



Briefing: Urban Renewal Programme

16 August 2023 – 5.30pm

Attendees

Elected Members: Deputy Mayor Lewis, Cr Briggs (part meeting), Cr Brown, Cr Edwards, Cr Mitchell, Cr Morgan, Cr Parkin, Cr Shaw, Cr Stallinger, Mike Fisher, Petone Community Board Chair and Kaz Yung, Petone Community Board member.

Staff: A Blackshaw, Director Neighbourhoods and Communities (part meeting); K Puketapu-Dentice, Director Economy and Development; K Stannard, Head of Democratic Services, C Parish, Head of Mayor's Office and H Clegg, note taker

Apologies

Mayor Barry, Cr Barratt, Cr Dyer and Cr Tupou

Presenters

K Puketapu-Dentice, Director Economy and Development

Greer O'Donnell and Isabella Cawthorn, Consultants

Key Objectives of the Briefing

The purpose of the briefing is to update members on the programme, prior to a report being considered by the LTP/AP Subcommittee, requesting funding to support the next stages of the programme.

Introduction

Greer O'Donnell introduced the programme and speakers, and explained the presentation would provide context for the options for the next stages of the programme.

Slide 1 (Header)

Slide 2 – Agenda

Slide 3 – Umbrella view & connecting the regulatory and non-regulatory threads
– a reminder from the first briefing, that key partners are the Parks and Reserves Division and also the District Planning process.

Slide 4 – Current Focus Area is the central city area, but noting the whole programme focuses on the whole city.

Slide 5 – Our vision for the Central City – acknowledging this is a high level vision that the Indicators will bring to life.

Slide 6 – Scope of the Programme will be dependent on funding, with the list providing a range of things that could occur.

Slide 7 – **What** are the indicators of a High Performing City? – All of these enable measurement of the outcomes. They link strongly with Parks and Reserves outcomes.

Slide 8 – The wheels workshop is important, as all major renewal programmes require a clear framework and strong outcomes. Some indicators will drive the right outcomes and some won't.

Slide 9 – Cities are complex

Slide 10 – Outcomes Frameworks in NZ – focussing on core things. Want to be sure councillors are confident that the indicators chosen are the right ones as there are currently many things happening at once in Lower Hutt e.g. District Plan Review, Riverlink, Spatial Plan, City Strategy. It is essential that all outcomes relate to each other.

Slide 11 – An Outcomes Framework for Lower Hutt – relevant questions to ask are:
Are we getting better?; Can council justify the investment?

Slide 12 – How can you tell if the city is getting better overall?

Slide 13 – Outcomes need to be supported by strong indicators.

Slide 14 – Otautahi Before – no matter which indicators are chosen, there will be more achievement in some areas than others, all relating to decisions which are made over time.

Slide 15 – Otautahi After – shows it is still a work in progress. There are some wins and some gaps, with a range in terms of scale – large things and small on-the-ground achievements.

Slide 16 – Tamaki Before. This programme focussed on housing.

Slide 17 – Tamaki After – town centres did not progress. But there were good housing outcomes, some public facilities were developed, but not the full gambit of the programme.

Slide 18 – Preston Before – Greer advised she and her team visited this council and learnt from their experiences with the programme. The main turnaround here was economic – not about the built form, but it ensured council invested locally and used publically owned land to deliver things that were not delivered through the market.

Slide 19 – Preston After

Slide 20 – Measuring progress – councillors will be able to track progress and investment can be targeted.

Slide 21 – Wheel workshop – Isabella Cawthorn explained the concept of this briefing, with a brief activity involving all present to assess seven Indicators.

Slide 22 – Provides an example of an Indicator (construction of cycling infrastructure).

Slide 23– Hypothetical action – build wherever.

Slide 24 – You may change your indicator to include assessing the number of people commuting in the fresh air.

Slide 25 – This may require more teams to be deployed to target the new cycling infrastructure to meet the needs of those commuters

Slide 26 – You may change your indicator to also include children travelling to and from school, which will increase the number of people using the cycling networks and involve more teams in the programme.

Slide 27 – More responses are arrived at – solutions may not only be in the road corridor – eg need to allow more family homes next to main transport routes. More questions may be raised e.g. how to achieve desired outcomes in partnerships? Other issues may come to light e.g. Climate change, sustainability partnerships.

This example shows how good indicators can influence the desired outcomes.

Slides 28–37 Activity – Kaupapa Indicators for Hutt City urban renewal. The next seven slides show seven Indicators – Members were encouraged by Isabella Cawthorn to stick posts on different indicators taped to the wall, to show if they each felt warm, neutral, or cool to each Indicator; and why (by writing a short phrase and sticking it to the Indicator).

