# LONG-TERM PLAN 2009-19: ACTIVITY STATEMENTS

## 1.    Purpose of Report

The report provides an outline of the Council's activities and associated performance measures and budgets for inclusion in the draft long-term council community plan 2009-19 (long-term plan).

**Note that the contents of this report are preliminary – they are subject to change as a result of decisions at this meeting.**

## 2.    Recommendations

It is recommended that the Committee:

1.    *Receive the information.*

2.    *Note that the contents of this report are subject to change and will be amended to reflect any decisions made as part of other reports on this agenda (including those relating to the early engagement process).*

3.    *Note that the long-term plan is subject to audit review. The audit report will be provided to the Council meeting of 26 March 2009.  Officers will continue to liaise with audit during this time.*

4.    *Note that the chapters outlined in this report were developed in line with the guiding principles, the series of workshops that reviewed the Council's strategic direction and priorities, and the work of the Funding and Activity Review working party.*

5.    *Recommend that Council agrees that the following chapters (outlining the levels of service, performance measures and budgets for each activity) be included in the draft long term council community plan 2009-19, noting that any changes arising as part of these deliberations will be incorporated into the final chapters that will be presented to Council:*

   - *Governance (as outlined in appendix two)*
   - *Environment (as outlined in appendix three)*
   - *Economic development (as outlined in appendix four)*
   - *Cultural wellbeing (as outlined in appendix five)*
   - *Social and recreation (as outlined in appendix six)*
   - *Urban development (as outlined in appendix seven)*
   - *Transportation (as outlined in appendix eight).*

6. *Recommend that Council agrees that the following chapters (outlining the levels of service, performance measures and budgets for each activity) be included in the draft long term council community plan 2009-19, noting that any changes arising as part of these deliberations will be incorporated into the final chapters that will be presented to Council:*

- *Governance (as outlined in appendix two)*
- *Environment (as outlined in appendix three)*
- *Economic development (as outlined in appendix four)*
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- *Urban development (as outlined in appendix seven)*
- *Transportation (as outlined in appendix eight).*

7. *(a) Note and agree the inflation adjusted OPEX and CAPEX projects and programmes as detailed in appendix nine.*
   *(b) Note that the funding effects of these will be reflected in the Funding and Borrowing Statements that will be presented to Council.*

## 3. Background

### 3.1 Statutory basis
The Council is required to adopt a long-term council community plan by 30 June 2009. The special consultative procedure must be used to adopt the plan.

At its simplest the purpose of the long-term plan is to provide a collection of statements that describe the level of service for each of the Council's activities for the next three years. These are set in the context of the community's long term aspirations, the Council's priorities and budgetary projections. They are underpinned by a collection of funding and financial polices.

Legislation also requires the long-term plan to be audited. Officers have been working alongside Audit NZ as the long-term plan has been developed. It is anticipated that Audit NZ will complete its review following the deliberations and issue its report in time for Council's formal adoption of the draft plan on 26 March 2009.

### 3.2 The planning process
The long-term planning process has been designed to enhance the wellbeing of Wellington and its people, comply with legal obligations, and ensure prudent management of the city's finances and assets. The process to date has taken into account a wide range of factors. These include:

1. Community Outcomes: the Council is required to facilitate a process to identify the community's long-term goals at least every six years. The Council undertook this exercise in 2005/06. It resulted in a collection of

aspirational statements.  These in turn influenced the development of the Council's own outcomes and strategies.[1]

2.  A review of our strategies: the Council adopted seven strategies in 2006.  These provide direction to the Council's work.  They explain the key challenges facing the city, the outcomes that are sought in each area and the steps and role that Council can play.  These were reviewed as part of the development of this draft plan.

    They were considered against the changing operating environment that Council and the city faces.  Macro issues such as: demographic change; economic uncertainty and the impact of that on households, employment and the Council's costs; government changes; and technological and climate changes were considered.   Many of these issues were anticipated in the development of the strategies.  They were therefore found to be broadly sound.

    The strategies cover the following areas: governance, environment, economic development, cultural wellbeing, social and recreation, urban development, and transportation.  A succinct account of the strategies is provided in the opening pages to each appendix.

