

Nelson City Council

City Development Department

City Centre Programme Plan

August 2019



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City Centre Aspirations
Public feedback to the Long Term Plan, 2018

the city centre programme plan

Summary

The Nelson City Centre is one of the four priorities stated in the 2018-28 Long Term Plan. The City Centre Programme Plan is required to set the strategy to achieve a step change in the Nelson City Centre.

The City Centre Programme Plan approach is **people focused**, aiming to create a **social hub** where people 'linger longer'. Key to revitalising the City Centre is a strong growth of residents in the city. The Plan also seeks to create a successful **regional heart** attracting high quality development reflecting the goals of a Smart Little City. The outcome will be a memorable place that draws talent, offers great hospitality and celebrates events and activation, connected to and enveloped by stunning natural landscapes.

Beyond simply *guiding* projects within the Nelson City Centre ring roads, the City Centre Programme Plan is intended to provide strategic direction for other Council workstreams in the City Centre and Fringe areas of Nelson, as well as strategic areas that connect to the City Centre (i.e. Marina and Haven). The City Centre Programme Plan aspires to serve as a holistic strategy that connects people to each other and beyond, linking to the epic everyday landscapes that define our great place.

Background

The City Centre is a key issue for businesses and the public. The previous Nelson City Centre strategy, *Heart of Nelson*, was produced ten years ago. While *Heart of Nelson* achieved the successful implementation of approximately 75% of proposed actions undertaken between 2006 and 2012, Nelson has seen considerable change since (e.g. Global Financial Crisis, online retail, hospitality boom and economic emergence of the Richmond Town Centre).

Stakeholders (especially retailers) have expressed a need to focus attention back to the City Centre as the regional hub. A renewed approach for the City Centre is required due to changing retail spending trends, transport, and climate change effects to achieve the vision as the Smart Little City.

The Long Term Plan 2018-28 (LTP) makes the City Centre one of the Council's top four priorities to support the Council's vision of a Smart Little City.

The Long Term Plan 2018-28 for the CBD (City Centre) Development priority states:

"Our aim for Nelson's central business district is for it to be attractive to businesses, residents and visitors, with an exceptional mix of events, civic facilities and retail. We are working to build an environment that supports commerce, encourages inner city living and is a catalyst for private sector investment. The top of the South, Te Tau Ihu, needs a strong commercial centre to thrive. We want our city centre to enrich and build our local culture - the bustling meeting place for everyone who lives, works and visits here"

Components of the City Centre Programme Plan

The City Centre Programme Plan should be considered a living document to be updated as needed with concurrent and future strategic work affecting the City Centre.

The Nelson City Centre Programme Plan is comprised of three components:

The Six Key Moves

The Six Key Moves articulate the transformative strategic objectives for moving the Nelson City Centre toward the aspiration that achieves the Smart Little City vision in the 2018-28 Long Term Plan (LTP). The Six Key Moves are not specific projects but high level objectives that provide the strategic direction to inform the City Centre Spatial Plan Refresh and Delivery Framework. The Six Key Moves should be considered in 'draft' form until the Spatial Plan Refresh is delivered.

These objectives were identified from three sources:

- Alignment with Council strategies
- Public feedback to the LTP
- Engagement with key City Centre stakeholders (retailers, developers, property owners, landlords and business owners, youth groups, cultural institutions and governance).

City Centre Spatial Plan Refresh

The City Centre Programme Plan will include a Spatial Plan for the City Centre area. The Spatial Plan will serve as a high-level refresh to the *Heart of Nelson* Central City Strategy issued in August 2009. Updates will consider the City Centre in the current context of retail and hospitality spending trends, housing intensification, development opportunities, transport and climate change.

The Spatial Plan Refresh will build on development, transport, and open space scenarios to achieve the outcomes of the City Centre Programme Plan Six Key Moves. The Spatial Plan Refresh will also identify capital works projects from across Council work streams.

The Spatial Plan Refresh will investigate opportunities to apply the Six Key Moves across the following areas to integrate the City Centre with community, business and natural environment:

- City Centre (area within the Ring Roads)
- City Centre Fringe
- Port Nelson, Marina, Vanguard/St Vincent, Nelson school zones, The Wood and Founders

The City Centre Spatial Plan Refresh will integrate crucial information from both public and private initiatives. The Spatial Plan will help inform the City Centre Delivery Framework and Delivery Plan for specific projects.

City Centre Delivery Framework Plan

A Delivery Framework Plan will be developed concurrently with the Spatial Plan Refresh to leverage and align Council expenditure in the City Centre to achieve maximum outcomes. This will help to prioritise projects and minimise disruption in the City Centre as a result of construction activity.

introduction

nelson is the SMART LITTLE CITY

Nelson is the Smart Little City - located at the confluence of stunning natural landscapes, a strong creative culture that attracts talent, an economy driven by five primary industries underpinned by research and innovation, a Category I Institution, emerging technologies and a diverse and highly connected community. A people-focused and vibrant City Centre is essential to achieving the Smart Little City Vision.

So what makes Nelson City Centre a Smart Little City? How will this be achieved? What does this look like?

Smart Little City was developed as a strategic guide for the Nelson City Council in 2017/18:

Nelson City is a vibrant place where people are deeply connected with and committed to their natural, social and cultural environment. They enjoy fulfilled lives in smart and sustainable communities.

As a smart city Nelson is committed to:

- A healthy and protected natural environment that is easy to enjoy
- Efficient infrastructure
- **A vibrant City Centre**

From discussions held with members of the Nelson City Centre Focus Group, public feedback to LTP and Annual Plan, Youth Council, NMIT and others, the following shifts emerge that are essential to bring about the needed City Centre transformation:

- radically accelerate the delivery and quality of urban living
- strongly commit to environmental action and green growth
- move to outstanding public transport (bus, cycle, walk, micro-mobility)
- dramatically improve the prospects of Nelson's youth and young people
- improve the integration of Nelson's Maori and artistic expression resources
- urban centre response to multiple risks associated with climate change

Through a City Centre Programme Plan that builds on these transformational shifts, Nelson will be the Smart Little City.



the big picture

nelson and tasman regional identity

Nelson City Centre plays a distinctive role within the wider regional context of the Nelson and Tasman Regions. Joint inter-Council strategic initiatives are underway now between Nelson City Council and Tasman District Council around housing, transport and environmental outcomes.

Led by the Nelson Regional Development Agency (NRDA), a set of regional identity values were consulted and agreed in 2017/18. This resulted in the five identity pillars:



Clever Business

Pure grit and clever thinking have fashioned an extraordinary business story.



Stunning Natural Landscapes

Even on an ordinary day, we live amongst extraordinary nature.



Surprisingly Diverse

In our extraordinarily diverse city and towns we live and work together as one.



