

# Nelson Central City Strategy

**ECONOMIC AND EMPLOYMENT OPPORTUNITIES REPORT**

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## Executive Summary

Nelson's recent employment growth is compared with that occurring in similar activities in the South Island of New Zealand. Nelson's role in the broader regional economy is also assessed. Nelson contributed 65% to Nelson-Tasman employment growth between 2000 and 2007, (whereas it only provided 58% of total employment and housed only 50% of the combined area's residents). The Sectors where Nelson created more than its 65% share of employment growth were:

- Other Business Services - 590 jobs (69% of the Region's growth)
- Community Care Services - 660 jobs (82% of the growth)
- Allied Health Services - 415 jobs (87% of the growth)
- School Education - 300 jobs (when jobs declined in Tasman)
- Clothing & Soft goods Retailing -.220 jobs (73% of the growth)

This analysis confirms Nelson's important role in providing 'higher level' retail and community services for the Region. It also points to the important role Nelson plays in providing business services (particularly employment, office, security services) for the Region's businesses. These findings indicate that the Nelson Central City should focus on growing:

- Business Services
- Services to Primary Production
- Cafes and Restaurants
- Specialised Retailing
- Community Care
- Allied Health Services

There are also significant opportunities for the existing Nelson Central City industrial 'frame areas' to provide suitable premises to grow 'new economy':

- Machinery and equipment manufacturing
- Printing and publishing
- Small-scale food industries

Nelson's Central City industrial 'frame areas' could also be expected to continue to provide suitable premises for:

- Construction and development businesses
- Building and finishing trades

- Building products and builder's supplies
- Household products and furnishings

It would be particularly beneficial if Nelson could earn an international reputation for particular types of specialised industries, education and training. The best prospects for this would be in:

- Environmental Engineering
- Water Quality and Toxicology Monitoring and Remediation
- Marine, Aquaculture and Fishery Equipment, Supplies and Products
- Creative Arts, Crafts, Gifts and Jewelry Supplies and Products
- Nutraceuticals, Health, Cottage and Designer Foods
- Wellbeing, Health, Aquaculture and Veterinary Products
- Social Work and Life Skills for the Disabled
- Corporate and Sporting Events Management and Attraction
- Visitor and Hospitality Management, Promotion and Marketing
- New Materials and Technologies in Each of These Specialisations
- Computer Applications in Each of These Specialisations
- Development of Business Skills In Each of These Specialisations

To realise these opportunities the Nelson Central City needs to focus on providing:

- Quality business settings,
- Affordable, good quality business premises
- Superior business environments
- Superior employment environments
- Superior residential and recreational environments
- Specialised conferences and workshops.

These are essential for Nelson to attract and retain:

- These new 'business founders'
- Experienced 'creative, technical, technology and trade workers',
- Leading edge 'research and development and training
- These types of 'new economy' business investment.

## The Region's Demand for Industrial Land For 25 Years To 2031

The future demand for industrial land was projected for the combined Nelson City and Tasman District, based on the existing economy. This analysis

indicated potential demand for at least 130 ha of industrial land for the 25 years to 2031. The main components of this industrial land demand were found to be:

Food Processing and Production	17 ha
Light Industries	1 ha
Printing & Publishing	3 ha
Machinery & Equipment	3 ha
Clean Production	24 ha
Basic Materials Processing	6 ha
Basic Manufacturing	8 ha
Engineering & General Industry	5 ha
Construction and Utilities	24 ha
Trades component	9 ha
General Industry	52 ha
Wholesaling	26 ha
Transport	20 ha
Logistics	46 ha
Vehicle Sales	2 ha
Vehicle services	3 ha
Vehicle Sales & Services	5 ha

The 'frame area' of the Central City traditionally accommodated these types of uses, but many of these uses are now accommodated on lower cost land, in new industrial estates, with easier transport access and ample car parking. However, the remnants of many of these industrial land uses have remain in the 'frame area' of the Nelson City Centre, towards the Gloucester St end of the Vanguard St/ St Vincent St area. This provides a relatively poor image for the 'western entrance' to the City Centre and is preventing the transition of these 'frame areas' closest to the CBD to 'affordable', good quality business premises. There are important new high employment, 'new economy' industries that favor such locations close to the Central City, if they are not blighted by the prospect of incompatible uses nearby.

These uses could easily be attracted to the Vanguard St and St Vincent St area

if there were clusters of suitable good quality, affordable, flexible, new premises in higher amenity, landscaped settings. Many of these businesses are known to be attracted to environmentally responsible developments, and premises with a low carbon/low energy and low greenhouse 'footprint'.

### **The Likely Future Demand For Business Premises**

Over the 25 years to 2031, the greatest demand for 'business premises' in the Nelson City/Tasman District can be expected to come from:

- Business Services – requiring at least 16,400 sq m of office space
  - 33% from employment, office, security and cleaning services requiring 'affordable premises' close the commercial parts of Central City
  - 17% from legal and accounting services requiring good quality office space in highly accessible, 'high amenity' locations.
  - 11% from architects engineers and surveyors preferring to cluster in 'good quality' premises, in 'high amenity' and 'residential' settings close to the CBD
  - 6% from science and technology companies and 4% from computer services requiring flexible, 'more affordable', often 'utilitarian' premises close to the Central City.

The overall demand for office space in the Nelson City/Tasman District is projected to be at least 42,400 sq m (gross floor area).

- At least 68% of this projected office demand will seek Central City locations.
  - 11% of demand will be for prestige office space, requiring prominent CBD locations (3,200 sq m gfa).
  - 25% of demand will be for more modest medium quality office space, (7,200 sq m gfa).
  - 64% of demand (18,600 sq m gfa) will be for good quality, 'affordable' small business premises that provide a 'credible business address'.

Some 2,500 sq m of future office demand will come from office activities requiring 'ground floor' 'retail frontage' office space. These offices can be expected to occupy at least an additional 150 linear metres of 'retail frontage' in the 'retail heart' of the Nelson CBD by 2031. There are good prospects for the

Nelson Central City to attract businesses that presently provided services from outside the Region.

- Legal and Accounting Services - require relatively good quality office space in highly accessible, 'high amenity' business settings close to the central city (smaller businesses of this type frequently prefer converting residences close to 'commercial heart' for their use)
- Banking, Building societies and Credit Unions – require their own premises in, or on major routes into, the 'retail heart' of the CBD.
- Other Business Services – require more 'affordable premises' as close as possible to the commercial parts of central city.

### **Particular Opportunities That Could Be Realised In The Central City**

The Nelson Central City offers a unique opportunity to create seven complementary, 'Business Precincts' attractive to different types of businesses:

1. The 'City Core' - for larger corporate offices, government administration and community services
2. Eastern 'Professional Area' – for professional, health and medical services
3. Western 'CBD Transition Area'- for good quality, 'affordable' new office space, and to attract research and development and technology based businesses
4. Northern 'CBD Transition Area' – for smaller corporate offices, successful local businesses and 'new economy' creative, information, and technology based businesses
5. Western 'Environmental Clean Production' Area – for small-scale environmental, R& D and technology based manufacturing, assembly and other 'clean production'
6. Gateway 'Showroom and Service Trades' Areas – for good quality showrooms, retail showrooms and service trades
7. The 'Pioneer Park Mixed-Use Urban Village ' Area – for high quality, low-rise mixed-use developments

Central City venues are also needed for workshops and meetings to attract local business people and creative and technology and professional people from different backgrounds to meet in the Central City. Shared workshop, meeting and training rooms and a boardroom need to be provided for 'time-

share' use by small businesses. The former 'military barracks' could possibly provide such space. It could possibly also be converted into a 'small business incubator', for new 'start-up', creative, technology and office based businesses.

Short-term serviced accommodation is required for newly arriving and short contract professionals, technologists, health and knowledge workers and visiting academics and researchers. The 1904 Heritage Building in Hardy St could possibly be converted to a business 'country club' to meet this need (thereby also encourage casual meetings between local, newly arriving and visiting specialists).

### **Technology Based Business And Visitor Recreation Attraction**

The same unique, high quality recreational opportunities that residents love, also attract tourists and recreational visitors, and are attractive to creative, technology and knowledge based business founders and their families. Nelson's present major visitor attractions are not readily visible, nor easily accessible. They do not focus on the Central City, and do not draw potential customers to the 'retail heart' of the CBD. There is a significant opportunity to attract recreational, national park and sports visitors to stay longer in Nelson and the CBD.

The aim should be to create at least four attractions, in the Nelson Central City that will actively engage different age groups for at least one and half hours. This will create the greatest prospect of converting these recreational and sports visitors into higher expenditure, longer stay and overnight visitors. Such attractions would also encourage local residents to more frequently visit the Central City, with visitors, families and friends, especially during weekday evenings, school holidays and weekends. Locations are recommended for unique recreational attractions attractive to local residents; recreational and sports visitors, and 'new economy' workers:

- Safe 'Pre-school Play Area'
- Themed, 'Family Adventure Play Area'
- 'Teenage Adventure Playground'
- 'Disabled-Friendly' Play Areas
- 'Family Water Park'
- 'Formal Gardens' (with Informal Recreation Spaces)
- 'Fitness' Tracks and Trails
- Special 'Open Air' Events Space
- 'Interactive Art' and 'Local Story Telling'

- 'Service Clubs' and 'Special Interest Groups'
- 'After School' and 'Private Tutoring' Activities
- 'Bike' Trails and Loops
- 'Walking' Trails and Loops
- 'Community Art' in Local 'Place Making'.