3.  Guiding principles: the global economic slowdown presents a significant challenge.  The Council developed a set of principles to guide the development of its work programme.   The principles can be summarised as:

    - The Council will focus on areas that make the most difference – this means sustaining our investment in projects that make a real difference to residents' well-being and in which Wellington has a competitive advantage.
    - The Council will maintain non-priority areas at 2008/09 levels – while the city cannot afford significant increases in local authority spending, nor can it afford cuts that would remove services from the community and cost jobs.
    - The Council will cap new borrowing at $20 million per year – this is an established policy aimed at ensuring that the Council manages its budget prudently in the long term.
    - The Council will recognise the impact of user charges on residents' ability to afford Council services.
    - The Council will seek to reduce or manage demand where possible – for example, it is preferable both from environmental and economic perspectives to use water more efficiently than to build new infrastructure.
    - The Council will seek to leverage external funding – if a project can be achieved through a partnership with another organisation by sharing the costs and benefits, we will explore that approach.
    - The Council will remain agile – by being clear about when the Council's role is to fund or provide a service and when it is more appropriate to

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[1] We plan to review our community outcomes ahead of the next long-term plan in 2012.

play advocacy or support roles, and by seeking opportunities to deliver services without having to build and maintain costly assets.

3. Outcome assessments: a review of progress-to-date towards the Council's outcomes and emerging issues was undertaken. The exercise resulted in the identification of priority areas. These are noted in the table in appendix one.

4. Identification of service level options: based on the guiding principles and the outcomes assessments officers presented service level options aimed at containing rates increases. These were reviewed at a workshop in December and formed the basis of engagement with public. The work was supported by management's continuous work to find efficiencies in the way services are delivered.

5. Public engagement: an important aspect of the process has been to raise awareness of the process and the choices the Council and city faces. The details of this exercise are provided in other reports to this agenda.

6. Working Parties: the process has also provided for a review of the Council's funding and financial policies and for a comprehensive review of the measures it will use to monitor performance.

The result of this work has been the development of a programme that aims to sustain progress towards the goal of Wellington being a vibrant, internationally competitive, and affordable city. A goal that is supported by the continued provision of a wide range of activities across seven strategy areas – activities that once agreed will be subject to formal consultation process[2].

## 3.3 Exclusions / connections to other papers on this agenda.
The activities that are presented in this report are preliminary – they are subject to change as a result of decisions on other reports on this agenda. In particular it should be noted that the budgets presented here reflect the key issues report in the following ways:

- service level changes: as per the recommendations (e.g. the synthetic turf upgrades is included here)
- new funding requests: are excluded (e.g. Te Papa's request is <u>not</u> included at this time).

Any changes will be made following the committee meeting. The final chapters will be presented to the Council meeting on 26 March 2009. These will form part of the 'statement of proposal' for consultation. This will include an executive summary that will introduce the overall approach and a summation of the early engagement process. [3]

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[2] Appendix one provides a brief outline of the strategic areas 'at a glance'.
[3] Note the Council is currently consulting on the waterfront development plan. The text contained in the appendix is subject to change as a result of that consultation.

## 4. Conclusion

This report provides for approval of the Council's activities (associated budgets and performance measures) for inclusion in the long-term plan.

# Supporting Information

## 1) Strategic Fit / Strategic Outcome

*The paper forms part of the long-term plan process.*

## 2) LTCCP/Annual Plan reference and long term financial impact

*The report contains a draft of key aspects of the long-term plan.*

## 3) Treaty of Waitangi considerations

*The governance chapter specifically outlines the Council's role in relation to mana wheniua and maori in general.*

## 4) Decision-Making

*The report is a component of the wider planning process as required in the LGA.*

## 5) Consultation
### a) General Consultation
*Sepearte reports on this agenda covers the consultation that has been undertaken and will be done in relation to this project.*

### b) Consultation with Maori
*As above.*

## 6) Legal Implications

*The report is a component of the wider planning process as required in the LGA.*

