Nelson City Council
Te Kaunihera o Whakatū

Notice of the Ordinary meeting of

Community and Recreation Committee

Te Kōmiti Hapori / Hākinakina

Date:	Thursday 17 June 2021
Time:	9.00a.m.
Location:	Council Chamber Civic House 110 Trafalgar Street, Nelson

Agenda

Rārangi take

Chairperson	Cr Tim Skinner
Deputy Chairperson	Cr Trudie Brand
	Cr Yvonne Bowater
Members	Her Worship the Mayor Rachel Reese
	Cr Mel Courtney
	Cr Judene Edgar
	Cr Kate Fulton
	Cr Matt Lawrey
	Cr Gaile Noonan
	Cr Rohan O'Neill-Stevens
	Cr Pete Rainey
	Cr Rachel Sanson

Quorum: 7

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. For enquiries call (03) 5460436.

Page No.

Karakia and Mihi Timatanga

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

4.1 Nelson Whakatū Muslim Association - Pre-purchase of Burial Plots for the Association

Mohammad Aboubakr (Vice President), Nissa Mowjood (Secretary) and Faridah Tup (Social Committee) on behalf of the Nelson Whakatū Muslim Association, will speak about pre-purchase of burial plots for the Association.

4.2 David Orr - Littering in Nelson and Doggy Doo Bags

David Orr will speak about the littering issue in Nelson and not having enough doggy doo bags available for dog owners to use.

5. Confirmation of Minutes

5.1 22 April 2021 **6 - 12**

Document number M16582

Recommendation

That the Community and Recreation Committee

1. ***<u>Confirms</u> the minutes of the meeting of the Community and Recreation Committee, held on 22 April 2021, as a true and correct record.***

6. Chairperson's Report

7. Stoke Youth Park - Final design 13 - 30

Document number R25885

Recommendation

That the Community and Recreation Committee

1. ***<u>Receives</u> the report Stoke Youth Park - Final design (R25885) and its attachment (A2659567); and***

2. ***<u>Notes</u> the design of the Stoke Youth Park, (A2659567) that will allow construction to proceed.***

8. Nelson Whakatū Muslim Association Request for Pre Purchase of Plots 31 - 39

Document number R25845

Recommendation

That the Community and Recreation Committee

1. ***<u>Receives</u> the report Nelson Whakatū Muslim Association Request for Pre Purchase of Plots (R25845) and its attachment (A2651420); and***

2. ***<u>Approves</u> the pre-purchase of a maximum of five plots, at any one time, by the Nelson Whakatū Muslim Association within the Muslim Burial Area at Marsden Valley Cemetery.***

9. Sister Cities Coordinator Report 40 - 74

Document number R25922

Recommendation

That the Community and Recreation Committee

1. ***<u>Receives</u> the report Sister Cities Coordinator Report (R25922) and its attachment (A2673955).***

10. Youth Council Update

11. Council Delivered Events Purpose and Scope 75 - 84

Document number R22567

Recommendation

That the Community and Recreation Committee

1. ***<u>Receives</u> the report Council Delivered Events Purpose and Scope (R22567) and its attachment (A2609618); and***

2. ***<u>Agrees</u> that the principles for Council Delivered Events is that they are accessible, meaningful, empowering, sustainable and unique.***

12. Community and Recreation Quarterly Report to 31 March 2021 85 - 126

Document number R22678

Recommendation

That the Community and Recreation Committee

1. ***<u>Receives</u> the report Community and Recreation Quarterly Report to 31 March 2021 (R22678) and its attachments (A2622482 and A2643329).***

CONFIDENTIAL BUSINESS

13. Exclusion of the Public

Recommendation

That the Community and Recreation Committee

1. ***<u>Excludes</u> 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	**Community and Recreation Committee Meeting - Confidential Minutes - 22 April 2021**	Section 48(1)(a) The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7.	The withholding of the information is necessary: • Section 7(2)(a) To protect the privacy of natural persons, including that of a deceased person
2	**Approval of Community Investment Funding Panel Membership**	Section 48(1)(a) The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7	The withholding of the information is necessary: • Section 7(2)(a) To protect the privacy of natural persons, including that of a deceased person

Karakia Whakamutunga

Nelson City Council
Te Kaunihera o Whakatū

Minutes of a meeting of the Community and Recreation Committee

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

On Thursday 22 April 2021, commencing at 9.05a.m.

Present:	Councillor T Skinner (Chairperson), Her Worship the Mayor R Reese, Councillors T Brand (Deputy Chairperson), Y Bowater (Deputy Chairperson), M Courtney, J Edgar, K Fulton, M Lawrey, B McGurk, G Noonan, and R O'Neill-Stevens
In Attendance:	Group Manager Community Services (A White), Team Leader Governance (R Byrne) Governance Adviser (E-J Ruthven), Governance Support (P Boutle), and Youth Councillors (G Rollinson and H Culverwell)
Apologies:	Councillors P Rainey and R Sanson

Opening Prayer

Councillor Skinner gave an opening prayer

1. Apologies

Resolved CAR/2021/017

That the Community and Recreation Committee

1. Receives and accepts the apologies from Councillors P Rainey and R Sanson.

Courtney/Lawrey Carried

2. Confirmation of Order of Business

There was no change to the order of business.

3. Interests

There were no updates to the Interests Register.

Councillors McGurk and Noonan subsequently declared interests in Item two of the confidential agenda – Reappointment of Trustee to the City of Nelson Civic Trust.

4. Public Forum

There was no public forum.

5. Confirmation of Minutes

5.1 4 March 2021

Document number M15466, agenda pages 7 - 16 refer.

Resolved CAR/2021/018

That the Community and Recreation Committee

1. Confirms the minutes of the meeting of the Community and Recreation Committee, held on 4 March 2021, as a true and correct record.

McGurk/Bowater Carried

6. Chairperson's Report

Document number R24809, agenda pages 17 - 21 refer.

Councillor Skinner spoke to his report, and highlighted recent and upcoming Council events relating to the Community and Recreation Committee's areas of responsibility.

At Councillor Skinner's invitation, Councillor Noonan gave an update regarding the development of Whare Haumaru at the Male Room, a day hub to support members of the homeless community.

Resolved CAR/2021/019

That the Community and Recreation Committee

1. Receives the report Chairperson's Report (R24809).

Courtney/Bowater Carried

7. Youth Council Update

Grier Rollinson and Holly Culverwell gave an update on recent Youth Council activities, including submissions developed and events that Youth Council had attended or assisted with, and answered questions.

8. City For All Ages Strategy update

Document number R24779, agenda pages 22 - 26 refer.

Chair of the City for All Ages Steering Group, Paul Steere, provided an update regarding progress on the City For All ages Strategy.

Along with Senior Policy Adviser, Michelle Joubert, Mr Steere answered questions regarding the content, areas of focus of, and potential gaps in the Strategy, including how to make the Strategy inclusive and relevant for people of all ages across the Nelson community.

Resolved CAR/2021/020

That the Community and Recreation Committee

1. Receives the report City For All Ages Strategy update (R24779) and its attachment (A2617348).

Noonan/Brand Carried

6 Bishop Suter Trust - Strategic Presentation

Julie Catchpole, Suter Director, and Jeff Morris, Suter Commercial Manager, gave a PowerPoint presentation (A2624107). They were accompanied by Trustee Gabrielle Hervey.

Ms Catchpole and Mr Morris answered questions regarding the Bishop Suter Trust's recovery from the COVID-19 lockdown period, sustainability and employment issues, and opportunities for building additional income streams.

Attendance: Councillor Lawrey left the meeting from 10.31a.m. to 10.39a.m.

Ms Catchpole and Mr Morris answered further questions regarding incorporating SMART performance measures in the draft Statement of Intent, and potential risks relating to an extension of the Ministry of Education Learning Experiences Outside The Classroom contract.

Attachments

1 A2624107 - The Bishop Suter Trust - PowerPoint presentation

10. Bishop Suter Trust Half Year Performance Report to 31 December 2020 and Draft Statement of Intent 2021/2026

Document number R22677, agenda pages 27 - 86 refer.

Group Manager Community Services, Andrew White, answered questions regarding the setting of performance measures and targets in Statements of Intent, and reporting in six-monthly performance reports.

There was a discussion regarding the desirability of including SMART performance measures in the draft Statement of Intent, particularly regarding visitor satisfaction, venue user satisfaction, non-Council-related income streams, growing community engagement and Friends of the Suter membership.

The motion was taken in parts.

Resolved CAR/2021/021

That the Community and Recreation Committee

1. ***Receives*** ***the report Bishop Suter Trust Half Year Performance Report to 31 December 2020 and Draft Statement of Intent 2021/2026 (R22677) and its attachments (A2583668, A2598483 and A2541536); and***

2. ***Notes*** ***the delivery of the Bishop Suter Trust draft Statement of Intent 2021/2026 (A2579562) as required under the Local Government Act 2002.***

Bowater/Lawrey Carried

There was further discussion regarding the importance of including SMART performance measures in the draft Statement of Intent.

The meeting was adjourned from 11.00a.m. to 11.18a.m.

Resolved CAR/2021/022

That the Community and Recreation Committee

3. ***Provides*** ***the following comments and feedback to the Bishop Suter Trust:***

   a) ***requests the Board works with Council officers to improve sustainability objectives and performance measures in the Statement of Intent.***

Edgar/McGurk Carried

11. Development of Maitai Recreation Hub

Document number R23742, agenda pages 87 - 103 refer.

Team Leader Parks and Facilities Activity Management, Paul Harrington, and Manager Parks and Facilities, Rosie Bartlett, presented the report and gave a PowerPoint presentation (A2624115).

They answered questions regarding availability of funding from the Ministry of Business, Innovation and Employment towards the project, cross-use of the Golf Club, the various facilities proposed for the recreation hub, the timeframe for construction, and the future upgrade of the Maitai Walkway.

Councillor Fulton, seconded by Councillor Lawrey, moved the officer recommendation, with the inclusion of the words "subject to approximately $500,000 Ministry of Business, Innovation and Employment funding being provided" in clause two of the motion.

Peter Watson, Manager of the Waahi Taakaro Golf Club, answered questions regarding Golf Club support for the recreation hub project. Mr Harrington answered further questions around the apportionment of future operational costs and the levels of parking to be provided at the hub.

The meeting was adjourned from 12.05p.m. to 12.10p.m.

Resolved CAR/2021/023

That the Community and Recreation Committee

1. ***Receives the report Development of Maitai Recreation Hub (R23742) and its attachment (A2605194); and***

2. ***Approves the development of the Maitai Recreation Hub at the Waahi Taakaro Golf Course location (Lot 1 DP 10588), subject to approximately $500,000 Ministry of Business, Innovation and Employment funding being provided; and***

3. ***Approves, under section 53 of the Reserves Act, the erection of new structures, setting apart additional car parking and other facilities as necessary or desirable for the use of the reserve and development of the Maitai Recreation Hub.***

Fulton/Lawrey Carried

Attachments

1 A2624115 - PowerPoint Presentation - Maitai Recreation Hub

12. Exclusion of the Public

Attendance: Councillors McGurk and Noonan declared an interest in item two of the confidential agenda, and left the meeting at 12.19p.m.

Resolved CAR/2021/024

That the Community and Recreation Committee

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:***

Brand/McGurk Carried

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	**Community and Recreation Committee Meeting - Public Excluded Minutes - 4 March 2021**	Section 48(1)(a) The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7.	The withholding of the information is necessary: • Section 7(2)(a) To protect the privacy of natural persons, including that of a deceased person • Section 7(2)(g) To maintain legal professional privilege
2	**Reappointment of Trustee to the City of Nelson Civic Trust**	Section 48(1)(a) The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7	The withholding of the information is necessary: • Section 7(2)(a) To protect the privacy of natural persons, including that of a deceased person

The meeting went into confidential session at 12.20p.m. and resumed in public session at 12.38p.m.

RESTATEMENTS

It was resolved while the public was excluded:

1	**CONFIDENTIAL: Reappointment of Trustee to the City of Nelson Civic Trust**
	That the Community and Recreation Committee ***3. Agrees that the appointment be made public once it has been finalised.***

There being no further business the meeting ended at 12.38p.m.

Confirmed as a correct record of proceedings:

_____ Chairperson _____ Date

Nelson City Council
Te Kaunihera o Whakatū

Community and Recreation Committee

17 June 2021

REPORT R25885

Stoke Youth Park - Final design

1. Purpose of Report

1.1 To receive the final design for the Stoke Youth Park to enable construction to begin.

2. Recommendation

That the Community and Recreation Committee

1. <u>Receives</u> the report Stoke Youth Park - Final design (R25885) and its attachment (A2659567); and

2. <u>Notes</u> the design of the Stoke Youth Park, (A2659567) that will allow construction to proceed.

3. Background

3.1 Funding for the development of the Stoke Youth Park has been included in the Long Term Plan 2018-2028 with $265,000 in 2020/2021 and $345,000 in 2021/22.

3.2 The Business Case and consultation background was presented to this committee on 4 March 2021 seeking approval for the site and to proceed to final design. It was resolved:

'That the Community and Recreation Committee

Receives the report Stoke Youth Park - Final design (R25885) and its attachments A2566264, A2468368 and A2542711; and

<u>Approves the location for the Stoke Youth Park adjacent to the Stoke Memorial Hall shown as Area A and some replacement car parking as Area B in the Stoke Youth Park Business Case Attachment 2 (A2468368), and</u>

Agrees to proceed to detailed design for the Stoke Youth Park; and

Approves that the Stoke Youth Park project begins construction in the 2020/21 financial year; and

Requests officers to engage with the transport team to ensure carparking and safety concerns are addressed and reported back to the Community and Recreation Committee.'

3.3 The Council's Transport Team has been engaged on carparking and related safety concerns.

3.4 Work has begun on modifying the existing carpark to the south of the Stoke Memorial Hall and the youth park final design is now ready to begin construction.

4. Discussion

Design

4.1 Modifications to the concept included in the business case and work on the final design have continued following the 4 March Committee Meeting along with further consultation with Whanake Youth. The final Landscape Master Plan, including the carpark layout, is included in Attachment 1.

4.2 The master plan has been separated into two parts. The first covers features that can be provided within the Council budget and the second the extra features for which we are seeking external funding of up to $300,000.

4.2.1 The landscape concept. This includes the following features – basketball court, skatepark, seating, timber deck, drinking fountain, Plunket carpark, climbing tower, artificial grass seating mound, container stage, and planting which are all included within the Council budget. (Refer to the Landscape Concept in Attachment 1)

4.2.2 The external funding overlay. This includes items requested for external funding and includes shade sails, a barbeque, catenary lighting, poles with creative lights, deck extension, additional innovative seats, an improved pathway emphasising the War Memorial Gates and art features. Lighting will be timer controlled to restrict late night use. (Refer to the External Funding Overlay in Attachment 1)

4.3 External funding, estimated at approximately $300,000 would elevate the park to another level and make the park somewhat special. Should external funding not be forthcoming, the Council funded features, with some minor modification, would still function successfully on their own.

Engagement with the Transport Team

4.4 Bike racks, a bus shelter and CCTV security cameras are part of the Council's proposal to integrate a bus station into this area at a later stage. Discussions have continued to select an appropriate site within very tight constraints – the Memorial Hall, the skatepark, Plunket parking and the Memorial Gates.

4.5 The location for the bus stop and shelter (19) as shown on the Landscape Concept has been chosen to ensure it doesn't conflict with the Youth Park nor obstruct access and views to the entrance of the Memorial Hall. A glass sided bus shelter is envisaged. A bike rack site to service the bus station has yet to be determined but consideration is being given to a site immediately opposite on Bail Street.

4.6 The carpark to the south and the Plunket carpark were designed by the Council's Transport Team to ensure access and egress safety.

5. Options

5.1 Three options are presented below. Officers support option 1.

Option 1: Note the final master plan and proceed to construction. Recommended option	
Advantages	• Physical works for funded items can begin in this financial year
Risks and Disadvantages	• Funding from external funding agencies might not be forthcoming for the extra items
Option 2: Note the final master plan and undertake further modifications	
Advantages	• None apparent
Risks and Disadvantages	• Further delay to a protracted project investigation and design process
Option 3: Note the final master plan and discontinue the project	
Advantages	• Construction costs saved
Risks and Disadvantages	• The youth of Stoke have been anticipating this project for many years. Disappointment and a loss of confidence in the Council would result.

6. Conclusion

6.1 Extensive consultation with the youth of Stoke, Whanake Youth and the Nelson Youth Council over a long period of time has resulted in a

successful design. The business case was presented to this Committee on 4 March 2021 and work on conceptual and detailed design begun. The final master plan has been separated into two parts with the first consisting of the features proposed for funding by the Council and the second with additional features applied for from external funders.

6.2 The Committee has asked that the Transport Team be engaged to ensure that carparking and safety concerns were addressed. This has been undertaken and construction will begin on basic ground preparation in late June.

7. Next Steps

7.1 Proceed immediately with construction of the Stoke Youth Park within the budget available.

Author: Andrew Petheram, Principal Parks and Facilities Activity Planner

Attachments

Attachment 1: A2659567 - Stoke Youth Park Masterplan ⇩

Important considerations for decision making

1. Fit with Purpose of Local Government

This project proposes to provide local infrastructure to support the social wellbeing of youth in Stoke.

2. Consistency with Community Outcomes and Council Policy

The recommendation is consistent with the following community outcomes:

- Our communities have access to a range of social, educational and recreational facilities and activities
- Our urban and rural environments are people-friendly, well planned and sustainably managed

The proposed approach is consistent with the Youth Strategy and the draft Community Partnerships Activity Management Plan.

3. Risk

There is reputational risk to Council if it decides not to proceed with this project. There is risk of a further $300k not being granted and special elements not being affordable.

4. Financial impact

This project is budgeted within the Long Term Plan 2018-28. The recommended option should result in third party funding such as a community funding organisation being available to contribute to the project at a later stage.

5. Degree of significance and level of engagement

Council has consulted on this project previously including through the Long Term Plan. Extensive consultation with the young people of Stoke has been undertaken by Whanake Youth. Neighbouring residential property owners and users of the Stoke Memorial Hall have been notified.

6. Climate Impact

The design has provided for a future bus/bike station as part of the project.

7. Inclusion of Māori in the decision making process

No engagement with Māori has been undertaken in preparing this report.

8. Delegations

The Community and Recreation Committee has the following delegations to consider the development of the Stoke Youth Park:

Areas of Responsibility:

- *Parks and Reserves*
- *Sports Fields*

Delegations:

The committee has all of the responsibilities, powers, functions and duties of Council in relation to governance matters within its areas of responsibility, except where they have been retained by Council, or have been referred to other committees, subcommittees or subordinate decision-making bodies.

In this case Council has not retained responsibility for the Stoke Youth Park, so the committee has the power to make the decision relating to the location and development of the Stoke Youth Park.

STOKE YOUTH PARK
Nelson City Council
te kaunihera o whakatū
kūmānu
ENVIRONMENTAL
A2659567
REV02_280401

LANDSCAPE MASTERPLAN

LEGEND

1. EXISTING PLUNKET FACILITY
2. PLUNKET CARPARK
3. WHANAKE YOUTH HALL
4. STOKE MEMORIAL HALL
5. CARPARK FOR STOKE COMMUNITY HALL INCLUDING PLANTING AND TREES
6. EXISTING TREES TO BE RETAINED
7. MARSDEN RECREATIONAL RESERVE
8. MAIN ROAD STOKE
9. PROPOSED YOUTH PARK - REFER TO LANDSCAPE CONCEPT FOR DETAIL

PLAN NOT TO SCALE_ REV 02_210524

Any use of this design in part or whole, beyond the agreed scope and extent of this project, requires permission from the Kūmānu Environmental Design team and agreement on fee disbursements.

Extent of paint TBC

SHT01
A2659567

kūmānu ENVIRONMENTAL

LANDSCAPE CONCEPT

LEGEND

1. PLUNKET CARPARK:
AREA INDICATIVE ONLY TO BE CONFIRMED BY NCC. CONSTRUCTION (BY OTHERS)

2. SKATE PARK AREA:
CONCRETE AND SKATE ELEMENTS CONSTRUCTED BY SURFACE RAMPS LTD

3. LASER-CUT SAFETY PANELS TO EASTWARD EDGE OF SKATE PARK. DEVELOPED AS ENTRANCE FEATURE WITH PARK LETTERING LASER-CUT OUT OF PANELS

4. ASPHALT PAINTING:
PAINT EXISTING AND NEW ASPHALT AREAS IN COLOURS AND PATTERN SHOWN

5. BASKETBALL COURT:
PAINTED COURT ON ASPHALT - LEVELS ADJUSTED (DRAINAGE TOWARDS DISH CHANNEL) TO TIE IN WITH CONCRETE SKATE PARK AREA

6. LOCALISED RAMPING OF ASPHALT ADJACENT TO DISH CHANNEL

7. TIMBER DECK:
450MM HIGH KWILA (FSC CERTIFIED) HARDWOOD. STEP DOWN TO BASKETBALL AREA AS REQUIRED. CONFIRM STEP PROFILE WITH LANDSCAPE ARCHITECT

8. DECK RAMP: 1 IN 12 SLOPE INCLUDING HANDRAIL AND EDGING

9. PROPOSED SEATING:
ANATORI TIMBER BENCH (PURPLE HEART) WITH CORTEN STEEL SURFACE MOUNTED ON SITE CONCRETE

10. CLIMBING TOWER:
SPLIT LEVEL TOWER (2500 & 3000MM ABOVE GROUND). NATURAL STYLE - TIMBER DECK AND TIMBER STRUCTURAL POSTS. INCLUDES CLIMBING WALL AND FIREMAN POLE FEATURE

11. BALUSTRADE STAINED AND PAINTED IN COLOURS TO MATCH ASPHALT PAINTING

12. HAMMOCK SEATING: GALVANISED SCAFFOLD FRAME WITH HAMMOCK NETTING. CONSTRUCTED IN SIMILAR FASHION TO UPPER TRAFALGAR SANS TIMBER SEATS

13. ASTROTURF
LARGE INFORMAL ASTROTURF AREA WITH LOW MOUNDING TO CORNER FOR SEATING/LOUNGING (MAXIMUM 750MM HIGH WITH A MAXIMUM 1 IN 2 SLOPE)

14. ASPHALT:
MARRY INTO SURROUNDING FEATURES, SKATEPARK, PLUNKET, DISH DRAIN ETC

15. ACCESSIBLE DRINKING FOUNTAIN. CONFIRM FINAL LOCATION WITH LANDSCAPE ARCHITECT

16. PROPOSED PLANTING AREAS:
NATIVE PLANTING TO FRAME THE VARIOUS SPACES AND SOFTEN THE HARD LANDSCAPING ELEMENTS

17. EXISTING TREES:
TO BE RETAINED AND PROTECTED DURING THE CONSTRUCTION WORKS

18. EXISTING PLANTING:
TO BE RETAINED AND PROTECTED AS NECESSARY DURING THE PERIOD OF WORKS

19. POSSIBLE BUS SHELTER LOCATION (BY OTHERS)

20. CONTAINER LOCATED BENEATH EXISTING TREES. OPEN SIDES TO CREATE 'ALL ACCESS' LINK THROUGH TO NORTHERN FIELD (FOR OUTDOOR EVENTS/PERFORMANCES) OR ENCLOSED SPACE. ALLOWS FOR A RANGE OF PERFORMANCE OPTIONS INCLUDING SMALL OUTDOOR GATHERINGS FOR WHANAKE YOUTH, MEDIUM-SCALE PERFORMANCES WITHIN THE YOUTH PARK OR LARGE EVENTS OVERLOOKING MARSDEN RECREATION GROUND. LOCATION ALSO CREATES AN ALL-WEATHER, OUTDOOR CHILL-OUT SPACE FOR WHANAKE YOUTH

21. POSSIBLE POP-UP CAFE / CONCESSION LOCATION

PLAN NOT TO SCALE_ REV 02_210524

Any use of this design in part or whole, beyond the agreed scope and extent of this project, requires permission from the Kūmānu Environmental Design team and agreement on fee disbursements.

Extent of paint TBC

SHT02
A2659567

kūmānu ENVIRONMENTAL

EXTERNAL FUNDING OVERLAY

LEGEND

1. SHADE SAIL OVER ASTROTURF AREA
2. LIGHTING TO BASKETBALL COURT AND SKATE AREA
3. UPLIGHTING TO DECKING TREES AND CATERNARY LIGHTING OVER DECK STRUCTURE
4. DECKING EXTENSION TO WHANAKE YOUTH
5. FENCING AND PLANTERS TO FUTURE CONTAINER CAFE FOR YOUNGER CHILDREN, INCLUDING SURFACE TREATMENT
6. RSA MEMORIAL PATH TREATMENT AND CONNECTION
7. GRAFFITTI POSTS AT ENTRANCE
8. SOUND SYSTEM (SPEAKERS ON POLES)
9. DECKING EXTENSION

NOTE: REVISED SERVICES AS REQUIRED

PLAN NOT TO SCALE_ REV 02_210524_Additional Scope Option (to be viewed in conjunction with Sht01

Any use of this design in part or whole, beyond the agreed scope and extent of this project, requires permission from the Kūmānu Environmental Design team and agreement on fee disbursements.

