

Coordinated Urban Renewal Programme

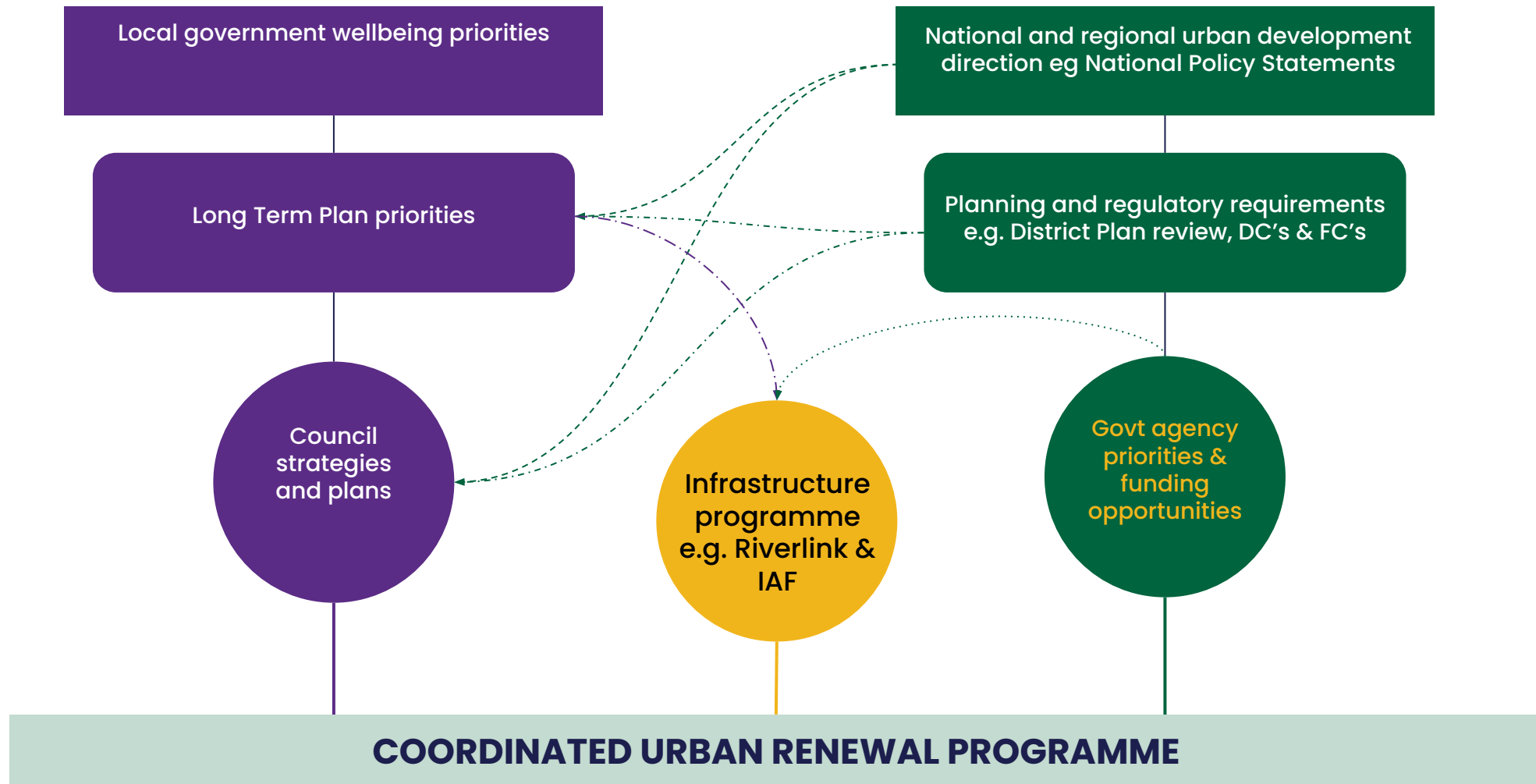
Councillor Briefing #2
Kara Puketapu-Dentice
Greer O'Donnell



Agenda

- **Background & context to the workshop**
- Outcomes, Monitoring & Evaluation – indicators drive behaviours
- How we achieve this ('scenarios')
- Decision for councillors
- Next steps

Taking an umbrella view and connecting up the regulatory and non-regulatory threads.



**Map
Identified Projects,
Plans and
Strategies**

April 2023

Legend

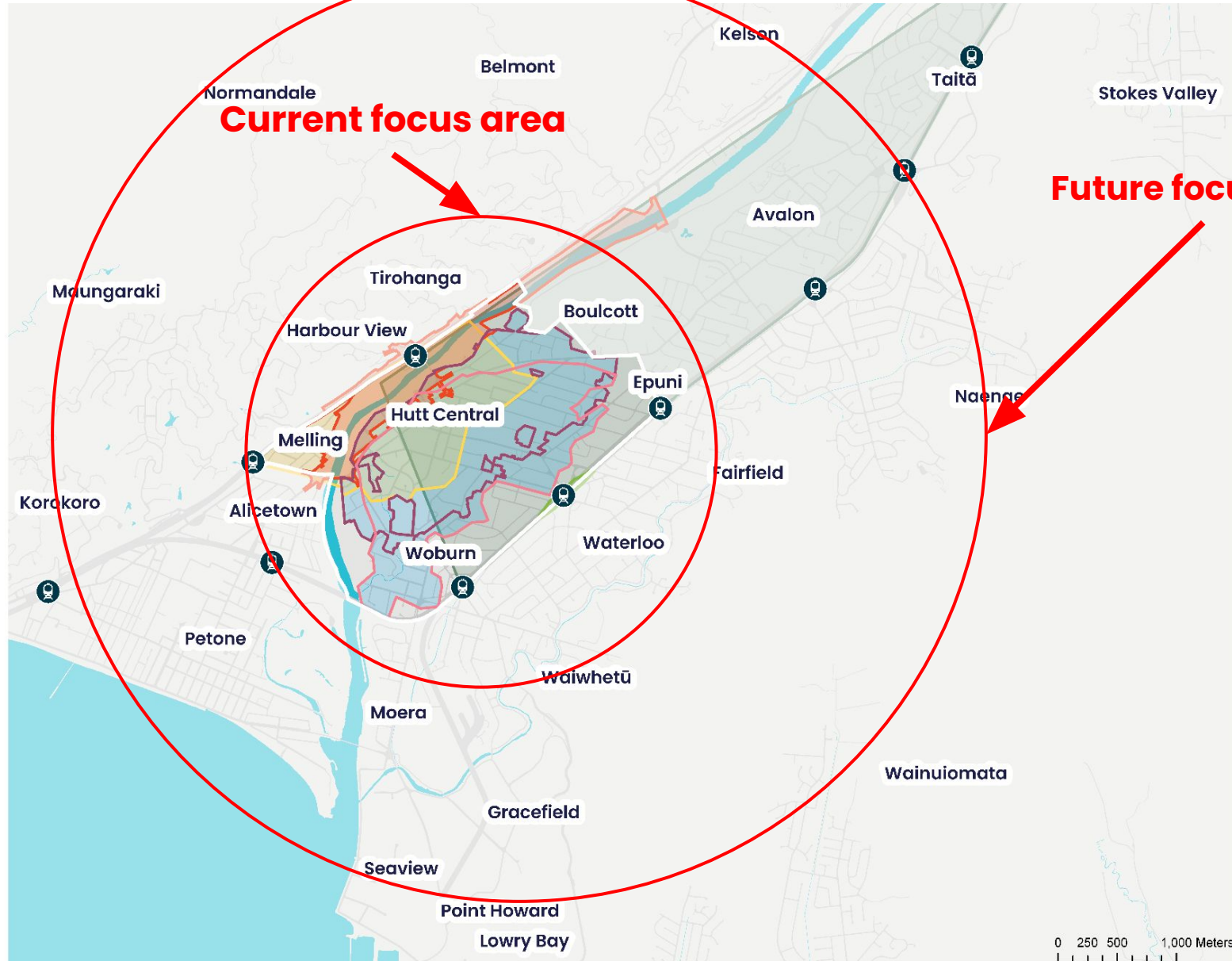
- Buildings
- Roads and Railways
- Water
- Train Station

- City Centre Catchment
- City Centre
- Transformation Plan
- CDO Waterloo
- CDO Lower Hutt Central
- IAF Stormwater
- IAF Wastewater
- RiverLink
- Wellington Regional Growth Framework

Data Source

CCTP_Study_Area.shp
CDO_waterloo
CDOlowerhuttcentralarea
Riverlink_boundary_1

Cartography produced by HCC Urban Design Team



OUR VISION FOR THE CENTRAL CITY

An attractive, vibrant and liveable centre
that embraces change through promoting new business,
housing, recreation and enterprise opportunities
(CCTP 2019)

**To be further
developed
through spatial
planning
workstream.**



THE SCOPE OF THE PROGRAMME WILL BE DEPENDANT ON FUNDING

- Spatial & structure planning (Ngā Mahere Tupu)
- Outcomes, monitoring and evaluation
- Strategic use of land and property
- Exploring funding opportunities (DC's/FC's/central government and private sector)
- Communication & Engagement
- Infrastructure & project delivery (e.g. Riverlink & IAF)
- Unlocking Major projects (CDOs such as Waterloo TOD)
- Placemaking, art, culture & heritage
- Public Realm improvements
- Integration with Transport



What are the indicators of a high performing city?



Range of businesses and people in the city centre.

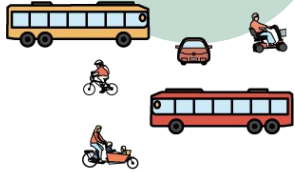
People are excited by and proud of the city.



