



Napier **RECOVERY PLAN**



NAPIER
CITY COUNCIL
Te Kaunihera o Ahuriri

“Napier is a great place with strong, resilient people who were so kind to each other through the lockdown period. As we moved out of lockdown, it has been very encouraging to see so many people work together and innovate to make the best of these exceptional circumstances.

That said, it has been a tough and unsettling time for many people. We will continue to work closely with many different organisations to ensure that support remains available for individuals, households, businesses and community organisations.

As the pandemic recovery period evolves, so too will our plans.

This will ensure the appropriate level of support is provided to our businesses and communities.

We will always be guided by looking at what is best for Napier. We will explore every opportunity we can that will help our businesses, create employment and support individuals.

A full recovery from the pandemic will take some time. We can't be certain about what Napier's economy will look like in the medium term, however our plans are designed to make sure our city is as resilient as it can be.”

- Kirsten Wise, Mayor of Napier



VISION FOR RECOVERY

Together, we will restore and enhance vibrancy, innovation and wellbeing in our community now and into the future

OVERVIEW OF FRAMEWORK

The Napier Recovery Plan framework sets out the approach to recovery in Napier. At the time of writing, much is unknown about the extent of impacts and pressure points for Napier as we leave lockdown and enter Alert Level 1.

We want to be agile in responding to the needs of our community over the next 12-18 months.

This framework allows us to be agile and responsive, while ensuring that we remain focused on our wellbeing goals; make decisions based on evidence; and partner with iwi, businesses, not-for-profits, and our community throughout the recovery and renewal journey.

An overview of the Napier Recovery Plan Framework is below.



APPROACH TO RECOVERY

The COVID-19 pandemic has had a significant impact on the lives of people in Napier/Ahuriri. The lockdown and different Alert Levels have changed how we work, how we socialise, and how we live. There have been benefits, such as the resilience and support our community gave to our more vulnerable people, and also downsides including significant costs for businesses and employment. To recognise the broad reaching impacts of the pandemic, our approach to recovery also takes a holistic view. We want to address the key issues and also take advantage of positive changes brought about by the pandemic.

The Napier Recovery Plan has six key goals that cover all aspects of our community's wellbeing. At the foundation supporting these goals is Te Pou o Te Rāngai Haumanu (to revive and restore health/wellbeing).

Ngā pou e toru - the three pillars in blue - weave through our recovery goals and represent:

He kainga tö te ata - He kainga ka awatea - He kainga ka ahiahi

Meal in the morning - Meal in the middle of the day - Meal in the evening

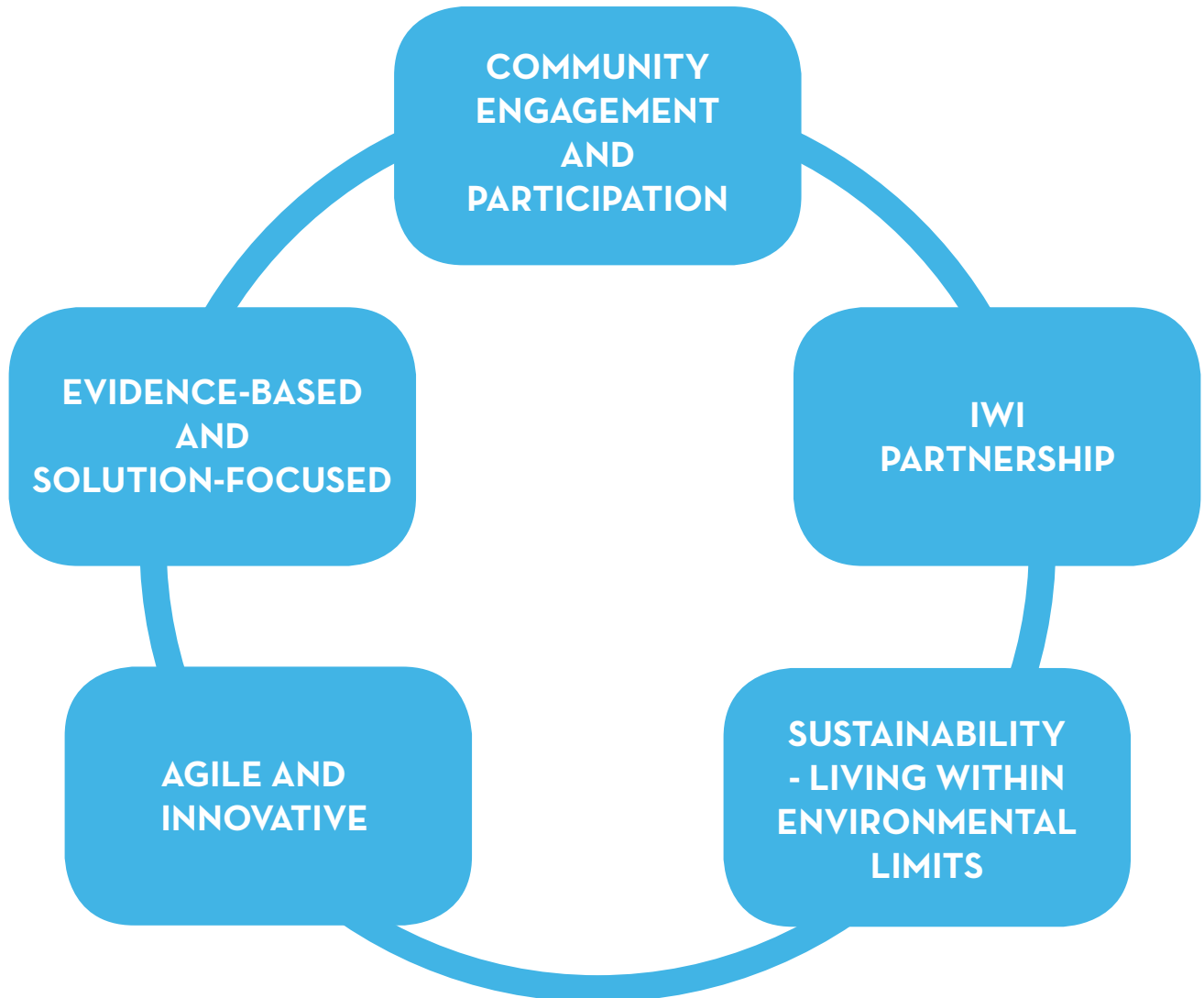
This whakatauki represents the role of Te Whanganui-ā-Orotū (Ahuriri Estuary) in providing for the wellbeing of the ancestors of mana whenua. The pou symbolise sustainability and providing for the holistic wellbeing of all of our people, and weave together our goals as we look to recovery and renewal of our community following the COVID-19 pandemic.



PRINCIPLES

How should we approach recovery and renewal in our community?

Five key principles underpin the approach to Napier City's Recovery and Renewal:





POTENTIAL SCENARIO

What might the COVID-19 pandemic mean for the wellbeing of our community?

Over the next 12-18 months, Napier will transition to Alert Level 1 and likely remain there for a period of time before eventually reaching the full recovery stage. Based on engagement with our community, and a review of expert data and projections, we have identified key trends that will shape life in Napier in the 12 months beginning June 2020. We will continue to monitor changes in our community, including seeking community feedback, through Alert Level 1 to understand Napier's key issues and opportunities

Unemployment will continue to rise and more people will require welfare support

- Unemployment is forecast to be around 9-10% of Napier residents by March 2021, compared with 3-4% prior to COVID-19. The extent of unemployment over the next 12 months will depend largely on central government assistance; global economic forces on our export markets (especially non-food exports which are vulnerable to reduced global economic activity); resilience of our businesses to adapt to change; and our community's support of our small-medium enterprises.
- Additional welfare support that began in the Response phase may need to continue – more demand is likely as the wage subsidy period ends.

Ongoing uncertainty, restrictions and job losses will likely impact on mental health and wellbeing in our community

- We will need to work to support each other – including continued additional welfare and neighbourhood support which started in Alert Level 4.
- More demand for mental health and community social support services.
- Longer term impacts are relatively unknown.

Napier's housing needs may change

- As unemployment rises, people may struggle to keep up with mortgage or rent payments.
- There will be a continued need to transition people into permanent housing. Napier's homeless population was transitioned into emergency housing during Alert Levels 4 and 3 and there will be continued demand for this service.
- The government has signalled additional energy in Kāinga Ora housing developments (resource consents for construction of 41 Kāinga Ora houses were approved by NCC during Alert Level 4).
- Housing prices in Napier may drop by around 10%, however this is unlikely to result in negative equity for most homeowners due to significant increase in values over the last 12-18 months

- Reduced migration in the medium term and reduced profit margins may reduce energy towards new housing developments and cause private developers to defer housing projects, particularly where significant upfront infrastructure investment is required. This would result in long-term housing supply issues for Napier.
- Significant reduction in Council income may reduce ability to invest in significant infrastructure works for new growth areas.
- Pressure on incomes may result in underinvestment in housing quality including heating and insulation.
- Household access to broadband technology and devices will have a greater impact than previously on learning opportunities, job opportunities (working from home), and volunteering capacity.

