



Part 3: Draft action plan

3.1 Achieving the vision for Newlands Centre

This section outlines the action plan for achieving the long-term vision for Newlands Centre. The action plan gives an overall picture of the Council's intentions in terms of Newlands Centre and allows for coordination and partnership with other organisations, landowners, developers and community groups.

Actions are set out in accordance with the following headings:

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

The tables show the indicative timing for actions, their relative priority and resourcing implications. Flexibility has been built into the Action Plan to recognise that some actions require further feasibility testing, and also to enable work programmes and new proposals to be developed in more detail over time. It also recognises the linkages of many of the actions with other related projects and work programmes and their timeframes, including private sector development proposals.

Actions have been given a timeframe for implementation – these will assist work programme planning and funding applications, and help ensure the vision is affordable for the Council and the community. The timeframes used in the action plan align with the concept plan timeframes in section 2.3 of this Plan, that is:

- **1–5 years** = short term
- **5–20 years** = long term
- **Ongoing** = continual action over time.

In terms of the importance of actions to achieving the vision, three levels of priority are identified:

- **Priority 1** = essential to achieving the vision
- **Priority 2** = important to achieving the vision
- **Priority 3** = valuable opportunity to achieve the vision as resourcing and funding becomes available.

A review provision is included in the action plan to ensure changes can be made to the Plan over time, and to enable progress to be measured.

3.2 Roles

Role of local businesses, retailers, landowners and developers

While the Council will play an important role in realising the vision, the majority of the development opportunities identified will only be successfully achieved with buy-in, motivation and investment from private landowners and developers, businesses and retailers. The Council will work with these interests as much as it can to encourage and stimulate development activity and investment in order to achieve the goals set out in this town centre plan.

Role of Council

The Council's role in revitalising Newlands Centre will take several forms from supporting and promoting positive change, to directing investment in public works and improvements. The Council has a real opportunity to work collaboratively on public and private initiatives to ensure that any redevelopment and/or infrastructure proposals maximise benefits to the community.

Role of other stakeholders

Many of the opportunities proposed in this Centre Plan will only be successfully achieved in partnership with others, including the community. Key stakeholders and potential partners for the Council in the revitalisation of Newlands Centre include:

Key stakeholders and potential partners	Relevant issues/roles
Landowners, investors, developers and business owners	Landowners; business owners; development of land and businesses
Business groups	Business-led initiatives; community networks
Residents groups and community groups	Community-led initiatives; community networks
Local schools	Primary and secondary education providers; landowners
Early childhood education providers (eg creches, kindergartens)	Early childhood education; landowners; community support and networks
Local churches and religious groups/ associations	Landowners; community support/ service/facility providers; youth groups
Other community service providers	Community support and networks
Wellington Tenth Trust	Kaitiakitanga
Te Runanga o Toa Rangatira	Kaitiakitanga
Greater Wellington Regional Council	Public transport strategy; park and ride facilities; bus services; travel planning; regional planning
Mana and Newlands Coach Services	Bus services
Ministry of Education	Schools; landowner
Housing New Zealand Corporation	Social and affordable housing provider; landowner

3.3 Funding

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

Some of the actions proposed can be achieved through existing or planned Council work programmes and budgets. Other actions may be able to be part-funded through other means, such as the re-investment of funding from the sale of Council land or other assets in and around Newlands Centre, or development contributions (for example improvements to Newlands Park).



3.5 Action Plan

3.4.1 Our Current Actions

Table 1 highlights that there are a number of projects and programmes currently underway (or committed to) that contribute to the achievement of the goals of the Newlands Centre Plan. These include the development and/or review of plans and policy frameworks, as well as upgrading and improving of Council owned infrastructure and assets.

