
ORDINARY MEETING

OF

ANNUAL PLAN/LONG-TERM PLAN COMMITTEE

MINUTES

Time: 9:30am
Date: Thursday, 4 March 2021
Venue: Ngake (16.09)
Level 16, Tahiwī
113 The Terrace
Wellington

PRESENT

Mayor Foster (Deputy Chair)
Deputy Mayor Free (Chair)
Councillor Calvert
Councillor Condie
Councillor Day
Councillor Fitzsimons
Councillor Foon
Councillor Matthews
Councillor O'Neill
Councillor Pannett
Councillor Paul
Councillor Rush
Councillor Sparrow
Councillor Woolf
Councillor Young

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1. Meeting Conduct

1.1 Karakia

The Chairperson declared the meeting open at 9:31 am and invited members to stand and read the following karakia to open the meeting.

**Whakataka te hau ki te uru,
Whakataka te hau ki te tonga.
Kia mākinakina ki uta,
Kia mātaratara ki tai.
E hī ake ana te atākura.
He tio, he huka, he hauhū.
Tihei Mauri Ora!**

Cease oh winds of the west
and of the south
Let the bracing breezes flow,
over the land and the sea.
Let the red-tipped dawn come
with a sharpened edge, a touch of frost,
a promise of a glorious day

1.2 Apologies

No apologies were received.

1.3 Conflict of Interest Declarations

No conflicts of interest were declared.

1.4 Confirmation of Minutes

Moved Deputy Mayor Free, seconded Councillor Day, the following motion

Resolved

That the Annual Plan/Long-Term Plan Committee:

1. Approve the minutes of the Annual Plan/Long-Term Plan Committee Meeting held on 18 February 2021, having been circulated, that they be taken as read and confirmed as an accurate record of that meeting.

Carried

1.5 Items not on the Agenda

There were no items not on the agenda

1.6 Public Participation

1.6.1 Predator Free Wellington

Representing Predator Free Wellington, Denise Church spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

1.6.2 Public Libraries of New Zealand

Representing Public Libraries of New Zealand, Hilary Beaton spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

1.6.3 Generation Zero

Representing Generation Zero, Arran Whiteford and Maddy McVie spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

1.6.4 International Climate Safe Travel Society

Representing International Climate Safe Travel Society, Tom Bennion spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

1.6.5 Guardians of the Bays

Representing Guardians of the Bays, Tim Jones spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

1.6.6 No Fly Zone

Representing No Fly Zone, Benoit Pette spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

1.6.7 Bernard Hickey's Journalism Ltd

Representing Bernard Hickey's Journalism Ltd, Bernard Hickey spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

1.6.8 Sue Boyde

Sue Boyde spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

1.6.9 Living Wage Wellington

Representing Living Wage Wellington, Gina Lockyer spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

1.6.10 Core Conversations

Representing Core Conversations, Jane O'Shea and Peter Smeaton spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

1.6.11 Easyswim Swim School Ltd

Representing Easyswim Swim School Ltd, Todd Morton spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

1.6.12 Lynn Cadenhead

Lynn Cadenhead spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

1.6.13 Helene Ritchie

Helene Ritchie spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

1.6.14 Parents for Cimate Aotearoa

Representing Parents for Cimate Aotearoa, Alicia Hall spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

1.6.15 Public Service Association

Representing Public Service Association, Maddy Drew spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

1.6.16 Cycle Wellington

Representing Cycle Wellington, Alex Dyer and Jonathan Coppard spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

1.6.17 Forest & Bird Youth

Representing Forest & Bird Youth, Michael Burton-Smith and Sophia Honey spoke to item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation.

Tabled items

Attachments

- 1 Predator Free Wellington
- 2 Public Libraries of New Zealand
- 3 International Climate Safe Travel Society

(Councillor Pannett left the meeting at 10:20 am)

(Councillor Pannett returned to the meeting at 10:21 am)

The meeting adjourned at 10:33 am and reconvened at 10:48 am with all the members present.

The meeting adjourned at 11:30 am and reconvened at 11:39 am with all the members present.

The meeting adjourned at 12:04 pm and reconvened at 12:06 pm. Councillor Young was absent.

(Councillor Young returned to the meeting at 12:08 pm)

2. GENERAL BUSINESS

2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation

Moved Mayor Foster pro-forma, seconded Deputy Mayor Free, the following motion

Recommendation/s

That the Annual Plan/Long-Term Plan Committee:

1. Receive the information.
2. Note that formal LTP community consultation will be for the period from 6 April to 10 May 2021.
3. Note the contents of the LTP community consultation and communications programme involve online, social media, face to face, broadcast medial (digital, print, radio) channels including involvement at community events oral hearings and forums.
4. Note that draft LTP Budget has been prepared with the following: a debt-to-revenue limit of 225%, a rates limit of \$645m, a 2021/22 rates increase of 13.53%, and an average rates increase of 5.77% over 10 years (Attachment 3).
5. Note there is a requirement to outline the rates and debt implications in the Consultation document. These will be added to the document once decisions are finalised at this 4 March Committee meeting and will be provided to Audit.
6. Approve the proposed draft 2021-31 Long-term Plan operational budget as supporting information to the consultation document (attachment 1).
7. Approve the draft Statements of Service Provision as supporting information to the consultation document and budget (Attachment 2).
8. Approve the proposed draft Finance and Infrastructure Strategy as supporting information to the consultation document and budget (Attachment 3) **noting that the document has been updated to reference the need for developing funding tools at our disposal to pay for this infrastructure.**
9. Note that the consultation document contains only significant proposals for which there are genuine options for the community to consider and, have sufficient detailed information to satisfy our external auditors and the Auditor General.
10. Agree the proposed draft consultation document (Attachment 4) for community consultation using the Special Consultative Procedure.
11. Delegate to the Chief Executive Officer the authority to make changes to the Consultation Document and supporting information to reflect the decisions of this Committee.
12. Note that the 2021-31 Consultation Document and Draft Long-term Plan supporting information is subject to Audit NZ review. This may include further amendments to

meet audit requirements. The audit report will be provided to the Council meeting of 31 March 2021 alongside the Consultation Document.

13. Agree, that in respect to the Library proposal (contained in the Consultation Document) another option be added that provides for the Debt to Revenue ratio to be temporarily exceeded in years 2021-2023 to enable Council borrowings to fully fund the library building remediation/upgrade and therefore both the library and office parts of the building would remain in full public ownership and that this option be the preferred option.
14. Note that under Section 80 of the Local Government Act 2002, the Council can make decisions inconsistent with Council policy provided the inconsistency is identified, the reason for the inconsistency is explained, and how the Council will accommodate the inconsistency or modify the policy in future is outlined.
15. Agree the nature of the inconsistency, the reason for the inconsistency, and how Council will accommodate the inconsistency is as follows:
 - a) The inconsistency is that the Council has agreed a maximum debt to revenue ratio of 225%
 - b) The reason for the inconsistency is to enable the central library building to be reopened in 2025, and remain in full public ownership
 - c) The debt to revenue ratio will stand, and Council will be consistent with its policy by 2024/25
16. Agree that the Council will use any underspend in the capital programme to offset the temporary breach of the debt to revenue ratio, rather than allocation to new capital spending.
17. Agree to reinstate the \$1m of capex in the library material collection budget per year in years 1 and 2.
18. Agree to increase the operating expenditure for the Maori and Mana Whenua Partnerships budget to \$2M in year 2-10 for delivery of He waka eke Noa Effectiveness for Māori framework, Te Taurapa Strategy and Te Tauihu Te Reo Māori Policy. Within this could be funding for heritage preservation, economic development and Te Reo Māori revitalisation, as agreed in partnership with Māori.
19. Agree to Increase Predator Free Wellington funding as part of our partnership contribution from \$250,000 per annum to \$500,000 per annum in the financial years 2022/23, 2023/24, 2024/25, 2025/26, 2025/26 and 2027/28 being the final year of the Predator Free programme, an increase of 1.5 million over 10 years.
20. Agree that officers work with communities of interest to facilitate the use of road reserve and open space land for the activities of composting and community gardening as governed by relevant policy and plans.
21. Agree to include in the Consultation Document questionnaire an additional question to understand community views on increasing or reducing rates and debt limits.
22. Instruct officers to work with the Chinese Garden Society on options for the Chinese

Garden project and report back to committee as soon as is practicable.

23. Agree to update the Consultation Document by adding greater specificity in the Cycleway options about what projects will be delivered under each option as outlined in appendix 1.
24. Approve the reinstatement of funding of \$1.1 million for the Khandallah Summer Pool in year 3 (2023/24) to enable improvements to resilience, operating equipment and facilities and instruct officers to report back, prior to any decision on the finalisation of the Long-term Plan for 2021-2031, on high level options for improvements (resilience, operating equipment and facilities) to Khandallah Summer Pool including heating of pool and extension of the operating period.
25. Agree that the airport sea wall loan be used solely for the purpose of the sea wall renewal and not for the runway extension.
26. Agree that a public workshop will be held between Council and Wellington International Airport Limited during the Consultation period.
27. Include in the budget \$30 million in years 11 – 30 for the acquisition and development of inner city parks and to enable more street tree planting and parks in the Central City, being required to support planned population growth in our Central City, noting that it is intended that this will be funded through growth. The sum to be indicatively phased as: Year 11: \$5.25 million, Year 12: \$5.25 million, Year 13: \$2 million, Year 17: \$5 million, Year 21: \$6 million, Year 26: \$6.5 million
28. Request officers to bring to council in April 2021 a review of the projects in waste minimisation (2.2 1039) with the purpose to action recommendations of the strategic review and to be in preparedness of the removal of sludge from the landfill.
29. Agree to reallocate the available funding within 2.2 1039 to support diversion of organic waste from the landfill; noting that after the removal of sludge, organic waste is the biggest contribution to landfill (57.8% of household waste) and to our carbon emissions; and note that this contract is due for review and that this advice should be bought to council before June 2021.

The meeting adjourned at 12:31 pm and reconvened at 13:02 pm with all the members present.

Moved Councillor Fitzsimons, seconded Councillor Young, the following amendment

Resolved

That the Annual Plan / Long-term Plan Committee:

30. Agree to remove the partnering option for the Central Library from the Consultation Document.
31. Agree the Framework for Te Ngākau Civic Square precinct is developed on the basis that Council is committed to Te Ngākau Civic Square being the musical, creative and

democratic heart of Wellington, with the main Wellington City Council premises returning to Te Ngākau Civic Square as part of its redevelopment.

Carried

Secretarial note: The amendment moved by Councillor Fitzsimons and seconded by Councillor Young was taken part by part, the divisions for which are as follows:

Clause 30:

For:

Councillor Day
Councillor Fitzsimons
Councillor Foon
Deputy Mayor Free (Chair)
Councillor Matthews
Councillor O'Neill
Councillor Pannett
Councillor Paul
Councillor Young

Against:

Mayor Foster
Councillor Calvert
Councillor Condie
Councillor Rush
Councillor Sparrow
Councillor Woolf

Majority Vote: 9:6

Carried

Clause 31:

For:

Mayor Foster
Councillor Day
Councillor Fitzsimons
Councillor Foon
Deputy Mayor Free (Chair)
Councillor Matthews
Councillor O'Neill
Councillor Pannett
Councillor Paul
Councillor Sparrow
Councillor Young

Against:

Councillor Calvert
Councillor Condie
Councillor Rush
Councillor Woolf

Majority Vote: 11:4

Carried

Moved Councillor Paul, seconded Councillor O'Neill, the following amendment

Resolved

That the Annual Plan / Long-term Plan Committee:

- 10A. Agree the proposed draft consultation document (Attachment 4) for community consultation using the Special Consultative Procedure **with the additional words for**

public purposes after Proceed with Base Build Proposal at Question 6 .

- 11A. Delegate to the **mayor and** Chief Executive Officer the authority to make changes to the Consultation Document and supporting information to reflect the decisions of this Committee.
32. Remove the \$75,000,000 loan to Wellington Airport in years 7 to 9.
33. Agree to include the upgrade of Begonia House, as costed at \$7.748m, over years 3-6.
34. Agree to include the development of Otari-Wilton Lab and Nursery, as costed at \$2.6m, over years 6-10.

Carried

Secretarial note: The amendment moved by Councillor Paul and seconded by Councillor O'Neill was taken part by part, the divisions for which are as follows:

Clauses 10A and 11A:

For:

Mayor Foster
Councillor Calvert
Councillor Condie
Councillor Day
Councillor Fitzsimons
Councillor Foon
Deputy Mayor Free (Chair)
Councillor Matthews
Councillor O'Neill
Councillor Pannett
Councillor Paul
Councillor Rush
Councillor Sparrow
Councillor Woolf
Councillor Young

Against:

None

Majority Vote: 15:0

Carried

Clause 32:

For:

Councillor Day
Councillor Fitzsimons
Councillor Foon
Deputy Mayor Free (Chair)
Councillor Matthews
Councillor O'Neill
Councillor Pannett
Councillor Paul

Against:

Mayor Foster
Councillor Calvert
Councillor Condie
Councillor Rush
Councillor Sparrow
Councillor Woolf
Councillor Young

Majority Vote: 8:7

Carried

Clause 33:

For:

Councillor Calvert
Councillor Condie
Councillor Day
Councillor Fitzsimons
Councillor Foon
Deputy Mayor Free (Chair)
Councillor Matthews
Councillor O'Neill
Councillor Pannett
Councillor Paul
Councillor Sparrow
Councillor Woolf
Councillor Young

Against:

Mayor Foster
Councillor Rush

Majority Vote: 13:2

Carried

Clause 34:

For:

Councillor Calvert
Councillor Condie
Councillor Day
Councillor Fitzsimons
Councillor Foon
Deputy Mayor Free (Chair)
Councillor Matthews
Councillor O'Neill
Councillor Pannett
Councillor Paul
Councillor Sparrow

Against:

Mayor Foster
Councillor Rush

Councillor Woolf
Councillor Young

Majority Vote: 13:2

Carried

The meeting adjourned at 2:34 pm and reconvened at 2:43 pm. Councillor Young was absent.

(Councillor Young returned to the meeting at 2:44 pm)

Moved Councillor Rush, seconded Councillor Pannett, the following amendment

Resolved

That the Annual Plan / Long-term Plan Committee:

35. Agree to allocate \$1 million of that capital funding to phase 2 of the Huetepara Park improvements in Lyall Bay from years 4 – 10.

Carried

Moved Councillor Sparrow, seconded Councillor Woolf, the following amendment

Resolved

That the Annual Plan / Long-term Plan Committee:

36. Agree that \$350,000 be included in year 4 of the capex budget for a public toilet to be built in Linden.

Carried

Moved Councillor Day, seconded Councillor Condie, the following amendment

Resolved

That the Annual Plan / Long-term Plan Committee:

- 18A. Agree to increase the operating expenditure for the Maori and Mana Whenua Partnerships budget to \$2M in year 1 and \$3m in year 2 to 10 (pa) for delivery of He waka eke Noa Effectiveness for Māori framework, Te Taurapa Strategy and Te Taihū Te Reo Māori Policy. Within this could be funding for heritage preservation, economic development and Te Reo Māori revitalisation, as agreed in partnership with Māori.

Carried

Meeting duration

Moved Deputy Mayor Free, seconded Councillor Day, the following motion

Resolved

That the Annual Plan/Long-Term Plan Committee:

1. Agree to continue the meeting beyond the six hours limit, in accordance with standing order 11.7.

Carried

Moved Councillor Matthews, seconded Councillor Foon, the following amendment

Resolved

That the Annual Plan / Long-term Plan Committee:

37. Agree that the revenue from the divestment of Wadestown Community Centre is reinvested into the local community, and that officers report back to committee within six months of the divestment of the existing Wadestown Community Centre on options for the use of the proceeds within the local community.
38. Agree to an additional \$300,000 p/a to the Grants fund for the specific allocation, by the Committee, to enable non-Council event organisers in Wellington City to apply to be Living Wage events.