Highly Connected

It is easy to live an extraordinary life here while being connected to each other, the rest of New Zealand and the world.



Arts and Artisans

There is an extraordinary depth of heritage, artists and artisan businesses here.

nelson city centre identity

Identity values are currently in development for Nelson City Centre. Supported by the NRDA, this will position the city centre as the Smart Little City and the heart of our extraordinary region.

- **Talent:** *Everything is close, everything is easy*
- **Residents:** *This smart little city is the heart of our region*
- **Business/Investment:** *The centre for clever business*
- **Visitors:** *Clear skies, boutique urban vibe and warm-hearted people*

To position the City Centre as the social heart of our extraordinary region and the place where residents, visitors, talent and business desire to be.

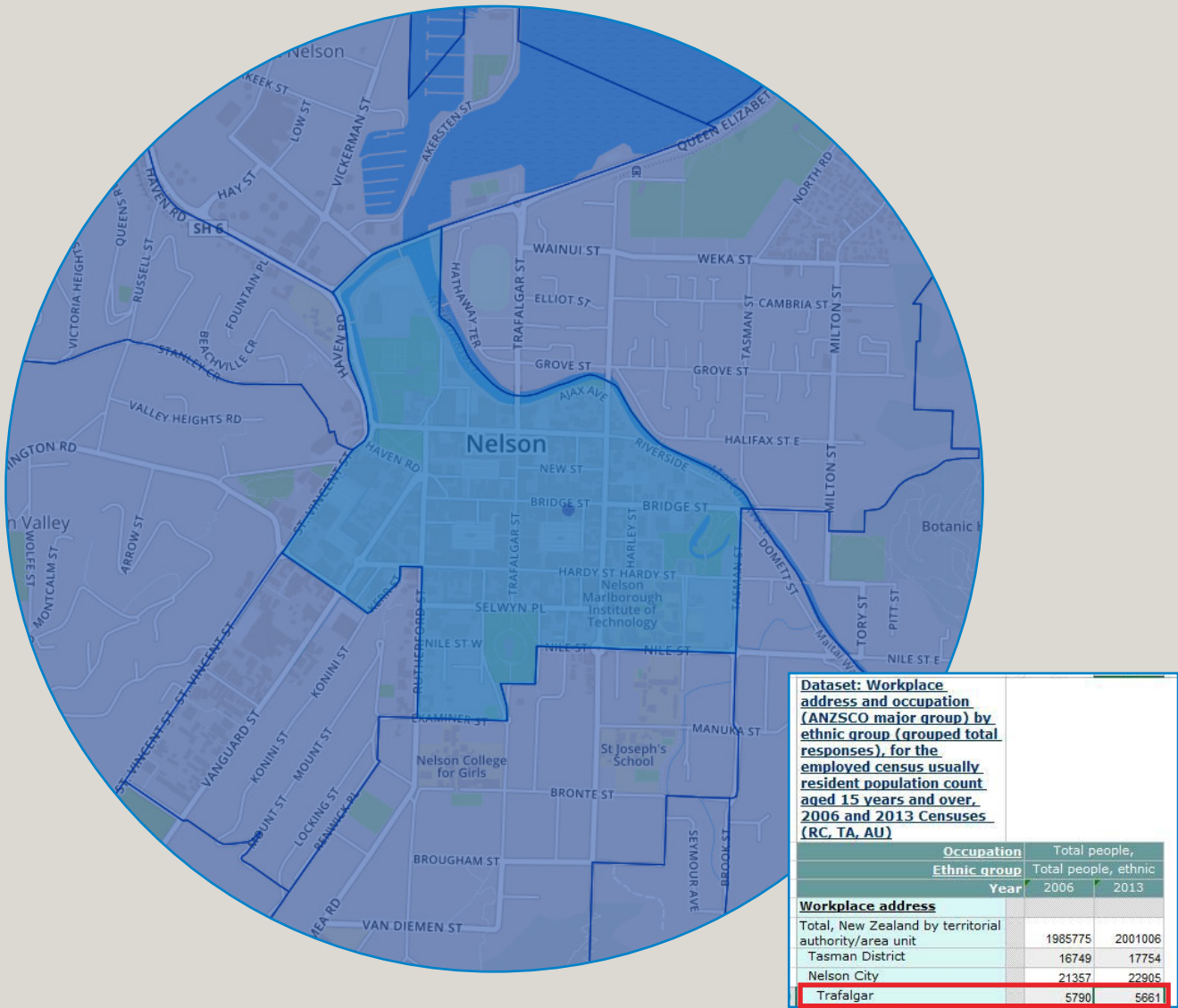
13,000 people in the city centre

25% of nelson employment in the city centre

2008 and 2013 NZ Census data depicts Nelson's City Centre is the Nelson and Tasman Region's largest employment destination. Over 5,600 people work in the Nelson City Centre- one quarter of Nelson's employed population. Including the 1,600 workers in the Port Nelson area, this represents a third of Nelson workers near the City Centre.

An additional 5,000 primary and secondary students attend education facilities on the southern fringe of the City Centre. Another 3,000 tertiary student's matriculate at NMIT on the eastern edge of the City Centre.

That equates to over 15,000 people in the City Centre area when school is in session.



opportunities & challenges

Opportunities in Nelson City Centre involve a shift toward a place serving as a Social Hub for people: children, grandparents, young families, graduate hipsters, professionals, youth, tertiary students, dog-walkers, cyclists, business start ups, workers, creatives, retirees...a place to linger longer.

To accomplish this, we need to enable more people to live in or nearby the City Centre. Benefits of increased City Centre residents include safer streets, vitality, extended shop hours and reduce the need for driving so those who need to drive and park can do so more easily. The streets within the City Centre are already slow speed environments with relatively low traffic volumes, easily adaptable to high quality urban people places.

It is also about a City Centre where we have vital places to stay and linger: small pocket parks, green spaces, high quality urban streets, parklets, arcades and low-traffic laneways. Following on the success of the Upper Trafalgar seasonal street closure, other temporary street trial locations will be developed and observed using the 'cheap and cheerful' approach of tactical urbanism.



Challenges exist in transforming our City Centre toward a Smart Little City. Nelson is a compact city with high land prices and expensive rents. Much of the existing building stock is not suited for modern office market demands or affordably code-compliant to retrofit for housing.

Surface carparking is a significant issue in the City Centre. Currently, 20% of the City Centre land area is comprised of Council-owned carparking. Consideration of a smart parking policy in the City Centre should prioritise a demand approach focused on short-term customer parking (less than 4 hours) that favours a high turnover for Nelson shoppers requiring private vehicle travel. Renewal of City Centre parking meters will provide greater resilience in management and customer use.

