

An architectural rendering of Cathedral Square in Christchurch. The scene depicts a vibrant public space with a large, modern building in the background. In the foreground, a grassy area is populated with people: a couple stands looking at a large, abstract, blue and white sculpture; a band performs on a small stage; and children play on the grass. Seagulls and pigeons are scattered throughout the scene, adding to the sense of a lively, urban environment. The sky is a mix of blue and soft, hazy clouds. Decorative graphic elements include vertical blue stripes on the left and concentric blue and white arcs on the right and bottom left.

# WHITI-REIA CATHEDRAL SQUARE

## OUR LONG TERM VISION

REGENERATE  
CHRISTCHURCH  
TE KOWATAWATA









# EXECUTIVE SUMMARY

Cathedral Square is our living room: the heart of our city, and the place for us to gather, celebrate and join in rituals and festivals together. While once full of people, it is time for the Square to fulfil its role again. Thus our vision – a strategy to restore our heart and bring it back to life.

This strategy is centred around five regeneration initiatives:



## **A series of interconnected spaces:**

Transform the Square into three interconnected spaces bound together by water and our cultural heritage.



## **Respecting and celebrating our unique cultural heritage:**

Whiti-reia – bringing Maori ideas of culture and faith and embedding them into our heart.



## **Greening the Square:**

Combining elements of soft and hard landscapes, and sculptured landforms.



## **A focal point for activity:**

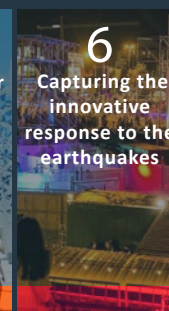
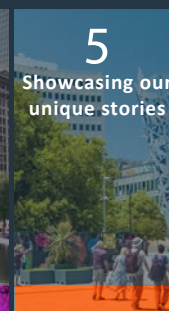
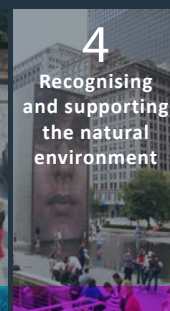
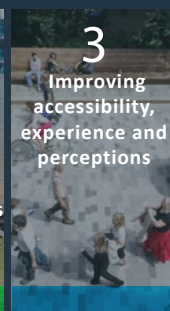
Social regeneration is the key to success, providing places for people. This could be a spectacular pavilion, covered space, or simply a well-appointed event space.



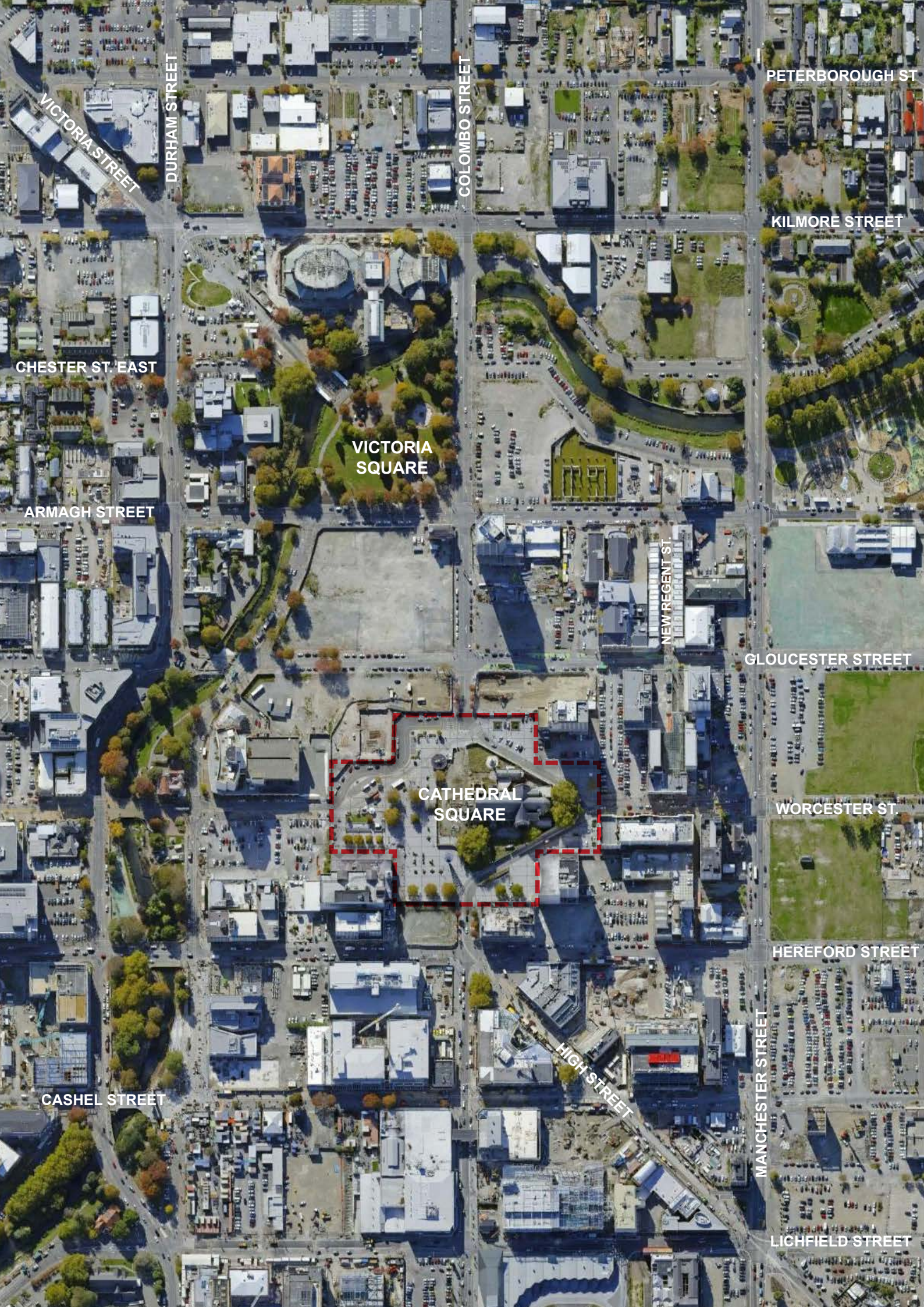
## **Enabling activation:**

An event-ready space, strong partnerships, good infrastructure and a shared commitment to bring people to a place that reflects their history, culture and ideals will be crucial to the successful regeneration of the heart of our city.

## REGENERATION OBJECTIVES







DURHAM STREET

VICTORIA STREET

COLOMBO STREET

PETERBOROUGH ST

KILMORE STREET

CHESTER ST. EAST

VICTORIA SQUARE

ARMAGH STREET

NEW REGENT ST.

GLOUCESTER STREET

CATHEDRAL SQUARE

WORCESTER ST

HEREFORD STREET

CASHEL STREET

HIGH STREET

MANCHESTER STREET

LICHFIELD STREET



# ABOUT THIS STRATEGY

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This strategy has been developed by Regenerate Christchurch with input from a range of stakeholders including landowners, interest groups and the wider community.

This is a non-regulatory strategy developed under the Greater Christchurch Regeneration Act 2016 to be considered by agencies including the Christchurch City Council. It is consistent with the Christchurch Central Recovery Plan (CCRP) and other recovery plans.

Since releasing our early draft concept in July 2017 Regenerate Christchurch has continued to directly engage with individual property owners who hold key sites with some exciting results. The delivery and optimisation of these opportunities is predicated upon, and will depend on, the successful implementation of a coherent strategy for Cathedral Square.

As the city's regeneration evolves, the strategy will need to respond and adapt.

## PURPOSE AND CONTEXT

There has been significant public investment in the Central City through the CCRP and its associated projects (for example the Town Hall, Tūranga/ New Central Library, Ōtākaro Avon River Corridor, Performing Arts Precinct, and Te Pae/Convention Centre). Despite the current investment by Council and Crown and early private sector movers, there continues to be a lack of clear direction about the purpose and future function of Cathedral Square. The area has been described as lacking an identity as well as being dull and neglected, particularly in light of recent positive investment in surrounding precincts and projects. This has resulted in a lack of regeneration momentum and a disjointed Central City experience that has negatively affected the identity of Christchurch and its ability to attract and leverage investment.

This strategy includes a spatial vision that is underpinned by an incremental implementation approach with first steps focused on specifically restoring Cathedral Square as a focal point for activity. The spatial vision is a flexible framework that illustrates the vision for the area. This concept is formed from guiding principles and is not intended to be a rigid master plan for what should be delivered. The next step will be to develop a delivery strategy that involves working with Council to establish the specific steps to begin the process of implementation.

## GEOGRAPHIC SCOPE

This strategy primarily focuses on Cathedral Square. However due to the importance of understanding the context, it also includes a broader study area.

Because of the strategic importance of the Square and its role as the central point for the central city, the broader study area is bound by Hereford Street to the south, Kilmore Street to the north, Cambridge Terrace to the west and Manchester Street to the east. This area has been identified due to its importance to the city's overall connectivity, the collection of significant public spaces and assets, the noticeable absence of vibrancy and regeneration momentum, and its close proximity to many of the precincts identified in the CCRP.

## THE VISION FOR CENTRAL CITY

This strategy builds upon the Christchurch City Council's vision of a "City of Opportunity For All" and the CCRP vision:

"Central Christchurch will become the thriving heart of an international City of around 500-700,000 people. It will draw on its rich natural and cultural heritage, and the skills and passion of its people, to embrace opportunities for innovation and growth. Redevelopment will acknowledge the past and the events that have shaped the city, while reflecting the best of the new."

The CCRP also outlines that Cathedral Square will once again become the civic heart of central Christchurch. It will be actively used day and night, be greener than before and be suitable for use in a range of weather conditions. Retail and accommodation around the Square will complement the Convention Centre and Central Library.

