



# Building a better city

Mayor and Councillors  
3-year work  
programme 2016-19  
(Triennium Plan)

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# Mayor and Councillors 3-year work programme



After the 2016 local authority elections, the Mayor met with the Wellington community and Council stakeholders to identify goals and areas of focus for the next 3 years. The ideas generated at the Wellington Summit led to the

Council's 3-year work programme, which will help Wellington become a more resilient, smarter, people-focussed and sustainable city.

This 3-year work programme will also guide the development of our

next long-term plan, so to help shape Wellington's future, we want to have a conversation with mana whenua, community groups, residents' associations, businesses and other organisations.

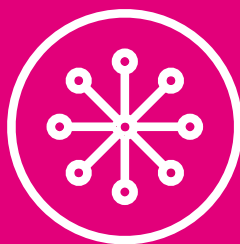


## 1 More resilient

**Focus Area 1**  
Housing and infrastructure

**Focus Area 2**  
Economic resilience

**Focus Area 3**  
Connected and prepared communities



## 2 Smarter growth

**Focus Area 1**  
Economic and job growth

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## 3 People-focussed

**Focus Area 1**  
Capital of Culture

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## 4 More sustainable

**Focus Area 1**  
Our Natural Capital

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## 5 Improving the way we work

**Focus Area 1**  
Living wage

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Improved engagement

**Focus Area 3**  
Smart Council

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Council building resilience



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## Goal 1: More resilient

We want Wellington to be more resilient. We want people, communities, institutions and businesses to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience. In the coming 3 years we have identified three focus areas:

- Safer homes, and more robust infrastructure
- An economy ready to survive, adapt and thrive
- Connected and prepared communities

### Focus Area 1: Safer homes, locations and more robust infrastructure

#### What success looks like in 3 years

- The Cuba Street, Newtown, and Courtenay Place heritage areas have Disaster Management Plans
- Unreinforced masonry in public spaces and along strategic routes is addressed
- The number of earthquake-prone buildings is reduced
- Residential dwellings are assessed and strengthened, unreinforced chimneys are secured or removed, and subfloor structures are secured
- Weaknesses in critical infrastructure and lifelines, such as electricity supply, fuel storage, port access and emergency port facilities, are identified and addressed
- Wellington's water network is significantly more resilient, and the city, its communities and households have an adequate supply of emergency water
- Transport infrastructure, including critical routes and all transport modes, are able to withstand major shocks
- There is a comprehensive understanding of the economic impacts of an infrastructure outage
- The Wellington Earthquake National Initial Response Plan is jointly planned with central and local government, and is widely understood and socialised
- The District Plan adequately accounts for natural hazards

#### What we already deliver

We already undertake a range of activities to make buildings and infrastructure in the city more resilient. This work includes:

- assessing earthquake-prone buildings and working with owners on strengthening them
- strengthening city infrastructure (eg the water network, water reservoirs, and retaining walls above and below roads)
- managing and upgrading the “three waters” network to make them more resilient to earthquakes and more frequent weather events - this includes flooding protection work and adaptation planning (eg encouraging uptake of water-sensitive urban design principles)
- earthquake strengthening Council buildings and facilities
- working with other councils in the region and network operators (eg Lifelines Group) to identify vulnerabilities in the region and develop responses, adaptations or resolutions.

Note: For more information on our response to climate change and approach to “greening Wellington's growth”, see Goal 4 - More sustainable.

# Goal 1: More resilient

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## **New proposals and areas of focus for 2016–2019**

### ***Unreinforced masonry***

We will provide funding support of \$1 million in 2016/17 to strengthen unreinforced masonry, facades and parapets in public spaces in the city and along strategic routes. Central government has also earmarked \$2 million for Wellington for this initiative.

\$1 million of funding has been allocated from the Built Heritage Incentive Fund.

### ***Prince of Wales Reservoir***

We will speed up the delivery of Prince of Wales Reservoir. Consents will be launched in the coming months, with construction expected to start in 2018.

As Wellington's bulk water supply pipelines cross major earthquake faults, the addition of a large-scale reservoir built to modern seismic standards will provide a secure water source in the event of disruption to normal water supplies.

The Council's Long-term Plan has \$9.4 million budgeted (uninflated) for this project. Discussions will continue with the District Health Board and central government around options for funding support for this critical piece of infrastructure. The full cost of the project is expected to be around \$26.75 million (uninflated).

Funding options will be finalised in 2017.

### ***Improved transport network***

We will work with Central Government to explore opportunities to bring forward planned transport corridor improvements to enhance the resilience of the region's transport network (eg Petone to Grenada Link Road, Cross Valley Link, Let's Get Wellington Moving, Great Harbour Way).

This would essentially result in a re-phasing of existing NZTA and Council capital works. There could be a modest impact as part of the Let's Get Wellington Moving programme in the next 2 years, but the majority of the impact is expected to be in 2019 and beyond.

