

# Part 3: Achieving the vision

## 6.0 Implementation actions

This section of the framework outlines the action plan for achieving the vision for the Adelaide Road growth area.

### 6.1 Role of the Council

The City Council will play an important role in realising the future vision for Adelaide Road. This role may take many forms from supporting and promoting positive change to direct investment in public works.

The Council's key roles:

- » **Leader** – developing strategy and policy, making decisions, leading by example, and working with the community
- » **Advocate** – encouraging and facilitating action by others towards joint goals
- » **Provider** – constructing and running essential infrastructure and community services
- » **Regulator** – managing development through resource consent processes
- » **Partner** – working with other organisations on joint projects and goals
- » **Informer** – providing information and undertaking research and education
- » **Coordinator** – ensuring integrated management of places through coordinated action by a range of public and private sector organisations.

### 6.2 Role of others

Many of the initiatives proposed in this framework will however only be successfully achieved with buy-in and investment from a range of private and public sector organisations. Other key stakeholders and potential partners include:

Key stakeholders and potential partners	Relevant issues/roles
Greater Wellington Regional Council	Public transport strategy Bus/public transport procurement Travel planning Regional planning
NZ Transport Agency	State highway planning and management and transport funding
NZ Bus	Bus services
Capacity – Wellington Water Management	Manages the Council's water and drainage network
Grow Wellington	Regional economic development
Housing New Zealand Corporation	Social and affordable housing provider
Government House	Landowner (Government House and grounds)
Wellington Hospital	Landowner
Capital and Coast District Health Board	Regional health services provider

<b>Other health organisations eg 24-hour medical centre, Blood Bank, Cancer Society etc</b>	Health services
<b>Ministry of Education</b>	Schools; landowner
<b>Massey University and other education institutes, eg NZ Schools of Dance and Drama, NZ Film School</b>	Tertiary education providers; landowners
<b>Local churches</b>	Landowners; community support/service/facility providers; youth groups
<b>Local schools</b>	Primary and secondary education providers; landowners Wellington High School – also an adult education provider
<b>Creches, kindergartens</b>	Early-childhood education
<b>Wellington Tenth Trust</b>	Kaitiakitanga
<b>Other landowners, business owners and developers</b>	Landowners, business owners; development of land and businesses
<b>Community groups and residents' associations</b>	Community-led initiatives; community networks
<b>Business groups</b>	Business-led initiatives; business networks

### 6.3 Action Plan

The Action Plan gives an overall picture of the Council's intentions in terms of the Adelaide Road area and allows for coordination and partnership with other organisations.

Actions have been split into potential capital works and other operational actions. Both tables show the indicative timing for the actions, as well as their relative priority and resourcing implications. Flexibility has been built into the timing and phasing of the potential actions identified. This is to help ensure the vision is affordable, and to recognise the linkages of many key actions with other related projects and work programmes and their timeframes, eg the Basin Reserve improvements under the Nguaranga to Airport Corridor Plan.

Some of the actions identified are already budgeted for in the LTCCP (Long Term Council Community Plan) which looks at the Council's activities and spending 10 years ahead. Other activities and initiatives will require new funding (as indicated).

#### Funding implications

It is important to note that the availability of funding from the Council for projects proposed in the framework is not guaranteed. The prioritisation and funding of proposals will be determined as part of the LTCCP and Annual Plan processes, when the Council considers new initiatives and weighs up the priority to be given to individual projects across the city.

Many of the actions proposed in the framework can be achieved through existing Council work programmes and budgets. Some initial funding for streetscape works has been set aside in the LTCCP for the 2008/09 and 2009/10 financial years.

Other actions may be part-funded through other means such as development contributions or a targeted rate. Significant roading works (eg upgrading the Adelaide Road corridor and public transport improvements) may be eligible for a subsidy from the NZ Transport Agency (formerly Transit NZ and Land Transport NZ) because they provide wider benefits to the city's transport system.

Whilst the framework's actions are focused on the role of the Council in facilitating the vision, it is clear that the vision cannot be successfully achieved by the Council alone – it also depends on interest and investment by the private sector. The Council will therefore work in partnership with private landowners and developers to realise the vision.

