



Notice of the ordinary meeting of the
Urban Development Subcommittee
Te Kōmiti Āpiti, Whakahou Taone

Date:	Tuesday 20 April 2021
Time:	9.00a.m.
Location:	Council Chamber, Civic House 110 Trafalgar Street Nelson

Agenda

Rārangi take

Chair	Cr Judene Edgar
Members	Her Worship the Mayor Rachel Reese Cr Mel Courtney Cr Kate Fulton Cr Brian McGurk Cr Pete Rainey

Quorum: 3

Pat Dougherty
Chief Executive

Nelson City Council Disclaimer

Please note that the contents of these Council and Committee Agendas have yet to be considered by Council and officer recommendations may be altered or changed by the Council in the process of making the formal Council decision.

Excerpt from Council's Delegations Register A1183061

Areas of Responsibility

- City Centre Programme, including the City Centre Spatial Plan
- Oversight of the City Centre Engagement Group
- Intensification Action Plan
- Housing Reserve – development of criteria for use and consideration of projects
- Social and affordable housing proposals
- Development Contributions and Financial Contributions
- Statutory tools, initiatives and projects relating to Urban Development and Housing

Powers to decide

- Appointment of a deputy Chair
- Developing, monitoring and reviewing strategies, policies and plans, with final versions to be recommended to Council for approval
- Undertaking informal community engagement on matters within the areas of responsibility

Powers to Recommend to Council

- Approval of final versions of strategies, policies and plans
- All other matters within the areas of responsibility or any other matters referred to it by Council

For the Terms of Reference for the Urban Development Subcommittee please refer to document A2505916.

1. Apologies

Nil

2. Confirmation of Order of Business**3. Interests**

3.1 Updates to the Interests Register

3.2 Identify any conflicts of interest in the agenda

4. Public Forum**5. Confirmation of Minutes**

5.1 2 March 2021

6 - 9

Document number M15459

Recommendation

That the Urban Development Subcommittee

- 1. Confirms the minutes of the meeting of the Urban Development Subcommittee, held on 2 March 2021, as a true and correct record.***

6. Chairperson's Report**10 - 11**

Document number R24804

Recommendation

That the Urban Development Subcommittee

- 1. Receives the report Chairperson's Report (R24804).***

7. City Centre Spatial Plan update 12 - 32

Document number R23739

Recommendation

That the Urban Development Subcommittee

- 1. Receives the report City Centre Spatial Plan update (R23739) and its attachments (A2604905 and A2604904).***

8. Housing Supply Update 33 - 34

Document number R24770

Recommendation

That the Urban Development Subcommittee

- 1. Receives the report Housing Supply Update (R24770).***

CONFIDENTIAL BUSINESS

9. Exclusion of the Public

Recommendation

That the Urban Development Subcommittee

- 1. Excludes the public from the following parts of the proceedings of this meeting.***
- 2. The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:***

Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Particular interests protected (where applicable)
1	Totara Street Properties Update	<p>Section 48(1)(a)</p> <p>The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7</p>	<p>The withholding of the information is necessary:</p> <ul style="list-style-type: none"> • Section 7(2)(a) To protect the privacy of natural persons, including that of a deceased person • Section 7(2)(h) To enable the local authority to carry out, without prejudice or disadvantage, commercial activities



Minutes of a meeting of the Urban Development Subcommittee

Held in the Council Chamber, Civic House, 110 Trafalgar Street, Nelson

On Tuesday 2 March 2021, commencing at 9.00a.m.

Present: Councillor J Edgar (Chairperson), Her Worship the Mayor R Reese, Councillors M Courtney, K Fulton, B McGurk and P Rainey

In Attendance: Councillors M Lawrey, G Noonan and R Sanson, Group Manager Environmental Management (C Barton), Group Manager Strategy and Communications (N McDonald), Governance Adviser (E-J Ruthven) and Governance Support (P Boutle)

Apologies : Nil

1. Apologies

There were no apologies.

2. Confirmation of Order of Business

The Chairperson advised there was one minor late item for the meeting, regarding the City Centre Spatial Plan Engagement Approach.

She added that item six of the agenda had been withdrawn, as Ms Campbell was unable to attend the meeting.

3. Interests

There were no updates to the Interests Register, and no interests with items on the agenda were declared.

4. Public Forum

There was no public forum.

5. Chairperson's Report

Document number R22695, agenda pages 5 - 8 refer.

Councillor Edgar spoke to her report. She emphasised the importance of partnering with central government and community organisations to support housing, and commended the research of officers, particularly Group Manager Strategy and Communications, Nicky McDonald.

Councillor Edgar also highlighted Council's participation in the Affordable Housing for Generations research programme.

Resolved UD/2021/001

That the Urban Development Subcommittee

1. Receives the report Chairperson's Report (R22695) and its attachment (A2582100).

Edgar/McGurk

Carried

6. Julia Campbell, new Regional Director, Kāinga Ora – Introduction

This item was withdrawn from the agenda.

7. Options for increasing housing supply

Document number R22552, agenda pages 9 - 23 refer.

Attendance: Councillor Fulton joined the meeting at 9.08a.m.

Team Leader City Development, Lisa Gibellini, presented the report.

Along with Group Manager Environmental Management, Clare Barton, and Senior City Development Adviser, Gabrielle Thorpe, Ms Gibellini answered questions regarding:

- Processes involved in setting up an Urban Development Authority;
- Assessment of Council's property portfolio for potential housing developments;
- Collaboration with Tasman District Council in preparing the Housing and Business Capacity Assessment;
- The development community's views regarding the National Policy Statement – Urban Development requirement to remove on-site parking requirements and the development feasibility tool;
- Kāinga Ora's strategic plan for Tasman/Nelson/Marlborough and the potential for collaboration in larger scale housing projects;

- Potential approaches from developers for housing projects, and how these could be advanced;
- Approaches from inner-city property owners to sell land to Council, noting that any such expressions of interest should be brought to the subcommittee for governance direction; and
- How climate impact assessments would be incorporated into the next steps to be undertaken in relation to housing supply matters.

The meeting was adjourned from 10.25a.m to 10.38a.m.