Extent of paint TBC

SHT03
A2659567

kūmānu ENVIRONMENTAL

ARTISTIC IMAGERY

VIEW SOUTH WEST ACROSS BASKETBALL COURT (TOWARD STOKE COMMUNITY HALL)

SHT04
A2659567

ARTISTIC IMAGERY

VIEW SOUTH PAST HAMMOCK SEATING AND ASTROTURF

SHT05
A2659567

ARTISTIC IMAGERY

VIEW NORTH EAST, PAST POP-UP CAFE / CONCESSION LOCATION

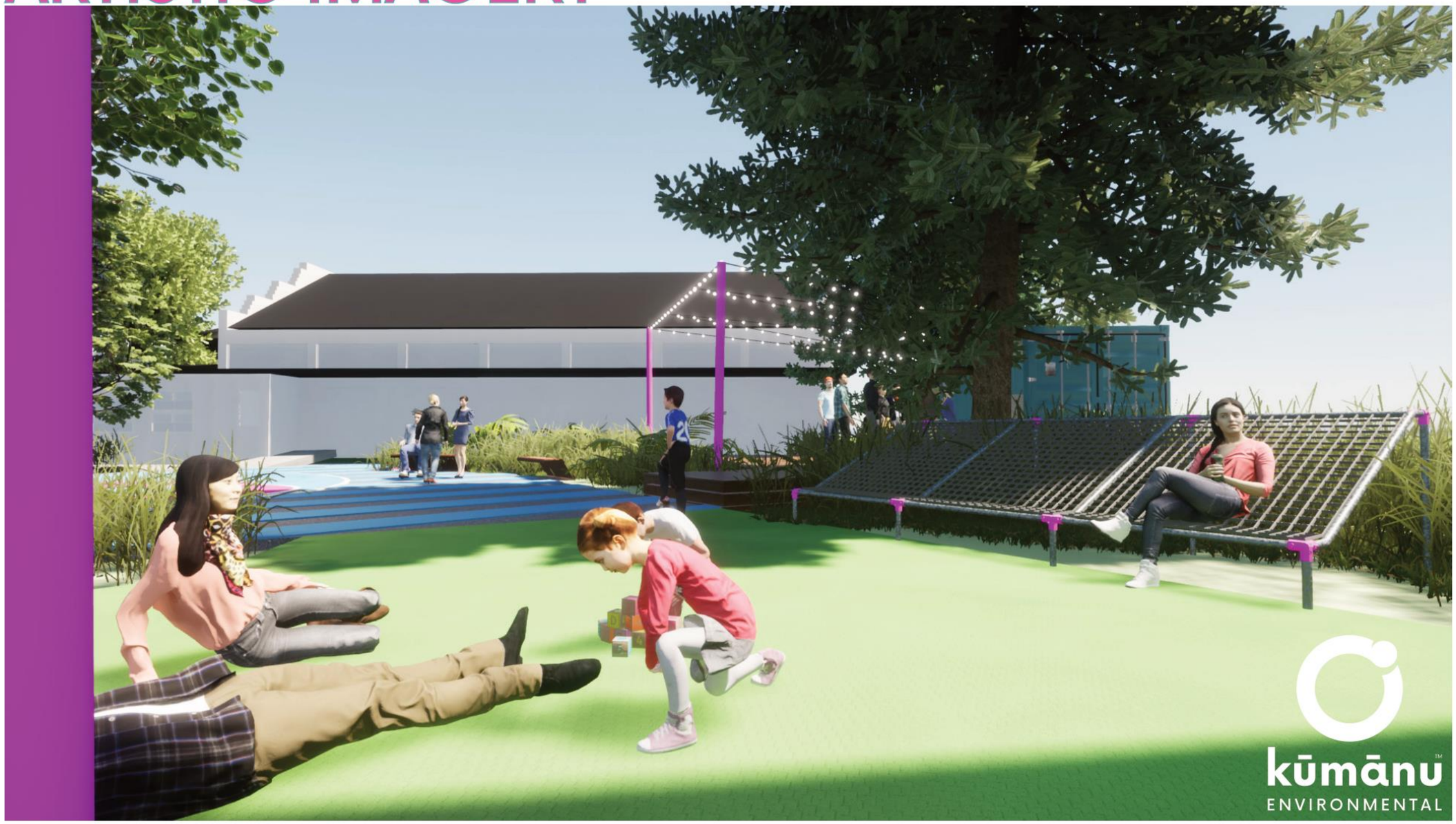
SHT06
A2659567

ARTISTIC IMAGERY

VIEW SOUTH EAST, LOOKING PAST CLIMBING TOWER, TOWARD SKATE PARK AREA

SHT07
A2659567

ARTISTIC IMAGERY



VIEW ACROSS ASTROTURF LAWN TOWARD HAMMOCK SEATING (CONTAINER BEYOND)

SHT08
A2659567

ARTISTIC IMAGERY

NIGHT VIEW, LOOKING NORTH EAST ACROSS BASKETBALL COURT

SHT09
A2659567

ARTISTIC IMAGERY

NIGHT VIEW, LOOKING-NORTH ACROSS ENTRY PATH TOWARD SKATE PARK AREA

SHT10
A2659567

ARTISTIC IMAGERY

VIEW SOUTH ACROSS SKATE PARK AREA

SHT11
A2659567

Nelson City Council
Te Kaunihera o Whakatū

Community and Recreation Committee

17 June 2021

REPORT R25845

Nelson Whakatū Muslim Association Request for Pre Purchase of Plots

1. Purpose of Report

1.1 To approve a decision on the pre-purchase of a maximum of five burial plots at any one time by the Nelson Whakatū Muslim Association within the Muslim Burial Area at Marsden Valley Cemetery.

2. Summary

2.1 In 2019 the Nelson Whakatū Muslin Association (NWMA) worked with Council to develop a Muslim burial area within the Marsden Valley Cemetery.

2.2 There are 27 burial plots currently available in the Muslim area of Marsden Valley Cemetery with two plots utilised.

2.3 After the first Muslim death in Nelson, a request was made to purchase five plots to be reserved in the NWMA name. Refer to Attachment 1 (A2651420)

2.4 Current operational procedure allows pre-purchase of plots only in an individual's name. However, this report proposes to get a decision on the NWMA pre-purchasing plots, under the association name.

3. Recommendation

That the Community and Recreation Committee

1. <u>Receives</u> the report Nelson Whakatū Muslim Association Request for Pre Purchase of Plots (R25845) and its attachment (A2651420); and

2. <u>Approves</u> the pre-purchase of a maximum of five plots, at any one time, by the Nelson Whakatū Muslim Association within the Muslim Burial Area at Marsden Valley Cemetery.

4. Background

4.1 In March 2016 Council approved a dedicated area for Muslim burials within the Marsden Valley Cemetery (Report R5521).

Resolved CL/2016/001

> *THAT within the Marsden Valley cemetery, 100 plots be allocated as Catholic burial plots and 30 plots be allocated as Muslim burial plots, as shown on the indicative map attached as Appendix 2 (A1485622).*

Rainey/Noonan Carried

4.2 This area was developed in February 2019.

4.3 There have been two burials to date within the Muslim area of the cemetery.

4.4 Islamic practice dictates the body of the deceased must be washed, shrouded, prayed for, and buried facing Mecca within 24 hours of death. NWMA has indicated that pre-purchasing plots would assist with the burial being performed within this timeframe.

4.5 NWMA has made a request to pre-purchase up to five plots at any one time in the Association's name.

4.6 The reasons NWMA wants the ability to pre-purchase in the association's name are:

4.6.1 to reduce stress to family, allowing one less thing to deal with on the day of burial considering the short time processing the interment warrant and burial needs to occur under Islamic law.

4.6.2 enables the association to gift the plot to the family to be able to help those in need, which is an essential element of Islamic faith.

4.6.3 The association believes it should be given exemption to the current operational policy of only allowing pre-purchase in an individual's names as it is a charity and will have no financial gain from pre purchase as the plot will be gifted to the family of the deceased.

4.7 Along with the plot fee, which is usually paid on the day of burial, a warrant of interment fee payment is required prior to burial occurring.

4.8 Cost of fees (2020/21)

4.8.1 Plots fee: $1,814 (Single Plot)

4.8.2 Warrant of Interment fee: $791 (Adult)

4.9 Pre-purchase of plots is legislated under for the Burial and Cremations Act 1964 (the Act) section 10 (1) and (2).

10 Exclusive right of burial, etc

(1) A local authority may sell either in perpetuity or for a limited period the exclusive right of burial in any part of a cemetery, and also the right of constructing any vault or place of burial with the exclusive right of burial therein.

(2) Before any body is permitted to be buried in any vault, brick grave, or place of burial, the exclusive right of burial wherein has been sold, the local authority may require satisfactory evidence that the person for the time being appearing to it to be entitled as owner to such exclusive right has consented or would not object to the burial taking place therein.

4.10 And the Nelson City Council Urban Environment Bylaw (the Bylaw) Number 225 Part Eight.

Purchase of exclusive right of burial

8.2 Any person making application on the appropriate form and paying the requisite fee may at any time purchase the exclusive right of burial in any available plot on the terms and conditions from time to time set by the Council.

8.3 Where no prior purchase of an exclusive right of burial has been made by, or on behalf of, the deceased at the time an application is made for an Interment Warrant, the exclusive right of burial shall be purchased at the same time as the Interment Warrant.

8.4 Where any person of insufficient means has been interred in any cemetery any friend or relative of such person may, within such time as the Council might allow, purchase the exclusive right of burial in relation to the grave subject to the terms and conditions applying in respect of the purchase of such right.

4.11 The exclusive right of burial is a service offered at Nelson City Council cemeteries. However, due to topography and the logistics of getting a digger onto sites, this exclusive right cannot be guaranteed in either the natural or the Muslim burial area.

4.12 While sequential plot numbering is generally followed when allocating the next available plot, there is no guarantee ground conditions will allow certain plots at time of burial. Exclusive right of burial is not practical in the natural or Muslim burial areas, however while the customer will not be able to purchase an exclusive right of burial for a plot under section 10 of the Act or clause 8.2 of the Bylaw, they will have pre-paid the plot fee and have a right to a plot within the Muslim Area.

4.13 Council has an operational procedure which allows pre-purchase of plots in an individual's name but does not allow an association to pre-purchase.

4.14 A pre-purchased plot can be reallocated or surrendered to another individual if needed.

4.15 The reasons why Council does not currently allow pre-purchase of plots in an association's name are:

- creating precedent which could create demand from other organisations wanting to pre-purchase which in turn decreases capacity of the cemetery
- potential to resell plots at a higher price

4.16 Staff investigated whether other councils throughout New Zealand allow pre-purchase of plots in an association's name with the following responses received:

4.16.1 Palmerston North City Council allowed bulk pre-purchase in the Muslim area only. This decision was considered as part of the entire project resulting from a large private donation to establish and manage the Muslim area within the cemetery. They do not allow any other groups to bulk pre-purchase.

4.16.2 Wellington City Council: do not allow pre-purchase although at the time of one burial there is an option to buy an additional plot.

4.16.3 Auckland City Council allow pre-purchase of up to 20 plots in the local Muslim association's name.

4.16.4 Marlborough District Council does not allow pre-purchase of plots in an association's name but does allow this in the individual's name.

4.16.5 Tasman District Council does not allow pre-purchase of plots in an association's name but does allow in the individual's name, however, the Brethren community has pre-purchased 16 plots at one time in the Motueka Cemetery.

4.17 Other Councils expressed concerns that bulk pre-purchase would impact cemetery capacity and create a precedent which would result in pressure from funeral directors and other denominational organisations wanting to bulk pre-purchase.

5. Discussion

5.1 NWMA is registered as a charitable organisation that has been operating since 2017. One of the associations primary objective is:

"1) to advance the Islamic Doctrines through establishing and maintaining a permanent Islamic centre in Nelson, holding regular prayer, providing funeral and janaza services and celebrating other religious observances"

Janaza is translated as a funeral rite, the ceremonies of burial and funeral procession.

5.2 NWMA has said it would like to gift the pre-purchased plots to families at the time of burial.

Options

5.3 These are the 3 options presented to the committee. Officers support Option 2.

Option 1: Allow NWMA to pre purchase one plot at any time	
Advantages	• Gives the Association peace of mind that they can use one plot at any time. • Allows the Association to follow through with their objective of providing a plot for those in their community that are unable to. • Capacity issues for Marsden Cemetery are not compromised.
Risks and Disadvantages	• May set precedent for other groups who wish to do the same • NWMA is not satisfied it is meeting its objectives of their organisation. • There is no control privity for NWMA for on-selling or profiting from the pre-purchase.
Option 2: Allow NWMA to pre purchase up to five plots at any time (recommended)	
Advantages	• Gives the Association peace of mind that they can offer plots to families • Allows the Association to follow through with their objective of providing plots for those in their community that are unable to. • Council listens and responds to cultural objectives.
Risks and Disadvantages	• Sets precedent for other groups which could result in capacity issues at Marsden Cemetery. • There is no control privity for NWMA for on-selling or profiting from the pre-purchase.
Option 3: Status quo - Do not allow NWMA to pre purchase plots	
Advantages	• No risk of other groups wanting to do the same. • No additional administration for staff and contractors.

Risks and Disadvantages	• NWMA is not satisfied it is meeting the objective of its organisation. • Reputational risk to Council by not accommodating cultural burial requirements.

6. Conclusion

6.1 NWMA has approached Council seeking permission to bulk pre-purchase five plots within Marsden Valley Cemetery in the association's name, at any one time.

6.2 Current cemetery operational procedure only allows pre-purchase of plots in an individual's name.

6.3 Based on Palmerston North City Council's example of a Council recommendation to allow pre purchase of plots in the Muslim Association's name, it is recommended Nelson City Council could follow a similar process.

7. Next Steps

7.1 Develop a Memorandum of Understanding with the NWMA which sets out the procedural process for the pre-purchase of five plots in the association's name at any one time, including that they are gifted to families and that the deceased name must be provided to Council prior to issuing of the interment warrant.

7.2 Any requests from other groups for bulk pre-purchase would be brought to the Community and Recreation Committee for consideration.

Author: **Sarah Clarke, Team Leader Facilities**

Attachments

Attachment 1: A2651420 - Nelson Whakatū Muslim Association Request for Pre-purchase of Plots ⇩

Important considerations for decision making

1. Fit with Purpose of Local Government

The allowing of bulk pre-purchase of plots to be held in the NWMA name promotes cultural wellbeing of the community in the present and for the future.

2. Consistency with Community Outcomes and Council Policy

The decision to allow the NWMA to pre-purchase five plots at any one time in the association's name assists with the follow community outcomes:

Our communities are healthy, safe, inclusive, and resilient

Allowing burial practices to be adjusted for cultural reasons promotes inclusiveness.

Our Council provides leadership and fosters partnerships, a regional perspective, and community engagement

Council is appreciated for fostering partnerships with the NWMA enabling them to meet the objectives of their constitution.

Our communities have opportunities to celebrate and explore their heritage, identity, and creativity

NWMA have expressed that the gifting of plots to families in their time of mourning upholds Islamic beliefs.

3. Risk

There is a risk of perceived precedent being set and creating demand for bulk prepurchase which would compromise Marsden Valley Cemetery capacity. This can be mitigated by capping the maximum number of pre-purchased plots to five and considering any future requests for bulk pre-purchase under the same conditions as this report.

Therefore, the risks associated with approving the pre-purchase of five plots to the NWMA are considered minor.

4. Financial impact

Revenue would remain the same but would phase differently over the financial years. The pre-purchase of five plots by the NWMA would bring income of $9,070 to Council prior to any actual burial taking place, if bought in the 2020-21 year. If the plot were bought in the 2021-22 year the income would be $11,155. There would additional administration required which would be covered from existing budgets.

5. Degree of significance and level of engagement

This matter is of low significance because, although there is change in the service provided to the NWMA, by capping the number of plots to five, this limits the impact on the community. Developing a Memorandum of Understanding with NWMA provides a level of engagement with Council. Future development of cemetery policy will address alternative burial methods which will go some way to increasing capacity.

6. Climate Impact

The decision to approve the pre-purchase of five plots in the association's name does not have any direct impact on climate change.

7. Inclusion of Māori in the decision making process

No engagement with Māori has been undertaken in preparing this report.

8. Delegations

The Community and Recreation Committee has the following delegations to consider pre purchase of plots in an associations name

Areas of Responsibility:

- *Cemeteries and Crematorium*

Delegations:

- *Developing, monitoring and reviewing strategies, policies and plans, with final versions to be recommended to Council for approval*

Nelson-Whakatu Muslim Association Inc.
22, Collingwood Street, Nelson Ph 03 5469550

17th May 2021

The Nelson City Council
Trafalgar Street
Nelson

Pre purchase of burial plots at the Marsden Valley Cemetery

On behalf of Nelson Whakatū Muslim Association, I wish to write to the Nelson city council committee to approve pre purchase of 5 burial plots at the Marsden Valley Cemetery. This will give us at any given time 5 plots being pre purchased by our Association.

I wish to thank the council staff for providing the opportunity to meet and discuss the importance of providing this option as a charitable organisation. In these meetings we highlighted number of reasons for it:

- Pre-purchase of plots by NWMA is offered to grieving families (family may make donation in return) when a family member passes.
- Muslims living in this region do not have their families nearby, the Muslim community serves much of the family role.
- Muslim faith is to bury deceased as soon as possible following passing and having the pre purchased plots makes it easier for the association.
- One of the objectives of Nelson Whakatū Muslim Association constitution is to provide support and assistance with funeral service. We had two funerals in the last six months, and we were able to fulfil this as stated in our constitution.
- Pre-purchase does **NOT** generate revenue for NWMA.

The above are some of the reasons for our charitable organisation to have the ability to pre purchase. I hope the committee will consider our request favourably.

Please do not hesitate to contact by email if you need further information or clarification.

Many thanks

Nissa Mowjood
Secretary
Nelson Whakatū Muslim Association

A2651420

Nelson City Council
Te Kaunihera o Whakatū

Community and Recreation Committee

17 June 2021

REPORT R25922

Sister Cities Coordinator Report

1. Purpose of Report

1.1 For the Sister Cities Coordinator to update the Committee on Nelson's Sister City relationships and activities in the first six months of 2021.

2. Recommendation

That the Community and Recreation Committee

1. Receives the report Sister Cities Coordinator Report (R25922) and its attachment (A2673955).

3. Background

3.1 The Sister Cities Coordinator position is voluntary. Its purpose is to promote and strengthen Council's sister city relationships. The Coordinator provides guidance on roles, management and protocols for sister city matters, and reports biannually to Council.

3.2 Nelson has three active Sister City relationships: Miyazu (Japan), Huangshi, and Yangjiang (China). Nelson also has an inactive relationship with Eureka (United States).

4. Sister City Activities

Sister Cities New Zealand Conference

4.1 I had the opportunity to attend the the Annual General Meeting and Conference of Sister Cities New Zealand (SCNZ) held in Te Papa Tongarewa, Wellington on 15-16 April 2021. Attendance was lower than in previous years at fewer than 100 guests, but others participated via Zoom.

4.2 Te Papa staff provided the welcome mihi, with opening remarks by Kaumātua Kura Moeahu. He spoke about the history, culture, and

philosophy of Parihaka, where cultural customs intermingle with religion and scriptures. He described how Parihaka became a safe and welcoming place for all as residents gave shelter and food, reaching out to others. There was the message that New Zealand is multicultural – we are already connected through lineage/ genealogy - and that we need to work to strengthen relationships both here in Aotearoa and internationally.

4.3 New Zealand's ambassadors to Japan and China presented to the Conference through pre-recorded messages, speaking to the merits of the Conference's theme of 'Global Connections and Diversity'. Other videos followed from Sister Cities International, Chinese People's Association for Friendship with Foreign Countries, and Japan's Council of Local Authorities for International Relations (CLAIR).

4.4 CLAIR representatives spoke about emergency organisations, and the use of council links to activate support between countries and sister cities. The Japanese ambassador focused on the upcoming Masters Games, suggesting that we could encourage our sister cities to participate.

4.5 The Executive Director of the Office for Ethnic Communities, Anusha Guler, provided background on the office. She spoke about Local Government New Zealand and councils working with refugees and being part of the 'Welcoming Communities' initiative. She suggested connecting new migrants with sister city communities, providing a link for the Office for Ethnic Communities and local authority networking.

4.6 We took part in a workshop titled "Values of international connections and the benefits of culturally based communities". A key topic was how to quantify the value of cultural connection. The workshop also highlighted the importance of developing engagement, connecting newcomers with residents, and continuing to tell sister city stories. This tied in with a research document presented in 2019 by the Laurence Kubiak (Chief Executive of the New Zealand Institute of Economic Research) report (NZIER), "From Sister to Global Cities - key findings and learnings from 2003 and 2019" (Attachment Two).

4.7 Nelson was presented with a certificate commemorating its 45 year sister city relationship with Miyazu. Four other cities with similarly long relationships were commemorated, though Nelson's was the longest.

4.8 Strategic approaches to sister cities were discussed at a workshop. This raised the following points for Nelson:

- Does Nelson have a strategic approach to sister city relationships?
- Is Council's strategy and approach coherent, clear, and used daily?
- Does it want to have a strategic approach?
- How are sister cities managed and maintained at a Council level?

- Mayors should to be actively involved in leadership and ownership of sister cities relationships, as this seniority is both respected and expected in international diplomatic relations.

- Elected members are key diplomatic 'tools'.

4.9 At the Sister Cities New Zealand AGM, Hiromi Morris was voted back for one more year, with succession planning to be focussed on this year. Grant Smith (Mayor of Palmerston North), and John Christie (Director of Enterprise Dunedin) were voted onto the board as co-opted members. Taylor Marston, an active youth member from Auckland, was voted on as a new member.

4.10 The main discussion was around the completion and acceptance of the SCNZ Strategic Plan and Strategic Direction, which had been worked on throughout the year. The Board recommended "That the AGM approves the new Strategic Direction, as developed throughout the consultation process with members."

4.11 The major change was a moved recommendation "That the AGM approves the renaming of 'Sister Cities New Zealand' to 'Sister Cities New Zealand trading as Global Cities New Zealand'". The logo, fonts and colours will remain the same. Reasons for the change are that some relationships go beyond a particular city and encompass a region, with links to nearby cities and the wider region.

Sister City Organisations

4.12 I liaise with the three organisations involved with Nelson's sister city relationships - the Nelson Miyazu Association, Nelson New Zealand China Friendship Society, and Nelson Eureka Association. This is in addition to the Sister City Coordinating Group meetings.

Miyazu

4.13 Nelson and Miyazu celebrated a special 45 years anniversary this year, the second longest sister city relationship in New Zealand. The first part of a series of celebrations was a Zoom meeting held with the two mayors and members of the Nelson Miyazu Sister City Association. Thank you to the Mayor's office and Council staff for their role in organising this. The next event will be the gifting to Miyazu of an album commemorating the 45 year relationship. A copy of the certificate received at the Sister Cities New Zealand Conference will accompany this gift.

Huangshi and Yanjiang

4.14 Barbara Markland, President of the Nelson branch of the New Zealand China Friendship Society, has delegated responsibility for both the Huangshi and Yangjiang relationships and has provided the following for this report:

4.14.1 "Of major importance to the branch are our close links with Nelson's two sister cities in China, Huangshi, and Yang Jiang.

With delegation visits and school exchanges not possible at present it was hoped to maintain the relationships with correspondence between college students. Unfortunately, the Education Department of the Huangshi Municipal Government has not approved the project, but it is hoped to proceed with Guangdong Liangyang Senior High School in Yang Jiang. The Nelson City Youth Councillor who attends the Sister City Coordinating Group Committee meetings is assisting with the project."

4.15 The relationship with Huangshi celebrates a milestone 35 years this year.

Eureka

4.16 The Nelson Eureka Sister City Association has not been active for some years now, although a small group from Eureka visited Nelson in late 2019.

4.17 A public consultation meeting was held in 2014 to look at the future of the relationship. Those present were not in support of discontinuing the relationship. However new members were not forthcoming to join the committee, and many suggestions were made for additional new relationships around the world were made at the meeting.

4.18 It has previously been suggested by officers that the Eureka Sister City relationship be dissolved. In 2017 Eureka was removed from the Sister Cities New Zealand register, but this has yet to be formally resolved through Council. A report containing this recommendation will be produced and brought to the Committee at an appropriate time.

Author: **Gail Collingwood, Sister City Co-ordinator**

Attachments

Attachment 1: A2673955 - NZIER Report on Sister Cities 'From Sister to Global Cities' ⇩

NZIER
NEW ZEALAND INSTITUTE OF ECONOMIC RESEARCH

From Sister to Global Cities

The economics of New Zealand's Sister Cities

NZIER report to Sister Cities New Zealand
March 2019

A2673955

About NZIER

NZIER is a specialist consulting firm that uses applied economic research and analysis to provide a wide range of strategic advice to clients in the public and private sectors throughout New Zealand and Australia and further afield.

NZIER is also known for its long-established Quarterly Survey of Business Opinion and Quarterly Predictions.

Our aim is to be the premier centre of applied economic research in New Zealand. We pride ourselves on our reputation for independence and delivering quality analysis in the right form and at the right time for our clients. We ensure quality through teamwork on individual projects, critical review at internal seminars and peer review at various stages through a project by a senior staff member otherwise not involved in the project.

Each year, NZIER devotes resources to undertake and make freely available economic research and thinking aimed at promoting a better understanding of New Zealand's important economic challenges.

NZIER was established in 1958.

Authorship

This paper was prepared at NZIER by James Hogan. It was quality approved by John Yeabsley.

We gratefully acknowledge the valuable contributions of:

- Toni Grace and Hiromi Morris (Sister Cities New Zealand)
- Alistair Crozier (Christchurch City Council)
- Dougal McGowan (Otago Chamber of Commerce)
- Janet Andrews (Wellington Xiamen Association)
- John Christie (Enterprise Dunedin)
- Kimberley Wu (Auckland Council)
- Matthew Nichols (Christchurch City Council)
- Rob Jeffrey (Jeffco International Ltd).

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Key points

Sister City relationships sit neither in the central government country-to-country space nor in the private space of business to business. They occupy an odd middle ground, where they are neither influenced by geopolitics and international law (like country to country) nor contract law, the law of torts and conflicts of laws (like business to business).

For international relationships, they strangely respond to regional ratepayer political drivers. They do not involve selling goods and services to other cities. In between the large macro-level drivers of geopolitics and the small micro-level drivers of comparative advantage, the economics of trust explain their function and role.

Sister City relationships operate between pairs of local government councils and their communities. They produce two types of trust-generating economic outputs:

- **Bilateral cultural-enhancing activity between city communities that creates and enhances community trust.** The cultural-enhancing activity is visible and objectively perceived by the overseas Sister City and credibly signals commitment to a personal-level relationship between cultures.
- **Trust and assurance between cities that reduce transaction cost at the international level.** Council entities provide assurance that the international relationships are long duration and will last, the relationship is important, the rules of engagement between cities are within the control of the parties and each party will engage constructively whatever the circumstances.

It is because councils are long-term enduring bodies that are elected by a collective of people and make law that they have a capability to create trust between cities.

Councils can create a high-trust environment between international local governments that opens up economic opportunities for business and lowers risk, cost and uncertainty for business seeking to engage in bilateral trade.

Mayoral visits strengthen the commitment between the Sister Cities through showing the relationship is still valued and, more importantly, through personal in-presence face-to-face commitment by each mayor to engage constructively whatever the circumstances or evolving political context.

Positive experiences

1. **Personal relationships are important**

   Without exception, all interviewees emphasised the fundamental and paramount importance of keeping the relationships between Sister Cities alive through regular contact and communication. Successful Sister City relationships or trading relationships require a lot of effort and commitment to maintain regular working-level operational contact between cities and regular civic-level mayoral visits.

   Maintaining relationships helps the parties keep up with the ever-changing global economic environment and growing social concerns, for example, climate change, consumer trends and geopolitical changes.

2. **Cultural outputs matter**

   Cultural, art and sporting exchanges are all forms of gift sharing, which builds trust visible to the other party and shows a genuine commitment to an

enduring relationship. The overseas city can observe the strength of the cultural relationship between the cities, and that impacts on the credibility of the trust built between the cities.

3. **Trade happens through business, and business networks matter**

   Councils are not businesses, and they cannot engage in meaningful bilateral economic trade. The best councils can do is provide assurance and promote trust. Trade between businesses still needs to be conducted by business and comes with its own risks and uncertainties. Chambers of Commerce, with their networks into their overseas counterparts, can further reduce risk through maintaining a trusted network at the business level.

4. **Culture happens through communities, and Sister City Society networks matter**

   Just as business networks can make businesses operate more efficiently, so to can community networks make cultural relations efficient. Their costs are minimal, but their ability to signal credibility to the Sister City is high. They are tangible demonstrations of the interest one city's community has in understanding the culture of another.