### 1.0 Nelson's Existing 'Economic and Employment' Strengths

This section examines Nelson's recent employment growth in comparison with the South Island of New Zealand, the greater Nelson-Tasman Region, and the demand generated by Nelson's own resident population.

#### 1.1 NELSON'S RECENT 'EMPLOYMENT GROWTH' COMPARED WITH SOUTH ISLAND NZ

Nelson's recent employment growth in particular activities (from 2000 to 2007) can be compared with that occurring in similar industries in the South Island of New Zealand (**Figure 1.1**).

Nelson has been growing employment faster in some activities that the South

## **COMPARATIVE GROWTH ANALYSIS**

**Employment Increase 2000 to 2007**

Nelson	+ ve	Nelson: <i>Growth</i>	Nelson: <i>Growth</i>
		Sth. Island: <i>Decline</i>	Sth. Island: <i>Growth</i>
	- ve	Nelson: <i>Decline</i>	Nelson: <i>Decline</i>
		Sth. Island: <i>Decline</i>	Sth. Island: <i>Growth</i>
		- ve	+ ve
		South Island New Zealand	

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Island as a whole (shown green in Figure 2.2). These are clearly activities that Nelson has an important role in supplying. These activities fall into the following two main categories:

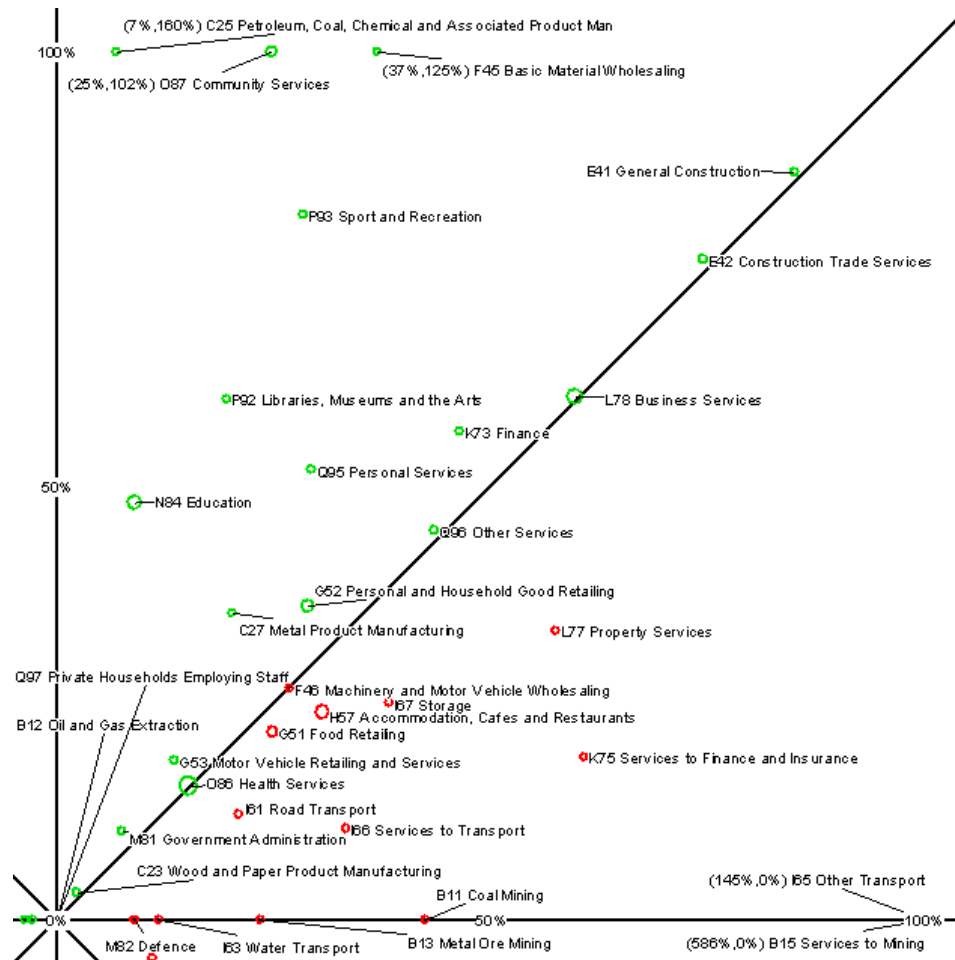
- Basic Manufacturing and Wholesaling – mainly chemical and metal products manufacturing; structural metal and wood products manufacturing; basic materials wholesaling (farm, metal, mineral, chemicals, building products wholesaling), machinery and equipment wholesaling and construction trades
- Community and Personal Services – mainly education, allied health and health care; child, aged and community care services; personal and household goods retailing, recreation services and interest groups (employing staff), and the Arts.

These sectors may have their future employment growth prospects limited to the demand created by 'future population growth'. Nelson has recently been particularly successful in growing employment faster than the South Island in:

- Business and Financial Services – especially in banking, building societies and credit unions; investors, and in computing, scientific research, veterinary and other business services (employment and office services; security, and cleaning services)

Nelson has very good prospects for continued employment growth in these sectors, provided it continues to supply business services to the wider Region. Nelson has also grown employment in Scientific Research faster than the South Island as a whole, reflecting the importance of the Cawthron Institute, NIWA, Horticultural Research, Crop and Food and Fisheries School at NMIT. Employment in Computer Services increased four times more in Nelson than the South Island over the last 7 years.

**Figure 1.2 South Island Growth Activities That Nelson Is Also Growing**



Nelson, however, has been growing some activities, but far slower than similar activities in the South Island of New Zealand, as whole. These are activities that Nelson has not been able to match the rapid employment growth occurring in the South Island (shown red in **Figure 1.2**). This slower than expected growth is most noticeable in:

- Road Transport – both passenger and freight road transport (including storage and services to transport)

- Hospitality – especially clubs, pubs, taverns and bars (Nelson is also only just managing to keep up with the rest of the South Island in its growth in cafes and restaurants and accommodation jobs)

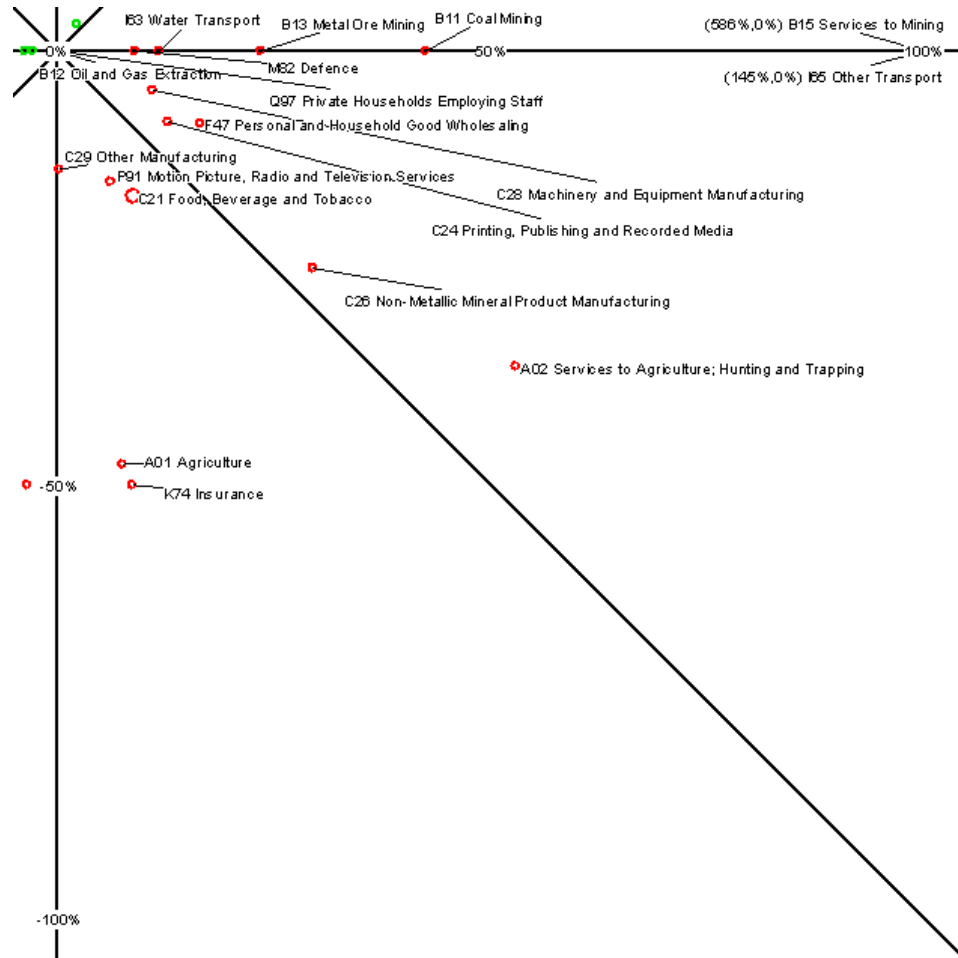
Nelson may need to take some positive ‘preventative action’ to prevent the continued slide in employment in these growth activities in the City. There are other activities that have been declining in employment in Nelson when they have still been rapidly growing in jobs elsewhere on the South Island (**Figure 1.3**). These activities include:

