
ORDINARY MEETING

OF

GOVERNANCE, FINANCE AND PLANNING COMMITTEE

AGENDA

Time: 9.15am
Date: Tuesday, 17 February 2015
Venue: Committee Room 1
Ground Floor, Council Offices
101 Wakefield Street
Wellington

MEMBERSHIP

Mayor Wade-Brown

Councillor Ahipene-Mercer
Councillor Coughlan
Councillor Eagle
Councillor Foster
Councillor Free
Councillor Lee
Councillor Lester (Chair)

Councillor Marsh
Councillor Pannett
Councillor Peck
Councillor Ritchie
Councillor Sparrow
Councillor Woolf
Councillor Young

Have your say!

You can make a short presentation to the Councillors at this meeting. Please let us know by noon the working day before the meeting. You can do this either by phoning 803-8334, emailing public.participation@wcc.govt.nz or writing to Democratic Services, Wellington City Council, PO Box 2199, Wellington, giving your name, phone number and the issue you would like to talk about.

AREA OF FOCUS

The Governance, Finance and Planning Committee is responsible for long-term planning, setting the strategic direction for the city, agreeing outcomes, priorities, performance frameworks and annual budgets. The Committee is responsible for the long-term plan, annual plan, annual report, and quarterly reports. The Committee also makes sure residents are kept informed about what the Council is doing, are able to have their say, and feel confident that their views count.

Quorum: 8 members

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1 Meeting Conduct

1.1 Apologies

The Chairperson invites notice from members of apologies, including apologies for lateness and early departure from the meeting, where leave of absence has not previously been granted.

1.2 Conflict of Interest Declarations

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

1.3 Confirmation of Minutes

The minutes of the meeting held on 10 December 2014 will be put to the Governance, Finance and Planning Committee for confirmation.

1.4 Public Participation

A maximum of 60 minutes is set aside for public participation at the commencement of any meeting of the Council or committee that is open to the public. Under Standing Order 3.23.3 a written, oral or electronic application to address the meeting setting forth the subject, is required to be lodged with the Chief Executive by 12.00 noon of the working day prior to the meeting concerned, and subsequently approved by the Chairperson.

1.5 Items not on the Agenda

The Chairperson will give notice of items not on the agenda as follows:

Matters Requiring Urgent Attention as Determined by Resolution of the Governance, Finance and Planning Committee.

1. The reason why the item is not on the agenda; and
2. The reason why discussion of the item cannot be delayed until a subsequent meeting.

Minor Matters relating to the General Business of the Governance, Finance and Planning Committee.

No resolution, decision, or recommendation may be made in respect of the item except to refer it to a subsequent meeting of the Governance, Finance and Planning Committee for further discussion.

2. General Business

WELLINGTON URBAN GROWTH PLAN

Purpose

1. The purpose of the report is to seek Committee approval to proceed to public consultation on the draft Wellington Urban Growth Plan and associated Implementation Plan in parallel with the Long-term Plan consultation process.

Summary

2. The Urban Growth Plan is a strategy for sustainably managing the city's growth over the next 30 years.
3. A first draft of the Plan was subject to public consultation in September/October 2014.
4. In November 2014, the Transport and Urban Development (TUD) Committee recommended to Council that the Plan be more comprehensively consulted on alongside the 2015-25 Long-term Plan (LTP). It also recommended that a more detailed action plan (the Implementation Plan) be made available to the public for feedback together with the main document.
5. Officers have amended the draft Growth Plan to reflect the feedback from the TUD Committee. We are now seeking approval to proceed to consultation with the current version of both documents.

Recommendations

That the Governance, Finance and Planning Committee:

1. Receive the report.
2. Approve the draft Wellington Urban Growth Plan and Implementation Plan for public consultation alongside the Long-term Plan.

Background

6. Wellington City's population is expected to grow by around 50,000 people and 22,000 new homes over the next 30 years. As the city's population increases, new houses, transport networks, infrastructure and services will need to be developed. The Wellington Urban Growth Plan is a strategy to manage this growth sustainably and in ways that benefit the city the most. It replaces our 2006 Urban Development and Transport strategies.
7. Four broad strategic outcomes guide the Plan. They are that Wellington will continue to be compact, liveable, set in nature and resilient.
8. The Plan identifies six areas of intervention which will be our focus for investment and action. These are:
 - Transformational growth areas – we will support quality urban development in locations suitable for growth including the regeneration of existing urban areas and development in selected greenfield areas.

- Liveable and vibrant centres – we will continue improving the central city and suburban centres.
 - Real transport choices – we will continue improving conditions for walking, cycling and public transport, improving our road network, and managing parking more efficiently.
 - Housing choice and supply – we will support an increase in housing supply, encourage a greater variety of housing types and more affordable options, and facilitate the development of medium density housing.
 - Our natural environment – we will enhance our natural assets, and reduce the environmental impact of urban development and transport.
 - City resilience – we will ensure the city's buildings, infrastructure and coastline can cope with or adapt to the risks posed by natural hazards and climate change.
9. The Urban Growth Plan is supported by an Implementation Plan which identifies priority projects and provides a timeline for action over the next 10 years. Priority projects were selected on account of their strategic fit, far-reaching or multiple benefits, readiness to proceed, opportunities to address market failure or to leverage funding from external sources, need to invest to enable works by others, or need to change the regulatory framework to facilitate development. The recommended priority one projects for the next 10 years include (see page 11 of the Implementation Plan for a summary table):
- Quick wins which are ready for implementation – Victoria Street precinct, Lombard Lane and North Lambton Quay.
 - On-going programmes spanning the whole 10 years of the Long-term Plan – cycle network improvements, bus priority measures, support for the earthquake strengthening of heritage buildings and activation of our laneways.
 - Short-term projects which can be delivered or should be started in the first three years of the Long-term Plan – Convention Centre, North Kumutoto sites 8 & 10, Shelly Bay redevelopment, Watts Peninsula reserve, Te Aro regeneration, Special Housing Areas and new medium-density residential areas.
 - Medium-term projects which require further planning or development and are recommended for the later years of the Long-term Plan – Airport runway extension, Adelaide Road, Cambridge & Kent Terraces, Petone to Grenada link road, Northern Growth Area link roads, Inner City RoNS and Aro Street improvements.
10. The Implementation Plan has informed the draft LTP budget envelopes i.e. the priority one projects identified in the Implementation Plan are all funded in the draft LTP budget (see Implementation Plan for individual figures).
11. Both the Urban Growth Plan and the Implementation Plan will be updated every three years, alongside the review of the LTP, to reflect changing development pressures and funding priorities.

Discussion

12. A first draft of the Urban Growth Plan was consulted on for four weeks in September / October 2014. Around 90 written submissions were received. Oral submissions were not sought.

13. The Urban Growth Plan was amended to reflect the consultation feedback and submitted to the TUD Committee for approval in November 2014.
14. The Committee recommended that the Growth Plan be more comprehensively consulted on alongside the LTP, and that the Implementation Plan form part of the consultation documents.
15. Amendments were made to the Growth Plan to reflect the feedback from the Committee. They are:
 - strapline added (Urban Development and Transport Strategy) to the document title
 - section on climate change added (chapter 2) and actions related to the Climate Change Action Plan highlighted (chapter 3)
 - bullet points (on sense of place, coastal environment, heritage, etc) which were previously removed from the executive summary have been reinstated
 - words added on the three-year review cycle for the Growth Plan and Implementation Plan
 - clarifying that 'most' of Watts Peninsula is earmarked for a heritage reserve
 - words added on the importance of housing supply in addressing affordability.
16. For Councillors' reference, the amendments are highlighted with a dotted frame in the document. These frames will be removed before the document goes out to the public.
17. The Implementation Plan is a new document which will be consulted on for the first time.
18. Consultation on both documents is proposed to run concurrently with the LTP consultation process. A brief outline of the Growth Plan is proposed to be included in the LTP Consultation Document and links to the full Growth Plan and Implementation Plan will be included in the LTP printed material and webpage. Feedback on the Growth Plan will be coordinated with the feedback process for the LTP and other consultation documents. Oral interactions with Councillors on the Growth Plan will either be integrated with the LTP interactive panels or run concurrently.

Options

19. The LTP process gives Councillors the opportunity to give effect to the Growth Plan and Implementation Plan when setting funding priorities for the next 10 years. These decisions will be informed by community views gathered during the consultation.

Next Actions

20. Consultation on the draft Growth Plan and Implementation Plan will run from 13 March to 17 April 2015. The consultation will be publicised in the media ahead of time. Officers will attend the various ward fora to answer questions and gather feedback on the Growth Plan. Presentations will be made to special interest groups. Interactive panels in early May will enable Councillors to hear the feedback first hand.
21. Following the consultation process, the Growth Plan and Implementation Plan will be amended, as may be required, and submitted to Council for adoption.

Attachments

- Attachment 1. Draft Wellington Urban Growth Plan: Urban Development and Transport Strategy 2014-43 Page 14
- Attachment 2. Draft Implementation Plan Page 86

Author	Lucie Desrosiers, Senior Spatial Planner
Authoriser	Anthony Wilson, Chief Asset Officer

SUPPORTING INFORMATION

Consultation and Engagement

A first draft of the Growth Plan was presented to interest groups and external agencies before going out for public consultation in September 2014. The Growth Plan and associated Implementation Plan will be subject to further community consultation in March – April 2015, alongside the LTP consultation.

Treaty of Waitangi considerations

The draft Growth Plan was presented to Port Nicholson Block Settlement Trust and Ngati Toa Rangatira during our initial targetted consultation process.

Financial implications

Funding associated with the plan will be considered as part of the LTP 2015-25 process.

Policy and legislative implications

The Growth Plan will replace the Council's Transport Strategy (2006) and Urban Development Strategy (2006).

The Growth Plan recommends reviews of aspects of the District Plan. These have been included in the District Plan team's work programme and will follow the normal regulatory process.

Risks / legal

No specific risks have been identified.

Climate Change impact and considerations

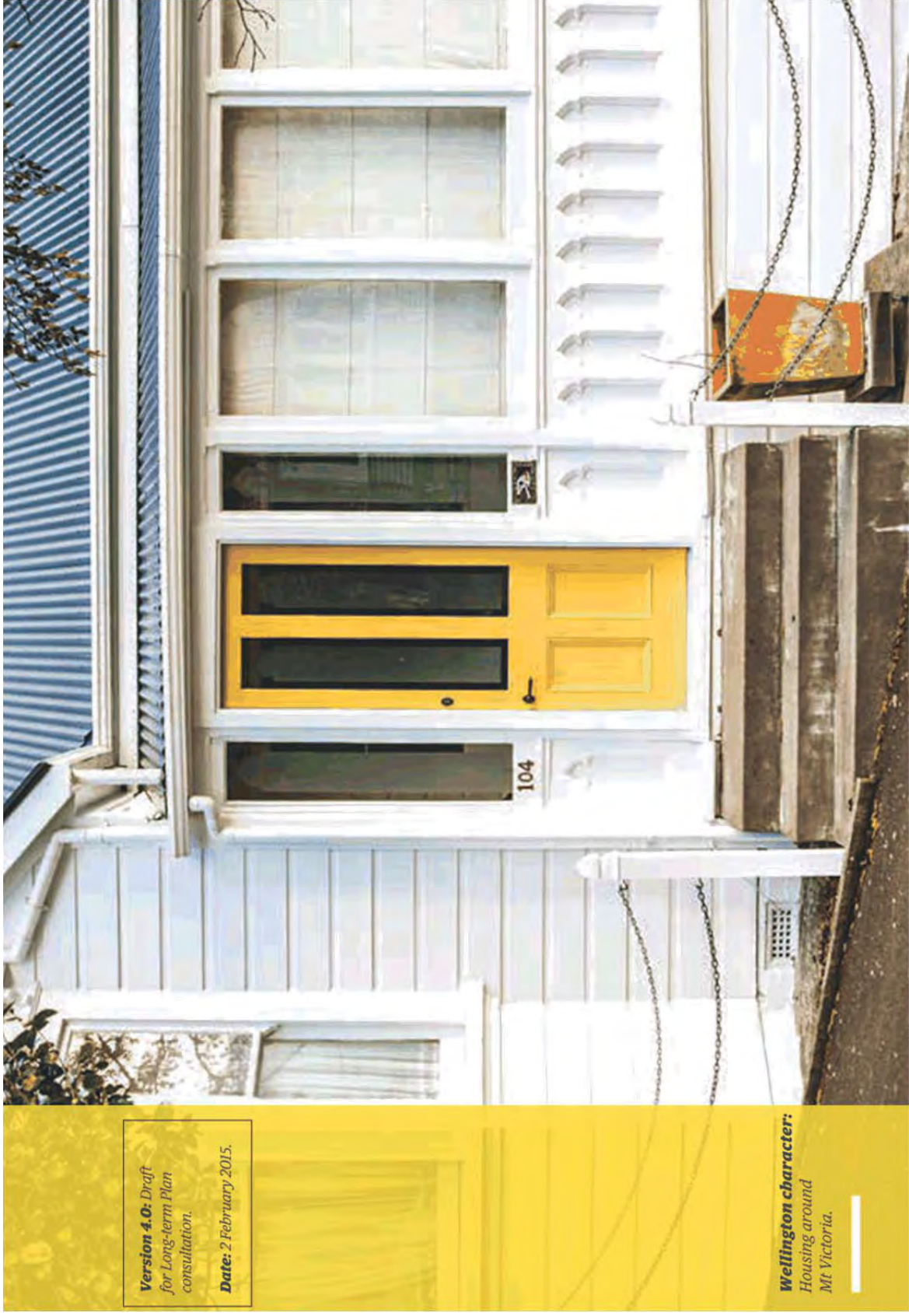
The plan contains a number of projects and actions to maintain the compact nature of the city; improve the uptake of walking, cycling, public transport and low-carbon transport alternatives; and manage the impact of urban development. These measures are intended to respond to issues in relation to climate change and reduction in greenhouse gas emissions.

