



Wellington City Council Submission

'Shovel Ready' Infrastructure Projects
14 April 2020

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1. Submission Overview

This submission by Wellington City Council (WCC) is provided in response to the Government's call to identify 'shovel ready' infrastructure projects, which have been impacted by the Covid-19 pandemic, to assist the Government in shaping any potential response to support the industry and Councils recover from this significant global event.

WCC, like all local government organisations, has not been immune to the impact that Covid-19 has had both operationally and financially. The impact is significant, not just to our local community and the services we provide; libraries, community centres, social housing, pools, events, recreation centres, etc. but also in the supporting infrastructure that we provide; the 3 Waters, roads, cycleways, reserves, civic and community buildings. All of these, other than those that continue to be provided through essential service provisions, have been halted. A number of which are now at risk as a result of Council having to re-prioritise due to a substantial impact on revenue. With the closure of facilities, loss of parking revenue and an immediate response package to Covid-19 including the waiving or postponing of fees, Council is forecasting a significant drop in revenue of \$55m in 2020/21 that would normally offset rates. Council will also incur a significant operating deficit in 2019/20 year as a result, totalling a projected impact of approximately \$70m until the end of the 2020/21 financial year.

The submission outlines 10 truly shovel ready projects according to the criteria provided by the Infrastructure Industry Reference Group (IIRG), covering a range of types and demonstrating significant value (socially, culturally, environmentally and financially), as well as employment:

<ul style="list-style-type: none">▪ Omāroro Reservoir	<ul style="list-style-type: none">▪ St. John's Site Redevelopment (Karori)
<ul style="list-style-type: none">▪ CBD Hunter St, Kilbirnie and Tawa Stormwater – Climate Adaptation	<ul style="list-style-type: none">▪ Island Bay Cycleway
<ul style="list-style-type: none">▪ CBD Waste Water Pump Station	<ul style="list-style-type: none">▪ Wellington Museum
<ul style="list-style-type: none">▪ National Music Centre - Municipal Office Redevelopment	<ul style="list-style-type: none">▪ Harrison & Nairn Street Social Housing Development
<ul style="list-style-type: none">▪ Wellington Convention & Exhibition Centre	<ul style="list-style-type: none">▪ City Housing Upgrade Programme

The submission is supplemented by a joint Wellington Region submission and a Let's Get Wellington Moving Programme letter written on behalf of the programme partners; NZTA, Greater Wellington Regional Council and Wellington City Council.

The remainder of the submission outlines a range of other initiatives that while not strictly adhering to the IIRG criteria, are critical to the long-term recovery and sustainability of not just the larger construction sector but also the small to medium companies and other sectors including the creative and technology sectors. For this purpose, an outline of possible *Future Projects* and *Programmes & Pipelines* of work, over a longer time period, are also provided. Wellington City Council would welcome and encourage further discussions of these to ensure longevity, certainty and sustainability within the long recovery ahead and to ensure Wellington, the Region and the Country is ultimately stronger and more prosperous.

Wellington City Council welcomes further discussion on the submission.

2. Shovel Ready Projects

Introduction

Ten projects or programmes, outlined below, have been identified by Wellington City Council as meeting the four criteria established by the Infrastructure Industry Reference Group, as outlined in the 25 March 2020 letter from the chair, Mark Binns:

- **Construction Readiness** (construction ready now or within a realistic 6-12 months)
- **Provides public or regional benefit**
- **Project of a size that has material employment benefit**
- **Overall project benefits and risks**

The ten projects also cover a range of infrastructure types and provide a variety of significant benefits to the public which specifically deliver on the social, cultural, environmental and economic well-beings. Projects that specifically respond to and deliver resilience benefits, in terms of seismic resilience or adaptation to climate change, have also been highlighted.

Project	\$ Cost	Infrastructure	Well-beings	Resilience
Omāroro Reservoir	\$52.1M	3 Waters	Social, Environmental	<input checked="" type="checkbox"/>
CBD Hunter St, Kilbirnie and Tawa Stormwater - Climate Adaptation	\$47M total	3 Waters	Environmental, Economic	<input checked="" type="checkbox"/>
CBD Waste Water Pump Station	\$31M	3 Waters	Environmental, Economic	<input checked="" type="checkbox"/>
Wellington Convention & Exhibition Centre	\$180M	Buildings (new)	Cultural, Social, Economic	(new base isolation)
St. John's Site Redevelopment	\$25M	Buildings (new)	Social, Economic	
Harrison & Nairn Street Social Housing Development	\$17M	Buildings (new)	Social, Economic	
National Music Centre - Municipal Office Redevelopment	\$84M	Buildings	Cultural, Social	<input checked="" type="checkbox"/>
Wellington Museum	\$31M	Buildings	Cultural, Social, Economic	<input checked="" type="checkbox"/>
City Housing Upgrade Programme	\$180M	Buildings	Social, Economic	
Island Bay Cycleway	\$14M	Transport	Social, Environmental	

A number of the projects outlined in this submission are also featured in the Wellington Region joint submission due to the substantial regional benefits expected from the specific projects. In addition, the Let's Get Wellington Moving Programme has also written to the IIRG on behalf of the three partner organisations; NZTA, Greater Wellington Regional Council and Wellington City Council.

