including a feasibility assessment for redeveloping the northern car park into a mixed use space.	CVC, DD, GI, SUSDGN	●	●	●	
USING PRECINCTS TO PROVIDE OPPORTUNITIES						
7.2	Incorporate Precinct Plans into District Plan.	CVC, SUSDGN	●	●		●
7.3	Commission a feasibility assessment to pilot a mixed-use development in the City Centre, one that integrates commercial/office/education activities with residential/accommodation activities, innovative design and principles of sustainability.	CVC, DD, GI, SUSDGN	●	●	●	
7.4	Investigate piloting an Inner-City Living offering in the Hastings City Centre, one that incorporates innovative design and sustainability principles.	CVC, DD, GI, SUSDGN	●	●	●	
7.4	Investigate a Hastings City Centre visitor accommodation offering, incorporating innovative design and principles of sustainability.	CVC, DD, GI, SUSDGN	●	●	●	
7.5	Facilitate the establishment of an Education, Training and Innovation Precinct, one that incorporates innovative design and sustainability principles.	CVC, DD, GI, SUSDGN	●	●	●	
REINFORCE AND CONTAIN OUR CITY CENTRE URBAN FORM						
8.2	Reinforcing our City Centre urban form – various as detailed in 8.2.	IDCU, CVC, DD, GI, SUSDGN				●

PROJECT LIFECYCLE KEY

1	2	3	4
Scoping	Planning	Delivery	Close out
Feasibility	Design	Development	Handover
Business Case	Review	Physical Works	Business as Usual
Investigation		Implementation	Management and Maintenance
Research			
Analysis			

OUTCOME CATEGORY KEY

IDCU	A City Centre with a strong identity that celebrates and showcases its cultural diversity
CVC	A compact, legible, vibrant, accessible and connected people centre
DD	A dynamic City Centre with a diversity of choice
GI	A growing City Centre that is innovative and resilient
SUSDGN	A City Centre that is sustainable and well designed

