

# Part 3 – Programme to deliver the Kilbirnie Town Centre Revitalisation Plan



## 12. Introduction

This action plan gives an overall picture of the Council's intentions and shows where coordination and partnership is required with individuals and organisations. Actions are set out under the following headings:

- Our current actions (Table 1)
- Priorities for funding (Tables 2 and 3)
- Working with others (Tables 4, 5 and 6)
- Working within the Council (Table 7)
- Monitoring and review (Table 8).

Flexibility has been built into the action plan to recognise that some actions require further feasibility testing and to enable work programmes and new proposals to be developed in more detail over time. Actions have also been assigned a timeframe for implementation and in some cases specific dates have been included. A review provision has been incorporated into the action plan to ensure changes can be made and to enable progress to be measured.

### Priorities

Three levels of priority have been identified:

**Priority 1** – considered essential to achieve the vision outlined in the plan

**Priority 2** – important to achieve the vision

**Priority 3** – valuable opportunity to achieve the vision as funding becomes available.

## 13. Roles

### Role of local businesses, retailers, landowners and developers

While the Council will play a lead role, achieving the goals in this plan also depends on the support and investment of local businesses, retailers, landowners and developers.

A collaborative process has been used to develop the plan and this has generated enthusiasm within the business community about Kilbirnie's future. The challenge is to sustain momentum and continue to raise business interest in the delivery of the goals in this plan.

### Role of the Council

The Council has an important role to play in realising the future vision for Kilbirnie.

This role may take many forms, from direct investment in improvements to monitoring progress on the goals in the plan. The focus on revitalisation requires the Council to look at new tools and be innovative in the way it supports revitalisation. The Council has a real opportunity to improve town centre coordination. It can also support revitalisation by providing design guidance on key sites and by working collaboratively with owners and developers to improve the way private development interacts with streets and other public spaces.

### Role of other sectors

Many of the opportunities proposed in this plan will only be successfully achieved in partnership with the community and key private and public sector organisations. Individuals and community groups are the key users of the town centre – their views need to be considered in the detailed delivery and design of key works.

## 14. Action plan

### 14.1. Our current actions

**TABLE 1: KEY PROJECTS PLANNED OR UNDERWAY**

	Action	Completion date	Key linkages to Kilbirnie town centre
A1	District Plan review (DPC 72 and 73)	Council decision due August 2010	New controls and design guidance for development in centre zone. New controls for residential development in areas of change. Note: Further actions to amend the District Plan may be necessary following finalisation of the town centre plan for Kilbirnie (see action A16).
A2	Indoor Community Sports Centre (ICSC) – accessibility study for pedestrians and cyclists	Late 2010	Pedestrian and cycle corridors between ICSC, town centre and key destinations are under review to determine appropriate levels of service.
A3	ICSC – stormwater infrastructure upgrades	2010/11 – pump station 2012/13 – drainage works	The upgrades will significantly reduce the existing flood hazard in north/west part of Kilbirnie.
A4	Housing upgrade programme – Kotuku Flats	Construction scheduled for July 2011	The upgrade will substantially improve the liveability and look of the housing and surrounding open spaces, benefiting tenants and the neighbourhood.
A5	Hydrotherapy pool (WRAC) – part of Annual Plan consultation	2013/14	Provides improved service to the community for aquatic activities.

### 14.2. Priorities for funding – streetscape improvements

The Long Term Council Community Plan 2009–19 (LTCCP) identifies capital funding for urban development projects and streetscape improvements in Kilbirnie. Under the long-term plan, \$190,000 is available in 2010/11 for public space detailed planning and design, while \$1.5 million is available for implementation in the 2011/12 financial year. The following table summarises the options for this spend and provides an indication of priority (based on how each option aligns with the goals in the plan).