Impact of Covid-19

Like all other organisations, Wellington City Council has not been immune to the impact that Covid-19 has had on the operational and financial delivery of services, projects and functions. The impact on Local Government is significant and far reaching because of the services the sector provides

local communities, including; libraries, community centres, social housing, pools, events, recreation centres.

The impact has also been significant in the delivery of the supporting infrastructure that Local Government provides on behalf of their communities, including; 3 Waters infrastructure, on-street parking, road renewals and maintenance, recycling and other public works. Other than those deemed to be essential or under emergency provisions, have all been halted, with a number of projects on WCC's current and future work programme now at risk as a result of Council having to re-prioritise due to a substantial impact on existing revenue sources.

With the closure of facilities, loss of parking revenue and an immediate response to Covid-19, including an initial \$8M City Recovery Fund to actively support our cafes, restaurants, bars, small businesses, the arts and creative sector, Council is forecasting a significant drop in revenue of \$55m in 2020/21 that would normally offset rates. Council will also incur a significant operating deficit in 2019/20 year as a result, totalling a projected impact of approximately \$70m until the end of the 2020/21 financial year.

Without the potential stimulus package from the Government, the projects outlined in this submission are at risk, not only as a result of the escalating costs of construction and the associated contract costs of those projects already underway, but because Wellington City Council will need to prioritise where money is spent for many years to come to offset the cost of the pandemic on our own revenues, operations and functions.

Wellington City Council welcomes further discussion with the Government on this submission, to ensure employment impact is minimised, employment and economic growth is maximised and the recovery of Wellington, the wider region and the country establishes greater strength and resilience in the economy.

Project Summaries

A one page summary for ease of reference is provided on the following pages. Projects are grouped for convenience into infrastructure type and then in order of cost. Further detail and supporting information for each project or initiative is also attached, as required by IIRD and the *'Shovel Ready' Infrastructure Projects: Project Information Guidelines*.

2.1 Omāroro Reservoir

This project involves construction of a 35 megalitre (35,000 m³) drinking water reservoir for Wellington City Council in the Town Belt, within Prince of Wales Park in Mount Cook, Wellington.

The reservoir is to be fully buried and includes various pipeline connections to adjacent water networks.

The project is required for the Wellington City CBD area to:

1. achieve forecast growth,
2. provide operational resilience and efficiency, and
3. to support survival and stability stages through recovery from a major earthquake or other natural disaster.

The reservoir will supply water to the Wellington Low Level Water Supply Zone, providing drinking water to approximately 70,000 residents and a range of significant commercial, industrial and community facilities. The reservoir will double the capacity of drinking water storage within this zone, providing for growth and resilience..

Contact Person: Stephen Wright Manager, Major Projects Wellington Water

Total Cost: \$52.1M

Sector: Construction

Category: 3 Waters

Type: Critical and New

Jobs (during construction): 26 FTE during 3 year construction programme

Project Status: The current status of the project is as follows:

- Consents, licences and designations were obtained during 2017/2018
- A design and construct contract has been negotiated and award could occur April 2020
- Full approval to proceed has not yet been received from WCC and confirmation of funding is now at risk due to impact of COVID19
- Mobilisation to site would not occur until August 2020 based on design starting in April 2020.

Project Benefits: The Omāroro reservoir will:

1. Address a significant deficit in safe drinking water storage within the CBD. A loss of supply or the significant water use restrictions to prevent it would have an estimated economic impact of \$70-\$100 million per day.
2. Support forecast population growth of up to 46,000 people (68%) by 2066 while being sized to reflect anticipated improvements in water use efficiency and demand management over this time.
3. Form a key part of the planned response to delivering an emergency water supply to the Wellington CBD and especially critical customers such as the Wellington Regional Hospital in the event of a major earthquake or other natural disaster. A significant earthquake capable of causing damage to infrastructure and the environment is likely within the lifetime of the reservoir.

Government Assistance: Support WCC with funding and expedite consents and approvals.

2.2 CBD Hunter St, Kilbirnie and Tawa Stormwater - Climate Adaptation

Hunter Street in the CBD is prone to stormwater flooding, especially as the outfall pipes are tidally influenced, which will only increase due to the impacts of future sea level rise. The flooding is affecting current business and restricting the growth of this area which otherwise would be prime for development.

The low lying residential and commercial areas of Kilbirnie are prone to stormwater flooding, especially at high tide as the outfall pipes are tidally influenced. Sea level rise and climate change are expected to worsen these existing flooding problems. The flooding is limiting the growth potential of this area which otherwise would be prime for development due to its proximity to Wellington CBD and access to public transport. Wellington CBD is a location of high commercial and residential growth potential.

