



**Notice of the Ordinary meeting of**

## **Nelson City Council**

### ***Te Kaunihera o Whakatū***

Date:	Thursday 28 October 2021
Time:	9.00a.m.
Location:	Council Chamber Civic House 110 Trafalgar Street, Nelson

## **Agenda**

### ***Rārangi take***

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

**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.

## **Council Values**

Following are the values agreed during the 2019 – 2022 term:

- A. Whakautetanga: respect
- B. Kōrero Pono: integrity
- C. Māiatanga: courage
- D. Whakamanatanga: effectiveness
- E. Whakamōwaitanga: humility
- F. Kaitiakitanga: stewardship
- G. Manaakitanga: generosity of spirit

## **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 Zero Carbon Nelson Tasman - Feedback on Kāinga Ora Housing Development (Social Housing)

Jenny Easton, on behalf of Zero Carbon Nelson Tasman (ZCNT)

4.2 Tāhunanui Business and Citizens Association Incorporated - Waka Kotahi Proposals for Tāhunanui Drive and the Effects of those Proposals

Paul Matheson and Jacinta Stevenson, on behalf of the Tāhunanui Business and Citizens Association Incorporated

4.3 Public Health Service - Nelson Marlborough District Health Board - Nelson Future Access Project

Jane Murray, Health in all Policies Advisor, on behalf of Public Health Service Nelson Marlborough District Health Board

### **5. Confirmation of Minutes**

5.1 23 September 2021

**12 - 38**

Document number M18958

Recommendation

***That the Council***

- 1. Confirms the minutes of the meeting of the Council, held on 23 September 2021, as a true and correct record.***

**6. Mayor's Report**

**7. Recommendations from Committees**

**7.1 Strategic Development and Property Subcommittee - 21 October 2021**

7.1.1 Tahuna Beach Camp - Approval to Lease Campground to the Tahuna Beach Camp Incorporated

Recommendation to Council

***That the Council***

- 1. Approves the leasing of the Tahuna Beach Camp to the Tahuna Beach Camp Incorporated Society for an initial term of eleven (11) years with two (2) rights of renewal of eleven (11) years each with renewals dependent on the Lessor and Lessee agreeing the annual base fee and gross income percentage***

**8. Uniquely Nelson - Annual Report 2020/21 (deferred from 23 September 2021 Council meeting) 39 - 71**

Document number R26321

Recommendation

***That the Council***

- 1. Receives the report Uniquely Nelson - Annual Report 2020/21 (deferred from 23 September 2021 Council meeting) (R26321) and its attachment (A2739506); and***
- 2. Approves the Uniquely Nelson Annual Report as sufficient to provide Council with an overview of its activities during the 2020/21 year.***

## 9. Cawthron Institute work programme

Volker Kuntzch, CE Cawthron, will present on the Cawthron Institute's work programme.

## 10. Nelson Future Access - Business Case Endorsement 72 - 113

Document number R26073

Recommendation

### ***That the Council***

1. ***Receives the report Nelson Future Access - Business Case Endorsement (R26073) and its attachments A2631617, A2749609, A2771168 and A2770156; and***
2. ***Endorses the Nelson Future Access Business Case (Attachment A2770156 of Report R26073) to enable submission to the Waka Kotahi Board for approval; and***
3. ***Notes that a variation to amend the Regional Land Transport Plan is required to include the SH6 Rocks Road Pre-Implementation Phase to facilitate Waka Kotahi seeking funding concurrently with the Business Case approval, and that consultation on this variation is not required as it does not trigger Council's Regional Land Transport Plan's Significance Policy and nor is it appropriate to carry out any additional consultation in the circumstances; and***
4. ***Notes that funding applications will be made to the Waka Kotahi Board concurrently with the Business Case approval for the Washington and Railway Reserve to Waimea walking and cycling projects to enable pre-implementation work to commence; and***
5. ***Notes that work will commence on several safety projects as detailed in Report R26073, funded from the Low Cost Low Risk funding assigned to Nelson City Council from the approved National Land Transport Programme; and***
6. ***Notes that officers will progress with assessing off-street parking options in Tahunanui, pending the permanent reinstatement of the southbound lane at Bisley signals, and will report back to Council on this matter.***

**11. Nelson Central Library - Project Management and Governance Structure** **114 - 131**

Document number R26049

Recommendation

***That the Council***

- 1. Receives the report Nelson Central Library - Project Management and Governance Structure (R26049) and its attachments A2758524, A2762028 and A2760701; and**
- 2. Approves the project management and governance structure as set out in Report R26049 and its attachments A2758524, A2762028 and A2760701; and**
- 3. Agrees to establish a Nelson Central Library Governance Reference Group with Terms of Reference as set out in (A2760701); and**
- 4. Appoints the Mayor, Deputy Mayor, \_\_\_\_\_ and \_\_\_\_\_ to the Nelson Central Library Governance Reference Group; and**
- 5. Notes that the approval of the project management and governance structure does not constrain Council in relation to any final decision on library location, design, or construction procurement.**

**12. Property and Facilities Activity Management Plan 2021-31** **132 - 196**

Document number R18127

Recommendation

***That the Council***

- 1. Receives the report Property and Facilities Activity Management Plan 2021-31 (R18127) and its attachment (A2443568); and**
- 2. Adopts the Property and Facilities Activity Management Plan 2021-31 (A2511502)**

**13. Deliberations on sale of 69 to 101 Achilles Avenue and/or 42 Rutherford Street to Kāinga Ora for social and affordable housing 197 - 224**

Document number R26213

Recommendation

***That the Council***

- 1. *Receives the report Deliberations on sale of 69 to 101 Achilles Avenue and/or 42 Rutherford Street to Kāinga Ora for social and affordable housing (R26213) and its attachments (A2763085 and A2767627); and***
- 2. *Accepts the following late feedback (A2767627) on the proposal to sell 69 to 101 Achilles Avenue and/or 42 Rutherford Street to Kāinga ora for social and affordable housing, from:***
  - Rachel Boyack, MP for Nelson***
  - Ainslie Riddoch; and***
- 3. *Approves the sale of 69 to 101 Achilles Avenue and 42 Rutherford Street to Kainga Ora, subject to a negotiating brief that includes the following terms:***
  - (i) That the sites be sold for market value to be determined by agreement with Kāinga Ora having regard to independent valuations for the site obtained by Kāinga Ora and Nelson City Council;***
  - (ii) The design outcomes which were outlined to the community as part of the consultation document (A2704161) be adopted to inform the development design:***
    - (a) High quality, high amenity, interactive and accessible design to street and laneway edges;***
    - (b) Design compatibility with the adjacent public spaces and central city location;***
    - (c) The use of appropriately scaled and well-modulated/articulated architectural design elements and an appropriate provision of space, openings and materiality (i.e windows, balconies and cladding types);***
    - (d) Integration of vehicle, public transport and pedestrian circulation with adjoining street***

- frontages and Wakatu Square with minimal provision of on-site carparking;***
- (e) Inclusion of quality, climate resilient, sustainable, design and building practices;***
  - (f) Less than 50% of household units will be for social housing, the remainder will be a mix of affordable housing type;***
  - (g) Demonstrates consistency with the six key moves of the Nelson City Council City Centre Programme Plan (August 2019);***
  - (h) Minimise, as far as practicable, shading effects that lead to safety hazards on public streets, areas and footpaths;***
  - (i) Provide appropriate cycle storage and servicing facilities;***
  - (j) Within these outcomes, maximise housing yield; and***
- (iii) That Kāinga Ora works in partnership with Council officers on the design of the building, including that officers are part of the Kāinga Ora Project Steering Group contributing to decision making and Project Team responsible for progressing the project and its design;***
- (iv) That Kāinga Ora will seek to commission a local architect to be part of the design team for the development to ensure the building is a good fit with the city centre and Council priorities (exemplar intensification and affordable housing, good urban design including appropriate scale and height, sustainability features, provides for active mode;.***
- (v) That Kāinga Ora will, where reasonably possible, partner with local housing providers and developers and/or iwi to deliver the project to ensure that affordable rental and affordable apartment sales are enduring and well managed;***
- (vi) That Kāinga Ora will, where reasonably possible, utilise local construction companies and local materials to undertake the build, acknowledging that this may be affected by the current market shortage of both locally;***

- (vii) That Kāinga Ora uses its placement principles to allocate its social housing tenants to the housing typology of inner-city apartment living;***
  - (viii) That communication with the community is undertaken by Kāinga Ora to ensure the community is well informed of progress, including during the progression of development design and housing partnership formations;***
  - (ix) That a condition is imposed to ensure that if development of at least one of the sites has not commenced construction within 3 years, both sites will be offered back to Council to purchase for the sale price, less any works that have reduced its value;***
  - (x) That a condition is imposed on sale that a covenant will be registered on the title giving Council a right of first refusal to purchase, on terms acceptable to Council, should Kāinga Ora seek to sell all or any part of the sites at any time unless the sales relate to affordable unit title apartments developed by Kāinga Ora or in partnership with others (subject also to any applicable legal obligation on Kāinga Ora to first offer to iwi);***
  - (xi) As appropriate, a Memorandum of Understanding may be signed with the purchaser to reflect shared objectives for the development that are not included in the sale and purchase agreement;***
  - (xii) Any other reasonable terms of sale necessary for the divestment; and***
- 4. Delegates to the Mayor, Deputy Mayor/Chair of the Urban Development Subcommittee and Chief Executive the negotiation and approval of the sale and purchase agreement and Memorandum of Understanding (if appropriate) provided the terms are substantially consistent with the negotiating brief; and***
  - 5. Notes that progress on negotiations and development design will be overseen by the Kāinga Ora Governance Reference Group in accordance with the Terms of Reference; and***
  - 6. Notes that tenants of 69 to 101 Achilles Avenue and 42 Rutherford Street will be advised of Councils decision, and kept up to date on progress with negotiations, including advice in relation to the effect on their tenancies by officers; and***

7. ***Confirms*** that the proceeds from any sale will be used to pay off debt; and
8. ***Approves*** the sale of 69 to 101 Achilles Avenue and 42 Rutherford Street and identifies the matters in relation to making such a decision in accordance with section 80 of the Local Government Act, including:
  - (a) ***While it is not clear, the decision to sell 69 to 101 Achilles Avenue and 42 Rutherford Street to Kāinga Ora rather than via public auction may be inconsistent with the NCC Asset Disposal Policy 2015; and***
  - (b) ***Council has decided to approve the sale notwithstanding the apparent inconsistency with the Policy because of the broader strategic benefit of the proposal for the community (noting the above conditions) and the enhanced relationship with Kāinga Ora, together with the objective to sell the properties for market value; and***
  - (c) ***That there is no intention to amend the Policy to accommodate the decision at this time.***

## **CONFIDENTIAL BUSINESS**

### **14. Exclusion of the Public**

Recommendation

#### ***That the Council***

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:***

<b>Item</b>	<b>General subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Particular interests protected (where applicable)</b>
<b>1</b>	<b>Council Meeting - Confidential Minutes - 23 September 2021</b>	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: •
<b>3</b>	<b>Totara Street Properties</b>	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)(h) To enable the local authority to carry out, without prejudice or disadvantage, commercial activities • Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)
<b>4</b>	<b>Nelson Regional Development Agency - Reappointment of Director</b>	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 Whakamutanga**



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**Minutes of a meeting of the Nelson City Council -  
Te Kaunihera o Whakatū**

**Held in the Council Chamber, Civic House, 110 Trafalgar Street,  
Nelson on Thursday 23 September 2021, commencing at 9.05a.m.**

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- Present: Her Worship the Mayor R Reese (Chairperson), Councillors Y Bowater, T Brand, M Courtney, J Edgar (Deputy Mayor), K Fulton, M Lawrey, R O'Neill-Stevens, B McGurk, G Noonan, P Rainey, R Sanson and T Skinner
- In Attendance: Chief Executive (P Dougherty), Group Manager Infrastructure (A Louverdis), Group Manager Environmental Management (C Barton), Group Manager Community Services (A White), Group Manager Corporate Services (N Harrison), Group Manager Strategy and Communications (N McDonald), Team Leader Governance (R Byrne) and Governance Adviser (E Stephenson)
- Apologies : Nil

**Karakia and Mihi Timatanga**

**1. Apologies**

There were no apologies.

**2. Confirmation of Order of Business**

Her Worship the Mayor noted that the order of items would change to accommodate external presenters.

**3. Interests**

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

#### 4. Public Forum

##### 4.1. Steve Cross - Three Waters Reform

Document number R26254

Steve Cross spoke about the Three Waters Reform. He provided a PowerPoint presentation (A2751881) and answered questions regarding amalgamations.

##### **Attachments**

- 1 A2751881 - Steve Cross 3 Waters PowerPoint Presentation

##### 4.2. Tony Haddon - Request for a Private Plan Change (PPC)

Document number R26255

Tony Haddon spoke against the request for a PPC and urged for the request to be rejected.

##### 4.3. Susan MacAskill - Request for a Private Plan Change

Document number R26256

Susan MacAskill spoke against the request for a PPC and asked that the request be rejected. She noted the enormous impacts of the proposed subdivision, which she felt should be considered as part of the broader context.

##### 4.4. Nelson Citizens Alliance - Three Waters Reform

Document number R26261

Chief Executive, Pat Dougherty, noted that he had accepted a petition from Neville Male, on behalf of the Nelson Citizens Alliance. The text of which was:

*"This petition containing 1828 signatures demands that Nelson City Council makes no commitment to transfer the City's water assets valued at \$685M without the consent of ratepayers, and also demands that the opportunity for full consultation with ratepayers is immediately provided, including the calling of submissions, without further delay. "*

Her Worship the Mayor accepted the submission. Mr Male was not available to speak to the petition at this time.

##### **Attachments**

- 1 A2755624 - Nelson Citizens Alliance - Three Waters Reform Petition

4.5. Save the Maitai - Request for Private Plan Change

Document number R26264

Monica Pausina spoke on behalf of Save the Maitai against the request for a PPC. She felt the potential rezoning would allow a huge subdivision in the most popular part of Maitai Valley, which would change the valley forever, affecting its high visual appeal. She noted the lack of airshed modelling and opportunity for community engagement. In response to a question, she felt that if the Future Development Strategy (FDS) had included the word "Maitai", thousands of Nelsonians would have submitted on it.

**5. Confirmation of Minutes**

5.1 12 August 2021

Document number M18862, agenda pages 15 - 35 refer.

Two amendments were noted - that the word 'unanimous' needed to be removed from page 11 of the minutes (agenda page 25) and that Councillor Edgar was to be listed as present in all of the minutes for confirmation.

Resolved CL/2021/183

***That the Council***

- 1. Confirms the amended minutes of the meeting of the Council, held on 12 August 2021, as a true and correct record.***

Courtney/Edgar

Carried

5.2 26 August 2021

Document number M18883, agenda pages 36 - 41 refer.

Resolved CL/2021/184

***That the Council***

- 1. Confirms the amended minutes of the meeting of the Council, held on 26 August 2021, as a true and correct record.***

Her Worship the Mayor/Edgar

Carried

5.3 2 September 2021

Document number M18892, agenda pages 42 - 52 refer.

Resolved CL/2021/185

***That the Council***

- 1. Confirms the amended minutes of the meeting of the Council, held on 2 September 2021, as a true and correct record.***

McGurk/Bowater

Carried

The meeting was adjourned from 9.55am until 10.00am, at which time Councillor Skinner was not present.

**6. Request for a Private Plan Change: Maitahi/Bayview**

Document number R26202, agenda pages 53 - 83 refer.

Group Manager, Environmental Management, Clare Barton, introduced John Massen, Environmental Bannister, representing the Maitahi Bayview Consortium, and Hemi Toia, Koata Ltd. A presentation was provided (A2752898).

Attendance: Councillor Skinner returned to the meeting at 10.08am.

Mr Massen spoke in support of the request for a PPC, noting that this was a gateway decision and Council should not have any regard to material not included in the PPC proposal.

Mr Toia asked that Council follow due process to make an informed decision. He noted that the PPC was about much-needed housing, but also protecting that environment for generations through environmental enhancements and sustainable design.

The meeting was adjourned at 10.24am until 10.38am, at which time, Councillor Lawrey was not present.

A video presentation on the Maitahi Village was provided -

<https://vimeo.com/610376320/6187795e67>

Attendance: Councillor Lawrey returned to the meeting at 10.41am.

Mr Toia spoke of the vision of the proposal and asked that Council accept the PPC request.

Ms Barton introduced Kerry Anderson and Gina Sweetman of DLA Piper, who provided a short presentation giving an overview of PPC rules (A2753164). It was clarified that both Ms Barton and Ms Sweetman were satisfied with the level of information provided at this stage of the

process and that climate change matters and details around effects would be considered at the substantive hearing on the matter, where there would be an opportunity for everyone to speak.

Ms Sweetman advised that the National Policy Statement for Urban Design 2020 policy (NPSUD) required councils to be responsive to any PPC requests. It was noted that Council was working on an updated FDS and that the rules did allow for councils to put PPC requests on hold, but that the timeframe for the FDS review was a Joint Committee decision and given the length of time until that would occur, the applicant did not agree to a time extension.

Questions and discussion took place on the PPC request process and Council's obligations.

During questions, Councillor Skinner raised a Point of Order against Councillor Sanson for irrelevant questioning. The Point of Order was not upheld.

Questions and discussion continued.

During debate, the following Points of Order were raised:

- Councillor Sanson against Councillor Fulton for misrepresentation, in that she had not said the existing plan was obsolete, but had mentioned a High Court ruling that referred to a plan being obsolete. The Point of Order was upheld.
- Councillor Edgar against Councillor Lawrey for irrelevance in that the FDS was not a substantive matter for today's decision. The Point of Order was upheld.

Resolved CL/2021/186

***That the Council***

- 1. Receives the report Request for a Private Plan Change: Maitahi/Bayview (R26202) and its attachment (A2737849); and***
- 2. Accepts the Request for the Private Plan Change for Maitahi/Bayview as Private Plan Change 28; and***
- 3. Agrees independent accredited commissioners will be appointed to consider Private Plan Change 28 and to make recommendations to Council; and***
- 4. Agrees that the decision-making options are set out in clause 25 of the First Schedule of the Resource Management Act and that this clause 25 decision is a process decision in Council's capacity as regulator; and***

- 5. *Agrees the significance of this process decision is low to medium because it is the substantive decision on the Private Plan Change that has the potential impact and that substantive decision will be subject to a public process, prescribed by the Resource Management Act. Accordingly, consultation under the Local Government Act on this clause 25 process decision under the Resource Management Act is neither necessary nor appropriate.***

The motion was put and a division was called:

<u>For</u>	<u>Against</u>	<u>Abstained/Interest</u>
Cr Bowater	Cr Lawrey	
Cr Brand	Cr O'Neill-Stevens	
Cr Courtney	Cr Rainey	
Cr Edgar	Cr Sanson	
Cr Fulton		
Cr McGurk		
Cr Noonan		
Cr Skinner		
Her Worship the Mayor Reese (Chairperson)		

The motion was carried 9 - 4.

McGurk/Noonan

Carried

**Attachments**

- 1 A2752898 John Massen - Request for a Private Plan Change Presentation
- 2 A2753164 - DLA Piper Request for a Private Plan Change Presentation

The meeting was adjourned from 12.37pm until 1.34pm.

**7. Three Waters Reform Update (Agenda Item 13)**

Document number R26075, agenda pages 176 - 233 refer.

An updated draft Government response letter was tabled (A2745300).

Chief Executive, Pat Dougherty, spoke to the report, noting minor corrections. Mr Dougherty advised that there were indications of proposed amendments declining to take part in the reform and calling for a referendum on the issue, and invited Jonathan Salter of Simpson Grierson to provide advice on those courses of action.

Mr Salter noted that this was a big issue for all of local government, and provided context regarding Council's obligations, advising that to make a decision to opt out at this time would be premature and contrary to those obligations, that a binding referendum would be premature and

unlawful, and a non-binding referendum would be pre-emptive and, in his opinion, not the best use of ratepayers' money.

Questions and discussion took place on the Three Waters Reform, including:

- National democracy had the primacy and there was limited merit in undertaking a referendum when Parliament had the final say and had indicated that there would be a consultation process
- The Government appeared to be committed to reform
- A decision to opt in or to opt out would be a significant decision, requiring consultation
- The recommendations today did not entail making a definitive decision
- Involvement in the process did not equate to a conflict of interest.

Attendance: Councillor O'Neill-Stevens left the meeting at 2.01pm.

During questions, Councillor Edgar raised a Point of Order against Councillor Skinner for misrepresenting the position of the Mayor, the Point of Order was upheld.

The meeting was adjourned from 2.14pm until 2.29pm, at which time Councillor O'Neill-Stevens returned to the meeting.

Changes to the officer's recommendations were:

- An alternative recommendation clause 5 was provided to ensure clarity - *Notes that a decision to definitively support or not support the Government's preferred three waters delivery option is not required at this time, and would be premature and contrary to the Council's decision-making obligations in relation to significant decisions*
- Recommendation clause 8 was amended to replace the words "it would be desirable..." with the words "Council would need..."
- The reference number of the draft Government response letter (A2745300) was added to recommendation clauses 9 and 10

Discussion on the Three Waters Reform Update was suspended to allow the meeting to hear Mr Male's public forum input, as he had not been available earlier.

#### 4.4. Nelson Citizens Alliance – 3 Waters Reform

Neville Male joined the meeting via phone and spoke on behalf of The Nelson Citizens Alliance regarding the Three Waters Reform. He felt that it was a big decision being made today, and that the situation was that the whole deal had not yet been sold well enough for the public to buy into it,

although it was not to say that it might not get to that point. He felt the current model was unacceptable to most people. He had looked at the recommendations and draft Government response letter and requested that a provisional intent to opt out be added as he felt that every council would be included by default.

Discussion on the Three Water Reform continued, and Councillor Edgar, seconded by Councillor McGurk, moved the amended officers' recommendations.

*That the Council*

1. *Receives the report Three Waters Reform Update (R26075) and its attachments (A2734504, A2734513, A2734630, A2736353, A2734616, A2745775, A2745300, A2748814, and A2748820); and*
2. *Notes the Government's 30 June and 15 July 2021 Three Waters Reform announcements; and*
3. *Notes Morrison Low's advice on the accuracy of the information provided to Council in June and July 2021 as a result of the Request for Information and Water Industry Commission for Scotland modelling processes; and*
4. *Notes the analysis of three water service delivery options available to Council at this time; and*
5. *Notes that a decision to definitively support or not support the Government's preferred three waters delivery option is not required at this time, and would be premature and contrary to the Council's decision-making obligations in relation to significant decisions; and*
6. *Notes that Council cannot make a formal decision on a regional option for three waters service delivery without doing a Long Term Plan amendment and ensuring it meets section 130 of the Local Government Act 2002; and*
7. *Notes that Council intends to make further decisions about the three waters service delivery model after 30 September 2021; and*
8. *Notes that Council would need to gain an understanding of the community's views once Council has further information from the Government on the next steps in the reform process; and*
9. *Approves the draft letter (A2745300) to the Government outlining where Council seeks guidance and gives feedback on the proposed Three Waters Reform programme; and*

10. *Agrees that the Mayor, Infrastructure Committee Chair and Chief Executive be delegated authority to approve minor editorial amendments to the Government response letter (A2754300); and*
11. *Notes that the Chief Executive will report back once staff have received further information and guidance from Government, Local Government New Zealand and Taituarā on what the next steps look like and how these should be managed; and*
12. *Notes that Council has considered the decision-making requirements of Part 6 of the Local Government Act 2002 and determined that they have been adequately complied with for the purposes of this report, taking into account that a) no decisions are being made at this stage to agree to the Government's proposal and b) the low to medium significance under the Significance and Engagement Policy of the decision to request the Chief Executive to seek further information from and give feedback to the Government on the reform proposal.*

Edgar/McGurk

Attendance: Councillor Fulton left the meeting at 3.34pm.

### **Extension of Meeting Time**

Resolved CL/2021/187

#### ***That the Council***

1. ***Extends the meeting time beyond six hours, pursuant to Standing Order 4.2.***

Her Worship the Mayor/Edgar

Carried

Following further questions and discussion, Councillor Courtney, seconded by Councillor Brand, moved an amendment by way of addition.

#### *That the Council*

1. *Undertakes a public referendum on the Government's Three Waters proposal, prior to it making a final decision to either retain or divest of the assets.*

Courtney/Brand

**Closure Motion**

Resolved CL/2021/188

***That the Council***

- 1. Puts the amendment under debate, pursuant to Standing Order 23.2(b).***

Rainey/Edgar

Carried

*That the Council*

- 1. Undertakes a public referendum on the Government's Three Waters proposal, prior to it making a final decision to either retain or divest of the assets.*

The amendment was put and a division was called:

<u>For</u>	<u>Against</u>	<u>Absent</u>
Cr Brand	Cr Bowater	Cr Fulton
Cr Courtney	Cr Edgar	
Cr Skinner	Cr Lawrey	
	Cr O'Neill-Stevens	
	Cr McGurk	
	Cr Noonan	
	Cr Rainey	
	Cr Sanson	
	Her Worship the Mayor Reese (Chairperson)	

The amendment was lost 3 - 9.

Courtney/Brand

A further amendment proposed by Councillor Skinner lapsed for the want of a seconder, as Council's Standing Orders did not allow the mover or seconder of the previous amendment to second a further amendment.

Resolved CL/2021/189

***That the Council***

- 1. Receives the report Three Waters Reform Update (R26075) and its attachments (A2734504, A2734513, A2734630, A2736353, A2734616, A2745775, A2745300, A2748814, and A2748820); and***

2. **Notes the Government's 30 June and 15 July 2021 Three Waters Reform announcements; and**
3. **Notes Morrison Low's advice on the accuracy of the information provided to Council in June and July 2021 as a result of the Request for Information and Water Industry Commission for Scotland modelling processes; and**
4. **Notes the analysis of three water service delivery options available to Council at this time; and**
5. **Notes that a decision to definitively support or not support the Government's preferred three waters delivery option is not required at this time, and would be premature and contrary to the Council's decision-making obligations in relation to significant decisions; and**
6. **Notes that Council cannot make a formal decision on a regional option for three waters service delivery without doing a Long Term Plan amendment and ensuring it meets section 130 of the Local Government Act 2002; and**
7. **Notes that Council intends to make further decisions about the three waters service delivery model after 30 September 2021; and**
8. **Notes that Council would need to gain an understanding of the community's views once Council has further information from the Government on the next steps in the reform process; and**
9. **Approves the draft letter (A2745300) to the Government outlining where Council seeks guidance and gives feedback on the proposed Three Waters Reform programme; and**
10. **Agrees that the Mayor, Infrastructure Committee Chair and Chief Executive be delegated authority to approve minor editorial amendments to the Government response letter (A2754300); and**
11. **Notes that the Chief Executive will report back once staff have received further information and guidance from Government, Local Government New Zealand and Taituarā on what the next steps look like and how these should be managed; and**
12. **Notes that Council has considered the decision-making requirements of Part 6 of the Local Government Act**

**2002 and determined that they have been adequately complied with for the purposes of this report, taking into account that a) no decisions are being made at this stage to agree to the Government's proposal and b) the low to medium significance under the Significance and Engagement Policy of the decision to request the Chief Executive to seek further information from and give feedback to the Government on the reform proposal.**

The substantive motion was put and a division was called:

<u>For</u>	<u>Against</u>	<u>Absent</u>
Cr Bowater	Cr Brand	Cr Fulton
Cr Edgar	Cr Courtney	
Cr Lawrey	Cr Skinner	
Cr O'Neill-Stevens		
Cr McGurk		
Cr Noonan		
Cr Rainey		
Cr Sanson		
Her Worship the Mayor Reese (Chairperson)		

The substantive motion was carried 9 - 3.

**Attachments**

- 1 A2745300 - letter re NCC's response to the Government's Three Waters proposal

Edgar/McGurk

Carried

The meeting was adjourned from 4.51pm until 5.00pm.

**8. Nelson Central Library - Flood Mitigation Plan (Agenda Item 10)**

Document number R26048, agenda pages 102 - 136 refer.

Group Manager Infrastructure, Alec Louverdis, presented the report and introduced Activity Engineer Flood Protection, Toby Kay, and Contractor, Damian Velluppillai. Mr Louverdis clarified that the report confirmed there were no detrimental effects to adjacent properties and outlined the methodologies and scenarios considered. The rationale for the additional recommendation was clarified, in that there was no assumption of a two-building scenario.

Questions were answered regarding flood levels, the timeframe for community consultation and exceedance events. It was confirmed that Ministry for the Environment guidance had been considered for the scenarios used and that the modelling would be re-run when it was known what the building would look like, and if anything had changed this would be brought back to Elected Members.

Attendance: Councillor Bowater left the meeting at 5.22pm.

The motion was taken in parts.

Resolved CL/2021/190

***That the Council***

1. ***Receives the report Nelson Central Library - Flood Mitigation Plan (R26048) and its attachment (A2733041); and***
2. ***Agrees that the flood modelling presented in the Nelson Central Library Redevelopment - Flood Mitigation Plan (A2733041) demonstrates that the proposed Nelson Central Library development (corner of Trafalgar/Halifax Streets) has negligible effect on adjacent properties if design and landscape features are incorporated into the design brief; and***
4. ***Notes that further community consultation is programmed to be carried out in relation to the wider issue of central city flood risk and possible mitigation options; and***
5. ***Notes that there is no commitment to the two-building footprint that has been modelled, or to specific building shapes or site layout .***

Her Worship the Mayor/Brand

Carried

Resolved CL/2021/191

***That the Council***

3. ***Approves the Nelson Central Library Development Flood Mitigation Plan (A2733041).***

Her Worship the Mayor/Brand

Carried

**9. Recommendations from Committees (Agenda Item 7)**

**9.1 Audit, Risk and Finance Subcommittee - 14 September 2021**

9.1.1 Bad Debts Writeoff - Year Ending 30 June 2021

Resolved CL/2021/192

***That the Council***

- 1. Approves the balance of \$41,990.31 owed by the Brook Valley Community Group Inc be written off as at 30 June 2021.**

Edgar/Skinner

Carried

#### 9.1.2 Carry Forwards 2020/21

It was noted that, as requested at the last Council meeting, officers were preparing a report to look at the overall impacts of COVID-19 and it was agreed that further discussion was required to monitor carry forwards across the whole Council work programme.

Resolved CL/2021/193

#### ***That the Council***

- 1. Approves the carry forward of \$2.6 million unspent capital budget for use in 2021/22: and**
- 2. Notes that this is in addition to the carry forward of \$4.8 million approved during the Long Term Plan 2021-31, taking the total carry forward to \$7.4 million of which \$827,000 is for the 2022/23 year, \$349,000 is for the 2023/24 year and the balance of \$6.2 million is for the 2021/22 year; and**
- 3. Notes that the total savings and reallocations in 2020/21 capital expenditure of \$1.7 million including staff time which is in addition to the \$2.3 million savings and reallocations already recognised in the May 2021 deliberations; and**
- 4. Notes that the total 2021/22 capital budget (including staff costs and excluding consolidations and vested assets) will be adjusted by these resolutions from a total of \$67.1 million to a total of \$69.7 million; and**
- 5. Approves the carry forward of \$567,000 unspent operating budget for use in 2021/22.**

Skinner/Rainey

Carried

## **9.2 Community and Recreation Committee - 16 September 2021**

### 9.2.1 Adoption of the Community Partnerships Activity Management Plan 2021-31

Resolved CL/2021/194

#### ***That the Council***

**1. Adopts the Community Partnerships Activity Management Plan 2021-2031 (A2654351).**

Skinner/Brand

Carried

9.2.2 Adoption of the Arts, Heritage and Events Activity Management Plan 2021-31

Resolved CL/2021/195

***That the Council***

**1. Adopts the Arts, Heritage and Events Activity Management Plan 2021-2031 to reflect the Long Term Plan 2021 – 31 (A2657126).**

Skinner/Bowater

Carried

9.2.3 Adoption of the Parks and Reserves Activity Management Plan 2021-31

Resolved CL/2021/196

***That the Council***

**1. Adopts the revised Parks and Reserves Activity Management Plan 2021-31 to reflect the Long Term Plan 2021 -31 (A2414207).**

Skinner/Brand

Carried

9.2.5 Community and Recreation Quarterly Report to 30 June 2021

Resolved CL/2021/197

***That the Council***

**1. Notes the unbudgeted grant income of \$460,000 from the successful Ministry of Business Innovation and Employment application towards the Montgomery Toilet Upgrade (paragraphs 8.21 to 8.26); and**

**2. Agrees to bring forward \$100,000 budgeted for 2024/25 of the Long Term Plan 2021-31 for the Montgomery Toilet Upgrade, to enable design, consents and consultation to occur in 2021/22.**

Skinner/Her Worship the Mayor

Carried

**10. Mayor's Report (Agenda Item 8)**

Document number R26217, agenda pages 84 - 88 refer.

In request to a question regarding Mayoral correspondence, Her Worship the Mayor clarified how Mayoral correspondence was managed. The Mayor's Report was adjourned until the meeting reconvened on 5 October 2021.

**Exclusion of the Public**

Resolved CL/2021/198

***That the Council***

- 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:***

Her Worship the Mayor/Noonan

Carried

<b>Item</b>	<b>General subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Particular interests protected (where applicable)</b>
<b>1</b>	<b>Council Meeting - Confidential Minutes - 12 August 2021</b>	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: <ul style="list-style-type: none"> <li>• Section 7(2)(h) To enable the local authority to carry out, without prejudice or disadvantage, commercial activities</li> <li>• Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</li> </ul>
<b>2</b>	<b>Council Meeting - Confidential</b>	Section 48(1)(a)	The withholding of the information is necessary:

	<b>Minutes - 2 September 2021</b>	The public conduct of this matter would be likely to result in disclosure of information for which good reason exists under section 7.	<ul style="list-style-type: none"> <li>• Section 7(2)(a) To protect the privacy of natural persons, including that of a deceased person</li> <li>• Section 7(2)(h) To enable the local authority to carry out, without prejudice or disadvantage, commercial activities</li> <li>• Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</li> </ul>
<b>3</b>	<b>Confidential Recommendations from Committees</b>  <b>Audit Risk and Finance Subcommittee – 14 September 2021</b>  IT Funding Request	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: <ul style="list-style-type: none"> <li>• Section 7(2)(a) To protect the privacy of natural persons, including that of a deceased person</li> </ul>
<b>4</b>	<b>Mayor's Report - Confidential</b>	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: <ul style="list-style-type: none"> <li>• Section 7(2)(a) To protect the privacy of natural persons, including that of a deceased person</li> </ul>
<b>6</b>	<b>Nelson Central Library Development Land Exchange Negotiating Team</b>	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: <ul style="list-style-type: none"> <li>• Section 7(2)(a) To protect the privacy of natural persons, including that of a deceased person</li> </ul>
<b>8</b>	<b>Release of Nelson Marina - Land Development Plan</b>	Section 48(1)(a)  The public conduct of this matter	The withholding of the information is necessary: <ul style="list-style-type: none"> <li>• Section 7(2)(i)</li> </ul>

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		would be likely to result in disclosure of information for which good reason exists under section 7	To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)
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The meeting went into confidential session at 5.47pm and resumed in public session at 6.05pm.

The meeting was adjourned at 6.06pm to be reconvened on 5 October 2021.



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**Minutes of a meeting of the Nelson City Council -  
Te Kaunihera o Whakatū**

**Reconvened in the Council Chamber, Civic House, 110 Trafalgar Street, Nelson on Tuesday 5 October 2021, commencing at 11.48a.m.**

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Present: Her Worship the Mayor R Reese (Chairperson), Councillors Y Bowater, T Brand, M Courtney, J Edgar (Deputy Mayor), M Lawrey, R O'Neill-Stevens, B McGurk, G Noonan, R Sanson and T Skinner

In Attendance: Chief Executive (P Dougherty), Group Manager Infrastructure (A Louverdis), Group Manager Environmental Management (C Barton), Group Manager Community Services (A White), Group Manager Corporate Services (N Harrison), Group Manager Strategy and Communications (N McDonald), Team Leader Governance (R Byrne) and Governance Adviser (E Stephenson)

Apologies : Councillors Fulton and Rainey

**Apologies**

Resolved CL/2021/211

***That the Council***

- 1. Receives and accepts the apologies from Councillors Fulton and Rainey for attendance.***

Her Worship the Mayor/Bowater

Carried

**11. Mayor's Report (Agenda Item 8 continued)**

Document number R26217, agenda pages 84 - 88 refer.

Manager Governance and Support Services, Devorah Nicuarta-Smith, summarised the submission to the Department of Internal Affairs - Māori

ward process alignment phase 2, and answered questions regarding the issues covered in Council's submission.

Resolved CL/2021/212

***That the Council***

- 1. Receives the report Mayor's Report (R26217) and its attachment (A2724500); and***
- 2. Approves, retrospectively, Council's submission to the Department of Internal Affairs - Māori ward process alignment phase 2 (A2724500).***

Her Worship the Mayor/Edgar

Carried

**12. Council - Status Report - September 2021 (Agenda Item 9)**

Document number R26080, agenda pages 89 - 101 refer.

Group Manager Infrastructure, Alec Louverdis, noted that an item had been missed from the status report - Adoption of Treasury Management Plan, relating to the Forestry review. He advised that officers were working towards preparing costs for the required work and aimed to present these costs, in the first instance, to the December Forestry Subcommittee. Subject to approval, the next steps would be to commission the work in the current financial year to guide a future Forestry Activity Management Plan.

Resolved CL/2021/213

***That the Council***

- 1. Receives the report Council - Status Report - September 2021 (R26080) and its attachment (A1168168).***

Her Worship the Mayor/Noonan

Carried

**13. Nelson Central Library – Decision-making Timeline (Agenda Item 11)**

Document number R26167, agenda pages 137 - 142 refer.

Group Manager, Community Services, Andrew White spoke to the report, explaining the rationale for the changes in the recommendation. He answered questions regarding risk in terms of the land exchange

Councillor Sanson foreshadowed an amendment.

Mr White answered further questions regarding negotiations and due diligence regarding climate change and noted that none of the work undertaken was site based. The Chief Executive noted that comprehensive flood modelling work, including an independent climate based risk assessment, had been done as part of the Long Term Plan.

Her Worship the Mayor, seconded by Councillor Bowater, moved the officer's recommendation.

*That the Council*

1. *Receives the report Nelson Central Library – Decision-making Timeline (R26167); and*
2. *Amends clause 4 of resolution CL/2021/090 made during the 18-20 May 2021 Council meeting, to:*

*Confirms that:*

- *Council will approve the community engagement process (including a communication strategy and engagement plan), project management and governance approach, procurement process, financial management, and reporting and approvals processes for the proposed new library building and landscaping, noting that this work will run in parallel with land exchange negotiations; and*

Her Worship the Mayor/Bowater

Councillor Sanson, seconded by Councillor O'Neill-Stevens, moved an amendment by way of addition.

During debate, the following Points of Order were raised:

- Councillor Sanson against Her Worship the Mayor for misrepresentation, in that Council's Activity Engineer Flood Protection, Toby Kay, was not a climate financial risk assessment expert, the Point of Order was not upheld and it was reiterated that the modelling would be run again.
- Councillor Sanson against Her Worship the Mayor for misrepresentation, as there was no attempt to halt the process, which would run in parallel, the Point of Order was not upheld.
- Councillor Lawrey against Her Worship the Mayor for irrelevance in that the Kainga Ora project was completely different, the Point of Order was not upheld.

*That the Council*

2. Agrees to undertake an independent climate-related financial risk assessment, noting that this will run in parallel with land exchange negotiations; and

The amendment was put and a division was called:

<u>For</u>	<u>Against</u>	<u>Absent</u>
Cr Lawrey	Cr Bowater	Cr Fulton
Cr O'Neill-Stevens	Cr Brand	Cr Rainey
Cr Sanson	Cr Courtney	
	Cr Edgar	
	Cr McGurk	
	Cr Noonan	
	Cr Skinner	
	Her Worship the Mayor Reese (Chairperson)	

The amendment was lost 3 - 8.

Sanson/O'Neill-Stevens

Lost

Resolved CL/2021/214

***That the Council***

1. ***Receives the report Nelson Central Library – Decision-making Timeline (R26167); and***
2. ***Amends clause 4 of resolution CL/2021/090 made during the 18-20 May 2021 Council meeting, to:***

***Confirms that:***

- ***Council will approve the community engagement process (including a communication strategy and engagement plan), project management and governance approach, procurement process, financial management, and reporting and approvals processes for the proposed new library building and landscaping, noting that this work will run in parallel with land exchange negotiations; and***

The substantive motion was put and a division was called:

<u>For</u>	<u>Against</u>	<u>Absent</u>
Cr Bowater	Cr Sanson	Cr Fulton
Cr Brand		Cr Rainey
Cr Courtney		

Cr Edgar  
Cr Lawrey  
Cr O'Neill-Stevens  
Cr McGurk  
Cr Noonan  
Cr Skinner  
Her Worship the Mayor Reese  
(Chairperson)  
The substantive motion was carried 10 - 1.

Her Worship the Mayor/Bowater

Carried

The meeting was adjourned from 12.35pm until 3.40pm, at which time, Councillors Sanson and Edgar were not present.

**14. Uniquely Nelson - Annual Report 2020/21 (Agenda Item 12)**

Document number R23760, agenda pages 143 - 175 refer.

It was agreed to defer the Uniquely Nelson – Annual Report 2020/21 to the 28 October Council meeting, in order to allow Uniquely Nelson representatives sufficient time to speak to the Annual Report.

**Defer item of business**

Resolved CL/2021/215

***That the Council***

- 1. Defers the item Uniquely Nelson – Annual Report 2020/21 to be considered at the Council meeting to be held on 28 October 2021.***

Her Worship the Mayor/Noonan

Carried

**15. Strategic Development and Property Quarterly Report to 30 June (Agenda Item 14)**

Document number R25980, agenda pages 234 - 250 refer.

Updated agenda pages 235 – 237 were tabled (A2751844)

Resolved CL/2021/216

***That the Council***

- 1. Receives the report Strategic Development and Property Quarterly Report to 30 June (R25980) and its attachments (A2711975, A2712692).***

Noonan/Skinner

Carried

**Attachments**

- 1 A2751844 - tabled replacement graphs agenda pages 235 - 237

**16. Exclusion of the Public**

Resolved CL/2021/217

***That the Council***

- 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:***

Noonan/Courtney

Carried

<b>Item</b>	<b>General subject of each matter to be considered</b>	<b>Reason for passing this resolution in relation to each matter</b>	<b>Particular interests protected (where applicable)</b>
<b>5</b>	<b>Council - Status Report - Confidential - September 2021</b>	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: <ul style="list-style-type: none"> <li>• Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</li> </ul>
<b>7</b>	<b>Directors Remuneration 2021 - Nelmac Limited</b>	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: <ul style="list-style-type: none"> <li>• Section 7(2)(i) To enable the local authority to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</li> </ul>

The meeting went into confidential session at 3.43pm. and resumed in public session at 3.50pm.

## Karakia Whakamutunga

### **RESTATEMENTS**

It was resolved while the public was excluded:

<b>2</b>	<b>IT Funding Request</b>
	<i>That the Council</i>  3. <i>Agrees that the Report R26200, its attachment (A2735415) and the decision remain confidential at this time.</i>

<b>3</b>	<b>Mayor's Report - Confidential</b>
	<i>That the Council</i>  3. <i><u>Agrees</u> that Attachment 2 (A2699327) and the decision be made publicly available; and</i>  4. <i><u>Agrees</u> that Report (R26177) and Attachment 1 (A2731116) remain confidential at this time.</i>

<b>4</b>	<b>Nelson Central Library Development Land Exchange Negotiating Team</b>
	<p><i>That the Council</i></p> <ol style="list-style-type: none"> <li>1. <u>Receives</u> the report Nelson Central Library Development Land Exchange Negotiating Team (R26047) and its attachment (A2741022); and</li> <li>2. <u>Approves</u> the Nelson Central Library Development Land Exchange Negotiation Team, consisting of the Group Manager Community Services (Team Lead), Group Manager Infrastructure, John Murray and Sam Cottier (Lead Negotiator); and</li> <li>3. <u>Notes</u> that John Murray's appointment to the panel is subject to approval of the Office of the Auditor General under the Local Authorities (Members' Interests) Act (1968); and</li> <li>4. <u>Agrees</u> that the decision be made publicly available, but the report (R26047) and its attachment (A2741022) remain confidential at this time.</li> </ol>

<b>5</b>	<b>Release of Nelson Marina - Land Development Plan</b>
	<p><i>That the Council</i></p> <ol style="list-style-type: none"> <li>1. <u>Receives</u> the report Release of Nelson Marina - Land Development Plan and its attachment (A2749027); and</li> <li>2. <u>Receives</u> the letter of support from the Nelson Marina Advisory Group (NMAG)(A2749017); and</li> <li>3. <u>Agrees</u> that Report (R26250), Attachment (A2749027) and the decision be made publicly available.</li> </ol>

<b>7</b>	<b>Directors remuneration 2021 - Nelmac Limited</b>
	<p><i>That the Council</i></p> <ol style="list-style-type: none"> <li>3. <u>Agrees</u> that the report Directors remuneration 2021 – Nelmac Limited (R26238) and decision be made publicly available once the 2021 Nelmac Annual General Meeting has taken place.</li> </ol>

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There being no further business the meeting ended at 3.55pm.

Confirmed as a correct record of proceedings by resolution on (date)

<i>Resolved</i>

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**Uniquely Nelson - Annual Report 2020/21 (deferred from 23 September 2021 Council meeting)**

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**1. Purpose of Report**

- 1.1 To receive Uniquely Nelson's Annual Report. (This report was included in the 23 September 2021 Council agenda but was deferred at that meeting to the 28 October Council 2021 meeting.)

**2. Recommendation**

***That the Council***

- 1. Receives the report Uniquely Nelson - Annual Report 2020/21 (deferred from 23 September 2021 Council meeting) (R26321) and its attachment (A2739506); and***
- 2. Approves the Uniquely Nelson Annual Report as sufficient to provide Council with an overview of its activities during the 2020/21 year.***

**3. Background**

- 3.1 Uniquely Nelson is an incorporated society governed by a Board and representing businesses and stakeholders in the City Centre. Its purpose is to promote Nelson City as a unique place to work, shop and enjoy spending time in. it provides the following services to Council:
- 3.1.1 Promote the city centre to current and potential users
  - 3.1.2 Leverage opportunities to promote the city for events
  - 3.1.3 Provide open communication with and between city centre stakeholders, Council and the Nelson Regional Development Agency

Item 8: Uniquely Nelson - Annual Report 2020/21 (deferred from 23 September 2021 Council meeting)

- 3.1.4 Assist and support the Council with the promotion of Nelson as the Smart Little City, particularly in the delivery of city centre work programmes
- 3.1.5 Work with Nelson City Council to support the delivery of Council's vision for the city centre particularly through city centre and events work programmes
- 3.2 At its meeting of 20 June 2020, Council agreed to change the basis for the relationship with Uniquely Nelson from a memorandum of understanding to a contract. This was on the basis that a memorandum of understanding (MOU) didn't provide sufficient clarity about Council's expectations for Uniquely Nelson.

#### **4. Discussion**

4.1 Uniquely Nelson's Annual Report for the 2020/21 year is attached. It provides information to meet the requirements of the contract i.e. An annual report to be provided to Council by 30 September each year which includes:

- 4.1.1 A summary of Uniquely Nelson's activities over the year
- 4.1.2 Performance against the key performance indicators
- 4.1.3 A summary of city centre health over the year, including accessible economic data and occupancy rates
- 4.1.4 Annual accounts
- 4.1.5 Performance against budget
- 4.1.6 Health and safety reporting

4.2 Simon Duffy, Manager Uniquely Nelson, and Chris Butler, Chair of the Uniquely Nelson Board will be present to speak to the Annual Report.

4.3 Officers consider the reporting this year is much more insightful and relevant for Council and shows the value of moving from an MOU to a contract and the greater clarity that has provided for Uniquely Nelson.

#### **5. Options**

5.1 Council has the option of approving the Uniquely Nelson Annual Report as sufficient to provide an overview of the activities undertaken in fulfilling the contract with Council (recommended). Alternatively, Council could ask for the Annual Report to be amended to provide more information on other topics or areas of activity.

Item 8: Uniquely Nelson - Annual Report 2020/21 (deferred from 23 September 2021 Council meeting)

**Author: Nicky McDonald, Group Manager Strategy and Communications**

### **Attachments**

Attachment 1: A2739506 - Uniquely Nelson Annual Report 2020/21 [↓](#)



## **Contract Report to Nelson City Council 2020/2021**

### **Uniquely Nelson's Vision, Purpose, Mission and Values**

#### **Our Vision is:**

***Nelson, the Smart Little City  
to live, work and thrive.***

#### **Our Purpose is to:**

- Promote Nelson city as a unique place to work, shop and enjoy spending time in

#### **Our Mission is to:**

- Promote and activate events that contribute to the vitality and vibrancy of the city centre
- Collaborate with and encourage businesses in the central city to be successful
- Promote what Nelson city has to offer to attract visitors and residents to our CBD

#### **Our Core Values are:**

- Integrity – we do what is best for the benefit and well-being of our community
- Innovation – we look for opportunities to do things better and smarter
- Flexibility – we are solution-driven in a dynamic, agile and creative manner
- Fun – we enjoy what we do and share that sense of fun with others
- Collaboration – we work with our community to build relationships that benefit the city as a whole

#### **Our Role, in partnership with Nelson City Council, is to:**

- Promote the city centre to current and potential users
- Leverage opportunities to promote the city for events
- Provide open communication with and between city centre stakeholders, Council and the Nelson Regional Development Agency
- Assist and support the Council with the promotion of Nelson as the Smart Little City, particularly in the delivery of city centre work programmes
- Work with Nelson City Council to support the delivery of Council's vision for the city centre particularly through city centre and events work programmes



## Introduction

This reports sets out Uniquely Nelson’s performance indicators against the measures agreed between UN and NCC. We provide a short overview of the year as it relates to contractual outcomes, and look ahead to 2021-22 in terms of the opportunities and challenges it brings. We have summarised our performance measures in a table and have attached relevant supporting information in the attachments.