Communications Plan

Consultation on the Growth Plan and Implementation Plan will be publicised through the usual communication channels including press releases and ads, Our Wellington page, Council website and e-mail notification. The draft documents will be available in libraries, service centres and online, and mailed-out on request. Presentations will be made to Council advisory groups and special interest groups, as required. Consultation feedback will be collated and summarised, and made available on our website. The adopted documents will be published on our website.

Item 2.1 Attachment 1





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EXECUTIVE SUMMARY

Wellington City's population is expected to grow from the current 200,000 to approximately 250,000 over the next 30 years and to become more diverse. Our Wellington Urban Growth Plan ensures that as the city's population increases, new houses, transport networks, infrastructure and services are developed sustainably and in areas that benefit the city the most so that residents continue to enjoy a world-class quality of life.

This is an action-focused plan, which builds on, updates and replaces our existing urban development and transport strategies. It seeks to:

- maintain the city's liveability - the features that support our high quality of life and the city's character
- keep the city compact, walkable and supported by an efficient transport network
- protect the city's natural setting - nested between our green hills and coastline, contributing to our distinctive character
- make the city more resilient to natural hazards such as earthquakes and the effects of climate change.

The plan is the Council's guide for directing investment and supporting development in growth areas - a blueprint for prioritising and managing future growth. This includes actions to support:

- transformational growth areas - we will support quality urban development in locations suitable for growth including the regeneration of existing urban areas and development in new greenfield areas
- liveable and vibrant centres - we will continue improving the central city and suburban centres
- real transport choices - we will continue improving conditions for walking, cycling and public transport, improving our road network, and managing parking more efficiently
- housing choice and supply - we will support an increase in housing supply, encourage a greater variety of housing types and more affordable options, and facilitate the development of medium-density housing
- our natural environment - we will enhance our natural assets, and reduce the environmental impact of urban development and transport

- city resilience - we will ensure the city's buildings, infrastructure and coastline can cope with or adapt to the risks posed by natural hazards and climate change.

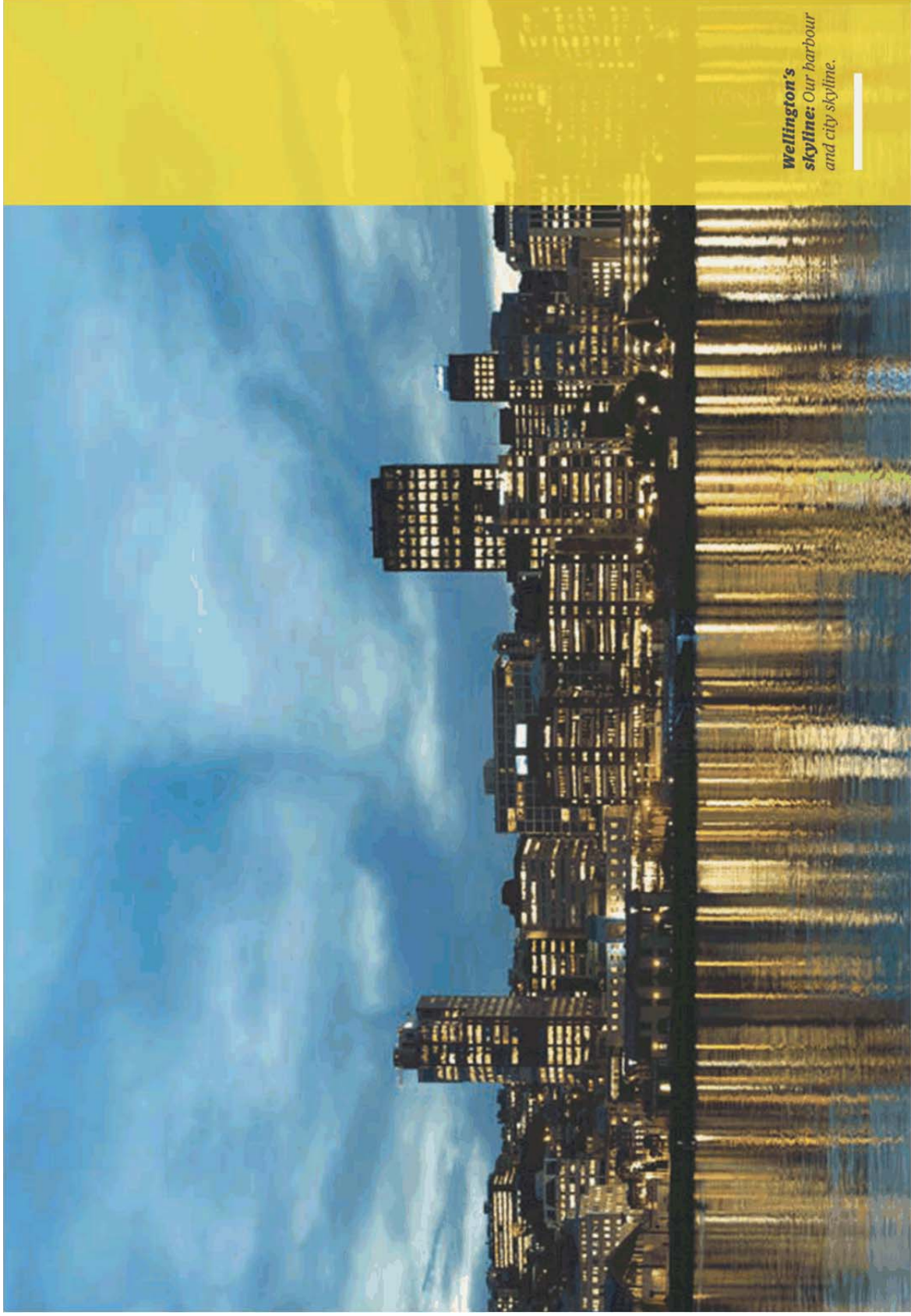
The plan will support Council decisions on planning and investment and provide certainty for the city's stakeholders - developers, central government, iwi, ratepayers and residents. The priority projects identified in the plan will inform our Long-term Plan.

To make sure the plan is effective, it will be reviewed and updated every three years, alongside the Long-term Plan, to reflect changing local priorities and development pressures. This will include assessing the progress made in putting the plan into action and reporting back to Councillors and the wider organisation.

In summary, the Wellington Urban Growth Plan provides a framework to manage the city's future growth while protecting our environment and heritage, and building on the things that make the city special.

We think it will be a catalyst for positive change.

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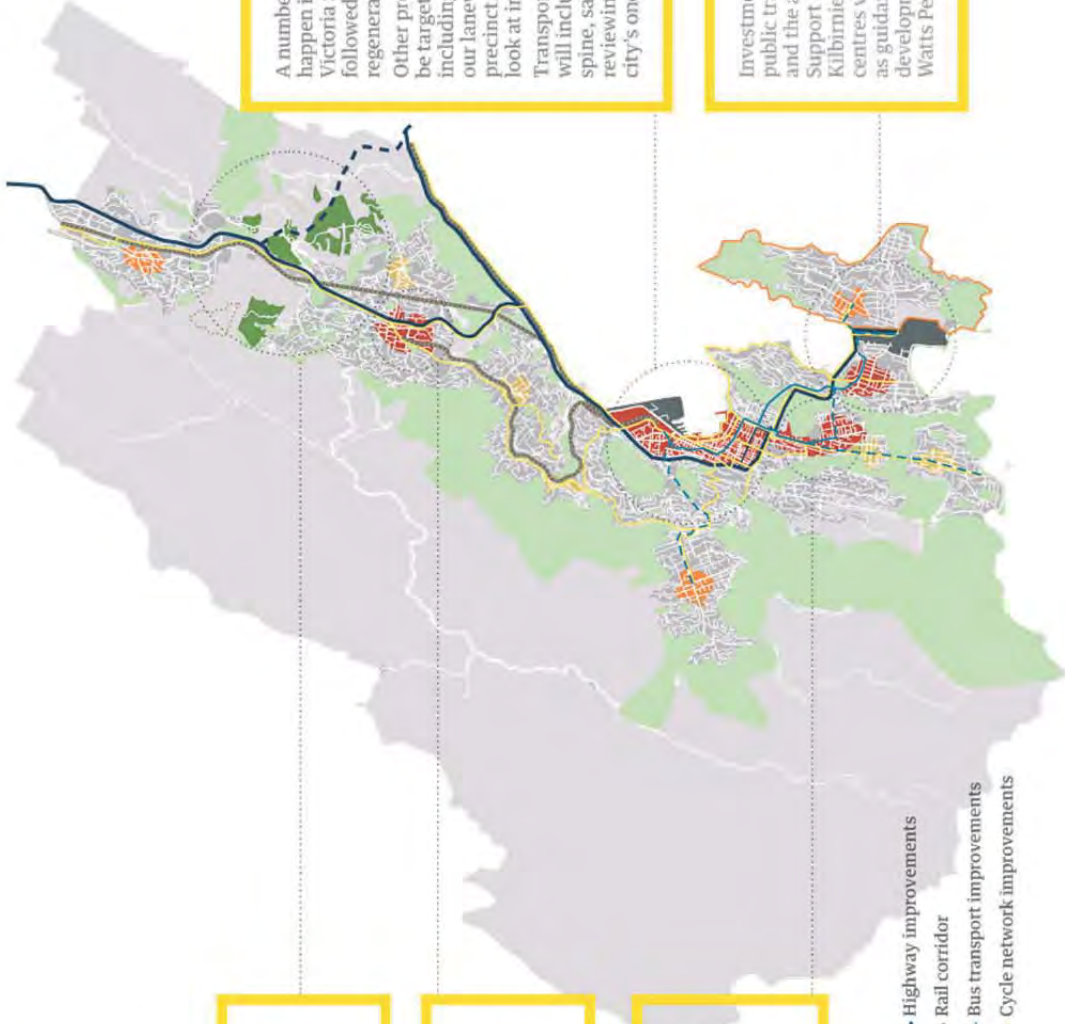


Summary Plan
The Wellington Urban Growth Plan

The Petone to Grenada link road will support residential and employment-related development in the Lincolnshire Farm and Stebbings Valley growth areas.

Johnsonville and its town centre will be a targeted regeneration area with major roading improvements and further medium-density housing.

The delivery of the public transport spine and cycle lanes will encourage development in the Adelaide Road area, Berhampore and Island Bay will be looked at as future growth areas.



A number of projects will happen in the CBD. The Victoria Street upgrade will be followed by improvements and regeneration in Te Aro. Other precincts will also be targeted for investment, including the Civic Centre, our laneways and Parliamentary precinct. A Port Access Plan will look at improving port access. Transport improvements will include the public transport spine, safe cycle lanes and reviewing the efficiency of our city's one-way streets.

Investments will be made in public transport, cycle facilities and the airport precinct. Support and regeneration of Kilbirnie and Miramar town centres will continue as well as guidance on appropriate development for Shelly Bay and Watts Peninsula.

- Legend**
- Growth centres
 - Greenfield growth
 - Suburban centre planning
 - Investigation areas for growth
 - Highway improvements
 - - - Rail corridor
 - Bus transport improvements
 - Cycle network improvements

Item 2.1 Attachment 1

The plan seeks to deliver the following key outcomes:

A compact city

To keep Wellington compact, walkable and to minimise the need for new infrastructure, this plan directs future development to existing urban areas with good transport links, infrastructure and community facilities, and to a limited number of new urban areas.

- **Development along the growth spine:** More intensive residential and commercial development is planned along the 'growth spine' - between Johnsonville and Wellington Airport - supported by investment in transport and infrastructure.
- **Greenfield growth areas:** New greenfield housing development is encouraged in locations adjoining existing urban areas, such as Lincolnshire Farm and Stebbings Valley.

A liveable city

The central city and suburban centres provide Wellington with many of the outstanding quality of life features we value. This plan ensures the city remains attractive, lively, accessible and safe.