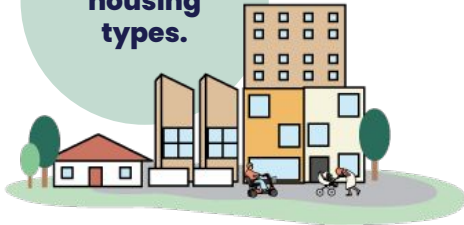
Mana whenua well integrated into Urban Fabric.



Diverse mode split.



Diverse housing types.



Mixed-use neighbourhoods



People have easy access to nature.

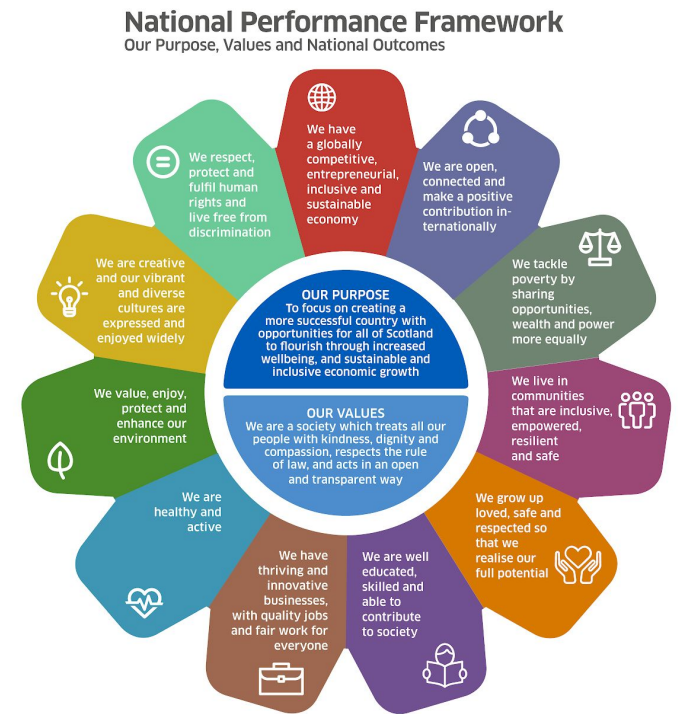
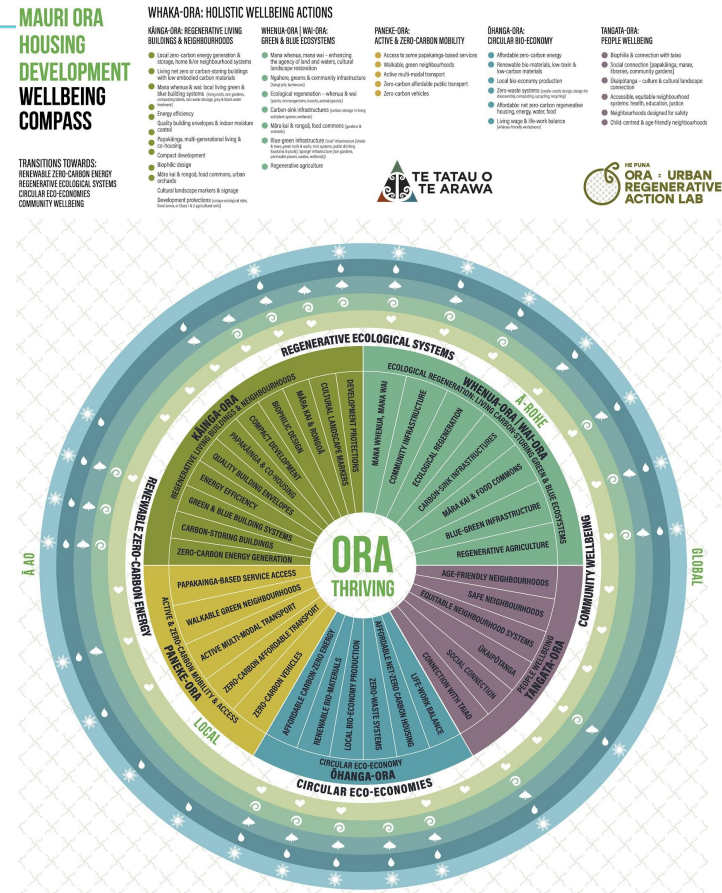
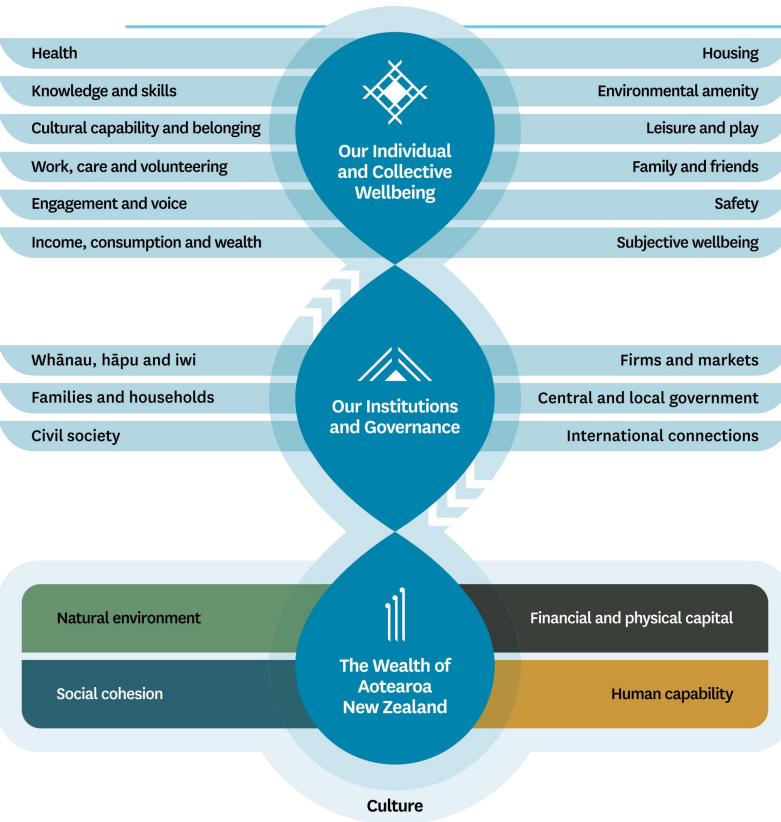


- The Urban Renewal Programme: background and basis
- **Outcomes, Monitoring & Evaluation – Indicators drive activity**
 - *Wheel Workshop*
- How we achieve this ('scenarios')
- Decision for councillors
- Next steps

CITIES ARE COMPLEX, CITY CHANGE IS A JOURNEY.

**Q: HOW CAN YOU TELL IF THE CITY'S GETTING
BETTER OVERALL?**

Outcomes Frameworks in NZ and the world



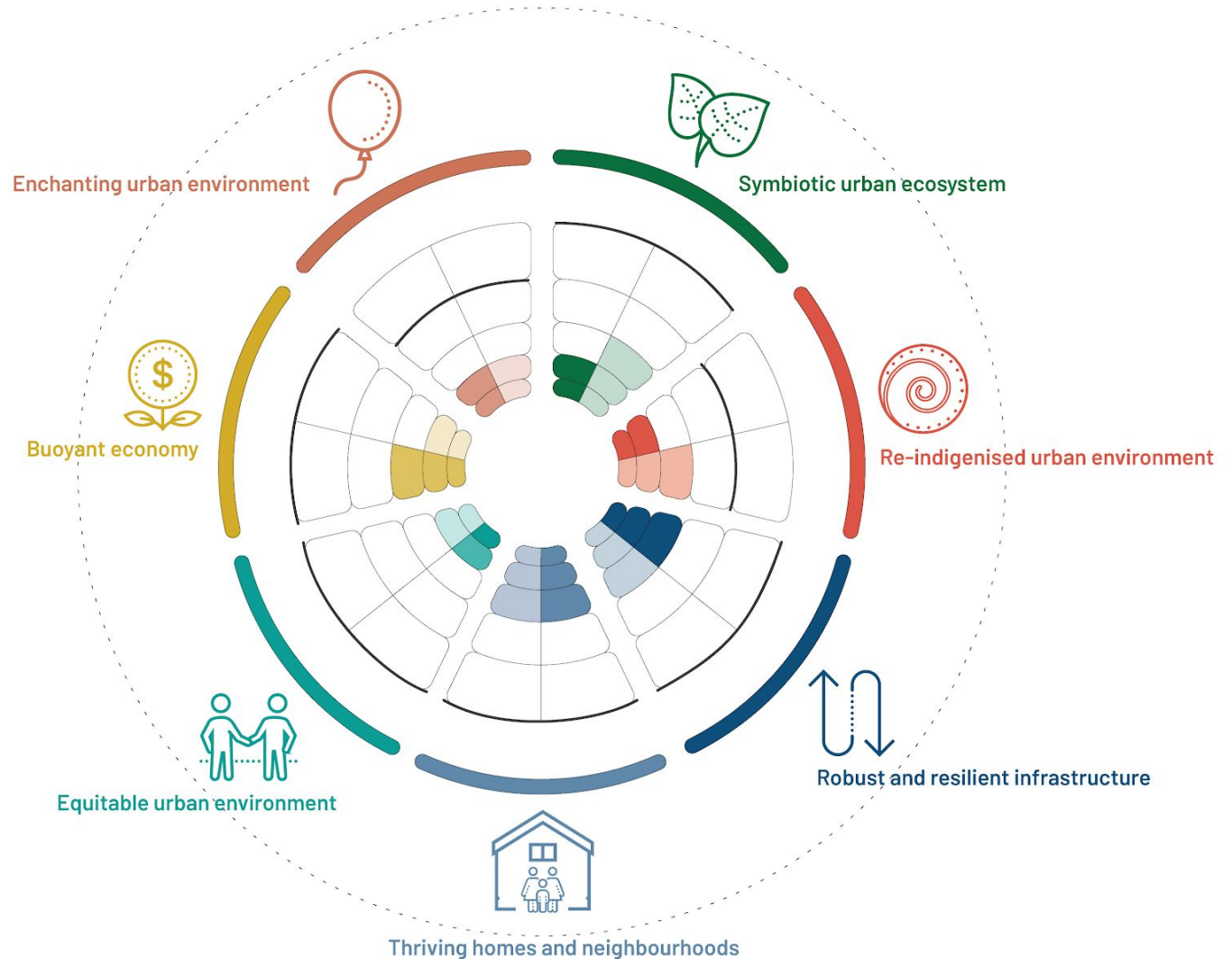
Treasury [Living Standards Framework](#)

Te Tatau o Te Arawa [Mauri ora housing development wellbeing compass](#)

Scotland [National Performance Framework](#)

An all of council view of urban development performance in the city.

