Nelson Marina Strategy

PREPARED BY:
SLR Consulting NZ Limited
Company Number 2443058
PO Box 796 Auckland 1010

T: 64 9 363 9570
E: auckland@slrconsulting.com   www.slrconsulting.com

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GLOSSARY

AEE  Assessment of Environmental Effects
Berth  A boats allotted place at the marina.
BOOT  Build Own Operate Transfer
DBOO  Design Build Own Operate
Drystack  A facility for the dry storage of boats. Boats are stacked on racks, either covered or uncovered.
LTP  Long Term Plan
NCC  Nelson City Council
NRMP  Nelson Resource Management Plan
NZMOA  New Zealand Marina Operators Association Inc.
TOSSP  Top of the South Island Marine Biosecurity Strategic Plan
1 EXECUTIVE SUMMARY

The Nelson Marina area is a much used public area that has experienced a growth in recreational use by not only marina berth holders, but also other users such as sea sport enthusiasts, fishermen and motorised boat users.

Recent development of a walkway under SH6 has also encouraged people to enjoy the area as a walking destination.

However, the issues of congestion and over-crowding are significant contributing factors driving the Council’s focus on development for the area, to better utilise a limited space while providing for the needs of Nelson residents and visitors in the future.

Stakeholder engagement indicated that Nelson Marina is a valuable asset to the Nelson Community, both in financial terms, and in terms of the social value to the people who use and visit the marina and surrounding area.

The Nelson Marina Strategy will inform Nelson’s vision for the future of the Nelson Marina and sets out a ten year plan for improvements in the area. The purpose of this strategy is to understand issues relating to the Nelson Marina, to determine what Nelson City Council (Council) could achieve from any development and the best way to deliver developments in order to drive better outcomes for the Marina.

Nelson City Council proposes to transform the marina and the Akersten St area into a destination area for visitors and Nelson residents alike, optimising the use of valuable land and the marina asset for:

- Marina related hospitality, commercial and industrial activities;
- Safe boating & sea sport activities;
- Visitor focused services and activities;
- A cultural experience that is one of Nelson Marina’s points of difference; and
- Accommodation in keeping with current zoning limitations and the marina environment.

An extension of The City to the Sea linkage is proposed, which could incorporate experiences that reflect Nelson’s cultural heritage and is a gateway showcasing Tangata Whenua o Whakatu.

Recreational activities could be enhanced and made safer with the development of a new sea sport facility and separate non-motorised launching areas, along with a potential hospitality area and additional public spaces, seating and landscaping.

Future development of an unused area of land for marine industrial purposes, with clear delineation from recreational areas via landscaping, is anticipated to provide enhanced boat maintenance facilities.

By better utilisation of the prime land held by Nelson City Council, the Nelson Marina area is expected to be transformed into a vibrant recreational area, providing a home for many recreational sea related activities, and an attractive destination for diners and walkers alike; while continuing to be a hub for boating activity and generating financial benefits for the whole Nelson region.
2 THE NELSON MARINA STRATEGY

The Nelson Marina Strategy will inform Nelson’s vision for the future of the Nelson Marina and sets out a ten year plan for improvements in the area.

The purpose of the strategy is to

- Understand issues relating to the Nelson Marina;
- Determine what Nelson City Council (Council) could achieve from the Marina; and
- The best way to deliver developments in order to drive better outcomes for the Marina.

2.1 Nelson Marina Area

The area covered by the Nelson Marina Strategy is referred to as the “Nelson Marina Area” and can be seen in Figure 1.

Figure 1 Nelson Marina Area
3 BACKGROUND

Nelson is anticipated to grow by approximately 8% in the next 30 years\(^1\) and faces the ongoing challenge of ensuring infrastructure is provided to support new development areas.

Key issues facing Nelson include:

- An ageing population and smaller household size;
- Housing affordability;
- High cost of replacing infrastructure;
- Retail leakage from the city centre;
- Limited industrial land;
- Sea level rise, coastal erosion and flooding as a result of climate change; and
- Resilience of regional infrastructure such as the port, airport, water supply, wastewater and stormwater networks and transport routes, which may be subject to sea level rise.

Any proposed development of the Nelson Marina and surrounding area needs to take these issues into account.

Nelson is a popular destination for yachts and provides many opportunities for sea based activities. The sheltered marina, ready access to the waters of Tasman Bay and the Marlborough Sounds, excellent haul-out and repair facilities all add to the region's attractions of National Parks, beaches, arts, crafts, cafes, wine and outdoor activities.

The 14ha reclamation of the Akersten area in the mid-1980's included a new 38 berth marina – now the "Old Boat Harbour", a three-lane boat ramp, and a combined club facility building for the Iron Duke Sea Scouts, the Talisman Sea Cadets, and the Rowing Club. The reclamation was intended for recreational purposes although it now has considerable area provided for marina industrial and marine commercial activities. The club facility was opened in 1987, with the intention of encouraging locals to spend their leisure time on the water.

Nelson City Council (NCC - Council) runs the Nelson Marina with visitor berths and permanent marina berths up to 15m in length. The area surrounding the marina is mainly industrial and commercial, focused on providing marine services such as boat maintenance and sales. Utilisation of the marina is currently at approximately 96%, with the majority of berths held by Nelson locals and no set number of berths held for visitors.

Recent amenity improvements in the area include a walkway under SH6 as part of Nelson City Council’s to the Sea linkage, which has encouraged people to walk to the marina area, and has been well received.

A survey of marina users in October 2015 indicated that users felt the marina, and surrounding area, is currently under-utilised. A large area of land sits unused at the southern end of the reclamation and other Council owned areas, while well used, are not optimised either in terms of public amenity or return on investment.

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\(^1\) Nelson Population Projections January 2014, Nelson City Council
The intent of the Marina Strategy is to refocus the marina area for recreational purposes, while improving the availability of marine related industrial and commercial support facilities and ensuring the most efficient use of the valuable land and sheltered water area.

### 3.1 Summary of Akersten Precinct Strategy & Masterplan

The Akersten Precinct Masterplan\(^2\) builds on the earlier Akersten Precinct Strategic Framework\(^3\) and focuses on identifying options for the development of the Akersten Precinct in Nelson and developing a strategic framework for the wider Akersten Precinct to explore the potential for future development of the area.

The Akersten Precinct Masterplan suggested a three stage approach to implementing the Akersten Precinct Strategic Framework (see below summary of proposed developments from the Masterplan).

Progress to date on the implementation of the Akersten Masterplan includes:

- Marina dredging to the north (underway) and new Marina berths (completed);
- New Marina amenities block at east of Marina;
- Maitai river walkway connection (completed);
- Upgrade old boat harbour edge for pedestrian priority and public use; and
- Initial discussions for a new, multi-use club facility – storage and club rooms.

The Akersten Masterplan reflects a long term vision for the Akersten precinct, an area that extends well beyond the land directly covered by the Marina schedule, into the Port Industrial Area and open space land.

This Nelson Marina Strategy further builds on these documents and incorporates stakeholder views in order to identify the issues (e.g. biosecurity, climate change, changing usage patterns, safety issues) relating to the site (such as the inclusion of a sea sports facility) to determine what could be achieved from the marina area, identify options for the ownership and management of the marina (including associated facilities) and recommend options for future development.

The Masterplan suggested that as a major landowner, and major Port Nelson shareholder, the Council would be able to take a lead role in giving effect to the Masterplan vision. The Masterplan goes on to note… "Conversely, if the Council chose to take a market driven approach to development, its major landholdings could be a barrier to efficient, effective market response. Therefore, if a market approach is the Council’s preference, divestment of its landholdings may be an appropriate step".

The issue of ownership of land and facilities has been considered as part of this project, and will be discussed in further detail in Section 4.3 Ownership and Management of Council Assets in the Marina Area.

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\(^2\) Akersten Precinct Masterplan: Review of Implementation Options (Aurecon 2010)

\(^3\) Akersten Precinct Strategic Framework Summary Report (Aurecon 2009)
3.2 Land Use

The Akersten Masterplan describes the zoning and land use rules of the Akersten St area as:

"The Akersten Precinct Masterplan area is mainly zoned Port Industrial, and subject to the Port Effects Control overlay (to restrict reverse sensitivity issues). Within that area, part is covered by Schedule M (Marina Schedule) which is more permissive of non-industrial activities.

The Nelson Resource Management Plan (NRMP) discourages the use of the Port Industrial zoned land for activities that are not an essential part of the Port’s operation.

...Council’s approach has been to allow non-industrial activities by way of resource consent “rather than creating either a special zone for marine-related activities or a commercial zoning which would permit more than necessary and conflict with the efficiency of use objective.”

Generally the NRMP’s polices are a barrier to the use of Port Industrial land for non-industrial activities. Therefore the options for development of the area will need to fall within Port Industrial activity status or Council will need to consider either amending the existing zoning or creating a special zone for the area.

Table 2 of the Akersten Masterplan summarises the activity status of proposed activities in the marina and Akersten St area and includes:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Schedule M</th>
<th>Industrial Land</th>
</tr>
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<tbody>
<tr>
<td>Marine Industries</td>
<td>Permitted: Storage, building and repair of boats up to 30m in length</td>
<td>Permitted</td>
</tr>
<tr>
<td>Tourism</td>
<td>Discretionary: Other than for recreational purposes which are related to the Marina. Tourism activities are not permitted.</td>
<td>Permitted if relates directly to or supports Port Area / CMA e.g. aquarium, saltwater baths, maritime museum</td>
</tr>
<tr>
<td>Recreation (Built)</td>
<td>Permitted if related to the Marina e.g. clubrooms and marina facilities</td>
<td>Permitted if related directly to or support for the Port Area / CMA</td>
</tr>
<tr>
<td>Recreation (Open Space)</td>
<td>Discretionary</td>
<td>Permitted if related directly to or support for the Port Area / CMA</td>
</tr>
<tr>
<td>Commercial / Retail</td>
<td>Permitted: Restaurants, food outlets and liquor license premises, and sale of boats and marine accessories.</td>
<td>Permitted if office or retail is ancillary to industrial activity. Retail limited to small scale (100m2), unless ancillary to industrial use. E.g. Fish market is ancillary to a fish processing business, but not as a standalone business.</td>
</tr>
<tr>
<td>Living</td>
<td>Discretionary</td>
<td>Permitted if ancillary to industrial activity Discretionary: Hotel / commercial accommodation</td>
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The NRMP is currently under review and a draft Whakamahere Whakatū Nelson Plan sets out controls to try to encourage high quality intensive development in the city, focused on Ka ora rawa atu te poho – Giving new life to the city centre:

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4 Page 8 Akersten Precinct Masterplan: Review of Implementation Options (Aurecon 2010)
“Council wants our city to be a vibrant, attractive place where people can live work and play, and where businesses can operate successfully now and into the future. Nelson’s City Centre should be the premier commercial and cultural heart for the Top of the South. Residential development in the central city should be encouraged, as should good urban design."

The draft plan indicates that retail and accommodation development should be focused on the city centre, with development in other areas (such as the Nelson Marina area) avoiding any detraction from this focus.

This view is supported in other Council planning documents such as the “Nelson CBD Position Paper: the economic & social role of Nelson’s CBD” which proposes:

“Retail trends suggest that Nelson should not pursue a path to compete on price and volume but capitalise on its wider appeal as a place of culture, art and architecture. A visit to the CBD should be seen an event with shopping one part of that event. Other centres in the region are incapable of competing with the CBD on that basis”

This direction has been kept in mind during the development of the Nelson Marina Strategy, and options have been considered which support the vision of Nelson as a place of culture, art and architecture without weakening the vision for the CBD.

3.3 Stakeholder Consultation

Following a review of documentation and existing information related to the marina, a comprehensive stakeholder engagement process was developed to identify the views and ideas of marina users.

Overall, stakeholder feedback was included from the following sources:

- Consultation with key stakeholders during the development of the Akersten Precinct Strategic Framework Summary Report (2009);
- Consultation with key stakeholders during the development of the Akersten Precinct Masterplan: Review of Implementation Options (2010);
- Feedback related to the Nelson Marina development during the Long Term Plan (LTP) consultation process in (2015); and
- Consultation during the development of this strategy (2015) including:
  - Direct email contact with an initial 138 potential stakeholders / stakeholder groups, identified through previous consultation with council, public promotion of the process and active investigation into marina users (internet searches & questioning known users and groups such as the Chamber of Commerce and sea port national offices);
  - An email from the Chamber of Commerce to their members (two emails were sent, an initial notification and a follow up notification that the online survey was open);
  - An email sent to many sea sports club email lists;
  - A press release by NCC;
  - An article in ‘Stuff’;
  - An article on LinkedIn; and
  - Radio coverage of the consultation by More FM.