### ***More resilient homes***

We will work with Central Government, the Earthquake Commission (EQC), the Ministry of Business, Innovation and Employment (MBIE) and the insurance industry to explore options for a programme of work to make Wellington's homes safer and more resilient.

This project is a significant priority for Central Government. Research is being prepared to determine the impact on the resilience of Wellington homes, and the results of the research will provide a more detailed picture of out-year costs.

### ***Water resilience plan***

Wellington Water is investigating how to improve the resilience of the water supply network. Their water supply resilience project involves developing an investment plan for client councils' 2018/19 long-term plans to ensure water supply networks meet agreed levels of service after a major earthquake. This work will include exploring opportunities for a cross-harbour pipe from the aquifer to Wellington.

### ***Smart Buildings***

This initiative aims to deploy sensors in partnership with GNS Science in buildings throughout Wellington's central city and develop a tool to collate information from the building sensors, GNS Science ground sensors and our building databases. This will enable us to make instant decisions about the safety and suitability of some of our larger building assets, inform which buildings should be prioritised for inspection/upgrade work and what upgrade work is needed, improve design of new buildings, and allow for earlier occupation into buildings post-disaster and more targeted decision making around buildings and spatial planning of the city.

There will be funding implications from the Smart Buildings project. Costs and partnership opportunities are still being worked through, and more detail will be available in late 2017.

# Goal 1: More resilient

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## Focus Area 2: An economy ready to survive, adapt, and thrive

### What success looks like in 3 years

- There is increased business continuity planning by small- to medium-sized enterprises to allow for businesses to bounce back/recover from shocks and stresses
- Businesses are self-sufficient for at least 7 days, with emergency water and sewage provision
- Businesses are easily able to access earthquake recovery and preparedness information
- The Council has improved information and intelligence about businesses in the city to inform decision making by local and Central Government during the initial response and recovery phases after major events

### What we already deliver

Our work to support economic development in the city is focussed on providing core infrastructure and support so businesses can grow and create jobs.

Recent events highlighted two important factors that could negatively impact on the city's economic resilience and the Council's ability to support businesses after an event.

- Many businesses do not undertake sufficient business continuity planning (particularly smaller to medium-sized enterprises). This was also evident after the Christchurch earthquakes. Insufficient business continuity planning can negatively impact on the viability of the business or cause it to move to other regions.

- The Council currently holds insufficient information about individual businesses in the city to provide rapid support to those caught in a cordon and more broadly to determine the nature and scope of support packages with central government.

### New proposals and areas of focus for 2016-2019

#### *Business continuity planning*

The Council and WREDA will work with the Chamber of Commerce and other stakeholders to develop a programme of work to improve the level of business continuity planning by small- to medium-sized enterprises in Wellington.

To ensure success, businesses have to own the programme of work. The role of WREDA and the Council will be that of catalyst and facilitator.

#### *Business intelligence*

While a lot of data exists about buildings and businesses within Wellington, not all of it is held by the Council. This project will acquire and collate relevant data to build a comprehensive profile of businesses in the city so that the Council is in a strong position to support central government and businesses after an event.

This project is a data collation and management exercise and it is expected that it can be delivered from within existing 2017/18 budgets.

# Goal 1: More resilient

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## Focus Area 3: Connected and prepared communities

### What success looks like in 3 years

- The Quality of Life and Resident Satisfaction Surveys show that people are connected to their community, know their neighbours, and have access to resources and spaces they need to look after themselves and those in need
- Communities and households have the information they need to enable them to make decisions that increase their resilience
- Households and communities are prepared - they have the required equipment and provisions to be self-sufficient for at least 7 days following an event
- There is increased business continuity planning for community and voluntary organisations
- A framework for a sustainable food system for Wellington is developed

### What we already deliver

We already undertake a range of activities to help communities build resilience. This work includes:

- community programmes that connect people, such as #wellynextdoor, Neighbours Day Aotearoa and Growing Neighbourhoods
- providing community spaces as bases for volunteers where resources can be shared
- programmes that focus on building community resilience, developing stronger neighbourhoods and encouraging neighbours to get to know each other.

### New proposals and areas of focus for 2016-2019

#### *Resilient communities*

Our work in this area will continue over the next 3 years, with a specific focus on engaging communities (including cultural communities) and improving the connectedness, preparedness, adaptation and resilience in suburban communities and the central city.

In addition, we will be focussing on providing tools to the voluntary sector to enhance their resilience, and developing the urban agriculture programme to ensure a sustainable food network is developed for Wellington.

#### *Adaptation*

We will develop a community engagement and communications plan to guide how we raise awareness of the impacts and cost of climate change (including sea-level rise, more intense weather events, and flooding). This will draw on best practice guidelines and prepare communities for the decisions that will need to be made in the development of a Climate Change Adaptation Strategy for Wellington. This strategy will guide District Plan changes and infrastructure investment in the years to come.