- Food Manufacturing – mainly meat, dairy and beverage manufacturing
- Non-metallic Products Manufacture – mainly plastics, glass and wood products manufacturing, and (surprisingly) boat building
- Machinery and Equipment Manufacturing – in particular non-vehicular transport equipment, scientific and electronic equipment production (that are rapidly growing elsewhere in the South Island of New Zealand but Nelson is not growing)
- Food, Drink and Clothing Wholesaling – that both Nelson and Tasman are failing to grow (also other small item wholesaling, such as sporting goods, books and stationary and tourist industry supplies that Nelson is growing but are declining in Tasman)
- Printing and Publishing – with printing declining in Nelson, but growing in Tasman (at a greater rate than the South Island as a whole)
- Insurance Services – general insurance (rather than life insurance that is declining in employment in both Nelson and the South Island)
- Services to Primary Production – declining in Nelson, but growing in Tasman (although at a far slower rate than the South Island as a whole)

These are activities that Nelson should seek to take some ‘positive actions’ to ‘turn around’ the recent decline because they have significant future growth prospects.



**Figure 1.3 Activities Declining in Nelson That Are Growing on The South Island**



There are other economic sectors in Nelson where employment has been declining in Nelson at the same time that they have been declining overall in the South Island of New Zealand. These activities with significant employment decline in Nelson as well as the South Island of New Zealand include:

- Fishing and Aquaculture Industries (but Aquaculture park is increasing)
- Saw Milling and Timber Dressing
- Department Stores

There would appear to be limited prospects to ‘turn around’ the recent decline in employment in these activities in Nelson when jobs are being shed in similar businesses throughout the South Island of New Zealand. However, Nelson may hope to ‘stabilise these activities’ at sustainable future employment levels.

## 1.2 NELSON'S ‘COMPETITIVE ADVANTAGES’ IN THE SOUTH ISLAND ECONOMY

Nelson’s ‘competitive advantages’ within the South Island economy can be established by identifying activities growing faster in Nelson than the similar activities in the South Island as a whole (having adjusting for the overall employment growth taking place in Nelson). This analysis found that Nelson has significant ‘competitive advantages’ over the rest of the South Island in:

- Education (Nelson created 40% more jobs than expected in this sector, resulting in Nelson creating 513 more jobs than expected in this sector in just 7 years from 2000 to 2007)
- Community Services (23% more jobs than expected, 441 more jobs)
- Basic Materials Wholesaling (91% more jobs than expected, 145 more jobs)
- Personal and House Hold Goods Retailing (9% more jobs than expected, 99 more jobs).

These ‘competitive advantages’ clearly point to Nelson’s important role in providing ‘higher level’ retail and community services to Regional residents. They also point to Nelson’s important Regional role in ‘wholesaling’ farm, metal, mineral, chemicals and building products for the Region.



### 1.3 NELSON'S SHARE OF EMPLOYMENT IN THE REGIONAL ECONOMY

More light can be cast on Nelson's role in the broader regional economy by comparing Nelson's share of total Nelson-Tasman employment in particular sectors. Nelson provides more than its 58% share of the Region's employment in 2007 only in some industries, but in most business and community services.

In manufacturing in:

Manufacturing	
Food, Beverage and Tobacco	68%
Textile, Clothing, Footwear and Leather Manufacturing	86%
Printing, Publishing and Recorded Media	95%
Machinery and Equipment Manufacturing	74%

In Wholesaling and Logistics in:

Wholesaling and Logistics	
Machinery and Motor Vehicle Wholesaling	66%
Personal and Household Good Wholesaling	85%
Air Transport	99%
Services to Transport	83%

In Business Services in:

Business Services	
Communication Services	80%
Finance	63%
Insurance	67%
Services to Finance and Insurance	79%
Property Services	62%
Business Services	69%
Government Administration	75%

Personal and Community Services in:

Personal and Community Services	
Education	69%
Health Services	85%
Community Services	76%
Motion Picture, Radio and Television Services	81%
Sport and Recreation	58%
Personal Services	68%
Other Services	83%

Nelson has generated by far the greatest share of recent employment growth in the Region. Nelson contributed 65% to the combined Nelson City and Tasman District employment growth between 2000 and 2007, (whereas it only provided 58% of total employment and housed only 50% of the combined area's residents). This analysis showed Nelson is specialising in providing 'high level' retail and community services and basic business services for the Region. The Sectors where Nelson created more than its 65% share of employment growth were:

- Other Business Services - 590 jobs (69% of the Region's growth)
- Community Care Services - 660 jobs (82% of the growth)
- Allied Health Services - 415 jobs (87% of the growth)
- School Education - 300 jobs (when jobs declined in Tasman)
- Clothing & Soft goods Retailing -.220 jobs (73% of the growth)

This analysis confirms Nelson's important role in providing 'higher level' retail and community services for the Region. (The growth in School Education is particularly interesting and partly reflects foreign students attracted to English language schools, Nelson College and Nelson College for Girls). This analysis also points to the important role Nelson plays in providing business services (particularly employment, office, security services) for the wider Region's businesses. However, there were employment growth sectors where Nelson failed to achieve its 65% share of employment growth over the last 7 years. These were in:

- Cafes & Restaurants - 370 additional jobs in Nelson (only 62% of the Region's growth)

- Construction Trades - 280 jobs (64% of the Region's growth)
- Builders' Wholesaling - 235 jobs (64% of the Region's growth)

Nelson only missed out marginally on maintaining its share of the Region's employment growth in these high employment growth sectors. Nelson may wish to stem the present loss of its Regional competitive position to the Tasman District in these high growth sectors. This is especially important for cafes and restaurants that by attracting increased patronage can attract increased trade for other specialist retailing in the Nelson City Centre.

#### 1.4 NELSON'S 'COMPETITIVE DISADVANTAGES' WITHIN THE SOUTH ISLAND

Nelson was unable to grow employment in some activities as fast as similar activities in the South Island as a whole (having adjusting for the overall economic growth taking place in Nelson). Nelson presently has 'competitive disadvantages', compared with the rest of the South Island, in:

- Food and Beverage Manufacturing ('competitive disadvantages' resulted in Nelson providing 25% fewer jobs than expected in this sector, resulting in Nelson creating 521 less jobs in this sector in Nelson from 2000 to 2007)

Nelson provided 241 (96%) less jobs than expected meat processing, (largely as a result of the decline in employment at the abattoir). Dairy products manufacturing employment fell in Nelson whilst it increased 32% in South Island as a whole. This resulted in Nelson having 43 less jobs than expected in dairy products manufacturing in 2007. Beverage manufacturing provided 43 (62%) less jobs than expected. Other Food Manufacturing (including sea food and confectionary manufacturing) provided 95 (6%) less jobs than expected. This is in stark contrast to fruit and vegetable processing which provided 53 more jobs than expected between 2000 and 2007 (increasing employment in Nelson, in the face of declining employment elsewhere on the South Island).

- Food and Drink Wholesaling provided 41% fewer jobs than expected in Nelson (creating 187 less jobs than expected in Nelson from 2000 to 2007 – probably because of the loss of employment in food manufacturing)
- Machinery and Equipment Manufacturing provided 15% fewer jobs than expected in Nelson (creating 66 less jobs than expected in Nelson from

2000 to 2007)

- Printing and Publishing provided 12% fewer jobs than expected in Nelson (creating 98 less jobs than expected in Nelson)
- Services to Agriculture provided 85% fewer jobs than expected in Nelson (creating 189 less jobs than expected in Nelson from 2000 to 2007).

These are all high employment growth sectors in New Zealand and in other advanced western economies. Therefore, Nelson would be well advised to seek ways to 'pro-actively' stimulate growth in these industries. Seeking to attract and grow new businesses in these sectors would be preferable to trying to grow jobs in existing Nelson businesses that need to reduce employment, or introduce labour saving technologies, to remain competitive (or trying to 'turnaround' existing Nelson businesses that may be uncompetitive and in long-term decline).