Her Worship the Mayor, seconded by Councillor McGurk, moved a motion:

That the Urban Development Subcommittee

1. *Receives the report Options for increasing housing supply (R22552); and*
2. *Engages with Kāinga Ora to support and inform the Nelson aspects of Kāinga Ora's Tasman/Nelson/Marlborough Strategic Plan including consideration of potential Specified Development Projects and reports back to the next Urban Development Subcommittee;*
3. *Requests officers to report back to the Urban Development Subcommittee on any land purchase opportunities with potential to leverage housing supply, as they arise;*
4. *Requests that officers undertake a further assessment of Council-owned properties to see which have potential to leverage housing supply, and report to the Strategic Development and Property Subcommittee and Urban Development Subcommittee, as appropriate.*

Councillor Fulton, seconded by Councillor Courtney, moved an amendment to include a fifth clause:

5. *Notes that in future officers will incorporate considerations of the impact of housing on delivering to climate change objectives.*

Following discussion, and with the agreement of the mover and seconder, the amendment was incorporated into the motion.

Resolved UD/2021/002

That the Urban Development Subcommittee

1. ***Receives the report Options for increasing housing supply (R22552); and***

2. ***Engages with Kāinga Ora to support and inform the Nelson aspects of Kāinga Ora's Tasman/Nelson/Marlborough Strategic Plan including consideration of potential Specified Development Projects and reports back to the next Urban Development Subcommittee;***
3. ***Requests officers to report back to the Urban Development Subcommittee on any land purchase opportunities with potential to leverage housing supply, as they arise;***
4. ***Requests that officers undertake a further assessment of Council-owned properties to see which have potential to leverage housing supply, and report to the Strategic Development and Property Subcommittee and Urban Development Subcommittee, as appropriate; and***
5. ***Notes that in future officers will incorporate considerations of the impact of housing on delivering to climate change objectives.***

Her Worship the Mayor/McGurk

Carried

8. City Centre Spatial Plan Engagement Approach (minor late item)

Due to timing constraints, this item was withdrawn from the agenda.

There being no further business the meeting ended at 10.45a.m.

Confirmed as a correct record of proceedings:

_____ Chairperson _____ Date

Chairperson's Report

1. Purpose of Report

- 1.1 To update the Subcommittee on current matters.

2. Recommendation

That the Urban Development Subcommittee

- 1. Receives the report Chairperson's Report (R24804).***

2. Housing Announcements

- 2.1 On 23 March the Government's latest housing announcements were designed to increase the supply of houses and remove incentives for speculators, to deliver a more sustainable housing market.
- 2.2 The six key elements of the housing package were:
- A \$3.8 billion fund to accelerate housing supply in the short to medium term. Investment in infrastructure by way of grants is seen as a potential game-changer in Nelson.
 - Greater access to First Home Grants and Loans with increased income caps and higher house price caps in targeted areas taking effect 1 April. Income caps to get financial assistance were lifted from \$85,000 to \$95,000 for single buyers, and from \$130,000 to \$150,000 for two or more buyers. The government recognised that Nelson is one of the regions that needs targeted support by lifting the price cap on homes able to be purchased under the First Home Loans and First Home Grants scheme from \$500,000 to \$525,000 for existing homes and \$500,000 to \$600,000 for new builds.
 - Bright-line test doubled to 10 years with an exemption to incentivise new builds. To support increasing supply, the bright-line test for new build investment properties remains at five years.
 - Interest deductibility loophole, removing the ability for property investors to offset their interest expenses against their rental income when they

Item 6: Chairperson's Report

are calculating their tax, was removed for future investors and will be phased out on existing residential investments.

- Government to support Kāinga Ora to borrow an additional \$2 billion to scale up at pace land acquisition to boost housing supply
- Apprenticeship Boost initiative extended a further four months to support trades and trades training.

3. Housing Reserve

- 3.1 Following the Urban Development Subcommittee workshop of 2 March, which unfortunately precluded the attendance of external parties due to COVID levels, the presentation by Dr Kay Saville Smith and the draft vision, principles and priorities has been sent to Abbeyfield New Zealand, Nelson Tasman Housing Trust and Habitat for Humanity Nelson for their input and feedback.
- 3.2 In order for Council “to work with and support partners who have the ability to deliver social and affordable housing solutions for the community”, it is important for Council to engage with the housing sector, including Kāinga Ora and our local Community Housing Providers to ensure that our Housing Reserve criteria is enabling and does not inadvertently create barriers to delivery.
- 3.3 Resourcing to ensure that Council is able to capitalise on the latest Government announcements as well as the opportunities that the Housing Reserve creates is currently being evaluated on an across-Council basis to ensure a streamlined approach to housing delivery.

Author: Judene Edgar, Chairperson

Attachments

Nil

City Centre Spatial Plan update

1. Purpose of Report

- 1.1 To receive an update on the Nelson City Centre Spatial Plan (CCSP), including the community engagement process.

2. Recommendation

That the Urban Development Subcommittee

- 1. Receives the report City Centre Spatial Plan update (R23739) and its attachments (A2604905 and A2604904).***

3. Background

- 3.1 Council adopted the City Centre Programme Plan and Six Key Moves in September 2019, resolving that the Council:

Resolved CL/2019/001

Receives the report City Centre Spatial Plan update (R23739) and its attachment (A2247904); and

Adopts the City Centre Programme Plan (A2247904); and

Notes that the City Centre Programme Plan will provide strategic direction for other work streams within Council, including Long Term, Activity Management Plans (e.g. infrastructure, transport and parks), Nelson Plan and Future Development Strategy; and

Directs officers to bring back to Council the Delivery Plan of the City Centre Programme Plan.

- 3.2 The City Centre Spatial Plan (CCSP) is the delivery plan of the City Centre Programme Plan.

Item 7: City Centre Spatial Plan update

- 3.3 At its meeting on 23 April 2020, Council approved in report R16965 a programme of short term tactical improvement work for the City Centre. This work was in response to COVID-19 and led to the Streets for People Programme being developed and consulted. That process resulted in Council making the following decision at its meeting on 9 September 2020:

Resolved CL/2020/002

Receives the report City Centre Streets for People Deliberations Report (R18133) and its attachments (A2444112, A2448998 and A2444109); and

Resolved CL/2020/003

Revokes resolution (CL/2002/043) of Council on 23 April 2020 below:

"2. Approves stage 1 short term tactical initiatives to enable safe pedestrian movement in the city centre post COVID19 lockdown from existing unspent Transport budget;"

Resolved CL/2020/004

Approves the completion of the City Centre Spatial Plan as a first priority for the City Development Team, noting the Spatial Plan will be aligned with the Parking Strategy; and

Supports the work in the City Centre by allocating:

*2020/2021 year \$200,000
unbudgeted operating expenditure*

\$400,000 capital expenditure

*Reallocating the Annual Plan capital budget for
this work to:*

2021/2022 year \$1.2M

2022/2023 year \$1.5M

Accepts budgets may need to be adjusted to allow for appropriate sequencing and agrees the purpose of this funding is to advance the pedestrian and place-making aspirations anticipated in the Spatial Plan, noting that engagement and design commences during the 2020/21 year and delivery and implementation commences during the 2021/22 year.