## Overview of the 2020-21 year

### Key UN achievements

- Partnership with Light Nelson, late night activation, ‘Nelson on Sale’ promotion tied in to Light Nelson dates. Partnership with Stuff resulted in \$25k contra promoting Nelson to West Coast, Marlborough, Tasman and Wellington.
- Strong relationship with central city retailers. Following last year’s strategic review, the value of engagement and participation with UN is being increasingly recognised by retailers. Resulting in high rate of membership renewals.
- Christmas events 2020/21 – good engagement from businesses, view UN as a partner in delivering shared outcomes

### Update on COVID-19 recovery

- Business confidence in central city remains strong (pre- August 2021 lockdown)
- Strong domestic interest in Nelson Tasman. Nelson being marketed as boutique and unique

### Progress with the City Centre Programme

- Communications between NCC and UN needs further work, particularly on key issues affecting central city businesses (eg parking)
- Positive response to initiatives such as pop up park and Upper Trafalgar Street improvements.

### Outlook for 2021-22 year

- Still uncertainty over international tourists, continuing focus on kiwis.
- Partnership with Stuff can grow and will raise profile of Nelson nationally
- Uncertainty over events means continuing need for flexibility and leveraging off of smaller events
- Strategically working closer with NRDA to encourage a wider catchment of visitors to the CBD.
- Developing CBD App for visitors to the region

Short-term Objectives: 2020-22				
Objective	Focus Area	Action	Measure	Performance 2021
Businesses know about, and have access to, relevant support to keep operating and to adapt to trading conditions	Business support	E-newsletters delivered to business database includes information on support available.	E-newsletters delivered weekly and data collected on readership (open rate and click through and click to open rate).	<b>Achieved</b> Open rate: 22% Click rate: 18%
	Business support	An annual survey of retailers identifies training and other support needed.	Survey completed and results reported by 30 June 2021.	<b>Achieved</b> 21 members and 42 non members responded to survey. Key points: <ul style="list-style-type: none"> <li>- High satisfaction with UN website</li> <li>- Moderate to high business confidence</li> <li>- Support needed to enhance online marketing</li> </ul>
	Building strategic partnerships	Liaise with NRDA, Chamber of Commerce, NCC and MBIE to identify opportunities to provide support to businesses in central city.		<b>Achieved</b> Chair and General Manager have attended all joint meetings arranged by NCC. Regular ongoing operational meetings between General Manager and NRDA events and marketing staff.
Opportunities for businesses to diversify/grow their sales through e-commerce platforms are promoted and expanded	Business support	Increase retailer uptake on the Nelson Advantage marketplace website. Promotion of daily deals and specials.	Increase the number of shops signed up as members by five per month (currently 80).	<b>In progress -</b> Number of shops signed up (including renewals) as members: <b>121</b> to date.
	Branding, marketing and communications  Operational excellence	Review and prioritise Uniquely Nelson's presence on other social media platforms: For example, Facebook, Twitter, Instagram, Pinterest, and YouTube. UN brand is recognised across key platforms.	Annual review of social media usage/costs/benefits identifying opportunities and value proposition for online media platforms by 31 March each year.	<b>Achieved</b> Hotjar (behaviour analytics tool) review of platforms is ongoing. Current platforms (FB/Instagram) are providing best value.



Short-term Objectives: 2020-22				
Objective	Focus Area	Action	Measure	Performance 2021
Residents and visitors know that the central city is open for business	Branding, marketing and communications  Business support	Regular media releases/online media advertising through Stuff promoting city centre as open for business.	At least four promotional advertorials per year.  At least two press releases per year.  Report on how often UN is mentioned in the media.	<b>Achieved</b> Advertorials in media print/online and have developed a partnership with Stuff's local business reporters <b>Achieved</b> Press releases and media mentions - see attachment page 8.
Residents and visitors know that the central city is open for business	Branding marketing and communications	Maintain up-to-date website with local information, offers and news on city development.  E-newsletters sent out every week to consumer databases of 16,500. Content to be expanded to increase open rates.  Nelson City Guide produced and distributed.	Website visitation increased to 15,000 per month (currently 12,000).  Increase followers of Nelson Advantage by 5%. 16500 to 17325 by end of 2022. and report on the click and open rate.  35,000 copies to be produced and distributed each year in conjunction with the AGM.  Achieve at least a \$2,500 profit share to Uniquely Nelson.	<b>Not Achieved</b> Website visitation: 10,000 per month. Decrease in international visitors, especially via our Nelson City Free Wifi.  <b>In Progress</b> Nelson Advantage followers: In progress target 17500 by end of 2022 Click rate: 35% Open rate: 20%  <b>Not Achieved</b> 28,000 copies distributed: less demand for copies due to lack of international tourists <b>Not Achieved</b> Profit share = \$2000, down due to lower numbers as above.



Short-term Objectives: 2020-22				
Objective	Focus Area	Action	Measure	Performance 2021
A range of smaller, adaptable events brings people into the central city	Building strategic partnerships	Work with NRDA and NCC events team to develop a programme of events. Focus this year on smaller events with flexibility to move/alter depending on COVID status.	UN delivers the Christmas event and supports a programme of other events over summer 2020/21.	<b>Achieved</b> Programme of events delivered over summer 2020/21.  Events list -see attachment

Longer-term Objectives: 2020-23				
Objective	Focus Area	Action	Measure	Performance 2021
Promote and market Nelson’s unique identity, smart little city experience and business offerings to residents and visitors	Building strategic partnerships  Branding marketing and communications	Work proactively with Arts Council Nelson to promote arts events.  Work with NCC and Museum to promote heritage week and events.  Develop marketing campaigns based on unique experiences that Nelson has to offer.  Tell the vision for the city centre through the UN website.  Cross-promotion of content on Facebook and Instagram.	Report foot traffic in city centre utilising NCC foot traffic data.  A minimum of four stand-alone marketing campaigns are delivered (fashion, hospitality, retail and events).        The website contains up-to-date information on NCC City Development Programme.   Increase Facebook followers to 6500 by 30 June 2021 (currently 5500).	UN receives foot traffic surveys from NCC. Next one due 2024-25  <b>Achieved</b> Nelson Advantage site highlights a different business sector each week. Also provided stand-alone marketing support to Light Nelson. Other events were promoted eg facebook/website – see attachment.  <b>Achieved</b> All information provided by NCC is uploaded.  <b>Not Achieved</b> Facebook followers: 6076 (30 June 2021) Due to less international visitors.



Longer-term Objectives: 2020-23				
Objective	Focus Area	Action	Measure	Performance 2021
Build strategic marketing partnerships that deliver value from Council investment	Building strategic partnerships	Relationship with NRDA is formalised using Memorandum of Understanding.	MoU is in place by 30 June 2021.	<b>Not Achieved</b> Whilst joint meetings have been held, an MoU is yet to be progressed
		Develop scope for a Central City Retail Strategy with NCC and NRDA. Continue to build relationships with media organisations to leverage advertising spend. NCC, NRDA, Chamber of Commerce and Uniquely Nelson have clear working relationship and areas of responsibility.	Scope prepared by 31 March 2021 for consideration in 2021-22 work programme. Active participation in NCC-convened meetings to align work programmes. NCC contract meetings held every two months.	<b>Not Achieved</b> Work is ongoing but interrupted due to CEO change at NRDA  <b>Achieved</b>  <b>Achieved</b>
Support businesses to provide excellence in customer service	Business support	Develop a customer service action plan in collaboration with retailers, Nelson Tasman Business Trust, Nelson Tasman Chamber of Commerce, Business Development Company and other retail training organizations.  Conduct an annual survey of businesses to identify training needs and opportunities.	Customer Service Action Plan in place by November 2021. Number of training opportunities promoted through the year.  Annual survey completed by 30 June each year.	<b>In progress</b>  UN works with Nelson Tasman Business Trust, Nelson Chamber of Commerce, NRDA and other private organisations to provide services to our members.  <b>Completed</b> (Compiled 13 July 2021) Further support with online marketing requested.



Longer-term Objectives: 2020-23				
Objective	Focus Area	Action	Measure	Performance 2021
A range of events contributes to city vibrancy and vitality		Work with NRDA and NCC events team to develop and promote a strategic annual events calendar. Focus on identifying gaps, both seasonal and target demographic.  Provided targeted promotion of events in partnership with relevant business sectors.	An annual programme of events is articulated by NCC and supported by Uniquely Nelson and the NRDA and delivered as agreed with NCC.  UN organises and supports a minimum of one *significant event in 2020/21, two in 2021/22 and three in 2022/23 (subject to funding) and promotes and markets others.  *Significant is defined as an event that is promoted beyond the region to bring business benefit and community goodwill for the city shopping precinct (in conjunction with NRDA).	<b>Achieved</b>  UN working with events team at NRDA to support events, with 12-month forward calendar.  2020/21 1. Christmas activation 2020/21 2021/22 1. Street Hop 2. Light Nelson City activation
Strengthen organisational resilience, governance and Uniquely Nelson brand recognition	Operational excellence	Operate within the annual budget.	Budget within 5% of target assuring minimal loss. Does not apply to positive performance exceeding budget.	<b>Achieved</b> Budget performance exceeded target.
Strengthen organisational resilience, governance and Uniquely Nelson brand recognition	Operational excellence	Self-review of governance structure.	Review completed by December 2021.	<b>In progress</b> Governance Policies and constitution under review, awaiting possible changes to the Incorporated Societies legislation prior to progressing. Chris B to update



Longer-term Objectives: 2020-23				
Objective	Focus Area	Action	Measure	Performance 2021
	Business support	An annual survey of city businesses is carried out to assess UN service delivery. Findings feed into subsequent year's business plan.	Annual Survey conducted and reported to NCC by 30 June each year.	<b>Achieved</b> Annual survey was carried out but has not been formally reported to NCC.
	Building strategic partnerships	Increase diversity of revenue sources. Work with NRDA and other partners to attract additional revenue.	Funding from sources other than NCC increased to 20% of the total budget.	<b>Achieved</b> Achieved with current sources providing for 25%
	Operational excellence			

**Health and Safety Reporting.**

Uniquely Nelson's Health & Safety comes under Morrison Square Management as we share the same offices. There have not been any Uniquely Nelson incidents, or entries in the Accident & Injuries register for five years.

**Nelson City Commercial Occupancy**

Over the 12 months, we have small boutique retailers set up businesses as well brand names occupy retail shops within the city. In the last 18 months we had nine new restaurants/cafes open up. The majority are new eateries, the rest have taken over old restaurants and been renamed. Interestingly, we have only had 2 businesses move to Richmond in three years. As of the 1 September 2021, there is ten businesses for lease at street level. There is less available stock now than pre-covid 18 months ago and overall, for the last five years.



# Annual Report

Uniquely Nelson Incorporated  
For the year ended 30 June 2021

Prepared by WK Strawbridge Limited



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## Directory

### Uniquely Nelson Incorporated For the year ended 30 June 2021

#### Business Location

Suite 3, Level 1  
244 Hardy Street  
Nelson

#### Nature of Business

Promotion of the Nelson Central Business District

#### IRD Number

091-155-942

#### GST Status

Payments Basis, Two Monthly Returns, Coinciding with Balance Date

#### Chartered Accountants

WK Strawbridge Limited  
Level 1, 47 Bridge Street  
Nelson

#### Bankers

BNZ



## Statement of Profit or Loss

### Uniquely Nelson Incorporated For the year ended 30 June 2021

	NOTES	2021	2020
<b>Trading Income</b>			
Commercial Revenue		66,125	38,837
Event Funding		16,309	13,628
NCC Funding		193,501	193,649
NCC Funding - Partnership Events		7,500	651
<b>Total Trading Income</b>		<b>283,436</b>	<b>246,765</b>
<b>Cost of Sales</b>			
Advertising - Radio		5,125	6,437
Contractors & Staff Costs		166,526	120,168
Promotional Events		42,197	27,027
Promotions - Conferences and NCC Events/Campaigns		965	22,907
<b>Total Cost of Sales</b>		<b>214,813</b>	<b>176,538</b>
<b>Gross Profit</b>		<b>68,623</b>	<b>70,227</b>
<b>Gross Profit %</b>		<b>24</b>	<b>28</b>
<b>Other Income</b>			
Sundry Income		2,600	-
<b>Total Other Income</b>		<b>2,600</b>	<b>-</b>
<b>Expenses</b>			
Accident Compensation Levy		314	245
Accountancy Fees		7,143	6,653
Advertising - General		4,610	-
Bad Debts		-	135
Bank Charges		108	47
Board Expenses		1,556	4,098
Cleaning		576	576
Computer Expenses		1,037	6,982
Consultancy		3,935	1,182
Function/Seminar Expenses		87	703
General Expenses		208	178
Insurance		750	569
Low Value Assets		-	869
Newsletters		596	1,076
Parking/Vehicle Expenses		1,156	1,059
Printing, Stationery, Postage & Office Supplies		2,612	1,240
Rent - Office Lease & OPEX		9,842	10,252
Repairs & Maintenance		-	2,387
Staff Expenses		1,560	1,039
Subcontractors		2,500	12,573
Subscriptions		9,157	2,314

*These financial statements are to be read in conjunction with the Notes to the Financial Statements and are subject to the Compilation Report.*

Item 8: Uniquely Nelson - Annual Report 2020/21 (deferred from 23 September 2021 Council meeting): Attachment 1

Statement of Profit or Loss



	NOTES	2021	2020
Telecommunications		2,359	2,234
<b>Total Expenses</b>		<b>50,105</b>	<b>56,410</b>
<b>Earnings before Interest, Tax, Depreciation and Amortisation</b>		<b>21,118</b>	<b>13,816</b>
<b>Depreciation and Amortisation</b>			
Depreciation		6,844	3,239
Loss on Sale		331	2,062
<b>Total Depreciation and Amortisation</b>		<b>7,175</b>	<b>5,301</b>
<b>Earnings before Interest and Tax</b>		<b>13,943</b>	<b>8,515</b>
<b>Investment Income</b>			
Interest Received		24	22
<b>Total Investment Income</b>		<b>24</b>	<b>22</b>
<b>Interest</b>			
Interest - Overdraft		1	-
<b>Total Interest</b>		<b>1</b>	<b>-</b>
<b>Net Operating Profit (Loss) before Distributions</b>		<b>13,965</b>	<b>8,538</b>
<b>Net Operating Profit (Loss) before Tax</b>		<b>13,965</b>	<b>8,538</b>
<b>Net Profit (Loss) for the Year</b>		<b>13,965</b>	<b>8,538</b>

*These financial statements are to be read in conjunction with the Notes to the Financial Statements and are subject to the Compilation Report.*



## Statement of Movement in Equity

### Uniquely Nelson Incorporated For the year ended 30 June 2021

	2021	2020
<b>Equity</b>		
Opening Balance	39,688	31,404
<b>Increases</b>		
Profit for the Period	13,965	8,538
Retained Earnings	40	(254)
<b>Total Increases</b>	<b>14,005</b>	<b>8,284</b>
<b>Total Equity</b>	<b>53,693</b>	<b>39,688</b>

*These financial statements are to be read in conjunction with the Notes to the Financial Statements and are subject to the Compilation Report.*



## Balance Sheet

### Uniquely Nelson Incorporated As at 30 June 2021

	NOTES	30 JUN 2021	30 JUN 2020
<b>Assets</b>			
<b>Current Assets</b>			
<b>Cash and Bank</b>			
BNZ Bank - 000 Account		71,394	54,966
<b>Total Cash and Bank</b>		<b>71,394</b>	<b>54,966</b>
Trade and Other Receivables		2,205	1,950
GST Receivable		-	2,291
<b>Total Current Assets</b>		<b>73,600</b>	<b>59,206</b>
<b>Non-Current Assets</b>			
Fixed Assets as per Schedule		9,337	14,940
<b>Total Non-Current Assets</b>		<b>9,337</b>	<b>14,940</b>
<b>Total Assets</b>		<b>82,936</b>	<b>74,146</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade and Other Payables		8,108	19,537
GST Payable		7,610	-
<b>Loans</b>			
Uniquely Nelson Credit Card		95	155
<b>Total Loans</b>		<b>95</b>	<b>155</b>
Accrued Holiday Pay & Entitlements		12,949	13,392
<b>Total Current Liabilities</b>		<b>28,762</b>	<b>33,085</b>
<b>Non-Current Liabilities</b>			
<b>Loans</b>			
Vodafone Loan		481	1,374
<b>Total Loans</b>		<b>481</b>	<b>1,374</b>
<b>Total Non-Current Liabilities</b>		<b>481</b>	<b>1,374</b>
<b>Total Liabilities</b>		<b>29,243</b>	<b>34,459</b>
<b>Net Assets</b>		<b>53,693</b>	<b>39,688</b>

These financial statements are to be read in conjunction with the Notes to the Financial Statements and are subject to the Compilation Report.

Item 8: Uniquely Nelson - Annual Report 2020/21 (deferred from 23 September 2021 Council meeting): Attachment 1

Balance Sheet



	NOTES	30 JUN 2021	30 JUN 2020
<b>Equity</b>			
Retained Earnings		53,693	39,688
<b>Total Equity</b>		<b>53,693</b>	<b>39,688</b>

Signed by:

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Deputy Chairperson

Date: 3 September 2021

\_\_\_\_\_  
*These financial statements are to be read in conjunction with the Notes to the Financial Statements and are subject to the Compilation Report.*

Annual Report | Uniquely Nelson Incorporated

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## Schedule of Fixed Assets and Depreciation

### Uniquely Nelson Incorporated For the year ended 30 June 2021

NAME	PURCHASED	COST	OPENING VALUE	PURCHASES	DISPOSALS	RATE	DEPRECIATION	CLOSING ACCUM DEP	CLOSING VALUE
<b>IT &amp; Infrastructure</b>									
Uniquely Nelson Website	1 Apr 2020	9,000	7,875	-	-	50.00%	3,938	5,063	3,938
<b>Total IT &amp; Infrastructure</b>		<b>9,000</b>	<b>7,875</b>	<b>-</b>	<b>-</b>		<b>3,938</b>	<b>5,063</b>	<b>3,938</b>
<b>Office Equipment</b>									
Banner	30 Jun 2013	710	275	-	-	10.00%	28	462	248
HP Probook 450 G6	20 May 2019	1,068	489	-	-	50.00%	245	823	245
HP USB-C Desk Dock G5 & HP Probook 450 G7 Notebook PC	27 Aug 2020	1,532	-	1,532	-	50.00%	702	702	830
Lenovo Thinkpad Business Notebook	4 Aug 2017	1,604	217	-	-	50.00%	109	1,495	109
Samsung 20S	1 Mar 2020	1,434	1,114	-	-	67.00%	746	1,066	367
Sony Camera	9 Mar 2020	1,988	1,723	-	-	40.00%	689	954	1,034
Table, whiteboard	28 Aug 2019	911	803	-	-	13.00%	104	213	698
Toshiba Tecra Business Ultrabook	4 Aug 2017	1,590	215	-	215	50.00%	-	-	-
VR Camera	22 Mar 2019	672	349	-	-	40.00%	140	462	210
Workstation & Cupboard	26 Aug 2019	1,274	1,122	-	-	13.00%	146	298	976
X2 Pull Up Banners	31 Jul 2016	1,157	759	-	-	10.00%	76	474	683
<b>Total Office Equipment</b>		<b>13,940</b>	<b>7,067</b>	<b>1,532</b>	<b>215</b>		<b>2,984</b>	<b>6,950</b>	<b>5,399</b>
<b>Total</b>		<b>22,940</b>	<b>14,942</b>	<b>1,532</b>	<b>215</b>		<b>6,922</b>	<b>12,013</b>	<b>9,337</b>

*These financial statements are to be read in conjunction with the Notes to the Financial Statements and are subject to the Compilation Report.*



## Disposal Schedule

### Uniquely Nelson Incorporated For the year ended 30 June 2021

NAME	PURCHASED	COST	ASSET VALUE	SALE PRICE	DEP RECOVERED	LOSS	CAPITAL GAIN	DISPOSED
<b>Office Equipment</b>								
Toshiba Tecra Business Ultrabook	4 Aug 2017	1,590	215	-	-	215	-	27 Aug 2020
<b>Total Office Equipment</b>		<b>1,590</b>	<b>215</b>	<b>-</b>	<b>-</b>	<b>215</b>	<b>-</b>	
<b>Total</b>		<b>1,590</b>	<b>215</b>	<b>-</b>	<b>-</b>	<b>215</b>	<b>-</b>	

*These financial statements are to be read in conjunction with the Notes to the Financial Statements and are subject to the Compilation Report.*



## Notes to the Financial Statements

### Uniquely Nelson Incorporated For the year ended 30 June 2021

#### 1. Statement of Accounting Policies

The financial statements presented here are for the entity Uniquely Nelson Incorporated, a registered company under the Companies Act 1993.

These *Special Purpose Financial Reports* have been prepared in accordance with the minimum financial requirements in the Tax Administration (Financial Statements) Order 2014, as required under section 21B of the Tax Administration Act 1994.

The accounting principles recognised as appropriate for the measurement and reporting of earnings and financial position on an historical cost basis have been used, with the exception of certain items for which specific accounting policies have been identified.

#### Changes in Accounting Policies

For periods up to and including the 2020 financial year, Uniquely Nelson Incorporated prepared its financial statements in accordance with the Financial Reporting Act 1993 and the Financial Reporting Order 1994 in accordance with approved Financial Reporting Standards (FRSs) and Statements of Standards Accounting Practice (SSAPs).

The financial statements for the year ended 30 June 2021 have been prepared for taxation purposes only, using the principles contained in the Income Tax Act 2007.

#### Income Tax

Uniquely Nelson Incorporated is exempt from income tax in terms of section CW 40 of the Income Tax Act 2007 as a local or regional promotion body, and these financial statements are compiled on an income tax exclusive basis.

#### Leased Assets

#### Operating Leases

Operating leases are those which all the risks and benefits are substantially retained by the lessor. Lease payments are expensed in the periods the amounts are payable.

#### Accounts Receivable

Receivables are stated at their estimated realisable value. Bad debts are written off in the year in which they are identified.

#### Fixed Assets

Fixed Assets have been included at cost less accumulated depreciation. Details of fixed assets are set out in the attached Schedule of Fixed Assets and Depreciation.

#### Depreciation

Depreciation has been charged on either a diminishing value (DV) or cost price (CP) basis, at rates approved by the Inland Revenue Department. Details of rates and depreciation claims are set out in the Fixed Asset Register included herein.

#### Goods and Services Tax

The Statement of Profit or Loss and Statement of Cashflows (where included) have been prepared so that all components are stated exclusive of GST. All items in the Balance Sheet are stated net of GST, with the exception of account receivables and payables.



**Accrual Expenditure**

The business is not subject to the Accrual Expenditure rules as unexpired expenditure at balance date is below the exemption levels.

**2. Audit**

These financial statements have not been audited.

	2021	2020
<b>3. Associated Person Transactions</b>		
<b>Finex</b>		
Common Key Management, Subscriptions	540	540
<b>Marketing Studio</b>		
Common Key Management, Subcontractor	3,300	10,440



## Compilation Report

### Uniquely Nelson Incorporated For the year ended 30 June 2021

Compilation Report to the Directors of Uniquely Nelson Incorporated.

#### Scope

On the basis of information provided and in accordance with Service Engagement Standard 2 Compilation of Financial Information, we have compiled the financial statements of Uniquely Nelson Incorporated for the year ended 30 June 2021.

These statements have been prepared in accordance with the accounting policies described in the Notes to these financial statements.

#### Responsibilities

The Directors are solely responsible for the information contained in the financial statements and have determined that the Special Purpose Reporting Framework used is appropriate to meet your needs and for the purpose that the financial statements were prepared.

The financial statements were prepared exclusively for your benefit. We do not accept responsibility to any other person for the contents of the financial statements.

#### No Audit or Review Engagement Undertaken

Our procedures use accounting expertise to undertake the compilation of the financial statements from information you provided and do not include verification or validation of that information. No audit or review engagement has been performed and accordingly no assurance is expressed.

#### Independence

We have no involvement with Uniquely Nelson Incorporated other than for the preparation of financial statements and management reports and offering advice based on the financial information provided.

#### Disclaimer

We have compiled these financial statements based on information provided which has not been subject to an audit or review engagement. Accordingly, we do not accept any responsibility for the reliability, accuracy or completeness of the compiled financial information contained in the financial statements. Nor do we accept any liability of any kind whatsoever, including liability by reason of negligence, to any person for losses incurred as a result of placing reliance on these financial statements.

A handwritten signature in blue ink, appearing to be 'Ross J', written over a horizontal line.

WK Strawbridge Limited  
Nelson

Dated: 3 September 2021



**Attachments:**

**Links to media releases/mentions**

[Lights, sales, interaction as city gears up for Light Nelson Te Ramaroa](#) July 2021 **UN Press Release**

[Further post-Covid business recovery support offered](#) July 2020

[Domestic tourism has tills ringing in Nelson over Christmas](#) Dec 2020

[Coronavirus: Uniquely Nelson reigniting retail 'spark' with online drive](#) Apr 2020

[Let's Get Clicking Nelson](#) Apr 2020 **UN Press Release**

[Businesses have post-Covid boom AND Christmas Cash up for local shoppers](#) Nov 2020 **UN Press Release**

[Be Kind, Be Patient](#) Dec 2020 **UN and HNZ Press Release**

[Rent relief for businesses](#) Apr 2020

[Shutting up shop? Pandemic puts pressure on country's high streets](#) Sep 2020

[Black Friday knocks Boxing Day out of the ring as NZ's top sales day](#) Nov 2020

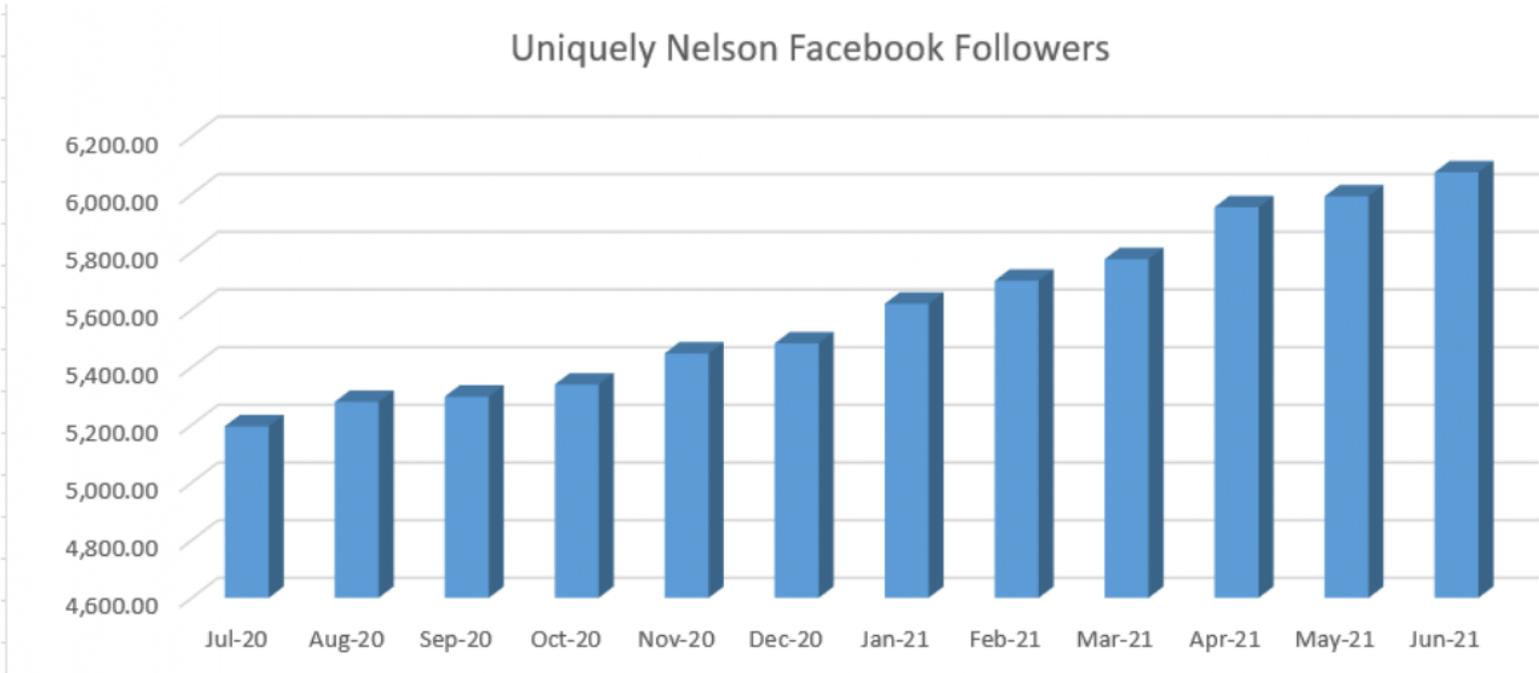


### 2021 Nelson Events Supported by Uniquely Nelson

Dates:	Event:	Venue:
Sat 7 Aug	Te Taiuhu Ki Te Hoe	Trafalgar Centre
Tue 10 – Sat 14 Aug	Winding Up	Theatre Royal
Sat 14 Aug	Tasman Mako v Auckland	Trafalgar Park
Sun 22 Aug	Tasman Mako v Counties Manakau	Trafalgar Park
Tue 24 Aug	Giftbox Rebellion	Boathouse
Sat 28 Aug	Four Lanes Festival	Nelson City
Sun 12 Sep	Parent and Child Expo	Founders Park
Thu 16 Sep	Fat Freddy's Drop	Trafalgar Centre
Fri 24 Sep	Tasman Mako v Waikato	Trafalgar Park
Sat 18 Sep	TedX Nelson	Suter Theatre
Mon 27 Sep	Friends The Musical Paroday – NZ Tour	Theatre Royal
Thu 30 Sep – Sat 2 Oct	China Week	Various venues in Nelson City
Fri 1 – Sat 2 October	NZ Highland Dancer of the Year*	Theatre Royal Nelson
Sat 16 Oct	Nelson Lions Charity Fashion Show*	Trafalgar Centre
Sun 17 Oct	Hotel California The Eagles Experience	Theatre Royal
Tue 19 Oct	World of Musicals	Theatre Royal
Thu 21 – Sun 31 Oct	Nelson Arts Festival	Various Venues
Sat 23 – Mon 25 Oct	Paddlefest Nelson*	Tahunanui Beach
Fri 29 Oct	Masked Parade	Nelson CBD
Sun 31 Oct – Fri 5 Nov	Te Taiuhu o te Waka a Maui Māori Cultural Council – Te Mana Kura Tahī - Primary School Kapa Haka	Trafalgar Centre
Mon 1 Nov	Street Hop*	Nelson City
Sat 6 Nov	Pretty Smart Sale	Hope Recreation Hall
Sun 7 Nov	Nelson Youth Choir Spring into Summer Concert*	NCMA
Fri 12 Nov	The Bee Gees Night Fever	Theatre Royal
Sat 13 Nov	Tom Sainsbury – The Snapchat Dude Live	Theatre Royal
Sat 20 Nov	Taste Tasman Beer Cider and Food Festival	Rutherford Park
Fri 26 – Sat 27 Nov	Drag Up Your Life	Theatre Royal
Fri 26 Nov – Sun 16 Jan	Christmas Tree Festival	Nelson Cathedral
Fri 24 Dec	Carols on the Church Steps	Nelson Cathedral
Fri 31 Dec	New Years Eve Celebrations	Church Steps Upper Trafalgar Street

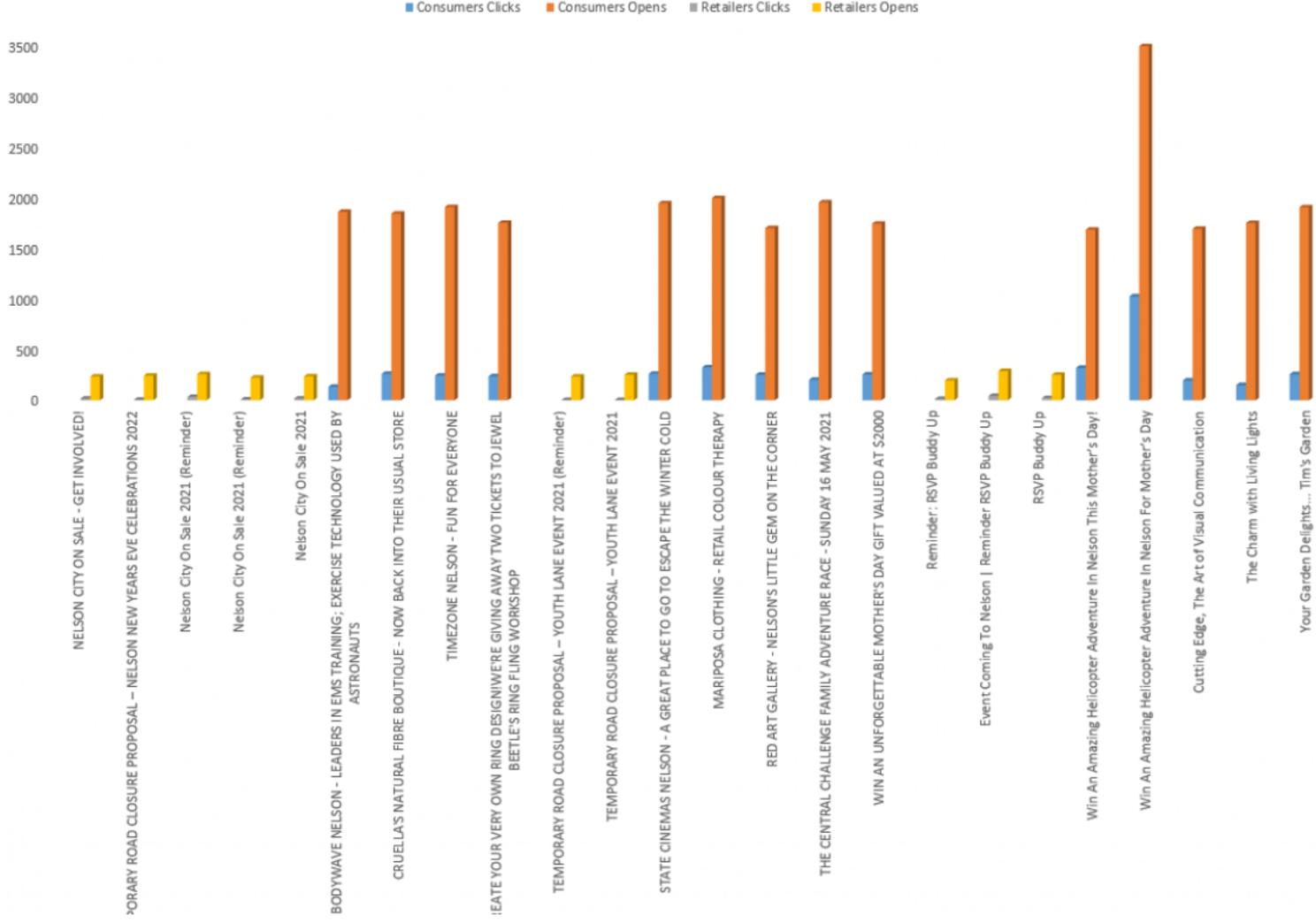


Uniquely Nelson Facebook Followers





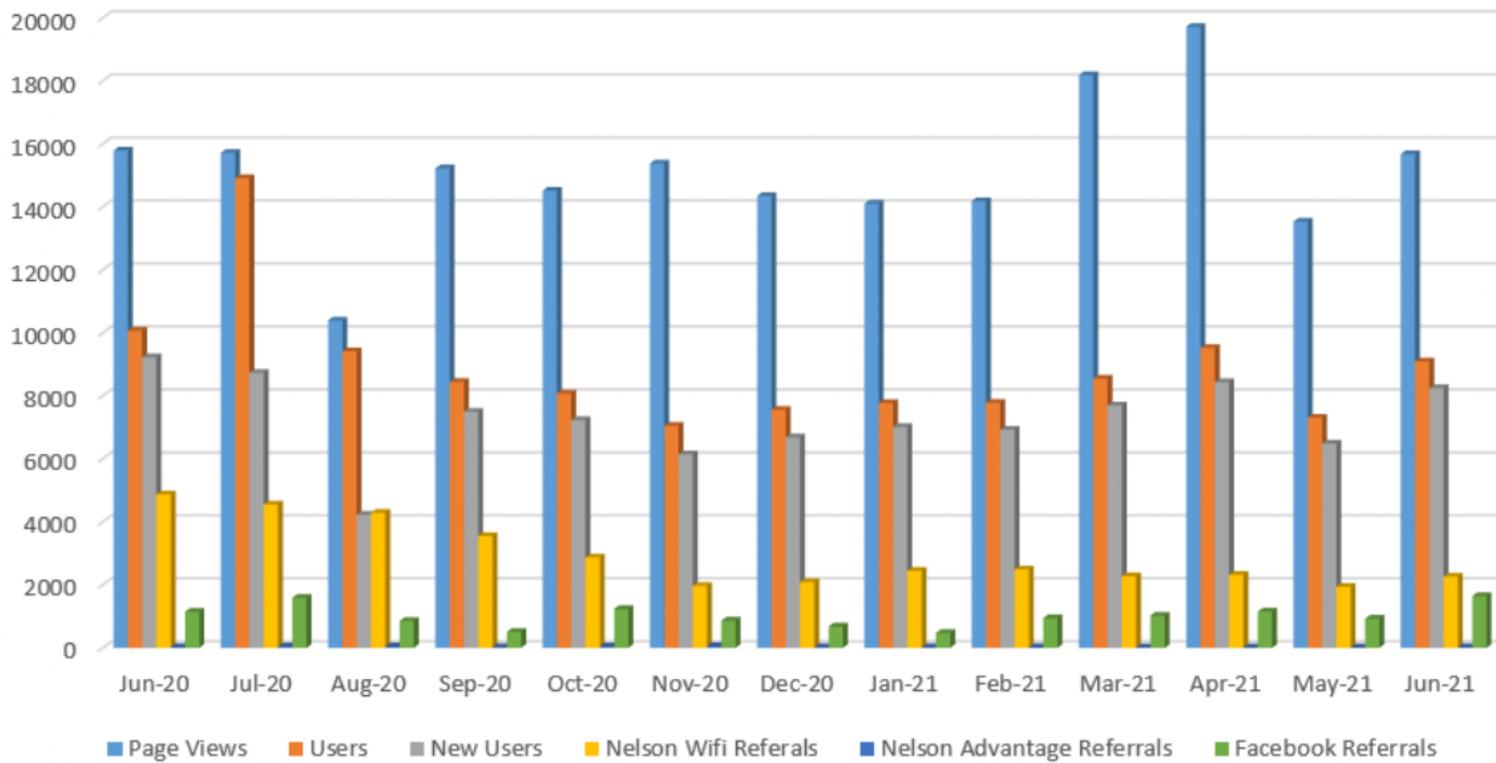
### Nelson Advantage Mail Chimp (Quarterly Report 2021)

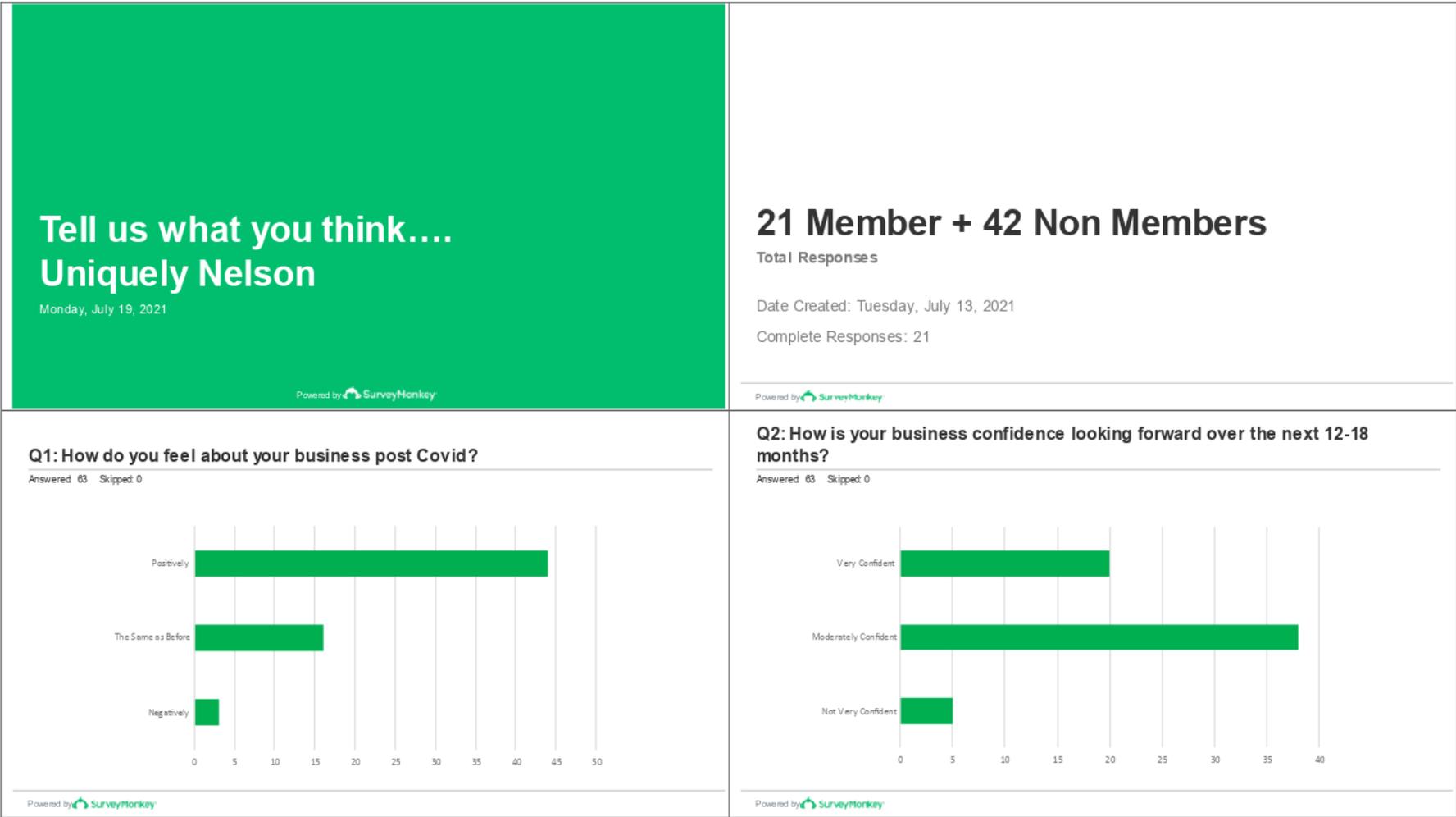


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## Uniquely Nelson & Nelson Advantage Acquisition Overview Yearly Report - 2020 - 2021

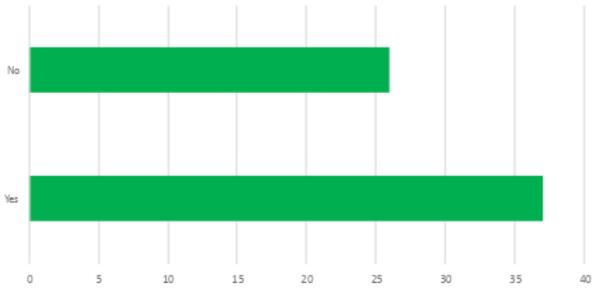






**Q3: Are you selling online?**

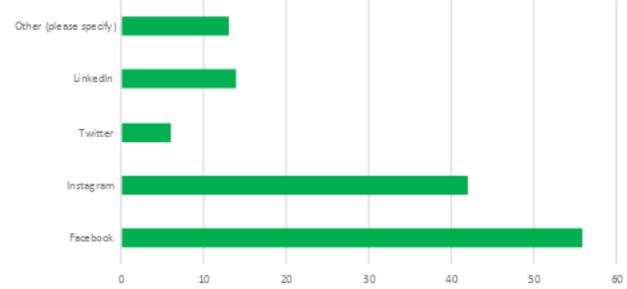
Answered: 63 Skipped: 0



Powered by SurveyMonkey

**Q4: What social media do you use to market your business online?**

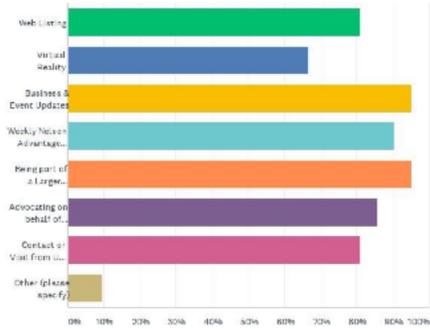
Answered: 63 Skipped: 0



Powered by SurveyMonkey

**Q6: What benefits do you see being part of Uniquely Nelson?**

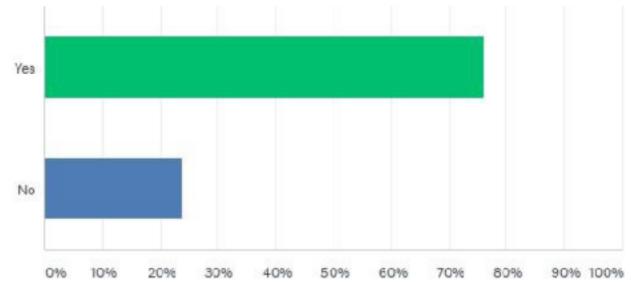
Answered: 21 Skipped: 0



Powered by SurveyMonkey

**Q9: Are you happy with your online marketing and would you like assistance to better promote your business online?**

Answered: 21 Skipped: 0

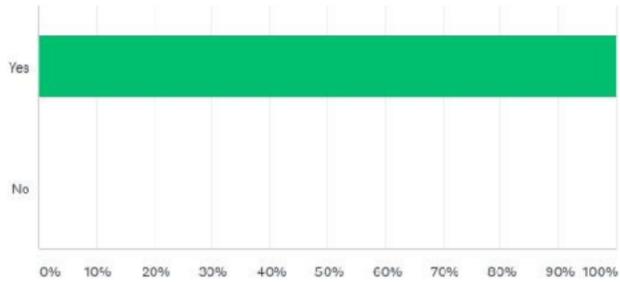


Powered by SurveyMonkey



**Q10: Are you receiving regular updates from Uniquely Nelson?**

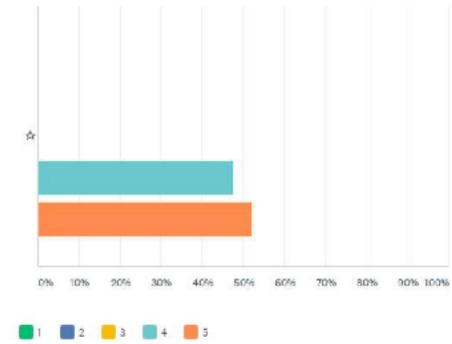
Answered 21 Skipped: 0



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**Q11: How do you rate our Uniquely Nelson website?**

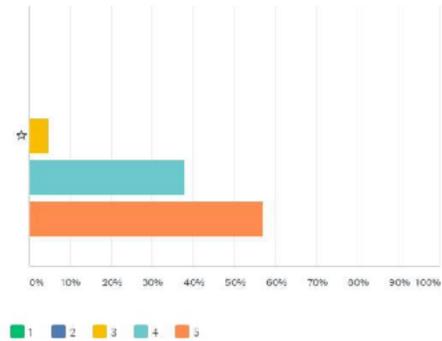
Answered 21 Skipped: 0



Powered by SurveyMonkey

**Q12: How do you rate our Nelson Advantage Newsletter?**

Answered 21 Skipped: 0



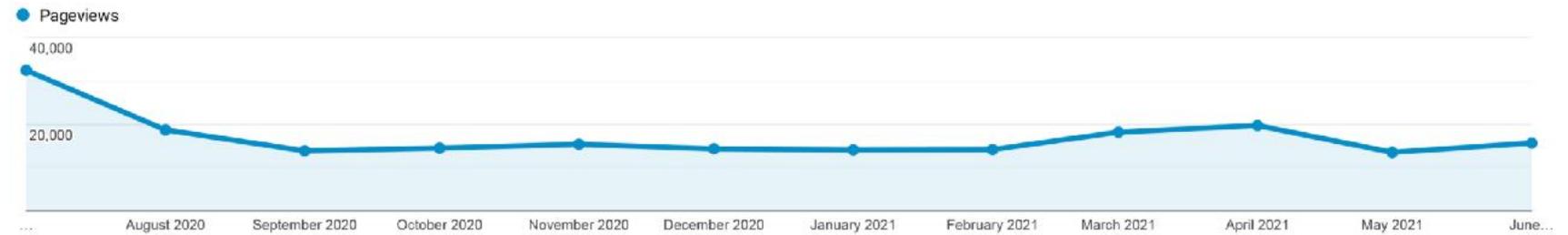
Powered by SurveyMonkey

## Overview

**All Users**  
100.00% Pageviews

Jul 1, 2020 - Jun 30, 2021

### Overview



Pageviews  
**204,632**

Unique Pageviews  
**169,578**

Avg. Time on Page  
**00:01:31**

Bounce Rate  
**74.80%**

% Exit  
**65.18%**

Page	Pageviews	% Pageviews
1. /	59,430	29.04%
2. /win-a-nelson-weekend-getaway-for-wellington-friends-or-family/	15,093	7.38%
3. /2020/07/27/win-a-nelson-weekend-getaway-for-wellington-friends-or-family/	7,134	3.49%
4. /nelsonadvantage/	2,972	1.45%
5. /places/category/retail-1/	2,655	1.30%
6. /2021/04/23/win-an-unforgettable-mothers-day-gift/	1,488	0.73%
7. /wheres-whomper/thank-you-for-participation/	1,402	0.69%

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## **Nelson Future Access - Business Case Endorsement**

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### **1. Purpose of Report**

- 1.1 To seek endorsement from Council for the Nelson Future Access project (NFA) final Business Case (Business Case) following public engagement and technical reviews undertaken by Waka Kotahi New Zealand Transport Agency (Waka Kotahi).