- **Dynamic central city:** The central city is the economic, social and cultural hub for the region. It is a focus for business investment and employment growth, high-density living, high quality buildings and public areas, events and cultural activities, and investment that will support all modes of transport.
- **Attractive suburban centres:** Suburban centres provide a mix of residential, commercial and social activities. Medium-density housing is encouraged in and around key suburban centres complemented by quality housing infill in residential areas. Growth in suburban centres is supported by improvements to transport infrastructure between these centres and the central city.

- **Transport routes that provide choice:** High levels of walking and cycling are encouraged by investing in safety and quality network improvements. High quality public transport and improved road links are developed with investment focussed along the growth spine and suburban connections, and support for the New Zealand Transport Agency's (NZTA) proposed Petone to Grenada link road.

A city set in nature

Our natural setting - including our green belts, reserves, streams and coastline - define the layout and character of the city, and good access to them for recreation is one of the things people love about Wellington. This plan ensures urban growth respects and enhances our natural environment.

- **Identity and sense of place:** The city's distinctive character and appeal is enhanced by protecting our natural environment, minimising the impact of urban development on the environment and making sure people can easily get to the waterfront and other open spaces.
- **Coastal environment:** Development and activities along the coastline respect and enhance the harbour and rugged coastal areas.

A resilient city

Our heritage assets, infrastructure networks and neighbourhoods all need to be managed to minimise the risk of damage from natural hazards, such as earthquakes, and the effects of climate change.

- **Preserving our built heritage:** The city's heritage-listed buildings are strengthened to reduce the risk associated with earthquakes and preserve the city's character.
- **Preparing for natural hazards:** We have a comprehensive strategy for improving the resilience of our city's buildings, infrastructure and communities.
- **Responding to climate change:** We continue reducing our greenhouse gas emissions, increasing our energy efficiency and use of renewable energy, and managing the risk of sea-level rise and extreme weather events.

Item 2.1 Attachment 1



1.0 INTRODUCTION

Context

Wellington continues to grow as more people make the city their home, attracted by work opportunities, lifestyle and culture, high quality services and the proximity to the harbour, hills and our other beautiful natural assets.

Just 15 years ago, only 170,000 people lived in the city. Today our population is just over 200,000. By 2043 the population is expected to grow to around 250,000.

Wellington is the nation's capital city and the region's centre of productivity and innovation. It is crucial that future growth and investment is concentrated in areas that benefit the city the most.

The Wellington Urban Growth Plan is the Council's tool for managing this growth. It updates, combines and replaces our 2006 Urban Development Strategy and Transport Strategy. This plan is consistent with the philosophies of the 2006 strategies in seeking to encourage growth in areas close to services, employment and good public transport.

Purpose

The purpose of this plan is to guide the Council's decisions that relate to planning, growth, land use, housing, transport and infrastructure. It also helps to achieve the goals identified in our other key strategies, contributing to decision-making on economic development, public spaces, community character, the natural environment and recreation.

The objectives of the plan are to:

- Direct new growth to suitable areas to maintain the city's compactness, liveability and natural setting.
- Ensure development occurs close to employment, services, and public and other transport links. This will continue to encourage active modes and the use of public transport, and reduce pressure on our resources and infrastructure. We expect most new development to occur along the 'growth spine' from Johnsonville through the central city to Adelaide Road and Kilbirnie.
- Improve the resilience of the city against the risk of natural hazards and climate change.
- Ensure urban growth contributes to the city's economic, social and environmental success.
- Help target the Council's investment on priority projects.

Key outcomes

The plan seeks to deliver the following key outcomes:

A compact city

The city's urban areas are surrounded by the Wellington Town Belt and the reserves, rural land and hilltops that form the Outer Green Belt. This has led to the city being compact, which is one of its distinctive features. It also makes our city walkable and helps minimise the need for new infrastructure. To keep Wellington compact, this plan directs future development to locations with quality transport links, infrastructure and community facilities.

A liveable city

The central city is the main economic, social and cultural hub of the region. It is attractive, lively, accessible and safe. At a local level, suburban centres provide a focus for community life and access to shops and services. This plan supports vibrant centres through a range of projects.

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A city set in nature

The city's distinctive character is enhanced by protecting our natural environment, minimising the impact of urban development on the environment and making sure people can easily get to the waterfront and other open spaces. To achieve this, the plan emphasises the importance of better green infrastructure such as open spaces, trees and waterways; sustainable transport options; energy-efficient buildings and water sensitive urban design.

A resilient city

Our heritage assets, coastal areas, infrastructure networks and neighbourhoods all need to be managed to minimise the risk of damage from natural hazards, such as earthquakes, and the effects of climate change. This plan supports our continued leadership in identifying earthquake-prone buildings, planning for emergencies and preparing for climate change.



Liveable city: Cyclists, pedestrians, cars and buses all use the CBD.

Where do our population projections come from?

Throughout the plan, the Council has used information from a number of sources. A key source is Informed Decisions (ID). ID is a group of professional demographers, spatial analysts, urban planners, forecasters and IT experts who focus on New Zealand and Australian cities and their people. In Wellington's case, ID has provided demographic census analysis and forecasting based on the 2006 and 2013 censuses information.

ID works with the Council to look at the current and evolving policies and strategies affecting development, as well as resource consents. ID also works with local developers, property owners, real estate agents and others who can offer additional information to assist in accurate forecasting. This detailed analysis of development combines with demographic and census studies of Wellington City, Wellington Region and New Zealand.

This model, which combines a 'ground-up' and a 'top-down' approach, produces a more refined forecast for Wellington's next 30 years than census projections alone. While these are the best demographic forecasts available for the city's next

30 years, it is possible for growth to accelerate depending on the implementation and the success of specific projects outlined in the plan as well as external events.

Where does the Wellington Urban Growth Plan fit?

The plan helps to achieve our long-term vision for the city, Wellington Towards 2040: Smart Capital.

It also contributes to the implementation of a number of existing Council policies and action plans including:

- Accessible Wellington Action Plan
- Adelaide Road Framework
- Biodiversity Action Plan (under review)
- Business Improvement District Policy
- Centres Policy
- Central City Framework
- Climate Change Action Plan
- Community Facilities Policy
- Cycling Policy
- Development Contributions Policy
- District Plan
- Earthquake-prone Buildings Policy
- Greening Central Wellington
- Heritage Policy
- Jan Gehl Report: City to Waterfront Public Spaces study
- Johnsonville Town Centre Plan
- Kilbirnie Town Centre Revitalisation Plan
- Newlands Centre Plan
- Ngauranga to Airport Corridor Plan
- Northern Growth Management Framework
- Open Space Access Plan
- Our Capital Spaces
- Parking Policy
- Public Space Design Policy
- Walking Policy
- Waterfront Framework.

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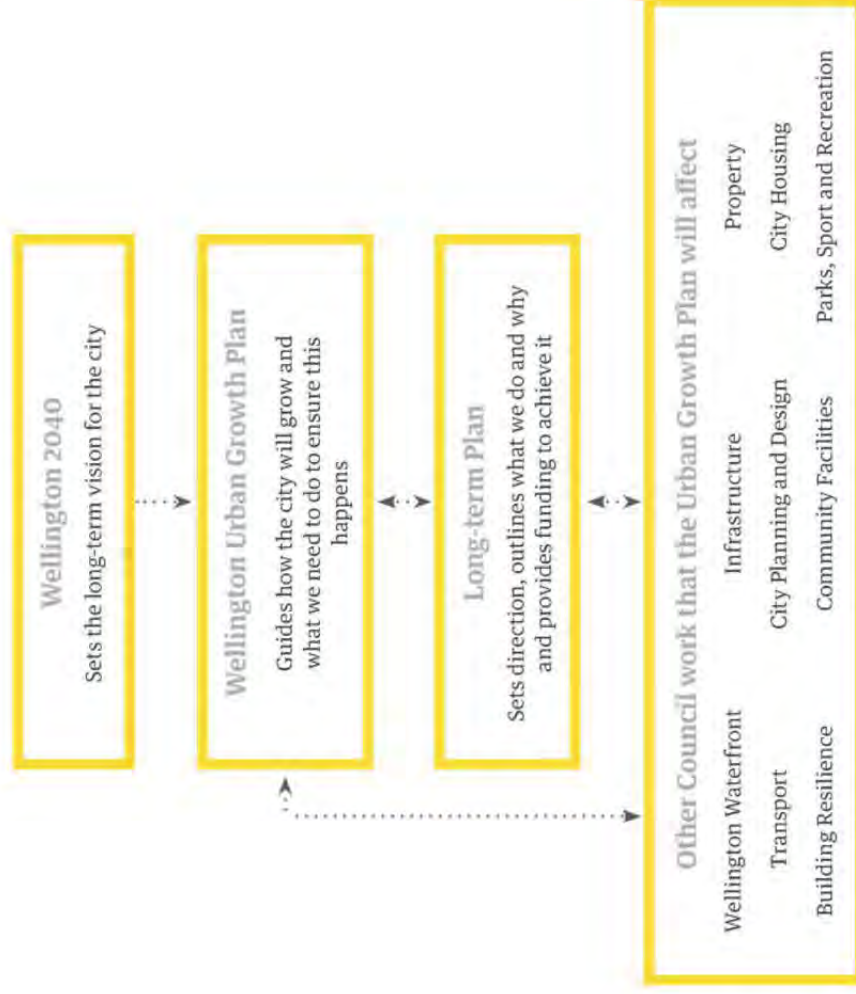
The priorities and projects identified in this plan will help inform our Long-term Plan.

The following diagram shows how this plan fits within the Council's strategic framework.

Review

The Urban Growth Plan and associated Implementation Plan will be reviewed and updated every three years to inform the Long-term Plan process.

This will involve contrasting actual growth, urban development and transport patterns against the plan and adjusting our assumptions and proposed actions where needed.



2.0 THE CITY NOW AND BY 2043

Wellington residents enjoy a high quality of life. The city leads the country on measures of social wellbeing, environment and community strength.

On top of being the political capital, the city is also known as the creative industries and arts capital with museums, theatres, high-tech firms and cafes all within easy reach of natural attractions such as the harbour and native bush walks.

The central city is vibrant, attractive and compact, making it easy to get around without a car.

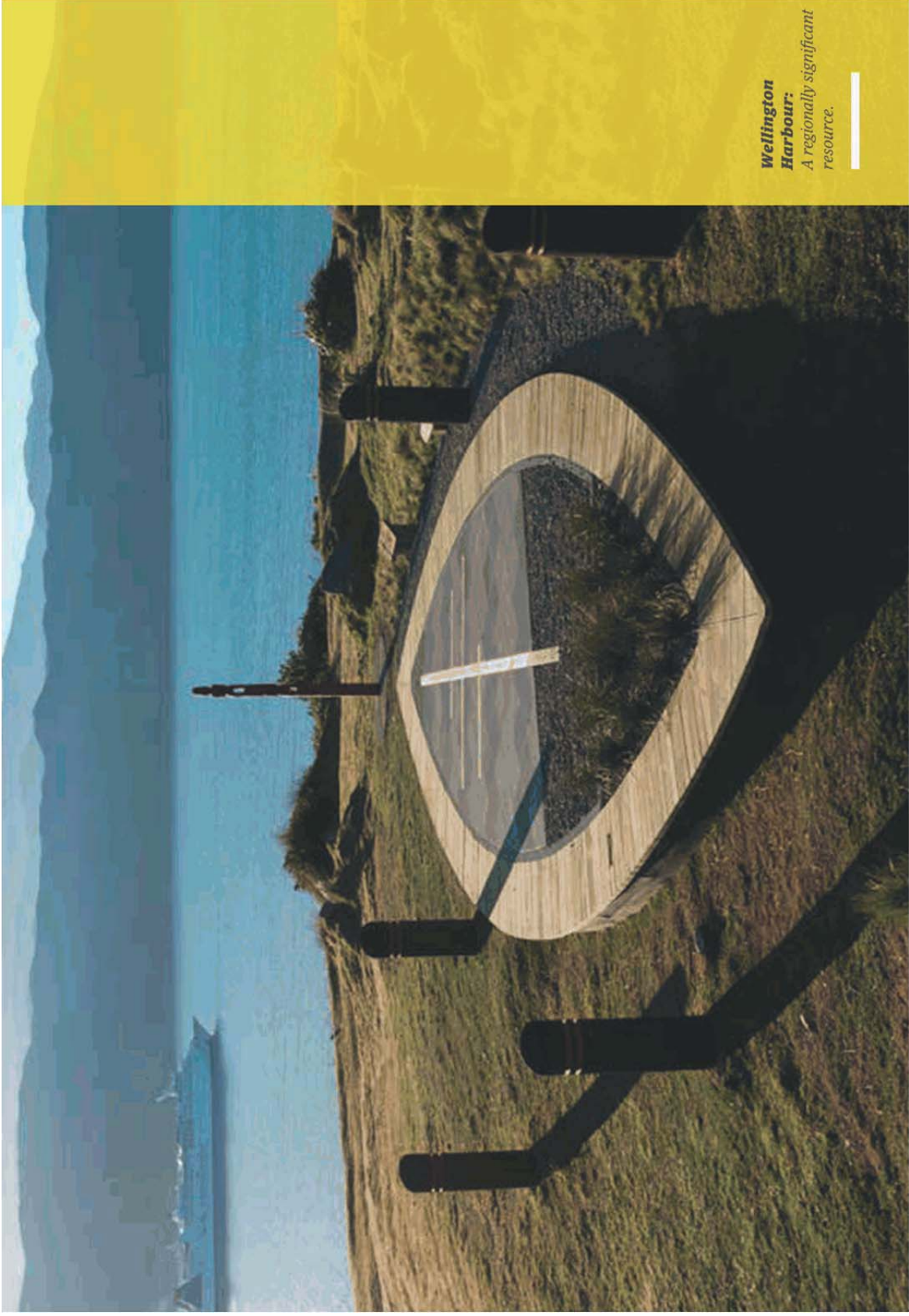
This plan ensures future urban growth and change reinforce the physical and spatial characteristics that make Wellington special. It also ensures the city will continue to provide a high-quality urban environment that contributes to the stimulating urban experience Wellington offers.