5. **Focus on marketing regional comparative advantage**

   The most successful Sister Cities have taken a **strategic** approach to tapping the economic potential of their city relationships through actively promoting the industries and sectors they are regionally best at. Once trade became established, they looked for opportunities to increase the value of the relationships through providing higher-value services.

   Overseas delegations need to be strategic. The temptation to take a large mayoral-led business delegation overseas can result in an unfocused visit that is unable to meet all of the participants' needs. Business and trade is ideally facilitated one on one, tailored to the business. It is less effective with a big delegation at a civic level.

6. **Bring a team and pitch to each member's comparative strengths**

   The most successful cities have taken a collective approach when seeking to open overseas markets, recognising interdependency between members. Councils can provide assurance needed for foreign business commitment but can neither enter into business nor expertly represent a sector. Likewise, business and sectors approaching overseas markets might find bureaucratic doors are closed without the prestige and mana of a mayor.

Bottlenecks to progress

1. **Signalling commitment and maintaining trust**

   Trust is like a renewable resource that atrophies with disuse and multiplies with use. For signalling commitment to a relationship and maintaining trust, there is no substitute for face-to-face meetings. Without face-to-face engagement, relationships needed to maintain strong business connections will not develop. Economic opportunity will disappear if relationships are not maintained.

2. **Limits of city-based economic production**

   The scale of opportunity in some international markets can be overwhelming. The pairing between New Zealand and Chinese cities, for example, can have New Zealand populations of 10,000–15,000 matched with cities of several millions of people. Even if a negotiation is successful, the inability to deliver Chinese-level volumes may prevent successful trade relationships. This highlights an opportunity for taking a regional or New Zealand-wide approach to potential business opportunities rather than focusing only on what can be done between the two cities.

3. **Council bandwidth**

   A number of councils maintain several Sister City relationships with a ratepayer-funded staffing base. While the benefits and activities are varied, not all Sister City relationships can (or should) be commercialised. Creating an expectation of economic co-operation but not having the capacity to deliver may lead to loss of relationship and trust for some.

   An across-council strategy for which overseas cities ought to be engaged by councils collectively and for which specific economic opportunities could help make best use of limited council resource. An across-council strategy should also include criteria for establishing new relationships – especially new markets of emerging importance for New Zealand – and how these can be effectively prioritised and balanced against existing relationships and resource commitments.

4. **Brand New Zealand**

   New Zealand's brand in an international market is either relatively unknown to some cities or viewed as having a relatively narrow offering. Within this narrow offering, New Zealand cities are constantly seeking to explain both New Zealand's uniqueness and their regional New Zealand difference. Some interviewees saw this as just one aspect of the overseas marketing job, but there may be opportunities to deliver the New Zealand Inc. brand message more consistently via Sister Cities.

5. **Communicating opportunity to a wider audience**

   Some Sister Cities struggle when the opportunities and benefits are not communicated regularly and effectively to their local stakeholders and communities. Promoting trade opportunities from Sister Cities back to the local region can be difficult. Regions have struggled to get business involved and commit to entering overseas markets. The people-to-people exchanges and bilateral cultural-enhancing activity (as described in section 4.1.6) also need to be more prominent and communicated to the community.

6. Business skills and becoming export ready

Many New Zealand businesses lack real knowledge of how to do international business contracts, especially in a culturally different environment.

Firms looking to enter overseas market need to be market ready and have the financial ability to get up into market multiple times before agreements occur. Sister City visits may be able to provide a useful window for market familiarisation, but businesses should make an effort to source other forms of advice via business or export networks, consultants, Economic Development Agencies or New Zealand Trade and Enterprise. This level of managerial requirement and financial capability may be a limiting factor for many businesses seeking to commercially benefit through Sister City relationships and visits alone.

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1. Introduction

NZIER has been commissioned by Sister Cities New Zealand to investigate Sister City relationships. In 2003, we wrote a report about the economic benefits of Sister Cities and their potential for supporting regional economic development. The report featured interviews with a number of businesses and councils, and its key recommendations are contained in Appendix A to this report.

Now, 16 years after our first report, NZIER has been recommissioned to:

- follow up with the original interviewees and find out how their businesses have changed
- explore what have been the learnings from successful attempts by some Sister Cities to commercialise their relationships.

To develop an analytical framework, we also wanted to:

- wrap an economic framework around Sister City relationships that explains their function and their drivers of success
- within that economic framework, consider why some cities relationships have been more successful than others
- support some initial policy thinking using the economic framework and the knowledge of what works for commercialising Sister Cities and what areas or bottlenecks need to be addressed for Sister City relationships to become regional engines of economic growth.

1.1. What are Sister Cities?

Created in 1956 by American President Eisenhower, Sister Cities were to be a network that championed peace and prosperity through fostering bonds between people from different communities around the world. If people from different cultures could understand, appreciate and celebrate their differences while building partnerships, the chance of new conflicts would lessen.

Ever since, Sister Cities use volunteer resources in pairs of Sister Cities to foster cross-border communications, exchanging ideas and experiences between countries through promoting cultural, educational, youth, sports, municipal, professional and technical project exchange.

Promoting cross-border trade between cities was a natural progression for the Sister City relationship. Now, one of Sister Cities New Zealand's aims is to foster international understanding and friendship, encourage an exchange of education and culture and, where possible, use tourism and trade as catalysts for mutual economic growth.

1.2. What we did

Only one business interviewed in 2003 was available for re-interviewing in 2019. Two businesses had gone out of business, two had been sold to other companies, one did not do significant trade post-2003 and the owners of six others had gone off to do different activities or retire. Turnover in the councils meant none of the 2003 interviewees were still employed in 2019.

We were able to interview two previous respondents: John Christie who was with the Otago Chamber of Commerce and is now is with Enterprise Dunedin and Rob Jeffrey

who owned Jeffco International Ltd in 2003 but has since retired. Both Rob and John provided valuable reflections on what has changed in Sister Cities over the last 16 years.

We also interviewed a number of councils who are engaged in Sister Cities to find out how they approached this area, what advice they would provide to other councils and what they did operationally in cities that had successfully commercialised the relationship.

1.3. What we found

Sister Cities are best explained as relationships between pairs of councils and their communities as described by trust economics, where trust effects open up economic opportunities to regional businesses by lowering transaction costs.

Sister Cities are not the same as councils per se but rather describe a relationship between councils plus their communities. Councils and the Sister City Societies (or something similar) engage in gift giving between the international cities that, over a long period of time, establishes goodwill trust between the cities.

With goodwill trust established, cities can move the conversation with their overseas partners beyond the exchange of cultural gifts to explore a commercial direction without being seen to be exploitative or insensitive to the overseas culture. The trust formed between the cities because of the "fuzzy-wuzzy" cultural relationships (as one interviewee described them) is the relationship "stuff" that enables more commercial conversations to occur. "Fuzzy-wuzzy" cultural relationships widen the relationship by trading in culture and establishes a commitment to a long-term enduring relationship based on respect as much as commercial success.

The trust relationships help correct expectation differences between the parties, open opportunities to business that would otherwise not occur and ultimately lead to stronger trust relationships between cities.

2. Meet the interviewees

2.1. Kimberley Wu – Auckland Tripartite Economic Alliance

Kimberley manages the International Relations team in Auckland Council. Existing sub-cities in the Auckland region were amalgamated into a single unit in 2010, reducing the 30 partnerships with cities around the world to the current number of 19.

The Auckland Tripartite Economic Alliance is an economic agreement between Auckland, Los Angeles and Guangzhou who are all Sister Cities with each other. Formed in 2014 by the three mayors for 3 years, the alliance was renewed in 2017 for another 3 years.

In each of the first 3 years, each city held an economic summit in turn. When the alliance was renewed, the cities agreed to align local events to the Tripartite to attract a high level of international attention to the event.

This year is the 30th anniversary of the relationship between Auckland and Guangzhou and the 48th anniversary for Auckland and Los Angeles. These are very long-standing relationships between the cities. The International Relations team keeps in regular contact with their international counterparts.

2.2. Dunedin

Dunedin's approach to Sister Cities differs from most other New Zealand cities. Dunedin has a strong focus on its economic strategy developed in 2013. When the strategy was developed, Shanghai had been a Sister City for more than 20 years, with extensive bilateral civic engagement around education and culture. However, the strategy catalysed the city to focus on how Dunedin might commercialise its Shanghai relationship.

Now, Dunedin strategically engages with Shanghai as a collective of five prominent Dunedin institutions:

- Dunedin City Council
- Otago Chamber of Commerce
- The University of Otago
- Otago Polytechnic
- Te Rūnanga o Ngāi Tahu.

The collective members support each other and present a whole-of-city approach when engaging in bilateral activity.

2.2.1. Dougal McGowan – Otago Chamber of Commerce

As Chamber Chief Executive Officer (CEO), Dougal works closely with the other four institutions that engage with Shanghai. The Chamber has a very strong relationship with its counterpart Shanghai Chamber of Commerce. Dougal talks with Shanghai on a weekly basis, making sure the connections are being maintained as well as looking at

the future. The Chamber offers a range of services, including certificates of origin and international business training to its members wishing to engage in international trade.

The Chamber realises the strength of the contact is about the strength of the delegation, not about the individual parties that go. They try to have a combined approach to the trade delegation to maximise potential opportunities.

2.2.2. John Christie – Enterprise Dunedin

John came into Enterprise Dunedin, Dunedin's regional Economic Development Agency, 4 years ago having previously been CEO of the Otago Chamber of Commerce for 20 years. John first went to China in 1995 and has had about 50 trips into China in the last 25 years.

John was an interviewee in the 2003 NZIER report as the Chamber CEO. Re-reading the report, John thinks a lot has changed since that report was written. One of the significant opportunities coming from Dunedin's economic strategy was its focused thinking about how Dunedin could commercialise its relationship with Shanghai in particular. Shanghai is a test case for testing whether Sister Cities could be more than just civic by nature.

2.3. Rob Jeffrey – Jeffco International Ltd

Rob was an interviewee in the 2003 NZIER report. Rob started exporting back in 1960 when he was a pig breeder. He got involved in Sister Cities when the then mayor held a public meeting soliciting business interest in a trade delegation. Rob was the only attendee who put his hand up to put money on the table to pursue the relationship further. As a result, he was invited to join the first mayoral visit in 1990.

In 1990, Rob had already traded for 15 years with mainland China through Singapore, and the experience taught him a great deal about trading within Asia and the customs associated with doing business in China. Jeffco International successfully operated in Shandong, China, and did business in many other provinces in China until Rob retired in 2006.

Rob's family were engaged in international trade through Jeffco International. The management and entrepreneurial skills they learned through trading in an international environment have given them the managerial capability to operate across the world. Prime Consulting International[1] is one example of a company that now provides consulting services to the agricultural, agri-food, primary industry and technology sectors throughout the world.

The success of Prime Consulting International started from work Jeffco International did in China. It has an indirect connection with the Sister City relationship, but it is directly connected to the skills the company developed.

The transition from primary sector commodity trading in Jeffco International into high-value/high-knowledge export services in Prime Consulting International is an example of how the Productivity Commission's critique of New Zealand's low productivity has been addressed through export-focused entrepreneurialism.[2]

What Rob and his family learned through capitalising on the initial opportunity offered from a Sister Cities connection has moved a regionally based agricultural commodity

[1] www.primeconsultants.net

[2] www.productivity.govt.nz/news/low-innovation-and-weak-international-connections-limit-productivity

business high up into the economic service value chain where transport costs and the tyranny of distance no longer limit export success.

> "It's the knowledge transfer that you have as a result of the Sister City connection that allows these opportunities to build on top of one another and transfer to other endeavours." – Rob Jeffrey

2.4. Janet Andrews – Wellington Xiamen Association

Janet is President of the Wellington Xiamen Association – a Sister City Society operated by citizen volunteers and formed 32 years ago by Wellington City Council to take on the friendship/cultural/goodwill relationship with Wellington's Sister City Xiamen, China. Janet got involved in the Association over 10 years ago through being a recipient of an art-exchange relationship with Xiamen.

The Association's purpose is to foster goodwill and friendship between the two cities through citizen diplomacy. The Association deals in the "softer stuff" around Sister City relationships. They do cultural/art/education exchanges. They host Xiamen visitors, but they also have an extensive programme of initiatives.

Sister City Societies are very good at doing the "fuzzy-wuzzy stuff". Janet thinks of it as trade, and they're trading in a lot of things that are different from goods and services:

> "We're trading in philosophies, we're trading in respect for each other's cultures." – Janet Andrews

2.5. Alistair Crozier – Christchurch City Council

Alistair is the Director of the Office of the Mayor in Christchurch City Council (CCC). However, Alistair previously worked for the Ministry of Foreign Affairs and Trade (MFAT). At MFAT, Alistair set up New Zealand's Consulate-General and was Consul-General in Chengdu, Southwest China, from 2014 until the end of 2018.

Alistair has seen the evolution of city relationships in a China context. Things have moved from the symbolic/cultural/civic visits to cities thinking strategically about how to derive maximum benefits from city-level relationships. Having worked to support in-country trade delegations, Alistair has experience-based ideas about what works and the pitfalls to be avoided.

2.6. Matthew Nichols – Christchurch City Council

Matthew is the CCC's Manager, Civic and International Relations. Like Alistair, he comes to CCC from MFAT. CCC has a unique Sister City arrangement in that it isn't at the coalface of the Sister City operation. Sister City committees – citizen volunteers – are the ones who do the low-level co-operation to maintain the Sister City relationships.

Christchurch is reconsidering its international strategic relations direction. Historically, the city's international relations have focused on Sister City relationships that consist mainly of cultural exchange activities of little appeal to the wider city stakeholders with international connections such as the Chamber of Commerce.

The new direction is intended to make the city's international relations activity better reflect the full breadth of Christchurch's international interests, which will involve economic development and commercial strands in addition to Sister Cities co-operation.

3. Theoretical economic foundations

3.1. Trust economic theory

3.1.1. Background to trust economics

Trust economics emerged in the 1990s as its own theoretical economic branch explaining both the effects of trust and its absence – distrust. Trust eliminates the need for detailed contracts that cover all possible contingencies and are costly to write, monitor and enforce. Trust lowers transaction costs and increases information sharing, reducing the total costs of business and increasing joint profitability between trusting parties.

Researchers wondered why:

- organisations with high levels of internal trust were more successful than others
- trust was elusive and fragile – it seemed hard won, easily lost and not every manager was able to create it
- trust seemed to have community effects – in 1964, 75 percent of Americans trusted the federal government, but by the end of the 1990s, public trust had fallen to 25 percent (Kramer 2006).

Breaches of trust by major public institutions or private trustees eroded public trust. Enron, WorldCom and the global financial crisis showed how credit rating agencies, accountancy companies and officials could either be asleep at the wheel or worse, had their hand out and their eyes averted. Naïve trust in public institutions, well-known companies or high-profile individuals had been shown to be misplaced.

Some scholars claim that national economic efficiency was highly correlated with high-trust institutional environments. A country's economic success as well as its ability to compete in a world market depended on inherent levels of societal trust.

3.1.2. Literature definitions of trust

Trust is an expectation held by one agent that a second agent will behave in a mutually acceptable manner, including an expectation that neither partner will exploit the other's vulnerability (Sako 2006).

Trust implies the second agent has an opportunity to exploit the first's vulnerability. When trust exists, it narrows the range of possible actions the second agent can make and reduces uncertainty of exploitative behaviour occurring.

Sako (2006) describes a hierarchy of trust as follows:

- ***Contractual trust:*** Will the other party carry out is contractual agreements? Contractual trust rests on a shared moral norm of honesty and promise keeping.
- ***Competency Trust:*** Is the other party capable of doing what they say they will do? Competency trust requires a shared understanding of professional conduct and technical and managerial standards.

- ***Goodwill trust:*** Will the other party make an open-ended commitment to take initiatives for mutual benefit while refraining from taking unfair advantage? Goodwill trust only exists when there is a consensus of the principles of fairness.

Conceptually, organisations are not able to trust each other (Dyer and Chu 2006). Trust has its basis in individual people. Inter-organisational trust describes the extent organisational members have a collectively held trust towards another party.

3.1.3. Trust and transaction costs

Transaction costs explained

Costs, in economic production and exchange, include both production costs and the transaction costs associated with exchange.

Transaction costs are costs associated with searching for trading partners, entering into agreements, monitoring contract performance and product quality and enforcing breaches of contract. Transaction costs take many everyday forms – meetings, sales calls, bidding rituals. They are all aspects of the transaction costs of doing business.

3.1.4. The economic effects of trust

When trust exists, transaction costs reduce.

- The parties will spend less time writing complicated contracts that address every issue that may potentially occur. Trusting parties are confident that, in the event of an issue, the other party will treat them equitably and fairly.
- The parties will negotiate more efficiently and flexibly because:
  - there is a shared expectation of reciprocation in the future – the parties achieve serial equity (equity over a long time period) rather than just spot equity (equity now)
  - there is confidence that shared information is not misrepresented – trust reduces the need to guard against opportunistic behaviour.
- Each party will spend less time and resources monitoring the other party's performance or whether they are fulfilling the spirit of the agreement. It is this aspect of trust that enables practices like just-in-time delivery and no-quality inspection on delivery. Without trust, monitoring performance and enforcing contracts becomes expensive.
- Each party will assume the other is acting in good faith and will interpret behaviour accordingly.
- The parties will share valuable and potentially confidential information. Distrust may cause parties to suppress potentially relevant information that would be useful for problem solving.

Trust leads to value-creating behaviour (information sharing), and these value-creating behaviours in turn lead to higher levels of trust.

Trust can quicken innovation and learning and gives that something extra: positive motivational force that enhances X-efficiencies and dynamic efficiency through orienting the partners towards joint problem solving.

Parties in high-trust relationships are likely to explore opportunities for mutual benefit. Those same opportunities may not have been explored if the relationship solely depended on contract or incentives.

Trusted collaboration between parties leads to learning by transaction. Even after trust is built and established, trading partners in a relationship that is performing well are likely to interact intensely.

Low trust generates less-open communication, potentially leading to misunderstandings and tighter controls placed on each party's discretion. The tighter controls, in turn, reinforce the low-trust environment. The mutually reinforced nature of low trust makes both parties reluctant to take the first courageous step to break the cycle (Fox 1973).

3.1.5. Creating trust (Sako 2006)

Trust is built up through the display of trust over time. The historical duration and the relationship experience matter. The longer the duration of the relationship, the higher the typical levels of trust between the parties.

Trust, particularly goodwill trust, is built up through things like gift exchange. A long drawn-out imbalance of favours done and returned sustains the relationship of interdependence. Gift exchange is based on broad reciprocity over time – swings and roundabouts – rather than exact accounting.

Sharing information is another form of gift exchange. It also helps co-ordinate the parties. A two-way flow of information reduces information asymmetries and reduces scope for opportunism.

Cultural similarity and subscribing to shared norms is one way to foster trust. Societal culture, politics, regulation, professionalism and national institutions are said to be a relevant set of attributes in which bilateral relationships are embedded.

Strong networks are one way through which trust is learned and embedded between firms in countries.

4. Sister City outputs

4.1.1. Relationships positioned in an unusual place

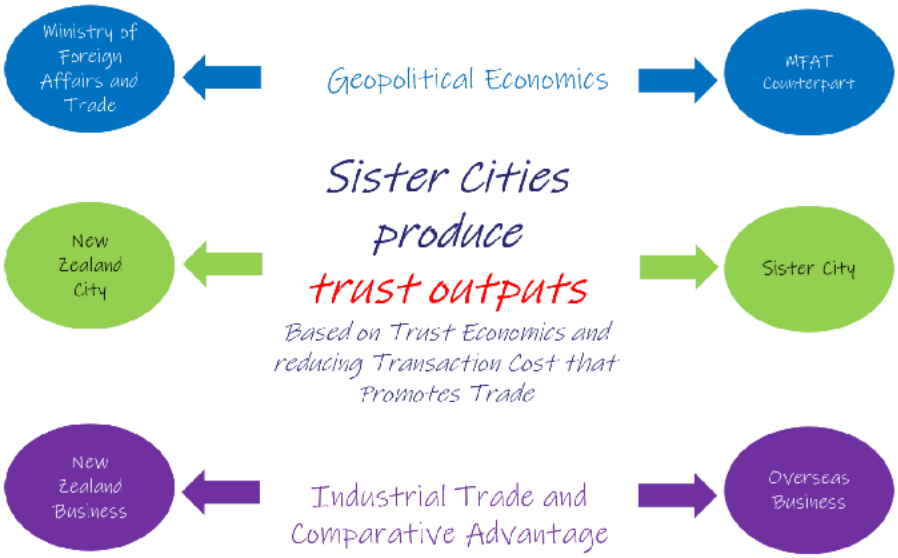
Sitting neither in the central government space of state-to-state engagement nor in the completely private space of business to business, Sister City relationships between cities have an odd middle-ground position (Figure 1).

Geopolitics, international treaties, public law and international law govern how sovereign states engage with each other. In the private sphere, private foreign investment, corporate law, contract law, the law of torts and conflict of laws govern how private firms engage with each other.

Sister Cities are neither sovereign states, although they respond to political drivers and are publicly funded through taxation, nor private businesses with an international service for sale. Their commercial business is mainly ratepayer services or limited commercial activity within their geographic areas. They do not sell goods and services to other cities.

Figure 1 Sister cities sit between public and private spheres

Not country to country or business to business but in between



Source: NZIER

4.1.2. Sister Cities' economic production

Sister Cities are not councils

Sister Cities are not single entities, and councils are not Sister Cities although they have an important role. Sister Cities are a relationship between two cities and their communities to do two specific culture-related things:

- ***Engage in bilateral cultural-enhancing activity that creates and enhances community trust (cultural relations)***

  The bilateral cultural-enhancing activity:
  - is visible and objectively perceived by the overseas Sister City
  - credibly signals commitment to a personal relationship between cultures.

- ***Maintain a council-to-council relationship (usually) between mayors that promotes goodwill trust between cities, which reduces transaction cost for business seeking bilateral trade (trade relations)***

  Council entities provide assurance that:
  - the international relationships are long duration and will endure because both government entities will endure
  - the international relationship is important
  - the rules of engagement between cities are within the control of the parties
  - neither party will exploit the other's vulnerability created from trading relationships through changing the rules of engagement or as a result of evolving circumstances.

It works because councils:

- are long-term enduring bodies
- are selected locally by a collective of people
- make law.

From these attributes, councils have a capability to create trust between cities, which opens up economic trust opportunities for business (as described in section 3.1.4). Councils can create a high-trust environment between international local governments that helps lower the risk, cost and uncertainty for business seeking to engage in bilateral trade. This basis for meeting and opening up economic opportunities in the overseas city reduces the search costs for New Zealand businesses seeking opportunities and is an example for how transaction costs are lowered through Sister City relationships.

The Otago Chamber of Commerce attended a Shanghai expo last year on behalf of Dunedin City Council (DCC) and business. There were 3,200 patrons passing the stall every hour for 3 days running. The prominence of the Otago Chamber of Commerce position and the promotional help they received was support that the Shanghai Council extended because of the trust relationship.

Mayoral visits strengthen the commitment between the cities through showing the relationship is valued and, more importantly, through personal face-to-face commitment by each mayor to not exploit the relationship built up between each

other. This includes not changing the rules of engagement or citing an evolving political context.

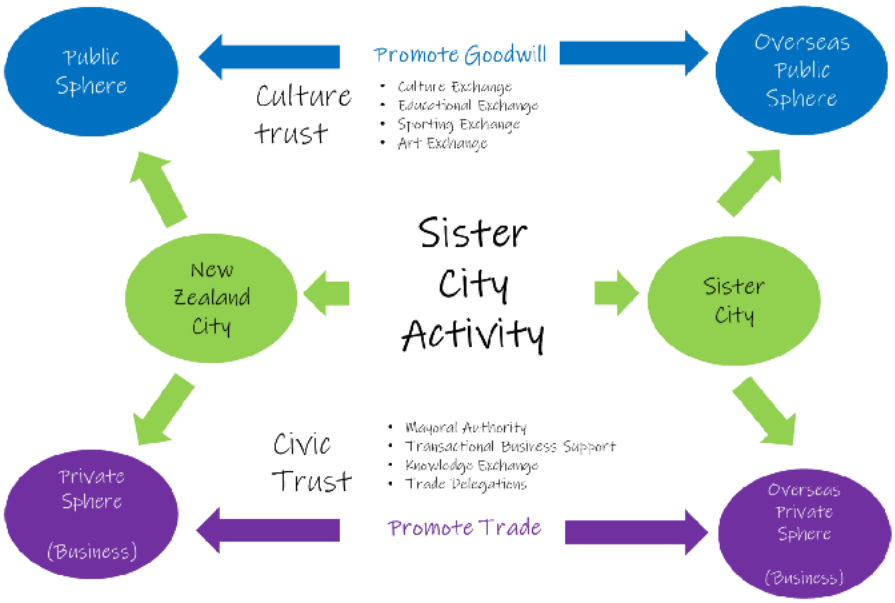
4.1.3. Interaction between cultural and trade outputs

Cultural, art and sporting exchanges are all forms of gift sharing that build trust (as described in section 3.1.5). The quantity and visibility of the cultural relations fostered within the community is important. Additional to their trust-promoting role, bilateral cultural relations also improve the wellbeing and liveability of each city, making them more interesting and desirable places to live.

The overseas city can observe the strength of the cultural relationship growing between the cities, and that impacts on the credibility of the trust built between the cities.

> "If it looks like you're out to get everything you can from a relationship without any give and take or genuine willingness to understand the other party, then it starts to look a bit mercenary and will turn partners off." – Alistair Crozier

Figure 2 Two outputs: public sector goodwill, private sector trade promotion



Source: NZIER

From contractual trust to long-term enduring goodwill trust

Short-term trust relationships operate within the contractual and competency trust domains (as defined in section 3.1.2).

In the early stage of a trust relationship, each party is testing the other to see whether:

- it will do what it says it will do (contractual trust)
- it is capable of delivering what it says it can deliver (capability trust).

At the council level, at the start of a relationship, this manifests in testing whether the cities will engage in bilateral cultural exchanges and regular visits. Delivering cultural exchanges and publicising delivery to the other city helps establish both contractual and capability trust.

A move from contractual trust to goodwill trust involves "a gradual expansion in the congruence in beliefs about what is acceptable behaviour" (Sako 2006, 269).

The cultural relationship outputs are a mechanism for Sister Cities, their communities and their businesses to form a congruence in belief about each other's cultures, practices and norms.

In turn, a cross-cultural shared understanding teaches what is "acceptable behaviour" and enables goodwill trust to form and support effective trade relations.