Establishing the Key Moves, developing a Spatial Plan and prioritising capital projects through a Delivery Framework will be essential to guiding success in Nelson City Centre.

Climate Change represents the greatest challenge Nelson faces. Modelling shows that the City Centre should anticipate the effects of fluvial impacts of the Maitai River breaching its banks as well as coastal inundation as a result of sea level rise. The Spatial Plan Refresh work will consider a range of opportunities to build resilience and capacity for the City Centre against the effects and risks of climate change.

One solution to improving key City Centre environmental, placemaking and walkable goals is the delivery of the proposed Vegetation Management Policy. Some of the many benefits include improved air quality, biodiversity, reduction of urban heat island, carbon sequestration, cultural heritage and local food growing.



NCC proposed Vegetation Management Policy will seek to draw similar benefits as anticipated with Auckland's Urban Ngahere (Forest) Strategy (2019)

six key moves

01



Destination Nelson

02



Walkable Nelson

03



Blue Green Heart

04



Smart Development

05



Liveable Centre

06



Clever Business

destination nelson

Destination Nelson recognises that Nelson City Centre is a magnet for the Nelson and Tasman Regions and Top of The South. One quarter of Nelson's workforce is based in the City Centre. In addition, the City Centre attracts 3-4 major events of greater than 20,000 attendees each year to celebrate our creative culture, unique heritage and sunny climate.

One key challenge for Nelson is how the City Centre can serve as more than just a convenient stopover where locals simply work, quickly shop and attend school. Nelson aspires to be an extraordinary people-focused **PLACE** where we socialise, celebrate, eat, shop, stroll, encounter friends and play. **An extraordinary destination where people stay and linger longer.**

Key to establishing Nelson as a dynamic destination, a smart little city should grow into the future with a series of legible **Precincts** that link our mountains to the sea and Maitai River. A precinct-based City Centre and Fringe helps to rationalise complimentary land uses that make it easy for people, visitors and customers to find and link. Building upon Nelson's distinctive wayfinding system, a Precinct Plan can orient pedestrians across a legible and walkable City Centre.

Due to its beautiful climate and surroundings, its pedestrian and cycling-friendly size and the exceptional proximity of key event venues with the City Centre, Nelson is growing steadily as a major location to host large **events**. The Nelson Arts Festival, Light Nelson and now Bay Dreams have become national events contributing to the city's creative and artistic vibrancy.

Located just 6km southwest of the revitalised Nelson Airport- New Zealand's fifth-busiest- the City Centre serves as a gateway for visitors worldwide to explore New Zealand's top national park destinations. Nelson is the lead urban centre for the Top of the South, abundant with great local-grown hospitality offerings.

Arts in the City Centre

Nelson is a creative and artistic hub attracting great talent. The World of Wearable Art (WoW) began in Nelson. There are vital community arts programmes integrated into the City Centre, such as Refinery ArtSpace and Community Art Works.

Nelson's Theatre Royal hosts numerous tour company stage productions. The Nelson School of Musical Art is an internationally renowned community hub for all things musical in the Nelson and Tasman Regions. Located at the picturesque Queens Gardens, The Suter Art Gallery Te Aratoi o Whakatu, redeveloped in 2016, includes several gallery spaces and a theatre.

key move 01



How does the Destination Nelson move help achieve the City Centre Programme Plan?

- Destination Nelson delivers improved legibility of the City Centre through support for City Centre events (2-3 events per year) and activations that foster public life. This work is achieved across Council teams and external partners.
- Destination Nelson will create Precinct Areas to help inform development opportunities, provide certainty to investors and business, and provide legibility and identity across different uses in our compact city centre.