#### 1.5 IMPLICATIONS OF THESE FINDINGS FOR PLANNING NELSON'S 'CENTRAL CITY'

These findings indicate that the Nelson Central City, combined with the adjoining 'frame areas' could play particularly important role in Nelson attracting and growing high employment businesses important to the future economic and employment growth of Nelson and the wider Region. Nelson should focus on providing 'superior business environments' and 'business settings' in the Central City for growing:

- Business services
- Services to primary production
- Cafes and restaurants
- Specialised retailing
- Community care, and
- Allied health services

There are also significant opportunities for the existing Nelson Central City 'frame areas' to provide suitable premises to grow particular 'new economy' industries:

- Machinery and equipment manufacturing
- Printing and publishing
- Small-scale food industries

- Health, beauty and hospitality products

Nelson’s Central City industrial ‘frame areas’ could also be expected to continue to provide suitable premises for:

- Construction and development businesses
- Building and finishing trades
- Building products and builder’s supplies
- Household products and furnishings

It would be particularly beneficial if Nelson could ‘carve out’ for itself an international reputation for particular types of research and development and ‘new economy’ industries. The best prospects for Nelson to achieve international recognition in industries that reflect existing local competitive advantages, research and development, training and know how would be in:

- Environmental Engineering
- Water Quality and Toxicology Monitoring and Remediation Products
- Marine, Aquaculture and Fishery Equipment, Supplies and Products
- Application Specific, Computer, Scientific and Business Products
- Crafts, Gifts, Jewelry and Hospitality Supplies and Products
- Nutraceuticals, Health, Cottage and Designer Foods
- Medical, Health, Aquaculture and Veterinary Products

To realise these opportunities the Nelson Central City needs to focus on providing:

- Quality business settings
- Affordable, good quality business premises
- Superior business environments
- Superior employee environments, and
- Superior residential and recreational environments
- Specialised conferences and workshops.

These are essential for Nelson to attract and retain:

- New ‘business founders’
- Experienced ‘creative, technical, technology and trade workers’
- Leading edge ‘research and development and training, and
- These types of ‘new economy’ business investment.

The following sections explain how these factures can best come together, at particular locations, in the Central City of Nelson.

## 2.0 Projected Future Demand For Business Land and Space For Nelson

This section identifies the likely future demand for business and industry land and premises in Nelson City and the Tasman District and examines what this means for the future development and planning in the Central City.

### 2.1 THE REGION’S DEMAND FOR INDUSTRIAL LAND FOR 25 YEARS TO 2031

The future demand for industrial land was projected for the combined Nelson City and Tasman District, based on the existing economy employment ratios. This analysis indicated potential demand for 130 ha of industrial land for the 25 years to 2031. The main components of this industrial land demand were found to be:

The Regions Demand for Industrial Land for 25 Years to 2031.	
Food Processing and Production	17 ha
Light Industries	1 ha
Printing & Publishing	3 ha
Machinery & Equipment	3 ha
Clean Production	24 ha
Basic Materials Processing	6 ha
Basic Manufacturing	8 ha
Engineering and General industry	5 ha
Construction and Utilities	24 ha
Trades component	9 ha)
General Industry	52 ha
Wholesaling	26 ha
Transport	20 ha
Logistics	46 ha
Vehicle Sales	2 ha
Vehicle services	3 ha
Vehicle Sales & Services	5 ha

## Implications For Planning and Developing Nelson's Central City

The 'frame area' of the Central City traditionally accommodated these types of land uses. Many of these uses are now accommodated in new industrial estates away from the Central City, on lower cost land, with easier transport access, where there is room to expand and ample car parking. However, the remnants of many of these traditional industrial land uses have remain in the 'frame area' of the Nelson City Centre, to the west of Rutherford St, and in the Vanguard St and St Vincent St area, towards Gloucester St.

This provides a relatively poor image for the 'western entrance' to the City Centre as the residential environment quickly degrades to poor quality industrial and vehicle services areas. These degraded 'frame areas' of old land uses, with their large sites, then attract 'out-of center', and 'bulky goods' retailing, that is beginning to occur in Nelson. These land uses prevent the transition of these 'frame areas' closest to CBD to 'affordable', good quality business premises, necessary to incubate and grow 'new economy' businesses that provide better employment prospects and greater potential retail trade for other Central City businesses. (1)

There are important high employment, 'new economy' activities that favor locations close to the Central City, provided they have reasonably high amenity, and are not blighted by existing land uses or by the prospect of incompatible activities locating nearby. These activities include specialized research and development; computer services and business services; the assembly of technology based products other technology based businesses; and environmental business requiring flexible, utilitarian premises with a potentially high office component. These activities could easily be attracted to the Vanguard St and St Vincent St area if there were high amenity locations,

*(1) There is sometimes a concern about the loss of such industries and vehicle services from the Central City.*

*These activities need to be accommodated in other industrial areas, in Nelson and the Tasman District, where they will be closer to growing residential areas, otherwise their sites can not be released for higher order, higher employment, 'new economy' land uses.*

*I do not foresee any 'sustainability issues' from relocating these activities out of the Central City to new industrial areas close to where people live, especially when the need for such services is very infrequent.*

*There may be some loss of convenience for central city workers by locating these activities further away from the Central City.*

*This loss is more than offset by these uses being located at more Regionally accessible locations, closer to residential growth areas, and the benefits of improved amenity, reducing physical blight and releasing this Central City land for 'future orientated', higher order, high employment, 'new economy' land uses.*

with clusters of suitable good quality, flexible, affordable, new premises in landscaped business settings.

Many of these businesses are attracted to 'environmentally responsible' developments, and 'low energy' premises with a 'low carbon' and 'low greenhouse' 'footprint'. Solar heating, solar power, water harvesting and recycling, waste recovering, intelligent buildings and passive design elements creating comfortable, attractive, low energy consuming working environments add to the attraction of such premises. The benefits to these activities of being close to the Central City include proximity to clients and business services, opportunities to host and entertain clients and the ability to attract and retain key staff (because of the quality and range of health and fitness, recreation and entertainment opportunities nearby; the ability to pursue personal interests, and the variety of nearby personal and retail services). Improvements to open spaces are important for informal recreation; to enable employees to socialize and recreate before and after work and during breaks, and for businesses to host events and celebrate successes.

The 'quality of the working environment' can be considerably enhanced for employees by 'street landscaping', local 'pocket parks', and 'bikeways' accessing environmental areas and safely linking these work places to nearby recreational and residential areas and to the CBD. Releasing the Vanguard St and St Vincent St area close to the Nelson CBD for these uses will require emphasis on 'promotional planning, releasing existing sites, constructing 'demonstration projects', and introducing land use and design controls to prevent incompatible land uses locating nearby.

Small-scale clean production, storage and service trade activities could be attracted to similar flexible, affordable, utilitarian premises developed further away from the CBD. There would also be good prospects to provide studio space and small-scale showrooms and designer retail showrooms on the major, highly trafficked streets leading in to the CBD.

## 2.2 GOODS AND SERVICES NELSON PRESENTLY PROVIDES TO OTHERS

Investigations for this study found that 71% of Nelson's 2007 employment was a result of the demand from Nelson's own businesses and population. However, at least 29% of Nelson's employment (7,170 jobs in 2007) came from providing goods and services to visitors and markets beyond Nelson. The activities in Nelson providing greatest employment from serving tourists and external markets were:

#### In Manufacturing:

- Seafood, Confectionary and Other Food Manufacturing – excluding meat, dairy, bakery and beverages (1,240 additional Nelson jobs from serving non-resident markets)
- Publishing (253 jobs from serving non-resident markets)

#### In Wholesaling:

- Food and Drink Wholesaling (191 jobs from serving non-resident markets)

#### In Retailing:

- Specialist Food Retailing (171 jobs from serving non-resident markets)
- Furniture, Household and Appliance Retailing (150 jobs from serving non-resident markets)

#### In Hospitality:

- Accommodation (313 jobs from serving non-resident markets)
- Cafes and Restaurants (251 jobs from serving non-resident markets)
- Air Transport (243 jobs from serving non-resident markets)

#### In Transport:

- Services to Water Transport (196 jobs from serving non-resident markets)

#### In Business Services:

- Scientific Research (220 jobs from serving non-resident markets)
- Development Professionals – including architects engineers and surveyors (164 jobs from serving non-resident markets)
- Computer Services (107 jobs from serving non-resident markets)
- Other Business Services – employment, office, security (137 jobs from serving non-resident markets)

#### In Community Services:

- School Education (673 jobs from serving non-resident markets)
- Hospitals and Nursing Homes (420 jobs from serving non-resident markets)
- Allied Health Services (428 jobs from serving non-resident markets)
- Community Care Services (121 jobs from serving non-resident markets)
- Interest Groups – employing staff (187 jobs from serving non-resident markets)

### Implications For Planning and Developing Nelson's Central City

In order to grow Nelson's economy by serving visitors and external markets, Nelson needs to provide 'superior business settings' and 'suitable premises' to attract and grow:

- Clean Production (in particular for food manufacturing and publishing)
- Small Business Services (in particular for scientific research; architects engineers and surveyors; computer services and employment, office, and security services)
- Small Community Services (in particular for allied health and community care services and interest groups employing staff)
- Specialised Retailing (in particular, specialized food retailing, cafes and restaurants and furniture and household appliance retailing)
- Community Services (in particular, community care and allied health services and interest groups employing staff)

Clean Production – requires suitable premises in high amenity, clean industrial areas where compatible clean businesses can cluster.

