

# Hamilton Central City Transformation Plan





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# Introduction

The Central City Transformation Plan is an action focused practical approach to transform Hamilton's central city into a more vibrant prosperous centre for the Waikato.

It is a long term plan to guide and change the central city. There are some short term projects, but fundamental change will take some years to achieve.

The Plan is part of an overall strategic approach to deliver the Hamilton Plan.

Along with many other cities around the world, the decline of Hamilton's central city began in the 1970s.

Easier access to cars, the rise of suburban centres with indoor malls and free parking, and the loss of a distinctive identity have eroded central city economies.

Attempts at revitalisation can be grouped into three stages: more accessibility to cars and more parking; head-on competition with the suburbs; creating a distinctive central city identity.

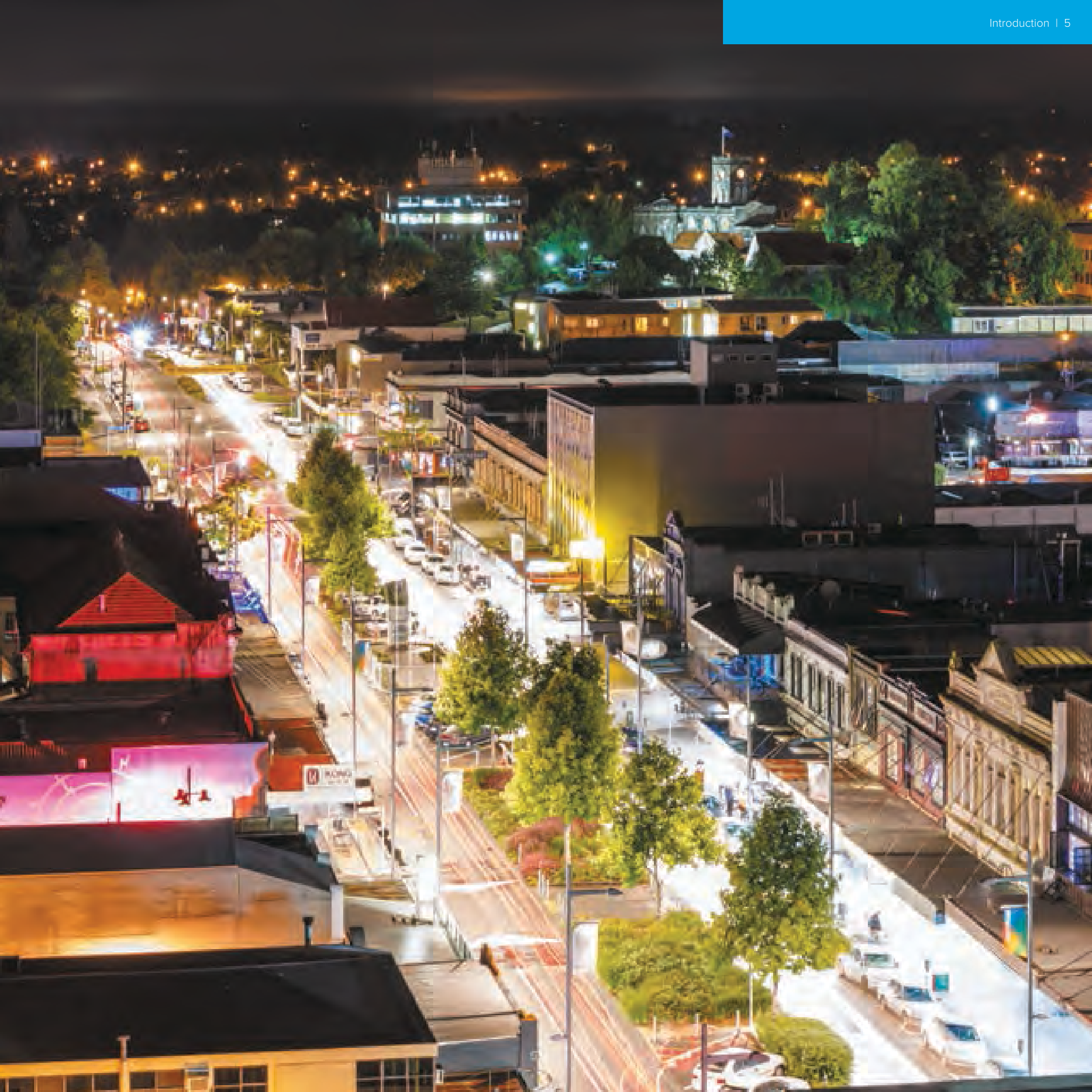
Replicating the suburban shopping formula and attempting to compete with suburban malls has been regarded as a failure worldwide.

Providing more parking, new physical works and supporting events provide part of the solution, but are not enough on their own.

Cities that have successfully revived or transformed their central cities have recognised the importance of having a clear and distinctive identity that reflects the prosperity and character of their city.

The Central City Transformation Plan has been prepared after reviewing academic research papers, talking with experts and other cities, and understanding what has worked in smaller sized cities around the world similar to Hamilton with populations under 500,000.

Public feedback, stakeholder engagement and resident surveys have provided important views on the future of Hamilton's central city.



# A Framework For Action

Transformation success factors in smaller cities have been identified in successful revitalisation of city centres in small sized cities.

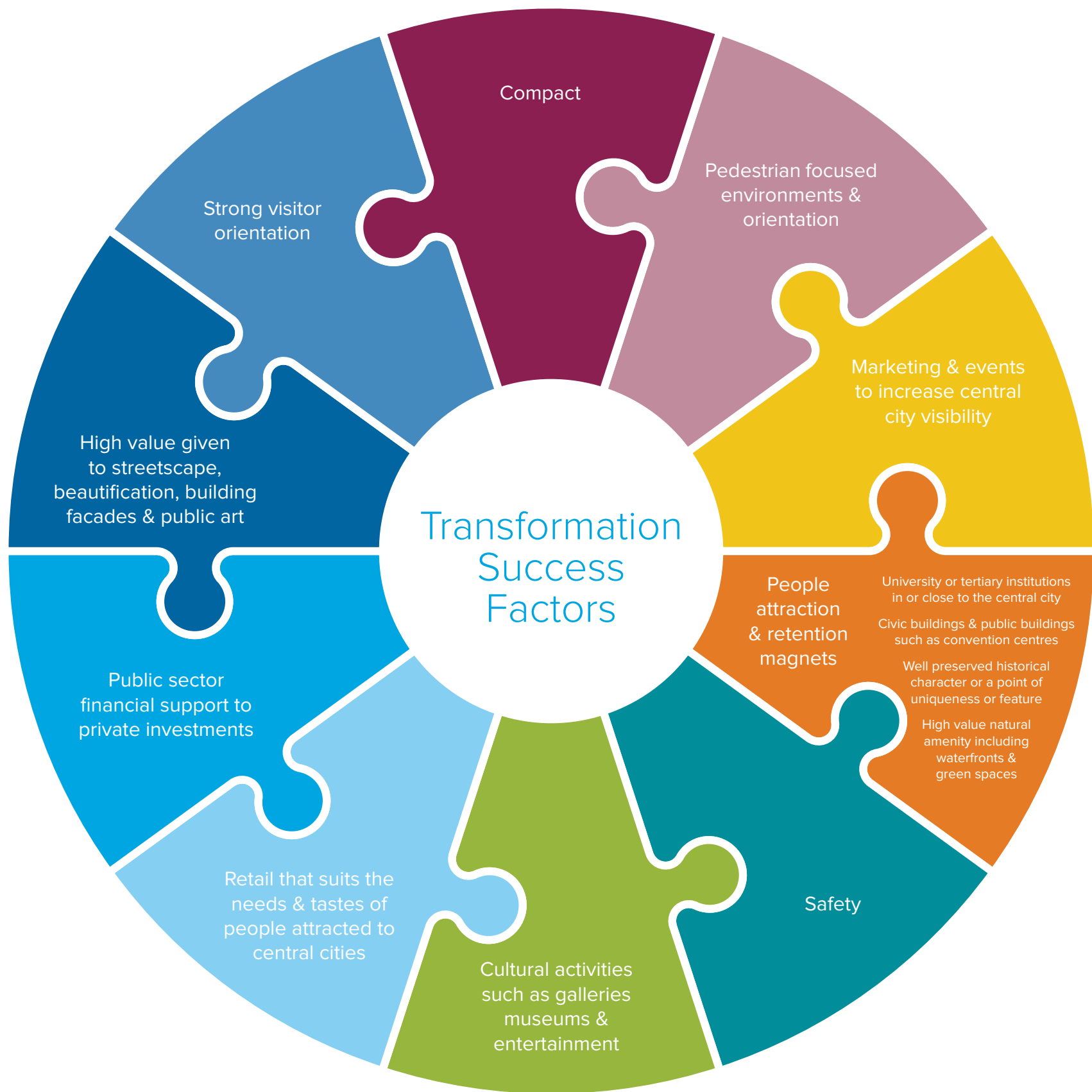
This Plan incorporates these success factors into a framework for transforming Hamilton’s central city.

## Strengths

- Successful anchors and cultural assets in or close to the central city; Wintec, Museum, Theatres, Library, Stadiums and Claudelands
- The Waikato River is a unique and significant natural asset and the River Plan is completed
- More people are living in the central city
- Investment interest is high
- Developer confidence in the central city’s future
- Public Art
- Strong hospitality offering and award winning restaurants and cafes
- Redeveloped modern Centre Place shopping mall
- Large green spaces surrounding the central city
- Hamilton Central Business Association

## Challenges

- Static economy
- Big central city footprint
- Lack of precinct identity
- Small and fragmented property ownership
- Old and tired buildings with poor street appearance and engagement
- A perception that there is not enough parking, it’s not convenient and it’s not free
- Poor connectivity to major facilities close by
- Poor image and negative public perception of the central city and its economic performance
- Declining and undistinguished retail offering
- Perceived safety issues
- Garden Place is empty and perceived as unsafe
- Too much council red tape



# Central City: The Facts & Stats

An analysis of the economic performance of the central city has been undertaken for the period 2001 – 2015.

This study period was chosen because it contains changing economic cycles and changes to Hamilton that have impacted on the central city.

The analysis shows that despite considerable public investment into physical works, there has been very little change to economic performance. The central city is largely the same today as it was in 2001, with two distinct economic performance periods during the period.

More recently there has been renewed investment activity and some major developments including the PWC Centre, Centre Place Mall, the ANZ building and The Riverbank Lane.

## 2001 – 2006

The central city was growing (economy, people, dollars) and economic performance was reasonably strong.

## 2006 – 2015

The central city experienced economic decline but in the last 2 – 3 years the economy has started to come back to 2001 levels, apart from retail, which is experiencing significant change.