Over the next 3 years, the focus will be on improving the resilience of Wellington's south coast to storm surges. These projects are part of the existing Council work programme. Funding of \$1 million capex has been earmarked for south coast resilience work in 2017/18.



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## Goal 2: Smarter growth

We want smarter growth in the city. To achieve that we will work with the community and stakeholders to ensure the city develops and grows in ways that is inclusive and meets their aspirations, and invest to grow the overall economy and support the continued transition towards a thriving knowledge economy.

In the coming 3 years we have identified three focus areas:

- Economic and job growth
- Housing our people
- Designing our city for growth

### Focus Area 1: Economic and job growth

#### What success looks like in 3 years

Wellington has been experiencing strong economic growth and net inward migration. A strong capital programme in Wellington and the wider region in the coming years will mean this trend will continue. A strong economy will increase the cost of construction and this will need to be managed well for Council projects. Housing affordability and increased congestion will also emerge as a result of a successful and growing economy.

Key sectors the Council (in partnership with WREDA) is focussing on to drive growth momentum include film and screen, ICT/digital/tech, high-value manufacturing, education, research, science and technology, tourism and events, and professional services (including government).

For the economic and job growth focus area, success in 3 years is:

- GDP per capita growth of 1.5 percent (assumes population growth of 2 percent per annum and GDP growth of 3.5 percent per annum)
- above 2.5 percent per annum growth in jobs in the city - with a strong focus on knowledge-intensive jobs
- an increasingly diversified economy to improve productivity and make it more resilient
- Wellington's central city remaining the most productive area of the country

- an increase in total visitor numbers, overall spend and length of stay
- a stronger relationship with iwi, with the aim of facilitating the growth of iwi business.

#### What we already deliver

We already undertake a range of activities to support economic and job growth in the city. This work includes:

- funding the Wellington Regional Economic Development Agency (WREDA) - which focusses its activities on promoting the city, tourism attraction/promotion, migrant attraction, student attraction, managing the Council's venues and supporting key growth sector development - to advance the prosperity and liveability of the Wellington region
- funding projects, partnerships and programmes that contribute to the economic growth of the city through the City Growth Fund
- investing in major infrastructure/facilities necessary for city development, eg the Movie Museum and Convention Centre
- delivering free wi-fi in the central city
- working with communities to establish Business Improvement Districts
- supporting WREDA and Westpac Stadium to provide a range of major events and venues
- providing effective core infrastructure.



## Goal 2: Smarter growth

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### **New proposals and areas of focus for 2016–2019**

#### ***One-stop-shop consenting***

One of our core functions is to regulate land use and development. The process around the consenting can be complex - particularly when the client requires multiple consents from different areas of the Council. In 2017/18 we will introduce a case management approach to make the process easier from a customer perspective. This will be followed by introducing a Development Portal in the following year to coordinate consents for customers.

#### ***Business Improvement Districts (BIDs)***

BIDs involve a local business community within a defined geographical area developing projects and services that support local economic development. This is then funded through a targeted rate. BIDs - like the one established in Miramar - support the creation of vibrant suburban centres, and bring a community together.

We will work with other communities and support the development of BID areas where there is demonstrable potential and demand by the local community.

#### ***Alfresco dining fees***

In 2017/18 we will review fees and charges (rather than the regulatory environment) and discount /remove alfresco dining fees.

#### ***Tech hub expansion***

In 2017/18 we will evaluate the success of the tech hub and consider which model/s will best meet future

demand for connection and collaboration across Wellington's technology sector.

Opportunities to collaborate with libraries will be considered as part of that. Funding for any expansion will be subject to the results of evaluation.

#### ***Economic growth and diversification***

Over the next 3 years we will work with WREDA to develop the capability for an increased number of start-ups, explore options to increase eco-tourism, strengthen tertiary to business links and position Wellington as a city laboratory where new services, products and ideas can be trialled.

We will also continue to work with WREDA to support commercialisation of research and develop a major firms attraction programme.

#### ***Movie Museum and Convention Centre***

We will continue to work with stakeholders to deliver the Movie Museum and Convention Centre. This project will be funded through approved budgets.

#### ***Indoor arena***

We will undertake a feasibility study for an indoor arena in the city to attract a broader range, and larger acts to the city.

#### ***Long-haul connections***

In 2017 the resource consent process of the runway extension project will be progressed, and we will continue work with Singapore Airlines to ensure the success of the route, and explore additional routes/airline opportunities.

## Goal 2: Smarter growth

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### Focus Area 2: Housing people

#### What success looks like in 3 years

- 1500 new housing units are entering the market per year
- There is an increased number of social and affordable housing units
- The overall number of homeless people is reduced and the number of homeless people successfully housed has increased
- Key worker accommodation is available
- Rental properties meet quality standards (a rental WOF has been introduced)

#### What we already deliver

We already undertake range of activities to support housing development and providing housing to those in need. This work includes the following:

- *District Plan* - Our Urban Growth Strategy directs urban growth where it will benefit the city most and is supported by a quality transport network. To support greater housing supply we have set up Special Housing Areas and identified areas for medium-density housing development - Newlands and Tawa are under consideration for medium-density development, and Johnsonville and Kilbirnie are in place.
- *Social housing* - We house approximately 3500 people in 2090 social housing units across the city.
- *Housing upgrade* - We are progressively upgrading our housing stock so it is warm and meets modern standards. The current focus is on upgrading the Arlington Apartments.
- *Te Mahana programme* - We work with stakeholders on ending homelessness in Wellington.