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3.3.1 Summary of Stakeholder Contact During the Development of this Strategy:

Table 2 Summary of Stakeholders Contacted Pre-consultation

<table>
<thead>
<tr>
<th>Groups / Clubs</th>
<th>Iwi</th>
<th>Businesses</th>
<th>Individuals</th>
<th>Other</th>
<th>Total</th>
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<td>Initial contacts (by phone or email)</td>
<td>24</td>
<td>9</td>
<td>75 directly</td>
<td>31</td>
<td>3</td>
</tr>
<tr>
<td>Additional contacts via club/group email lists</td>
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<td></td>
<td>Additional contacts via Chamber of Commerce email list</td>
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Table 3 Summary of Participants in Consultation

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<th>Active Participation</th>
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<th>Individuals</th>
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<td>Face to Face meetings</td>
<td>13</td>
<td>45</td>
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<td>Focus Groups</td>
<td>9</td>
<td>27</td>
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<tr>
<td>Survey at Marina</td>
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<tr>
<td>Online survey</td>
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<td>74</td>
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<td>Other Submissions</td>
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<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>25</td>
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The views of stakeholders were combined with stakeholder feedback from previous consultation, including the LTP consultation, and incorporated into this strategy.

Overall, stakeholders supported a marina / marine focused area with additional facilities – particularly hospitality; and better layout and delineation between recreational and industrial activities.

It is noted that the views of stakeholders were not always in alignment with the vision held by councillors for the future of the marina and Akersten St area.

For example, stakeholder views in relation to the marina area tended to indicate a preference for limited growth and new development whereas councillors favoured optimisation of the value of the marina and Akersten St land.

The stakeholder view in relation to development and growth of the area was indicative of the current demographic of the most active stakeholder group (marina berth holders) although not consistently held among either berth holders or other marina users. This view was also indicative of concerns stakeholders held regarding current levels of congestion and parking issues at the boat ramp – issues which could be addressed via good design of future development.

In other instances, e.g. in relation to a sea sports facility and cultural recognition, there was strong alignment between stakeholder and councillor views.

The option presented in section 5 of this strategy represents a balanced compromise between differing viewpoints and councillors reconciling marina stakeholder views with broader benefits to the Nelson region.
4 WHAT DOES THE NELSON MARINA MEAN TO NELSON?

Nelson Marina and the surrounding marina strategy area provide value to the Nelson region in several ways:

- A means by which people can safely access the sea for recreational purposes e.g. sea sports, Sea Cadets, Sea Scouts;
- A place for people to safely berth their vessels; including providing a social and community facility for like-minded people to engage with each other and share knowledge;
- A recreational facility for walkers;
- A place of work for commercial and industrial activities, including small commercial fishing vessels and large international exporters;
- Income for NCC from berth holdings and leases; and
- An attraction for NZ and international yachting visitors with the resulting financial value generated by such visitors.

The marina area is a much used public area. The issues of congestion and over-crowding are significant contributing factors driving the Council’s focus on development for the area, to better utilise a limited space while better providing for the needs of Nelson residents and visitors in the future.

Stakeholder engagement strongly indicated that Nelson Marina is a valuable asset to the Nelson Community, both in financial terms, and in terms of the social value to the people who use and visit the marina and surrounding area.

Overall, stakeholders indicated that the marina was well maintained and the facilities generally good. There was a common view that Nelson was all about connection to the sea, and there was an intrinsic value to sailing and yachting to the region and that these were enhanced by public access to the marina.

The openness of the marina was valued by both berth holders and other users of the area, and was considered an important aspect to keep both for public amenity purposes and also as an attraction of the marina itself for visitors. The openness and the proximity to the city made Nelson Marina unique.

The marina itself was viewed as a good marina, with fees often seen as either commensurate with the facilities provided or cheap. A smaller number of berth holders felt the fees were too expensive.

This range of views related to berth holder fees is likely to be indicative of the demographic range of berth holders (i.e. those on limited incomes are more likely to consider the fees unaffordable than those with greater wealth or income) and the changing nature of yachting (with small yacht berth holders tending to be older, and younger yacht owners either moving to larger yachts or motorised craft).

4.1 Income from Berth Holdings and Leases

The Nelson Marina is primarily a *Homeport* marina (with boats cruising out of to go other places, and returning to) and a *Residential* marina (live-aboards, houseboats). To a lesser extent, it is a *Seasonal* marina (berth rental by boating season).

The Marina and the Council owned land generate some income for NCC. The Marina itself is fully self-funding, and generates a modest surplus.
In the 2014/2015 financial year, the marina area generated a profit of $231,988 from berth holders, property leases and other income (e.g. showers, parking etc.), after marina costs of $1,559,844 (which includes development costs).

Overall, in the period between 2005 and 2015, the Marina and surrounding areas generated a $2,588,746 profit for NCC.

4.2 Recreational Activities

The marina is a popular area to engage in a range of recreational activities.

Stakeholders were consistent in their description of the marina as the only sheltered launching ramp in The Haven, with the best boat ramp. Sea sport users primarily used the marina to launch from due to the sheltered position and good ramp facilities.

However, limited areas to store equipment meant that some users (waka ama) were utilising grass picnic areas for equipment storage, and this limited the use of those areas for other users.

Recreational users include:

- Motor boats;
- Yachts;
- Non-motorised craft e.g. canoes, rowers, kayakers, waka ama and paddle boarders;
- Jet ski’s;
- Youth activities e.g. Sea Cadets and Sea Scouts;
- Walkers and those simply enjoying the view; and
- Fishermen.

The popularity of the area has caused some concern among users. Key issues are:

- Increasing numbers and types of sea sport users utilising a limited area – not enough space for growing sport activities;
- Lack of secure facilities for equipment storage;
- Congestion at the boat ramp at specific times e.g. snapper season, weekends and public holidays;
- Frustration and impatience at the boat ramp caused by motorised and non-motorised craft sharing the boat ramp (non-motorised craft may take longer to launch);
- Safety issues as small craft turn the corner of Pontoon B where visibility is poor;
- Safety issues with motorised and non-motorised craft sharing a narrow channel, exacerbated by some users not being adequately aware of marine rules within the marina; and
- The closure of the Sea Cadet/Sea Scout boat ramp forcing those users to share the main boat ramp, adding to congestion and limiting the ability for youth to learn boat launching techniques;
• Parking issues – people without trailers using car & trailer park, limited parking for berth holders (and parking too far from berths), and insufficient parking at peak times.

Sea sports, such as canoeing, kayaking, rowing, paddle boarding and waka ama, are a growing area of recreation. In 1988 the existing facilities for the Sea Cadets, Sea Scouts and Rowing Club were established with the hope of encouraging more Nelson residents to participate in sea based activities.

The current issues with congestion in the marina area, and lack of space for the many sea sport clubs is a testament to the success of this early desire to encourage people onto the water.

The Nelson Water Sports Review produced by Sport Tasman for Nelson City Council in 2013 identified:

• There has been an 80% growth in clubs from 1960's, 60% of this growth has been in the last 20 years;

• 75% of the water sports clubs consulted highlighted a particular lack of storage space for water sports equipment in a secure environment;

• 85% of the water sports clubs consulted felt the current level of facility provision is lacking;

• Water sports facility provision hasn’t developed over time, as club numbers have increased;

• All clubs that currently use the water sports facility identified that it doesn’t have the capacity to meet the needs of water sports in the future; and

• The current water sport facility mix of services doesn’t meet the needs of water sport users. And in particular is lacking, storage, training and changing facilities.

4.3 Tourism Activities

The NZ Tourism Guide describes Nelson as “arty and interesting, there are plenty of reasons for the sun to shine in Nelson. Enjoy the beautiful environment while you get acquainted with the creative local culture. Nelson main centres include Motueka, Takaka, Abel Tasman National Park, Brightwater, Golden Bay, Kaiteriteri and Murchison. Nelson has a rich cultural heritage, and the local museum reflects this.”

However, it is notable that none of the main tourism material available on Nelson mentions the Nelson Marina.

Tourism is a significant industry for Nelson, and yacht visitors to the Nelson Marina are a part of this – but they are not a significant part. Those visitors that come to the marina do not see Nelson’s “arty and interesting” side, nor do they see any of Nelson’s “rich cultural heritage” reflected in the marina or the Akersten St. area.

The Nelson Marina currently has no set number of berths held available for visitors, and as the marina is currently running at approximately 96% fully occupied, there are limited opportunities to leverage additional visitor numbers via the marina.

Stakeholders frequently noted that the local marina berth holders were not a significant generator of revenue for the area (including the local boat maintenance industry) whereas visitors were. They were also concerned at the number of berths used by yachts that rarely (if ever) left the marina. The question was often posed is this a good use of berths, or would those berths be better off being available to visitors?
The marina and surrounding areas are not well set up for attracting or entertaining NZ or international yachting visitors. There are good but limited facilities for berth users, although the marina is unique in that people can walk to the city from the marina. However, stakeholders frequently mentioned the lack of hospitality outlets or entertainment in the area.

4.4 Industrial and Commercial Activities

The Nelson Marina Strategy area is roughly separated into two parts — the northern part of the Marina Strategy area with Schedule M (Marina Schedule) zoning, and an industrial area to the south with Port Industrial zoning — and a privately owned commercial area in the middle.

The commercial area (within Schedule M) is predominantly marine related commercial such as boat sales and chandlery, and supporting activities such as storage sheds and boat storage.

The industrial area within Port Industrial zoning is largely unutilised other than the hardstand and a single engineering firm.

Stakeholder feedback from businesses in the area indicated that the area was under-utilised; the unused land especially was an eye-sore that should be allowed to be developed into industrial uses that supported the marina.

Business stakeholders also reiterated that the marina itself could generate increased custom for marine related industrial businesses if there was a greater focus on attracting international visitors to the marina for off-season boat maintenance.

Businesses and other stakeholders also indicated concern that a significant part of the commercial area was taken up with storage space, rather than being better utilised with marine or sea sport related commercial, hospitality and/or accommodation facilities.

5 THE VISION

Nelson City Council proposes to transform the marina and the Akersten St. area into a destination area for visitors and Nelson residents alike, optimising the use of valuable land and the marina asset for:

- Marina related hospitality, commercial and industrial activities;
- Safe boating & sea sport activities;
- Visitor focused services and activities;
- A cultural experience that is one of Nelson Marina's points of difference; and
- Accommodation in keeping with current zoning limitations and the marina environment.

The City to the Sea linkage will be continued and extended, incorporating cultural experiences so that the marina reflects Nelson's cultural heritage and is a gateway showcasing Tangata Whenua o Whakatu.

Recreational activities will be enhanced and made safer with the development of a sea sport facility and separate non-motorised launching areas.

Traffic flow and parking issues will be addressed via better design of the parking area, delineation of activities and walking paths to better connect activity areas to facilities.
Marine related industrial use will be developed in the unused area of Port Industrial land, clearly separated from recreational areas via landscaping and the commercial area will be enhanced with marina related hospitality and commercial activities.

In conjunction with the growth in marine related industrial and commercial facilities, the marina will be re-focused and promoted as a destination, particularly for international visitors in the off-season who are interested in boat maintenance.

5.1 Future Development

The Marina Strategy proposes a future development plan to be undertaken in three steps:

**Stage One (1-3 years) – Immediate developments**

- Safety improvements;
- Initiate changes to District Plans and NRMP (currently under review);
- Initiate consent changes to increase the marina depth;
- Marina operational changes and marketing, including provision of recreational re-fuelling facilities; and
- Initiate development of Sea Sport facility at northern part of Council owned land (229 Akersten St).

**Stage 2 (3-5 years) – Commence re-development**

- Development of currently unused Akersten St land into marina related boat servicing hub;
- Re-purposing of northern Council owned land (229 Akersten St area) into marina or sea sport related commercial hospitality (with potential for ancillary accommodation) up to two stories;
- Extend public walkway including boardwalk along Akersten St marina edge; and
- Develop an Art or Cultural centre and amend walkway to showcase cultural aspects.

**Stage 3 (5-10 years) – Extend development**

- Identify capacity and future growth in utilisation of the area and (if required) investigate expansion via declamation, additional reclamation or an additional marina;
- Development of a dry stack if necessary; and

Note: a dry stack is a commercial facility for the dry storage of boats. Boats are stacked on racks, either covered or uncovered. Boats are removed using specially designed hoists and placed in the water for use. A dry stack is an efficient way to safely store boats.