> "New Zealand needs to understand the overseas business culture. You've got to understand the business culture of the country you're trading in, especially the Asian countries, and you've got to be able to work that through with your own business culture. Understand it and work within it.
>
> On one side of the Sister City programme is this cultural-generation process, where Sister City organisations are bringing culture to New Zealand and vice versa. And then on the other side of the equation is the absolute need to understand business culture within the Asian environment in order to successfully do business. The two are complements.
>
> People who engage with Sister Cities on the cultural side are better placed. That is because they understand the way their social systems work. In so many cases, their social systems are ingrained in their business culture as well." – Rob Jeffrey

Goodwill trust a prerequisite for commercialisation

Goodwill trust, built up through the display of contractual and capability trust over time, provides the foundation for commercialising the Sister City relationships.

Auckland's Tripartite Economic Alliance between Sister Cities of 30 years and 48 years and Dunedin's relationship with Shanghai of 20 years are not coincidental. These cities have developed goodwill trust through delivering consistently via exchange programmes (gift giving) and regular communication that their relationship has moved beyond competency trust. Now, doors open for mayoral delegations, reflecting that something extra that theory suggests is brought to trusted relationships.

4.1.4. Role for business networks

Councils are not businesses, and they cannot engage in meaningful bilateral economic trade. The best councils can do is build the setting – provide assurance and promote trust.

Trade between businesses is commerce – it still needs to be conducted by businesses and comes with its own risks and uncertainties. Chambers of Commerce, with their networks into their overseas counterparts, can further reduce risk through maintaining a trusted network at the business level.

Through verifying the authenticity and bona fides of an overseas business counterparty, networked Chambers working together can further reduce the risks of trusting a new trading partner. The Otago Chamber of Commerce, with its networks through into the Shanghai Chamber of Commerce, provides an excellent example for

how business networks can strengthen business trust, helping reduce the risk associated with international trade.

Shift from sourcing information to resolving issues and confirming legitimacy

In Dougal McGowan's view, 20 years ago, the only way New Zealand companies could find an overseas trading partner was through network organisations such as Trade New Zealand, New Zealand Trade and Enterprise or Chambers of Commerce. Now, technology has enabled businesses and customers to buy and sell into China through platforms like Alibaba.

As a consequence, the Otago Chamber of Commerce was finding itself only dealing with issues that had become a problem.

The other part of the relationship is that the Otago Chamber can ask questions of the Shanghai Chamber around the legitimacy of any potential trade. If the Shanghai Chamber recommends the trade, they stand behind the transaction. If there are issues between Dunedin companies and Chinese companies, the Otago Chamber engages with the Shanghai Chamber, and more often than not, the Dunedin business gets their money back.

4.1.5. Role for community networks

Most Sister City Societies are staffed by volunteers and receive in-kind or financial support from their councils. Some, like the Wellington Xiamen Association, sit separately at arm's length from Wellington City Council and have their own constitution. Their costs are minimal, but their signalling credibility to their Sister City is high. They are tangible demonstrations of the interest one city's community has in understanding the culture of another.

The business model for delivering bilateral cultural-related activity differs between New Zealand cities:

- ***Independent and separate:*** Sister City Societies like Wellington's Xiamen Association are separate incorporated entities with their own constitution and funding streams from the council.
- ***Separate but activity funded:*** Auckland's Sister City Societies are not incorporated entities but are volunteer community-based societies funded on a case-by-case activity basis.
- ***Within council and council funded:*** Christchurch's Sister Cities committees are volunteer-staffed committees within the council, delivering projects that are funded by councils.
- ***Not occurring:*** Some Sister City relationships do not have bilateral culture-related activity associated with the relationship.

Sister City Societies of community members may have more signalling efficiency for demonstrating genuine commitment to learning the culture and behaviours of another culture. However, with volunteer staffing and without the financial and managerial capability of a committed enduring council, Sister City Societies too far removed from the council might not have a business capability to deliver on the required level of exchange commitments.

Conversely, bilateral activity undertaken solely through councils puts the relationship's enduring success into a 3-year election cycle with only a limited certainty that cultural relationships will endure between cities. Council "flip-flopping" between different

mayoral support for Sister City relations is a factor that can erode long-term trust with counterparts. Community-based Sister City Societies can, to some extent, maintain relationship connections outside of the shorter-term political drivers that can affect local government.

Christchurch has a unique – and potentially strong from a signalling perspective – Sister City arrangement. Sister City committees of citizen volunteers report to the council and do the cross-country co-operation to maintain the Sister City relationships. The volunteer committees organise cultural exchanges and art exchanges. Even bigger events such as Christchurch's Chinese Lantern Festival are also within their purview.

4.1.6. Bilateral activity as gift giving

The Wellington Xiamen Association is a Sister City Society that promotes cultural exchange between Wellington and Xiamen by:

- co-sponsoring cultural events
- operating a medical training exchange between Xiamen and Wellington
- supporting delegations through meeting them at the airport and showing them around the area
- having a youth dance collaboration with a professional dance college in Xiamen
- organising school exchanges and culture events at Chinese New Year
- arranging citizen delegations to Xiamen for a week semi-officially
- having an artist exchange programme operating with an art college in Xiamen
- taking runners from Wellington to compete in marathons in Xiamen
- looking to organise a museum exchange.

These are visible representations of Wellington and Xiamen gift giving to each other and are symbols of the maintenance of continued development of trust.

It was through this trust-building activity that Xiamen City offered Wellington an opportunity to retail New Zealand product through Xiamen's Sunshine Supermarkets – a chain of 70 supermarkets throughout Xiamen.

5. Learning from the coalface

5.1. The three Rs: relationships, relationships, relationships

Without exception, all interviewees emphasised the fundamental and paramount importance of keeping the relationships between cities alive. Successful city relationships plus trading relationships put a lot of effort into the relationship through regular working-level contact and regular visits.

Maintaining relationships helps the parties keep up with the ever-changing global economic environment and growing social concerns, for example, climate change, consumer trends and geopolitical changes.

Delivering to commitments was identified as one of the most important factors the Dunedin interviewees noted about the relationships' enduring success. The relationships between Dunedin and Shanghai have gone on for 25 years now, and there's a strong basis in trust that things get done.

From the Auckland Tripartite Economic Alliance's perspective, long enduring relationships have created trust at the operational level. Kimberley Wu's counterpart in Los Angeles operates a team smaller than Auckland's, but they are very responsive to communications with Auckland because of the relationships built between the teams.

Strong relationships that develop trust helps overcome cultural ambiguities or differences in expectations. Problems occur around different expectations of the relationship, some of which come back to business culture and cultural norms, but otherwise awkward conversations have been easily resolved through the strength of the relationship.

For example, one interviewee described differences in expectations between sister schools in New Zealand and China. China schools had been looking for penpals and training opportunities for their teachers, while New Zealand schools were focused on foreign fee-paying students. Resolving cultural/expectational ambiguity was made easier through close relationships between cities at an operational level.

5.1.1. Face time is important

Economic opportunities were regularly presented to Dunedin because its whole-of-city group visited Shanghai at least twice a year – not necessarily involving a full mayoral delegation. Regular formal and informal communication with Shanghai occurred at the operational level to set up a work plan of areas of common opportunity between cities. These details were worked out well below the mayoral level.

However, regular mayoral visits were also needed to maintain the legitimacy of these operational-level contacts and to confirm that the relationship between the parties and associated activity was indeed valued and important. Without the mayoral visits to lock in the importance of the overall relationship, organising a work plan for common opportunity would be difficult.

5.2. "Fuzzy-wuzzy" outputs are fundamental to success

Asked whether the cultural dimensions are less important compared to the strategic-focused business dimension, the majority of interviewees did not agree. The arts and culture side remains a crucial element of the Dunedin-Shanghai relationship. The connection to the early Chinese settlers during the gold rush establishes a shared heritage.

It is very important to Dunedin's Shanghai relationship that it connects on the business and sporting and cultural dimensions. Bilateral school exchanges for sporting activities reinforce understanding and show commitment to the relationship.

Dunedin also has a gardens-based relationship with Shanghai, which is valued by both cities. Shanghai gifted buildings to the Dunedin Chinese Garden, which is now a major tourism attraction.

Every year, models and designers from the Shanghai universities exhibit at the Otago Polytechnic fashion show, which creates a feeling of globalism.

> "We don't live in a small society, and we've got to be global. But it's across the board, and it's about how we think global as a people. It's not all about business and money. It's about investing in those relationships. And just like *Married at First Sight*, those relationships all fail if you don't know everything about the other person." – Dougal McGowan

5.3. Approaching cities with a focus

An important success factor is to understand the opportunities and ensure the right parts of the local economy that stand to benefit are involved. The Dunedin all-of-city group reflects Dunedin's comparative advantage in research and education and approaches China strategically. The purpose of any visit is well understood beforehand.

Enterprise Dunedin has developed a strategic work programme around China. It has a strong focus on the way DCC sees it is going to deliver benefit from its Sister City relationships with China.

DCC focuses on:

- creating political credibility (civic engagement)
- providing assurance
- planning activity and identifying economic opportunities
- providing transactional support
- maintaining and developing relationships.

DCC supports its plan through funding a co-ordinator to work on Project China. That person engages at an operational level with the Otago Chamber and others to work up a list of projects DCC believes are beneficial to the city.

The Project China co-ordinator is in regular contact with the Ministry of Foreign Affairs and Trade. Everything is informal.

5.4. Focus on sectors with comparative advantage

Auckland is hosting this year's Auckland Tripartite Economic Alliance event to coincide with Techweek 2019, a nationwide event hosted by NZTech.[3] Kimberley Wu is expecting business delegations from both the Los Angeles and Guangzhou Sister Cities. Structuring the Auckland Tripartite event around Techweek was a deliberate strategic decision to promote an aspect of Auckland's economy and showcase Auckland's technology sector to an international audience.

Similarly, education and research are Dunedin's regional comparative advantage and the focus of the Dunedin all-of-city delegation, but it is aiming to move up the value chain. As well as seeking foreign fee-paying students, the delegation looks for collaborative research opportunities with China universities and organisations.

5.5. Bring a team and pitch to each member's strengths

The Dunedin delegation thinks strategically about which organisation is best placed to maximise the combined efforts of the collective. For example, in Southern China, DCC asked what it could do to help Dunedin high schools approach the education market. It decided it was DCC's ability to provide assurance to Chinese parents and students that:

- if they are choosing tertiary education in New Zealand, Dunedin is a good option
- when the mayor's office has come to China to tell you that your children will be looked after in New Zealand, that is coming from the highest (local) levels of political credibility and is comforting.

Another example was signing an agreement with a Chinese science and technology commission. The agreement was with a body that could provide joint research funding with a New Zealand university. A memorandum of understanding at the city level was needed before the University of Otago could access the research opportunity. Only DCC could have facilitated and signed the memorandum, which opened an opportunity for the university.

DCC goes jointly into market with the Otago Chamber of Commerce – neither DCC nor the Otago Chamber can go into market with the skills and credibility of the other. The credibility is complementary. DCC is needed, but they cannot do business. The Chamber can do business, but without the local government support coming through DCC, no doors will open. DCC and delegates play to each other's strengths.

[3] www.techweek.co.nz

6. Bottlenecks to progress

6.1. Signalling commitment and maintaining trust

Trust is like a renewable resource that atrophies with disuse and multiplies with use. (Sako 2006). There is no substitute for face-to-face meetings. Technology is no substitute for face-to-face business connections. Without face-to-face meetings, the relationships needed to maintain strong business connections will not develop.

Rob Jeffrey makes the point that trust relations can be lost very quickly – especially with a change in personnel. Trust also takes a lot to build up. Performance is important: one bad performance against the other party's expectations or one bad relationship experience and trust decreases.

With trust, the customer will say, "Yes, that's fine. That delivery is under spec, but we trust you've done the best you can to supply what we wanted." Resorting to legal sanctions in an international context is unlikely to be effective.

6.2. Unable to scale city-level production

Delivering to Chinese-sized volume levels from companies based around New Zealand city-level delegations is a barrier to commercialising a successful opportunity from a Sister City relationship. New Zealand companies are often unable to deliver the scale of volume desired by some Chinese customers.

Where an opportunity greater than the New Zealand company's capability to deliver presents itself, the obligation is on the individual New Zealand company to use its business connection networks to determine whether it can deliver to the customer's expectations from other suppliers in the same industry.

Some Sister City relationships have value to other cities. When offered an opportunity to promote New Zealand goods through Xiamen Sunshine Supermarkets, Wellington City Council used its networks to source appropriate products from around New Zealand.

Co-ordinating between cities to maximise the collective value of the individual opportunities that strategic cities may unlock is potentially a challenging task. While each city needs to strategically approach the relationship they have with each partner Sister City, there is no strategic plan between different New Zealand cities for how New Zealand as a whole is maximising its Sister City opportunities.

The current market-based mechanism where individuals use their networks to secure production capability might be the most efficient mechanism for maximising the collective benefits from the individual opportunities.

6.3. Council bandwidth

Despite New Zealand's western-looking history, the most active Sister Cities seem to be with China.

Alistair Crozier has served as a New Zealand diplomat in Viet Nam (2009–14). Cities there are rapidly growing and becoming economic powerhouses in their own right.

However, few if any New Zealand cities had links with cities in Viet Nam, and embassy support was seldom required. However, many New Zealand cities had relationships with partners in China or Japan.

One of the reasons for New Zealand cities focusing on Chinese Sister Cities is that councils have small and constrained international relations resources that are thinly spread across Sister Cities.

Councils seem to lack bandwidth to capitalise on opportunities beyond their existing relationships. This bottleneck is partially structural, reflecting councils' tight funding sourced from local ratepayers who may not appreciate the connection between their rates and successfully commercialised opportunities achieved by someone else.

The most active city relationships are with China. Considering whether there are opportunities for consolidating efforts between councils to maximise the scope for improved engagement with China as a collective seems worthwhile.

6.4. Brand New Zealand

New Zealand's brand in an international market is either relatively unknown to some cities or viewed as having a relatively narrow offering. Within this narrow offering, New Zealand cities are constantly seeking to explain both New Zealand's uniqueness and their regional differences within New Zealand.

Some interviewees saw this as just one aspect of the overseas marketing job, but there may be opportunities to deliver the brand message more consistently. Some interviewees felt that some cities do not present their brand in the best light, and while the fundamental Brand New Zealand presented may not be wrong, it might not be expressed in a consistent way across councils.

Approaching Sister Cities with a concrete strategy for both the messaging of Brand New Zealand and the place of the specific city in New Zealand is part of a strategic approach to Sister City engagement.

6.5. Locally getting the message out

Promoting trade opportunities from Sister Cities to the local region can be difficult. Regions have struggled to get business involved and committed to entering overseas markets. Communication from councils could be improved to better disseminate the activity of Sister Cities and activity of trade delegations to ratepayers.

The people-to-people exchanges and bilateral cultural-enhancing activity (as described in section 4.1.6) need to be more prominent and communicated to the community.

6.6. Not everybody is ready for this

Promoting trade to new business is difficult. Dougal McGowan and John Christie have both worked hard to get new business involved and committed to entering the Chinese market. The opportunity to take businesses into an overseas market with the mayor often translates into something like a guided tour of China with the mayor.

Scattergun delegations do not work

It is impractical to take companies from a range of industries into an overseas market expecting to be able to meet all their needs. Business-to-business dealings in China are

hugely complex, and conversations have got to be one on one, tailored to each business. Successful overseas engagement with a large delegation at a civil level is not a reasonable target.

Managerial and financial strength needed first

Businesses may lack practical knowledge of how to make business contracts in an overseas environment. From the Otago Chamber's perspective, it is very hard to provide good advice to businesses on how to lessen their risk when the Chamber's role is to advise rather than make the business decisions.

If a Dunedin company seeks to enter an overseas market, Enterprise Dunedin and the Otago Chamber of Commerce do a lot of work before the visit to make sure the business has appropriate expectations for a delegation and the necessary internal capability. Firms looking to enter into the Chinese market need the financial strength to go to the market several times before an agreement might be reached. Not every region has those levels of business infrastructural support and expertise in their region – at least not among businesses with the financial capability to enter an overseas market.

7. Bibliography

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Fox, A. 1973. *Beyond Contract: Work, Power and Trust Relationships*. London: Faber and Faber.

Kramer, Roderick M., ed. 2006. *Organizational Trust: A Reader*. Oxford: Oxford University Press.

Sako, Mari. 2006. "Does trust improve business performance?" In *Organizational Trust: A Reader*, edited by Roderick M. Kramer, 267–292. Oxford: Oxford University Press.

Appendix A Lessons from 2003 report – extracts

Best-practice guidelines

Our case studies of successful Sister City relationships highlighted a number of critical success factors, both for business and for councils. By considering and implementing these suggestions, councils will be able to improve the number of economic success stories resulting from their relationships. Businesses can improve their chances of using a Sister City relationship effectively if they examine how other firms have succeeded.

Guidelines for councils

- **Identify your targets** – exploit the comparative advantage of your locality.
- **Planning is vital** – have a strategic plan for each relationship. Build in regular reviews, and ensure that changing objectives can be accommodated.
- **Define the roles** – councils are not always the best agency to conduct business negotiations, and roles should be delineated accordingly. Internal politics can be offset by using outside agencies for some activities.
- **It's a two-way thing** – include local businesses in trade promotion activities. But by the same token, know when to back off and let the business partners negotiate the deal.
- **Don't rush things** – Sister City relationships thrive on continuity of contact and the building of trust between local and overseas local bodies. Ensure that continuity of contact is not over-reliant on individuals.
- **Evaluation is essential** – evaluating council activities and keeping track of business successes helps demonstrate accountability and contributes valuable information regarding best practice.
- **Savings are benefits too** – information and technology exchange can be a valuable, low-cost source of information.
- **Make use of technology** – the internet provides an effective, low-cost vehicle for advertising your region and its comparative advantages.
- **Details matter** – councils can help business by providing important cultural and background information.

Guidelines for business

Sister City relationships represent another tool in a business's toolbox. While they shouldn't be relied upon as the only way for a firm to achieve growth overseas, they can be an important part of any strategic business plan. In this respect, putting time and resources into Sister City relationships should be regarded in the same way as any other investment. Building successful business relationships with Sister City contacts requires upfront expenditure and effort and will not generate immediate benefits. It can take time – sometimes years – for these efforts to bear fruit. Continuity of contact, and time spent establishing trust and building personal relationships is vital to maximising the economic benefits from Sister City relationships.

- **Use the Sister City relationship as a springboard** – Sister City contacts can open the doors to new markets.
- **Planning is vital** – Sister City links work best as part of a business plan. Details matter, and market research is essential to getting the details right.
- **Treat it like any other investment** – don't expect to reap the rewards straight away. Take the time to develop personal relationships and establish trust.
- **Savings are benefits too** – contacts made through Sister City relationships and delegations can reduce transactions and search costs.
- **It's a two-way thing** – don't expect councils to do all the legwork; be proactive in following up contacts and seeking out the information you need.

Nelson City Council
Te Kaunihera o Whakatū

Community and Recreation Committee

17 June 2021

REPORT R22567

Council Delivered Events Purpose and Scope

1. Purpose of Report

1.1 To confirm the role and scope for events delivered by Council's events team.

2. Recommendation

That the Community and Recreation Committee

1. ***Receives*** ***the report Council Delivered Events Purpose and Scope (R22567) and its attachment (A2609618); and***

2. ***Agrees*** ***that the principles for Council Delivered Events is that they are accessible, meaningful, empowering, sustainable and unique.***

3. Background

3.1 The list of events delivered by Council's events team has grown organically over many years. Some events have declining community appeal, or now resemble or compete with similar Nelson events. Requests to deliver new events are frequently received but cannot be easily accommodated due to resource constraints.

3.2 The objectives of the 2018 Nelson City Events Strategy (the Strategy) https://www.nelson.govt.nz/assets/Our-council/Downloads/Consultations/2018/NCC-Nelson-City-Events-Strategy-May18.pdf are:

- A rich event calendar,
- Economic value,
- A sense of identity,
- Partnership, and
- Community Wellbeing.

The Strategy does not define a specific role for Council delivered events.

3.3 In April 2021, a workshop was held with the Community and Recreation Committee to discuss a potential scope of Council delivered events. Councillors discussed the fit between Council delivered events and the Strategy, how Council delivered events align with other events, and potential principles for Council delivered events.

3.4 At the workshop, officers suggested the principles for Council events as being that events were accessible, meaningful, empowering, sustainable and unique. This report is to discuss and approve these principles.

4. Discussion

Problem Definition:

4.1 Events tend to have a lifecycle of growth, followed by a gradual decline. Many Council delivered events have been in place for some years and face declining popularity. Council does not have principles to decide when an event should be replaced or refreshed, or an exit strategy. Council sometimes delivers events for reasons that are no longer clear.

4.2 Council adopted an Events Strategy in 2018. While some Council events align with the strategy, for others the link is less clear. Staff need to consider where Council events line up with the strategy, so that they can be considered for fit.

4.3 Council's event team is frequently under pressure to deliver new or innovative events, which is beyond the financial and staffing resource available. If new events are to be delivered without new resource, some existing events will need to be exited. There is an opportunity cost associated with delivering an unchanging calendar of events.

4.4 To avoid duplication with existing or new events delivered by the community and private sector, Council should decide on the 'point of difference' for Council delivered events.

4.5 Council delivered events are reviewed for success after they are delivered each year. This requires Council to define how success should be defined beyond straight forward measures such as attendance.

4.6 Transparent and robust principles are needed to guide decision making, particularly as some members of the community may be disappointed if the programme of events delivered by Council changes.

Assumptions

4.7 Following stakeholder feedback and discussion at the April workshop, four assumptions have been made regarding the role for Council delivered events:

4.7.1 Events should focus on community wellbeing, as they build feelings of belonging, identity and a sense of pride (Events Strategy, page 2, 2018).

4.7.2 Council delivered events should fill a gap and not compete with other commercial or community events. If others in the community are or could deliver similar events, Council should not undermine this.

4.7.3 Council delivered events should be reviewed regularly. If they become stale, they should be refreshed or replaced.

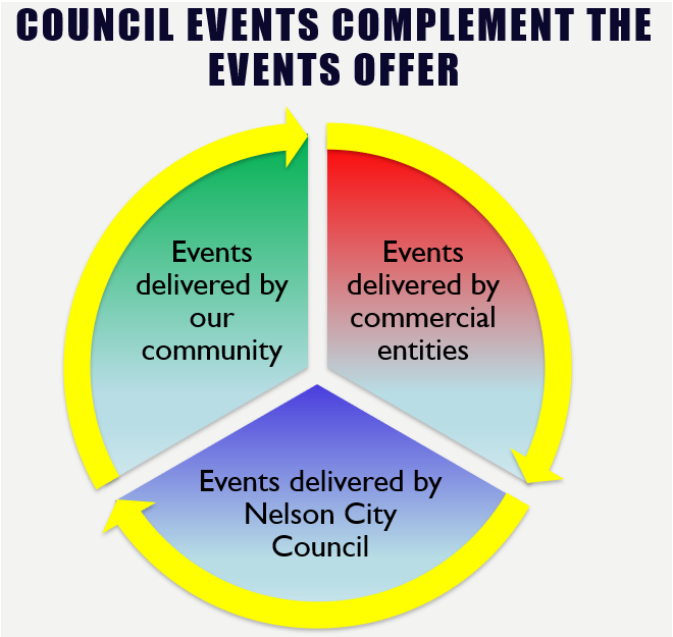
4.7.4 Events should be accessible across the community. While not every event will appeal to everyone, the suite of Council delivered events should include affordable and free events, events that appeal to diverse communities, older people, young people and in a range of venues across the city and suburbs.

Strategic Fit

4.8 The 2018 Events Strategy prioritises a rich events calendar, economic value, sense of identity, partnership and community wellbeing.

4.9 Proposed principles strategically align with the rich events calendar, sense of identity, partnership and community wellbeing criteria. It is not proposed that Council delivered events provide measurable economic outcomes, as this is covered by the contestable funding for economic events under the Event Fund.

4.10 There are three main categories of events delivered in Nelson; community events, commercial (for profit) events and Council delivered events.



4.11 Events delivered by the community are typically non-profit, diverse and have a wellbeing benefit. They may be delivered at a Council venue and sometimes receive grant funding from Council or elsewhere. Council supports these events through subsidised venue hire, community events funding or assistance from staff. Examples are Nelson Fringe Festival, Te Ramaroa (Light Nelson) or the Multicultural Festival.

4.12 Commercial events for profit tend to be organised by professional event organisers. They range from the reasonably small (e.g. Bill Bailey comedy) to the very large (e.g. Bay Dreams) and rely on a fee-paying audience. These may benefit from funding assistance from Council via the Events Fund or LTP, and are often held at Council venues.

4.13 Council delivered events should not compete or overlap with these commercial or community events. However, there is opportunity for Council delivered events to transfer across to community groups once their viability has been established. Council delivered events should only be delivered where there is a gap in the market and there are community wellbeing benefits.

Council Delivered Events

4.14 Council's events team currently delivers 14 annual and 4 biennial events. A list is attached as attachment one.

4.15 These principles will be socialised across teams within Council who organise events to guide their decision making, who may review their respective events using these at a later time.

4.16 Current Council delivered events are predominately CBD centred, with some in Tahunanui, the Botanical Gardens and Founders Park. Most Council events have concepts over 15 years old and do not align with

climate change, city centre spatial plan, waste management or a City for All Ages objectives.

Proposed Principles

4.17 It is proposed that future Council delivered events should be reviewed and then confirmed, refreshed or discontinued, be spread across the city and the seasons, support Council priorities, and complement the local community events offering.

4.18 The proposed principles for Council delivered events are:

4.18.1 Accessible: Council events are physically and financially accessible and appeal to a range of groups. They should be in places that are easy to access for residents, include free or low-cost events, along with being exciting, stimulating and creating a sense of wonder.

4.18.2 Meaningful: Council events are stimulating and reflective; they reflect Nelson's identity and showcase the potential of innovation of our smart little city.

4.18.3 Empowering: Council events inspire our community to become active, engaged and they stimulate the community's capacity to be creative.

4.18.4 Sustainable: Council events model climate change response and waste minimisation in their planning. Prudent financial management practices are used along with local talent, which is fairly reimbursed.

4.18.5 Unique: Council events are smart events that are both entertaining and original in concept and complement the local offer of genres in the regional events sector.

4.19 These principles provide an assessment framework that allows Council events to fill a gap in the overall regional event offer, while at the same time supporting Council priorities in an innovative fashion.

Application and Events review

4.20 Once the principles have been approved, Council delivered events will be reviewed against these during the 2021/22 financial year.

4.21 For events that do not strongly align, a priority will be to consider whether the event should be refreshed and updated rather than discontinued.

4.22 There will be some exceptions that will continue to be delivered or supported as a Council delivered event because they have a strategic purpose for Council, such as civic events or events that are strongly supported by the community.

5. Options

Option 1 (recommended): Agree to the principles	
Advantages	• Council events have a clear purpose that complements the local events calendar. • Council events align with defined principles. • Council events support Council priorities and lead best practice among community events. • Council events don't compete with community or commercial events. • New events can be considered using a robust framework.
Risks and Disadvantages	• Events that don't align with values and principles may be re-designed or discontinued, disappointing some members of the community.
Option 2: Do not agree to the principles	
Advantages	• Reduced time and resource involved in event review and redesign.
Risks and Disadvantages	• Events may become stale. • No framework or capacity to consider new events.