Notes where tactical works are implemented they need to be of a scale that is able to be evaluated, and while they

Item 7: City Centre Spatial Plan update

are moveable and removable, in order to test them the expectation is that they will be in place for at least 3 years; and

Supports the City Development Team in engaging with city centre stakeholders on tactical and permanent, resilient, quality and smart enhancement of Nelsons City Centre; and

Accepts the Waka Kotahi funding offer will be relinquished and acknowledges the support from Waka Kotahi; and

Notes officers will have follow up discussions with Waka Kotahi for future funding opportunities.

- 3.4 The engagement with the community and creation of the CCSP has taken longer than anticipated due to the Streets for People work, a Council committee and delegation restructure (including changes to the City Centre Working Group) and the need to align with the Parking Strategy.
- 3.5 The CCSP was to update the Urban Development Subcommittee at its first meeting on 2 March. Due to insufficient time, the CCSP engagement item on the agenda at this meeting was not discussed. Chair of the Urban Development Subcommittee Councillor Judene Edgar, supported the engagement plan and the need to move forward with the support of the Mayor and City Centre Engagement Group at a 15 March meeting.
- 3.6 The CCSP project team has appointed Paul Jennings (UpShift) to lead the community engagement process. Officers are in the process of engaging project management and analytical support for the engagement process. Engagement and communications plans have been drafted and approved by the City Centre Engagement Group.
- 3.7 The CCSP project team have met twice with the Mayor and City Centre Engagement Group (Councillor's Judene Edgar and Mel Courtney) on 25 January and 15 March. The CCSP project team have started targeted community pre-engagement effort across 40 community groups that will commence the last week of March and will be ongoing over a four month period. The Engagement Plan and Stakeholder Mapping reports are attached to this report along with the Communications Plan.

4. Conclusion

- 4.1 The CCSP project team will provide regular updates to the City Centre Engagement Group, and work with them to bring a draft to Council for the 1 July meeting, seeking approval to go out to the public for feedback.

5. Next Steps

- 5.1 City Centre Spatial Plan workshop with Council 26 May 2021
- 5.2 City Centre Spatial Plan Draft approved for public consultation 1 July 2021

Item 7: City Centre Spatial Plan update

5.3 Council approval of City Centre Spatial Plan 23 September 2021

Author: **Alan Gray, City Centre Development Programme Lead**

Attachments

Attachment 1: City Centre Spatial Plan Engagement Strategy - A2604905 [↓](#)

Attachment 2: City Centre Spatial Plan Engagement Plan - A2604904 [↓](#)



Nelson City Centre Spatial Plan - Engagement Strategy

Last updated: 8 April 2021

This is the Engagement Strategy for the Nelson City Centre Spatial Plan (CCSP). This strategy defines the approach Nelson City Council (NCC) will take to engage with stakeholders and enable them to contribute in a meaningful way to the final CCSP that is presented to the Council for adoption in September 2021.

CCSP Vision: The Nelson City Centre Spatial Plan will look to realise a people-focused, place-based VISION for the City Centre to attract investment, residents, talent, thriving business, families, and events to strengthen our position as New Zealand's Smart Little City.

CCSP Goals:

- Implementation of the City Centre Programme Plan 'Six Key Moves' in a re-balanced public realm that supports a people-focused City Centre.
- Supports significant residential intensification in Nelson's city centre.
- Provides a strong vision for the City Centre's response to climate resilience through urban ecology, urban forest measures, transportation modal shift and urban regeneration.
- Leverages Council investment opportunities to achieve and enable outcomes aligned with the CCSP.
- Leverage strategic outcomes with key development in the City Centre to achieve the CCSP vision.
- Focus on the City Centre core area. Key precincts such as Marina, Haven and the proposed Science/Technology Precinct will be investigated separately with key CCSP principles applied for consistency.
- Alignment with the Nelson Parking Strategy.
- Enable Council to initiate tactical projects in the City Centre toward realising the CCSP potential through the Streets for People programme prior to major capital investment.

Goals of the CCSP engagement phase:

- The Council adopts the CCSP and the team is able to begin trial activity.
- The CCSP project team engages meaningfully with all stakeholders on the project's vision, goals, scope.
- The CCSP project team addresses any concerns stakeholders have regarding the project's scope, purpose and vision.
- The CCSP engagement process attracts a wide range of stakeholders to engage in the process.
- The CCSP engagement process encourages input and feedback from stakeholders.
- The CCSP project team ensures the project's vision and connection to the wider NCC work programme is understood by the residents of Nelson.
- The CCSP engagement process tells the story of NCC's CCSP team (expertise, vision, experience etc).
- The CCSP engagement process helps build trust in NCC.

Situation:

- Council is developing the CCSP to define the changes needed over the next 30 years to make sure that our City Centre meets everyone's needs, now and in the future.
- The plan will create a people-focused, place-based vision for the city centre that attracts investment, residents, talent, thriving business, families, events; the foundations of a Smart Little City.
- The CCSP will be presented to the Council for adoption in September 2021. Once adopted trial works will begin around the city.
- \$15.3 million has been allocated in the Long Term Plan 2021-31 for the first stage of the CCSP rollout - this funding recommendation is currently being consulted on.
- Community consultation undertaken to date has centred around the Streets For People project and ad-hoc stakeholder engagement meetings (1-1 and smaller groups).
- The consultation/engagement process to date, while capturing a considerable amount of feedback from a wide range of stakeholders, has failed to build the required momentum for the CCSP trial work to begin.
- Feedback to date has been polarized around 'do nothing' or 'do everything' which has failed to capture some of the opportunities/ideas and create an appetite for trialling them.
- It is felt that there are a range of key stakeholders that haven't engaged in the CCSP process to date. NCC wants to ensure we capture their opinions and build their trust in the project's ability to deliver on its vision and goals.
- There is a perceived lack of trust in the value of engaging with NCC that we need to display isn't accurate. We want all individuals to feel that their opinion is important to us and that their time investment in this process is valued and justified.
- Once the key stakeholders have been consulted and their feedback collated and considered the final CCSP will be created.
- The key findings and activity from the CCSP will be presented to the general public through an Expo event in Nelson and via Council's communications channels (a specific comms plan will be created for this stage of the process).
- The Engagement process is due to begin in March 2021. Completion date is provisionally July 2021.