## Snapshot today



**2,375**  
Businesses  
in the Central City

**19,440**  
Employees  
in the Central City



**129.4**  
Hectares  
size of Central City

**40 hectares**  
Christchurch  
Central City Size



**\$1.85b**  
Central City GDP  
**\$7.1b Hamilton GDP**



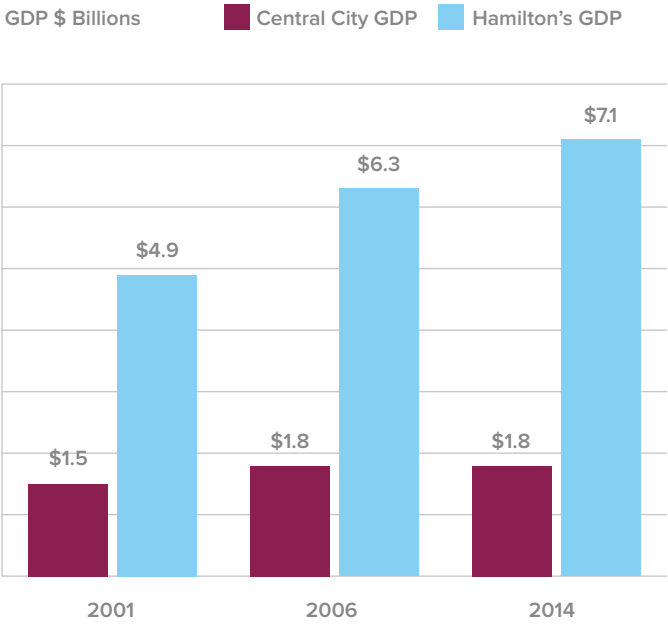
**\$650m**  
Retail Spend

**\$125m**  
Entertainment Spend

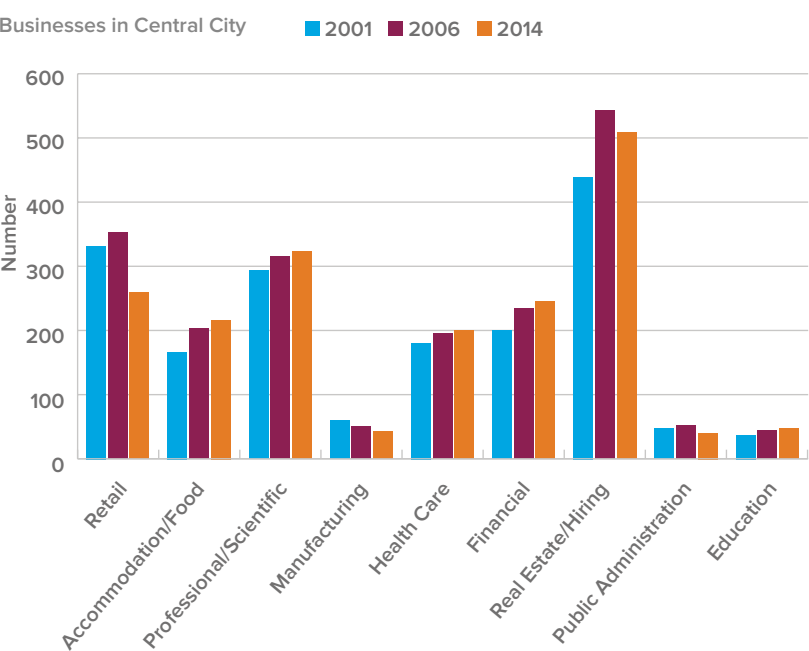


**3,000**  
People live  
in the Central City

## Central City GDP



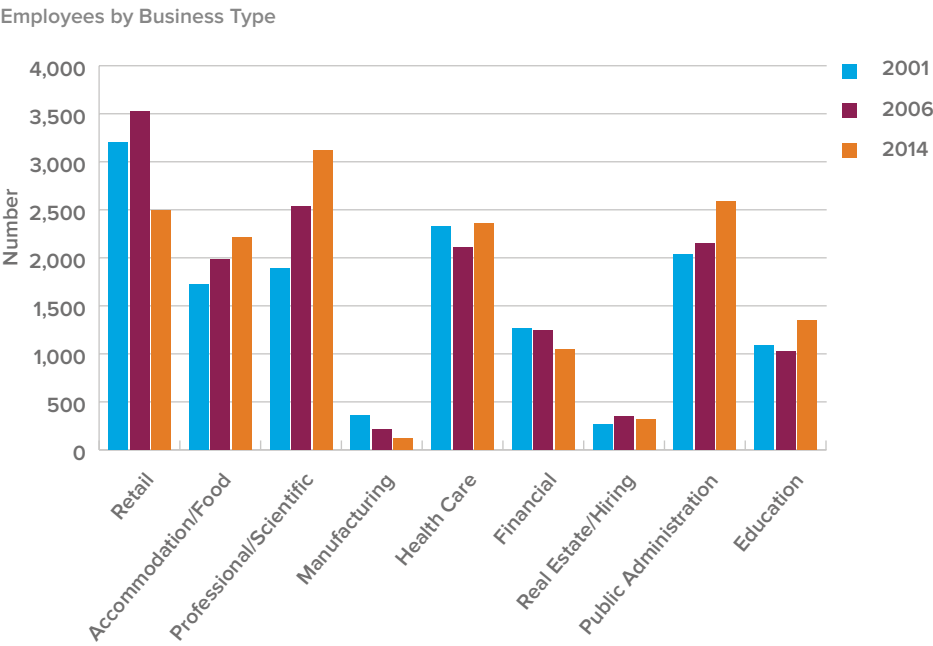
## Businesses



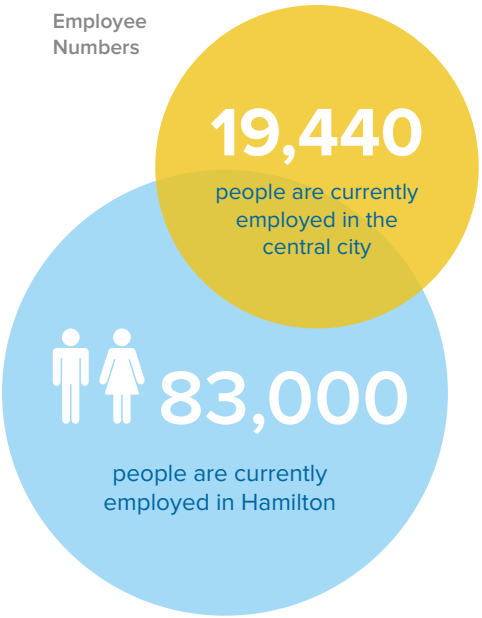
### CAPITAL VALUE

Commercial  
Property in 2015  
**\$1.3 billion**  
Residential  
Property in 2015  
**\$1.9 million**

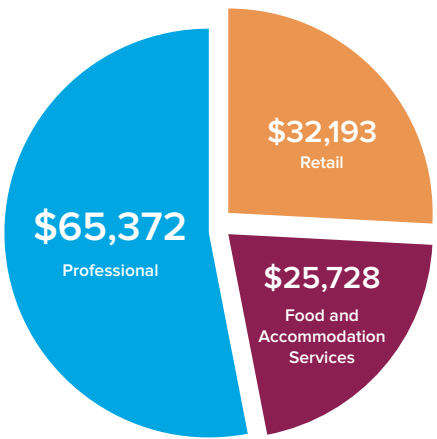
## Employees



### Employee Numbers

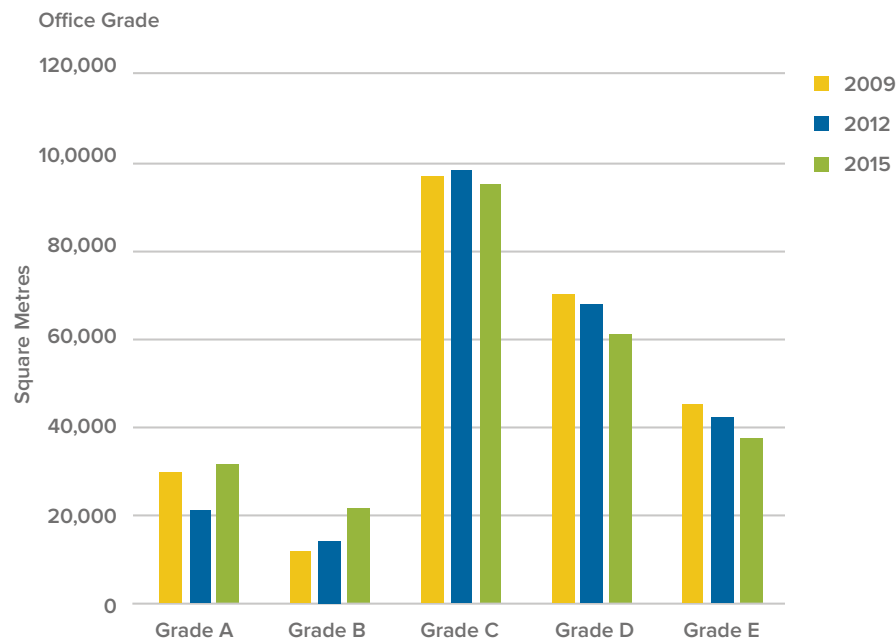


### Personal Income



Employees earn in total  
**\$19 million a week**

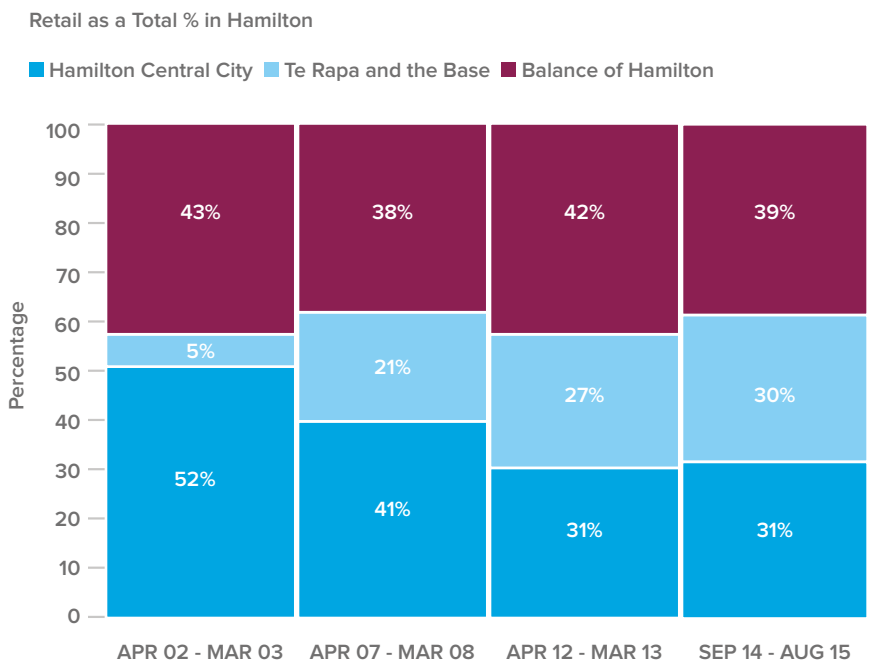
## Offices Grade



## Development



## Distribution of Retail Spending in Hamilton



## Property Ownership

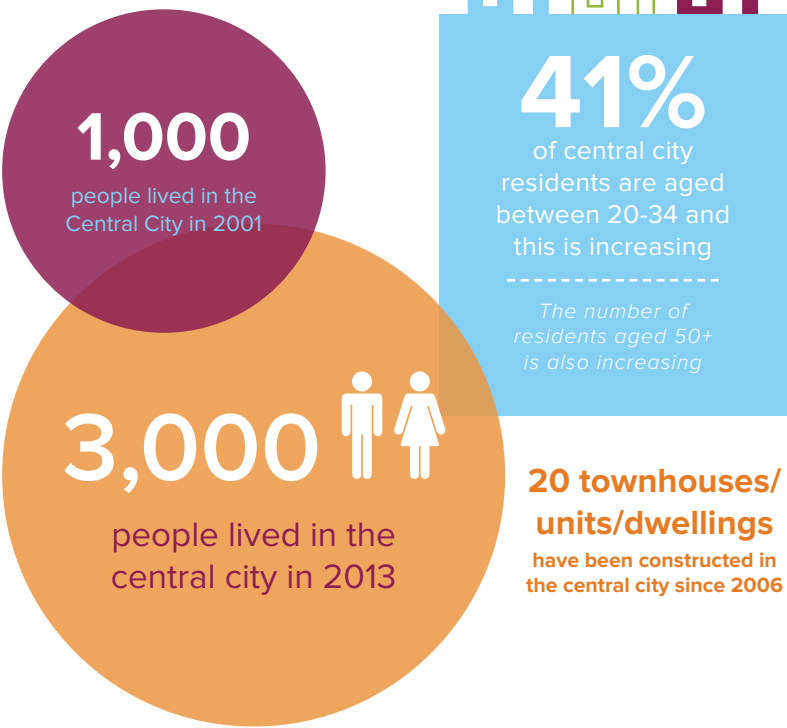
As at 2015

**Hamilton**  
Commercial 564  
Residential 411

**New Zealand**  
Commercial 296  
Residential 122

**Overseas**  
Commercial 40  
Residential 11

## Residential



# Vision Outcomes Strategies

## Vision

A prosperous commercial centre with a vibrant metropolitan lifestyle

## Outcomes

- 1. More people working and living in the central city
- 2. An economically prosperous commercial core
- 3. The central city is a destination
- 4. An activated riverfront

1

### Reshape the Central City and Define Precinct Identity and Character

The central city needs a concentration of people and commercial activity to prosper. The area known and understood as the Business District is too big in its current form and it is ill-defined, with dispersed activity impacting on economic performance.

The precincts must be accessible, safe and inclusive to encourage more people into the central city.

2

### The Waikato River

The objectives and projects in the Hamilton City River Plan as they relate to the central city are a critical part of transforming the central city and restoring its economic prosperity.

Ferrybank will be the city’s premier waterfront and culture, visitor and entertainment destination. It is a significant project that will contribute to achieving the outcomes in this Plan.