TABLE 1: KEY PROJECTS PLANNED OR UNDERWAY

	Action	Completion date	Key linkages to Newlands Centre
A1	District Plan review: DPC 73 – suburban centres	Hearing complete in mid 2010	New controls and design guidance for development in the centre zone. Will support the aim of having higher quality and better designed buildings and spaces within the Centre.
A2	Housing upgrade programme – Batchelor Street flats	Construction scheduled for 2013–18 however proposal to bring forward to 2012/13	The upgrade will substantially improve the liveability and amenity of the housing and surrounding open spaces, providing benefit for tenants as well as the surrounding neighbourhood and the Centre itself. Bringing forward the upgrade construction date will better align with the proposed supermarket development and McMillan Court car park and public space upgrade, providing a significant boost to the attractiveness and vitality of Newlands Centre. Note: The Plan includes an action to investigate the feasibility of undertaking a comprehensive redevelopment of the Batchelor Street housing units – refer <i>Action A18</i> .
A3	Construction of new public toilets in Centre	Construction due 2011/12, but aligned with supermarket development and McMillan Court car park / public space improvements – see <i>Action A5</i>	The current public toilets are in a poor state of repair and are located on the site proposed for the supermarket development. Council funding of \$120,000 for new public toilets in this area has been identified for several years but construction has been delayed in order to integrate with the proposed supermarket development and associated car park and public space improvements.
A4	School travel plan preparation	Within 5 years	The Council is working with schools across the city to develop school travel plans to help reduce congestion and to improve safety. Working with Newlands Primary and Bellevue Primary to prepare a school travel plan will help increase safety in and around the Newlands Road area and help address congestion issues.

3.4.2 Priorities for new funding

The 2009–19 LTCCP does not currently identify any capital funding for any upgrades or improvements works associated with the Newlands Centre Plan (excluding the funding for the new public toilets and the upgrade of the Batchelor Street flats). The Centre Plan identifies a number of actions that would significantly contribute to the revitalisation of Newlands Centre.

Table 2 identifies a key project considered essential to facilitating the proposed supermarket development and hence kick-starting revitalisation of the Centre. This project requires consideration as part of the 2011/12 Annual Plan process.

TABLE 2: ACTIONS ESSENTIAL TO SUPPORT REVITALISATION

	Action	When	Priority	Resources	Potential partners
A5	<p>McMillan Court car park upgrade and public space improvements including improvements to:</p> <ul style="list-style-type: none"> • the main shopping centre entranceway from Bracken Road • the pedestrian access ramp and steps up from Bracken Road into the shopping centre • the key north-south pedestrian route (the link from Stewart Drive past the existing shops to Newlands Road) • the junction of the north-south and east-west pedestrian routes between the end of the existing shops and the proposed supermarket. <p>Also includes implementation of parking restrictions within McMillan Court to support shoppers and short-stay visitors.</p>	<p>1 – 5 years (short-term)</p> <p>Critical link to proposal for new supermarket – helps facilitate development</p>	Priority 1	<p>New funding required. Reinvest funds from any road stopping and sale of Council-owned land.</p> <ul style="list-style-type: none"> • Indicative cost estimate: \$600k approx. (requires further work to finalise estimate for Annual Plan consideration in 2011/12) <p>Requires input from Infrastructure, Urban Design, Property, Development Planning, City Planning and Parks and Gardens.</p>	Businesses, landowners

TABLE 3: OTHER PROPOSALS FOR FUTURE FUNDING

Table 3 identifies several other projects that are considered important for the revitalisation of Newlands Centre, but are of a lesser priority. These projects require further detailed investigation, design and costing to quantify and confirm their feasibility, design and cost. On completion of this work, projects would be included for consideration as part of future Annual Plan/LTCCP prioritisation processes.

	Action	When	Priority	Resources	Potential partners
A6	<p>Undertake additional planning studies to establish the feasibility and design of the following proposed projects:</p> <p>(a) The proposed 'shared street' connection between Batchelor Street and the main McMillan Court shopping area (east-west link)</p> <p>(b) The formalisation and upgrade of other car parking areas within the centre including the Council-owned land adjacent to the Tavern</p> <p>(c) Upgrade/improvement of the key pedestrian focal point/public space area between the existing McMillan Court shops (under glass canopy).</p>	<p>1-5 years (short term)</p>	Priority 2	<p>New funding required.</p> <p>Potential to align with the McMillan Court car parking upgrade and public space improvements.</p> <p>Requires input from Infrastructure, Property, Development Planning, City Planning, Parks and Gardens and Urban Design.</p>	Business owners/operators, landowners
A7	<p>Investigate other pedestrian improvements in and around Newlands Centre including:</p> <ul style="list-style-type: none"> • improved pedestrian safety and access in the Newlands Road, Bracken Road, Stewart Drive and Batchelor Street areas, including improved access across Newlands Road connecting with Newlands Park, schools and public transport • kerb extensions to increase pavement widths and reduce road widths at key pedestrian crossing/ access points and corners • squaring off of the Bracken Road/Stewart Drive corner to help reduce vehicle speeds and improve pedestrian safety. 	<p>1-5 years (short term)</p>	Priority 2	<p>New funding required.</p> <p>Some elements may be able to be funded from existing roading improvement and pedestrian safety budgets.</p> <p>Requires input from Infrastructure and Urban Design.</p>	Landowners