Small Business Services – require 'good quality' affordable premises. The development professions (architects engineers and surveyors) prefer to cluster together close to the City Centre, with many preferring to convert to their business use, good quality residences, they can afford to own, in high amenity residential areas close to the CBD. Scientific research, computer services and employment, office, and security services frequently prefer more utilitarian premises in industrial areas close to the Central City)

Specialised Retailing – prefers to cluster in order to attract more customers. Specialized food retailing and cafes and restaurants often prefer to locate along high volume pedestrian routes adjacent, or close to, the 'retail heart' of the CBD. Furniture and household appliance retailing frequently prefer larger sites, with adequate car parking, on major traffic routes into the CBD)

Community Services – frequently prefer ground floor 'affordable' office space along 'retail frontages' on major pedestrian routes close to the 'retail heart' where they will close to clients frequenting CBD. (However, community and special interest groups often locate on cheaper upper floors and in affordable commercial parts of the Central City).

## 2.3 SERVICES THAT THE REGION PRESENTLY FAILS TO PROVIDE FOR ITSELF

It is estimated that Nelson City and the Tasman District presently have a combined shortfall of over 8,000 jobs because of goods and services that are provided from outside the Region. Their combined employment would have been 19% higher in 2007 if they met more of their own resident and business needs. The major business services that are presently provided from outside the region are:

- Legal and Accounting Services (390 less jobs than expected)
- Banking, Building societies and Credit Unions (270 less jobs than expected)
- Other Business Services – employment, office and security services (231 less jobs than expected)

### Implications For Planning and Developing Nelson's Central City

There are good prospects for the Nelson Central City to attract new businesses that presently provided services from outside the Region.

- Legal and Accounting Services - require relatively good quality office space in highly accessible, 'high amenity' business settings close to the central city (smaller businesses of this type frequently prefer converting residences that they can own on the fringe of the commercial area, whilst larger businesses require larger office premises close to 'commercial heart' of the CBD)
- Banking, Building societies and Credit Unions – require their own premises in, or on major routes into, the 'retail heart' of the CBD.
- Other Business Services – require more 'affordable premises' as close as possible to the commercial parts of central city. Therefore they often occupy converted industrial, warehousing and storage premises and more utilitarian premises developed in the industrial 'frame' areas around the Central City.

## 2.4 THE LIKELY FUTURE DEMAND FOR 'BUSINESS PREMISES'

Over the 25 years to 2031, the greatest demand for 'business premises' in the Nelson City/Tasman District can be expected to come from:

- Business Services – requiring at least 16,400 sq m of office space
  - 33% from employment, office and security services requiring

'affordable premises' as close as possible to the commercial parts of Central City

- 17% from legal and accounting services requiring good quality office space in highly accessible, 'high amenity' business settings close to the Central City
  - 11% from architects engineers and surveyors preferring to cluster in 'good quality' premises, in 'high amenity' and 'residential' settings close to the City Centre
  - 6% from science and technology companies and 4% from computer services requiring flexible, 'more affordable', often 'utilitarian' premises close to Central City employee facilities and services.
- Medical and Allied Health Services – requiring at least 6,700 sq m of mainly ground floor space near the hospital and 'retail centre's'.
  - Financial Services – requiring at least 2,000 sq m mainly ground floor, 'retail frontage' space in the region's 'retail centre's'.
  - Services to Agriculture – requiring at least 3,000 sq m of office space, most of which could be in industrial areas.
  - Services to Transport – requiring at least 2,500 sq m of office space, most of which could be in industrial areas.
  - Printing and Publishing – requiring at least 2,700 sq m of space, 90% of demand will come from publishing that will require 'affordable' office space that could be in industrial areas.

### Implications For Planning and Developing Nelson's Central City

The overall demand for office space in the Nelson City/Tasman District is projected to be at least 42,400 sq m (gross floor area) over the 25 years to 2031. At least 29,000 sq m (68%) of this projected office demand is likely to seek Central City locations.

- 11% of this Central City demand is projected to be for prestige office space, requiring prominent CBD locations (3,200 sq m gfa).
- 25% of this Central City demand is projected to be for more modest medium quality office space, (7,200 sq m gfa).
- 64% of this Central City demand (18,600 sq m gfa) is projected to be for good quality, 'affordable' small business premises, of one or two storeys, needing to be clustered in 'high amenity' settings that provide a 'credible business address'.

Some 2,500 sq m of this future office demand will come from office activities



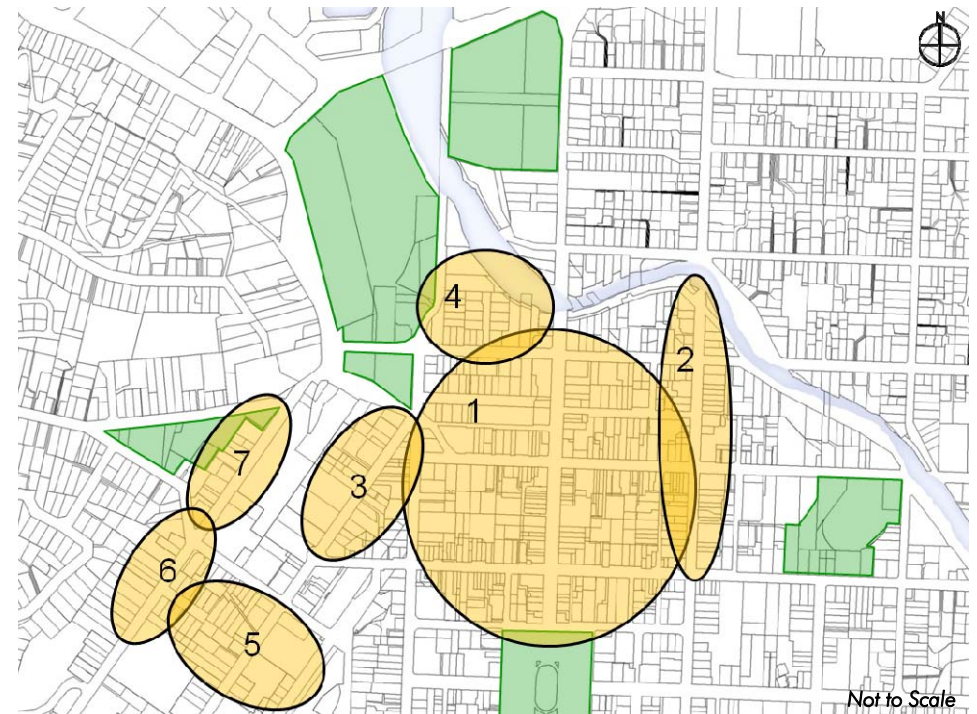
requiring 'ground floor' 'retail frontage' office space. These offices can be expected to occupy at least an additional 150 linear metres of 'retail frontage' in the 'retail heart' of the Nelson CBD by 2031.

### 3.0 Where These 'Business Ecologies' Best Fit Within The Central City

These sources of potential demand are best accommodated in different parts of the Nelson Central City because of their business needs, development economics and the potential for areas to incrementally transition to attract these activities. The Nelson Central City offers a unique opportunity to create seven complementary, future orientated 'Business Precincts' (Figure 3.1):

1. The 'City Core'
2. The Eastern 'Professional Area'
3. The Western 'CBD Transition Area'
4. The Northern 'CBD Transition Area'
5. The Western 'Environmental Clean Production' Area
6. The Gateway 'Showroom and Service Trades' Areas
7. The 'Pioneer Park Mixed-Use Village' Area

**Figure 3.1 Nelson's Seven Strategic Future 'Business Precincts'**



The following sections explain these precincts, their 'business ecologies' and the types of premises and business each precinct could expect to attract.

#### 3.1 THE 'CITY CORE'

Running from Halifax St. to Selwyn Place from Collingwood St to Rutherford St, with more expensive land and its 'retail heart' and 'entertainment districts'. This is the natural location for government administration and community services and for the larger corporate offices.

#### 3.2 THE EASTERN 'PROFESSIONAL AREA'

Running from Collingwood St to the Maitai River, with the law courts and existing professional areas. This is the natural area to continue to grow Nelson's professional, health and medical services. This will require unlocking the area by bringing new areas 'into play', including allowing the conversion of



existing pockets of (non-character area) residences to business use, with the possibility of eventual redevelopment into small office buildings.

### 3.3 THE WESTERN 'CBD TRANSITION AREA'

Running from Rutherford St to the Vanguard St frontages, from Gloucester St to Haven Rd with its existing car yards, industrial and storage buildings. This area offers the best prospect to provide good quality, 'affordable' new office space, and to attract research and development and technology based businesses; computer services and other business services to suitable, flexible new premises in high amenity, landscaped settings within 'convenient walking distance' of CBD.

#### Visual References 'Affordable Small Office Precinct'



### 3.4 THE NORTHERN 'CBD TRANSITION AREA'

North of Halifax St, west of Trafalgar St, with its potential stunning northern Maitai River aspect, and proximity to the CBD and Rutherford Park. This area offers an exceptional longer-term opportunity to develop clusters of exceptionally good quality, small office space in an amazing, high amenity, landscaped riverside setting, within 'convenient walking distance' of CBD. This location would be especially attractive to smaller corporate offices, successful local businesses and 'new economy' creative, information, and technology based businesses.