## Priority and timing of actions

In terms of the relative importance of actions to achieving this framework's long-term vision, several different levels of priority have been assigned to actions as follows:

- » **Priority 1** = Essential (ie considered essential to achieving the vision outlined in the framework) – these are split into “must do's” and other actions that are still essential to the vision but can follow at a later date in line with funding and resources
- » **Priority 2** = Recommended (ie important to achieving the vision but not absolutely essential)
- » **Priority 3** = Desirable (ie of lesser importance/priority, but nice to do if possible and if funding available)
- » **Priority 4** = Low (ie lowest importance/priority; not essential to the vision outcomes).

Actions have also been assigned an indicative timeframe for implementation, including suggestions for the potential timing of different phases of action components eg investigation, planning, detailed design, and construction. The purpose of the indicative timeframes is to assist work programme planning and funding applications.

- » **1-3 years** = short-term
- » **3-5 years** = short to medium-term
- » **5-10 years** = medium-term
- » **10+ years** = long-term.

## 6.4 Potential operational actions

Potential actions	Council role	Indicative timing	Priority and resources	Potential partners
<b>Facilitating development</b>				
A1. Communicate the future vision for Adelaide Road to the community, other public-sector organisations and the private sector.	Leader	1–5 years	<b>Priority 1 – Essential – achievable within existing funding streams</b>	Grow Wellington; business groups; other agencies; developers
A2. Investigate and recommend options for the Council to take a more active role in facilitating redevelopment in Adelaide Road, eg through purchasing land and facilitating development to realise the vision, establishment of a land development agency, private/public partnerships, demonstration projects, business improvement districts.	Leader	1–3 years	<b>Priority 1 – Essential – part existing funding, part new funding</b>	Other agencies; developers
A3. Actively work with landowners, developers and investors to ensure new development/redevelopment contributes towards the achievement of the framework’s vision, including: <ul style="list-style-type: none"> <li>» encouraging landowners and investors to redevelop under-utilised sites and relocate car parking away from street frontages on Adelaide Road</li> <li>» encouraging development that includes a mix of employment and residential activities (including affordable housing where appropriate)</li> <li>» encouraging comprehensive redevelopment of sites</li> <li>» encouraging developers of new buildings (and alterations/refits of existing buildings) to incorporate environmentally sustainable design</li> <li>» encouraging the adoption of travel demand management measures by large employers, businesses, institutions, housing developments.</li> </ul>	Advocate/Coordinator	Ongoing	<b>Priority 1 – Essential – but linked to market and investment interest; achievable within existing funding streams</b>	Landowners, business owners and investors; business groups; institutions

A4. Ensure any Council infrastructure works or community facilities contribute towards the achievement of the framework's vision and outcomes.	Leader	Ongoing	Priority 2 – Recommended – linked to Council infrastructure upgrades or works; achieve within existing funding streams	Capacity
A5. Complete a development opportunities study to investigate potential strategic property development opportunities in the Adelaide Road area.	Leader	1–3 years	Priority 2 – Recommended – flexible in terms of timing, but useful to do early in framework implementation; achievable within existing funding streams	
<b>Adelaide Road corridor upgrade (linked to potential capital works actions)</b>				
A6. Complete a detailed land acquisition study to confirm any affected buildings/lots under the future Adelaide Road widening and streetscape works and estimate initial costs.	Leader	1–3 years	<b>Priority 1 – Essential (do now) – linked to action B1 (cost part of A7 estimate)</b>	
A7. Amend the District Plan to include a designation for the future widened Adelaide Road corridor.	Leader	1–3 years	<b>Priority 1 – Essential (do now) – requires immediate start to ensure designation is established; new funding required; integral to Adelaide Road corridor upgrade (action B1); initial estimated cost; \$100,000</b>	
A8. Roll out Notices of Requirement for any building-line adjustments for road widening purposes on Adelaide Road.	Leader/Regulator	1–5 years	<b>Priority 1 – Essential but happens once designation in District Plan; linked to action B1</b>	Greater Wellington, NZTA
A9. Prepare a bus stop location plan for Adelaide Road including design and location of new proposed bus stops and revisions to existing stops (links to action B8).	Leader/Provider	3–5 years	Priority 2 – Recommended – flexibility in terms of timing; new funding but linked to Adelaide Road corridor design and part of costs of actions B1/B8	Greater Wellington, NZ Bus
A10. Investigate detailed design for colonnading the Old Bank Building on Adelaide Road.	Leader/Provider	5–10+ years	Priority 4 – Low priority – linked to John Street upgrade and Adelaide Road upgrade; new funding required	Building owner