9.5 CATALYST PROJECTS AND INITIATIVES FUNDING, SEQUENCING AND STAGING

		OUTCOME CATEGORY	AVAILABLE FUNDING	NEW FUNDING < $100K	$100 – $300K	$301 – $1M	> $1M	2013	2013 DO NOW (1 to 3 years)	DO SOON (4 to 10 years)	2033 DO LATER (11 to 20 years)
STRENGTHEN OUR CITY IDENTITY											
4.3	Establish a City Centre Working Group under the leadership of the Hastings City Business Association.	IDCU, CVC, DD, GI, SUSDGN	●					CITY CENTRE PLAN ADOPTION	●		
4.2	Improve vibrancy by completing a review and stocktake of the approach to City Centre Safety Planning. Pending the outcome of this review, implement necessary recommendations to address gaps and/or areas of opportunity.	IDCU, CVC, DD, GI	●						●		
4.2	Monitor the ongoing success of the City Assist initiative.	IDCU, CVC, DD, GI	●						●		
4.3	Establish an updated unified City Centre Marketing and Promotion Strategy (including east and west).	IDCU, DD, GI	●						●		
4.4	Review, update and implement an up-to-date City Centre Activity and Events Plan.	IDCU, DD, GI	●						●		
4.5	Establish a unified and clear approach to City Centre Economic Development.	DD, GI		○					●		
4.7	Complete the design and physical redevelopment of Civic Square.	IDCU, DD, SUSDGN	●						●	●	
4.6	Develop a plan for the design and positioning of City Centre Gateways.	IDCU, CVC, DD, GI, SUSDGN		○					●		
4.6	Commission the detailed design, fabrication and Install of Central City Gateways.	IDCU, CVC, DD, GI, SUSDGN			○					●	
CREATE QUALITY OPEN SPACES AND CONNECTIONS											
5.2	Commission the development of a brief, concept design and supporting funding plan for redeveloping the Central City Rail Corridor.	IDCU, CVC, SUSDGN			○					●	
5.2	Implement Central Rail Corridor Plan.	IDCU, CVC, SUSDGN				○	○			●	●
5.3	Develop a Central City Green Space Network Acquisition and Funding Plan.	IDCU, CVC, SUSDGN		○						●	
5.3	Progress the acquisition and design of a network of Central City green spaces as way of enhancing our city's connectivity, amenity and sense of place.	IDCU, CVC, SUSDGN				○	○			●	●
5.4	Develop a plan to investigate, design and acquire through-block people connections, including a 'pilot' initiative.	IDCU, CVC, SUSDGN				○				●	●
5.4	Facilitate the rejuvenation of laneways located at the rear of the shops along Heretaunga Street West into a vibrant, safe feeder for people and cyclists.	IDCU, CVC, SUSDGN			○				●	●	
5.5	In light of the 2013 Parking Strategy Review, complete an issues and options assessment of Public Parking facilities to ensure areas of current need, and emerging growth, are adequately serviced.	CVC, GI, SUSDGN	●						●		
5.6	Actively market the technology and infrastructure of our City Centre to retailers, enterprise, the public, investors and developers.	CVC, GI	●						●	●	●
5.8	Continue to promote new and improved fit-for-purpose public transport options.	CVC, GI, SUSDGN	●						●	●	●
5.8	In collaboration with transport providers, investigate innovative intercity transportation opportunities.	CVC, GI, SUSDGN					○		●	●	●
5.8	Investigate opportunities to pilot alternative fuel cell vehicle charging stations around the City Centre.	CVC, GI			○					●	
5.7	Develop an Attractive Streets Improvement (ASI) and Funding Programme (20 years and beyond) focused on key City Centre street amenity improvements.	IDCU, CVC, SUSDGN		○					●		
5.7	Complete the Heretaunga Street West 200 block amenity improvement.	IDCU, CVC, SUSDGN	●						●		
5.7	Design and roll-out street amenity improvements in line with ASI Programme.	IDCU, CVC, SUSDGN	●			○			●	●	●
INTEGRATE AND CONCENTRATE ACTIVITY INTO THE CITY CENTRE											
6.2	Maintaining a suitable planning and regulatory framework for the City Centre.	GI, DD	●						●	●	●
6.3–6.5	Various initiatives noted in the strategy.	IDCU, CVC, DD, GI, SUSDGN	●	○					●	●	●
6.5	Investigate opportunities to enhance connection across the railway.	CVC, GI, SUSDGN		○	○				●		
6.6	Complete a land use review of publicly-owned City Centre lands, including a feasibility assessment for redeveloping the northern car park into a mixed-use space.	CVC, DD, GI, SUSDGN		○						●	
USING PRECINCTS TO PROVIDE OPPORTUNITIES											
7.2	Incorporate Precinct Plans into District Plan.	CVC, SUSDGN	●						●		
7.3	Commission a feasibility assessment to pilot a mixed-use development in the City Centre, one that integrates commercial/office/education activities with residential/accommodation activities, innovative design and sustainability principles.	CVC, DD, GI, SUSDGN					○			●	●
7.4	Investigate piloting an Inner-City Living offering in the Hastings City Centre, one that incorporates innovative design and sustainability principles.	CVC, DD, GI, SUSDGN					○			●	●
7.4	Investigate a Hastings City Centre visitor accommodation offering, incorporating innovative design and principles of sustainability.	CVC, DD, GI, SUSDGN					○		●	●	●
7.5	Facilitate the establishment of an Education, Training and Innovation Precinct, one that incorporates innovative design and sustainability principles.	CVC, DD, GI, SUSDGN					○		●	●	●
REINFORCE AND CONTAIN OUR CITY CENTRE URBAN FORM											
8.2	Reinforcing our City Centre urban form – various as detailed in 8.2.	IDCU, CVC, DD, GI, SUSDGN	●						●	●	●

OUTCOME CATEGORY KEY

IDCU	A City Centre with a strong identity that celebrates and showcases its cultural diversity
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