- LTP Strategic Framework
- District Plan Outcomes
- Riverlink Outcomes
- Spatial Plan Outcomes??
- City Strategy outcomes??



**Q: HOW CAN YOU TELL IF THE CITY'S GETTING
BETTER OVERALL?**

**A: FOCUS ON STRONG OUTCOMES + POWERFUL
INDICATORS**

OUTCOMES NEED TO BE SUPPORTED BY STRONG INDICATORS

Outcomes show the impact of our actions. Indicators inform the type of actions we need to take to get there.



Ōtautahi - Christchurch: before momentum review

Low cyclist mode share



Central city economic precincts severely impacted by EQ



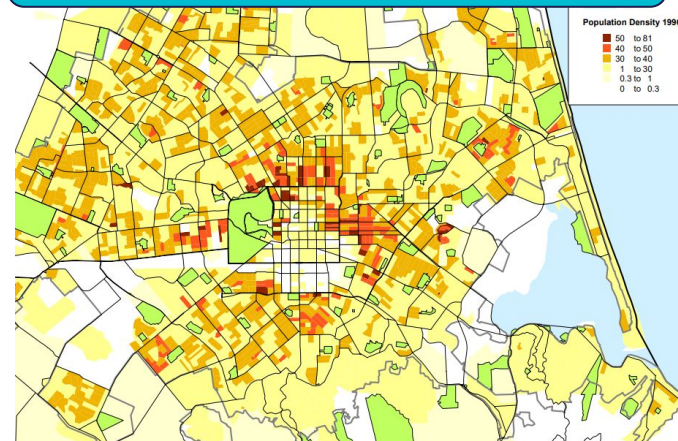
Little inner-city recreation amenity



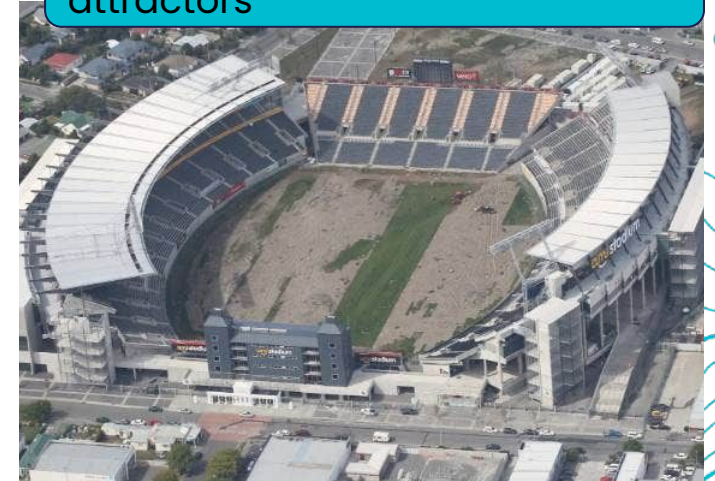
No mass transit



Low population in central city



Loss of significant event attractors



Ōtautahi – Christchurch: after momentum review

Quick rollout of cycling network



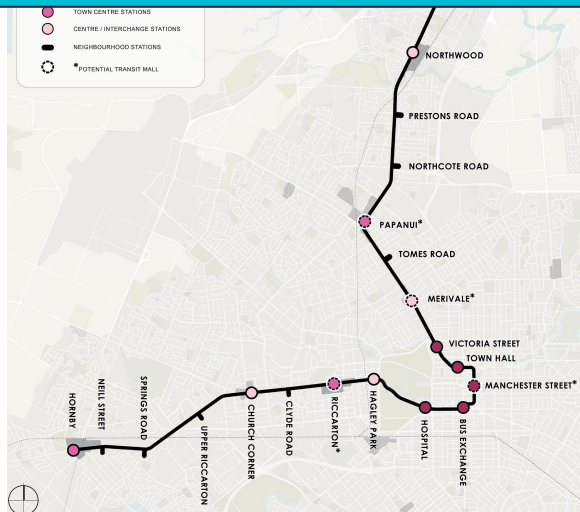
Creation of vibrant inner-city precincts



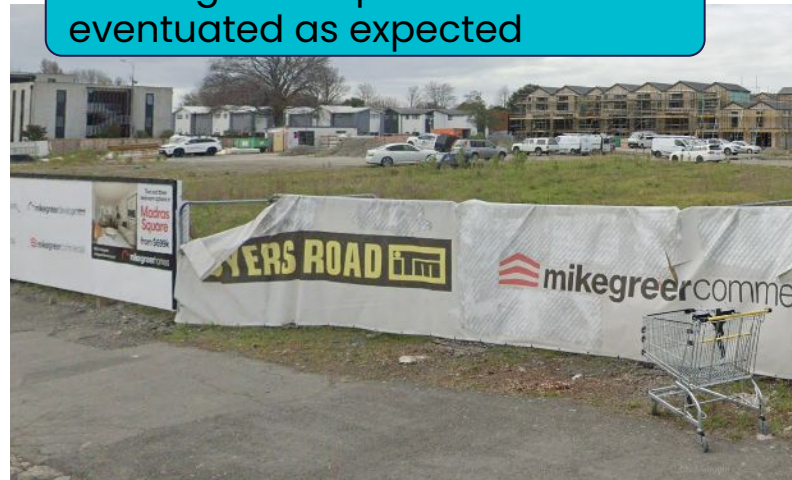
Development of high quality public spaces



Mass Transit implementation not aligned



Housing development hasn't eventuated as expected



Implementation and delivery delays

Christchurch Multi-Use Arena opening delayed until late 2025



Tāmaki: before Regeneration

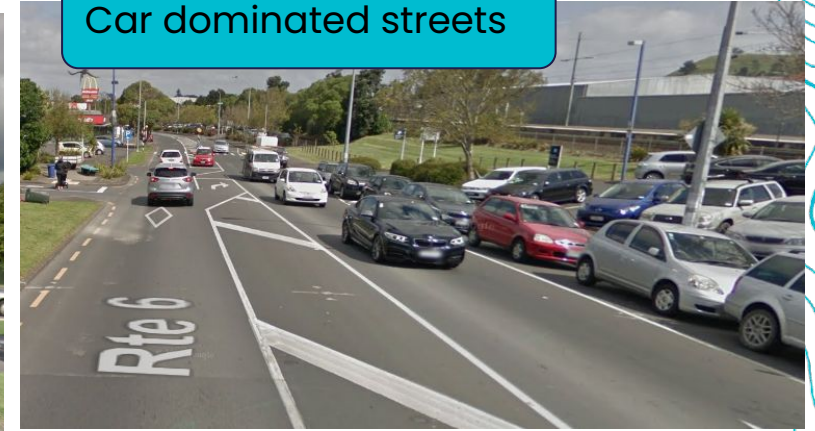
Poor quality homes



Unproductive use of space



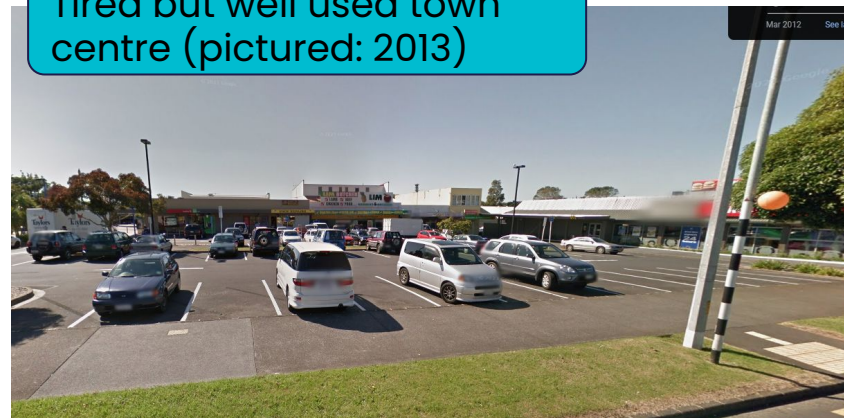
Car dominated streets



Established community cohesion



Tired but well used town centre (pictured: 2013)



Decent transport connections



12 MINUTES TO THE CBD

Jump on the train from Glen Innes and in only 12 minutes you'll be in Auckland's CBD. From Panmure it's also just a quick 15-minute trip. As we upgrade local streets, public transport and cycleways it'll be even easier to get around within your Tāmaki community too.