The Linden shops and Beauchamp Street catchment (Tawa, Wellington) is flood prone. In heavy rain overland flow runs down the roads and ponds in the low lying areas. There is a history of significant property flooding in the area.

Contact Person: Stephen Wright Manager, Major Projects Wellington Water

Total Cost: \$47M total

Sector: Construction

Category: 3 Waters

Type: Critical and New

Jobs (during construction): The construction of these network upgrades will engage consultants, contractors and suppliers throughout the project lifecycle. Being three multi-disciplinary projects it will engage a wider range of professions including mechanical, electrical and civil trades people, construction contractors, suppliers and traffic management personnel.

Project Status: The three projects are a combination of construction ready and design and construct ready (refer detailed Project Information Forms)

Project Benefits: The three projects provides:

- Mitigation of flooding issues in the three project areas.
- Employment in the construction sector, including the retention of employees and increasing the capabilities of people to engage in this work within the region.
- Investment in critical infrastructure to support growth and employment, as well as for work, recreation, education and social activities.
- Unlocks highly desirable developable land by allowing sustained, inclusive, resilient and sustainable economic growth

Government Assistance: In addition to any welcomed funding, if consent restrictions were relaxed then this project could be shovel ready by September 2020.

2.3 CBD Waste Water Pump Station

The aim of this project is to upgrade and reconfigure a significant portion of the Wellington CBD wastewater network. This will address issues with risk of failure and contamination of the harbour and enable growth.

It involves constructing a new, seismically resilient rising main to support new residential development and provide redundancy to the two adjacent areas. One of the adjacent areas (Dixon Street) failed in December 2019 highlighting the vulnerability of the old infrastructure which has no alternative pathway except to the harbour.

This project is a key element in modernising the existing wastewater network and ensuring Wellington city has infrastructure that is fit for purpose and able to continue growing.

Contact Person: Stephen Wright – Manager, Major Projects Wellington Water

Total Cost: \$31M

Sector: Construction

Category: 3 Waters

Type: Critical and New

Jobs (during construction): 65 FTE during 2 year construction programme

Project Status: Feasibility study and concept design completed in February 2020.

Funding is proposed in the upcoming Wellington City Council Long Term Plan. The recent Dixon St failure has resulted in higher priority being requested by Wellington Water Limited. However this is now in doubt because of the Covid-19 situation. The funding was available and consent requirements ran smoothly, a construction start could be expected by September 2020.

The use of a design and build contract would bring this project forward to be shovel ready within six months. In addition there is scope to divide the project into multiple packages to accelerate the construction timeline.

Project Benefits:

Natural Capital:

- Reduce the probability of wastewater overflows into Wellington Harbour in the event of network failure.

Human Capital:

- Improve public health associated with wastewater.

Physical Capital:

- Caters to future residential growth in the CBD.
- Provides redundancy for pipe maintenance.
- Renewal of aging assets.

Government Assistance:

- Co-funding
- Assistance with New Zealand Transport Agency approvals
- Fast track RMA consents for contaminated land and dewatering

2.4 Wellington Convention & Exhibition Centre

Construction of a 5 Star green modern and purpose built conference and exhibition centre directly opposite Te Papa featuring an international scale touring exhibition gallery. Strong economic benefits regionally and nationally, design resilient with base isolators, grey water systems, unfunded solar and with climate change factored into design. Will be a catalyst project for further development of the area of the City around Te Papa and the confidence this project provides to enable private investment. Significant social benefits relate to employment and the benefits from social and business connections at events, and cultural benefits from attending inspiring exhibitions and events.

Contact Person: Danny McComb, Manager Economic and Commercial

Total Cost: \$180M

Sector: Tourism

Category: Buildings and Structures

Type: New Infrastructure

Jobs (during construction): 1520 with 367 created post completion

Project Status: Construction has commenced prior to lockdown. Lockdown will inevitably have additional costs and programme implications.

Project Benefits: Refer project description above

Government Assistance: Assistance package to the construction industry would assist those in the industry facing hardship or failure. Crown support for these types of projects that are at risk because of Covid-19 either in terms of go/no go or compromising the end product due to cost increases. May be an opportunity to rethink how local government and central government procure large projects and modernise this thinking to a more partnership based approach.

2.5 St. John's Site Redevelopment (Karori)

A mixed use development in the Karori Town Centre offering market housing (approx. 20 housing units) and the opportunity for a Medical Centre, a much needed community health asset (approx. 1000sqm)..

Contact Person: John McDonald, Housing Development Manager

Total Cost: \$25M

Sector: Construction

Category: Buildings and Structures

Type: New Infrastructure

Jobs (during construction): 65 with approximately 15 created post completion

Project Status: Active project able to commence construction within a 6 month period.

Project Benefits: Project would provide much needed affordable housing in the city for a mix of rental and purchase. Provision of a much needed community health facility is critical for this part of the city and would provide health and associated services to thousands of Wellingtonians.