*Figure 2 Example of a dry stack*
5.1.1 The Three Stages:

Figure 3 Nelson Marina Strategy - Stage 1 (1-2 years)
Table 4 Stage 1 Development (1-2 years)

<table>
<thead>
<tr>
<th>Stage 1 Development</th>
<th>Development Detail</th>
</tr>
</thead>
</table>
| Development of a Sea Sports facility at 229 Akersten St | Development to include:  
  - A facility for equipment storage, clubrooms, changing facilities, public toilets and kitchen access;  
  - Re-alignment of parking and traffic flow;  
  - Creation of a second launch ramp for non-motorised craft\(^6\);  
  - Removal of some berths from Pontoon B, improvements to boating rule signage and an education & enforcement campaign to improve user knowledge;  
  - Consideration of on-water traffic flow to mitigate the safety issues on the corner of pontoon B; and  
  - Installation of a pontoon at the end of the boat ramp, with access from the grassed area, to prevent boat drift and enhance the safety of boaties as they access their waiting craft. |
| Other safety improvements |  
  - Installation of ladders on all pontoons to assist exit from the water in the case of people accidentally falling in;  
  - Installation of safety barriers in the travel lift area, to divert or slow walkers & cyclists as they approach; and  
  - Establish mandatory reporting of near misses and accidents within the marina in order to develop a data set to better understand the extent of & available mitigation for identified safety issues. |
| Existing council leases |  
  - Review Akersten St leases & notify lease holders of development plans where applicable) |
| Marina marketing |  
  - Develop & initiate marketing plan for Nelson Marina. |
| Marina operational changes |  
  - Make marina operational changes to re-focus as a destination for international visitors;  
  - Make changes to fee structure and conditions to ensure biosecurity, water quality and appropriate usage policies are met;  
  - Operational changes to travel lift to have a requirement to have a ‘watcher’ on hand during operation to warn when walkers/cyclists approach; and  
  - Development of fuelling capability, via Talleys or a stand-alone facility, ensuring appropriate spill response systems are in place. |
| Improvements to public amenity |  
  - Extend walkway, picnic area enhancement, landscaping. |

Overall, significant change is anticipated for the area currently included in 229 Akersten St. See 5.1.2 Akersten St: Now and As Proposed

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\(^6\) Specialist/technical design expertise will be required for the design of the ramp and changes to the car park area including addressing traffic flow (vehicular and non-vehicular trailers) as the ramp will need to be suitable for a range of craft e.g. waka ama, canoe, rowers, kayak and potentially waka.
Figure 4  Nelson Marina Strategy - Stage 2 (2-5 years)
Table 5  Stage 2 Development (2-5 years)

<table>
<thead>
<tr>
<th>Stage 2 Development</th>
<th>Development Detail</th>
</tr>
</thead>
</table>
| Industrial development | • Development of unused area of Akersten St land for marina related industrial use via private development under Council guidelines for appropriate use;  
  • A dry stack could potentially be encouraged in this area, and  
  • Establishment of Nelson Marina as a boat servicing hub. |
| Commercial development | • Staged development of northern section of Council owned Akersten land into marina / sea sport related commercial & hospitality; and  
  • As part of this development, and once the Sea Sport facility has been completed, remove existing Sea Cadet/Sea Scout facility to provide for further public space, marina or sea sport related commercial and hospitality premises. |
| Cultural or Arts Centre & City to the Sea linkage | • Improve City to the Sea access, and potentially develop an art or cultural centre; or entertainment facility; and  
  • Enhance recognition of Tangata Whenua o Whakatu in the area e.g. Toi whakairo (art carving) or markers of cultural sites particularly along the City to the Sea walkway. |
| Marina marketing | • Nelson Marina is to be seen as an international destination for yachts, including during off-peak season. |

5.1.2  229 Akersten St - Now and As Proposed

Changes to 229 Akersten St including sea sport facility; commercial and hospitality premises and recreational users (indicative depiction only).

Figure 5 229 Akersten St – Now & As Proposed
Figure 6  Nelson Marina Strategy - Stage 3 (5 – 10 years)
Table 6  Stage 3 Development (5-10 years)

<table>
<thead>
<tr>
<th>Stage 3 Development</th>
<th>Development Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>5yr review of progress</td>
<td>• Review of utilisation and growth projections. If applicable commence planning for extension of facilities via further development (by Council or via public/private partnerships) of procured land, declamation, and reclamation or public/private partnership for a new marina.</td>
</tr>
<tr>
<td>Further development of area</td>
<td>• Develop entertainment facilities or dry stack as review of progress determines.</td>
</tr>
</tbody>
</table>
| Industrial development               | • Continuation of development of industrial area; and  
• Establishment of Nelson Marina as the boat servicing hub of choice.                                                                                   |
| Marina Marketing                     | • Nelson Marina is to be seen as an international destination for yachts, including during off-peak season with increasing numbers of visitors          |

5.2 What Needs to Happen to Achieve the Vision

5.2.1 The Nelson Marina

Marinas are changing. A business fact of life is that most marinas are in a continual state of being rebuilt. Older marinas, when undergoing major repairs over time, will be nearly totally rebuilt just to keep up with new market demands, safety, and environmental standards and part of this is a general trend to replace smaller berths with larger ones to cater for customer preferences. As this change in berth size occurs over time, the change will push smaller boats off the water, decrease availability to the less affluent, and reduce the total number of boats kept in any marina that cannot expand its water use area\(^7\). Nelson Marina is no exception to this trend, as its smallest berths start at 8-12m length. Customer preference is changing towards larger (12-15m) berths with a waiting list for berths of this size.

Over time, and as the marina develops, fewer small berths will be on offer, and more medium sized berths will be developed. In conjunction with this will be the necessity for better and deeper dredging to ensure the larger sized boats are able to navigate the marina safely even at low tide. This will necessitate resource consent solely for the marina (as opposed to a shared consent with Port Nelson as is currently the case) for dredging the marina to a consistent depth for most of its length.

In order to realise its potential as a generator of visitors and income for the region, a change in the focus of the marina is needed. Currently, the marina is primarily a Homebase and Residential marina. It is recommended that the marina refocuses as a Destination marina (transient visitor dockage usually in tourist area) & Stopover marina (overnight transient layover stop while cruising to another place) by prescribing a set number of visitor berths. It is recommended that the Marina aims for an initial 25% of berths for visitors.

While facilities are generally viewed by stakeholders as adequate, in order to attract international visitors additional (minor) upgrades to facilities would be beneficial, such as provision of better electrical supply and access to internet services. These could be developed as part of normal maintenance activities.

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\(^7\) FUNDAMENTAL TRUTHS ABOUT MARINAS PAST, PRESENT & FUTURE COMMON SENSE RULES OF THUMB  
University of Wisconsin 34th National Course and Conference Docks and Marinas 2008
In relation to visitors, there is a need to acknowledge the difference between a recreational visitor (one who is visiting the area and using the marina) and a maintenance visitor (one who is using the boat maintenance facilities in the marina area).

Visitors:

- A recreational visitor may use a visitor berth for up to 3 months.
- A maintenance visitor may use a visitor berth for up to 6 months, but must be using the services of a maintenance provider in the Boat Hub area during that time.

In addition, there is a need for the management of the marina to better integrate with other users of the marina area. Utilisation of visitor berths should be linked to use of Boat Hub area, and management of water quality in the marina will be key to encouraging sea sport growth (particularly the management of faecal coliform levels).

5.2.1.1 Clean Marina

The Clean Marina programme is an industry led programme developed by the New Zealand Marina Operators Association.

The program encourages marina operators, boatyards, contractors and recreational boaters to do their part to protect coastal and inland water quality by engaging in environmentally sound Best Management Practices such as regular boat engine inspection and maintenance, proper waste disposal and reduction of discharge.

These practices will contribute to safer, cleaner marinas, as well as cleaner waterways.

Taking the first step to become a Clean Marina by pledging to meet certain environmental standards could be a marketing advantage for the Nelson Marina, and could provide key guidance on water quality improvement practices.

5.2.1.2 Development Levy

The Nelson Marina currently imposes a Development Levy on new berth holders. This levy was initially introduced to ensure new berth holders contributed to the development of the Marina as older berth holders had done, and that this funding would assist in future developments.

However, economic assessment shows that current development spending outstrips contributions by the Development Levy considerably. Between 2005 and 2015 at total of $54,013 was collected in Development Levies; while a total of $8,286,075 was spent on capital expenditure and renewals.

Stakeholders indicated that the application of the levy may have caused ill-feeling between berth holders and marina management; and that unintended consequences were occurring, such as such as boat owners failing to inform of ownership changes in order to avoid the levy; and anger when boats passing to family members after the death of a loved one triggering a requirement for a levy to be applied.

As a result of these issues it is recommended to cease collection of the Development Levy.

Instead, future projections for development costs should be incorporated into the berth holder fees so those causing wear and tear are contributing to the future replacement of infrastructure “as they go”.

In short, any contributions related to marina establishment costs have long since been accounted for via depreciation and replacement of assets.
It is recommended that the Development Levy cease from 1\textsuperscript{st} July 2016.

5.2.2 \hspace{1cm} Action Points related to the Nelson Marina

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
<th>Actions</th>
</tr>
</thead>
</table>
| Refocus on visitors   | Change policy and operational management to refocus the marina on visitor attraction to a greater degree | 1. Berth agreements to remain annual to allow for adjustments to visitor berth numbers, changes in conditions of berths to ensure water quality and marina safety, and to discourage the marina being used as a boat store (i.e. discouraging un-used boats).  
2. International marketing campaign introduced.  
3. Gradually increase the number of berths held for visitors (initially via attrition) to 25% of berths, re-evaluated at the end of each peak season to adjust for the success of the marketing campaign. |
| Clean water           | Change management practices to improve water quality                        | 4. Zero tolerance for sewage discharges into the marina, specified within the berth holder licence.  
5. No hull cleaning allowed within the marina (on the water).  
6. Install testing stations at the end of each pier to identify boats that have discharged inappropriately.  
7. Conditions of berth holders license to include proof of annual anti-fouling or cleaning. |
| Clean Marina          | Join the “Clean Marina” program                                              | 8. Start the process of becoming a Clean Marina by taking the pledge under the ‘Clean Marina’ program as per section 5.2.1.1. |
| New developments      | New boat launch pontoon (motorised craft)                                    | 9. Installation of a pontoon at the end of the boat ramp, with access from the grassed area, to prevent boat drift and enhance the safety of boaties as they access their waiting craft. |
| Access to re-fuelling |                                                                             | 10. \textit{Option 1}: Negotiate re-fuelling availability with Talleys, ensuring appropriate spill response systems are in place. This could involve working with Talleys to provide bunding capable of crossing the span of the marina in case of spills.  
\textit{Option 2}: Install a separate re-fuelling facility within the marina and managed by the marina. |
| Safety enhancements   |                                                                             | 11. Installation of safety ladders on pontoons.  
12. Installation of safety barriers in the travel lift area, to divert or slow walkers & cyclists as they approach. |
| Planned electrical maintenance |                                                                             | 13. Electrical maintenance (replacement of electrical wiring) is planned for the marina. Consideration should be given to upgrading electrical facilities, such as to 3 Phase; and installing internet capability such as Wi-Fi. |
| Dredging              | Increasing numbers of visitors will have an                                  | 14. In the long term, the marina should obtain its own dredging consent that allows depths of up to 4.5m in |
### Area

<table>
<thead>
<tr>
<th>Description</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>expectation of a deeper marina being available.</td>
<td>parts or the entire marina.</td>
</tr>
<tr>
<td><strong>Fees</strong></td>
<td>15. Fees in general should remain at current or near current levels to attract visitors, particularly during development of the marina area</td>
</tr>
<tr>
<td>Fees to remain at level that attracts visitors</td>
<td>16. Maintenance visitors to receive discounted rates to encourage use of The Boat Hub, discount could be tied to value of work carried out.</td>
</tr>
<tr>
<td></td>
<td>17. Live-aboards to be charged an increased rate in recognition of the additional burden on facilities, including the requirement for enhanced water quality maintenance.</td>
</tr>
<tr>
<td></td>
<td>18. Fee increases to be managed carefully over time to continue to encourage visitor numbers</td>
</tr>
<tr>
<td><strong>Development Levy</strong></td>
<td>19. It is recommended that the development levy cease from 1st July 2016.</td>
</tr>
<tr>
<td>Development Levy to be abolished</td>
<td></td>
</tr>
</tbody>
</table>

Through improved guidance and policy direction, improved marketing and a new focus on customer service and developing a reputation as a destination for visiting boats, the Nelson Marina will improve its customer service offering to cater for the needs of its customers.
5.2.2.1 Case studies – What do Other Marinas do Well?

A range of comparably sized marinas were considered in order to identify innovation or ideas which could potentially be applied to the Nelson Marina.

Most similar marinas have comparable facilities (such as showers, toilets etc.) available. In some cases facilities are larger or more modern, and there is frequently provision of services such as Wi-Fi, fuelling infrastructure and more expansive boat servicing availability than at Nelson Marina.

Overall, what most comparable marinas do well is their promotion. Increased promotion is an area in which Nelson Marina could make significant improvements.

5.2.2.1.1 Marina di Bogliaco, Italy

A small marina in Italy catering for up to 100 boats on the water and 150 in dry storage, Marina di Bogliaco focuses its professional marketing campaign around a high level of customer service and a unique Italian experience, particularly around the “cultural gastronomic tradition”. The marina hosts a range of regatta and other events designed to draw visitors and provide an interesting experience for customers.

“Marina di Bogliaco, integrated in the distinctive natural environment of Lake Garda, is one of the most appreciated tourist marinas. It shoots for Customer satisfaction offering greatest attention to every single and specific demand with high quality services” (Marina di Bogliaco website).

While a small marina, di Bogliaco has identified a unique point of difference for itself (gastronomic) and draws visitors not just as a place to park your boat but as an enjoyable experience where you will have your needs met with excellent customer focused service.

5.2.2.1.2 Whangarei Marina & Riverside Drive Marina, NZ

Whangarei Marina is a comparable marina in the North Island of New Zealand. The 280 berth marina is similar to Nelson, a walk away from the city centre retail and entertainment areas.

While facilities are also similar to the Nelson Marina, Whangarei provides a few additional facilities and services such as Wi-Fi, security via gates with keys, cameras and a nearby children’s playground.