Regional context

Wellington is the largest of a number of closely linked cities and districts that make up the Wellington region. The region overall is home to almost 500,000 people with the city accounting for 41 percent of the total. The region has the highest proportion of working-age population and the highest median income in the country.

The city is the economic, cultural and education epicentre of the Wellington region. Wellington businesses rely on the region for its workforce, with more than 30 percent of city workers living outside of the city. Many businesses also rely on the region for customers. Our universities attract people from the whole region, as do our museums, theatres, arts festivals and sporting events. This close relationship between the city and region influences decisions about public transport and roads, as well as investment decisions by institutions and the private sector. This relationship is set to continue well into the future.

Item 2.1 Attachment 1



Wellington Harbour:
A regionally significant resource.

Population and growth

The city population was 200,400 in 2013, and is forecast to grow by almost 50,000 in the next 30 years'. The drivers for growth are Wellington's diverse economy and liveability, which attracts people from other parts of New Zealand and the world. There is expected to be significant ongoing growth in the number of tertiary education students as well as older people.

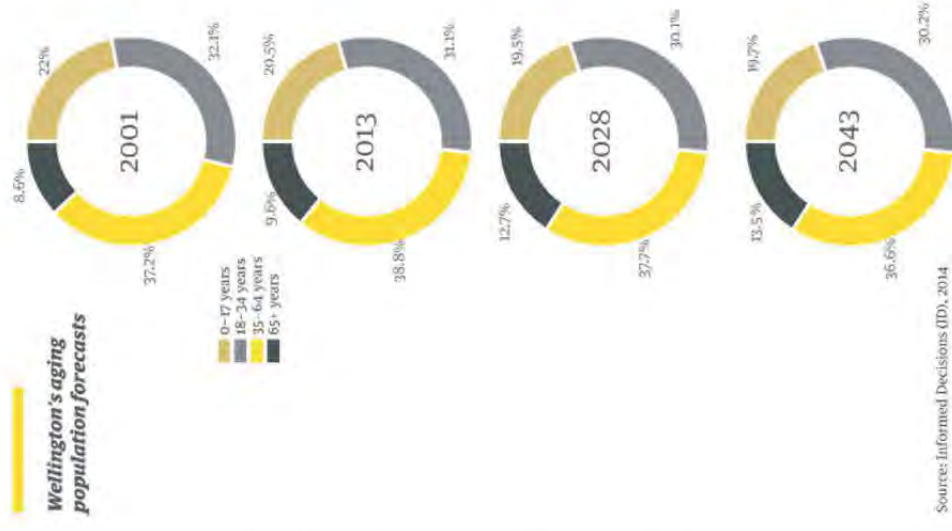
Population growth and changing demographics will have significant implications for the city's land-use patterns, and transport and infrastructure investment.

Wellington is an appealing destination for young adults and students, who are attracted to a city with strong educational and employment opportunities and desirable lifestyle and entertainment qualities. This contributes to the city's residents having higher rates of educational achievement compared with regional and national figures.

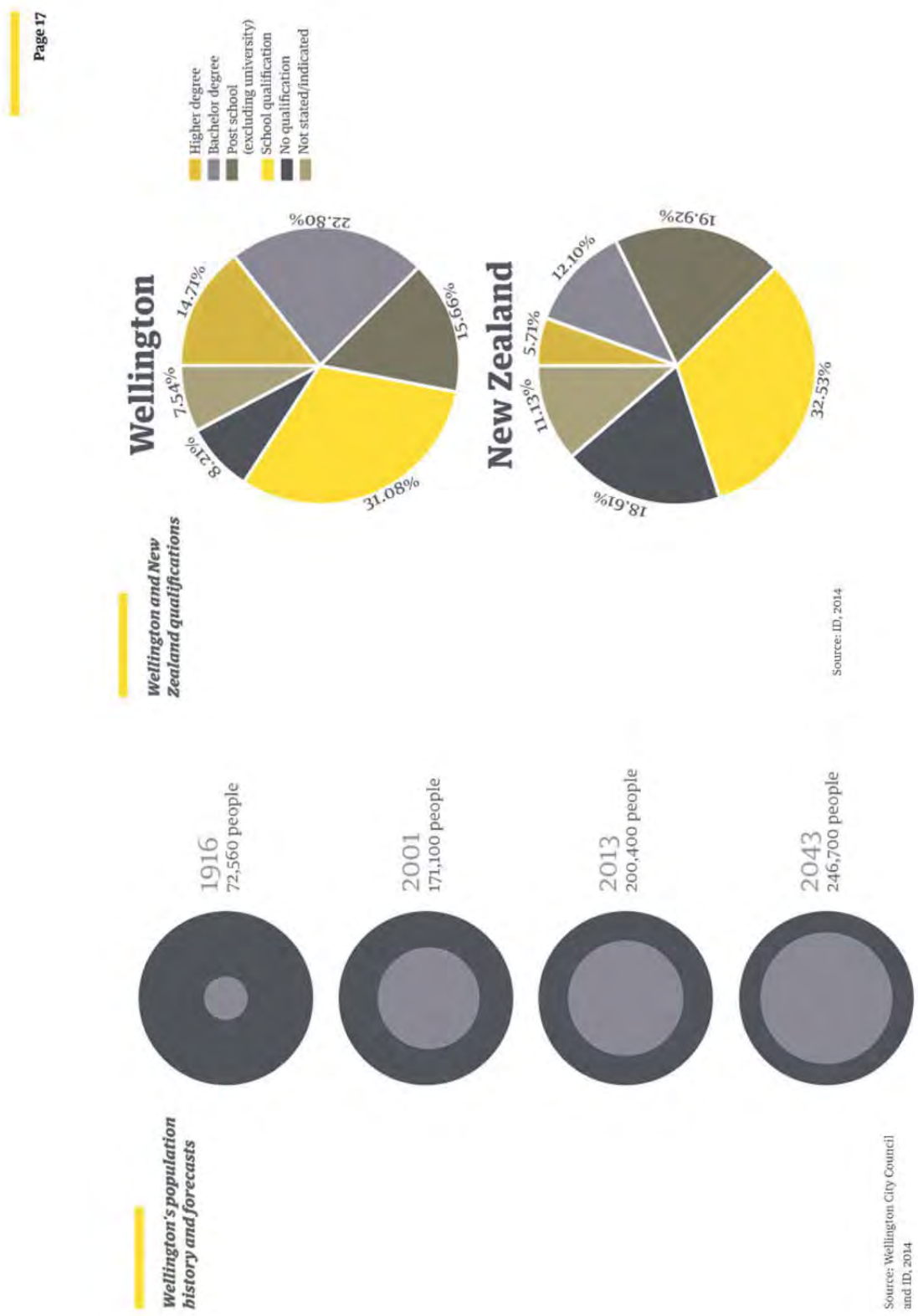
The city will undergo a shift as our population ages. By 2043, 13.5 percent of city residents will be over 65, compared with 9.6 percent now'. This will have an impact on our housing, transport, social service needs, and economy.

The population and growth by 2043:

- The city's population is expected to increase to around 250,000', with growth directed to maximise benefits to the city.
- The population in the central city area, which grew by almost 100 percent between 2001 and 2013, is expected to increase further by approximately 84 percent - from 18,019 in 2013 to 33,150 in 2043'.
- Wellington's population growth and diversity will foster the city's vibrancy, the creation of accessible employment opportunities, and support continued investment in housing, transport and other infrastructure.



Item 2.1 Attachment 1



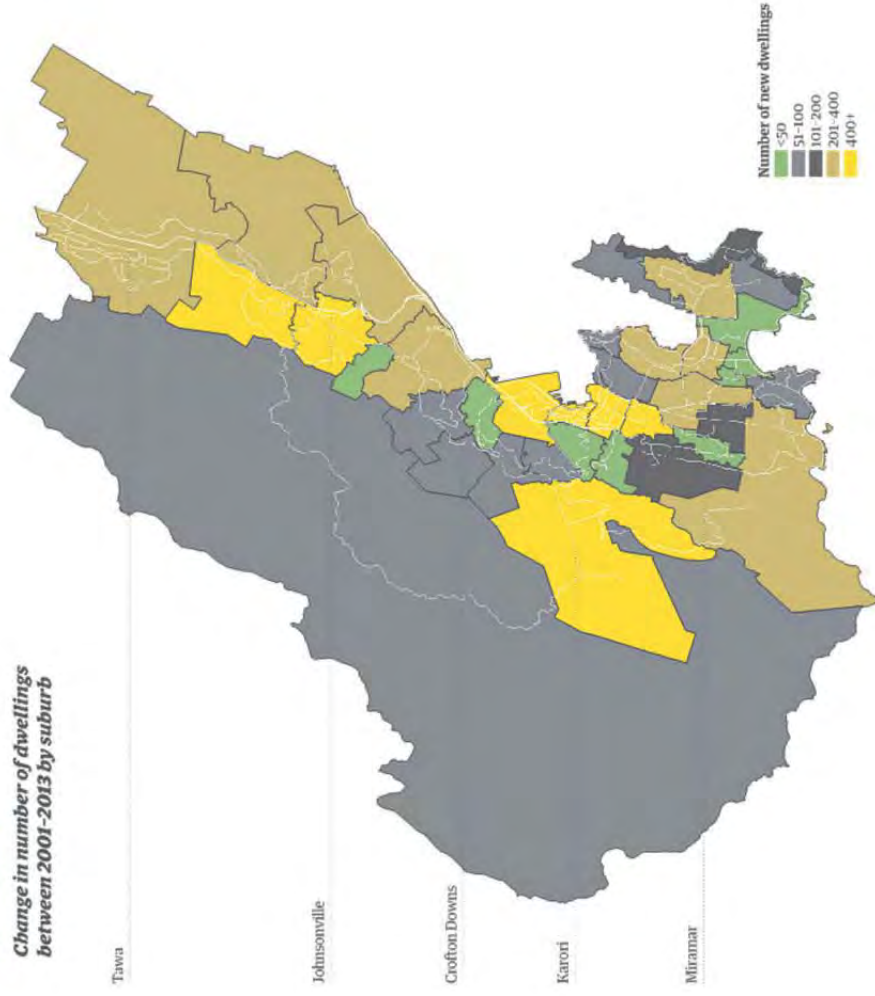
Page 18 Wellington Urban Growth Plan

Increasing number of dwellings and people in Wellington



Source: ID, 2014

Change in number of dwellings between 2001-2013 by suburb



Source: ID, 2014

Item 2.1 Attachment 1

Housing

The city's projected population growth will result in the need for an additional 21,400 residential dwellings by 2043 (approximately 715 new homes per year). The inner city and adjoining areas will continue to attract the majority of renters, rental investors and young, non-family households, while the majority of families wanting to buy will seek affordable options in the suburbs. An aging population will increase demand for age-appropriate housing choices (often smaller, low-maintenance housing that is close to services) within people's local suburbs. This movement could help free up more housing choices for families.

Since 2007, there have been more new central city apartments, medium-density (townhouse and smaller apartment complexes) and infill housing built, than traditional stand-alone (greenfield) housing. This trend is expected to continue and we expect 25 percent of new housing to be low-density; 35 percent medium-density; and 40 percent high-density.

The aim of this plan is to see most of the growth over the next 30 years occurring in the central city and along the growth spine. Greenfield development areas (mainly in the northern suburbs beyond Johnsonville) will provide for the expected demand for new single detached homes.

The city's housing by 2043 - what we plan to happen:

- Residential development forecasts show the number of dwellings in the central area (Wellington Central, Te Aro, Pipitea and Thorndon) will grow approximately 88 percent in the 30 years from 2013 to 2043 - from 8263 dwellings to 15,573 - at an average of 244 dwellings a year.
- The city will stay compact with continued central city apartment development and an increasing stock of quality medium-density housing options in areas near the city centre and in key suburban centres.
- There will be a wide range of quality housing options that meet the needs of the city's diverse population.
- This plan's targets for new housing density types (low: 25 percent; medium: 35 percent; high: 40 percent) are met.