6. Conclusion

6.1 Council delivered events require a clear purpose and community benefit. A set of principles for Council delivered events will ensure events remain fresh, support Council priorities, contribute to wellbeing and create a framework to consider new events.

7. Next Steps

7.1 The 2021/22 Council delivered events will be reviewed against the proposed principles. Changes to the delivery format or content will be considered for events that do not strongly align for the 2022/23 year.

7.2 Events will be considered against these criteria as part of the evaluation process that occurs after events are delivered.

Item 11: Council Delivered Events Purpose and Scope

Author: **Axel de Maupeou, Team Leader Events**

Attachments

Attachment 1: A2609618: Current Council Delivered Events ⇩

Important considerations for decision making

1. Fit with Purpose of Local Government

The development of principles for Council delivered events fits with the purpose of Local Government as events contribute to the social and cultural wellbeing of our community.

2. Consistency with Community Outcomes and Council Policy

Council delivered events contribute to the following Community Outcomes:

- Our communities are healthy, safe, inclusive and resilient; and
- Our communities have opportunities to celebrate and explore their heritage, identity and creativity; and
- Our communities have access to a range of social, educational and recreational facilities and activities, and
- Our Council provides leadership and fosters partnerships, a regional perspective, and community engagement.

3. Risk

The risk of defining principles for Council delivered events has been assessed as low. Adoption of these principles will reduce a risk of Council events competing with commercial or community events.

4. Financial impact

There are no direct funding implications from the recommendation.

5. Degree of significance and level of engagement

This matter is of low significance because it has limited impact on the community. No engagement is proposed.

6. Climate Impact

While these recommendations do not specifically address climate change, the proposed principles do facilitate climate change issues to be promoted and incorporated into event delivery.

7. Inclusion of Māori in the decision making process

No engagement with Māori has been undertaken in preparing this report.

8. Delegations

The Community and Recreation Committee has the following delegations to consider:

Areas of Responsibility:

- Community festivals and events, excluding:
  - *Events Strategy and Events Fund (matters for Council)*

Delegations:

The committee has all of the responsibilities, powers, functions and duties of Council in relation to governance matters within its areas of responsibility, except where they have been retained by Council, or have been referred to other committees, subcommittees or subordinate decision-making bodies.

Nelson City Council

Events Team delivered events

Summer Events Programme

1. Summer Events Guide *(annual)*
2. Lantern Celebration *(annual)*
3. Teddy Bears Picnic *(annual)*
4. New Years' Eve Celebration *(annual)*
5. Tahuna Summer Sounds (x2) *(annual)*
6. Summer Movies al Fresco *(annual)*
7. Nelson Buskers Festival *(annual)*
8. Opera in the Park *(biennial)*

Youth Events:

1. Rock the City *(annual)*
2. Young and Inspired *(annual)*
3. Laugh Nelson *(annual)*
4. Fright Night *(annual)*
5. Youth Lane (coordinated with 4Lanes) *(biennial)*

Civic and other events:

1. Eelco Boswijk Civic Awards *(triennial)*
2. China Week *(biennial)*
3. 4 Lanes Festival *(biennial)*
4. Christmas Month in Nelson *(annual)*
5. Nelson Christmas Lunch (prior to 2020) *(annual)*

***Ad hoc* events**

1. Santa Parade *(annual)*
2. City activations

A2609618

Nelson City Council
Te Kaunihera o Whakatū

Community and Recreation Committee

17 June 2021

REPORT R22678

Community and Recreation Quarterly Report to 31 March 2021

1. Purpose of Report

1.1 To inform the Committee of the financial and non-financial results for the third quarter of 2020/21 for the activities under the Community and Recreation Committee's delegated authority.

2. Recommendation

That the Community and Recreation Committee

1. <u>Receives</u> the report Community and Recreation Quarterly Report to 31 March 2021 (R22678) and its attachments (A2622482 and A2643329).

3. Background

3.1 Quarterly reports on performance are being provided to each committee on the performance and delivery of projects and activities within their areas of responsibility.

3.2 The financial reporting focuses on the year to date performance (1 July 2020 to 31 March 2021) compared with the year-to-date (YTD) approved capital and operating budgets.

3.3 Unless otherwise indicated, all information is against approved operating budget, which is the 2020/21 annual budget plus any carry forwards, plus or minus any other additions or changes as approved by the appropriate committee or Council.

3.4 More detailed project sheets are included in the Attachment 1 project sheets (A2622482) for the 12 projects that fall under the Community and Recreation Committee delegations.

3.5 These project sheets have been selected if their budget is at least $250,000 for 2020/21, are multi-year projects with a budget over $1 million, or have been assessed to be of particular interest to the Committee.

3.6 Project status is analysed based on three factors: quality, time, and budget. From the consideration of these three factors the project is summarised as being on track (green), some issues/risks (orange), or major issues/risks (red). Projects that are within 5% of their budget are considered to be on track in regard to the budget factor.

4. Tenders awarded

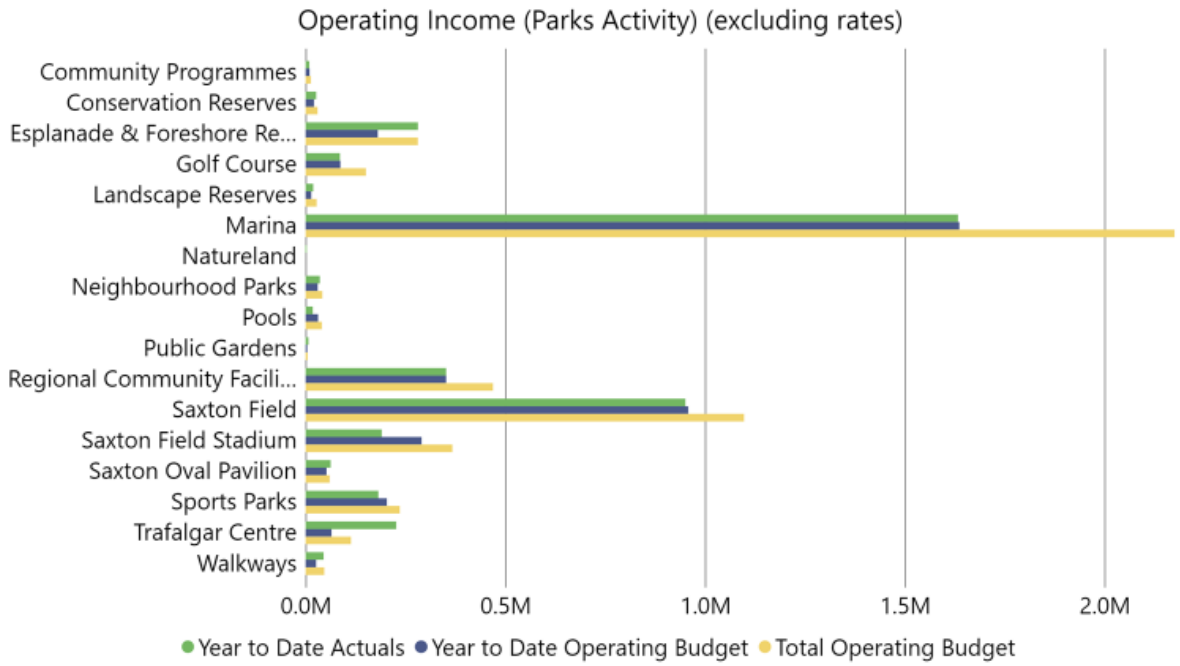
4.1 Tenders are advised in the Quarterly Report if their budget is at least $300,000 and accepted via the Tenders Subcommittee. There were no tenders awarded under delegated authority in the second quarter of the financial year 2020/21.

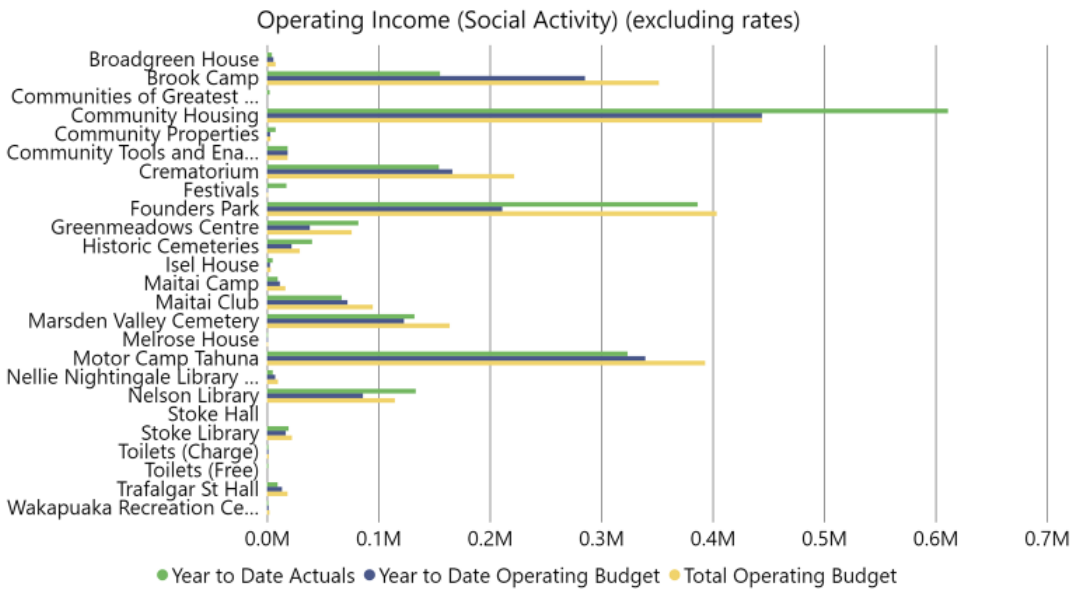
5. Financial Results

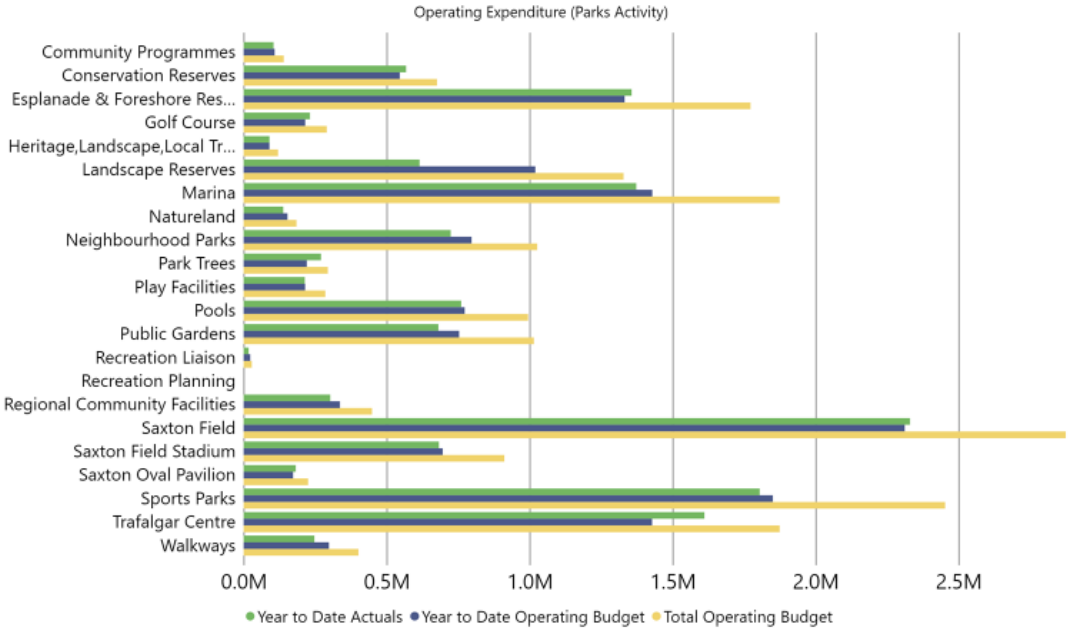
Profit and Loss by Activity

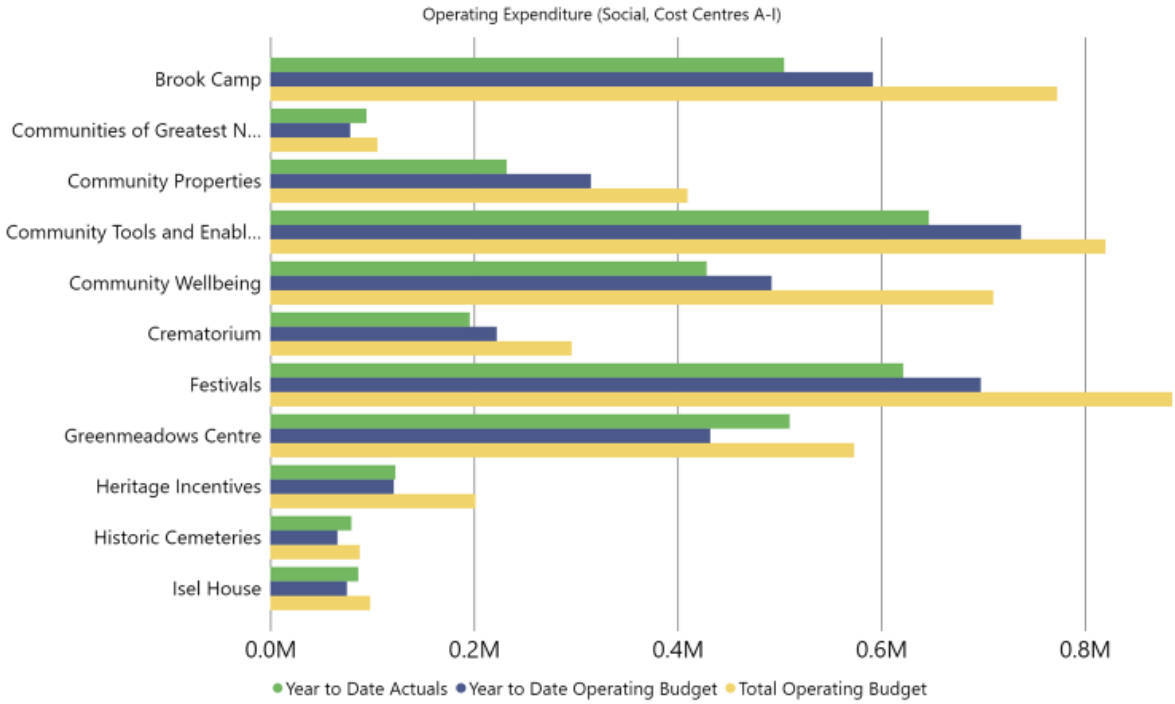
Parks & Active Recreation	YTD Actuals	YTD Operating Budget	YTD Variance	Operating Budget	Annual Plan Budget	Forecast
Income						
Rates Income	(9,723,878)	(9,723,897)	19	(12,965,171)	(12,965,171)	(12,965,171)
Other Income	(4,124,498)	(3,960,760)	(163,738)	(5,155,023)	(4,239,433)	(5,365,944)
Total	**(13,848,376)**	**(13,684,657)**	**(163,719)**	**(18,120,194)**	**(17,204,604)**	**(18,331,115)**
Expenses						
Unprogrammed Expenses	1,006,611	660,147	346,464	865,233	697,732	1,260,733
Staff Operating Expenditure	1,261,098	1,116,738	144,360	1,489,000	1,489,000	1,489,000
Programmed Expenses	2,935,304	3,547,248	(611,944)	4,566,645	3,829,430	4,172,198
Finance Expenses	1,389,346	1,460,907	(71,561)	1,947,864	1,947,864	1,947,864
Depreciation	2,627,605	2,747,214	(119,609)	3,662,952	3,662,950	3,606,733
Base Expenditure	5,088,528	5,239,807	(151,279)	6,689,558	6,570,368	6,581,956
Total	**14,308,492**	**14,772,061**	**(463,569)**	**19,221,252**	**18,197,343**	**19,058,484**
Total	**460,115**	**1,087,404**	**(627,289)**	**1,101,058**	**992,739**	**727,369**

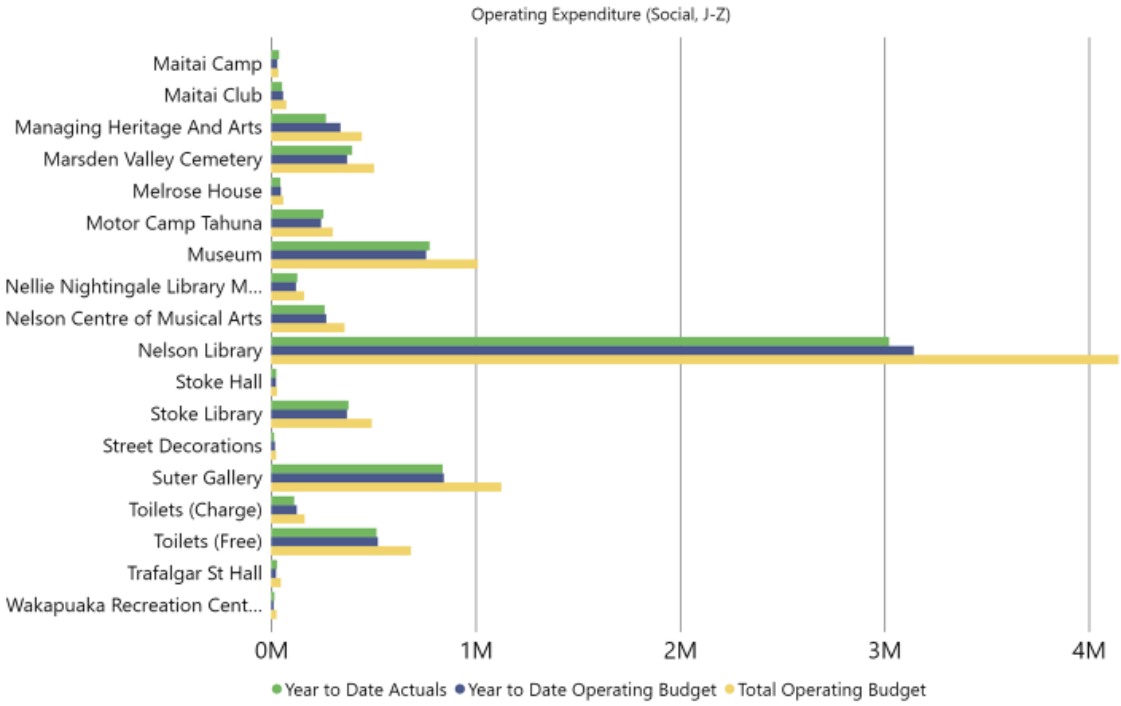
Social	YTD Actuals	YTD Operating Budget	YTD Variance	Operating Budget	Annual Plan Budget	Forecast
Income						
Rates Income	(10,682,193)	(10,682,217)	24	(14,242,924)	(14,242,924)	(14,242,924)
Other Income	(2,188,908)	(1,870,510)	(318,398)	(2,398,251)	(2,379,717)	(2,375,813)
Total	**(12,871,101)**	**(12,552,727)**	**(318,374)**	**(16,641,175)**	**(16,622,641)**	**(16,618,737)**
Expenses						
Unprogrammed Expenses	484,546	513,275	(28,729)	650,600	558,310	685,090
Staff Operating Expenditure	3,967,148	4,078,629	(111,481)	5,438,162	5,438,162	5,438,162
Programmed Expenses	1,824,341	2,319,632	(495,291)	2,969,428	2,921,919	2,931,816
Finance Expenses	660,721	655,875	4,846	874,492	874,492	874,492
Depreciation	(1,610,945)	964,980	(2,575,925)	1,286,599	1,286,599	1,322,344
Base Expenditure	4,499,269	4,375,468	123,801	5,570,391	5,610,849	5,378,109
Total	**9,825,081**	**12,907,859**	**(3,082,778)**	**16,789,672**	**16,690,331**	**16,630,013**
Total	**(3,046,020)**	**355,132**	**(3,401,152)**	**148,497**	**67,690**	**11,276**

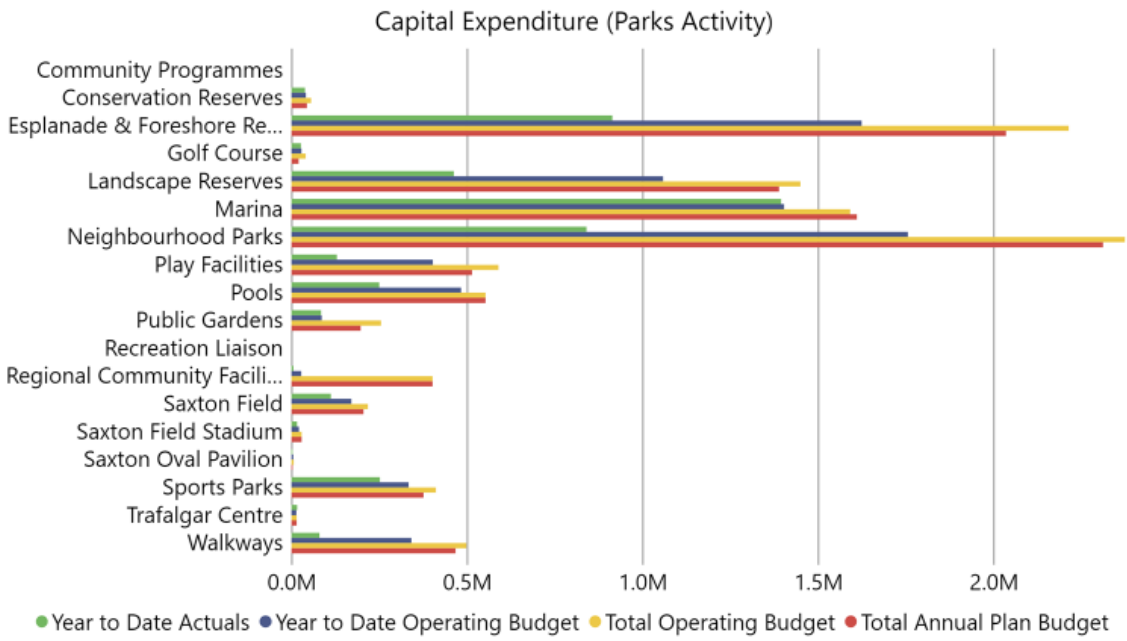


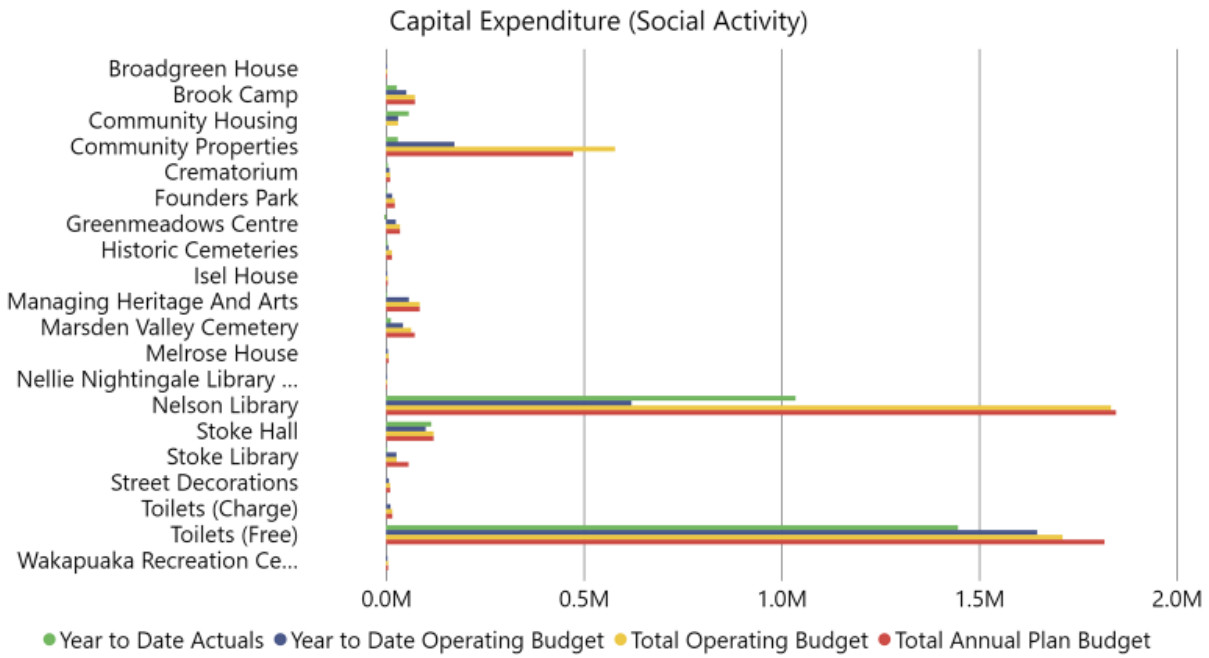

Operating Income (Social Activity) (excluding rates)
Broadgreen House
Brook Camp
Communities of Greatest ...
Community Housing
Community Properties
Community Tools and Ena...
Crematorium
Festivals
Founders Park
Greenmeadows Centre
Historic Cemeteries
Isel House
Maitai Camp
Maitai Club
Marsden Valley Cemetery
Melrose House
Motor Camp Tahuna
Nellie Nightingale Library ...
Nelson Library
Stoke Hall
Stoke Library
Toilets (Charge)
Toilets (Free)
Trafalgar St Hall
Wakapuaka Recreation Ce...
0.0M
0.1M
0.2M
0.3M
0.4M
0.5M
0.6M
0.7M
Year to Date Actuals
Year to Date Operating Budget
Total Operating Budget


Operating Expenditure (Parks Activity)
Community Programmes
Conservation Reserves
Esplanade & Foreshore Res...
Golf Course
Heritage,Landscape,Local Tr...
Landscape Reserves
Marina
Natureland
Neighbourhood Parks
Park Trees
Play Facilities
Pools
Public Gardens
Recreation Liaison
Recreation Planning
Regional Community Facilities
Saxton Field
Saxton Field Stadium
Saxton Oval Pavilion
Sports Parks
Trafalgar Centre
Walkways
0.0M
0.5M
1.0M
1.5M
2.0M
2.5M
Year to Date Actuals
Year to Date Operating Budget
Total Operating Budget


Operating Expenditure (Social, Cost Centres A-I)
Brook Camp
Communities of Greatest N...
Community Properties
Community Tools and Enabl...
Community Wellbeing
Crematorium
Festivals
Greenmeadows Centre
Heritage Incentives
Historic Cemeteries
Isel House
0.0M
0.2M
0.4M
0.6M
0.8M
Year to Date Actuals
Year to Date Operating Budget
Total Operating Budget