REGENERATION  
ENCOMPASSES  
RESHAPING THE CITY  
TO SUPPORT THE  
COMMUNITY'S SOCIAL  
ECONOMIC, CULTURAL  
AND ENVIRONMENTAL  
WELL-BEING AND  
RESILIENCE. THE RESULT  
WILL BE A VIBRANT CITY  
WHERE CURRENT AND  
FUTURE GENERATIONS  
CAN GROW, CONNECT  
AND THRIVE.

## CHRISTCHURCH

The area now known as Christchurch is of special cultural and historical significance to Ngāi Tahu. Prior to European settlement, Ngāi Tahu — and Ngāti Mamoe and Waitaha before them — maintained numerous permanent and temporary kāinga and pā (sites of settlement) within the greater Christchurch area. Those within and near the Central City included:

### Waipapa (Little Hagley Park)

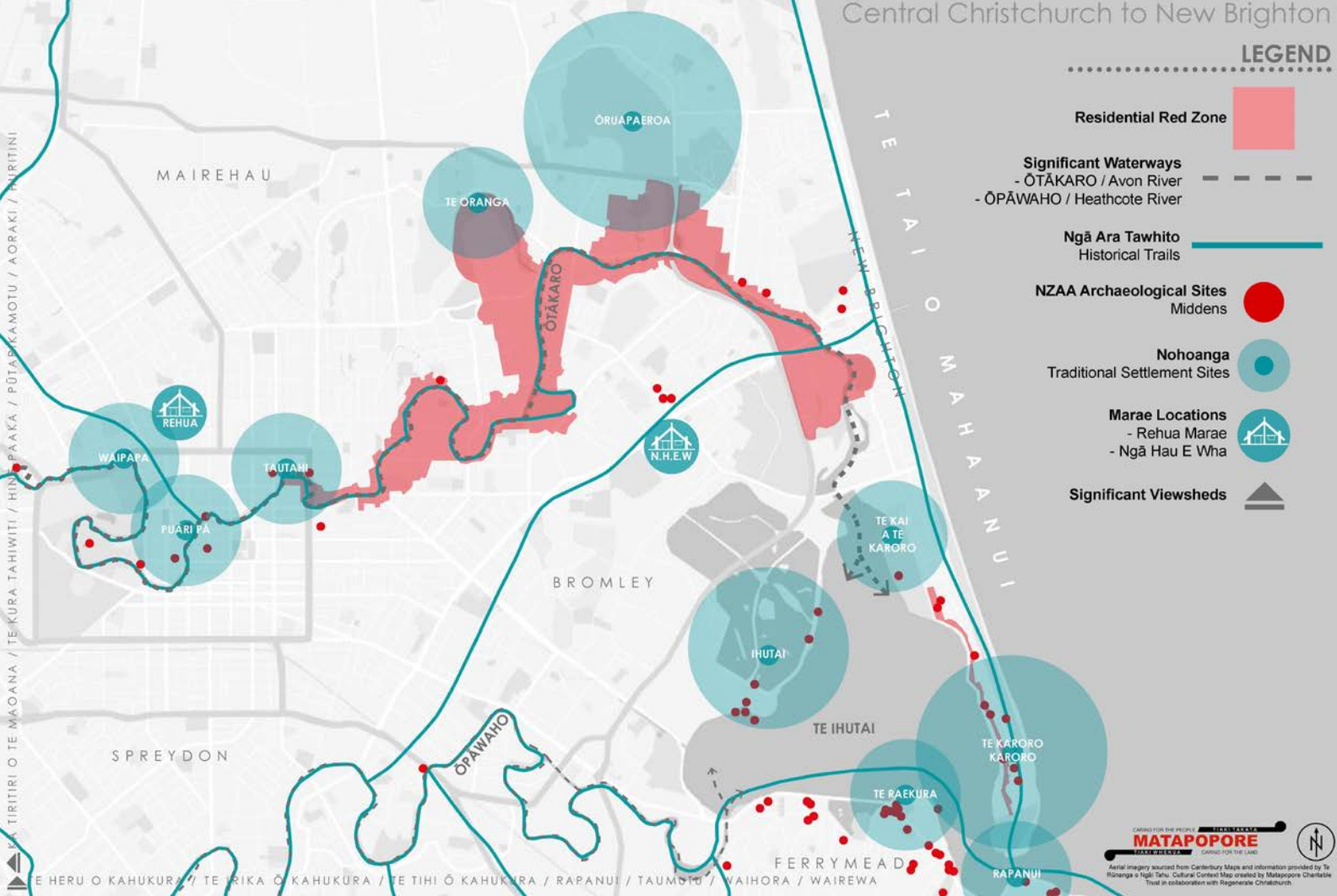
A pocket park located by Carlton Mill Bridge which was set aside in 1862 for Māori to use as a meeting or resting place when they visited Ōtautahi.

### Puari (Market Place / Victoria Square) and Tautahi (The Bricks, CBD)

Puari and Tautahi were the names of two pā sites of early Waitaha settlement. They stretched along the banks of the Ōtākaro Avon River at Victoria Square out to Bealey Avenue and were occupied during the years between 1000 and 1500; little is known about the settlements or their occupants, however many taonga have been found in this region that suggests that at its height the pā would have been home to an estimated 800 Waitaha people. The burial place or urupā for Puari Pā was situated where the old Public Library and police station once stood at the intersection of Cambridge Terrace and Hereford Street. The location of both pā and their close proximity to loops of the Ōtākaro Avon River is evidence that there was an important relationship between the pā sites and the act of mahinga kai.

From their settlements, Ngāi Tahu gathered and utilised natural resources from the network of springs, waterways, wetlands, grasslands and lowland podocarp forests that thrived along the area's waterways, such as the Ōtākaro (Avon) - a wāhi taonga (highly valued treasure) for mana whenua.

The Ōtākaro was part of an important network of trails that provided Māori with a safe access route through the swampy marshlands of Ōtautahi. It gave them easy access to other mahinga kai sites located throughout the wider Canterbury region. At this time the Cathedral Square area was known as Whiti-reia.



Early European settlers established port settlements in the safe harbourage of Horomaka / Banks Peninsula and formed a track from Horomaka / Banks Peninsula along what is now Ferry Road /High Street and Colombo Street to the Maori village on the western banks of Ōtākaro Avon River.

In 1848, Captain Thomas placed the principal town of the Canterbury Association's settlement at a point on the river where those coming up river first encountered higher, drier ground. Thomas's plan for Christchurch adopted the rectangular grid of colonial settlement for ease of survey and to facilitate land sales. Two diagonal streets (High Street/Ferry Road leading to Ferrymead, Heathcote and Sumner, and Victoria Street/Papanui Road leading to the Papanui Bush), and the river itself, broke the regularity of the grid, following the paths of both Maori, and European settlers.

Core to the plan were three green squares named after protestant martyrs, Latimer, Ridley and Cranmer. Ridley (now Cathedral) Square, was intended as a grand centre for the city and a site of the proposed Cathedral and grammar school. From these times, its location has meant the Square became a premium gathering place, fulfilling the descriptor of “the city’s living room, the streets leading to it the hallways”. Many of the City’s most prominent buildings and activities congregated here, including the Post

Office, Government Treasury, Cathedral, banks and commercial buildings. Today, 32 significant cultural heritage structures and buildings remain, providing a backbone to the area.

The primary functions have always been:

- a place of exchange – ideas and goods,
- a place of spirituality,
- a place of knowledge,
- a place of welcome,
- a meeting place.

As Cathedral Square occupies and defines the physical, social and historical centre, it remains critical to the central city and indeed Christchurch.

# EVOLUTION OF CATHEDRAL SQUARE

Right from the city's first plans in 1850, Cathedral Square and the wider Central City have been subject to numerous redesigns in response to changing demands and expectations. For example, the last 25 years have seen no less than seven projects.

1992	City Alive: A Sketchbook Study of Public Open Space in the Central City
1994	Plans for Cathedral Square redevelopment
1997-2000	Construction of a new Cathedral Square design
2000	The Central City Revitalisation Strategy
2001	The Press' Fix the Square campaign, and Towards Completing The Square design
2009/ 10	Public Space Public Life Study and A City for People Action Plan
2012	The Christchurch Central Recovery Plan (including addenda)

Each of these reports, plans and strategies identifies Cathedral Square as a premier public space, a destination, an interchange, an activity centre with its own identity, and a key element in the success of the Central City. They seek quality public spaces, connections and uses to support increased activity and vibrancy that complements the Boulevard, Victoria Square, Ōtākaro Avon River and surrounds.

However, Cathedral Square cannot be considered in isolation from the dynamics of the wider central business district immediately adjacent to the Square, and the links from nearby people-attractors such as the Arts Centre. A consistent theme has been to enhance the public realm in the Square, stimulating and encouraging renewed growth beyond the immediate Square environment, with public-sector development prompting private sector investment.

## CATHEDRAL SQUARE PROJECTS 2000-2001

While each Cathedral Square project has sought to resolve long-standing issues of vibrancy and accessibility, the current design (completed in 2000) received public criticism. The issues identified (including paving, lack of activity, lack of shelter and lack of purpose) were compounded by few active uses in the buildings around the Square, resulting in a deserted landscape outside business hours.

In response to The Press' "Fix the Square" campaign, the 2001 "Towards Completing The Square" plan proposed:

- a 'western grove' of tree plantings,
- a market in the northwest quadrant,
- a 'northern pavilion' to incorporate a small Police presence, community volunteer space,
- 24-hour café, toilets, storage and shelter.

While well received, these components were not implemented primarily due to a lack of funding after implementing the 2000 design. The Square has continued to underperform, failing to deliver the transformation and spinoff investment expected.





A Green City

## The Square

Te Rīpeka

*The Square will once again be the civic heart of central Christchurch.*

### **The place to be**

Meet friends, eat lunch, listen to music, enjoy the city's passing parade – the Square will always entertain.