Natural environment

Wellington's unique natural environment is critically important to the city's liveability and attractiveness. Its landscape, ecological and recreational values support healthy, active communities. This plan acknowledges the value of our closeness and connection to nature, how this makes Wellington unique, and aims to maximise the benefits of this setting.

One of the best ways of doing this is to keep the city compact by containing development within the city's existing urban limits. This plan supports the protection of natural features from the impacts of development; enhancement of the city's green infrastructure (eg parks, open spaces, landscaped areas); and ensuring quality open spaces and recreation opportunities in key locations. In doing this, Wellington will enhance its attractive lifestyle and ability to compete globally for visitors, talented workers and events.

Our natural environment by 2043 - what we plan to happen:

- Our investment in the natural environment and parks keeps pace with the city's population growth, intensification in existing urban areas, and new housing development in greenfield locations.

The Outer Green Belt is completed, the harbour escarpment and most of Watts Peninsula (Miramar) are protected and included in our reserves network, and there are more parks and green areas within the central city.

- Our network of open spaces, parks and reserves, the waterfront, harbour and coastline continue to be highly valued by residents and are easily accessible.

- Nature and natural systems are a fundamental part of the city. Indigenous biodiversity is protected and restored. There are more green buildings and an established green infrastructure network across the city.

The natural environment is an integral part of the city's sense of place, and provides a range of economic, social and health benefits.

- The environmental impacts of urban development and transport are minimised and new buildings and subdivisions embody sustainable, low-impact urban development principles.

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Climate change

Significant and sustained changes to the global climate are being caused by emissions of greenhouse gases from human activity. The impacts of climate change on Wellington over time could include more frequent extreme storms causing flooding, slips and wind damage; changing rainfall patterns and increased temperatures leading to pressures on water supplies and public health; and sea-level rise leading to increased coastal erosion and effects on coastal infrastructure. In response to these risks, the Council developed its first Climate Change Action Plan in 2007 and has been keeping this document up to date since.

Wellington has a head start on the rest of New Zealand in responding to climate change, with a lower carbon footprint due to its compact urban form, higher public transport usage, access to significant renewable energy resources, and a growing creative and knowledge-based, 'weightless' economy.

To continue reducing our greenhouse gas emissions and responding to climate change,

we will maintain the compactness of our city as our population grows; and invest in our public transport network, footpaths and cycleways to reduce car use and improve travel efficiency. We will continue to encourage low-emission economic development, building efficiency, water conservation and waste reduction.

Climate change by 2043 - what we plan:

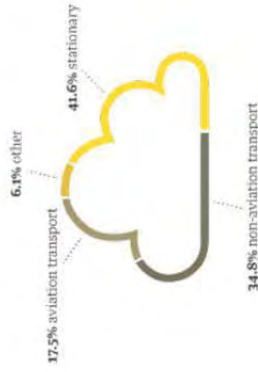
- We achieve the targets set in our 2013 Climate Change Action Plan for the city to decrease greenhouse gas emissions by 30 percent by 2020 and by 80 percent by 2050, while the Council decreases emissions 40 percent by 2020 and 80 percent by 2050.
- Our transport infrastructure is less reliant on fossil fuels with continued increases in public transport availability and quality, alongside walking and cycling alternatives.
- Our building stock is more energy efficient due to improvements such as better insulation in homes, and more efficient lighting, cooling and heating systems.

- An increasing proportion of the energy we use to power the city's homes, buildings and transport comes from local renewable sources - wind, solar, tidal and wave energy, as well as biomass energy from waste.
- The city has a comprehensive network of natural assets - parks, gardens, coastline, Town Belt and reserves. These help to support biodiversity and absorb carbon emissions, and form part of Wellington's green infrastructure.
- We use water more efficiently and minimise waste production.
- We manage the risk of sea-level rise and extreme weather events through mitigation and adaptation, including ensuring infrastructure can cope with these effects.
- Our planning documents reflect the risks associated with climate change, for example, controlling housing and infrastructure development in places susceptible to flooding, and areas prone to slips or coastal erosion.

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Low carbon footprint

5.8 tonnes of greenhouse gas emissions in Wellington per person. The city's emissions are:



*Stationary uses are home and business uses not associated with transport

Source: Climate Change Action Plan, 2013, Wellington City Council

Open space network



Source: Our Capital Spaces, 2013, Wellington City Council



Zealandia:
 Wellington has strong environmental and conservation links.

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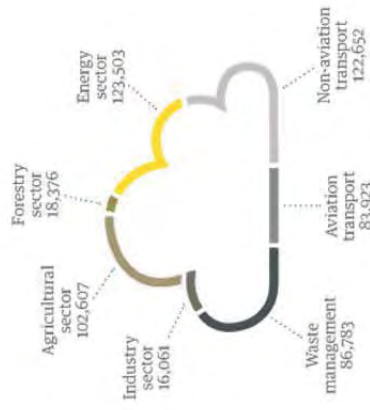
Tonnes of CO2 emissions
 Wellington region



The reduction between the emissions expected and aim is 553,905 tonnes of CO2 emissions.

* The 'High ambition' aim is not a Council policy, but a possible projection for the region. The Council can look to this as an example of how it could achieve its own, and the city's, emissions-reduction targets.

Projected CO2 emission reduction by sector



Source: Wellington Region Greenhouse Gas Emissions Projections, DRS, 2014 for Wellington City Council

City resilience

Earthquakes are the biggest natural hazard risk and pose significant resilience challenges for Wellington with the city straddling several active fault lines. Wellington is also vulnerable to a range of other natural hazards and climate change related risks. These include severe storms, flooding, landslides, tsunami and sea-level rise. Some hazards are immediate, while others (like sea-level rise) require long-range planning.

In recognition of this, the Council has for the last 20 years invested significantly in strengthening infrastructure and leads the country in ensuring we have a resilient building stock. We have undertaken earthquake resilience assessments for all pre-1976 buildings and continue to work actively with building owners to ensure that buildings are strengthened. We have also pioneered work with

key lifeline organisations and with communities to build disaster preparedness.

The need to increase our resilience will be a key influence on the planning and infrastructure investment decisions the Council makes over the next 30 years. Climate change impacts and the predictions of more severe weather events and sea-level rise will have ramifications, particularly for low-lying coastal urban areas.

We will spend a considerable amount on making the city more resilient to earthquakes. This includes strengthening our earthquake-prone buildings in the central city and suburban centres. Our physical infrastructure lifelines (transport, water, wastewater, power supply) will be particularly important, as well as ensuring our social infrastructure is protected.

The city's resilience by 2043 - what we plan to happen:

- Ongoing investment in buildings and key infrastructure, and the adoption of new urban development approaches and technologies mean the city's buildings and transport network is increasingly resilient to natural hazards and the impacts of climate change.
- Land use and development in areas most at risk from the impacts of natural hazards and climate change is managed to minimise the risks to people and property.
- The completed Roads of National Significance projects improve access to and from the city in case of emergency.

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Decreasing fuel usage in Wellington



Source: Sales data submitted to Wellington City Council, 2014

Wellington City residents who take a car into the CBD



Source: Wellington City Council Residents Monitoring Survey, 2013

Wellington City residents commuting to the CBD per week (2013)



Source: ID, 2014

Item 2.1 Attachment 1

Transport and movement

Having a high-quality transport system is key to Wellington's economic, environmental and social success and must be considered in an integrated way.

Wellington is relatively well-placed to face the transport challenges of the next 50 years. The city is compact, many people work in the central city, and we have a comparatively young, educated population who have demonstrated they are open to change. We have a good public transport system, and car ownership is relatively low by national standards. Walking as a transport mode is very high (17 percent of journeys to work)¹ by national and international standards. There has also been a large recent rise in the number of people cycling despite a lack of supporting infrastructure, with a 73 percent increase in residents cycling to work¹.

Wellington continues to move towards being a more sustainable city, supported by our changing transport choices. This plan recognises the important role our public transport system plays in moving people to (from the wider region) and

around the city. It also recognises the planned transport improvements that are being made across the city, and the opportunities for emerging technologies such as electric vehicles. Capitalising on these investments, as well as fostering the development of active modes - walking and cycling - will be key to the city's future success.

Our transport network by 2043 - what we plan to happen:

- The bus priority network is implemented.
- The proportion of people walking and cycling continues to increase supported by a comprehensive cycling network and ongoing improvements to pedestrian access.
- There is an ongoing reduction in the number of pedestrian and cycle injuries.
- The Great Harbour Way provides cyclists with a continuous cycle route from Lower Hutt to the city.

- Our network of parks and open spaces is an integral part of the commuters' network for walking and cycling.
- The Wellington Roads of National Significance projects are completed in a way that maximises benefits to the city by freeing up local road space for public transport, cycling, walking and local vehicles. Projects within the city include Transmission Gully, Ngauranga to Aotea Quay traffic management improvements, Terrace Tunnel duplication, Tunnel to Tunnel improvements, and Airport to Mt Victoria Tunnel (including Mt Victoria Tunnel duplication).
- The road network provides good access to the port, the airport and for freight.
- The public transport system uses low-carbon technologies and there is a significant number of private electric vehicles on the roads.

Infrastructure

Infrastructure underpins everything the city does. Having high-quality, reliable infrastructure is critical to our economic, social, environmental and cultural wellbeing and is fundamental to Wellington being a successful city. It is also the biggest area of Council spending. It is therefore important for this investment to provide value to ratepayers and maximise benefits to the city.

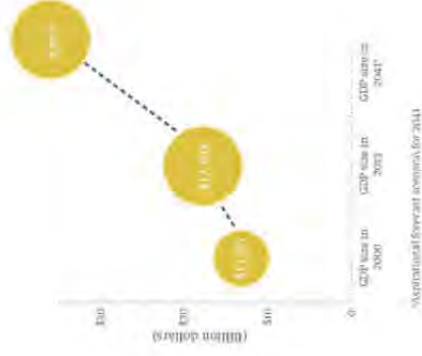
The city's projected population growth, and new housing and commercial development over the next 30 years, will require new and upgraded infrastructure. A significant advantage of being a compact city is that infrastructure is cheaper to provide and operate than in more spread out cities. In the northern greenfield areas where there is little or no existing infrastructure, developers will fund the necessary works. Existing infrastructure in urban areas also requires continual upgrade and renewal, particularly in areas where development is planned and more people will be living or working.

The growing frequency of natural hazards will also place increasing pressure on infrastructure, both to withstand the actual event (for example, earthquakes and storms), as well as being able to return to operation quickly after an event. Targeting investment to ensure resilience of critical infrastructure will be a key focus.

The infrastructure by 2043 - what we plan to happen:

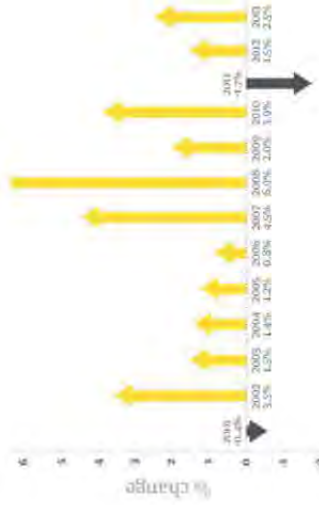
- The resilience of the city's infrastructure increases through targeted investment in strategic locations and critical networks.
- Our investment in public infrastructure keeps pace with the city's population growth and new housing development (especially along the growth spine, other suburban growth areas and in greenfield growth areas).
- We work collaboratively with utilities providers to coordinate growth and its impact on effective service supply.

Wellington City GDP size



Source: Infometrics, 2013 and BERL Economics, 2014

Wellington City GDP growth rate per year



Source: Informatics, 2013

Economy and employment

How the city develops - its urban form - is a critical factor in maximising economic potential. Our compact layout, central city density and close proximity to major commercial centres - coupled with high-quality transport links (including sea and air connections) - provide a distinct competitive advantage for Wellington.

How we plan for and manage growth through this plan will help maximise economic benefits, whilst also ensuring environmental and social benefits. Ensuring the efficient use of land and providing development capacity in the right locations are central to this goal.

Wellington is the economic heart of the region, generating around two-thirds of the region's gross domestic product (GDP), much of it in the geographically small area of the CBD. As such, much of the city's employment is clustered in the central city.

The city's projected population growth will help support economic development and the creation of employment opportunities. This plan identifies investment priorities in key locations to stimulate growth.

Our economy and employment by 2043 - what we plan to happen:

- The Council's approach to managing growth and development ensures the immediate and long-term economic vitality of the city.
- The central city continues to be the economic, social and cultural hub of the city and wider region.
- The city's suburban centres and other business areas help support economic growth.