city centre precincts



Haven Precinct



Port Nelson Precinct



Marina Precinct



Parks Precinct



Civic Precinct



City Centre Core



Support Precinct



Prof/Med Precinct



Justice Precinct



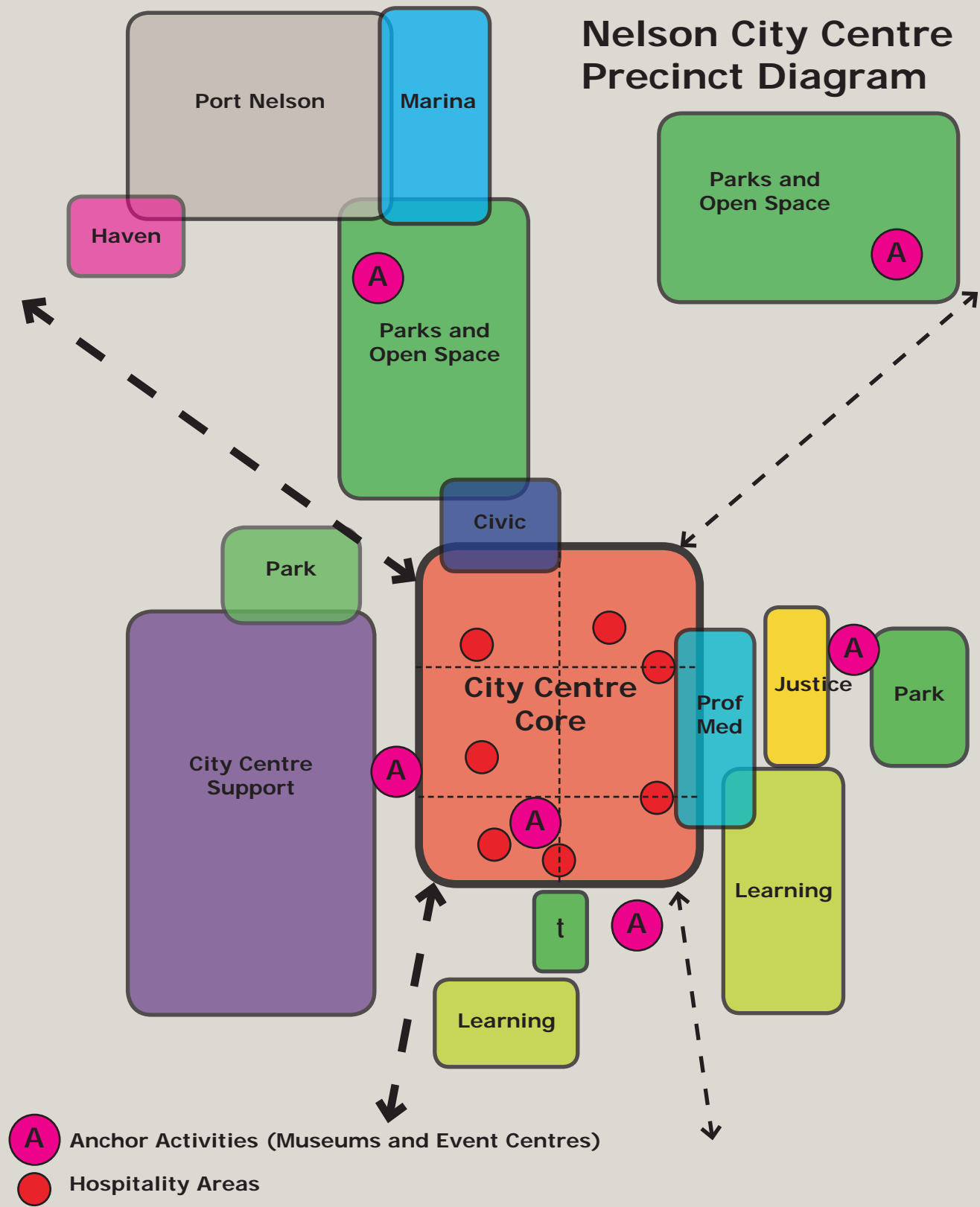
Learning Precinct



Cathedral Precinct



NMIT Precinct



walkable nelson

Walkable Nelson realises the compact form of Nelson's City Centre supports walkable choices contributing to physical and mental health benefits for residents, workers and visitors. Walking will be prioritised through the development of **people focused laneway circuits**. Promoting walking and cycling will encourage active mode commuting within 2km of the City Centre, reducing congestion and demand on parking.

As a result of being nestled between the sea and hills, Nelson's City Centre is a compact urban form- **a 10 minute walk to anywhere!** The average vehicle speed within the ring roads is slow and safe, averaging under 30kph. Numerous zebra crossings and raised-table 'courtesy crossings' enable pedestrian prioritised movements safely and freely within the City Centre. Nelson is a walkable place with opportunities to make it a great pedestrian city!

Most journeys into and within Nelson City Centre can be achieved by foot. While the resulting block structures are quite large, there are a variety of ways one can move about on foot: streets, laneways, arcades and multiple-entry shops. The recent success of the summer closure of Upper Trafalgar Street has allowed the public to reconsider how the City Centre street network can achieve aspirational outcomes as **people places**.

There exist opportunities to build on this momentum using **temporary trials to change perceptions** about other parts of the Nelson City Centre as well. Smaller, pedestrian scaled corridors such as Church Street, Hope Street, Haven Road, New Street, Achilles Ave, Halstead St and Alma St represent opportunities for place-based initiatives to trial.

From a qualitative walkability standard, there is opportunity to make positive change in Nelson. Some of the walking infrastructure is aging. Much of Nelson's City Centre requires strategic thought about **materials** renewals. What are the physical components of a Smart Little City Centre streetscape? In many of the footpaths, the existing pedestrian service levels are compromised by narrow space allocation.

Walkable Nelson is actually about achieving not just walking- but increasing all **active mobility and public transport** modes, including cycling, e-bikes, personal electric micro mobility and the functionality of the public bus network with the future public transit review. A Smart Little City would look to invest in enabling improved walking and mobility options. The investment is not about excluding the private vehicle; instead, it is about providing viable and **safe choices** for how people access and move about the City Centre when the use of private vehicles is required. For example, private vehicle use is needed by young families, accessibility users, trades people, service and deliveries and mobility impaired users.



key move 02

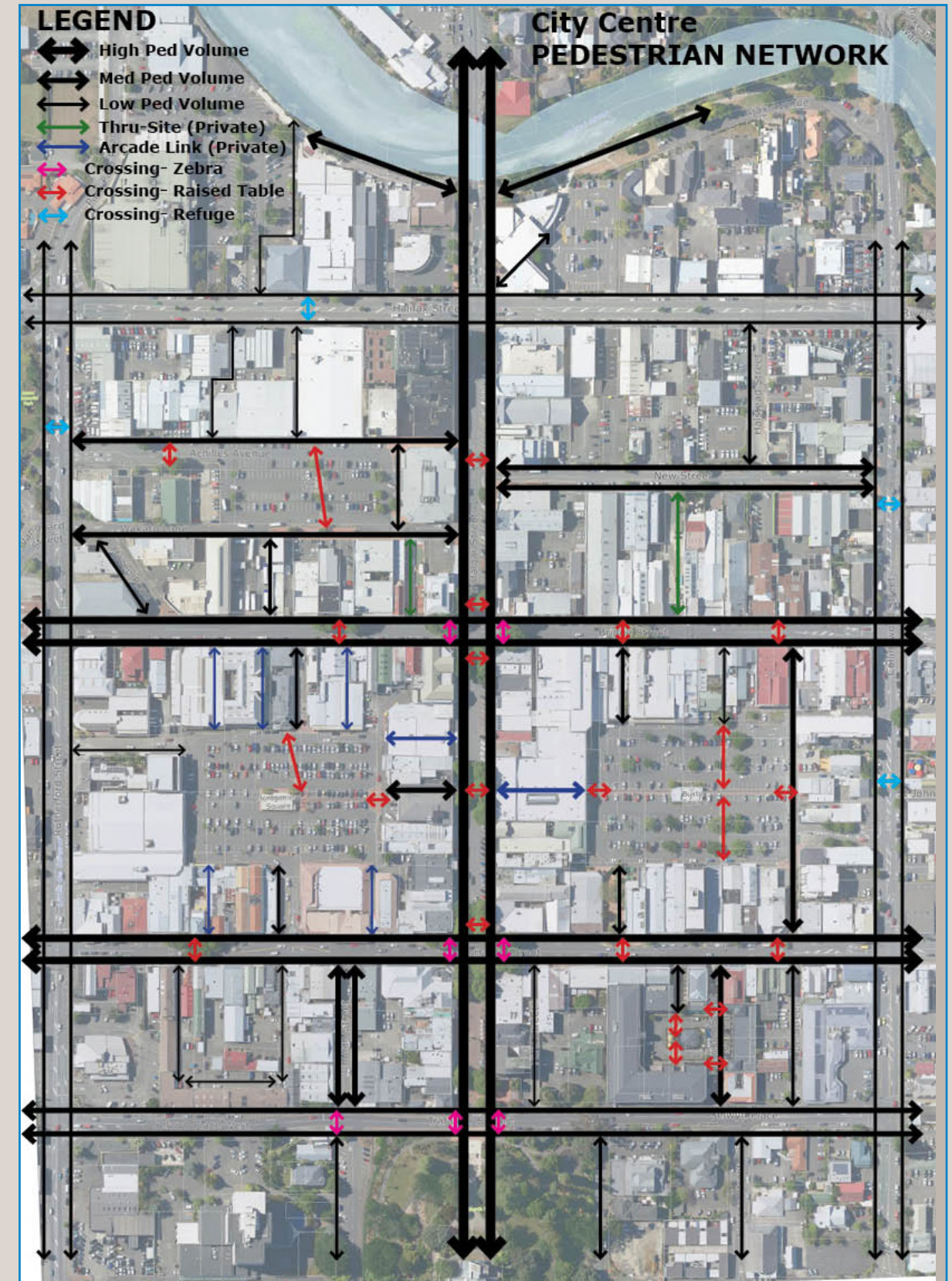


How does the Walkable Nelson move help achieve the City Centre Programme Plan?