#### New proposals and areas of focus for 2016-2019

##### **Rates remission**

In 2017/18 the Council proposes to introduce a rates remission scheme on new residential dwellings/apartments (on a separate rating unit) where construction is completed after 1 July 2017. The objective of this remission policy is to assist new first-home/apartment buyers and expand the supply of housing in Wellington City. The rates remission will be up to a maximum of \$5000 (including GST). This is expected to cost the Council \$200,000 per year inclusive of the cost of administering the scheme.

##### **Build Wellington**

Funding and governance options for establishing Build Wellington to parcel land for development and expedite the delivery of more housing development in the city will be presented to the City Strategy Committee in April/May.

##### **Social housing**

The current focus is developing a strategic investment plan that seeks to contribute to the key Council objective of increasing social and affordable housing in Wellington. This will assist in providing a picture of housing supply and demand in Wellington and a clear housing vision, outcomes and investment plan. The overall objective will be to create a financially sustainable business model to increase social and affordable housing provision in the city. This could in turn have financial implications; however, it will be dependent on the nature and scale of any investments decided upon.

## Goal 2: Smarter growth

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### ***Housing Taskforce***

We have established a Housing Taskforce made up of the Mayor, Deputy Mayor and relevant external experts to provide advice on how the Council can best support additional housing provision in the city across the spectrum - private, affordable, social and supported living. The Housing Taskforce will use existing resources and inform areas of priority and report back in 2017.

### ***Wet house***

We will develop a business case for a wet house for homeless people who require a supported living environment. The business case will determine key factors including location, delivery mechanism, cost and stakeholders.

### ***Rental Warrant of Fitness***

By 2018/19 we will develop a Wellington City housing quality standard framework to support the Council acting on cold, damp, and unsafe housing. Funding will be assigned through existing budgets.

## Focus Area 3: Designing our city for growth

### **What success looks like in 3 years**

- The Council has developed a holistic plan for the future of central city development
- The overall amenity, enjoyment and safety of the central city is improved to cater for a larger and more diverse population living there
- Travel to and through the city is easier and safer
- Visitors and locals increasingly recognise Wellington as a unique, creative, safe and people-friendly city
- Journey times on main routes do not increase with additional population
- There is increased uptake of active transport modes (including walking in the central city, for example), public transport, and reduced reliance on private transport
- An expanded network of cycleways is being increasingly used as a key/preferred mode of access across the city
- There is well-developed and maintained lighting for pedestrians

### **What we already deliver**

The guiding principles behind our long-term approach to urban development are to:

- keep our city compact, walkable and supported by an efficient transport network
- maintain the features that support our high quality of life
- protect the city's natural setting and reduce the environmental impacts of development and transport
- make the city more resilient to natural hazards, such as earthquakes, and the effects of climate change.

Our work to support these goals is multifaceted and involves setting and administering the District Plan, regulating land use and development, protecting places that have citywide character and heritage value, making improvements to the urban fabric of the city to enhance its liveability (eg laneways, urban parks), and planning for and upgrading town centres.

It also involves implementing the cycling network and improvements to infrastructure to encourage walking, as well as working with stakeholders such as NZTA and GWRC on roading and public transport improvements - including bus hubs and bus priority measures - in the city and the wider region.

## Goal 2: Smarter growth

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### **New proposals and areas of focus for 2016–2019**

#### ***Laneways programme***

Our laneways programme is targeting locations where we know we can achieve commercial uplift and growth. We want to design them to be places where small businesses and artisan producers locate to provide products and services that are uniquely Wellington. The design of the lanes leverages their unique character and adds to the tourism experience of being the creative capital. Continued funding for this project will be considered during the next long-term plan review.

#### ***Transmission Gully***

We will work with stakeholders, particularly NZTA, to deliver Transmission Gully during 2020.

#### ***Petone to Grenada link***

We will work with NZTA on consent processes for this key road project. While this is an NZTA project, there will be funding implications associated with developing link roads to connect to P2N.

#### ***Cycling network***

The Council's prioritised 10 to 15-year cycleway programme are as follows:

- the Great Harbour Way/Te Ara o Pōneke, including sections along the Hutt Road and from Miramar to Waitangi Park within the next 3 years
- the eastern suburbs linking Seatoun, Kilbirnie, and Newtown
- the southern suburbs linking to Pukeahu National War Memorial Park
- small to medium improvements in other areas.