### **2. Summary**

- 2.1 The NFA project is led by Waka Kotahi, with Nelson City Council (NCC) as a key Project Partner.
- 2.2 Following approval by Council on 13 May 2021, Waka Kotahi commenced further engagement on the preferred programme (near-term and short-term programme and the Rocks Road Walk and Cycle project) that has culminated in the finalisation of the Business Case – the subject of this report.
- 2.3 The Business Case includes a programme of activities, designed with stakeholders, in a range of different activities within Nelson over the next 30 years. The programme aims to increase the availability of attractive walking and cycling paths and public transport options, focuses on reliable journeys to support regional economic development, improves safety for everyone, contributes towards NCC climate change goals and makes urban neighbourhoods more liveable.
- 2.4 Council endorsement of the Business Case is essential as a significant portion of the Business Case involves the local road network and consequential investment from both Council and Waka Kotahi. Without Council endorsement Waka Kotahi will not be recommending the Business Case to its Board. Without a Waka Kotahi supported NFA transport system-wide programme, many of the activities contained within the Business Case are unlikely to ever be rated high enough nationally by Waka Kotahi to receive funding. In order to make progress on Council's local road projects, Council would need to develop individual business cases for each project and apply for funding for those activities.
- 2.5 The Regional Transport Committee (RTC) has been kept informed of the feedback and progress of the NFA.

## Item 10: Nelson Future Access - Business Case Endorsement

- 2.6 The Waka Kotahi Board announced the 2021-24 National Land Transport Programme (NLTP) on 7 September 2021 and no funding for the NFA project, other than finalisation of the Business Case, was approved – because at the time this was not supported by a business case being in place.
- 2.7 An amount of \$30M over the next 10 years (which includes Waka Kotahi’s share at the Funding Assistance Rate of 51%) has been included in both the Regional Land Transport Plan (RLTP) and Long-Term Plan (LTP) as a funding placeholder for the possible implementation of the near-term and short-term measures.
- 2.8 Now that the NFA Business Case recommendations are known, NCC are able to vary the RLTP placeholder to align with the early activities that require pre-implementation funding to progress. It is recommended that this is done concurrently with the Waka Kotahi Board approval process so that a funding application can be made in early 2022.
- 2.9 The final Business Case shows a significant difference between the current RLTP and LTP funding allocations and the recommended optimal delivery programme. A three-year work programme focused on the local road activities is covered off in this report which, subject to the Business Case approval:
- 2.9.1 Is aligned to Council’s RLTP;
  - 2.9.2 Can commence without needing further consultation to update the RLTP;
  - 2.9.3 Allows several projects, that will be in a construction ready state (ie designed and consented), to take advantage of funding opportunities that could arise.
- 2.10 Endorsement of the Business Case by Council is not in itself a commitment by Council to any works for which it does not have funding for - it does however show a commitment on the future direction addressed in the Business Case.
- 2.11 The recommended optimal programme in the completed Business Case will be used to inform the mid-term review of the RLTP in 2024.

### 3. Recommendation

#### *That the Council*

1. ***Receives the report Nelson Future Access - Business Case Endorsement (R26073) and its attachments A2631617, A2749609, A2771168 and A2770156; and***
2. ***Endorses the Nelson Future Access Business Case (Attachment A2770156 of Report***

***R26073) to enable submission to the Waka Kotahi Board for approval; and***

- 3. Notes that a variation to amend the Regional Land Transport Plan is required to include the SH6 Rocks Road Pre-Implementation Phase to facilitate Waka Kotahi seeking funding concurrently with the Business Case approval, and that consultation on this variation is not required as it does not trigger Council's Regional Land Transport Plan's Significance Policy and nor is it appropriate to carry out any additional consultation in the circumstances; and***
- 4. Notes that funding applications will be made to the Waka Kotahi Board concurrently with the Business Case approval for the Washington and Railway Reserve to Waimea walking and cycling projects to enable pre-implementation work to commence; and***
- 5. Notes that work will commence on several safety projects as detailed in Report R26073, funded from the Low Cost Low Risk funding assigned to Nelson City Council from the approved National Land Transport Programme; and***
- 6. Notes that officers will progress with assessing off-street parking options in Tahunanui, pending the permanent reinstatement of the southbound lane at Bisley signals, and will report back to Council on this matter.***

#### **4. Background**

- 4.1 The background to this project is detailed in the 25 June 2020 and 11 May 2021 Council reports and is not replicated here. Those reports are appended as Attachments 1 and 2 respectively.
- 4.2 The latest round of public engagement concluded on the 18 June 2021 and the team has assessed all submissions and reviewed activities and revised the Business Case accordingly.
- 4.3 The feedback has been shared with the Governance Group (GG), who endorsed the Business Case on 6 October 2021.

## **5. Iwi Partnership**

- 5.1 Iwi are a key partner in the NFA project. Iwi have been invited to participate on the GG and have participated and provided input at the Project Reference Group (PRG) workshops. The Multi Criteria Analysis (MCA) on Māori cultural values were also collaboratively developed with iwi advisors and used to assess the packages.

## **6. Business Case Summary**

- 6.1 Refer to Attachment 3 for the Business Case Executive Summary.
- 6.2 The Recommended Programme, designed with stakeholders, includes investment in a range of different activities within Nelson over the next 30 years. The programme:
- 6.2.1 Increases the availability of attractive walking and cycling paths and public transport options close to areas of planned dense urban living;
  - 6.2.2 Focuses on reliable journeys to support regional economic development;
  - 6.2.3 Improves safety for everyone;
  - 6.2.4 Makes urban neighbourhoods more liveable; and
  - 6.2.5 Contributes towards NCC climate change goals by aligning the future transport system towards a low-carbon multi-modal future with less dependence on single occupancy car movements.

## **7. Funding and links to the Regional Land Transport Plan (RLTP) and National Land Transport Programme (NLTP)**

- 7.1 As advised to Council previously, for a project to feature in the NLTP and be eligible for national funding, it must be part of an RLTP. The RLTP has been finalised and was sent to Waka Kotahi on 30 June 2021 and Council also signed off on its Long Term Plan (LTP) in June 2021.
- 7.2 The final RLTP and LTP includes a place holder amount of \$30M over the next 10 years (inflated and including Waka Kotahi's share at the Funding Assistance Rate of 51%), set aside to implement near to short term measures on the local road network. Whilst no specific projects were identified in the LTP, this placeholder funding included provision for a range of activities targeted at making best use of existing infrastructure that will improve safety, neighbourhood amenity and increase the attractiveness of walking and cycling.
- 7.3 The Business Case reflects a recommended optimal revised 10-year programme of \$85M for the local road network (excluding Rocks Road walking and cycling) and this represents a shortfall of \$55M from the figures in the RLTP/LTP. Given the tight fiscal environment for both Council and Waka Kotahi, it is proposed to develop activities for the

## Item 10: Nelson Future Access - Business Case Endorsement

2021-24 period in line with Councils existing allocations to the NFA with a programme review when the time comes to update the RLTP (and LTP) in 2024 for 2024-2034.

- 7.4 Whilst funding was provided to complete the NFA Business Case, no funding for pre-implementation or implementation of the programme (including Rocks Road walking and Cycling) was approved because at that stage, the Business Case had not been advanced to the point where it could be presented to the Waka Kotahi Board.
- 7.5 On approval of the Business Case, Waka Kotahi will re-consider funding the programme. Activities also need to be included in the RLTP as a prerequisite for inclusion in the NLTP. Whilst NCC projects are included in the RLTP through the NFA placeholder activity, Waka Kotahi is likely to request that NCC vary the RLTP to include SH6 Rocks Road Pre-Implementation to facilitate inclusion in the NLTP and for a funding application to be considered. Varying the RLTP to include a pre-implementation phase for the project does not trigger the RTC's Significance Policy. The Significance Policy deems a significant activity as any Improvement Activity with an estimated construction cost (including property) exceeding \$5M and any other matter the RTC resolves as being regionally significant, but notes:

*"For the avoidance of doubt, the following variations to the RLTP are considered not significant for purposes of consultation:*

*ii. A scope change to an activity that, when added to all previous scope changes for the same activity does not materially change the objective(s) and proposed outcomes of the activity;*

NFA funding aside, the Waka Kotahi Board approved the 2021-24 NLTP on 7 September 2021 and announced funding for the regions. Nelson received \$11.7M for city wide Low Cost Low Risk (LCLR) projects and \$5.985M for operating and improving the public transport service as outlined in the Regional Public Transport Plan (RPTP). This is supported by the Business Case.

- 7.6 The Business Case has identified several safety priorities that can progress from the LCLR budget allocation approved for NCC as part of the approved NLTP and this is addressed in the report.
- 7.7 Council is also mindful that any improvement measures implemented on its arterial roads are likely to provide benefit to the State Highway. Whilst Waka Kotahi has advised that the programme is ineligible for an enhanced FAR rate, Council will continue to advocate for a higher subsidy than the current 51%. This discussion with Waka Kotahi is ongoing.

## **8. Implications of feedback on final Business Case**

- 8.1 As a result of the delay in finalising the Business Case and the timing of the RLTP/LTP sign-off by Council (which preceded the latest round of engagement) and after considering the most recent feedback, the nature, timing, and costs of the projects have been refined.

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- 8.2 The consultation document proposed the following improvements in the short-term:
- 8.2.1 To provide safer walking and cycling, a new section of cycle path between the Motueka St-Tipahi Street intersection and Hampden Street-Waimea Road intersection including a new signalised intersection at Motueka/Tipahi to connect key places such as schools and the hospital. This would connect to a cycle route developed as part of the Council's Innovating Streets trial (making it more permanent) and would combine to form the Victory to Waimea cycling route.
  - 8.2.2 A new active modes corridor facility up Washington Road between St. Vincent Street and Mt Vernon Place to align with a proposed council upgrade of 3 water infrastructure.
  - 8.2.3 Safety improvements such as traffic calming measures to discourage people from taking short-cuts (rat-running) along Washington Road and Tipahi Street.
  - 8.2.4 To improve safety and efficiency by installing traffic signals at the Parkers Road/Tahunanui Drive intersection.
  - 8.2.5 To reduce rat-running in residential streets and to improve traffic flow along State Highway 6 (SH6), a reinstatement of the short (southbound) afternoon peak-hour clearway at the intersection of Bisley Avenue and Rocks Road. Outside of the afternoon peak period, parking would be allowed.
  - 8.2.6 Area wide speed review of neighbourhood streets to make them safer and more attractive to walk and cycle around.
  - 8.2.7 A new safe crossing point on Muritai Street near the intersection with Tahunanui Drive.
  - 8.2.8 A signalised intersection at Franklyn Street and Waimea Road to make it safer to turn right into Waimea Road and to also provide safe crossing for pedestrians
- 8.3 Following the latest round of feedback, the following changes have been included in the Business Case:
- 8.3.1 Consider slower speed on Rocks Road;
  - 8.3.2 Making permanent the southbound lane at the Bisley Avenue signals, including safe access to businesses;
  - 8.3.3 Additional pedestrian facilities at Māori Rd and Tāhunanui Dr near St Stephens Church;
  - 8.3.4 Remove the Whakatu Drive pedestrian crossing;

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- 8.3.5 Separated cycle facilities (as opposed to a shared path) to link Railway Reserve to Waimea Road;
- 8.3.6 Align the programme over time with development pressures as they are consented; and
- 8.3.7 Bring forward the Ridgeway/Waimea signals to short-term providing potential for developer funding and to future proof the layout.

### **9. Near-Term Activities**

- 9.1 The local road activities identified in the Business Case that are recommended to be progressed over the next three years are shown below (funded jointly by NCC/Waka Kotahi):
  - 9.1.1 Franklyn Street signals;
  - 9.1.2 Muritai Street crossing facility;
  - 9.1.3 Maori Road crossing facility;
  - 9.1.4 Washington Road walking and cycling and speed management; and
  - 9.1.5 Railway reserve to Waimea Road walking and cycling and speed management (including Motueka/Tipahi signals).
- 9.2 Supporting activities already in progress include:
  - Area wide speed review of neighbourhood streets to make them safer and more attractive to walk and cycle around;
  - Parking Strategy that will enable mode shift; and
  - Public transport service improvements as outlined in NCC's RTP.
- 9.3 The non-local road priorities (funded 100% by Waka Kotahi) that are recommended to be progressed over the next three years are as follows:
  - 9.3.1 Bisley Ave/Tahunanui Drive southbound merge;
  - 9.3.2 Tahunanui/Parkers/Maire signals; and
  - 9.3.3 Speed review of Rocks Road in co-ordination with NCC to ensure system wide review.
- 9.4 The estimated costs and timing for all the above priority work is shown over the page:

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<b>Project</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>
<b>NCC/Waka Kotahi funded</b>			
Muritai Street crossing (LCLR)		\$340,000	
Franklyn/Waimea signals (LCLR)	\$139,000	\$719,000	\$719,000
Washington walk/cycle	\$416,000	\$4.5M	\$4.5M
Railway Reserve to Waimea Road walk/cycle	\$416,000	\$5.3M	\$5.3M
<b>Waka Kotahi funded</b>			
Bisley/Tahunanui southbound merge		\$70,000	
Tahunanui/Parkers/Maire signals	\$155,000	\$1.3M	\$1.3M
Rocks Road pre-implementation	\$500,000	\$3M	\$3M

**Washington and Railway Reserve Walk/Cycle projects**

9.5 The Washington and Railway Reserve walking and cycling projects are projects currently in the RLTP, but whilst they are deemed as priorities in the Business Case, have not been assigned pre-implementation or implementation funding from the NLTP for the same reason provided earlier, namely that the Business Case had not been advanced to the point where it could be presented to the Waka Kotahi Board.

9.6 Moving forward, officers will work with Waka Kotahi, to ensure that the funding applications for pre-implementation work for these two projects are submitted concurrently with approval of the Business Case by Waka Kotahi.

**10. Council priorities work in relation to the Business Case and the NLTP**

10.1 As noted already, Council has received LCLR funding of \$11.7M over the NLTP three-year period for the following activity classes:

- Road to Zero Safety - \$2.8M;
- Local Road improvements - \$3.3M;
- Public Transport Infrastructure - \$0.7M;
- Public Transport Services - \$2.5M; and
- Walking and Cycling - \$2.4M.

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- 10.2 For Council what this means is that work will commence on the following safety activities that will lend strong support to the Business Case, and can proceed now from LCLR funding as this is not contingent on other funding and does not require any change to the RLTP and LTP. Work on the pedestrian refuges at Muritai Street and Maori Road are subject to approval of the Business Case by Waka Kotahi.

<b>Project</b>	<b>LCLR Activity</b>	<b>Contributing to NFA outcomes</b>
Franklyn/Waimea signals	Road to Zero Safety	Walking & Cycling/Safety
School speed zone signs – Haven Rd	Road to Zero Safety	Walking & Cycling/Safety

### **11. Bisley/Tahunanui southbound merge**

- 11.1 The Business Case recommends that the southbound merge lane be made permanent following a safety review and considerable concern about safety by the community. Making the merge lane permanent will:
- 11.1.1 Provide significant additional people and freight moving capacity through the intersection;
  - 11.1.2 Result in a corresponding drop in rat running through the Port Hills;
  - 11.1.3 Will make enforcement easier; and
  - 11.1.4 Will ensure safe and visible access to the local residents and businesses.
- 11.2 This is an emotive issue and was not supported by the Tahunanui community or businesses. It is recognised that the chemist, doctor's rooms and medlab are essential local services and that removing on-street parking outside of these businesses will make it more difficult for the community to access these services.
- 11.3 To move this forward, officers propose to commence work on assessing options for any short to medium term off-street parking. This work will be co-ordinated with Waka Kotahi's timing of their planned southbound merge scheduled for 2022/23. Any solution would be funded fully by NCC.

### **12. Rocks Road**

- 12.1 The expected cost to implement the recommended programme for Rocks Road, which includes a 5m wide walking and cycling facility is estimated to cost between \$140 and \$166M and is up from the estimated \$60-\$70M indicated in June 2020.

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- 12.2 The revised cost is a result of more work and better understanding of risks, including consideration of the environmental and heritage factors relating to working within the coastal marine area, as well as the feedback from residents, transport system users, other stakeholders, and partners.
- 12.3 No further work can progress on this project until the finalisation of the Business Case, inclusion in the RLTP of pre-implementation work and approval by the Waka Kotahi Board and subsequent (and possibly concurrent) consideration of a funding application by Waka Kotahi for the pre-implementation phase of the project.

### **13. Council decision**

- 13.1 As a key project partner, NCC's involvement is required at this key milestone, that being endorsement of the final Business Case that will go to the Waka Kotahi Board for approval. An approved Business Case will elevate the priority of the NFA projects nationally and significantly enhance the chances of future funding.
- 13.2 The Waka Kotahi Board is meeting on 16 December 2021 to consider and approve the final Business Case.
- 13.3 Without Council endorsement, Waka Kotahi will not be considering the Business Case, and it is less likely that individual activities identified in the Business Case will attain a sufficient national priority to receive future funding from Waka Kotahi.

### **14. Timeline**

- 14.1 The timeline from this point on is as follows:
  - 14.1.1 Council endorsement of the final Business Case. Subject of this report.
  - 14.1.2 Amend RLTP to add Rocks Road Pre-implementation – 6 December 2021 RTC meeting, with approval by Council on 9 December.
  - 14.1.3 Waka Kotahi Board Business Case approval – 16 December 2021.
  - 14.1.4 Commencement of priority projects from the LCLR budget. 2020/21.
  - 14.1.5 Commencement of Rocks Road walking and cycling pre-implementation phases will be dependent on the success of the funding application by Waka Kotahi in early 2022.

### **15. Discussion**

- 15.1 The Executive summary is appended to this report. The final Business Case (A2770156) from Waka Kotahi is the culmination of well over four year's targeted work involving key stakeholders through the PRG, iwi

## Item 10: Nelson Future Access - Business Case Endorsement

Partners and the governance structure and is a substantial document (comprising over 750 pages). The Business Case can be accessed via the link below and a hard copy was also placed in the councillor's lounge on 20 October 2021.

<https://www.nelson.govt.nz/assets/projects/infrastructure/Nelson-Future-Access/NFA-DRAFT-Business-Case-19Oct2021-A2770156-small.pdf>

- 15.2 The community has provided feedback during two engagement periods, with the most recent engagement focussed on the Short-term and Rocks Road Walk and Cycle projects.
- 15.3 The community has been advised of the feedback received from the most recent engagement and the Governance Group has endorsed the final Business Case.
- 15.4 The Waka Kotahi project team will attend the meeting to talk to the Business Case and to answer questions Councillors may have.

## 16. Options

- 16.1 Council has the option of either endorsing or not endorsing the Business Case. Officers recommend option 1.

<b>Option 1: Endorse the final Business Case. Recommended option</b>	
Advantages	<ul style="list-style-type: none"><li>• Will show Council leadership and commitment to the local road activities with the NFA Recommended Programme</li><li>• Will recognise community feedback and insight</li><li>• A necessary step to finalise the NFA Business Case and to seek Waka Kotahi Board approval</li><li>• Will recognise the commitment from the PRG and all stakeholders</li><li>• Will show commitment to addressing the identified problems with solutions that are aligned to NCC's LTP priorities</li><li>• Strengthens collaborative working relationship with Waka Kotahi</li><li>• Contributes towards NCC climate change goals by aligning the future transport system towards a low-carbon multi-modal future with less dependence on single occupancy car movements.</li></ul>
Risks and Disadvantages	<ul style="list-style-type: none"><li>• May raise community expectations in an uncertain funding environment</li></ul>

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<b>Option 2: Do not endorse the final Business Case</b>	
Advantages	<ul style="list-style-type: none"> <li>• None</li> </ul>
Risks and Disadvantages	<ul style="list-style-type: none"> <li>• Reputational risk with the wider Nelson community and the PRG</li> <li>• Apathy and fatigue with likely PRG and wider Nelson community burn-out who have been dealing with this project for many years</li> <li>• No positive outcome for Nelson</li> <li>• Will limit prioritisation for investment in Government's NLTP</li> <li>• Will leave a vacuum in the long-term transport system planning for Nelson</li> <li>• Unlikely to attract Waka Kotahi funding in the future for sustainable transport options, reducing the capacity for NCC to respond to its climate change emergency</li> </ul>

### **17. Conclusion**

- 17.1 Arriving at a final Business Case, as presented in this report, is the culmination of four years of focussed investigation work and collaboration with iwi, key stakeholders and the wider public.
- 17.2 The final Business Case is presented to Council for endorsement. Council's endorsement would demonstrate commitment to the local road activities within the NFA Recommended Programme that are critical to the success of the broader programme. This commitment strengthens the Business Case and will allow it to be submitted to the Waka Kotahi Board for approval. This in turn will allow funding to be sought and if successful will allow design and consenting to commence.

### **18. Next Steps**

- 18.1 The next step following endorsement by Council of the Business Case will be for Waka Kotahi to present the Business Case to their Board for approval.
- 18.2 NCC officers will in partnership with Waka Kotahi make the necessary funding application(s) and update the RLTP to reflect the revised programme for Rocks Road Pre-implementation work.
- 18.3 Work will proceed on the delivery of key projects that can be funded from Councils local road LCLR budget as approved by the NLTP.

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**Author:**        **Alec Louverdis, Group Manager Infrastructure**

**Attachments**

Attachment 1: A2631617 - NFA Report - Council - 25 June 2020 [↓](#)

Attachment 2: A2749609 - NFA Report - Council 11 May 2021 [↓](#)

Attachment 3: A2771168 - NFAP DBC Executive Summary [↓](#)

## **Important considerations for decision making**

### **1. Fit with Purpose of Local Government**

The NFA Business Case aligns very well with the purpose of local government in that it enables democratic local decision-making and progresses a programme that promotes the social, economic, environmental, and cultural well-being of communities for the future.

### **2. Consistency with Community Outcomes and Council Policy**

The Business Case will contribute to the following community outcomes:

“Our infrastructure is efficient, cost effective and meets current and future needs”; and

“Our communities are healthy, safe, inclusive and resilient”; and

“Our region is supported by an innovative and sustainable economy”.

### **3. Risk**

The report recommends endorsement by Council of the final Business Case following public engagement on the preferred programme. The process followed, to minimise risk, has been extensive and has included:

- Following the Waka Kotahi Business Case approach;
- Setting up a three-tiered governance structure;
- Setting up of a PRG comprising a wide range of stakeholders; and
- Liaising with Iwi at a high level.

### **4. Financial impact**

Cost implication and funding responsibilities are detailed in the report.

### **5. Degree of significance and level of engagement**

This NFA outcome is of high significance and was publicly consulted on in June 2020 and May 2021.

With respect to updating the RLTP to enable Waka Kotahi to vary the NLTP to include the Rocks Road pre-implementation phases, the RTC’s Significance Policy deems a significant activity as any Improvement Activities with an estimated construction costs (including property) exceeding \$5M and any other matter the RTC resolves as being regionally significant.

The Significance Policy notes:

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“For the avoidance of doubt, the following variations to the RLTP are considered not significant for purposes of consultation:

*ii. A scope change to an activity that, when added to all previous scope changes for the same activity does not materially change the objective(s) and proposed outcomes of the activity;*

To allow for Rocks Road pre-implementation work (investigation, consent, and design), it is proposed (in line with the RTC’s Significant Policy) to vary the RLTP to include for this at a future RTC meeting that will then allow Waka Kotahi to include this in the NLTP and for a future funding application to be considered. The cost for the implementation of Rocks Road will be dealt with as part of the RLTP mid-term review and the next LTP.

### **6. Climate Impact**

The NFA Investment Logic Map has as one of its benefits “Nelson’s transport system contributes to quality urban environments” with an associated KPI of increasingly moving to carbon neutrality. The project focusses on adaptation with respect to sea level rise.

The final Business Case also contributes towards NCC climate change goals by aligning the future transport system towards a low-carbon multi-modal future with less dependence on single occupancy car movements.

### **7. Inclusion of Māori in the decision-making process**

Iwi have been involved in the decision-making as detailed in this report.

### **8. Delegations**

Regular updates on the NFA have been provided to the Nelson RTC. The objectives and scope of the NFA were received by the 3 December 2018 Nelson RTC and endorsed by Council on 13 December 2018.

The decision to approve the final Business Case is Waka Kotahi’s. The GG has endorsed the Business Case and Council’s role is to endorse the Business Case that will allow it to be presented to the Waka Kotahi Board for approval.

Item 9: Nelson Future Access - Public Engagement



Council

25 June 2020

REPORT R13752

## Nelson Future Access - Public Engagement

### 1. Purpose of Report

- 1.1 To inform the Council of the Nelson Future Access project (NFA) packages that will form part of the public engagement.

### 2. Summary

- 2.1 The NFA project is led by Waka Kotahi New Zealand Transport Agency (NZTA) with Nelson City Council (NCC) as a key Project Partner.
- 2.2 Work on the Detailed Business Case is well advanced and is now ready for wider public engagement and Council is presented with the packages for information.

### 3. Recommendation

***That the Council***

1. ***Receives the report Nelson Future Access - Public Engagement (R13752) and its attachment (A2403124); and***
2. ***Receives for information the Nelson Future Access packages as detailed in Attachment A2403124 of Report R13752 that will form part of the public engagement.***

### 4. Background

- 4.1 The Nelson Southern Link Investment Programme Business Case (PBC) (including the Rocks Road Walking and Cycling project) was adopted by the NZTA in June 2017.
- 4.2 Since the adoption of that PBC, changing Central Government priorities through the 2018 Government Policy Statement of Land Transport (GPS) have set a greater focus on safety, accessibility, resiliency and the environment through mode neutrality and reducing dependency on private vehicles.

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- 4.3 At its 13 December 2018 meeting, Council endorsed the NFA project's objectives and scope as detailed below.

**Objectives**

- Identify customer needs and growth pressures in the study area.
- Define the existing and future function of key transport corridors (for all modes) in the study area, to deliver a safe, accessible and resilient network cognisant of NCC's goals, the needs of customers and the wider community.
- Make best use of existing infrastructure and services as well as new/emerging technologies.
- Ensure integration of land use and transport systems to reduce the dependency on private single occupancy motor vehicles.
- Investigate and identify a package of measures that could be progressed on SH6 Rocks Road in the short to medium term which enhances walking and cycling and supports NCC's vision for a world class waterfront.
- Investigate and make recommendations in respect of key journeys between Nelson City's CBD, Waterfront, Airport, Port and Richmond including the need for, and if appropriate the timing and/or triggers for an alternative arterial route to Rocks Road and Waimea Road, to resolve long standing uncertainty about the Nelson Southern Link.

**Scope**

A confirmed list of projects (based on those currently proposed in the 2018-21 NLTP/RLTP), which can be progressed as discrete activities in 2018-21 period, ahead of the outcomes of the Detailed Business Case (DBC) process.

A single stage Business Case (ssBC) investigating SH6 Rocks Road and the delivery of an enhanced walk/cycle corridor in the short to medium term. The ssBC will need to align to the objectives, evidence base and emerging package of the wider DBC but is required to be delivered early to take advantage of pre-implementation funding potentially available in the 2018-21 NLTP period.

A DBC for an integrated, detailed multi-modal transport system with a staged investment programme (over 30 years) which gives effect to the stated project objectives.

- 4.4 The project has a three layered Governance structure as shown below and each of these groups has met several times:
- 4.4.1 A Working Group comprising NZTA officers, NCC/TDC technical officers and the appointed consultant AECOM;
  - 4.4.2 A Steering Group comprising Senior NZTA/NCC officers and NCC'S independent transport specialist;

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- 4.4.3 A Governance Group (GG) comprising her Worship the Mayor Rachel Reese, Chair of the Nelson Regional Transport Committee (RTC) (Councillor Brian McGurk), NCC Chief Executive (Pat Dougherty), NZTA Director Regional Relationships South Island (Jim Harland), NZTA Chief Advisor System Design (Kevin Reid) and a representative from the Te Tau Ihu Iwi Chairs.
- 4.5 The development of the Detailed Business Case (DBC) has followed the NZTA business case approach. Regular progress updates have been provided to the Nelson RTC. In addition, Mr Jim Harland provided an NFA update at the 7 November 2019 councillor induction at Fairfield House.
- 4.6 The benefits that the project will seek to contribute to are:
  - 4.6.1 Improving how people and freight move around and through Nelson;
  - 4.6.2 Making Nelson more accessible;
  - 4.6.3 Improving the quality of the urban environment in the transport corridors;
  - 4.6.4 Making the transport system safe;
  - 4.6.5 Making the transport system more resilient.

**5. Community Input**

- 5.1 Community input, prior to public engagement, has been gained through the formation of a Project Reference Group (PRG) to gather community insight with representation from transport system users, iwi, community, residential and business groups. This Group has met on three occasions, most recently on 10 June 2020.
- 5.2 To assess the packages a Multi Criteria Analysis (MCA) will used. The MCA includes Iwi partner/stakeholder values, Investment objectives, Assessment of effects and Implementability criteria. The PRG will score the stakeholder values, iwi will score the Māori values and technical experts will score the rest.

**6. Iwi Partnership**

- 6.1 Iwi involvement as a key partner organisation has been a focus of the NFA project. Initially a workshop with Te Tau Ihu Iwi chair representatives on the best way to enable collaboration with Iwi of Te Tau Ihu was held resulting in representation on the GG as well as participation at the PRG workshops. More recently MCA criteria on Māori

Item 9: Nelson Future Access - Public Engagement

Cultural Values have been collaboratively developed with iwi advisors and used to assess the packages.

**7. Rocks Road Walk and Cycle Single Stage Business Case (RRBC)**

- 7.1 Included in the scope endorsed by Council in December 2018 was the proposal to deliver the RRBC ahead of the wider project. Due to the complexities with sea level rise and the age and condition of the sea wall, it was later determined that a more robust business case would be made by considering the Rocks Road Walk and Cycle component in tandem with the wider NFA. This approach was noted by the GG and was also reported to the NCC RTC.
- 7.2 Subsequent to this and as a result of the COVID 19 pandemic, Council submitted an application for the Rocks Road walk and cycle facility project to central government's 'shovel-ready' projects, through the Crown Infrastructure Partners Fund (CIF).
- 7.3 The application was submitted on the basis that whilst NCC and NZTA have been working together on the NFA project to develop the long-term transport system for Nelson, that a high quality walking and cycling connection along Rocks Road will form a key element of that plan, and that the investment is likely to align with long term improvements to Rocks Road to upgrade the seawall.
- 7.4 The project also has the potential to boost the draw power of Nelson's waterfront, improve resilience of the transport corridor and create significant employment opportunities. A significant opportunity would have been lost if the funding application had not been made.
- 7.5 The proposal put forward as part of the application was for a total project value of \$61.5M (with a request for a 50/50 funding split by way of a grant and NZTA funding).

**8. Council decisions**

- 8.1 As a key Project Partner, NCC's involvement is required at the following key milestones:
  - 8.1.1 Milestone One: To present to NCC for information the packages for public engagement – the subject of this report; and
  - 8.1.2 Milestone Two: Endorsement of final proposal, necessary as this will have financial implications for the NCC.
- 8.2 The NZTA Board will approve the DBC as project lead.

**9. Timeline**

- 9.1 The timeline from this point on is as follows:
  - 9.1.1 Public engagement – 25 June to 27 July 2020.

Item 9: Nelson Future Access - Public Engagement

9.1.2 Assessment of feedback and reporting back to the GG (anticipated September 2020).

9.1.3 Recommend programme to proceed to funding consideration. This will require both the NZTA Board and Council sign-off.

**10. Discussion**

10.1 The packages as presented in this report (to be tabled at the meeting by NZTA) are the culmination of several months of targeted work involving key stakeholders through the PRG, Iwi Partners and the governance structure.

10.2 These packages will form the basis for public engagement with the wider community and Council is presented with these packages for information.

10.3 The GG endorsed the packages narrative for public engagement in May 2020.

10.4 The packages are not final and will be further refined and assessed taking on board feedback responses.

10.5 The NZTA project management team will be in attendance to talk to the packages and to answer any questions Councillors may have.

**11. Options**

11.1 Public engagement is the next step in the process and the packages are presented to Council for information.

11.2 Whilst these packages are presented to the Council for information, Council has the option of either receiving the packages for public engagement or to not receive the packages for public engagement.

<b>Option 1: Receive packages that will go out for public engagement</b>	
Advantages	<ul style="list-style-type: none"> <li>• Will show Council leadership</li> <li>• Public engagement will enable community feedback and insight</li> <li>• A necessary step to finalise the NFA DBC</li> <li>• Will recognise the commitment from the PRG</li> <li>• Will show commitment to addressing the problem statements</li> <li>• Strengthens collaborative working relationship with NZTA</li> </ul>

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	<ul style="list-style-type: none"> <li>• Will allow sufficient time for the DBC to be developed sufficiently for inclusion in the 2021/23 Regional Land Transport Programme (RLTP)</li> </ul>
Risks and Disadvantages	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>Option 2: Do not receive the packages that will go out for public engagement</b>	
Advantages	<ul style="list-style-type: none"> <li>• None</li> </ul>
Risks and Disadvantages	<ul style="list-style-type: none"> <li>• Reputational risk with the wider Nelson community and the PRG</li> <li>• Apathy and fatigue with high probability of burn out from the PRG who have been dealing with this project for many years</li> <li>• Apathy and fatigue from the wider Nelson community resulting from repeated engagement on on this project for several years</li> <li>• No positive outcome for Nelson</li> <li>• If NZTA do not proceed with engagement, the RLTP deadline will be missed for incorporating projects arising from the DBC for the 2021/23 period and will miss prioritisation for investment in Central Government's National Land Transport Programme.</li> </ul>

**12. Conclusion**

12.1 The packages as presented in this report are the culmination of several months of investigation work and collaboration with the GG, the PRG and Iwi. The packages are presented to Council for information to allow wider public engagement to commence, noting that they will be further refined following consideration of the feedback received.

**13. Next Steps**

13.1 The next steps will be for NZTA to commence public engagement and receive/report back all feedback received.

**Author: Alec Louverdis, Group Manager Infrastructure**

**Attachments**

Attachment 1: A2403124 - Package Information for Public Engagement

Item 9: Nelson Future Access - Public Engagement

<p><b>Important considerations for decision making</b></p>
<p><b>1. Fit with Purpose of Local Government</b></p> <p>The proposed NFA public engagement aligns very well with the purpose of local government in that it will solicit feedback that will enable democratic local decision-making and will promote the social, economic, environmental, and cultural well-being of communities for the future.</p>
<p><b>2. Consistency with Community Outcomes and Council Policy</b></p> <p>The recommendation to proceed to public engagement will contribute to the following community outcomes - "Our infrastructure is efficient, cost effective and meets current and future needs"; "Our communities are healthy, safe, inclusive and resilient"; "Our region is supported by an innovative and sustainable economy.</p>
<p><b>3. Risk</b></p> <p>The report seeks to proceed with public engagement on the packages that is based on the narrative to understand the long-term solutions to make sure we future proof any short-term solutions. This narrative has been endorsed by the GG and workshopped with iwi and the PRG. The aim of the engagement is to ascertain from the wider public their views on the packages. The process followed, to minimise the risk, to date has been extensive and has included:</p> <ul style="list-style-type: none"> <li>- Following the NZTA Business Case approach;</li> <li>- Setting up a three tiered governance structure with invited iwi representation on the GG;</li> <li>- Setting up of a PRG comprising a wide range of stakeholders;</li> <li>- Liaising with Iwi at a high level.</li> </ul> <p>Any delay in engagement will miss the RLTP deadline for incorporating projects arising from the DBC for the 2021/23 period and this will miss prioritisation for investment in Central Government's National Land Transport Programme.</p>
<p><b>4. Financial impact</b></p> <p>The packages to be approved for engagement will guide future decisions that will have a cost implication for Council and NZTA. Any cost to Council will involve discussions with NZTA and other parties at the appropriate time.</p>
<p><b>5. Degree of significance and level of engagement</b></p>

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<p>This outcome of the NFA is of high significance and public engagement is proposed.</p>
<p><b>6. Climate Impact</b></p> <p>The NFA Investment Logic Map has as one of its benefits “Nelson’s transport system contributes to quality urban environments” with an associated KPI of increasingly moving to carbon neutrality.</p> <p>The project is also focussing on adaptation with respect to sea level rise.</p>
<p><b>7. Inclusion of Māori in the decision making process</b></p> <p>Separate consultation has been held with the Te Tau Ihu Iwi Chairs who have also been afforded representation at the GG. Formal consultation with iwi will take place as part of the proposed wider public engagement.</p>
<p><b>8. Delegations</b></p> <p>Regular updates on the NFA have been provided to the Nelson Regional Transport Committee (RTC).</p> <p>The Objectives and Scope of the NFA were received by the 3 December 2018 Nelson RTC and endorsed by Council on 13 December 2018.</p> <p>The decision to proceed to public engagement is NZTA’s. The Governance Group has endorsed the narrative. Council’s role is to receive the packages, for information, that will proceed to public engagement.</p>



## Council Report Attachment

**To** Nelson City Council  
**Cc**  
**From** Waka Kotahi – New Zealand Transport Agency  
**Date** 25 June 2020  
**Subject** Nelson Future Access Project

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### 1. Purpose

To provide information on the Nelson Future Access project public engagement scheduled to start following this meeting through into late July.

### 2. Background

Refer Council Report R13752.

### 3. Engagement Narrative

The project team has worked through the long list of possible transport options for Nelson from the previous study, suggestions from the Project Reference Group and the technical working groups. The long list of options has been developed into a group of packages that will meet the project objectives and ensure the transport system supports the Nelson of 2048.

The packages represent key themes and are purposefully different to understand the trade-offs and challenges as well as enable the collection of community insight.

The community engagement narrative is based on the principle that we will optimise the existing transport network first in the short term, but before we do that we need to understand the long term solution so we can make sure we tension, tradeoff and future proof how we deliver the optimisation activities.

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The Packages consists of:

**Short Term – Optimisation activities:**

- Core cycling and pedestrian network to enable connected routes, and encourage active modes which benefit people's health and the environment (lower carbon) and take advantage of the emerging micro mobility trends such as Ebikes.
- Minor bus network improvements including ticketing improvements.
- Local area traffic calming measures to make our streets safer and our neighbourhoods more liveable.
- Intersection upgrades to support better vehicle movement including prioritisation of buses.
- Speed management on parts of the network to make our neighbourhood vibrant places to live and safer for people walking and cycling.
- Revising parking and public transport fares to encourage walking, cycling and using the bus.
- Marketing and promotion of different ways to travel to work and school.

**Long Term – Packages**

**Priority Lanes** – Adding lanes to SH6/Rocks Rd and Waimea Rd /Rutherford St (peak period clearways) for priority traffic

**Coastal Route** – Widening of the SH6 Coastal State Highway Corridor (provides two lanes in each direction) for general traffic

**Inland Route** – Building a new Inland Route – with or without priority traffic

A brochure based on understanding the long term first has been developed and will be tabled at the meeting.

In Summary,

*We should optimise the transport network first, but we need to understand the long term solution so we can make sure we future proof how we do it.*

#### 4. Engagement Methods

The brochure content will be used in a variety of formats to gain community insight. This includes the project website and social pinpoint, an online community engagement platform that allows the community to link their feedback to locations on a map.

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The brochure will also be made available at libraries, council service centres and content will be used as static window displays in key locations.

Due to the recent relaxing of the Covid 19 levels we are now able to hold face to face engagements. The exact details are still being finalised, but we do plan to hold a drop in information event at two locations that give the opportunity for people to ask questions and meet the team.

Feedback from the community on these potential project packages is scheduled to start following this meeting and run through to late July.

Previous report

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## **Nelson Future Access - Preferred Programme Public Engagement**

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### **1. Purpose of Report**

- 1.1 To approve the Nelson Future Access project (NFA) preferred programme to enable public engagement to commence.

### **2. Summary**

- 2.1 The NFA project is led by Waka Kotahi New Zealand Transport Agency (Waka Kotahi), with Nelson City Council (NCC) as a key Project Partner.
- 2.2 Work on the Detailed Business Case is well advanced and public engagement on the long-term options has been completed. Those submissions received, the Multi-Criteria Analysis (MCA) and further technical analysis have guided the development of a preferred programme that will, as part of the next step in the process, proceed to public engagement.
- 2.3 Council approval is sought to proceed with further engagement on the preferred programme noting that there are three substantive components - Short-term, Rocks Road Walk and Cycle, and Priority Lanes. The engagement will focus on the first two components, the Short-term programme and the Rocks Road Walk and Cycle project. The community will also be informed on the long-term as the project has already engaged on this in June-July 2020.
- 2.4 Council approval is essential as without that approval Waka Kotahi will not be proceeding with public engagement, as a significant portion of the recommendation involves the local road network.
- 2.5 Feedback from this next round of engagement will be used to refine the preferred programme and inform the next stage. A summary of the feedback will also be brought back to Council, via the Regional Transport Committee (RTC), for information.
- 2.6 Implementation of any approved option will involve Council and Waka Kotahi funding.

- 2.7 Once the business case is completed and depending on the significance of the funding requirements, a separate consultation process may be required to amend the RLTP and possibly the LTP.

### **3. Recommendation**

*That the Council*

- 1. *Receives the report Nelson Future Access - Preferred Programme Public Engagement (R18168) and its attachments A2631617 and A2632937; and***
- 2. *Approves the Nelson Future Access Study Preferred Option as detailed in Attachment A2632937 of Report R18168 as the option to proceed to public engagement.***

### **4. Background**

- 4.1 The background to this process was provided to Council on 25 June 2020 and is not replicated here. That report is appended as Attachment 1.

### **5. Community Input**

- 5.1 Community input, prior to the first round of public engagement in June 2020, has been gained through the formation of a Project Reference Group (PRG) to gather community insight with representation from transport system users, iwi, community, residential and business groups. The PRG has met on four occasions, most recently on 2 September 2020.

### **6. Iwi Partnership**

- 6.1 Iwi are a key partner of the NFA project. Following initial hui with Te Taihū Iwi chair representatives it was agreed that an iwi representative be part of the Governance Group (GG), as well as participation at the PRG workshops. More recently Multi Criteria Analysis (MCA) on Māori cultural values have been collaboratively developed with iwi advisors and used to assess the packages.

### **7. Multi Criteria Analysis**

- 7.1 The packages were assessed using an MCA, that included Iwi partner/stakeholder values, Investment objectives, Assessment of effects and Implementability criteria. All parties have completed their analysis with the PRG having scored the stakeholder values, iwi the Māori values and technical experts the rest.
- 7.2 Details of the MCA, including the scoring by our Iwi partner and PRG stakeholders, is contained within the attached Waka Kotahi report.

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## **8. Rocks Road Walk and Cycle Single Stage Business Case (RRSSBC)**

- 8.1 Included in the scope endorsed by Council in December 2018 was the proposal to deliver the RRSSBC ahead of the wider project. Due to the complexities with sea level rise and the age and condition of the sea wall, it was later determined that a more robust business case would be made by considering the Rocks Road Walk and Cycle component in tandem with the wider NFA. This approach was noted by the Governance Group and was also reported to the NCC Regional Transport Committee (RTC).

## **9. NFA/Rocks Road Funding and links to the Regional Transport Committee**

- 9.1 The three Te Taihū Regional Transport Committees (RTCs) – Nelson City Council, Tasman District Council and Marlborough District Council have approved a Joint Regional Land Transport Plan 2021-31 (RLTP). Consultation on that document has closed, hearings held and the NCC RTC has deliberated on the matter and recommendations for consideration have been made to Council.
- 9.2 An amount of \$30M (over the next 10 years and including Waka Kotahi's share at the Funding Assistance rate of 51%) was included in both the draft RLTP and DRAFT Long-Term Plan (LTP) as a funding placeholder for the possible implementation of short to medium term measures. Any works however would need to align with the outcome of the NFA detailed business case to ensure that all works are future proofed.
- 9.3 Council is also mindful that any improvement measures implemented on its arterial roads are also likely to provide benefit to the state highway and Council will be advocating that any works should qualify for an increased subsidy higher than the current 51%.
- 9.4 Council's Draft 2021-31 Long-Term Plan consultation document notes:

*"Nelson Future Access Project (NFA)*

*Waka Kotahi has advised that the NFA project (including the Rocks Rd walking and cycling facility) is running significantly behind time and that no decisions on packages of activities have been made yet. This means that Council has been unable to place any specific work related to this project in the LTP (or RLTP) other than general placeholders over the next 10 years. That placeholder funding includes provision for a range of short/medium term activities targeted at making best use of existing infrastructure that will improve safety and increase the attractiveness of public transport, walking and cycling.*

*Completion of the NFA business case still requires careful consideration of the environmental factors relating to working within the coastal marine area, as well as the feedback from residents, transport system users and other stakeholders and partners. An agreed package of activities will need to be included in the final business case, and the business case endorsed by Nelson City Council*

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*and approved by Waka Kotahi, before Waka Kotahi can consider funding. The NFA business case will not be completed before the LTP or RLTP is finalised. Once the business case is completed the RLTP will need to be amended to include the relevant activities and that will then need to be considered by Council for funding. Depending on the significance of the funding requirements a separate consultation process may be required”.*

## **10. National Land Transport Programme (NLTP)**

- 10.1 For a project to feature in the NLTP and be eligible for national funding, it must be part of an RLTP. The current RLTP (and draft NCC LTP) does not include the detail as presented in this report, because it was not available at the time of consultation.
- 10.2 Following the completion of the business case, any proposed works will need to be included in the RLTP (as a variation) and will as already noted, depending on the significance, need to be the subject of a special consultative procedure.

## **11. Council decisions**

- 11.1 As a key project partner, NCC’s involvement is required at the next key milestone, that being approval of the preferred programme to go to engagement. This approval is necessary as the outcome from engagement will inform the recommended programme which will have financial implications for NCC and will need to be included in Council’s RLTP (as a variation).
- 11.2 Whilst Waka Kotahi has approved engagement on the preferred programme, approval from NCC as a project partner is key and it is preferable that both parties (ie Waka Kotahi and NCC) provide their approval to proceed to engagement on the preferred programme.
- 11.3 Without Council approval, Waka Kotahi will not be proceeding with the next round of public engagement.

## **12. Timeline**

- 12.1 The timeline from this point on is as follows:
  - 12.1.1 Public engagement – Thursday 13 May to mid-June 2021.
  - 12.1.2 Assessment of feedback and reporting back to the Governance Group (anticipated August 2021).
  - 12.1.3 Recommended programme confirmed through completion of the NFAP Detailed Business Case (including identified next steps in delivering the recommended programme) which will require both the Waka Kotahi Board and Council approval.
  - 12.1.4 Formal consultation to amend the RLTP and possibly the LTP.

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### 13. Discussion

- 13.1 The preferred programme (refer to attachment 2 from Waka Kotahi) is the culmination of well over a year's targeted work involving key stakeholders through the Project Reference Group (PRG), iwi Partners and the governance structure.
- 13.2 Council approval is sought to proceed with further engagement on the preferred programme noting that there are three substantive components.
- Short-term;
  - Rocks Road Walk and Cycle;
  - Priority Lanes
- 13.3 The engagement will focus on the first two components, the short-term programme noting that this will be staged over 30 years and the Rocks Road Walk and Cycle project. The community will be informed about the long term as the project has already engaged on this in June-July 2020.
- 13.4 The Governance Group has endorsed the preferred programme. The preferred programme is not final and will be further refined, taking on board feedback from the engagement process.
- 13.5 The Waka Kotahi project team will attend the meeting to talk to the preferred programme and to answer questions Councillors may have.

### 14. Options

- 14.1 Public engagement on the preferred programme is the next step in the process and the preferred programme is presented to Council for approval.
- 14.2 Council has the option of either approving or not approving the preferred programme to go to the next round of public engagement. Officers recommend option 1.

<b>Option 1: Approve the preferred programme to go out for public engagement. Officers recommend option 1</b>	
Advantages	<ul style="list-style-type: none"> <li>• Will show Council leadership</li> <li>• Will enable community feedback and insight</li> <li>• A necessary step to finalise the NFA business case</li> <li>• Will recognise the commitment from the PRG</li> <li>• Will show commitment to addressing the problem statements</li> <li>• Strengthens collaborative working relationship with Waka Kotahi</li> </ul>

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Risks and Disadvantages	<ul style="list-style-type: none"> <li>The preferred programme may raise expectation in the community ahead of securing funding via the NLTP</li> </ul>
<b>Option 2: Do not approve the preferred programme</b>	
Advantages	<ul style="list-style-type: none"> <li>None</li> </ul>
Risks and Disadvantages	<ul style="list-style-type: none"> <li>Reputational risk with the wider Nelson community and the PRG</li> <li>Apathy and fatigue with likely PRG and wider Nelson community burn-out who have been dealing with this project for many years</li> <li>No positive outcome for Nelson</li> <li>If Waka Kotahi do not proceed with this engagement, any variation to the RLTP will be delayed and the project will miss prioritisation for investment in government's NLTP.</li> <li>Potential for business case not being able to be finalised by Waka Kotahi or to be unsupported by NCC leaving a vacuum in the long-term transport system planning for Nelson</li> </ul>

## 15. Conclusion

15.1 Arriving at a preferred programme, as presented in this report, is the culmination of three years of investigation work and collaboration with iwi, key stakeholders and the wider public. The preferred programme is presented to Council for approval to allow public engagement to commence.

## 16. Next Steps

16.1 The next step will be for Waka Kotahi to commence public engagement on the preferred programme and receive/report back key feedback received.

**Author:** Alec Louverdis, Group Manager Infrastructure

### Attachments

Attachment 1: A2631617 - NFA Report - Council - 25 June 2020

Attachment 2: A2632937 - NFAP Council Endorse to Enable Public Engagement  
13 May 2021

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<b>Important considerations for decision making</b>	
<b>1. Fit with Purpose of Local Government</b>	The proposed NFA public engagement aligns very well with the purpose of local government in that it will solicit feedback that will enable democratic local decision-making and progress a project that will promote the social, economic, environmental, and cultural well-being of communities for the future.
<b>2. Consistency with Community Outcomes and Council Policy</b>	The recommendation to proceed to public engagement will contribute to the following community outcomes - "Our infrastructure is efficient, cost effective and meets current and future needs"; "Our communities are healthy, safe, inclusive and resilient"; "Our region is supported by an innovative and sustainable economy.
<b>3. Risk</b>	The report seeks to proceed with public engagement on the preferred programme with the aim of ascertaining views from the wider public. The process followed, to minimise risk, has been extensive and has included: <ul style="list-style-type: none"> <li>- Following the Waka Kotahi Business Case approach;</li> <li>- Setting up a three-tiered governance structure;</li> <li>- Setting up of a PRG comprising a wide range of stakeholders;</li> <li>- Liaising with Iwi at a high level.</li> </ul>
<b>4. Financial impact</b>	Cost implication for Council and Waka Kotahi will depend on the outcome of the NFA and any cost to Council will involve discussions with Waka Kotahi and other parties at the appropriate time.
<b>5. Degree of significance and level of engagement</b>	This outcome of the NFA is of high significance and public engagement is proposed.
<b>6. Climate Impact</b>	The NFA Investment Logic Map has as one of its benefits "Nelson's transport system contributes to quality urban environments" with an associated KPI of increasingly moving to carbon neutrality.  The project is also focussing on adaptation with respect to sea level rise.
<b>7. Inclusion of Māori in the decision-making process</b>	

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Separate consultation has been held with the Te Tau Ihu Iwi chairs who have also been afforded representation at the Governance Group. Consultation with iwi will also take place as part of the proposed wider public engagement.