Walkable Nelson seeks to improve the number of pedestrians in the City Centre. In addition to pedestrian numbers, quantifying where people linger and for how long is also important and will be achieved by the following activities:

- Undertake a Public Life Survey in 2019 to measure and understand activities in the City Centre with updates and reviews every three years to baseline and mark progress.
- Walkable Nelson to undertake additional City Centre trials to close and monitor benefits of small laneways and streets to build on the success of Upper Trafalgar.
- Working across Council to develop an updated street design guide to inform future Activity Management Plans around materials in the City Centre (paving, seating, lighting, bollards, raised crossings, etc.).

city centre pedestrian movement



blue green heart

The Blue-Green Heart supports the delivery of **smaller open spaces** in the City Centre for everyday **social activities** such as pause, meeting, play, picnics, and small events. These spaces should provide respite, comfort and be enjoyed by users of all ages. Spaces to link to the natural environment through tree canopy and the inclusion or reference to water are important considerations.

The ability to pause, sit and relax in the public realm is a critical aspect to creating liveable streets and City Centres. Research shows that well located and designed urban spaces foster positive **social interactions** providing good equity across all ages and social levels in the city.

As the Smart Little City, Nelson's City Centre requires a fundamental shift in how we perceive the role of our urban centre in our community. A step-change is needed from city centre priorities focused solely on shopping and employment convenience to that of an **agora**, a social hub that attracts young and old, talent and visitors and residents desiring to be close to world-class hospitality, events and the epic every day outdoor environment that makes Nelson unique and desirable. A revitalised Nelson City Centre: retail and business with a vibrant social heart. A Blue Green Heart.

"The more successfully a city mingles everyday diversity of uses and users in its everyday streets, the more successfully, casually (and economically) its people thereby enliven and support well-located parks that can thus give back grace and delight to their neighborhoods instead of vacuity."

— Jane Jacobs, *The Death and Life of Great American Cities*

key move 03



How does a Blue-Green Heart move help achieve the City Centre Programme Plan?

- The outcomes of achieving this move are through the creation of City Centre spaces such as pocket parks, parklets (kerbside dining spaces), riverside amenity zones, and pedestrian focused street spaces that balance urban and green.
- The permanent closure of Upper Trafalgar Street will represent the first of the Blue-Green spaces in the City Centre.
- Feasibility for at least one pocket park space will be investigated this year.
- Involvement with NCC proposed Vegetation Management Policy for street trees and green infrastructure in the City Centre.
- Discuss opportunities for the provision of pocket parks on private land as part of property negotiations with City Centre developers.



POWER OF 10+

HOW CITIES TRANSFORM THROUGH PLACEMAKING



City/Region

10+ MAJOR DESTINATIONS



Destination

10+ PLACES IN EACH



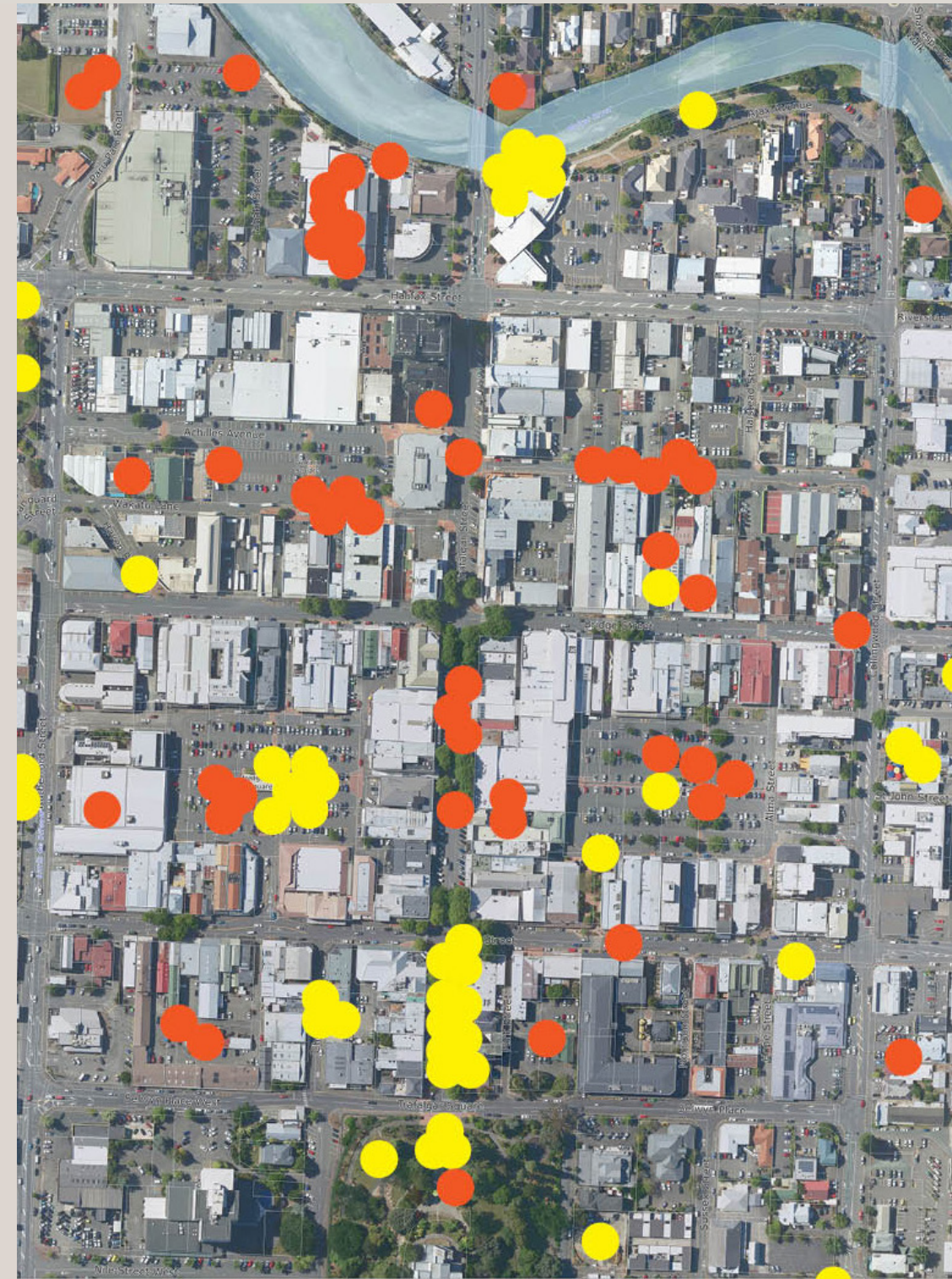
Place

10+ THINGS TO DO,
LAYERED TO CREATE SYNERGY



power of 10+ placemaking exercise

Created by the Project for Public Spaces, the Power of 10+ considers City Centre Placemaking at multiple levels based on human scale and experience. The premise is good cities have 10+ great places. Each place has 10+ reasons to be there, such as a place to sit, playgrounds, art, music, food, coffee, heritage, views, water...and people!