3

**The Green Frame and Green Spaces**

Hamilton places high value on green spaces and the network of parks, trees and urban gardens are part of the city’s identity.

The old West Town belt was designed 100 years ago to frame the city centre. Today that role has been largely lost through encroachment of buildings onto this green space.

The Green Frame plays a valuable role in defining the boundary of the central city and as a public space for recreation, leisure and entertainment. Public green spaces, including small spaces, will be identified and valued.

4

**Streetscape, Amenity and Beautification**

A high level of safety, cleanliness and beauty are critical in achieving the outcomes in the Plan. Considerable work has been done already but more is required.

Consistent footpath and roading treatments and street furniture are required, as are defining gateways between precincts and using streetscape and landscaping to create identity.

Public art and encouraging creative use of spaces adds to creating places people want to use and be in.

5

**Strengthening Connections**

Connections in and around the central city are not clear. Transport and pedestrian routes need to be defined and aligned to the precinct identities.

Connections to visitor experiences and major facilities such as Claudelands, FMG Stadium Waikato, Seddon Park and Founders Theatre are very important in achieving the Plan’s outcomes.

A central city that is easy to get around for all ages with excellent walking and cycling paths and defined loops enhances the central city’s appeal. Parking will support the central city precincts and respond to the needs of central city users.

6

**Investment and Business Attraction**

Increasing economic prosperity depends on business attraction and providing an easy to work in business environment that supports economic activity.

This includes cutting red tape; ensuring council services, policies and bylaws are enabling and not barriers; and defining an investment proposition that will grow commercial activity and jobs.

The private sector has a major role in attracting more investment and businesses.

# Transformation Strategies

## 1 Reshape the Central City and Define Precinct Identity & Character

The central city needs a concentration of people and commercial activity to prosper.

The area known and understood as the CBD is too big in its current form and it is ill-defined with dispersed activity impacting on economic performance.

Cities that have been successful in transformation and revitalisation have reduced the size of their central city and concentrated activities into well defined areas with their own identity and character.

Hamilton's central city footprint is significantly larger when compared to most with populations our size or bigger including the new central city planned for Christchurch.

The central city will be reshaped into three precincts, each with a defined identity and dominant activity. Planning rules will support these defined identities.

### Precinct Identity

#### i. The Business District

This will be the compact business and commercial core of the central city, including retail.

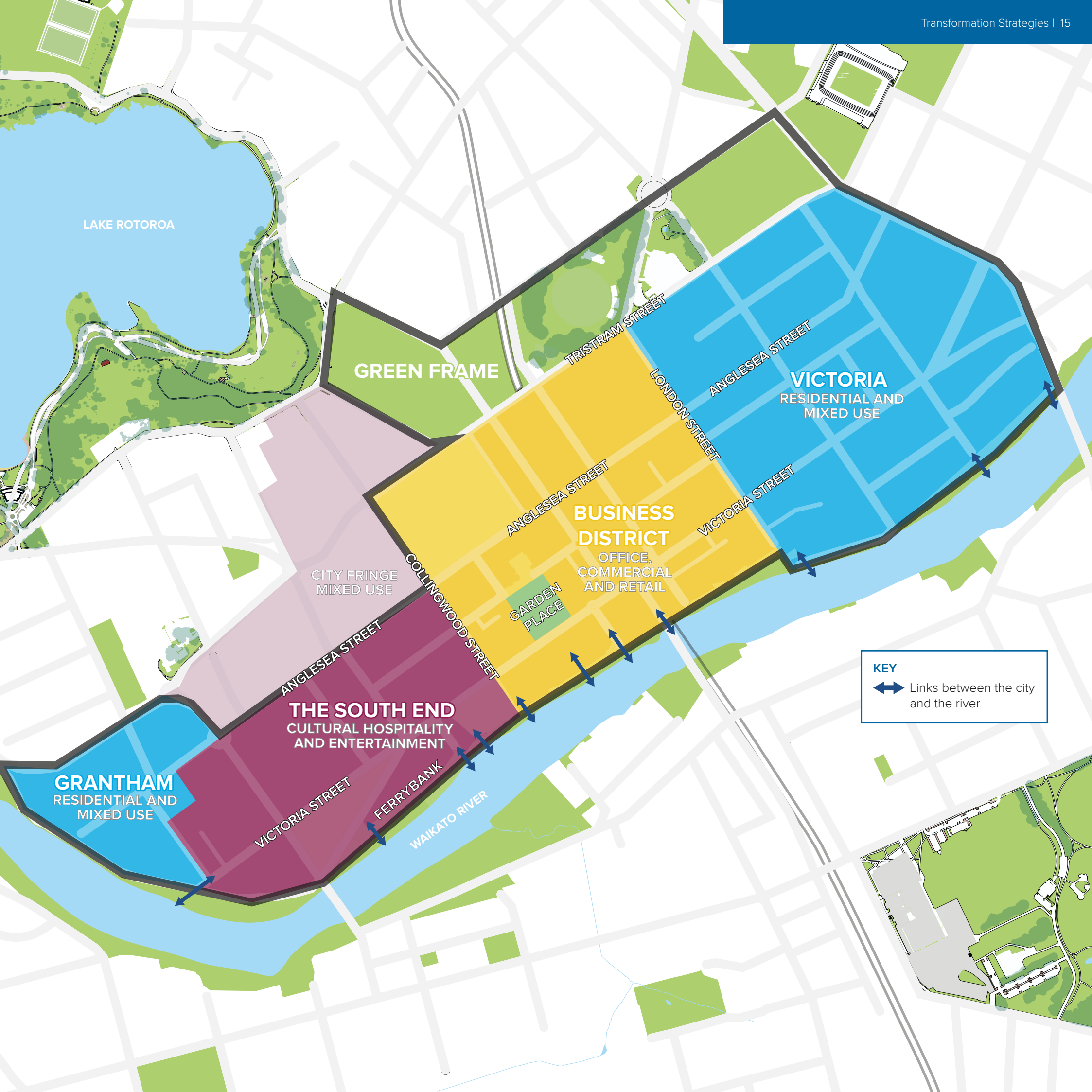
#### ii. Victoria

This will have a dominant focus on being an inner city residential suburb with mixed use activities that support city living.

#### iii. The South End

This will be the city's premier waterfront and culture, visitor and entertainment destination, including Ferrybank.





**KEY**

↔ Links between the city and the river

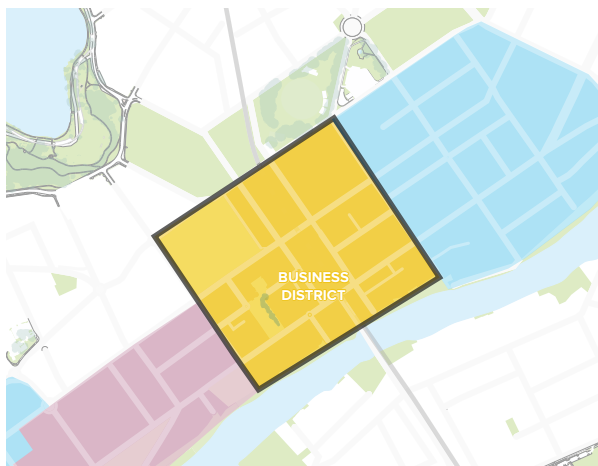


## Precinct Identity

### i. The Business District

#### Outcomes

- A concentrated commercial and retail area that is economically thriving.
- A retail experience that provides for the needs and tastes of people attracted to shopping in central cities.
- Garden Place is valued as a vibrant public space.



The Business District will be the business and commercial core of the central city area, with concentrated retail.

Increasing the number of people working in the Business District and concentrating the commercial core is recognised as a successful strategy to increase sustainable commercial and economic prosperity.

The focus will be on intensifying office and retail activity in this precinct with District Plan and building rules to support this outcome.

Garden Place will be the activated centrally located public space.

#### The features of the Business District will be:

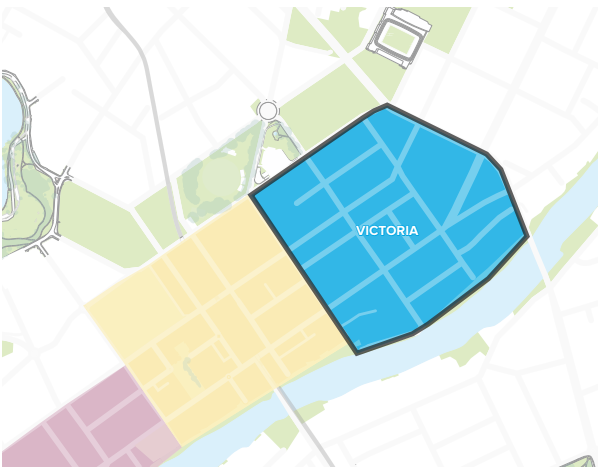
- High rise office accommodation offering a variety of building grades
- Heritage buildings retained and repurposed for a range of uses
- Well maintained buildings and high quality urban design
- Building designs to maximise views to the river
- Buildings with active street level frontages
- Laneways connecting commercial activity
- Retail and hospitality areas
- A high level of safety, amenity and beauty
- Pedestrian friendly and prioritised environments
- Cycling friendly options
- Parking offerings that meet the needs of Business District users

# Precinct Identity

## ii. Victoria

### Outcomes

- A medium density attractive inner city residential suburb for a range of residents.
- A 20 minute neighbourhood experience.



Victoria will be transformed over time into a predominantly medium density residential area with mixed use activities supporting the living environment. Victoria will be a 20 Minute neighbourhood, providing residents with access to services, work and entertainment to support inner city living all within a 20 minute walk.

One of the biggest challenges in transforming the central city is to increase the number of people living in the central city to provide 24 hour activity. While the inner city permanent population has increased in the last 15 years, it is still well short of what is required to deliver sustained prosperity.

Victoria is currently a mixed use area in the widest sense, with offices and some medium and high density residential living. There are many empty areas which are being used for car parks.

The area is well serviced with gyms, a supermarket, day care centres, pharmacies, medical services and a good selection of food and hospitality offerings.

A primary school and high school are near by. These existing services form a good basis for inner city living.

In the transition period, which may be several decades, existing uses will continue but the objective over time is for residential living to become the predominant feature.

District Plan and building rules will be reviewed to support the outcomes for this area.

#### The features of Victoria will be:

- Attractive medium density housing offering a range of housing options
- Mixed use activities and local shops to support residential living, including hospitality
- High levels of streetscape and amenity suitable for residential living
- Easy access and connections to services and entertainment
- Green spaces and open spaces, small and large that provide places for residents to enjoy
- Vistas and access to the River



Victoria - Artist's Impression





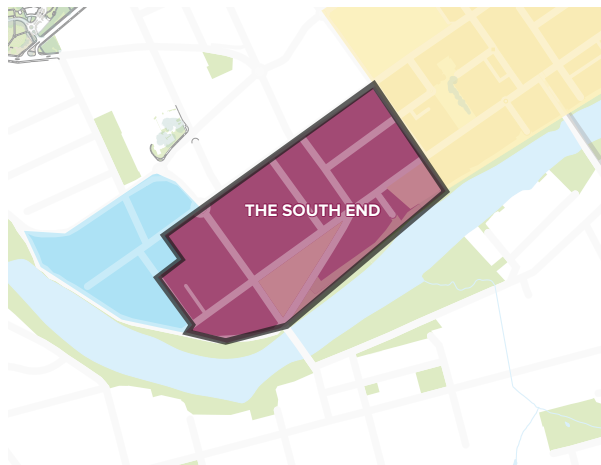


## Precinct Identity

### iii. The South End

#### Outcomes

- Engaging, active, premier entertainment and visitor destination with a unique waterfront.
- Preservation and recognition of history in the area.



This historic area is Hamilton's entertainment and cultural precinct with restaurants, cafés, the Museum and Meteor Theatre.

This Plan supports and expands that identity.

There are some key anchor buildings in this area, including the Police, the Courts and St Peter's Anglican Cathedral, Hamilton's oldest church.

Historic buildings still remain and the area is well supported with high density residential living in the Grantham Street area. It is also populated with legal and medical services, including the day hospital.

Successful central city revitalisation requires people attraction and retention magnets that have a point of uniqueness or high value natural amenity.

Identifying Ferrybank as the premier development site in the Hamilton City River Plan provides significant opportunities to transform this area.