### **Larger and smaller spaces**

A main square will be identified, complemented by a series of smaller squares and oriented toward activities around it. There will also be more trees and plantings.

### **A year-round space**

Shading of the Square will be better managed. Lower buildings on the north side will allow more sunlight to penetrate, creating a warm, sheltered environment encouraging people to linger and enjoy the space.

### **Day and night**

Civic facilities such as the Central Library and the Convention Centre will give life to the Square for most of the day. The return of entertainment facilities such as cinemas, performance spaces, cafés and restaurants will be encouraged to make it vibrant and safe during the night as well.

### **Style and heritage**

New buildings around the Square will enhance its unique Maltese cross shape and inspire, and activate and frame the city's civic heart.

Other aspects of the Square will remain less certain while surrounding developments are considered. However, space will be kept for a new cathedral.



Location Plan



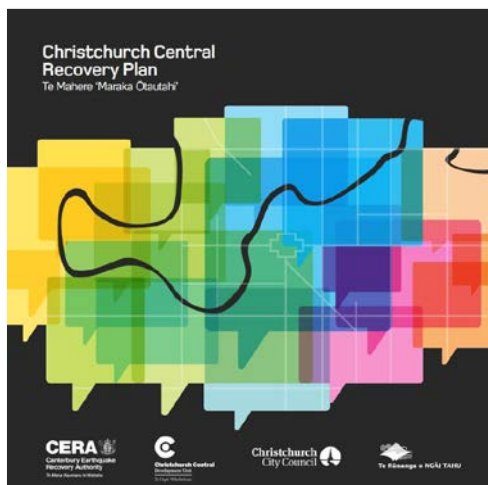
Jean Batten Place, Auckland



Te Ara Tāhuhu Walkway, Rydemark, Auckland



St Patrick's Cathedral, Auckland



## POST EARTHQUAKES: THE CCRP (CHRISTCHURCH CENTRAL RECOVERY PLAN)

Significantly, the CCRP describes Cathedral Square as the civic heart of central Christchurch and identifies a main Square complemented by smaller squares oriented to the activities around it. More trees and plantings are proposed. In the immediate vicinity, it proposes the Convention Centre Precinct, the Performing Arts Precinct and the New Central Library - Tūranga, all being progressed by Ōtākaro Ltd.

The CCRP also highlights accessibility: all buildings, open spaces, streets and facilities should be safe, accessible and people-friendly. It explicitly specifies pedestrian connections through the Retail Precinct and South Frame.





# THE STRATEGIC CASE FOR INTERVENTION

The 2012 CCRP was built on the Council's 2011 draft Central City Plan. It sets out "compelling economic reasons to invest in a new Central City" beginning with the relationship between Christchurch's productivity and the prosperity of the Canterbury region as a generator of about 12% of New Zealand's gross domestic product (GDP). The city's historical strengths in many high-value sectors pointed to its "substantial contribution to New Zealand's economic growth".

A "well-formed and vibrant city centre" would produce "economic and social benefits by bringing people together for business, cultural or social activities". The CCRP states that "Greater Christchurch deserves an exciting and sustainable central city that attracts permanent residents to live, work and play in an environment that is safe, accessible to everyone and responsive to future changes".

The Christchurch Economic Development Strategy 2017 (CED Strategy) identified "a connected, engaging and thriving Central City" as one of its Big 5 Game Changers. It noted that a central business district is a window into a city, and that Christchurch must complete its Central City regeneration to play an integral part in attracting people, visitors and new businesses.

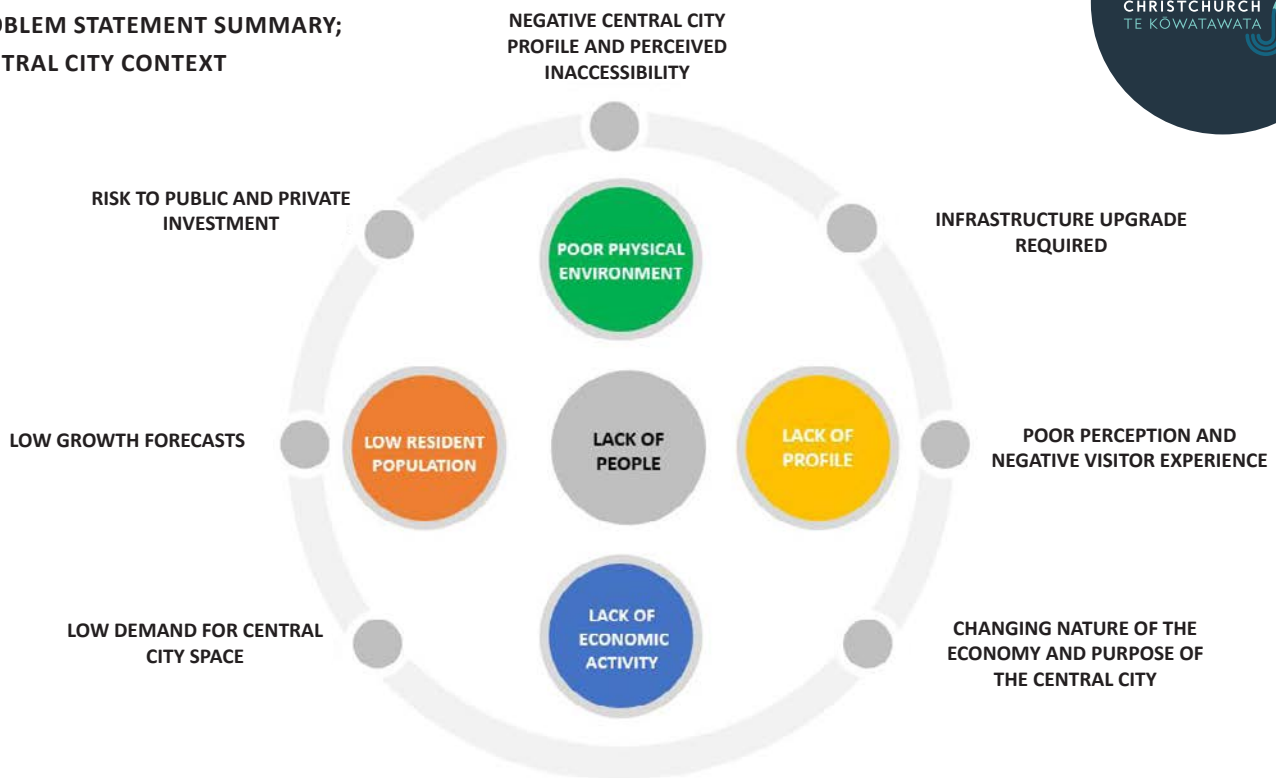
## IMPROVING CHRISTCHURCH'S PROFILE

Christchurch, like other cities world-wide, is in transition in response to an ageing workforce, increasing technological change and greater global competition for labour. By 2031 there will be over 70,000 job vacancies that cannot be filled by current natural population growth. Maintaining competitiveness is essential (CED Strategy).

Attracting new residents to Christchurch is driven largely by quality of life. Providing a quality experience in a city with a strong identity is fundamental. A strong profile attracts talent, investment, and visitors, including international students. The CED Strategy identified a compelling Christchurch city profile as a key influence in the city's medium to long-term growth and prosperity.

Cathedral Square is central to the identity of Christchurch, as it is quite literally and figuratively at the heart of the city, where people gather for significant ceremonies and events as well as less formal activities. As a prime focal point, it shapes perceptions of the city for both visitors and residents, and acts as a connecting hub to other Central City precincts, attractions and facilities.





## THE CURRENT STATE OF PLAY

Stakeholder consultation, market research and technical reports have identified numerous issues with Cathedral Square, many of which pre-date the earthquakes. These have influenced the noticeable absence of the momentum apparent in other areas of the Central City. Issues include:

- **A substandard built environment:**

The size, layout and quality of the Square does not perform well, with large areas of open space, limited active edges, poor outdoor event space and inadequate connections to other destinations.

- **Absence of people:**

With limited activities, the area is not a significant drawcard for the community, particularly younger and older people.

- **Lack of residents:**

Christchurch has lacked the Central City residents who could contribute to vibrancy, particularly the evening economy.

- **The need to act now:**

Cathedral Square cannot wait for broader economic and structural solutions. Action is urgently required to address (at a minimum) the substandard built environment and the limited numbers of people engaged in activity there.

This strategy will drive the regeneration of Cathedral Square and begin to create a strong, recognisable city profile. Central to success and rapid implementation is the creation of a place with a strong identity that acts as a focal point for events and activity to stimulate investment. This will require the use of a transitional approach to projects to demonstrate and drive the vision. These will support further public and private sector investment, particularly where development is unlikely in the short term, due to a lack of demand.

The vision proposed will leverage off and support the considerable expenditure to date on the almost-completed New Central Library - Tūranga, the Convention Centre, the Town Hall, the first stages of the Performing Arts Precinct, an Accessible City and the Te Papa Ōtākaro/ Avon River Precinct/ Victoria Square enhancements - over a \$1 billion dollar public investment. Without the completion of the public realm in the Square and other interventions identified in this strategy, the significant public and growing private investment is at risk of not delivering on the objectives upon which they were predicated.

The city is on the path of recovery – but with the core of the Central City, and more specifically Cathedral Square, lacking momentum, now is the time to galvanise this direction through careful and sustained investment. Focusing on quality public spaces directly drives repopulation, supports agglomeration and consequently, grows GDP. The redevelopment and regeneration of Cathedral Square has the potential to act as catalyst for change and a new wave of growth for the Central City and greater Christchurch. This new form of growth will require working collaboratively with landowners to enable activity-driven improvements where appropriate and a coordinated approach is required.