Inner City - Centre Power of Ten Exercise - Councillor Workshop - 28 February 2019 Composite



● Great Places- Current
● Great Places- Future Aspiration



Scale: 1:750



smart development

Smart Development actively works alongside strategic and private property development interests in the City Centre and Fringe. Working collaboratively to align the Smart Little City vision and contributing to achieve the Six Key Moves of the City Centre Programme Plan. Smart Development involves actively working alongside developer interests to **align outcomes** that mutually benefit private investment toward a step-change for the City Centre as a Smart Little City.

Smart Development is about ensuring development matches the **needs of society**. Current trends indicate thriving cities are those with strong co-working and live-work opportunities that attract talent and residents seeking a balance between work and life values. With Nelson's proximity to the epic everyday outdoors, the City Centre is well positioned to adapt to these societal trends.

However, with competition between large and regional cities for development investment seeking to achieve outcomes delivering on the opportunity of societal trends, a critical aspect is delivering quality **urban design** outcomes. Urban design outcomes contribute significantly to placemaking in City Centres. Furthermore, data shows that high quality urban design of the public realm will add value to private investment in development in the City Centre.

Nelson has historically seen a pattern of low density development that is land and energy consumptive and car-focused. The Nelson Plan and City Centre Programme Plan signals a move towards advantages inherent in a compact city, promoting more efficient use of land and resources, and facilitates and encourages the use of sustainable transport.

The transformation of Nelson City Centre is an opportunity to leverage the inherent sustainability benefits of a Smart Little City Centre and demonstrate the low carbon, sustainable development Nelson seeks to promote. In delivering City Centre redevelopment, NCC will look to address resource efficiency by focusing on the **design of buildings** to encourage low carbon, energy and water efficient features and have carefully selected materials. Developments will be encouraged to take opportunities to showcase sustainable New Zealand building products and systems, e.g. laminated timber products and locally sourced materials.

Smart Development will encourage active involvement with the development community that aligns property investment toward achieving the Smart Little City vision for Nelson City Centre. Smart Development requires a strategic vision to climate change adaptation which is currently being developed. Smart Development also considers **sustainable and resilient outcomes** that deliver environmental values back to the community through Green Star certification, zero-waste/waste reduction management and efficient re-use/up-cycle construction methodologies.

key move 04



How does the Smart Development move help achieve the City Centre Programme Plan?

- Building and maintaining relationships with key developers as well as through working through the Council 'virtual' team alongside Strategic Property.
- The Elma Turner Library/Riverside Precinct is a key development focus for the next year.



smart development

Homestar²⁰

Homestar is a voluntary environmental rating system for New Zealand Homes. Homestar assesses a home based on performance in the following categories: energy, health and comfort, water, waste, home management and house site. Star ratings are given from 1-10 stars based on the performance of the home. The New Zealand Green Building Council has recently developed a multi-unit Homestar tool so that attached dwellings such as apartments and terrace houses can be given a Homestar rating.

Green Star²¹

Green Star is a comprehensive, national, voluntary environmental rating scheme that evaluates the environmental attributes of buildings using a suite of rating toolkits developed to be applicable to different building types and function.

The tools are developed by the New Zealand Green Building Council (NZGBC) in partnership with the building industry to:

- Establish a common language and standard of measurement for green buildings
- Promote integrated, whole-building design
- Raise awareness of green building benefits
- Recognise environmental leadership
- Reduce the environmental impact of development.