**TABLE 2: PRIORITIES FOR EXISTING FUNDING**

	Action	When	Priority	Resources	Partners
A6	Prepare a public space plan for streetscape improvements – setting out detailed design, priority locations and level of investment.	2010/11	Priority 1	Existing funding – \$190,000	Businesses, landowners, community
A7	Streetscape improvements according to public space plan: • Streetscape improvements – bus waiting area • Streetscape improvements – main street (Bay Road, mid-block link and Coutts Street).	2011/12	Priority 1	Existing funding – \$1.5 million Requires input from Project Management Office, Transport Planning and Urban Design	Businesses, landowners, community

**TABLE 3: PRIORITIES FOR NEW FUNDING**

	Action	When	Priority	Resources	Partners
A8	Streetscape improvements and planting: • Community walkway/cycleway/linear park (drainage easement) • Onepu Road and Rongotai Road	1–5 years	Priority 2	New funding required. Some elements of community walkway may be able to be funded from reprioritisation of existing resources. Convene a community working group to advance this project by defining needs and identifying available resources. Requires input from Parks and Gardens, Transport Planning and Urban Design.	Businesses, landowners, schools, community

### 14.3. Working with others

Achieving the vision and realising the opportunities in this plan will require partnerships and good working relationships between the various agencies (including the Council), business owners and operators, and the community.

**TABLE 4: KICK-STARTING DEVELOPMENT FOR KEY OPPORTUNITY SITES**

Part 2 of the plan identifies potential futures for a number of key opportunity sites in Kilbirnie, these being:

- Bay Road mixed use (area in and around the Community Centre site on Bay Road) [Opportunity 2]
- supermarket precinct and mid-block link (Woolworths site and adjacent properties) [Opportunity 3]
- Coutts Street revitalisation (south side of Coutts Street between Onepu Road and Childers Terrace) [Opportunity 4]
- bus barn redevelopment on Onepu Road [Opportunity 5].

The benefits to the town centre would be significant if even one or two of these sites were revitalised as outlined in the plan. A business case and design has been prepared by Infratil Ltd for the bus barns redevelopment. The remainder require further work to determine feasibility, detailed design and investment requirements.

	Action	When	Priority	Resources	Partners
A9	Support revitalisation of key opportunity sites by: <ul style="list-style-type: none"> <li>• developing site briefs to guide design and implementation</li> <li>• working with private owners and developers to better realise opportunities on key sites.</li> </ul>	1–5 years	Priority 1	New funding required. Requires input from Project Management Office, Urban Design and Property.	Business owners and operators
A10	Identify opportunities to improve use and efficiency of Council property assets to achieve revitalisation goals in the plan.	Ongoing	Priority 2	Either new funding or by better use of existing asset base. Requires input from Property.	Business owners and operators

**TABLE 5: TOWN CENTRE COORDINATION**

Actions around town centre coordination are particularly relevant to achieving the goals of the plan and ensuring momentum is maintained beyond the finalisation of this plan. The following actions describe the opportunities available to the Council to respond to business organisation and coordination for Kilbirnie town centre.

	Action	When	Priority	Resources	Partners
A11	Ensure ongoing communication of town centre plan initiatives to the community, public sector organisations and the private sector.	1–3 years	Priority 1	Requires input from Communications and Marketing.	Community, business groups, other agencies and developers
A12	Ensure ongoing project support for initial implementation phases of the town centre plan.	1–3 years	Priority 1	Requires reprioritisation of existing resources. Requires input from Project Management Office.	Community, business groups, other agencies and developers
A13	Work with existing businesses to establish a Business Leadership Group to provide local leadership and business coordination to drive the town centre revitalisation.	1–3 years	Priority 1	Requires reprioritisation of existing resources. Requires input from Project Management Office. Could be linked to a Business Improvement District (BID) or a town centre coordinator position.	Retailers, business owners, landowners
A14	Investigate the feasibility of a Business Improvement District (BID) or a Main Street programme to provide ongoing momentum and locally based funding and coordination.	1–3 years	Priority 1	Achievable within existing resources if investigation is focused only on Kilbirnie. May require new funding for a wider investigation. Implementation requires new funding, either as LTCCP new initiative or through a targeted rate. Requires input from City Planning, Finance and Project Management Office.	Business groups, other agencies and developers

**TABLE 6: WORKING WITH KEY AGENCIES**

The integrated process to develop the plan has highlighted the need to continue discussions with several key agencies with an interest and influence in Kilbirnie.