The marina is managed by a non-profit Trust and only offers berth rentals. Fees however, are more expensive than Nelson Marina.

Riverside Drive Marina is a complete working marina, close to Whangarei and Whangarei Marina. With only 30 floating berths, Riverside promotes itself as a “place to make boat repairs and re-energize” and “small enough to receive personal attention and a daily greeting from Karl and staff”.

SLR Consulting NZ Limited
Both marinas have comprehensive and attractive websites, and undertake targeted promotions aiming to attract international visitors to the region for both berthing and boat maintenance.

Service provision is customer focused and responsive to berth holder’s needs; with both marinas clearly focused on visitors and maximising the marina experience, with the atmosphere considered to play an important part in the attractiveness of both marinas.

However, the marinas do not attempt to provide retail or entertainment facilities themselves, instead promoting nearby Whangarei for retail or entertainment requirements.

5.2.2.1.3 Havelock Marina, NZ

Havelock Marina, with 340 berths is only one hour from Nelson. With similar attractions and boat maintenance services available nearby and good facilities the marina is a key competitor for Nelson Marina.

However, berth fees are more expensive than Nelson Marina and the marina location (close to the small town of Havelock) may not be as attractive as being located near to Nelson –which has wider appeal as a place of culture, art and architecture. Havelock has produced excellent quality promotional material, including a comprehensive and attractive website and targets similar international visitors. Despite the excellent marketing program, Havelock has experienced a decline in permanent berths which may be due to the berth fees or a focus on seasonal visitors.

5.2.2.1.4 Opatija Marina, Croatia

ACI Marina Opatija is a 281 berth marina situated in the town of Ičići and is one of a string of 22 small marinas along the Croatian coast, under the umbrella of the ACI - Adriatic Croatia International Club.

Through the ACI, the marina has excellent marketing material online, focusing on the area’s history, the quality of services and the closeness of tourist attractions or transport to nearby tourist attractions.

The marina primarily targets tourists and international visitors.

Opatija proudly claims European Union (EU) Blue Flag status – indicating compliance with 24 criteria covering Environmental Education and Information; Water Quality; Environmental Management and Safety and Services

The EU Blue Flag is similar to the Clean Marina program more commonly seen in NZ and recommended as an option the Nelson marina pursues.
5.2.2.1.4.1 Key points from case studies

Nelson Marina’s ‘point of difference’

The point of difference for Nelson Marina is its unique closeness with Nelson CBD, its friendly and sociable atmosphere and the cultural experience that could be offered by enhanced recognition of Tangata Whenua o Whakatu in the area e.g. Toi whakairo (art carving) or markers of cultural sites particularly along the City to the Sea walkway.

Marketing improvements

All of the considered case studies highlighted the need for a better presence for Nelson Marina among the international yachting community. A marketing campaign needs to be established and maintained which includes:

- A dedicated website for Nelson Marina highlighting its services, attractions and point of difference;
- Improved social media presence – ensure Nelson Marina has a presence on key platforms e.g. Marina related sites; search engines; Facebook; Wikipedia

Social atmosphere

Most marinas of comparable size focus their marketing on the atmosphere of the place. While this is sometimes referred to as the customer experience, it is acknowledged that enjoyment of a place is linked inextricably to the atmosphere. In particular, the ability and willingness of those at the marina to chat, laugh, make new friends and have fun.

Interestingly, the vibrant and friendly social atmosphere of Nelson Marina was regarded by stakeholders as one of its best aspects and while this is something that Nelson Marina already does well, it is worth noting the importance of the social atmosphere of marinas to ensure that development of the area does not result in a soulless, sterile environment that is unattractive to visitors.

5.2.3 Recreation

The Akersten St. reclamation was created with the intention of the area being used for recreational purposes. Over time, industrial and commercial usage has crept into, and now dominates, the area. The Marina Strategy area has become tired and unappealing when it could be a vibrant centre for sea based recreational activity.

In the future, the marina area will be re-focused as a recreational hub, with the development of a purpose built sea sport facility to house the many clubs and allow them to expand in membership. Supporting commercial activities will be developed around this recreational hub providing hospitality and marine related commercial facilities to support them.

On-water safety will be an important component of redevelopment; it is recommended that Council ensure the health & safety of motorised and non-motorised recreational users including measures to:

The strategy will also suggest that an area be identified for a second boat ramp and dry stack area for Stage 3 development to address mid-long term projections of growth which have the potential to increase congestion within the marina and on the boat ramp.
Sea Sport facility

“Nelson is a region which has a long maritime history, and offers wonderful coastal waters to its local community and visitors. For the water sport club members and other users of the marina and port area work is needed to ensure all these varying needs and levels of growth can be catered for now and in the future"8 Nelson Water Sports Review

Fundamental to the future of the area is the development of a Sea Sports facility. Stakeholders have clearly indicated that the growth in sea sports has outstripped current facilities considerably. The provision of a new Sea Sport facility would support the more than 15 sea sport clubs and over 1,880 sea sport participants and volunteers that are currently involved.

A sea sport facility would need to include:

- Secure storage facilities for all clubs, with room for future inclusion of additional clubs;
- Toilet and shower facilities;
- Club room / social facilities including a kitchen;
- A staging area for preparation before launch;
- Ramp facilities (separated from the motorised craft launch ramp) which catered to the requirements of different craft, including waka; and
- Provision of parking or the development of public transport routes to the area.

Improved sea sport facilities would be an additional draw card for visitors to Nelson. Sea sports are a nationwide (and world-wide) phenomenon. Good facilities in Nelson would be another attraction for the area as sea sport enthusiasts are encouraged to visit the area for the opportunity to enjoy their chosen sport in a different area, supported by facilities that accommodate their needs.

In addition, improved facilities may mean that local and national sea sport events could be based in Nelson; attracting people to the area and encouraging involvement in sea based recreational activities.

A high level assessment of land that could be immediately available to commence development of a facility indicates that part of the Council owned area at 229 Akersten St. could be appropriate and would provide approximately three times the space available in the current facilities.

However, the development of a facility would require strong collaboration with sea sport clubs, and specialist technical input for the design of the facility, the launch ramp and traffic flow around the area. In particular, this location for the Sea Sport facility could potentially exacerbate existing issues such as parking and congestion around both the boat ramp and the corner of pontoon B, and measures would need to be put in place to ameliorate these issues.

A development design and business case are required to initiate development of a sea sport facility and should include initial facility design based on stakeholder input; the new non-motorised launch ramp; the commercial area; public amenity area; a re-design of the car & trailer parking area; and an assessment of traffic flow management for both on-land and on-water users.

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5.2.4 Action Points – Recreational Activities

Table 8 Action Points: Recreation Activities

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health &amp; safety improvements</td>
<td>Safety is paramount within the marina area. In order to address reported issues and ensure the area is safe for growth predictions, safety measures will be introduced.</td>
<td>20. Improve vision lines for craft coming around the corner of Pontoon B by removing some berths.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>21. Improve knowledge of marina related boating rules among recreational users by installing boating rule signage, undertaking an education campaign in conjunction with Sea Sport groups to ensure users understand the rules &amp; increasing enforcement for those who break the rules.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>22. Establish mandatory reporting of near misses and accidents within the marina in order to develop a data set to better understand the extent of the safety issues (at the moment safety issues are based on anecdotal reporting).</td>
</tr>
<tr>
<td>Sea Sport Facility</td>
<td>Development of a new Sea Sport facility at 229 Akersten St</td>
<td>23. A design plan, facility design and business case are required to initiate development of a sea sport facility and surrounding area (229 Akersten St area).</td>
</tr>
<tr>
<td>Parking re-alignment</td>
<td>As part of the Sea Sport facility development, parking &amp; traffic flow should be re-designed to reduce congestion.</td>
<td>24. Assessment of traffic flow management.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>25. Re-design of parking &amp; traffic flow.</td>
</tr>
<tr>
<td>Dry stack</td>
<td>In the medium – long term, investigate the development of a Dry Stack facility to reduce congestion at the boat ramp and accommodate future growth.</td>
<td>26. Investigate market interest in provision of a dry stack in the Boat Hub area or other location.</td>
</tr>
</tbody>
</table>

5.2.5 Parking & Traffic Flow

Parking is an issue which many stakeholders raised during consultation. The parking area near the boat ramp is designed for use predominantly by car & trailer units – intended for use by those using the boat ramp.

Berth holders of Pontoons A & B are concerned with the difficulty of parking close to their berth to transport equipment to/from their boats.

Sea sport participants have difficulty parking close by, or use the car & trailer parks, to the frustration of those with cars and trailers.

The current payment regime is focused on payment of a fee for those with a car and trailer who use the boat ramp. This causes discontent when sea sport participants do not have to pay for use of the ramp. In addition, there is no monitoring or enforcement of the boat ramp fee.

The flow of traffic around the parking area is less than optimal, with only one entrance and a boat wash tap at the top of the boat ramp, hindering free traffic movement.

However, for most of the year parking is sufficient to meet needs. It is only at peak times (holidays and snapper season) that there is insufficient parking for car and trailer units.
With the development of the sea sport facility, parking will become more of an issue, with a period of increased congestion prior to this easing once all developments have been completed.

Easing of congestion will require the Phase 3 development of a second motor boat ramp and the establishment of a dry stack to take the pressure of the single boat ramp currently available.

During the development of the Sea Sport facility, it is recommended that:

- The parking area is realigned to provide an entrance and an exit;
- The tap at the top of the boat ramp is removed to discourage car and boat trailer units blocking access to the ramp while they wash the boat down;
- Parking be available for cars only and for car and trailer units; and
- That all parking incurs a charge, and that this is enforced. The charge can be set low, but the aim is to encourage sea sport participants to park elsewhere and walk, to carpool or be dropped off. In addition, it is to encourage motor boat users to utilise a dry stack (once developed).

5.2.6 Marine Commercial Activity

To the north of the marina area (229 Akersten St), the focus is primarily marine related recreational activity. The development of the Sea Sport facility opens the area for commercial activity such as hospitality (see section on hospitality below) and boating/sea sport related commercial activity such as sales and maintenance of sea sport craft; sale of sea sport related equipment; fishing equipment and supplies etc.

The commercial activity will generate income to contribute towards the maintenance of the public facilities, and contribute to the economic well-being of Nelson as a whole. The development of a marine recreational area and subsequent growth of sea sport users is likely to encourage the growth of related services.

5.2.7 Entertainment & Hospitality

Stakeholder engagement strongly supported the development of marine focused hospitality facilities in the Council owned land around 229 Akersten St. This was seen as complementary with the recreational facilities in that area although required clear delineation and separation from the industrial area to the south. This separation could be readily achieved via landscaping.

Hospitality could include cafes, a restaurant and availability of quick food carts such as for ice cream, take-always or drinks to cater for a variety of customers (returning motor craft users and sea sport participants; visitors walking to the marina; fishermen) and as a unique dining destination.

Limitations on space and the nature of the surrounding activities favours entertainment focused on the current activities in the area – such as sea sport activities, boating, fishing, walking and could be enhanced by passive recreational facilities such as picnic areas and seating, or a children’s playground.
5.2.8 Industrial Activity – The Boat Hub

The industrial area to the south of the Nelson Marina Strategy area will be transformed from unused land to The Boat Hub – an area of marine industrial service facilities providing key boat servicing activities. Surrounded by landscaping to delineate the area from the northern recreational facilities, and reduce dust and wind borne pollution, the Boat Hub will maximise the efficient use of the industrial land while providing an attraction for visiting boat owners to over-winter in sunny Nelson while having their boat maintained.

Close relations with the Marina can provide discounted berth rates for the owners of boats being maintained, and longer term berths to ensure maintenance can be carried out before berth times expire.

NCC has recently procured 3,065m² of land at 1 & 5 Cross Quay St (Dickson Engineering). This area includes the existing hardstand facility, as well as a wharf, jetty and other infrastructure associated with the operation of a hardstand. This hardstand area was previously operated by a private business and stakeholders noted that this reduced access to maintenance facilities.

The procurement of this facility – including the travel lift, will allow the development of additional boat maintenance businesses to establish themselves in the area, utilising the Council owned travel lift.

Supported by a re-focused marina targeting increased numbers of visitors, including in the off-season, the Boat Hub could include:

- Marine spray painting;
- Bottom Hull Services e.g. antifouling;
- Timber and fibreglass boat repairs;
- Boat cleaning, valet and polishing;
- Yacht rigging and mast maintenance;
- Replacing windows and hatches;
- Interior and joinery, design and modifications;
- Media blasting services;
- Mechanical services;
- Air Conditioner services;
- Canvas services;
- Interior services;
- Antique boat restoration;
- Keels & rudders; and
- Plumbing

There is also potential for a dry stack to be developed in this area also, reducing the congestion at the boat ramp. This option should be proposed during the development of the industrial area to determine market interest in such a development at this location. If there is no market interest in developing a dry stack in this location, the issue should be re-visited during stage 3 once an alternative location has been identified.