Tāmaki: after regeneration

New homes, diverse tenures



Brand new public facilities



New well-designed walking, cycling facilities



Poorly implemented community engagement and relocation process



Few public realm improvements (pictured: 2023)



Investment + maintenance in transport inconsistent

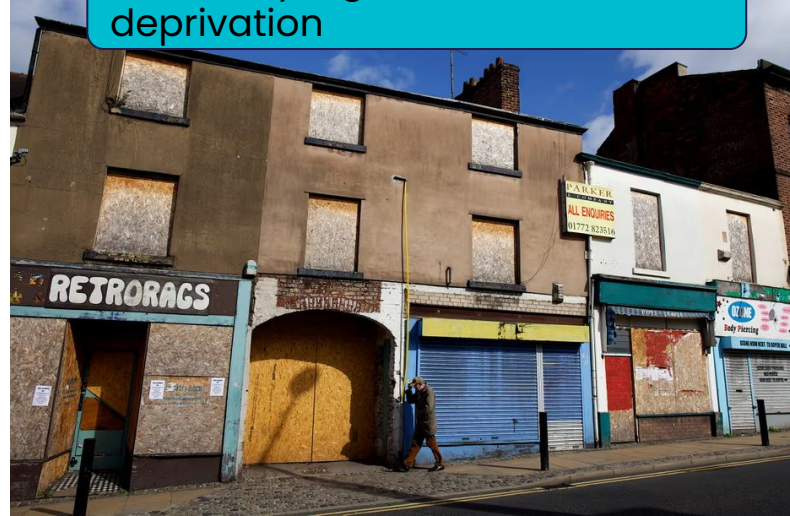


Preston, UK: before Community Wealth Building

£38m invested into local procurement



Nationally high levels of deprivation



Council assets not-well utilised



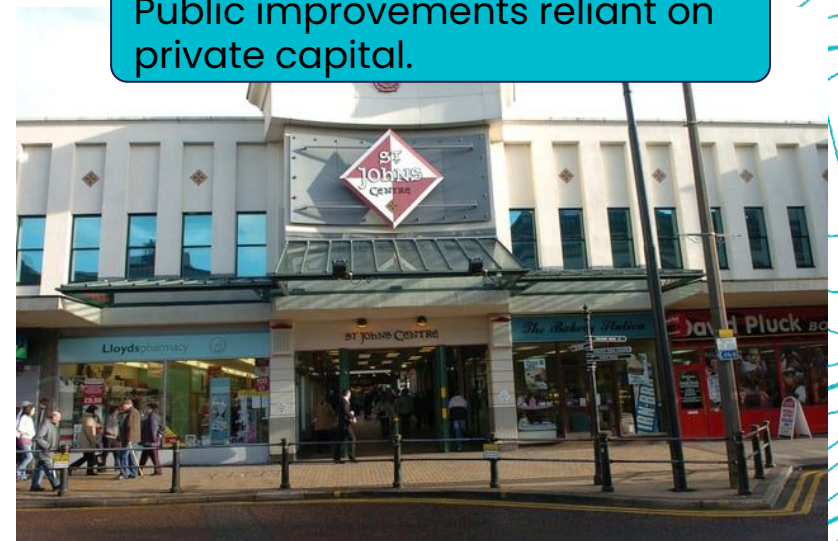
Local investment & retention of wealth low



Lack of leadership from public sector



Public improvements reliant on private capital.

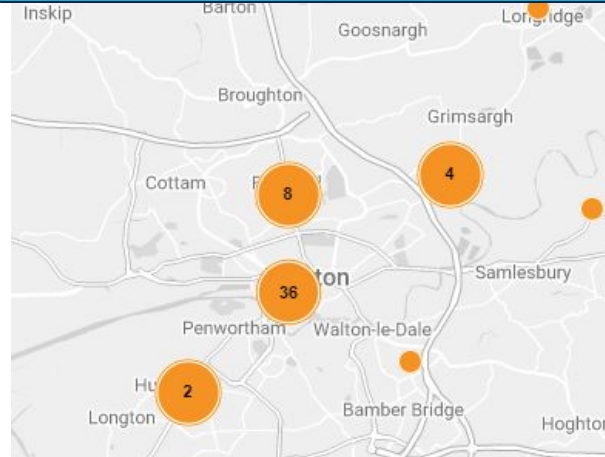


Preston, UK: after Community Wealth Building

£112m invested into local procurement



Over 4000 new Living Wage employees



Council + Key landowners using assets to build affordable housing



Wider investment still dominated by outside firms

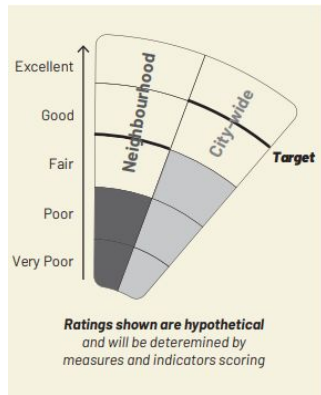


Community Wealth Building strategy primarily championed by council

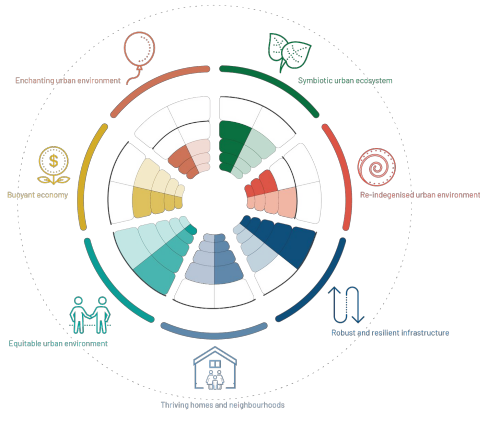


No outcomes related to urban development

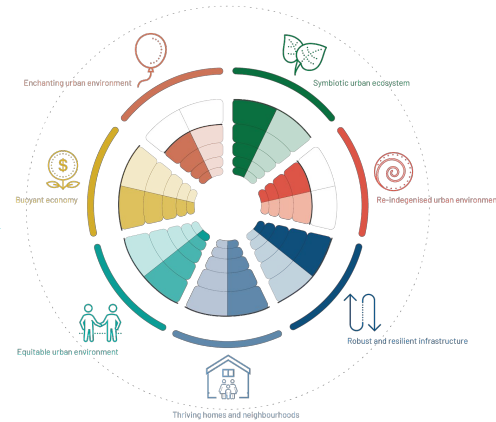




LOW PERFORMANCE
Compromised outcomes



MEDIUM PERFORMANCE
Improvements required



HIGH PERFORMANCE
Meeting outcomes

When we measure our progress, city leaders can track change over time and make investment decisions that improve outcomes for the communities they serve.



The wheel workshop.

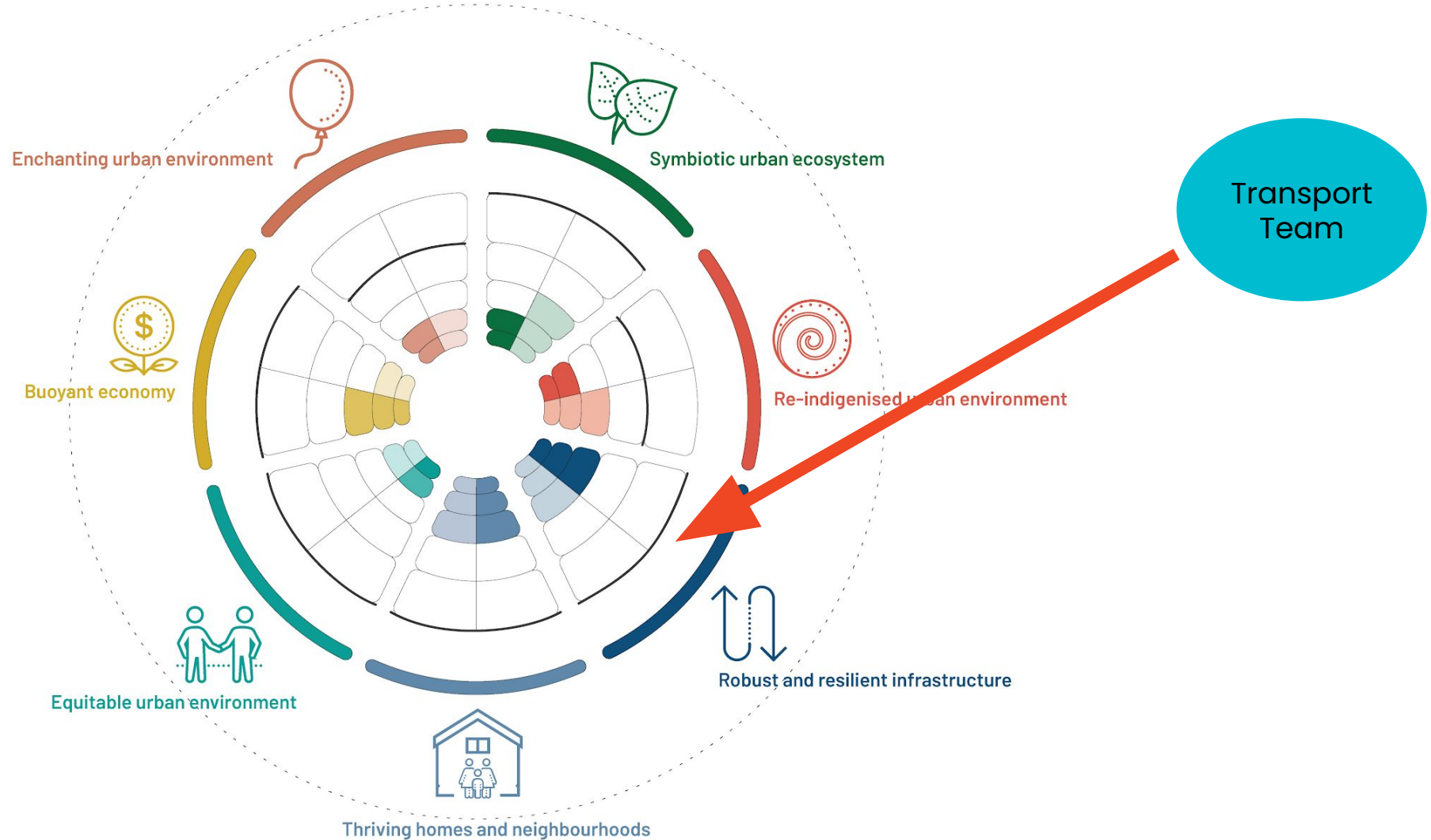
The purpose of the workshop is to determine what high performing urban fabric means in Hutt City.