²⁰ www.homestar.org.nz

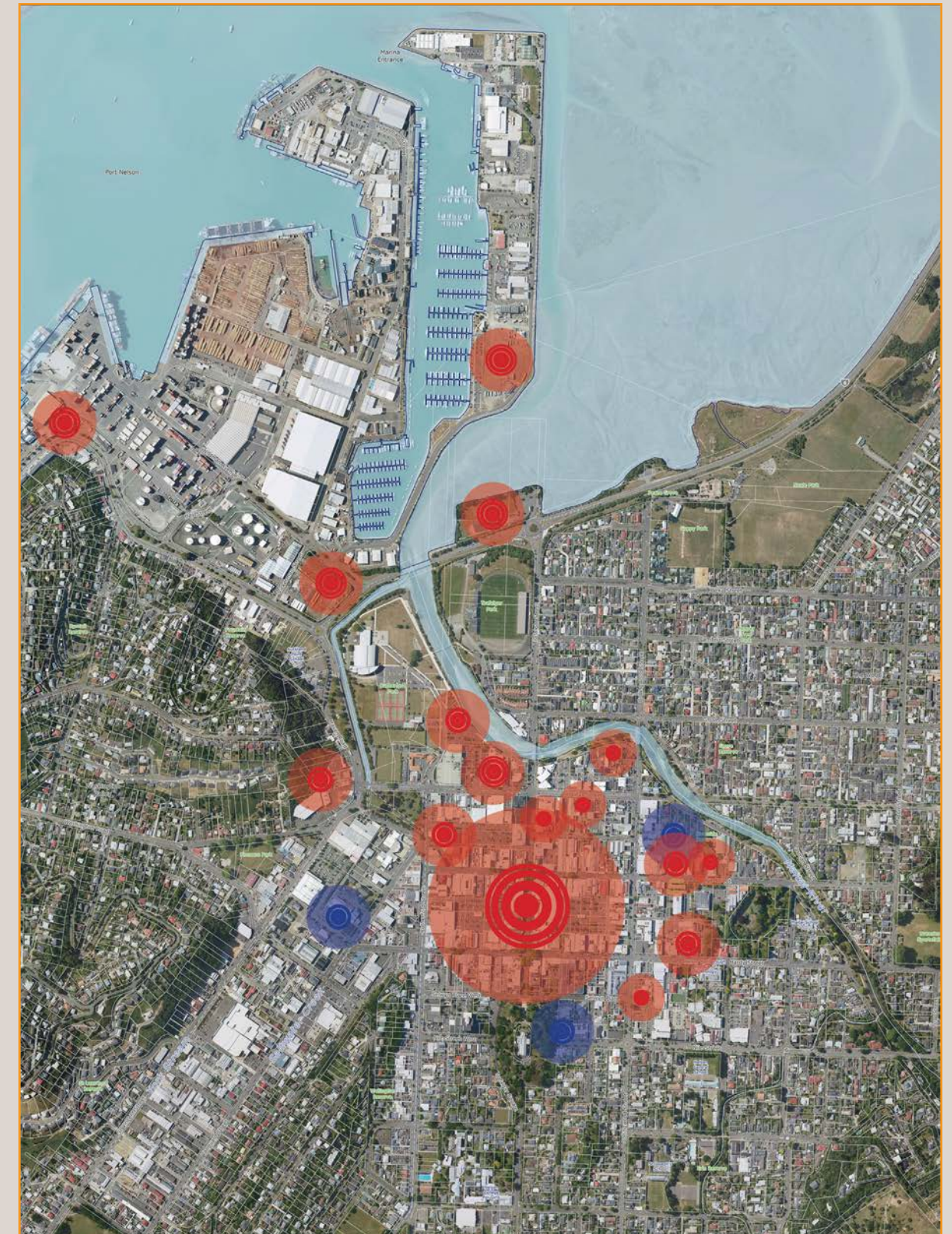
²¹ www.nzgbc.org.nz

The Green Star suite of rating tools was designed to match the key phases in a building life cycle from design to build. The tools address the needs of specific building types, such as office buildings, industrial buildings and education buildings, in the design phase and following construction, in the built phase.


The current tools assess the environmental impact that is a direct consequence of a building's site selection, design, construction and maintenance. The framework has eight separate environmental impact categories plus an innovation category. The categories are management, indoor environmental quality, energy, transport, water, materials, ecology and emissions.

Credits are awarded within each of the categories based on the building's environmental merits in a range of areas and they take into consideration the unique development requirements and impacts of each sector. Points are then weighted and an overall score is calculated, determining the project's Green Star rating.

- 4 Star Green Star Certified Rating (score 45-59) signifies 'Best Practice'
- 5 Star Green Star Certified Rating (score 60-74) signifies 'New Zealand Excellence'
- 6 Star Green Star Certified Rating (score 75-100) signifies 'World Leadership'



 Significant City Centre Fringe Developments underway

 Potential City Centre and Fringe Development Opportunities

liveable centre

Liveable Centre recognises current global and New Zealand trends indicating an **increased desire to live in safe, high quality city centre environments with good hospitality offer, shopping, arts and culture, entertainment, markets and events**. Nelson has an opportunity to position its attractive natural, heritage and commercial advantages to attract high quality, intensified residential development into the City Centre. Delivering more housing creates an **urban village** character that adds vibrancy and extends the social and retail life of the City.

Residents of Nelson City Centre enjoy great **amenities** such as museums, theatre, acclaimed restaurants and events. The Nelson City Centre shows strong residential population of over 7,600* within 2km of the City Centre. However, the population drops to less than 75* within a 500m radius walk from central Trafalgar Street (*Source: 2013 Census data).

With strong public support for residential intensification in the City Centre from LTP, Annual Plan and Future Development Strategy feedback processes, there is a great opportunity to significantly increase our City Centre resident population. By building our City Centre residential population, Nelson will reduce carbon emissions, traffic; improve walkability and a vibrant place for all ages- and extend the business hours of City Centre shops.

key move 05

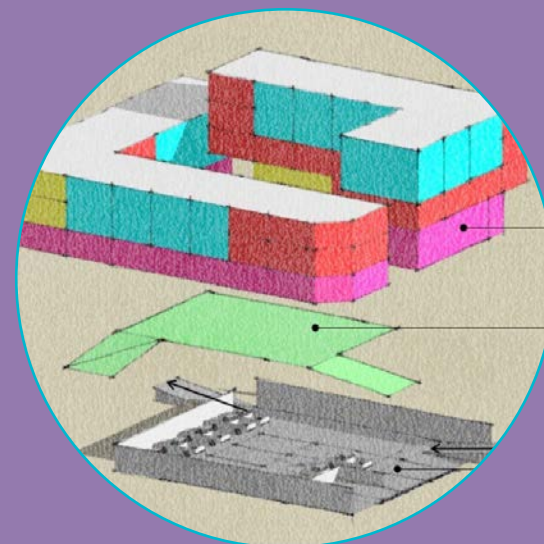


How does a Liveable Centre move help achieve the City Centre Programme Plan?

More residents living in the City Centre and Fringe carries a wide range of benefits:

- Provides more vitality
- Extends the retail and commercial business hours
- Safety improvements through additional passive surveillance
- Reduced traffic and parking demands during peak times of day/week/season
- Delivers resilience for Climate Change through intensification
- Residential and Mixed-Use development rates benefits

The Liveable Centre will be delivered through implementation of the Future Development Strategy and subsequent Intensification Action Plan, as well as through key demonstration projects.



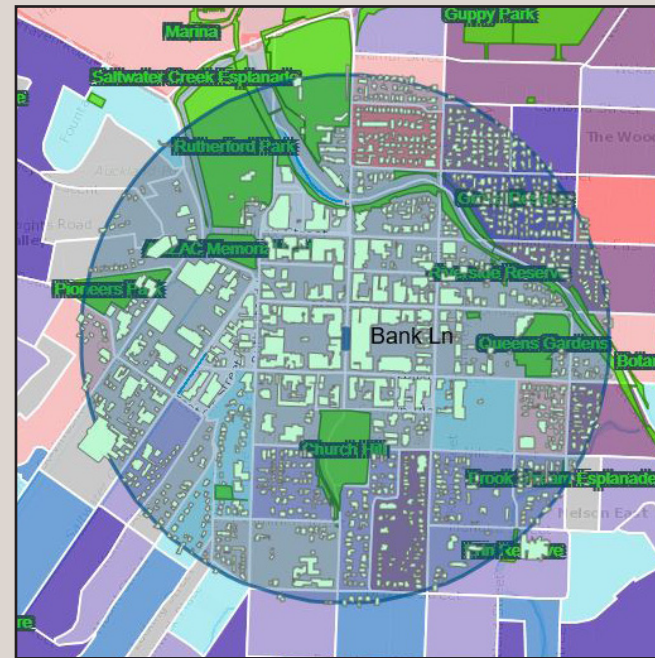
residents near the city centre

2 km



Residents within 2km of City Centre
Population 7678

1 km



Residents within 1km of City Centre
Population 1517

800 m



Residents within 800m of City Centre
Population 629

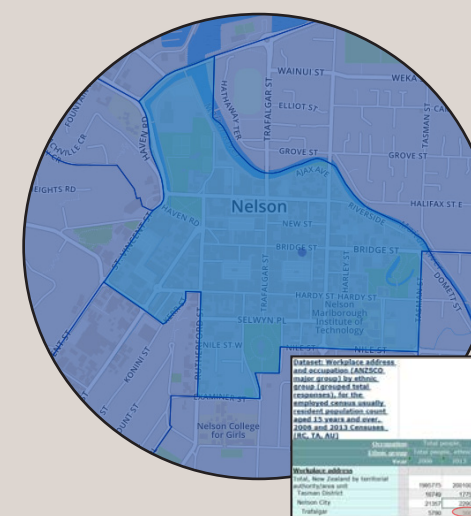
500 m



Residents within 500m of City Centre
Population 73



Workers within 800m of City Centre
Population 5661



clever business

Clever Business encourages and supports vibrant local and independent business to flourish in Nelson City Centre. It is a **clever economy** built on research, science and technology that creates **added-value enterprise**. Businesses succeed here because of its resilient broad range of industries, from the traditional to the digital.