#### The features of The South End will be:

- Premier river destination and connections
- Heritage buildings and features
- Hospitality and entertainment
- Visitor destinations
- Cultural activities, including theatre and art
- Hotels
- Commercial activity that supports the identity of the area
- Pedestrian environment
- High levels of visitor amenity, including public facilities
- Maximised use of green spaces
- Parking options
- Supporting services to the medium density residential surrounding areas

# Garden Place

## Outcome

Garden Place is an inviting, busy public space.

Since the creation of the public space in the 1930s, Garden Place has functioned as a green space, car park and various public space designs.

There is mixed feedback about Garden Place but the majority view is to retain it as the city’s major public space, “the town square”, and it is regarded as important that Hamilton has such a space.

The City Heart project was completed in 2012. The original design and parts of the activation strategy for Garden Place were removed or changed.

The Central City Transformation Plan reinstates some design features that are essential to activate this public space and make it more inviting for people to spend time. These include the addition of more planting and seats and the shared zone with pedestrian right-of-way including limited short-term parking options as an activation mechanism for Garden Place.

### Actions

- Upgrade the Central Library façade and open the library to Garden Place
- Expand the shared zone along the northern side to Victoria Street in accordance with best practice safety design to ensure pedestrian right-of-way and safety for all vulnerable road users and include limited short term parking options.
- Install feature gardens to add beauty and amenity
- Open the Council Reception Lounge for entry off Garden Place
- Upgrade the Civic Square fountain
- Install a continuous news screen for public viewing
- Install fairy light roof
- Develop a year round events programme and maximise the Christmas City brand and events
- Reduce red tape to make it easy to hold events and activities
- Explore transferring management of Garden Place to HCBA
- Continue to implement the Safety Plan
- Attract the University of Waikato to locate activities from a building in Garden Place
- Provide more shade umbrellas, tables and chairs





*Garden Place - Artist's Impression*



*New Facade for Library - Artist's Impression*

## The Central Library

The Library plays an important role in Garden Place.

The Library Plan identifies it as a community hub, to be opened up at street level to activate Garden Place and to expand to offer more services.

These changes will increase pedestrian flows in and around Garden Place.

More parking in Caro Street will provide easy access to the Library.



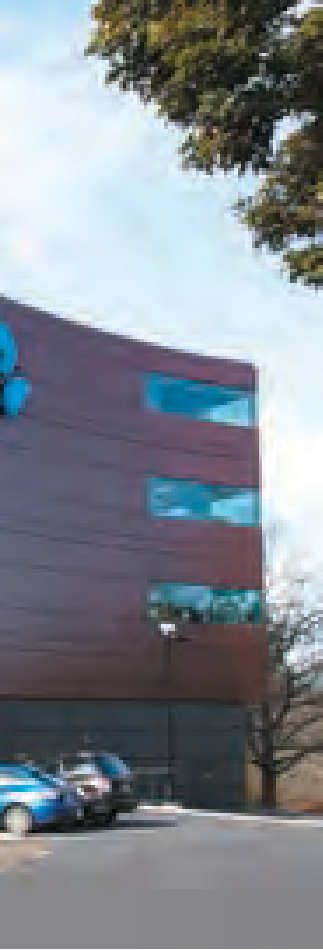
*Library Café/Reading Room - Artist's Impression*

## Precinct Actions

All of the actions in this Plan focus on supporting reshaping the central city and the precinct identities. Actions that specifically reshape the central city and define the precinct identity and character are:

- Develop and implement a Structure Plan for Victoria
- Review the District Plan and building rules to align with precinct identities
- Develop marketing and communication strategies to support precinct identities
- Implement a gateway plan that distinguishes entry into the precincts
- Review the role of the Urban Design Panel to enable a more active role in urban design and quality built form outcomes
- Support a visitor attraction strategy for Waikato with strong Hamilton content
- Continue to support the Heritage Plan and Heritage Incentive Fund





# Transformation Strategies

## 2 The Waikato River

### Outcome

An activated waterfront aligned with the River Plan vision.

The objectives and projects in the Hamilton City River Plan as they relate to the central city are a major part of transforming the central city and delivering economic prosperity.

The River Plan includes actions to open up views and access points to the river, and to develop the promenade along the central city river front.

Development of Ferrybank is a significant project to be delivered over many years that will contribute to achieving the objectives in this Plan.

Ferrybank is part of The South End, which will be the city’s premier river destination providing a cultural, visitor and entertainment destination.

### Actions

- Complete the Development Plan for Ferrybank and implement it
- Implement the River Plan
- Develop the Council-owned VOTR site into a busy public green space connected to the river
- Support completion of Embassy Park



Ferrybank - Artist's Impression

## i. Victoria on the River

### Outcome

- A busy public green space providing direct access to the Waikato River.

The Council owns Victoria on the River (VOTR) a large piece of land in the city centre that has expansive views of the Waikato River.

Stability challenges mean commercial development on the site is costly and therefore not viable.

Victoria on the River will become a public green space, connecting to the upper river walkway, with expansive views of the river. Some parking for adjacent buildings will be provided.

#### Actions

- Complete remedial and stability work on the site
- Provide an activated public green space with direct access to the river walkway





*Green space development on Victoria on the River - Artist's Impression*

# Transformation Strategies

## 3 The Green Frame & Green Spaces

### Outcomes

- The role of the Green Frame in shaping the central city is recognised and valued.
- Green spaces are incorporated into central city identity and experience.
- The percentage of green space is increased.
- Green spaces are used for recreation and entertainment.

Hamilton places high value on green spaces and the network of parks, trees and urban gardens are part of the city's identity.

The old West Town belt (the Green Frame) was designed 100 years ago to frame the city centre but today that role has been largely lost through the encroachment of buildings.

**The purpose and significance of the Green Frame is:**

- To shape and frame the central city to the west, helping to deliver a more compact central city
- To provide a valuable public green space for recreation and entertainment

### Actions

- Brand and promote the Green Frame's role in central city's identity
- Develop and implement an amenity plan for the Green Frame that includes seating, water stations and bike racks
- Complete the Maple Grove
- Identify and develop an implementation plan for pocket parks in Victoria
- Plan and install a playground or skate park located in or near the Green Frame
- Develop planting guidelines for green spaces in the central city
- Link the Hamilton Biking Plan actions that relate to the Green Frame
- Recognise Maori and European history through names for green spaces and parks
- Reduce red tape to make it easier to hold events and activities



Maple Grove - Artist's Impression



Western Rail Trail - Artist's Impression

# Transformation Strategies

## 4

### Streetscape, Amenity & Beautification

#### Outcome

A high level of streetscape and amenity that creates distinctive precinct identity.

Successful central city transformation places high value on amenity, safety, streetscape and beautification.

Consistent designs for street furniture and footpath treatments can help define different precincts while public art and landscaping create safe and enjoyable spaces.

Considerable work has already been done. The City Heart project included replanting Victoria Street and provided for a consistent style and design for street furniture. A city signage strategy is already being implemented. The Central City Safety Plan has applied since December 2014.

Each precinct will develop its own approach to streetscape, amenity and beautification.

The River Plan will consider amenity in the Ferrybank Development Plan, and the Structure Plan for Victoria will do the same. This plan will initially focus on the Business District.

#### Actions

- Maintain the current level of service for street cleaning
- Continue to implement and monitor the Safety Plan
- Adopt and implement street furniture and footpath guidelines (seats, rubbish bins, drinking fountains, footpath treatments)
- Expand free wifi to all the Business District and increase promotion
- Update the Beautification Policy
- Extend the Avenue of Trees and planting on Victoria Street to London Street
- Fix the iconic clock on the Caro Street building
- Continue implementing the Signage Plan
- Support the Public Art Plan and encourage public art that reflects the history of the central city, including Maori history
- Encourage building owners to use the “lick of paint” HCBA initiative



*Avenue of Trees - Artist's Impression*

# Transformation Strategies

## 5 Strengthening Connections

### Outcomes

- Attractive and safe pedestrian friendly environments connecting people to places.
- Identified and well known pedestrian connections to major facilities.
- Well used biking networking connecting the central city.
- Parking options that encourage more people to spend more time in the central city.
- Traffic routes that enable easy access to and from the central city.

Successful central city transformations have placed a strong emphasis on pedestrian focused environments and orientation.

Connections into and around the central city to enable easy access for people, vehicles, bikes and public transport enable more activity and enhance the central city’s appeal.

It is important to prioritise pedestrian and bike-friendly routes and promote public transportation options while balancing the needs of all central city users.

Breaking up the structure of the large city blocks is also important for creating access and movement. Laneways add to city amenity and connectivity providing interesting spaces and new pedestrian flows.

One of the major advantages of the central city is all major entertainment facilities are within walking distance and improving connections to these major facilities will help achieve the Plan’s objectives.

Parking creates the most feedback about the central city. Residents, workers and visitors are looking for simple, clear and appropriately charged parking options for both on street and off street. Parking must support the central city precincts and respond to the needs of central city users.

### Actions

- Develop a 30 year traffic model for the central city

- Extend the shared zone in Garden Place along Alexandra Street to Collingwood Street
- Create a shared zone on the northern side of Garden Place
- Utilise best practice safety design for shared zones to ensure pedestrian right-of-way and safety for all vulnerable road users
- Rerouting the buses from Victoria Street between Claudelands Bridge and Hood Street onto Anglesea Street
- Pedestrianise Victoria Street between London Street and Liverpool Street including parking options, to support residential Victoria
- Implement and communicate the new parking strategy
- Support completion of Embassy Park
- Identify and brand the pedestrian routes to Founders Theatre and the Stadiums
- Develop and implement a connectivity plan to Claudelands Event Centre that includes pedestrianising Claudelands Bridge and O’Neil Street
- Support and enable development on the Sonning Car Park site
- Complete the projects in the Biking Plan that connect to the central city
- Remove on street pedestrian barriers and non-essential bollards
- Install on street bike racks
- Continue implementing the signage plan and clear signs for shared zones



*Alexandra Street Shared Zone - Artist's Impression*



Entry from Caro Street into Shared Zone - Artist's Impression



## i. Transport

### Shared Zone

Extending the shared zone down Alexandra Street to Collingwood Street increasing the pedestrian focused environment is one of the success factors in transforming central cities. The shared zone will reflect best practice safety design to emphasise pedestrian right-of-way and safety for all vulnerable road users. It builds on the already developing artisan and unique small retail businesses in this area.

Caro Street will become a oneway entry point into the shared zone with angle parking and the shared zone will have some parking. The Library Laneway is incorporated into the shared zone and provides another entry into the Central Library.

### Victoria Street Upgrade

Victoria Street will be upgraded to support residential living in Victoria. This upgrade will beautify the roading environment and include new parking options, high levels of pedestrian amenity and biking environment suitable for inner city living. It will be a slower speed zone.



ii. Parking

Outcome

Parking options that encourage more people to spend more time in the central city.

Feedback on parking focuses on cost, convenience, complexity about the parking regime, and concern that parking charges and parking patrol times are affecting business opportunities and economic activity.

On street parking trials for free daytime parking during the working week are not supported by business because employees use the parks reducing on street parks available for city shoppers and visitors.

The new on-street Parking Strategy responds to the needs of all central city users.

Actions

- Install on street parking technology
- Apply and promote new on street parking zones
- Market information about on street parking options
- Report monthly on parking use and revenue

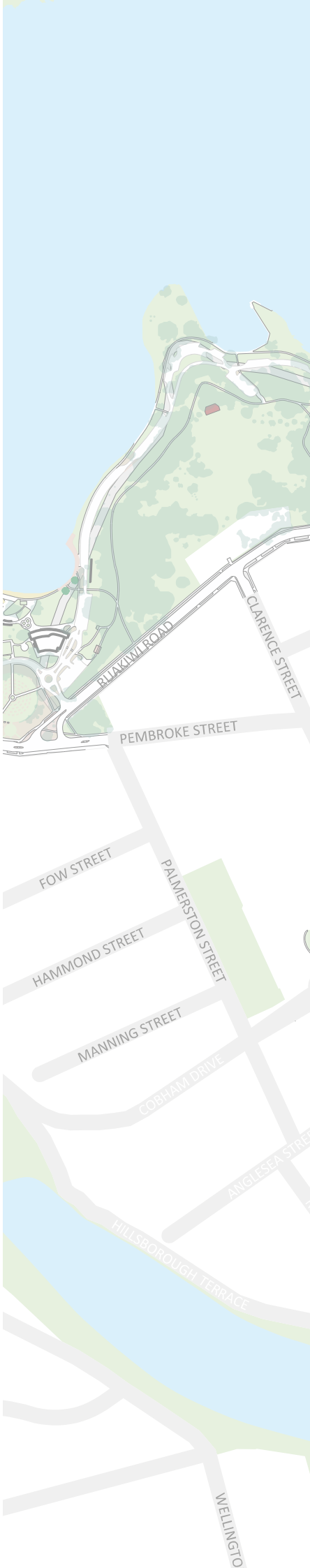
iii. Laneways

Outcome

A network of attractive laneways that contribute to Hamilton’s central city identity, vitality, economy and connections.