We will explore the measures and indicators in each of the 7 kaupapa areas to get an understanding of what parts of the wheel the council care about and will try to influence through the CURP.



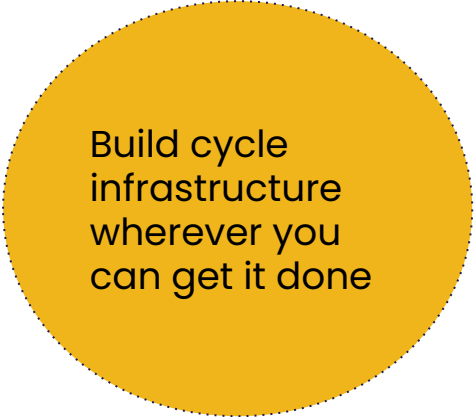
Indicators impact activity: an example

E.g. KM of cycling infrastructure constructed to X standard each [FY]



Hypothetical: organisation response

KM of cycling infrastructure constructed to X standard each [FY]

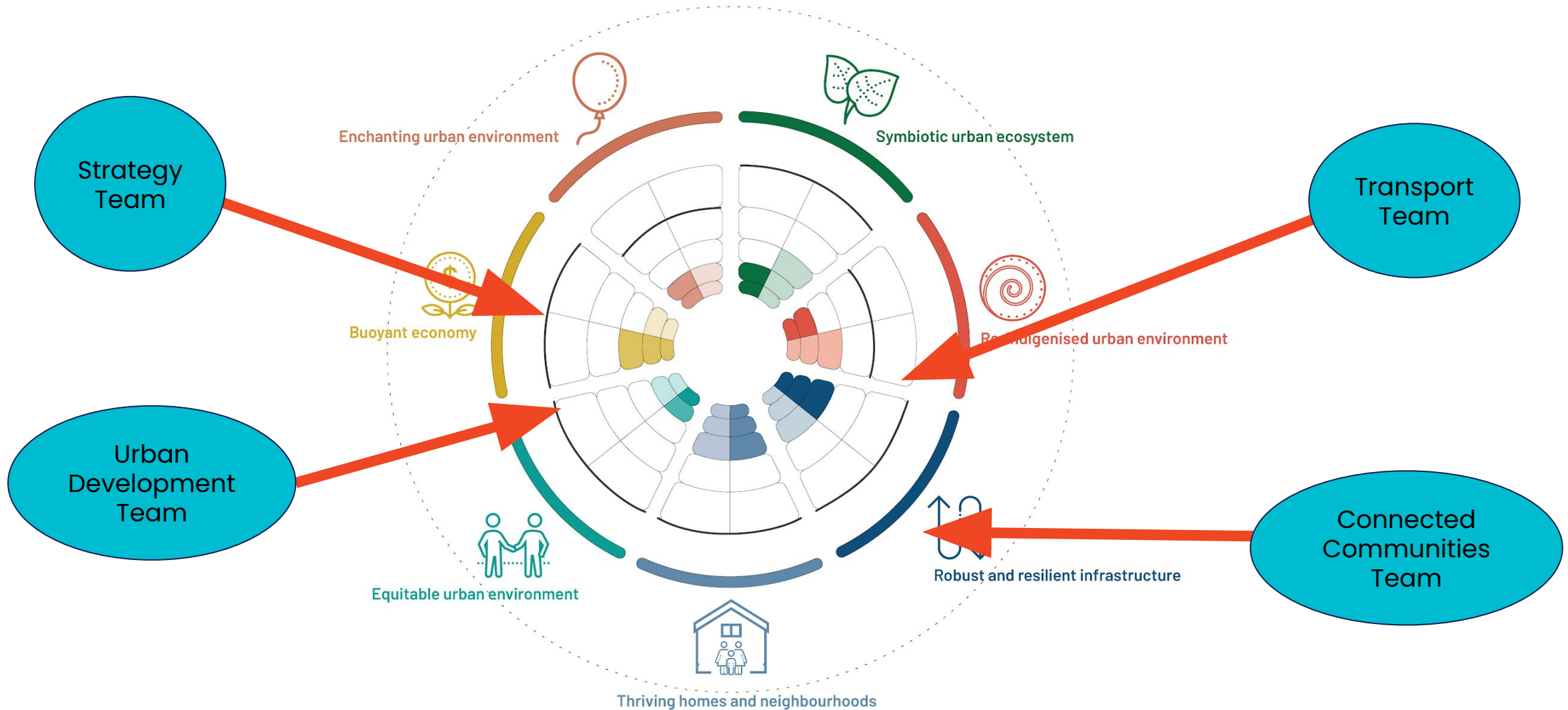


Build cycle
infrastructure
wherever you
can get it done



Hypothetical: indicators in Hutt

Number of **people** doing their commute **in the fresh air**



Number of **people** doing their commute **in the fresh air**

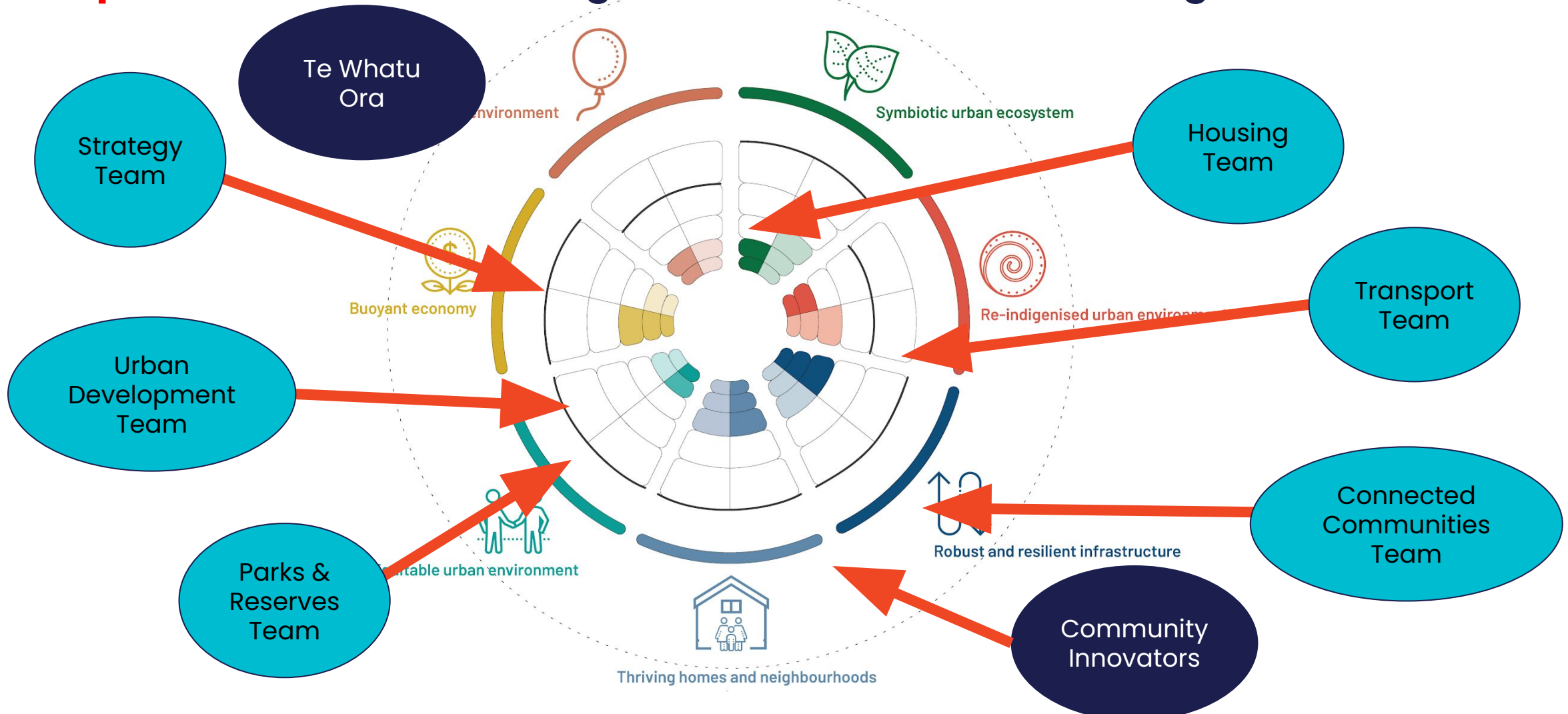
Choose
places with
most
people &
worst roads