### **8. Delegations**

Regular updates on the NFA have been provided to the Nelson Regional Transport Committee (RTC). The objectives and scope of the NFA were received by the 3 December 2018 Nelson RTC and endorsed by Council on 13 December 2018.

The decision to proceed to public engagement is Waka Kotahi's. The Governance Group has endorsed the preferred programme and Council's role is to approve the preferred programme for further public engagement.

Previous report

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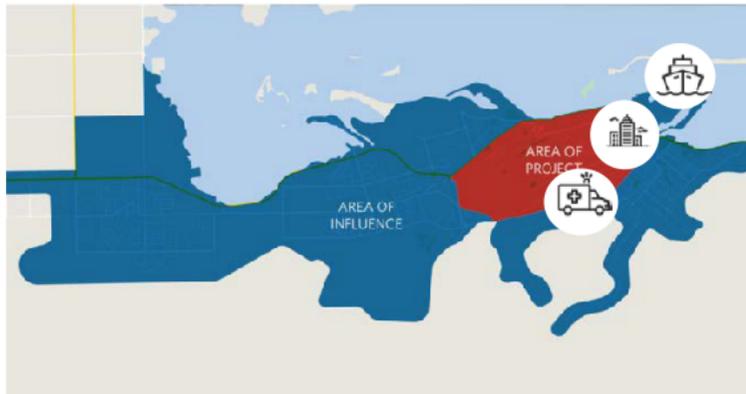
## Executive Summary

Nelson is the commercial and social centre to the Te Tāuihu - Top of the South region, with the Port, Airport, Regional Hospital and commercial heart all in the centre of Nelson. Strong residential growth coupled with the region's economy being driven by primary produce and marine research, education and industry is making Nelson an even more important economic centre for New Zealand.

Nelson City is forecast to experience a high level of residential growth with 12,000 new houses in the next 30 years. Freight is also forecast to grow by 53% over the next 15 years. In the absence of significant changes to the transport system, access, safety, travel times and the reliability of the transport system will deteriorate.

To help manage this growth safely whilst reducing carbon emissions and efficiently managing freight movements to and from the Port there is a need to plan for the whole transport system. Having this plan will help maintain access and improve the liveability of residential areas, the waterfront and the city centre. This plan will also need to consider the behavioral change required to manage this growth.

This Business Case responds to the above pressures with a focus on the area shown in red below, noting that the area of influence is a much larger area.



In 2017, the Nelson Southern Link Programme Business Case concluded that a range of activities could be implemented in the short to medium term to optimise Nelson's transport system. The short term recommendations focused on improving traffic performance along with improving amenity and walking and cycling facilities on Rocks Road. In the longer term it recommended that the need for a new road link be monitored, with an indicative implementation timeframe in the 2030's.

The Nelson Future Access Project (NFAP) builds on the Programme Business Case (PBC) and is the next step in the project development process. Key changes since the PBC was published in 2017 that have helped to shape the current business case are:

- The Future Development Strategy which includes areas of growth and intensification of residential housing in Nelson City, supported by the National Policy Statement on Urban Development Capacity (NPS-UD)
- The declaration of a climate emergency by NCC supported by the Government's Zero Carbon Bill
- Change in direction of the Government Policy Statement on Transport to provide for better travel options and transitioning to a low carbon transport system
- This involves a wider transport system approach
- New information on climate change and sea level rise
- Rapidly developing and changing transport technologies

## The Case for Change

The two existing arterial corridors, Waimea Road and SH6 have enabled freight, general traffic, bus and active modes to share the same space to access the city and port. As Nelson grows it is becoming increasingly clear that this arrangement is causing community severance, poor amenity outcomes, unreliable travel, reduced livability of the city and low active mode growth.

Key Stakeholders are aligned on the need to address the forecasted problems and the need to capitalise on the opportunities that may be realised by investment as summarised below:

**Problems:*****The inability of Nelsons transport network to support the increasing movement of people and freight between Stoke and Nelson city centre is constraining economic growth and social well-being of the region***

The business case found travel to Nelson City Centre and Nelson South in the morning peak travel is forecast to increase by ~32% to over 7,000 people per hour in the morning peak period and that the existing levels of congestion which result in poor reliability are of similar scale to our large metropolitan centres

***Conflicting uses and inappropriate use of the network severs neighbourhoods reducing their amenity and safety***

The business case shows that the network caters for private vehicles to reach a wider range of destinations at the expense of other modes and the amenity of the surrounding environment. This impacts the connection between the city and the waterfront along Rocks Road and the residential amenity of the suburban areas due to drivers seeking faster alternative routes to the arterials.

There are a high number of crashes on the two arterials of SH6, Waimea Road, and key roads around the CBD. In particular for SH6 Rocks Road the real and perceived safety issues create severance with the waterfront. This severance significantly decreases the amenity values for this outstanding area.

Amenity values and safety are further compromised within the study area with increasing vehicle trips and conflicts with vulnerable users.

***The susceptibility of the arterial network to natural events of increasing severity and a greater number increases the risk of significant economic shock to Nelson and the wider region***

The evidence indicates that Rocks Road has a catastrophic risk of being closed for an extended period of time to facilitate its rebuild following a high-impact low probability event such as an earthquake or tsunami. During other events (including storm events), the duration of closure whilst inconvenient is in line with national standards.

**Opportunities**

- In addition to the problems identified above, the NFAP considers how to take advantage of the following opportunities:

- Key opportunities exist to enhance the amenity, heritage and cultural values within the project for the benefit of the city. SH6 Rocks Road is located along the waterfront and adjacent to an outstanding natural rock outcrop as well as significant heritage and cultural values. The community has expressed a strong desire to connect meaningfully with this area.
- Increase walking and cycling as census data and traffic modelling shows 60% of trips in the study area are local, 5km or less.
- Reduce carbon emission and continue to lead the country in active modes and public transport use for a small urban metro.
- Assisting Council's vision of a smart little city by creating liveable places

**Interventions**

To address the problems and realise the opportunities, the project team considered a wide range of interventions which were collated into themed programmes. In collating the interventions, it was clear that improving walking and cycling on Rocks Road in isolation could restrict the opportunities available for the rest of the transport system. The Rocks Road component was thus considered alongside the broader programmes.

To provide balanced and effective programmes for further assessment, a wide range of interventions including a focus on safety, amenity, access, capacity and resilience using the land use proposed by the 2019 Nelson Tasman Future Development Strategy as a guiding assumption. The interventions and programmes were evaluated against the investment objectives, key principles, implementability, economics, effects and integration criteria to understand their performance and ability to create lasting positive change

**Recommended Programme**

The Recommended Programme, designed with stakeholders, includes investment in a range of different activities within Nelson City over the next 30 years. The programme increases the availability of attractive walking and cycling paths and public transport options close to areas of planned dense urban living, focuses on reliable journeys to support regional economic development, improves safety for everyone and makes urban neighbourhoods more liveable.

Overall, the programme when compared against the status quo of no NFAP investment will:

- Have a core focus on shifting people to alternative modes to private vehicles by encouraging the uptake of walking, cycling and public transport
- Make it easier for people to choose to ride a bike, walk or catch PT. We estimate we can shift 6-8% from private vehicle trips to other lower carbon and healthier modes by 2048.
- Bring forward the replacement of the seawall along Rocks Road in order to provide for the active mode corridor which has secondary benefits of reducing the risks of climate change sea level rise and improving resilience of this key freight route to the Port.
- Significantly improve the amenity of the waterfront along SH6 Rocks Road by widening for walking and cycling. Heritage and cultural values will also be respected through the design of the upgraded facilities, and the appeal of the waterfront will be enhanced for active mode users recognising its place as an outstanding landscape.
- Reduce greenhouse gas emissions by reducing private vehicle use. Our modelling based on existing behaviours has forecast a 12% daily reduction in CO2 in the first ten years increasing to 16% by 2048. Changing behaviours outside of the modelling provides an opportunity to further achieve a much greater CO2 reduction potential.<sup>1</sup>
- Prioritise buses through the use of priority lanes to maintain a 40 minute journey time between Richmond and Nelson into the future. This builds on the shorter-term investment in Public Transport Services as outlined in the NCC Regional Public Transport Plan. This plan reduces fares, increases frequency and the number of people living within 500 metres of a bus stop.
- Increase the overall accessibility between residential suburbs with the CBD, hospital campus, schools and the waterfront with the completion of the key walking and cycling networks. This includes 12.5km of new cycle paths plus improvements to 6.5km of existing cycle facilities plus

<sup>1</sup> The reduction in GHG emissions has been calculated against the reduction in vehicle emissions based on the current fleet and forecast mode shift away from private vehicles. The overall reduction in GHG emissions calculated is conservative

many new and improved crossing points using refuges and signals to facilitate easier and safer crossing.

- Increasing CBD amenity and safety by reducing the number of private vehicles entering, moving and parking close to the city centre during the commuter peaks.
- Provide a strong focus on integrating land use and the transport system to provide high-quality transport choices and a liveable city.
- Address safety issues on the network by targeting the high safety risk routes on the two key arterials for all modes to achieve a significant reduction in crashes resulting in death and serious injuries. This includes addressing perceived safety risks as this is just as important as safety performance.
- Make travel times for general traffic on SH6 and Waimea Road slower in the order of 1-3 minutes but more reliable. These increases can be largely attributed to the additional delay incurred by new traffic signals for through traffic, however those signals will enable people to cross and access the arterials easier and safer.

The recommended programme of investment has a BCR of 1.6. The majority of the economic benefits for the recommended programme are derived from vehicle and public transport travel time savings across the network (64%) followed by the health benefits from increased uptake in active mode trips (21%).

## Delivered in Stages

Implementation of the programme has been sequenced to match the increasing transport demand and assist with value for money as follows:

- Near-term (Years 0-3) - The near-term programme focusses on optimisation improvements to improve efficiency, connectivity and safety on the network. Near term activities have a high priority with a lower cost and complexity for delivery. Includes the pre-implementation – detailed design and consenting phase for Rocks Road.

as further reductions can be expected through the adoption of new technologies such as EV's, and social changes such as technology that promotes remote working reducing travel demand.

- Short-term (Years 4-10) - The short-term activities further embed optimisation improvements on the network with a focus on active mode provision to capitalise on the significant number of short journeys within the study area that could be shifted to alternative modes. SH6 Rocks Road is the significant project in this period with a focus on improving the connectivity and amenity of the waterfront.
- Medium to Long-term (Years 11-30) - The medium to long term programme focuses on improving the efficiency of public transport journeys across the network including the provision of priority lanes in select locations on the two arterial routes, and continued investment to provide for active mode trips.

The network will be monitored, and the programme has flexibility to be sequenced overtime should the growth assumptions, transport demand or funding constraints or opportunities change significantly.

In refining the proposal significant risks posed by consenting in the coastal marine area, the degree of uncertainty in relation to sea level rise and earthquakes in the long term (beyond 2050) were considered. The project scope excluded considerations beyond 2050 for the current State Highway 6 corridor between Tāhunanui and QEII Drive. These three risks support the retention of the Inland Route as a 'Transport Corridor' in the long term. Accordingly, included in the Recommended Programme is retention of the Inland Route. The Inland Route is the future long term resilience option. It would be considered only after the network is optimised and the priority lane work is completed, and associated land use, parking and transport price tension has been applied. The programme is shown graphically on the following maps:

Figure 1: Recommended Programme excluding Rocks Road and Priority Lanes



Figure 2: Rocks Road Walking and Cycling Detail

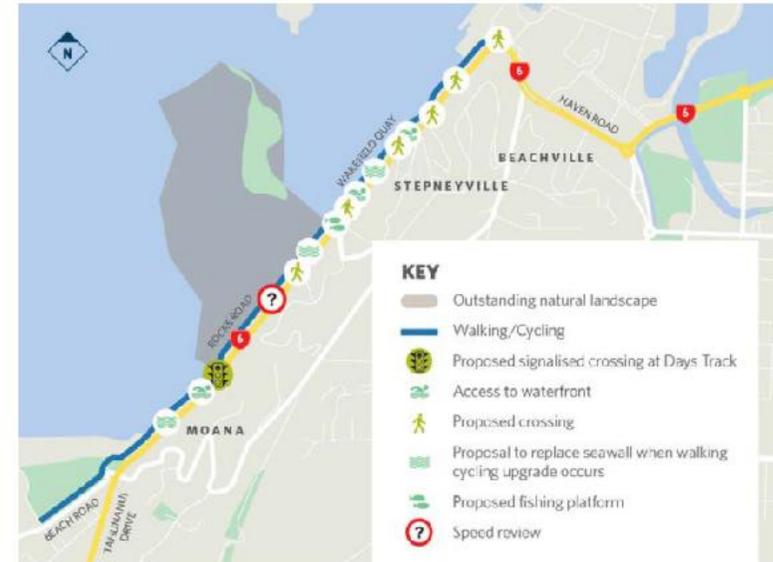


Figure 3: Priority Lanes Detail



### Partner, Public, and Stakeholder Engagement

Key stakeholders have been engaged through the development of this business case through their participation as part of the Project Working Group. This group includes our Iwi partners from Te Taihu.

Two rounds of public engagement were undertaken to obtain feedback from the community. The public engagement showed a high level of engagement in the proposal and broad support for the recommended programme with the exception of the priority lanes and clearways through Tahunanui. The public engagement has also informed changes to the recommended programme, such as adding preferred crossing points for pedestrians and an extension to the Rocks Road walk cycle facility to connect it to the recently completed Muritai Street cycle path.

## Recommended Programme Costs

The total recommended programme cost is estimated between **\$309M and \$510M, with an expected cost of \$426M**. The range reflects the risks and uncertainties that exist at this early stage of project development.

Phase	Expected Base Estimate (\$M)	Contingency (\$M)	Funding Risk (\$M)
<b>Nett Project Property Cost</b>	\$ 12.692	\$ 3.917	\$ 3.407
<b>Project Development</b>	\$ 11.521	\$ 3.456	\$ 2.304
<b>Pre-Implementation</b>	\$ 26.424	\$ 7.927	\$ 5.574
<b>Implementation</b>	\$ 258.545	\$ 101.209	\$ 72.866
<b>Total Base Estimate</b>	<b>\$ 309.182</b>	\$ 116.510	\$ 84.151
<b>Total Expected Estimate</b>		<b>\$ 425.692</b>	
		<b>\$95%ile estimate</b>	<b>\$ 509.843</b>

The likely cost by each organisation for the Near-term (0-3 years), Short-term (4-10) years, and Medium to Long-term periods (11-30 years) are detailed below.

Period	Organisation	Base estimate (\$M)	Project estimate (\$M)	95th percentile estimate (\$M)
Near-term	NCC – Local Road 49%	\$ 8.641	\$ 11.556	\$ 14.275
	Waka Kotahi – Local Road 51%	\$ 8.994	\$ 12.028	\$ 14.856
	Waka Kotahi – State Highway	\$ 3.897	\$ 4.639	\$ 5.759
Short	NCC – Local Road 49%	\$ 21.315	\$ 27.735	\$ 33.139
	Waka Kotahi – Local Road 51%	\$ 22.184	\$ 28.868	\$ 33.709
	Waka Kotahi – State Highway	\$ 90.510	\$ 140.345	\$ 166.482
Medium-Long	NCC – Local Road 49%	\$ 55.751	\$ 72.458	\$ 86.325
	Waka Kotahi – Local Road 51%	\$ 57.563	\$ 74.952	\$ 88.643
	Waka Kotahi – State Highway	\$ 40.516	\$ 53.111	\$ 66.654
<b>Total</b>		<b>\$ 309.182</b>	<b>\$ 425.692</b>	<b>\$ 509.843</b>

The estimates **exclude** Waka Kotahi indirect and admin costs of 8%. All cost estimates quoted exclude GST and escalation.

## Next Steps

In order to progress funding opportunities it is critical to have an approved business case.

The near term activities and the Rocks Road walk and cycle boulevard have been developed to a higher level of detail than the remainder of the programme and are able to now be progressed, subject to funding, to pre implementation and delivery.

Funding of the recommended programme is still to be determined but will likely include the National Land Transport Fund, Nelson City Council local share, and potential funding opportunities through alternative crown funding sources as they arise over time.

Monitoring of the transport network should be undertaken in order to understand the actual effectiveness of the activities delivered and inform and refine the interventions. Modifications to the sequencing of the activities to match actual funding availability and growth demands could become very relevant if large residential developments to meet the housing affordability crisis are brought forward in time.

## Risks

The key programme risks have been identified as follows:

- That the funding available to implement business case recommendations, and the recommendations, do not align.

Mitigation of this risk has been through developing a programme that aligns with the current GPS and sets a clear direction for future investment in the Nelson transport network. For example, there are low cost optimisation activities which is in line with the Waka Kotahi intervention hierarchy through the focus on integrated planning interventions and making best use of the existing transport system first. The business case has been developed to take advantage of future funding opportunities outside the NLTF as well.

- That the heritage, cultural, visual and ecological values associated with the Rocks Road walking and cycling component of the

programme requires considerably more time and cost to resolve than allowed for.

The cost estimate for Rocks Rd provides a range which covers the most challenging options from a cost perspective. The programme identifies that the detailed design and consenting work for Rocks Rd should start in the 2021-24 NLTP as it is recognised this work may take some time given the risk identified above.

- That the programme needs to be accelerated to meet increased transport demand from significant residential development in response to the housing crisis.
- The programme is structured so elements can be accelerated in response to triggers that create increased transport demand.
- Poor transport outcomes could result if complimentary activities across the whole Nelson Richmond urban area are not progressed.
- A shared oversight across both projects will ensure complimentary activities across both Richmond and Nelson are progressed so maximum benefits from both programmes can be generated. This will form the strategic leadership of the programme for the future and will retain focus on the agreed outcomes.

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## **Nelson Central Library - Project Management and Governance Structure**

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### **1. Purpose of Report**

- 1.1 To approve the project management and governance structure for the Nelson Central Library Development Project.
- 1.2 To establish a Governance Reference Group that provides Councillor input into the project.

### **2. Summary**

- 2.1 As part of the Nelson Central Library Development project, Council asked officers to set out the project management and governance structure. Given the scale and public interest in the project, officers have sought professional, independent advice to develop a bespoke project management and governance framework that included input from other local authorities.
- 2.2 The framework includes both governance and management functions, with clear lines of responsibility and accountability. It includes a Quality Assurance Team (QAT) that sits outside of the Delivery Entity (DE) to ensure design and construction is undertaken in a way that meets Council expectations for the project.
- 2.3 As part of the structure, it is recommended that a Nelson Central Library Governance Reference Group (GRG) made up of the Mayor, Deputy Mayor, two Councillors, an iwi representative, Group Manager Community Services, Group Manager Infrastructure plus the Project Director is established. Draft Terms of Reference (ToR) have been developed for this Group.
- 2.4 This report only seeks a decision on the way in which the project is to be managed/delivered and does not pre-empt nor seek to influence future decisions of Council in relation to the specifics of location, design, or procurement process for construction.

### 3. Recommendation

*That the Council*

1. **Receives the report Nelson Central Library - Project Management and Governance Structure (R26049) and its attachments A2758524, A2762028 and A2760701; and**
2. **Approves the project management and governance structure as set out in Report R26049 and its attachments A2758524, A2762028 and A2760701; and**
3. **Agrees to establish a Nelson Central Library Governance Reference Group with Terms of Reference as set out in (A2760701); and**
4. **Appoints the Mayor, Deputy Mayor, \_\_\_\_\_ and \_\_\_\_\_ to the Nelson Central Library Governance Reference Group; and**
5. **Notes that the approval of the project management and governance structure does not constrain Council in relation to any final decision on library location, design, or construction procurement.**

### 4. Background

4.1 During the Long Term Plan 2021-31 (LTP) deliberations on 18 May 2021, Council reconfirmed that its preferred option is to build a new library building on the corner of Halifax Street and Trafalgar Street, within the Riverside Precinct.

4.2 As part of a suite of recommendations, Council resolved on 18 May 2021:

*That the Council*

"Confirms that, on completion of negotiations:

- Council will approve the community engagement process (including a communication strategy), project management and governance approach, procurement process, financial management, and reporting and approvals processes for the proposed new library building and landscaping; and

Notes that under best practice a Quality Assurance Framework is used for the life of the project".

## Item 11: Nelson Central Library - Project Management and Governance Structure

- 4.3 Further to this resolution, Council considered a report on 5 October 2021 where the first resolution referred to in 4.2, on the matter of the subject of this report, was amended to read as below (changes are highlighted for ease of comparison). There is no substantial difference between the intent of the two resolutions as the amended resolution addresses matters of timing of the various work streams only.

*That the Council*

*"Confirms that:*

*Council will approve the community engagement process (including a **communication and engagement plan**), project management and governance approach, procurement process, financial management, and reporting and approvals processes for the proposed new library building and landscaping, **noting that this work will run in parallel with land exchange negotiations"***

- 4.4 This report specifically addresses the requirement of a project management and governance structure as well as the quality assurance framework mentioned in the above resolution.
- 4.5 Council also identified requirements in relation to several other issues, that will be the subject of separate reports to Council, including:
- 4.5.1 The land exchange negotiation brief (Council has already agreed the negotiating team);
  - 4.5.2 The allocation of community space;
  - 4.5.3 Climate change mitigation and Environmental sustainability objectives; and
  - 4.5.4 Housing opportunities.
- 4.6 Aesculus Project Management (Aesculus) was contracted by Council to provide advice on an appropriate project management framework. Officers also visited Christchurch City Council to view their approach in delivering large scale projects.
- 4.7 This work resulted in the development of a proposed project management and governance structure that was presented at a Council workshop held on 10 August 2021.

## **5. Discussion**

- 5.1 The development of a new Nelson Central Library is a complex, high profile multi-year project involving several phases of work, including land negotiations, community engagement, project management, governance oversight, a quality assurance framework, concept design, detailed design, consenting, procurement, construction and fit-out.

## Item 11: Nelson Central Library - Project Management and Governance Structure

- 5.2 There is significant public interest in the project, with high community expectations in relation to the deliverables specifically the look and functionality of the finished library, and the physical delivery thereof (project management, quality, and fiscal controls).
- 5.3 Council approved the business case for the project which sets out its own expectations in relation to the project scope, including flood mitigation, sustainability, and the outcomes to be delivered by the new library for the community. Further requirements may arise from the proposed community engagement that will take place in 2022.
- 5.4 Given the complexity and the scale of the project, officers have worked with Aesculus and consulted counterparts at the Christchurch City Council (who were involved in the construction of Tūranga), to develop a bespoke project management and governance structure for this project, based on good practice and the need for transparency and accountability. The structure includes a project organisational structure, with identified roles and responsibilities.

### **6. Project Organisational Structure**

- 6.1 The project organisational chart (Attachment 1) sets out the proposed structure for project management and governance of the project. The physical delivery aspect, shown on the attachment, includes for a design/build scenario for the Delivery Entity (DE). Whilst this scenario could change as work on the project progresses, the project management and governance structure has been set up to operate effectively irrespective of how the DE delivers the physical works associated with the build.
- 6.2 The roles and responsibilities of each of the key roles and groups are set out in Attachment 2.
- 6.3 The design of the proposed structure seeks to ensure that all project duties are defined and allocated, and that there is clear and appropriate delegation of authority to allow decisions to be made which will enable effective delivery.
- 6.4 The key points to note are:
- 6.4.1 Council is the overarching owner of the project, providing high-level oversight and strategic direction to the project;
  - 6.4.2 A GRG comprising the Mayor, Deputy Mayor, two Councillors, the Group Manager Community Services, Group Manager Infrastructure, Project Director and iwi representative (to be appointed by the Te Tauihu o Te Waka a Mauī Iwi Chairs forum) will provide a mechanism for feedback, suggestions and overview to the Library Steering Group. The Group Managers and dedicated iwi representative were added to the GRG group further to the structure workshopped with councillors on 10 August, to ensure:

## Item 11: Nelson Central Library - Project Management and Governance Structure

- In the case of the Group Managers, continuity between the Library Steering Group and GRG;
  - In the case of the dedicated iwi representative to provide iwi high-level governance as opposed to an operational perspective.
- 6.4.3 Several engagement and partnership mechanisms will be established, including specific liaison with iwi;
- 6.4.4 Project co-ordination sits with a Project Director, who reports to the Project Control Group (PCG);
- 6.4.5 The PCG has responsibility for project monitoring, direct project governance, risk management, project reporting and escalation of risk to Council;
- 6.4.6 The Quality Assurance Group (QAG) sits outside of the main construction contract and will provide an **independent review** of the project to ensure all aspects are delivered in line with Council specifications – this addresses Council’s requirement that the delivery of this project will follow best practice with a Quality Assurance Framework in place for the life of the project;
- 6.4.7 A project management group responsible for the concept design and having construction oversight sits alongside the QAG and the Delivery Entity (DE) and is made up of **independent specialists** that will assess the final design arrived at by the DE and progress on site; and
- 6.4.8 The DE (under a design/build scenario) will be responsible for all aspects of detailed design and build. It will provide a **designated single point** of contact to Council to ensure clarity and accountability for the capital build delivery.
- 6.5 Draft ToR for the GRG have been developed (Attachment 3). It is recommended that these be agreed and that appointments are made to this Group.
- 6.6 Officers will continue to report progress to Council on a quarterly basis and have commenced a procurement process for the Project Director.

## 7. Options

- 7.1 There are two matters before Council, namely:
- 7.1.1 Consideration and approval of the project management and governance structure, including appointment of elected members to the GRG, noting that the framework does not make any assumptions as to the specific design of the library and that these will be the subject of future reports to Council; and

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7.1.2 Consideration and approval of the ToR for the GRG.

**Project Management and Governance Structure**

7.2 Council has three options to consider in this matter, either:

7.2.1 Option 1: Approve (with minor amendments) the proposed project management and governance structure - officers recommend this option; or

7.2.2 Option 2: Not approve the proposed project management and governance structure; or

7.2.3 Option 3: Propose an alternative framework which may include no framework at all.

<b>Option 1: Approve the project management/governance structure – recommended option</b>	
Advantages	<ul style="list-style-type: none"> <li>• Provides a robust independent framework for the successful delivery of the project</li> <li>• The structure is based on professional project management advice and represents industry good practice</li> <li>• The structure has been designed to address issues raised by Council when it decided to progress the project</li> <li>• The structure provides clarity of responsibility and quality assurance</li> <li>• The structure, whilst different to how Council officers manages smaller capital projects, is fit-for-purpose for larger, complex vertical infrastructure projects</li> </ul>
Risks and Disadvantages	<ul style="list-style-type: none"> <li>• Nil</li> </ul>
<b>Option 2: Do not approve the project management/governance structure</b>	
Advantages	<ul style="list-style-type: none"> <li>• Nil</li> </ul>
Risks and Disadvantages	<ul style="list-style-type: none"> <li>• The Project Director is a pivotal role and is subject to a procurement process - any delay in approving the framework will delay this procurement and delay the overall project</li> </ul>

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<b>Option 3: Propose another project management/governance structure</b>	
Advantages	<ul style="list-style-type: none"> <li>• May meet Council expectations</li> </ul>
Risks and Disadvantages	<ul style="list-style-type: none"> <li>• Would delay the project as officers would need to seek advice on any proposed alternative</li> <li>• Would delay the Project Director procurement</li> <li>• If Council decided not to establish any Governance Group, officers would have to rely on Council workshops and meetings to hear Councillor feedback and that (based on current demands on workshops and meeting dates) would introduce persistent and ongoing delays to the project.</li> <li>• Any changes are likely to result in significant delays to the project</li> <li>• Significant changes may compromise the effectiveness of the structure</li> </ul>

**Governance Reference Group Terms of Reference**

7.3 Should Council agree to the proposed project management and governance structure, a ToR is suggested as the means to guide the GRG.

7.4 Council can either approve (with minor amendments) or not approve the proposed ToR for the GRG. Officers recommend approving the proposed ToR.

<b>Option 1: Approve the GRG ToR – recommended option</b>	
Advantages	<ul style="list-style-type: none"> <li>• Sets clear parameters under which the GRG can operate</li> </ul>
Risks and Disadvantages	<ul style="list-style-type: none"> <li>• Nil</li> </ul>
<b>Option 2: Do not approve the GRG ToR</b>	
Advantages	<ul style="list-style-type: none"> <li>• Nil</li> </ul>
Risks and Disadvantages	<ul style="list-style-type: none"> <li>• Will not set clear parameters for how the GEG would be able to effectively operate.</li> </ul>

**8. Conclusion**

8.1 Council and the Nelson community have high expectations for the Central Library Project, and whilst there are still decisions to be made in

## Item 11: Nelson Central Library - Project Management and Governance Structure

relation to the design brief and location, it is essential that there is confidence in the project management and governance structure.

- 8.2 Council officers have taken professional project management advice and have consulted with colleagues responsible for the delivery of Tūranga in Christchurch. The structure presented reflects that advice and provides clear governance and management arrangements, with a Quality Assurance Team and independent Clerk-of-Works to provide expert oversight.

### **9. Next Steps**

- 9.1 Council officers will appoint a Project Director and once appointed, a meeting of the GRG will be arranged to discuss process in more detail.

**Author: Alec Louverdis, Group Manager Infrastructure**

### **Attachments**

- Attachment 1: A2758524 - Proposed Project Management and Governance Structure [↓](#)
- Attachment 2: A2762028 - Proposed Roles [↓](#)
- Attachment 3: A2760701 - Draft Terms of Reference - Central Library Governance Reference Group [↓](#)

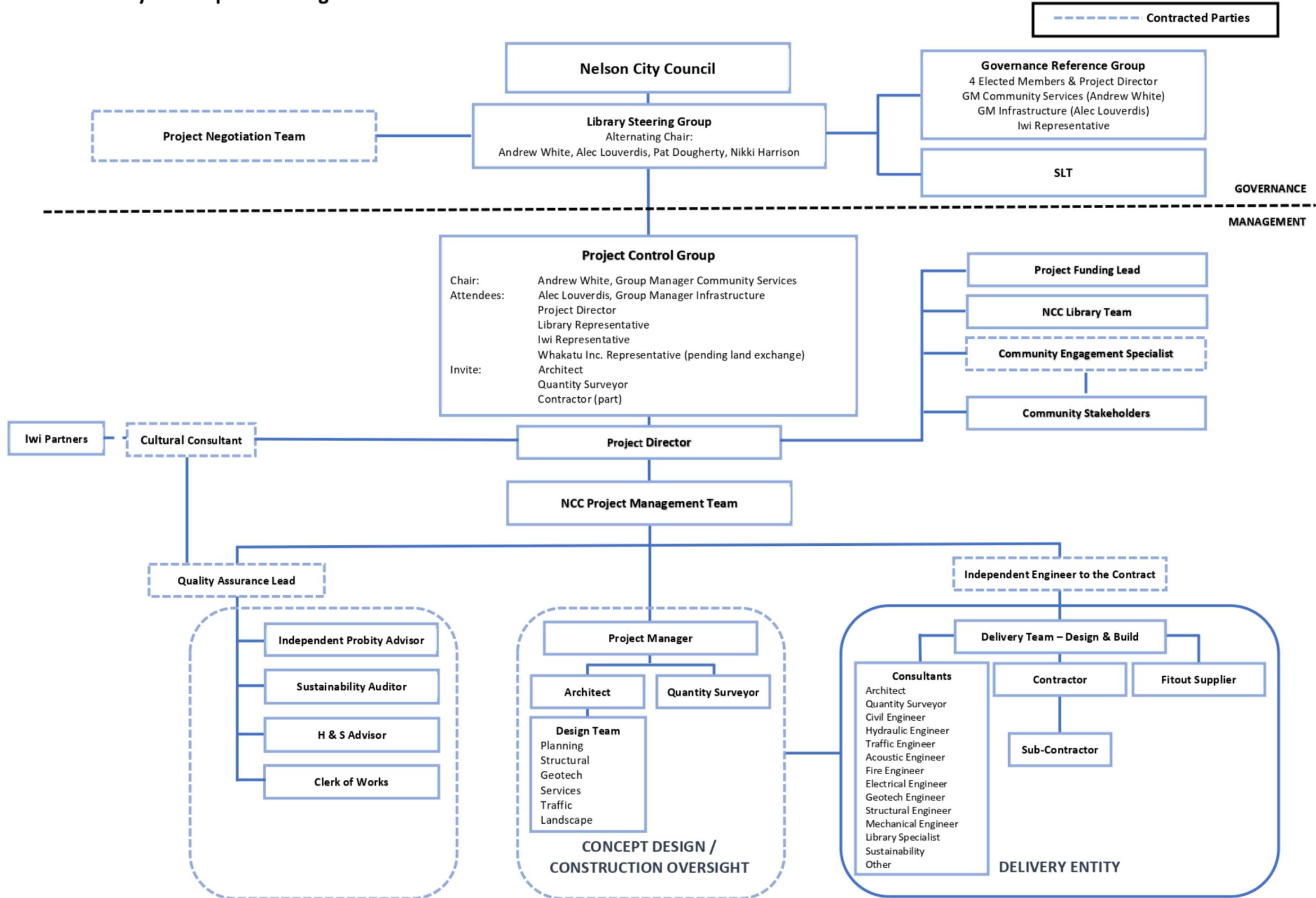
<b>Important considerations for decision making</b>
<b>1. Fit with Purpose of Local Government</b>  Libraries are a core function of Council and contribute to the social, economic, environmental, and cultural well-being of the Nelson community in the present and for the future
<b>2. Consistency with Community Outcomes and Council Policy</b>  The recommendation is consistent with Council's preferred option in the LTP Consultation Document, and with the decisions made in relation to project management for the new library
<b>3. Risk</b>  All construction projects have a degree of inherent risk, as issues will arise at each stage of the process. The recommendations in this report provide a framework for managing those risks, which includes clarity around responsibilities and accountabilities for monitoring, reporting and delivery. A separate Quality Assurance Team will provide professional oversight of the project to ensure key Council expectations are met.
<b>4. Financial Impact</b>  Budget for the recommended option is included in the draft LTP.
<b>5. Degree of Significance and Level of Engagement</b>  This matter is of low/medium significance as it relates to management processes relating to a Central Library development, rather than to the specifics of the location and design. No specific community consultation or engagement has been carried out as part of preparing this report. However, feedback from the community through the LTP process did indicate an expectation of strong project management for this significant community project. The recommended approach is in line with that expectation.
<b>6. Climate Impact</b>  The report deals with a proposed structure to deliver the project. Sustainability outcomes are included in the project brief.
<b>7. Inclusion of Māori in the decision-making process</b>  Māori have not been consulted in the development of this report. However, the recommended option will include iwi representation on the Project Control Group and Governance Reference Group and ongoing, specific engagement through a cultural consultant.

Item 11: Nelson Central Library - Project Management and Governance  
Structure

**8. Delegations**

Council has retained all responsibilities, powers, functions, and duties in relation to governance matters for the Central Library redevelopment, and Riverside Precinct.

Central Library Development – Organisational Chart



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## Central Library Development – Organisational Chart

ROLE	ROLE AND RESPONSIBILITIES
<b>Library Steering Group</b>	The Library Steering Group is responsible for: <ul style="list-style-type: none"> <li>• High level governance of the project</li> <li>• Respond to escalated issues from the PCG</li> <li>• Assist with communications from PCG to full Council</li> </ul>
<b>Governance Reference Group</b>	The Governance Reference Group is responsible for: <ul style="list-style-type: none"> <li>• Providing high level governance support to the Library Steering Group</li> <li>• Review and respond to issues as reported by the Library Steering Group</li> <li>• High level review of project performance</li> </ul>
<b>Project Sponsor</b>	The Project Sponsor is responsible for: <ul style="list-style-type: none"> <li>• Promoting and championing the project</li> <li>• Providing strategic guidance to the project</li> <li>• Fronting media interactions, designated first point of contact for the media</li> <li>• Chairing PCG meetings</li> <li>• Securing necessary authorisation, funding, and resources to deliver the project</li> <li>• Communicating key issues with stakeholders</li> </ul>
<b>Project Director</b>	The Project Director is responsible for: <ul style="list-style-type: none"> <li>• Project Governance</li> <li>• Cost Plan Management - monitoring the budget and providing recommendations as to any changes in the project budget</li> <li>• Risk Management – identifying and managing risks that could impact on the project, reporting and escalating issues and risks to the Project Control Group</li> <li>• Working with the Project Manager to facilitate the delivery of project tasks, particularly those dependent on internal resources</li> <li>• Project Reporting to the PCG</li> <li>• Coordinating resources to meet project deliverables</li> <li>• Reporting and liaising with stakeholders to update them and seek appropriate input into the project</li> </ul>

<b>Business Owner</b>	<p>The Business Owner (Library representative) is responsible for the following:</p> <ul style="list-style-type: none"> <li>• Coordinate Operators and end users' inputs into facility design</li> <li>• Provide technical input into design and operation</li> <li>• Implementing service delivery action review</li> <li>• Ensuring outcomes of service delivery review are communicated to the PCG</li> </ul>
<b>Project Funding Lead</b>	<p>The Project Funding Lead is responsible for preparation and implementation of a comprehensive funding strategy plan exploring and pursuing other funding mechanisms including but not limited to joint venture, sponsorship, crowd funding, donations etc</p>
<b>Cultural Consultant</b>	<p>The Cultural Consultant is responsible for:</p> <ul style="list-style-type: none"> <li>• Facilitating strong partnerships with Iwi throughout the duration of the project</li> <li>• Collaborate with Iwi through community engagement phases</li> <li>• Provide cultural input into the design</li> </ul>
<b>Community Engagement Specialist</b>	<p>The Community Engagement Specialist is responsible for:</p> <ul style="list-style-type: none"> <li>• Proactive engagement and consultation with community and stakeholders to inform project briefing / scope and to protect the reputation of the project and Council</li> <li>• Continued engagement throughout design process (particularly at design milestones) and during construction period and providing feedback to the project team</li> <li>• Project communications</li> <li>• Escalation of issues to the Project Director and PCG as required</li> </ul>
<b>NCC Project Manager</b>	<p>The Council Project Manager is responsible for:</p> <ul style="list-style-type: none"> <li>• Engaging consultant team</li> <li>• Managing and coordinating Project Team meetings</li> <li>• Project lead for feasibility and master planning inputs</li> <li>• Managing and coordinating Design Meetings (during masterplan/concept phase)</li> <li>• Managing and maintain the Project Issue and Risk Log</li> <li>• Escalating issues to the Project Director and PCG as required.</li> <li>• Leading and facilitating Value Management workshops</li> <li>• Assist in overseeing the development of communications and stakeholder engagement plans</li> <li>• Provide reporting to PCG in conjunction with Project Director.</li> </ul>

<b>Quality Assurance Lead</b>	<p>The project Quality Assurance lead will be responsible for:          Leading a team of Council engaged staff/consultants, to ensure all aspects of the project are delivered in line with Council specifications and the terms of the development agreement. This team is expected to (as a minimum) consist of:</p> <ul style="list-style-type: none"> <li>• Independent Probity Advisor – to review probity aspects throughout the project. Report and escalate issues as required</li> <li>• Sustainability Auditor – to ensure Council's sustainability objections are included in the design and delivered upon</li> <li>• H&amp;S Advisor – to ensure best practice safety considerations during design process and implemented throughout construction</li> <li>• The Clerk of Works - Observation of daily onsite activities, ensuring works are undertaken in accordance with construction drawings, specifications and the development agreement. Review QA records and documentation provided by the Contractor / Delivery Entity and escalation of nonconformances</li> </ul>
<b>Engineer to the Contract</b>	<p>The Engineer to the Contract is responsible for the following:</p> <ul style="list-style-type: none"> <li>• Administrating the contract or agreement between Council and the development entity</li> <li>• Ensure all parties obligations under the executed agreement are met and escalate issues as required</li> </ul>
<b>Delivery Entity</b>	<p>The Delivery Entity is intended to acknowledge Councils' preference to:</p> <ul style="list-style-type: none"> <li>• Provide a single point of contractual engagement for the delivery of the project.</li> <li>• Includes design, building consent, construction and fitout.</li> </ul> <p>Specifics of this role will be confirmed by analysis of the best for project procurement model, and subsequent negotiations, however, could be expected to include:</p> <ul style="list-style-type: none"> <li>○ Engaging design team</li> <li>○ Managing and coordinating Design Meetings</li> <li>○ Overall planning and programming of the project delivery</li> <li>○ Managing Safety in Design approach</li> <li>○ Resource planning</li> <li>○ Managing sub-contractor engagement and delivery process</li> <li>○ Quality Assurance</li> <li>○ Managing Architect and Sub-Consultant inputs (from Developed Design Phase)</li> <li>○ Preparing and obtaining Building Consent Documentation</li> <li>○ Prepare and maintain project documentation throughout the course of the project</li> <li>○ Manage and minute regular construction meetings</li> <li>○ Ensure daily site activities are undertaken according to agreed plans and specifications</li> </ul>

<b>Independent Project Manager</b>	<p>The Independent Project Manager is responsible for:</p> <ul style="list-style-type: none"> <li>• Project Manager will be the primary contact between consultant/delivery entity and the conduit between client and project partners.</li> <li>• Engaging masterplan and concept design team</li> <li>• Project lead for feasibility and master planning inputs</li> <li>• Management of consultants in preparing assessment of environmental effects for Resource Consent</li> <li>• Managing and coordinating Design Meetings (during masterplan/concept phase)</li> <li>• Escalating issues to the NCC Project Management Team as required.</li> <li>• Provide reporting to PCG in conjunction with NCC Project Manager / Project Director.</li> </ul>
<b>Quantity Surveyor</b>	<p>The QS is responsible</p> <ul style="list-style-type: none"> <li>• Report directly to NCC Project Management team on cost estimates during masterplan / concept phases</li> <li>• Report during construction phase on actual and potential costs to the contract</li> <li>• Provide advice around potential scope changes to allow the PCG to make informed decisions</li> <li>• Certification of payment claims and project invoices against budget</li> </ul>
<b>Architect and Design Team</b>	<p>The Architect is responsible for:</p> <ul style="list-style-type: none"> <li>• Developing the design via the agreed design process and milestones</li> <li>• Preparing all drawings and specifications at key milestones</li> <li>• Preparing design reports at key milestones</li> <li>• Coordinating all sub-consultant inputs into their design</li> <li>• Liaising with the Client and Project Managers throughout the design process</li> <li>• Liaising with the QS throughout the design process to enable robust cost estimates</li> <li>• Attending and inputting into Value Management workshops</li> <li>• Preparation of Assessment of Environmental Effects and Resource Consent Application</li> </ul>

## **DRAFT Central Library Governance Reference Group Terms of Reference**

### **1. Purpose**

The purpose of the Central Library Governance Reference Group (the Reference Group) is to provide high-level guidance and support to officers on the development of a new Central Library for Nelson.

In providing guidance and direction the Reference Group shall take into account:

- Previous Council decisions in relation to the Central Library project
- Inter-relationship of the Central Library with other Council programmes and policies, including the City Centre Programme Plan and Council's declaration of a Climate Emergency
- Advice provided by the relevant staff

The Reference Group shall have no decision-making delegations and shall report to full Council.

### **2. Membership**

The Group shall comprise the following members:

- Mayor (Chair)
- Deputy Mayor (deputy chair)
- 2 Councillors
- Iwi Representative
- Group Manager Community Services
- Group Manager Infrastructure
- Project Director
- Any relevant Project Staff

Meetings shall be called on an as needed basis, with a minimum of one week's notice.

### **3. Quorum**

Three members must be in attendance for a quorum, and must include the Mayor or Deputy Mayor.

### **4. Areas of Responsibility**

The Reference Group is responsible for providing elected member feedback and input into the Central Library project, including, but not limited to:

- Iwi partnership discussions
- Community engagement approach
- Monitoring of project scope
- Communications approach

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## Item 11: Nelson Central Library - Project Management and Governance Structure: Attachment 3

- Concept design briefs
- Procurement approach
- Identification of potential project risks (particularly reputational)
- Options for Library Service delivery
- Any other matter raised by the Library Steering Group

### Specific Exclusion

The Group is not responsible or accountable for management of project risks.

### **5. Powers to decide**

None

### **6. Powers to recommend**

None

The Reference Group will provide oversight of officer activities and provide guidance and context for reports to Council, where required.

### **7. Role of the Reference Group**

- To provide elected member feedback on issues and opportunities relating to the Nelson Central Library development.
- To request, receive and consider any information relevant to the project and options under consideration from the delivery of the programme plan or other Council work programmes related to the city centre.
- To participate in community engagement processes groups to hear public feedback, noting this opportunity will be extended to all Elected Members.
- To be an interface and sounding board between full Council and officers, ensuring that officers are adequately prepared and supported before presenting items to Council for decisions.
- To monitor scope.

In providing guidance and direction the Reference Group shall take into account:

- Previous Council decisions in relation to the Central Library project
- Inter-relationship of the Central Library with other Council programmes and policies, including the City Centre Programme Plan and Council's declaration of a Climate Emergency
- Advice provided by the Project Director

### **8. Role of the Chair**

- To review the agenda with staff prior to Group meetings

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- To chair meetings according to the agreed agenda and to assist the Group to reach consensus on issues and feedback
- To act as spokesperson for the media in conjunction with the project sponsor

**9. Role of Project Director**

- To prepare an agenda with the Chair prior to Group meetings
- To liaise with the Project Steering Group to identify issues for Governance input
- To co-ordinate the provision of technical expertise, project management and administrative support to the Working Group.

**10. Role of Project Staff**

- To provide advice and reports that identify key issues requiring Governance input
- Lead technical discussions on issues under consideration
- Manage project resources (budget and staff time)
- Provide officer reports to meetings at key points
- Organise and manage engagement with key stakeholders and the wider community
- Keep members briefed on key communications with key stakeholders and the public
- Prepare and distribute agendas for Group meetings
- Takes notes from meetings, and record key guidance provided by the Reference Group, and reasons for guidance.

**11. Conflicts of Interest**

Conflicts of interest should be declared at the start of Group meetings.

**12. Reporting**

Notes of the Reference Group meetings will be taken. The Chair may wish to summarise the Reference Group's discussions when officers bring substantive reports to Council for decisions or via the Mayor's report.

**13. Confidentiality**

Discussions in relation to procurement, negotiations and any legal issues will take place on a confidential basis.

For the avoidance of doubt, the meeting provisions of the Local Government Official Information and Meetings Act 1987 do not apply to Reference Group meetings, as no decisions are made at these meetings.

This means that Reference Group meetings will not be advertised, nor will formal agendas be produced or formal minutes be taken at meetings.

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## **Property and Facilities Activity Management Plan 2021-31**

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### **1. Purpose of Report**

- 1.1 To adopt the Property and Facilities Activity Management Plan 2021-31 following approval of the Long Term Plan 2021-31 in June 2021.

### **2. Recommendation**

***That the Council***

- 1. Receives the report Property and Facilities Activity Management Plan 2021-31 (R18127) and its attachment (A2443568); and***
- 2. Adopts the Property and Facilities Activity Management Plan 2021-31 (A2511502)***

### **3. Background**

- 3.1 Activity Management Plans (AMPs) are prepared by Council to inform development of the Long Term Plan (LTP). Following consultation on the LTP, AMPs and been reviewed and updated.
- 3.2 A series of workshops and briefings were held with the elected members during the preparation of this AMP.
- 3.3 The AMP takes account of previous Council and Committee resolutions and feedback at workshops on the proposed levels of service and key issues.
- 3.4 A draft Property and Facilities Activity Management Plan was not presented to Council for adoption prior to the Long Term Plan consultation as it was intended that there would be further workshops on the document prior to its adoption. However, a draft AMP was prepared and was used to inform the LTP development.