Government Assistance: Government funding assistance will provide an opportunity to progress with the construction phase quickly and provide assurance to the market that projects will be delivered with minimal delays. Securing the funding for this project will also allow for immediate continued engagement with the medical practice and DHB to ensure they are ready to move into the new building on time.

2.6 Harrison & Nairn Street Social Housing Development

A package of two existing social housing sites, enabling the construction and delivery of 47 social housing units (232 bed spaces). Upon completion the units would be managed by Wellington City Council City Housing on an ongoing basis.

Contact Person: John McDonald, Housing Development Manager

Total Cost: \$17M

Sector: Construction

Category: Building and Structures

Type: Replacement/refurbished infrastructure

Jobs (during construction): 60 with approximately 5 created post completion

Project Status: Active project able to commence construction within a 6 month period.

Project Benefits: Project would provide much needed social housing in the city, particularly family units and accessible units for those with disabilities.

Government Assistance: Government funding assistance will provide an opportunity to progress with the construction phase quickly and provide assurance to the market that projects will be delivered with minimal delays.

2.7 National Music Centre - Municipal Office Redevelopment

The seismic strengthening of the Municipal Office Building (MOB) in the Te Ngākau Civic Precinct is a key component of the National Music Centre (NMC) initiative, a joint collaboration between WCC, Victoria University and the NZ Symphony Orchestra that will create a music based campus that also encompasses the strengthened and refurbished Wellington Town Hall.

The redeveloped MOB will be used for classrooms, practice spaces and administration supporting the wider NMC. The ground floor is also intended to include public offerings including retail/hospitality as well as toilets and amenities for the wider complex.

Contact Person: Peter Brennan, Manager Civic Precinct Redevelopment

Total Cost: \$84M

Sector: Construction

Category: Building and Structures

Type: Replacement/refurbished infrastructure

Jobs (during construction): 150 FTE in construction sector and 6 FTE in design sector during 2 year construction period

Project Status: At detailed design stage but changing funding priorities threaten Council's ability to proceed with MOB redevelopment at the current time.

Project Benefits: The June 2017 Business Case recommended a National Music Centre that included a redeveloped MOB. The benefits of the NMC are summarised as follows:

- Strengthen the city's arts and music education sectors and reinforce its reputation as New Zealand's 'Creative Capital', through forming the nucleus of a national centre for music.
- Provide the Wellington public with opportunities to experience and be inspired by music and musicians in a central city setting and reinforce the city's reputation as a vibrant, arts-rich place to live;
- Enhance the city's international positioning as a film scoring destination;
- Strengthen the connection of the NZSO to Wellington as its home and create opportunities for increased collaboration and resource-sharing in the sector;
- Maximise the utilisation and income producing capacity of the earthquake strengthened Town Hall and contribute to an energised Civic Square Precinct; and
- Enhance the "Arts Economy" which is considered to play an important role in supporting economic development both directly (e.g. employment) and indirectly (i.e. improving the physical and cultural environment making it more attractive to tourists, business and residents).

Government Assistance: The project is very advanced but requires assistance to reduce the financial burden borne by Council to progress the project. Government funding assistance will provide an opportunity to progress with the construction phase quickly and provide assurance to the market that projects will be delivered with minimal delays as well as provide VUW and NZSO with additional funding to increase their contribution to the initiative.

2.8 Wellington Museum

The Wellington Museum Project (the Project) involves urgent and significant work to complete earthquake strengthening of this Category 1 heritage building up to 100% IL2 and to upgrade the Wellington Museum visitor experience (exhibitions and public places). The historic 1892 building, The Bond Store, is one of the oldest structures in the city and is an important reminder of Wellington's past.

Wellington Museum (managed by Experience Wellington, a Council CCO) is an award-winning and essential part of Wellington's social and cultural life, contributing to Wellington's position as the cultural capital of New Zealand. Community engagement and working with mana whenua in co-curation of the visitor experience is fundamental to the Project.

Contact Person: David Chick, Chief City Planner

Total Cost: \$31M

Sector: Tourism

Category: Building and Structures

Type: Replacement/refurbished infrastructure

Jobs (during construction): Estimated 100 FTE during 2 year construction period (covering consultants, contractors and specialists, including local and national specialists; exhibition designers, model makers and iwi mana whenua.

Project Status: Contracted consultants (Architecture, Heritage Architecture, Structural Engineers, Geo Tech, Service Engineers & QS) to Concept+ Design completion to provide building works scope and costs.

Based on the current schedule, and following Concept+ Design completion, outstanding design work to Detailed Design will be completed by the end of 2020. This includes the application for building consent.

Project Benefits: Aligned to Council's Long Term Plan Priority Areas: Resilience and Environment; and Sustainable Growth, and to the City's vision: Wellington Towards 2040: Smart Capital: Wellington Museum celebrates the distinctive history, characteristics and cultures of Wellington, its place and peoples (people-centred city), through connections (connected city) to the past and present, to each other, and to contemporary challenges (eco city) faced now and into the future. Through increased partnerships and community engagement, including an emphasis on accessibility and inclusion, the Museum aspires to be a significant and dynamic focus point for all (dynamic central city).