Carried

Secretarial note: The amendment moved by Councillor Matthews and seconded by Councillor Foon was taken part by part, the divisions for which are as follows:

Clause 37:

For:

Councillor Calvert
Councillor Condie
Councillor Day
Councillor Fitzsimons
Councillor Foon
Deputy Mayor Free (Chair)
Councillor Matthews
Councillor O'Neill
Councillor Pannett
Councillor Paul
Councillor Rush
Councillor Sparrow
Councillor Woolf
Councillor Young

Against:

Mayor Foster

Majority Vote: 14:1

Carried

Clause 38:

For:

Councillor Day
Councillor Fitzsimons
Councillor Foon
Deputy Mayor Free (Chair)
Councillor Matthews
Councillor O'Neill
Councillor Pannett
Councillor Paul

Against:

Mayor Foster
Councillor Calvert
Councillor Condie
Councillor Rush
Councillor Sparrow
Councillor Woolf
Councillor Young

Majority Vote: 8:7

Carried

Moved Mayor Foster, seconded Deputy Mayor Free, the following substantive motion

Resolved

That the Annual Plan/Long-Term Plan Committee:

1. Receive the information.
2. Note that formal LTP community consultation will be for the period from 6 April to 10 May 2021.
3. Note the contents of the LTP community consultation and communications programme involve online, social media, face to face, broadcast medial (digital, print, radio) channels including involvement at community events oral hearings and forums.
4. Note that draft LTP Budget has been prepared with the following: a debt-to-revenue limit of 225%, a rates limit of \$645m, a 2021/22 rates increase of 13.53%, and an average rates increase of 5.77% over 10 years (Attachment 3).
5. Note there is a requirement to outline the rates and debt implications in the Consultation document. These will be added to the document once decisions are finalised at this 4 March Committee meeting and will be provided to Audit.
6. Approve the proposed draft 2021-31 Long-term Plan operational budget as supporting information to the consultation document (Attachment 1).
7. Approve the draft Statements of Service Provision as supporting information to the consultation document and budget (Attachment 2).
8. Approve the proposed draft Finance and Infrastructure Strategy as supporting information to the consultation document and budget (Attachment 3) noting that the document has been updated to reference the need for developing funding tools at our disposal to pay for this infrastructure.
9. Note that the consultation document contains only significant proposals for which

there are genuine options for the community to consider and, have sufficient detailed information to satisfy our external auditors and the Auditor General.

10. Agree the proposed draft consultation document (Attachment 4) for community consultation using the Special Consultative Procedure with the additional words for public purposes after Proceed with Base Build Proposal at Question 6 .
11. Delegate to the mayor and Chief Executive Officer the authority to make changes to the Consultation Document and supporting information to reflect the decisions of this Committee.
12. Note that the 2021-31 Consultation Document and Draft Long-term Plan supporting information is subject to Audit NZ review. This may include further amendments to meet audit requirements. The audit report will be provided to the Council meeting of 31 March 2021 alongside the Consultation Document.
13. Agree, that in respect to the Library proposal (contained in the Consultation Document) another option be added that provides for the Debt to Revenue ratio to be temporarily exceeded in years 2021-2023 to enable Council borrowings to fully fund the library building remediation/upgrade and therefore both the library and office parts of the building would remain in full public ownership and that this option be the preferred option.
14. Note that under Section 80 of the Local Government Act 2002, the Council can make decisions inconsistent with Council policy provided the inconsistency is identified, the reason for the inconsistency is explained, and how the Council will accommodate the inconsistency or modify the policy in future is outlined.
15. Agree the nature of the inconsistency, the reason for the inconsistency, and how Council will accommodate the inconsistency is as follows:
 - a) The inconsistency is that the Council has agreed a maximum debt to revenue ratio of 225%
 - b) The reason for the inconsistency is to enable the central library building to be reopened in 2025, and remain in full public ownership
 - c) The debt to revenue ratio will stand, and Council will be consistent with its policy by 2024/25
16. Agree that the Council will use any underspend in the capital programme to offset the temporary breach of the debt to revenue ratio, rather than allocation to new capital spending.
17. Agree to reinstate the \$1m of capex in the library material collection budget per year in years 1 and 2.
18. Agree to increase the operating expenditure for the Maori and Mana Whenua Partnerships budget to \$2M in year 1 and \$3m in year 2 to 10 (pa) for delivery of He waka eke Noa Effectiveness for Māori framework, Te Taurapa Strategy and Te Tauihu Te Reo Māori Policy. Within this could be funding for heritage preservation, economic development and Te Reo Māori revitalisation, as agreed in partnership with Māori.

19. Agree to Increase Predator Free Wellington funding as part of our partnership contribution from \$250,000 per annum to \$500,000 per annum in the financial years 2022/23, 2023/24, 2024/25, 2025/26, 2025/26 and 2027/28 being the final year of the Predator Free programme, an increase of 1.5 million over 10 years.
20. Agree that officers work with communities of interest to facilitate the use of road reserve and open space land for the activities of composting and community gardening as governed by relevant policy and plans.
21. Agree to include in the Consultation Document questionnaire an additional question to understand community views on increasing or reducing rates and debt limits.
22. Instruct officers to work with the Chinese Garden Society on options for the Chinese Garden project and report back to committee as soon as is practicable.
23. Agree to update the Consultation Document by adding greater specificity in the Cycleway options about what projects will be delivered under each option as outlined in appendix 1.
24. Approve the reinstatement of funding of \$1.1. million for the Khandallah Summer Pool in year 3 (2023/24) to enable improvements to resilience, operating equipment and facilities and instruct officers to report back, prior to any decision on the finalisation of the Long-term plan for 2021-2031, on high level options for improvements (resilience, operating equipment and facilities) to Khandallah Summer Pool including heating of pool and extension of the operating period.
25. ~~Agree that the airport sea wall loan be used solely for the purpose of the sea wall renewal and not for the runway extension~~
26. Agree that a public workshop will be held between Council and Wellington International Airport Limited during the Consultation period.
27. Include in the budget \$30 million in years 11 – 30 for the acquisition and development of inner city parks and to enable more street tree planting and parks in the Central City, being required to support planned population growth in our Central City, noting that it is intended that this will be funded through growth. The sum to be indicatively phased as: Year 11: \$5.25 million, Year 12: \$5.25 million, Year 13: \$2 million, Year 17: \$5 million, Year 21: \$6 million, Year 26: \$6.5 million
28. Request officers to bring to council in April 2021 a review of the projects in waste minimisation (2.2 1039) with the purpose to action recommendations of the strategic review and to be in preparedness of the removal of sludge from the landfill.
29. Agree to reallocate the available funding within 2.2 1039 to support diversion of organic waste from the landfill; noting that after the removal of sludge, organic waste is the biggest contribution to landfill (57.8% of household waste) and to our carbon emissions; and note that this contract is due for review and that this advice should be bought to council before June 2021.
30. Agree to remove the partnering option for the Central Library from the Consultation Document.

31. Agree the Framework for Te Ngākau Civic Square precinct is developed on the basis that Council is committed to Te Ngākau Civic Square being the musical, creative and democratic heart of Wellington, with the main Wellington City Council premises returning to Te Ngākau Civic Square as part of its redevelopment.
32. Remove the \$75,000,000 loan to Wellington Airport in years 7 to 9.
33. Agree to include the upgrade of Begonia House, as costed at \$7.748m, over years 3-6.
34. Agree to include the development of Otari-Wilton Lab and Nursery, as costed at \$2.6m, over years 6-10.
35. Agree to allocate \$1 million of that capital funding to phase 2 of the Huetepara Park improvements in Lyall Bay from years 4 – 10.
36. Agree that \$350,000 be included in year 4 of the capex budget for a public toilet to be built in Linden.
37. Agree that the revenue from the divestment of Wadestown Community Centre is reinvested into the local community, and that officers report back to committee within six months of the divestment of the existing Wadestown Community Centre on options for the use of the proceeds within the local community.
38. Agree to an additional \$300,000 p/a to the Grants fund for the specific allocation, by the Committee, to enable non-Council event organisers in Wellington City to apply to be Living Wage events.

Carried

Attachments

Reference to be made to Attachments 1, 2 and 3 of item 2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation on the Annual Plan/Long-term Plan meeting agenda of 4 March 2021.

Secretarial note: Clause 32 of the substantive motion superseded clause 25 of the original motion.

Secretarial note: The substantive motion moved by Mayor Foster and seconded by Deputy Mayor Free was taken part by part, the divisions for which are as follows:

Clause 13:

For:

Mayor Foster
Councillor Calvert
Councillor Day
Councillor Fitzsimons
Councillor Foon
Deputy Mayor Free (Chair)
Councillor Matthews
Councillor O'Neill
Councillor Pannett

Against:

Councillor Condie
Councillor Sparrow

**ANNUAL PLAN/LONG-TERM PLAN
COMMITTEE
4 MARCH 2021**

Councillor Paul
Councillor Rush
Councillor Woolf
Councillor Young

Majority Vote: 13:2

Carried

Clause 16:

For:

Mayor Foster
Councillor Calvert
Councillor Condie
Councillor Day
Councillor Fitzsimons
Deputy Mayor Free (Chair)
Councillor O'Neill
Councillor Rush
Councillor Sparrow
Councillor Woolf
Councillor Young

Against:

Councillor Foon
Councillor Matthews
Councillor Pannett
Councillor Paul

Majority Vote: 11:4

Carried

All remaining clauses:

For:

Mayor Foster
Councillor Calvert
Councillor Condie
Councillor Day
Councillor Fitzsimons
Councillor Foon
Deputy Mayor Free (Chair)
Councillor Matthews
Councillor O'Neill
Councillor Pannett
Councillor Paul
Councillor Rush
Councillor Sparrow
Councillor Woolf
Councillor Young

Against:

Majority Vote: 15:0

Carried

Attachments

- 1 Cr Paul's tabled material
- 2 Appendix 1

(Mayor Foster left the meeting at 4:02 pm)

2.2 Review of Rates Remission and Postponement Policies

Moved Councillor Calvert, seconded Deputy Mayor Free, the following motion

Resolved

That the Annual Plan/Long-Term Plan Committee:

1. Receive the information.
2. Note that a remission of rates does not result in a reduction of the overall rates requirement. Remitted rates are redistributed across all other ratepayers in the relevant rating category.
3. Note that postponement of rates does not result in a reduction of the overall rates requirement. Postponed rates have the effect of increasing Councils debt, until such time as the rates are paid.
4. Agree to remove the \$200 fee to apply for a rates postponement.
5. Agree to amend the criteria for postponement in relation to residential and other land rated at the Base differential. Criteria *ii* currently reads "*the applicant has tried all other avenues (including seeking a reverse mortgage from their bank) to fund their rates*" which is to be amended to "*the applicant has made all reasonable efforts to find other means to pay their rates, including engaging with a free budgeting service (<https://www.moneytalks.co.nz/budgeting-services/>) who also recommends this is the only remaining course of action*".
6. Note that the above changes are an interim measure until the establishment of a ratepayer financing scheme.
7. Agree to include a new rates remission for consultation, *Remission for low income ratepayers*.
8. Agree that this proposed remission will only apply to those who have qualified for the Government funded rates rebate scheme.
9. Agree that this proposed remission will be for a maximum of \$500 (GST inclusive) annually and that it will be awarded in the same proportion of the approved rate rebate (e.g. if a ratepayer is approved for 80% of the maximum rebate value in a given year they will receive a rates remission of 80% of \$500).
10. Agree that the applicant must be the owner of the rating unit, must reside at the property and the property must be in the Base differential rating category. Companies,

trusts and other similar ownership structures of these properties will not qualify for this remission, even if they are approved for the Government funded rebate scheme.

11. Note that this remission would result in a redistribution of the rates requirement annually and an additional rates impost on the remaining relevant ratepayer base.

Carried unanimously

The meeting concluded at 4:11 pm with the reading of the following karakia:

Unuhia, unuhia, unuhia ki te uru tapu nui	Draw on, draw on
Kia wātea, kia māmā, te ngākau, te tinana, te wairua	Draw on the supreme sacredness To clear, to free the heart, the body and the spirit of mankind
I te ara takatū	
Koia rā e Rongo, whakairia ake ki runga	Oh Rongo, above (symbol of peace)
Kia wātea, kia wātea	Let this all be done in unity
Āe rā, kua wātea!	

Authenticated: _____

Chair

ORDINARY MEETING

OF

ANNUAL PLAN/LONG-TERM PLAN COMMITTEE

MINUTE ITEM ATTACHMENTS

Time: 9:30am
Date: Thursday, 4 March 2021
Venue: Ngake (16.09)
Level 16, Tahiwī
113 The Terrace
Wellington

Business	Page No.
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Tabled items at public participation

- | | |
|--|----|
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| 2. Public Libraries of New Zealand | 10 |
| 3. International Climate Safe Travel Society | 54 |

2.1 2021 Long-Term Plan - Proposed Plan, Budget, Finance & Infrastructure Strategy and Consultation

- | | |
|------------------------------|----|
| 1. Cr Paul's tabled material | 65 |
| 2. Appendix 1 | |

Predator Free Wellington: A world first model for resilient communities & nature



PREDATOR FREE
WELLINGTON



Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke



Every dot a household or business

Unique opportunity:

Proven experience: Miramar

A proof of concept for urban landscape-scale predator control delivering social, economic and biodiversity benefits



Acceleration funding: \$7.3m +

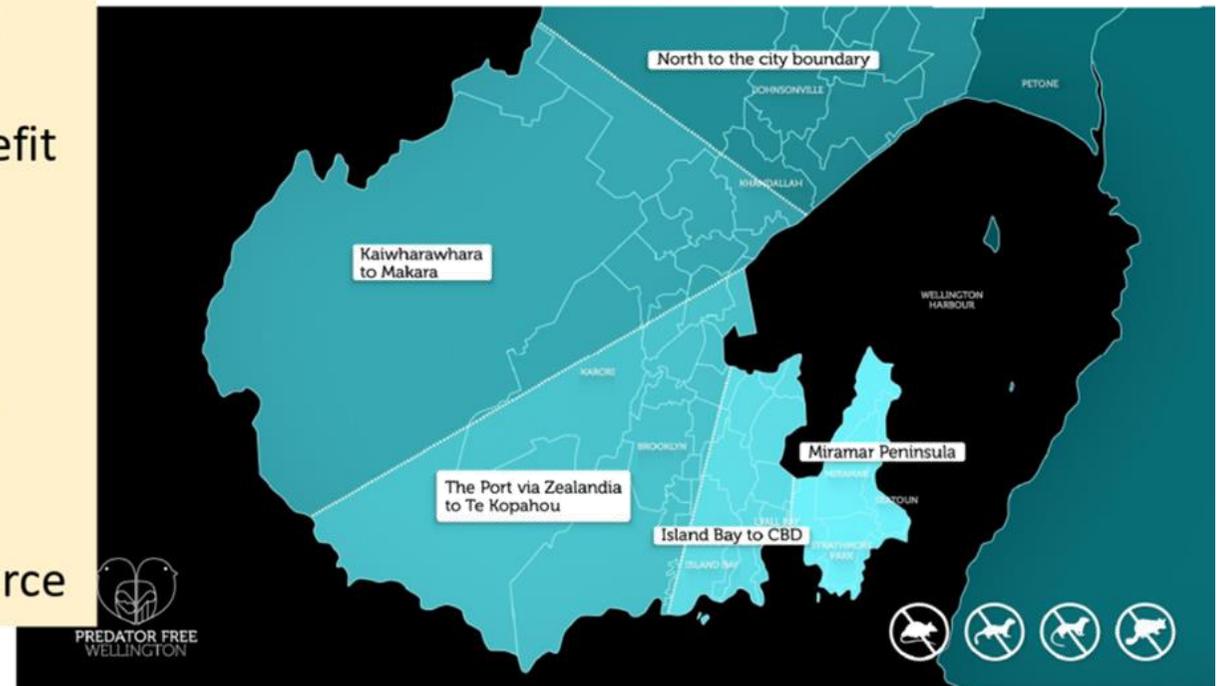


Proposal for accelerated rollout of Predator Free Wellington:

- **Continuous** programme reaches more than 80,000 households
- Delivers backyard & city wide benefit in 7 years instead of 10
- Leverages & rewards local effort
 - **94% support for eradication**
 - **Tens of thousands taking action**
- ↓ biosecurity risk & ↑ ROI
- Leverages national funding
- Releases future local & WCC resource



PREDATOR FREE
WELLINGTON





How PFW contributes



Local to global:

- ***Builds biodiversity & communities with enduring strength***
- ***Delivers city strategies for community, nature, economy at high ROI***
- ***Creates breakthrough science***
- ***World first achievement in Wellington***



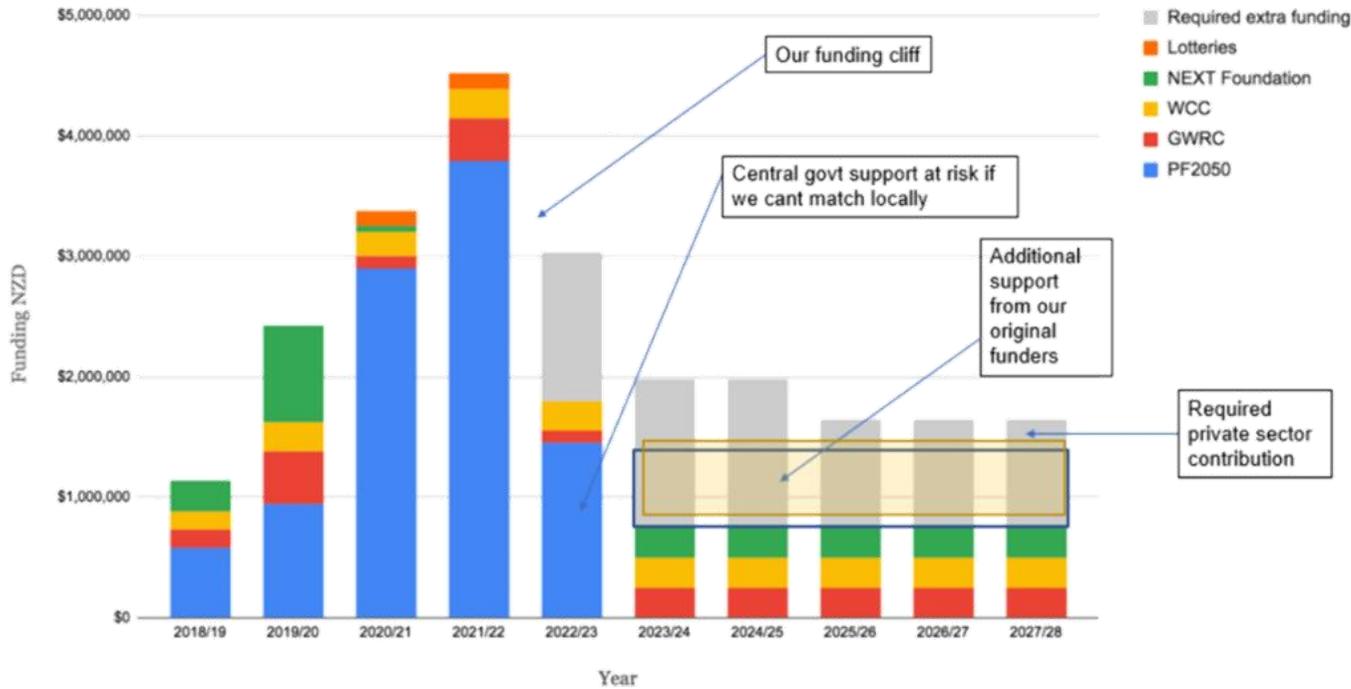
**Wellington rather than
Waiheke, Taranaki or HB**



A budget built on experience

10 Year Funding Snapshot

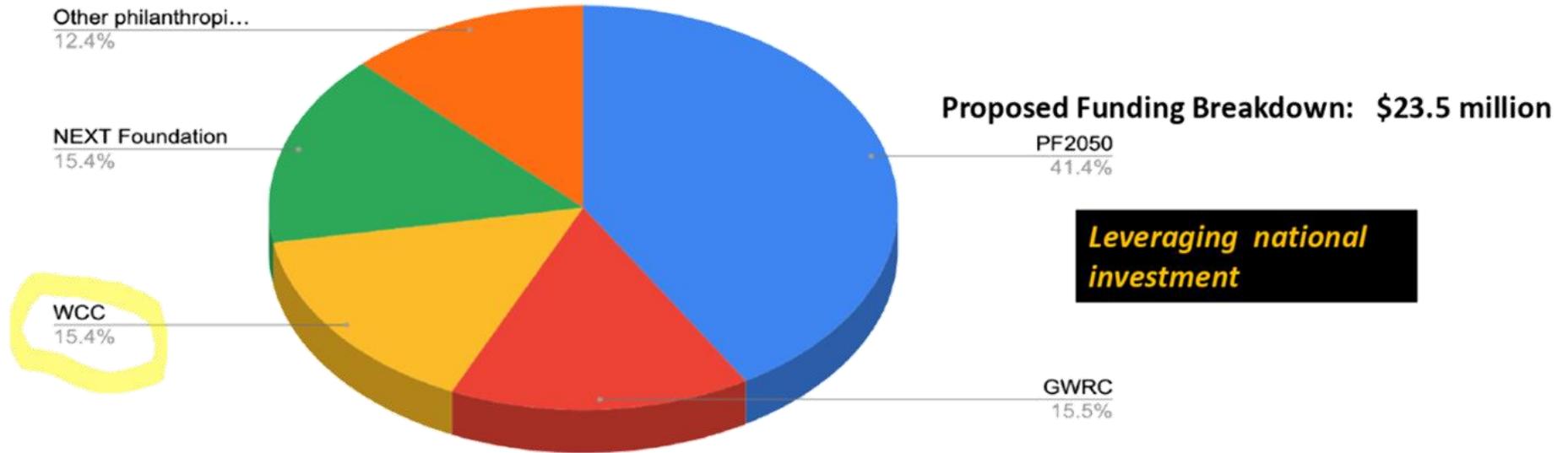
Total Project is \$23.5 million over 10 years)



Opportunity
 Acceleration
 creates
 legacy & ROI

At Risk!
 \$3.95m
 from
 PF2050/Next
 Acceleration
 benefits

OR \$180K/ annum in perpetuity



**Leveraging In-kind contributions
Mobilising our community for the long run**





Investing to create a legacy:

Proposal: WCC LTP

That WCC increases Predator Free Wellington funding from \$250,000 per annum to \$500,000 per annum for the financial years 2022/23, 2023/24, 2024/25, 2025/26 and 2026/27

Total project cost	\$23,421,033
WCC commitment to 2022/23	\$1,255,000
WCC funding in LTP to 2027/28	\$1,250,000
Additional WCC funding sought in LTP to 2025/28	\$1,250,000
Total WCC contribution as % of whole	15%

Accelerator funding achieved:

- PF 2050 Ltd commitment of \$7.3m final tranche
\$1.5m subject to achievement of matched funding

Conditional funding:

- Next Foundation funding of **\$2,500,000 subject to matched funding from local partners**

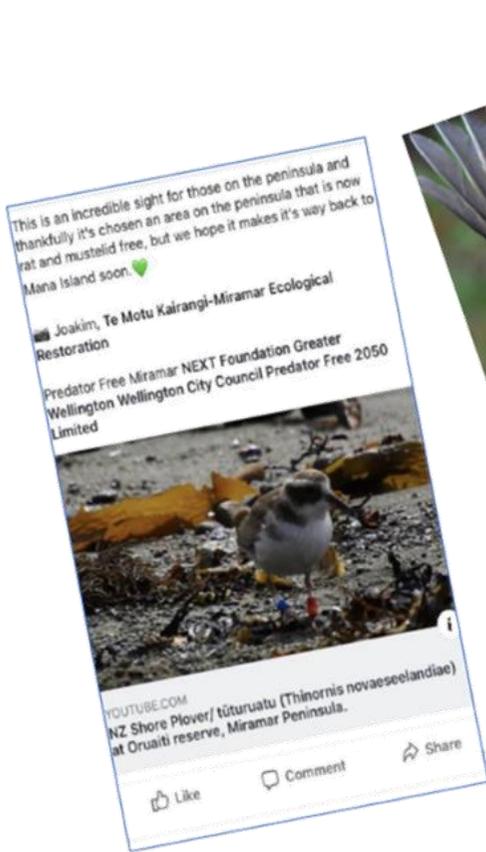
Additional funding sought over 5 years to 2026/27

- \$2,656,000 from community and philanthropic sources
- \$1,250,000 from WCC
- \$1,250,000 from GWRC

Principle: leverage external sources



Engaged citizens, Strong communities, Resilient nature
Wellington on a world stage





**LITERACY
IN LIFE**



**Public Libraries
of New Zealand
Strategic Framework
2020 – 2025**



Ambition

The bold and ambitious role of public libraries, as outlined in this framework, starts with books and reading, then expands out to larger concepts of literacy and life-long learning.

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Literacy for all, for life

Simple strategies, large ideas

The bold and ambitious role of public libraries, as outlined in this framework, starts with books and reading, then expands out to larger concepts of literacy and life-long learning. Public Libraries today are a critical service that ensures the wellbeing of our communities and answers the needs of society. Whether those needs be economic, social, environmental, or emotional; libraries lead the way.

Big ideas, new technologies and pivotal moments have helped pave that way. Beyond books and reading, public libraries offer access to financial literacy, digital literacy, design literacy, information literacy, health and wellbeing literacy.

Today's libraries are where people can feed their imaginations, rebuild their lives, find direction, upskill themselves, and put the theory of growth, understanding and tolerance into practice. This is what we, as library managers, want people to realise and to own. After all, it is their basic human right.

Tomorrow's libraries and their councils will continue to be challenged by their ever-evolving communities' needs, whether through technological advances, growing numbers of diverse languages and cultures, or differing levels of abilities, education, and employment. These demands are increasing not diminishing.

It is time to change how society perceives and uses libraries. It is time to empower people with their rights to access resources, free training, technology, community events, and of course, books.

Public Libraries are life-savers for people during a time of struggle, and life-changers for people at a turning point. When answers come alive through books, devices or online, people find solutions to life's questions. Whatever the future holds, the focus of this framework is to assist New Zealanders at every stage of life.

Hilary Beaton, Executive Director
Ngā Whare Pukapuka Tūmatanui ki Aotearoa



Beyond books

Beyond books and reading, public libraries offer access to financial literacy, digital literacy, design literacy, information literacy, health and wellbeing literacy.

Te reo matatini mā te katoa, mō te oranga

Ngā rautaki ngāwari, ngā whakaaro nunui

Ko te tūranga māia, haonui hoki o ngā whare pukapuka tūmatanui, tērā i whakarārangitia i te pou tarāwaho nei, e tīmata ana ki ngā pukapuka me te pānui, kātahi ka whakawhānui ake ki te aroro nui ake o te reo matatini me te ako tonu, ā mate noa. He tino ratonga ō mātou Whare Pukapuka Tūmatanui i ēnei rā e hauora ai ō tātou hapori, ā, e urupare ana i ngā hiahia o te pāpori. Ahakoa he hiahia ohaoha, pāpori, taiāo, aurongo rānei; e para ana ngā whare pukapuka i te huarahi.

Kua parangia te huarahi e ngā whakaaro nunui, ngā hangarau hōu, me ngā wā hirahira. Hāunga i ngā pukapuka me te pānui, e tuku urunga ana ngā whare pukapuka tūmatanui ki te mātau ahumoni, te reo matihiko, te reo hoahoa, te reo mōhiotia, te reo hauora hoki.

Ko ngā whare pukapuka o ēnei rā he wāhi e oti ai i a ngā tāngata te whāngai i te pohewatanga, te waihanga ao anō, te kimi aronga, te whakangungu i a rātou anō, me te whakatīnana i te ariā o te tupuranga, te māramatanga, me te manawanui. Koinei tā mātou tōmino, hei kaiwhakahaere whare pukapuka, kia mōhiotia e te tangata, kia mau hoki i a rātou.

Ka werohia tonutia ngā whare pukapuka o āpōpō e ngā hiahia a ō rātou hapori panoni-tonu, nā ngā kokenga hangarau, te whanake haere o ngā tini reo, ahurea hoki, ngā taumata rerekē raini o te haratau, te mātauranga, me te whai mahi. Kei te tupu ēnei tono, kua kē ia i te mimiti.

Kua tae ki te wā kia panoni i te māramatanga me te whakamahinga a te pāpori i ngā whare pukapuka. Kua tae ki te wā ki te whakamana i ngā tāngata me ō rātou motika ki ngā rauemi, ngā whakangungu koreutu, te hangarau, ngā hohenga hapori, ā, kāore e kore, ngā pukapuka hoki.

He tino taonga ngā Whare Pukapuka Tūmatanui ki ngā tāngata kei raro e putu ana, he tino taonga hoki ki ngā tāngata kua tae ki tētahi ara hou i tō rātou ao. Ahakoa ngā pānga ki anamata, ko te aronga a te pou tarāwaho nei he āwhina i a Ngāi Aotearoa ki ia wāhanga ora.

Hilary Beaton, Executive Director
Ngā Whare Pukapuka Tūmatanui ki Aotearoa



Change

It is time to change how society perceives and uses libraries. It is time to empower people with their right to access resources, free training, technology, community events, and of course, books.

What does this framework mean for councils and government?

Literacy for all, for life acknowledges the greater social and economic impacts that public libraries make to communities.

Expanding the larger concept of literacy and life-long learning positions public libraries as vital to society and key enablers to unlocking their communities' capabilities.

Changing the narrative from books and reading to literacy and life-long learning inspires councils and government to see the true potential of public libraries and the support needed for library staff to better serve their communities.

He aha te pānga o te pou tarāwaho nei ki ngā kaunihera me te kāwanatanga?

E āhukahuka ana te reo matatini mā te katoa, mō te oranga i ngā pānga whānui ā-pāpori, ā-o-haoha hoki o ngā whare pukapuka tūmatanui ki ngā hapori.

Te whakawhānui ake i te aroro nui ake o te reo matatini me ngā tūranga akoranga oranga-katoa o ngā whare pukapuka tūmatanui hei mea hirahira ki te pāpori, hei whakahohe i ngā āheinga o ō rātou hapori.

Mā te panoni i te kōrero mai i ngā pukapuka me te pānui ki te reo matatini me te akoranga tonu, ā mate noa e whakaohoho ngā kaunihera me te kāwanatanga kia kite i te tino pitomata o ngā whare pukapuka tūmatanui, me te tautoko e hiahia ana e ngā kaimahi whare pukapuka kia pai ake te whāngai hua ki ō rātou hapori.

What does this framework mean for the public and library user?

Being literate for life is more than learning to read and write. It is the ability to decipher and assimilate a constructed system of learning. Being literate shapes every aspect of our daily lives.

The joy of reading, literacy and life-long learning is a page-turner and life-giver in the hands of the people. It enables them to change narratives, not just for themselves and their whanau, but for the whole community.

Changing individual or collective narratives empowers people to lead the life they want and ensures good health and well-being for all. This equips them to participate fully in society.

He aha te pānga a te pou tarāwaho nei ki te marea me te kiritaki whare pukapuka?

He mea nui ake te reo matatini i te ako ki te pānui te me tuhi. Koia te āheinga ki te whakamāori me te whakawhenui i tētahi pūnaha akoranga kua waihangatia. Ka auahatia ngā āhuatanga katoa o ō mātou ao o ia rā e te reo matatini.