<b>Policy review and amendment</b>				
<p>A11. Review and amend District Plan objectives, policies and rules in relation to:</p> <ul style="list-style-type: none"> <li>» Adelaide Road corridor designation</li> <li>» building heights, setbacks, densities</li> <li>» quality urban design</li> <li>» mix of uses</li> <li>» parking requirements</li> <li>» interface with street, public spaces, existing residential areas</li> <li>» heritage and character protection</li> <li>» the quality and location of residential infill development</li> </ul>	Leader/Regulator	1-3 years	Priority 1 – Essential (do now) – achievable within existing funding streams – linked to suburban centres and infill housing reviews	
<p>A12. Review and amend District Plan design criteria and guidelines to achieve:</p> <ul style="list-style-type: none"> <li>» well designed buildings and spaces</li> <li>» active street frontages</li> <li>» improved public safety</li> <li>» improved pedestrian accessibility and connectivity</li> <li>» reduced visual impact of car parking</li> <li>» safer public spaces</li> </ul>	Leader/Regulator	1-3 years	Priority 1 – Essential (do now) – achievable within existing funding streams – linked to suburban centres and infill housing reviews	

A13. Review and amend the Council's Development Contributions Policy as it relates to new development in the Adelaide Road growth area to help fund the area's development eg roading and streetscape improvements, public space improvements.	Leader/Regulator	1-3 years	<b>Priority 1 – Essential (do now) – achievable within existing funding streams; link into 08/09 LTCCP review</b>	
<b>Parking</b>				
A14. Complete a parking study for Adelaide Road to help plan for and provide a targeted management strategy for residential, shopper, visitor and employee parking.	Leader	1-3 years	Priority 2 – Recommended; achieve within existing funding streams. Linked to Council's Parking Policy, Activities 1, 2, 7, 9.	Landowners and business owners, residents
<b>Urban open space upgrade</b>				
A15. Commission an open space assessment of Council-owned public areas in the Adelaide Road area (refer Outcome 1) to determine relative upgrade priorities and potential costs.	Leader/Provider	3-5 years	Priority 2 – Recommended; some flexibility in terms of timing; link into other similar assessments being undertaken for growth areas.	Community groups and residents associations
A16. Investigate the possible future expansion of the Hospital Road reserve (in conjunction with the proposed Vietnamese Garden) as well as the demand for a playground.	Leader/ Partner/ Coordinator	3-5 years	Priority 2 – Recommended – existing funding	Community groups, residents associations, early childhood providers in area
A17. Consider the possible long-term development of an alternative pedestrian/cycle route linking Hanson/ King Street through to Belfast/Rugby Street and the city.	Leader/Partner	5-10+ years	Priority 3 Desirable – significant flexibility in terms of timing; new funding required.	Landowners, community groups, residents associations
<b>Community network</b>				
A18. Consider the community and social needs of the growing Adelaide Road/Mt Cook area and align with the Council's work programmes including the Community Facilities Review.	Provider/Partner	1-5 years	Priority 2 – Recommended; some flexibility in terms of timing as linked to the Council's review of community facilities; achieve within existing funding streams	Community groups and residents associations