January 2017- Background information collated



February 2017- Market research

The market research consisted of a series of three group discussions with Christchurch residents.



4 March 2017- Regenerate Christchurch team at the Holi Festival of Colours

The team was present at the Holi Festival of Colours to talk to the community about what they would like to see happen in Cathedral Square and the surrounding area to help regenerate the area.



March 2017- Reference group established

The reference group consists of key members of the community who have an interest in the Cathedral Square and Surrounds project and are passionate about this area.



March 2017- Property Owners Workshop

Property owners in the Cathedral Square and surrounding area were invited to a workshop to discuss the regeneration of the area.



May - July 2017- Engagement with property and business owners



31 July - 21 August 2017 - public engagement on draft concept and key moves for area



1 December - Release of engagement findings on draft concept and key moves for the area



January - June 2018 - Targeted engagement with cultural heritage experts and adjacent property and business owners



# PUBLIC ENGAGEMENT

Since the earthquakes, there has been significant public engagement undertaken. While Regenerate Christchurch was not established until mid - 2016 and work on the strategy for the Square did not begin until early 2017, information gathered since 2011 by other agencies informs this strategy.

It's underpinned by project-specific engagement with a range of stakeholders. It draws upon the array of information that has been collected since the earthquakes, such as Share an Idea, resident satisfaction surveys and targeted engagement with interest groups, as outlined in the diagram below.

## SHARE AN IDEA

The successful Christchurch City Council "Share an Idea" campaign (May to June 2011) and the "Tell us what you think" campaign (August to September 2011) generated over 100,000 comments between them, and involved a public expo, public workshops, road shows, stakeholder briefings, public hearings and a significant online presence.

Themes to emerge through this engagement included: green spaces, people, shopping, cafes and restaurants, and a greener Cathedral Square. These themes were used to inform the more recent project-specific engagements.







Cathedral Square and surrounds Reference Group; Site walkaround March 2017

## PROJECT-SPECIFIC ENGAGEMENT

Regenerate Christchurch carried out specific engagement with Iwi representatives. This included Mahaanui Kurataiao Limited providing cultural heritage advice, and Matapopore Charitable Trust providing design advice as a member of the project team and preparing a Cultural Design Strategy.

Three focus groups in February and March 2017 covered:

- perceptions, uses and aspirations for the area
- views on 'Share an Idea' common themes
- responses to reference images
- opinions on function and role (e.g. entertainment centre, cultural centre, etc).

A Facebook survey sought feedback on:

- awareness of current projects in the area
- experiences in the area (positive and negative) and aspirations, including how people would like to be involved.

Targeted engagement included working with a Reference Group that included participants/members from Iwi, different communities of interest and the area. Topics discussed with the reference group included:

- the size of site and blocks, scale and size of buildings

- cultural heritage
- laneways and other pedestrian routes (type, number and purpose)
- different kinds of public spaces
- new and old buildings
- events and community activities.

Engagement with property owners, business operators and stakeholders focussed on their knowledge/interest/business. This occurred through:

- a property owners' workshop, followed up by over 60 individual discussions with private property owners and business operators
- property council, Central City Business Association and Multicultural Council presentations
- a workshop with heritage groups in the city.

Other Regenerate Christchurch engagement included:

- specific youth engagement exercises
- targeted engagement with Council officers and regeneration partners
- three Christchurch Dilemmas videos (over 75,000 views)
- A draft Concept released for public engagement, testing regeneration initiatives in and around the project area. The concept received 700 responses in three weeks.





# FEEDBACK FROM PUBLIC ENGAGEMENT

Analysing the feedback from all the engagement activities and sources identified enduring themes that were common across all engagement activities, as well as some that have emerged in more recent engagements.

## ENDURING THEMES

Significantly, some of the feedback on the draft concept is consistent with 'Share an Idea' feedback. Enduring themes include:

- catering to residents, tourists and visitors; providing a bustling and vibrant atmosphere, places to gather and to eat, drink, shop and work, and be safe
- entertainment and activities to bring people to the area, such as regular markets, cafes and bars, food stalls, buskers, niche shops, and interactive activities
- urban living on upper floors to bring 'hustle and bustle' and economic value
- upgraded streets and laneways to improve accessibility
- respecting heritage buildings and statues, but mixing with new styles
- introducing nature (greenery) and water features
- keeping the area well maintained
- providing a respectful place for mana whenua.

## EMERGING THEMES

New themes emerged in the later engagements when the draft concept was released in July 2017, including:

- Permanent buildings on the northern edge of Cathedral Square were not supported by some, because they might change the geometry of the square, block views and introduce shading (there was more support for non-permanent structures to introduce the right mix of activities and excitement to draw people in during the rebuild.)
- Multi-use spaces were supported, provided they could host larger events
- Poor quality development could set regeneration efforts back. Efforts should focus on ensuring proposed buildings are of high quality and, together, create a distinct character

- Development needs the population to ensure success; the developments must draw people in from the suburbs, as well as attract tourists
- Spaces need to be inclusive for all ages and cultures, and be youth-friendly
- There was strong support for making the area more pedestrian and cyclist-friendly, but clarity was needed regarding how transport and parking in and around the Square will work for hotel guests, service deliveries and taxis.

## RESPONDING TO THE FEEDBACK

In response to the comments received on the draft Concept, a number of changes have been made to the final initiatives and approach proposed in this strategy. Key changes include:

- The concept of a pavilion instead of permanent buildings on the northern edge of Cathedral Square
- Extension of the concept of greening the Square, including incorporating low impact urban design
- A stronger focus on more immediate actions and activation to align with a desire for prompt delivery of the strategy
- Creating a distinct environment that emphasises and celebrates heritage



# REGENERATION OBJECTIVES

Stakeholder engagement, background research and the CCRP vision have led to eight regeneration objectives. These objectives identify the key outcomes that this strategy seeks to deliver, to guide the regeneration initiatives and meet the vision and aspirations of the community.



## 1. BREATHING LIFE BACK INTO CATHEDRAL SQUARE

Since the buses and cinemas moved out of Cathedral Square, the area has lacked a clear purpose and offered few reasons for people to come in and enjoy the area. This has been further compounded by the earthquakes. This strategy creates a renewed purpose as a dynamic, people-friendly destination with active public spaces set in a new mixed-use neighbourhood. Initiatives, including activation programming, will encourage Christchurch people to actively participate in life in the area.

The public space design will coordinate with neighbouring private properties to ensure a coherent experience, ensuring the area once again becomes the centre of public life as it was up until the 1970s.



## 2. SUPPORTING A NEW NEIGHBOURHOOD, MIXING RESIDENTIAL, SMALL BUSINESSES AND CREATIVE INDUSTRIES

New opportunities for small businesses, start-up creative enterprises and residential development have been limited or difficult to get under way in the Central City since the earthquakes. However, they are critical to the long-term success of the Central City as a destination, and as a resident community that supports business growth and activity day and night.

A vibrant heart of the city is key to supporting development in the neighbouring precincts and wider Central City.



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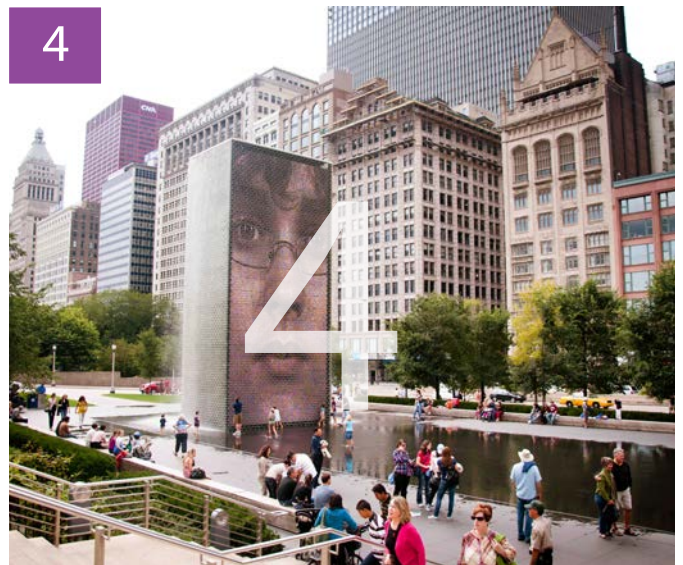


### 3. IMPROVING ACCESSIBILITY, EXPERIENCE AND PERCEPTIONS

Although acknowledged as the centre of the city, Cathedral Square has been difficult to access, and its poor current state has perpetuated a negative perception. Building cordons, demolition and construction zones, ongoing road works, derelict buildings, dust, vacant gravel parking lots, and a lack of pedestrian connections to other parts of the Central City have discouraged people from visiting Cathedral Square.

Creating a positive experience as soon as possible for people coming into, spending time and moving through the area is fundamental to a thriving district. Dealing with the issues influencing poor public perception and good ongoing communication about regeneration progress will encourage people to visit and return.

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### 4. RECOGNISING AND SUPPORTING THE NATURAL ENVIRONMENT

Cathedral Square has hard urban environments, often described as cold, grey and soulless, where the indigenous ecosystem has been buried under buildings and paving stones. Christchurch has an opportunity to interweave the natural environment — particularly waterways — into its regeneration, contrasting with the hard environment and demonstrating the strong relationship between the natural environment and the city.

Celebrating the natural environment would be a unique selling point for Christchurch as a place that incorporates its indigenous ecosystem into the public realm, and understands the benefits of working in harmony with it.





## 5. SHOWCASING OUR UNIQUE STORIES

New Zealand's unique position as a Treaty society, and Christchurch's story within that, is a significant part of the city's identity. Layers of history from before Māori settlement to the present give us a sense of place. This is a significant opportunity for Cathedral Square to showcase its cultural heritage and help to create new stories for future generations. This will give the area a distinctive character.