He mea tahuri-whārangī, he mea whai-oranga hoki ki ngā ringa o ngā tāngata te harikoa ki te pānui, te reo matatini me te akoranga tonu, ā mate noa. Ka āhei rātou ki te panoni i ngā kōrero, kua mō rātou ko ō rātou whānau anahe, engari kē ia, mō te hapori katoa.

Mā te panoni i ngā kōrero takitahi, takitini rānei e whakamana ngā tāngata ki te whai i te ao e hiahia ana rātou, me te whai urunga ki ērā e whai motika ai. Ina ora mai ngā urupare, ka kimi whakautu ngā tāngata ki ō rātou uinga mō te ao ki a rātou.

How to use this framework

The framework is not prescriptive but asks councils to work with their public libraries to explore the options available at inter-regional and national levels. PLNZ is a facilitator where facilitation is required. We will be measuring individual libraries' success by tracking and demonstrating our collective impact.

We do this through our National Data Collection programme. Results are shared and scrutinised at our annual National Forum. In this trusted space our members gauge the measure of their collective influence, connect with others striving for similar outcomes, and discover new ways of doing things – together.

As the peak body for public libraries, we undertake to broadcast outcomes and celebrate our collective success through an annual Awareness Building Campaign. This generates the means to define public libraries and illuminate the crucial role they play in society.

Public Libraries of New Zealand (PLNZ)

'We look after library managers so they can look after you and your communities.'

PLNZ is the professional association of public library managers. Our members are a passionate community of peers focused on delivering on their libraries' purpose. Since its inception PLNZ has worked to support public managers in their ever-evolving roles. Our key initiatives are the National Strategic Framework, National Data Collection, Annual Forum and Awareness Building Campaign. We build recognition for public libraries and the leaders within them and provide valuable opportunities for members to connect, discover and influence.

The past decade has brought about significant change and increasing demand for public library services throughout New Zealand. In 2018 work began on developing a refreshed framework and throughout 2019 we consulted with members widely in the regions and metropolitan cities. During the writing and consultation phase, library managers were dealing with closures due to earthquake strengthening, black mould, and flooding. This disruption led to relocations, new builds and refurbishments, and high levels of staff retirements and churn within the sector. Librarians and their staff were called into emergency duties dealing with disasters such as the Whakaari White Island eruption and the Christchurch mosque massacre, and more recently, the COVID-19 pandemic.

Finalisation of this work was underway when the full impact of the pandemic occurred. Public libraries along with other specialist libraries, museums, art galleries and archives were required to shut their doors. We are proud of the innovative response of our public libraries to this crisis as they looked to meet the reading, recreational and learning needs of their communities, and continued to serve all New Zealanders equitably.

The 2020-25 National Strategic Framework attempts to capture the subsequent challenges and opportunities and provide strategic leadership, and to act as the catalyst for cohesion and collective impact.

Acknowledgements

We have many to thank including PLNZ members who contributed their time and commentary, and our sector partners who ensured we stayed honest: Bernie Hawke (Dunedin Public Libraries), Pete Gray (Whanganui District Library), Laurinda Thomas (Wellington City Libraries), Ian Littleworth (Kāpiti Coast District Libraries), Lorraine Weston-Webb (Gore District Libraries), Gail Clark (Hamilton City Libraries), Cynthia Smith (Invercargill City Libraries), Mirla Edmundson (Auckland Libraries), Tangimeriana Rua (Whakatane District Libraries and Galleries), and the PLNZ Executive Committee: Kat Cuttriss (Hutt City Libraries), Chris Hay (Tūranga Manager, Christchurch City Libraries), Jo Hunt (Ōpōtiki District Library) Dyane Hosler (Puki Ariki New Plymouth District Council), Tiffany Daubitz (Masterton District Library and Archive), Steve Harley (Nelson Public Libraries), Kathy Aloni (Dunedin Public Libraries), and finally our Sector Partners: Bill Macnaught (National Librarian, National Library of New Zealand), Mike Reid (Principal Policy Advisor, Local Government New Zealand), Rachel Esson (National Library), Elizabeth Jones (National Library), Ana Pickering and The LIANZA Council, Jill Rawnsley (The Coalition of Books), Catriona Ferguson (New Zealand Publishers Association), and Belinda Moore (SMS). David Naulls (Wordsmiths), Hagen Issell and team, (NZTC International – The Translation Centre), Sorelle and Adam Cansino (Cansino & Co Design), Lara Phillips (Copywriter), Kate Sluka (Proof-reader), Janneth Gill (Photographer), Tania de Jonge (PLNZ Virtual Assistant). And special thanks to Sue Sutherland (Sutherland Consultancy).

Foreword

A public library today is a focal point, a centre for the whole community and its visitors, a meeting place, a site for education, a source of inspiration and innovation, a connection to the wider world, a democratic place for sharing knowledge, experience and opinion.

Public libraries play a key role in improving individual and community outcomes in literacy (language, numeracy, digital) and social cohesion. Literate communities are more cohesive, stable and high-functioning, more resilient, tolerant, and better able to develop and participate in enterprise and growth opportunities.

“What Public Libraries offer is far more than a transactional service. It is social infrastructure, a place to be connected, a platform for our communities to build a better future for themselves, both in-person and online. To be successful in staking our claim to a new relevance in a post-COVID society...we must learn to speak with a singular identity and coherence”. Nick Poole, A New Future for Public Libraries

As local authorities look forward to how they can best support the economic, social, cultural and environmental life of New Zealand, we want to ensure that decision makers are aware of the vital role that libraries play in the health and wellbeing of their communities as part of critical social infrastructure. This is especially evident in times of crisis, and the creative comeback from COVID-19 together with the speed of the response by library staff is to be lauded.

Validation of the role that libraries and librarians play in the social and economic life of New Zealanders is demonstrated by the \$58.8 million dollar investment in public libraries and specialist libraries for schools and young people, announced by the Minister responsible for National Library, Hon Tracey Martin¹. This investment will enable public libraries to be bold and ambitious in the nation's recovery, and will enable public library staff to play a crucial role in keeping communities safe, informed and better equipped to adapt to the “new normal”.

We know the collaboration between councils, communities and their respective public libraries points to our interdependence and our reliance on shared resources in times of hardship and emphasises the need for on-going cooperation. Our call is to capitalise on that goodwill and energy so our collective impact is felt not just in times of crisis, but all the time.

This framework not only demonstrates what libraries already do for their communities, but what more is possible when we work together. We trust the inspirational vision and call to action will help address these challenges and opportunities, and to establish a platform for our communities to build a better future for themselves.

Kat Cuttriss, Chair
Chris Hay, Chair Elect
Public Libraries of New Zealand

¹ <https://www.beehive.govt.nz/release/libraries-help-jobs-and-community-recovery>



Democratic

A public library today is a focal point, a centre for the whole community and its visitors, a meeting place, a site for education, a source of inspiration and innovation, a connection to the wider world, a democratic place for sharing knowledge, experience and opinion.

Introduction

Public libraries are a core service provided by New Zealand local government authorities and play a key role in the delivery of the social, economic, environmental, and cultural wellbeing outcomes for New Zealand communities. This strategic framework supports the achievement of these wellbeing outcomes. The framework also aligns with the themes of Taonga, Knowledge and Reading in the National Library of New Zealand Te Puna Mātauranga o Aotearoa's Strategic Directions to 2030 document.

Nationally, there is little equity in service delivery – yet. Well-resourced public libraries serving large populations can deliver a wide range of services, while regional and remote libraries struggle to get stable internet connection. We know we cannot achieve the aspirations of this framework without the cooperation of councils, and partnerships with other sector and community organisations, and our members.

This framework is a call to action and provides a plan for lifting the game across the country through collaboration, growing capacity, stretching capability and recognition of what is possible. Please join us in building a better future for all.



Empower

It is time to empower people with their rights to access resources, free training, technology, community events, and of course, books.

Our ambition

Vision

Literacy for all, for life.

Mission

Support the development of consistently excellent public library services throughout New Zealand.

Objectives

Assist New Zealanders at every stage of life. Empower communities nationally through literacy and life-long learning.

Values

- Equity of access
 - Freedom of information
 - Trust in the democratic process
 - Respect for individual and collective growth, understanding and tolerance
-

Strategies for success

- People development
 - Partnerships and collaboration
 - Smart sustainable business practice
-

Key themes

- Pānui / Read – Literacy for all, reading for pleasure
 - Pāngia / Relate – People connected to knowledge and each other
 - Parakitihi / Rehearse – Creative learning for life
 - Pupuri / Remember – Valuing the past to inform the future
-

Purpose

The purpose of the framework is to provide a cohesive and consistent strategic direction within which all New Zealand public libraries can place themselves – regardless of their size, their level of resourcing or geographic location. The strategic intent is to address the changing needs of communities, and any inequities across the country. We recognise that not all local authorities have the resources to actively pursue every strategy to the same level.

However, while the focus of each public library is to serve its local community, public libraries are also part of a national collaborative network with common issues and challenges. Working together we can be stronger and more successful and the framework is designed to provide a range of options for public libraries to collaborate across the sector, or with other organisations and institutions that have similar goals, so that more New Zealanders can benefit from public library services.

Context

New Zealand public libraries operate within a dynamic social, economic, political, and technological environment. A research document, “Public Libraries as Spaces for Digital Inclusion – Connecting Communities Through Technology”, produced by the Institute of Education, Equity for Education Centre, Massey University, highlights the key trends in libraries, the major social and economic changes, and the impact of digital technologies on our lives. Until COVID-19, little had changed to address the issues raised in this research.

Effective participation in life, work and society involves one’s ability to navigate the digital realm and to productively use digital technologies. UNESCO (2017) highlights that the development of equitable and high-quality digital skills requires holistic approaches, that include policy, implementation, funding, and partnerships. Understanding the role that Aotearoa New Zealand libraries may play within this scenario is crucial, so that effective strategies may be devised to address issues associated with technology access, digital skills and competencies, digital agency and so on.

Public libraries are often disadvantaged in times of economic hardship, yet they are uniquely positioned to play a direct and powerful role in the recovery of their communities. Government initiatives prescribed by the COVID-19 recovery package, the New Zealand Libraries Partnership Programme (NZLPP), such as waiving National Library subscriptions to Interloans and databases and providing secondments to public libraries go some way to address inequalities.

Securing existing positions within public libraries is vital. Equally important is the ability to develop new sustainable roles by recruiting entry-level staff from within the local community and supporting them with sound training opportunities. While there is the capability to support a diverse range of service delivery, often there is a paucity of capacity. Small teams (sometimes as few as 3 or 4 FTEs) are already stretched, and now, with pressure on staff budgets, it is a challenge to resource the delivery of traditional library functions and services (e.g. literacy initiatives), let alone develop and support the increased digital inclusion, innovation and job seeker/business development opportunities.

By design or by default, public libraries are actively supporting local employment and business initiatives. Small communities have library staff who are well connected in their community and, due in part to limited resources, are already collaborating with the effective organisations in their own district.

For small libraries, a 'silver lining' of lockdown was the equity of access provided by the convenience of online meetings, webinars, and training. Using NZLPP funds to grow these offerings and to add small group coaching and mentoring, collaborative learning, communities of practice etc seems an effective and economic way to build capacity in library staff, so that they, in turn can support the job seekers and entrepreneurs in their communities.

Many public libraries are currently struggling to provide safe, fit-for-purpose, appropriate spaces to offer library services. Cramped, dated buildings, leaking roofs and black mould, and seismic weakness are hurdles for those libraries with limited budgets for refurbishments or rebuilds. The need is to be locally relevant, culturally appropriate. While this may make design even more complex, success will be directly correlated with local community use. Developing and supporting new services and accommodating increased numbers of library visitors is being constrained or not even attempted due to the physical limitations of the facility. There are small libraries in New Zealand which will not be able to take up additional staff resource nor consider increasing services because they cannot provide appropriate physical space. For cash-strapped small councils it has long been a frustration that library builds are not supported by Lotteries grants. Perhaps with support from NZLPP, there is an opportunity here.

Framework

This framework is a call to action and provides a plan for lifting the game across the country through collaboration, growing capacity, stretching capability and recognition of what is possible.



Key themes

This framework provides commentary on the importance of these themes and identifies potential opportunities for libraries to realise these roles within their own context. These are not exhaustive but they do provide ideas for developing and growing services in ways that will make a difference to people and communities.

Pānui / Read

Goal:

Literacy for all, reading for pleasure

Literacy, the ability to read and comprehend text, is strongly correlated with educational success and economic wellbeing, and is the core skill required to fully take part in modern life. We are not born with the ability to read, and literacy is a skill that must be learned. Like all skills it is maintained and improved by practice, and the more you practice the easier it gets, and the more you get out of it.

Research indicates that improving individual literacy improves economic outcomes for those individuals. Functional literacy is a building block for other literacies (e.g. digital, democratic, financial, numerical, social). Without an adequate level of literacy, everything is a greater struggle and participation as a citizen is inevitably limited.

**Valuing
a reading culture**

Reading underpins all the skills needed to enable New Zealanders to make better lives for themselves, their whanau, and their communities. We endorse the National Library of New Zealand's ambition of creating and sustaining a nation of readers. The goal is for every child to be a reader. We know that children who have stories read to them hear up to 1 million² more words by the time they are five, setting them up for better outcomes in education and life. If what you read is uninteresting or does not entertain you, you will not read and your literacy skills will degrade. Public libraries provide the means for people to build their literacy by reading what they find interesting, enlightening, amusing and entertaining. Practice that is pleasurable is much more likely to be continued.

**Collections that
entice, inspire,
and inform**

Collections of print and digital materials remain the core service of libraries. Adequate investment in multi-format, multi-genre collections is needed to provide materials in sufficient quantity to cater for communities' interests, both popular and unique preferences. Currently, most libraries' eCollections are significantly smaller and less comprehensive than physical items. This is due to the restrictions placed by publishers, price, and the difficulty of moving budget from physical to digital collections. In most councils, physical collections are regarded as assets and are seen as capital funding, while eCollections are purchased from operational funds. Most libraries are part of consortia or collaborative purchasing arrangements that provide for cost-effective collection building and better return on investment. There is an opportunity to do more of this at a national level.

**Literacies
for a 21st
century world**

Reading is about more than books and magazines – much of our information, knowledge and interaction with others is delivered through digital devices over the Internet. In a world overloaded with information, discerning what is fact from fake and having access to trusted and reliable information is vitally important for decision making. People need digital literacy and critical thinking skills not only to find the right sources online but to evaluate and understand their accuracy. Libraries provide programmes and support for the development of information literacy (having the skills to find and evaluate information) and digital literacy (having the skills to use the tools and devices and keep safe on the internet). People also require skills in oral literacy (learning by listening, crucial for those with a sight impairment and for sharing knowledge, wisdom and traditions in indigenous cultures) and visual literacy (for learning and communication, particularly for those with a hearing disability). By enabling access to the internet and helping people navigate the tools and applications of the digital world, libraries help those who do not have access to the internet at home or have struggled to acquire digital skills.

Language

Aotearoa New Zealand is the home of Te Reo Māori. Providing resources and programmes to actively support the growth of written and spoken reo is vital. Libraries and librarians will need to be competent and comfortable in using Te Reo and regional mīta and supporters of iwi kawa and tikanga. Language is also crucial to understanding culture and being able to read in your own language is important. Public libraries have broadened their collections to provide reading materials in languages other than English, helping to reduce social isolation for those with little English, particularly seniors. Also, Sign Language is an official language of New Zealand. More and more New Zealanders want to sign and engage with the deaf community.