We are aiming to deliver new cycling infrastructure plans across the city in agreement with partners using a place-based approach. Funding for this work has been allocated as part of the existing long-term plan and through NZTA.

#### ***Cost of public transport***

We will continue to advocate for affordable public transport, student concession, off-peak fares, and to move to a fully electric public transport fleet at the earliest opportunity. This will have no budget implications as it falls within GWRC budget.

#### ***Future Central City Programme***

The Future Central City programme will plan for population and economic growth in the central city while enhancing pedestrian access, parking and overall attractiveness to residents, businesses and visitors.

#### ***Speed limits***

- Investigate improvements to street lighting to make use of available central government funding.
- Investigate the possibility of reducing speeds around schools, where resources allow.



## Goal 3: People-focussed

Although Wellington is a small city by global standards, it has a cosmopolitan culture and its residents are open-minded and outward-looking.

We have a culture that is welcoming, creative, and encourages people to tell their stories and express their identities - whether those identities derive from ethnicity, culture, heritage, neighbourhood, belief, artistic or sporting endeavour, or any other source. While there is much to celebrate, there are always improvements that can be made. In the coming 3 years we have identified three areas of focus:

- Capital of Culture
- Community planning
- Clean, green, safe and inclusive city

### Focus Area 1: Capital of Culture

#### What success looks like in 3 years

- Progress has been made on the Town Hall and Music Hub
- The accessibility of medium-sized venues has been improved (incorporating fit-for-purpose and affordability issues)
- A dynamic events calendar to enliven the city, attract visitors, and strengthen our events reputation has been delivered (will require securing new events, revitalising others, and no longer supporting others)
- An engaging and well-attended Te Matatini event has happened in 2019
- A new major event has been secured for winter - a traditionally quiet time in the events calendar and for accommodation providers
- Attendance at major festivals and events (eg CubaDupa) has increased
- The Movie Museum and Convention Centre has been delivered
- The number of arts and cultural initiatives across the city (eg art on buildings, Chinese New Year, Diwali Festival of Lights) has increased

#### What we already deliver

We already undertake a range of activities to make Wellington the “Capital of Culture”. This work includes:

- funding and managing Toi Pōneke to develop local artists and deliver the Arts Activation Initiative
- delivering major events (eg WoW, CubaDupa, New Zealand Festival)
- delivering key Wellington-based festivals and city events (eg Christmas festival, New Year celebration, Waitangi Day, Gardens Magic)
- fostering community art and public art
- delivering a range of museum and gallery experiences through Wellington Museums Trust
- providing funding support to Te Papa (major visitor attraction)
- working alongside WREDA to promote the city and its culture and events
- delivering the Wellington Asia Residency Exchange (WARE) programme and supporting Te Whare Hera and other international artist residency programmes.

## Goal 3: People-focussed

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### New proposals and areas of focus for 2016-2019

- Arts and culture sector programmes
- We will allocate an additional \$500k of funding to develop and implement the new arts and culture sector programme to ensure the city's "capital of culture" reputation is retained and enhanced. Funding will be allocated to delivering on a range of opportunities, including:
  - developing a Matariki Festival as a national festival

- capitalising on the Te Matatini National Kapa Haka Festival in Wellington 2019
- considering establishing a Wellington's Arts Trail
- delivering the free creative events series to activate the capital
- developing an art on buildings lights initiative with local artists.
- Toi Pōneke Centre

The current lease term ends August 2020. Options for the future will be prepared for consideration as part of the next long-term plan.

## Focus Area 2: Community planning, facilities and utilisation of spaces

### What success looks like in 3 years

- A place-based approach to community development has been developed and implemented, integrating a co-design participatory approach to local planning and service development reflecting local needs
- There has been an increase in sport and recreation participation to improve the health and wellbeing of our communities
- There are new and improved options for the delivery of community spaces that support volunteers and community groups
- Utilisation of Council facilities has increased

- developing a model for delivery of community services and projects that responds to community issues, and supports community-led programmes
- encouraging participation in sports, and group activities for active and healthy lifestyles working with communities to realise their potential through various projects and programmes (eg Newtown community planning, Strathmore 44 rejuvenation project)
- upgrading Council facilities to ensure they meet community needs (eg maximising Council facilities utilisation, completing Basin Reserve redevelopment, Civic Precinct upgrade and strengthening work, and Johnsonville Library upgrade)

### What we already deliver

We already undertake a range of activities to increase community planning, utilisation of facilities and development of spaces. This work includes:

- providing recreational services including sportsfields, recreation centres, playgrounds, and swimming pools
- providing community centres and halls throughout the city
- providing the Toi Pōneke creative hub
- providing 11 branch libraries and the Central Library

### *Integrated suburban plans*

Develop a community participatory approach to suburban planning to ensure local services and programmes meet local communities' needs. The planning and engagement phase can be delivered from within existing funding, however, these processes often result in strong community demand for higher service levels, which will likely have funding implications in future years.