## Item 12: Property and Facilities Activity Management Plan 2021-31

3.5 The focus areas within the draft AMP cover several areas of Council delegations, as shown in the table below.

<b>Focus area</b>	<b>Team<sup>1</sup> within Council responsible</b>	<b>Current Committee delegation<sup>2</sup></b>
Trafalgar Centre	Parks and Facilities	Community and Recreation Committee
Community Centres and Halls (Stoke Memorial Hall, Greenmeadows Centre/ Pūtangitangi, Wakapuaka Hall, Trafalgar Street Hall, Trafalgar Pavilion)	Parks and Facilities	Community and Recreation Committee
Swimming Pools (Riverside Pool, Nayland Pool)	Parks and Facilities	Community and Recreation Committee
Public Toilets	Parks and Facilities	Community and Recreation Committee
Marina	Parks and Facilities	Strategic Development and Property Subcommittee
Campgrounds (Brook campground, Maitai Campground, Tahunanui Campground)	Parks and Facilities	Strategic Development and Property Subcommittee
Cemeteries (Marsden Valley, Wakapuaka, Seaview and Hira)	Parks and Facilities	Community and Recreation Committee
Crematorium	Parks and Facilities	Community and Recreation Committee
Parks and Reserves Bridges and Platforms (includes jetties and wharfs)	Parks and Facilities	Community and Recreation Committee <i>*note, transport bridges not included in this AMP</i> <i>*note, marina bridges the delegation of Strategic Development and Property</i>
Parks and Reserves Buildings (those buildings not included in other sections of this AMP or of the Parks and Reserves AMP)	Parks and Facilities and Property (leased properties)	Community and Recreation Committee

<sup>1</sup> Note, the maintenance and operations may fall to different Council teams

<sup>2</sup> Note, the Committee structure may change over the life of this plan

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Focus area	Team <sup>1</sup> within Council responsible	Current Committee delegation <sup>2</sup>
Saxton Field Buildings	Parks and Facilities and Property (leased properties)	Saxton Field Committee
Libraries (Elma Turner, Stoke, Nightingale Library Memorial)	Property and Libraries	Community and Recreation Committee Note, Council retains delegations for Elma Turner Library redevelopment
Heritage Houses (Isel House, Melrose House, Broadgreen House and Founders Heritage Park)	Property and Community Partnerships	Community and Recreation Committee
Community Properties (The Refinery, Citizens Advice/Plunket, Surf Lifesaving Tahuna, Stoke Community Hall, Guppy Park changing rooms, Waimarama Community Gardens, Woodturners building, Youth Nelson Building, 1 Kinzett Terrace, Tahunanui Community Centre, Tahunanui Beach café)	Property	Community and Recreation Committee
Civic House	Property	Council
Strategic Properties (250 Haven Road, Anchor building, 236 Haven Road, 300 Wakefield Quay, 23 Halifax Street – pending deconstruction, 101 Achilles Avenue, 81 Achilles Avenue, 42 Rutherford Street, Millers Acre and residential properties held for strategic purposes)	Property	Strategic Development and Property Subcommittee

### 4. Discussion

4.1 The Property and Facilities AMP sets out the background to Council's Property and Facilities activity, and includes details of the following:

4.1.1 Levels of Service

4.1.2 Information on demand, lifecycle management and risk

4.1.3 Focus areas for the activities during 2021-31

4.1.4 Activity budgets for operations and project delivery

## Item 12: Property and Facilities Activity Management Plan 2021-31

### 4.1.5 Plan improvements

- 4.2 The Executive Summary of the AMP is appended as Attachment 1.
- 4.3 The full Property and Facilities AMP 2021-31 (A2511502) is a large document and will be made available on the Council's website, 2021-31 Activity Management Plans page ([www.nelson.govt.nz/2021-31-activity-management-plans](http://www.nelson.govt.nz/2021-31-activity-management-plans)), once approved. It is available for elected members in SharePoint and a hard copy will be placed in the Councillors' Lounge from 21 October.

### Changes made through Long Term Plan deliberations

- 4.4 The following summarises the relevant resolutions made at the LTP deliberations affecting budgets in this AMP. These changes have been incorporated into the final AMP.
16. *Allocates a provision of up to \$9,400 capital expenditure in Year 1 of the Long Term Plan 2021-31 for resealing the 220m2 of road leading to Sanctuary gates in conjunction with the reseal of roading within the campground; and*
  17. *Further allocates a provision of up to \$80,000 capital expenditure in Year 1 of the Long Term Plan 2021-31 to extend WiFi coverage for the Brook Waimarama Sanctuary, particularly to the visitor centre.*
  24. *Approves the development and implementation of a zero overdue fees policy for all late returned library items including books, DVDs, magazines and other lending items, effective from 1 July 2021; and*
  25. *Notes that this decision would result in lost non-rates revenue of \$37,000 annually; and*
  26. *Approves additional rates contribution to the Library activity of \$37,000 annually to offset the reduction in non-rates revenue; and*
  27. *Notes that Council's library policy for lost items would not be affected by this change in policy.*
  28. *Notes that officers will review the policy change after 12 months and if required report back to Council.*
  29. *Directs staff to work with Tasman District Council on the option of a regional cemetery in Moutere or Wakefield.*
  35. *Approves a provision of up to \$140,000 in Year 3 of the Long Term Plan 2021-31 for a reconfiguration of the Guppy Park changing rooms.*

Item 12: Property and Facilities Activity Management Plan 2021-31

42. *Allocates the following provisions for work at the Wakapuaka Cemetery in the Long Term Plan 2021-31 of up to:*
  - a) *\$5,000 capital expenditure per year for Years 1 to 3 for plantings*
  - b) *\$3,500 capital expenditure in Year 1 to make the garage more usable*
  - c) *\$7,000 capital expenditure in Years 1 and 3 for interpretation boards*
  - d) *\$1,000 capital expenditure per year for blocks to identify denominations*
  - e) *\$2,500 operating expenditure per year for slope mowing.*
43. *Agrees that Council will make provision to fund 80% of the cost of the Sea Sports building with the expectation that users will raise a minimum of 20% of the total construction costs, subject to site identification upon approval of the Marina Master Plan.*
44. *Directs officers to liaise with the Nelson Surf Life Saving Club about the proposed hub at Tahunanui in order to prepare a report for further consideration of the project by the Community and Recreation Committee.*
45. *Notes that the establishment of a tennis club house in Rutherford Park would not require ratepayer funding; and*
46. *Directs officers to liaise with the Nelson Lawn Tennis Club about a potential site and lease conditions and bring a report to the Community and Recreation Committee for further consideration including approval of final design concept.*
47. *Directs staff to have discussions with the Seafarers Memorial Trust about the request for Council to take ownership of the Seafarers Memorial and to bring a report to the Community and Recreation Committee for consideration.*
56. *Approves an additional \$84,000 operational expenditure in Year 2 of the Long Term Plan 2021-31 to cover costs related to allowing more time for completion of the compliance project before leasing of the Brook Valley Holiday Park commences; and*
57. *Allocates up to an additional \$510,000 capital expenditure (being \$410,000 in Year 1 of the Long Term Plan 2021-31 and \$50,000 in each of Years 2 and 3) for an improved toilet block at the Brook Valley Holiday Park, and to connect long-term occupants to water and wastewater services as well as undertake other work related to achieving compliance and requests a report to the Strategic Development and Property Subcommittee prior to works being undertaken; and*

## Item 12: Property and Facilities Activity Management Plan 2021-31

58. *Requests officers to review the future uses of the Maitai Valley Motor Camp and report back to the Strategic Development and Property Subcommittee; and*
59. *Requests officers to reduce the cap on the number of Maitai Valley Motor Camp users.*
61. *Approves moving the funding from hardstand improvements in Years 7 and 8 of \$800,000 (uninflated) to Year 1 of the Long Term Plan 2021-31 to address health, safety and security projects prior to the Marina Masterplan being consulted on; and*
62. *Notes that additional funding and some redistribution of capital budget between the years of the Long Term Plan 2021-31 is likely to be required once the Marina Masterplan has been adopted; and*
63. *Requests officers to complete a Masterplan for the sea side of the marina; and*
64. *Approves a provision of up to \$110,000 in Year 1 of the Long Term Plan 2021-31 from the Marina account for a s17a review of governance models and transition costs towards a new governance model if required.*
65. *Approves the 2020/21 capital carry forwards to the Long Term Plan 2021-31 capital expenditure budgets, as set out in Attachment 2 (A2642025) of Report R24777.*
67. *Approves that the Long Term Plan 2021-31 be amended to include the changes in the attached document listing corrections and timing changes in Attachment 3 (A2641877) of Report R24777.*

### 4.5 Separate resolutions were also made in relation to the Elma Turner library

1. *Receives the report Elma Turner Library - Deliberations on Submissions to the Long Term Plan 2021-31 and Business Case (R24785) and its attachment (A2630896); and*
2. *Reconfirms that, having considered submissions on the Long Term Plan 2021-31 and having considered the business case, Council's preferred option is to build a new library building on the corner of Halifax Street and Trafalgar Street, within the Riverside Precinct, subject to agreement with Wakatū Incorporation on a land exchange involving that site and the current library site, and completion of a flood mitigation plan for the proposed building footprint including consideration of effects on adjoining sites; and*
3. *Confirms that, prior to negotiations taking place:*

## Item 12: Property and Facilities Activity Management Plan 2021-31

- *Council will approve the land exchange negotiating team and its brief; and*
- 4. *Confirms that, on completion of negotiations:*
  - *Council will approve the community engagement process (including a communication strategy), project management and governance approach, procurement process, financial management, and reporting and approvals processes for the proposed new library building and landscaping; and*
  - 5. *Notes that under best practice a Quality Assurance Framework is used for the life of the project; and*
  - 6. *Confirms that prior to design*
    - *Council will approve the level of any shared community spaces (including provision for community organisations) in the library building project scope; and*
    - *Council will approve climate change mitigation and environmental sustainability objectives for the new library building and surrounding landscaping; and*
  - 7. *Notes the guiding principle of developing an accessible community space, and requests officers also consider housing opportunities in the planning process and to report to Council on considerations; and*
  - 8. *Confirms that, should negotiations with Wakatū Incorporation on a land exchange be unsuccessful, officers will seek confirmation from Council to proceed with Option Four – to construct a new high specification library on the current site; and*
  - 9. *Confirms that no financial contribution has been committed by Council to Wakatū Incorporation to support construction of the Climatorium.*
- 4.6 These changes have been incorporated into the final AMP budgets and body of the document where appropriate.
- 4.7 No significant changes have been made to the final AMP other than those made in relation to the above resolutions and in relation to direction provided through other Council decisions since the document was drafted. A number of formatting and template-related content changes and corrections have been made but none that alter the direction or substance of the draft AMP.

### **Activity Management Plans 2024-34**

- 4.8 Planning for future Activity Management Plans 2024–34 will commence shortly. To ensure officers have a clear understanding of Council’s

## Item 12: Property and Facilities Activity Management Plan 2021-31

expectations and key issues, workshops will be arranged with the relevant Committees over the next three years.

- 4.9 There is an expectation that the structure of this AMP will change before the 2024 AMPs are prepared, with a likely outcome that there are three separate AMPs: The Marina, Facilities, and Property. More investigation is required before this can occur.

### 5. Options

- 5.1 The Property and Facilities Activity Management Plan 2021-31 supports Council in meeting its obligations under Section 93 and Schedule 10 of the Local Government Act 2002 and the recommended option is for Council to adopt this Plan.

<b>Option 1: Adopt the Property and Facilities Activity Management Plan 2021-31 (Recommended)</b>	
Advantages	<ul style="list-style-type: none"><li>• Supports Council to meet requirements of the Local Government Act 2002.</li><li>• Aligns with the direction set by the LTP 2021-31</li></ul>
Risks and Disadvantages	<ul style="list-style-type: none"><li>• None</li></ul>
<b>Option 2: Do not adopt the Property and Facilities Activity Management Plan 2021-31</b>	
Advantages	<ul style="list-style-type: none"><li>• None</li></ul>
Risks and Disadvantages	<ul style="list-style-type: none"><li>• Not adopting the AMP would leave Council without a clear plan to mitigate risks and achieve levels of service.</li></ul>

### 6. Conclusion

- 6.1 The Property and Facilities Activity Management Plan 2021-31 has been reviewed and amended to reflect all decisions made by the Council in the adopted Long Term Plan 2021-2031.

**Author:** Jane Loughnan, Parks and Facilities Asset Planner

#### Attachments

Attachment 1: A2443568 Executive Summary to Property and Facilities Activity Management Plan 2021-31 (A2443568) [↓](#)

## **Important considerations for decision making**

### **1. Fit with Purpose of Local Government**

Council's Property and Facilities Activity Management Plan sets out the background to Council's property and recreation facilities activities and will support Council in meeting its obligations under section 93 and Schedule 10 of the Local Government Act 2002.

### **2. Consistency with Community Outcomes and Council Policy**

The development of a Property and Facilities Activity Management Plan supports Council's contribution towards Community Outcomes and Council strategy documents. These are listed in the AMP with a description of the activity's contribution. All the community outcomes are supported by the activity:

- Our unique natural environment is healthy and protected
- Our urban and rural environments are people-friendly, well planned and sustainably managed
- Our infrastructure is efficient, cost effective and meets current and future needs
- Our communities are healthy, safe, inclusive and resilient
- Our communities have opportunities to celebrate and explore their heritage, identity and creativity
- Our communities have access to a range of social, educational and recreational facilities and activities
- Our Council provides leadership and fosters partnerships, a regional perspective, and community engagement
- Our region is supported by an innovative and sustainable economy

The AMP reflects the adopted Long Term Plan and any decisions undertaken in that.

### **3. Risk**

Adopting the Activity Management Plan is a low risk as it has been through a thorough development process and reflects all of the relevant Long Term Plan decisions. Adopting the Activity Management Plan also helps Council mitigate risks by providing a clear plan to achieve levels of service, address relevant focus areas and sets activity budgets for operations, maintenance, renewals and capital expenditure.

#### **4. Financial impact**

The Activity Management Plan reflects the decisions made by Council on 24 June 2021 when the Long Term Plan 2021-31 was adopted and sets out budgets for both operational and capital expenditure. Staff time has been used to prepare the AMP and this report.

#### **5. Degree of significance and level of engagement**

This matter is of low significance because decisions arising from the LTP that were considered to be significant were consulted on through the LTP.

The LTP and LTP budgets have already been adopted by Council and this document supports the delivery of those items.

#### **6. Climate Impact**

The AMP sets out what activities are occurring in relation to climate impact over the ten year period. The AMP considers the potential impacts and risks climate change presents to the Property and Facilities Activity.

Climate impact implications were considered as part of the development of the Long Term Plan 2021-31.

#### **7. Inclusion of Māori in the decision making process**

Iwi feedback was sought on the AMP. Engagement with Māori will be undertaken on specific projects as required.

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 Property and Facilities Activity Management Plan

*Areas of Responsibility:*

- *Arts, Culture and Heritage*
- *Cemeteries and Crematorium*
- *Community Centres and Halls*
- *Community Development, including youth issues, ageing issues and social well-being*
- *Founders Heritage Park*
- *Heritage Houses and their grounds*
- *Recreation and Leisure Facilities and Services, including swimming pool facilities and Waahi Taakaro Golf Course*

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- *Sports Fields, including Trafalgar Park and the Trafalgar Pavilion*
- *The Trafalgar Centre*

### *Powers to decide:*

- *Developing, approving, monitoring and reviewing policies and plans, including activity management plans*

### *Powers to recommend to Council:*

- *Unbudgeted expenditure relating to the areas of responsibility, not included in the Long Term Plan or Annual Plan*
- *Decisions regarding significant assets*

The Strategic Development and Property Subcommittee has the following delegations to consider the Property and Facilities Activity Management Plan

### *Areas of Responsibility:*

- *Haven Precinct*
- *Marina Precinct*
- *Campgrounds*
- *Strategic properties as identified in the Property and Facilities Activity Management Plan*

### *Powers to decide:*

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

### *Powers to recommend to Council:*

- *Approval of final versions of strategies, policies and plans*

Council retains all responsibilities, powers, functions and duties in relation to governance matters for the following items:

- *Civic House*
- *Elma Turner Library redevelopment and Riverside Precinct*

As the Property and Facilities Activity Management Plan covers matters that relate to the areas of responsibility of more than one committee, subcommittee or subordinate decision-making body, the matter is considered a cross-committee item and instead of being considered by one or more committees, will be considered by Council directly.



## ***Executive Summary*** for Property and Facilities Activity Management Plan *Mahere Rawa 2021–31*



# Item 12: Property and Facilities Activity Management Plan 2021-31: Attachment 1

Nelson City Council

## Quality Assurance Statement

Version	Date	Description	Prepared by	Reviewed by	Approved by
1	10 October 2020	Draft for Senior Leadership Team review	Parks and Facilities Activity Planner	Business Unit Manager Parks and Facilities Team Leader Parks and Facilities Activity Planning Property Team	GM Community Services GM Corporate Service
2	March 2021	Draft on website	Parks and Facilities Activity Planner Property Asset Planner Marina manager	Business Unit Manager Parks and Facilities Team Leader Parks and Facilities Activity Planning	GM Community Services GM Corporate Services
3	October 2021	Final approved by Senior Leadership Team following LTP adoption	Parks and Facilities Activity Planner Property Asset Planner Marina manager	Business Unit Manager Parks and Facilities Property Business Unit Manager GM Corporate Services	Senior Leadership Team
4	Due 28 October 2021	Final approved by Council following LTP adoption <i>(Note, goes to full Council as is a cross Committee AMP)</i>	Parks and Facilities Activity Planner Property Asset Planner Marina manager	Business Unit Manager Parks and Facilities GM Community Services Property Business Unit Manager GM Corporate Services	Council

### Cover photos:

Clockwise from top left: Civic House, Nayland Pool, Trafalgar Centre, Isel House, Nelson Marina

## Executive Summary

### I. The Purpose of the Plan

The Property and Facilities Activity Management Plan (AMP) includes Council owned facility, structure, building and property assets in a single plan. This enables Council to implement consistent asset management principles across the properties and facilities and focus on advancing the level of asset management and set service levels.

Two important aspects of the AMP are the key issues and the asset improvement programme which is identified to support better asset management overall. Strategies to improve asset performance are incorporated into the focus areas of the AMP. The plan allows Council to collectively manage aspects like user feedback, demand trends, life cycle factors and risks.

The AMP also informs and is informed by the Long Term Plan (LTP) 2021-31 budgets and decisions and provides a programme of renewals or capital upgrades for assets.

### II. Asset Description

Nelson City Council manages a range of property and facilities for a variety of purposes that are used by residents and visitors and tenants.

The properties are categorised based on recreation activities and the Council's business needs. The scope of the Plan is outlined in Figure 1: Scope of Asset Plan.

Figure 1: Scope of Asset Plan

Focus area	Included in Plan	Team <sup>1</sup> within Council responsible	Current Committee delegation <sup>2</sup>
Trafalgar Centre	Asset and Activity	Parks and Facilities	Community and Recreation Committee
Community Centres and Halls (Stoke Memorial Hall, Greenmeadows Centre/ Pūtangitangi, Wakapuaka Hall, Trafalgar Street Hall, Trafalgar Pavilion)	Asset and Activity	Parks and Facilities	Community and Recreation Committee
Swimming Pools (Riverside Pool, Nayland Pool)	Asset and Activity	Parks and Facilities	Community and Recreation Committee
Public Toilets	Asset and Activity	Parks and Facilities	Community and Recreation Committee
Marina	Asset and Activity	Marina	Strategic Development and Property Subcommittee
Campgrounds (Brook Valley Holiday Park, Maitai Campground, Tahunanui Campground)	Asset and Activity	Parks and Facilities Property (where leased)	Strategic Development and Property Subcommittee

<sup>1</sup> Note, the maintenance and operations may fall to different Council teams

<sup>2</sup> Note, the Committee structure may change over the life of this plan.

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Focus area	Included in Plan	Team <sup>1</sup> within Council responsible	Current Committee delegation <sup>2</sup>
Cemeteries (Marsden Valley, Wakapuaka, Seaview and Hira)	Asset and Activity	Parks and Facilities	Community and Recreation Committee
Crematorium	Asset and Activity	Parks and Facilities	Community and Recreation Committee
Parks and Reserves Bridges and Platforms (includes jetties and wharfs) <i>*note, transport bridges not included in this AMP</i>	Asset (Activity in Parks and Reserves Activity Management Plan)	Parks and Facilities Marina (pontoons)	Community and Recreation Committee <i>*note, transport bridges not included in this AMP</i> <i>*note, marina bridges the delegation of Strategic Development and Property</i>
Parks and Reserves Buildings (those buildings not included in other sections of this AMP or of the Parks and Reserves AMP)	Asset (Activity in Parks Plan)	Parks and Facilities and Property (leased properties)	Community and Recreation Committee
Saxton Field Buildings	Not included in this plan (refer Parks and Reserves Activity Management Plan)	Parks and Facilities and Property (leased properties)	Saxton Field Committee
Libraries ((Elma Turner, Stoke, Nightingale Library Memorial)	Asset and Activity	Property and Libraries	Community and Recreation Committee Note, Council retains delegations for Elma Turner Library redevelopment
Heritage Houses (Isel House, Melrose House, Broadgreen House and Founders Heritage Park)	Asset (Activity in Heritage Activity Plan)	Property and Community Partnerships	Community and Recreation Committee
Community Properties (The Refinery, Citizens Advice/Plunket, Surf Lifesaving Tahuna, Stoke Community Hall, Guppy Park changing rooms, Waimarama Community Gardens, Woodturners building, Youth Nelson Building, 1 Kinzett Terrace, Tahunanui Community Centre, Tahunanui Beach café)	Asset and Activity	Property	Community and Recreation Committee
Civic House	Asset and Activity	Property	Council
Strategic Properties (250 Haven Road, Anchor building, 236 Haven Road, 300 Wakefield Quay, 101 Achilles Avenue, 81 Achilles Avenue, 42 Rutherford Street, Millers Acre and residential properties held for strategic purposes)	Asset and Activity	Property	Strategic Development and Property Subcommittee

This AMP excludes the parks and reserves that the buildings or facilities are located on. These are included in the Parks and Reserves AMP. The key exception is the Marina, Cemeteries and the Brook Campground,

which are included within this AMP, and any outdoor spaces that are specifically linked to a building or facility.

Buildings and facilities are grouped into main categories (focus areas) of similarly used buildings or facilities.

### III. Key Issues

Each focus area presents key issues for the assets within the focus area and discusses options to address and consider the key issues.

A summary of these key issues is presented in this Executive Summary, with more details provided in each focus area.

Properties and facilities receive considerable public attention, including significant investment requests from user groups. This activity is expected to experience changing demand drivers over the medium to long term. A key focus over the life of this plan is improving the asset management practices relating to the assets in this AMP.

COVID-19 has had more impact on some focus areas than others due to changed requirements and demand. It is uncertain how long the demand changes resulting from COVID-19 will continue to impact the activities.

Figure 2: Summary of Key Issues by Focus Area

Focus area	Key Issues
Buildings and properties (General across the AMP)	<p><b>Note, the key issues in this focus area apply across multiple focus areas</b></p> <ul style="list-style-type: none"> <li>• <b>Issue 1:</b> Information about assets needs to be more comprehensive/detailed to support asset management practices, including admin and edit rights in INFOR. This will allow changes to adapt more quickly and will inform programmes for condition assessments</li> <li>• <b>Issue 2:</b> Buildings do not currently reduce carbon emissions and mitigate the risks of climate change as much as possible.                         <ul style="list-style-type: none"> <li>○ New buildings need to be designed in a way that considers building life and environmental sustainability over the building's life.</li> <li>○ Demolishing a building at the end of the building's life creates waste to landfill. Deconstruction should be considered instead</li> <li>○ Improved environmental sustainability is needed of existing buildings and plant (e.g. LED lighting)</li> </ul> </li> <li>• <b>Issue 3:</b> A staff re-structure within the organisation means there is a new internal structure for the organisational management of buildings and the marina</li> <li>• <b>Issue 4:</b> Inflow and infiltration is occurring at Council-owned buildings</li> <li>• <b>Issue 5:</b> Asbestos present in buildings needs to be managed appropriately</li> <li>• <b>Issue 6:</b> New venue branding guidelines have been developed and need to be implemented (venues sections only)</li> <li>• <b>Issue 7:</b> Project management needs to reflect the project complexity</li> <li>• <b>Issue 8:</b> Council still has some earthquake prone buildings that need to be addressed within the Building Act timeframes</li> </ul>

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Focus area	Key Issues
Trafalgar Centre	<ul style="list-style-type: none"> <li>• <b>Issue 1:</b> COVID-19 impacted, and continues to impact income and operations at the Trafalgar Centre</li> <li>• <b>Issue 2:</b> The Trafalgar Centre needs continuous investment in order to be maintained as a fit for purpose premier event centre</li> <li>• <b>Issue 3:</b> There are a mix of commercial and community use of the Trafalgar Centre and the community use does not generate as much income for the Centre</li> <li>• <b>Issue 4:</b> The need to review and renew the management contract prior to the contract expiry</li> <li>• <b>Issue 5:</b> The need to apply the new venue branding guidelines at venues</li> <li>• <b>Issue 6:</b> There is a lack of adequate storage space at the venue</li> </ul>
Community Centres and Halls	<ul style="list-style-type: none"> <li>• <b>Issue 1:</b> The need to consider alternative management models for Halls</li> <li>• <b>Issue 2:</b> Stoke Memorial Hall is earthquake prone</li> <li>• <b>Issue 3:</b> Being older buildings, there are higher maintenance costs for some of the halls</li> <li>• <b>Issue 4:</b> COVID-19 impacted venue use and income</li> <li>• <b>Issue 5:</b> The need to apply the new venue branding guidelines at venues</li> <li>• <b>Issue 6:</b> The Community Halls are a mix of premier parks and facilities as well as community properties within the Revenue and Financing Policy</li> </ul>
Swimming pools	<ul style="list-style-type: none"> <li>• <b>Issue 1:</b> Implementing the long term strategy and investigating new facilities</li> <li>• <b>Issue 2:</b> The need to renew the required plant prior to new facility development</li> <li>• <b>Issue 3:</b> Nayland filtration system does not have optimal configuration</li> <li>• <b>Issue 4:</b> Nayland pool is not accessible</li> <li>• <b>Issue 5:</b> Nayland pool relies on the heating from the school boilers</li> </ul>
Public toilets	<ul style="list-style-type: none"> <li>• <b>Issue 1:</b> The need to carry out a gap analysis to identify where there are gaps in the network and prioritise where further investment is needed. This includes assessing user demand across the facilities.</li> <li>• <b>Issue 2:</b> Some toilets are ageing and some facilities will be in need of significant renewal during the ten years of this plan</li> <li>• <b>Issue 3:</b> Design requirements for toilet facilities need to go beyond the minimum standards in some cases</li> <li>• <b>Issue 4:</b> The exterior of toilets are, in some cases, old and tired and there is an opportunity to provide more artwork on exterior of toilets</li> <li>• <b>Issue 5:</b> Vandalism</li> </ul>

Focus area	Key Issues
Marina	<ul style="list-style-type: none"> <li>• <b>Issue 1:</b> A Marina master plan needs to be developed for the water space, and both the water and land master plans need to be signed off</li> <li>• <b>Issue 2:</b> Management and governance model has not been reviewed for being fit for purpose in some time and a review is required to determine the best arrangements for marina governance and type of organisation.</li> <li>• <b>Issue 3:</b> Marina Strategy actions need to be followed, while also following marina master plan actions</li> <li>• <b>Issue 4:</b> Currently the marina land and water space is not used in the most efficient way</li> <li>• <b>Issue 5:</b> There could be greater economic benefits from the marina</li> <li>• <b>Issue 6:</b> Funding Policy needs to be followed</li> <li>• <b>Issue 7:</b> Some users are concerned income is not transparent</li> <li>• <b>Issue 8:</b> Hardstand has not been compliant</li> <li>• <b>Issue 9:</b> Clean Marina Programme and Biosecurity</li> <li>• <b>Issue 10:</b> Developing the Marina appropriately as a destination</li> <li>• <b>Issue 11:</b> Council doesn't receive regular feedback from <b>users</b>. A survey of users is recommended</li> <li>• <b>Issue 12:</b> There are inadequate facilities for sea sport users and current location has health and safety risks</li> </ul>
Campgrounds	<ul style="list-style-type: none"> <li>• <b>Issue 1:</b> The three campgrounds are not compliant with legislation for both short term occupants and long term occupants. The Brook Camp and Tahunanui Camp have been granted an exemption while compliance issues are sorted.</li> <li>• <b>Issue 2:</b> Reserve Management Plans for the three campgrounds do not provide up to date vision or objectives for the management of the campgrounds</li> <li>• <b>Issue 3:</b> There are no specific climate actions and responses relating to the campgrounds                         <ul style="list-style-type: none"> <li>○ Tahuna Beach erosion is impacting land and threatening infrastructure at Tahuna Beach Holiday Park</li> </ul> </li> <li>• <b>Issue 4:</b> Outstanding review of the management of the campgrounds                         <ul style="list-style-type: none"> <li>○ Current management model (operated in house) at the Brook Valley Holiday Park has high operating costs</li> <li>○ The viability of the Maitai Valley Motor Camp is questionable</li> </ul> </li> <li>• <b>Issue 5:</b> There has been inadequate marketing of Brook Valley Holiday Park and Maitai Valley Motor Camp                         <ul style="list-style-type: none"> <li>○ Impacts from freedom camping bylaw have decreased patronage at Campgrounds</li> <li>○ There is a need to understand the impacts from COVID-19 on tourist numbers</li> <li>○ Better connections to local environments are required.</li> </ul> </li> <li>• <b>Issue 6:</b> Historical lack of capital investment at both the Brook Valley Holiday Park and Maitai Valley Motor Camp which now requires investment to maintain assets and ensure the camps value proposition within the tourism market, as well as ensuring campground compliance.</li> </ul>

Focus area	Key Issues
Cemeteries	<ul style="list-style-type: none"> <li>• <b>Issue 1:</b> There is insufficient land to meet demand into the future</li> <li>• <b>Issue 2:</b> The community doesn't always understand that there are alternative options for commemoration and community understanding needs to be investigated</li> <li>• <b>Issue 3:</b> There may be unused pre-purchased plots</li> <li>• <b>Issue 4:</b> Pandemic capacity for burial at the cemetery is required</li> <li>• <b>Issue 5:</b> Legislation is changing and operations and management need to respond to these changes once they are known</li> <li>• <b>Issue 6:</b> Collaboration with volunteers is needed</li> <li>• <b>Issue 7:</b> There is no formal operational Cemetery Policy and this needs to be developed</li> </ul>
Crematorium	<ul style="list-style-type: none"> <li>• <b>Issue 1:</b> Minimising costs to Council and the ratepayer and ensuring that the targets in the Revenue and Financing Policy are met</li> <li>• <b>Issue 2:</b> Resource consent needs renewal before expiry in 2026</li> <li>• <b>Issue 3:</b> Management model for the crematorium needs review prior to contract renewal</li> <li>• <b>Issue 4:</b> Legislation is changing and operations and management need to respond to these changes once they are known</li> <li>• <b>Issue 5:</b> The crematorium is a high producer of carbon emissions</li> <li>• <b>Issue 6:</b> Cremation uses less land than burial and could be better promoted to extend the life of the cemetery</li> </ul>
Parks and Reserves Bridges and Platforms, including jetties	<ul style="list-style-type: none"> <li>• <b>Issue 1:</b> Bridges need to be inspected regularly and asset information about condition, maintenance and renewals recorded centrally</li> <li>• <b>Issue 2:</b> Potential bridge closures if maintenance is not carried out in a timely manner</li> <li>• <b>Issue 3:</b> There is not currently a single parks bridge maintenance contractor</li> <li>• <b>Issue 4:</b> Without bridges, not all areas of parks are accessible. Not all bridges are accessible by all people</li> <li>• <b>Issue 5:</b> The Seafarers Memorial Trust wants Council to take over ownership of the Sunderland Memorial Pier and sculpture</li> </ul>
Parks and Reserves Buildings	<ul style="list-style-type: none"> <li>• <b>Issue 1:</b> Improvements needed to asset information and greater amounts of data capture and ensuring there are no gaps in the management of these buildings</li> <li>• <b>Issue 2:</b> Identify parks buildings renewal profile</li> <li>• <b>Issue 3:</b> Non-Council owned structures on Council owned land does not have its own section in the AMP</li> <li>• <b>Issue 4:</b> Addressing earthquake prone buildings</li> </ul>
Libraries	<ul style="list-style-type: none"> <li>• <b>Issue 1:</b> Elma Turner Library redevelopment has been approved in principle – but is yet to be fully agreed &amp; finalised.</li> <li>• <b>Issue 2:</b> Future of Stoke library is dependent on a range of structural and fabric surveys and outcomes of those surveys</li> <li>• <b>Issue 3:</b> Meeting the needs and requirements of an aging population needs to be reviewed on a regular basis</li> <li>• <b>Issue 4:</b> Security concerns need to be assessed and addressed</li> <li>• <b>Issue 5:</b> Climate change and sustainability need to be calculated and evaluated and incorporated into future design</li> <li>• <b>Issue 6:</b> During COVID-19, Library services are reduced to around 35%. Investigation is needed so that in a future lockdown scenario's some additional services can continue to be delivered</li> </ul>

Focus area	Key Issues
Heritage Houses	<ul style="list-style-type: none"> <li>• <b>Issue 1:</b> Historic buildings have specific and specialist skillsets to meet maintenance requirements</li> <li>• <b>Issue 2:</b> Founders Park asset base has a unique profile with age implications that can affect functionality and purpose</li> <li>• <b>Issue 3:</b> New building standards for historic buildings can be problematic and costly to apply</li> <li>• <b>Issue 4:</b> Conservation Plans are out of date and have become largely redundant and urgently required to form the basis for renewals and maintenance</li> <li>• <b>Issue 5:</b> Founders Heritage Park Strategic Plan requires reviewing</li> <li>• <b>Issue 6:</b> Māori representation needs to be assessed</li> </ul>
Community Properties	<ul style="list-style-type: none"> <li>• <b>Issue 1:</b> Rental returns need to be aligned with Council's Community Assistance Policy</li> <li>• <b>Issue 2:</b> Tenancy management</li> <li>• <b>Issue 3:</b> A future home for Community Arts is needed</li> <li>• <b>Issue 4:</b> Assessing future requests</li> <li>• <b>Issue 5:</b> Surf Lifesaving wants an upgraded surf club at Tahuna Beach</li> <li>• <b>Issue 6:</b> There are Inflow and infiltration issues at some community properties</li> <li>• <b>Issue 7:</b> The Woodturners lease has expired and now on a month by month basis</li> <li>• <b>Issue 8:</b> Customer Feedback informs Council's understanding for the public's demand</li> </ul>
Civic House	<ul style="list-style-type: none"> <li>• <b>Issue 1:</b> Essential infrastructure renewals are frequently required</li> <li>• <b>Issue 2:</b> There is a need to optimise Council staff accommodation to improve workflow</li> <li>• <b>Issue 3:</b> Clock Tower aesthetics could be improved</li> <li>• <b>Issue 4:</b> IT server options need investigation with regular upgrades</li> <li>• <b>Issue 5:</b> Energy efficiency needs to be improved in order to meet guideline targets</li> </ul>
Strategic Properties	<ul style="list-style-type: none"> <li>• <b>Issue 1:</b> Strategic purpose for which buildings are held needs better high-level clarification</li> <li>• <b>Issue 2:</b> Surplus assets need to be reviewed, to see whether there are any that could be sold or re-purposed</li> <li>• <b>Issue 3:</b> Deferred Maintenance and renewals are occurring on buildings, pending future decisions</li> <li>• <b>Issue 4:</b> Regular review of assets is needed to align with long-term cost effectiveness</li> <li>• <b>Issue 5:</b> The need to manage long term vacant buildings is costly and requires resource</li> <li>• <b>Issue 6:</b> Decisions are needed on the Haven Precinct to ensure original purpose is still validated</li> <li>• <b>Issue 7:</b> The City Centre Spatial Plan is under development</li> </ul>

#### IV. Levels of Service

##### This Activity's links to the organisation's vision, mission, goals and objectives

*Figure 3: This Activity's links to organisation vision, mission, goals and objectives*

Organisation vision, mission, goal or objective	Strategic outcome	Examples
<b>Vision</b>	<i>He Tāone Tōrire a Whakatū Nelson - a Smart Little City</i>	Property and facilities within this plan assist with providing support to Council's vision, specific examples are provided in each section. Some examples include: <ul style="list-style-type: none"> <li>- Properties and Facilities located within the central city</li> <li>- Community facilities providing event venues for bringing events to the region and enabling participation in events and recreation by residents</li> <li>- The marina and its city to sea linkages</li> <li>- Climate change considerations help to improve the resilience of assets</li> </ul>
<b>Mission</b>	We shape an exceptional place to live, work and play	Properties and facilities within this plan assist to deliver the mission statement. Specific examples are given in each section. Examples include: <ul style="list-style-type: none"> <li>- Venues for recreation and events</li> <li>- Community facilities such as libraries for learning</li> <li>- Commercial buildings for lease</li> <li>- Decisions on renewals and maintenance based on condition assessments and data to leverage financial resources.</li> </ul>
<b>Community outcomes</b> <i>Ngā Putanga Hapori</i>	Our unique natural environment is healthy and protected	Activities in the Property and Facilities AMP assist to protect the environment such as the marina hardstand and activities to reduce emissions of our activities such as de-constructing the Mediterranean Foods building
	Our urban and rural environments are people-friendly, well planned and sustainably managed	Sufficient community facilities, a well-distributed network of facilities, and buildings and facilities that are sustainably managed
	Our infrastructure is efficient, cost effective and meets current and future needs	Properties and facilities are managed well and cost effectively. Council gets the most out of assets.
	Our region is supported by an innovative and sustainable economy	Properties and facilities are run efficiently, and energy use and sustainable solutions are considered in building asset decisions
	Our communities are healthy, safe, inclusive and resilient	People are safe and healthy when using Council's recreation facilities and properties. Accessibility access is optimised.
	Our communities have opportunities to celebrate and explore their heritage, identity and creativity	Buildings are fit for purpose, affordable and support and encourage participation. Heritage houses are preserved and used by the community.
	Our communities have access to a range of social, educational and recreational facilities and activities	Community facilities can be used by the community. Some assets are places for learning which contributes to educational facilities: libraries, swimming pools, booked and leased venues

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		Other assets are places for recreational facilities and activities: Swimming pools, marina, Trafalgar Centre, booked and leased venues etc
	Our Council provides leadership and fosters partnerships, a regional perspective, and community engagement	Activities within this AMP are developed for the community (such as the community facilities and properties) and with a regional perspective (such as the pools and cemeteries being considered alongside TDC). Feedback on activities and stakeholder and partner input is sought on specific projects.
<p><b>The priorities of the 2021-31 Long Term Plan</b>  <i>Ko ō tātou whakaarotau tuatahi</i></p>	Infrastructure <i>Te tūāpapa</i>	This AMP provides community, sporting and event infrastructure to the region (Note, see the third community outcome for more information)
	Environment <i>Te Taiao</i>	This AMP recognizes the importance of reducing impact on the environment, reducing emissions, considering climate change in decisions (Note, see the first community outcome for more information)
	City Centre development <i>Te Whakahou Tāone</i>	The following projects and activities are included within this AMP: Civic House development, strategic property ownership, marina spatial planning Some strategic properties are considered in the central city spatial plan
	Creating a sustainable transport culture <i>Te hanga i tētahi ahurea ikiiki toitū</i>	Bridges in parks and reserves provide a transport connection through parks. Facilities have bike parks where suitable.
	Housing affordability and intensification <i>Te āhei o te utu ā-Whare me te whakapiki</i>	There are no direct links to housing affordability, although a growing population requires an increase in the amount of services and these are accounted for in the AMP. Housing affordability relates to ensuing services are cost-effective to minimise rating impacts for households. Housing intensification will have an impact on community facilities and utilisation.
	Maitai River precinct <i>Te Awa o Mahitahi</i>	Link to the marina, library project, civic house redevelopment, strategic property ownership Valuing the location of facilities such as the library, Trafalgar Centre and Riverside Pool.
<p><b>The four aspects of wellbeing</b></p>	Social	The social activities included within this plan include: <ul style="list-style-type: none"> <li>- Event facilities</li> <li>- Community facilities</li> <li>- Leased buildings for community and commercial use</li> </ul>
	Economic	The economic activities included within this plan are: <ul style="list-style-type: none"> <li>- Leased buildings for community and commercial use</li> <li>- Venues for events</li> </ul> Income in some areas reflects adjusted forecasts due to the ongoing impacts of COVID-19 on demand
	Environmental	See above in community outcomes and four priorities (Note, see the first community outcome for more information)
	Cultural	The cultural activities included within this plan include: <ul style="list-style-type: none"> <li>- Event facilities</li> <li>- Community facilities</li> </ul>

<p><b>All activity is viewed through a climate change lens</b></p> <p><b>A declaration of climate emergency made in 2019</b></p>	<p>Climate change lens</p>	<ul style="list-style-type: none"> <li>- Energy audits planned</li> <li>- Climate change strategy</li> <li>- Environmental outcomes</li> <li>- Work to reduce impacts on environment through decisions on future use</li> <li>- Specific actions following the CEMARs/Toitu Audit</li> <li>- Identifying that more work is required to                         <ul style="list-style-type: none"> <li>o Identify emissions reductions</li> <li>o Carry out vulnerability assessments</li> <li>o Follow an adaptation strategy</li> </ul> </li> </ul>
<p><b>Regional economy</b> <i>Council will prioritise activities which support our regional economy</i></p>	<p>Regional economy</p>	<p>See last community outcome</p>
<p><b>Other</b></p>	<p>Other Council Policy and Strategy</p>	<p>The links with other policy and strategy documents are identified in Appendix B.</p> <p>Where applicable, strategies are referred to in each focus area, for example the Nelson Aquatic Facilities Strategy 2020.</p> <p>In some focus areas this Plan identifies that Council requires further strategic direction for significant assets such as cemeteries. This plan shows where this occurs and proposes that a strategic review is undertaken in these areas to guide future planning.</p>
	<p>Other legislation</p>	<p>See Appendix B</p>

**2021 Levels of service**

A review of levels of service has been undertaken in the development of this AMP. The levels of service in this Plan did not require any significant increase or decrease. The levels of service can be measured against clear targets and reported on, and are linked to Council’s community outcomes.

Council has gathered community views on levels of service through previous Annual Plan and Long Term Plan consultation processes. Council has also received feedback through other engagement processes and the annual Residents’ Survey.

Levels of service broadly focus on the following matters:

- **Asset condition:** Council uses the condition rating methodology from the International Infrastructure Management Manual (IIMM) where assets are rated from 1 (very good) to 5 (unserviceable). Council’s optimum level is the mid-point (Grade 3) which returns the best value from the facility, although there are some facilities that Council aims for a Grade 2 level such as the Trafalgar Centre northern extension or the public areas of Civic House.
- **Compliance:** Where compliance is required with specific legislation or standards, there are some levels of service that relate to this. For example there is a measure around compliance with Campground Regulations. Often compliance is a requirement and is not also a level of service.
- **Resident or user satisfaction:** customer surveys are undertaken annually by service contractors or completed independently under Council supervision. These surveys provide a good measure of customer satisfaction in relation to parks and recreation, and

can also be used to gain feedback on a particular area such as swimming pools or public toilets.

- **Visitor numbers or user rates and booking numbers:** This plan has made use of visitor volumes and booking numbers where Council has an aspiration to meet demand, foster community use or support events in facilities such as the Trafalgar Centre.
- **National measures:** Where industry benchmarking or New Zealand Standards can provide a good means of measuring service then they are used specifically. Clean Marina Programme levels are examples that provide comprehensive measures, are recognised within their relevant industries and suit Council goals for maintaining quality.
- **Bespoke targets:** some levels of service need to relate to their specific areas e.g. cemetery capacity.

Levels of service for property and facilities are provided in Figure 4.

The 2018 LTP had a large number of levels of service, some of which were duplicated and or inconsistent. Some changes were made to these for the 2021 AMP. Key changes from the 2018 levels of service are as follows:

Figure 4: Changes in Levels of service from 2018-28

Focus area	Key Changes from 2018 Levels of service
Buildings and properties	<ul style="list-style-type: none"> <li>- New focus area – consolidating levels of service from other areas</li> <li>- New level of service in relation to Millers Acre building grading</li> </ul>
Trafalgar Centre	<ul style="list-style-type: none"> <li>- Revised target in relation to number of users – changed it to number of bookings.</li> <li>- Removed level of service in relation to fees and left fee discussion for the Revenue and Financing Policy rather than duplicating the same target in the AMP.</li> </ul>
Community Centres and Halls	<ul style="list-style-type: none"> <li>- Removed levels of service in relation to fees and left fee discussion for the Revenue and Financing Policy rather than duplicating the same target in the AMP.</li> <li>- Revised target in relation to number of users – changed to number of bookings which is consistent with the Trafalgar Centre measures.</li> </ul>
Swimming pools	<ul style="list-style-type: none"> <li>- No significant changes.</li> </ul>
Public toilets	<ul style="list-style-type: none"> <li>- Changed measure and target in relation to location to make sure it is clear and measurable.</li> <li>- Accessible toilets – level of service removed, but still a focus within the AMP to improve accessibility.</li> <li>- Maintained, hygienic and well-presented – removed as this is done by contract.</li> </ul>

Focus area	Key Changes from 2018 Levels of service
Marina	<ul style="list-style-type: none"> <li>- New management structure brought in house. Increased office hours, staff resources and hours worked.</li> <li>- Currently undergoing significant consultation and review over Marina Governance and the Marina Masterplan which will affect the LTP and AMP post ratification.</li> <li>- Retained level of service in relation to fees, but re-worded slightly. Although this is similar to the Revenue and Financing Policy target, it was retained on advice from the Marina Advisory Group who provided advice to the development of the AMP.</li> </ul>
Campgrounds	<ul style="list-style-type: none"> <li>- Removed level of service in relation to fees and left fee discussion for the Revenue and Financing Policy rather than duplicating the same target in the AMP.</li> <li>- Added level of service relating to options for tourists and long-term occupants, and presented in a safe and representative local environment, with targets around linkages to beach, Sanctuary and mountain biking.</li> <li>- Added target around campground registration.</li> </ul>
Cemeteries	<ul style="list-style-type: none"> <li>- Minor change in target from number of plots, to number of years that plots are available for.</li> </ul>
Crematorium	<ul style="list-style-type: none"> <li>- Removed levels of service in relation to fees and left fee discussion for the Revenue and Financing Policy rather than duplicating the same target in the AMP.</li> <li>- New target in relation to energy efficiency – determining baseline and improving carbon emissions.</li> </ul>
Parks and Reserves Bridges and Platforms	<ul style="list-style-type: none"> <li>- No significant changes.</li> </ul>
Parks and Reserves buildings	<ul style="list-style-type: none"> <li>- No significant changes.</li> </ul>
Libraries	<ul style="list-style-type: none"> <li>- Minor wording changes</li> <li>- New measures relating to library members per population of Nelson (this is also an LTP measure)</li> <li>- New measures relating to door counts (this is also an LTP measure)</li> <li>- New measure related to outreach</li> <li>- New measure related to collections – to record turnover of collections</li> <li>- New measure for participation rates in programmes</li> <li>- Improved measure in relation to technology and online access</li> </ul>
Heritage Houses	<ul style="list-style-type: none"> <li>- Removed cost per visitor target for Founders</li> </ul>
Community Properties	<ul style="list-style-type: none"> <li>- Removed reference to Community Assistance Policy as this is part of business practice</li> <li>- Removed reference to annual property inspection – this is a requirement of the lease</li> </ul>
Civic House	<ul style="list-style-type: none"> <li>- Changed electrical consumption target to carbon emissions target, related to CEMARS audit and energy audit on the building</li> <li>- Added around staff satisfaction</li> </ul>

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Focus area	Key Changes from 2018 Levels of service
Strategic Properties	- Removed target around debt recovered within one month, this is part of business practice.

Figure 5: Levels of Service for Property and Facilities 2021-31

All Council-owned buildings and structures			Performance Targets				Actual performance	Notes on changes from 2018 AMP
Community Outcomes	Level of Service	Performance Measure	21/22 (Year 1)	22/23 (Year 2)	23/24 (Year 3)	24-31 (Year 4-10)		
Our infrastructure is efficient, cost effective and meets current and future needs	Fit for intended purpose and well maintained	Minimum average condition rating of Council buildings.	Grade 3	Grade 3	Grade 3	Grade 3	New measure – to group all properties together, but consistent level with earlier AMPs	New measure
		Minimum average condition rating of public areas at Civic House.	Grade 2	Grade 2	Grade 2	Grade 2		
		Minimum average condition rating of 'High Quality' public toilets.	Grade 2	Grade 2	Grade 2	Grade 2		
		Minimum average condition rating of Trafalgar Centre Northern Extension.	Grade 2	Grade 2	Grade 2	Grade 2		
		Minimum average condition rating of Millers Acre.	Grade 2	Grade 2	Grade 2	Grade 2		

Trafalgar Centre			Performance Targets				Actual performance	Notes on changes from 2018 AMP
Community Outcomes	Level of Service	Performance Measure	21/22 (Year 1)	22/23 (Year 2)	23/24 (Year 3)	24-31 (Year 4-10)		
Our communities have access to a range of social, educational and recreational facilities and activities	Facilities are well utilised-	Number of bookings	70	75	80	Increase 5 events per year	Not achieved – target in 2018 AMP related to number of users and was set prior to the Trafalgar Centre re-opening (LTP 2018 targets were 60K, 70K, 80K users. AMP was 25K, 30K and 35K) <ul style="list-style-type: none"> <li>45,425 users in 2020/21 (note, impacted by COVID)</li> <li>49,885 users in 2019/20 (note, impacted by COVID)</li> <li>51,901 total users in 2018/19</li> <li>33,667 total users in 2017/18</li> </ul>	Change to measure bookings instead of individuals. (There were 49 bookings in 2020/21)  Note, 70 bookings (the target) would be assuming there are no COVID-19 impacts  A new booking system that was in use for the last quarter of 2020/21 will provide easier reporting on this measure and other usage measures at the Trafalgar Centre and other venues. With the new reporting, it might also see a difference in how the number of hours used and number of bookings are recorded.

Refer All Council-owned buildings and structures levels of service, above

Community Centres and Halls			Performance Targets				Actual performance	Notes on changes from 2018 AMP
Community Outcomes	Level of Service	Performance Measure	21/22 (Year 1)	22/23 (Year 2)	23/24 (Year 3)	24-31 (Year 4-10)		
Our communities have access to a range of social, educational and recreational facilities and activities	Halls are well utilised	Number of bookings (all Halls excluding Greenmeadows/Pūtangitangi): including Stoke Memorial, Wakapuaka, Trafalgar Street and Trafalgar Pavilion	Greater than 1,100	Greater than 1,300	Greater than 1,300	Greater than 1,300	Note, previous target was number of bookings. The results were 47,700 (approximately), well over the target of 22,000.  For number of bookings, the totals were: <ul style="list-style-type: none"> <li>664 in 2020/21</li> <li>1,043 in 2019/20 (Noting COVID-19 and the closure of Stoke Memorial Hall)</li> <li>1,877 in 2018/19, PLUS 243 for Greenmeadows</li> </ul>	Change to measure bookings instead of individuals and to align with Trafalgar Centre utilisation target.  Target of 1,100 in 2021/22 reflects that Stoke Memorial Hall will be closed for strengthening in that year.  After this, assumes increase after Stoke Memorial Hall is opened and back in full use.  Note that a new booking system may create a better way of measuring bookings and may impact how this is measured.