#### Visual References 'Quality Small Office Precinct'

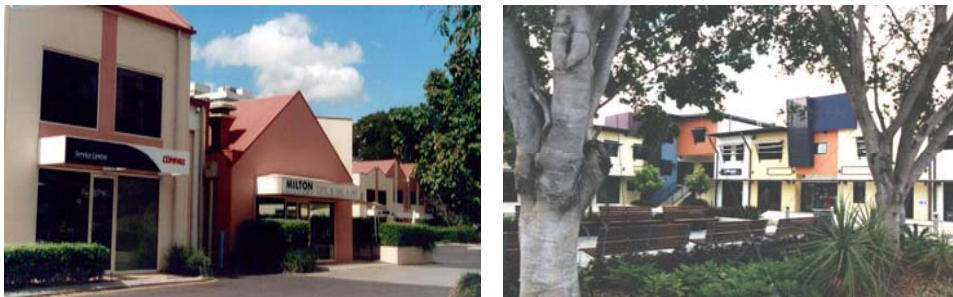


### 3.5 THE WESTERN 'ENVIRONMENTAL CLEAN PRODUCTION' AREA

Running from Konini St to St Vincent Street, south from the properties with Gloucester St frontage. This area provides the best opportunity for Nelson to incubate, attract and grow small-scale environmental, R& D and technology based manufacturing, assembly and other 'clean production' activities (such as small-scale marine, medical, pharmaceutical, veterinary and health products and equipment, special dietary, nutraceutical and cottage food industries). This would require developing clusters of suitable good quality, flexible, affordable, more utilitarian premises in high amenity settings, and attracting

'environmentally responsible' developments with low energy and low greenhouse 'footprints'.

### Visual References 'Technology Business Incubation'



### 3.6 THE GATEWAY 'SHOWROOM AND SERVICE TRADES' AREAS

Fronting St Vincent St, these locations offer important opportunities to lift the quality of the business premises along these highly trafficked 'gateway routes', by taking advantage of the high volumes of potential passing trade. These locations offer the prospect of developing good quality flexible, designer buildings that can easily transition between showroom, retail showroom, service trades, office and technology uses

### Visual References 'Small Showrooms and Service Trades'



### 3.7 THE 'PIONEER PARK MIXED-USE URBAN VILLAGE'

The land fronting St Vincent St, north of Washington Rd, offers an important

opportunity to locate new showroom and small retail showroom space close to Central City and to develop the area behind, fronting Pioneer Park, later with high quality, low-rise mixed-use developments (Figure 3.8). The opportunity could be created to improve the depth and connectivity of Pioneer Park where it narrows along Hastings St.

### Visual Reference 'Small Mixed-Use Developments' 'Village Atmosphere'



## 4.0 Technology Based Business And Recreation Visitor Attraction

The two major sources of economic and employment opportunities identified for Nelson, beyond providing goods and services to local and Regional businesses and residents, are to be found in:

- Nelson's Research and Development and Specialised Training, and
- Nelson's ability to attract Recreational Visitors and Sporting Events

This Section considers how Nelson, and its businesses can best benefit and how the Nelson Central City can best support these important future 'economic and employment drivers'.

### 4.1 OPPORTUNITIES PRESENTED BY RESEARCH, TRAINING AND CONFERENCES

Nelson has particular 'Research and Development', and 'Training' specialisations in:

- Jewelry and creative crafts
- Social work and life skills for the disabled
- Wellness, health and nursing
- Fishing and aquaculture

- Marine engineering
- Water quality
- Environmental assessment and monitoring
- Environmental engineering
- Park ranging
- Beneficial use of algae, toxicology and bio-fuels
- Fruit, vegetable and fish products
- Specialized and natural food and health products

It is important for Nelson to provide the necessary personal development, residential, recreational, cultural and business opportunities to attract new business founders, high net worth individuals and those with the experience and scarce business, technical, technology and trade skills necessary for the Nelson-Tasman and adjoining Marlborough Region to develop and grow these important future 'economic and employment drivers'.

We know a great deal about what is required to attract these individuals and life style groups and their families. The following Sections identify how the Nelson Central City could best provide for some of the most important opportunities. (These requirements go well beyond the scope of this project and Derek Kemp 'Prosperous Places' can help further with how Nelson can best attract and market itself to these individuals and their families).

The meetings, incentives, conference and events ('MICE'), specialized and short course education and training, and the wedding, receptions, advertising and corporate events markets are rapidly growing. These provide important opportunities for local businesses, suppliers and services, and to grow local employment. The importance of Nelson 'carving out' for itself an international reputation for particular types of research and development and 'new economy' industries was raised earlier.

Conferences, meetings, short courses, workshops and training initiatives provide the opportunity to promote and cement this reputation in key areas where Nelson already specializes, or is developing specialisations.

Nelson's specialisation suitable for promotion and development through Conferences, Workshops and Training could include:

- Environmental Engineering
- Water Quality and Toxicology Monitoring and Remediation
- The Beneficial Use of Algae, Toxicity and Bio-fuels
- Marine Engineering

- Aquaculture and Fishing
- Crafts, Gifts, and Jewelry Skills, New Materials and Technologies
- Nutraceuticals, Health, Cottage and Designer Foods
- Wellness, Health, Fitness and Veterinary Products
- Social Work and Life Skills for the Disabled
- Visitor and Sporting Events Management and Attraction
- New Materials, Technologies & Equipment in Each Specialisation
- Computer Applications in Each of These Specialisations
- Development of Business Skills In Each of These Specialisations

Holding regular conferences and workshops and short courses on these topics important to Nelson's economic future would clearly help Nelson to establish an enviable international reputation and promote itself as a 'hot spot' for these activities. This reputation would clearly be enhanced if Nelson deliberately sought leading national and international experts as guest speakers and invited leading government and business people with a broader industry perspective to participate in these courses, conferences and workshops.

Blenheim is already benefiting from having major conference venues that Nelson presently lacks. It is therefore especially important that Nelson City Council is supporting the development of new conference and workshop venues and the growth of specialised NMIT education and training in the City Centre. However, the most important local business benefits come from persuading conference and meeting attendees, sporting and recreational visitors and those attending workshops and training in Nelson to:

- Bring their families, colleagues and friends to spend time in Nelson,
- Move about the Central City, in the mornings, evenings and during breaks, and
- Spend more time in Nelson before and after the conference, workshop, training or sporting event.

This is vitally important if these visitors are not to become 'captive' to the venue throughout the period of the event, and then immediately going home, resulting in far fewer benefits to local Nelson businesses. Local researchers, businesses and business people would also benefit from exposure to the latest knowledge, international contacts and meeting and conversing and sharing opinions and views with leading edging proponents in their own and related fields.

This will require providing opportunities beyond the conference and training venues for these people to informally meet and interact (such as a 'country club' which acts in the same way as a 'university staff club' for hosting visitors



and promoting informal socialising leading to confidential, 'business specific' knowledge transfer, and more opportunities for partnering, collaboration and joint ventures).

#### 4.2 OPPORTUNITIES AND DIFFICULTIES FACED BY NELSON'S TOURIST INDUSTRY

Nelson-Tasman is the only region in New Zealand that has three National Parks, including the renowned Abel Tasman National Park. (2) However, Nelson and the broader Region's tourism industry do not benefit as much as they could from this advantage, because visitors to the parks do not stay over long, and frequently move on during periods of inclement weather.

The average international and domestic visitor spends only 3.4 nights in the region. International vacation visitors stay on average only 2.2 nights. Domestic vacation visitors spend longer, on average 4.6 days in the region but those visiting relatives and friends only spend 2 nights in the region (although international travelers visiting relatives and friends stay on average of 8.2 nights in the region). The longer a visitor stays the greater the opportunity they have to spend on local goods and services, and the greater income for local accommodation. However, there are few accommodation benefits from visitors staying with family and friends. Domestic and international visitors typically spend only half as much as business visitors, and business conference visitors and conference delegates typically spend twice as much as typical business visitors making them an attractive visitor market. It is important to appreciate that the high quality recreational opportunities that local residents love, are the same as those that attract tourists and visitors, and are also attractive to 'new economy' creative, technology and knowledge workers and their families.

#### 4.3 OPPORTUNITIES THAT WOULD 'BEST BENEFIT NELSON'S CBD BUSINESSES'

The following Sections identify how the Nelson Central City can best benefit from these opportunities. (However, how best to realize these opportunities goes well beyond the scope of this project. Derek Kemp 'Prosperous Places' could help Nelson to best understand, market itself and benefit from these opportunities).

Nelson City Council has committed to developing its Performing Arts Centre

(2) Most of the factual information in this Section has been drawn from the 'Nelson-Tasman Economic Development Strategy', prepared by John Cook and Assoc, for the Nelson Economic Development Agency (December 2007)

and is supporting the development of an adjacent conference and workshop venue in the City Centre. This provides a major opportunity to attract residents, local business people and more business visitors and their families to the City Centre. These need to be encouraged to 'move around' the City Centre on foot, thereby harnessing the 'movement economy' to create 'passing trade'.