PEST Analysis:

The purpose of this section of the Engagement Strategy is to identify factors that could affect the adoption of the CCSP in September 2021. These include issues that are likely to have an impact on how the project progresses.

Political:

- Lack of support from the NCC Council for the vision of the CCSP when presented for adoption.
- Lack of trust in the engagement process undertaken to ensure the CCSP has accounted for the views of iwi.
- Lack of trust in the engagement process undertaken to ensure the CCSP has accounted for the views of the whole community.
- Lobbying pressure from individuals/focus groups who desire an outcome that's different from that presented in the CCSP.
- Adoption of a Parking Strategy that conflicts with the activity proposed in the CCSP.
- Adoption of a Regional Land Transport Plan that conflicts with the activity proposed in the CCSP.
- Feedback from the 2021-2031 LTP consultation that conflicts with the vision/purpose/goals of the CCSP.
- A restriction of budgets in the 2021-2031 LTP that conflicts with the activity proposed in the CCSP.
- A change in central government focus for city centre redevelopment that conflicts with the vision/purpose/goals CCSP.

Item 7: City Centre Spatial Plan update: Attachment 1

- Pressure from MPs who feel the process undertaken to ensure the CCSP has accounted for the views of the whole community wasn't robust.

Environmental:

- Change in risk analysis/profile for Nelson's City Centre due to global warming related events that conflict with the CCSP.
- A significant weather event impacts the city centre to the degree that the CCSP has to be delayed.
- A significant weather event requires re-allocation of Council funds to more critical projects.
- An earthquake or other natural disaster makes the project unviable.
- The predicted impact of climate change is more extreme than currently expected, which requires a radical rethink of the position and function of Nelson's city centre.

Social:

- General negativity towards the project from the wider community.
- General negativity towards the cost of the proposed activities in the CCSP requiring a rethink of scale/priorities.
- Lack of support for the Council's vision from developers, landlords, investors creating a disconnect between the CCSP's vision and goals and its ability to affect the required level of support.
- Legal challenges to the CCSP that increase the risk of adoption to uncomfortable/unacceptable levels.
- Specific objections to aspects of the project:
 - Parking
 - Traffic flow
 - Heritage values
 - Negative commercial impacts
 - The cost of change
 - A change to certain areas and their use
 - Traditional access to an area is modified/restricted which has a negative impact on business/retail.
- Historical values being ignored/lost changing the project's scope.

Technical:

- Geotechnical or structural impediments to the proposed trial activity/plans.

SWOT Analysis:

The purpose of this section of the Engagement Strategy is to identify factors that could have an impact on the project's priorities. It helps us anticipate situations and plan how we will approach them to help ensure the project's success. It also helps direct the tone of our proactive messaging.

Strengths: a resource or capacity the organisation can use effectively to achieve this project's objectives

- Strong political support for a strategic plan to guide Nelson's City Centre growth over the next 30 years.
- Community support for a strategic plan to guide Nelson's City Centre growth over the next 30 years.
- A shift to people focused City Centres around the World, including in New Zealand, provides Nelson's residents with examples of how Nelson could progress and the benefits.
- Housing intensification goals create opportunities for Nelson's City Centre to evolve to help make this style of living more attractive.
- iwi support for a people focused, greener city centre that displays positive guardianship values.
- A well-run engagement process will help build trust in NCC.
- Delivery of the CCSP via trial activity will build trust in Council's ability to deliver on the CCSP's vision.

Item 7: City Centre Spatial Plan update: Attachment 1

- The NCC's CCSP team has excellent credentials and the ability to articulate the vision in a compelling way - building confidence and trust.
- Feedback received from the 'Streets for People' engagement process gives us a large volume of insightful submissions to develop further discussion around.
- The Parking Strategy, Regional Land Transport Plan and Long Term Plan 2021-31 consultations running alongside the CCSP engagement allows us to use that feedback to help shape the CCSP. It also enables us to direct stakeholders with a specific issue around one of those plans to have their voice heard via a direct submission.
- Strong established communications channels to tell our story – fortnightly 'Our Nelson' publication, social media channels and Shape Nelson.

Weaknesses: the area of our project that we think needs improvement

- Consultation to date on the CCSP has been confined to a narrow range of Stakeholders.
- Confusion around the Streets for People consultation process and how that relates to the CCSP.
- No follow-up with submitters to the Streets for People consultation process has eroded trust and good-will.
- Lack of clarity amongst stakeholders on the scope of the CCSP - vision and purpose.
- A possible lack of trust in NCCs engagement/consultation processes.
- A possible lack of trust in NCCs ability to lead/deliver the project's vision/goals.
- Lack of clarity on how previous community engagement processes, over several years, have shaped the CCSP up-to this point.
- Stakeholders who might have ideas/issues that they are unwilling to compromise on.
- Lack of clarity around the project's funding - what aspects will rates cover, what will be done through partners, what will be funded by central government.
- Lack of clarity around the project's timeline.
- Potential for changes to road layouts and parking to negatively affect some users who could choose to complain publicly to exert pressure on the CCSP staff and Council members.
- Change of land use.
- The Parking Strategy, Regional Land Transport Plan and Long Term Plan 2021-31 consultations running alongside the CCSP engagement could create confusion and/or engagement fatigue.