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		Number of bookings (Greenmeadows/Pūtangitangi)	Greater than 1,300	Greater than 1,300	Greater than 1,300	Greater than 1,300	Number of bookings for Greenmeadows/Pūtangitangi in 2018/19 was for a part year only. Number of bookings for Greenmeadows/Pūtangitangi in 2019/20 was impacted by COVID	Note that a new booking system may create a better way of measuring bookings and may impact how this is measured. Note that Greenmeadows/ Pūtangitangi bookings also includes those with a permanent lease in place.
Refer All Council-owned buildings and structures levels of service, above								

Swimming Pools			Performance Targets				Actual performance	Notes on changes from 2018 AMP
Community Outcomes	Level of Service	Performance Measure	21/22 (Year 1)	22/23 (Year 2)	23/24 (Year 3)	24-31 (Year 4-10)		
Our communities have access to a range of social, educational and recreational facilities and activities	Pools are safe for users	Recreation Aotearoa 'Poolsafe' accreditation	Achieved	Achieved	Achieved	Achieved	Pool safe is assessed annually Achieved	No change – minor wording change only
	Pools are managed efficiently	Operation costs per m <sup>2</sup> of water area	\$800 or less	\$800 or less	\$800 or less	\$800 or less	\$580/m2 Achieved	No change Note that with ageing infrastructure this may become more difficult to achieve.
		Plant is maintained to a condition rating as per target	Grade 3	Grade 3	Grade 3	Grade 3	A condition assessment was carried out on pool buildings and maintenance will be budgeted following assessment Achieved	Changed from building to plant
	Responsive and helpful on-site service staff Clean and well presented	Contractor customer survey achieves satisfied or greater with customer service	75%	75%	80%	80%	80% in CLM survey 2018 Achieved	No change Align wording to standard satisfaction wording
Refer All Council-owned buildings and structures levels of service, above								

Public Toilets			Performance Targets				Actual performance	Notes on changes from 2018 AMP
Community Outcomes	Level of Service	Performance Measure	21/22 (Year 1)	22/23 (Year 2)	23/24 (Year 3)	24-31 (Year 4-10)		
Our infrastructure is efficient, cost effective and meets current and future needs  Our communities have access to a range of social, educational and recreational facilities and activities	Toilets are supplied at key locations	Percentage of key locations that have toilet facilities  (Key locations = within 200m of Inner City Zone, within 200m of Stoke Central Suburban Commercial Zone, within 200m of the Tahunanui Beach Bisley Walk car park)	95%	95%	95%	95%	Result: 99% (Previous target was 100%)	Changed wording and changed target. Amend wording of measure to: Percentage of key locations that have toilet facilities (rather than toilet facilities are provided within 200m of Nelson CBD, Stoke and Tahuna) (Key locations = within 200m of Inner City Zone, within 200m of Stoke Central Suburban Commercial Zone, within 200m of the Tahunanui Beach Bisley Walk car park) Change target to 95%.
Refer All Council-owned buildings and structures levels of service, above								

Marina			Performance Targets				Actual performance	Notes on changes from 2018 AMP
Community Outcomes	Level of Service	Performance Measure	21/22 (Year 1)	22/23 (Year 2)	23/24 (Year 3)	24-31 (Year 4-10)		
Our communities have access to a range of social, educational and recreational	Fees and charges are set with regard to the level of service provided, national benchmarks and cost	The Marina is self-funding	\$0 of rates income is used for the marina	\$0 of rates income is used for the marina	\$0 of rates income is used for the marina	\$0 of rates income is used for the marina	Achieved	

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facilities and activities	recovery targets, and are fully recovered							
	Berths provided for permanent and visiting vessels	Occupation for marina berths (both permanent and visitors)	Greater than 95%	Greater than 95%	Greater than 95%	Greater than 95%	96% at the end of the year	
	Responsive and helpful on-site service staff	Customer satisfaction meet targets	85%	85%	85%	85%	New staff so not yet assessed. Will be completed in 2021/22	
	Infrastructure meets the needs of Marina users	Plant, pontoons and buildings are maintained to a condition rating as per target	Grade 3	Grade 3	Grade 3	Grade 3	Assessments undertaken on pontoons, buildings, electrical and water.	
	Marina is managed to protect the environment	Clean Marina programme is followed	Level 2	Level 3	Maintain Level 3	Maintain Level 3	Not achieved for 2018/19 Level 1 in 2019/20 Level 2 underway	Change targets to: Level 2 2021/22 Level 3 2022/23
Refer All Council-owned buildings and structures levels of service, above								

Campgrounds			Performance Targets				Actual performance	Notes on changes from 2018 AMP
Community Outcomes	Level of Service	Performance Measure	21/22 (Year 1)	22/23 (Year 2)	23/24 (Year 3)	24-31 (Year 4-10)		
Our communities have access to a range of social, educational and recreational facilities and activities	Campgrounds provide options for tourists and long term occupants which are safe and representative of the local environment.	Maitai Campground has linkages to mountain biking, the Coppermine Trail (a New Zealand Cycle Trails Great Ride), and the Waahi Taakaro Golf Course	Linkage in place	Linkage in place	Linkage in place	Linkage in place	Promotion of linkages in place	New
		Tahuna Campground has linkages to the beach and Great Taste Trail (a New Zealand Cycle Trails Great Ride)	Linkage in place Linkage in place	Linkage in place	Linkage in place	Linkage in place	Promotion of linkages in place	New
		Brook Valley Holiday Park has linkages to the Brook Waimarama Sanctuary, Eureka Park, Codgers Recreation Hub and Coppermine Trail (a New Zealand Cycle Trails Great Ride)	Linkage in place	Linkage in place	Linkage in place	Linkage in place	Promotion of linkages in place	New
		Campground registration is issued annually for all campgrounds	Issued	Issued	Issued	Issued	Underway through compliance project for Brook Outstanding for Maitai and Tahuna	New Process underway
Refer All Council-owned buildings and structures levels of service, above								

Cemeteries			Performance Targets				Actual performance	Notes on changes from 2018 AMP
Community Outcomes	Level of Service	Performance Measure	21/22 (Year 1)	22/23 (Year 2)	23/24 (Year 3)	24-31 (Year 4-10)		
Our communities have opportunities to celebrate and explore their	Cemeteries meet a range of social, cultural and religious requirements	Minimum number of social, cultural and religious requirements catered for	At least 5	At least 5	At least 5	At least 5	Achieved (RSA, Muslim, Catholic, Jewish, Natural burials)	

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heritage, identity and creativity Our communities have opportunities to celebrate and explore their heritage, identity and creativity	Available burial space meets community needs	Sufficient burial capacity is maintained to accommodate demand and future growth	>10 years	>10 years	>10 years	>10 years	Achieved	Target change from number of plots to number of years.
Refer All Council-owned buildings and structures levels of service, above								

Crematorium			Performance Targets				Actual performance	Notes on changes from 2018 AMP
Community Outcomes	Level of Service	Performance Measure	21/22 (Year 1)	22/23 (Year 2)	23/24 (Year 3)	24-31 (Year 4-10)		
Our infrastructure is efficient, cost effective and meets current and future needs	Plant is maintained to provide an efficient service	Plant is maintained to condition rating as per target	Grade 3	Grade 3	Grade 3	Grade 3	Condition assessments reflect that plant is maintained to an appropriate level	Change from building to plant Building in separate building section
	Facility systems are up to standard	Audits rated 100% for monthly reports on cremator maintenance checks	100%	100%	100%	100%	Achieved	No change
Our communities are healthy, safe, inclusive and resilient	Crematorium is operated efficiently	Crematorium tonnes of CO2 equivalent per cremation is reduced (on average)	Determine baseline	Maintain	Maintain	Maintain	New measure	New measure
Refer All Council-owned buildings and structures levels of service, above								

Bridges and platforms			Performance Targets				Actual performance	Notes on changes from 2018 AMP
Community Outcomes	Level of Service	Performance Measure	21/22 (Year 1)	22/23 (Year 2)	23/24 (Year 3)	24-31 (Year 4-10)		
Our communities have access to a range of social, educational and recreational facilities and activities	Maintained to good standard	Bridges and structures are maintained to asset condition rating as per target	Grade 3	Grade 3	Grade 3	Grade 3	Maintenance work was carried out in 2018/19. A full inspection and maintenance programme was done in 2019/20 and 2020/21	No change
	Parks bridges and structures are safe.	Annual, and 6 yearly inspections of bridges completed	100%	100%	100%	100%	Achieved	Wording change

Other buildings on Parks and Reserves			Performance Targets				Actual performance	Notes on changes from 2018 AMP
Community Outcomes	Level of Service	Performance Measure	21/22 (Year 1)	22/23 (Year 2)	23/24 (Year 3)	24-31 (Year 4-10)		
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Libraries			Performance Targets				Actual performance	Notes on changes from 2018 AMP
Community Outcomes	Level of Service	Performance Measure	21/22 (Year 1)	22/23 (Year 2)	23/24 (Year 3)	24-31 (Year 4-10)*		
Our communities have access to a range of social, educational and recreational facilities and activities	Customer services are well used, responsive, reliable and fully available to all customers	At least 80% of customers are satisfied or very satisfied with libraries	80%	80%	80%	80%	Note, LTP target is 90% 89% 2018/19	Change (wording only): Percentage of customers that are satisfied or very satisfied with libraries as measured by the Annual Survey of Residents
		Percentage of library members per population of Nelson*	80%	80%	80%	80%	New measure	New level of service, measure and target Note, this is an LTP measure already
		Annual door counts across all three libraries	430,000	430,000	430,000	430,000	New measure	New level of service, measure and target Note, this is an LTP measure already
		Outreach and inclusivity services are provided to members of the community who may struggle to reach the library otherwise. (Included but not limited to new migrants, the homeless, housebound customers and aged persons)	Statistics and qualitative reporting show increase upon the year before of targeted outreach and provision of services to the 'full' range of community groups.	Statistics and qualitative reporting show increase upon the year before of targeted outreach and provision of services to the 'full' range of community groups.	Statistics and qualitative reporting show increase upon the year before of targeted outreach and provision of services to the 'full' range of community groups.	Statistics and qualitative reporting show increase upon the year before of targeted outreach and provision of services to the 'full' range of community groups.	New measure	New performance measure
Our communities have opportunities to celebrate and explore their heritage, identity and creativity	Customers have access to a range of good quality collections, technology and programmes	Collections (physical and online resources) are varied and well used as measured by turnover being above target.	Turnover above 3.11 and increase in use of online collections on previous year	Turnover above 3.11 and increase in use of online collections on previous year	Turnover above 3.11 and increase in use of online collections on previous year	Turnover above 3.11 and increase in use of online collections on previous year	Question was not asked in residents survey	Change performance measure from customers are satisfied with collections, to collections are well used as measured by turnover being above target. Change target from 75% to 3.11 Add increase in online collections on previous year  Our collections (physical and online resources) are varied and well used Target: Turnover above 3.11 and increase in use of online collections on previous year
		Participation rates for our programmes average at 15 individuals per programme	Average of 15 individuals per programme	Average of 15 individuals per programme	Average of 15 individuals per programme	Average of 15 individuals per programme	New Measure	New performance measure
		Technology and online access and usage continues to grow and develop to meet current digital demands.	Increase in digital access statistics 7% on year before	Increase in digital access statistics 7% on year before	Increase in digital access statistics 7% on year before	Increase in digital access statistics 7% on year before	Updated measure	

Refer All Council-owned buildings and structures levels of service, above  
\*Includes library members whose residential address may be outside of the district \*\* Likely reviewed levels of service during the ETL redevelopment and also upon completion.

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Heritage Houses and Founders			Performance Targets				Actual performance	Notes on changes from 2018 AMP
Community Outcomes	Level of Service	Performance Measure	21/22 (Year 1)	22/23 (Year 2)	23/24 (Year 3)	24-31 (Year 4-10)		
Our communities have opportunities to celebrate and explore their heritage, identity and creativity	Return on investment	Percentage of available spaces leased at Founders	90%	90%	90%	90%	Not achieved 85%	Reword – note same outcome, but worded so that better able to be measured and reported on. Measure: percentage of available spaces leased Target: 90%
	Buildings maintained to ICOMOS Principles	Renovations follow ICOMOS (International Council on Monuments and Sites) Principles	100%	100%	100%	100%	Achieved, although not audited	Minor change to add reference to ICOMOS being the International Council on Monuments and Sites
Refer All Council-owned buildings and structures levels of service, above								

Community Properties			Performance Targets				Actual performance	Notes on changes from 2018 AMP
Community Outcomes	Level of Service	Performance Measure	21/22 (Year 1)	22/23 (Year 2)	23/24 (Year 3)	24-31 (Year 4-10)		
Refer All Council-owned buildings and structures levels of service, above								

Civic House			Performance Targets				Actual performance	Notes on changes from 2018 AMP
Community Outcomes	Level of Service	Performance Measure	21/22 (Year 1)	22/23 (Year 2)	23/24 (Year 3)	24-31 (Year 4-10)		
Our infrastructure is efficient, cost effective and meets current and future needs	Building is operated efficiently	Building's tonnes of CO2 equivalent is reduced between audits (expected to be annual)	Reduce from 2020/21	Reduce from 2021/22	Reduce from 2022/23	Maintain 2022/23 levels	There was a 3.8% reduction in electricity use at Civic House in 2018/19 from the previous year. Achieved previous target	Changed from electricity use reductions to tonnes of Co2 equivalent reduction Note that reduces for first three years when floor by floor upgrades are happening, and is maintained after that.
	A suitable working environment for staff	Staff satisfaction with workplace	60%	63%	66%	3% per year until maintained at 75%	60% in 2019/20	Proposal for new measure in relation to staff satisfaction with workplace.
Refer All Council-owned buildings and structures levels of service, above								

Strategic Properties			Performance Targets				Actual performance	Notes on changes from 2018 AMP
Community Outcomes	Level of Service	Performance Measure	21/22 (Year 1)	22/23 (Year 2)	23/24 (Year 3)	24-31 (Year 4-10)		
Our infrastructure is efficient, cost effective and meets current and future needs	Lease agreements match strategic needs	Lease is aligned with strategic purpose Lease term does not extend past strategic use Rent reviews completed as per tenancy agreements	100%	100%	100%	100%	Not achieved. Some strategic properties are rented to community groups at community rates as per the Community Investment Policy	
Refer All Council-owned buildings and structures levels of service, above								

**V. Future Demand**

The key aspects of future demand and trends relevant to this AMP relate to population forecasts, demographics, tourism, recreation, affordability and future strategic needs. These, together with proposed responses are summarised in Figure 5 showing the impacts across each focus area.

Figure 6: Demand summary

Focus Area	Trends in Demand	Proposed Response
Trafalgar Centre	Population and tourism changes and increased opportunity for conferences, events and performances. COVID-19 has impacted on number of events and users Reputation is still growing since re-opening Climate change response and carbon reduction	Trafalgar Centre will support a wide range of uses and events and have different funding options for different users Energy audit to identify actions for carbon reductions
Community Centres and Halls	Ageing population — increased demand for affordable passive recreation Diverse recreation needs Local facilities	Council encourages multi-use facilities e.g. sport and culture combined in the Greenmeadows Centre/Pūtangitangi. Council maintains halls for a basic level of service so that they are affordable for the community Potential to review management model
Swimming Pools	Population growth and ageing population needs Recreation diversity – choice of activity Climate change response and carbon reduction	A recently prepared Aquatic Facilities Strategy provides guidance about future development needs for swimming pools to meet changing demand Improved accessibility, where possible Feasibility study to review climate change response and carbon emission as part of development as well as asset and community needs Energy audit with action plan
Public Toilets	Tourism growth and increased demand, as well as changed tourism demands following COVID-19 pandemic Demand from freedom camping Accessibility of toilets for an ageing population Smart little city/central city expectations	Achieve accessibility compliance at current toilets with accessibility provision. Apply for Central Government Funding where it exists and is suitable for growth related tourism and freedom camping projects, where relevant Quality and quantity of toilets High quality toilets in the central city and at key sites.
Marina	Increased demand for facilities Changing types of recreation Regulations and requirements for a clean marina	The Nelson Marina Strategy 2017 assessed future demand and identifies strategies and developments to manage new users.

Focus Area	Trends in Demand	Proposed Response
	<p>Climate change response and carbon reduction</p>	<p>Improving the facilities to address the outcomes identified in the Clean Marina programme.</p> <p>Master plan development and actions from the master plan</p> <p>Management and governance model review</p> <p>Fees and charges and financial review</p> <p>Review of electricity on pontoons and consideration of meters and paid use</p>
<p>Campgrounds</p>	<p>Tourism growth and increased demand, as well as changed tourism demands following COVID-19 pandemic</p> <p>Demand from freedom camping impacting campground use</p> <p>Long term occupants on fixed incomes</p>	<p>Progress Brook Reserve Management Plan</p> <p>A compliance project to improve compliance of the campgrounds, related to long term occupants</p> <p>Compatibility with co-location of activities, e.g. Brook Waimarama Sanctuary and mountain biking tracks</p>
<p>Cemeteries</p>	<p>An ageing population and increasing rates of death</p> <p>Affordability</p> <p>Alternative methods of burial</p> <p>Ethnic burial provision</p> <p>Importance of memorialisation e.g. ANZAC expectations around presentation</p> <p>Trend towards a greater proportion of people choose cremation over burial</p>	<p>Funding in future years to determine expansion plans and development plans for the cemeteries</p> <p>Further analysis of supply and demand and review of options</p>
<p>Crematorium</p>	<p>An ageing population and increasing rates of death</p> <p>Demand increases for affordable options for burial and cremation.</p> <p>Commercial providers of the same service</p> <p>Climate change response and carbon reduction</p> <p>Trend towards a greater proportion of people choose cremation over burial</p>	<p>A crematorium review has been carried out that provides guidance around future decisions for crematorium.</p> <p>A further s17A review will be completed prior to the contract ending in 2023</p> <p>Environmental considerations about efficiency and effectiveness of plant and diesel use</p> <p>Energy audit and action plan</p>
<p>Parks and Reserves Bridges and Platforms</p>	<p>Bridges provide connections for the community in Council parks and reserves</p> <p>There is demand for safe, affordable structures and bridges</p> <p>The need for accessibility</p>	<p>Maintain structures and ensure inspections are carried out in a timely manner</p>

Focus Area	Trends in Demand	Proposed Response
Parks and Reserves Buildings	<p>There is often demand for new buildings on parks and reserves.</p> <p>Existing buildings need to be managed well.</p> <p>Affordability, multiple use are expected of buildings and facilities.</p> <p>Provision of changing facilities at sports fields.</p>	<p>Reserve Management Plans guide development within reserves. Reserve Management Plan development and review is required.</p> <p>Leases determine responsibilities of Council and tenants with these buildings</p> <p>Funding options to be sought – external funding to be applied for where possible</p> <p>Energy audit and action plan where appropriate</p>
Libraries	<p>Technology changes</p> <p>Changing expectations of the library as a civic service</p> <p>Accessibility and services to the aged community</p> <p>Redevelopments will require operational changes to meet increased demand for services</p> <p>Climate change response and carbon reduction</p>	<p>Service levels recognise the demand post COVID-19 for access to free wifi and computer access. Increased interactive digital technologies.</p> <p>Plans for library extensions will consider the need for flexible spaces and community services.</p> <p>Continued development of programmes and outreach to meet the needs of our aged customers. Further accessibility options will be addressed in any library redevelopments</p> <p>Budgets added to the AMP to prepare for increased operational demand due to redevelopments.</p>
Heritage Houses (Isel House, Melrose House, Broadgreen House and Founders Heritage Park)	<p>Demand for weathertight, well-maintained houses that support heritage activity</p> <p><i>Note, activity within the houses is discussed in the Heritage Activity Management Plan</i></p>	<p>Regular condition assessments and maintenance to support the houses</p>
Community properties	<p>There is regular demand for leases of Council-owned buildings at affordable, community rates</p>	<p>Regular condition assessments and maintenance to support the properties</p> <p>Lease management to support current tenants</p>
Civic House	<p>Council staff growth</p> <p>Different ways of working</p> <p>Potential changes to the future needs for the building</p> <p>Climate change response and carbon reduction</p>	<p>Upgrading the workspace to meet staff needs and future requirements</p> <p>Energy audit and improvements through floor by floor upgrade</p>

### Demand management

Demand management strategies are used where the demand for the asset is high. They aim to modify customer behaviour and demand to help defer the need to build new assets for customers. Multi-use facilities, adaptive use, and booking systems are examples where Council has used demand management strategies to optimise the asset capability.

Demand can also be managed through fees and charges. Council's fees and charges are set in line with the Revenue and Financing Policy and are reviewed annually.

Council continues to work closely with management contractors to supply services that maximise the potential of assets to meet customers' needs.

**Priority projects**

The following physical projects and budgets have been identified as significant contributors to achieving levels of service, meeting current and future demand and aligning with Council's goals over the next 10 years:

Figure 7: Priority Physical Projects

Focus area	Capital project	Budget (Uninflated)	Year
Community Centres and Halls	Stoke Memorial Hall upgrade and strengthening	\$2M	2021/22 and 2022/23
Swimming Pools	Feasibility of aquatic facility developments	Feasibility studies only (opex, not capex)	2021/22 and 2022/23, with the intent that the future aquatic facility developments will need to be funded in the next AMP
	Riverside Pool heating system	\$700K	2023/24
Public Toilets	Montgomery toilet renewal	\$460,000 (PLUS external funding)	2023-2026  Note, external funding was sought and awarded (contract yet to be signed) which will increase the budget to \$920,000 and will require the project to be brought forward through the Annual Plan 2022/23 (Updated August 2021)
	Toilet renewals – specific details to be confirmed and will be worked through in the first three years of the AMP	\$650,000 \$650,000 \$650,000	2024/25, 2027/28 and 2030/31
Marina	Marina hardstand	\$2.05M	2021/22 to 2028/29  Ongoing expansion, with review at each stage
	Marina travel lift	\$800,000	2023/24
	Marina boat ramp	\$500,000	2023/24
	Health and Safety - Pontoons	\$550,000	2021/22
	Security	\$250,000	2021/22

Item 12: Property and Facilities Activity Management Plan 2021-31: Attachment 1

Focus area	Capital project	Budget (Uninflated)	Year
	Sea sports building	\$7.7M	Majority in 2024/25 – prior to expenditure occurring it will be reviewed whether this should come from Marina closed account.
	Capital projects at the marina may be subject to change pending outcome of Marina Masterplan due for completion 2021/22.		
Campground	Building renewals for campground compliance and F block renewal	\$510,000	20021/22
Cemeteries	Purchase of land for cemetery  (To be carried out in conjunction with TDC)	Note that this is a placeholder only. Pending decisions and timing in relation to future cemetery purchase, this funding may need to be moved to another year.	2022/23  Note that this is a placeholder only. Pending decisions and timing in relation to future cemetery purchase, this funding may need to be moved to another year.
	Development of that land  (To be carried out in conjunction with TDC, with TDC also providing funding for the work required)	\$400,000 \$200,000 \$400,000 \$500,000	2024/25 2028/29 2029/30 2030/31
Parks and Reserves Bridges and Platforms	Saltwater Creek bridge upgrade (Note, this is a transport project)	\$311,000	2021/22 (design) and 2022/23 (architectural elements only, bridge construction budget features in the Transport AMP)
	Isel Park bridge	\$295,000	2021/22
Libraries	Elma Turner Library redevelopment	\$44M	2021/22 to 2026/27
	Stoke Library structural improvements	\$600,000	2023/24
	Elma Turner Library Ceiling tiles	\$200,000	2021/22
	Nightingale Memorial Library roof	\$230,000	2022/23 to 2023/24
	Broadgreen heating	\$60,000	2021/22

Focus area	Capital project	Budget (Uninflated)	Year
Heritage Houses (Isel House, Melrose House, Broadgreen House and Founders Heritage Park)	Founders Energy Centre venue development	\$710,00	2022-2028
	Granary venue development	\$145,000	2025-2027
	Collection store health and safety	\$150,000	2021/22
	Church venue development	\$27,000	2024/25
	Cultural space development	\$325,000	2021/22-2025/26
Community properties	Refinery strengthening	\$468,000	2021/22
	Community Arts Centre Development (Note, discussed in separate AMP)	See separate AMP	See separate AMP
	Development of Guppy Park Facility	\$140,000 Council provision PLUS group to also provide some funding	2024 (Note, report required prior)
Civic House	Civic House Refurbishment	\$18.5M	Over eight years (2021-2029)
	Civic House roof renewal	\$945,000	2021/22
	Civic House ceiling tiles	\$200,000	2021/22
Strategic properties	Anchor strengthening	\$290,000	2024/25 and 2025/26
	Haven Precinct	No funding at this stage	No funding at this stage
	Sale of surplus properties	\$1.5M	2021/22 and alternate years

**Strategic and new operational actions planned**

The following reviews or strategic projects and budgets have been identified as significant contributors to achieving levels of service, meeting current and future demand and aligning with Council's goals over the next 10 years:

Figure 8: Priority Strategic and operational projects

Focus area	Review/Strategy	Year
Trafalgar Centre	Review of management contract and s17A in 2021/22 prior to its renewal in 2023, related to action for community halls	2021/22

Focus area	Review/Strategy	Year
Community halls	Considering alternative management models for community halls, and investigating whether there is a better model to deliver halls for the community (as well as review of contract discussed in Trafalgar Centre action, above)	Years 1-3
Public toilets	Carry out a gap analysis to identify where further investment is needed	Years 1-3
Swimming pools	Follow up actions identified through the Aquatic Facilities Strategy and listed in the AMP	Ongoing
Marina	Explore governance model, review financial model and actions from master plan process	Ongoing
Campgrounds	Review campground management at the Brook Valley Holiday Park and section 17A review New management model in operation for the Brook Camp	2021/22 2023/24
Campgrounds	Review campground management at the Maitai Valley Camp and section 17A review	2021/22
Campgrounds	Update the Esplanade Reserve Management Plan	TBC
Campgrounds	Progress the Brook Reserve Management Plan	TBC
Campgrounds	Update Tahunanui Reserve Management Plan	TBC
Crematorium	Review of management options prior to contract renewal (part of s17A review)	2022/23
Cemeteries	Follow up actions identified through the Cemeteries background work and listed in the AMP (Note, Cemeteries actions yet to be approved by Council so there may be some changes through the strategy finalisation and adoption)	Ongoing
Cemeteries	Develop operational policy	2021/22
Parks and Reserves Bridges and Platforms	Haulashore Island review, including structure	2022/23
Heritage houses and Founders	Review conservation plans for heritage houses	Year 1-3
Strategic properties	Investigation and then sale of surplus properties	Ongoing
All areas	Actions from the CEMARS/Toitū Action plan including energy audits	Ongoing, with a focus on activities that can be delivered in years 1-3

## VI. Climate change *Te Panoni Āhuarangi*

**Note, the following section on climate change is taken out of section 1.3 of the full AMP and is repeated here for the adoption of the executive summary and AMP by Council but will refer to section 1.3 when the executive summary is included in the full AMP.**

The Ministry for the Environment (MfE) has stated that ‘climate change is the biggest environmental challenge of our time. It is already affecting our climate, agriculture, native ecosystems, infrastructure, health and biosecurity. If left unchecked it will have broad social and economic impacts’.

At a local level, Council has a key role to work with the community towards creating a resilient and low emissions future and implementing adaptive measures to manage and minimise risk.

In May 2019, Nelson City Council declared a climate emergency. This does not have legal effect and does not give rise to formal duties or powers. It is, however, an important recognition that climate change needs to be prioritised in Council policy, decision-making and action. Council intends to examine how its plans, policies and work programmes can address the climate emergency and to ensure that climate change is embedded in all future Council strategic plans. How Council delivers its services will play a key role in building community resilience and meeting emissions reduction targets.

Climate change is also discussed in each focus area of this AMP, with the General Buildings focus area also having greater discussion on the CEMARS action plan.

*Figure 9: Actions from CEMARS/TOITŪ action plan, adopted August 2019, updated for ‘smart actions’ to include in AMP*

Action	Area of AMP	Who is responsible	Target date	Objective
1. Design and deliver carbon reduction plan	All	Within this AMP, the responsibility relates to preparing energy audits and carrying out actions to reduce emissions and managing the lifecycle of buildings	June 2023	Manage Council carbon reduction
2. Investigate building climate change impact assessment into Council planning processes, including asset and activity management plans, policies, management plans and strategies	All	Asset/Activity managers and those preparing business cases and strategies. Business cases have been developed to consider climate mitigation and adaptation.	Ongoing	Reduce emissions
3. Investigate energy efficiency opportunities such as energy audits on Council	Trafalgar Centre, Community Centres and Halls, Swimming Pools, Public	Activity Planner Parks and Facilities, Asset Planner Property, Marina Manager	Energy audits are planned as outlined in <i>Figure 45: Dates energy audits are to be undertaken</i> , based on	Reduce electricity usage

Item 12: Property and Facilities Activity Management Plan 2021-31: Attachment 1

Action	Area of AMP	Who is responsible	Target date	Objective
facilities that have emissions greater than 10tCO2e/yr	Toilets, Marina, Campgrounds, Cemeteries, Crematorium, Libraries, Heritage Houses, Community Properties, Civic House, Strategic Properties		those items that are highest energy users. These are programmed for 2021/22, 2022/23 and 2023/24  Note, if budget allows, some of these energy audits will take place earlier than those dates above.	Show leadership
4. Investigate installing solar PV systems at Council buildings and facilities as part of any significant upgrade or renewal at the building or facility.	Trafalgar Centre, Community Centres and Halls, Swimming Pools, Public Toilets, Marina, Campgrounds, Cemeteries, Crematorium, Libraries, Heritage Houses, Community Properties, Civic House, Strategic Properties	Activity Planner Parks and Facilities, Asset Planner Property, Marina Manager	Investigate solar at Riverside and Nayland Pools through Feasibility Studies 2021/22 and 2022/23, noting there may be other more efficient ways to get electrical savings such as wastewater heat which is being used at Christchurch metro centre to heat the aquatic facilities.  Investigate solar at the Libraries through the re-development investigations (underway)  Investigate the pros and cons of solar in general terms for Council buildings and facilities in order to assist with information about whether investment or further investigation is required in any specific cases where an energy audit identifies that this may be an appropriate action – to be carried out following energy audits identified in action 3	Reduce electricity Usage  Show leadership
5. Investigate removal of oil boilers and replacement with heat pumps	Civic House Crematorium	Activity Planner Parks and Facilities, Asset Planner Property	Removal of Civic House boiler to be considered as part of planning for the floor by floor upgrades for Civic House, with planning to commence in 2021/22.	Reduce energy usage

Action	Area of AMP	Who is responsible	Target date	Objective
			An energy audit of the crematorium is underway and will identify whether there are other heating sources available and how to reduce the energy used	
6. Water heating improvements at Riverside Pool	Swimming pools	Activity Planner Parks and Facilities, Asset Planner Property	Initial improvements completed in 2020/21, likely to result in reduced electricity usage at the pool, depending on frequency. In addition, any feasibility study to be carried out in 2021/22 and 2022/23 will need to consider future development opportunities for improved heating systems that are efficient. A further upgrade of the heatpump at the pools is planned which will replace the existing heatpump that uses R22 gas, with an alternative that has lower global warming potential.	Reduce electricity usage
7. Investigate reducing waste at Council facilities including investigating and developing a process for waste avoidance and minimisation for management and use of Council Facilities	Trafalgar Centre, Community Centres and Halls, Swimming Pools, Public toilets, Marina, Campgrounds, Cemeteries, Crematorium, Libraries, Civic House	Activity Planner Parks and Facilities, Asset Planner Property, Marina Manager	Ongoing	Reduce emissions  Reduce waste per capita to landfill

### Impacts

The key effects that will impact Whakatū/Nelson are sea level rise, heavy rainfall, flooding events, storms, drought and extreme temperatures. The impacts in properties and facilities will vary as will responses.

### Sea Level Rise

Sea level rise is one of the biggest climate challenges for Whakatū/Nelson as a large proportion of our urban infrastructure is coastal or low lying. These areas will become more vulnerable to coastal inundation (flooding) as tides and storm surges extend further inland over time.

The main impacts will be more regular inundation of areas around The Wood and CBD (including Halifax, St Vincent, Vanguard, Gloucester and Rutherford Streets). Open coast areas that are exposed to coastal swell such as the Glen, Wakefield Quay/Rocks Road, Tahunanui and Monaco will be subject to increasing coastal inundation and coastal erosion. Key impacts are:

- Properties and facilities in low lying areas may have periods where access is more difficult
- Coastal erosion has the potential to damage assets located in vulnerable coastal areas as well as reducing the area of esplanade parks including bridges
- Vegetation in low lying areas which is not resistant to salt water may die off
- Increased risk of liquefaction generally due to higher water table in coastal areas

#### **Heavy rainfall and flooding events**

Higher intensity rainfall events will result in an increase in surface water, stormwater and stream flows. The implications for the community is that without mitigation of these effects, they may experience more regular and extensive flooding from streams, rivers and stormwater overflows. Key impacts this will have on property and facilities activities are:

- Properties and facilities affected by flooding will not be accessible
- Stream bridges and culverts are at risk of being damaged during high flow events
- Increased rainfall intensity will result in higher sediment volumes in rivers and streams
- Increased possibilities of slips on steeper areas such as landscape and conservation reserves could impact bridges
- Reactive maintenance can be used where needed if an issue as a result of heavy rainfall and flooding events requires addressing
- Building development needs to consider best practice in terms of ground levels for the building.

#### **Drought and extreme temperatures**

With a warmer climate, the community will be exposed to more extreme temperatures and longer and more severe droughts. This will also have a negative impact on the environment, particularly with our streams and rivers. Key impacts this will have on property and facilities activities are:

- Droughts will increase the likelihood of forest fires within landscape and conservation reserves. This will have an effect on the accessibility of these reserves as well as damaging the vegetation cover
- Higher temperatures will further increase demand for shade in parks, playgrounds and central city areas
- Higher temperatures may impact energy used for air conditioning
- Buildings that are water efficient will require less water which is important in times when water use is restricted.
- Properties are insured, including for fire.
- Drought and extreme temperatures may also see different ways that Council properties and facilities are used – for example, there may be more people using community halls if they are air conditioned, and less people using sports parks, where the heat is too high.
- There may be more community demand for shaded areas, drinking fountains at facilities and air conditioning units.

### **Storms**

Any increase in storm intensity and wind velocity is likely to impact taller trees within the reserves, including campgrounds. Any resulting limb damage and windblown trees will need to be dealt with and could end up with some loss of mature specimen trees in particular. Tree damage against buildings can create other issues. This may result in increased unprogrammed maintenance. Increased number of storms may change how frequently Council needs to maintain or prune trees, and how regularly bridges need to be inspected or reactive work that happens as a result of storms.

Properties and Facilities need to ensure stormwater systems are up to standard so that water can leave the building and building surrounds.

Reactive maintenance can address issues from storms.

Civic house has a generator to be used in emergencies and needs to be accessed.

### Overview

Climate change is a significant and urgent international, national and local issue. At a local level, Nelson City Council has a key role to work with the community towards creating a resilient and low emissions future and implementing adaptive measures to manage and minimise risk

### **Climate change adaptation – responding to the effects of climate change**

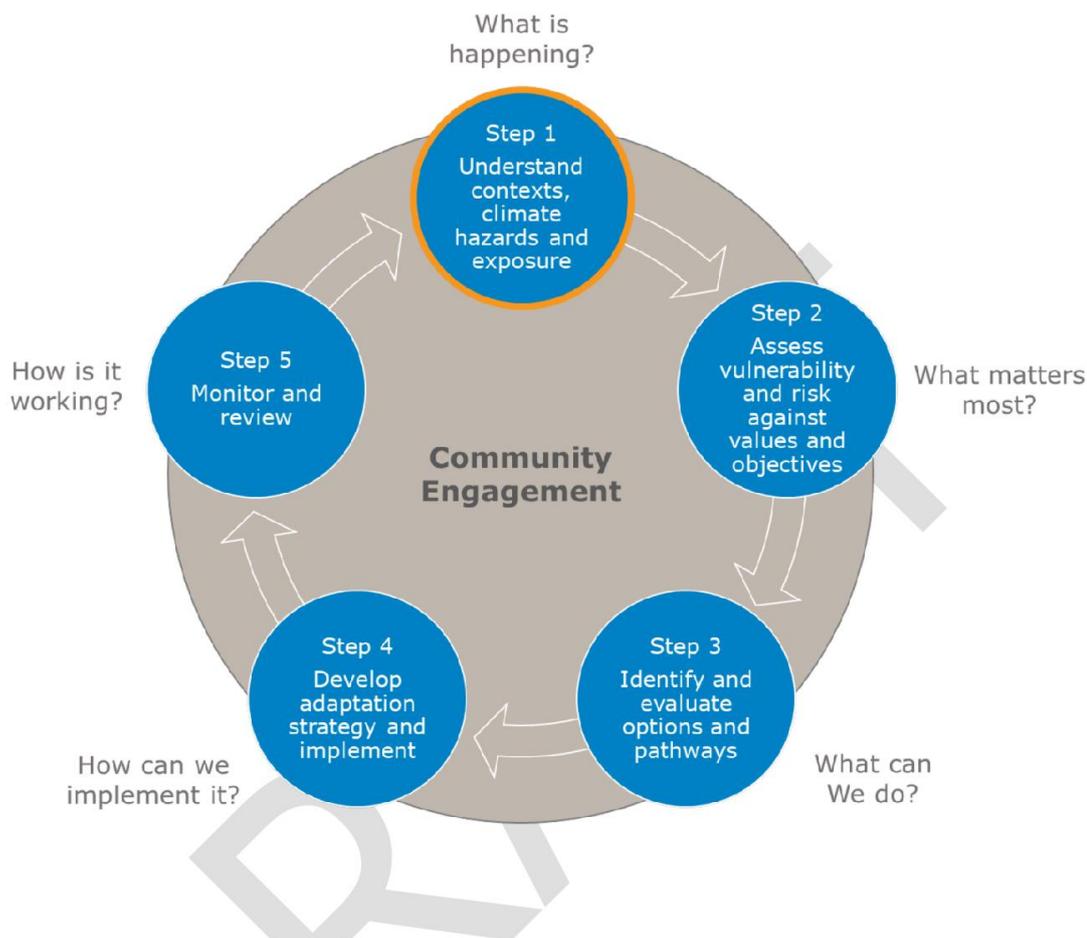
Council needs to consider the effects of climate change in investment decisions about future buildings and facilities and make decisions about how to respond to these.

This will be considered through individual projects and facilities.

The effects from climate change will vary depending on the activity, and so will the adaptation response. The LGNZ 2019 report *'Exposed: Climate Change and Infrastructure'* provides guidance for Council particularly on the gathering of relevant, accurate and up to date information. This is to lead the way to better informed decisions around improving Council's long term resilience.

The following diagram describes a five step process councils should follow for climate adaptation. This is based on the Ministry for the Environment's 2017 publication *'Coastal Hazards and Climate Change: Guidance for Local Government'*. This process can be applied to a range of climate-related effects including sea level rise, flooding, and extreme temperatures.

Figure 10: Climate Change Adaptation Process



The key projects that are featured within this AMP:

- **Vulnerability assessments \* on relevant asset areas**– This considers combination of step 1 & 2 of the LGNZ climate change adaptation process. This involves:
  - o Data gathering (Environmental/topographical and infrastructure),
  - o Establishing a collaborative process on the broader scale to explore values & objectives to guide the adaptive decision making process – this would be done on a wider city wide level
  - o Assessing the vulnerability and risk (potential likelihood and consequences)
  
- **Adaptation responses \* -** This considers combination of step 3 & 4 of the LGNZ climate change adaptation process. This involves:
  - o Developing and understanding options/pathways for adaption over the short, medium and long term.
  - o Developing adaption plans, including options, timeframes, funding sources and responsibilities.

Work on vulnerability and adaptation relevant to the Property and Facilities AMP needs to consider the wider Council approach to climate change.

It is anticipated that future projects will be identified following the conclusion of these assessments and capital expenditure will be required in future AMPs for the actions that come out of these strategies.

The key focus area in section 6.1 of this AMP identifies the actions relating to the CEMARS Action Plan and how they will be addressed through this AMP.

The wastewater activity is carrying out wastewater network heat mapping – energy heat transfer assessment to investigate the possibility of utilising residual heat within the wastewater network to help offset power consumption in Council's buildings. This will potentially impact on future investment decisions related to energy use in Council's buildings, the site with the most likely use from this is the Riverside Pool development.

**Climate Change Mitigation – Reducing carbon dioxide emissions**

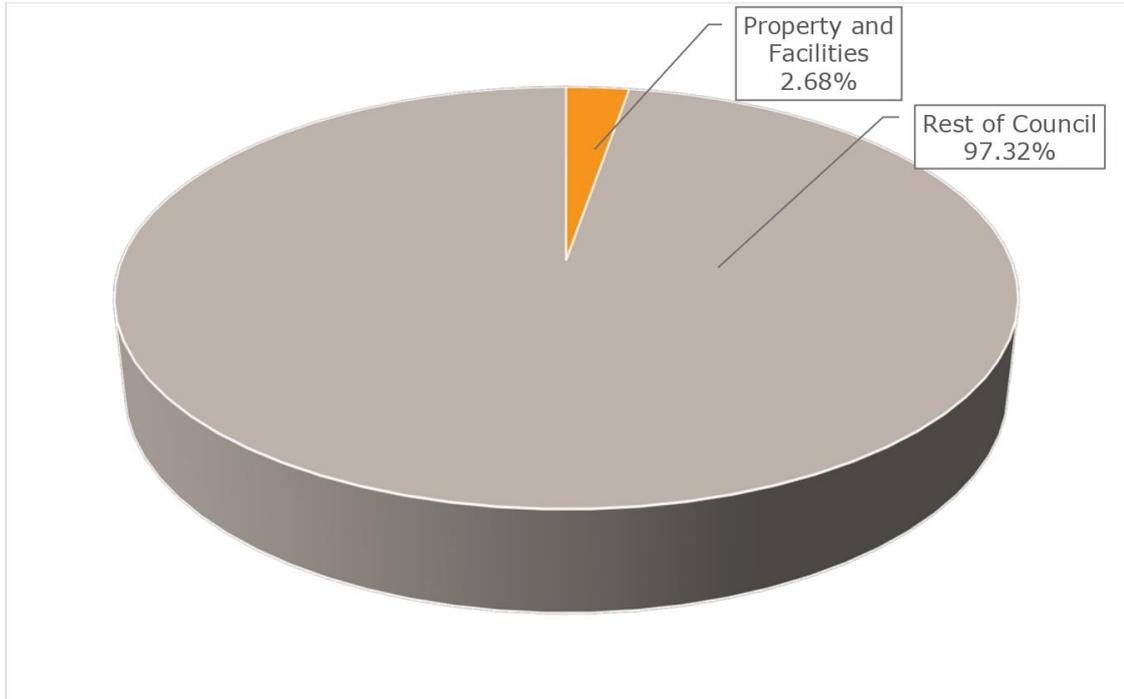
The Property and Facilities activity management plan is part of the wider community commitment to reducing greenhouse gases through implementing Council's Certified Emissions Measurement and Reduction Scheme (CEMARS/ Toitū) Action Plan. The activities within the plan also needs to be able to develop climate change mitigation and adaptation strategies to advise the location, design and operation of our buildings, facilities and infrastructure.

Budget has been identified for the following:

- Energy audits of high energy use facilities (first three years)
- Climate Change – Emissions Reduction strategy (throughout the life of the plan)

The property and facilities activity accounts for a minor share of overall Council emissions, with electrical consumption being the greatest source of emissions within the activity. The overall AMP accounts for 2.7% of overall Council emissions, as shown in the figure below.

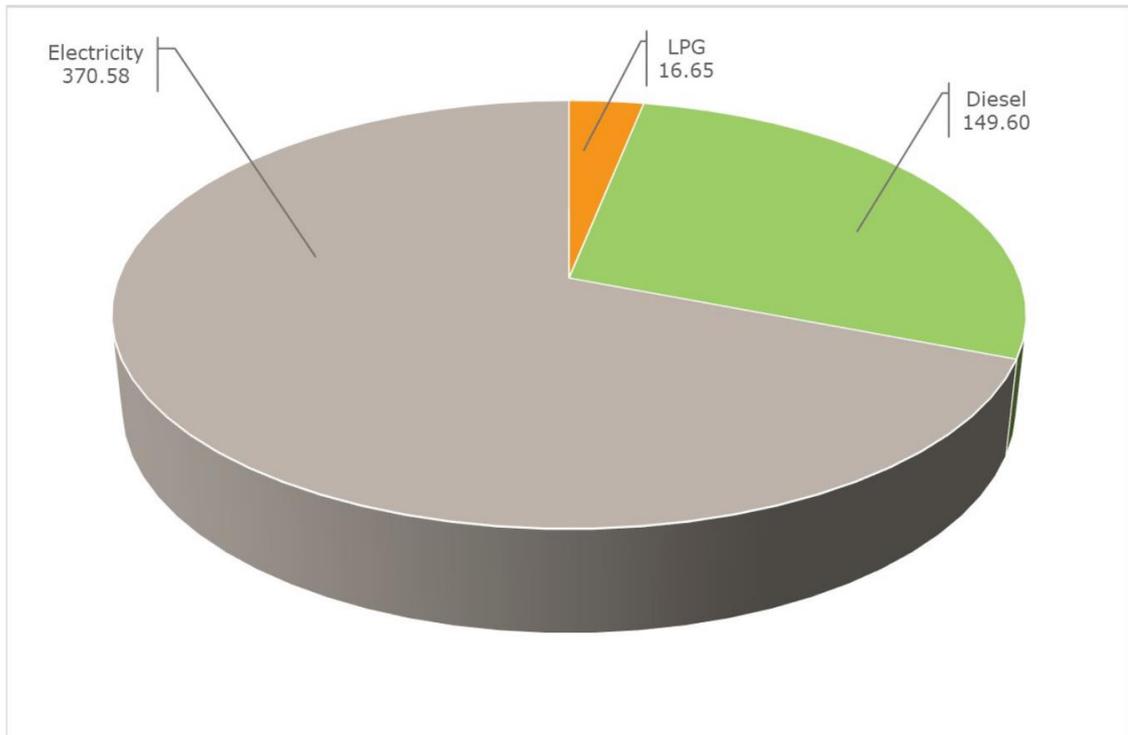
Figure 11: Property and Facilities carbon emissions as percentage of Council overall



Note, the rest of Council includes landfill which provides a high amount of the total and is not directly controllable by our one Council.

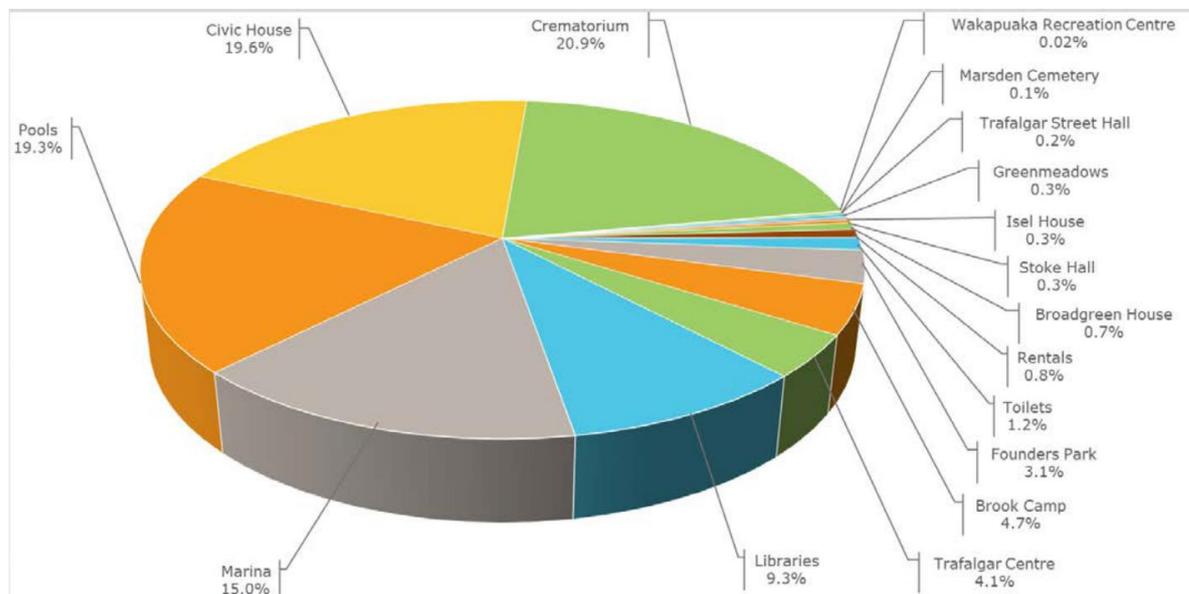
The majority of the carbon emissions come from electricity, as shown in the figures below. The crematorium, civic house and marina are the major contributors to diesel emissions. The floor by floor upgrade of civic house will also look at the need for the diesel boiler, and an audit of the crematorium has investigated whether there are ways to reduce the amount of diesel used, either by improving the plant efficiency, or by improving the processes to maximise efficiency of diesel burnt and whether there are alternatives to diesel. The upgrade of the travel lift at the marina will need to consider alternatives to a diesel operated travel lift – there is a possibility that an electric lift will be able to be used.

Figure 12: Property and Facilities carbon emissions by contributor of emissions



The greatest contributors to carbon emissions, by area within the plan are crematorium, civic house, pools and the marina.

Figure 13: Property and Facilities carbon emissions by activity within plan



Of the high emitters, diesel is a fuel source used, which has greater impacts than electricity. Options that could be considered include using biodiesel. The energy audits for these areas will also look at carbon use (rather than pure electrical use). Note that the audit of carbon by activity that is shown in the graph did not show the properties that were leased or not within Council's control.

In addition to those above, Council's procurement approach considers contractor sustainability. One of the objectives within the Council procurement policy 2021 is to 'ensure purchasing decisions are guided by the underlying principle of minimising greenhouse gas emissions, to comply with emissions reduction targets prescribed by Council, or in the absence of a Council target, as prescribed by the Climate Change Response Act 2002'. One of the procurement considerations in the Policy is that requirements must include consideration of the positive contribution to or the negative impact on Council's climate change goals, and targets for reducing or limiting greenhouse gas emissions'. Within the Policy, the preferred attributes in suppliers also consider climate change: 'Council aims for its services to be delivered with the lowest possible greenhouse gas emissions. Council's preference is to contract with Suppliers who can demonstrate they are actively reducing, or committed to reducing greenhouse gas emissions and are building their resilience to the impacts of climate change. In aiming to become a carbon zero organisation, Council will progressively seek solutions that meet or exceed this target, through its procurement decisions'.