Operating Expenditure (Social, J-Z)
Maitai Camp
Maitai Club
Managing Heritage And Arts
Marsden Valley Cemetery
Melrose House
Motor Camp Tahuna
Museum
Nellie Nightingale Library M...
Nelson Centre of Musical Arts
Nelson Library
Stoke Hall
Stoke Library
Street Decorations
Suter Gallery
Toilets (Charge)
Toilets (Free)
Trafalgar St Hall
Wakapuaka Recreation Cent...
0M
1M
2M
3M
4M
Year to Date Actuals
Year to Date Operating Budget
Total Operating Budget


Capital Expenditure (Parks Activity)
Community Programmes
Conservation Reserves
Esplanade & Foreshore Re...
Golf Course
Landscape Reserves
Marina
Neighbourhood Parks
Play Facilities
Pools
Public Gardens
Recreation Liaison
Regional Community Facili...
Saxton Field
Saxton Field Stadium
Saxton Oval Pavilion
Sports Parks
Trafalgar Centre
Walkways
0.0M
0.5M
1.0M
1.5M
2.0M
Year to Date Actuals
Year to Date Operating Budget
Total Operating Budget
Total Annual Plan Budget


Capital Expenditure (Social Activity)
Broadgreen House
Brook Camp
Community Housing
Community Properties
Crematorium
Founders Park
Greenmeadows Centre
Historic Cemeteries
Isel House
Managing Heritage And Arts
Marsden Valley Cemetery
Melrose House
Nellie Nightingale Library ...
Nelson Library
Stoke Hall
Stoke Library
Street Decorations
Toilets (Charge)
Toilets (Free)
Wakapuaka Recreation Ce...
0.0M
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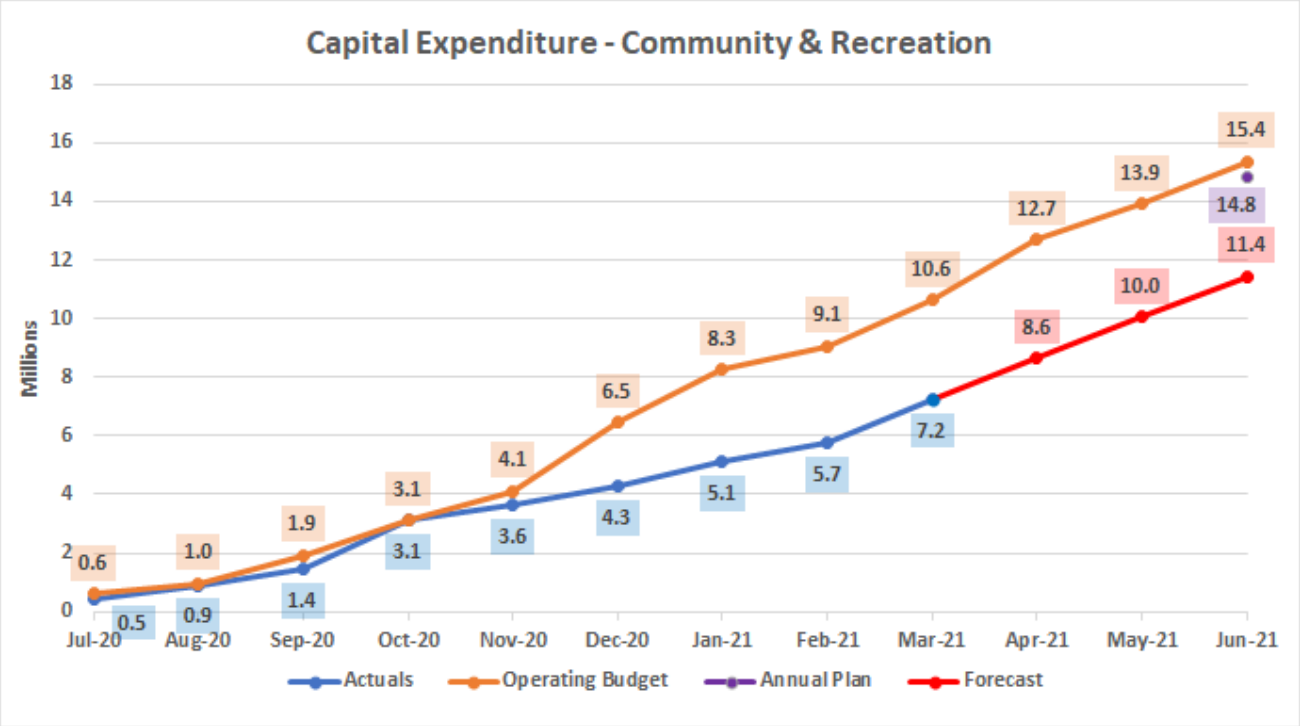
1.5M
2.0M
Year to Date Actuals
Year to Date Operating Budget
Total Operating Budget
Total Annual Plan Budget



5.1 As at 31 March 2021, Capital Expenditure is $3.4 million behind budget. $1.0 million relates to renewals, $1.0 million relates to growth, $255,000 relates to staff costs and $1.1 million relates to increased level of service projects.

5.2 The full year forecast as at 31 March was projected to be $11.4 million which is $3.9 million behind Capital Budget of $15.3 million.

Operating Budget - Parks

5.3 **Public Gardens expenditure is less than budget by $73,000.** Base contract costs are behind budget by $32,000. This budget will be used by the end of the year to cover variations to the contract. The Church Hill step repair is $45,000 behind budget and is waiting on the stonemason to be available to complete the works. This is now anticipated to be in Quarter 4, with contract negotiations commenced as at 31 March 2021.

5.4 **Neighbourhood Parks expenditure is less than budget by $73,000.** Base contracts costs are behind budget by $41,000. This budget will be used by the end of the year to cover variations to the contract. Programmed maintenance of $58,000 will be spent in May and June on the replacement planting programme.

5.5 **Landscape Reserves expenditure is less than budget by $405,000.** Mountain Bike Trail expenditure is showing as $376,000 under budget, due to much of the cost being spent against a capital code. $66,000 will be spent as an operational expense, for new trails on Ngāti Koata land (this is part of the 2018 LTP funding contract with the Nelson Mountain Bike Club). A request will be made to carry forward some of the capital funds. Mountain Bike Enduro Event expenditure is behind budget by $50,000. An invoice for work to date is expected in

June. Updated budgets and planning for the event are being prepared by the Nelson Mountain Biking Club for the event and they will be invited to provide an update to Council.

5.6 **Esplanade and Foreshore Reserves income is greater than budget by $100,000.** Unbudgeted income of $98,000 has been received from the Provincial Growth Fund for Borck Creek. This joint venture with Tasman District Council to fund a pathway along Borck Creek.

5.7 **Sports Parks income is less than budget by $21,000.** Sportsground charges are under budget by $81,000, which is slightly offset by Trafalgar Park charges being over budget by $7,000. These two income codes were historically not split but have now been separated. Sportsground charges (Non-Trafalgar Park) were not adjusted downwards to reflect this change. This has been adjusted through the Long Term Plan (LTP). Trafalgar Park charges were lower than budget due to the impacts of COVID-19. Bay Dreams Rental is $34,000 over budget.

5.8 **Trafalgar Centre income is greater than budget by $162,000.** Venue Hire recoveries are over budget by $159,000, which is offset by expenditure.

5.9 **Trafalgar Centre expenditure is greater than budget by $183,000.** Event and Venue Hire expenditure is over budget by $159,000, which is offset by income. Floor re-seal and sanding expenditure is ahead of budget by $17,000, with work now complete.

5.10 **Saxton Field Stadium income is less than budget by $100,000.** Rental income is under budget by $47,000 due to rent relief. Casual use income is under budget by $31,000 due to COVID-19 and shorter sports seasons.

Operating Budget - Social

5.11 **Managing Heritage and Arts expenditure is less than budget by $71,000.** The Heritage Activities Programme is behind budget by $31,000, Art Strategy Implementation is behind budget by $13,000, and Artworks Maintenance is behind budget by $19,000. All these have their spends planned for Quarter 4.

5.12 **Founders Park income is greater than budget by $175,000.** Book Fair Proceeds are ahead of budget by $160,000, due to timing with COVID-19 postponement. Admission charges are over budget by $29,000, due to the increase in admission price rather than an increase in visitors. The budget wasn't increased when the price rise came into effect but has been corrected in the LTP.

5.13 **Founders Park expenditure is $52,000 less than budget.** Programmed maintenance is behind budget by $29,000 and

Development Fund expenditure is behind budget by $16,000, with both anticipated to be spent on Quarter 4 projects.

5.14 **Festivals expenditure is $76,000 less than budget.** Community events expenditure is behind budget by $26,000 but expected to be utilised.

5.15 **Nelson Library expenditure is less than budget by $120,000.** Providing electronic/digital resources expenditure is under budget by $31,000 and is forecasted to be under budget by $37,000 by year end. Providing APNK services is under budget by $18,000 and forecasted to be $19,000 by year end. Both are linked to an increase in government funding (New Zealand Library Partnership Programme). Preliminary Elma Turner Capex Investigation is $55,000 behind budget as works are yet to commence.

5.16 **Community Properties expenditure is less than budget by $83,000.** Staff expenditure is behind budget by $41,000, while Programmed maintenance is behind budget by $24,000, and condition assessments are behind budget by $13,000. Programmed maintenance is expected to be spent while condition assessments may have a slight underspend this year.

5.17 **Community Housing income is greater than budget by $167,000.** Rent income is over budget by $167,000 due to the delay in settlement of the properties sold.

5.18 **Community Housing expenditure is less than budget by $2,580,000.** The Depreciation Recovery from the sale of properties totals $2,642,000. This has been removed from the Operating Expenditure graph to prevent distortion.

5.19 **Community Tools & Enablers expenditure is $91,000 less than budget**. The Community Investment Fund is $40,000 behind budget which will be utilised in quarter four, and the COVID-19 Emergency Community Organisation Grants is $29,000 behind budget with a potential underspend of $50,000, to be carried forward. Community Partnership Fund grants are behind budget by $16,000; however, this funding is anticipated to be used for projects due for completion in quarter four.

6. Community Partnerships and Social Development Updates

Homelessness

6.1 This period saw Housing First remaining at full capacity with a waiting list of people still living rough. Work over this period has included reviewing remedies available for dealing with people living rough and working with agencies to improve interagency collaboration. The team also supported Freedom Camping enforcement officers in their work to ensure that

people living without adequate shelter were appropriately linked with social services.

Youth Projects

6.2 This quarter saw a variety of youth projects start with support going into events, community development and youth into governance. This support is provided as part of the Youth Strategy Implementation plan.

Male Room Project

6.3 Whare Haumaru project remained on track during this period. The mauri stone was laid on 19 March after a short delay due to the change in Covid-19 alert levels. The building is set to be delivered and on site in April for the next part of the project, at this point the final payment ($10,000) of committed Council funding can be invoiced.

City For All Ages

6.4 With limited migration due to COVID-19 and New Zealand experiencing its lowest birth rate on record in 2020 (birth rate of 1.61, well below the replacement level of 2.1) the need for a strategy to keep Nelson's growing population of older adults engaged and contributing to the community remains important. The City For All Ages Strategy is making good progress after a disrupted 2020 due to COVID-19 impacts, and the Chair of the Community Steering Group provided an update to the Community and Recreation Committee on 22 April 2021. The Steering Group had a presence at the recent Positive Ageing Expo and enjoyed a good level of interest and engagement from attendees. The next phase of work will see a series of agency meetings to obtain contributions to the Strategy action plan. Members of the Councillor working group have been invited to participate in these meetings alongside steering group members.

Translation Project update

6.5 Work continues to translate Council documents and information relevant to communities prioritising documents that these communities have identified as most relevant. Officers have been investigating what is required to add translation functionality to our website and have engaged with Department of Internal Affairs Te Tari Taiwhenua (DIA) on human translation service costs.

Ki o Rahi – traditional Māori sport

6.6 Working with Whakatū Marae, a site at QE II reserve near Miyazu Garden, has been identified as being suitable as a potential playing field. Work continues in partnership with the Marae to identify site preparation requirements and consider features to support the new cultural identity of the site.

Use our Loos

6.7 This project is in development to increase access to public toilets for those in urgent need, by mapping and promoting the location of public toilets and engaging business to make their toilets available. Maps showing Nelson City Council owned public facilities around the Nelson, Stoke and Tāhunanui CBDs have now been created, with a 100 metre ring around each public facility has creating a view of current service coverage and gaps in service provision. There is strong support and engagement with Nelson Marlborough Health for this project that will make going out safer for those with health-related incontinence needs.

"Use our loos" showing a 100m radius, Nelson, 2021.

Community Funding Updates

6.8 Council approved changes to the Community Investment Fund's priorities and panel terms of reference, to reflect the proposed re-focus to prioritise communities of greatest need.

Emergency Fund

6.9 Two applications to the Emergency Fund were received, and approved as follows:

Applicant	Purpose	Grant approved
The Male Room	Whare Haumaru project	$7,451
Inspired Productions Trust	Increased administration costs	$2,500

The Emergency Fund has $55,329 remaining unallocated.

Founders Heritage Park Update

6.10 Visitor attraction numbers were just under 10,800 for the quarter which was 2.3% up on 2020 (comparing the weeks that the park was open) despite the lack of international tourists. Admission fees exceeded budget due to an admission fee increase rather than a significant increase in the number of visitors. Venue visitors were down from 3,736 to 3,142 (16%) mostly due to fewer weddings than usual, and small numbers attending functions. The number of events was reduced with no Jazz Festival or International Kai Festival which saw numbers attending events drop from 11,000 to 4,350.

6.11 Jazz on the Village Green has run most Sundays throughout the Summer. As usual, the concerts were well received although the numbers attending were a little lower than previous years.

6.12 Exterior maintenance of the Windmill has begun. The work will include weatherboard and window repairs, repainting the exterior including the sails and recovering the dome.

Windmill repairs on the dome, Founders Park, Nelson.

6.13 A Founders Heritage Park Collection Review report was received from Terri Elder. Terri made two visits to the park over the past year as part of the National Service Te Paerangi Expert Knowledge Exchange Scheme. The report recognises the Founders collection as a community asset of great value, and that while progress has been made in the care of the collection the management systems and environment provided for the collection still fall below recommended standards, the collection continues to be at risk. Key recommendations of the report are:

- Prioritise the completion of the Re-Org collection inventory and collection database, so that informed decisions about future collecting needs can be made

- Review the organisational structure of the Park and consider investment in operational resourcing to enable Founders Heritage Park to gain control over the collection

- Begin consultation, investigate options, and agree on a long-term plan for a dedicated storage building. Provision of $726,000 has been made for this in the draft LTP

Heritage Update

Isel House

6.14 The Tiny Room display continued to be well received. Two original sash windows were conserved, and the annual fumigation of the house completed.

Broadgreen House

6.15 The Traditional Christmas Exhibition and summer activities and programmes were well received. There were strong visitor numbers over the quarter with 1,229 visitors to the house, up 28% on 2020. The second phase of the Collection Inventory project was completed with the assistance of visiting academics and textile experts. The continuing cataloguing of the collection resulted in some great collections finds. Annual fumigation of the house was completed.

Melrose House

6.16 Nelson City Council leases Melrose House to the Colonel Noel Percy Adams (Melrose House) Society (the Society) which subleases to the Melrose Café. This café business is being offered for sale. The Society has also changed venue management arrangements with board members taking on these functions whilst new providers are sought.

Tuku 21 / Heritage Month

6.17 In February 2021 the Tuku21 grant panel met to consider applications from event hosts and allocated $20,800 to support 18 applications with grants from $200 to $2,000. The estimated match funding (including

monetary valued volunteer time) provided by the grant funded event hosts, totals over $85,000.

Arts Updates

6.18 In February several arts projects that had been in preparation received support from Te Ohu Toi Ahurea (Iwi/Council Arts and Heritage Forum) and from the Arts Selection Panel. The works to be completed this financial year include:

- Relocation of Adi Tait's "Welcome Cloak" to Putangitangi/Green Meadows. The sculpture has been remodelled by the artist to suit the space available and is smaller than the original version which hung over Saltwater Creek.
- Recycling Darryl Frosts "Rivers of the Region" that was once located at the airport, to create artistic cladding on three recycling hubs in the Marina.
- Two painted murals, one by Nerys Baker and one by Hannah Starnes, installed on the new railway reserve underpass at Bishopdale.

6.19 The Make Shift Spaces "Arts Walk "project received support from Te Ohu Toi Ahurea and the Arts Selection Panel. This project is a collaboration with the Suter Art Gallery which will see over 20 artworks from their collection displayed in large format images on buildings in the Central City. This project was funded by Council and private sponsors.

Events Updates

6.20 Summer and Youth Events. Due to COVID-19 impact on resources and alert levels, only some of the regular summer events were delivered, including New Year's Eve Countdown, Summer Movies Al Fresco, and Tahuna Summer Sounds. These events were very well attended and welcomed by the community.

6.21 Bay Dreams 2021 welcomed 12,000 attendees, down from the previous 17,500 due to COVID-19 restrictions on performers able to travel into New Zealand. Despite this, and the resizing of the event to Rutherford Park instead of the Trafalgar Park, the event delivered a successful experience with all Emergency Services satisfied with the level of safety and organisers pleased with the event. A summary report was provided to the Committee on 4 March 2021.

6.22 Nelson Centre for Musical Arts (NCMA). The Chair and Deputy Chairs of the Community Services Committee, along with Council's two independent members of the Audit and Risk Committee, the Group Manager Community Services, and staff met with the NCMA's Board and management in February. NCMA provided an update on its business and financial processes at the meeting and showed a strong desire for a collaborative relationship with Council. At the meeting, NCMA shared its plans to develop a pocket park adjacent to Collingwood Street, including

a request for Council support with the park development and possibly ongoing maintenance. As Council does not have funds allocated for this project, NCMA has confirmed it will submit its request through Council's LTP consultation process. NCMA followed up this discussion in a presentation to the March meeting of the Community and Recreation Committee. Staff will continue to work closely with NCMA to ensure that the relationship remains strong and that ratepayer funding to support NCMA is achieving Council's objectives.

6.23 Community signboard. A new community signboard has been installed at Isel Park that allows for easier access to community event information for the park.

6.24 FlagTrax systems will be installed on street poles in Stoke to allow for the display of flags for the promotion of events and enhancement of the streets.

Libraries Updates

6.25 The summer reading programmes finished up on the 14 February with the children's afterschool celebration and Library Lovers Day. The adult reading challenge was particularly popular this year with over 60 people turning up to listen to live music and open-mic poetry. Our Young Adult summer reading champion read 42 books over the summer period.

6.26 The Skinny Jump Programme has seen a growing increase in sign-ups and queries over the past year. This quarter saw 47 sign ups. This service is a partnership between the Digital Inclusion Alliance Aotearoa (DIAA) and Nelson Public Libraries. It is subsidised by the Spark Foundation and offers a low-cost, pre-pay internet service for people without any existing internet connection in their homes.

6.27 The sewing machines purchased last year and subsidised by the Friends of the Library continue to grow in popularity as more people learn of this resource. There are an increasing number of regular independent users in addition to the popular classes being run.

"Sewing Machines in use", Elma Turner Library.

6.28 As part of the New Zealand Libraries Partnership Programme (NZLPP) we have been fortunate to employ three new positions within the library.

This programme is designed to support COVID-19 recovery work through public libraries around New Zealand. These fixed term roles are fully funded by the DIA (on the provision that they are new positions and not existing positions). These three staff have specific areas of focus: digital access and inclusion, youth engagement and strategy, and access to information and heritage services. There is a strong element of workforce development as part of these positions with a range of fully funded training and coaching opportunities available.

6.29 NZLPP funding has also been secured for increased digital content through subsidised database subscriptions, additional funds for audio and e-book content, videography work and a review of The Prow website. This has allowed for reduced operational budgets for the next financial year in addition to savings this financial year. The programme ends on 30 June 2022.

6.30 Workbridge and Employable have started weekly drop-in sessions to assist members of the community with job seeking support.

6.31 The Nightingale Knitters created some amazing knitted farmyard and road map toys. The farmyard was donated to Healthkids and the road map to Te Rio Tahunanui Kindergarten.

"Nellie Nightingale Knitters donation", Elma Turner Lirbary.

6.32 The Prow website is currently being reviewed. The Prow is a consortium website between Tasman, Marlborough and Nelson Libraries. It enjoys good usage with 20,000 pageviews per month. All three consortium members are using NZLPP funding to undertake a review of the website which will contain recommendations for its future. This will likely include options and suggestions for investment, iwi engagement and technical upgrades. Some money has been set aside in the draft Long-Term Plan to undertake these upgrades. Sites like The Prow and other New Zealand heritage resources are predicted to become even more crucial over the next few years as the Ministry of Education implements the Aotearoa NZ Histories curriculum in schools and kura.

6.33 Scoping work and external funding options are being explored for the creation of a Nelson City Council history publication. This is to continue the history provided by the first two publications. An information report will be supplied to this Committee later this year once the LTP has been adopted and procurement of a researcher/author has been completed.

7. Commentary on Capital Projects

7.1 There are 14 projects within the Community and Recreation Committee delegations, that are included as part of the quarterly reporting.

7.2 Project status is analysed based on three factors: quality, time and budget. These projects are reported on in Attachment 1 project sheets (A2622482).

7.3 The variances shown between the YTD Actuals and YTD Budget within the above graph are explained in the project sheets in relation to the most significant variances above.

Toilet renewals projects

7.4 The Millers Acre toilet opened in February 2021. It now provides five unisex individual toilets, along with one accessible toilet/baby changing room (open 24/7) and a men's facility featuring two urinals and a standard toilet in a cubicle. The toilets that were open 24 hours a day experienced vandalism and have been closed overnight temporarily.

Millers Acre upgraded toilet, Nelson CBD, March 2020.

7.5 The construction work at the Tahunanui Lion Toilet Upgrade is completed and the new facility is open to the public. The very final section of the project is to install steps from the new facilities to the path. The work is underway.

City Play Space

7.6 This programme relates to the development of a play space or series of play spaces within the city centre area. Investigations are underway into suitable locations. Development is programmed for 2024/25, which may

be brought forward dependent on spatial planning progress and suitable land availability and purchase.

Reserve Development Programme

7.7 Reserve developments are predominantly funded from subdivision financial contributions, not rates. 2020/21 funding has been allocated for the construction of a new shared pathway through a new reserve in the Montebello Subdivision (Ngawhatu Valley), the Marsden Park Play Space, Bayview and the Corder Park redevelopment. Where appropriate, funds are reallocated to a specific development project budget.

23 Halifax Street Redevelopment

7.8 Work continued on the deconstruction of 23 Halifax Street throughout January with the removal of the interior linings and contaminated materials impacted by mould and asbestos. The vast majority of the internal building fabric has been repurposed or recycled.

7.9 In early February, the second stage of deconstruction where the building shell is removed commenced. As with the internal elements, a large amount of external materials was able to be reused. This included the iron roof, steel trusses and the concrete walls. The deconstruction has now been completed and Council now has a case study on deconstruction to share with the building sector.

7.10 Further directions on the Elma Turner Library Redevelopment will be determined through the LTP process.

Modellers Pond Replacement Park

7.11 Design of the Modellers Pond replacement park is underway with the involvement of the Society of Modellers train section members. The focus will be on a family picnic area with the model trains incorporated into an upgraded estuarine environment. The first stage of construction will be at the Centennial Road pump station beginning in December 2021 with work expected to begin at the beach later in 2021/22.

Eureka Park development

7.12 New trails have been constructed and a large new picnic table installed, which provides a unique venue among the redwoods (e.g. for children's birthday parties). Improved signage has been installed and the completion of the project communicated to the public, along with the messaging that this reserve is now for pedestrian use only.

Corder Park development

7.13 Following engagement with the local community the Corder Park play space has been upgraded and a pump track added. The area is a popular meeting place for children who bike to and from school. The pump track in particular has received positive feedback and is well used by children. Additional planting is proposed, and a small public toilet will be installed.

Corder Park pump track, Atawhai, March 2021.

8. Commentary on Parks and Facilities projects

Saxton Field Marketing

8.1 In September 2020 the Saxton Field Committee held a workshop to discuss key objectives for the Marketing Strategy. It was agreed that staff from Nelson City Council (NCC) and Tasman District Council (TDC) would work together on a combined branding project. In November 2020 the Saxton Field Committee was presented with a brand architecture document. On 22 January 2021, staff held a workshop with Committee members to discuss the version of the branding and logo.

8.2 The branding was approved to be that shown below:

saxton field | space for everyone

Approved Saxton Field branding, February 2021.

The existing NCC)/TDC budget for 2020/21 of $10,000 has been used for updated Saxton Field branding. The Saxton Field Marketing budget for 2021-31 will be confirmed through the LTP process, and will be split with TDC. The marketing budget will be used to complete the marketing strategy and update wayfinding signage and create new website and signage.

Poormans Stream Shared Path

8.3 All consents have been granted and the land purchase has been completed. Construction is progressing well and is on track to be completed this financial year.

Poorman Valley Stream under development, Stoke, March 2021.

Maitai Recreation Hub

8.4 This project has received funding support from Ministry of Business Innovation and Employment. Following a Committee decision in April 2021, members of the Nelson MTB Club, the Waahi Taakaro Golf Club, and Council officers are focussed on creating the hub at the Waahi Taakaro golf course, taking advantage of opportunities for cooperative development. The project is planned to be completed before April 2022 in time for the Mountain Bike Enduro World Championship.

Forestry Conversion Programme

8.5 Council has agreed to retire approximately 140 hectares of forestry and consider alternate uses. To date around 40 hectares have been retired and native planting undertaken in many of these areas. Progress updates on the conversion programme are reported to the Forestry Sub-Committee.

Weed control programme landscape reserves

8.6 The Brook Valley Eastern Hills Ecological Restoration Plan and the Marsden Valley Ecological Restoration Plan are both at the final draft stage. These will be used to inform the weed control programme, grazing programme and restoration planting programme for these reserves once finalised.

Saltwater Creek Bridge

8.7 At the Council meeting on 18 March 2021, it was agreed to gift the replaced bridge over Saltwater Creek to the Brook Waimārama Sanctuary Trust. The Trust intends to install it in sections across the Brook Stream within the Sanctuary. Work on its modification will begin shortly.

Brook Waimārama Sanctuary

8.8 The first tīeke (saddlebacks) were released in the Brook Waimārama Sanctuary. The Brook Sanctuary Open Day took place on Sunday 11 April 2021. It was a stunning sunny day with four staff from the Parks and Facilities and the Science and Environment team working together to promote work done in residential areas of Nelson. Visitors to the event were interested in the Adopt a Spot programme, planting and trapping in residential areas.

Queens Gardens - Trask Memorial Gates

8.9 Restoration work on the Trask Memorial Gates at the southern end of Queens Gardens is now complete. The gates are named after a previous Mayor of Nelson, Francis Reuben Trask, whose suggestion it was to build the gardens in 1887. At the time, Nelson was one of the few towns in New Zealand that did not have a public garden. The gardens took about four years to complete and were formally opened in 1892, Nelson's 50th Jubilee year. The recent restoration work on the gates included straightening, cleaning and repainting the metal work.

Queen's Garden Gates, south entrance of Hardy Street, Nelson CBD, March 2021.