3.4.3 Working with others

Achieving the vision and realising the opportunities in this Centre Plan will require partnerships and good working relationships between key public and private sector agencies (including the Council) and the community. Tables 4 and 5 identify key actions for the Council in working with others to achieve the Centre Plan's goals.

In addition, communicating the Centre Plan's vision is particularly important to achieving the goals of the Plan and to ensuring momentum is maintained in its implementation – see Table 6.

TABLE 4: ENCOURAGING DEVELOPMENT OF KEY OPPORTUNITY SITES

	Action	When	Priority	Resources	Potential partners
A8	Support revitalisation of key opportunity sites by working with private owners and developers to better realise land development opportunities and options, for example: <ul style="list-style-type: none">• the Tavern site• Newlands Road shops• the medical centre site• the old bakery building• existing retail shops fronting McMillan Court.	Initial focus 1–5 years, but ongoing as new private developments are proposed	Priority 1	Existing resources. Requires input from Project Management Office, Urban Design, Development Planning, City Planning and Property.	Landowners, Business owners/operators

TABLE 5: WORKING WITH KEY STAKEHOLDERS

	Action	When	Priority	Resources	Potential partners
A9	<p>Liaise with key public sector agencies to ensure consistency with the Centre Plan aims, including:</p> <p>a. Greater Wellington and local bus companies to ensure integration and consistency with bus network plans.</p> <p>b. Greater Wellington to ensure good pedestrian and cycle links to public transport facilities and the provision of secure bicycle parking areas within the centre and/or in conjunction with public transport.</p> <p>c. Housing NZ (and housing trusts) and developers to investigate opportunities to provide affordable housing and quality medium density housing within and around the Centre.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>1-5 years (short term)</p>	<p>Priority 2</p> <p>Priority 3</p> <p>Priority 3</p>	<p>Existing resources.</p> <p>Requires input from Transport Planning.</p> <p>Requires input from Infrastructure, Transport Planning.</p> <p>Requires input from City Planning, Urban Design and City Housing.</p>	<p>GWRC, local bus companies</p> <p>Developers, land owners, Housing NZ, property trusts</p>
A10	<p>As part of new private sector development proposals, work with landowners, business owners and operators to:</p> <p>a. Ensure active building frontages and good quality pedestrian provisions</p> <p>b. Ensure good design and layout of vehicle access, servicing and car parking</p> <p>c. Ensure good quality landscaping, planting and surface treatments</p> <p>d. In relation to the properties fronting Newlands Road, investigate the introduction of a service lane to the front of these properties with any significant private redevelopment proposal to help improve the functioning of this area and safety for pedestrians.</p> <p>e. Work with landowners to ensure good design proposals for any redevelopment of the following key sites:</p> <ul style="list-style-type: none"> • the corner of Newlands Road and Atkinson Street, and along the northbound Newlands Road frontage • the corner of Bracken Road and Newlands Road • the eastern corner of Stewart Drive and Batchelor Street. 	<p>Ongoing – as private development proposals are proposed</p> <p>5-20 years (long term) Dependant on private sector development proposals</p> <p>5-20 years (long term) Dependant on private sector development proposals</p>	<p>Priority 2</p> <p>Priority 3</p> <p>Priority 3</p>	<p>Existing resources.</p> <p>Requires input from Urban Design, Development Planning, Infrastructure, City Planning</p> <p>Existing resources. Any subsequent roading construction works could require new funding.</p> <p>Requires input from Urban Design, Infrastructure, Development Planning, City Planning</p> <p>Existing resources.</p> <p>Requires input from Urban Design, Development Planning, Infrastructure, City Planning</p>	<p>Landowners, business owners / operators</p> <p>Landowners, business owners / operators</p> <p>Landowners, business owners / operators</p>

TABLE 6: CENTRE PLAN COMMUNICATION

	Action	When	Priority	Resources	Potential partners
A11	<p>Ensure on-going communication of this Plan's initiatives to the community, public-sector organisations, and the private sector (including landowners, business owners and operators).</p>	Ongoing	Priority 1	Requires input from External Communications and Marketing	Community, business groups, other agencies and developers

3.4.4 Working within Council

The Council also has to ensure its own operations and activities are consistent with and help support the achievement of the Centre Plan's goals. Table 7 highlights actions that are important to the Centre Plan and that the Council has direct responsibility for. They include for example, ensuring adequate project support, ensuring supporting policy frameworks including the District Plan and finance policy, Asset Management Planning, and investigating potential development opportunities and options for Council-owned land.