A19. Promote and ensure accessibility of existing community facilities located in close proximity to the Adelaide Road area	Informer/Coordinator/ Partner	1–10 years	Priority 2 – Recommended – achievable within existing funding	Community groups and residents associations
A20. Support interactions between residents and major institutions/ organisations to achieve more shared use of facilities.	Coordinator/Advocate	1–10 years	Priority 2 – Recommended but dependant on opportunities; achievable within existing funding	Community groups and residents associations
A21. Investigate the use of safety (eg CPTED) and health (HIA) assessment tools as ways of improving safety and health benefits of new development/ redevelopment in Adelaide Road, and encourage the use of these tools by developers of significant new developments in the area as part of their assessment of effects.	Coordinator/ Advocate	3–5 years	Priority 3 – Desirable – flexibility in terms of timing as linked to opportunities arising; possible partnering with the community to undertake assessments	Community groups, residents associations
<b>Character and heritage</b>				
A22. Undertake a detailed character and heritage study of all identified heritage and character areas and properties to determine which should be subject to more stringent regulatory requirements and which should be allowed to change and transition over time.	Leader/Regulator	1–3 years	Priority 2 – Recommended – links into Suburban Centre and residential District Plan changes that are under way; achievable under existing funding streams	
A23. Prepare a heritage/character design guideline to give advice on appropriate responses to heritage buildings or character areas in redevelopment schemes.	Leader/Informer/ Regulator	3–10 years	Priority 2 – Recommended; flexibility in terms of timing – could be possible to achieve within existing funding streams; could be linked to District Plan review	
A24. Investigate measures (eg view protection shafts/corridors) to ensure appropriate protection of views to and from Government House and its grounds and views to the War Memorial and Carillon.	Regulator/ Partner	1–3 years	Priority 2 – Recommended – links into Suburban Centre District Plan change that are under way; achievable under existing funding streams	NZ Historic Places Trust, Government House, Massey University, Department of Culture and Heritage

<b>Affordable housing</b>					
A25. Work with Housing New Zealand Corporation, other organisations and developers to investigate the opportunities for providing good quality affordable and social housing in the Adelaide Road area.	Advocate/Partner	Ongoing	Priority 3 – Desirable – could do investigation within existing funding streams	HNZC, developers, housing organisations	
<b>Way-finding improvements</b>					
A26. Produce a walking map showing the connections between Adelaide Road and the surrounding suburbs, hospital, Massey University, and decide where the map is to be distributed and displayed.	Informer/Leader/Coordinator	1–5 years	Priority 2 – Recommended; flexibility in terms of timing – likely to require new funding; estimated cost \$5000	Community groups; Greater Wellington	
<b>Evaluation and review</b>					
A27. Review and evaluate the implementation of the framework, and the achievement of key outcomes, at regular intervals, eg every five years.	Coordinator	3–5 years and 10+ years	Priority 3 – Desirable; achieve within existing funding streams	Community and stakeholders	

## 6.5 Potential capital works

Potential capital works		Indicative timing	Priority and resources
<b>Road corridor and streetscape upgrades</b>			
<p>B1. Designing, reconfiguring, widening and upgrading Adelaide Road corridor. Includes:</p> <ul style="list-style-type: none"> <li>» necessary land acquisition</li> <li>» detailed design of road corridor layout</li> <li>» widening road corridor to 25.5m</li> <li>» reconfiguration of corridor (two preferred options – permanent edge or centre public transport provision)</li> <li>» mid-block pedestrian crossings in key strategic points</li> <li>» streetscape and footpath upgrade, including suitable stormwater management solutions</li> <li>» public transport and cycle improvements.</li> </ul>	<p>Step 1 : Detailed design of corridor 3–5 years            Step 2: Property purchase 3–10 years            Step 3: Construction 5–10+ years</p>	<p><b>Priority 1 – Essential, but some flexibility in terms of timing; linked to timing of Basin Reserve improvements under Ngauranga to Airport Corridor Plan</b></p> <p>Some existing funding set aside; additional new funding required.</p> <p>Initial estimated cost: \$4.8m (\$6.8m with central median trees); excludes any land acquisition costs.</p> <p>Existing funding; streetscaping approx. \$1.1m (08/09 and 09/10 financial years); bus priority measures approx \$85,000.</p> <p>Additional potential funding sources:</p> <ul style="list-style-type: none"> <li>» NZTA subsidy (53%)</li> <li>» development contributions</li> <li>» Council capex funding</li> </ul>	
<p>B2. John Street/Riddiford Street intersection upgrade. Includes:</p> <ul style="list-style-type: none"> <li>» dedicated right-hand turn and median removal</li> <li>» signalised pedestrian crossing</li> <li>» streetscape / footpath upgrade.</li> </ul> <p><i>Additional investigation into possible colonnading of Old Bank Building (only if parking in front of building is required) – low priority</i></p>	<p>Step 1: Detailed design 1–5 years            Step 2: Construction 3–10 years</p>	<p><b>Priority 1 – Essential, but some flexibility in terms of timing; linked to Adelaide Road corridor upgrade</b></p> <p>New funding required for construction but initial design work could be achieved using the existing funding in LTCCP for Adelaide Road improvements.</p> <p>Initial estimated cost: \$650,000.</p> <p>Potential funding sources:</p> <ul style="list-style-type: none"> <li>» NZTA subsidy (53%)</li> <li>» development contributions</li> <li>» Council contribution</li> </ul> <p><i>Initial estimated cost for colonnading of Old Bank building: \$750,000</i></p>	