² Petsko, Emily. Kids whose parents read to them hear more than 1,00,000 more words. <http://mentalfloss.com/article/579224/kids-whose-parents-read-aloud-to-them-understand-a-million-more-words>

Potential developments

More readers

Campaigns to increase the numbers of active readers by providing more of what people want to read

Making it easy to join and borrow materials online

Providing tutorials to help people download items to their devices

Removing barriers to reading such as abolishing fines on physical materials, removing hold fees, streamlining membership on-boarding processes

More readers reading more

Collections that entice and inspire

Broadening the scope and range of collections particularly eCollections

Reader development and readers advisory initiatives (book groups, author talks, online reading groups etc) that encourage people to expand their reading horizons, knowledge and understanding

Engaging with research to understand why people read or do not read, and develop activities to encourage more reading

Digital inclusion

Free public access to the internet and wi-fi

Access to devices (e.g. laptops, chrome books, and pre-paid broadband modems for loan)

Information and digital literacy programmes including online and face-to-face support from librarians

Participating with NGOs and government agencies in programmes to improve digital access and citizenship, e.g. InternetNZ's 5-point plan for digital inclusion³

Every child a reader

Programmes that stimulate language and literacy development from babyhood

Parents, whanau, and caregivers supported to read to their children

Recognition that play stimulates learning and literacy, play spaces in libraries

Great collections for children and young people

Te Reo Māori celebrated and widely spoken

Use of Te Reo Māori in library signage, documents and online

Collections and story times in te reo

Library staff able to mihi and use common greetings, waiata, whakatauki

Evaluating success

Pānui / Read: Literacy for all, reading for pleasure

Outcomes

- Increased literacy
- Best start in life for children
- Greater fairness and equity of access
- Digital inclusion and cyber safety
- More informed decision making
- Increased use of Te Reo and sign language

Means / Leverage

- Numbers of new members and active members per annum
- Members per capita
- Items loaned per capita (physical and digital)
- Size of and spend on collections per capita
- Numbers of, and attendance at, literacy programmes
- Satisfaction with literacy programmes
- Increase in online use of eResources
- Turnover of collections

³ <https://internetnz.nz/five-point-plan-digital-inclusion-covid-19-and-beyond>



Goals

We endorse the National Library of New Zealand's ambition of creating and sustaining a nation of readers. The goal is for every child to be a reader.

Key themes

Pāngia / Relate

Goal:

People connected to knowledge and each other

Libraries are inclusive places for all whatever a person's social, economic, religious, political, or ethnic status. The physical space of libraries has changed dramatically over the past two decades becoming places for people to connect with one another and with ideas, stories, and experiences to grow knowledge and understanding.

Community connectedness

Libraries help to cultivate a sense of belonging. They provide a venue in which groups and individuals can participate in community activities and access a range of public services. They offer programmes that showcase different groups and cultures within the community, helping to improve understanding and acceptance by others. Libraries have always looked to take their services to where people live and work, whether homebound or due to lack of transport. This outreach includes taking technologies as well as content to events and locations not well served by physical libraries – marae, schools and malls.

Place making

Libraries are an integral part of social infrastructure and are often used as a tool for urban renewal, attracting significant numbers of visitors. Libraries are 'anchor' facilities that bring foot traffic to an area and, when associated with other community, cultural, educational, recreational activities can create thriving community hubs. Some retail or entertainment alongside libraries is an added attraction for 'destination' visits, without detracting from the library experience.

New library buildings put greater emphasis on spaces for people. They can provide quiet space for thinking and studying (individually or in groups); an increasingly important resource as our living arrangements become smaller and noisier. Sustainable building practices and careful design for flexible and accessible, green buildings is becoming standard. Local authorities through their new library buildings can set an example by using such practices.

Supporting civic and democratic life

When people feel connected with one another and part of a community, they are more likely to participate in civic life and democratic processes. Libraries have a role in stimulating discussion, providing informal learning opportunities, and fostering debate. Our libraries have a role as the 'agora' or place of assembly where ideas can be debated and kōrero happen, resulting in new ideas and creating new knowledge.

Potential developments

Valuing diversity

Hire staff to reflect the makeup of the community and with a second language a priority

Ensure staff have cultural competency training, and are familiar with the Treaty of Waitangi principles

Public programmes that engage communities and celebrate their diversity, and gender preferences

Co-host events with the community on topical issues and festivals, e.g. Samoan language week, Pride festival

Provide programmes for new migrants and newcomers to the area to introduce them to the library and the community

Provide programmes and opportunities for those who are socially, mentally, or physically challenged / disadvantaged, e.g. homeless people, those on the autism spectrum, those with Alzheimer's

Ensure collections reflect the widest possible range of interests and perspectives

Creative, safe spaces

New library buildings or refurbishments must ensure spaces for people are maximised, adaptive as needs change, and involve the community co-design

Provide "quiet times" in the library to assist customers who might otherwise experience sensory overload (dimming lights, turning down screens on self-checks etc.)

Implement gender neutral signage (e.g. toilets, baby change rooms)

Encourage use of library spaces for debate, performance, and creative endeavour

Create safe online environments for people who may feel uncomfortable in the library

Community outreach

Revitalise and rethink traditional mobile libraries to deliver a wider range of library services to communities and events

Work with social housing providers to deliver digital programmes (share books, offer device assistance)

Take library resources and programmes to other community venues such as community and recreation centres

Work with Iwi to ensure that library programmes reflect Māori community needs and culture

Provide opportunities for online connection for those who live remote from a physical library

Evaluating success

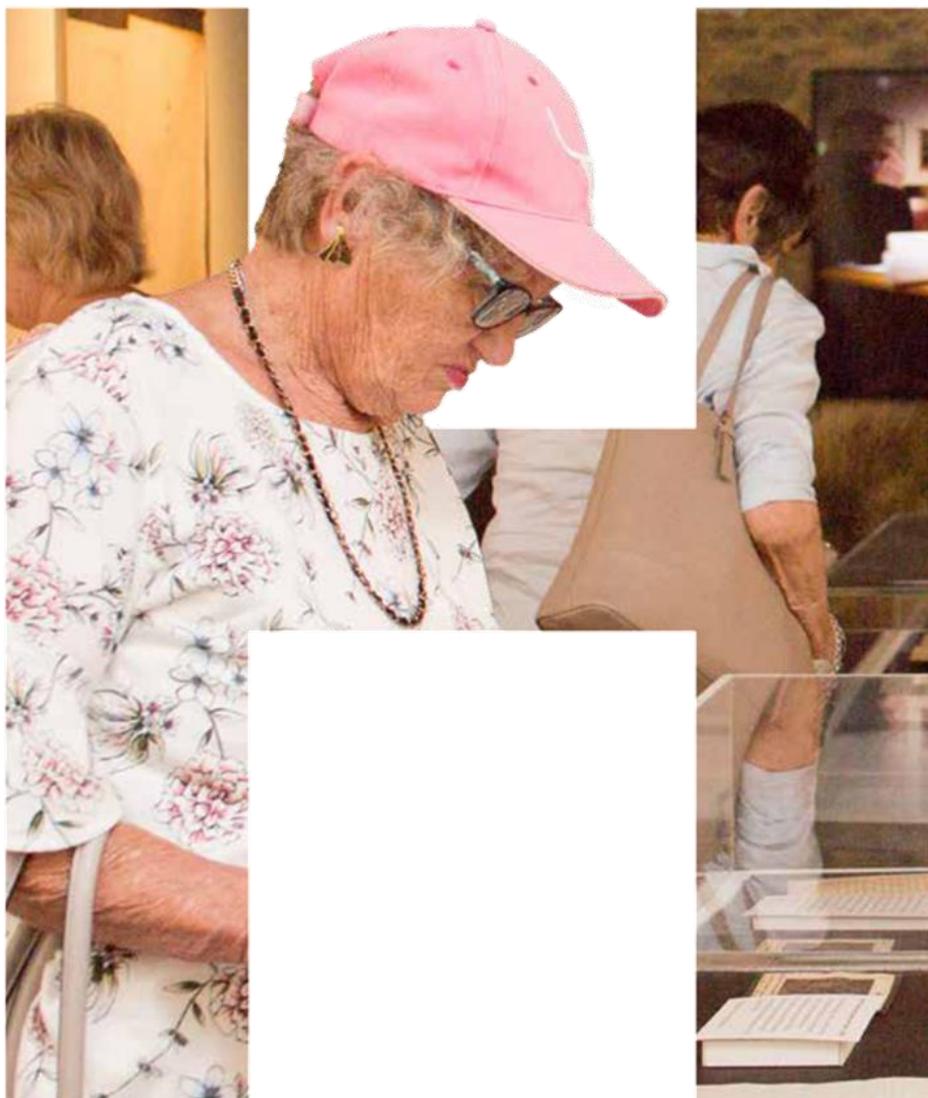
Pāngia / Relate: People connected to knowledge and each other

Outcomes

- Vibrant civic and town centres
- Greater social cohesion and reduced isolation
- A more tolerant and inclusive society
- Connected communities and strengthened democracy

Means / Leverage

- Space per capita using a population-based calculator
- Community outreach
- Customer satisfaction scan (annual)
- Alignment with Society of Local Government Managers (SOLGM) wellbeing indicators framework



History

History is created every day. Primary source material from significant events is best collected at the time. Libraries who have a strong focus on this role need to be receptive to collecting materials and documenting local stories as they happen.



Innovation

Innovation and creative problem solving will be critical as people need to learn new skills and develop new business opportunities. Technology will drive many of the new business and work opportunities.

Joy

The joy of reading, literacy and life-long learning is a page-turner and life-giver in the hands of the people. It enables them to change narratives, not just for themselves and their whanau, but for the whole community.



Key themes

Parakitihi / Rehearse

Goal:

Creative learning, a rehearsal for life

Libraries are informal learning places and are an essential component of the learning ecosystem. Once a person leaves the formal educational system it can be difficult to find opportunities to learn in a practical, enjoyable, and fun way. Libraries provide opportunities for individual learning and creativity and this will be even more important as New Zealand looks to rebuild its economy.

Technology rich learning

Innovation and creative problem solving will be critical as people need to learn new skills and develop new business opportunities. Technology will drive many of the new business and work opportunities. Virtual reality (VR), augmented reality (AR), robotics, artificial intelligence (AI), and 3D printing are fast becoming part of our everyday world and many libraries are already providing the opportunity for people to experience them. New spaces in libraries include learning centres, maker spaces, tech labs, audio visual suites, imagination spaces, Lego stations and craft centres. Often these spaces are collaborative ventures with small specialised businesses.

Sustainability and resilience

The drive to greater sustainability and reduction in waste is seeing a resurgence of interest in older crafts: sewing, cooking, knitting, woodwork. Libraries are providing the spaces, equipment, and instruction to support these interests. Other libraries are providing rich programmes in association with experts to highlight the issues and possible solutions facing our communities and the globe. Many people are looking for new ways of living and working that have less impact on the world, with fairer outcomes and localised solutions.

Personal resilience has been key during the pandemic and continues to be an important attribute for the mental health and wellbeing of New Zealanders. Providing trusted information resources and working with health providers on initiatives such as books on prescription and Turn the page remain vitally important.

Economic recovery

Libraries contribute to the economic wellbeing of communities in many ways. The most relevant are the support for job seekers by assisting with CVs, access to online job sites and access to the internet and office type technologies. Opportunities exist for libraries to do more to support those looking to 'start-up' a business. For example, library-based 'business and IP centres'⁴ that provide access to resources and co-working spaces for those needing a place other than home. At the early stages of exploring and researching an idea, the library is the ideal place to do this before an entrepreneur might move on to a pay-for space once they begin to establish themselves.

⁴ <https://www.bl.uk/business-and-ip-centre/national-network>

Potential developments

Accessible technologies

3D printers, VR headsets, robots, and other emerging technologies available in libraries

Borrowable tech and maker kits along with resources to support learning and use in the home

Tech labs to provide opportunities for entrepreneurs and innovators to develop new ideas and services

Partnerships with digital and IT companies to deliver programmes with more impact (e.g. Skinny Jump)

Providing technologies that make it possible and easy for those with a disability to access technology, e.g. screen reader technologies for the sight impaired

More learning opportunities

Programmes, events, workshops, and tutorials to support learning aligned with community need

Support for young people's learning through play and 'doing', e.g. gaming and coding workshops

Places for study and group working

Online databases and collections that support learning and information needs for reliable, quality content

Partnership with similar agencies to deliver greater collective impact

Support for jobs and business

Support for job seekers online (help with CV and online applications)

Provision of co-working spaces

Working with local economic development agencies and business associations to provide resources, services, and spaces for business activities

Evaluating success

Outcomes

Parakitihi / Rehearse: Innovative learning for life

- Improved job prospects for our young people and unemployed
- New skills leading to new opportunities
- Increased numbers involved in learning
- Increased library use by underrepresented communities

Means / Leverage

- Attendance numbers at learning programmes
- Satisfaction with learning programmes
- Satisfaction with range of technology options
- Improved segmentation of community to meet a diversity needs

Key themes

Pupuri / Remember

Goal: Valuing the past to inform the future

**Safeguarding
our memories**

Public libraries collect documents, published works, ephemera, and images that tell the local story. Often this is done in collaboration with Iwi, local museums, archives, and historical societies. As stories are produced digitally, people write blogs, create podcasts and post images on social media such as Instagram, it becomes increasingly harder for libraries to collect such material, and in many cases is beyond the resources of the local library. Yet, if libraries do not collect the records of their local communities and people, these stories can be lost for ever. Local libraries must work collaboratively with others in their region, and nationally, to ensure these stories are not lost to future generations. They are part of the ecosystem that collects, preserves, and makes available New Zealand stories.

History is created every day. Primary source material from significant events is best collected at the time. Libraries who have a strong focus on this role need to be receptive to collecting materials and documenting local stories as they happen. They can do this in association with their communities, using crowd sourcing techniques and community created resources, which can be loaded into a digital repository.

**Accessing and telling
our stories**

Knowing who we are, learning about our history and place in the world deepens our understanding of the impact of choices on future generations. Libraries support researchers to bring to light the forgotten stories that will inform, inspire, and entertain.

Family history and finding out about our ancestors is a key part of this ecosystem. Making genealogy databases such as Ancestry.com available to library members is just one way libraries support those who want to understand their roots. Running programmes and working with genealogical groups are also services that can be provided.

New Zealand's story is increasingly diverse with many different ethnicities now making New Zealand home. As new waves of migrants come to New Zealand it is important that their stories are also collected and become part of the diaspora of our nation's history.

Oral history is an excellent way of recording the stories and many libraries work with volunteers and other groups to co-ordinate, record and make available the stories of local people and events.

New Zealand already has some great digital initiatives such as Papers Past and Digital New Zealand. The work of public libraries needs to complement and enhance these national initiatives.

Potential developments

More local stories online

Collaborative projects to digitise more local heritage content

Community created content; oral history projects

Working with new migrant communities to share their stories online

Trusted repository

Shared digital repositories (possibly on a regional basis) to ensure trusted and secure access and preservation

Collaborative approaches

Working with National Library of New Zealand to ensure local heritage resources can be located nationally, e.g. Papers Past and Digital NZ

Collaborating regionally, across the GLAM sector (Galleries, Libraries, Archives, and Museums), and with local groups, to achieve improved access and economies of scale

Using social media and crowd sourcing to improve coverage and information

Evaluating success

Pupuri / Remember: Valuing the past to inform the future

Outcomes

- Sense of belonging and identity
- Heritage protected and accessible for future generations
- More informed decision making
- Greater understanding and tolerance

Means / Leverage

- Number of items digitised per annum
- Comparison of items added against content plan
- Percentage increase in use of the site across number of users, number of unique users, page views and downloads of artefacts
- Appropriate storage and conservation of primary materials
- Survey of users of the collections

Strategies for changing times

Successful library services do not just happen. It is not sufficient to have a vision, mission, purpose, and a good strategic plan, without a clear understanding of what it takes to achieve that plan and to meet the challenges in delivering it. What we do know is that over the next three years libraries face unknown hurdles as local authorities look to balance service provision against tight fiscal constraints. The \$58+ million government funding package to support public libraries and librarians, provides opportunities to improve services and work collaboratively in ways not possible without this level of investment.