## Goal 3: People-focussed

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### **Youth Summit**

In 2017/18 we will run a Youth Summit to engage with the city's youth population and identify their priorities for the city. To ensure there is no impact on rates we will be working with Central Government to fund this initiative.

### **Swimming pools**

We will remove the swimming pool spectator/parent/guardian fee. Removing the fee will support a safe learn-to-swim environment, reduce the barriers to families using Council facilities, and remove the anomaly of parents having to pay to supervise their children while swimming.

This will result in approximately \$100k reduction in revenue annually.

### **Sports Hub**

Sports hubs allow for greater sharing and use of existing recreation facilities so that they are efficiently used. We will work with sporting codes and local communities to develop sports hubs where appropriate and this will be funded by existing funds allocated in the long-term plan.

### **Community places and spaces**

We will capitalise on current approaches (eg Johnsonville) as well as explore new ways to provide and support community spaces and places. This could include a model for community dojos and spaces to provide opportunities for volunteers and community groups where resources can be shared. This initiative will be funded from existing budgets and will commence in 2018/19.

## Focus Area 3: Clean, green, safe and inclusive city

### **What success looks like in 3 years**

- High satisfaction levels with street cleanliness and perceptions of safety across the city are maintained
- Alcohol harm in Wellington has been reduced
- We are on track to deliver a wet house in the city
- We are on track to achieve SmokeFree city status by 2020
- We are progressing towards becoming a UNICEF Child Friendly City
- We are working with partners to reduce inequality and social deprivation across the city
- The accessibility of city streets, buildings and facilities has been improved
- Local community safety plans are being developed with the community
- The City's reputation as a place for great food, coffee, and craft beer is increasingly recognised nationally and internationally

### **What we already deliver**

We already undertake a range of activities to make Wellington an appealing, clean, green, safe and inclusive city. This work includes:

- maintaining health standards
- encouraging activities that make people feel safe
- delivering safety (and child-friendly) programmes.

Projects and programmes include:

- improving community safety, accessibility, appeal and connections (connected communities) through street cleanliness and safety, and making sure people are safe, connected to their communities, know their neighbours and look after those in need
- providing City Hosts to support locals and visitors in the city
- regulating food and liquor outlets, trade waste and environmental noise
- providing the Local Hosts

## Goal 3: People-focussed

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- improving city safety and accessibility with the Eyes-On safety programme, supporting the Eyes Safety and resilience initiative (in partnership with the Police and business community) and the comprehensive management of begging
- delivering on Te Mahana through the partnership with Te Whakamura.

### **New proposals and areas of focus for 2016-2019**

#### ***Reduce social deprivation/inequality***

We will continue to work with communities and our stakeholders throughout the city to advocate for and help the city's most vulnerable. Our social housing programme, the implementation of the living wage and community outreach programmes are all geared towards providing a more inclusive community.

#### ***Smokefree Wellington***

We will continue to progress the extension of smokefree areas to achieve SmokeFree City status by 2025.

#### ***Community driven safety planning***

We will develop local community safety plans encompassing community safety in the broadest sense through a community participatory/co-design approach, reflective of the needs and concerns of the local community.

Wellington City has been making progress towards becoming a child and youth-friendly city and finalise accreditation. We will work with young people to document and map issues and develop an action plan to deliver on accreditation guidelines.





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## Goal 4: More sustainable

Like all cities, we face significant environmental challenges. One of the most important of these is the need to reduce greenhouse gas emissions, but others include encouraging efficient use of resources such as water and energy, managing pests and promoting biodiversity, and continuing to reduce the amount of solid waste the city produces. We're working hard to respond to these challenges. After all, the environment is the foundation on which Wellington is built. Over the next 3 years we will focus on three key areas of activity:

- Our Natural Capital
- Waste management and minimisation
- Reducing our emissions

### Focus Area 1: Our Natural Capital

#### What success looks like in 3 years

- Predator free zones have been expanded as part of Predator Free Wellington
- Walking and biking trail access in the city has been enhanced, with more promotion to drive utilisation
- All indicators in the City Biodiversity Index have improved
- The Outer Green Belt Network has been completed

#### What we already deliver

- We already undertake a range of activities under the Our Natural Capital plan to promote the outcomes sought. This involves:
- controlling pest species and restoring habitats to ensure rare, threatened or locally significant species can thrive protecting special areas and heritage trees, and managing land use through our regulatory role through the District Plan
- funding the Zoo and Zealandia, and working with GWRC and local communities to improve biodiversity throughout the city
- working with stakeholders to establish a Marine Exploration Centre on Wellington's south coast providing over 300km of tracks throughout the city and progressing plans with the local mountain bike community to improve Makara Peak Mountain Bike Park and tracks elsewhere in the city in the coming years.

#### New proposals and areas of focus for 2016-2019

##### ***Predator Free Wellington***

Deliver Predator Free Wellington in partnership with GWRC, the Next Foundation and local communities to exterminate pests progressively in the city, which includes expansion of the suppression areas. This project will cost approximately \$40k over the next 4 years.