It would be particularly beneficial to run workshops and meetings at Central City venues to attract local business people and creative and technology and professional people from different backgrounds to meet, interact and travel on foot around the Central City. The opportunity should be taken to provide shared workshop, meeting and training rooms and a boardroom with a kitchen and bar for 'time-share' use by existing small businesses and businesses in the new 'small office' precincts that can't not justify, or afford, to provide these facilities for themselves. This need could be met by including such space in a new central city council library. Alternatively it could possibly be realized by the adaptive re-use of the former 'Military Barracks' (that could possibly could also be converted into a small business incubator, for new 'start-up', creative, technology and office based businesses).

Short contract, and newly arriving, professionals, technologists, health and knowledge workers and visiting academics and researchers, frequently prefer good quality, short-term serviced accommodation, in preference to more extended stays in motel and hotel visitor accommodation. Opportunities could be sought to provide such accommodation. One opportunity would be to refurbish the 1904 Heritage Building as a business 'country club' to meet this need for short-term serviced accommodation and to encourage casual meetings between local, newly arriving and visiting contract workers, professionals, technologists, health and knowledge workers, academics and researchers.

The Nelson City Council is also committed to developing regional sports fields that will attract more visitors and their families to regional sporting events. There is a significant opportunity to attract these recreational, national park and sports visitors to stay longer by visiting the CBD. The difficulty faced by Nelson, is that its major attractions are not readily visible, or easily accessible by visitors; do not focus on the Central City, and do not draw custom to the 'retail heart' of the CBD. However, there are some relatively simple, low cost initiatives that could help Nelson to begin to address these difficulties.

The basic aim should be to create at least four attractions, focused on the Nelson CBD, that will each actively engaged different age groups for at least

one and half hours each. This will create the greatest prospect of converting these recreational and sports visitors into higher expenditure and longer stay, overnight visitors. Such attractions would also encourage local residents to more frequently visit the Central City, with visitors, families and friends - especially during weekday evenings, school holidays and weekends. Nelson's parks and reserves also need to be managed and developed to support weddings and receptions; photo shoots and advertising, and corporate events.



#### 4.4 RECREATIONAL AND VISITOR ATTRACTIONS TO ENHANCE CITY BUSINESS

The following 'place based' opportunities would help the Central City become a 'special place' that attracts 'new economy' workers and 'new business founders', and their families to Nelson, and attract more of the Region's residents, recreational and sports visitors to visit the Nelson CBD for longer.

- A Safe 'Pre-school Play Area'. Where parents and minders can regularly bring pre-school children and watch them play in a safe environment, when they relax, want to get away from home or during and after shopping.
- A Themed, 'Family Adventure Play Area'. Where families come regularly and bring their children and visitors to relax and play and when they want to 'get-a-life' away from home. With BBQs for residents, visitors and weekend use.



Three possible locations have been identified for such a Themed, 'Family Adventure Play' Area:

1. The motel site near the new Visitor Centre (taking advantage of the natural concentration of visitors, its car park and coach set down and the northern river frontage. Possibly integrated into a low-rise craft and café precinct with offices above. (With skate and bike hire for visitors). Possibly including a Safe 'Pre-school Adventure Play Area'.
2. The Council 'Bridge Street' land and Riverside Pool gardens. (Using part of the cul de sac to provide a landscaped pedestrian link to the riverside lands). This has the advantage of providing a direct connection to the Suter Art Gallery and Queens Gardens (but this location has the disadvantage of difficult direction finding proximity to bars and accessing Riverside Rd parking).
3. The land adjacent to Queens Gardens with frontage to Bridge St. This offers the prospect of being integrated with the Queens Gardens and Suter Art Gallery precinct (but has the disadvantage of lack of visibility due its location and depth of the land, with limited Bridge St frontage). The alternative location at Rutherford Park is considered inferior to all



the above because of the probability that it will become a 'drive-to' destination and because of the difficulties of attracting visitors as pedestrians from there into the CBD. Although, the land in Rutherford Park fronting Halifax St and ANZAC Park could be considered. This land would have improved prospects for such use in the longer term if the Woolworths and Council Library sites were redeveloped for the exceptional riverfront businesses recommended in Section 4.3) The alternative location of Trafalgar Park is considered inferior to all the above because of its location, its better use as formal gardens, with opportunities for relaxation and informal recreation to support the proposed new office precinct, and because of the difficulties of attracting visitors as pedestrians between there and the CBD.

→ 'Teenage Adventure Playground'. With a skate 'board bowl' and skate board 'trails' linking it into the Central City. (Preferably designed in consultation with local teenagers) The existing skate bowl should be linked by skateboard, walking trails and bikeways to the CBD. (But this location will still tend to attract young people and families away from the CBD). An important longer-term opportunity exists to provide a skate bowl, skateboard trail and landscaped walkway from the riverside parklands alongside Paru Paru Rd to the proposed redeveloped office area and Council library land between the Maitai River and Halifax St.



→ 'Disabled-Friendly Play Areas. With sensory experiences for the sensory and physically impaired (with 'disabled friendly', BBQ areas, benches, toilets etc). This would also complement Nelson's training specialization in developing 'Life Skills' for the Disabled. This could perhaps best be located in the riverside parklands. (The alternative of Rutherford Park

has difficulties of pedestrian and wheelchair access to the CBD)

→ 'Family Water Park'. With 'water play' features for young children. (Using recycled water, demonstrating oxygenation, electro-ionisation of pathogens and UV water treatments). This could best be located in the riverside parklands.



(Rutherford Park, close to Halifax St and Paru Paru Rd would be another, possibly safer, possibility, although this location presents problems for pedestrian access to the CBD)

→ Formal Gardens, With Informal Recreation Spaces. ANZAC Park should be retained as formal gardens, with a large grassed area suitable for weddings and temporary corporate events where:

- Where workers can come to relax and recreate before and after work and during breaks.
- Where young knowledge workers from the Western 'CBD technology and business areas' can informally throw a Frisbee, kick a ball, or play touch football or volley ball.
- Where businesses can erect tents and hold events.
- Where workers and businesses can come to celebrate completed projects, and individual or business successes.

→ Fitness Tracks and Trails that will attract residents, workers and their families to the Central City before and after work, and week ends. Thereby further energizing the City Centre early on weekday mornings,

on weekday evenings and weekends. Thereby also extending the 'profitable trading hours' of local cafes and street traders. These could be linked together into loops focused on the CBD (encompassing Rutherford Park, Trafalgar Park and running along the Maitai River side and up to the marina).

- Special 'Open Air' Events Space. Large parades, shows and events need extra outside space (such as the 'kite festival'; caravan, camping, art and vintage car shows) bring more overnight visitors to Nelson.



Rutherford Park is the best location for such large 'open air' events that attract large crowds. (This is clearly preferable to Founders Park, due to the difficulty of linking these events to the Nelson CBD unless there is a heritage train or other unique high frequency 'people mover' linking Founders Park to the CBD)

- Interactive Art Works and Story Telling. The arts culture of Nelson and its fishing, Maori and timber history could be used to create unique adventure play ground community art sculptures and features that children will want to 'play on' and visitors want to be 'photographed beside'. This will reinforce Nelson's 'unique identity' and help promote the City as a 'visitor destination'.

Such features also provide opportunities for visitors and strangers to strike up conversations, resulting in new friendships, café and restaurant custom and longer stays.



- Service Clubs and Special Interest Groups. Venues for service clubs and special interest groups are best located in the CBD where they can attract most tourists and recreational visitors. Where local residents, business people, and employees, temporary residents, business visitors and recreational visitors and tourists will meet others with similar interests stay on in the Central City. Thereby increasing the prospect of greater retail trade and impulse purchases. (Care should therefore be taken in deciding which community and special interest groups are offered space in Founders Park, because this location offers less prospect of support for City Centre businesses)

- After School and Private Tutoring Activities. Venues for these activities are best located in the Nelson CBD. (In preference to suburban venues, where children are dropped off, parents drive home only to return to pick up their children later and then drive straight home).

CBD retailers can benefit most if private education, weekend and after school activities (such as ballet, swimming, dance, music and martial arts) are held in the CBD. This will keep parents, partners and families in the CBD which will increase impulse spending and extend 'profitable trading hours' - especially if parents bring other family members and friends and then 'stay on' (frequenting nearby cafes, restaurants, entertainment and shopping venues). Encouraging social interaction when parents wait for their children is also important for 'social capital building' where people 'help out' once they meet frequently for long enough to learn of each other's needs.

- Bike Trails and Loops. Six different mountain bike trails and bike 'loops' can be identified, directly accessible from the Nelson CBD, that would keep visitors, residents, families and friends occupied for at least 1.5



hours. These include the Maitai River, Tahunanui Beach and Harbour Trails and possible Riverside Trails on to the 'Boulder Bank'; to Queens Gardens and on to The Centre of New Zealand; trails past Guppy Park (with its skate board bowl) and Neale Park to Founders Park, the Miyazu Japanese Garden and the Whakatu Marae; the 'Old Railway Reserve Trail' (leading to the old MACs Micro Brewery, with connections to Stoke, a loop to Tahunanui Beach and a loop to the WOW Museum and through to Richmond); and a trail to the Brook Waimarama Sanctuary (with a detour to Eureka Gardens) and the Historic Railway.