Development of this area should be in conjunction with private operators, with long term land leases available (with condition of use clauses to maintain marine-related activities). Development should be planned to ensure a balanced mix of boat servicing facilities of a nature that enhances the service offering for visiting yachts and fits the overall theme of the marine industrial area (i.e. linked to facilities that require travel lift facilities to operate).
5.2.9 Accommodation

Nelson Marina is unique in NZ for the closeness of the main CBD including many quality hotels and motels along Trafalgar Street – just a short walk away from the marina.

In alignment with the NCC document “Nelson CBD Position Paper: the economic & social role of Nelson’s CBD” the development of the Nelson Marina should avoid detracting from the CBD retail sector, and should focus on intensification of accommodation (permanent & temporary) in the central city area rather than the outskirts.

In addition, zoning for the marina area is either Port Industrial or Schedule M (Marina Schedule) which largely excludes permanent or temporary accommodation other than as ancillary accommodation attached to marine commercial or marine industrial activities.

Therefore, it is proposed that any accommodation should be secondary to the focus of the marina environment (ancillary rather than stand-alone). Where appropriate, accommodation opportunities could be explored further, but not at the expense of limited land resources in the area. In particular, care should be taken to avoid conflict between residential and marine industry activity.

5.2.10 Other Opportunities

Clean Marina certification

“The Clean Marina initiative is a voluntary programme promoted by New Zealand Marina Operators Association Inc. (NZMOA) that encourages marina operators and recreational boaters to protect coastal water quality by engaging in environmentally sound business and operational practices.

A number of marinas in NZ and around the world are certified as a Clean Marina, including Westhaven, Opua and Marlborough Marinas. Others have taken the Clean Marina pledge but are not yet certified including Gulf Harbour, HalfMoon Bay and Orakei marinas”.

5.2.11 Action Points: Miscellaneous

Table 9 Action Points - Miscellaneous

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity</td>
<td>Developments in the Marina Strategy area are likely to increase utilisation of facilities. A review of growth and utilisation should be undertaken in five years to assess the need for an increase in capacity, and identify the options for development, as capacity increases are likely to require substantial planning.</td>
<td>27. Review utilisation of the Marina Strategy area and assess need for increase in capacity. If required initiate investigation of options for capacity increase.</td>
</tr>
</tbody>
</table>

6 OWNERSHIP, DEVELOPMENT AND MANAGEMENT OF COUNCIL ASSETS IN THE MARINA AREA

The ownership, development and management of the assets currently in Council control is an important aspect of the re-development of the Marina Strategy area, and the ‘best’ model for ownership and management is dependent on the outcomes that the council intends to achieve.

The Vision for the Nelson Marina is that Nelson City Council intends to transform the marina and the Akersten St area into a destination area for visitors and Nelson residents alike, optimising the use of valuable land and the marina asset for:

- Marina related hospitality, commercial and industrial activities;
- Safe boating & sea sport activities;
- Visitor focused services and activities;
- A cultural experience that is one of Nelson Marina points of difference; and
- Accommodation in keeping with the marina environment.

A number of options for ownership, development and management were considered in relation to this vision (see Table 11).

Table 10 Ownership, Development and Management Options

<table>
<thead>
<tr>
<th>Owner</th>
<th>Nelson Marina</th>
<th>229 Akersten St. area</th>
<th>Industrial area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner</td>
<td>NCC</td>
<td>NCC</td>
<td>NCC</td>
</tr>
<tr>
<td>Owner</td>
<td>Private (divest asset) – either to a private company or a Trust</td>
<td>Private (divest asset)</td>
<td>Private (divest assets)</td>
</tr>
<tr>
<td>Owner</td>
<td>Public – Community Group Ownership</td>
<td>Public – Community Group Ownership</td>
<td>Mixed public and private ownership</td>
</tr>
<tr>
<td>Developer</td>
<td>NCC develop marina</td>
<td>NCC develop 229 Akersten St.</td>
<td>NCC develop industrial area</td>
</tr>
<tr>
<td>Developer</td>
<td>Private party develops marina</td>
<td>Private party(ies) develops 229 Akersten St.</td>
<td>Private party (ies) develop industrial area</td>
</tr>
<tr>
<td>Developer</td>
<td>NCC - Community Partnership for development</td>
<td>NCC - Community Partnership for development</td>
<td>NCC - Private Partnership for development</td>
</tr>
<tr>
<td>Manager</td>
<td>Managed directly by owner</td>
<td>Managed directly by owner</td>
<td>Managed directly by owner</td>
</tr>
<tr>
<td>Manager</td>
<td>Private (managed under contract to a party other than the owner)</td>
<td>Private (managed under contract to a party other than the owner)</td>
<td>Private (managed under contract to a party other than the owner)</td>
</tr>
<tr>
<td>Manager</td>
<td>Managed by a community group</td>
<td>Managed by community group(s)</td>
<td></td>
</tr>
</tbody>
</table>
Examples of other developments of Council owned land and assets were also considered e.g.

- The development of Wynyard Quarter in Auckland as an example of a Council vision for a specific type of development being implemented with the Council Controlled Organisation Waterfront Auckland being both land owner and developer for much of the Wynyard Quarter on behalf of the Auckland Council.

- Vector Arena: Auckland Council works in conjunction with QPAM Ltd; the company responsible for building, management and operation of Vector Arena. The development of the arena is a BOOT project (Build Own Operate Transfer). Under BOOT, Auckland Council has a public/private partnership with QPAM Ltd to build, own, operate and maintain Vector Arena over a 40 year period. At the end of this rights period, ownership will be transferred to Auckland Council.

- Materials Recovery Facility - Christchurch City Council / Meta New Zealand – this project was a Design Build Own Operate (DBOO) project for the development of a new materials recovery facility.

- Tasman District Council – Shed 4 Mapua Wharf: The recently completed redevelopment of Council owned & managed Mapua Wharf was tendered to a construction company and completed in October 2015. In order to ensure the Council’s vision of the area was realised, the seven spaces in the Council-owned Shed 4 development have all been leased to locally owned businesses.

The benefits and issues associated with ownership and development models were also considered.

### 6.1 Public vs Private Ownership

Managing assets such as the Nelson Marina and the industrial and commercial areas in the Nelson Marina area are not core business for Council.

The question should be asked “should Council be in the business of marina management or landlord?”

Some would argue that local authorities should be focussed only on essential services and that assets should be returned to the private sector in order to obtain a balanced Council budget and protect taxpayers.

However, Councils own assets for a range of reasons:

- To generate income to help meet the cost of providing services to local people;
- For important strategic purposes e.g. protecting greenbelt land from development;
- To provide facilities that would not exist if it were not for Council owned; and
- To provide cost-effective access to the disabled and disadvantaged groups.

To generate value for money for residents, Councils need to minimise the cost of maintaining assets like sports facilities and parks, while maximising income from the income generating assets they own.
6.1.1 Divestment Option – Should the Assets Remain in Council Ownership?

In the 2014-2015 year the marina had a surplus of $232,000. Taking this profit level forward this would suggest an after-tax capital value of the business of about $2m.

However, there are probably a number of easy wins available for a private investor, e.g. changing the marina’s fee structure, and this would suggest that the Marina would possess a higher value to private investors than is captured by current earnings.

Using a more commercial fee structure for annual berth rates (see section 7.1 Outcomes), and, as well, excluding some of the development costs facing the Council under the proposed strategy (e.g. the Sea Sport Centre and the associated loss of trailer storage income) yields an income stream commensurate with a price of $14m, which is probably closer to the Marina’s true market valuation than $2m. It remains a moot point whether it is preferable for the Council to retain ownership of the marina that ultimately depends on the values and aspirations of the Council and citizens of Nelson.

By divesting out of marina operations the Council will reduce its commercial risk exposure (although there remains a critical risk around the price it can receive from the sale of the Marina)\(^\text{10}\). In reducing its risk exposure the Council will reduce its control and influence over Marina operations and surrounding developments.

For example, a privately owned Marina might place lower weight in attracting visitors to the Marina than the Council might consider is optimal for the City. Also a privately owned Marina would obviously be less willing to share water access facilities with sports clubs and so the Council might have to explore other options and sites developing sea sports facilities and water access for these community organisations.

However, the economic assessment in Section 7 shows the estimated income from the Marina and other assets of $9.6m p.a, with an extra $6.5m of spending in Nelson each year indicating a greater benefit to the Nelson region from continued Council ownership of the income generating asset than divestment would create.

**Recommendation:**

It is considered that the greater benefit to the Nelson region as a whole would come from Council retaining ownership of the assets in the Marina Strategy area.

6.2 Public Developments

Where Council seeks a specific vision for a development, with the intention of fostering a particular industry or attraction that will generate value to the region as a whole, it is now common for such developments to be Council owned and managed - e.g. Wynyard Quarter in Auckland and Mapua in Tasman District.

There are a number of drivers for this:

- Planning tools such as zoning are a blunt instrument. The open market, constrained only by zoning rules, will deliver the best outcome for the developer, which may not be in alignment with the vision Council has for the region or what is best for the region.

\(^\text{10}\) Note no calculations have been made here for any changes in land ownership. This is because changes in land ownership only represent a transfer between different sectors of the Nelson community and are not likely to have a material impact on the region’s economic performance.
• Councils are under increasing pressure to make high value areas, such as waterfront land, open to the public. Left to the open market such areas may end up in high value residential developments, possibly excluding public access. Council led developments can ensure that public access is retained, and the waterfront development provides long term benefits to the region.

• Councils are under increasing pressure to keep rates to a minimum. Development of income producing assets assists provides an alternative source of revenue while providing public facilities that may not otherwise be available and improved amenity for residents.

The Vision for the Nelson Marina area is a mix of public good & recreational facilities (e.g. the boat ramp, walkway, picnic areas); community facilities (Sea Sport venue) and income generating property (the marina & commercial, hospitality and industrial sites).

The Vision intends to open the area up via linkages from the City to the Sea; and encourage greater numbers of international visitors to add value to the region as a whole.

Due to the extent of the public good, community and regional objectives, it is recommended that Council take a leading role in the development of the area either via contracting design and build services or via a partnership with a developer (or a community/developer/council partnership) – potentially a BOOT arrangement where the commercial and industrial sites are owned and operated by the partner for a set period (e.g. 30 years) in return for expertise and funding to re-develop the entire area.

6.3 Public – Community Partnerships for Development or Management

The sea sport community have indicated a willingness to fund half the development costs of the Sea Sport facility. This funding would come from fundraising and grants.

It is recommended that Council establish a governance body of Council and sea sport group members to design and build the sea sport facility; with ongoing management incorporated into the Marina management contract for day-to-day management (under the guidance of the governance group)

6.4 Public – Private Partnerships for Development & Management

The main argument for private sector involvement in infrastructure delivery and operation is the efficiencies that can be driven by the involvement of private interests; integration of whole of life responsibility and exposure to competition.

Generally speaking, the public sector enters into a fixed price long term contract with the private sector for the design, construction, maintenance and operation of an asset, with the assets reverting to the public sector at the end of the contract term.
6.4.2 Benefits of public – private partnerships

<table>
<thead>
<tr>
<th>Public sector</th>
<th>Private sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Reduced level of capital expenditure</td>
<td>• Provides specialist management and technical skills</td>
</tr>
<tr>
<td>• Reduced exposure to risk</td>
<td>• Manage whole-of-life risks</td>
</tr>
<tr>
<td>• Shared ownership responsibilities</td>
<td>• Coordinate capital costs with whole-of-life operating costs</td>
</tr>
<tr>
<td>• Certainty of results</td>
<td>• Improve the efficiency and quality of services</td>
</tr>
<tr>
<td>• Use experts to deliver public good outside skill/experience of Council</td>
<td>• Assess market needs and capacity</td>
</tr>
<tr>
<td>• Freedom to fund other projects</td>
<td>• Raise financing</td>
</tr>
</tbody>
</table>

6.4.3 Issues Related to Public-Private Partnerships

As with any partnership, there is the potential for tension between public sector and private sector objectives during a partnership project.

It is important to understand that the drivers for development may be different for a private sector partner compared to a public sector partner.

For example, integration with wider public sector objectives (employment, social fairness, amenity value, community benefits) may seem irrelevant to the private sector partner, who is largely focused on project delivery and profit/outcome.

In addition, the public sector partner is likely to have long term considerations (what happens to the facility in 30 years or if it is sold) whereas the private sector partner may have no such concerns.

Build Own Operate Transfer (BOOT) partnerships are sometimes one way of managing these issues, as the end-of-term transfer of the asset to Council ownership alleviates long terms concerns.

6.4.4 Circumstances Where Public - Private Construction Based Models are Suitable

Public – private partnerships for construction based projects can be suited to situations where a shorter delivery time is critical or where large unquantifiable risks exist that a contractor would be unable or unwilling to price (for example, Christchurch rebuild horizontal infrastructure and the London Olympics). However, the key disadvantage of these approaches is that price risk is not transferred to the private sector and remains with Council.

The key decision for Council to make for the Nelson Marina re-development is whether speed of delivery & uncertainty outweigh the risk transfer benefits of long term service models.

For the 229 Akersten St area, a public-community partnership, with council as the main developer would appear most appropriate as the long term service model will deliver the greatest benefit (given the public good outcomes).