##### ***Deliver Our Natural Capital***

Over the next 3 years, Our Natural Capital will focus on restoring ecologically significant areas, creating buffer zones and raising awareness of issues facing indigenous biodiversity and working with local communities across all our reserves. All initiatives are currently funded through the Our Natural Capital plan.

##### ***Makara Peak Mountain Bike Master Plan***

We will work with the local mountain bike community to deliver on the final master plan for the park. This will include new tracks, an improved entrance, additional parking and regional coordination. Any funding implications for the Council will be considered as part of the 2018 long-term plan process.

## Goal 4: More sustainable

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### Focus Area 2: Waste management and minimisation

#### What success looks like in 3 years

- Waste volumes to landfill are better managed
- Household food waste is reduced
- A solution for sewage sludge to landfill disposal has been identified
- Lower ETS obligations through waste minimisation and gas capture
- Rates of recycling across the city have increased

#### What we already deliver

We already undertake a range of activities under the Waste Management and Minimisation Plan to promote the outcomes sought, including the following:

- *Education and Information* - We work with schools, community groups and the business sector, providing support services including the Enviroschools programme to organisations wishing to explore opportunities for waste reduction.
- *Grants and community support* - We provide grants for community projects to reduce waste, and business development projects to create self-sustaining waste businesses.
- *Reuse/recycle* - We operate the Second Treasures shop and industry-based reuse programmes, deliver the domestic kerbside collection, support recycling in schools and ECE centres. We also provide garden waste drop-off and composting facilities, support Kai to Compost, and run the Love Food Hate Waste programme.
- *Waste to landfill* - We operate kerbside collection for residents, as well as a transfer station and existing operations at the Southern Landfill. We continue to capture landfill gas for energy production and care for closed landfills.
- *Clean streets* - We operate litter bins, street cleaning and enforcement operations necessary to maintain clean streets.

- *Trade waste* - We operate both wastewater treatment plants (and continue minority operations of Porirua WWTP) and strive to reduce the volume of and hazardous component of this waste.
- Predator eradication.

#### New proposals and areas of focus for 2016-2019

##### *Sewage sludge*

We will undertake an options assessment for sewage sludge disposal to reduce stress on infrastructure, mitigate future capacity issues, and reduce the Council's ETS carbon liability.

##### *Moa Point*

Prepare options for the future management of Moa Point beyond the current contract.

##### *Reduce waste to landfill*

We will continue to deliver initiatives to separate and reduce waste at source like Love Food Hate Waste, and continue work to better manage total waste to landfill. (Note: There is a correlation between strong economic growth/development and increased waste.)

We will confirm a new regional Waste Management and Minimisation Plan, look to improve gas capture at the Southern Landfill, increase recycling rates, and investigate the establishment of organic waste collection, public recycling bins, and going plastic bag free.

We will also consider environmentally sustainable, longer term solutions for landfill operations.

## Goal 4: More sustainable

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### Focus Area 3: The Low Carbon Capital

#### What success looks like in 3 years

- There are lower building and residential emissions
- Public transport, walking and cycling has increased
- There is more EV charging infrastructure across the city
- Council organisational emissions are lower
- Community understanding of the impacts of climate change and sea level rise has improved

#### What we already deliver

We already undertake a range of activities under the Low Carbon Capital Plan to promote the outcomes sought, including the three pillars to fulfil the goals of the plan. They are:

- Greening Wellington's growth
- Investigate District Plan changes to support more sustainable growth including phasing out the minimum parking requirement, requiring EV charging in parking buildings, and more permissive density rules
- Continue and progressively evaluate programmes like Home Energy Saver, Warm Up Wellington, the Smart Buildings Challenge and the Low Carbon Challenge
- Support solar power across the city
- Changing the way we move
- Support car share and electric vehicle charging
- Invest in walking, cycling and public transport modes
- Advocate for lower public transport fares and a fully electric public transport fleet
- Advocate for greater support for the development of biofuels

- Leading by example
- Continue with CEMARS certification programme, Carbon Disclosure Project reporting, and Compact of Mayors reporting
- Invest in energy savings across the business
- Transition Council vehicle fleet to non-fossil fuelled vehicles
- Deliver Love Food Hate Waste with national partners
- Further implement green practice in the Council's procurement programme and supply chain
- Drive staff behaviour change through an in-house education programme
- Develop an implementation plan for the Carbon Management Policy
- Improve consideration of climate issues through better evaluation of all policies, investments and actions

#### New proposals and areas of focus for 2016-2019

##### ***Deliver the 2016- 18 Low Carbon Capital Plan***

Deliver the initiatives highlighted in the Wellington 2016-18 Low Carbon Capital Plan, namely around the three pillars of Greening Wellington's Growth, Changing the Way we Move, and Leading by Example.