Māori heritage and partnership

Māori whānau, hāpu and iwi are an important part of the city's history and unique identity. They are also important partners in delivering on the long-term cultural, social, economic, and environmental wellbeing of the city.

It is important that the heritage of tangata whenua, Māori culture and traditions are protected and incorporated into the development of the city through the actions identified in this plan.

Māori heritage and partnership by 2043 - what we plan to happen:

- Iwi are involved in the development of the city and work in partnerships with the Council and others to help deliver on actions and projects.
- Sites of historical importance to Māori are identified and acknowledged.
- Public spaces, buildings, artworks and events provide opportunities to reflect the city's relationship with Māori.
- The provisions of plans and policies such as the District Plan support the protection of Māori historic heritage, culture and traditions, and reflect the principles of Te Tiriti o Waitangi.

Historic heritage and character

Wellingtonians value highly the city's unique heritage and character. The city's rich and diverse historic heritage includes buildings and structures, sites, townscapes, streetscapes, landscapes and other historical places. We value them as features in the city's landscape and appreciate both their natural and human-made elements.

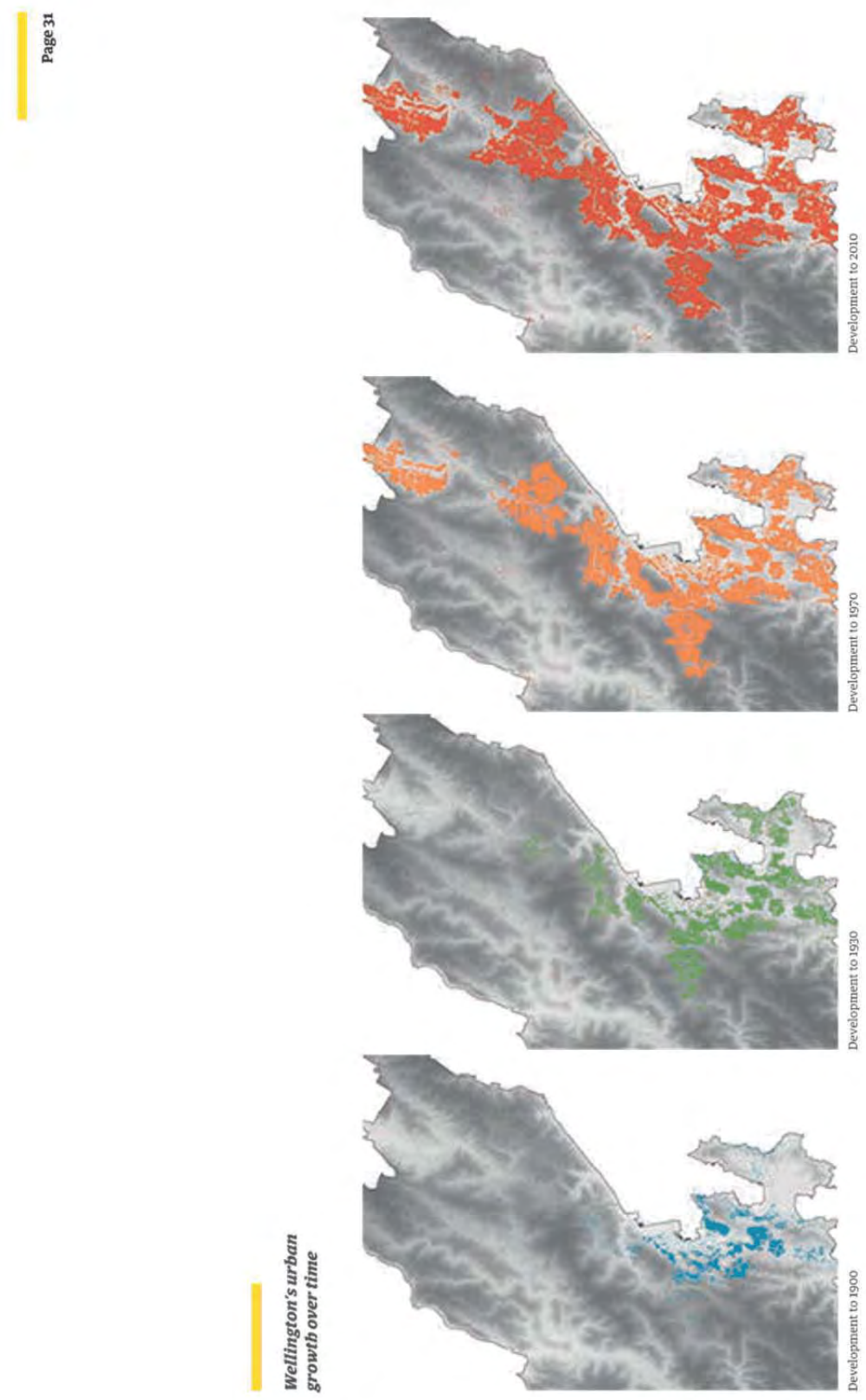
Wellington's built heritage is a precious and finite resource and is important in shaping the character of the central city and suburbs. It is part of what makes Wellington unique and attractive. Built heritage also plays a significant role within our economy: through direct employment; providing retail and commercial spaces; and as a focus for advertising and tourism.

The plan recognises the importance of protecting and enhancing elements that help give Wellington its sense of place – the compact, walkable nature of the city, its suburban villages, its heritage buildings and objects, character areas, and Māori heritage values and sites.

Our historic heritage and character by 2043 - what we plan to happen:

- Growth and development of the city values and enhances the key elements that form part of Wellington's unique identity and character.
- The legacy of the past is recognised through the appropriate identification, protection, conservation and use of the city's significant cultural and historic heritage.
- All current earthquake-prone heritage buildings have had their earthquake-prone status resolved through investment in strengthening and sensitive redevelopment.
- We continue to protect and enhance the special character of our suburbs, particularly the highly valued existing character of our inner city suburbs such as Thorndon, Mt Victoria, Aro Valley, Newtown, Mt Cook and Berhampore.
- We support initiatives to build even greater 'sense of place' in Wellington's diverse communities.

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3.0 OUR ACTION PLAN

Our focus areas

This section sets out the Council's actions for specific components of the city - urban development, transport, infrastructure, and open spaces. The actions are grouped under the following six focus areas:

- transformational growth areas
- liveable and vibrant centres
- real transport choices
- housing supply and choice
- natural environment
- city resilience.

Each focus area outlines a series of opportunities, projects and actions seen as important in shaping the future growth and development of the city with particular emphasis on the next 10 years. These may apply citywide, or may be location specific, depending on the situation.

While some opportunities may relate to only one issue, often they will have multiple benefits. For example, areas such as investment in Victoria Street provide major opportunities for regeneration and residential growth, but are also beneficial in delivering improved public transport, cycling and walking.

A detailed implementation plan for these actions will be developed for consideration as part of our 2015-25 Long-term Plan.

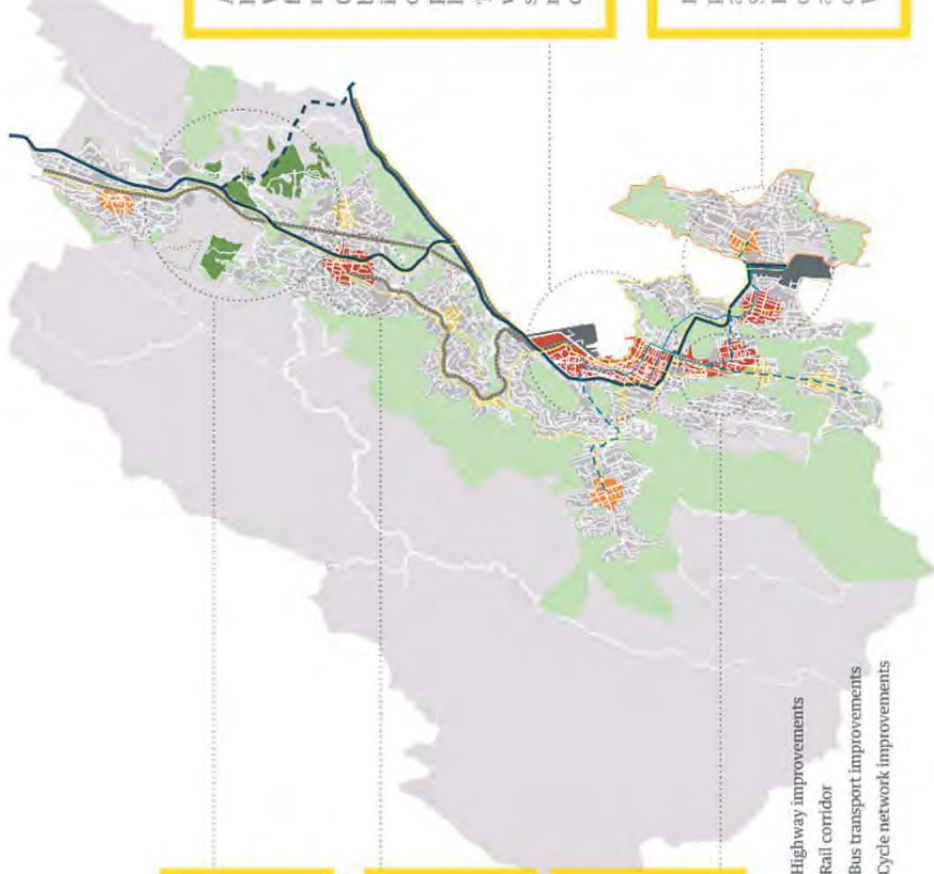
Key actions

The following map describes the key components of the plan's overall approach. It builds on the concept of the 'growth spine' as the city's key development, transport and investment corridor. It also underlines the central city's role as the main economic, social and cultural hub of the region, and emphasises its capacity for further high-density apartment development and commercial growth.

The growth spine is anchored by Johnsonville and Kilbirnie town centres. These are Wellington's largest centres outside the central city, and have the ability to support more intensive residential and mixed-use development. The city's other suburban centres provide for a mix of residential, commercial, social and cultural activities, with more intensive types of housing encouraged in suburban locations with good supporting transport and other infrastructure. New greenfield residential growth is provided for in the city's northern growth areas.

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Summary Plan
The Wellington Urban Growth Plan



The Petone to Grenada link road will help encourage residential and employment-related development in the Lincolnshire Farm and Stebbings Valley growth areas.

Johnsonville and its town centre will be a targeted regeneration area with major roading improvements and further medium-density housing.

The delivery of the public transport spine and cycle lanes will encourage development in the Adelaide Road area, Berhampore and Island Bay will be looked at as future growth areas.

A number of projects will happen in the CBD. The Victoria Street upgrade will be followed by improvements and regeneration in Te Aro. Other precincts will also be targeted for investment, including the Civic Centre, our laneways and Parliamentary precinct. A Port Access Plan will look at improving port access. Transport improvements will include the public transport spine, safe cycle lanes and reviewing the efficiency of our city's one-way streets.

Investments will be made in public transport, cycle facilities and the airport precinct. Support and regeneration of Kilbirnie and Miramar town centres will continue as well as guidance on appropriate development for Shelly Bay and Watts Peninsula.

TRANSFORMATIONAL GROWTH AREAS

This focus area brings together the actions required to deliver quality urban development in locations suitable for growth. In identifying such locations, we take a number of factors into consideration, including:

- key transport infrastructure
- existing amenities and services
- existing community and educational facilities
- existing open space and recreational facilities
- the capacity of the existing utilities
- if change in the area will enhance the mix of home types and business uses available to the community.