## 6. CAPTURING THE INNOVATIVE RESPONSE TO THE EARTHQUAKES

The community response to the earthquakes was characterised by resourcefulness, experimentation and cooperation. This spirit helped re-create the city identity, and it should be celebrated and embraced in the regeneration of the Square.

Testing and experimenting with architecture, unexpected project collaborations, and finding ways to reuse existing resources will encourage active community participation in continuing to shape the emerging identity of Christchurch.



## 7. LEVERAGING AND SUPPORTING EXISTING INVESTMENT

There has been significant local and central government investment adjacent to Cathedral Square post-earthquakes, including asset renewal, facility rebuild and anchor projects, alongside private, and not-for profit investment such as the Isaac Theatre Royal, hotels and in New Regent Street. The status quo risks undermining this investment, as the opportunity to create a cohesive and synergistic experience between facilities and spaces will be lost and the anticipated benefits of the Central City Recovery Plan will not be realised.



## 8. SUPPORTING THE STAGED REPAIR AND RENEWAL OF INFRASTRUCTURE

To ensure the networks are sound and future-proofed, it is likely that repairs and replacement of substructures and surface treatments will be required regardless of this strategy. The question is whether to put back what was there, or take an investment and transformational approach, and use infrastructure as placemaking and activation.

The area needs an adaptable and phased implementation to support asset renewal, utilise existing funds, and to coordinate with works programmed over the coming years. This could mean, for example, that transitional structures are used in the short- to medium- term, and projects are staged to synchronise with underground services repairs and replacement as development occurs. However, for regeneration, it is not good enough to pace revitalisation of Cathedral Square with existing levels of private investment, but rather, to stimulate the private sector with infrastructure as a prime mover.



# DEVELOPING THE CONCEPT

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Successful regeneration occurs when all initiatives are coordinated, with flexibility to respond easily to changing conditions and priorities. To deliver long-term regeneration, while continuing to respond to the issues of today, the strategy takes a

measured and layered design-led approach, initially using the resources already available to begin to catalyse change and being firmly grounded in the existing and historic context of the area.

# A VISION FOR THE FUTURE

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The strategy has intentionally taken a design-led approach to bring a stronger focus to Cathedral Square as the heart of the Central City. This design-led approach sets a long term vision, outlines objectives and illustrates how these can be realised through built outcomes, delivered by both the public and private sector and providing an opportunity to incorporate cultural heritage. The concept designs within this strategy provide a framework for delivering the community's aspirations. They also provide direction. Allowing for adaptation is critical to regeneration as this strategy for Cathedral Square can be achieved by a number of means and ideally should respond to the changing context and community needs.

The spatial concept is a flexible framework that underpins and illustrates the vision for the area. This concept is formed from guiding principles and is not intended to be a rigid master plan for what should be delivered.

The following section outlines and illustrates the vision, and a series of initiatives for the regeneration and revivification of Cathedral Square. The initiatives outlined are drawn from the wide-ranging engagement and research that Regenerate Christchurch has carried out through the course of this project.



# CATHEDRAL SQUARE:

## THE CULTURAL HEART OF THE CITY AND STARTING POINT FOR REGENERATION

This is an opportunity to breathe life back into Cathedral Square and re-establish it as the heart of the city, where locals and visitors come together. It will be the central place in the city to celebrate cultural stories and bring its unique history to life.

The Square will be reshaped with a series of distinct places – from a large, event-ready space to small tranquil gardens and squares that encourage active and passive activities and uses, both day and night. Adjacent buildings will facilitate interaction and activate space and bring people into the area. New uses should be encouraged within new buildings around the Square to contribute to activity and vibrancy. Opportunities should be maximised and infrastructure installed to enable the hosting of public activities. This could include markets, screenings, performance and creative industries on the north-west corner of the Square to draw people into the area while construction continues on surrounding sites.

Changes to the public space will integrate the natural environment with water as a unifying feature throughout. The streets and laneways connecting to the Square, and those in the surrounding area, will be places in their own right – not just thoroughfares – providing opportunities for interaction, activity and recreation.

The local arts and events sectors will need to lead and collaborate, to develop and deliver an activation programme that complements the physical transformations of the Square. This programme will showcase local talent, giving Christchurch people an opportunity to shape their experience of the Square, rather than just being consumers and spectators.

### REGENERATION INITIATIVES:

1. A series of inclusive and interconnected spaces.
2. Respecting and celebrating the unique cultural heritage.
3. Greening the Square while retaining the function as Christchurch's premier civic and event space.
4. Creating a focal point for activity that allows flexibility for the tram, vehicles, businesses and the public to share the same space safely.
5. Enabling activation through events, surrounding uses and community use of the space.
6. Improved perception of the area.
7. Creating momentum around the Square.





KILMORE STREET

COLOMBO STREET

VICTORIA  
SQUARE

ARMAGH STREET

WORCESTER STREET

CATHEDRAL  
SQUARE

MANCHESTER STREET

HIGH STREET

CASHEL STREET



# 1. A SERIES OF INCLUSIVE AND INTERCONNECTED SPACES

Cathedral Square has had many different incarnations and redesigns since Christchurch was founded. It was the centre of the emerging city and a transport hub that saw the transition from horse-drawn transport and trams, to cars and buses. It is our 'civic space', but in recent years it has struggled to establish vibrancy and a meaningful purpose. One of the key moves is to transform the Square from one large space into three interconnected places. Each place will have its own distinctive character. However, each will be bound together through an ecological concept which uses water and cultural heritage as a narrative.

## 1. POST OFFICE PLACE

This will be our city's premier open-air events space for everything from cultural festivals and concerts to exhibitions and sports fan zones. Framed by the old Post Office to the south and a proposed pavilion to the north, the space has been designed to maximise sunlight and reduce the effects of wind. Post Office Place will be able to host in excess of 10,000 people.

## 2. LIBRARY PLAZA

This new square will be a flexible, social space bordered by the Tūranga (the new Central Library), the Cathedral and the Novotel Hotel. The Plaza will host gatherings of up to 5,000 people for events, and will provide a space that celebrates the city's youth by encouraging play through installations and furniture. It will have a strong connection with the new Central Library, and would have street furniture with the flexibility to be rearranged for an ever-changing schedule of events.

## 3. CATHEDRAL GARDENS

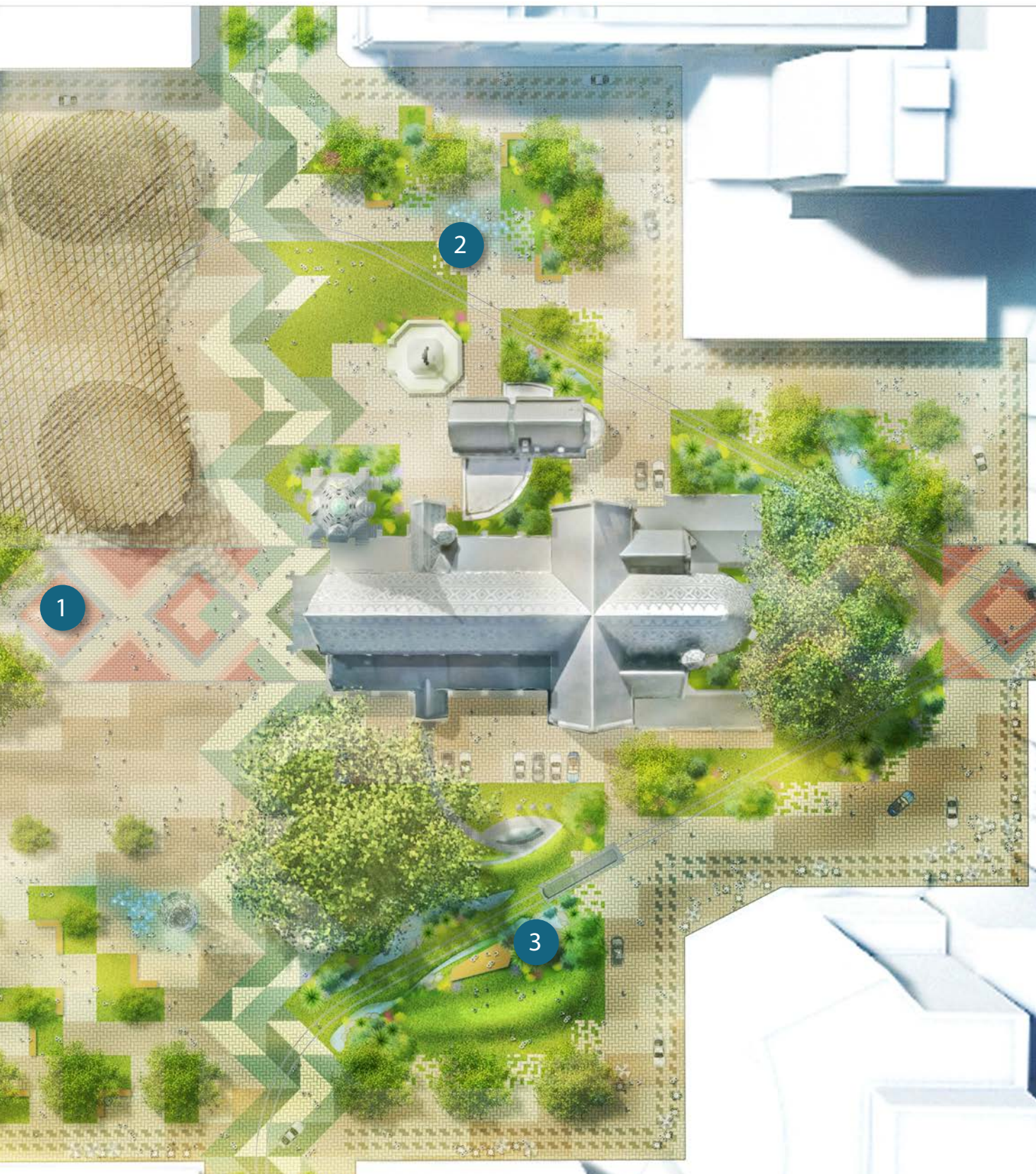
Primarily on the south and east side of the Cathedral, as well as flowing into Post Office Place and Library Plaza, a series of carefully landscaped, interconnected gardens will provide a sheltered, tranquil, family-friendly space in the centre of the city. The gardens will draw their inspiration from the Christchurch landscape, and the space's unique cultural heritage and importance to local iwi.