Challenges

The following have been identified as some of the key challenges:

Librarians and library staff will have new demands placed upon them, requiring them to rapidly acquire new skills, particularly in delivering services online in an informative and engaging way. Knowledge of digital tools, apps, devices, content sources, getting the best from search engines and discovery tools will become core to delivering services, when face to face time may be limited.

Digital exclusion in New Zealand is a real and present disadvantage in many communities. The pandemic exposed the geographic areas and numbers of people who have inadequate bandwidth or limited internet connectivity and lack of devices (other than perhaps a cell phone) making it difficult to learn online. It is also known a significant group of New Zealanders are not connected online, and/or do not use a cell phone. These members of our community are fast becoming an underclass of "information poor". Libraries are one place that people can be supported to overcome these barriers.

Privacy issues and 'censorship' by major social media and search providers which use algorithms to select what arrives in news feeds restrict the free flow of information and exposure to different ideas. At worst, social media can be addictive, a powerful and dangerous influencer or purveyor of hate speech which works to corrode our democratic society. Libraries are a bastion of tolerance and acceptance in this environment by upholding the rights of all New Zealanders to access trusted information and meeting the challenges of free speech in a digital world.

In times of disaster or economic hardship libraries experience an increase in demand for services. The reasons are varied – individuals are looking to improve their lives, searching out trusted information, finding employment, needing to use the computers and wi-fi, or can no longer afford to buy their own books, or use streaming video services.

At the same time libraries face difficult decisions when required to cut budgets and decrease service levels. The means are equally wide-ranging – reducing opening hours, cutting programmes, laying off staff, enlisting volunteer support, switching off public wi-fi access, increasing fines and charges. To understand their communities' needs and the impact library services make to individuals' wellbeing, council decision-makers need to utilise the library managers' expertise when determining what services must be retained. There is a need for advocacy at a national level and soundly based arguments for the role that public libraries play.



Knowledge

Knowledge of digital tools, apps, devices, content sources, getting the best from search engines and discovery tools will become core to delivering services, when face to face time may be limited.

Strategies for success

Current and future challenges mean that the strategies outlined below are critical to ensuring that library services are effective, flexible, and community-focused:

People development

Librarians and library staff are key to developing and delivering quality services. As with most vocations and professions, there are new skills and attributes being required to deliver rapidly changing service models. A multicultural worldview needs to be adopted as the core of our thinking as public servants, with shared cultural values underpinning everything we do. Staff need to be digitally literate, with excellent problem solving and customer service skills while still retaining the more traditional professional knowledge areas related to collections, service development and library management systems. Areas for development include:

A learning organisation – encourage and support staff to be lifelong learners; provide opportunities for leadership and business development skills as well as professional knowledge; encourage cross fertilisation with staff in other related parts of council; ensure staff have training in first aid, mental health awareness, and other health, safety and wellness training

Attract and retain talent – library staff are generally among the lowest paid in local councils. It is important to ensure that remuneration fairly reflects the skills and knowledge required, and to eliminate the gender pay gap that currently occurs in a predominantly female workforce.

Recruitment and hiring practices – prioritise a diverse staff that reflects the mix of users; ensure that position descriptions are aligned to service needs; provide training to ensure managers and team leaders recognise bias in hiring practices.

Volunteer policies and practices – provide opportunities for community members to participate by supporting library programmes and services by having sound policies and practices in place for the protection of both the volunteers and library staff. Volunteers can play a legitimate part in broadening the range of services but are not a replacement for a paid workforce.

By implementing a people development plan, public libraries can:

- provide community-focused, relevant services and programmes
- attract, develop, and retain talented professionals
- ensure a diversity of new ideas, approaches, and worldviews in our workforce
- drive/build/create new opportunities for growth and innovation



Librarians

Librarians and library staff are key to developing and delivering quality services. Staff need to be digitally literate, with excellent problem solving and customer service skills.

Partnership and collaboration



Māori

As Treaty partner, a bicultural worldview needs to be at the core of our thinking as public servants. With shared cultural values, we can find meaningful ways to work with and co-design services with Iwi that support Māori learning and development at a local level.

Working together with others on shared outcomes can have a far greater collective impact than working alone. Strategic partnerships with others who have similar purposes or goals may be at a local, region-wide, or national level. Here are just some of the possibilities:

Collaboration within the library sector – libraries have a long history of collaborating but there are further opportunities to elevate this activity to a national level. More collaboration in collection development, a single library card for all New Zealanders and regional heritage repositories are but some examples of what is possible. Leadership and central government investment are needed to bring some of these possibilities to a reality. Other countries such as Scotland and Ireland have shown what can be achieved with a national strategic approach.

GLAM Sector – museums, other libraries, archives, and galleries (GLAM) are potential providers of collaborative opportunities and make for effective service delivery. There are several examples in New Zealand of joint library and museum, or library and archives being managed and/or housed as one service.

Māori as Treaty partner – a bicultural worldview needs to be at the core of our thinking as public servants. With shared cultural values, we can find meaningful ways to work with and co-design services with Iwi that support Māori learning and development at a local level.

Community collaboration – at the community level collaboration will depend on the nature of the community and the initiative or programme to be delivered: Iwi, local schools, preschools, community organisations, NGOs and local businesses are just some of the possibilities.

International opportunities – global prospects are not to be overlooked e.g. in such a connected world our partners are not limited to just NZ

Government agencies – working with government agencies at a regional or national level can provide access to sources of funding not normally available; the benefit to these agencies is that libraries provide a key platform for accessing local communities

Library User collaboration – co-design of services is a form of collaboration that is becoming increasingly popular with libraries in New Zealand and internationally. This means working with groups of users to develop and fine tune services so that they better meet community needs.

By working in partnership public libraries can:

- deliver more collectively than as separate entities
- capitalise on public librarians' expertise, knowledge, and skillsets
- generate connections between experts, innovators, creatives, and library customers
- strengthen the positive impacts for our communities
- secure investment partners where that is appropriate

⁶ <https://scottishlibraries.org/advice-guidance/national-strategies/the-national-strategy-for-public-libraries/>

⁶ <https://www.librariesireland.ie/local-libraries/learn-about-your-local-library/libraries-ireland-2022>

Smart, sustainable business practices

As councils face the challenge of ensuring value for ratepayers' money in straightened economic times, the pressure is on everyone. Public libraries, like all areas of local government, need to continue working smarter, looking for efficiencies, reducing duplication of effort, managing resources wisely and using technology to simplify and refine processes. It also means appropriate capital and operational investment to enable the library to service growth in demand based on sound business cases. This leads to savings while protecting the environment for future generations. Libraries have a leadership role to play in engaging their communities in sustainable practices. Some possibilities include:

Sustainable suppliers – When purchasing items is it “need or want”, prioritise quality over cost. Request suppliers use reusable, reduced or recycled packaging. Avoid low-quality products, materials, and tools. These rapidly become waste, especially single-use or disposable items and plastics.

Online meetings – COVID-19 boosted virtual meetings and will become a preference, especially for regional and remote libraries to provide inclusivity.

Travel less – Air travel is a significant cost to many businesses. It is a major source of pollution and contributes to climate change. It also takes up a lot of staff time and may affect health and wellbeing. One of the most effective improvements is to travel less and get to your destination faster by zooming.

Public transport links – It is critical libraries are well connected to public transport links and have areas where library users can store bikes and walking gear. Encouraging library staff to walk, cycle, e-bike or run to work is a great boost for mental health and wellbeing, while also having a positive impact on the environment.

Climate change – Drought effected areas such as Otago, Canterbury, Wairarapa and Hawke's Bay already know the impact of low water levels or polluted waterways. Raising awareness, providing trusted information, or supporting community driven initiatives is a way for public libraries to make a difference.

Buying local – A sure way to economic recovery is to contract and use local suppliers or develop consortia arrangements with other district libraries. Libraries are also attractive to visitors to your town or district when they provide temporary memberships and free wi-fi.

Our Stories – New Zealand stories provide a unique perspective on the world and ensure the authors' words resonate beyond the cover of a book. It ensures the reader looks at the familiar in a new way, or in some cases for the first time. Our stories provide connection to experiences, knowledge, language and the means to belong, and most importantly affection and pride for our place of birth or choice. New Zealand stories are our ambassadors. Collections that focus on promoting NZ authors support other local businesses from publishing, printing, designers, editors, booksellers, writers' festivals and much, much more.

By implementing smart business initiatives, public libraries can:

- work collaboratively with other council departments to build understanding of the role that libraries play in community wellbeing
- ensure internal management processes are the most efficient and cost effective
- use data for smart evidence-based decisions and for better reporting
- develop business cases that demonstrate the benefits of projects, new service development and capital developments
- contract specialist expertise where needed to assist with service design, process review digital initiatives

How to achieve this success?

With support and understanding in place, public libraries can achieve progress towards a consistently high standard of service, and by taking a nationwide, networked approach to ensure:

- collective impact at a whole-of-New Zealand scale
- central government recognises the value of public libraries and supports and funds them accordingly
- territorial authorities also recognise the value of their public libraries and enable and support them to work on a regional and national basis to deliver equitable library services for all New Zealanders

Evaluating success

Measuring the impact that public libraries have is challenging. Traditionally, libraries have evaluated their success in the volume of business and these quantitative measures are still valid but they do not measure the value of the service to a user, nor the impact on individual lives and community wellbeing. Libraries globally have been working to devise outcome measures, including Australia's Guidelines, Standards and Outcome Measures for Australian Public Libraries⁷. Outcome measures are primarily gathered by satisfaction surveys delivered at the time and place where the service is delivered. Outcome measurement at a more macro level requires significant research which is usually beyond the resources of individual libraries but can prove valuable. The economic and social impact of libraries in other countries has shown the return on investment for public libraries can range from \$2.50 to \$5.00 for every \$ spent⁸. Councils may also want to use the Society of Local Government Managers (SOLGM) Wellbeing indicator framework⁹ as a methodology for evaluating success.

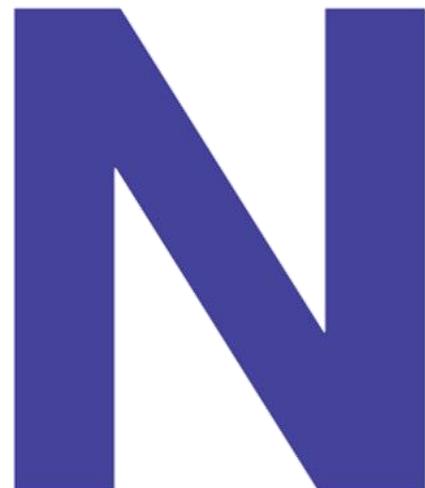
⁷ <https://read.alia.org.au/guidelines-standards-and-outcome-measures-australian-public-libraries-july-2016>

⁸ <https://lianza.org.nz/wp-content/uploads/2019/06/LIANZA-report-v1.0.pdf>

⁹ https://www.solgm.org.nz/Article?Action=View&Article_id=217

New ways

Online virtual meetings will become a preference, especially for regional and remote libraries to provide inclusivity.



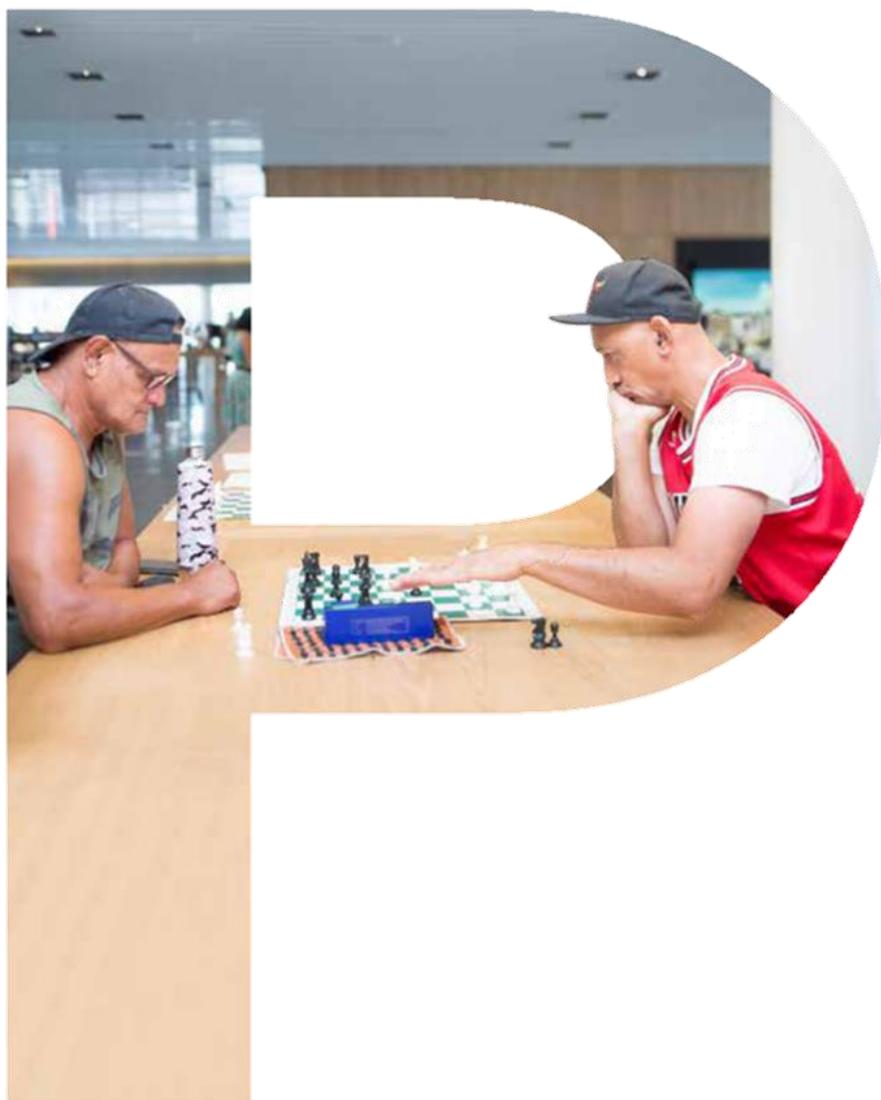
Our stories

New Zealand stories provide a unique perspective on the world and ensure the authors' words resonate beyond the cover of a book. It ensures the reader looks at the familiar in a new way, or in some cases for the first time.



Public Libraries

Public Libraries now embrace their roles as crucial social infrastructure for community wellbeing and see themselves as part of an overall learning, literacy and entertainment landscape.



Summary of trends

Library trends

Public Libraries have maintained their traditional focus on literacy and learning but have now embraced their roles as crucial social infrastructure for community wellbeing in a much more sophisticated and overt way, and see themselves as part of an overall learning, literacy and entertainment landscape.

As a result, the way in which services are now delivered has changed significantly in response to the needs of our 21st century world. This is reflected in the nature of collections, the way technology is used and offered to the community, access to information and the increasing challenge to determine what is “real”, the re-purposing of library spaces, the strengthening of programme offerings and the types of staff that are employed. Relevant trends in public libraries include:

Quiet

New library buildings put greater emphasis on spaces for people. They provide quiet space for thinking and studying; an increasingly important resource as our living arrangements become smaller and noisier.