**Climate change planning assumptions**

- Mitigation: the contribution of renewable energy sources to the national grid will progressively increase over time. This is expected to contribute to a steady reduction in the carbon footprint of sites that use mains power for electricity sources. New Zealand's government target is for 90% of electricity to be from renewable sources by 2025.
- Adaptation: Temperature warming, which contributes to increased storm rainfall intensity will follow the Representative Concentration Pathway 8.5 scenario (RCP 8.5), and sea level rise

will follow RCP 8.5 M (mid-range) projections. Projected temperature increase and sea level rise at 2090 are 2.6°C and 0.6m (relative to 2008-2017 Mean Sea Level) respectively.

- **Defend, Retreat or Accommodate:** For the purpose of the 30 year programme planning, it is assumed that investment will continue in low-lying areas that are subjected to coastal and flooding inundation. A Climate Change Adaptation Framework is expected to be developed to inform adaptation responses for existing development across the city.
- **Finance Assumptions:** Nelson City Council will seek co-financing where available and appropriate from Central Government and other sources, towards implementation of works and projects.

### **Community engagement**

Climate change is a significant issue facing Council. In order for the Council to respond to the future challenges, wide community engagement is called for. This is expected to come from a number of Council activities as follows:

- Statutory consultation for the Long Term Plan and Annual Plans
- Whakamahere Whakatū Nelson Plan consultation on natural hazards overlays (including flood maps) and provisions (Objectives, Policies, Rules and Methods)
- Notification of resource consents where required
- Coastal Hazard Adaptation: Consultation is to be undertaken with the wider community on this significant issue

### **Knowledge Gaps**

- A comprehensive vulnerability assessment of the impacts climate change will have on infrastructure assets.
- Council wide adaptation strategy identifying long term adaptation responses for each coastal area of the city.
- Comprehensive measuring of Council's emissions
- Knowledge of energy in each building (audits underway)

### **Mitigation**

The energy efficiency of buildings will be the focus for climate change mitigation. Energy audits of buildings and facilities are planned within the first three years of the 10 year plan, to identify actions for improvement.

The property and facilities activity is actively looking for ways to mitigate emissions and adapt to climate change. These include:

- Managed retreat in erosion prone coastal reserve areas where attempting to combat natural processes is impossible or economically unfeasible. The primary areas where this is taking place are at Tahuna and Paremata Flats. Note that further investigation is being undertaken as part of the Nelson Plan process which may review the Council's approach in relation to key assets e.g. Tahuna Campground

- Carrying out audits on energy use at buildings and facilities to understand how energy is used and to reduce it
- Deconstructing buildings when required (rather than demolishing them)
- Re-using buildings and materials where possible
- Considering waste through the construction process

Further options to try and reduce environmental impacts could include:

- Seeking to upgrade and intensify use of existing spaces and places in preference to building new facilities
- Incorporate an assessment of materials used in construction and maintenance to include their carbon footprint and environmental sustainability
- Consider whole of life environmental impacts during assessment of new projects so that the all factors are reflected such as ongoing maintenance requirements, end of life disposal, sustainability and water use alongside the initial set-up considerations
- Request designs for goods and services that have a low environmental impact and minimise ongoing maintenance requirements
- Aim for long-term, timeless designs which do not require constant refreshment and are flexible enough to change with community needs

## **VII. Risk Management**

Council maintains risk plans for each asset and activity to minimise the likelihood of non-achievement of critical business objectives. The identified risks cover the full spectrum of public needs such as health and safety, environmental, financial, legal and social aspects such as cultural and heritage.

The AMP will detail in each focus area the 'high' to 'very high' risk ratings only. A risk register will be prepared and attached to the AMP.

For public safety in Council buildings there is an emphasis on monitoring of compliance, contractor audits of safety standards and Council's internal health and safety systems. Where tenancies exist, Council maintains property inspections. New legislation has increasing levels of risk management for buildings, particularly for items such as asbestos and new responsibilities for landlords. Council maintains a procedure process (ProMap) to support quality control of building risks. To improve risk management, more work is required on the asset database INFOR to provide decision makers with better information. Furthermore, applying critical asset management systems will make analyses much easier.

The remaining earthquake prone buildings are being managed within the deadlines assigned by legislative requirements, with buildings under 34% NBS that have an earthquake prone notice on them currently only being used for storage purposes or currently fenced off (e.g. Hounsell Circle bus shelter until strengthening is complete). Council is working on strategic decisions to progress the last of the remedial works on Council-owned earthquake prone buildings.

## **VIII. Lifecycle Management Plan**

Property and facilities asset data is stored in Council's Asset Information System (INFOR) and can be accessed and analysed through the internal GIS (NMap). An item in the Improvement Plan is to improve the level of information held on the property and facilities assets.

Lifecycle management involves managing an asset from formation to the end of its life (or disposal). Overall the aim is to preserve the life of the asset for its intended purpose. While the building's age is the main driver of the lifecycle process, other factors such as use, durability and quality of construction influence the asset's performance.

Council's fundamental response to lifecycle management is to work within the margin of regular programmed maintenance while allowing for reactive maintenance as a strategy to extract the most out of the asset. For critical assets, failure is not acceptable and programme maintenance and planned renewals are essential. The AMP will identify where it is known that an asset is reaching the end of its lifecycle.

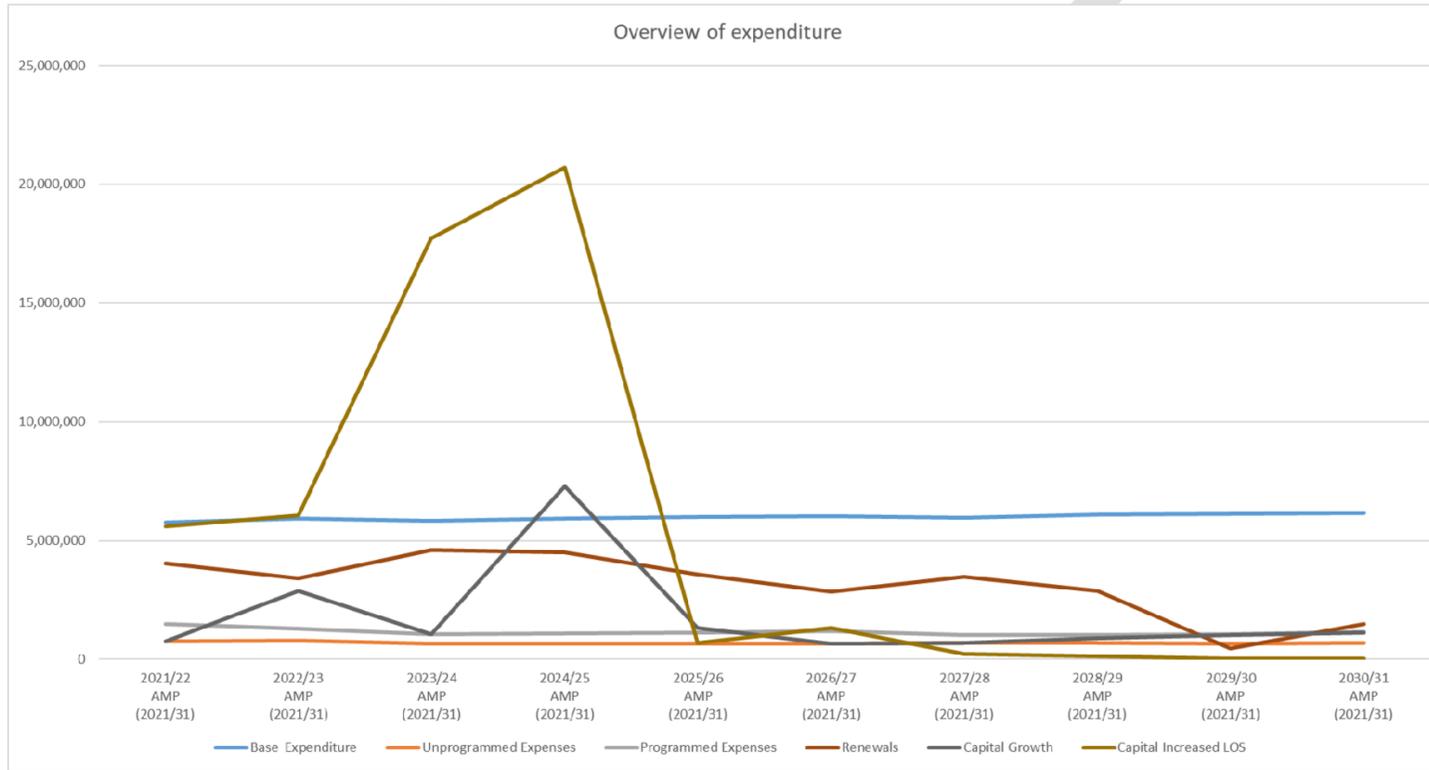
The Parks and Facilities and Property area is focussing on developing and carrying out a condition assessment programme to gauge the state of the asset and identify renewals and programmed maintenance. The condition assessments will be improved to help identify the criticality of the asset (which includes the likelihood and consequence of the asset failing). Within each focus area only the relevant components of the buildings are identified such as plant renewals, or the need for significant assets (such as the lift at Civic House or key pieces of plant at the pool). The intensity of lifecycle management varies across assets. For example, vacant strategic properties have very low levels of maintenance and the focus is primarily on safety and compliance only, however if left vacant too long, any deteriorative impacts can create significant unexpected costs. Swimming pools however, have more intensive management to maintain essential plant without the failure of components.

Within each focus area only the relevant components of the asset's life cycle are identified such as major renewals and significant projects.

## **IX. Financial Summary**

Figure 13 shows expected expenditure graphically over the life of the plan. Other financials are presented at the end of this executive summary.

Figure 14: Summarised estimates: Property and Facilities AMP<sup>3</sup>

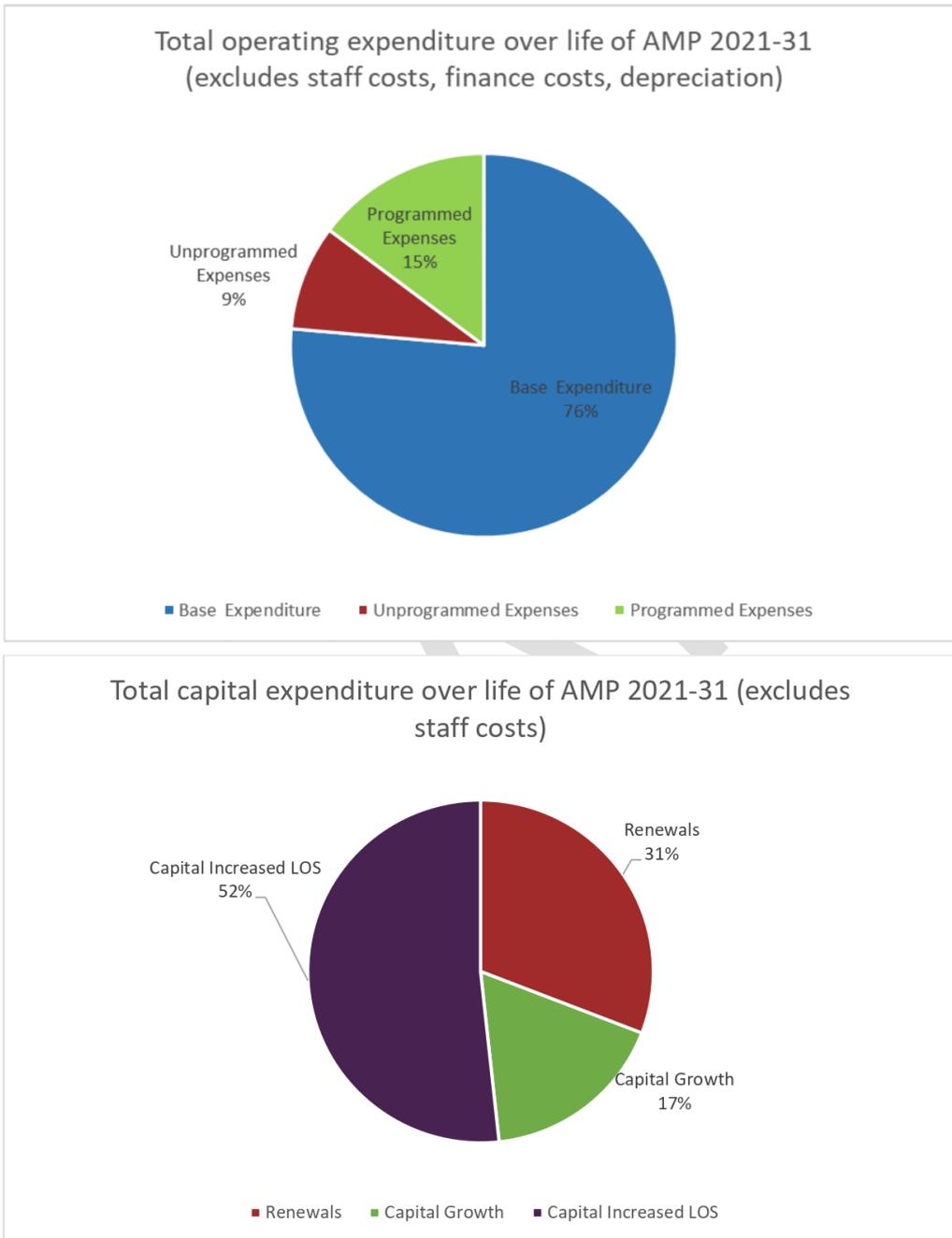


Key renewals and capital expenditure in the first years of the AMP include those listed in the table of priority projects. High capital increased level of service from 2021-2025 is the Elma Turner Library. High capital growth in 2024/25 is related to the sea sports building, a portion<sup>4</sup> of which will be offset by user contributions.

<sup>3</sup> A2684439

<sup>4</sup> Note, the graph above shows the full project cost, including the portion paid for from users.

Figure 15: Total expenditure by account for AMP<sup>5</sup>



Note, depreciation, finance expenses and staff expenditure is to be reviewed through LTP process and is not showing in the graphs above

The table at the end of this executive summary shows a high level summary of the budgets for this draft AMP.

<sup>5</sup> Note, Base expenditure is expenditure that happens year after year, for example yearly contracts or operating expenses. Programmed expenditure is planned, or there is a specific programme of works, for example, painting a building. Unprogrammed expenditure is reactive or unplanned in nature, for example responding to a weather event.

## **X. Asset/Activity Management Practices**

Activity Management Plans are reviewed every three years to align with the Council's Long Term Plan. On average the portfolio of assets is operating at the 'Basic to Core' level in asset management terms. This Plan aims to progress the portfolio towards the 'Core' level in the medium term. A key initiative undertaken through the development of this Plan has been to review the levels of service against best practice guidelines, to ensure relevance and measurability. A further review of levels of service will be undertaken prior to the 2024 AMP to continually improve them. A key initiative through this AMP will be to improve the asset information held about each asset.

## **XI. Monitoring and Improvement Programme**

An important component of this Activity Management Plan is the recognition that it is a "live" document in need of monitoring, change and improvement over time. Measures to move the AMP towards a higher level of management and efficiency are outlined below and appended to the AMP as the Asset Improvement Plan, which is presented in the full AMP.

A summary of these actions is shown below:

- Asset information – improving asset database and the information held against each asset in the system and the ways that it links to other information held against the asset
- Asset management system – improving data held in asset management system and functionality of system
- Performance and condition monitoring – integrating condition assessments into asset management system, carrying out programme of condition assessments, carrying out works following assessment, improving data capture and knowledge of assets over time
- Considering climate change actions and energy efficiency improvements in all areas of buildings and properties
- Strategic direction – improving business cases and updating Reserves Management Plans
- Levels of service – ensuring levels of service are continually monitored to review performance against them
- Better understanding asset criticality, and using this to better inform maintenance, renewals and growth projects
- Forecasting future demand and understanding asset usage
- Planning for decisions relating to remaining earthquake prone buildings

Figure 16: Total expenditure by account for AMP (Property and Facilities) – Table format<sup>6</sup>

Group Account	2021/22 AMP (2021/31)	2022/23 AMP (2021/31)	2023/24 AMP (2021/31)	2024/25 AMP (2021/31)	2025/26 AMP (2021/31)	2026/27 AMP (2021/31)	2027/28 AMP (2021/31)	2028/29 AMP (2021/31)	2029/30 AMP (2021/31)	2030/31 AMP (2021/31)
<b>Income</b>	<b>-\$6,864,247</b>	<b>-\$7,031,355</b>	<b>-\$7,015,659</b>	<b>-\$7,108,680</b>	<b>-\$7,138,191</b>	<b>-\$7,167,791</b>	<b>-\$7,177,484</b>	<b>-\$7,207,272</b>	<b>-\$7,217,156</b>	<b>-\$7,247,134</b>
Other Income	-\$6,864,247	-\$7,031,355	-\$7,015,659	-\$7,108,680	-\$7,138,191	-\$7,167,791	-\$7,177,484	-\$7,207,272	-\$7,217,156	-\$7,247,134
<b>Expenses* excluding staff, finance and depreciation</b>	<b>\$8,014,843</b>	<b>\$8,039,550</b>	<b>\$7,538,629</b>	<b>\$7,680,651</b>	<b>\$7,813,823</b>	<b>\$7,872,857</b>	<b>\$7,689,048</b>	<b>\$7,817,591</b>	<b>\$7,846,970</b>	<b>\$8,008,467</b>
Base Expenditure	\$5,756,901	\$5,932,771	\$5,820,108	\$5,920,654	\$6,011,713	\$6,017,936	\$5,975,844	\$6,107,441	\$6,129,229	\$6,156,387
Unprogrammed Expenses	\$762,958	\$803,258	\$657,258	\$663,458	\$669,958	\$666,458	\$682,866	\$677,767	\$672,267	\$695,367
Programmed Expenses	\$1,494,984	\$1,303,521	\$1,061,263	\$1,096,539	\$1,132,152	\$1,188,463	\$1,030,338	\$1,032,383	\$1,045,474	\$1,156,713
<b>Capital Expenditure* excluding staff cost</b>	<b>\$10,392,977</b>	<b>\$12,344,049</b>	<b>\$23,416,541</b>	<b>\$32,527,686</b>	<b>\$5,587,968</b>	<b>\$4,836,903</b>	<b>\$4,389,161</b>	<b>\$3,913,013</b>	<b>\$1,499,611</b>	<b>\$2,644,613</b>
Renewals	\$4,034,875	\$3,404,153	\$4,615,370	\$4,515,515	\$3,586,956	\$2,862,391	\$3,493,649	\$2,880,001	\$456,599	\$1,479,601
Capital Growth	\$776,342	\$2,866,226	\$1,067,001	\$7,300,001	\$1,320,842	\$666,842	\$678,842	\$891,842	\$1,011,842	\$1,123,842
Capital Increased LOS	\$5,581,760	\$6,073,670	\$17,734,170	\$20,712,170	\$680,170	\$1,307,670	\$216,670	\$141,170	\$31,170	\$41,170

<sup>6</sup> A2442976

Note that finance costs, staff costs, depreciation are not showing in the above. Note also that Rates income is not showing.

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Figure 17: Total expenditure by line for AMP (Property and Facilities) – Table format<sup>7</sup>

Account (Exported 16/6/2021, 9am)	2021/22 AMP (2021/31)	2022/23 AMP (2021/31)	2023/24 AMP (2021/31)	2024/25 AMP (2021/31)	2025/26 AMP (2021/31)	2026/27 AMP (2021/31)	2027/28 AMP (2021/31)	2028/29 AMP (2021/31)	2029/30 AMP (2021/31)	2030/31 AMP (2021/31)
1504 Civic House	2,736,950	2,345,668	2,241,868	2,506,668	2,723,868	2,619,168	2,544,368	2,514,668	169,868	234,168
Other Income	(1,131,945)	(1,131,945)	(1,131,945)	(1,131,945)	(1,131,945)	(1,131,945)	(1,131,945)	(1,131,945)	(1,131,945)	(1,131,945)
<b>Base Expenditure</b>	<b>817,173</b>	<b>857,173</b>	<b>897,173</b>	<b>937,173</b>	<b>977,173</b>	<b>977,173</b>	<b>977,173</b>	<b>977,173</b>	<b>977,173</b>	<b>977,173</b>
Unprogrammed Expenses	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000	81,000
Programmed Expenses	63,140	70,940	103,140	60,440	87,140	150,440	113,140	100,940	151,140	180,440
Renewals	2,555,132	2,412,000	2,242,000	2,487,000	2,642,000	2,242,000	2,357,000	2,437,000	42,000	77,000
150471201195. Civic House Refurbishment	1,100,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	0	0
150471203316. Civic House Roof renewal	944,632	0	0	0	0	0	0	0	0	0
150471400299. Meeting Room Projectors and Sound	35,000	0	0	35,000	0	0	35,000	0	0	35,000
150471401199. Civic House Renewal Program - Plant & Equipment	107,500	170,000	0	210,000	400,000	0	80,000	195,000	0	0
150471401217. Civic House Ceiling Tiles	200,000	0	0	0	0	0	0	0	0	0
150471501198. Capital: Furniture & Fittings - Renewals	168,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000
<b>Capital Growth</b>	<b>68,000</b>	<b>54,000</b>	<b>48,000</b>							
150474401198. Capital: Plant & Equipment	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
150474501198. Capital: Furniture & Fittings: New	60,000	46,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
<b>Capital Increased LOS</b>	<b>284,450</b>	<b>2,500</b>	<b>2,500</b>	<b>25,000</b>	<b>20,500</b>	<b>252,500</b>	<b>100,000</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
150477403068. Chamber Sound System Upgrade	0	0	0	0	0	250,000	0	0	0	0
150477403440. Security System Upgrades	20,500	2,500	2,500	25,000	20,500	2,500	100,000	2,500	2,500	2,500
150477403442. Back Alleyway - Cycle Compound Shelter	149,260	0	0	0	0	0	0	0	0	0
150477503441. Ground Floor - Science Monitoring Lab	114,690	0	0	0	0	0	0	0	0	0
<b>1514 Rental Properties</b>	<b>(247,158)</b>	<b>(253,158)</b>	<b>(286,658)</b>	<b>(194,808)</b>	<b>4,954</b>	<b>(266,158)</b>	<b>(289,158)</b>	<b>(275,658)</b>	<b>(296,158)</b>	<b>(289,158)</b>
Other Income	(470,866)	(470,866)	(470,866)	(470,866)	(470,866)	(470,866)	(470,866)	(470,866)	(470,866)	(470,866)
<b>Base Expenditure</b>	<b>146,708</b>									
Unprogrammed Expenses	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Programmed Expenses	52,500	61,000	27,500	70,500	71,000	48,000	18,000	38,500	18,000	18,000
Renewals	0	0	0	41,850	248,112	0	0	0	0	0
151471203393. Anchor building strengthening	0	0	0	41,850	248,112	0	0	0	0	0
<b>Capital Growth</b>	<b>14,500</b>	<b>0</b>	<b>0</b>	<b>7,000</b>	<b>0</b>	<b>0</b>	<b>7,000</b>	<b>0</b>	<b>0</b>	<b>7,000</b>
151474203181. Strategic Properties renewal programme	14,500	0	0	7,000	0	0	7,000	0	0	7,000
<b>3653 Trafalgar Centre</b>	<b>522,795</b>	<b>491,159</b>	<b>411,272</b>	<b>331,477</b>	<b>347,866</b>	<b>521,687</b>	<b>423,672</b>	<b>335,977</b>	<b>260,977</b>	<b>361,201</b>

<sup>7</sup> Excluding rates income, staff time, finance costs and depreciation

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Account (Exported 16/6/2021, 9am)	2021/22 AMP (2021/31)	2022/23 AMP (2021/31)	2023/24 AMP (2021/31)	2024/25 AMP (2021/31)	2025/26 AMP (2021/31)	2026/27 AMP (2021/31)	2027/28 AMP (2021/31)	2028/29 AMP (2021/31)	2029/30 AMP (2021/31)	2030/31 AMP (2021/31)
<b>Other Income</b>	(332,862)	(439,813)	(463,000)	(470,000)	(470,000)	(490,000)	(490,000)	(510,000)	(510,000)	(530,000)
<b>Base Expenditure</b>	492,116	492,116	492,116	492,116	492,116	492,116	492,116	492,116	492,116	492,116
<b>Unprogrammed Expenses</b>	187,000	210,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
<b>Programmed Expenses</b>	91,000	87,000	33,600	41,500	73,224	113,000	73,000	86,000	21,000	131,224
<b>Renewals</b>	70,541	21,856	118,556	27,861	22,526	166,571	118,556	27,861	27,861	27,861
365371401808. Renewals: Minor Assets	10,670	10,000	106,700	16,005	10,670	106,700	106,700	16,005	16,005	16,005
365371402268. Replace Carpet Tiles	11,856	11,856	11,856	11,856	11,856	11,856	11,856	11,856	11,856	11,856
365371408118. IT hardware renewals	48,015	0	0	0	0	48,015	0	0	0	0
<b>Capital Increased LOS</b>	15,000	120,000	10,000	20,000	10,000	20,000	10,000	20,000	10,000	20,000
365377203427. Accessibility improvements	0	20,000	0	20,000	0	20,000	0	20,000	0	20,000
365378251808. Traf Centre minor improvements	10,000	0	10,000	0	10,000	0	10,000	0	10,000	0
365378253157. Trafalgar Centre storage solution	5,000	100,000	0	0	0	0	0	0	0	0
<b>3673 Pools</b>	872,171	898,540	1,443,540	739,740	739,740	834,740	780,740	745,740	755,740	1,051,740
<b>Other Income</b>	(51,000)	(51,000)	(51,000)	(51,000)	(51,000)	(51,000)	(51,000)	(51,000)	(51,000)	(51,000)
<b>Base Expenditure</b>	610,980	610,980	610,980	610,980	610,980	610,980	610,980	610,980	610,980	610,980
<b>Unprogrammed Expenses</b>	26,800	26,800	26,800	33,000	33,000	33,000	39,000	39,000	39,000	45,000
<b>Programmed Expenses</b>	121,760	131,760	91,760	81,760	81,760	91,760	81,760	81,760	91,760	81,760
<b>Renewals</b>	163,631	180,000	765,000	65,000	65,000	150,000	100,000	65,000	65,000	365,000
367371403185. Riverside Pool water heating system renewal	53,000	50,000	700,000	0	0	0	0	0	0	0
367372252285. Renewals: Minor Assets	110,631	130,000	65,000	65,000	65,000	150,000	100,000	65,000	65,000	65,000
367372902285. Renewals: Riverside	0	0	0	0	0	0	0	0	0	300,000
<b>4040 Marina</b>	(6,458)	(463,938)	629,562	5,886,562	(675,938)	(1,386,098)	(1,423,098)	(1,382,599)	(1,418,099)	(1,368,099)
<b>Other Income</b>	(2,269,765)	(2,290,745)	(2,290,745)	(2,340,745)	(2,360,745)	(2,360,745)	(2,360,745)	(2,360,746)	(2,360,746)	(2,360,746)
<b>Base Expenditure</b>	604,270	629,270	604,270	624,270	649,270	634,270	614,270	634,270	619,270	659,270
<b>Unprogrammed Expenses</b>	96,627	96,627	96,627	96,627	99,627	99,627	99,627	99,627	99,627	99,627
<b>Programmed Expenses</b>	312,400	132,900	52,400	52,400	62,900	52,400	52,400	62,900	52,400	52,400
<b>Renewals</b>	230,010	278,010	977,010	174,010	164,010	88,350	71,350	81,350	71,350	81,350
404071403427. Travel Lift renewal	0	50,000	800,000	0	0	0	0	0	0	0
404071408118. IT hardware renewals	7,000	0	0	0	0	7,000	0	0	0	0
404071501037. Renewals: Furniture	4,268	4,268	4,268	4,268	4,268	4,268	4,268	4,268	4,268	4,268
404071903411. Renew stands	36,000	36,000	0	10,000	0	10,000	0	10,000	0	10,000
404072101037. Renewals: Structures	11,737	11,737	11,737	11,737	11,737	11,737	11,737	11,737	11,737	11,737
404072101769. Travel Lift renewals	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000

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Account (Exported 16/6/2021, 9am)	2021/22 AMP (2021/31)	2022/23 AMP (2021/31)	2023/24 AMP (2021/31)	2024/25 AMP (2021/31)	2025/26 AMP (2021/31)	2026/27 AMP (2021/31)	2027/28 AMP (2021/31)	2028/29 AMP (2021/31)	2029/30 AMP (2021/31)	2030/31 AMP (2021/31)
404072201037. Renewals: Services	16,005	16,005	16,005	16,005	16,005	16,005	16,005	16,005	16,005	16,005
404072551488. Renewals: Accessways/Car parks	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
404072901039. Marina: Pontoon renewal programme	137,000	142,000	127,000	114,000	114,000	21,340	21,340	21,340	21,340	21,340
<b>Capital Growth</b>	<b>100,000</b>	<b>640,000</b>	<b>490,000</b>	<b>6,280,000</b>	<b>709,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
404075901036. Capital: Minor Development	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
404075902142. Water Sports Building	0	540,000	390,000	6,180,000	609,000	0	0	0	0	0
<b>Capital Increased LOS</b>	<b>920,000</b>	<b>50,000</b>	<b>700,000</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
404078103187. Public boat ramp improvements	50,000	0	500,000	0	0	0	0	0	0	0
404078253188. New Trailer Boat Storage Yard	70,000	0	0	0	0	0	0	0	0	0
404078901032. Health & Safety Improvements	800,000	0	0	0	0	0	0	0	0	0
404078901769. Marina Hardstand LOS improvements	0	50,000	200,000	1,000,000	0	0	0	0	0	0
<b>4070 Regional Community Facilities</b>	<b>15,750</b>	<b>404,134</b>	<b>15,750</b>	<b>15,750</b>	<b>15,750</b>	<b>40,750</b>	<b>15,750</b>	<b>15,750</b>	<b>40,750</b>	<b>15,750</b>
<b>Base Expenditure</b>	<b>15,750</b>	<b>40,750</b>	<b>15,750</b>	<b>15,750</b>	<b>15,750</b>	<b>40,750</b>	<b>15,750</b>	<b>15,750</b>	<b>40,750</b>	<b>15,750</b>
<b>Capital Growth</b>	<b>0</b>	<b>363,384</b>	<b>0</b>							
407075902142. Water sports building at Marina	0	363,384	0	0	0	0	0	0	0	0
<b>3810 Isel House</b>	<b>104,107</b>	<b>102,107</b>	<b>82,107</b>	<b>89,507</b>	<b>76,957</b>	<b>50,707</b>	<b>71,707</b>	<b>63,707</b>	<b>60,357</b>	<b>47,807</b>
<b>Other Income</b>	<b>(5,612)</b>									
<b>Base Expenditure</b>	<b>26,251</b>									
<b>Unprogrammed Expenses</b>	<b>8,400</b>									
<b>Programmed Expenses</b>	<b>44,150</b>	<b>24,800</b>	<b>28,800</b>	<b>15,200</b>	<b>22,800</b>	<b>8,400</b>	<b>26,400</b>	<b>22,400</b>	<b>8,400</b>	<b>8,400</b>
<b>Renewals</b>	<b>30,918</b>	<b>48,268</b>	<b>24,268</b>	<b>45,268</b>	<b>25,118</b>	<b>13,268</b>	<b>16,268</b>	<b>12,268</b>	<b>22,918</b>	<b>10,368</b>
38107120. Renewal: structures	30,918	48,268	24,268	45,268	25,118	13,268	16,268	12,268	22,918	10,368
<b>3811 Melrose House</b>	<b>47,748</b>	<b>34,681</b>	<b>54,346</b>	<b>109,346</b>	<b>52,681</b>	<b>37,681</b>	<b>34,681</b>	<b>34,681</b>	<b>37,681</b>	<b>34,681</b>
<b>Other Income</b>	<b>(200)</b>									
<b>Base Expenditure</b>	<b>20,839</b>									
<b>Unprogrammed Expenses</b>	<b>3,707</b>									
<b>Programmed Expenses</b>	<b>17,000</b>	<b>5,000</b>	<b>15,000</b>	<b>75,000</b>	<b>23,000</b>	<b>8,000</b>	<b>5,000</b>	<b>5,000</b>	<b>8,000</b>	<b>5,000</b>
<b>Renewals</b>	<b>6,402</b>	<b>5,335</b>	<b>15,000</b>	<b>10,000</b>	<b>5,335</b>	<b>5,335</b>	<b>5,335</b>	<b>5,335</b>	<b>5,335</b>	<b>5,335</b>
38117120. Renewal: structures	6,402	5,335	15,000	10,000	5,335	5,335	5,335	5,335	5,335	5,335
<b>3812 Broadgreen House</b>	<b>172,318</b>	<b>137,568</b>	<b>108,568</b>	<b>91,018</b>	<b>100,018</b>	<b>114,768</b>	<b>93,927</b>	<b>89,827</b>	<b>84,827</b>	<b>182,927</b>
<b>Other Income</b>	<b>(5,588)</b>									
<b>Base Expenditure</b>	<b>39,715</b>	<b>39,715</b>	<b>39,715</b>	<b>39,915</b>						
<b>Unprogrammed Expenses</b>	<b>5,442</b>	<b>5,442</b>	<b>5,442</b>	<b>5,442</b>	<b>5,442</b>	<b>5,442</b>	<b>7,350</b>	<b>7,250</b>	<b>5,250</b>	<b>22,350</b>

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Account (Exported 16/6/2021, 9am)	2021/22 AMP (2021/31)	2022/23 AMP (2021/31)	2023/24 AMP (2021/31)	2024/25 AMP (2021/31)	2025/26 AMP (2021/31)	2026/27 AMP (2021/31)	2027/28 AMP (2021/31)	2028/29 AMP (2021/31)	2029/30 AMP (2021/31)	2030/31 AMP (2021/31)
<b>Programmed Expenses</b>	72,750	73,000	61,000	51,250	48,250	75,000	45,250	48,250	45,250	45,250
<b>Renewals</b>	60,000	25,000	8,000	0	12,000	0	7,000	0	0	81,000
38127210. Renewal:Structures	60,000	25,000	8,000	0	12,000	0	7,000	0	0	81,000
<b>3820 Founders Park</b>	313,472	719,336	257,331	308,741	312,331	393,831	144,336	40,330	45,330	40,330
<b>Other Income</b>	(487,448)	(500,089)	(506,589)	(525,589)	(525,589)	(525,589)	(525,589)	(525,591)	(525,591)	(525,591)
<b>Base Expenditure</b>	292,810	292,810	292,810	332,810	292,810	292,810	292,810	292,810	292,810	292,810
<b>Unprogrammed Expenses</b>	44,993	44,993	44,993	44,993	44,993	44,993	44,993	44,993	44,993	44,993
<b>Programmed Expenses</b>	205,914	205,914	210,914	205,824	205,914	210,914	205,914	205,914	210,914	205,914
<b>Renewals</b>	71,534	27,539	11,534	11,534	11,534	11,534	27,539	11,534	11,534	11,534
382071408118. IT hardware renewals	0	16,005	0	0	0	0	16,005	0	0	0
38207210. Renewal: programmed renewal	71,534	11,534	11,534	11,534	11,534	11,534	11,534	11,534	11,534	11,534
<b>Capital Increased LOS</b>	185,670	648,170	203,670	239,170	282,670	359,170	98,670	10,670	10,670	10,670
382077203397. Collection store H&S	150,000	560,000	0	0	0	0	0	0	0	0
382077203398. Energy centre venue development	0	52,500	93,000	101,000	62,000	313,500	88,000	0	0	0
382077203399. Granary venue development	0	0	0	0	110,000	35,000	0	0	0	0
382077203400. Church venue development	0	0	0	27,500	0	0	0	0	0	0
382078252902. LOS: accessibility improvement items	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670
382078903071. Cultural space development	25,000	25,000	100,000	100,000	100,000	0	0	0	0	0
<b>3830 Historic Cemeteries</b>	66,478	78,710	62,978	63,710	50,978	63,710	50,978	63,710	50,978	63,710
<b>Other Income</b>	(51,540)	(51,540)	(51,540)	(51,540)	(51,540)	(51,540)	(51,540)	(51,540)	(51,540)	(51,540)
<b>Base Expenditure</b>	82,416	92,416	82,416	82,416	82,416	82,416	82,416	82,416	82,416	82,416
<b>Unprogrammed Expenses</b>	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700
<b>Programmed Expenses</b>	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>Renewals</b>	22,902	20,134	19,402	15,134	7,402	15,134	7,402	15,134	7,402	15,134
38307150. Renewals: Furniture	2,134	2,134	2,134	2,134	2,134	2,134	2,134	2,134	2,134	2,134
38307170. Planting	5,000	5,000	5,000	0	0	0	0	0	0	0
38307190. Renewals	11,500	1,000	8,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
38307270. Renewals: Accessways/Car parks	4,268	12,000	4,268	12,000	4,268	12,000	4,268	12,000	4,268	12,000
<b>Capital Growth</b>	0	5,000	0	5,000	0	5,000	0	5,000	0	5,000
383075901166. Capital: Ash Beams	0	5,000	0	5,000	0	5,000	0	5,000	0	5,000
<b>4005 Nelson Library</b>	4,205,622	4,447,691	17,976,222	20,597,791	1,613,722	1,862,722	1,194,722	1,294,722	1,194,722	1,194,896
<b>Other Income</b>	(89,179)	(89,179)	(133,679)	(133,679)	(133,679)	(133,679)	(133,679)	(133,679)	(133,679)	(133,679)
<b>Base Expenditure</b>	560,225	657,225	700,325	702,325	762,325	742,325	742,325	742,325	742,325	742,499

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Account (Exported 16/6/2021, 9am)	2021/22 AMP (2021/31)	2022/23 AMP (2021/31)	2023/24 AMP (2021/31)	2024/25 AMP (2021/31)	2025/26 AMP (2021/31)	2026/27 AMP (2021/31)	2027/28 AMP (2021/31)	2028/29 AMP (2021/31)	2029/30 AMP (2021/31)	2030/31 AMP (2021/31)
<b>Unprogrammed Expenses</b>	17,625	17,625	17,625	17,625	17,625	17,625	17,625	17,625	17,625	17,625
<b>Programmed Expenses</b>	54,400	56,400	59,400	45,900	45,900	45,900	45,900	45,900	45,900	45,900
<b>Renewals</b>	22,550	45,619	22,550	45,619	22,550	22,550	22,550	22,550	22,550	22,550
40057140. Renewals: Specialised Lib Equip	11,880	34,949	11,880	34,949	11,880	11,880	11,880	11,880	11,880	11,880
40057150. Renewals: Furniture & Equipment	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670
<b>Capital Growth</b>	490,001	490,001	500,001	500,001	540,001	500,001	500,001	500,001	500,001	500,001
40057440. Capital: Specialised Lib Equip	21,915	21,915	21,915	21,915	21,915	21,915	21,915	21,915	21,915	21,915
40057450. Capital: Furniture & Equipment	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670	10,670
40057460. Book Purchases	360,000	360,000	370,000	370,000	410,000	370,000	370,000	370,000	370,000	370,000
400574600105. Books: Donated	24,916	24,916	24,916	24,916	24,916	24,916	24,916	24,916	24,916	24,916
400574600801. Book Purchases: Periodicals	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000	39,000
400574600804. Capital: Audio/Digital	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000
400574600824. Microfilm	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Capital Increased LOS</b>	3,150,000	3,270,000	16,810,000	19,420,000	359,000	668,000	0	100,000	0	0
400577202226. Elma Turner Library Extension/ Relocation	2,950,000	3,270,000	16,810,000	19,420,000	359,000	668,000	0	0	0	0
400577203426. Structural Improvements	200,000	0	0	0	0	0	0	0	0	0
400577402386. RFID circulation (Radio Frequency ID)	0	0	0	0	0	0	0	100,000	0	0
<b>4010 Stoke Library</b>	114,064	55,665	105,665	598,064	67,289	53,064	53,064	153,065	153,065	153,065
<b>Other Income</b>	(12,400)	(12,400)	(12,400)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
<b>Base Expenditure</b>	52,019	52,019	52,019	52,019	57,019	57,019	57,019	157,019	157,019	157,019
<b>Unprogrammed Expenses</b>	4,410	4,410	4,410	4,410	4,410	4,410	4,410	4,410	4,410	4,410
<b>Programmed Expenses</b>	10,035	10,035	10,035	10,035	24,260	10,035	10,035	10,035	10,035	10,035
<b>Renewals</b>	60,000	1,601	51,601	551,601	1,601	1,601	1,601	1,601	1,601	1,601
401071203302. Stoke Library structural improvements	0	0	50,000	550,000	0	0	0	0	0	0
40107150. Furniture & Fittings renewal	60,000	1,601	1,601	1,601	1,601	1,601	1,601	1,601	1,601	1,601
<b>4015 Nellie Nightingale Library Memorial</b>	32,803	61,478	211,878	18,478	21,478	24,803	18,478	21,478	18,478	18,478
<b>Other Income</b>	(7,030)	(7,030)	(7,030)	(7,030)	(7,030)	(7,030)	(7,030)	(7,030)	(7,030)	(7,030)
<b>Base Expenditure</b>	16,549	16,549	16,549	16,549	16,549	16,549	16,549	16,549	16,549	16,549
<b>Unprogrammed Expenses</b>	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575
<b>Programmed Expenses</b>	9,575	8,250	5,250	5,250	8,250	11,575	5,250	8,250	5,250	5,250
<b>Renewals</b>	12,134	42,134	195,534	2,134	2,134	2,134	2,134	2,134	2,134	2,134
40157120. Building renewals	10,000	0	0	0	0	0	0	0	0	0
401571201396. Nightingale roof repair	0	40,000	193,400	0	0	0	0	0	0	0

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40157150. Capital : Furniture & Fittings	2,134	2,134	2,134	2,134	2,134	2,134	2,134	2,134	2,134	2,134
<b>4020 Marsden Valley Cemetery</b>	<b>297,065</b>	<b>1,524,815</b>	<b>208,638</b>	<b>662,217</b>	<b>194,547</b>	<b>206,947</b>	<b>185,254</b>	<b>422,469</b>	<b>515,585</b>	<b>637,607</b>
<b>Other Income</b>	<b>(217,843)</b>	<b>(222,093)</b>	<b>(226,429)</b>	<b>(230,850)</b>	<b>(235,361)</b>	<b>(239,961)</b>	<b>(244,654)</b>	<b>(249,439)</b>	<b>(254,323)</b>	<b>(259,301)</b>
<b>Base Expenditure</b>	<b>355,933</b>	<b>350,933</b>								
<b>Unprogrammed Expenses</b>	<b>15,000</b>									
<b>Programmed Expenses</b>	<b>33,000</b>									
<b>Renewals</b>	<b>7,134</b>	<b>34,134</b>								
40207150. Renewals: Furniture	2,134	2,134	2,134	2,134	2,134	2,134	2,134	2,134	2,134	2,134
40207255. Renewals: Accessways/Carparks	5,000	32,000	5,000	32,000	5,000	32,000	5,000	32,000	5,000	32,000
<b>Capital Growth</b>	<b>103,841</b>	<b>1,313,841</b>	<b>29,000</b>	<b>460,000</b>	<b>23,841</b>	<b>13,841</b>	<b>23,841</b>	<b>238,841</b>	<b>363,841</b>	<b>463,841</b>
402074103043. Cemetery Capacity Purchase	0	1,300,000	0	0	0	0	0	0	0	0
40207525. Capital: Minor Development	83,841	3,841	9,000	50,000	3,841	3,841	3,841	3,841	3,841	3,841
402075901166. Capital: Ash berms	20,000	0	20,000	0	20,000	0	20,000	0	20,000	0
402075901172. Capital: Burial Plot Beams	0	10,000	0	10,000	0	10,000	0	10,000	0	10,000
402075903043. Extension Burial Area Design	0	0	0	400,000	0	0	0	225,000	340,000	450,000
<b>4025 Crematorium</b>	<b>70,881</b>	<b>46,268</b>	<b>11,219</b>	<b>41,603</b>	<b>80,089</b>	<b>2,175</b>	<b>(839)</b>	<b>(353)</b>	<b>(6,868)</b>	<b>(9,882)</b>
<b>Other Income</b>	<b>(230,000)</b>	<b>(235,000)</b>	<b>(240,000)</b>	<b>(245,000)</b>	<b>(250,000)</b>	<b>(255,000)</b>	<b>(260,000)</b>	<b>(265,000)</b>	<b>(270,000)</b>	<b>(275,000)</b>
<b>Base Expenditure</b>	<b>217,481</b>	<b>204,466</b>	<b>206,453</b>	<b>218,438</b>	<b>210,424</b>	<b>212,410</b>	<b>214,396</b>	<b>216,382</b>	<b>218,367</b>	<b>220,353</b>
<b>Unprogrammed Expenses</b>	<b>8,400</b>	<b>11,900</b>	<b>8,400</b>	<b>8,400</b>	<b>11,900</b>	<b>8,400</b>	<b>8,400</b>	<b>11,900</b>	<b>8,400</b>	<b>8,400</b>
<b>Programmed Expenses</b>	<b>45,000</b>	<b>34,765</b>	<b>34,765</b>	<b>34,765</b>	<b>97,765</b>	<b>34,765</b>	<b>34,765</b>	<b>34,765</b>	<b>34,765</b>	<b>34,765</b>
<b>Renewals</b>	<b>30,000</b>	<b>10,137</b>	<b>1,601</b>	<b>25,000</b>	<b>10,000</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>
402571402903. Renewal: Plant & Equipment	30,000	10,137	1,601	25,000	10,000	1,600	1,600	1,600	1,600	1,600
<b>Capital Increased LOS</b>	<b>0</b>	<b>20,000</b>	<b>0</b>							
40257720. Capital: Building Upgrade	0	20,000	0	0	0	0	0	0	0	0
<b>4030 Toilets (Free)</b>	<b>523,649</b>	<b>598,939</b>	<b>536,214</b>	<b>1,164,755</b>	<b>603,606</b>	<b>570,769</b>	<b>1,170,207</b>	<b>638,962</b>	<b>577,038</b>	<b>1,206,396</b>
<b>Other Income</b>	<b>(1,500)</b>									
<b>Base Expenditure</b>	<b>414,219</b>	<b>420,439</b>	<b>426,784</b>	<b>433,255</b>	<b>439,856</b>	<b>446,589</b>	<b>453,457</b>	<b>460,462</b>	<b>467,608</b>	<b>474,896</b>
<b>Unprogrammed Expenses</b>	<b>31,500</b>									
<b>Programmed Expenses</b>	<b>36,750</b>	<b>58,500</b>	<b>36,750</b>	<b>51,500</b>	<b>43,750</b>	<b>51,500</b>	<b>36,750</b>	<b>58,500</b>	<b>36,750</b>	<b>51,500</b>
<b>Renewals</b>	<b>42,680</b>	<b>90,000</b>	<b>42,680</b>	<b>650,000</b>	<b>90,000</b>	<b>42,680</b>	<b>650,000</b>	<b>90,000</b>	<b>42,680</b>	<b>650,000</b>
403072352227. Toilet Renewals Program	42,680	90,000	42,680	650,000	90,000	42,680	650,000	90,000	42,680	650,000
<b>4031 Toilets (Charge)</b>	<b>148,430</b>	<b>142,141</b>	<b>153,500</b>	<b>395,907</b>	<b>349,362</b>	<b>150,866</b>	<b>153,420</b>	<b>157,025</b>	<b>158,682</b>	<b>191,357</b>
<b>Other Income</b>	<b>(1,600)</b>									

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<b>Base Expenditure</b>	134,092	136,406	138,765	141,172	143,627	146,131	148,685	151,290	153,947	156,657
<b>Unprogrammed Expenses</b>	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
<b>Programmed Expenses</b>	2,835	3,835	2,835	2,835	3,835	2,835	2,835	3,835	2,835	22,800
<b>Renewals</b>	9,603	0	10,000	250,000	200,000	0	0	0	0	10,000
403172352227. Toilet Renewals Program	0	0	10,000	250,000	200,000	0	0	0	0	0
403172352228. Refurb external free toilets	9,603	0	0	0	0	0	0	0	0	10,000
<b>4051 Greenmeadows Centre</b>	<b>172,623</b>	<b>193,268</b>	<b>129,440</b>	<b>130,923</b>	<b>129,440</b>	<b>187,440</b>	<b>211,285</b>	<b>129,440</b>	<b>129,440</b>	<b>130,940</b>
<b>Other Income</b>	<b>(92,200)</b>	<b>(92,200)</b>	<b>(118,700)</b>							
<b>Base Expenditure</b>	<b>184,823</b>	<b>184,823</b>	<b>184,840</b>	<b>184,823</b>	<b>184,840</b>	<b>184,840</b>	<b>184,840</b>	<b>184,840</b>	<b>184,840</b>	<b>184,840</b>
<b>Unprogrammed Expenses</b>	<b>27,000</b>	<b>18,300</b>								
<b>Programmed Expenses</b>	<b>53,000</b>	<b>45,000</b>	<b>45,000</b>	<b>46,500</b>	<b>45,000</b>	<b>88,000</b>	<b>89,500</b>	<b>45,000</b>	<b>45,000</b>	<b>46,500</b>
<b>Renewals</b>	<b>0</b>	<b>37,345</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>	<b>37,345</b>	<b>0</b>	<b>0</b>	<b>0</b>
405171408118. IT hardware renewals	0	37,345	0	0	0	0	37,345	0	0	0
405172901175. Greenmeadows Centre	0	0	0	0	0	15,000	0	0	0	0
<b>4052 Stoke Hall</b>	<b>119,895</b>	<b>1,987,703</b>	<b>17,203</b>	<b>17,203</b>	<b>18,703</b>	<b>17,203</b>	<b>17,203</b>	<b>40,703</b>	<b>17,203</b>	<b>22,203</b>
<b>Other Income</b>	<b>0</b>	<b>(23,243)</b>								
<b>Base Expenditure</b>	<b>10,595</b>	<b>26,946</b>								
<b>Unprogrammed Expenses</b>	<b>7,300</b>	<b>21,300</b>	<b>7,300</b>							
<b>Programmed Expenses</b>	<b>0</b>	<b>5,700</b>	<b>4,200</b>	<b>4,200</b>	<b>5,700</b>	<b>4,200</b>	<b>4,200</b>	<b>5,700</b>	<b>4,200</b>	<b>4,200</b>
<b>Renewals</b>	<b>2,000</b>	<b>24,000</b>	<b>2,000</b>	<b>7,000</b>						
40527140. Renewals: Plant and Equipment	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000	2,000	7,000
<b>Capital Increased LOS</b>	<b>100,000</b>	<b>1,955,000</b>	<b>0</b>							
405277203207. Stoke Hall Remediation	100,000	1,955,000	0	0	0	0	0	0	0	0
<b>4053 Maitai Club</b>	<b>(17,965)</b>	<b>(22,130)</b>	<b>27,660</b>	<b>(24,965)</b>	<b>(27,465)</b>	<b>(27,465)</b>	<b>(19,630)</b>	<b>(27,465)</b>	<b>(24,965)</b>	<b>(27,465)</b>
<b>Other Income</b>	<b>(81,765)</b>									
<b>Base Expenditure</b>	<b>36,675</b>									
<b>Unprogrammed Expenses</b>	<b>6,000</b>									
<b>Programmed Expenses</b>	<b>6,125</b>	<b>3,625</b>	<b>58,750</b>	<b>6,125</b>	<b>3,625</b>	<b>3,625</b>	<b>6,125</b>	<b>3,625</b>	<b>6,125</b>	<b>3,625</b>
<b>Renewals</b>	<b>15,000</b>	<b>13,335</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>13,335</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
40537140. Renewal: Plant & Equipment	15,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
405371408118. IT hardware renewals	0	5,335	0	0	0	0	5,335	0	0	0
<b>4055 Community Properties</b>	<b>651,600</b>	<b>177,600</b>	<b>117,700</b>	<b>137,700</b>	<b>102,700</b>	<b>107,700</b>	<b>97,700</b>	<b>102,700</b>	<b>157,700</b>	<b>168,200</b>
<b>Other Income</b>	<b>(8,757)</b>									