A Laneways Plan has been developed to enhance laneways in the central city. There is potential to activate these places as other cities have done.

View the Laneways Plan on page 62.



**Blue Zone**

- \$2 per hour. 2 hour time restriction
- 9am - 3pm Monday-Saturday
- Sundays and Public Holidays no fees and no time restrictions

**Yellow Zone**

- On Street Parking as signposted

# Transformation Strategies

## 6 Investment & Business Attraction

### Outcomes

- More businesses and employees working in the central city.
- A regulatory environment that reduces barriers and enables economic prosperity.
- A high level of investor confidence in Hamilton’s central city.

Economic prosperity will be enhanced through business attraction and providing a business environment that supports economic activity.

This includes cutting red tape; ensuring council services, policies and bylaws are enabling and not barriers; and defining an investment proposition that will grow commercial activity and jobs.

The private sector must play a major role in attracting more investment and businesses and the public sector needs to provide support to enable this to happen.

### Actions

- Develop a Business and Investment Attraction Plan, including assessment of mechanisms such as incentives and rates
- Establish the Business Hub, a one stop shop for business information, support and investment
- Establish the Hamilton Investment Office, an economic growth and investment agency
- Review the Business Improvement District policy and role of HCBA
- Implement the Council’s Better Business Services Plan
- Implement the Retail Plan
- Publicise a quarterly central city report on economic activity
- Establish the Future Investment Fund to maximise appropriate opportunities for Council investment
- Review Council policies and bylaws relating to the central city for alignment with the Plan
- Review the role of the Urban Design Panel to enable a more active role in urban design and quality built form outcomes
- Create a central city building rules and consent booklet for easy access to information for developers and investors
- Build on the Waikato University’s intended presence in the Business District to include an expanded footprint in a high profile site, course delivery and student accommodation
- Complete the International Education Strategy

## Council Owned Development Sites

A distinguishing feature in successful transformation of smaller cities is public sector financial investment in activating rejuvenation projects through commercial property development, including joint ventures.

There is mixed feedback about the extent to which the Council should be involved in these activities and whether private sector commercial returns should be realised if the Council has this role.

The Council has been a significant investor in the central city over many years and has entered into joint ventures to activate development or fill a gap when the market has failed to deliver. In the past five years the Council has sold properties or shareholding that resulted from these investments, including:

- The BNZ building: built by the Council in 1999
- Shareholding in Novotel and Ibis: the Council was a joint venture partner in development of these hotels
- Knox Street carpark: built by the Council in 2008

The Council owns four strategic sites in or near the central city that have the potential to activate transformation and these sites have been marketed as partnership development opportunities since 2011. There has been strong interest in all of these sites. The Council's aspirations for these sites are contained in the marketing brochure which aligns with the Central City Transformation Plan.

### Victoria on the River

This site is to be developed as a public open space connected to the river.

### Artspost

Development on this site is to support visitor accommodation and complement the arts and culture precinct of The South End, linking with the aspirations for Ferrybank in the River Plan.

### Sonning Car Park

This site plays a major role in connectivity between the central city and Claudelands Events Centre.

### Brooklyn Road

This site is across the road from Claudelands Event Centre and is an opportunity for development complementary to Claudelands.

# Implementation & Timeframes

This page identifies estimated timeframes for projects and actions. Transformation of the central city will take time and many of the actions are continuous and will be reviewed and updated over time.

Implementation of the Central City Transformation Plan is a shared responsibility; the Council contributes to creating the environment for prosperity and the Hamilton Central Business Association is a partner with the Council, but transformation will only happen if the business and investment community and the public also contribute. The private sector has a major role to play.

The list is not a comprehensive list and some projects will require detailed planning and public engagement. Some projects will require addition budgets and sources of funding.

There are other Plans that are already being actioned to support delivery of the outcomes in this Plan.

- Hamilton City River Plan
- Economic Development Agenda
- Hamilton City Safety Plan
- Hamilton Biking Plan
- Signage Plan
- Better Business Services Plan
- Arts Agenda and Public Art Plan
- Older Persons Strategy
- Disability Strategy
- Open Space Plan
- Libraries Strategic Plan

The Retail Plan and Laneways Plan have their own implementation timeframe.

The Hamilton Central Business Association also is implementing a number of projects that support transformation of the central city.

## Projects to Start Immediately

These are the projects, planning and design to commence immediately.

### VOTR

Develop the Council owned VOTR site into a public green space connected to the river.

### Maple Grove

Complete the Maple Grove project.

### Central City Management

Complete a review of the Business Improvement District Policy, including the role of the Hamilton Central Business Association, to determine the appropriate central city management structure. This will include consideration of Garden Place and Embassy Park management.

### Communications and Marketing

- Develop a communications and marketing plan to brand and support precinct identities, investment proposition and Green Frame identity.
- Publish a quarterly central city report on economic activity
- Develop a year round events programme for Garden Place and maximise the Christmas City brand
- Complete the installation of directional and wayfinder signs

### Transport

- Complete a 30 year traffic model for the central city.
- Implement the new parking strategy and parking technology project

## Short Term Projects

These projects that can start in the next 1 -3 years

### Business Investment and Attraction

- Establish the Business Hub, a one stop shop for business information, support and investment
- Establish the Hamilton Investment Office, an economic growth and investment agency
- Develop a Business and Investment Attraction Plan, including assessment of mechanisms such as incentives and rates
- Build on the Waikato University’s intended presence in the Business District to include an expanded footprint in a high profile site, course delivery and student accommodation
- Create a central city building rules and consent booklet for easy access to information for developers and investors
- Establish the Future Investment Fund to maximise appropriate opportunities for Council investment
- Complete the International Education Strategy

### Policies

- Update the Gateways Policy to include precinct entry points
- Update the Beautification Policy
- Adopt street furniture and amenity guidelines for the Business District (seats, rubbish bins, drinking refill stations and fountains, bike racks, footpath treatments)

### Develop a Structure Plan for Victoria

This plan is to include location of additional green spaces and pocket parks, amenity guidelines and road treatment.

### District Plan

Review the District Plan and building rules to align with precinct identities and support District Plan variations if required

### Garden Place upgrade

- Install feature gardens
- Install news screen
- Install fairy light roof
- Shared zone on northern side to Victoria Street including parking options

Support the Waikato Visitor Attraction Strategy.

Develop and implement an amenity plan for the Green Frame that includes seating, water stations and bike racks

Recognise the history of Hamilton through names for green spaces and parks

Develop planting guidelines for green spaces in the central city

Expand the free Wi-Fi to all of the Business District

## Medium and Long Term Projects

These projects can start within 10 years

Upgrade the Library façade and open the Library to Garden Place

Extend the Garden Place paving and amenity treatment to Civic Square

Upgrade the Civic Square fountain

Open the Council Reception Lounge for entry off Garden Place

Extend the shared zone in Garden Place along Alexander Street to Collingwood Street

Plan and install a playground or skate park located in or near the Green Frame

Extend the Avenue of Trees and planting on Victoria Street to London Street

Upgrade Victoria Street to Liverpool Street with new pedestrian, road and parking treatment

# Performance Indicators

Achievement of the outcomes in the Central City Transformation Plan will take some time to achieve. Some of the performance measures relate to the New Zealand census which is completed every five years, but progress on the performance will be reported annually. The following performance indicators will be used:

1.

**GDP**  
\$2bil by 2018
2.

**Residential**  
6,000 people living in central city by 2023
3.

**Employees**  
10% increase in the number of employees working in central city by 2023
4.

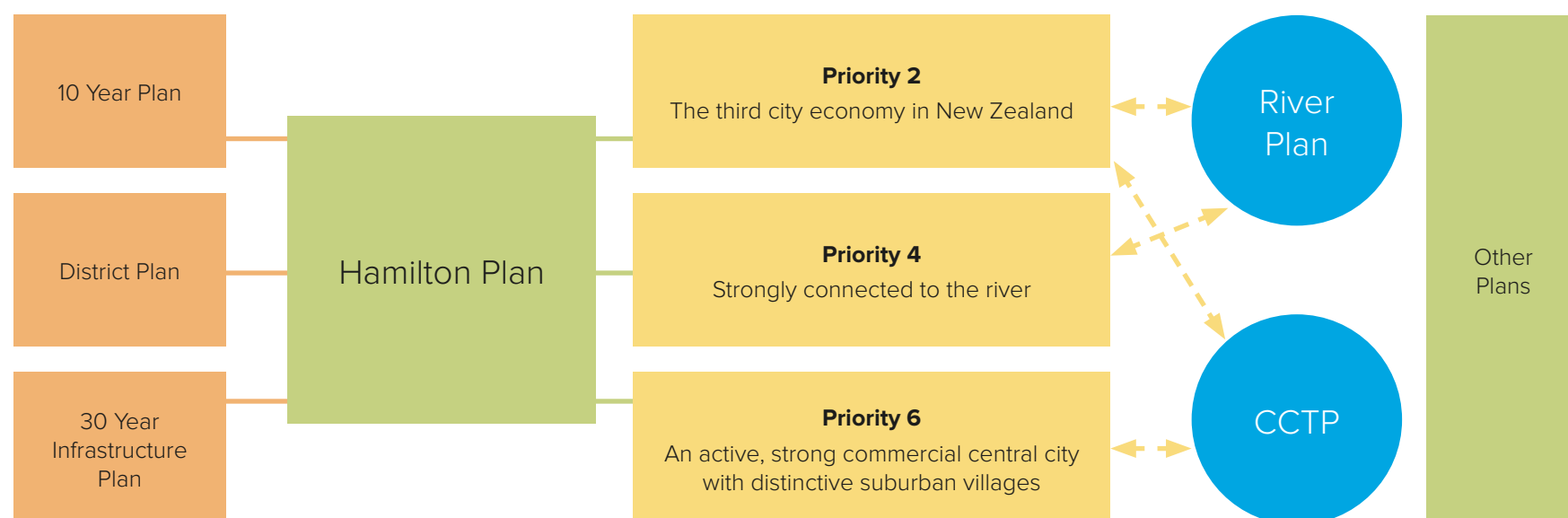
**Business**  
10% increase in the number of commercial businesses in the Business District by 2023
5.