Maitai Restoration Project

8.10 Project Mahitahi is a Jobs for Nature project co-governed, co-designed, and co-delivered with iwi, Department of Conservation (DOC), Ministry for the Environment, the Kotahitanga mō te Taiao Alliance and Council. The project is progressing well. At the end of the quarter many of the new roles have been recruited by a variety of organisations, including NELMAC, the Brook Waimarāma Sanctuary, Fulton Hogan, Ngāti Koata Trust, and Easy Trails. Two roles are based in Nelson City Council for project management and support.

8.11 The Ministry of Primary Industries has continued to support community planting projects. This will be undertaken under Project Mahitahi and was awarded over $200,000.

8.12 A further application for funding has been made to DOC for a separate but related project for weed control on the Significant Natural Areas on Ngāti Koata land within the Hira Forest. The outcome of this application will not be known until May 2021.

Mountain Bike Trail Grade Audits

8.13 Issues have been raised with the grading of the mountain bike trails in Nelson. An audit of trail grades in Nelson has been completed, and results indicate that many trails which are actually at an advanced level may have a posted grading indicating an intermediate level. This represents a risk, particularly for new riders and visitors, and can lead to safety issues. TDC has also undertaken similar work on trails in its region.

8.14 The preliminary results show a considerable number of trails require their grading to be changed; predominantly to be increased by one grade. This has been communicated to Koata Ltd and the Nelson Mountain Bike Club (NMTBC). Officers will work with the NMTBC around changing signage and the Trailforks website. It is understood that Silvan Forest, Kaiteriteri Mountain Bike Park and Wairoa Gorge Mountain Bike Park have also recently made changes to their grades.

Adopt a Spot programme update

8.15 The number of Adopt a Spot groups has increased to more than 40, with the focus for many, at this time of year, on planting. Once plants have been planted, the process continues with volunteers working on ongoing maintenance until canopy cover is achieved.

Golf Course

8.16 Turf management on the golf course over summer has improved the quality of the tees and greens. Comments from the Club have been favourable. The autumn colours on the trees have been outstanding.

Cemeteries

8.17 A recent spate of pigs entering the cemetery has disturbed the soil and damaged the grass area at Marsden Cemetery. Although, there has been no damage to headstones or the associated area to date, there is a need to be clearing the affected area of turf and soil. Deer have been observed coming into the cemetery and eating shrubs as well as trees. A pig-proof fence will be installed in July 2021 to keep wildlife outside the cemetery area.

8.18 Staff are continuing to work closely with the volunteer group at the Wakapuaka Cemetery. A memorandum of understanding has been drafted for the volunteers to clean head stone in incidences where prior family approval has been successful.

8.19 Work is underway with the Nelson Whakatū Muslim Association about the Association's request to have pre-purchased plots available to members. A report is being prepared to go to this meeting, requesting pre-purchase by the Association.

ANZAC Park and Rutherford Park

8.20 A Crime Prevention Through Environmental Design (CPTED) Public Realm Assessment was carried out for ANZAC Park and the surrounding precinct following issues and incidents within the park. Several recommendations were made by the report which are currently being worked through by staff to see what can be implemented relatively quickly and easily, and what recommendations will require greater time and resourcing.

8.21 Physical park changes are unlikely to be enough on their own to remedy the existing anti-social activities occurring in the park. Further work will be needed in collaboration with social and enforcement agencies to address behaviour in the park which is impacting on the public's enjoyment and ability to feel safe while using the park.

CBD Pop up park shade sails

8.22 Several shade sails were installed in three main areas of the pop-up park to provide sun-safe spaces: one in the imagination playground, one over the picnic table area and one beside the pump track.

Stoke Hall – temporary propping

8.23 Given the heightened activity around the Stoke Memorial Hall with work to commence on the Youth Park, a contractor will be propping the front and side wall of the Stoke Memorial Hall. This is due to occur in June. This action reduces the risk of the earthquake prone building to the public.

8.24 Design is underway for the Stoke Memorial Hall strengthening and a report will be brought to the Committee to outline next steps.

Hounsell Circle Bus Shelter

8.25 The Hounsell Circle bus shelter is earthquake prone. The current plan is to strengthen it over June and July. This strengthening work will result in a building that no longer has an earthquake prone notice on it. The building is proposed to be listed as a heritage building as part of the Nelson Plan.

Pūtangitangi Greenmeadows

Extension to the concrete East-Deck

8.26 A concrete slab has been designed and installed at Pūtangitangi Greenmeadows funded by Stoke Rugby to provide more viewing and catering room at the east side. The new area will aimed replicate the existing exposed aggregate finish.

Tasman 100th Aviation Anniversary

8.27 November 2021 is the Nelson Tasman 100th Aviation Anniversary which commemorates the first airplane flight in the region. The plane was destined to land south of Nelson, however, landed in Stoke at the Greenmeadows site to refuel. Council staff are working with Aviation Historians to install a photo panel in Pūtangitangi Greenmeadows Centre in time for the planned anniversary celebrations and fly-past of the historic Bristol Fighter plane. The photo is in black and white and shows the plane on the ground at the Greenmeadows site, with the Methodist Church and Turf Hotel in the background.

9. Parks and Facilities Strategy and Policy

9.1 Development of strategy and policy work that will inform both the Parks and Reserves and Property and Facilities Activity Management Plans and provide strategic direction is described below.

Vegetation Management Policy

9.2 A draft policy is being prepared to assist staff with decisions around actions and requests such as tree removal, pruning and planting and roadside berm maintenance. A workshop was held on 3 November 2020 with the Sports and Recreation Committee to discuss the draft policy and the intended outcomes. A draft policy has been completed for review by internal council teams. Following this, the draft policy and will be brought back to Committee later in 2021.

Saxton Field Reserve Management Plan review

9.3 Hearings and deliberations were held on the Saxton Field Reserve Management Plan. NCC and TDC adopted the final Saxton Field Reserve Management Plan in May 2021.

Activity Management Plans for 2021–31

9.4 Work on Activity Management Plans (AMPs) for Parks and Reserves, Property and Facilities and Arts, Heritage and Events is ongoing. The

Activity Management Plans will be presented to Council in late 2021, following the adoption of the LTP 2021-31.

Venue Hire Fund

9.5 The Venue Hire Fund was established in the Annual Plan 2019/20 to assist eligible community groups in paying the venue hire fees at Nelson City Council venues. The fund has a pool in the current financial year of $30,000. The fund is administered by Nelson Regional Development Agency on behalf of Council. The following events were approved for funding to March 2021:

- Cancer Society Ball (postponed from June 2020 to June 2021) – Cancer Society - $1,340
- Dancing for a Cause (postponed from May 2020 to May 2021) – Hospice - $3,000
- Electrix Cheerleeding Sports Inc - South Island Show offs - $2,500
- Netball NZ Tactix - $843
- Good Peoples - $1,000
- Salmonella Dub & Friends - $1,000
- Hearing talks Nelson - $470

9.6 $19,602 remains available in this fund for 2020/21.

10. Workshops

Out and About - On Tracks Strategy review

10.1 A review of the Out and About - On Tracks Strategy is underway and key stakeholders have been engaged. This Strategy provides an agreed way forward for new off-road walking and cycling trails, including policy direction and an implementation plan. This Strategy was workshopped with the Committee during December 2020 and a report will be brought to a future Community and Recreation Committee meeting for approval to release the draft for general public feedback.

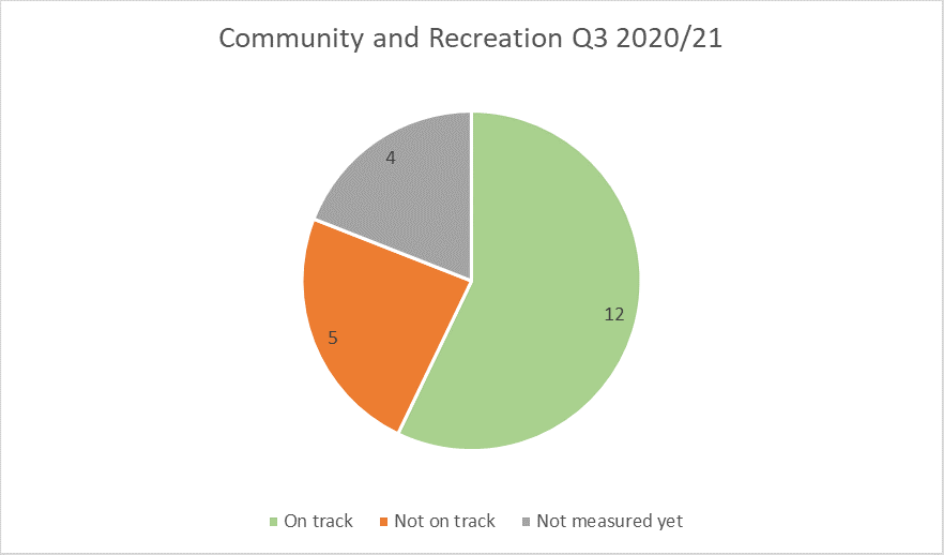
11. Key Performance Measures

11.1 As part of the development of the LTP 2018-28 Council approved levels of service, performance measures and targets for each activity. There are 22 performance measures that are within the Community and Recreation Committee's delegation and one, Marina berth holder occupancy, with the Strategic Development and Property Subcommittee that are reported in this quarterly report.

11.2 Performance measures are reported during the financial year accordingly, the scale to report on the key performance measures is as follows:

- On track
- Not on track
- Not measured yet

12. Quarterly Review of Key Performance Indicators



12.1 13 of the 22 measures are on track, and five are noted as not on track. Four are noted as not measured yet, which are the user satisfaction and visitor numbers at the Bishop Suter Art Gallery, the audience numbers per year at the NCMA, the customer satisfaction at the public libraries, and area of neighbourhood parks per 1,000 residents. Further detail of those that are not on track is given below.

12.2 The Trafalgar Centre has a target of at least 80,000 users annually. The total amount of users to March 2021 was 30,007 for a total of 25 bookings. COVID-19 has been impacting this number, especially earlier in the financial year. In January 2021, there were an estimated 12,600 visitors to the venue, the highest number recorded since July 2018 when data was first recorded in this way.

12.3 The key performance indicator (KPI) for the Trafalgar Centre was set through the LTP 2018–28 when the Trafalgar Centre was still closed for earthquake strengthening requirements. Therefore, there was no current baseline to set the patronage figures on. This is being reviewed through the Property and Facilities Activity Management Plan 2021-31.

12.4 The area of neighbourhood parks per 1,000 residents is a longer-term indicator that is expected to naturally fluctuate over and under the target, based on subdivision progress. It is proposed to amend this target in the 2021/31 AMP so that a more pragmatic indication of

neighbourhood park supply is provided and better reflects the amount of neighbourhood park land expected to be acquired through growth.

12.5 The library door count and resident memberships are not on track. Changes to these performance measures are proposed in the 2021-31 Property and Facilities Activity Management Plan. The numbers achieved in both of these measures are above the national benchmark.

12.6 Founders Park overall visitor numbers (i.e. attraction visitor, public event visitors and booking visitors) are not on track (13% down on previous period) due to the significant decrease in public events associated with the impacts of COVID-19, however this masks an increase in visitors coming to the park as an attraction.

12.7 Attachment 2 (A2643329) lists all performance measures, their status and commentary.

Conclusion

12.8 The review of performance for the third quarter of 2020/21 for the Community and Recreation Committee is included in this report, with project reports and performance measure updates attached.

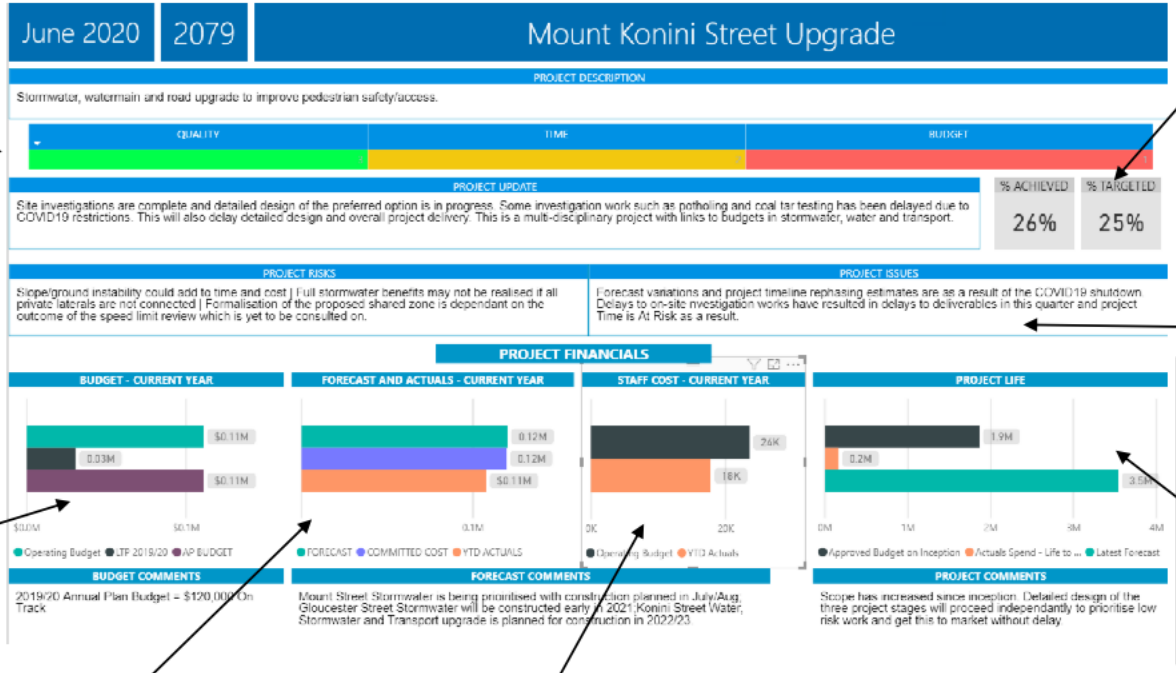
Author: **Rosie Bartlett, Manager Parks and Facilities**

Attachments

Attachment 1: A2622482 - Third Quarterly Report CAR - Project sheets ⇩

Attachment 2: A2643329 - Third Quarterly Report CAR - Performance Measures ⇩

Key to Understanding the Quarterly Report



Health of Project
Green – Good
Mustard – Slightly Behind
Red – At Risk | Over

Physical work completed vrs Forecast of Physical Work (Baseline)

Short update on how the project is progressing

Highlighting any potential Risks | Issues

Budget – Current Year
Difference between the LTP, Annual Plan Budget and Operating Budget – comments should explain why (if) a difference.

Project Life
Approved Budget on Inception | Actual Spend – LTD | Latest Life Forecast from Project Online.

Comment should explain if and why there is a difference between the stages

Forecast and Actuals – Current Year
Forecast (based on initial setup budget in Project Online), Committed (based on physical work completed) and YTD Actuals (MagiQ)

If the project is running to schedule there should be very little difference between Forecast and Committed

Difference between Committed and Actual would indicate we are waiting on physical invoices to be submitted by the contractor, but the work has been completed

Staff Costs – Current Year
Data from MagiQ

If Forecast is greater than Committed this would indicate we are behind schedule | Forecast less than Committed would indicate we are ahead of the schedule

Glossary

% Achieved	Portion of the Project that has been completed todate
% Targeted	Portion of the Project that was planned to have been completed todate
Budget - Current Year	
LTP 2019/20	Budget initially approved in the Long Term Plan 2018-28
AP Budget	Revised budget approved in the Annual Plan 2019-20
Operating Budget	Latest approved budget, which includes approved changes since the Annual Plan 2019-20
Budget Comments	Brief explanation of changes over time to the current year approved budget
Forecast and Actuals - Current Year	
Forecast	Latest forecast current year spend indicated by officers in Project Online
Committed Costs	Physical work completed by dollars forecasted
YTD Actuals	Current year actual spend to date
Forecast Comments	Brief explanation of changes between forecast and approved budget
Project Life	
LTD	Initial project budget approved on inception of the project
Actuals	Life of proejct actual spend to date
Forecast	Latest forecast life of proejct spend indicated by officers in Project Online
Project Comments	Brief explanation of changes between life of project initial approved budget and lastest forecast

March 2021
QUARTERLY
REPORT

3152

Maitai MTB Hub

Develop hub for recreation on site adjacent to Camping Ground

QUALITY	TIME	BUDGET

PROJECT UPDATE

Interim agreement reached with Koata Ltd for recreation access into its land. Decision in April 2021 to locate hub at Waahi Taakaro Golf Course. MBIE funding contract in preparation and concept designs underway in conjunction with key stakeholders, with physical works expected to start in Spring 2021.

OVERALL HEALTH

PROJECT RISKS	PROJECT ISSUES
Reliance on goodwill of surrounding Koata owned recreation areas. Scope review with resulting scope creep/reduction. Rejection of concept by Iwi.	Delayed start due to negotiating recreation access agreement into Koata land.

PROJECT FINANCIALS

	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Years 4-10 2021/28	Total 2018/28
Long Term Plan Budget	20,000	715,400	182,784	131,100	918,184
Carry-forwards / Amendments	-10,000	-714,900	-82,784	-769,000	-724,900
Total Budget	**10,000**	**500**	**100,000**	**900,000**	**1,016,705**
Actual Spend to Date	9,511	224	2,573		
Full Year Forecast	**17,459**	**224**	**769,896**	**869,896**	**1,657,475**

BUDGET COMMENTS

Excludes capital staff time. We are currently transitioning to a model in which capital staff time is budgeted at a project level. Projects managed by the Capital Projects team have been moved to this new model in 2019/20. For these projects, capital staff time is included in the 2019/20 year where indicated.

FORECAST COMMENTS

PROJECT COMMENTS

A2

March 2021 QUARTERLY REPORT

2899

Great Taste Trail

Connections to improve existing Great Taste Trail connections south of the Airport with Tahuna Beach via the Beach Camp and Golf Course.

QUALITY	TIME	BUDGET

PROJECT UPDATE	OVERALL HEALTH
A route through the Nelson Golf Club to Nelson Airport has been agreed with the Club. A lease agreement is in preparation. A new bridge crossing Jenkins Creek adjacent to the Airport has been installed. The section along Bolt Road from the Golf Course exit to the Airport is currently being designed.	

PROJECT RISKS	PROJECT ISSUES
Small risk that the agreement with the Golf Club will not proceed. An alternative route between Golf Road and the Airport is available.	No issues to report.

PROJECT FINANCIALS

	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Years 4-10 2021/28	Total 2018/28
Long Term Plan Budget	808,988	0	0		808,988
Carry-forwards / Amendments	-300,000	626,455	370,762		697,217
Total Budget	**508,988**	**626,455**	**370,762**		**1,506,205**
Actual Spend to Date	51,290	640,652	17,766		
Full Year Forecast	**51,290**	**626,455**	**370,575**		**1,048,320**

BUDGET COMMENTS	FORECAST COMMENTS	PROJECT COMMENTS
Excludes capital staff time. We are currently transitioning to a model in which capital staff time is budgeted at a project level. Projects managed by the Capital Projects team have been moved to this new model in 2019/20. For these projects, capital staff time is included in the 2019/20 year where indicated.	Work is to be expected to start before the end of the year.	

MARCH 2021	1074	Stoke Youth Park

PROJECT DESCRIPTION

Facility for the youth of Stoke.

QUALITY	TIME	BUDGET
3		3

PROJECT UPDATE

Stoke Memorial Hall car park has been approved as the site for the future Stoke Youth Park. Features for inclusion in the park have been suggested by Whanake Youth and compiled into high level draft concept plans. Detail design to be finalised by end of April. Currently proceeding with construction of the carpark on the south side of the memorial hall.

% PLANNED TARGET	% ACHIEVED
46%	30%

PROJECT RISKS

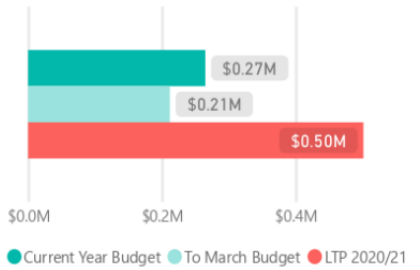
No concerning risks to report.

PROJECT ISSUES

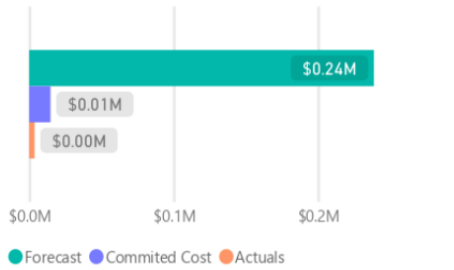
No issues to report.

PROJECT FINANCIALS

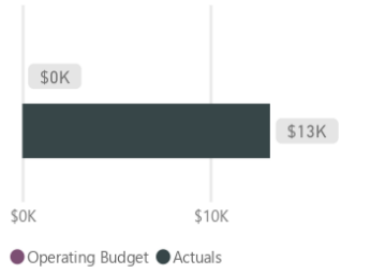
BUDGET - CURRENT YEAR



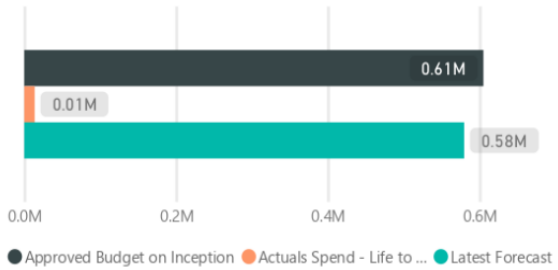
FORECAST AND ACTUALS - CURRENT YEAR



STAFF COST - CURRENT YEAR



PROJECT LIFE



BUDGET COMMENTS

Operating budget within the LTP budget.

FORECAST COMMENTS

Forecast within 5% of the operating budget.

PROJECT COMMENTS

Forecast for this project is within the last LTP budget.

A2622482

MARCH 2021	1379	Modellers Pond

PROJECT DESCRIPTION

To create a new public reserve area for family use, and manage the stormwater discharge once part of the pond is removed.

QUALITY	TIME	BUDGET
3	3	1

PROJECT UPDATE

Moving forward with finalising detailed design including landscape components. Stormwater solution at Centennial Park being finalised and construction for this component scheduled for December 2021.

% PLANNED TARGET	% ACHIEVED
27%	26%

PROJECT RISKS

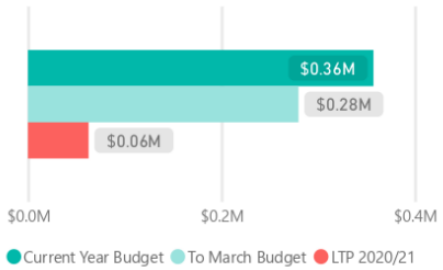
No concerning risks to report.

PROJECT ISSUES

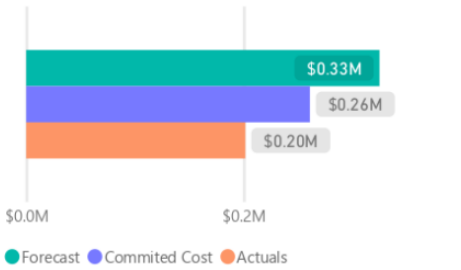
No concerning issues to report.

PROJECT FINANCIALS

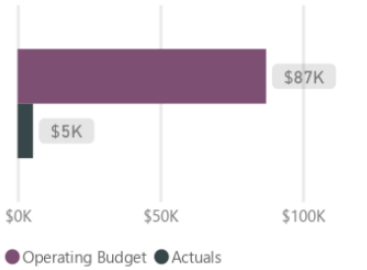
BUDGET - CURRENT YEAR



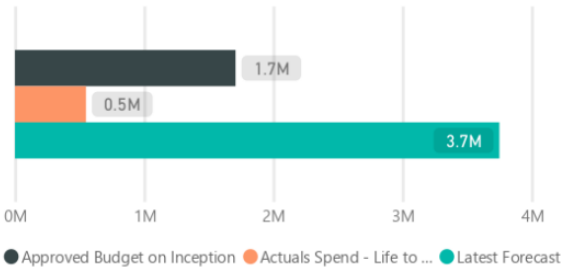
FORECAST AND ACTUALS - CURRENT YEAR



STAFF COST - CURRENT YEAR



PROJECT LIFE



BUDGET COMMENTS

Project is within the 20/21 annual plan budget. to complete the preliminary design phase.

FORECAST COMMENTS

Forecast spend is tracking as expected.

PROJECT COMMENTS

$3,750,000.00 (life budget) which is split between Stormwater and Parks and Reserves.

A2622482

MARCH 2021	2894	Poormans Stream Shared Path

PROJECT DESCRIPTION

Design and construct walkway/cycleway and plant riparian vegetation between Neale Ave and Countdown.

QUALITY	TIME	BUDGET
3	3	1

PROJECT UPDATE

Construction is progressing well. All consent granted.Title granted and settlement completed for the land purchase.

% PLANNED TARGET	% ACHIEVED
98%	78%

PROJECT RISKS

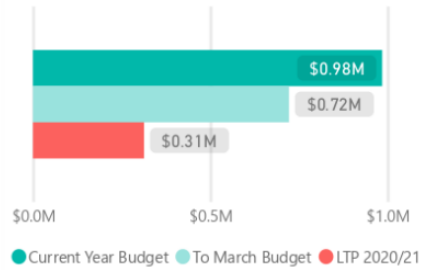
Weather events may impact progress during construction.

PROJECT ISSUES

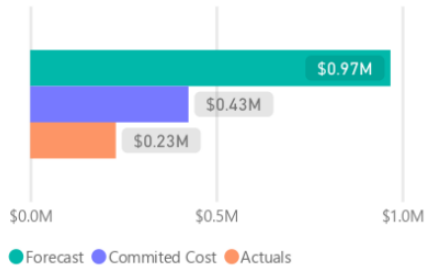
No concerning issues to report.

PROJECT FINANCIALS

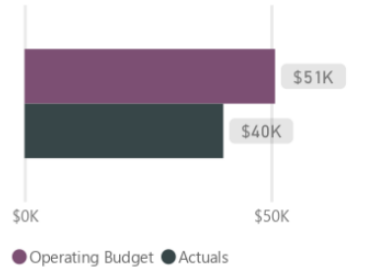
BUDGET - CURRENT YEAR



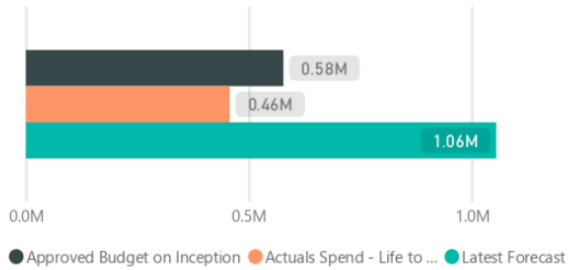
FORECAST AND ACTUALS - CURRENT YEAR



STAFF COST - CURRENT YEAR



PROJECT LIFE



BUDGET COMMENTS

Project is within 20/21 annual plan budget

FORECAST COMMENTS

Forecast is tracking as expected

PROJECT COMMENTS

The start of construction on site was delayed from the original planned start date. This has lead to a variance in the percentage achieved. The construction is tracking well and expected to be completed before the end of the current financial year.