### CRITICAL SUCCESS FACTORS:

- A high-quality, urban environment with a unique character that reflects cultural heritage and a low impact design is created.
- Activation is encouraged through events, surrounding uses and community use of the space.
- A pedestrian priority area is provided that allows flexibility for the tram, vehicles, businesses and the public to inhabit the same space safely, while allowing activities and events to occur.
- Community aspirations for a green environment are recognised while retaining the Square's function as Christchurch's premier civic space.
- The creation of an environment that enables a range of uses and activity.









## 2. RESPECTING AND CELEBRATING OUR UNIQUE CULTURAL HERITAGE

Ngāi Tūāhuriri has a direct aspiration for Cathedral Square to be a clear statement of Ngāi Tahu identity. The name given to the Square is Whiti-reia, and as the narrative written by Dr Te Maire Tau discusses, Whiti-reia is the name of the land on which St Stephen's Church at Tuahiwi sits; it was also the name given to the Vicarage and to a garden and spring nearby at Tuahiwi.

The name of Paikea's whare (house) was also named Whiti-reia. Paikea was a well-known ancestor who traversed the seas to reach Aotearoa on the back of a tohorā (whale) and founded the East Coast tribe Ngāti Porou and subsequently Ngāi Tahu.

The existing cultural narrative asks that the regeneration of the Square addresses matters of spirituality; the idea of faith and spirituality should be integrated in a way that allows for the act of reflection to occur. The act of reflection allows us to ponder personal issues in relation to the hinengaro (emotional centre).

Ture wairua is the spiritual dimension of beliefs and faith, it is the practice of beliefs in rituals which are important to Ngāi Tuahuriri / Ngāi Tahu. An aspiration of mana whenua is to be able to express and exercise their ture wairua in a manner in which they feel safe and comfortable. The idea of ture wairua runs through all things Māori.

Providing places and spaces that allow for the act of reflection is part of a process towards building understanding of your individual place in the world. For Māori, physical and mental wellbeing are directly related to cultural identity, and cultural identity is founded on whakapapa. Whakapapa is embedded in the landscape and is inherent in understanding the relationship between Māori and the natural world; Māori believe that humanity arises from the natural environment and remains linked through genealogical ties.

Māori believe they descend from the atua, the primal parents of Ranginui and Papatūānuku. Woman was carved from the whenua (earth) of Papatūānuku by Tane (God of the Forest, son of Ranginui and Papatūānuku). Papa was then instilled with the mauri (life force) of the gods, and her name was Hineahuone (woman formed from earth), from whom Tāne fathered more children.

This story of creation tells us that everything in the universe, inanimate or animate, has its own whakapapa; all things can eventually be traced back to the gods Ranginui and Papatūānuku. There is no distinction or break in this cosmology, and so too does the whakapapa between the supernatural and natural, both are part of a unified whole. As such, man has a foot in both equally the spiritual and physical realms.

Storytelling has a very important place in Māori culture.

Storytelling provides information and knowledge which is passed from one generation to the next. Stories tell of the past, important events, whakapapa, tūpuna, the natural environment, resources and the importance of respecting and caring for the natural world. Storytelling was traditionally either oral (karakia, chants, waiata and dance) or told through traditional Māori art forms (toi Māori). Tukutuku is one such artform which through pattern, stories of life are told and retained. Tukutuku is a type of ornamental weaving using latticework made from toetoe (reeds), pīngao kiekie, and sometimes harakeke, to create a range of detailed patterns to adorn the inside walls of wharenui (meeting houses). The tukutuku panels are placed between the carved pau, and like carvings, convey a complex language of visual symbols, each pattern telling a different story. Tukutuku has been chosen as the vehicle for conveying narrative within Cathedral Square.

The design of tukutuku, which is geometric and angular in pattern, allows us to respect the formality and geometry of the Square. The current geometry of the Square relates to the European history of the site but it still provides an opportunity for Ngāi Tuahuriri / Ngāi Tahu to overlay their values and narratives.

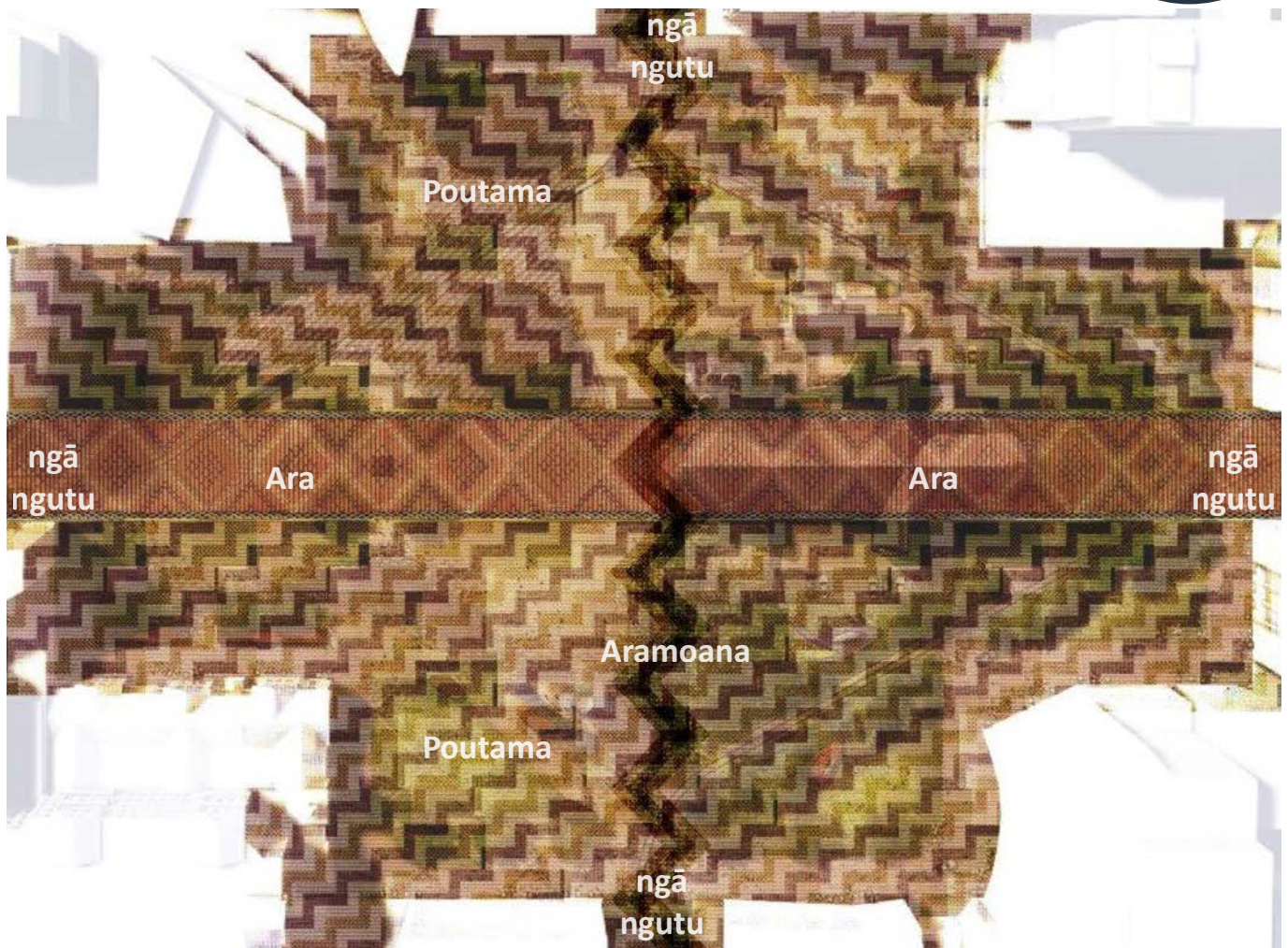
### WHITI-REIA DESIGN DRIVERS:

There are five complementary concepts proposed for Whiti-reia which build on the cultural framework of ture wairua, ture whenua and ture tangata:

1. **Ara** – The central axis – (pathway) extends from Oxford Terrace in the south, through the Square and Cathedral to meet Manchester Street. This concept enables the expression of ture wairua and the process of spiritual healing to occur. This strong connecting device brings together past, present and future through connecting the central area, Cathedral and archaeological finds of ko iwi and indigenous tipuna with loss and hurt from more recent earthquake events and into a future which celebrates and builds our relationship with the natural environment.

The pattern of the ara will be developed from the taniko design on the roof of the Cathedral. This pattern includes the pātiki design which acknowledges the concept of whanau (grandparents, parents, children) and the concepts of community (iwi, hapū, whanau). It also speaks to wāhine (woman) and their role as providers and caregivers.

2. **Poutama Pattern** – poutama (step-like pattern) has both religious and educational meanings. The steps symbolise levels of attainment and advancement, the striving for a better future and role of whanau (family) in achieving this. Poutama is an expression of whakapapa, where knowledge is passed down through the generations from one line to the next. One half of the poutama represents the male line of ancestry, the mirror image of the design represents poutama wahine (the female lines of ancestry). This has been represented in Whiti-reia and



achieves balance in the geometric form.

This pattern has been selected to be laid across the whole Square to unify the various elements and uses, to remind us of our connections and of our whakapapa. The pattern connects Tūranga (the library, which is a store house of knowledge), the Cathedral (as the spiritual centre) and to the ara (pathway) which connects to the river and wider environment.