Schedule it
ahead of
growth

Do traffic
calming

Do School
Play Streets

Proportion of children doing their school commute using active modes



Proportion of children doing their school commute using active modes

With parks
or reserves
en route

Choose
places with
most kids &
worst roads

Schedule it
ahead of
growth

Do traffic
calming

Do School
Play Streets

Do more
family homes
within child's
walking
distance of
schools

Choose
places that
haven't had
many nice
things

Do mana-
enhancing
community
leadership

In partnership

With climate change in mind

Financially sustainable

Kaupapa 1: Indicators

Outcome	Measure
<p>#1 Symbiotic Urban Ecosystem</p> <p><i>People live in proximity & harmony with the natural environment.</i></p>	<p>% of city centre population lives within 400m of neighbourhood parks.</p>
	<p>Neighbourhood GHG emissions</p>
	<p>Percentage of street trees that are high quality</p>

**Indicative
draft only**



Kaupapa 2: Indicators

Outcome	Measure
<p>#2 A re-indigenised urban environment</p> <p><i>Māori history and identity is recognisable in Te Awa Kairangi ki Tai.</i></p>	<p>Mana whenua and matawaka feel connected and reflected in Te Awa Kairangi ki Tai</p>
	<p>Historic pā and mara kai are acknowledged in the urban form through naming and urban design.</p>
	<p>Number of Māori housing and/or papakāinga dwellings</p>

**Indicative
draft only**

Kaupapa 3: Indicators

Outcome	Measure
<p>#3 Robust and resilient infrastructure - <i>Infrastructure is well-functioning and suitable for growth.</i></p>	<p>Percentage of non-permeable surfaces in the central city.</p>
	<p>Incidents of wastewater overflows/flooding during dry weather.</p>
	<p>The number of fatalities and serious injury crashes on the local transport (roads, cycleways, shared paths, and footpaths) network in the previous calendar year</p>

**Indicative
draft only**

Kaupapa 4: Indicators

Outcome	Measure
<p>#4 Thriving homes and neighbourhoods - <i>Lower Hutt's communities have good access to amenity and are affordable.</i></p>	<p>Percentage of stressed households in the central city</p>
	<p>Quantity and mix of housing in the central city.</p>
	<p>Percentage of the central city area that is a 1200m (15 minute) neighbourhood.</p>

**Indicative
draft only**

Kaupapa 5: Indicators

Outcome	Measure
<p>#5 Equitable urban environment</p> <p><i>Access to the city and public services is good regardless of demographic, location, and/or ability.</i></p>	<p>Percentage of public satisfied with quality of community experiences when using parks and open spaces.</p>
	<p>Amount of community hubs per-person within the central city.</p>
	<p>Percentage of primary and secondary school students walk or cycle to school.</p>

**Indicative
draft only**

Kaupapa 5: Indicators

Outcome	Measure
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	<p>Amount of community hubs per-person within the central city.</p>
	<p>Percentage of primary and secondary school students walk or cycle to school.</p>

**Indicative
draft only**

Kaupapa 6: Indicators

Outcome	Measure
<p>#6 A buoyant economy</p> <p><i>There is diversity of business in Lower Hutt which is supported by locals.</i></p>	<p>Number of occupied residential dwellings within the central city.</p>
	<p>Number of businesses within the central city.</p>
	<p>Sufficient commercial real-estate capacity to meet business demand in the central city.</p>

**Indicative
draft only**

Kaupapa 7: Indicators

Outcome	Measure
<p>#7 Enchanting urban environment</p> <p><i>Te Awa Kairangi ki Tai is a city with a popular and strong identity.</i></p>	<p>The User-Benefit-Value of pedestrian spaces and urban environments</p>
	<p>Number of people who feel pride in the appearance of the city centre.</p>
	<p>Number of free, indoor or weather-protected recreation spaces.</p>

**Indicative
draft only**

Kaupapa 6: Indicators

Outcome	Measure
<p>#6 A buoyant economy</p> <p><i>There is diversity of business in Lower Hutt which is supported by locals.</i></p>	<p>Number of occupied residential dwellings within the central city.</p>
	<p>Number of businesses within the central city.</p>
	<p>Sufficient commercial real-estate capacity to meet business demand in the central city.</p>

**Indicative
draft only**



Kaupapa 7: Indicators

Outcome	Measure
<p>#7 Enchanting urban environment</p> <p><i>Te Awa Kairangi ki Tai is a city with a popular and strong identity.</i></p>	<p>The User-Benefit-Value of pedestrian spaces and urban environments</p>
	<p>Number of people who feel pride in the appearance of the city centre.</p>
	<p>Number of free, indoor or weather-protected recreation spaces.</p>

**Indicative
draft only**

Activity: indicators for Hutt City's urban renewal

~5 minutes:

Stick post its on different indicators to show:

You feel **warm** / **neutral** / **cool**

+ **Why** (short phrase, write on post it)

~5 minutes:

See where there's **emerging consensus**



Agenda

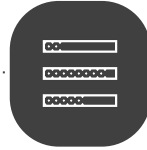
- The Urban Renewal Programme: background and basis
- Outcomes, Monitoring & Evaluation – indicators drive activity
- **How we achieve this ('scenarios')**
- Decision for councillors
- Next steps

Urban Renewal requires combined efforts

ROLES FOR HUTT CITY COUNCIL:



DELIVERER



REGULATOR

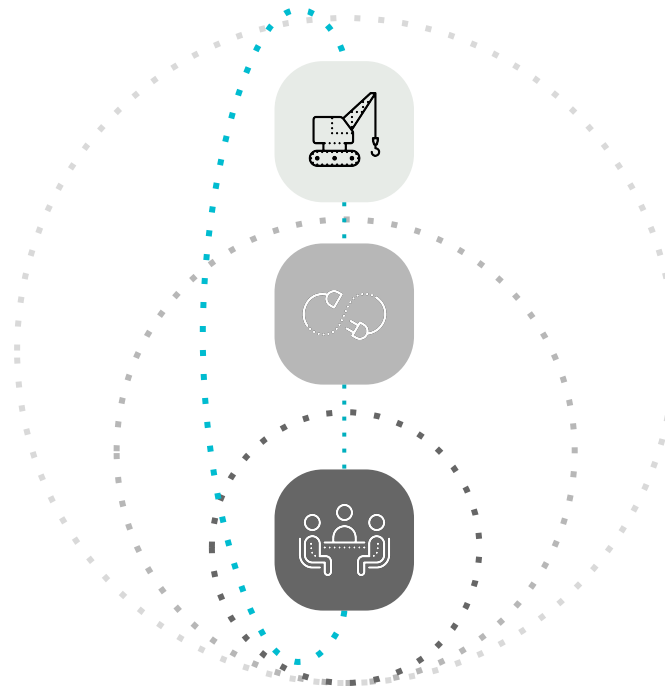


**ENABLER /
INCENTIVISER.**



LEADERSHIP

ECOSYSTEM OF PARTNERS:



DELIVERY

- Builders and sellers of houses
- Providers of social services
- Business owners and residents

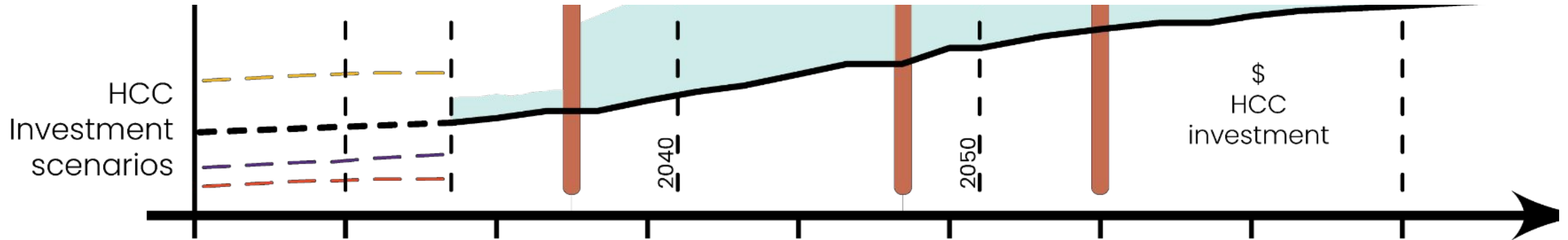
COMMUNITY ENABLERS

- Delivery and build of infrastructure
- Investors
- Community groups and advocates