## 7) Consistency with existing policy

*The report contains references to key polices.*

Strategic area chapters at a glance                    Appendix one

| STRATEGY | OUR AIM | WHAT WE DO TO SUPPORT OUR AIM | CHALLENGES WE FACE | OUR LONG-TERM APPROACH | OUR FOCUS / PRIORITIES | HOW WE KNOW WHEN WE'VE SUCCEEDED |
|---|---|---|---|---|---|---|
| GOVERNANCE | Delivering trust and confidence in civic decision-making | 1.1 City governance and engagement<br><br>1.2 Maori and mana whenua partnership | ▪ Consulting in ways that residents find meaningful and convenient.<br>▪ Raising understanding of Council decision-making processes and opportunities for input.<br>▪ Demonstrating that decisions are made in the city's wider interests. | ▪ Building public trust and confidence in the decisions we make and the services that are offered.<br>▪ Increasing awareness of the reasons for our decisions and in particular our need to balance our limited resource across all our services.<br>▪ Developing new ways to engage – ones that better meet residents' needs. | ▪ Making effective use of online tools to make it more convenient for people.<br>▪ Strengthen our relationships with the government sector and the wider region so that we can continue to influence decisions that affect our communities.<br>▪ Sustaining and enhancing our partnerships with mana whenua. | ▪ When the percentage of residents who believe decisions are being made in the best interests in the city continues to increase.<br>▪ When mana whenua express continued satisfaction with all aspects of our interactions. |
| ENVIRONMENT | Protecting and enhancing Wellington's environment | 2.1 Gardens and beaches<br>2.2 Green open spaces<br>2.3 Water<br>2.4 Wastewater and stormwater<br>2.5 Waste reduction and energy conservation<br>2.6 Environmental conservation attractions<br>2.7 Quarry | ▪ Promoting biodiversity and managing pest plants and animals.<br>▪ Reducing or offsetting greenhouse gas emissions.<br>▪ Encouraging efficient use of resources such as water and energy.<br>▪ Continuing to reduce the amount of solid waste the city produces. | ▪ Protecting sensitive natural areas and resources.<br>▪ Reducing the city's green-house gas emissions; and reducing resource use and converting to renewable energy.<br>▪ Minimising the impact of resource use, including development, on landscapes and ecosystems<br>▪ Disposing of waste in ways that protect the environment and encourage recycling.<br>▪ Providing high quality, accessible green spaces for people to enjoy. | ▪ Managing demand for potable water and developing a region-wide Wellington water management plan.<br>▪ Taking steps to reduce the organisations – and the city's – greenhouse gas emissions.<br>▪ Encouraging people and businesses to reduce the amount of waste they produce.<br>▪ Developing a strategic framework for green open space and botanic garden services. | ▪ When the vast majority of residents continue to be satisfied with city's green spaces.<br>▪ When residential water consumption reduces to 300 litres/ person/ day.<br>▪ When our waste reduction and recycling targets are met; and when our city and corporate greenhouse gas emissions targets are met. |
| ECONOMIC DEVELOPMENT | Supporting growth to enhance quality of life | 3.1 City promotions events and promotions<br><br>3.2 Business support | ▪ The global economic slowdown is the largest immediate challenge facing the city. We must ensure that rates and other Council costs do not unduly stretch residents' budgets, but we must also continue to provide the important services and infrastructure that will support future development. | ▪ Support high quality events and promote tourism and a vibrant retail sector.<br>▪ Celebrates creativity and innovation in the business sector.<br>▪ Improve the city's connection to the rest of the world.<br>▪ Supports downtown Wellington as the centre of the region's retail and service economy.<br><br>We also take a regional approach to economic development through the Wellington Regional Strategy and Grow Wellington. | ▪ Maintaining Wellington's reputation as a vibrant, creative and eventful place – particularly maximising the economic return from our events development fund.<br>▪ Working with others to sustain Wellington's service/creative industries and workforce. This includes maintaining our investment in tourism and advocating on behave of our community to the government and business for investment in activities such as broadband. | ▪ When visitor numbers and lengths of stay continue to increase; when the major events we support return more than 20:1 on the council's investment.<br>▪ When direct flights to Asia can be accessed out of Wellington; when high-speed broadband is rolled out across the city; and when we see positive growth in jobs and businesses in the information technology and other creative industries. |

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| CULTURAL WELL-BEING | Shaping Wellington's unique cultural identity | 4.1 Galleries and museums<br><br>4.2 Heritage<br><br>4.3 Community arts and cultural support<br><br>4.4 Arts partnerships | ▪ Maintaining and strengthening Wellington's cultural and arts 'edge' - in the face of increasing competition from other city's adopting our approach.<br><br>▪ Changes in attitudes towards ethnic diversity can also arise during economic downturn. We'll need to monitor this and ensure that we continue to promote tolerance as part of our role as community leaders. | ▪ Providing a supportive environment in which arts and cultural activities can flourish.<br><br>▪ Building the city's status as New Zealand's arts and culture capital and 'events capital.'<br><br>▪ Providing a welcoming environment for the city's diverse population.<br><br>▪ Fostering and celebrating 'sense of place' – the combination of landscape, buildings, public art and other features that give the city a unique look and feel. | ▪ Maintaining Wellington's inclusive culture. In a practical sense, this will mean continuing to provide a wide range of cultural based festivals.<br><br>▪ Recognising the special place of mana whenua in the city's culture and arts.<br><br>▪ Facilitating a supportive environment for artistic and cultural expression. | ▪ When continued high levels of Wellingtonians and New Zealanders agreeing that the city has a culturally rich and diverse arts scene.<br><br>▪ When continued high levels of Wellingtonians and New Zealanders agree that the city is the country's arts capital. |
| SOCIAL AND RECREATION | Strong, safe, healthy communities | 5.1 Libraries<br><br>5.2 Recreation promotion and access<br><br>5.3 Recreation services<br><br>5.4 Public health and safety<br><br>5.5 Housing | ▪ Balancing rising demand and resident expectations against pressure on costs to ratepayers.<br><br>▪ Meeting the needs of a population that is ageing and becoming more diverse.<br><br>▪ Maintaining the city's existing strengths such as safety, strong communities, open and tolerant attitudes, and high quality of life. | ▪ Promoting strong, safe, healthy communities is based on ensuring the infrastructure and services are in place to meet resident and community needs.<br><br>▪ Many organisations contribute to residents' health and safety, and to community strength. The Council's approach is to support those agencies by playing a facilitation role, and to provide facilities and services where those organisations do not meet community needs. | ▪ Promoting participation in sport and recreation activities – we must ensure our services can be accessed by the whole community.<br><br>▪ Facilitating tolerance and inclusiveness.<br><br>▪ Encouraging community based groups to share the responsibility for delivering programmes and services.<br><br>▪ Increasing our advocacy role. | ▪ When the number of Wellingtonians who use library services and the number of items issued continue to meet our performance targets.<br><br>▪ When the number of recreation programmes, and participation rates in our programmes achieve performance targets.<br><br>▪ When city safety issues which have been rated as of concern by residents reduce; and when our emergency partners are satisfied with our preparations. |