However, a long term partnership may be appropriate for the industrial area (The Boat Hub – see below) in order to achieve a shorter delivery time and manage commercial leases effectively.
6.4.5 The Boat Hub

The development of The Boat Hub has three key outcomes:

1. The development should meet the Council’s aim of an industrial area specifically providing services to boat owners that cannot be established elsewhere due to the need for access to the travel lift;

2. The development should be attractive to operators e.g. it offers security of lease arrangement, suitable land areas or premises, meets environmental protection requirements e.g. around containment of contaminants, and offers access to customers; and

3. The Boat Hub should be attractive to prospective customers as a place they want to have their boat serviced.

Submissions from real estate agents with expertise in the Nelson region suggest that land ownership is the preferred model of industrial users. Inability to purchase the industrial land for development will reduce the opportunity for Outcome 2 above.

However, relinquishing ownership will significantly reduce the opportunity for outcomes 1 & 3 above.

While ownership is preferred, due to the option for capital gains on the property, leases were considered to be in demand if there was security around ground lease increases being held to reasonable levels in the future.

Real estate agents stressed that previous experience of ground leases unexpectedly increasing by significant amounts had made industrial users wary of taking leases on Council or Maori owned properties.

However, a Council-private partnership with a developer to build, own and operate the area for an extended period (e.g. 30 years) could offer an opportunity for all three outcomes to be met.

For example, a developer could develop marine industrial premises and offer long term leases to tenants; while the agreement between Council and the developer could specify the type of activity allowed and offer marina berth discounts to customers using the services at The Boat Hub. At the end of the contracted period, the development would revert back to Council ownership.

**Recommendation:**

The Boat Hub to be developed in conjunction with a private developer under a BOOT arrangement or similar.
6.6 Recommendations Relating to Ownership, Development and Management

Table 11 Recommendations relating to ownership, development & management

<table>
<thead>
<tr>
<th>Ownership</th>
<th>Nelson Marina</th>
<th>229 Akersten Area</th>
<th>The Boat Hub</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development</td>
<td>Remain in Council ownership</td>
<td>Council / Community partnership with contracted design / development</td>
<td>Council / Private partnership under BOOT arrangement or similar</td>
</tr>
<tr>
<td>Management</td>
<td>Council, as part of Marina Management contract</td>
<td>Council, as part of Marina Management contract - extension of contract to include management of commercial premises and day to day management of Sea Sport facility (Sea Sports facility to be under governance of Sea Sport/Council body)</td>
<td>Private management while under BOOT arrangement.</td>
</tr>
</tbody>
</table>

6.7 Assumptions made in the consideration of the best model for ownership, development and management:

- A Sea Sport facility would not be able to be self-funding or commercially viable, although some commercial activities could be incorporated in order to mitigate social and community aspects of the development.

- Due to the inclusion of a sea sport facility, and the predicted growth in participants of these activities, safety and water quality issues would need to be addressed to cater for increased use.

- The Marina itself is not a fully commercial enterprise, and serves social and community functions e.g. as a sheltered place for recreational users to launch their vessels. This aspect of the marina would need to be preserved regardless of ownership of the marina itself.

- While zoning and planning restrictions are able to guide development to some extent, the specific nature of Council’s vision would be difficult to achieve using only these tools.
Table 12  Action Points: Ownership, development & management

<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>Develop a Business Case for the 229 Akersten St area.</td>
<td>28. A design plan and business case should be developed which includes: stakeholder engagement to determine requirements of a Sea Sport facility &amp; surrounding area (229 Akersten St)</td>
</tr>
<tr>
<td>Development</td>
<td>In Stage 1, existing leaseholders should be notified of upcoming changes in order to prepare.</td>
<td>29. Notify affected existing lease holders of upcoming development</td>
</tr>
<tr>
<td>Development</td>
<td>In order to commence design and development, a formal partnership arrangement is required between Council and the Sea Sport community.</td>
<td>30. Establish governance group with Sea Sport community</td>
</tr>
<tr>
<td>Development</td>
<td>Once the governance group has been established, a design/build partner should be determined.</td>
<td>31. Release Expression of Interest (REOI) for design / development of 229 Akersten area and on water developments (e.g. ramps, pontoons)</td>
</tr>
<tr>
<td>Planning</td>
<td>Develop a Business Case for The Boat Hub area.</td>
<td>32. A Business Case should be developed specifically for The Boat Hub that investigates build, own and management options and included market information.</td>
</tr>
<tr>
<td>Development</td>
<td>The market should be tested to ascertain interest in a partnership with Council for the development of The Boat Hub</td>
<td>33. Release Expression of Interest (REOI) documents to gauge level of interest in partnership for development of The Boat Hub</td>
</tr>
<tr>
<td>Management</td>
<td>Ensure management partners are capable and willing to engage.</td>
<td>34. Negotiate amendments to the Marina Management contract to extend responsibility to all council owned developments including the Sea Sport facility.</td>
</tr>
</tbody>
</table>

7 WHAT INVESTMENT WOULD BE REQUIRED?

An early indication of possible investment required to deliver on the Vision has been provided, based on the Vision; and the assumption that ownership would be as recommended in Section 6 Ownership, Development & Management of Council Assets in the Marina Area above.

The purpose of economic analysis related to the development of the Marina Strategy is first to assist the consultative process in providing background information that will enable interested parties to have a greater understanding of the trade-off’s involved with alternative options. The second aspect is to assess the relative merits of the preferred strategy, and to identify the risk factors that are likely to be critical for ensuring strategy success.

We have used the nationwide economic forecast model of all regions and territorial authorities to generate business as usual forecasts (i.e. a more meaningful benchmark than comparisons with how things are done today) and population forecasts based on economic prospects (rather than just demographic trends as New Zealanders typically move to where there are better jobs and better job prospects).
Overall, the increased focus by the Marina on visiting vessels, as well as the cost recovery assumed for ancillary activities near the Marina, is expected to generate an increased revenue stream for the Marina and Council with a present value of $9.6m. This implies from a Council perspective the present value of expected revenue growth exceeds expected cost increases by $2.6m.

**Figure 7 Estimates of overall capital expenditure for development.**

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Full cost</th>
<th>Input from partners</th>
<th>Council cost</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sea Sport Facility</td>
<td>$1,200,000</td>
<td>$600,000</td>
<td>$600,000</td>
<td>1-2</td>
</tr>
<tr>
<td>229 Akersten St re-development (excl. Sea Sport Facility)</td>
<td>$850,000</td>
<td></td>
<td>$850,000</td>
<td>1-3</td>
</tr>
<tr>
<td>The Boat Hub development</td>
<td>$1,300,050</td>
<td>$1,300,000</td>
<td>$50,000 est business case and RFP development</td>
<td>3-5</td>
</tr>
<tr>
<td>Arts or Cultural Centre</td>
<td>$1,200,000</td>
<td>$600,000</td>
<td>$600,000 (excl. land purchase)</td>
<td>3-5</td>
</tr>
<tr>
<td>Other improvements (safety &amp; public walkway improvements)</td>
<td>$56,000</td>
<td></td>
<td>$56,000</td>
<td>1-5</td>
</tr>
<tr>
<td>Marina Marketing</td>
<td>$50,000 p.a.</td>
<td></td>
<td>$50,000 p.a.</td>
<td>ongoing</td>
</tr>
<tr>
<td>Enhanced dredging (to 4.5m)</td>
<td>$245,000</td>
<td></td>
<td>$245,000</td>
<td>5-10</td>
</tr>
</tbody>
</table>

**7.1 Outcomes**

The present value of development costs is $5.0m (calculated using an 8% discount rate over a 30 year horizon). Revenue and economic stimulus impacts depend on the revenue option.

**7.1.1 Option 1**

Assumes that there is a reduction in annually rented berths from around 490 to 402 and an increase of 117 berths available to visitors.

Option 1 generates an increased revenue stream for the Marina with a present value of $9.6m. This implies from a Council perspective the present value of expected revenue growth exceeds expected cost increases by $2.6m.

**7.1.2 Option 2**

Assumes that the fee for annual berth rates doubles, with the discouragement effect of the fee rise freeing up 27 berths for visitors.

As the fee rise in this option is more general it generates considerably more revenue growth, with an estimated present value of $21.0m. This implies from the Council’s perspective a net return of $16.0m.
7.2 Wider Implications

These results indicate that a change in the Marina’s price model is likely to yield higher financial returns for the Council than an approach that targets visitors but does not adjust the pricing model.

The perspective is slightly different when the implications are viewed from a Nelson City perspective. Extra visitors to the Marina will generate a stimulus to the Nelson economy as they spend money on goods and services in Nelson that would otherwise be spent elsewhere. Taking the extra spending of visitors to the Marina, both in terms of expenditure on boat maintenance and supplies, as well as on personal consumption makes option 1 look more attractive.

Extra visitors to the Marina will generate a stimulus to the Nelson economy as they spend money on goods and services in Nelson that would otherwise be spent elsewhere. Extra visitors to the Marina will increase spending in Nelson, both in terms of expenditure on boat maintenance and supplies, as well as on personal consumption. On the completion of Step 2 of the Marina Strategy, more visitors to the Marina are expected to generate an extra $6.5m of spending in Nelson each year (valued in current 2015 prices).

In terms of economic impact it is estimated that the present value of the economic stimulus is $3.6m per year or 0.15% of the total value added by the Nelson economy.

On the completion of Step 2 of the Marina Strategy, more visitors to the Marina are expected to generate an extra $6.5m of spending in Nelson each year (valued at current 2015 prices). Under Option 2 the size of this stimulus falls to $1.5m.

7.3 Key Assumptions for the Economic Assessment

7.3.1 Dredging

Dredging occurs in the marina on a regular basis as part of overall maintenance of the marina. In addition to this, it is suggested that dredging occurs to a deeper level (to a uniform depth of 4.5m) in the northern area of the marina (the area around pontoons A,B,C,D and potentially E - an area of 6,900 m²) to improve access for larger vessels.

However, there is an additional costs (over and above the costs associated with general maintenance of the current depth) associated with the deeper dredging of this area.

This would require the removal of close to 13,000 m³ of sea floor, which priced at close to $1911 per m³ implies an estimated additional dredging cost of about $245,000. It is assumed that this dredging is spread over a six year period from year 5 to year 10, and has no meaningful disruptive impacts on Marina activities.

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11 Note: Cost information has been determined by extrapolation from generic information available. Costs of dredging vary according to location, volume to be dredged, availability of competition within the dredging market and timing of activity. It is recommended that further investigation occur to determine the cost of dredging specific to the Nelson region; and that a detailed cost benefit analysis occurs to balance the additional cost against the anticipated market benefits of increasing the depth for this area.
7.3.2 Marina Clientele

Two options are considered.

The first is that from year 2 the use of Pontoons A-E is reserved for the use of visitors. This assumption results in an increase of 117 berths available for visitors and, after allowing for some infilling in the remainder of the Marina, a reduction in the number of annual berths from 490 to around 402. Our calculations presume that it takes up to three years for an expansion of visitor numbers to increase visitor utilisation rates to the current average berth utilisation rate of 250 days per year. The impact of this change is expected to result in a net increase in annual Marina income by around $650,000.

The second approach is, rather than changing access rules, to double the fees for annual berths from $232 to $464 per metre (excluding GST). At present the annual berth fee of 12m to 20m vessels range from $2,784 to $4,640. This compares with an effective revenue of $7,500 to $11,250 from Marina visitors (based on an average utilisation rate of 250 days per year). Assuming that the visitor rates reflect the commercial value of the berths supplied, the revenue differential suggests that annual berth holders are effectively receiving an annual subsidy of around $5,000. Doubling the fee would significantly reduce the size of this subsidy (effectively from Nelson City ratepayers to berth holders).

Assuming that the price increase reduces berth holding rates from 95% to 90% (with freed up spaces being made available for visitors) these price increases are expected to free up an extra 27 berths for visitors (about 90 fewer berths for visitors than implied in Option 1), but generate a significantly larger annual revenue boost of $1.74m for the Marina.

7.3.3 Sea Sport Facility

A two storied sea sport facility with a floor area of 600 m$^2$ is constructed on Council owned land on Akersten Street. It is assumed that the consent process takes place in Year 1, with construction completed in Year 2. The assumed construction cost is around $1,200,000 with 50% of the construction cost being met by sea sports clubs and 50% by the Nelson city Council. Based on previous arrangements between the Marina and some of the sea sport clubs, it is assumed that each of 15 participating clubs pays $400 a year towards the facility’s upkeep. Such payments would remain well short of what would be considered commercial rent levels -assuming 15 tenants the average cost covering lease would be around $3,200 per organisation.

A further consequence of the construction of the sea sport facility is that it will need to take up space currently used for trailer storage. This is calculated to result in a reduction in Marina revenue of $41,000 per year.

7.3.4 Safety Improvements

The analysis here includes the following initiatives for mitigating the identified risks relating to Pontoon B:

- Remove berths on the corner of Pontoon B (two on the ends and two down the length of the pontoon) to improve vision lines for craft coming around the corner;
- Install better signage to ensure craft obey marine traffic rules;

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12 To put the scale of this subsidy in context estimates for the proposed sea sport facility suggest that assuming that clubs contribute $350,000 to the facility construction costs, then the annual commercial rent due to the Council from each club would be around $2,100. The calculations presented here assume that clubs will actually only pay on average $400 per year for use of the sea sport facility. A doubling of the annual berth fee would still leave most berth holders with a subsidy in excess of the subsidy that the proposed sea sport facility offers water sport clubs.