LEADERSHIP

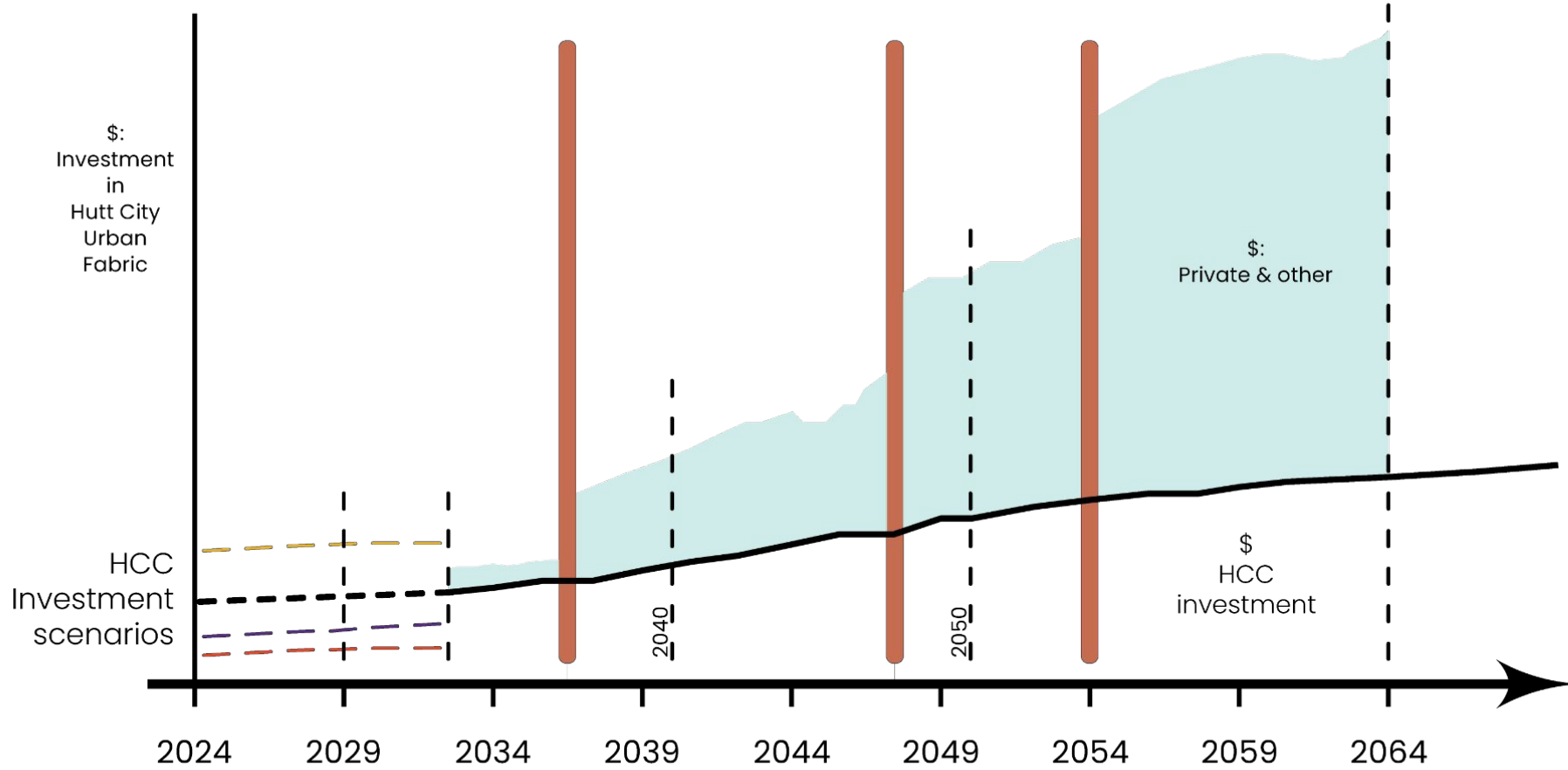
- Central government agencies
- Boards of local institutions (e.g. kura, charities).
- Business associations / BIDs

What are the pathways?



Different levels of investment will influence how Lower Hutt achieves its outcomes, and how the private sector is incentivised to contribute to urban renewal.

Urban Renewal Plan Investment Scenarios



LEGEND

- Baseline / Status Quo example
- Scenario 1
- Scenario 2
- Scenario 3
- Long term plans
- █ Funding shocks
- █ Private investment

What does do nothing look like?



What does Scenario 1 look like?



What does Scenario 2 look like?



Scenario 3, is the same as 2, it just happens faster & is more certain



Urban renewal is a journey.

Choosing what pathway we want to take will require trade offs.



Activity	Investment scenario		
	1	2	3
Programme Communication & Engagement	◐	◑	●
Programme Governance and decision making authority	◑	◑	●
Outcomes Monitoring, Evaluation & Reporting	◐	●	●
Housing and land use plan / Land & Property Decision Making Framework	◐	●	●
Citywide spatial plan (incl. rollout technology)	◐	◑	●
Policy incentives and deterrents	◐	◑	●
Development contributions incentives	◐	◑	◑
Brokering and aligning with housing delivery sector	◐	◑	●
Residents and small business engagement	◐	◑	◑
Integration and change management of CURP across business	◐	◑	●
Housing Delivery	◐	●	●
Land acquisition	◐	◑	●
Parks investment and delivery	◐	◑	●
Roads and transport integration and delivery	◐	◐	◑
Anchor project delivery / unlocking opportunities	◐	●	●

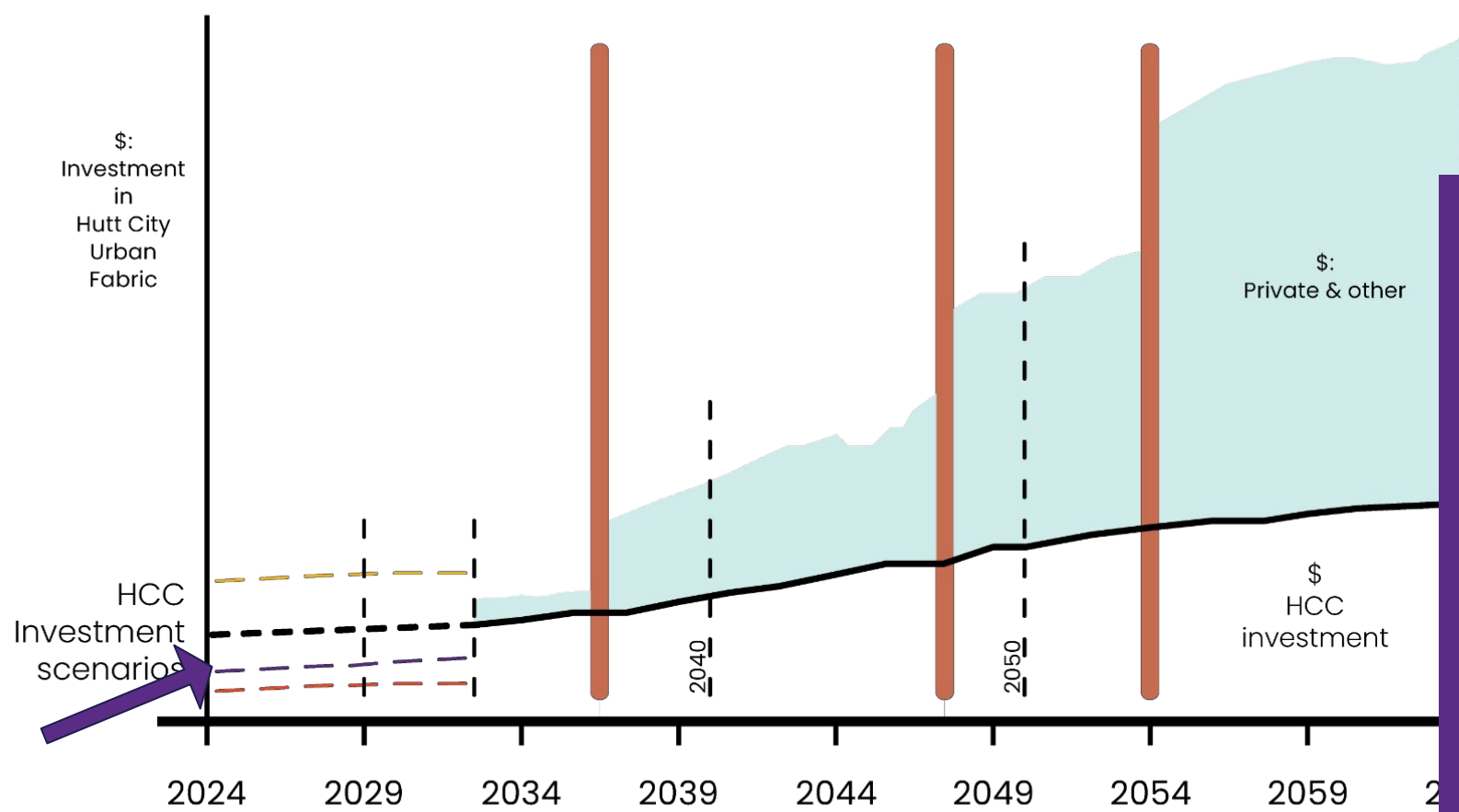
Scenario's will change over time

Activity	Investment scenario		
	1	2	3
Programme Communication & Engagement	●	●	●
Programme Governance and decision making authority	●	●	●
Outcomes Monitoring, Evaluation & Reporting	●	●	●
Housing and land use plan / Land & Property Decision Making Framework	●	●	●
Citywide spatial plan (incl. rollout technology)	●	●	●
Policy incentives and deterrents	●	●	●
Development contributions incentives	●	●	●
Brokering and aligning with housing delivery sector	●	●	●
Residents and small business engagement	●	●	●
Integration and change management of CURP across business	●	●	●
Housing Delivery	●	●	●
Land acquisition	●	●	●
Parks investment and delivery	●	●	●
Roads and transport integration and delivery	●	●	●
Anchor project delivery / unlocking opportunities	●	●	●

Scenarios will respond to market conditions

Activity	Investment scenario		
	1	2	3
Programme Communication & Engagement	●	●	●
Programme Governance and decision making authority	●	●	●
Outcomes Monitoring, Evaluation & Reporting	●	●	●
Housing and land use plan / Land & Property Decision Making Framework	●	●	●
Citywide spatial plan (incl. rollout technology)	●	●	●
Policy incentives and deterrents	●	●	●
Development contributions incentives	●	●	●
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Residents and small business engagement	●	●	●
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Housing Delivery	●	●	●
Land acquisition	●	●	●
Parks investment and delivery	●	●	●
Roads and transport integration and delivery	●	●	●
Anchor project delivery / unlocking opportunities	●	●	●

What location in the continuum should we take?