Our approach builds on the previously identified growth spine, directing development towards

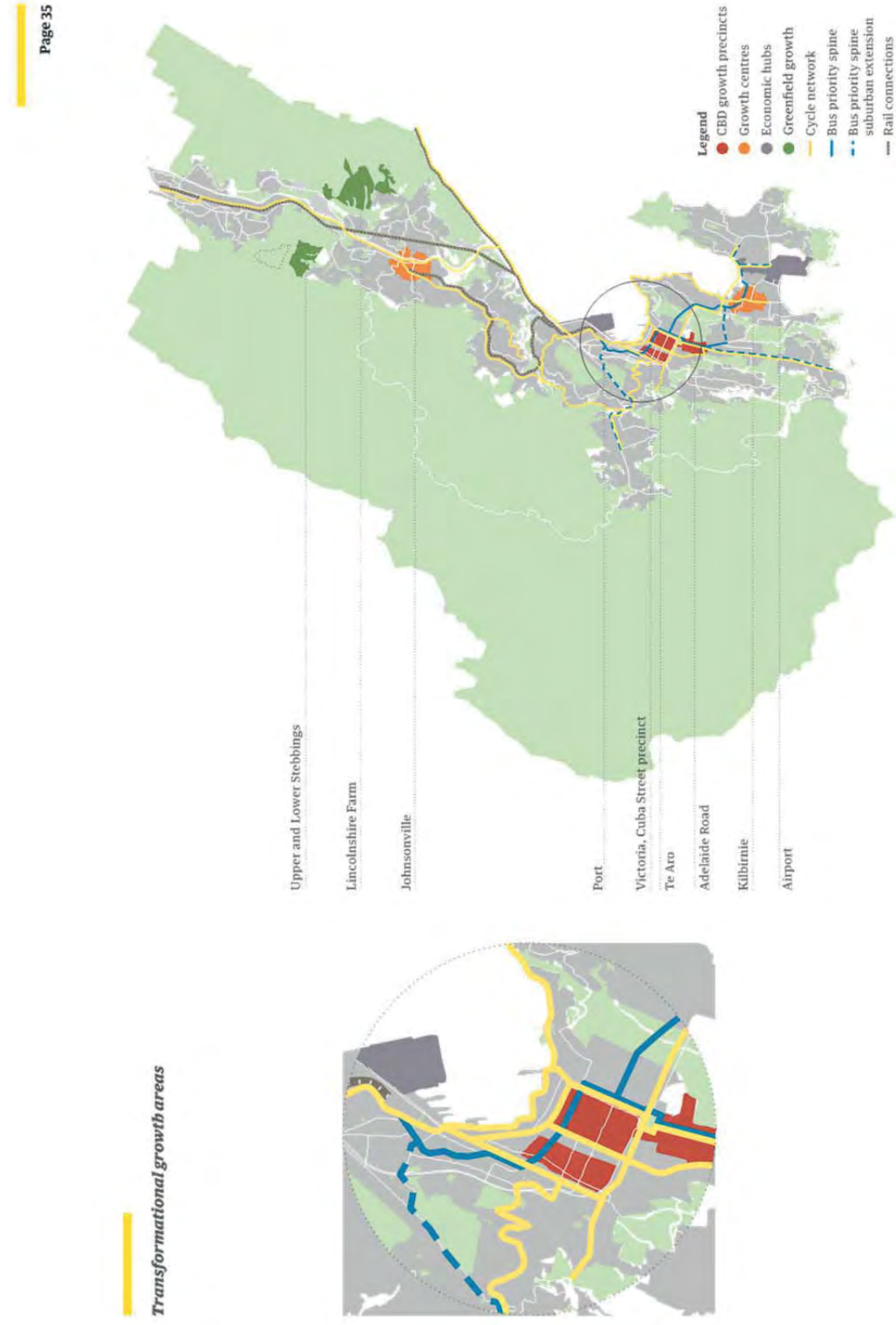
the central city, Adelaide Road, Johnsonville and Kilbirnie. The benefits of the growth spine approach include:

- improving the efficiency of infrastructure by locating more people in areas with existing high capacity
- retaining the character of residential areas that many people enjoy by directing increased density to selected locations
- providing opportunities for people to live closer to where they work, shop and access high-quality transport options
- concentrating investment into a smaller number of centres.

In addition to the growth spine, the plan provides for development in greenfield areas north of the city. It also includes supporting the important economic hubs around the port and the airport.

To transform some of the areas, we will need to work with external partners to co-invest and maximise the benefits to the city. We will also need to coordinate land use, transport improvements and investment in infrastructure to create the right conditions to generate economic and urban growth.

Item 2.1 Attachment 1



L. Activate the development of identified growth areas

To stimulate growth in the locations we have identified, the Council needs to target action and investment. To encourage development, we need to provide incentives, ensure supporting District Plan provisions, partner with others, and take a more active role in the development market.

Project

The Council will **facilitate new development** in identified growth areas.

Actions

- **Deliver the Convention Centre** - in partnership with others, to support our economic growth, increase vitality and improve the amenity and connectivity in this part of the central city.
- **Review our venues** and identify opportunities for new facilities, such as whether a concert venue would benefit the city.
- Identify opportunities for the **Council Urban Regeneration Unit** to deliver regeneration projects in growth areas.
- **Work in partnership with external parties** to develop feasible proposals for specific sites that could act as catalysts for further change in growth areas.
- Assess the provision of **community, recreation and open space facilities** in identified growth areas and address gaps as and when required.
- **Coordinate with other service providers** (eg Ministry of Education) to ensure additional population is appropriately catered for.
- **Align investment in infrastructure with growth projections** - we will develop and use modelling tools to understand current Council infrastructure (water, sewerage, drainage) condition and capacity, and future demand. These tools (eg economic yield analysis, infrastructure affordability index, hydraulic models) will help inform our investment and growth decisions.
- **Coordinate with utilities providers** (eg Wellington Electricity Lines Ltd) to ensure sufficient capacity is provided to support growth.
- Develop a **strategic land acquisition plan** to facilitate revitalisation priorities and to support the development of the city's transport network (particularly for public transport and cycling goals) and other facilities required to support population growth.
- **Review and update the Council's development contributions requirements** to support the delivery of new development in key locations.
- **Continue and enhance funding assistance for earthquake-strengthening of buildings** - this includes the existing Built Heritage Incentive Fund and rates remission for qualifying developments. We will also consider increased investment in priority heritage buildings and areas, as well as other measures.
- **Implement an 'open for business' approach** when assessing development proposals (eg user-friendly and efficient processes).
- **Investigate alternative tools and mechanisms** (eg planning and financial) that could help support implementation of this plan and its priorities.

Adopt incentives to stimulate development - there are locations and types of development that we want to encourage more than others. We need to send the right signals to the development community to give them confidence.

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An artist impression showing improvements on Victoria Street

Deliver central city regeneration projects - the central city will be the main focus area for more intensive residential and commercial developments.

- **Facilitate development in the Victoria Street/Cuba Street area** - this includes public space and cycling improvements in Victoria Street, improved connections to Cuba Street, coordination with developers to implement new buildings in this precinct and supporting the earthquake strengthening of buildings in the Cuba Street heritage area.
- **Plan for regeneration in Te Aro** - The area located between Taranaki Street and Kent and Cambridge terraces is gradually transitioning from its industrial past to a mix of uses including high density apartments, hospitality and services. The construction of Memorial Park and the Arras Tunnel open up opportunities for further change in the area. The presence of many earthquake-prone buildings will also require investment or redevelopment.
- **Develop a programme to regenerate the Civic Centre** - this will include Mercer Street, Iloft Green and specific development opportunities in relation to the Michael Fowler Centre car park, the James Smith parking building, former GWRC building and other sites that have structural issues.
- **Work with others**, such as utilities providers, and coordinate investment in regeneration areas.

Deliver the vision for Adelaide Road

- **Deliver the Adelaide Road Framework** - this area supports the Wellington Regional Hospital, is an important retail and commercial centre, and can accommodate more residential development to make Newtown and Mt Cook more vibrant and economically successful. It is also a major transport route and as the southern suburbs grow, we need to provide better facilities for walking, cycling and public transport. We will ensure new development and street improvements are integrated with roading, public transport and cycle route improvements.
- **Align the timing of Council investment in this area** under the Long-term Plan with construction/mitigation works at the Basin Reserve and on the public transport spine.
- **Work with partners to secure the transport corridor** (includes land purchase and corridor designation), and help to facilitate the development of key sites.

Stimulate development in sub-regional centres (Johnsonville and Kilbirnie) - these have an important role to play in providing communities with the goods and services they need close to where they live. They also offer opportunities for wider housing options in close proximity to public transport hubs.

- **Enable regeneration of Johnsonville town centre** - this includes completion of transport and community facility improvements; bus and rail interchange improvements to facilitate mass movement of people; improved cycling infrastructure to support sustainable transport choices; public space development to support intensification; encouraging town centre densification and the mall redevelopment. Work with private partners to determine the development potential of these sites.
- **Enable regeneration of Kilbirnie town centre** - this includes development of public transport facilities/hub; street improvements; development of the community walkway/cycleway and improved cycling infrastructure; and opportunities such as the Bus Barns redevelopment, and a mid-block link from Bay Road to Onepu Road. Work with private partners to determine the development potential of these sites.

Support the development of greenfield areas in the northern suburbs that have already been identified for growth.

- **Northern Wellington Growth Plan** - support the implementation of the structure plan for Lincolnshire Farm. Work with other infrastructure asset owners such as NZTA and with landowners to integrate the proposed Petone to Grenada link road with the future neighbourhood centre, business area and residential development. Explore opportunities for the area that offer more sustainable housing and job opportunities. The initial study will test the feasibility of attracting green industry to locate in Wellington as part of our long-term, sustainable economic diversification agenda. An outcome from this study might be further work to develop an 'eco-town'.
- **Plan for the development of lower and upper Stebbings Valley** - develop a structure plan for inclusion in the District Plan to guide development and infrastructure requirements. The plan will include the location of main road corridors, including a potential road connection to Tawa; main areas of open space, and a connection to the Te Ararua walkway. It will also complete the Outer Green Belt and protect waterways, significant indigenous vegetation and Marshall Ridge.
- **Review design guides and District Plan provisions** as necessary to ensure high-quality development occurs in the greenfield areas.

2. Support the development of the port and the airport as economic hubs

This action area is about recognising the port and airport as critical city infrastructure and supporting their development as key economic hubs for the city.

Project	Actions
<p>Airport precinct - the combination of predicted ongoing airport growth and the proposed runway extension presents opportunities for business and employment in and around the airport. There is also the opportunity to improve transport connections to and from the airport.</p>	<ul style="list-style-type: none"> • Improve transport connections to the airport - work with the airport, NZTA, GWRC and other partners to ensure efficient transport connections to the airport. This includes investigation of an extension of the rapid transit network spine to the airport, and improvements for private vehicles, freight, pedestrian and cycle movements. • Plan for future growth - work with the airport and key partners on measures to improve the city's international air connections; contribute to the master-planning revision; and identify opportunities for the Council to assist development.
<p>Port precinct - this large area includes major city infrastructure - the port, the Westpac Stadium and the railway station. The port is expected to continue to grow, which will require upgrades to access and rail/road freight distribution systems.</p>	<ul style="list-style-type: none"> • Contribute to the Port Access Plan - work with Centreport, Kiwi Rail, NZTA, GWRC and freight operators to improve state highway connections and port access points and facilitate high-quality walking and cycling access from the existing passenger terminal to the Hutt Road/Ferry Terminal/Great Harbour Way. • Develop a Port Precinct Plan that focuses on improving connections between the precinct and the central city; maintaining the integrity of port functions (eg moving freight, an industrial and freight logistics hub, a gateway for the city and visitors on ferries and cruise liners, and access to the stadium); and resilience. • Understand the movement of urban freight - work with NZTA and stakeholders to study the value of freight movement through the city and its impact. This will identify the freight levels in the city and how efficiencies could be maximised. • Address impacts of port area office development on the central city - there has been concern that further port area office developments could adversely affect the vitality of the central city. We will work to ensure that this is not exacerbated.

LIVEABLE AND VIBRANT CENTRES

We want to make sure that we are creating a good platform for communities to develop on, especially in areas where growth is planned. This means ensuring that our centres are attractive, accessible and convenient, leading to more people spending time in them, which in turn makes them more economically and socially successful.

Centres such as Johnsonville, Kilbirnie, Newtown, Miramar, Tawa and Karori provide a place for local communities to shop, access services and socialise. We need to ensure the areas already earmarked for medium-density housing and the main streets in and around these centres are attractive and ready to support that growth.

With more people expected to live in the central city, we need to improve the quality of the streets and places where residential growth is going to occur. For example, the city boulevards such as Victoria Street, Taranaki Street and Kent and Cambridge terraces have the capacity to take most of the central city's growth but require improvement to make them places where people would want to live and work.



Culture in the capital:
Roxy cinema in Miramar.