-
- | | |
|--------------------------------------|---|
| Library spaces | <ul style="list-style-type: none">→ New library buildings as key elements in place-making often as part of the economic and social revitalisation of areas→ Libraries as safe spaces, open to anyone; libraries as places of civic participation→ Libraries as community hubs, anchoring other local government and related social and cultural activities→ Rethinking of mobile library services, e.g. smaller vans, mixed media, pop-up libraries |
| Learning through technologies | <ul style="list-style-type: none">→ Mainstreaming of the 'maker movement' providing opportunities to experience and experiment with design software and new technologies such as 3D printing, virtual reality (VR), augmented reality (AR) and robotics→ Craft and older technologies such as sewing machines are having a revival – links with Men's Sheds→ Libraries lending equipment (e.g. telescopes and sewing machines), accompanied by books and materials that encourage the person to learn about the world through experiencing as well as reading |
| Literacy and collections | <ul style="list-style-type: none">→ The steady growth in eLending, the rising popularity of eAudio materials and the supply of streaming music and video→ Making available quality content without paywalls→ A renewed focus on supporting reading for pleasure, reader development and literacy→ Collections and services that support Te Reo Māori and languages other than English→ Collection cataloguing and processing being outsourced and supplied shelf-ready |
| Programmes and services | <ul style="list-style-type: none">→ Support for digital citizenship, digital literacy, and information brokerage – discerning real from fake→ Support for business, entrepreneurs, and STEM (science, technology, engineering and mathematics) skill development→ Use of social media such as Facebook and Instagram to promote services and engage users→ People and communities at the centre of service development including co-design of services→ Collaboration and partnership to achieve greater benefit and collective impact |
| Access | <ul style="list-style-type: none">→ Extended hours by enabling members to access the library when it is not staffed using swipe card technologies or similar→ A focus on equity leading to removal of barriers such as charges (fines and holds) and services to support the disadvantaged and differently abled→ Apps to make smart phone access easier |

R

Retaining talent

Library staff are generally among the lowest paid in local councils. It is important to ensure that remuneration fairly reflects the skills and knowledge required, and to eliminate the gender pay gap that currently occurs in a predominantly female workforce.

Libraries under lockdown

With the temporary closure of physical buildings, libraries focused on providing a wider range of content and services online. They supported the lockdown in such ways as using library 3D printers to print face shields and being part of phone teams ringing the vulnerable and shut-in communities. Other initiatives included:

- Purchasing additional eContent to meet demand
- Making it easier for users to become online members
- Revamping websites to bring digital services to the forefront
- Story reading sessions delivered online by library staff from home
- One to one e-tutorials to help people get online
- Phone-in sessions with older people to check on wellbeing
- Librarians redeployed to call centres, emergency management and food banks



Sustainable business

Public libraries, like all areas of local government, need to continue working smarter, looking for efficiencies, reducing duplication of effort, managing resources wisely and using technology to simplify and refine processes.

Literacy in life

35

Appendix 1.
Environmental scan

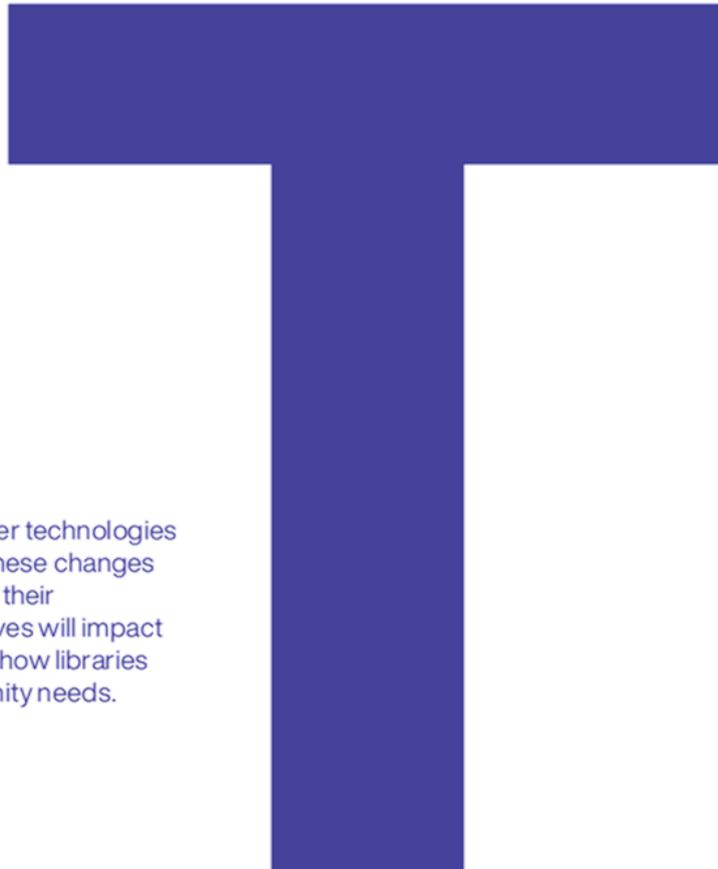
This scan was completed prior to the COVID-19 pandemic. Many of the trends identified here are likely to be exacerbated by the significant economic downturn expected as a result.

Societal changes

The first two decades of the 21st century have seen huge changes in how people communicate, get their information, relax, and live their lives. Commentators expect that these changes will continue, with the development of artificial intelligence, robotics, automation, and the internet of things. As well, the last two decades have seen considerable social, economic, and political upheaval. The following emerging trends have the potential to impact on and provide opportunities for how libraries deliver services to meet community needs:

Technology

Automation, AI, robotics, and other technologies will replace many current jobs. These changes in how people communicate, get their information, relax, and live their lives will impact on and provide opportunities for how libraries deliver services to meet community needs.



Technology impacts	<p>Automation, AI, robotics, and other technologies that will replace many current jobs, leading to:</p> <ul style="list-style-type: none">→ People needing to learn new skills and retrain, as new types of jobs emerge→ Work for many becoming transitory with unreliable incomes→ The rise of portfolio careers, several jobs that make up work, or contract work→ Working from home, working from anywhere but still the need to connect
Poverty and wellbeing	<p>Growing divide between rich and poor and the rise of the poor middle class leading to:</p> <ul style="list-style-type: none">→ Poorer health, mental health, and associated issues→ Poorer educational outcomes and lower literacy→ Greater divisiveness in society, social isolation→ Stronger emphasis on wellbeing and wellness as an indicator of community health
Privacy and 'censorship' issues	<p>Growing mistrust of media and information platforms and sources, and a new form of censorship arising from:</p> <ul style="list-style-type: none">→ Manipulation of data and the use of social media to influence readers to a point of view→ Exploitation and misuse of personal data, cyber security issues→ The 'fake news' phenomenon, deliberate misinformation, sound bites
Migration	<p>Worldwide people are on the move, fleeing war, violence, climate issues, poverty, and religious persecution or seeking a better life for themselves and their families. New Zealand has welcomed many new immigrants and refugees. Issues and benefits from migration include:</p> <ul style="list-style-type: none">→ Fear of new migrants leading to a rise in nationalism, anti-globalisation, extremism on many sides and increased awareness of racism; Migrant exploitation→ Diversity of cultures leading to enrichment of experience→ Greater awareness of the need for tolerance and understanding and mechanisms to strengthen inclusiveness in society
Māori futures	<p>Over the past two decades we have seen the growing powerhouse of the Māori economy as iwi have settled Treaty claims and invested in improving outcomes for Tangata Whenua. This has led to:</p> <ul style="list-style-type: none">→ Local and central governments seeking new ways to work in partnership to improve outcomes for Māori in education, health, prosperity, wellbeing→ The push for tino rangatiratanga – self-determination→ Kaitiakitanga of the land – sustainability and long-term value→ Sustainability→ Growing recognition and acceptance of the impact of climate change→ Stronger focus on resilience and disaster preparedness→ Conscious consumerism, waste reduction, and plastic reduction→ Emissions reduction, passive and public transport options, electric vehicles

Upskilling

Today's libraries are where people can feed their imaginations, rebuild their lives, find direction, upskill themselves, and put the theory of growth, understanding and tolerance into practice.





Vital

In a world overloaded with information, discerning what is fact from fake and having access to trusted and reliable information is vitally important for decision making.

Wellbeing

Libraries play a key role in the delivery of the social, economic, environmental, and cultural wellbeing outcomes for New Zealand communities.



Further reading, resources & links

Literacy and economic wellbeing

Poverty and Literacy Development: Challenges for Global Educators, Bernard J. King (2011), http://eprints.usq.edu.au/21478/2/King_PAMA2011_PV.pdf

The Economic Benefits of Literacy: Evidence and Implications for Public Policy, Mike McCracken, Thomas S. Murray (2009) <https://pdfs.semanticscholar.org/5ced/d97f5e240256986cfe68515a234b5fcb4b27.pdf>

Addressing Canada's Literacy Challenge: A Cost/Benefit Analysis, T. Scott Murray et al., (2009) <http://www.dataangel.ca/docs/CanadasLiteracyChallenge2009.pdf>

Reading for pleasure

"The combined effect on children's progress of reading books often, going to the library regularly and reading newspapers at 16 was four times greater than the advantage children gained from having a parent with a degree." (Reading for pleasure puts children ahead in the classroom, study finds, retrieved from <https://web.archive.org/web/20130913181215/http://www.ioe.ac.uk/newsEvents/89938.html>)

Literacy for jobs

"Gone are the days when one could manage a sheep station or earn a good living from manual labour without regular use of reading, writing and numeracy skills. To survive and prosper in a world of rapid change, adults need to continuously improve their knowledge and skills through a lifetime of learning." Changing Skills for a Changing World, Alice H Johnson (2000), p7 https://www.fulbright.org.nz/wp-content/uploads/2011/12/axford2000_johnson.pdf

Citizen empowerment

"As literacy strengthens, citizens are empowered to take a more assertive and effective approach to building their capabilities in many areas of their lives"
(https://www.massey.ac.nz/massey/fms/Colleges/College%20of%20Business/Communication%20and%20Journalism/Literacy/Publications/Lifelong_Literacy_Issues_of_Strategy.pdf, p9)

Lifelong learning

"The acquisition and development of literacy takes place before, during and after primary education, in and out of school, and through formal, non-formal and informal learning, throughout a person's life. Literacy and numeracy from a lifelong learning perspective, UIL Policy Brief, 2017 <https://unesdoc.unesco.org/ark:/48223/pf0000247094>

ⁱ PLNZ membership is divided into six distinct regions: Auckland/Northland, Waikato/Bay of Plenty, Central North Island, Wellington, Wairarapa/Chatham Islands, Upper South Island and Lower South Island.

ⁱⁱ https://www.educationcounts.govt.nz/publications/tertiary_education/education-literacy/literacy-achievement-and-success-reading-the-world-in-order-to-read-the-word

ⁱⁱⁱ Initiatives such as Kōtuiti and APNK were significant when developed in the first decade of the 21st century but they have not been built on.



Experiences

Libraries are inclusive places for people to connect with one another and with ideas, stories, and experiences to grow knowledge and understanding.

Youth

We know that children who have stories read to them hear up to 1 million more words by the time they are five, setting them up for better outcomes in education and life.



New Zealand

As local authorities look forward to how they can best support the economic, social, cultural and environmental life of New Zealand, we want to ensure that decision makers are aware of the vital role that libraries play in the health and wellbeing of their communities as part of critical social infrastructure.

LITERACY
IN  LIFE



publiclibraries.org.nz

Wellington Airport in 2021-31 budget

4 March 2021 – WCC meeting

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Home

The International Climate-Safe Travel Institute (ICSTI) is a group of academics, professionals and supporters concerned with advancing low emissions travel as rapidly as possible to secure a safe environment.

The issue today

Draft 10 year plan

		Total - 1083 Airport Runway Extension	
Economic Development	3.1	1083	Airport Runway Extension
		Total - 1083 Airport Runway Extension	
Economic Development	3.1	1083	Indoor Arena

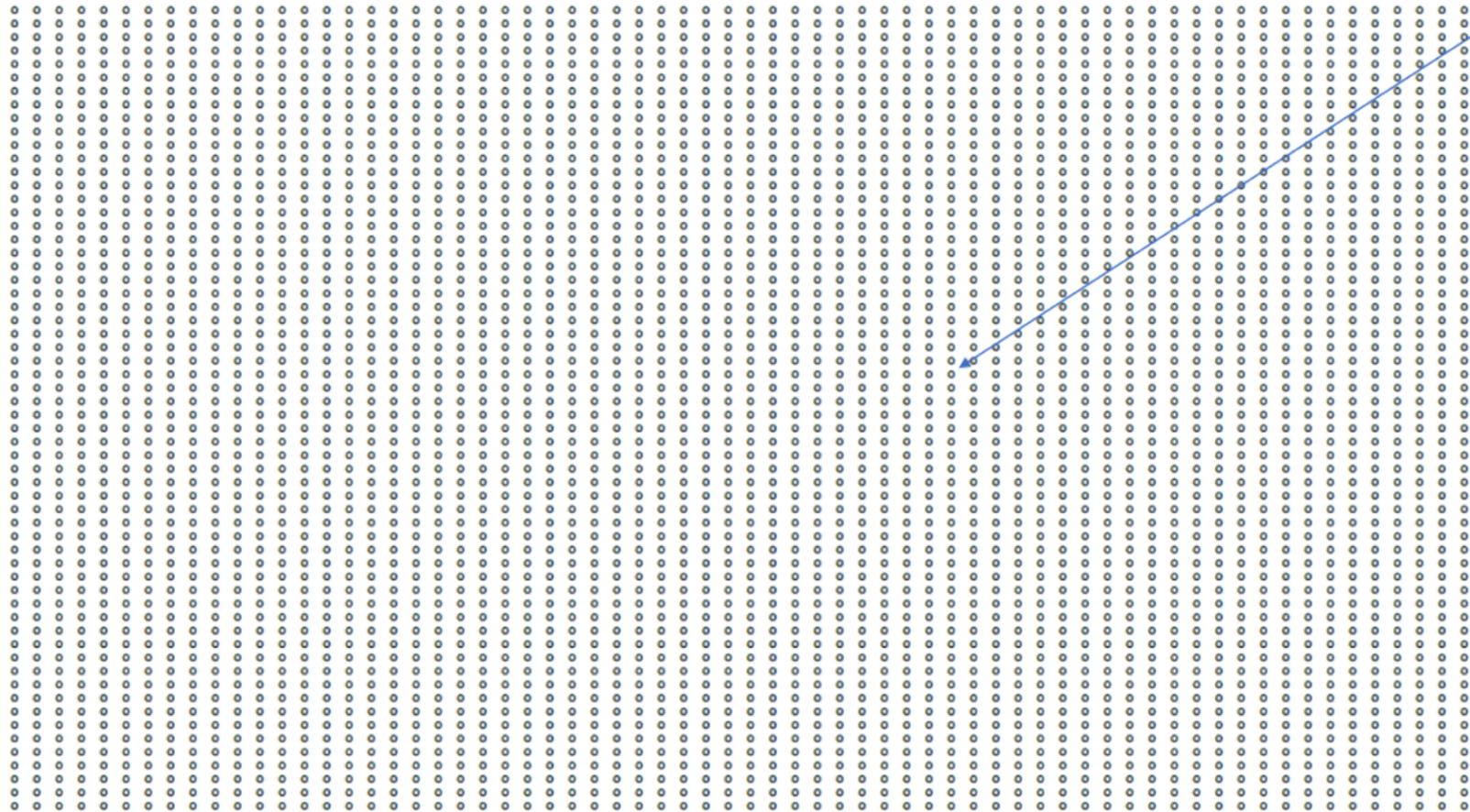
2021 – 2031 - budget item today

3.1	1083	Airport Seawalls
		Total - 1083 Airport Seawalls

			Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's
			7,643	7,991	8,314	8,650	8,999
			7,643	7,991	8,314	8,650	8,999
			6,480	6,775	7,048	7,333	7,629
			6,480	6,775	7,048	7,333	7,629
			(13,837)	(14,114)	(14,396)	(14,684)	(14,978)
			20,850	21,418	21,859	22,414	22,428
			7,013	7,304	7,463	7,730	7,450
			2,410	2,519	2,621	2,727	2,837
			2,410	2,519	2,621	2,727	2,837
			35	37	38	38	39
			35	37	38	38	39
			(26,415)	(28,748)	(31,056)	(32,665)	(33,657)
			32,170	33,948	35,666	36,978	37,865
			5,755	5,200	4,610	4,312	4,207
			1,111	1,121	1,149	1,180	1,206
			1,111	1,121	1,149	1,180	1,206
3.1	1083	Airport Seawalls		2,674	2,779	2,888	3,001
				2,674	2,779	2,888	3,001
				25,018	25,519	26,029	0
		Total - 1083 Airport Seawalls		25,018	25,519	26,029	0

2030 & 45% reduction is 3200 days away

Today



Start
funding
airport
extension?