Consumer confidence is predicted to hit an all-time low and disposable income will be reduced

- Discretionary spending will significantly reduce as people look to save money in case they lose their job (or if they already have).
- Retail preferences will shift to locally owned stores with strong identities and/or retailers who sell New Zealand made products. Having dual online stores will become essential for retailers' survival.

People will start to gather again - but not the same as before

- Even as restrictions are lifted as we transition to Alert Level 1, there may be long term changes to social psychology and behaviour that will impact how we

gather together. We don't know the extent of this yet.

- Theatre, sports and events may be held at a smaller scale in the medium term, however this may affect viability, resulting in greater reliance on community clubs.

It's going to feel increasingly quiet in the city centre

- Our hospitality sector is predicted to be under pressure as a result of reduced tourism and disposable incomes.
- Tourism will be limited to local and domestic tourism as international borders may be closed for 12+ months. The Art Deco Trust and Napier tourism businesses may struggle.
- Retail may also continue to face pressure post-lockdown as people have less disposable income and/or change their consumer habits.
- Many people may continue to work from home at least part of the time and consequently commercial businesses will look to downsize their physical premises.

Business investment will slow - but there is opportunity for Napier to be recognised as tech friendly

- Technology businesses may be attracted from Auckland and Wellington due to the increased recognition that remote working is feasible, and of the lifestyle advantages that Napier offers.
- Hawke's Bay growers and other sectors may be open to piloting new technologies and supporting technology businesses.
- There may be opportunities for making and selling products and services online. These can be based in Napier but serve nationwide demand for local companies.



The community and not-for-profit sector may face ongoing challenges

- There is potential for reduced income for community organisations from gaming trusts, and other philanthropic organisations due to restrictions and economic slowdown.
- Demand from the community for social support and other services may impact on the ability of community organisations to delivery under financial constraints.
- Reduced Council income to fund new capital projects- prioritisation will be required.
- The “digital divide” (disparity of access to devices and fast internet connections) may affect the extent to which organisations can continue to deliver their services remotely while restrictions are in place, and for some residents in the community to access services.

Events, arts and sports will be under continued pressure

- International sporting and entertainment events are unlikely to take place in the medium term due to Alert Level 1 restrictions.

- Reduced use of Council facilities (eg Municipal Theatre and Napier Conferences and Events) for traditional uses.

Reduction in international education

- International education revenue is expected to halve – affecting the viability of EIT and secondary school programmes.

People will value retaining and leveraging environmental and health gains achieved through the COVID-19 lockdown period

- Nationally there was a significant improvement in air and water quality during Alert Level 4.
- Many commentators are acknowledging that this could be an opportunity to reset the economy to be more ecologically sustainable – to live within the limits of our environment.
- There is an opportunity to restore green space environments in response to the increased value the community places on these areas. Walking and cycling within the local neighbourhood has now become a habit for many families and this may continue as restrictions are lifted.



GOALS

What is important for our holistic wellbeing? What should we strive for?

Identifying wellbeing goals for the community enables us to identify where COVID-19 is having the greatest impact in our quality of life, where there have been positive impacts, and where we can best focus recovery and renewal efforts over the next 12-18 months.

We are developing a “data dashboard” that will enable us to track progress in achieving the goals. This will be made available on

our website. We are gathering information from a variety of sources including existing datasets and Napier City Council surveys. We also encourage iwi, business sector groups, not-for-profits and the community to share any information they have with us so we can collectively understand the issues and opportunities for Napier. You can contact us at recovery@napier.govt.nz

Development of the indicators and targets are a work-in-progress as we seek input from mana whenua, the business sector and community groups. The data dashboard will be updated and made available on our website once finalised.