Opportunities: any favourable situation in the environment

- Running the CCSP engagement process concurrently with the Parking strategy and Long Term Plan consultations enables us to steer those with a single issue relating to those topics to those consultations to have their voice heard, which in turn helps us keep CCSP engagement at a higher level (vision and values based).
- A city centre that embraces Nelson's arts community will help attract more high-quality events which contribute to community wellbeing.
- Developing the city centre into a more pleasant place to spend time will help increase the perceived value from rates.
- An evolving Nelson city centre will act as a catalyst to attract more visitors and encourage them to stay longer.
- Opportunity to tell Nelson City's story and celebrate its history.
- Attract central government funding for connected projects.
- Opportunity for iwi to tell its story relating to the city, and the Maitai's values.
- A livable, people focused city centre will help attract skilled workers to relocate to Nelson.
- A livable, people focused city centre will help encourage our youth to stay in Nelson and build their careers here adding resilience to our region.
- Modal shift creates pressure on Nelson's City Centre to evolve to accommodate alternative (non-vehicle based) travel.
- The greening of our city centre will help Council achieve its goals around climate change mitigation and adaptation.

Item 7: City Centre Spatial Plan update: Attachment 1

- Changes in the retail environment require Nelson's city centre to evolve so that it remains a prosperous place to run a retail business.
- City centre developments that make it a more attractive venue for the community will add value across all of the four wellbeings (cultural, social, economic and environmental).
- Making Nelson city centre more people focused will provide residents and visitors with a high-quality venue to spend time with friends and family (increasing recreational values).
- The greening of our city centre will help enhance the halo effect of the Brook Sanctuary.
- Build a greater sense of ownership of the city centre within the entire community by ensuring it evolves to meet their needs.
- Covid-19 has focused the retail and hospitality sector on recovery and growth opportunities - the CCSP can help deliver an environment that supports those goals.

Threats: something that may stand in our way (or potentially stand in our way) of moving forward or achieving our goals

- An unwillingness of key stakeholders to engage in the process
- A lack of political support
- Managing expectations around the project's scope and timeframe for change to be visible
- Other consultations resulting in outcomes that impact the vision, scope, goals of the CCSP
- Legal action
- Covid-19 impacting the economy or society to a point that the CCSP needs to be delayed
- An extreme weather or earthquake event could affect the project's viability

Audience:

Partners and Community Stakeholders with influence in the City Centre - those that affect the project.

Partners:

- iwi/Māori
- Nelson City Council - iwi Managers Forum

Stakeholders (that influence the outcomes):

- Residents of the Nelson region - all ages
- City centre retailers - privately owned
- City centre hospitality
- City centre accommodation providers
- Parents and caregivers - children under 10yrs
- Parents and caregivers - children over 10yrs
- Developers
- Creative community - arts
- Creative community - events
- Science/Education sector
- Environmental groups
- Active Transport/modal change groups
- Regional economy organisations
- Positive aging groups
- Landlords/commercial property
- Influencers - business leaders/board members
- Professional Services - law, accountants, engineering firms

Stakeholders (that are interested in the outcomes):

- City centre retailers - chain/managed
- Business owners - small (non-retail)

Item 7: City Centre Spatial Plan update: Attachment 1

- Business owners - medium/large (non-retail)
- Nelson youth
- Streets for People submitters
- City centre workers
- Construction
- Community institutions - museum, theatres, centre of musical arts
- Schools
- Political - MPs
- Regional health/wellbeing organisations
- Visitors/tourists
- Investors
- NZTA/Waka Kotahi
- Local media
- Transport/Logistics/Couriers
- Building/Construction
- Taxi firms
- Police

CCSP Engagement milestones:

What	When
Engagement Strategy and Engagement Plan to the Urban Development Subcommittee	Tuesday 2 March
Contact stakeholders to gauge interest/request involvement	W/C 15 March
Confirm stakeholder group members, circulate terms of reference, meeting schedule and meeting topics (agenda)	W/C 15 March
First round of stakeholder group meetings	29 March - 1 April
Individual stakeholder meetings (where not appropriate for the group format)	29 March - July
CCSP Design Hui 2	7 April
Second round of stakeholder group meetings	12/17 April
Urban Design Subcommittee meeting	20 April
CCSP Design Hui 3	3 May
Third round of stakeholder group meetings	10/15 May
Council Workshop - CCSP	26 May
Design Hui 4	1 June
Final round of stakeholder group meetings	7/12 June
Urban Design Subcommittee meeting	22 June
Draft CCSP goes to Council	1 July 2021
Draft CCSP - public submission period (4 weeks)	9 July - 5 August
Public Expo	17 July
Council adoption of the CCSP	23 September

9

Terms of Reference:

To ensure that the goals of the stakeholder groups are clearly articulated before individuals commit to the process, we feel that it's vital that we are very clear on what the purpose and goals of this engagement process are.

While this pre-consultation engagement process will be selective (in that some of our identified stakeholders may not wish to participate in a group engagement process based on the TOR) this also gives us the opportunity to then suggest other ways in which we can capture their views and opinions outside the group structure.

Terms of reference

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- To contribute ideas for the resolution of issues raised by either staff or other stakeholder group members.
- To provide recommendations to CCSP staff on approaches to support the achievement of the CCSP's vision and goals.

Roles & Responsibilities of the CCSP stakeholder group members

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Item 7: City Centre Spatial Plan update: Attachment 1

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- Meetings will take place on the day identified, at a time and venue that is deemed most convenient for the majority of the members of the stakeholder group.
- Meetings will usually be no more than 1hr long.
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The Terms of Reference will be reviewed as required by the Group.

Primary spokespeople:

Project - general:

Alan Gray, City Centre Development Programme Lead, Nelson City Council
Clare Barton, Group Manager Environmental Management, Nelson City Council
Pat Dougherty, CEO, Nelson City Council

Project - political:

Rachel Reese, Mayor, Nelson City Council
Judene Edgar, Chair, Urban Development Subcommittee, Nelson City Council
Mel Courtney, Deputy Chair, Urban Development Subcommittee, Nelson City Council

Note: Refer general CCSP requests for information to Alan Gray.

-ENDS-

Supporting docs:

- Engagement Plan
- Communications Plan

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Nelson City Centre Spatial Plan - Engagement Plan

Last updated: 8 April 2021

Executive Summary

The purpose of this Engagement Plan is to set out the consultation and engagement approach for the Nelson City Centre Spatial Plan (CCSP) work led by Nelson City Council's City Development team between March and June 2021. This plan sets out the activity Nelson City Council (NCC) will undertake to engage with a wide range of stakeholder groups, enabling a more meaningful contribution process into the final CCSP.