2030

Kiwi who clipped his own wings

Lawyer Tom Bennion has decided to stop flying to do his bit to cut carbon emissions. **Paul Easton** reports.



▶ FLYING THE UNFRIENDLY SKIES

- A Boeing 747-400 burns about 730kg of fuel per passenger on a flight from New Zealand to Britain.
- Aviation contributes about 2 per cent of total global carbon dioxide emissions.
- Flying creates other greenhouse effects, including nitrous oxide emissions and water vapour trails, meaning that aviation's total carbon dioxide equivalent impact is about 6 per cent.
- Aviation is the fastest-growing form of transport. Air travel is expected to triple over the next four decades.
- A 2007 Lonely Planet survey found that reducing air travel was at the bottom of travellers' to-do lists.

TOM BENNION has taken the last flight of his life. The Wellington environmental lawyer and Victoria University lecturer has vowed to stop flying to cut his carbon emissions.

He thinks the earth is fast approaching a "tipping point" and wants to do his bit.

His final flight was to Hamilton a month ago. "On the way back, it was a beautiful clear day, the pilot went over Mt Ruapehu. It was stunning, and then that was it. This is about survival. We have to look our children in the face and say we are doing everything possible."

He decided to act when he read an article by the Royal Society in London, warning of dire consequences if CO₂ levels did not drop.

"The commonly mooted best-case target . . . will plunge the Earth into an environmental state that has not occurred in millions of years. From which there will be no recovery for coral reefs and for many other natural systems on which humanity depends," the report said.

Mr Bennion, a 43-year-old father of two, said the report, from Britain's national academy of science, made sobering reading. "This is the Royal Society. These guys don't get excited, but basically they're terrified."

He has set up a website dedicated to the cause, stopflying.org. He wants to halt all non-essential flights.

"This may seem extreme, but the point I'm making is it really is that bad. It's time. If you ever wondered if there was a moment, this is it. Off the planes!"

"I'm down to business emergency, and family emergency. I've got a brother in Dublin, nieces and nephews in Dublin. I may one day need to fly there in a family emergency. I think I can justify that."

He says he knows of others who have taken the same step. "I've got friends who have quietly done this a long time ago. One did it in 1998."

Vicki Hyde, chairwoman of New Zealand Skeptics, a network of Kiwis dedicated to increasing public awareness of the dangers of pseudoscience, doubts it is

'This may seem extreme, but the point I'm making is it really is that bad. It's time. If you ever wondered if there was a moment, this is it. Off the planes!'

Tom Bennion



a good idea for humans to stop flying.

"It seems very much a guilty middle-class kind of thing, what we call the 'worried well'. You can Skype all you like, but one of the most important things are the chance encounters you have over a cup of coffee."

Air New Zealand is unsurprisingly lukewarm too. "Our focus is firmly on utilising science and technology to reduce our environmental impact," spokesman Mark Street says. "We believe calls for people to radically modify their lifestyles and withdraw the use of modern technologies are unlikely to be successful."

How it started – 2009

Air New Zealand is unsurprisingly lukewarm too. “Our focus is firmly on utilising science and technology to reduce our environmental impact,” spokesman Mark Street says. “We believe calls for people to radically modify their lifestyles and withdraw the use of modern technologies are unlikely to be successful.”

How its going

AIRBUS ESTIMATES ITS 863
PLANES DELIVERED IN 2019 WILL
EMIT 740 MILLION TONNES OF CO2
IN APPROXIMATELY NEXT 22 YEARS



As a point of comparison, France is estimated to have emitted 441 million tonnes of CO2 in 2019.



At Airbus, we have the ambition to develop the world's first zero-emission commercial aircraft by 2035. Hydrogen propulsion will help us to deliver on this ambition. Our ZEROe concept aircraft enable us to explore a variety of configurations and hydrogen technologies that will shape the development of our future zero-emission aircraft.

How its going - 2019

Rather than pushing for endless growth in the number of tourists coming to New Zealand – with an associated increase in emissions – Luxon says the company is trying to position this country at the premium end of the tourism market. He says the airline wants New Zealand to be “the Switzerland, not the Cancún, of tourism”, and thinks it’s possible to extract an additional \$9 billion in value from the tourists coming already by selling “richer experiences” and higher-quality itineraries.



Air New Zealand CEO Christopher Luxon; emissions are an “epic” challenge for global aviation. Photo/Getty



Tourism report: add \$6-155 tax to long-haul flights to pay for climate fixes

Olivia Wannan · 16:20, Feb 18 2021

Not 100% – but four steps closer to sustainable tourism

February 2021



 Parliamentary Commissioner for the Environment
Te Kaitiaki Taiao a Te Whare Pāremata

**ANNUAL PLAN/LONG-TERM PLAN
COMMITTEE
4 MARCH 2021**

Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

-
- **Streamline assets** – Explore asset consolidation opportunities (3 waters review)
 - **Finish things in flight** – Complete projects that are contracted and underway
 - **Focus on existing before new** – Focus on renewing existing assets before adding new or upgrading; and
 - **Focus on critical / core infrastructure priorities** - Water, Transport, Te Ngākau, Housing.
 - **Climate justice** – acting ethically while investing significantly in Te Atakura our zero carbon strategy.

From: Councillor Tamatha Paul
Sent: Thursday, 4 March 2021 1:10 pm
To: Cyrus Frear
Subject: FW: Wellington Airport

Kia ora Cyrus

I'll be tabling this email

Mauriora, nā

Tamatha Paul (she/her)

Ngāti Awa, Waikato Tainui

M 027 506 2783 | Tahiwī, 113 The Terrace

E Tamatha.Paul@wcc.govt.nz | W Wellington.govt.nz |  

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From: Tim Brown
Date: Thursday, 4 March 2021 at 08:32
To: "GRP: Councillors" <Councillors@wcc.govt.nz>
Subject: Wellington Airport

Dear City Councilors

Today a vote is planned on whether WCC will retain funding in its LTCP for the protection/extension of Wellington Airport's runway.

I hope that you will vote to either retain the commitment or to defer a decision until you have a fuller understanding of the facts.

1. A withdrawal would be a material signal of bad faith. Since 2014 the Airport has spent over \$10m on its investigation of the runway protection/extension.
The project was instigated at the request of the Council led by Mayor Celia Wade-Brown.
The original agreement was for Council to provide a part of the project funding (\$3m) and to indicate a willingness to assist with the cost of construction via having earmarked funding in the LTCP.
It was always well understood by all parties that any final decision on construction and funding would depend on the facts contained in the final proposal. Council was certainly not bound to provide support until all the facts were available.
All the Airport wants now is for Council to remain true to its initial indication of conditional support. That is to say, to wait for the all project facts to emerge and for the final construction/funding plan to be tabled.
2. The nature of the project has changed since 2014. The original objective was to allow direct services between Central New Zealand and Asia/N. America. The project now has three distinct aspects:
 - a. The runway seawall must be replaced to ensure protection is provided against rising sea levels, surges and storms. This is not just for the benefit of the Airport as the seawall provides protection to critical City infrastructure.
 - b. As airlines change their fleet to improve efficiency, the requirements of the runway also change. For instance, AirNZ is introducing A321 aircraft to replace its A320s. The new aircraft uses 22% less fuel per passenger kilometer. By the time AirNZ fully replaces its fleet changes to the runway will be required to safely accommodate these larger aircraft.

- c. Finally there is the extension of the runway operational and safety length to enable long haul flights directly to Asia and N. America

In other words the project has aspects of resilience, safety, efficiency and capability.

- 3. Were Council to withdraw support I cannot say what the impact would be on this project. Aspects of it are critical and must happen.

Reading opposition comments it seems that the main concern is that the project will result in greater GHG emissions. As noted above, at least some of the consequences of the project would result in lower emissions. However, we do not today have comprehensive data on the net effect. That is something we will have by the time the final construction/funding plan is tabled. I hope you can defer any decision to reduce Council's support until those facts are available

Tim Brown

Chair: Wellington Airport

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B. Appendix 1 - Appendix to Amendments (item 9 cycleways)

Decision 3 – Cycleways

Cycleways is an area where we have ambition to seriously lift our game – we’d like to build a network of connected and safe cycleways that allow Wellingtonians to be able to choose cycling as a mode of transport.

Doing this will help to reduce the number of cars on our roads, reduce the levels of congestion for those who cannot use active and public transport modes, and also make progress on our Te Atakura: First to Zero goals. This is a big part of our Environment key issue as transport is one of the biggest contributors to Wellington’s carbon emissions.

Cycleways are an investment with better outcomes for health, congestion, and carbon emissions, and shares the road corridor space more equally across transport modes. Cycleways also deliver further benefits to the wider community in terms of infrastructure resilience, pedestrian amenity and place making.

Our preferred option is a \$33m or 44 percent increase in funding for cycleways than what was planned in the previous Long-Term Plan.

We believe this option balances the need for increased investment in this area with what is affordable for Council and what we will be able to deliver. It allows time in the programme for robust community engagement and to build capacity in the Council and the sector for the full programme to be eventually delivered.

This investment is in addition to our \$220m investment in Let’s Get Wellington Moving’s City Streets programme which will also deliver active transport improvements in the central city, including more cycleways. City Streets is also expected to deliver the Newtown connections – the cycleway between Berhampore and the City.

Option 1	Option 2
<p>Finish started projects</p> <p>This option includes finishing the eastern connections route, including Miramar and Evans Bay in the first three years of the plan. It also includes \$250,000 each year for minor improvements and tactical urbanism projects to encourage people to shift to cycling as a main form of transport.</p> <p>This is a significant reduction in funding for the cycleways programme.</p>	<p>Medium investment</p> <p>For this programme we would complete what we have started as per Option 1, plus a slightly higher level of funding for other improvements.</p> <p>This option includes finishing the Eastern Connections in the first 3 years and the Island Bay cycleway upgrade in the years 4-10 of the plan.</p>

<p>Note: Tactical urbanism is about co-designing quick, low-cost, scalable improvements. This can be done through pilots, or temporary spaces, that can become permanent based on community feedback. It's about changing the way we consult with the community – instead of long discussions over plans and town hall meetings, we engage early in a co-design, test and trial solutions in place and at a life size scale.</p>	<p>There is \$500,000 allocated for minor improvements and tactical urbanism projects to encourage people to shift to cycling as a main form of transport.</p>
<p>Projects included in this option are:</p> <ul style="list-style-type: none"> • Finish Evans Bay from Carlton Gore Rd to Cobham Drive (Years 1-3) • Finishing the Miramar Cutting cycleway (Year 1) • Funding for The Parade Upgrade (Island Bay) is not included in this option 	<p>Projects included in this option are:</p> <ul style="list-style-type: none"> • Finish Evans Bay Stage 1 from Carlton Gore Rd to Cobham Drive (Years 1-3) • Finishing the Miramar Cutting cycleway (Year 1) • Funding for The Parade Upgrade (Island Bay) is included in this option – (\$6m in years 4-10)
<p>Opex Cost: \$0 Rates impact: x over 10 years</p>	<p>Opex Cost: \$0 Rates impact: x over 10 years</p>
<p>Capex Cost: \$30m (uninflated) Debt level impact: Within limit</p>	<p>Capex Cost: \$38m (uninflated) Debt level impact: Within limit</p>

Option 3 (preferred option)	Option 4
<p>High investment This option prioritises our full programme of work and aims to complete \$106m of that programme during the next decade, including \$1m per year for minor improvements and tactical urbanism projects to encourage people to shift to cycling as a main form of transport.</p> <p>This option is a significant increase in funding over what was allocated in the 2018 Long-term Plan.</p> <p>What we progress as part of this option will depend on which routes are delivered as part of Let's Get Wellington Moving (LGWM) and any further Councillor decisions related to cycleways.</p>	<p>Full programme This option includes our full programme of work and aims to complete that full programme during the next decade, including \$1m per year for minor improvements and tactical urbanism projects to encourage people to shift to cycling as a main form of transport.</p> <p>However, there is substantial uncertainty regarding the affordability of this option and the ability of the sector to deliver such a large programme of work.</p> <p>The full programme includes the routes outlined in the first three options, and also includes funding for routes around the south coast, and northern corridor connections into Newlands, Papanangi and Grenada Village.</p>

Option 3 (preferred option)	Option 4
<p>However, this option will include the Eastern Connections routes outlined in Option 1, plus there will be \$70m for routes that could potentially include:</p> <ul style="list-style-type: none"> • northern corridor improvements between Tawa and Johnsonville and Ngaio and Kaiwharawhara; • connections into Brooklyn; • further work on The Parade in Island Bay (in addition to resealing and minor safety work planned for year 1). <p>It is assumed the Newtown Connections improvements will be delivered through LGWM.</p> <p>Lower priority routes including around the south coast, and northern corridor connections into Newlands, Paparangi and Grenada Village may not be able to be delivered within this budget.</p>	<p>What routes are completed in what order will depend on what is delivered as part of the Let's Get Wellington Moving programme.</p>
<p>Projects included in this option are:</p> <ul style="list-style-type: none"> • Finish Evans Bay Stage 1 from Carlton Gore Rd to Cobham Drive (Years 1-3) • Finishing the Miramar Cutting cycleway (year 1) • Funding for The Parade Upgrade (Island Bay) is included in this option – (\$6m in years 4-10 as part of the \$70m for new cycleways) • New Cycleways projects (\$70m for years 4-10) will be prioritised in year 3/4, these routes would include the following cycleways based on current rough order costs and benefit cost ratios: <ul style="list-style-type: none"> - Eastern corridor – Park Road; Miramar Ave – Ira St; Hobart St – Miro St; Broadway – Seatoun; Childers Tce – Queens Dr; Coutts St – Tirangi Rd; Rongotai – Lyall Bay 	<p>Projects included in this option are:</p> <ul style="list-style-type: none"> • Finish Evans Bay Stage 1 from Carlton Gore Rd to Cobham Drive (Years 1-3) • Finishing the Miramar Cutting cycleway (Year 1) • Funding for The Parade Upgrade (Island Bay) is included in this option – (\$14m in years 1-3) • New Cycleways projects will be prioritised in year 1 and delivery would begin from year 2, these routes would include the following cycleways based on current rough order costs and benefit cost ratios: <ul style="list-style-type: none"> - Eastern corridor – Park Road; Miramar Ave – Ira St; Hobart St – Miro St; Broadway – Seatoun; Childers Tce – Queens Dr; Coutts St – Tirangi Rd; Rongotai – Lyall Bay - Northern connections – Tawa – Johnsonville; Kaiwharawhara – Ngaio; Kenya St; Johnsonville – Ngaio; Johnsonville –

Option 3 (preferred option)	Option 4
<ul style="list-style-type: none"> - Northern connections – Tawa – Johnsonville; Kaiwaha-wahra – Ngaio; Kenya St; Johnsonville – Ngaio - Southern connections – Brooklyn – City; Brooklyn – Owhiro Bay - Western Connections – Highbury – City 	<p>Newlands; Newlands – Paparangi; Paparangi – Johnsonville; Churton Park – Paparangi</p> <ul style="list-style-type: none"> - Southern connections – Brooklyn – City; Brooklyn – Owhiro Bay; - Western Connections – Highbury – City; Ngaio – Karori; Thorndon – Northland; - Coastal routes – Owhiro Bay - Lyall Bay; Lyall Bay – Seatoun; Shelly Bay to Seatoun.
<p>Opex Cost: \$0</p> <p>Rates impact: x over 10 years</p>	<p>Opex Cost: \$0</p> <p>Rates impact: x over 10 years</p>
<p>Capex Cost: \$106m (uninflated)</p> <p>Debt level impact: Within limit</p>	<p>Capex Cost: \$170m to \$200m (uninflated)</p> <p>Debt level impact: Over limit</p>