- The Project will urgently improve this Category 1 heritage asset and the upgraded Museum will create better social and economic outcomes for the city.
- The City's taonga will be protected because the building will be more resilient, and it will improve the visitor experiences and revenue opportunities.
- Improved trading revenue will contribute to financial sustainability of the Museum. The improved return will contribute to the overall financial position which is underwritten by Council.

Government Assistance: The primary action the Government can do is approve the funding request for this significant and shovel-ready Project. Given the expertise already applied to the development of the Project we expect that the proposals will meet consent requirements. The earthquake strengthening of the building is an important public safety requirement and thus critical to regaining public confidence in public venues.

2.9 City Housing Upgrade Programme

Packaging the City Housing Single Capital programme would enable confidence to the market over a long period by providing a pipeline of work. This pipeline approach is particularly beneficial to local sub-trades and sub-contractors. Could provide over 3,000 tenants with continued affordable, safe, dry and warm homes – refurbished to a modern living standard, as well as a significant jobs pipeline.

Contact Person: John McDonald, Housing Development Manager

Total Cost: \$180M over 10 years

Sector: Construction

Category: Building and Structures

Type: Replacement/refurbished infrastructure

Jobs (during construction): 150-200 FTE ongoing over the 8-10 year pipeline

Project Status: Ongoing pipeline already under construction

Project Benefits: Project would see and provide much needed social housing upgrades in the city being delivered in the long term. Funding would allow for works to be brought forward and delivered in the most efficient manner ensuring that more people will be able to remain in their homes during upgrade. The pipeline approach also provides certainty to the construction market, especially targeted at the small/medium local contractors.

Government Assistance: Government funding assistance will provide an opportunity to bring forward a range of works as part of this ongoing pipeline of work.

2.10 Island Bay Cycleway

The installation of fully constructed separated cycle lanes along 1.7kms of The Parade, Island Bay.

Contact Person: Paul Barker, Transport Planning Manager

Total Cost: \$14M

Sector: Local Government

Category: Transport

Type: New Infrastructure

Jobs (during construction): 20-30 FTE during the 18 month construction programme

Project Status: The project has been approved for construction, detailed design is very advanced, A panel of contractors are available for build as required.

Project Benefits: Improved safety for people on bikes. Greater transport network efficiency, effectiveness and resilience. Wellington is a more sustainable, liveable and attractive city. It is expected that there will be a number of direct and indirect jobs created associated with this project. These range for project managers, professional services technical design staff, contract managers and construction personnel. Investment in improved streetscapes is also known to increase property values and stimulate economic activity.

Government Assistance: Government financial assistance would enable the project to proceed as it is unlikely in the current climate that this project would advance. Prior to Covid-19, the Council was considering how to prioritise this project alongside the related Southern Connections project. Direct funding assistance of this shovel ready project would enable both to be delivered within a reasonable timeframe, ensuring that the benefits of both projects are realised.

3. Future Projects

Significant Future Project Examples

Further to the truly shovel ready projects outlined in this submission, Wellington City Council invites further discussion with the Government about proposed future significant projects, which do not currently fit the criteria of 'shovel ready'.

There are a number of significant projects that Wellington City Council would like to progress for Wellington communities in future years. As a direct result of the impact of Covid-19, these initiatives are now at significant risk, as the questions of when, how and even if these projects will be delivered are being asked given Council resources and funding will need to be directed to other critical areas and to offset revenue loss.

The provision of greater certainty to the community and especially the construction sector will establish critical long-term confidence in the market and allow companies to plan more sustainability for the future. A longer term horizon of projects that cover the full stages of the project lifecycle will ensure all components of the industry are able to benefit and respond strongly during the recovery, not just the delivery end of a project.

The following projects have been identified to provide a sample of future significant projects the Council is considering. Example projects have been selected to demonstrate a diverse range of outcomes and sector types. Detailed project summaries are provided in the table on the following page.

- Frank Kitts Park and Play Space
- Wellington Sludge Dewatering Plant
- Granville Flats Redevelopment (Social Housing)
- Te Ngākau Civic Precinct
- TSB Arena
- Wellington Trail Initiatives
- CBD Laneways & Innovating Streets

The opportunity to bring forward the planning and implementation of the Petone to Grenada link is also recognised in the joint Wellington Region submission. This critical connection is essential to the long-term resilience of the Wellington Region, while at the same time providing substantial urban growth potential through an urban development approach to the planning and design of this project. For this reason, Wellington City Council has contributed to and is fully supportive of the Wellington Region submission for this project, as well as the others provided.