13 This calculation includes an assumption that there will be a partial offset of $4,000 more revenue for ramp use, as ramp use is part of the trailer storage fee at the Marina.
Undertake an education campaign to ensure users understand the rules;

Undertake an enforcement campaign for those who break the rules; and

Establish mandatory reporting of near misses and accidents in order to develop a data set to better understand the extent of the safety issues (at the moment safety issues are based on anecdotal reporting).

The key cost of these initiatives is the loss of income associated with the removal of 4 berths. It is assumed that this will imply foregone annual income of $11,136 representing the annual berth fees for four 12 metre berths. The other safety initiatives are assumed to cost $11,000 in Year 1, with ongoing costs of $2,500 per year.

7.3.5 Marketing

The calculations assume that a marketing programme will begin in Year 2 with a budget of $50,000 per year for a ten year period.

7.3.6 Marina Commercial and Hospitality Facilities

The calculations include construction costs for 400m$^2$ of commercial and hospitality space to be located nearby the proposed sea sport facility. Construction is assumed to take place in Years 4 and 5, with total construction costs of around $850,000. Income calculations assume a rental stream that will compensate the Council for financing this construction.

7.3.7 Boat Servicing Hub

The development of a boat servicing hub on currently unused land on Akersten St is assumed to commence in Year 4, have construction activities over a three year period and have a total cost of around $1.3m. It is assumed that the costs of these primarily commercial developments will be borne by relevant private sector operations.

7.3.8 Public Walkway Developments

Pedestrian access to be facilitated by walkway and lighting upgrades along the Marina edge in Year 4, with a budget of $45,000.

7.3.9 Art or Cultural Centre

A development of an art or cultural centre at the city end of Akersten St is scheduled here to be constructed in Years 6 and 7 with a construction budget of $1.2m. The costings here assume that this development will be a joint venture with the Council funding 50% of the construction costs. Income calculations assume that the Council receives a revenue stream that compensates the Council for its contribution to construction costs.

8 ENVIRONMENTAL CONSIDERATIONS

This section provides a high level qualitative summary of the broad environmental parameters at the Nelson marina. Where possible, a range of recommendations have been suggested to manage potential risks. These recommendations are suggestions only and further detailed analysis will be needed prior to any development at the marina.
Figure 8  Map showing environmental aspects
8.1 ENVIRONMENTAL ASSESSMENT

8.1.1 Contaminated Land at the Nelson Marina

The Nelson City Council Hazardous Activities and Industries List (HAIL) database was used to identify potentially hazardous sites within the Nelson region and the Marina area.

A HAIL site is a site which could be at risk of contamination by hazardous materials because of potential historical land use (e.g. land which may have been previously used for the storage chemicals or fuels).

The HAIL database identifies all known hazardous sites in the region and was created using information including historical aerials and property information.

The Nelson marina area clearly shows a number of HAIL sites, but not all these sites have undergone a preliminary or detailed site investigation to assess the actual levels of site contamination.

Figure 7 above illustrates the areas within the Nelson marina which are listed as HAIL sites (purple areas). It is clear that the entire boat berthing area of the Nelson marina is classed as a HAIL site with many of the properties along Akersten Street also falling within the HAIL categories. The area suggested in section 5 for the Sea Sport facility is also identified as a HAIL site. The large carpark area servicing the boat ramp launching area and adjacent to the sea sports facility however, is not classed as a HAIL site (Figure 7).

This strategy provides a number of recommended measures to provide better management of potential contaminated land issues at the marina and have outlined these in Section 8.1.1.1.

8.1.1.1 Recommendations

Suggested recommendations are as follows:

- All future development at the marina to comply with the Building Act 2004;
- Any future development at the marina should consider any relevant requirements for HAIL list activities and the National Environmental Standard for assessing and managing contaminants in soil to protect human health (2012);
- Future industrial developments at the marina should consider including containment facilities where contaminated waste is produced or where potential contaminants are stored.

8.1.2 Marine Biosecurity

In November 2008, the Top of the South Island Marine Biosecurity Strategic Plan (TOSSP) was developed with the aim of preventing the introduction and minimising the spread of unwanted marine species throughout the top of the South Island.

The TOSSP provides a regional strategic plan within the overarching national biosecurity framework and provides guidance and principles for better coordination of marine biosecurity actions in the region, including management of biosecurity issues in the Nelson Marina. The TOSSP also considers potential biosecurity issues (e.g. marine pest incursions) from other locations which may have an effect on the Nelson region.

The location of Nelson at the top of the South Island and in close proximity to the Marlborough Sounds and Abel Tasman National Park means biosecurity is an important issue. Nelson is also the location of a large Port operation which receives a significant number of international freight vessel movements including the occasional super yacht.
While these vessels must comply with our maritime laws and regulations (Biosecurity Act 1993) the potential for biosecurity incursions still remains (e.g., Mediterranean fan worm detected in Nelson harbour in 2013\textsuperscript{14}).

The proximity of Nelson Marina to the adjacent port and commercial fishing moorings means any biosecurity incursion has the potential to expand into the adjacent marina leading to colonisation on vessel hulls and other marina structures.

Alternatively an increase in visitor numbers may also provide a greater source of marine pests to other areas through the movement of contaminated vessels to other coastal environments.

Marina biosecurity high risk areas include boat ramps, berths and areas where hull cleaning occurs. For example TOSSP notes that boats taken out of the water for hull cleaning at Dickson Marine Ltd are cleaned over a holding tank however no information was provided on disposal of this contaminated water (i.e. frequency of disposal, location (e.g., landfill, discharge to marina), etc.).

A review of the draft Nelson Marina Annual Berth Holder Licence Terms and Conditions (2015) Condition 11 (Vessel Maintenance) provides recommendations on hull cleaning activities including:

\textit{Condition 11.2 (i) – Hull Cleaning: “The Berth-holder shall keep hulls clean of designated marine pests and free of conspicuous bio-fouling, and undertake regular cleaning and antifouling”}.

While these Terms and Conditions provide some measure to avoid unwanted organisms from colonising and establishing within the Nelson Marina, greater clarity on vessel maintenance measures would remove any ambiguity in relation to the obligations of berth holders.

8.1.2.1 Recommendations

We suggest the following recommendations to better manage biosecurity in the Nelson Marina:

- Develop a set of clear conditions to support draft Annual Berth Holder Licence Terms and Conditions: Condition 11.2 (Hull Cleaning) including:
  - Information on the frequency of hull cleaning for permanent berth holders (e.g., annually);
  - The location of cleaning (e.g., designated slipway with holding tanks to capture waste); and
  - No vessel hull cleaning to be carried out while vessels are in the marina (i.e. moored or moving through the marina).

- Develop a biosecurity strategy for the Nelson Marina to manage vessels arriving at the marina that takes into account the level of biosecurity risk (e.g. where a visiting vessel has come from). Specific conditions may include the visitor or berth holder to demonstrate biofouling of vessels at specified time periods (e.g. receipts of bio-fouling carried out every 6 months).

8.1.3 Marina Water Quality

Council’s regular freshwater and marine monitoring program, measuring water quality at the key bathing beaches indicates water quality is generally very good\textsuperscript{15}. No sampling within the Nelson marina was carried out as part of the water quality monitoring program.

An area of the Haven, located adjacent to the marina, is regularly sampled as part of the Council monitoring program with results indicating possible faecal matter contamination. While the point source of this contamination was not identified, contamination from the sewerage treatment plant, land runoff and water fowl were identified as the most likely sources.

\textsuperscript{14} \url{www.biosecurity.govt.nz}

\textsuperscript{15} “Annual Monitoring Summary: Recreational Bathing Water Quality” Nelson City Council (2014/2015).
In addition to reported environmental factors influencing water quality, anecdotal evidence collected during stakeholder engagement reported possible faecal matter contamination originating from vessels moored within the marina.

As faecal matter monitoring is not carried out within the marina as part of the Council led environmental monitoring program there is no clear indication of faecal matter contamination levels. This is potential for this to become problematic (if not so already) once the Sea Sport facility is developed and increasing numbers of sea sport participants enter the marina waters.

In order to ensure the water quality is sufficient to allow sea sport participants to regularly immerse themselves in the water, an initial investigation into water quality is recommended. If poor water quality is identified, particularly if high levels of faecal matter are measured, an ongoing monitoring program may be required.

The draft Nelson Marina Annual Berth Holder Licence Terms and Conditions (2015) does not currently include any requirement to maintain on-board sewage facilities (e.g., holding tanks) or to use designated facilities for the collection and disposal of sewage. It is recommended that such a condition be included.

Stormwater discharges into the marina is another potential source of contamination as stormwater is known to carry contaminants from road runoff, roofs, rubbish from stormwater drains, etc. These contaminants are typically discharged during high rainfall events and can contribute to an increase in site specific water and sediment contamination, particularly where water flow is low (e.g. sheltered marinas).

A review of Figure 7 clearly shows a number of stormwater outfalls entering the marina as well as discharging along Akersten Street into the Matai River/Haven area. Each of these discharges has the potential to contribute to water quality issues at the marina. It is also clear from Figure 7 that the marina boat ramp has an existing discharge to water permit with an adjacent groundwater take permit at the Talleys property.

As Nelson City Council is looking to improve the amenity value and encourage greater sea sport use in the marina we have provided a number of recommended measures to provide better management of water quality including potential faecal matter contamination in the marina.

8.1.3.1 Recommendations

Suggested recommendations to better manage water quality in the Nelson marina:

- Develop a set of clear conditions to support the draft Annual Berth Holder Licence Terms and Conditions: Condition 11.1 (Maintenance) requiring:
  - Regular (e.g., annual) maintenance of on-board sewage holding facilities (where present); and
  - No disposal of any sewage into the marina e.g. from ballast or bilge tanks.

- If initial investigations raise water quality issues:
  - Identify sites within the marina for inclusion in the recreational bathing water quality monitoring program
  - Install faecal monitoring equipment at the end of each pontoon.

8.1.4 Earthquake-prone status

The Building Act 2004 requires that all New Zealand Councils have a policy on earthquake prone buildings. The aim of the Act is to reduce the risks that earthquakes present to the public and buildings by putting in place an approach to evaluate a buildings structural performance.
In 2006 the Nelson City Council, after public consultation, developed and implemented the Earthquake Prone Buildings Policy. This policy was developed as a result of the requirements of the Building Act 2004 and follows the procedures for the evaluation of buildings from the New Zealand Society for Earthquake Engineering’s Guidelines for ‘Assessment and improvement of the structural performance of buildings in earthquakes’. The Council policy applies to all buildings except single storey residential dwellings and two (or more) storey residential dwellings that contain only one or two household units.

To date, Nelson City Council has carried out limited structural earthquake performance evaluations of buildings within the city, with no such evaluations of the buildings located within the marina. Figure 7 illustrates the location of earthquake prone buildings at the marina and in the surrounding areas. It is clear that no recorded earthquake prone buildings are recorded at the marina, although there are a number along Vickerman Street and within the Port area.

However, Council policy also notes that “buildings designed after 1976 are unlikely to be earthquake prone unless they have a critical structural weakness from a design deficiency or unauthorised alteration”. As the Nelson Marina (including all buildings located along Akersten Street) was opened in 1987 or later, all buildings are assumed to be consistent with council policy.

8.1.4.1 Recommendations

We have outlined below a number of suggested recommendations to better understand whether buildings at the marina pose a potential earthquake risk:

- Nelson City Council to carry out:
  - A comprehensive structural evaluation of Council owned buildings, where those buildings are to remain intact post-development (Dickson Engineering; and the Tasman Bay Cruising Club) and there are grounds to consider that the building may be structurally compromised e.g. there have been structural changes to the building.
  - Due to the recent development of the Marina office block, this building may not require investigation.
  - An assessment of the structural integrity and suitability of the reclaimed land in areas where additional development is to take place.

- Nelson City Council to require all future development of infrastructure at the marina to comply with the Building Act 2004.

8.1.5 Surge and Inundation Issues

In November 2015, the Parliamentary Commissioner for the Environment released her report “Preparing New Zealand for rising seas: Certainty and Uncertainty”. In part, this report discussed how a rising sea level will increase the frequency, the duration, and the extent of coastal flooding in New Zealand and how exceedances of high water levels that are currently expected to occur only once every hundred years – today’s ‘100 year event will occur more and more often.

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For example, “Preparing New Zealand for rising seas” projected sea levels in New Zealand to rise by about 30 centimetres between 2015 and 2065. For a rise in sea level of 30 centimetres, such extreme high water levels would be expected to occur about:

- Every 4 years at the port of Auckland;
- Once a year at the port of Wellington;
- Once a year at the port of Christchurch; and
- Every 2 years at the port of Dunedin.

However, due to uncertainties in methods of estimating sea level rise, projections vary, with NIWA indicating a 18-59 cm rise (New Zealand average) between 1990 and 2100.