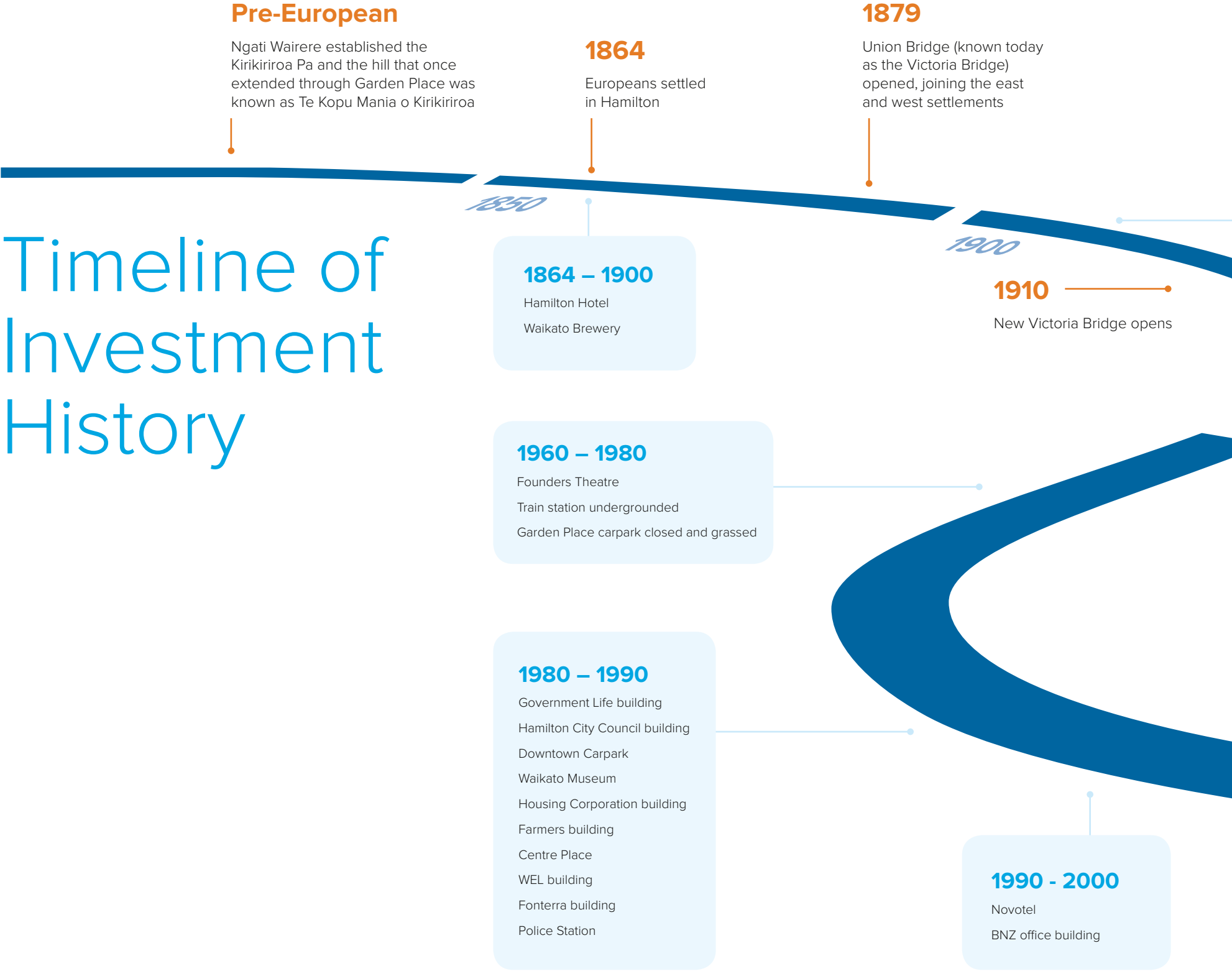
**Retail spend**  
10% increase in retail spend by 2018
6.

**Hospitality spend**  
5% increase in hospitality spend by 2018
7.

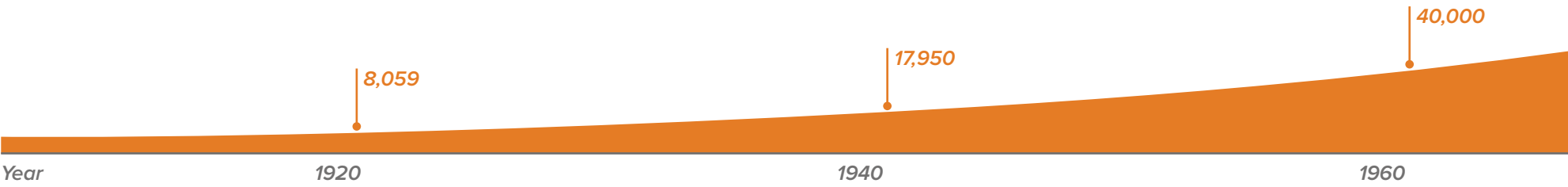
**Perception**  
An increasingly favourable view about central city from visitors and residents

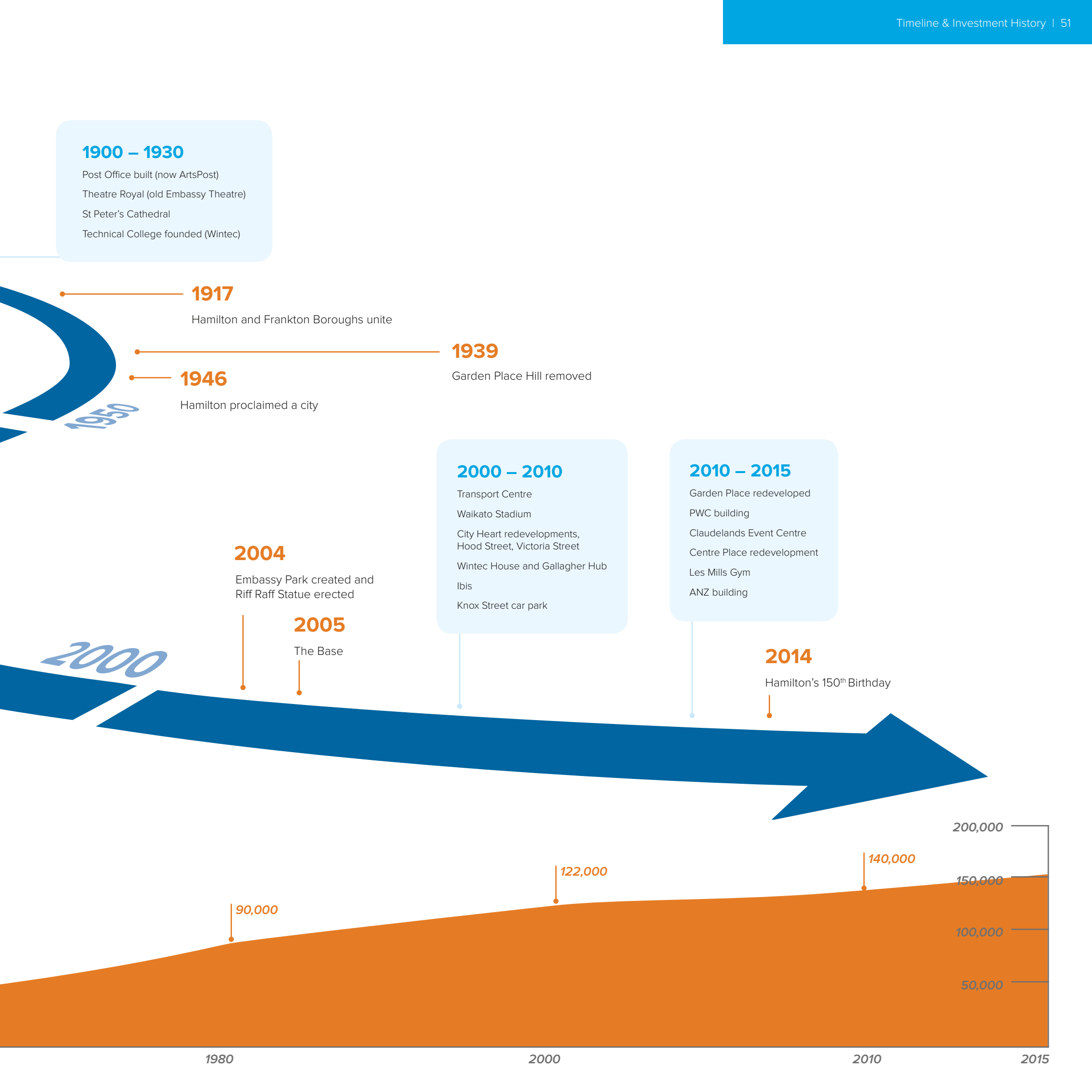
# Strategic Framework





Hamilton population growth





# Retail Plan

Retail is changing all over the world, especially from online competition.

To be successful, central city retail must change too and meet the shopping needs and expectations of a significant day-time working population and deliver a unique and memorable destination shopping experience for visitors to be successful.

Central city retail has changed significantly since 2001 and retail as a percentage of total Hamilton retail has declined as competition from suburban malls, especially The Base, has impacted.

However, retail spend has increased over the past three years.

Hospitality plays a major role in retail success. Mixing the two together and using hospitality as people attractors benefits retail.

This Retail Plan is an action focused plan to coordinate and grow a stronger retail base in the central city. It is the first time Hamilton has taken a co-ordinate approach to managed retail.





# The Plan

---

## Outcome

- A distinctive, memorable shopping experience that suits the needs and tastes of people attracted to central cities.
  - Increase visits and spend in the retail sector.
- 

## Goals

1. Encourage the right retail mix and quality
2. Build a strong retail identity
3. Increase retail spend
4. Create a welcoming and vibrant retail environment
5. Improve customer retail experience
6. Increase the mix of clustered retail and hospitality

# Retail strengths & challenges

## Strengths

- The redeveloped Centre Place Mall providing a wide offering of current brands
- Specific locations offering interesting and independent character, including high end fashion (Casabella Lane and Barton Street and Victoria Street)
- Some unique retail offerings such as Browers and Soul Gallery
- Loyal customer base
- Experienced and loyal retailers
- New retail options expressing interest
- Excellent hospitality offering award winning cafés and restaurants

## Challenges

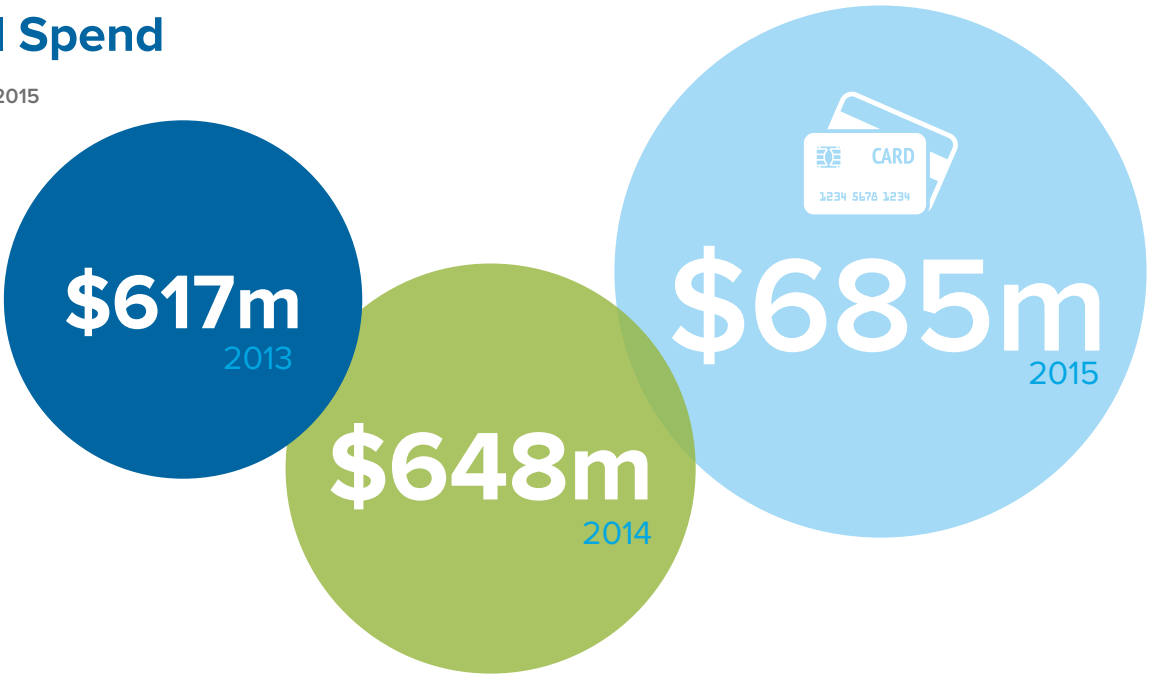
- Fragmented and dispersed retail offering over all precincts
- A retail mix that doesn't meet customer expectations
- Lack of sufficient differentiation from the suburban malls in terms of mix of retailers
- Average quality retail spaces and tired building presentation
- Buildings vacant for earthquake strengthening
- Inconsistent opening and closing times
- Inconsistent standard of customer presentation
- Parking perceptions that create barriers to all day shopping
- The threat from online shopping
- Insufficient amenity for a safe and easy pedestrian environment