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| URBAN DEVELOPMENT | A compact, vibrant, attractive city | 6.1 Urban planning and development<br><br>6.2 Building control and facilitation<br><br>6.3 Development control and facilitation<br><br>6.4 Earthquake risk mitigation<br><br>6.5 Public space development | ▪ The economic slowdown makes it crucial that the Council controls building and land development appropriately, ensuring safety and sustainability but not inappropriately hindering growth.<br>▪ Planned changes to the Resource Management Act will require changes in Council processes.<br>▪ Meeting the needs of a population that is growing and aging, and managing demand for smaller households, and for apartment and townhouse living.<br>▪ The need for more sustainable transport, land use, and safe building practices. | ▪ Maintaining the city's 'compactness'<br>▪ Focusing development along a 'growth spine' running from Johnsonville through the city centre to Newtown and Kilbirnie<br>▪ Allowing intensive development in some areas while protecting others<br>▪ Better integrating land use and transport<br>▪ Improving the quality of urban design.<br>▪ Focusing growth and development in areas where the benefits are greatest and the least harm, while protecting and enhancing the city's unique character. | ▪ Advancing our planning work along the growth spine so that we are well placed to work alongside developers when economic conditions improve.<br>▪ To keep the inner city retail and entertainment areas buoyant while improving public transport connections.<br>▪ Strengthen the city's capital city status by adding a processional route – a tree lined street – along Taranaki Street to the new national Memorial Park that is planned around the Cenotaph in Mt Cook.<br>▪ Ensuring our processes align with any new requirements that arise for the Government's amendment of the Resource Management Act. | ▪ When a high percentage of Wellingtonians agree the city is developing in a way that takes account of its unique urban character and natural environment.<br>▪ When our resource consent and building processing times are matched by customers rating our services favourably.<br>▪ When an increasing percentage of Wellingtonians express a sense of pride in the city and the vast majority of New Zealanders see Wellington as an attractive destination |
| TRANSPORT | Providing quality connections | 7.1 Transport planning<br><br>7.2 Transport networks<br><br>7.3 Parking | ▪ Congestion is likely to become an increasing concern as the city's population grows and car ownership levels remain high.<br>▪ Safety – particularly for pedestrians and cyclists – is also a growing issue.<br>▪ We need to ensure our approach to the transport network supports sustainable options but also advocate on behalf of our community for other agencies that have responsibilities over regional and national networks to provide reliable services to accommodate a desire to change behaviour. | ▪ Our approach to transport focuses on ensuring that the system works as efficiently as possible, while also encouraging a transition towards more use of public transport and other alternatives to private cars. By taking this approach, we aim to manage congestion, and also make the transport system healthier, safer and more sustainable.<br>▪ Providing infrastructure that supports different modes – such as cycle ways, footpaths, bus routes, motorbike stands, and roads – also gives people choices about how to travel, including low cost options. | ▪ Overall we'll aim to maintain the network to ensure it remains efficient.<br>▪ Planning for improvements to the transport network to ensure it develops in ways that meet future needs.<br>▪ Continuing with our work to reduce demand on the roading network by making improvements to the bus lane network and encouraging alternative transport modes to the private car such as walking. | ▪ When: more people are satisfied with public transport reliability and frequency; more people are satisfied with road, footpath and cycleway maintenance and safety; and when fewer people are injured or killed on our roads.<br>▪ When the average inner city car park 'turn-over rate' increases to achieve our performance target and when there is greater compliance with our parking regulations. |