In relation to Nelson, the “Preparing New Zealand for rising seas” report stated:

“In Nelson, the industrial area around the port, the airport, and the suburbs of The Wood, Tahunanui, and Monaco are all low-lying. Minor ponding occurs in parts of the central city when king tides cause seawater to flow back up stormwater pipes. At times, waves crash over the seawall along Rocks Road.”

8.1.5.1 Recommendations

The following recommendations are suggested:

- Future development at the marina should consider potential sea level rise and develop appropriate adaptation and mitigation responses i.e., construct buildings at an appropriate height (and, in so doing, future proof the long-term economic viability of the marina);
- Assess the structural integrity of the current marina reclaimed land predominantly along the seaward margins, including the potential inclusion of coastal defences and sea walls as required; and
- Future development at the marina to take into consideration predicted changes in weather patterns (i.e., increased frequency of extreme storm events).

8.2 Consents and Authorisations

The future development of the Nelson Marina will need to meet the rules and assessment criteria detailed in the Nelson Resource Management Plan and the Nelson Air Quality Plan.

The NRMP set out assessment criteria reflected in the Resource Management Act 1991 and has effect throughout the Nelson region up to 12 miles off the coast. As a result, any development at the marina should comply with the rules and criteria detailed in the NRMP and the Building Act 2004 which should be detailed in an Assessment of Environmental Effects (AEE) which will support any resource consent application. The purpose of the AEE is to determine the likely adverse effects that the activity will have on the environment and how these effects can be avoided, remedied or mitigated.
While it is not the intent of this section to provide a detailed assessment of the resource consents required for development of the Nelson marina, there are five types of resource consents detailed by Nelson City Council which may be applicable to developments at the Nelson marina. These consents are:

1. Land use consent for the use of land.
2. Sub-division consent for sub-dividing land.
3. Water permit for the taking of water.
4. Discharge permit for the discharge of contaminants in water, soil or air.
5. Coastal permit for the use or occupation of coastal space

9 HOW DO WE GET THERE

The implementation of the Nelson Marina Strategy is recommended to be carried out in three stages.

**Stage One** implementation focuses on the development of a Sea Sport facility and associated safe launching area for non-motorised craft.

**Stage Two** focuses on establishing The Boat Hub and Marina/Sea Sport commercial & hospitality area.

**Stage Three** finalises The Boat Hub and Marina/Sea Sport commercial & hospitality area, then has a pause point to assess the success of the Stage One and Two implementation processes; before re-focusing on addressing growth and utilisation via long term capacity building.

In order to deliver Stage One and Two over the next five years, an Action Plan has been developed, setting out action points for Council to undertake (see Table 15).

**Table 13 Nelson Marina Strategy Action Plan**
<table>
<thead>
<tr>
<th>Area</th>
<th>Description</th>
<th>Actions</th>
<th>Comments</th>
<th>Start Now (1-2 year)</th>
<th>Start a little later (3-5 yr)</th>
<th>Start much later (5-10yr)</th>
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<tbody>
<tr>
<td>Nelson Marina Action Points</td>
<td>Refocus on visitors. Change policy and operational management to refocus the marina on visitor attraction to a greater degree</td>
<td>1. Berth agreements to continue to be annual to allow for adjustments to visitor berth numbers, changes in conditions of berth to ensure water quality and marina safety, and to discourage the marina being used as a boat store (i.e. discourage unused boats).</td>
<td>Commence immediately.</td>
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<td>2. International marketing campaign introduced.</td>
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<td>3. Gradually increase the number of berths held for visitors to 25% of berths for 2016, re-evaluated at the end of each peak season to adjust for the success of the marketing campaign.</td>
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<tr>
<td>Nelson Marina Action Points</td>
<td>Clean water</td>
<td>4. Zero tolerance for sewage discharges into the marina, specified within the berth holder licence.</td>
<td>Make changes to berth holder's agreement immediately. Install testing stations at the end of each pier within 2 years.</td>
<td>Now</td>
<td>later</td>
<td>much later</td>
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<td>5. No hull cleaning allowed within the marina (on the water).</td>
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<td>6. Install testing stations at the end of each pier to identify boats that have discharged inappropriately.</td>
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<td>7. Conditions of berth to include proof of annual anti-fouling or cleaning.</td>
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<td></td>
<td>Clean Marina</td>
<td>8. Start the process of becoming a Clean Marina by taking the pledge</td>
<td>Commence process within 6 months</td>
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<td>New developments</td>
<td>9. Installation of a pontoon at the end of the boat ramp, with access from the grassed area, to prevent boat drift and enhance the safety of boaties as they access their waiting craft.</td>
<td>Develop in association with Sea Sport facility / 229 Akersten re-development as pontoon development should be integrated into design process for sea sport ramp.</td>
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<tr>
<td><strong>Nelson Marina Action Points</strong></td>
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<td>10. <strong>Option 1:</strong> Negotiate re-fuelling availability with Talleys, ensuring appropriate spill response systems are in place. This could involve working with Talleys to provide bunding capable of crossing the span of the marina in case of spills. <strong>Option 2:</strong> Install a separate re-fuelling facility within the marina and managed by the marina.</td>
<td>Commence negotiations with Talleys immediately. Identify feasibility of availability of Talleys cooperation within 6 months. If partnership unattainable, commence development of separate facility within 1 year.</td>
<td>Green Stage 1</td>
<td>Orange Stage 2</td>
<td>Orange Stage 2</td>
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<td>11. Installation of safety ladders on pontoons</td>
<td>Commence immediately</td>
<td>Green Stage 1</td>
<td>Orange Stage 2</td>
<td>Orange Stage 2</td>
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<td>12. Installation of safety barriers in the travel lift area, to divert or slow walkers &amp; cyclists as they approach.</td>
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<td>Green Stage 1</td>
<td>Orange Stage 2</td>
<td>Orange Stage 2</td>
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<td>13. Electrical maintenance (replacement of electrical wiring) is planned for the marina. Consideration should be given to upgrading electrical facilities, such as to 3 Phase; and installing internet capability such as Wi-Fi.</td>
<td>During planned maintenance, but within 3 years</td>
<td>Orange Stage 2</td>
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<tr>
<td>Dredging</td>
<td>Increasing numbers of visitors will have an expectation of a deeper marina being available.</td>
<td>14. In the long term, the Marina should obtain its own dredging consent that allows depths of up to 4.5m in parts or the entire marina.</td>
<td>Within 10 years</td>
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<td>Fees</td>
<td>Fees to remain at level that attracts visitors</td>
<td>15. Fees in general should remain at low levels to attract visitors, particularly during development of the marina area</td>
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<td>16. Maintenance visitors to receive discounted rates to encourage use of The Boat Hub, discount could be tied to value of work carried out.</td>
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<td>17. Live aboards to be charged an increased rate in recognition of the additional burden on facilities, including the requirement for enhanced water quality maintenance.</td>
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<td>18. Fee increases to be managed carefully over time to continue to encourage visitor numbers</td>
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<td>Development Levy</td>
<td>Development Levy to be abolished</td>
<td>19. It is recommended that the development levy cease from 1\textsuperscript{st} July 2016.</td>
<td>Development Levy</td>
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<td>Recreation Action Points</td>
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<td>Nelson Marina Action Points</td>
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<tr>
<td>Health &amp; safety improvements</td>
<td>Safety is paramount within the marina area. In order to address reported issues and ensure the area is safe for growth predictions, safety measures will be introduced.</td>
<td>20. Improve vision lines for craft coming around the corner of Pontoon B by removing some berths.</td>
<td>Commence immediately</td>
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<td>21. Improve knowledge of marina related boating rules among recreational users by installing boating rule signage, undertaking an education campaign in conjunction with Sea Sport groups to ensure users understand the rules &amp; undertake an enforcement campaign for those who break the rules.</td>
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<td>22. Establish mandatory reporting of near misses and accidents within the marina in order to develop a data set to better understand the extent of the safety issues (at the moment safety issues are based on anecdotal reporting).</td>
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<tr>
<td>Sea Sport Facility</td>
<td>Development of a new Sea Sport facility at 229 Akersten St</td>
<td>23. A development plan and business case is required to initiate development of a sea sport facility.</td>
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SLR Consulting NZ Limited
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<tr>
<th>Area</th>
<th>Description</th>
<th>Actions</th>
<th>Comments</th>
<th>Start Now</th>
<th>Start a little later</th>
<th>Start much later</th>
</tr>
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<tbody>
<tr>
<td>Nelson Marina Action Points</td>
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<tr>
<td>Parking realignment</td>
<td>As part of the Sea Sport facility development, parking &amp; traffic flow should be re-designed to reduce congestion.</td>
<td>24. Assessment of traffic flow management. 25. Re-design of parking &amp; traffic flow.</td>
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<td>Dry stack</td>
<td>In the medium – long term, investigate the development of a Dry Stack facility to reduce congestion at the boat ramp and accommodate future growth.</td>
<td>26. Investigate market interest in provision of a dry stack in the Boat Hub area.</td>
<td>Make initial investigations, however, it is recommended that this is a private enterprise facility.</td>
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<tr>
<td>Miscellaneous Action Points</td>
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<tr>
<td>Planning</td>
<td>Develop a Business Case for the 229 Akersten St area.</td>
<td>27. A Business Case should be developed which includes: stakeholder engagement to determine requirements of a Sea Sport facility &amp; high level design of the area.</td>
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<td>Development</td>
<td>In Stage 1, existing leaseholders should be notified of upcoming changes in order to prepare.</td>
<td>28. Notify affected existing lease holders of upcoming development</td>
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<td>Development</td>
<td>In order to commence design and development, a formal partnership arrangement is required between Council and the Sea Sport community.</td>
<td>29. Establish governance group with Sea Sport community</td>
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<td>Development</td>
<td>Once the governance group has been established, a design/build partner should be determined.</td>
<td>30. Release Expression of Interest (REOI) for design / development of 229 Akersten area and on water developments (e.g. ramps, pontoons)</td>
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<tr>
<td>Planning</td>
<td>Develop a Business Case for The Boat Hub area.</td>
<td>31. A Business Case should be developed specifically for The Boat Hub that investigates build, own and management options and included market information.</td>
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<tr>
<td>Development</td>
<td>The market should be tested to ascertain interest in a partnership with Council for the development of The Boat Hub</td>
<td>32. Release Expression of Interest (REOI) documents to gauge level of interest in partnership for development of The Boat Hub</td>
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<td>Management</td>
<td>Ensure management partners are capable and willing to engage.</td>
<td>35. Negotiate amendments to the Marina Management contract to extend responsibility to all council owned developments including the Sea Sport facility.</td>
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<td>Capacity</td>
<td>Developments in the Marina Strategy area are likely to increase utilisation of facilities. A review of growth and utilisation should be undertaken in five years to assess the need for an increase in capacity, and identify the options for development, as capacity increases are likely to require substantial planning.</td>
<td>36. Review utilisation of the Marina Strategy area and assess need for increase in capacity. If required initiate investigation of options for capacity increase.</td>
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</table>
ADELAIDE
4 David Avenue
Glenelg North SA 5045
Australia
M: +61 401 957 075

BRISBANE
Level 2, 15 Astor Terrace
Spring Hill QLD 4000
Australia
T: +61 7 3858 4800
F: +61 7 3858 4801

CANBERRA
Suite 3 Level 4, 11 London Circuit
Canberra ACT 2600
Australia
T: +61 2 6287 0800
F: +61 2 6287 0801

MELBOURNE
Suite 6, 131 Bulleen Road
Balwyn North VIC 3104
Australia
T: +61 3 9249 9400
F: +61 3 9249 9499

NEWCASTLE
10 Kings Road
New Lambton NSW 2305
Australia
T: +61 2 4037 3200
F: +61 2 4037 3201

MACKAY
21 River Street
Mackay QLD 4740
Australia
T: +61 7 3181 3300

NEW PLYMOUTH
Level 2, 10 Devon Street East
New Plymouth 4310
New Zealand
T: +64 0800 757 695

ROCKHAMPTON
E: rockhampton@slrconsulting.com
M: +61 407 810 417

PERTH
589 Hay Street
Jolimont WA 6014
Australia
T: +61 8 9422 5900
F: +61 8 9422 5901

SYDNEY
2 Lincoln Street
Lane Cove NSW 2066
Australia
T: +61 2 9427 8100
F: +61 2 9427 8200

TOWNSVILLE
Level 1, 514 Sturt Street
Townsville QLD 4810
Australia
T: +61 7 4722 8000
F: +61 7 4722 8001

TAMWORTH
PO Box 11034
Tamworth NSW 2340
Australia
M: +61 408 474 248
F: +61 2 9427 8200

AUCKLAND
Plaza Level, 41 Shortland Street
Auckland 1010
New Zealand
T: +64 9 363 9570

NELSON
5 Duncan Street
Port Nelson 7043, Nelson
New Zealand
T: +64 274 898 628

NEW PLYMOUTH
Level 2, 10 Devon Street East
New Plymouth 4310
New Zealand
T: +64 0800 757 695

SINGAPORE
1 Fullerton Road
#02-01 One Fullerton
Singapore 049213
T: +65 6735 7972