Significant Future Project Examples Table

FUTURE PROJECTS (not currently shovel ready but would generally fit within criteria)							
Project (Simple name)	Description (Describe content and intent of project)	Owner (Asset owner and proposer)	Cost (Total capex \$ in 2020 \$)	Potential Start Date (When could this project start)	Constraints requiring Gov assistance (Any legislative, consenting or other barriers that would need to be overcome to make this project shovel-ready)	Well-being Outcomes	Comments (Additional information provided for context. Further detailed information available upon request)
Frank Kitts Park and Play Space	Implementation of the Play Space and Chinese Garden in Frank Kitts Park	WCC / Chinese Community	\$20M total (includes \$5.7M Play Space)	Play Space ready in 6 months – Chinese Garden approximately 12 months minimum	Constraint is around the seismic condition of the Car Park structure and lack of detailed design / engineering	Social / Cultural	Play space is ready for tender (at detailed design stage). Recent seismic assessment of the carpark requires further investigation and design to ensure broader precinct development, including Chinese Garden is achievable.
Wellington Sludge Dewatering Plant	Creation of a waste water dewatering plant to reduce carbon emissions and waste quantity	WWL / WCC	\$30M (allocation in current LTP)	Could bring options and planning forward but still a way off having options/solution	Only at conceptual / feasibility stage	Environmental (3 Waters Infrastructure)	Significant improvement to waste water sludge management by dewatering the sludge, reducing volume and carbon emissions significantly. Also allows more aggressive approach to waste minimisation at the landfill as significantly lowers general waste needed for mixing ratios under resource consent.
Granville Flats	Redevelopment of this major Social Housing site (partnership)	WCC / Iwi / Kainga Ora	\$TBD	Options and feasibility need to be developed	Only at conceptual / feasibility stage	Social (Social Housing / Iwi Partnership)	Opportunity to redevelop this large apartment block on leased iwi land in partnership with iwi and Kainga Ora.
Te Ngākau Civic Precinct	Precinct redevelopment of this major civic and public space.	WCC / Kainga Ora / Partners	\$100's of \$M	Options, feasibility and delivery model need to be developed	Only at conceptual / feasibility stage	Significant Precinct Redevelopment - Civic, Social, Cultural, Environmental and Economic	Major precinct redevelopment opportunity with public private partnership potential to realise maximum public benefit and delivery of civic, social and cultural assets not otherwise achievable if delivered by Council alone. Includes Central library service, Council customer service centre and other public functions. Could be delivered through engaging and competitive design competition to realise maximum value and public ownership.
TSB Arena	Given low current priority for a proposed new indoor arena,	WCC / Wellington NZ	\$TBD	Approximately 18 months	Concept plus design and order of costs available in a fortnight	Cultural	Truss height and load improvements to improve functional capability and flexibility. Activation of Aotea Quay frontage. Improvement to “back of house” amenity.
Trails for the Future Initiative	Ensuring Wellington’s continued performance as a premier trail experience destination for local residents and tourism ventures through investment and growth in trail networks, maintenance and infrastructure initiatives.	WCC	\$0.45M immediate shovel ready \$3.1M short term \$7M medium term	Immediate to 18 months	Mixture of immediate and medium term initiatives	Social (Recreational)	Significant expansion and creation of Wellington’s mountain bike trail network. Additional information can be found in the Regional Trails Framework.
CBD Laneways & Innovating Streets	WCC’s laneway and streetscape redevelopment and transformation programme	WCC / NZTA	\$TBD	Immediate to 18 months	Opportunity to take advantage of the NZTA Innovating Streets Programme	Economic Environmental Social Cultural	Programme of laneways and streetscape improvements and transformations could be expedited with significant funding to realise strategic outcomes such as accessibility and sustainability benefits eg. greening / WSUD.

4. Programmes & Pipelines

Programme Initiatives, Pipeline or Packages of Work

In addition to *Shovel Ready* and *Future Projects*, WCC would like to draw Governments attention to longer term programme initiatives, pipelines or packages of work. These include:

- Smaller, like-projects being bundled and packaged together,
- Programmes of similar work being spread over many years; or
- New programmes or initiatives that encourage innovation and better evidence-based planning for a more sustainable and resilient future.

This type of thinking and approach provides a greater level of certainty over a longer period of time, which in turn allows the re-establishment of a more sustainable industry to support economic growth and prosperity. With the finite financial resources available to Council, additional funding from Government into Programmes and Pipelines will enable WCC (and other Councils) to supplement the revenue loss and improve the level of delivery.

The following Programme Initiatives, Pipelines or Packages of Work have been identified to provide an overview of this component of the submission. Detailed outlines are also provided in the table on the following pages. Two Programmes Initiatives have also been submitted via the attached Project Information Forms. WCC would welcome the opportunity to discuss these or the other initiatives in greater detail and are able to provide additional information as required in support of these submissions and initiatives.