##### ***Promote electric vehicle uptake***

Primarily through accelerating the installation of electric vehicle charging infrastructure across the city, make it more convenient to own an electric vehicle in Wellington City.



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## Goal 5: Improving how we work

### Focus Area 1: Living wage

#### What success looks like in 3 years

- The official living wage for all Council and CCO staff has been introduced
- The living wage has been implemented for relevant contracts delivering ongoing core services
- Council accreditation has been obtained

#### New proposals and areas of focus for 2016-2019

In 2017/18 we will raise the minimum wage paid by the Council and its council-controlled organisations to the official NZ Living Wage. This will rise to \$20.20 on 1 July 2017.

In addition to this, the Council will commit to a staged implementation of the living wage on relevant contracts for regular and ongoing core services, to be processed on a case-by-case basis. Within 2017/18, the Council's primary focus will be on cleaning and sanitation services. We will also examine which of these services could best be delivered through an in-house model. We will seek to obtain living wage accreditation within the next 3 years.

The costs associated with moving to the new living wage rate for Council and council-controlled organisation staff is \$700,000 for 2017/18.

### Focus Area 2: Improved engagement

#### What success looks like in 3 years

- Engagement across the board has improved (including ward community engagement) - particularly for important large-scale projects that have high community impact
- There is productive and ongoing engagement with iwi
- There is greater use of quantitative and qualitative (eg experiences) research to inform Council engagement and decision making
- There is a simpler and more meaningful performance framework to guide decision making and accountability
- It is increasingly easier to access Council services and information
- Engagement and consultation programmes support an increased community connection with the Council and understanding of Council plans, policies and programmes

#### New proposals and areas of focus for 2016-2019

##### *Relationship with iwi*

We will continue to develop our relationships with our iwi partners, and explore opportunities to work together on projects and programmes that benefit the city and its communities.

##### *Engagement and consultation*

We will work to expand the Council's community engagement on significant projects and introduce more quantitative research for major projects to support the decision-making process.

We will also undertake more community-led planning exercises. Our participatory co-design approach to community planning will target suburbs and the most vulnerable communities.

While many aspects of improved engagement can be achieved from within existing budgets, introducing new engagement tools and/or scaling the engagement

## Goal 5: Improving how we work

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and communications component of projects/policies could have budget implications. These will be built into the business case of each project/policy.

### ***Performance framework***

We will review the monitoring framework as a decision-making tool, to ensure KPIs are meaningful for the Council and public. This work will be conducted in the first half of 2017 and includes setting performance measures and targets for this 3-year work

programme. The new performance framework will be consulted on with stakeholders and the community as part of the 2018 long-term plan process.

The review will be delivered from within existing resources. Depending on the nature and scale of data that needs to be collected for the new performance framework, there may be a small additional cost, but in the first instance we will look to deliver this from existing resources.

## Focus Area 3: Smart Council

### **What success looks like in 3 years**

- Key customer services have been redesigned for greater responsiveness, flexibility and resilience (including recording of jobs completed)
- Staff satisfaction has increased
- IT network and Enterprise IT platform enables improved customer service, flexibility, and easier access to online services (eg regulatory processes)
- Council workplaces have been redesigned for improved customer service, flexibility, and resilience
- Council learnings seamlessly inform decision making

### **New proposals and areas of focus for 2016-2019**

#### ***Smart Council programme***

Continue to develop and implement projects that focus on becoming customer focussed, digitally enabled, agile, scalable, transparent and open. Funding implications will be brought to committee once further detailed work has been completed.

## Goal 5: Improving how we work

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### Focus Area 4: Council building resilience

#### What success looks like in 3 years

- Council buildings are resilient for a range of events
- There are Council service hubs in a range of locations across the city, building on existing networks

- The Council is currently operating out of a reduced accommodation portfolio. Information is pending on key buildings (eg Civic Administration Building), and once detailed information becomes available, we will review the Council's entire accommodation portfolio and consider options.

#### New proposals and areas of focus for 2016-2019

- Council buildings
- It is important that the Council is able to provide critical services after an event. Resilient accommodation for staff is a prerequisite.

### Focus Area 5: Financial sustainability

#### What success looks like in 3 years

- The Council's budget is sustainable, work is effectively prioritised to deliver on 3-year work programme goals
- Services are delivered in the most efficient and effective way

#### New proposals and areas of focus for 2016-2019

##### **Budget**

Rates increases will be kept below 3.4% for the 2017/18 year and an efficiencies/savings target of \$8m will be set to achieve that position.

# Looking ahead - Long-term Plan 2018-2028

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We have also started work on our next long-term plan (LTP), which councils are required to publish every 3 years.

Our LTP sets our direction, budgets and work plans for the next 10 years. As such, it's our most important budgeting and planning project, and it will need your input.

We will be talking with mana whenua, community groups, residents' associations, businesses and other local organisations over the coming months to understand what projects they want delivered in the next few years.

These conversations will help guide the development of the Long-term Plan 2018-28.