<p>B3. Drummond Street streetscape and intersection upgrade.</p> <p>Includes:</p> <ul style="list-style-type: none"> <li>» streetscape and footpath upgrade, including stormwater management</li> <li>» upgrade of walkway and steps up to Tasman Street</li> <li>» narrowing of Drummond Street intersection with Adelaide Road</li> </ul>	<p>Step 1: Detailed design 1–3 years</p> <p>Step 2: Construction 3–5 years</p>	<p>Priority 2 – Recommended – could be achieved using the existing funding in LTCCP for Adelaide Road improvements.</p> <p>Initial estimated cost: \$750,000</p> <p>Potential funding sources:</p> <ul style="list-style-type: none"> <li>» development contributions</li> <li>» Council contribution</li> </ul>
<p>B4. Douglas Street streetscape upgrade and intersection upgrade.</p> <p>Includes:</p> <ul style="list-style-type: none"> <li>» streetscape and footpath upgrade, including stormwater management</li> <li>» upgrade of walkway and steps up to Tasman Street</li> <li>» narrowing of Douglas Street intersection with Adelaide Road</li> </ul>	<p>Step 1: Detailed design 3–5 years</p> <p>Step 2: Construction 5–10 years</p>	<p>Priority 3 – Desirable; significant flexibility in terms of timing.</p> <p>New funding required.</p> <p>Initial estimated cost: \$375,000</p> <p>Potential funding sources:</p> <ul style="list-style-type: none"> <li>» development contributions</li> <li>» Council contribution</li> </ul>
<p>B5. King Street streetscape and intersection upgrade.</p> <p>Includes:</p> <ul style="list-style-type: none"> <li>» streetscape and footpath upgrade, including stormwater management</li> <li>» narrowing of King Street intersection with Adelaide Road</li> </ul>	<p>Step 1: Detailed design 5–10 years</p> <p>Step 2: Construction 5–10 years</p>	<p>Priority 3 – Desirable; significant flexibility in terms of timing.</p> <p>New funding required – linked to Adelaide Road corridor upgrade</p> <p>Initial estimated cost: \$400,000</p> <p>Potential funding sources:</p> <ul style="list-style-type: none"> <li>» development contributions</li> <li>» Council contribution</li> </ul>

<p>B6. Hospital Road intersection upgrade and signalised pedestrian crossing.</p>	<p>5-10 years</p>	<p>Priority 3 – Desirable; significant flexibility in terms of timing New funding required (could be linked to Adelaide Road corridor upgrade) Initial estimated cost: \$300,000 Potential funding sources: » development contributions » Council contribution</p>
<p>B8. Rugby Street/Adelaide Road intersection and pedestrian crossing upgrade.</p>	<p>5-10 years</p>	<p>Priority 3 – Desirable; flexibility in terms of timing but link in with Basin Reserve improvements under Ngauranga to Airport Corridor Plan. Initial estimated cost: \$300,000 New funding required; Linked to Basin Reserve improvements Potential funding sources: » NZTA (53%) » development contributions » Council contribution</p>
<p><b>Bus stops</b></p>		
<p>B9. Adelaide Road bus stop consolidation, revised locations and upgrades (links to action A8 – bus stop plan).</p>	<p>Step 1: Planning 1-3 years Step 2: Construction 3-5 years</p>	<p>Priority 2 – Essential but flexibility in terms of timing; could be started now or could be linked to Adelaide Road corridor and streetscape upgrades in 7-10 years time Initial estimated cost: \$200,000</p>
<p><b>Way-finding improvements</b></p>		
<p>B10. Install way finding and directional signage for pedestrian cross routes.</p>	<p>3-5 years – short to medium term</p>	<p>Priority 2 – Recommended – flexibility in terms of timing; can be linked to Adelaide Road streetscape improvements/upgrades in the area but could also happen separately Initial estimated cost: \$3000</p>