Programme Initiatives or Pipelines Table

PROGRAMME INITIATIVES OR PIPELINES OF WORK - (blue indicates initiatives suitable for submission)								
Project (Simple name)	Description (Describe content and intent of project)	Owner (Asset owner and proposer)	Cost (Total capex \$ in 2020 \$)	Potential Start Date (When could this project start)	Constraints requiring Gov assistance (Any legislative, consenting or other barriers that would need to be overcome to make this project shovel-ready)	Sector (ie water infrastructure)	Comments (Additional information provided for context)	Submit (Include as an example of potential programmes / pipelines of work)
Significant opportunity to focus on existing 3 Waters infrastructure	Opportunity to explore a range of infrastructure packages across the 3 Waters asset category that responds to Councils burden of aging / capacity infrastructure.	WCC / WWL	\$TBD	Within 6 months	Scope, extent, timing and cost to be determined.	3 Waters Infrastructure	Refer to the joint Wellington Region Submission.	
Wadestown to Johnsonville Seismic Strengthening of Lifeline Route	The Wadestown to Johnsonville route is a critical and identified Lifeline Route which requires both above and below road seismic strengthening in key sections to ensure resilience	WCC	\$20M	Within 12 months (estimated to be a 3 year programme to complete)	TBC – likely to be a package of work based on a Design & Build arrangement to fast track it – rolling 3 year programme	Transport and Lifelines Infrastructure	Accelerating an existing programme if funding was made available with critical resilience / Lifeline benefit. Significant job creation and contractor pipeline certainty.	
Significant opportunity to focus on improving seismic resilience of existing Transport infrastructure.	Opportunity to expedite Council's ongoing programme of road infrastructure renewals including seismic and ground stability improvements including retaining walls, stability anchors and tunnel strengthening	WCC	\$37M over next three years	Within 6 months	Smart procurement practices	Transport Infrastructure	Accelerating an existing programme if funding was made available. Significant job creation and contractor pipeline certainty.	
Significant opportunity to focus on existing Community Facilities.	Opportunity to explore a range of packages across Council's Community Facilities portfolio that responds to Councils burden of aging facilities e.g. pools, libraries, community and recreation centres.	WCC	\$16.6M plus (refer below)	Within 6 months	Smart procurement practices	Social and Cultural Infrastructure	Refer additional information below which highlights a handful of key and immediate WCC projects (1. Community and Recreation Facilities) and refer Attachment 4.1 Wellington Facilities	<input checked="" type="checkbox"/>
Significant opportunity to get ahead of the vertical Earthquake Resilience issues faced by Wellington.	Opportunity to expedite the implementation of improving the seismic resilience of Council's buildings and facilities.	WCC	\$15M plus (refer below)	Within 6 months	A particular target area would be those who own apartments / units under a body corporate arrangement (as currently the ownership structure makes this especially difficult)	Civic Infrastructure	A list of WCC specific opportunities is provided below (2. Earthquake Resilience)	
Significant step change improvements in existing environmental initiatives.	Opportunity to implement step change improvements and expedite delivery of existing environmental initiatives.	WCC	\$10M plus (refer below)	Within 6 months	Additional funding of existing environmental programmes and initiatives would enable an expedited achievement of outcomes e.g. predator-free, environmental restoration and would enable substantial job creation.	Economic and Environmental Infrastructure	Opportunity for substantial employment creation / redeployment A list of sample WCC specific opportunities is provided below (3. Environmental Step Change)	
Wellington Innovation	A package of initiatives to enable communities and cities to respond to a post-Covid world.	WCC / many other stakeholders	\$TBD (\$60M estimated for National Digital Twin Initiative)	Within 6 months	Funding required but significant national benefit especially in the Foresight and Digital Twin proposals, as well as a solid basis for a national innovation agenda	Innovation Infrastructure	Includes proposal to create a National Digital Twin and Smart Cities programme to deliver better, more effective Local Government, Construction and Environmental outcomes (refer additional information below 4. WLG Innovation) and refer Attachment 4.2 Wellington Innovation – Digital Twin and 4.2a WLG Innovation Agenda Overview	<input checked="" type="checkbox"/>