It is anticipated the engagement process will help deliver a draft CCSP that is presented to the Council in July 2021 in preparation for public consultation under Section 82 requirements of the Local Government Act. Council adoption of the CCSP will follow.

Background

While it is consistent with the statutory Nelson Plan, the CCSP is itself a non-statutory document. It is designed to set out a 30-year vision for the city centre, directing and coordinating decision-making and influencing millions of dollars' worth of investments. As with Council's other high-level strategies, such as the Nelson Plan, the CCSP needs to be kept up to date and relevant to shape the city centre and positively impact the public realm. It also needs to excite and enthuse stakeholders such as:

- iwi
- Investors
- Property developers
- Residents
- Businesses
- Visitors
- Elected members

Council agreed and specified the importance of taking a sequential approach to the CCSP refresh in 2019 (City Centre Programme Plan) and 2020 (Streets for People resolutions).

This plan sets the direction for consultation and engagement to support the CCSP. It provides a framework and direction for targeting messaging, engagement and feedback collection. The purpose is to inform Nelsonians about the progress on the CCSP and provide a meaningful opportunity to contribute their views. The targeted engagement with key community groups and individuals will enable us to capture their views to help co-design specific aspects of the plan during the subsequent *Streets for People* tactical installation projects ahead of major capital works in the City Centre.

CCSP Vision: *The Nelson City Centre Spatial Plan will look to realise a people-focused, place-based VISION for the City Centre to attract investment, residents, talent, thriving business, families, and events to strengthen our position as New Zealand's Smart Little City.*

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Approach

CCSP Goals:

- Implementation of the City Centre Programme Plan 'Six Key Moves' in a re-balanced public realm that supports a people-focused City Centre. #
- Supports significant residential intensification in Nelson's city centre. #
- Provides a strong vision for the City Centre's response to climate resilience through urban ecology, urban forest measures, transportation modal shift and urban regeneration. #
- Leverages Council investment opportunities to achieve and enable outcomes aligned with the CCSP. #
- Leverage strategic outcomes with key private development in the City Centre to achieve the CCSP vision. #
- Focus on the City Centre core area. Key precincts such as Marina, Haven and the proposed Science/Technology Precinct will be investigated separately with key CCSP principles applied for consistency. #
- Alignment with the Nelson Parking Strategy. #
- Enable Council to initiate tactical projects in the City Centre toward realising the CCSP potential through the Streets for People programme prior to major capital investment. #

CCSP Engagement - key messages:

Urban centres are rapidly changing worldwide. They face unique pressures and challenges across a wide spectrum of societal, mobility and economic sectors: retail spending trends, higher residential demands, lower automobile dependency among younger citizens, increased active mode mobility choice, intra-generational attractors for lifestyles (young professional, empty nester, etc).

The significant effects of responding to the COVID-19 pandemic places additional pressures on urban centres to pivot and change; flexible working arrangements that have reduced the need for city centre office space, economic effects on tourism sectors and human resourcing strains on seasonal talent (students, scientist residencies, travel agencies, hospitality, chefs, etc) have created additional pressure on Nelson's business community. The implications of these COVID-related economic effects have already seen a delay to key developments in the Nelson area.

However, city centres need to be resilient against factors of change - from COVID-19, urban living, climate change, and global economic threats. Cities need to be better as places for people. Cities need to be destinations of extraordinary experiences. And cities need to be competitive to attract talent and investment that leverages the aspiration and vision.

- Nelson City Council is committed to creating a plan for the city centre that will transform it into a people-focused place that attracts investment, residents, talent, thriving business, families, and events to strengthen our position as New Zealand's Smart Little City.
- Council has an experienced and talented team working on the CCSP.
- We have received a wide range of high-quality feedback, which we value. This has shaped our thinking and plans over the past 12 months as we research the opportunities for Nelson's city centre.
- We are now engaging with a wide range of stakeholders to hear their views and aspirations, and the challenges and opportunities they feel Nelson's city centre is facing.
- We are meeting with the people and organisations we haven't heard from yet, including those that will help shape and grow our city in the decades to come.
- We have created a pre-engagement process that we hope stakeholders will enjoy being part of, where they feel valued and that builds trust in Council's willingness to listen, collaborate and act.
- Once the pre-engagement stakeholder process is completed, Council will present the key aspects of the draft CCSP to the community at large at an Expo where they will be encouraged to submit their feedback. This will be supported through a Shape Nelson

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consultation process that utilises Council's communications channels to promote the engagement opportunity.

- The draft CCSP will be presented to the Council in September 2021 for consideration.
- If the draft CCSP is adopted, trial work in our city centre will commence in 2022.

Why do we need an Engagement Plan?

This engagement plan builds on the project's Engagement Strategy through the provision of a list of key actions. It outlines who we need to engage with, about what, how we're going to do it, and when. The Engagement Plan also needs to find an inspiring way to reach out to the Nelson community, especially the sectors Council often does not connect with, and identify how they want to be heard. There are also a few important considerations, such as timing, Covid-19 and other NCC consultations that are currently live, that could have an impact on our messaging and approach.

As well as the Engagement Plan we have also developed a Communications Plan in conjunction with the Nelson City Council's Communications team, which is primarily a public relations plan (including media relations) though it may develop to include some wider communication tools such as advertising and direct marketing where these support our stakeholder engagement objectives. It also serves as a mechanism for displaying engagement with project stakeholders and the wider community, as required by the Local Government Act.

This Engagement Plan will:

- support the project in achieving its stated goals and objectives.
- support or improve our operational effectiveness.
- support or improve our relationships with those who are important to ensuring the project's success (Stakeholders and wider audience).
- deliver an outcome that gives the Council the confidence to adopt the CCSP.

Audience:

Partners and Community Stakeholders with influence in the City Centre - those that affect the project.