From the poutama, landscape, gathering and events spaces can be generated which all connect to each other and to the heart of Whiti-reia.

3. **Aramoana** – this pattern runs north south, providing a division line for the poutama which divides the pattern into quadrants. The aramoana pattern is often used in tukutuku to represent pathways the ocean and other waterways provide to various destinations. By separating the poutama within the Square, the lower half can be viewed as representing Papatūānuku (earth) which has the closest connection to the Ōtākaro (Avon River), and the top half can be viewed as representing Ranginui (sky/heavens). This pattern extends beyond the Square to the wider landscape and urban environment.
4. **Aka Vine** – the Aka Vine forms the primary thread of the Aka Kaiku, the base design for the kōwhaiwhai pattern that begins at the Ōtākaro and winds its way in front of Te Pae (Convention Centre) and through the River Walk that connects to Whiti-reia (Cathedral Square). The Aka Kaiku is a prolific creeping vine that links the value of mahinga kai and also represents the many strands of whakapapa. The Aka Vine would provide a soft organic form to the formal geometry of the Square. It would act as an element which connects various expressions of water from the Ōtākaro, circumnavigates around the Square and ends back at the Ōtākaro again. The vine connects us to the natural environment and provides the opportunity for more contemplative spaces.
5. **The Three Baskets of Knowledge** – There is an opportunity to provide a focal point for activity and gather people together using architectural forms that provide a versatile covered space. Three structures representing the three baskets of knowledge and connected by a lightweight woven canopy expressing a korowai (woven cloak) or spider web could create that focal point. The Tāwhaki tradition, that tells how the three baskets of knowledge were obtained, forms the basis of the cultural narrative for Tūranga (the New Central Library).







### 3. GREENING THE SQUARE

There was overwhelming support during the 'Share an Idea' engagement campaign for a greener city, with improved ecology, aesthetics and environmental management and performance. This was adopted in the CCRP as the first principle: A Green City. The idea of the Green City was a prominent objective in the consultation process undertaken during the period of creating our regeneration approach and the draft concept for Cathedral Square (Whiti-reia).

The pattern of the landscape is based on tukutuku design (representing whakapapa), which provides a flexible framework where the surface can alternate between soft and hard landscapes whilst keeping design and cultural integrity, enabling a range of uses to occur. The Square is shaped into a series of spaces with the key north-south and east-west axes and the historic Maltese cross outline emphasised by the provision of soft landscape and the patterning of the tukutuku panel underneath.

In a structural landscape sense, the Square is in two parts: the Cathedral being contained by a green landscape and a hard, clear events space in front of the Cathedral. Functionally, if we divide it into quadrangles, the north-west provides a potential focal point for activation; the north-east quadrant will perform a role of an outdoor lounge and garden for the new library; the south-east will feature Cathedral Gardens, (a premium and sculpted landscape and lawn providing for outdoor passive recreation and dwelling); the south-west quadrant representing a Totara forest will provide shade, structure and an opportunity for the adjacent uses and events to occur. The tukutuku pattern integrates the landscape and the Aka Vine connects the Avon River to the Square, metaphorically representing the underground streams through the use of water as a playful element.

The planting aims to soften the environment and increase ecological diversity, as well as improving the stormwater management and environmental performance of the area. It is important that the concept of 'green' goes beyond just the landscape design, with green technologies that further reduce our carbon footprint (such as green roofs, walls, water and energy harvesting) integrated into the area.

#### CRITICAL SUCCESS FACTORS:

- Express our cultural narratives confidently and create a point of difference.
- Create an inclusive and inviting environment that enables more citizens to participate in central city life.
- Promote a reduced carbon footprint and a restorative approach to development.
- Embrace disruptive technological advancement.
- Create the City Centre as a living celebration of culture, entertainment and the arts.
- A pedestrian priority environment that encourages dwell time.
- Create a great civic space to encourage socialisation and discourse.
- Promote the wellbeing of the community and environment.



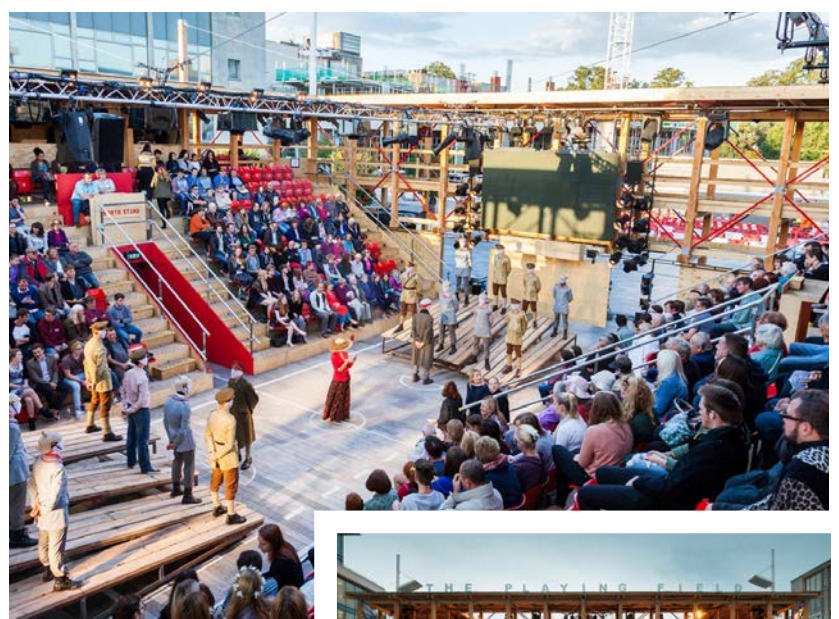




A RANGE OF OPTIONS TO BRING PEOPLE TOGETHER: FROM SPECTACULAR PAVILIONS TO TEMPORARY PERFORMANCE SPACES



Outdoor performance, Copenhagen



The Rocks Market, Sydney



The Playing Fields, Southampton





POST OFFICE PLACE; CATHEDRAL SQUARE

## 4. A FOCAL POINT FOR ACTIVITY

Post Office Place, the primary event space within Cathedral Square, responds directly to two of the five guiding principles of the Central City Recovery Plan:

- A stronger built and cultural identity
- A place to live, work play, learn and visit.

A fundamental issue identified in the development of the regeneration strategy for Cathedral Square is the distinct lack of people and its detrimental impact on the vitality of the area. In determining the cause, it was considered that the absence of a clear direction, poorly defined purpose, incoherent identity, poor-quality environment, and insufficient visitor attractions were the most significant contributing factors. Many of these issues pre-date the earthquakes and track back to the removal of the buses from the Square and its subsequent decline as an entertainment hub.

With limited funds available for short-term investment and interventions, the initial actions that are implemented will need to play a significant role in acting as a stimulus for change and creating sufficient momentum to catalyse further investment. They will also set the tone for future investment in the area. Alongside the creation of a major event space, there is potential for a temporary space that responds to an immediate need to create a focal point for activity in the absence of any major cultural attraction within the Square.

The space will provide the platform for a new and exciting profile from which the area can reinvent itself. It is positioned to frame the proposed major events space and provide seven-days-a-week activation. It is a way of bringing back the creative and fringe activities into the heart of the city that have, by necessity, been scattered throughout the suburbs. This will, along with the Central Library, bring significant footfall and dwell-time in the area, thereby activating the Square. This is critical in providing an attraction at the other end of Worcester Boulevard, creating a to-and-from pedestrian movement between Cathedral Square (Whiti-reia ) and the Museum and Arts Centre.

### CRITICAL SUCCESS FACTORS:

- The space will have a well-defined purpose, strong identity and a high quality environment to attract and retain visitors and residents.
- Post Office Place will become a major events space able to host activities and events, seven-days-a-week activation, and draw creative and fringe activities into the heart of the city.
- Incremental and immediate action should focus on activations to improve visitation and the quality of the environment while working towards the long-term vision.
- New attractions within the Square that stimulate activity and make the Square a major cultural attraction again.

There is an opportunity to create a focal point for activity. One option is for architecturally spectacular pavilions that represent baskets of knowledge connected by a translucent woven structure that provides shelter but also represents a Korowai (woven cloak) or spiders web. The Tāwhaki tradition tells how the baskets give us our path and knowledge.

The baskets represent Taura a Roko (a place to prepare to listen and learn), Te Kāhui Whatu, (the stories that embody ancestral knowledge), and Tama i Waho, which represents knowledge related to spiritual matters.

Each of the examples highlighted here take a different approach, some of which have or are currently being exhibited in Christchurch, such as the World Buskers Festival, the Pallet Pavilion and various markets. To ensure the Square has sustained activity throughout the the days, weeks and months a mixture of approaches will likely be needed along with appropriate funding, resources, infrastructure and programming.



## 5. ENABLING ACTIVATION: EVENT-READY SPACES

Successful public spaces are much more than just a collection of physical objects: it is the history, surrounding uses, the sounds, smells, sights, and crucially the presence of people enjoying, recreating, and participating in activities, that make them attractive. Collaborative activation of public spaces, with deliberate programming of events and activities, and freedom for passive and active recreation, is crucial to creating memorable places. It enables the community to shape the character and identity of an area, supports surrounding private investment, and ensures spaces adapt with the seasons and the community's changing needs and aspirations.

The surrounding area contains some significant public spaces. From Victoria Square with its history as a market place, to Cathedral Square, Ōtākaro/Avon River, and the many streets and laneways, this has been a well-used and much-loved part of the city. While there is a strong community connection to these spaces, post-quakes the area has become unappealing with limited encouragement for people to enjoy it and keep returning.

This is a significant opportunity to turn that around, by enabling people to activate these spaces for events, activities, and recreation pursuits. By removing barriers and providing the tools for people to activate these spaces, the ongoing regeneration of the city's cultural and social life will continue, and investor confidence will increase as people return to the area.