	Action	When	Priority	Resources	Partners
A15	Liaise with the following agencies to ensure consistency with the draft town centre plan aims, including:	Ongoing		Achievable within existing funding streams.	
	<ul style="list-style-type: none"> <li>Greater Wellington (GWRC) and Go Wellington to ensure integration and consistency with future bus network plans.</li> </ul>		Priority 2	Requires input from Transport Planning.	GWRC, Go Wellington
	<ul style="list-style-type: none"> <li>NZTA on intersection improvements and modelling as part of the Ngauranga to Airport Corridor Plan.</li> </ul>		Priority 3	Requires input from Transport Planning.	NZTA, Greater Wellington and Wellington Airport
	<ul style="list-style-type: none"> <li>Housing NZ (and housing trusts) and developers to investigate opportunities to provide affordable housing and quality medium-density housing.</li> </ul>		Priority 3	Requires input from Policy and Planning, Urban Design and City Housing.	Developers, landowners, Housing NZ, property trusts
	<ul style="list-style-type: none"> <li>Infratil Ltd to assist in finding alternative sites for bus storage</li> </ul>		Priority 1	Requires input from Property	Infratil Ltd
	<ul style="list-style-type: none"> <li>Capacity Infrastructure Services to investigate options to address the long-term flooding.</li> </ul>		Priority 2	Investigation achievable within existing resources. Implementation – requires new funding. Requires input from Infrastructure.	Capacity

#### 14.4. Working within Council

The following table focuses on actions the Council has direct responsibility for, including District Plan policy, finance policy and asset management plans.

**TABLE 7 – WORKING WITHIN COUNCIL**

	Action	When	Priority	Resources	Potential partners
A16	Review provisions in the District Plan to ensure consistency with the town centre plan aims, including: <ul style="list-style-type: none"> <li>• providing for additional building height to enable mid-rise development and to increase development intensity in the town centre, including appropriate zoning of Ross Street</li> <li>• considering the need for more detailed design guidance for opportunity sites and other key locations such as areas of change and mid-block link</li> <li>• road hierarchy.</li> </ul>	Immediate	Priority 1	Requires reprioritisation of existing resources. Requires input from Policy and Planning, Transport and Urban Design.	Landowners, community groups
A17	Investigate and review financial tools and policies available to fund development and infrastructure upgrades, including: <ul style="list-style-type: none"> <li>• key growth assumptions – development contributions policy</li> <li>• feasibility of other economic tools such as tax increment financing to overcome initial funding barriers for redevelopment.</li> </ul>	1–3 years	Priority 2	Achievable within existing resources. Requires input from Policy and Finance.	Landowners, property developers
A18	Review and amend Asset Management Plans and operational policy to ensure consistency with the draft town centre plan aims, including: <ul style="list-style-type: none"> <li>• improvements to the stormwater infrastructure to address existing flood hazard and long-term inundation associated with sea-level rise</li> <li>• options for the future use and layout of buildings in the existing community hub in Kilbirnie and the upgrade of the community centre.</li> <li>• investigate parking restrictions in Mahora Street and Rongotai Road.</li> </ul>	Ongoing	Priority 3	Policy review requires some reprioritisation of existing resources. Implementation requires new funding. Note: new funding for the Community Centre upgrade is proposed in the Community Facilities Policy Implementation Plan. (Feasibility study of options scheduled for 2015/16; construction works 2018/19–2020/21.) Requires input from Infrastructure, City Communities and Transport.	Capacity Community groups

#### 14.5. Monitoring and Review

Centres are dynamic places and subject to ongoing change. Recognising this, it is important to ensure progress is monitored and the actions in the plan are reviewed and adjusted as necessary.

**TABLE 8 – MONITORING AND REVIEW**

	Action	Priority	Resources
A19	Monitor and report on progress against the goals and actions in the plan on a yearly basis for a period of three years.	Priority 1	Achievable within existing resources. Requires input from Project Management Office.