Partners:

- iwi/Maori
- Nelson City Council - iwi Managers Forum

Stakeholders (that influence the outcomes):

- Residents of the Nelson region - all ages
- City centre retailers - privately owned
- City centre hospitality
- City centre accommodation providers
- Parents and caregivers - children under 10yrs
- Parents and caregivers - children over 10yrs
- Developers
- Creative community - arts
- Creative community - events
- Science/Education sector
- Environmental groups
- Active Transport/modal change groups
- Regional economy organisations
- Positive aging groups
- Landlords/commercial property
- Influencers - business leaders/board members
- Professional Services - law, accountants, engineering firms

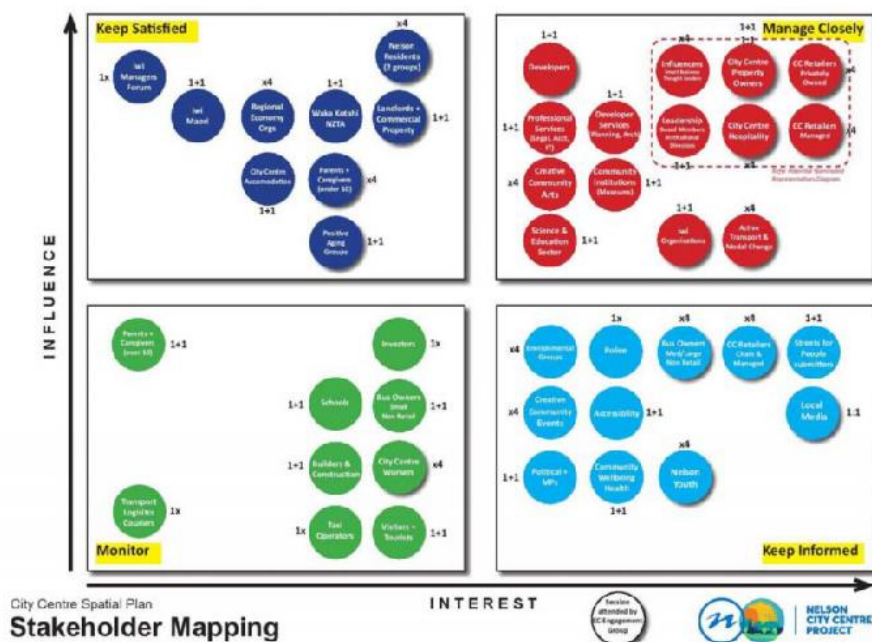
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Stakeholders (that are interested in the outcomes):

- City centre retailers - chain/managed
- Business owners - small (non-retail)
- Business owners - medium/large (non-retail)
- Nelson youth
- Streets for People submitters
- City centre workers
- Construction
- Community institutions - museum, theatres, centre of musical arts
- Schools
- Political - MPs
- Regional health/wellbeing organisations
- Visitors/tourists
- Investors
- NZTA/Waka Kotahi
- Local media
- Transport/Logistics/Couriers
- Building/Construction
- Taxi firms
- Police

A stakeholder map has been created to give greater clarity to the individuals/organisations that we will be engaging with, and which stakeholder group they align with:



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Engagement Approach

To develop and refine content, the CCSP engagement team intends to use a combination of targeted pre-engagement stakeholder meetings and public engagement/consultation. This process has three distinct phases taking place over six months:

Phase 1: March 2021 to June 2021 Targeted pre-engagement with stakeholders, partners and subject matter experts (SMEs).

Phase 2: July to August 2021 Public engagement via Shape Nelson and City Centre Expo (public drop-in venue) following targeted pre-engagement.

Phase 3: September 2021 Urban Development Subcommittee scrutiny and approval of draft CCSP. Draft CCSP presented to the Council for adoption. Close the loop feedback report.

Stakeholder group meetings

We will undertake between up-to four distinct meetings per stakeholder group and one Expo event for the general public to attend. Attendees at these meetings will adhere to the *Terms of Reference*, as outlined in the Engagement Strategy document.

The meeting structures over the four months during Phase 1 of the engagement process will be:

- Meeting 1 - Educate, inspire, understand, identify key themes and set goals for the group
- Meeting 2 - Explore the data, seek stakeholder perspective and ideas on specific issues
- Meeting 3 - Present options (tailored to stakeholder groups input from previous session), test against the project's vision and goals
- Meeting 4 - Present draft CCSP and discuss. Confirm support.

Each meeting will be approximately 45 minutes long

Each meeting will have a maximum of 10 attendees

We expect to conduct up-to 100 meetings between March and June 2021

The venues will be chosen to be most convenient for attendees and conducive to relaxed conversation (we will seek to change venues each meeting and utilise a variety of locations/venues/spaces to inspire).

Meetings will be mixed format - personal feedback/experiences, data analysis, problem solving, reflection and setting actions to be undertaken prior to the next meeting. Sessions will be led by City Development and facilitated by elected representatives (Mayor and City Centre Engagement Group representatives) and UpShift.

Not all stakeholder groups will be engaged on a 1-to-1 basis during this process. Where appropriate we will invite individuals/organisations that represent a stakeholder group to meetings that contain individuals/organisations that represent another stakeholder group that have a complementary outlook or would add value to each other's thinking. This amalgamation of stakeholder groups will be fluid.

Across each of the four week-long engagement sessions, the CCSP project team recognises that different methods of communication and engagement will be required to ensure that elected members, partners, stakeholders, representative bodies and affected parties in the Nelson community are informed of the proposed visioning strategy for the City Centre.

Extensive face-to-face consultation has already taken place during the 2020 Streets for People process with city centre retailers, business stakeholders and reference groups. This will continue throughout the CCSP drafting process. This mahi tahi has been key to the development of the CCSP thinking to date and we acknowledge the value it has added to the process. Early targeted engagement will enable the CCSP to reflect the expertise of partners, stakeholders and SMEs.

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Item 7: City Centre Spatial Plan update: Attachment 2

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Below is an overview of the CCSP engagement activity:

Pre-engagement Stakeholder Meeting 1 - Launch and build trust

Date: 29 March - 1 April

- Set the scene - project vision, purpose, goals, challenges
- Ensure clarity on the TOR - what is the purpose of the group, and the meeting. What do we all want to get out of the meetings to feel that they have been successful?
- Explain how the CCSP has got to where it is - background, consultation, Streets for People
- Explain how the CCSP dovetails with the Parking Strategy, Regional Land Transport Plan and Long Term Plan 2021-31 consultations
- Inspire the audience - what does success look like
- Build trust in the process - show we understand their perspective, value and welcome their input and display how their time will help influence the CCSP
- Leave with an action for each attendee: e.g. consider what our city centre will look like in 30 years time, talk to your friends and colleagues about their opinions, then identify three challenges that need to be overcome for that vision to become a reality. We will workshop each person's feedback at Meeting 2.