Achieving this requires a coordinated effort, with strong partnerships between public, private, and not-for-profit sectors. Christchurch is fortunate to have many talented local people with a wealth of experience in activating public spaces. From world-renowned buskers, organisers of festivals and events, to groups delivering creative projects on vacant or underutilised spaces, these people can lead activation and be at the forefront of creating a thriving city centre.

The following five principles will guide activation in the area, to ensure it meets community aspirations, and brings the greatest social, cultural and economic benefits to the city.

### CRITICAL SUCCESS FACTORS:

- A diverse range of activities, events and recreation (active to passive) are provided throughout the area for a diverse range of people.
- Activation programming is undertaken for day and night, season-to-season, year-to-year.
- Christchurch talent is supported and showcased, and the best talent from elsewhere is sourced.
- Community kaitiakitanga is fostered by promoting the use of spaces and opportunities for active participation.
- Ongoing local capacity and capability in activation programming is developed.

LIBRARY PLAZA; CATHEDRAL SQUARE













## 6. IMPROVING PERCEPTIONS AND EXPERIENCE

A visitor's first impressions can be lasting. Cathedral Square is one of the most significant spaces within the city centre, and the current perception is that it is damaged and uninviting.

To address this negative perception, this strategy proposes, in the short-term, activation initiatives and improved access and connectivity to enable people to get in and around the Square. In the long term, focused place management is required, so people coming into the area can enjoy new assets and spaces such as the new Central Library – Tūranga, the Convention Centre, and more further afield, Victoria Square and the Town Hall.

ChristchurchNZ and the Christchurch City Council have a role in the marketing and branding of the city, which is crucial to the ongoing regeneration of the area. Additionally, ongoing development and nurturing of private sector relationships will ensure a partnership approach.

### CRITICAL SUCCESS FACTORS:

- Short term activation that brings people back into the city centre.
- Improvement in public perception and satisfaction for the area year-on-year (from baseline survey in summer 2017).
- Establishment of a dedicated and focused CCC-led team assigned to the project area to ensure that perception and reality align.





## 7. CREATING MOMENTUM AROUND THE SQUARE

With activity and committed plans currently limited, there is the need to kick-start activity in Cathedral Square to ensure regeneration is not stifled by the sense of stagnation that a lifeless public space portrays. For the process of regeneration to be successful and truly reach its potential, public investment needs to both respond to, and be met with, private investment, particularly in the context of significant tracts of private land sitting derelict with no clear future. To date there has been in excess of \$1 billion dollars of public money committed, by both Crown and Council, into a number of major projects near Cathedral Square. While there has been significant positive private investment around and within close proximity to the Square, to ensure that the benefits of these are fully realised, investment in the public spaces and infrastructure needs to respond accordingly and ensure that the experience for workers, businesses and the general public is positive.

Significant emphasis has been placed on engaging with property owners, businesses, developers and investors with interests around Cathedral Square throughout the process of this strategy. This ensures that a shared long-term vision is developed that reflects the short-to medium-term needs and aspirations of the various stakeholders.

Sustained engagement is critical in facilitating investment and supporting the redevelopment of some significant sites around Cathedral Square. It is important to provide certainty and confidence in the vision for the area and assist with processes to ensure that development opportunities are maximised.

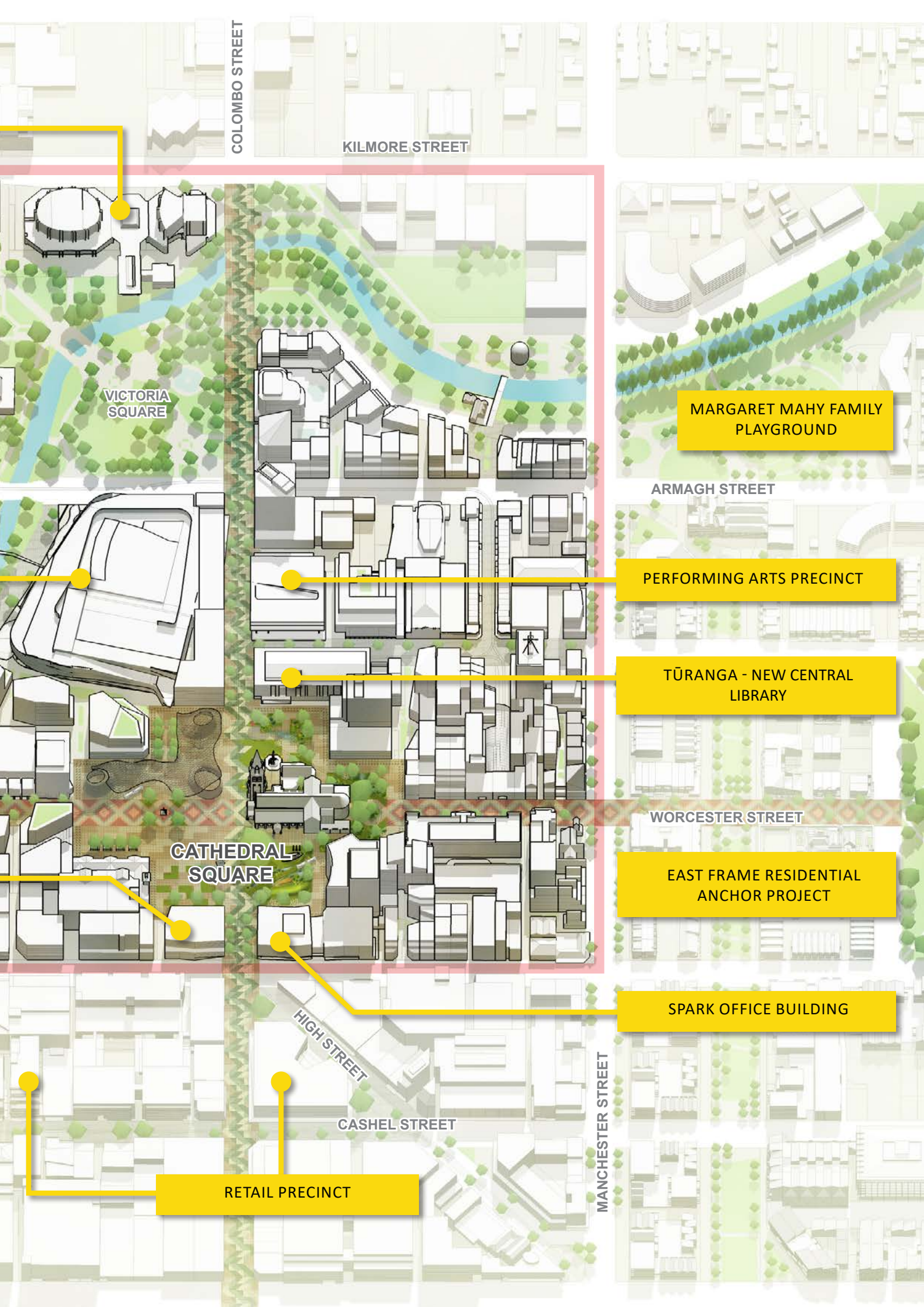
A number of opportunity areas have been identified through engagement with property owners and partner organisations. Collaboration between adjacent land owners and regeneration agencies can produce a shared plan for the future, which will contribute to the vision for the central city. These plans could include design principles covering building design, streetscape, connectivity, and both temporary and long-term activities.

### CRITICAL SUCCESS FACTORS:

- Continue engagement with property owners adjacent to the Square.
- Explore ways to facilitate early development of sites and temporary activation within the Square.
- Formulate a shared vision with key stakeholders and agree upon design outcomes.







COLOMBO STREET

KILMORE STREET

VICTORIA  
SQUARE

MARGARET MAHY FAMILY  
PLAYGROUND

ARMAGH STREET

PERFORMING ARTS PRECINCT

TŪRANGA - NEW CENTRAL  
LIBRARY

WORCESTER STREET

EAST FRAME RESIDENTIAL  
ANCHOR PROJECT

CATHEDRAL  
SQUARE

SPARK OFFICE BUILDING

HIGH STREET

CASHEL STREET

MANCHESTER STREET

RETAIL PRECINCT



# DELIVERY APPROACH

## A STARTING POINT FOR DISCUSSION

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This vision for Cathedral Square represents a significant opportunity to galvanise investment and position Christchurch as a city of the future. To enable the vision to be realised, there must be a measured approach to implementation that, in the short term, focuses on alignment with activities and programmes of work within the Council's Long Term Plan, or repurposing existing resources, and allowing longer-term funding to be planned in advance and applied in a phased manner.

Ultimately, the successful realisation of the strategy and achievement of the regeneration objectives requires partnerships to be formed and nurtured across public, private, and not-for-profit sectors; the engagement and collaboration undertaken in the development of this strategy is only the very beginning of what is required. In particular, it will be important to support private sector investment. Ideally, public-sector investment should be prioritised where it facilitates private sector investment and is delivered in tandem.

The next step will be to develop a delivery strategy for the regeneration of Cathedral Square including:

- Working with Council to build support and establish a clear pathway for the implementation of the strategy and how it should be funded.
- Assessing options for delivery, including whether there are opportunities for changes and/or cost savings, consideration of key asset and non-asset-based tranches of work, determining the best uses of existing funding.
- Continuing to work with landowners to facilitate development and explore opportunities for partnerships with a particular focus on the opportunity area.
- Staging actions over the short, medium and longer term.
- Considering responsibilities for implementation.



# THE STRATEGIC ROADMAP

## CATHEDRAL SQUARE REGENERATION STRATEGY

The Cathedral Square Regeneration Strategy will provide a delivery strategy to implement the vision for the Square, with a focus on early activation to drive investment and momentum.

### Regeneration Strategy