# Facts & Statistics

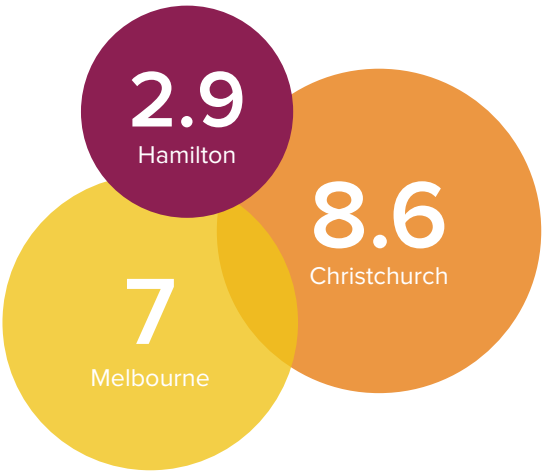
## Retail Spend

Central City 2015



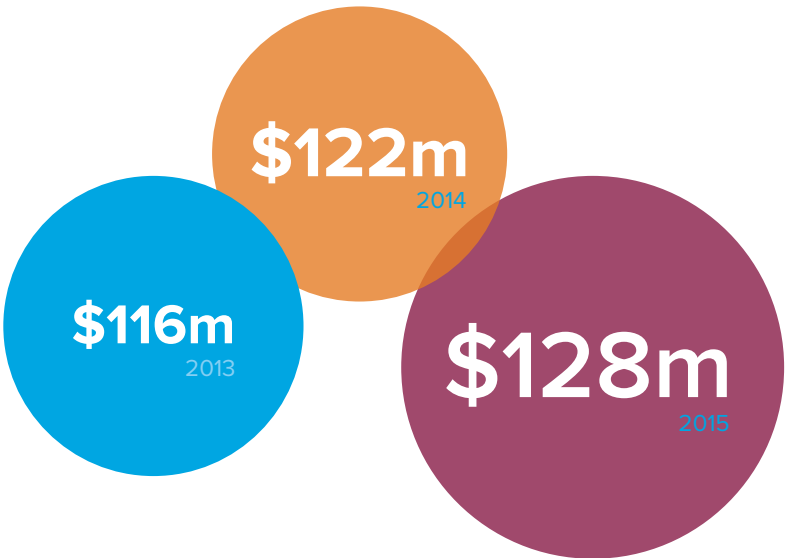
## People and Retail

People per retail square metre in the Central City



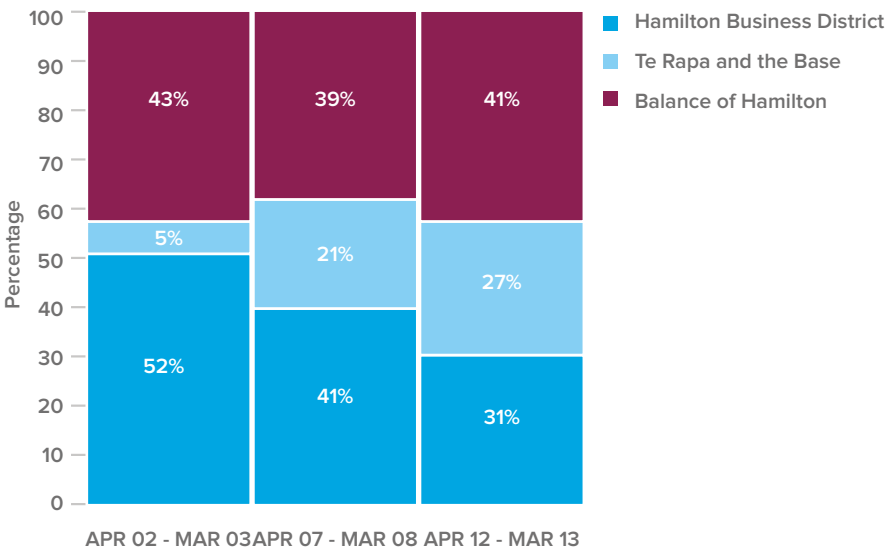
## Hospitality Spend

Central City 2015



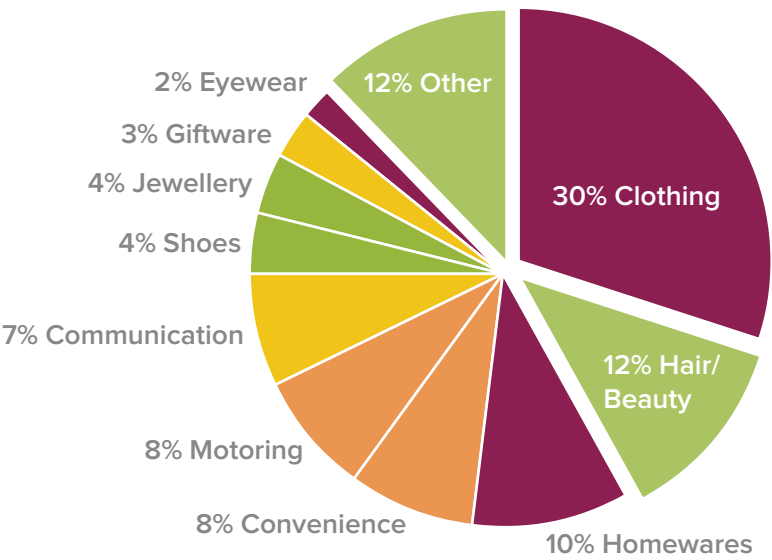
## Distribution of Retail Spending in Hamilton

As a Total % in Hamilton



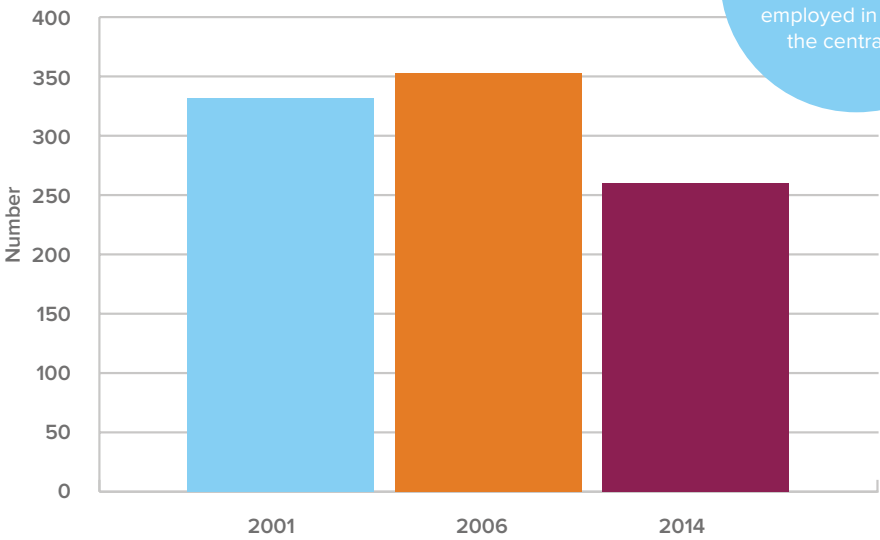
## Retail Mix

Hamilton Central City Retail Mix %



## Retail Business

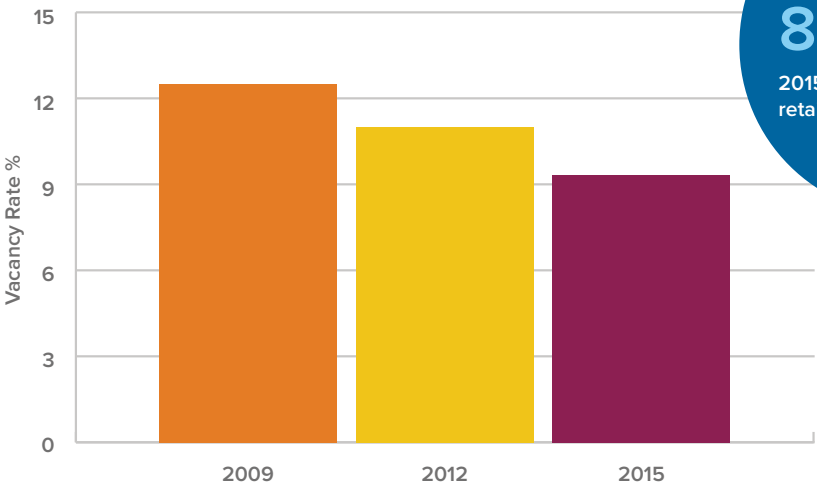
Number in central city



**2,490**  
people are currently employed in retail in the central city

## Retail Vacancies

Central City Retail Vacancies



**84,200m<sup>2</sup>**  
2015 total Business District retail space

## Retail Rent



# Strategies

1



## Consolidate the Retail Area

Retail is dispersed and fragmented throughout the central city with no easy pedestrian flow.

Consolidating retail into the Business District precinct will enable easier shopper access and generate more economic activity.



2



## Retail Identity

The central city retail lacks a cohesive identity that distinguishes it from suburban offerings.

It is vital to continue to promote and market the uniqueness and advantages of the central city as a retail destination.



3



## Retail Mix

The ideal quality retail and balance of chain and independent stores mix is vital to retain and grow market share and provide retail that suits the needs and tastes of shoppers.

Creating distinctive clusters can act as a catalyst for unique personality retail areas.

Hospitality and retail go hand in hand, and developing closer connections will benefit retail outcomes.



4



## Events

Events attract people to the central city and help build reputation as a destination.

This brings direct benefits to retailers.





# Actions & Performance Indicators

## Actions

All of the actions in the Central City Transformation Plan contribute to the Retail Plan outcomes and goals and are not repeated here. The Hamilton Central Business Association (HCBA) also delivers initiatives to grow retail prosperity and the Council works in partnership with the Association.

The following additional actions will commence immediately.

1. Identify the ideal retail mix through customer survey and analysis
2. Develop a retail prospectus and promotional material to attract new retail investment
3. Take a more active curation role and identify distinctive areas for retail clusters and support these with branding and promotion
4. Promote the retail circuits
5. Work with retail operators to agree common opening and closing times
6. Working with HCBA, develop a highly visible marketing and branding campaign promoting the distinctive retail and hospitality offering in the central city
7. Work with Hamilton Waikato Tourism to promote central city retail and hospitality to visitors
8. Collect and report information on retail and hospitality performance
9. Develop an events plan that supports retail activity such as fashion shows and food events

## Performance Indicators

In partnership with the Hamilton Central Business Association, the Council will collect and publish performance results against the outcomes.

|                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Pedestrian Counts</b> <ul style="list-style-type: none"><li>• Overall pedestrian counts increase each year</li><li>• Weekend pedestrian counts increase each year</li></ul>                                                                  |
| <b>Spending</b> <ul style="list-style-type: none"><li>• 10% increase in retail spend by 2018</li><li>• 5% increase in hospitality spend by 2018</li></ul>                                                                                       |
| <b>Vacancy rates</b> <ul style="list-style-type: none"><li>• 5% vacancy rate by 2020</li></ul>                                                                                                                                                  |
| <b>Perception</b> <ul style="list-style-type: none"><li>• An increase in the level of customer satisfaction with the mix and experience of central city retail</li><li>• Shopping as a reason for visiting the central city increases</li></ul> |



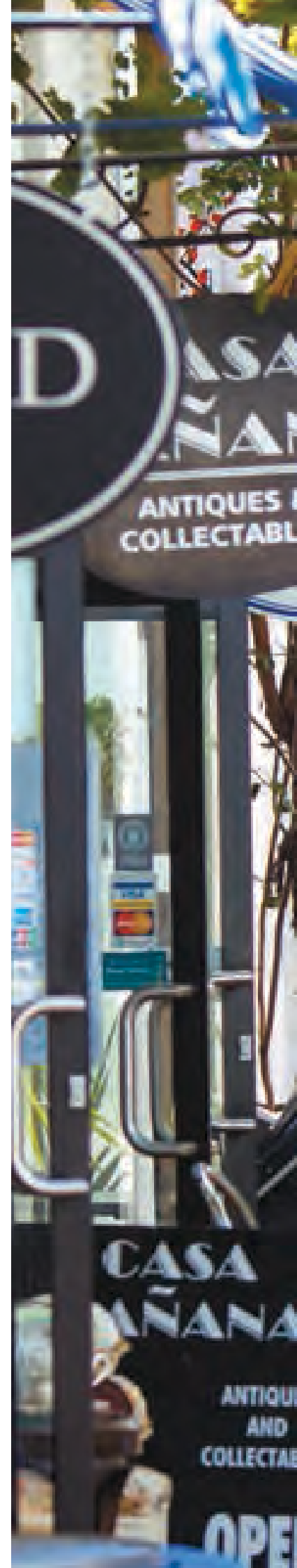
# Laneways Plan

The uniqueness of lanes and their development add a character, look and feel to central cities.

However they are often forgotten, neglected and seen as nothing more than a space for service access and rubbish removal.

Transforming these obsolete spaces into places of cultural and commercial value is being recognised as a functional and creative way to repurpose these areas in central cities.

Inspired by the success of laneway transformation in other cities, Hamilton's laneways provide a great opportunity to add to unique experience creating spaces which are interesting, attractive and that people want to explore.