Pre-engagement Stakeholder Meeting 2 - Explore and listen

Date: 12-17 April

- Invited speaker - inspire and challenge
- Present the Nelson data collected by the CCSP team - relate to other similar cities (Rotorua, New Plymouth, Dunedin)
- Explore findings to the action set at the last meeting and discuss opportunities
- Inspire stakeholders to have further conversations in their community
- Leave with an action for each attendee to complete prior to the next meeting.

Pre-engagement Stakeholder Meeting 3 - Present options, review and refine

Date: 10-15 May

- Present the visuals from the draft CCSP
- Discuss how/if the visuals address the stakeholders priorities
- Explore the challenges to adoption
- Explore the feedback from the action set at the last meeting and discuss opportunities
- Inspire the stakeholders to have further conversations in their community
- Leave with an action for each attendee to complete prior to the next meeting.

Pre-engagement Stakeholder Meeting 4 - Finalise the vision

Date: 7-12 June

- Present the final draft CCSP visuals and recommendations
- Discuss the CCSP timeline and activity priorities
- Seek confirmation of the support from stakeholders for the draft CCSP
- Seek feedback on the proposed Expo format and opportunities to engage the stakeholder's peers further.

Public Expo

Date: 17 July 2021, to align with CCSP draft document public consultation under Section 82 LGA

- City centre location
- Drop-in sessions on Friday or Saturday morning, general 'open house' on Saturday afternoon
- Relaxed/welcoming atmosphere
- Present vision and goals

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- Identify who consulted with and summary of feedback (Street for People, stakeholders, interested individuals etc)
- Visuals from draft CCSP for review
- Timeline for trial activations
- Opportunity to leave feedback

Community Submissions

Date: 9 July - 5 August 2021

- Following Council and LGA consultation/submission best practice we will utilise Shape Nelson and NCC's communications channels to promote the draft CCSP document and encourage feedback from the community.

1-on-1 engagement

Date: ongoing

It is acknowledged that some individuals have strong opinions when it comes to how they feel our city centre should evolve over the next 20-30 years. We value what they have to say and want to seek input from them. Because we also want to hear from a wide range of stakeholders, including those who have chosen not to engage with Council before on city centre related topics, we feel that it's vital that the tone and format of the stakeholder group meetings is as open, relaxed and congenial as possible (see terms of reference). In some instances setting up specific 1-to-1 meetings with individuals so that they can be heard and have input, without affecting the stakeholder group's chemistry, will be considered as an option.

Engagement conclusion:

Once the above engagement plan has run its course the CCSP team will ensure that all stakeholders views, suggestions and opinions have been documented and considered when developing the draft CCSP, which will be presented to the Council for adoption in September 2021.

A summary report of the engagement activity undertaken, including detail of the stakeholders who were involved, will accompany the draft CCSP. The purpose of this report is to give the Council confidence in the robustness of the engagement process undertaken, and that the draft CCSP reflects the community's values and aspirations for Nelson's city centre.

Terms of Reference:

To ensure that the goals of the stakeholder groups are clearly articulated before individuals commit to the process we feel that it's vital that we are very clear on what the purpose and goals of this engagement process are.

While this pre-engagement engagement process will be selective (in that some of our identified stakeholders may not wish to participate in a group engagement process based on the TOR) this also gives us the opportunity to then suggest other ways in which we can capture their views and opinions outside the group structure.

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Project - political:

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Judene Edgar, Chair, Urban Development Subcommittee, Nelson City Council
Mel Courtney, Deputy Chair, Urban Development Subcommittee, Nelson City Council
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-ENDS-

Supporting docs:

- Engagement Plan
- Communications Plan

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-Ends-

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Housing Supply Update

1. Purpose of Report

- 1.1 To receive the housing supply update report, including the identification of next steps in relation to the Housing Reserve, and an update on recent housing supply government announcements.

2. Recommendation

That the Urban Development Subcommittee

- 1. Receives the report Housing Supply Update (R24770).***

3. Background

Housing Reserve

- 3.1 Settlement of the divestment of Council's community housing to Kāinga Ora took place on 19 March 2021. From the proceeds of the divestment the Council has established a \$12 million Housing Reserve which provides an opportunity to take an innovative approach to improving affordability in the Nelson market.
- 3.2 Consultation with the community to date has been on the basis that the purpose of the Housing Reserve would be "to work with and support partners who have the ability to deliver social and affordable housing solutions for the community".
- 3.3 The Urban Development Subcommittee has had a workshop on affordable housing (26 November 2020) and on establishment of the Nelson Housing Reserve (2 March 2021). Feedback on a draft vision, principles and priorities for the Housing Reserve was provided by the Subcommittee and a future report will be brought to the Urban Development Subcommittee to approve for consideration by Council.

Item 8: Housing Supply Update

Housing Supply Announcement

- 3.4 On 23 March 2021 the Government announced its next steps to tackle the housing crisis. This included provision of a package of urgent and long-term measures targeted at increasing housing supply, relieving pressure on the housing market, and tipping the balance away from property speculators and back towards first home buyers.
- 3.5 Within the package is a \$3.8 billion Housing Acceleration Fund aimed at speeding up the supply of new housing by providing the infrastructure needed to support it. Officers are currently assessing how the Housing Acceleration Fund may assist Council in leveraging an increase in supply. It is noted that the Government will not be finalising the criteria for the fund until the end of June 2021.

Kāinga Ora

- 3.6 Officers have recently met with Kāinga Ora which is interested in exploring a range of housing development and partnership models in Nelson with the aim of commencing individual projects to increase supply within the next two years, as well as identifying a larger scale programme of projects over a 10 year term. Many will require infrastructure (including active and public transport) investment and upgrades providing an opportunity to utilise the Housing Acceleration Fund.
- 3.7 Officers will continue to work with Kāinga Ora assisting with its business cases for a range of short- and longer-term housing supply projects in Nelson and opportunities for partnership with Council and other stakeholders. As opportunities crystallise the Sub-Committee will be updated.

4. Conclusion

- 4.1 The housing space is fast moving, complex and a range of different types of supply, development models and partnerships are required to address it.
- 4.2 It is important that all housing workstreams within Council are coordinated to maximise Council's ability to leverage all types of supply, at different price points, and to leverage partnerships and investment opportunities.
- 4.3 Another update report will be presented to the Urban Development Subcommittee in June.

Author: Lisa Gibellini, Team Leader City Development

Attachments

Nil