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<b>Base Expenditure</b>	83,857	63,857	53,857	33,857	33,857	33,857	33,857	33,857	33,857	33,857
<b>Unprogrammed Expenses</b>	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>Programmed Expenses</b>	111,000	105,000	55,100	95,100	60,100	65,100	55,100	60,100	115,100	98,100
<b>Renewals</b>	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	35,000
405571202915. Building renewals	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	35,000
<b>Capital Increased LOS</b>	448,000	0	0	0	0	0	0	0	0	0
405577202602. Refinery Gallery EQ strengthening	448,000	0	0	0	0	0	0	0	0	0
<b>4056 Wakapuaka Recreation Centre</b>	41,729	28,088	21,888	41,729	23,088	21,888	21,888	23,088	51,729	26,729
<b>Other Income</b>	(2,190)	(2,190)	(2,190)	(2,190)	(2,190)	(2,190)	(2,190)	(2,190)	(2,190)	(2,190)
<b>Base Expenditure</b>	18,919	13,919	13,919	13,919	13,919	13,919	13,919	13,919	13,919	13,919
<b>Programmed Expenses</b>	25,000	16,359	10,159	30,000	11,359	10,159	10,159	11,359	40,000	15,000
<b>4057 Trafalgar St Hall</b>	31,997	50,504	9,608	45,529	9,623	19,058	19,058	15,153	13,353	13,353
<b>Other Income</b>	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)
<b>Base Expenditure</b>	26,278	26,278	23,103	23,103	23,103	23,103	23,103	23,103	23,103	23,103
<b>Unprogrammed Expenses</b>	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250
<b>Programmed Expenses</b>	15,000	27,105	3,255	25,305	3,270	12,705	12,705	8,800	7,000	7,000
<b>Renewals</b>	7,469	13,871	0	13,871	0	0	0	0	0	0
405771202009. Traf St Hall renewals	7,469	13,871	0	13,871	0	0	0	0	0	0
<b>4060 Motor Camp Tahuna</b>	(193,443)	(192,243)	(255,087)	(255,087)	(253,887)	(255,087)	(255,087)	(253,887)	(255,087)	(255,087)
<b>Other Income</b>	(356,675)	(356,675)	(418,319)	(418,319)	(418,319)	(418,319)	(418,319)	(418,319)	(418,319)	(418,319)
<b>Base Expenditure</b>	158,232	158,232	158,232	158,232	158,232	158,232	158,232	158,232	158,232	158,232
<b>Unprogrammed Expenses</b>	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Programmed Expenses</b>	0	1,200	0	0	1,200	0	0	1,200	0	0
<b>4061 Maitai Camp</b>	13,538	15,038	13,538	13,538	15,038	13,538	13,538	15,038	13,538	13,538
<b>Other Income</b>	(19,082)	(19,082)	(19,082)	(19,082)	(19,082)	(19,082)	(19,082)	(19,082)	(19,082)	(19,082)
<b>Base Expenditure</b>	32,620	32,620	32,620	32,620	32,620	32,620	32,620	32,620	32,620	32,620
<b>Programmed Expenses</b>	0	1,500	0	0	1,500	0	0	1,500	0	0
<b>4062 Brook Camp</b>	810,980	224,320	120,269	57,769	61,269	45,769	67,269	42,769	116,269	41,269
<b>Other Income</b>	(226,320)	(220,363)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
<b>Base Expenditure</b>	179,365	176,365	43,069	43,069	43,069	43,069	43,069	43,069	43,069	43,069
<b>Unprogrammed Expenses</b>	124,200	132,700	4,200	4,200	4,200	4,200	12,700	4,200	4,200	4,200
<b>Programmed Expenses</b>	74,000	75,283	48,000	23,500	42,000	26,500	34,500	23,500	22,000	22,000
<b>Renewals</b>	579,735	60,335	58,000	20,000	5,000	5,000	10,000	5,000	80,000	5,000

Item 12: Property and Facilities Activity Management Plan 2021-31: Attachment 1

Account (Exported 16/6/2021, 9am)	2021/22 AMP (2021/31)	2022/23 AMP (2021/31)	2023/24 AMP (2021/31)	2024/25 AMP (2021/31)	2025/26 AMP (2021/31)	2026/27 AMP (2021/31)	2027/28 AMP (2021/31)	2028/29 AMP (2021/31)	2029/30 AMP (2021/31)	2030/31 AMP (2021/31)
40627120. Renewal : Buildings	250,000	50,000	50,000	15,000	0	0	5,000	0	72,000	0
406271203318. Brook Camp Building Renewals	310,000	0	0	0	0	0	0	0	0	0
40627140. Capital: Plant & Equipment	5,335	5,335	0	0	0	0	0	0	0	0
406271408118. IT hardware renewals	0	0	3,000	0	0	0	0	0	3,000	0
40627220. Renewal: Services	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
40627355. Rooding	9,400	0	0	0	0	0	0	0	0	0
<b>Capital Increased LOS</b>	<b>80,000</b>	<b>0</b>								
406277403490. Brook Camp WiFi	80,000	0	0	0	0	0	0	0	0	0
<b>5030 Rooding Properties</b>	<b>(122,704)</b>	<b>(122,704)</b>	<b>(127,704)</b>	<b>(132,704)</b>	<b>(132,704)</b>	<b>(127,704)</b>	<b>(132,704)</b>	<b>(132,704)</b>	<b>(127,704)</b>	<b>(132,704)</b>
<b>Other Income</b>	<b>(201,547)</b>									
<b>Base Expenditure</b>	<b>52,812</b>	<b>52,813</b>	<b>52,813</b>	<b>52,813</b>						
<b>Unprogrammed Expenses</b>	<b>18,030</b>	<b>18,030</b>	<b>8,030</b>							
<b>Programmed Expenses</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>0</b>
<b>Renewals</b>	<b>8,000</b>									
503071200200. Renewals - 213 St Vincent St	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
503071200202. Renewals - 92 Beatson	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
503071200204. Renewals - 6 Totara	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
503071200205. Renewals - 8 Totara	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
<b>5511 Millers Acre Centre</b>	<b>44,635</b>	<b>(359,005)</b>	<b>(359,005)</b>	<b>(358,505)</b>	<b>(361,505)</b>	<b>(356,505)</b>	<b>(362,005)</b>	<b>(365,004)</b>	<b>(365,004)</b>	<b>(362,004)</b>
<b>Other Income</b>	<b>(490,333)</b>									
<b>Base Expenditure</b>	<b>73,178</b>	<b>73,178</b>	<b>73,178</b>	<b>70,678</b>	<b>70,678</b>	<b>75,678</b>	<b>67,178</b>	<b>67,179</b>	<b>67,179</b>	<b>67,179</b>
<b>Unprogrammed Expenses</b>	<b>14,500</b>									
<b>Programmed Expenses</b>	<b>28,650</b>	<b>15,650</b>	<b>15,650</b>	<b>18,650</b>	<b>15,650</b>	<b>15,650</b>	<b>18,650</b>	<b>15,650</b>	<b>15,650</b>	<b>18,650</b>
<b>Renewals</b>	<b>20,000</b>									
55117140. Renewals Plant and Equipment	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<b>Capital Increased LOS</b>	<b>398,640</b>	<b>8,000</b>								
551177202736. Building Improvements	390,640	0	0	0	0	0	0	0	0	0
55117740. Plant & Equipment	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000

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**REPORT R26213**

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**Deliberations on sale of 69 to 101 Achilles Avenue and/or 42 Rutherford Street to Kāinga Ora for social and affordable housing**

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**1. Purpose of Report**

- 1.1 To consider the public feedback on the proposal to sell 69 to 101 Achilles Avenue and 42 Rutherford Street to Kāinga Ora for social and affordable housing developments.
- 1.2 Depending on consideration of public feedback, to approve the sale of 69 to 101 and 42 Rutherford Street to Kāinga Ora for social and affordable housing developments subject to agreement to the conditions of the negotiating brief that is outlined in the report(R26213).

**2. Summary**

- 2.1 On 29 June 2021 Council adopted the Long Term Plan (LTP) 2021-31. One of Council's key priorities in the LTP is housing affordability and intensification. Partnering with Central Government and utilising Council property is a work programme area identified to give effect to addressing the priority.
- 2.2 From the 30 August 2021 to 1 October 2021 Council sought public feedback on a proposal to sell 69 to 101 Achilles Avenue and/or 42 Rutherford Street to Kāinga Ora for social and affordable housing development.
- 2.3 A total of 276 responses were received, 53% stated that they supported the proposal, 37% stated they did not support it, 5% said they didn't know if they supported it or not, and 5% didn't state any preference.
- 2.4 After considering all the feedback received, and the reasons stated for that feedback, officers recommend that the proposal is progressed subject to a negotiating brief to address several of the concerns raised in the feedback.

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### **3. Recommendation**

*That the Council*

- 1. Receives the report *Deliberations on sale of 69 to 101 Achilles Avenue and/or 42 Rutherford Street to Kāinga Ora for social and affordable housing (R26213) and its attachments (A2763085 and A2767627); and***
- 2. Accepts the following late feedback (A2767627) on the proposal to sell 69 to 101 Achilles Avenue and/or 42 Rutherford Street to Kāinga ora for social and affordable housing:**
  - *Rachel Boyack, MP for Nelson*
  - *Ainslie Riddoch*
- 3. Approves the sale of 69 to 101 Achilles Avenue and 42 Rutherford Street to Kainga Ora subject to a negotiating brief that includes the following terms:**
  - (i) *That the sites be sold for market value to be determined by agreement with Kāinga Ora having regard to independent valuations for the site obtained by Kāinga Ora and Nelson City Council.***
  - (ii) *The design outcomes which were outlined to the community as part of the consultation document (A2704161) be adopted to inform the development design:***
    - (a) *High quality, high amenity, interactive and accessible design to street and laneway edges.***
    - (b) *Design compatibility with the adjacent public spaces and central city location.***
    - (c) *The use of appropriately scaled and well-modulated/articulated architectural design elements and an appropriate provision of space, openings and materiality (i.e windows, balconies and cladding types).***
    - (d) *Integration of vehicle, public transport and pedestrian circulation with adjoining street frontages and Wakatu Square with minimal provision of on-site carparking.***
    - (e) *Inclusion of quality, climate resilient, sustainable, design and building practices.***

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- (f) Less than 50% of household units will be for social housing, the remainder will be a mix of affordable housing types.**
  - (g) Demonstrates consistency with the six key moves of the Nelson City Council City Centre Programme Plan (August 2019).**
  - (h) Minimise, as far as practicable, shading effects that lead to safety hazards on public streets, areas and footpaths.**
  - (i) Provide appropriate cycle storage and servicing facilities.**
  - (j) Within these outcomes, maximise housing yield; and**
- (iii) That Kāinga Ora works in partnership with Council officers on the design of the building, including that officers are part of the Kāinga Ora Project Steering Group contributing to decision making and Project Team responsible for progressing the project and its design.**
  - (iv) That Kāinga Ora will seek to commission a local architect to be part of the design team for the development to ensure the building is a good fit with the city centre and Council priorities (exemplar intensification and affordable housing, good urban design including appropriate scale and height, sustainability features, provides for active mode).**
  - (v) That Kāinga Ora will, where reasonably possible, partner with local housing providers and developers and/or iwi to deliver the project to ensure that affordable rental and affordable apartment sales are enduring and well managed.**
  - (vi) That Kāinga Ora will, where reasonably possible, utilise local construction companies and local materials to undertake the build, acknowledging that this may be affected by the current market shortage of both locally.**
  - (vii) That Kāinga Ora uses its placement principles to allocate its social housing tenants to the housing typology of inner-city apartment living.**

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- (viii) That communication with the community is undertaken by Kāinga Ora to ensure the community is well informed of progress, including during the progression of development design and housing partnership formations.***
- (ix) That a condition is imposed to ensure that if development of at least one of the sites has not commenced construction within 3 years, both sites will be offered back to Council to purchase for the sale price, less any works that have reduced its value.***
- (x) That a condition is imposed on sale that a covenant will be registered on the title giving Council a right of first refusal to purchase, on terms acceptable to Council, should Kāinga Ora seek to sell all or any part of the sites at any time unless the sales relate to affordable unit title apartments developed by Kāinga Ora or in partnership with others (subject also to any applicable legal obligation on Kāinga Ora to first offer to iwi).***
- (xi) As appropriate, a Memorandum of Understanding may be signed with the purchaser to reflect shared objectives for the development that are not included in the sale and purchase agreement.***
- (xii) Any other reasonable terms of sale necessary for the divestment.***
- 4. Delegates to the Mayor, Deputy Mayor/Chair of the Urban Development Subcommittee and Chief Executive the negotiation and approval of the sale and purchase agreement and Memorandum of Understanding (if appropriate) provided the terms are substantially consistent with the negotiating brief; and***
- 5. Notes that progress on negotiations and development design will be overseen by the Kāinga Ora Governance Reference Group in accordance with the Terms of Reference; and***
- 6. Notes that tenants of 69 to 101 Achilles Avenue and 42 Rutherford Street will be advised of Councils decision, and kept up to date on progress with negotiations, including advice in relation to the effect on their tenancies by officers; and***
- 7. Confirms that the proceeds from any sale will be used to pay off debt; and***

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**8. *Approves the sale of 69 to 101 Achilles Avenue and 42 Rutherford Street and identifies the matters in relation to making such a decision in accordance with section 80 of the Local Government Act, including:***

**(a) *While it is not clear, the decision to sell 69 to 101 Achilles Avenue and 42 Rutherford Street to Kāinga Ora rather than via public auction may be inconsistent with the NCC Asset Disposal Policy 2015; and***

**(b) *Council has decided to approve the sale notwithstanding the apparent inconsistency with the Policy because of the broader strategic benefit of the proposal for the community (noting the above conditions) and the enhanced relationship with Kāinga Ora, together with the objective to sell the properties for market value; and***

**(c) *That there is no intention to amend the Policy to accommodate the decision at this time.***

#### **4. Background**

- 4.1 On 29 June 2021 Council adopted the Long Term Plan (LTP) 2021-31. One of Council's key priorities in the LTP is housing affordability and intensification. Partnering with Central Government and utilising Council property is a work programme area that was identified to give effect to this priority.
- 4.2 Kāinga Ora has expressed an interest in purchasing 69 to 101 Achilles Avenue and 42 Rutherford Street to build social and affordable housing. Details of this development are only conceptual at this stage.
- 4.3 Council originally purchased the site at 42 Rutherford Street in 1995 for the purpose of creating a road link – the extension of Bridge Street through to Vanguard Street. This road link is no longer considered necessary. The site is currently leased and used as a coffee roastery and cafe.
- 4.4 Council originally purchased the sites at 69 to 101 Achilles Avenue in 2011 for the strategic purpose of maintaining future development options in the city centre. The site contains a mixture of leased areas for car parking, community activity and a retail shop.
- 4.5 Officers are satisfied that Council's obligations under the Public Works Act in relation to these sites have been met (following reasonable attempts to identify and contact the shareholders of the previous owner company, which was removed from the companies register in 2013). On

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the basis the properties are sold to Kāinga Ora via private sale, there are no further obligations on Council under the Public Works Act to publicly notify the sale.

- 4.6 A public feedback document was developed in collaboration with officers from Kāinga Ora and with oversight from the Council's Kāinga Ora Governance Reference Group (Mayor Reese (chair), Councillors Edgar, Courtney, Rainey, Noonan and O'Neill Stevens). Council sought public feedback on the proposal from 30 August 2021 to 1 October 2021 (extended by a week due to COVID lockdown) through a range of means including:
- 4.6.1 Media briefing in association with Kāinga Ora before the consultation period.
  - 4.6.2 Council's social media channels and Council's website (Shape Nelson) with the feedback document linked.
  - 4.6.3 Our Nelson feature including notice of the opportunity to provide feedback.
  - 4.6.4 Advertising with local media – print, radio and online.
  - 4.6.5 An opinion piece from the Deputy Mayor in The Nelson Mail.
  - 4.6.6 An interview piece with local housing providers in Our Nelson.
  - 4.6.7 App alerts via Nelson Weekly.
  - 4.6.8 Inclusion of the proposal in the eight page summary for Te Ara o Whakatu sent to most households in Nelson as part of the Our Nelson publication.
- 4.7 Due to COVID lockdown restrictions the following engagement methods which were part of the original engagement strategy were unable to be undertaken:
- 4.7.1 Hard copies of the public feedback document were unable to be made available at all libraries and the Council Customer Service Centre.
  - 4.7.2 Letter drop to adjacent property and business owners.
  - 4.7.3 A housing supply update report to the Iwi Managers Meeting on 19 August was postponed to 28 September.
  - 4.6.4 Site signage.
  - 4.7.5 A display at the Te Ara o Whakatū expo scheduled for 3 and 4 of September.

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- 4.8 The public was able to provide feedback using Council's website and/or online submission form in Shape Nelson, via email, or by phoning in to the customer service centre to have comments recorded.
- 4.9 Pre-engagement, in collaboration with Kāinga Ora, was undertaken with key stakeholders that had expressed an interest in housing prior to the COVID19 lockdown, including Rachel Boyack MP for Nelson, iwi, and community housing providers.
- 4.10 Pre-engagement with key inner-city developers who had expressed a previous interest in the sites, or those adjoining them, was also undertaken prior to the COVID19 lockdown.
- 4.11 Officers also met with leaseholders of the affected properties (prior to COVID19 lockdown) to advise them of the proposal and its process including the public feedback opportunity.

Infrastructure Acceleration Fund

- 4.12 Council has also submitted an Infrastructure Acceleration Fund (IAF) application. The application would support Council funding to accelerate the Linear Active Transport Corridor for the upgrade of Bridge Street and that part of Haven Road to Rutherford Street transport corridors and 3 waters underground infrastructure for all city centre residential development. The application was submitted on 18 August 2021, and Council was advised on 15 October that the Linear Active Transport Corridor application is through to the next round. A Request for Proposal now needs to be submitted by 17 December 2021.
- 4.13 The proposal to sell 69 to 101 Achilles Avenue and/or 42 Rutherford Street to Kāinga Ora for social and affordable housing development is not dependent upon the success of the IAF application. On-site individual/temporary infrastructure solutions are available to support the development prior to any future Council upgrade.

**5. Discussion**

- 5.1 Public feedback on the proposal to sell 69 to 101 Achilles Avenue and/or 42 Rutherford Street to Kāinga Ora for social and affordable housing sought the views of the public on:

5.1.1 Whether or not the proposal was supported; and

5.1.2 The reasons for those views.

- 5.2 The feedback document outlined three options that the Council had considered, and the advantages, disadvantages, and risks of those. The three options were:

*Option 1: Sell 69 to 101 Achilles Avenue and/or 42 Rutherford Street to Kāinga Ora for social and affordable housing developments.*

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*Option 2: Sell 69 to 101 Achilles Avenue and/or 42 Rutherford Street on the open market to leverage housing supply.*

*Option 3: Retain some/all of the properties for future options.*

5.3 The document stated that the Council's preferred option was Option 1.

### **Feedback**

5.4 A total of 276 responses were received via Shape Nelson, email and by post. The feedback is included in Attachment 1 and is summarised under the headings below.

5.5 Feedback on Te Ara ō Whakatū – Nelson Pathways was sought by Council at the same time as this consultation. This enabled the community to consider both related proposals in conjunction with one another. Many respondents provided feedback on both consultations. Where feedback on this proposal was submitted via Te Ara ō Whakatū – Nelson Pathways, it has been copied over and is included in this report.

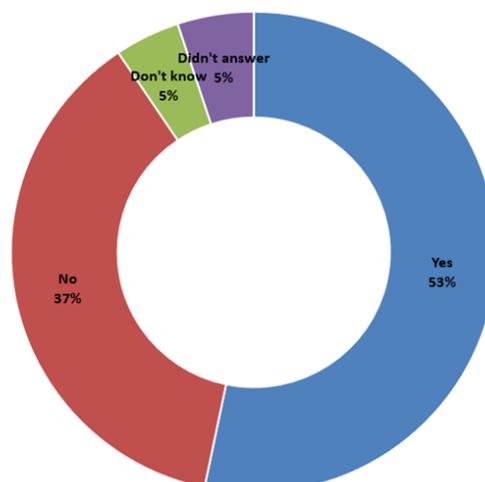
### **Feedback summary**

5.6 Feedback was received from Nelson residents (60%), from those living in Tasman (4%), other areas across New Zealand (1%) and areas of residence not identified (35%).

5.7 A total of 13 organisations gave feedback, including social and affordable housing providers, Nelson Marlborough Health, Ministry of Social Development (MSD), Oranga Tamariki, Community Action Nelson(CAN), Nelson Regional Development Agency (NRDA), Chamber of Commerce, Nelson Youth Council, Community Art Works, Zero Carbon Nelson Tasman, and Campaign to Save the Maitai.

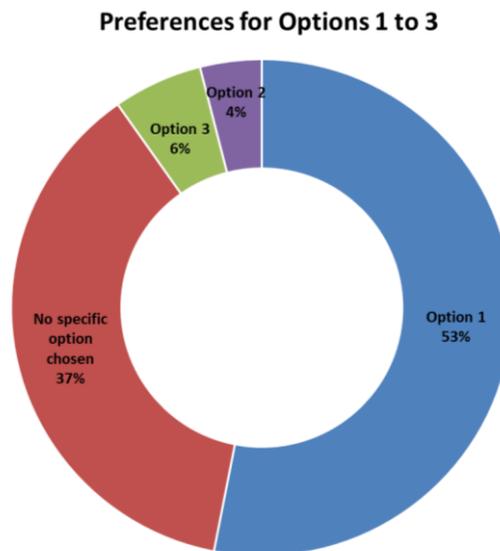
5.8 Of all feedback provided, 53% stated that they supported option 1, 37% stated they did not support option 1, 5% said they didn't know if they supported option 1 or not, and 5% didn't state any preference.

**Feedback on Option 1**



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5.9 The public feedback document included analysis of three options that Council had considered, and some respondents provided feedback in relation to their preference for one of the options. Of those that provided feedback in relation to support for any of the three options option 1 was most preferred, with option 2 and 3 receiving a much lower level of support.



**Views of those in Support of Option 1**

- 5.10 The reason most respondents supported the proposal (40% of respondents in favour of option 1) is that they consider there is a housing crisis, a dire need for affordable and social housing, and are supportive of Council undertaking action in this space.
- 5.11 Many respondents (25% of respondents in favour of option 1) further stated that they supported providing housing in the city centre that is obtainable for people on a range of income levels. Other feedback included that living in the Nelson city centre was desirable, including acknowledgement of its benefits such as activation of the city centre, reducing the reliance on motor vehicles for environmental reasons as well as the reducing the need to travel to work, and access to facilities and entertainment.
- 5.12 Some respondents gave background to their feedback reasons by identifying themselves as:
- low-income singles unable to afford home ownership (all ages)
  - couples and families struggling to find suitable rental and home ownership accommodation
  - teens worried about how they might afford rental and ownership property in the future

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- students who are forced to overcrowd in Nelson accommodation or live far away from NMIT and commute
- parents wishing there were better options for their grown children
- existing homeowners acknowledging the difficulties others are having at finding accommodation both rental and ownership.

5.13 Organisations such as MSD, Nelson Marlborough Health, Tamariki Oranga, Community Housing Providers, CAN, Youth Council, Chamber of Commerce, NRDA, SANTI (Student Association of Nelson-Marlborough Institute of Technology Incorporated) were supportive of the proposal recognising the dire need for well-located social and affordable housing across the city. Some of these organisations provided recommendations for Council to consider in making their decision and these are discussed in sections 5.23 to 5.37.

5.14 Pre-engagement undertaken with iwi also supported the need to provide access for whanau to social and affordable housing. Iwi provided other additional feedback which is discussed in section 5.21 below.

**Views of those who didn't support an option**

5.15 Several respondents (10% of those that didn't know if they supported option 1) stated that there wasn't sufficient detail provided on the proposal for them to form a view. Some stated that they supported the provision of social and affordable housing in general, but that they needed further detail including the development design, height, numbers of the mix of different types of housing provided, the price points and information about how Kāinga Ora would manage their tenants. Some of these respondents sought that Council maintain a role on overseeing the design of the development should it go ahead.

**Views of those not in support of option 1**

5.16 The reason stated by most respondents that did not support the proposal (29% of those that did not support option 1) is that they are concerned that it would result in an increase in anti-social behaviour and crime in the city centre, many of them citing emergency and transitional housing examples in Wellington, Christchurch and Auckland as examples of what would be expected. Many of these respondents identified themselves as city centre or fringe business and property owners and considered that the proposal would adversely affect property values and business incomes.

5.17 The other main reason provided by respondents that did not support the proposal (25% of respondents that did not support option 1) was that the location was wrong, that it would adversely affect the vitality of the city centre and mean that it was no longer a place they would like to visit. Some of these respondents suggested that housing for those in need should be in outer suburbs and on less valuable land.

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- 5.18 Many (34%) of the respondents who did not support the proposal may not have understood that the proposal is for less than 50% social (not emergency or transitional) housing and that the greater portion is for affordable rental and affordable ownership options.

**Summary of feedback on Option 1**

- 5.19 Although, the feedback on option 1 highlighted a range of views the two main viewpoints are:
- (i) those who themselves (or someone they know) do not have access to adequate housing and considered everyone should have the right to access housing and that Council should be doing everything it can in this space; and
  - (ii) those who considered providing housing for those in need (as described in the proposal) would adversely affect their property or business interests and/or result in anti-social behaviour and crime in the city centre.
- 5.20 Specific feedback was provided on several other issues or themes, including respondents who identified certain factors or provisos that would be needed to ensure the proposal was successful for them to support it. This feedback has been summarised below.

**Other Feedback Themes**

- 5.21 Feedback from Iwi
- 5.22 Pre-engagement was undertaken with iwi prior to the feedback process opening. Feedback received was that they were in support of action in the housing space, that they would be interested in having further discussions with Kāinga Ora about partnership opportunities should the sale go ahead, but that when Council disposes of land it should be offered to iwi first.
- 5.23 Social and Affordable Housing Mix
- 5.24 Several respondents raised the need to ensure an appropriate mix of social and affordable housing to achieve a balanced community. This included organisations such as Community Housing Providers, as well as individuals. Nelson Tasman Housing Trust provided detailed evidence from housing developments they manage elsewhere that a level of around 20-30% social housing and 70-80% affordable in any one development has been successful.
- 5.25 Nelson Marlborough Health (NMH) sought that at least 49% of the development is social housing units, stating that it is important that the amount is specified to enable community support agencies information about the level of wrap-around services that may be required. For the remainder of units NMH sought that affordable price controls are put in

Item 13: Deliberations on sale of 69 to 101 Achilles Avenue and/or 42 Rutherford Street to Kāinga Ora for social and affordable housing

place and conditions requiring that they can only be sold back to Kāinga Ora to be resold again as affordable housing.

5.26 Kāinga Ora Management of Tenants

5.27 There was some concern of the quality of management of tenants by Kāinga Ora (or rather their predecessor Housing NZ) with examples cited of other places in New Zealand where social housing developments have been reported to have difficulties. CAN suggested that Council would have better control of outcomes if the land remained in Council ownership and Kāinga Ora did the development.

5.28 Parking

5.29 Feedback was received that activating Councils carparks with developments such as this was supported, as was a development that was well located to employment, shops, schools, services and active and public transport networks. Feedback was also received raising concern about where residents would park, with some suggesting a car parking building is required.

5.30 Height and Design

5.31 Several respondents sought that Council maintain control over the design of the future buildings, particularly in relation to whether the proposed height would fit with the character of the Nelson city centre. The Chamber of Commerce conducted a short poll with some of their membership. From the responses received, 89% felt that Nelson needs more people living in the inner city and while 75% supported the sale of land for development, there was concern that the proposal is lacking in detail and therefore cannot be supported in principal because once it's sold all control of the design and build is lost. The members sought that a well-developed business case is provided so an informed choice can be made.

5.32 Location

5.33 A small proportion of those not in favour of the proposal cited the reason being that it was in the wrong location. These respondents considered that social and affordable housing should not be in high density apartment style buildings in the city centre. Reasons provided were that high density living is not great for families, that it can lead to mental health issues, and does not provide a sense of community.

5.34 Climate change

5.35 Several respondents including organisations, (in support and opposition of the proposal) raised the issue that the site is subject to inundation from sea level rise and river flooding. They queried whether this meant the site is not suitable for housing long term, or sought information on how this would be addressed in the development design. Some highlighted that Council has yet to adopt a sea level rise/flood response

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for the city centre and that this proposal, combined with the library proposal may predetermine a future response, or restrict a comprehensive approach from being taken.

5.36 Sales Price

5.37 Some respondents provided feedback that Council assets should be retained, or that they should be sold in an open market tender so that ratepayers can be assured the highest return. Some also expressed doubt about whether Kāinga Ora would pay market price.

5.38 In considering the feedback officers have proposed conditions to address some of the issues raised, these are discussed as part of a negotiating brief in the options section below.

## 6. Options

6.1 Council has the following options to consider:

- (i) the proposal (Option 1): and
- (ii) the other two options (Options 2 and 3) on which the public also provided feedback: and
- (iii) the option about whether both properties are divested.

6.2 After considering all the feedback received, and the reasons stated for that feedback, officers recommend that Option 1 (sale of both sites to Kāinga Ora for social and affordable housing developments) is progressed subject to a negotiating brief to address some concerns raised in the feedback.

6.3 Recommended terms of the negotiating brief are:

6.3.1 That the sites be sold for market value.

6.3.2 The design outcomes which were outlined to the community as part of the consultation document be adopted to inform the development design:

- (a) High quality, high amenity, interactive and accessible design to street and laneway edges
- (b) Design compatibility with the adjacent public spaces and central city location
- (c) The use of appropriately scaled and well-modulated/articulated architectural design elements and an appropriate provision of space, openings and materiality (i.e windows, balconies and cladding types)

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- (d) Integration of vehicle, public transport and pedestrian circulation with adjoining street frontages and Wakatu Square with minimal provision of on-site carparking
- (e) Inclusion of quality, climate resilient, sustainable, design and building practices
- (f) Less than 50% of household units will be for social housing, the remainder will be a mix of affordable housing types
- (g) Demonstrates consistency with the six key moves of the City Centre Programme Plan
- (h) Minimise, as far as practicable, shading effects that lead to safety hazards on public streets, areas and footpaths
- (i) Provide appropriate cycle storage and servicing facilities
- (j) Within these outcomes, maximise housing yield.

6.3.3 That Kāinga Ora works in partnership with Council officers on the design of the building, including that officers are part of the Kāinga Ora Project Steering Group contributing to decision making and Project Team responsible for progressing the project and its design. Officers will regularly report progress to the Kāinga Ora Governance Reference Group for feedback.

6.3.4 That Kāinga Ora will seek to commission a local architect to be part of the design team for the development to ensure the building is a good fit with the city centre and Council priorities (exemplar intensification and affordable housing, good urban design including appropriate scale and height, sustainability features, provides for active mode).

6.3.5 That Kāinga Ora will, where reasonably possible, partner with local housing providers and developers and/or iwi to deliver the project to ensure that affordable rental and affordable apartment sales are enduring and well managed.

6.3.6 That Kāinga Ora will, where reasonably possible, utilise local construction companies and local materials to undertake the build, acknowledging that this may be affected by the current market shortage of both locally.

6.3.7 That Kāinga Ora uses its placement principles to allocate its social housing tenants to the housing typology of inner-city apartment living.

6.3.8 That communication with the community is undertaken by Kāinga Ora to ensure the community is well informed of progress, including during the progression of development design and housing partnership formations.

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6.3.9 That a condition is imposed on sale that if construction of at least one of the sites has not commenced within 3 years, the land will be offered back to Council to purchase for the sale price, less the value of any works that have reduced its value.

6.3.10 That a condition is imposed on sale that a covenant will be registered on the title giving Council a right of first refusal to purchase, on terms acceptable to Council, should Kāinga Ora seek to sell all or any part of the sites at any time unless the sales relate to affordable unit title apartments developed by Kāinga Ora or in partnership with others (subject also to any applicable legal obligation on Kāinga Ora to first offer to iwi).

6.4 Some of these conditions may be able to be agreed as part of the sale and purchase agreement, while others may be agreed to as part of a Memorandum of Understanding, as occurred with the divestment of the community housing. While an MOU is non-binding, Kāinga Ora has through the community housing divestment demonstrated its willingness to honour its agreement with the Council to ensure an enduring partnership approach to housing in Nelson.

**Option 1: Sell 69 to 101 Achilles Avenue and 42 Rutherford Street to Kāinga Ora for social and affordable housing developments subject to a negotiating brief outlined above in section 6.3.**

Advantages

- Is supported by most of the feedback from the community (53%) and includes conditions to address several issues provided by those as reasons why they do not support the proposal.
- Kāinga Ora is a willing, well-resourced partner with successful delivery experience.
- Divestment to Kāinga Ora has a broader strategic benefit for the community as opposed to, for example, another commercial investor.
- Divestment to Kāinga Ora will achieve social and affordable housing developments constructed, owned and managed by the government and their partners and kept as social and affordable stock in perpetuity.
- Divestment represents a significant step in delivering on Council’s housing intensification and affordability and city centre development priorities in the Long Term Plan.
- Further strengthens Council’s partnership with Kāinga Ora to bring housing supply to the market

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	<p>in Nelson, building on relationships established through the sale of Council’s community housing.</p> <ul style="list-style-type: none"> <li>• Supports ongoing relationship with Kāinga Ora, where Council partners to bring more social and affordable housing supply to the Nelson market.</li> <li>• Supports the Draft Te Ara ō Whakatū (feedback yet to be considered) city living outcomes and provides the opportunity to leverage compatible projects, i.e. Linear active transport corridor.</li> <li>• Is supported by Government resourcing and funding and is more likely to achieve an exemplar built form in a timely manner than a market development.</li> <li>• Enables Council to pay off debt from the sales proceeds.</li> <li>• Maximises intent of IAF funding which together with this proposal and Draft Te Ara ō Whakatū may leverage greater interest in residential development in the city centre.</li> </ul>
<p>Risks and Disadvantages</p>	<ul style="list-style-type: none"> <li>• Existing tenants will need to find alternative premises.</li> <li>• 12 leased and 12 carpool car parks will be lost or need to be relocated.</li> <li>• Other uses for the sites are forgone.</li> <li>• Not supported by a significant portion (37%) of those who provided feedback, however this is somewhat mitigated by the reasons for that lack of support being concerns about emergency and transitional housing, and that the Council could impose conditions on any sale regarding the amount of social housing on the site.</li> </ul>
<p><b>Option 2: Sell 69 to 101 Achilles Avenue and/or 42 Rutherford Street on the open market to leverage housing supply</b></p>	
<p>Advantages</p>	<ul style="list-style-type: none"> <li>• Enables Council to consider a wide range of housing proposals</li> <li>• Supports Draft Te Ara ō Whakatū (feedback yet to be considered) city living outcomes and provides opportunity to leverage compatible projects, i.e. Linear active transport corridor.</li> <li>• May achieve a higher sale price via a competitive sale process</li> <li>• Enables Council to pay off debt from the sales proceeds</li> </ul>

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<p>Risks and Disadvantages</p>	<ul style="list-style-type: none"> <li>• Only a very small portion of feedback (4%) received was in support of this option</li> <li>• Does not take advantage of the opportunity to partner with Kāinga Ora to leverage better housing supply especially for lower-medium income households</li> <li>• Unlikely to result in Council achieving social or affordable housing supply in perpetuity</li> <li>• Does not demonstrate a commitment to partner with Kāinga Ora</li> <li>• Existing tenants will need to find alternative premises</li> <li>• 12 leased and 12 carpool car parks will be lost or relocated</li> <li>• Other uses for the sites are forgone</li> </ul>
<p><b>Option 3: Retain some/all of the properties for future options.</b></p>	
<p>Advantages</p>	<ul style="list-style-type: none"> <li>• Allows retention of some/all of the properties for consideration of future uses such as a hotel, a performing arts centre, a commercial development, a public transport hub, or other community development.</li> <li>• Existing tenants can be retained in the interim.</li> <li>• 12 leased and 12 carpool car parks will be retained in the interim.</li> </ul>
<p>Risks and Disadvantages</p>	<ul style="list-style-type: none"> <li>• Only a very small portion of feedback (6%) received was in support of this option</li> <li>• Selecting this option would not be consistent with the 53% of those providing feedback that the sites should be used for social and affordable housing.</li> <li>• Does not align with Council’s LTP priorities of leveraging housing affordability and intensification utilising its property portfolio.</li> <li>• Does not build on Councils existing relationship with Kāinga Ora or strengthen relationships to achieve housing supply.</li> <li>• Does not deliver social and affordable housing.</li> <li>• Council will not be able to reduce debt levels using the proceeds of the sale.</li> </ul>

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<b>Option 4: Sell only one of either 69 to 101 Achilles Avenue or 42 Rutherford Street to Kāinga Ora for social and affordable housing developments subject to conditions outlined above in section 6.3.</b>	
Advantages	<ul style="list-style-type: none"> <li>• One property is retained for future options.</li> <li>• All the other advantages from option 1.</li> <li>• Some existing tenants may be able to be retained.</li> </ul>
Risks and Disadvantages	<ul style="list-style-type: none"> <li>• Feedback from only one respondent was received seeking that only one of the properties (42 Rutherford Street) was sold.</li> <li>• Would result in a reduction of housing being provided.</li> <li>• Design and construction benefits of developing two adjacent properties would not be obtained.</li> <li>• All the other risks and disadvantages with option 1.</li> </ul>

6.10 Council's Asset Disposal Policy 2015 aims to ensure disposals are undertaken in a way that maximises value for money for the Council and minimises opportunities for exploitation by individuals or organisations. Land and property disposals must be approved by Council. For an asset worth more than \$50,000 the policy recommends public auction or trade-in. The Asset Disposal Policy is general in nature and it is not immediately clear that it applies to land. If it does apply, officers consider that the broader strategic benefit of the proposal and the enhanced relationship with Kāinga Ora are valid reasons for departing from the policy in terms of not following public auction or trade-in processes. Additionally, a condition is proposed in the negotiating brief that the sale will achieve at least market value of the properties.

6.11 Section 80 of the Local Government Act 2002 requires that when Council is taking a decision that is significantly inconsistent with a policy the reasons for the inconsistency must be identified, along with any intention to amend the policy to accommodate the decision. In this case the Asset Disposal Policy does not provide adequate guidance due to the nature of the asset and the intent to leverage an outcome that requires direct involvement of Kāinga Ora. Officers consider for this reason that it is appropriate to depart from the policy (to the extent it does apply to the specific proposal). A resolution has been added to the recommendations to ensure that the legal complexities of making a decision that potentially engages section 80 of the Local Government Act are acknowledged.

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## **7. Conclusion**

- 7.1 Housing affordability and intensification are key priorities of the Council. To achieve this Council seeks to utilise its own property portfolio and work with others, including government departments such as Kāinga Ora to leverage increased housing supply. The proposal currently being considered by Council ticks all these boxes.
- 7.2 Council has made a successful expression of interest application to Kāinga Ora for an Infrastructure Acceleration Fund (IAF) grant for the Bridge Street Active Transport Corridor to accelerate residential intensification in the city centre. Council is now able to participate in a Request for proposals IAF round, with decisions on those being made in April 2022.
- 7.3 53% of the community provided feedback in support of the proposal to sell 69 to 101 Achilles Avenue and/or 42 Rutherford Street to Kāinga Ora for social and affordable housing, while 37% did not support the proposal. Many respondents provided feedback regarding provisos or conditions that would ensure the development was successful. Officers have proposed a negotiating brief with conditions to address the concerns raised by some and to provide assurance to Council of the outcomes sought.
- 7.4 Officers recommend Council approves the sale of 69 to 101 Achilles Avenue and 42 Rutherford Street subject to the negotiating brief.

## **8. Next Steps**

- 8.1 If the recommendations in this report are approved the following would be the next steps:
- 8.1.1 Tenants are advised of Council decision and what this may mean for their tenancies.
  - 8.1.2 Kāinga Ora undertakes due diligence, including Geotech investigations on the sites.
  - 8.1.3 Council engages a property professional to advance the negotiating brief, a sale and purchase agreement and Memorandum of Understanding.
  - 8.1.4 Progress on negotiations and development design is overseen by the Kāinga Ora Governance Reference Group.
  - 8.1.5 Sale and purchase agreement and MOU is negotiated and approved by the Mayor, Deputy Mayor and Chief Executive.
  - 8.1.6 Ongoing involvement of officers occurs through the Kāinga Ora Steering Group and Project Group.

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8.1.7 Kāinga Ora carries out the development in accordance with the agreed terms and MOU.

**Author:** Lisa Gibellini, Strategic Housing Adviser

### **Attachments**

Attachment 1: A2763085 - Feedback on proposal to sell 69 to 101 Achilles Avenue and/or 42 Rutherford Street to Kāinga Ora for social and affordable housing (*Circulated separately*) [↔](#)

Attachment 2: A2767627 - Late Feedback Received on proposal to sell 69 to 101 Achilles Avenue and/or 42 Rutherford Street to Kāinga Ora for social and affordable housing [↓](#)

## **Important considerations for decision making**

### **1. Fit with Purpose of Local Government**

The recommendations in this report support the purpose of local government whereby the recommended decision enables Council to play a role in promoting the social, economic, environmental, and cultural wellbeing of the community through partnering with other to achieve social and affordable housing.

### **2. Consistency with Community Outcomes and Council Policy**

- The recommendations in this report fit with the community outcomes;
- Our urban and rural environments are people friendly, well planned and sustainably managed
- Our communities are healthy, safe and resilient

### **3. Risk**

There is a risk that some members of the community do not support the recommendations in this report. This risk is considered as mitigated in part by additional conditions recommended to address the issues raised in feedback and that there is no formal consultation obligation of Council to divest these sites.

There is a risk of negative publicity generated by other parties who have an interest in these sites and those who have a negative view of Kāinga Ora developments. Council has obligations under the Local Government Act 2002 to act in accordance with sound business practice when engaging in commercial transactions and to act in a transparent and open manner in reaching this view. Other parties have expressed an interest in purchasing these sites over the years. This alone does not require Council to offer the properties to the market more generally. Divestment to Kāinga Ora has a broader strategic benefit for the community as opposed to, for example, another commercial investor. The purpose of the divestment to Kāinga Ora is to achieve a social and affordable housing developments constructed, owned, and managed by the government.

Any residual risk of a public law challenge arising from dealing with Kāinga Ora directly can be mitigated by ensuring Council achieves a sale price that is at market value (and at least equal to the book value of the assets).

There is a risk that the development does not proceed once Kāinga Ora has completed its due diligence, it may no longer wish to purchase the sites. This is a risk associated with most property sale processes.

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**4. Financial impact**

If the option to divest the site(s) to Kāinga Ora for social and affordable housing development proceeds, negotiation of a sale price based on the market valuation can proceed. It is anticipated that the proceeds of any sale would be used to reduce debt.

**5. Degree of significance and level of engagement**

This matter is of low to medium significance to the community taking into account Council's Significance and Engagement Policy, and given the limited nature of the proposed disposal and the Council's LTP priorities of housing intensification and affordability, using Council land and partnering with Government including Kāinga Ora to bring housing supply to the market in Nelson. The community feedback summarised in this report ensures that the council is able to consider the views of those most affected by the proposal and the community in making a decision.

**6. Climate Impact**

Climate change impact will need to be considered in the development design to be developed by Kāinga Ora. Sustainability and climate resilience requirements have been included in the design outcomes recommended as conditions to be negotiated as part of any sale and agreement process. Any development on these sites will also need to consider and provide acceptable solutions for inundation from flood waters due to climate change.

**7. Inclusion of Māori in the decision making process**

Pre-engagement with Iwi was undertaken prior to the public feedback process and additionally at the NCC Iwi Managers Forum in preparing this report. Feedback from that engagement is summarised in this report.

**8. Delegations**

This matter is cross-committee as it falls within the delegation of the Infrastructure Committee, Strategic Development and Property Subcommittee and Urban Development Subcommittee, and therefore is a matter for Council.

**Feedback on proposal to  
sell 69 to 101 Achilles  
Avenue and/or 42  
Rutherford Street to  
Kāinga Ora for social and  
affordable housing**

Late Feedback Received

A2767627



## Kāinga Ora - Feedback Form Submission

<b>ID #</b>	
<b>Name</b>	MP Rachel Boyak
<b>Organisation</b>	Labour
<b>Position</b>	MP for Nelson
<b>Suburb / City</b>	
<b>Postcode</b>	

**Do you support selling 69 to 101 Achilles Avenue and/or 42 Rutherford Street to Kainga Ora for the development of social and affordable housing?**

<b>Yes</b>	
<b>No</b>	
<b>Don't Know</b>	
<b>Didn't Answer</b>	

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**Why do you support this?**

**Why don't you support this?**

**Why did you select this option?**

**Is there anything else that you would like to add?**

Please see attached



**Rachel Boyack**

MP for Nelson

04 817 8804

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Friday 1 October 2021

Nelson City Council

**Re: Kāinga Ora Feedback**

I am writing to support the proposal for Nelson City Council to sell land to Kāinga Ora for the purpose of developing the land for affordable housing. I note that this opportunity is conditional on Kāinga Ora undertaking due diligence to assess the viability of the proposed project.

I have received significant levels of feedback from the community regarding this proposed development. The overwhelming feedback is that a development of this kind is desperately needed in Nelson city.

I support the proposal for the following reasons:

1. There is a lack of supply of affordable housing in Nelson. This affects the rental market and the market for first home buyers.
2. Our social housing register continues to grow, and we need developments that can house people in urgent housing need.
3. The proposed development is close to public transport, supermarkets and public amenities such as the library and local theatres.
4. I am supportive of initiatives that will bring more people into Nelson's CBD and make the CBD more vibrant and people-focussed. More people living in the CBD will support our retailers, hospitality businesses and other small businesses in Nelson city.
5. Kāinga Ora is well placed to undertake a development of this size, given their similar developments in other parts of the country.
6. The proposed development has the potential to offer housing to people on the social housing register and first home buyers.

I also suggest that Kainga Ora and Nelson City Council should assess the need for car parking amongst potential tenants and first home buyers. This could include a car-sharing option, such as Mevo or Cityhop.

I would welcome the opportunity to speak to Council regarding this proposal and my submission.

Yours faithfully,

Rachel Boyack  
MP for Nelson



Authorised by Rachel Boyack MP,  
Parliament Buildings, Wellington



## Kāinga Ora - Feedback Form Submission

<b>ID #</b>	
<b>Name</b>	Ainslie Riddoch
<b>Organisation</b>	
<b>Position</b>	
<b>Suburb / City</b>	Moana, Nelson
<b>Postcode</b>	

**Do you support selling 69 to 101 Achilles Avenue and/or 42 Rutherford Street to Kainga Ora for the development of social and affordable housing?**

<b>Yes</b>	
<b>No</b>	
<b>Don't Know</b>	
<b>Didn't Answer</b>	1

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**Why do you support this?**

**Why don't you support this?**

**Why did you select this option?**

**Is there anything else that you would like to add?**

I am sorry this is late but I have just realised that submissions to this proposal have already closed.

However I would like to add that in my view this proposal for two very large high rise buildings in what is the gateway to the city are totally inappropriate.

Even in the pretty pictures on Shape Nelson they tower over the other lower and smaller scale buildings in the city and particularly in that part of it. They would be totally out of scale, dwarf everything else in the vicinity and create large cold shade areas. These do not sit well with your proposed lineal park in Bridge Street but would dominate it.

I realise that Nelson needs additional low cost housing but this is not the type of housing that fits here and is totally unsuitable for our smart little city which prides itself on its art and beauty which is also a large part of its appeal as an attractive place for tourists and visitors.

Low rise housing more of the type provided by Habitat for Humanity and recent rent to buy and shared ownership co-housing schemes for communities within some green space are a more enlightened approach than huge tenement style buildings. This is outdated thinking which does not create pleasant living spaces, particularly for families.

Please rethink this plan - it is not appropriate in Nelson. I am sure there are other better ways to increase housing in a way that better suits our people and city.

Let Nelson do something innovative - not go back to past failed ideas.

Again, my apologies for not having sent this earlier.

Thank you

Ainslie Riddoch