A2622482

MARCH 2021	3185	Riverside Pool water heating system renewal

PROJECT DESCRIPTION

Renew heating system at Riverside, required to meet Level of Service requirements.

QUALITY	TIME	BUDGET
3	3	1

PROJECT UPDATE

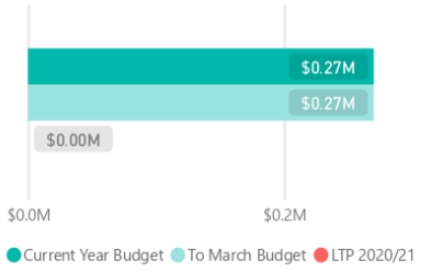
Construction started late December 2020 as agreed with Pool Operator and was completed ahead of schedule by late January 2021.

% PLANNED TARGET	% ACHIEVED
100%	99%

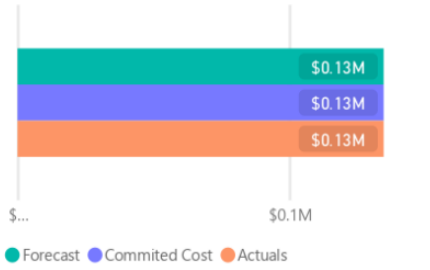
PROJECT RISKS	PROJECT ISSUES
There are no concerning risks to report.	There are no concerning issues to report

PROJECT FINANCIALS

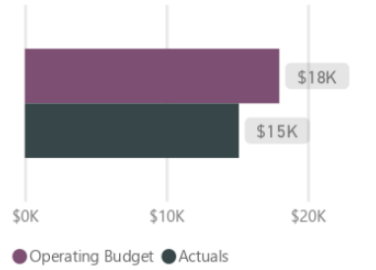
BUDGET - CURRENT YEAR



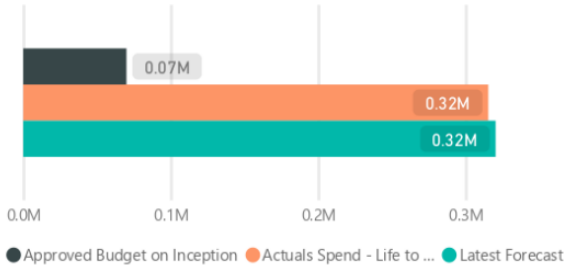
FORECAST AND ACTUALS - CURRENT YEAR



STAFF COST - CURRENT YEAR



PROJECT LIFE



BUDGET COMMENTS	FORECAST COMMENTS	PROJECT COMMENTS
Project is within 20/21 annual plan budget	Savings have been allocated to other projects.	Project budget was increased through the Annual Plan. Project has been completed with a saving of about $130,000.

A2622482

MARCH 2021	3194	Wakapuaka Sandflats shared path

PROJECT DESCRIPTION

Construct a shared pathway crossing the Wakapuaka Sandflats, from SH6 to the Boulder Bank.

QUALITY	TIME	BUDGET
3	1	1

PROJECT UPDATE

Decision made to put the project on hold to further investigate ecological matters. Investigations continue on the wider route from Clifton Terrace to The Glen.

% PLANNED TARGET	% ACHIEVED
95%	76%

PROJECT RISKS

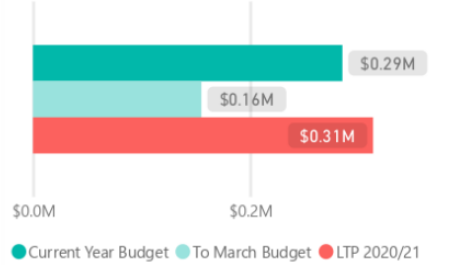
Construction costs. Environmental impacts. Resource consent review and approval.

PROJECT ISSUES

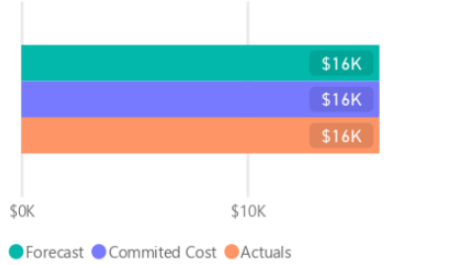
One iwi has signalled opposition to the project, and further discussion is needed. Lack of connectivity with existing pathways (this project is the first part of a wider route). Lack of accessibility and car park availability.

PROJECT FINANCIALS

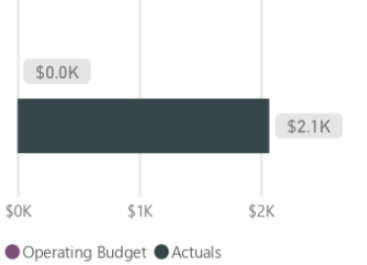
BUDGET - CURRENT YEAR



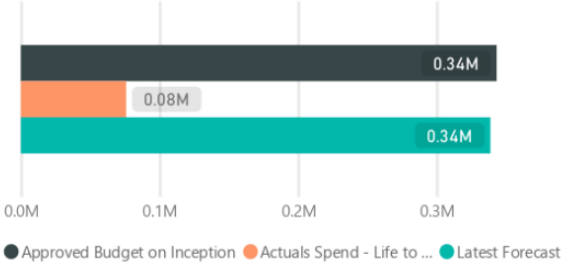
FORECAST AND ACTUALS - CURRENT YEAR



STAFF COST - CURRENT YEAR



PROJECT LIFE



BUDGET COMMENTS

Operating budget as per the LTP.

FORECAST COMMENTS

Project on hold. Forecast equals actuals.

PROJECT COMMENTS

The latest forecast reflects the available budget.

A2622482

MARCH 2021	3243	Champion Drive Connection - Velodrome to Saxton Drive

PROJECT DESCRIPTION

Construction of the carpark and pathways behind the velodrome within Saxton field.

QUALITY	TIME	BUDGET
3	3	1

PROJECT UPDATE

Construction has now commenced. Work is tracking well and is within programme.

% PLANNED TARGET	% ACHIEVED
97%	95%

PROJECT RISKS

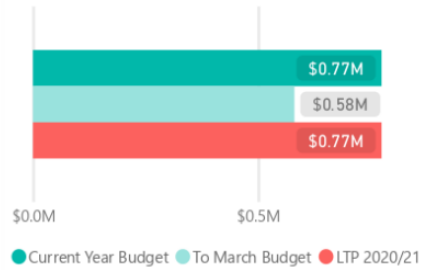
No concerning risks to report.

PROJECT ISSUES

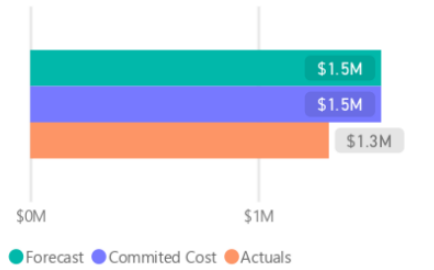
No concering Issues to report.

PROJECT FINANCIALS

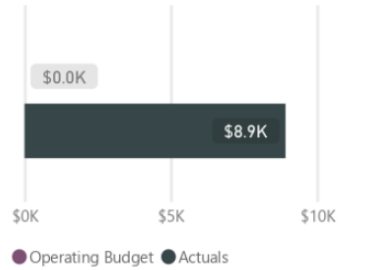
BUDGET - CURRENT YEAR



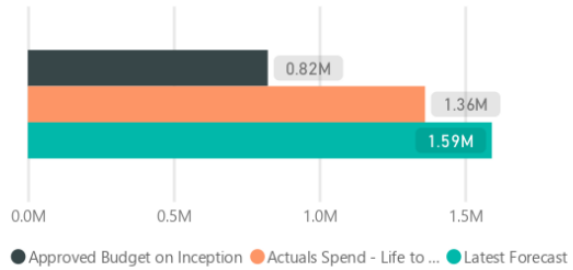
FORECAST AND ACTUALS - CURRENT YEAR



STAFF COST - CURRENT YEAR



PROJECT LIFE



BUDGET COMMENTS

As this work is within Saxton Field, it is a shared NCC/TDC project. The total project budget is double what is shown in the budget graph above.

FORECAST COMMENTS

Forecast spend is tracking as expected. Construction has now commenced onsite.

PROJECT COMMENTS

This project is tracking as expected.

A2622482

MARCH 2021	2002	Millers Acre Toilet upgrade

PROJECT DESCRIPTION

Improve and increase facilities at Millers Acre.

QUALITY	TIME	BUDGET
3	3	1

PROJECT UPDATE

Construction work completed, the new facility is now open for public use. The project is now in defects liability period.

% PLANNED TARGET	% ACHIEVED
97%	86%

PROJECT RISKS

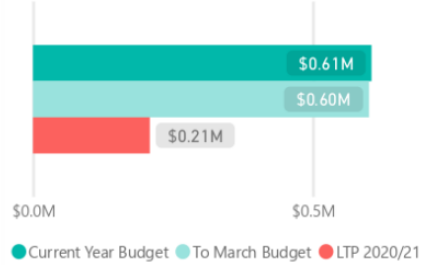
No concerning risks to report

PROJECT ISSUES

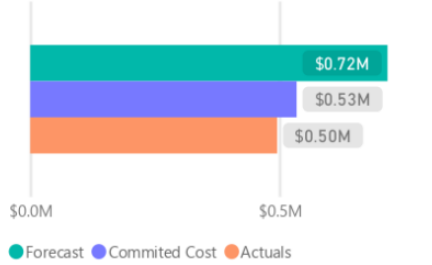
No concerning issues to report

PROJECT FINANCIALS

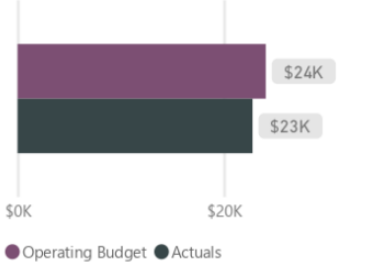
BUDGET - CURRENT YEAR



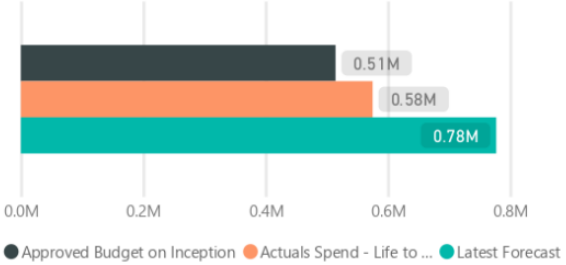
FORECAST AND ACTUALS - CURRENT YEAR



STAFF COST - CURRENT YEAR



PROJECT LIFE



BUDGET COMMENTS

Project is within 20/21 annual plan budget

FORECAST COMMENTS

Forecast spend is tracking as expected

PROJECT COMMENTS

A decision of the Community Services Committee in August 2019, increased the project budget from that approved in the LTP 2018-28 to reflect the MBIE contribution of $250,000.00 and the confirmed project scope and costings.

A2622482

MARCH 2021	2226	Elma Turner Library Redevelopment

PROJECT DESCRIPTION

Elma Turner extension producing options for council and public consultation.

QUALITY	TIME	BUDGET
3	1	1

PROJECT UPDATE

This project includes the deconstruction of 23 Halifax Street. The deconstruction works are due to be completed by late April 2021. Works on the library are currently on hold pending decisions on location. Time noted as red is due to library works being on hold.

% PLANNED TARGET	% ACHIEVED
100%	51%

PROJECT RISKS

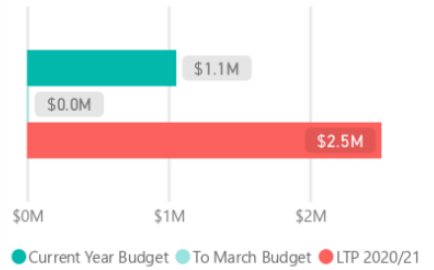
1) Sustainability decisions have not yet been finalised. May increase costs and time. 2) Decisions regarding other CBD projects also currently impacting project. 3) Coastal inundation and river flooding research may affect timing.

PROJECT ISSUES

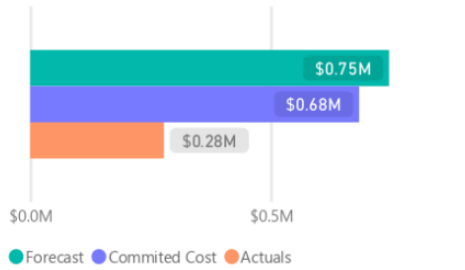
The proposed location of the redevelopment is not yet finalised. This is impacting time and budget.

PROJECT FINANCIALS

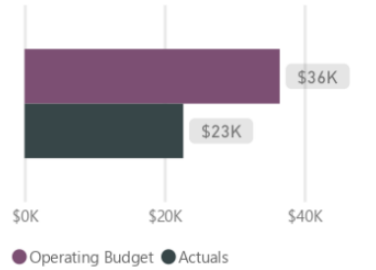
BUDGET - CURRENT YEAR



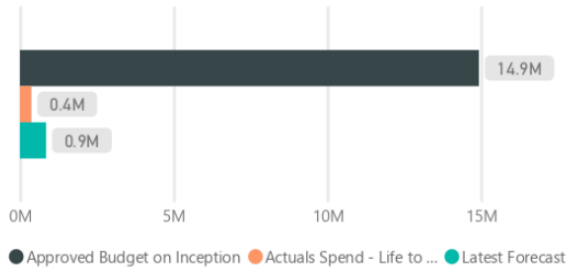
FORECAST AND ACTUALS - CURRENT YEAR



STAFF COST - CURRENT YEAR



PROJECT LIFE



BUDGET COMMENTS

A cost saving of $35,166 for 23 Halifax Street Deconstruction (final costs $740,200). The design consultancy budget of $251,006 has been carried over from FY20/21 to FY21/22.

FORECAST COMMENTS

Investigation/design did not commence in 2020/21 so $251,006 has been carried over to FY21/22.

PROJECT COMMENTS

Time is showing as red to reflect the delays associated with the proposed location. The Halifax Street deconstruction is due to be completed by late April 2021.

A2622482

MARCH 2021	2602	Refinery Earthquake Strengthening

PROJECT DESCRIPTION

Design and construction for the building strengthening.

QUALITY	TIME	BUDGET
3	4	1

PROJECT UPDATE

Consultant has completed the detailed design to strengthen the building to above 67%NBS (IL2). The drawings have been submitted for building consent and the building consent has been obtained. Pricing by the contractor is in progress. Construction start planned for about May 2021.

% PLANNED TARGET	% ACHIEVED
75%	55%

PROJECT RISKS

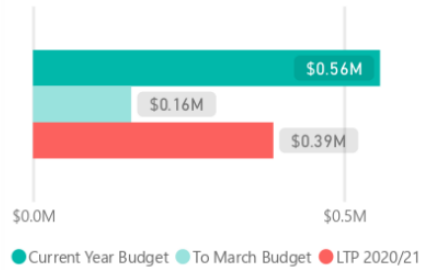
Following recent receipt of building consent, earliest start construction date is about late 20/21 resulting in completion date of about early 21/22. This will require budget carry over to 21/22 to complete the project.

PROJECT ISSUES

There has been indications from the contractor that the costs will need to be reviewed. This will be reported back into the next Quarterly Report.

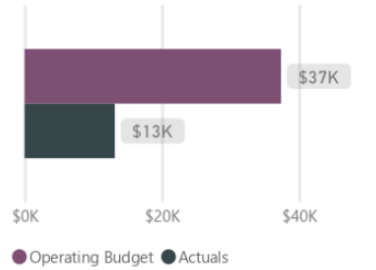
PROJECT FINANCIALS

BUDGET - CURRENT YEAR

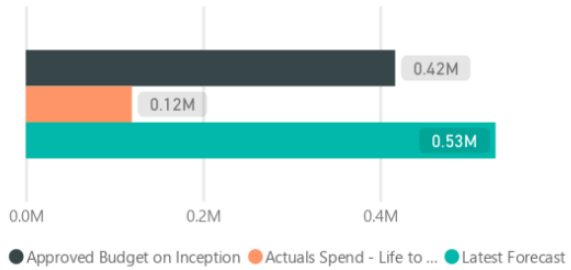


FORECAST AND ACTUALS - CURRENT YEAR

STAFF COST - CURRENT YEAR



PROJECT LIFE



BUDGET COMMENTS

Following completion of detailed design, an updated estimate revealed an additional budget requirement of about $100k. This additional provision has been done through budget realignment within the activity.

FORECAST COMMENTS

Forecast is within 5% above the approved budget

PROJECT COMMENTS

Project is within budget and budget status will be reassessed following receipt of pricing from the contractor.

A2622482

MARCH 2021	3180	Tahunanui Lions Toilet Upgrade

PROJECT DESCRIPTION

To replace aged toilet facilities.

QUALITY	TIME	BUDGET
3	3	1

PROJECT UPDATE

Construction work completed, the new facility is now open for public use. The project is now in defects liability period.

The final section of the project is to install steps from the new facility to the path. This work is underway.

% PLANNED TARGET	% ACHIEVED
98%	93%

PROJECT RISKS

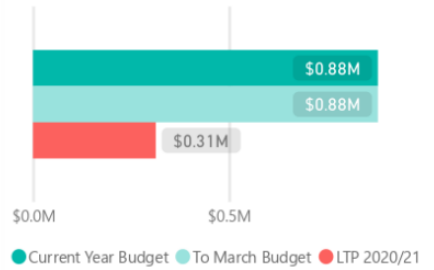
No concerning risks to report

PROJECT ISSUES

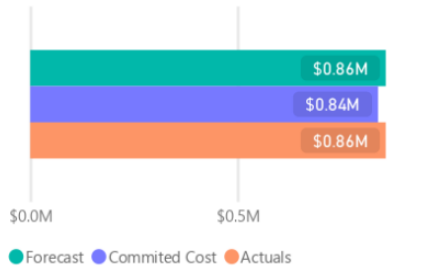
No concerning issues to report

PROJECT FINANCIALS

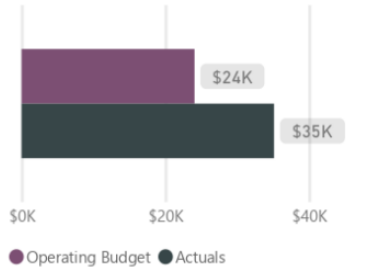
BUDGET - CURRENT YEAR



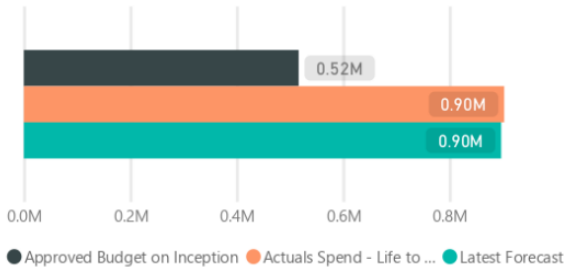
FORECAST AND ACTUALS - CURRENT YEAR



STAFF COST - CURRENT YEAR



PROJECT LIFE



BUDGET COMMENTS

Project is within 20/21 annual plan budget

FORECAST COMMENTS

Forecast spend is tracking as expected

PROJECT COMMENTS

A decision of the Community Services Commitee in August 2019, increased the project budget from that approved in the LTP 2018-28 to reflect the MBIE contribution of $250,000.00 and the confirmed project scope and costings.

A2622482

Community and Recreation - Quarter Three Reporting on Performance Measures 2020/21

Activity	What Council will provide	Performance measures	Year 3 (2020/21) target	Quarter 3 2020/21 comment	Quarter 3 2020/21 result	Evidence that supports the Quarter 3 Result (A number)
Social	Community partnerships address community needs and issues	Number of successful projects funded where officers work with groups to increase partnership opportunities & leverage funding	One new project funded per year that achieves the outcomes of the funding agreement.	The Male Room hub building is now on site and is being fitted out.	On track	A2509382
Social	Bishop Suter Art Gallery: a regional art gallery that engages, educates and entertains	% users satisfied or very satisfied with the facility	At least 80% of users satisfied or very satisfied	Quarter Three Residents' Survey result - 82% user satisfaction with the Suter Art Gallery. The 2020/21 YTD figure is 87%.	On track	Quarter Three Residents' Survey (Topline report A2561084 page 6)
Social		Number visits per year	At least 110,000	Visitor numbers in July-December were 58,377, which is 8,377 higher than the six-month target.	On track	A2583668 BST six-monthy update to Council, page 3, 3.1.1
Social	Theatre Royal: regional theatre widely used	Audience numbers per year and percentage of local audience Days in use per year.	Audience of 40,000 per annum 70% local audience At least 275 days of usage	Measured as part of annual reporting.	Not measured yet	
Social	Nelson Centre of Musical Arts: independent music school & venue	Audience numbers per year Number of students per year Number of people regularly using recital rooms / facility usage / community participation	Audience numbers per year: At least 13,000 Number of students attending per year, including pathway courses: At least 530 Number of people regularly using facility for community participation: At least 12,000	Indicators suggest KPIs on track to be exceeded, however actual figures to be provided for annual report.	Not measured yet	A2626757 NCMA
Social	Public libraries: well used, welcoming and safe	Customer satisfaction	At least 90% user satisfaction	Quarter Three Residents' Survey result - 89% user satisfaction with the public library service - 2020/21 rolled figure is 91%	On track	Quarter Three Residents' Survey (Topline report A2561084 page 6)
Social		Library membership	At least 75% residents are library members	The total number of members with Nelson addresses is 38,159. Libraries total membership is 44,110 (which includes some members who live in Tasman and Marlborough). The estimated total Nelson population is 51,900 (Stats NZ) This equates to 73% of Nelson residents having library membership (67% in 2018/19). Note that the library also has members who live outside the region.	Not on track	A1485135
Social		Door counts	At least 500,000 per year (except during redevelopment period)	The total door count is estimated to be around 350,000 by the end of 2020/21. COVID-19 lockdowns had a impact in 2020, with limited numbers in the buildings and Nightingale Library closing. We are also saw significantly reduced international tourist numbers at Elma Turner Library and Nightingale Library over the summer period.	Not on track	A1485135
Social		Online use (previous 3 years)	Online use increasing each year	Online usage has increased in some areas, such as e-book and audio downloads, website traffic and APNK connections. There has been a decrease in Wi-Fi connections which is not surprising given the decrease in tourists to the region over summer due to border closures. However, we are still on track to meet the end of year target to have a small increase on the previous non-COVID year	On track	A1485135
Social	Founders Heritage Park: well used by residents and visitors	% occupancy of available space	95% occupancy maintained	96% occupancy.	On track	
Social		Number of visitors of the facility per year	Maintain or increase visitor number each year	Year to date total visitor numbers are down 4% due to a decrease in public events.	Not on track	A2419008

Community and Recreation - Quarter Three Reporting on Performance Measures 2020/21

Activity	What Council will provide	Performance measures	Year 3 (2020/21) target	Quarter 3 2020/21 comment	Quarter 3 2020/21 result	Evidence that supports the Quarter 3 Result (A number)
Social	High quality, popular and accessible arts events	Nelson Arts Festival, Summer Programme and Opera in the Park well-supported by local community measured by Council survey of attendance every three years	Council resident survey attendance levels maintained or exceeded: · 53% Summer Festival · 44% Masked Parade · 31% Arts Festival · 30% Opera in the Park (alternate years)	Due to the impact of COVID-19 and subsequent cancellations/uncertainty of events, this question was removed from the 2020/21 Residents' Survey and will be assessed as 'not measured' for the year. Despite these difficulties, Council adapted to the changing events environment and delivered a range of events for the community. The Nelson Arts Festival ran as Ngā Toi Huatau - The Seasonal Arts in October 2020, which proved popular.The Summer events programme was partially delivered, as some events where cancelled. The events were: New Year's Eve Countdown, Movies Al Fresco and Tahuna, Summer Sounds. All were successfully delivered and well attended. The Masked Parade was cancelled due to COVID-19, and Opera in the Park was not scheduled for 2020/21.	Not measured yet	Removal of question from survey - A2453499 A2595659 - Movies Al Fresco - Dashboard A2595647 - New Year's Eve - Dashboard A2595649 - Tahuna Sounds - Dashboard nelsonartsfestival.nz/2020-archive/
Social		Percentage of available tickets allocated	Percentage of available tickets allocated is greater than 60%	No change since last quarter - current focus is on the Arts Festival 2021 .	Not measured yet	
Social		Satisfaction levels of attendees measured at events annually	The percentage of attendees' satisfaction at events increases each year from a baseline of 2018/19 *(No comparative is available for 2018/19, as data was not collected in that year due to staffing changes in the events team. 2019/20 is the baseline - over 80% satisfaction)*	The Summer events programme was been partially delivered as some events where cancelled following a Council decision during lockdown. The events were: New Year's Eve Countdown: 34% very high, 38% high attendee satisfaction Movies Al Fresco: 66% very high, 33% high satisfaction Tahuna Summer Sounds: 33% very high, 48% high satisfaction	On track	A2595659 - Movies Al Fresco - Dashboard A2595649 - Tahuna Sounds - Dashboard A2595647 - New Year's Eve - Dashboard
Parks and active recreation	Parks and recreation service that meets or exceeds residents' expectations	Resident satisfaction with parks and recreation, by survey	80% or more satisfied or very satisfied	Quarter Three Residents' Survey result - 82% user satisfaction with the the provision of parks and recreation, 2020/21 YTD figure is 83%	On track	A2595647 - New Year's Eve - Dashboard
Parks and active recreation	Iwi heritage recognised in parks and reserves	% new reserves and renewed signs with te reo Māori name where one exists	100%	100%	On track	A2595649 - Tahuna Sounds - Dashboard
Parks and active recreation	Sufficient open space provided in the City	Area in hectares of Neighbourhood Parks per 1,000 residents	At least 1.7 ha per 1,000 residents	1.53 ha per 1,000 residents.	Not on track	
Parks and active recreation	Conveniently located open space i.e. neighbourhood park, public garden or sportsground	% residential properties within 800 m of open space, approximately 10 min walk	At least 99%	99.09%	On track	A2727899
Parks and active recreation	Play facilities that are conveniently located	% of residential properties within 1 km of a playground, approximately 15 min walk	At least 95%	96.4%	On track	A2727899
Parks and active recreation	Saxton Stadium well utilised	Use rate in hours per annum	Saxton stadium use achieves target of at least 1,450 hours per annum	Quarter 3 total: 576 hours usage. YTD total: 1,433 hours.	On track	A2215322 (user stats sheet); Monthly reports A2625997, A2594922, A2586586
Parks and active recreation	Trafalgar Centre facilities well utilised	Trafalgar Centre annual number of users	At least 80,000	Quarter 3 recorded 20,602 users. Due to COVID-19 most events scheduled for quarter 1 were cancelled or postponed. Quarter 2 was also impacted, with only 3,390 users recorded. The target of 80,000 for the year is not expected to be achieved.	Not on track	A2215322 (user stats sheet); Monthly reports A2586573, A2626080, A2627078)