Connecting with other businesses is easy. Here you can walk to meetings in minutes or bump into colleagues in the street for an impromptu catch-up. **Everything is close.**

Nelson City Centre is the cultural centre of the region. Theatres, galleries, lively events and delightful markets are all within easy walking distance. Award winning restaurants burst with **artisan** flavours from food, wine and craft beers gathered from this stunning region. It is where we return to celebrate and enjoy significant events. Clever Business reflects a strong **local-based** production economy that will be crucial as we face Climate Change.

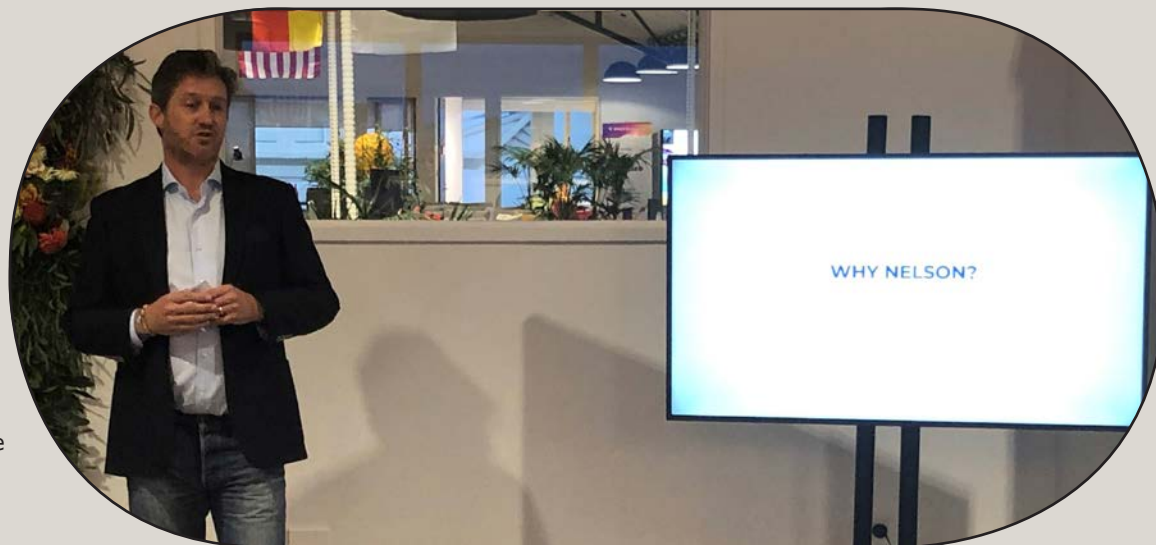
key move 06



How does the Clever Business move help achieve the City Centre Programme Plan?

- Vacant shops/shopfronts activated through Make/Shift Space Programme fosters creative sector and activates the City Centre.
- Identify how to enable more local, artisan and independent businesses that promote Nelson City Centre's point of difference of a 'boutique urban vibe'.





Shuttlerock CEO
Jonny Hendrickson
at Nelson HQ office
launch



MAKE/SHIFT SPACES PROGRAMME

Vision

To inject the missing teeth (vacant buildings) within the Nelson City Centre with creative vibrancy, interest and community activity.
To broker, nurture and generate business confidence and community wellbeing into the Nelson City Centre in a way that redefines our city as an incubator of new thinking, ideas and actions as to what constitutes a small regional city for the 21st century.

Statement of Kaupapa

To be an independent not-for-profit organisation that brokers and activates creative events, enterprises and activities in vacant shops and buildings in the Nelson City Centre on a temporary basis. We aim to increase the foot traffic and offer experiences that encourage residents and visitors to come into, and linger longer, in the Nelson City Centre and engage with the Nelson creative community by increasing opportunities for artists using creative enterprise as a vessel for education and social engagement.

Resilient, vibrant communities are those where a diversity of scale, interests and economic activity coexist. Our aim is to partner with diverse groups from our communities and owners of vacant commercial spaces to provide opportunities to create, to build, to organise, and experiment. Through this process of activating vacant spaces on a temporary basis we will build business confidence and community wellbeing.

consultation

City Centre Focus Group

Ali Boswijk	Chamber of Commerce
Simon Duffy	Uniquely Nelson
Miko Sheppard	
Leita McKellar	Wakatū Incorporated
Gaire Thompson	
Mark Rawson	NRDA
Erica Chapman-Oliver	Gibbons
Grant Unsworth	GBU Reality
Tony Vining	Bayleys
Barry Thompson	
Rob Stevenson	
Richard Brudvik Lindner	WICK
Hanna Norton	NRDA
Ian Williams	Top of Trafalgar

Uniquely Nelson Board

Nelson Regional Development Agency

Nelson Chamber of Commerce

City Centre Landlords and Retailers

Nelson Chamber of Commerce *Aspire* Conference 2019

City Centre Committee

Mayor Rachel Reese
Councillor Gaile Noonan
Councillor Matt Lawrey

Nelson City Council

Rutherford Rotary

Marina Advisory Group

City Centre Events Korero Group

Individual Stakeholders

Craig Taylor
Sophie Kelly
Anne Rush
Grant Kerr NMIT
Charlie Unwin
Amanda Raine
Ru Collin
Nick Dalgety
Gabriela Sidler
Lloyd Harwood
Jose Cano and Earth Hub
Arthouse Architects (Anna Wallace)
Jacques Reynolds
Rachel Sanson
Shanti Thomson
Yvonne Bowater
Ian Williams
Stu Allen
John Paul Pochin
Gaire Thompson
Kerry Neal
Allan Innes-Walker
Steve Baigent
Patrick Shone
Chris Bowater
Amanda Sears
Stephanie Millar
Faye Wulf
Nita Knight
Tony Stephens
Kim Lucas
Carsten Buschkuehle
Sarah Holmes (NTBT)
Phill Coulson
Cawthron Institute (Andrea Mead, Stuart Cooper, Cameron Ingram)