TABLE 7 – WORKING WITHIN COUNCIL

	Action	When	Priority	Resources	Potential partners
A12	Ensure on-going project support for initial implementation phases of the Centre Plan.	1-5 years (short term)	Priority 1	Requires re-prioritisation of existing resources. Requires input from Project Management Office.	
A13	Review and amend Asset Management Plans and operational policy to ensure Council infrastructure works, upgrades or improvements are consistent with the aims of the Newlands Centre Plan.	Ongoing and as new projects are confirmed through the LTCCP/ Annual Plan process	Priority 1	Existing resources. Requires input from Infrastructure, Transport Planning, Parks and Gardens, Urban Design, City Planning.	Capacity
A14	Review Council's development contributions approach for Newlands Centre to ensure the growth component of new infrastructure is adequately included.	1-5 years (short term)	Priority 2	Existing resources. Requires input from Policy, Finance and Parks and Gardens.	Landowners, property developers
A15	Undertake a master-planning exercise for the Newlands Park area to develop up more detailed plans for future use of the park as a sportsfield and community park. To include consideration of new facilities such as a new playground, incorporation of an all weather track/fitness course, a walkway link to Robert Street and the expanded youth facilities. Would also consider the provision of parking and better drainage facilities to support the park's operation.	1-5 years (short term)	Priority 2	Existing resources. To be led by Parks and Gardens. Requires input from City Planning, Infrastructure, Transport Planning, Urban Design, City Communities, Property. Implementation would take place in the long term (5-20 years) and would require new funding.	Landowners, Capacity
A16	Investigate specific opportunities to improve the utilisation and efficiency of Council property assets to help achieve the revitalisation goals of the Centre Plan, including: a. Investigating the opportunities and their feasibility for the use and/or redevelopment of the former Community House site (Council-owned reserve land). b. Investigating the feasibility of re-opening Atkinson Street to limited vehicle traffic (e.g. left-in left-out). c. Working with the Newlands Volunteer Fire Brigade to explore the relocation of the Newlands Fire Station to a larger, more fit-for-purpose site.	1-5 years (short term) 1-5 years (short term) 1-5 years (short term)	Priority 2 Priority 2 Priority 3	Existing resources. Requires input from Property, Infrastructure, Transport Planning, Urban Design, Parks and Gardens, City Communities, City Planning, Development Planning. Implementation would be dependant on the results of the work undertaken – likely to take place in the long term (5-20 years) and would require new funding.	Landowners, Business owners/operators

	Action	When	Priority	Resources	Potential partners
A17	Undertake a safety audit of Newlands Centre, prior to the planned supermarket development and car park/public space improvements, to identify and help address public safety concerns.	1–5 years (short term) – likely to take place in 2010/11.	Priority 2	Existing resources. To be led by City Safety. Would require input from Urban Design, Infrastructure, Parks and Gardens, Property, City Planning. Implementation would be dependant on the results of the audit and would require new funding.	Community, landowners, business owners / operators
A18	Investigate the feasibility of comprehensively redeveloping the Council housing units located on Batchelor Street. Would include identifying potential partners.	Short term – complete study before start of scheduled upgrade works (Action A2).	Priority 2	Existing resources. To be led by City Housing Project team. Requires input from City Planning and Urban Design. Implementation would require new funding and/or partnership with third party(s).	Housing NZ, other investors/ developers

3.4.5 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 Centre Plan are reviewed and adjusted as necessary.

TABLE 8 – MONITORING AND REVIEW

	Action	Completion date	Key linkages to Newlands Centre
A19	Monitor and report on progress against the goals and actions in the Centre Plan every 2 years.	Priority 1	Existing resources. Requires input from Project Management Office.