Programme Initiatives or Pipelines Table – Additional Information

ADDITIONAL INFORMATION ON PROGRAMME INITIATIVES OR PIPELINES OF WORK PACKAGES - (blue indicates initiative suitable for submission)								
Project (Simple name)	Description (Describe content and intent of project)	Owner (Asset owner and proposer)	Cost (Total capex \$ in 2020 \$)	Potential Start Date (When could this project start)	Constraints requiring Gov assistance (Any legislative, consenting or other barriers that would need to be overcome to make this project shovel-ready)	Sector (ie water infrastructure)	Comments (Additional information provided for context)	Submit (Include as an example of potential programmes / pipelines of work)
1. Community and Recreation Facilities (Could be expanded to include regional priorities)	<ul style="list-style-type: none"> • Karori events centre fit out • Alex Moore Park sports Hub development • Hataitai Park renewal of netball & tennis courts • Miramar club hub development and building repurposing • Wellington Zoo Snow Leopard Enclosure • Makara Peak Master plan • Aro Valley Community Centre • Professional Fees <p>Total</p>	WCC / other Stakeholders	\$1.3M \$4.5M \$1.6M \$2.0M \$3.7M \$2M \$TBD \$1.5M \$16.6M plus	Now Now 6 months 6 months 6 months 12 months 12 months	Individual projects are at various stages, from, initial planning and scoping, consented to construction due to start, all deliverable in the next 12 months subject to contractor availability Note the funding of some of these projects is already in part funded by WCC or could be complimented with WCC and other funders contributions Providing a package of projects will deliver a wider range of benefits, to business and the community and reduce the risk in delivery. It will also target both small and medium sized business.	Social / Cultural Infrastructure		<input checked="" type="checkbox"/>
2. Earthquake Resilience	<ul style="list-style-type: none"> • Shed 5 renewals and earthquake strengthening • Michael Fowler Centre Roof Strengthening Repair • Shed One, renewals and earth quake strengthening • TSB renewals and building refresh <p>Total</p>	WCC / other Stakeholders	\$5M \$8M \$2M \$TBD \$15M plus	12 months 12 months 6 months 12 months	Individual projects are at various stages, from, initial planning and scoping, consented to construction due to start, all deliverable in the next 12 months subject to contractor availability Note the funding of some of these projects is already in part funded by WCC or could be complimented with WCC and other funders contributions Providing a package of projects will deliver a wider range of benefits, to business and the community and reduce the risk in delivery. It will also target both small and medium sized business.	Social / Cultural Infrastructure		

<p>3. Environmental Step Change</p> <p>(Could be expanded to include regional priorities)</p>	<ul style="list-style-type: none"> • Advance predator Free rollout across City • Tangle wood house, Zealandia, new Research and administration centre • Te Motu Kairangi (existing WCC and Crown funding exists, project needs to become unstuck to advance, could have additional Crown funding allocated for restoration of Military structure and Park development) • Environmental restoration programme <p>Total</p>	<p>WCC / other Stakeholders</p>	<p>\$2M</p> <p>\$2M</p> <p>\$4M Plus in addition to existing Crown and WCC funding</p> <p>\$2M plus</p> <p>\$10M plus</p>	<p>6 months</p> <p>12 months</p> <p>Ready to get underway, subject to agreement with Iwi and crown</p> <p>6 to 9 months to gear up, deliver over multiple years</p>	<p>Individual projects are at various stages, from, initial planning and scoping, consented to construction due to start, all deliverable in the next 12 months subject to contractor availability</p> <p>Note the funding of some of these projects is already in part funded by WCC or could be complimented with WCC and other funders contributions</p> <p>Providing a package of projects will deliver a wider range of benefits, to business and the community and reduce the risk in delivery. It will also target both small and medium sized business.</p>	<p>Economic and Environmental Infrastructure</p>	<p>Would provide good employment opportunities. Links to other central government policies and existing partnerships</p>	
<p>4. WLG Innovation</p>	<p>Programme of work including:</p> <ul style="list-style-type: none"> • Foresight Group • National Digital Twin • Hack WLG • Smart Services • Creative / Innovative Economy • Innovation Partnerships • Codes of Practice <p>(refer WLG: Innovation Agenda presentation)</p>	<p>WCC / many other Stakeholders</p>	<p>\$60M (National Digital Twin Initiative only)</p>	<p>Varies</p>	<p>Funding required but significant national benefit especially in the Foresight and Digital Twin proposals, as well as a solid basis for a national innovation agenda</p>	<p>Innovation Infrastructure</p>	<p>Includes proposal to create a National Digital Twin and Smart Cities programme to deliver better, more effective Local Government, Construction and Environmental outcomes (refer Attachment 4.2 Wellington Innovation – Digital Twin and Attachment 4.2a Wellington Innovation Agenda Overview).</p>	<p><input checked="" type="checkbox"/></p>

Attachments

Shovel Ready Projects

Attachment 2.1 - Omāroro Reservoir

Attachment 2.2a - CBD Hunter Street

Attachment 2.2b - Kilbirnie Stormwater - Climate Adaptation

Attachment 2.2c - Tawa Stormwater (Beuchamp Street) - Climate Adaptation

Attachment 2.3 - CBD Waste Water Pump Station

Attachment 2.4 2.5 2.6 2.7 2.9 2.10 - Combined PIF Spreadsheet containing:

- 2.4 Wellington Convention & Exhibition Centre
- 2.5 St. John's Site Redevelopment
- 2.6 Harrison & Nairn Street Social Housing Development
- 2.7 National Music Centre - Municipal Office Redevelopment
- 2.7a National Music Centre - Original Business Case
- 2.9 City Housing Upgrade Programme
- 2.10 Island Bay Cycleway

Attachment 2.8 - Wellington Museum Project PIF

Attachment 2.8a - Wellington Museum Project Overview

Attachment 2.8b - Wellington Museum Project Original Business Case

Programmes & Pipelines

Attachment 4.1 - Wellington Facilities

Attachment 4.2 - Wellington Innovation - Digital Twin

Attachment 4.2a - Wellington Innovation Agenda Overview