Slide 38 - Title

Slide 39 - Urban Renewal requires combined efforts – and requires funding which will allow the team to do more across all roles – eg regulator, financial contributions etc. Leadership is an important aspect – many partners are involved and require effective engagement and management.

Slide 40 - What are the pathways? – initial investment by the council will lead to private investors coming on board.

Slide 41 - Urban Renewal Plan Investment Scenarios – The idea is that private and public investment increases over time and is responsive to market conditions. It is important the setting up is done in a way that will enable investment in the right things.

Slide 42 - Costings of options

The Director Economy and Development explained that officers recommend Option 2, with a suggested 1.6% rates increase over the 10year life of the LTP. It uses a mix of opex funding (rates) as well as capex. Opex funds will support the necessary documents, strategies, planning work, engagement work as well as a broad collaboration with partners. Capex funds will be allocated to strategic property purchases – enabling properties to be purchased that will provide positive urban renewal activities within the whole city. It has been assumed by at least 3yrs from each property acquisition, there would be an on-sale of that property for at least the value it was purchased for. The programme still requires work, and officers wanted to put numbers in front of members prior to the presentation of the report.

Slide 43 – Greer O'Donnell explained the Do Nothing approach as what is occurring now – a small amount of investment.

Slide 44 – Scenario 1 – increased density.

Slide 45 – Scenario 2 – more intensive residential development.

Slide 46 - Scenario 3 – same as Scenario 2, but faster.

Slide 47 – Urban Renewal is a Journey.

Slide 48 - Turning the dial up and down – is an indicative table, and true amounts will be dependent on many factors, including other parts of Council, the market and central government. The point is that Council can choose to dial up or down across activities. (The larger circles = larger investment.)

Slide 49 - Scenarios will change over time due to a wide range of things.

Slide 50 - Scenarios will respond to market conditions – these are constantly changing and are not static. The table shows a point in time, and it is difficult to have clear, well defined options due to the large number of variables constantly changing. Option 3 gives more control to Council, which provides more certainty. However, this may not be the best. Option 1 – undertook strategic planning, set up many things, but had no ability to follow through. Scenario 2 – balance of the 2.

Slide 51a) - What location in the continuum should we take? This shows that if a small amount of money is put in, there will be few outcomes. (Not no outcomes.)

Slide 51b) - Scenario 2 – noticeable changes. Certainty to developers.

Slide 51c) - Scenario 3 – more drastic. Can have negative impacts as initial disruption is caused. Benefits in Christchurch are now being seen after seven years.

Slide 52 - Agenda

Slide 53 - Your in-principle endorsement of an approach – 4 points to note.

Slide 54 – Title.

Slide 55 – Next Steps – take feedback from the activity. External steering groups are in motion. The internal council steering group is established. LTP support.

Questions and discussion points

The Director Economy and Development answered questions from members:

- He acknowledged there were many reports being presented on a range of topics and that setting priorities may look to be a daunting process. He added that the forthcoming report concerning the Urban Renewal Programme would request a general steer from Council, to enable the finance team to develop a set of figures for Council. He noted the report would not ask for endorsement of a particular option but rather a general steer that could be included in the Draft LTP for public consultation.
- He acknowledged the level of investment already made by Council into renewal projects, eg Riverlink, cycleways and property acquisitions, and explained this level would not bring about the type of change and development Council wanted to see.
- He explained a coordinated approach across multiple government agencies (including Kainga Ora, Te Whatu Ora, and Ministry of Education) was required to ensure schools, medical facilities, residential accommodations, parks, etc., were developed in the most appropriate areas Council acting as a steward of the city. G O'Donnell added that the brokering function was vital to ensure the right things occurred at the right time, and that investment was for the good of the whole.
- He advised the capex investment would be recycled.

Isabella Cawthorn advised that research shows the ratio of public to private investment is 1:5 – ie the initial investment by Council is met in larger quantities by private investment over time, with external investment increasing if external laws are altered. The key is to have the appropriate framework set up so that private investment occurs in the right place.

Members noted that there were many plans, programmes, and strategies being introduced into the city (all beneficial and requiring coordination) and that the almost completed District Plan Review process could be the most influential. They noted the District Plan Review was not introducing radical change.

G O'Donnell acknowledged the District Plan process, explaining they were in constant engagement with the District Plan team, learning where they could most effectively feed into the process.

Next steps

- Members requested further clarity on levels of investment, with more detail to provide explanations to ratepayers. G O'Donnell advised there were many spreadsheets behind the graphs presented today, which may be useful.
- Members were asked to put further questions into the Elected Members Request channel.
- Cr Briggs asked that future briefing reports include a table illustrating the funding implications for capex and rates, as presented in this briefing.
- A report will be presented to Council with options for consideration.

Briefing materials

Attachment 1 – Presentation: Coordinated Urban Renewal Programme
16/08/2003

The briefing closed at 6.28pm