SCENARIO 1

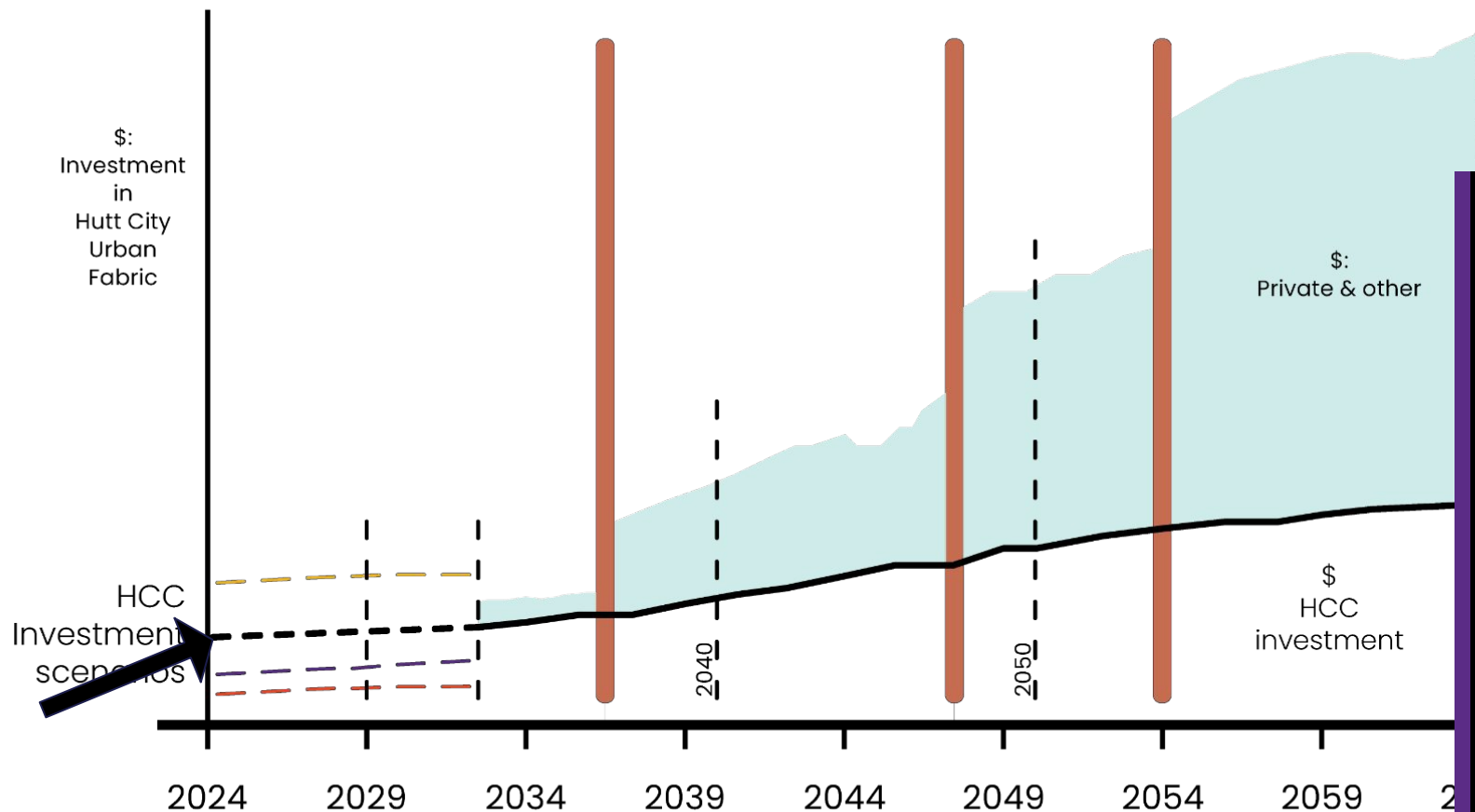
What we can expect

- Very little change to Lower Hutt urban form
- Piecemeal improvements to public space and infrastructure
- Internal coordination not optimised
- Little-no increase in CAPEX and OPEX

LEGEND

- Baseline / Status Quo example
- Scenario 1
- Scenario 2
- Scenario 3
- | Long term plans
- | Funding shocks
- █ Private investment

What location in the continuum should we take?



SCENARIO 2

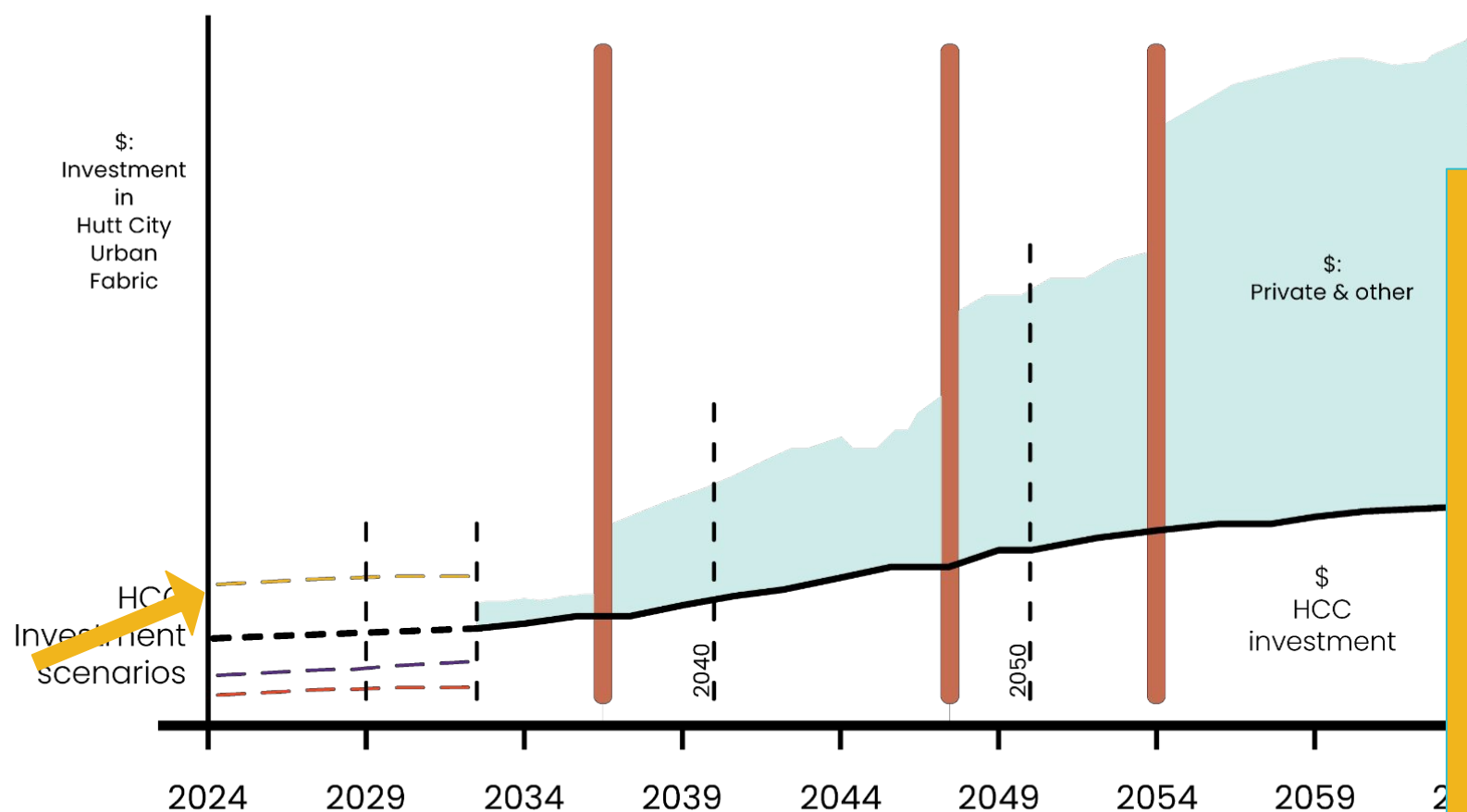
What we can expect

- Noticeable, consistent change aligned with our targets
- Coordinated improvements to the public realm give developers certainty
- Strong internal coordination and buy-in for vision.
- Initial increase in CAPEX but smoothed over time.

LEGEND

- - - Baseline / Status Quo example
- - - Scenario 1
- - - Scenario 2
- - - Scenario 3
- | Long term plans
- | Funding shocks
- █ Private investment

What location in the continuum should we take?



SCENARIO 3

What we can expect

- Significant, quick changes to the urban form.
- HCC investment creates valuable space but may outpace private capacity.
- Will require more internal engagement for buy-in.
- Will require periodic significant CAPEX increases.



Agenda

- The Urban Renewal Programme: background and basis
- Outcomes, Monitoring & Evaluation – indicators drive activity
- How we achieve this ('scenarios')
- **Decision for councillors**
- Next steps

Your in-principle endorsement of an approach?

- Hutt City Council exercising its kaitiakitanga – stewardship
- Urban renewal: permanent feature of urban councils' BAU
- Council's foundational roles will enable others' investment
- Funding commitment in the LTP



Agenda

- The Urban Renewal Programme: background and basis
- How we achieve this ('the options')
- Decision for councillors
- **Next steps**

Next steps

- Further work to confirm outcomes & indicators internally.
- External Steering Group with public sector partner organisations
- Internal council steering group via Programme Board
- Programme supported in the Long Term Plan.
 - Influence other council process, e.g. District Plan review
 - Land & Property workstream / unlocking development
 - Spatial Plan / setting a long term vision for the city

End.