GOAL #1	GOAL #2	GOAL #3	GOAL #4	GOAL #5	GOAL #6
Everyone has access to safe drinking water, food and housing	We are healthy and active	Our businesses and not-for-profit organisations are resilient and innovative	Our city centre and local centres are vibrant and sustainable	Our community is safe, fair, connected and resilient	Renewal of our city respects, protects and celebrates our cultural heritage and environment
Potential indicators and targets (TBC):	Potential indicators and targets (TBC):	Potential indicators and targets (TBC):	Potential indicators and targets (TBC):	Potential indicators and targets (TBC):	Potential indicators and targets (TBC):
<ul style="list-style-type: none"> Drinking water quality Housing and neighbourhood agreement scores Food parcel demand Food Special Needs grants (MSD) Housing/rental affordability Housing supply vs demand projections Social housing waiting list Homelessness 	<ul style="list-style-type: none"> New and recovered cases of COVID-19 in Napier Mental wellbeing Index Pedestrian/cycle counts Sports participation Quality of life index 	<ul style="list-style-type: none"> GDP Median incomes Jobseeker allowance/NEETS Tourism spend Business confidence Community organisation confidence Staff/volunteer recruitment Expanded/modified service delivery of NFPs post-COVID-19 	<ul style="list-style-type: none"> Building vacancy rates Pedestrian counts Parking rates Spend in each centre (Paymark) Perception of safety 	<ul style="list-style-type: none"> Crime rates Perceptions of safety Social connection index Digital connections (Skinny Jump) Digital inclusion classes (registrations) Perceived community coping level Emergency preparedness NEETS rate 	<ul style="list-style-type: none"> Occupancy of listed heritage buildings Access to heritage fund Air quality levels Vegetation coverage Swimming water quality Renewable energy (new installations?)

NAPIER CITY RECOVERY AND RENEWAL INITIATIVES

What can we do as a community to achieve our goals?

All Napier City Recovery and Renewal initiatives, whether Council, business sector, not-for-profits, iwi-led, or community, can work together to collectively achieve the wellbeing goals. As we develop further understanding about the key issues and opportunities for achieving the goals, we can target recovery and renewal activities efficiently.

Opportunities

The following opportunities have been identified for achieving the wellbeing goals for Napier's recovery and renewal. More opportunities may arise and the recovery framework enables us to respond to these over the next 12-18 months.

Opportunity for Napier to be innovative, technologically friendly and future focused

There is increased awareness of the potential of online services and remote working that can be leveraged from the IT sector. Napier could attract new businesses due to the lower cost of living, improved lifestyle, and ease of physical distancing in Napier/Hawke's Bay.

- Ensure the city's technology infrastructure is the best of all the regions and accessible to all.
- Attract cloud-based software companies to relocate here. Remote working means there is not the need to be in the big cities and we can offer lifestyle advantages.

- Be the best at online marketing and distribution to the home or office.
- Be very good with data – collection and design.
- Be the place to pilot software innovations and other technologies in agricultural technology, environmental technology, and food technology.
- Opportunity for community groups and facilities to cultivate digital citizenship, social connectivity, and improved engagement and connectivity
- Take a leadership position in online education - including additional internet accessibility driven by the Ministry of Education to facilitate remote learning.
- Ensure IT resources are available and affordable for households.

Opportunity to develop a new community purpose and develop pride in our balanced life

Build localised, sustainable businesses

- Support local businesses, New Zealand made, sustainable products
- Use technological innovation to improve economic wellbeing while minimising environmental impacts
- Joint environmental/community/economic wellbeing ventures e.g. Ahuriri Estuary Regional Park with ecotourism component.
- Opportunity from COVID-19 to redeploy forestry workers to plant trees.
- Complement city centre focus with neighbourhood centres – where people walk and cycle with their families and as more people work from home.





Community wellbeing

- Celebrate families, schools, neighbourhood champions, sense of pride of living in Napier – foster community spirit – using technology to complement traditional routes while maintaining opportunities for safe community interaction.
- A move to more flexible working may improve wellbeing and reduce stress for some families.
- Active communities – take advantage of increased walking and cycling in neighbourhoods during lockdown, to improve long term physical and mental wellbeing. This may include additional infrastructure investment such as walkways, cycleways and recreational facilities.
- Encourage increased collaboration between community organisations, flexible ways of providing services, and opportunities for developing collegial support (including among volunteer workers).
- Leveraging off multi-agency programmes (eg Safer Napier) to develop collaborative opportunities.
- Link businesses and community organisations to share challenges, and identify common goals and potential partnerships

Key initiatives

Recovery and renewal efforts for Napier can target five key initiatives to address issues and create opportunities:

Support and Celebrate Napier

The “We are Team Napier” campaign and initiatives focus on supporting and

celebrating innovation and success in the local economy and our communities. Initiatives within the “We are Team Napier” movement can be led by Council, business sector, not-for-profits, iwi, community, or through partnerships. The initiative has five key aims:

Examples include:

- Team Napier website and social media campaign for the community to showcase success
- Hand sanitiser stations in the city centre, Ahuriri and Taradale
- Business Rapid Response fund
- Love Your Neighbourhood competition
- Check On Your Neighbour campaign
- Environmental restoration of green spaces – community-led partnering with Council, mana whenua, and other stakeholders
- Co-ordinated welfare response
- Co-ordinating events that meet Alert Level public health requirements (including live music events)
- Tailored advice for licensed food premises

Infrastructure and Community facilities

Napier City Council will remain agile to ensure projects give effect to the recovery and renewal plan. This will mean a blend of small and large scale and value projects will be considered as the programme is developed and our thinking is refined. We will support the delivery of regional and nationally funded initiatives where they align with the Napier Recovery and Renewal goals and support local employment.

Our programme will go beyond council owned and delivered projects to ensure that regional development opportunities that promote recovery and renewal will be given appropriate consideration and weighting through our programme of work.

Projects being considered for external funding sources and/or acceleration as part of the recovery process may include but not be limited to the following:

- 3 Waters projects supporting the renewal of Napier's water supply and strategic water services.
- Transportation projects - Thames Pandora Roundabout to help support the efficient movement of freight to the Port.
- Urban development projects - including Te Pihinga (a new horizon) which is focused on growing economic and social prosperity in Maraenui, including through housing and community facilities.
- Larger scale housing developments such as The Hill at the Mission - a residential development to help bolster our quality housing within the city, led by others/
- Construction projects that support the reinvigoration of the CBD such as the demolition of the old council chambers, and new library facilities.
- Longer term environmentally astute projects such as the Lagoon Farm Storm Water enhancements.
- Quicker, smaller construction projects that may support reactivation of city culture and tourism such as cycleways, walkways, and new scooter ramps at Bay Skate.
- Commercial projects such as servicing the Awatoto Industrial subdivision will be considered to help underpin employment needs and mitigate any negative impacts from increasing unemployment.

Housing and Accommodation

This initiative seeks to facilitate provision of housing through a co-ordinated approach involving NCC, Kāinga Ora, MSD and the private sector to achieve our recovery and renewal goals.

Examples being considered include:

- Continue partnerships established during Alert Level 4 to provide emergency accommodation where required.
- Assist with site identification and fast-tracking consents for Kāinga Ora housing projects.
- Incentivise development of housing in and around the city centre.
- Seek government funding for infrastructure to service housing growth areas.
- Public-private partnerships to repurpose city centre visitor accommodation for transition and/or permanent residential accommodation.

Business and not-for-profit sector support and innovation

Flexibility and innovation will enable businesses and the not-for-profit sector to recover and thrive in Napier, contributing to the wellbeing of our community. A co-ordinated approach to identify opportunities and share information will assist the resilience of our community and economy.

This initiative includes a Jump Start Innovation fund of up to \$100,000 for innovative ideas that accelerate recovery for our community and/or economy. The fund aims to assist with building resilience and encouraging innovation among Napier businesses, community organisations, and social enterprises. It will support ideas or projects that groups can lead or partner in to fast-track recovery. The fund has a particular focus on collective benefit.





Other potential actions under this initiative include:

- Redeployment scheme for medium-small enterprises in Napier
- Business support liaison to assist with Council regulations
- Leveraging the power of technology to achieve success through training and improved access
- Facilitating connections and relationship building
- Ensuring Council funding priorities focus on the needs of community organisations.

Sustainable Napier Tourism

Innovation and sustainability in the tourism sector will position Napier well for the future. Our culture, heritage and environment are key assets that can be celebrated through rebuilding tourism for the 21st century and beyond.

Examples include:

- Partner with Hawke's Bay Tourism, including "Baycation" campaign
- Recognising and leveraging our Art Deco heritage and partnership with the Art Deco trust for the domestic market
- Identify opportunities for events that will attract people to the region (subject to Alert Level restrictions)
- Promote medium-long term projects with potential ecological and heritage tourism focus including the Ahuriri Estuary Park.

We seek to co-ordinate efforts across Napier within each initiative to minimise duplication and to identify opportunities through common interests, partnerships and advocacy.

**IF YOU HAVE AN IDEA THAT CAN HELP CONTRIBUTE
TO RECOVERY AND RENEWAL OF OUR COMMUNITY
*please contact our team at recovery@napier.govt.nz***