- Walking Trails and Loops There are also important walking tracks and walking loops that could be identified that could start from the CBD that will keep visitors, residents, families and friends occupied for at least 1.5 hours. These could include Riverfront, Harbour, 'Farmers Markets' and future 'Fish Market' Walks (where you can try different types of fish); 'Park Walks' between unique, new 'adventure play grounds' located in different Central City parks; self-guided 'Heritage Walks' and guided day and night 'Walking Tours' (possibly run from the Museum); 'Good Wine and Dining Walking Tours' (where visitors walk between different venues for different courses, pre and post-dinner drinks and entertainment); walks to Tahunanui Beach (with way stops on Rocks Roads and the Cliffs Lookout); a 'Gardens Walk' taking in Queens Gardens, the Chinese Gardens and the Miyazu Japanese Garden near the Whakatu Marae); the walk from the Centre of New Zealand along the ridge top, down to Founders Park (where they could have lunch or morning/afternoon tea there and either walk back - or get the train back); the 'Grampians Walk' up Trafalgar St behind the Cathedral, or up Collingwood St, to gain access into The Grampians (with opportunities for cafes and craft houses on the route - perhaps Melrose House could be promoted as a way house for people to rest, get refreshments and get directions).

There are opportunities to further develop and landscape these trails and loops with better/safer paving, more streetscape landscaping, rest stops, shelters and lookouts. Each of these walks should start from the CBD. (These walks could also be combined with the biking trails if there were secure bike racks and lockers at each walking trail 'way point' and destination)

- Community Art in Local 'Place Making'. A unique 'point of difference' for Nelson could be provided by local story telling and local cultural and

economic history told by 'sculpture walls', 'community art' and 'engravings' at way points, stops, lookouts and destinations.

Designated 'way stops' on these walking and bike trails could be identified by unique seating, street furniture and 'community art' (celebrating the historic, economic, cultural or natural heritage of Nelson or the location).

## 5.0 Possible 'Ways Forward' For Economic and Employment Initiatives

The following Sections identify the possible ways forward for advancing these Economic and Employment Initiatives in the Nelson City Centre.

### 5.1 VISION, MARKETING AND PROMOTION

- Prepare a Precinct Promotion and Marketing Vision for The City Centre – promoting particular land use, types of activities and types of future development desired in each precinct. (Equivalent to Wellington's marketing and promoting its different retail precincts)
- Prepare 'Opportunity Profiles' to market and promote Nelson's future orientated economic specialisations. (Including fishing, aquaculture, environmental engineering, water quality and algae based science, health and wellness and arts clusters, conferences and workshops)
- Establish an 'Investment and Business Outreach Program'. (Whereby targeted businesses can be identified and approached; and those interested in moving to Nelson can be introduced to appropriate local civic, business and research leaders, register their interest and be linked into local networks, opportunities and 'turn-key' developments)
- Establish a 'Skilled and Expatriate Family Outreach Program'. (Whereby targeted new business founders and those with experience and specific scarce technical, technology and trade skills, can be identified, and they and their families introduced to Nelson's business, work, living, health, education opportunities; life style and quality of life)
- Consider how ANZAC Park and Victory Park and Pioneer Park Can Best Contribute to Creating 'Superior Business Settings'. (ANZAC Park as formal gardens for photo shoots, informal recreation, socializing,

business networking, BBQs and other temporary corporate events; Victory Park and Pioneer Park as mixed-use, 'urban village' settings)

## 5.2 PLANNING, DESIGN AND DEMONSTRATION PROJECTS

- Commission Design Studies For Demonstration Projects on Key Sites - to interest owners in the types of developments sought
- Prepare 'Opportunity Prospectuses' to market and promote the use of key sites and the development of demonstration projects – including environmentally credentialed developments. (In collaboration with private sector owners and developers)
- Identify, affordable Low Environmental Footprint Building Products – promote these products and their use and provide workshops and training courses for tradesman in their use and seek to have them incorporated into demonstration projects. (Thereby also developing local knowledge of products and training local tradesmen in their use and enhancing the reputation and profile of Nelson for innovative environmental building and training initiatives)
- Consider Investing in Developing the First Demonstration Projects. (Including an environmentally efficient, small development in the Western CBD Transition Area, possibly on the land left over after Bridge St connects through to Vanguard St overlooking Anzac Park)
- Consider Introducing 'Environmentally Responsible Developments'. (Investigate how Council could require 'environmentally credentialed' developments in certain precincts. Investigate and promote 'environmental ratings' for 'commercial buildings'. Liaise with the real estate industry, investors and developers to develop and promote 'environmental credentialed' developments, in the Central City)

## 5.3 BUSINESS DEVELOPMENT AND NETWORKING

- Identify, market and promote 'Central City Conference and Workshop Venues'. (Including liaising with NMIT, the Hospitals, Cawthron and other research institutes, the fishing and timber industry, government Departments and agencies to hold meetings, training and workshops in these Central city venues – to encourage participants and their families to come to, more frequently visit, and move around, the Central City)

- Encourage After School Activities, Education, Health and Fitness Activities, Training and Interest Groups To Locate In The Central City. (To increase activity and attract families to the Central City, extending the 'profitable trading hours' of local businesses. The Central City should be favoured over Founders Park. Council could consider providing upper floor CBD space and frame area venues)
- Hold Regular Conferences and Workshops on Topics Important To Nelson's Economic Future. (Including leading national and international experts and invited guests so that Nelson gains a greater International reputation for these fields, and local researchers and businesses gain the benefit of leading edge knowledge and international contacts)
- Investigate the Potential of a 'Small business Incubator'. (Including shared facilities, a café and on-site mentoring programs, also providing extension services to other small businesses not located in the incubator. Possibly with a technology and craft business focus. Possibly using the Military Barracks building)
- Investigate the Potential of Providing a 'Country Club' for Business Visitors. (Providing short-term serviced accommodation for newly arriving and visiting contract professionals, technologists, health and knowledge workers and academics and researchers. With a café, restaurant, library and billiard/sports room and bar and small meeting venues. Where local business people, NMIT academics, and local medical staff, technologists and researchers are also welcome to encourage social and business interaction. Possibly using the 1904 Heritage Building. Could Melrose House be considered as an alternative for such short-term serviced accommodation?)
- Consider Relocation and Extension of The City Centre Library. (To provide business advisory and business networking and research services; 'time shared' business space, e-business training venues, a media and recording studio and to release the existing site, along with the supermarket site, for good quality, small scale office development)
- Consider A Craft Industry Centre and Incubator. (Where local artists and art groups and creative arts students could work together, learn and display their work. Where they would learn to market their wares and turn their interests into businesses. This could include a display of the

best of Nelson's crafts and a map/model and starting point for Nelson's art and craft trails. Consider combining with a new, expanded library. Possibly located with a unique new family 'adventure recreation attraction' located on the motel site adjacent to the existing i-SITE)

#### 5.4 VISITOR AND RESIDENT RECREATIONAL ATTRACTIONS

- Identify and develop Central City Attractions Capable of Attracting and Actively Engaging Different Age Groups for at least 1.5 hours each. (Consider where best to combine attractions in the Central City 'walkable catchment' for pre school children, school aged children, teenagers and young adults, mature and older visitors and families)
- Consider making this assessment a Mandatory Requirement for submissions for Council funding of future recreational opportunities
- Decide where to provide different 'Magnet Visitor Attractions' in The Central City. (Consider where an 'adventure play ground' for 'pre-school children' and large 'family adventure' recreational area are best provided within the Central City - four sites have been identified)
- Consider commissioning Unique 'Community Art' (Based on Nelson's cultural heritage, fishing and timber industries, aquaculture, environmental engineering, arts and crafts)
- Consider commissioning Unique 'Adventure Play Grounds'. (Based on Nelson's cultural heritage, fishing and timber industries, aquaculture, environmental engineering, arts and crafts)
- Identify and promote Bike Loops Starting From the Central City (Provide promotional material, a clear Central City starting point with parking, bike hire and facilities, signage, way markers and attractions along the routes. Considered regular family, educational and group rides and guided rides for visitors)
- Consider how best to link Skate Bowls with the Central City. (Consider signage, parking, walking, bike and skateboard trails to the existing skate bowl; and developing another skate bowl, with parking, walking, bike and skateboard trails within convenient walking distance of the CBD – a suitable location has been identified)
- Develop and promote Skate Board Trails From the Central City

(Providing promotional material, a clear Central City starting point with parking, skate hire and facilities signage with skill indicators, way markers and skill testing attractions along the routes)

- Identify and promote Walking Loops starting from the Central City (Providing promotional material, a clear Central City starting point with parking, bike hire and facilities, signage, way markers and attractions along the routes - including cafes such as at Melrose House as way stops activating the route behind the Cathedral. Considered regular family, educational and group walks and guided walks for visitors)
- Develop and promote Riverside Fitness Trails from the Central City (Providing promotional material, a clear Central City starting point with parking, signage with skill indicators, way markers and skill testing attractions along the routes. Considered regular family, educational and group fitness activities for residents, children, families and visitors).