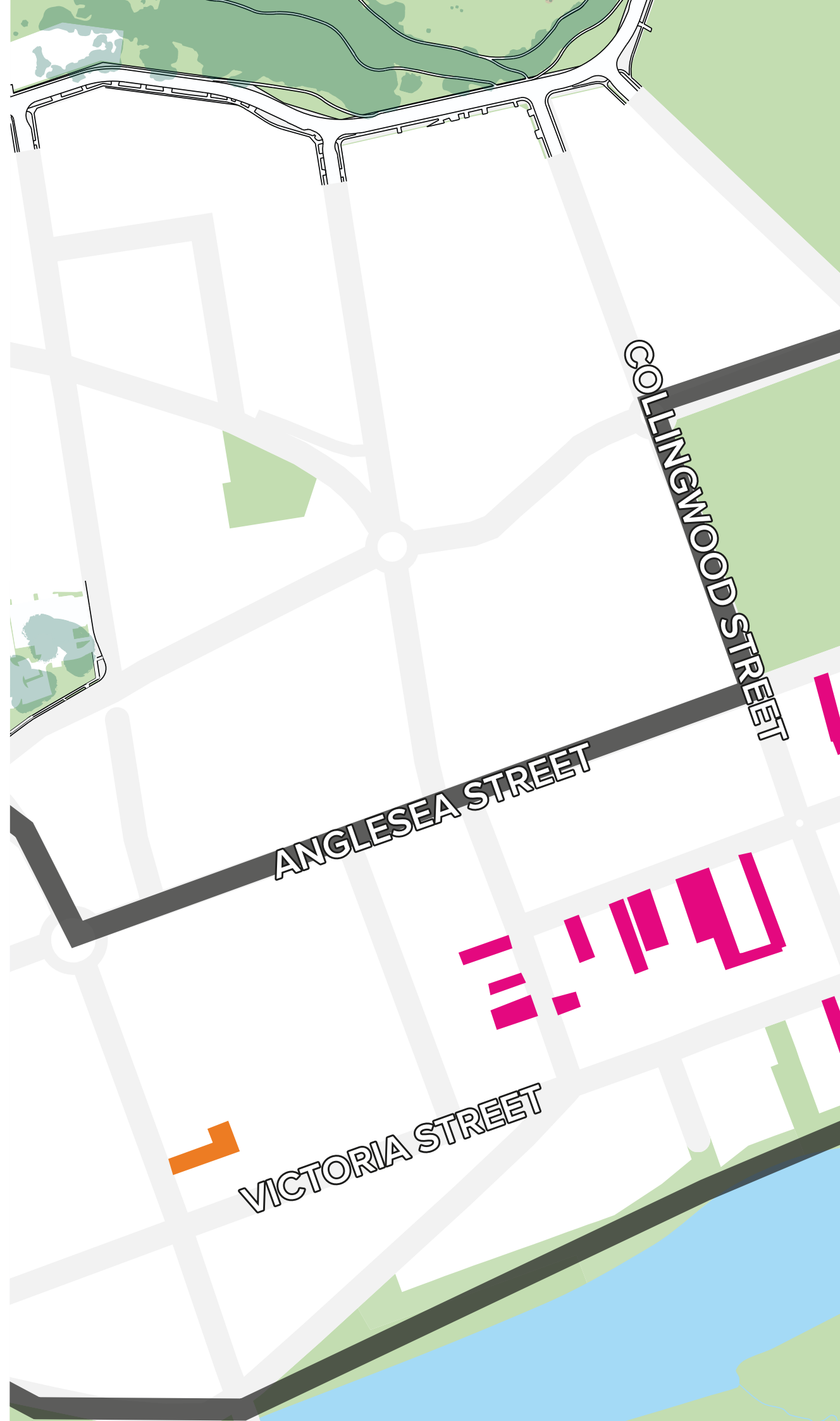
# Hamilton's Laneways

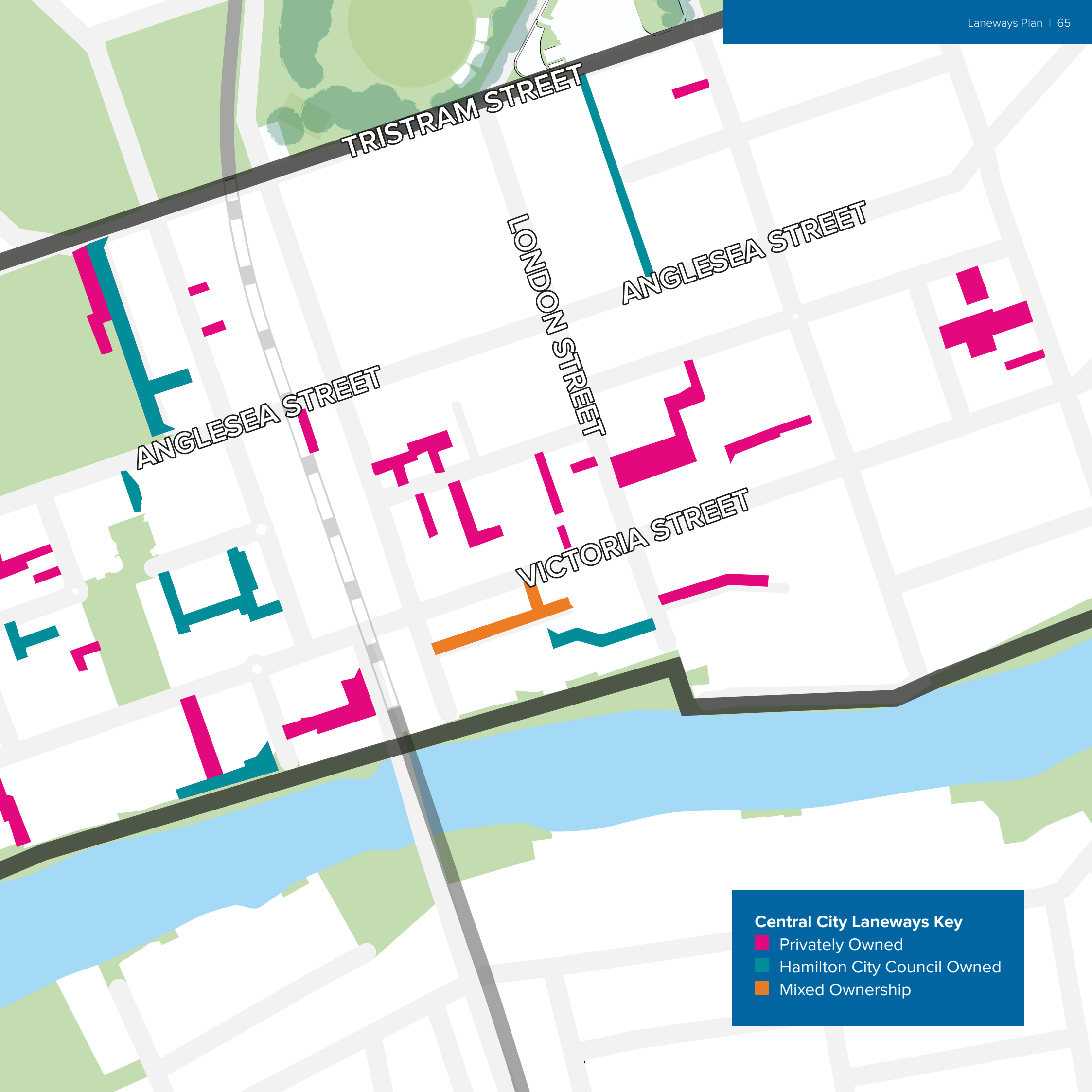
A laneway is a narrow road (single lane) or gap between buildings (internal or external) often with no footpaths where the demarcation between pedestrian and vehicles is often blurred.

Hamilton has many laneways throughout the central city, mostly in private ownership. There are several laneways that have transformed previously unused space; Casabella Lane and The Riverbank Lane.

The current status of most laneways is:

- Grubby and poorly lit and have a sense of being “unsafe” about them
- Mainly providing access for workers parking their cars
- Are used for waste/refuse pickup or deliveries





**Central City Laneways Key**

- Privately Owned
- Hamilton City Council Owned
- Mixed Ownership

# The Plan

## Outcome

A network of attractive laneways that contribute to Hamilton’s central city identity, economy and connections.

## Goals

- To create spaces for people to use and enjoy
- To improve pedestrian access in and around the city centre
- To celebrate creative arts
- To provide opportunities for business
- To minimise interference in essential service and vehicle access

The Laneways Plan is about encouraging changes to these forgotten spaces to activate them, and encouraging laneways owners to transform them.

# Transformation ideas for laneways

1. **Physical treatment:**

Laneways lend themselves to treatment that is different to streets. The physical form of a laneway could be transformed by plants, landscaping, public art work, seating, lighting and different paving treatments without losing the traditional feel of the lane.

2. **Pedestrian friendly environments:**

Paving treatments, CCTV security cameras, bike racks, signs and seating can be used to connect spaces, create views and encourage pedestrian flows.

3. **Built Form treatments:**

Wall treatments such as artwork, murals and plants can soften hard edges and restore old facades.

4. **Commercial activity:**

Unique small retail opportunities, pop up shops, small bars and cafes in laneways have functioned successfully in cities around the world. Laneways are often ideal places for live music.

5. **Outdoor galleries:**

Artworks including murals, graffiti art and stencils can change dark uninviting spaces into creative spaces for people to enjoy.

6. **Events:**

Laneways can be used for social activities, events and festivals.

## Actions

- Develop a laneways redevelopment timeline for Hamilton City Council owned laneways.
- Support Embassy Park upgrade.
- Upgrade Alexandra Street as a demonstration laneway project.
- Develop a Hamilton laneways brand and communication plan to encourage private laneways owners to transform their laneways.
- Review and update District Plan to support laneway transformation.



*The Riverbank Lane*

# Demonstration Projects

## i. Alexandra/Collingwood

**Current Use:**

Service Lane for the Central Library, and access to commercial buildings.

**Objective:**

- To integrate the lane into the Alexandra Street shared zone and create an attractive connection to Garden Place through the Library
- Create a new entry point to the Library

**Project Detail:**

- Connection to the shared zone by using the same paving treatment
- Mural on Library wall facade
- Planter boxes for flowers and trees that are movable
- Install seats, rubbish bins, bike rack
- Preserve entry to the car park and provide safety route through signs and paving markings

**Project Owner:**

Hamilton City Council





Library - Artist's Impression

## ii. Embassy Park

**Current Use:**

A public space that is home to Riff Raff and celebrates Richard O’Brien.

**Objective:**

To redevelop Embassy Park into a popular, safe and interactive public space for the whole community.

**Project Detail:**

Embassy Park is a community-led redevelopment in three stages. These stages include:

- Large mural wall and feature lighting (completed)
- Marti Wong camouflaged gas and power service boxes
- Planter boxes, seating and landscaping
- Chandelier sculpture
- Removal of old toilets and replacement with container Rocky Horror-themed toilets
- Outdoor projector and proscenium arch
- Ceremonial space and structure
- River elements including carved Pou

**Project Owner:**

Riff Raff Public Art Trust.



*Embassy Park - Artist's Impression*



# Acknowledgements

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- BERL: Economic profile of Hamilton’s CBD 2014 Update April 2015
- CBRE: Hamilton Office Occupancy Survey July 2015
- Market Economics: Distribution of Retail Spending in Hamilton City October 2013
- Property Economics: October 2015

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- Artist’s impression: de Lisle Jenkins Architects Ltd

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- Artist’s impression: by de Lisle Jenkins Architects Ltd

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- Artist’s impressions: de Lisle Jenkins Architects Ltd

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- Artist’s impression: Hamilton City River Plan

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- Artist’s impression: Edwards White Architects Ltd

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- Artist’s impression: Harvey Cameron
- Artist’s impression: BECA

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- Artist’s impression: de Lisle Jenkins Architects Ltd

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- Artist’s impression: de Lisle Jenkins Architects Ltd

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- Artist’s impression: de Lisle Jenkins Architects Ltd

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- Artist’s impression: de Lisle Jenkins Architects Ltd

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- Retail Mix: Hamilton Central Business Association 2015
- CBRE: Hamilton Retail Occupancy Survey July 2015
- Data on these pages from:  
BERL: Economic profile of Hamilton’s CBD 2014 update April 2015  
Market Economic Distribution of Retail Spending in Hamilton City October 2013
- Property Economics: October 2015

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- Artist’s impression: de Lisle Jenkins Architects Ltd.

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- Artist’s impression: Antanas Procuta Architects Ltd and Riff Raff Public Art Trust

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