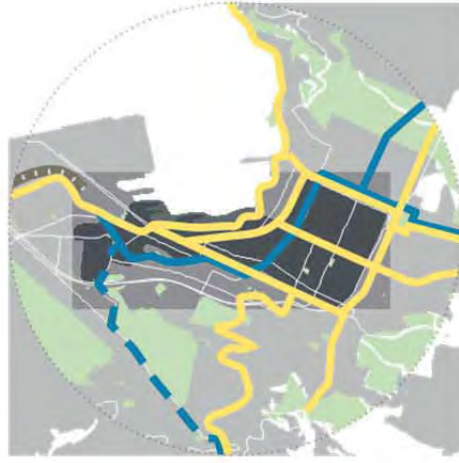
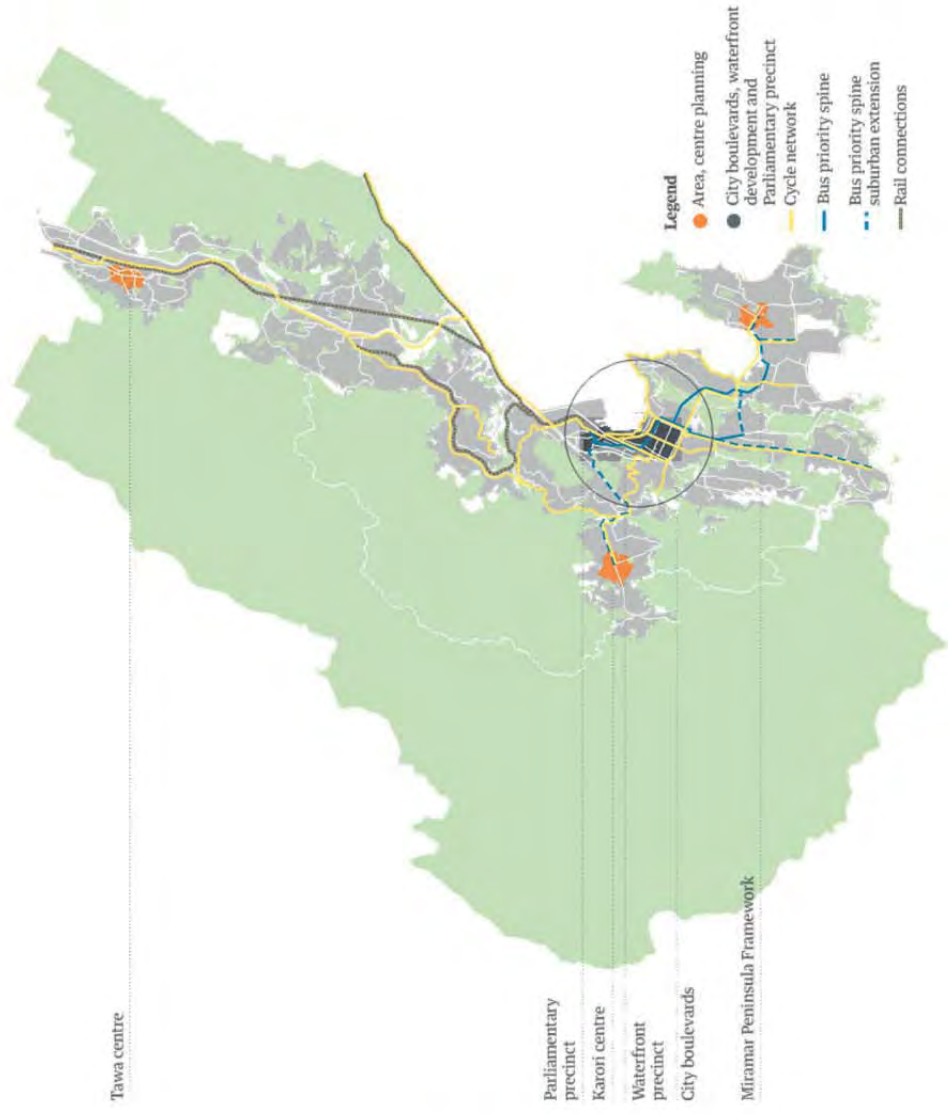
1. Deliver improvements in the central city and key centres

We will make improvements in areas planned for growth to ensure their success and their ability to act as a catalyst for other revitalisation opportunities. As well as Council-led improvements, this action area includes taking opportunities to work alongside and/or co-invest with partners to maximise the benefits for the city.

Project	Actions
<p>Continue to deliver on planned central city improvement programmes - this will support the regeneration areas identified (see Transformational Growth Areas) and reinforce the value of the central city as a place for events, celebrations and recreation, but most of all to live and work. Delivering these improvements will encourage other development and bring private sector investment to the city.</p>	<ul style="list-style-type: none"> • Complete the development of the waterfront - this includes completing the development of North Kumutoto and adjoining open spaces; the completion of Frank Kitts Park and Queens Wharf areas; and continuing to improve pedestrian and cycle connections between the city and the waterfront. We consider Frank Kitts Park should be a premier recreation area for the city, particularly for children. • Continue the laneways improvement programme - investment will be targeted at areas where pedestrian potential is the highest and where the lanes provide for small businesses at ground level. Use improvements to central city laneways to encourage private investment. • Parliamentary precinct/North Lambton Quay - work with partners to enhance the important economic and social role the Parliament buildings and government sector play in Wellington. Work with central government on its office review programme and identify enhancement opportunities. This will also include facilitating private sector development in the precinct to encourage greater variety in the mix of uses, and improving pedestrian facilities between the precinct and the bus terminus, railway station and the central city.
<p>Deliver street improvements to city boulevards - the boulevards each form part of a Transformational Growth Area and are projects that will encourage development. Where possible these will be delivered through a partnership approach to maximise benefits to regeneration areas.</p>	<ul style="list-style-type: none"> • Deliver improvements to Victoria Street - this includes a streetscape upgrade with a focus on improving the street for pedestrians. The upgrade will include street trees, lighting, paving and cycle lanes and integration with specific development sites. • Taranaki Street improvement plans - to increase the flood resistance and improve the amenity of the area through tree planting. Taranaki Street has more complexities than other streets because a major stormwater upgrade is required. This will influence the staging of the project. • Kent and Cambridge terrace improvement plans - improvements in this area are dependent on a number of projects proceeding, including potential changes to the roads around the Basin Reserve, the bus rapid transit network, changes to the inner city bypass and cycle network improvement plans. We will continue to plan for changes to the streets in this area taking these factors into account.
<p>Plan for future improvements in the central city</p>	<ul style="list-style-type: none"> • Review the implementation of the Central City Framework - this is the Council's key document for guiding urban development and public space improvements in the central city area. Work will continue on prioritising and seeking funding for those initiatives not yet implemented. • Te Aro Park - investigate opportunities to improve Te Aro Park and surroundings, particularly with current plans for the development of a Whitirea-Weltec campus in adjacent Cuba Street. • Ensure future improvements give effect to our Accessibility Action Plan.

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Centres for growth



Item 2.1 Attachment 1

2. Plan for future investment in suburban centres

Continue a programme of active planning for key suburban centres that identifies catalyst projects, opportunities for mixed-use development and residential intensification, and investment requirements.

Project	Actions
<p>Complete town centre action plans - these will identify priorities and funding required for the next 10 years.</p>	<ul style="list-style-type: none"> • Update the Centres Policy Implementation Programme - this document sets out the priorities for centres planning and improvements. • Update existing centres implementation plans - this will involve monitoring the implementation of our existing plans for the central city, Adelaide Road, Johnsonville town centre, Kilbirnie town centre and Newlands centre. • Develop new action plans for other centres - the focus will initially be on Tawa and Karori town centres with other centres to follow, as per the priorities identified in the Centres Policy. Work will include the prioritisation of District Plan changes to provide for key land use changes identified through the action plan process. • Investigate options for community hubs - as our communities grow and change, the type of services and facilities provided must also adapt. Investigate multi-purpose spaces able to be used for a wide range of activities, and to change as the needs of the community do. Community facilities such as community centres, halls, libraries and recreation centres can also be integrated into ground floor retail space. This means the Council does not need to acquire assets to deliver services. It also provides more flexibility as the needs of the community change.
<p>Suburban main streets - these are the places where local shopping happens and where communities come together. They have high pedestrian use but are also often busy transport corridors. This is about improving the way these main streets function so businesses can get goods in as required, people can get around safely and easily, and they become places where people want to spend more time and money.</p>	<ul style="list-style-type: none"> • Identify investment priority for main streets and add to the town centre action plans outlined above. Give clear indication of timeframes for delivery and investment to coordinate with private investment.
<p>Support local business and community led revitalisation initiatives - this is about exploring ways for the Council to support locally-led projects that help deliver benefits for local areas.</p>	<ul style="list-style-type: none"> • Establish Business Improvement Districts in key centres and business areas. • Investigate other mechanisms to enable community-led initiatives - this will support locally-driven actions aimed at revitalising local centres.

REAL TRANSPORT CHOICES

Transport enables people to get where they need to go - home, work, education, business opportunities, and recreation areas, and to the services they need. Like other well-connected cities, we plan to support our sustainable transport hierarchy by encouraging walking, cycling and public transport over other modes of transport. However, cars will continue to be a necessary option for many people in a balanced transport system. The car can provide flexibility for many journeys but can also be inefficient, requiring parking space and creating congestion, especially at peak times. Our role is to make sure these transport choices are balanced and integrated to support the way we want the city to grow. This includes encouraging developments that will see more people living and working near major public transport routes and centres.

Cycling has become increasingly attractive as a recreational and commuting activity in Wellington. By encouraging cycling we will increase the carrying capacity of our roads while improving our health and environment. Safety, however, is a significant barrier to many more people cycling. To further increase this mode of transport, we

need to provide a safe cycle network both on and off road that will encourage people of all ages - including students, workers and retirees - to cycle. Wellington is also a highly walkable city. Improving pedestrian safety and experience will encourage more people to walk and keep our city centre, suburban centres, and our streets vibrant, safe and attractive.

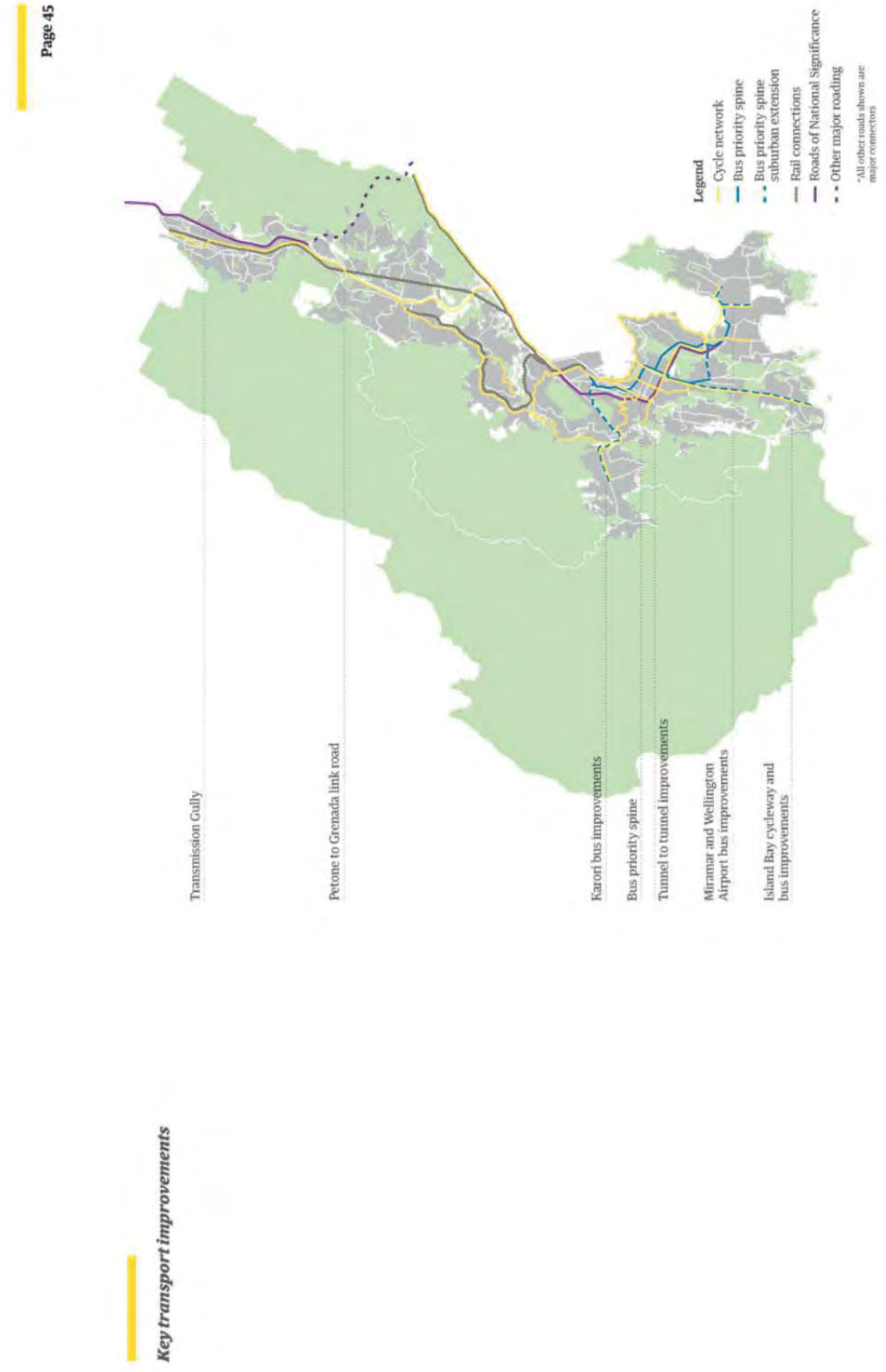
Continuing to invest in and improve our public transport system will make Wellington easier to get around, an even better place to live and reduce our car dependency. Regional plans include more efficient and comfortable bus and train services. In conjunction with this we will work with GWRC and the NZTA to deliver enhanced public transport services through the city. This includes bus priority measures in the short-term and consideration of a bus rapid transit network in the longer term.

Delivery and efficient distribution of goods is essential to the functioning of the city. The port of Wellington, CentrePort, plays a central role in facilitating trade throughout the lower North Island and between the North and South Islands. Wellington Airport also plays an important role for high-value, low-weight freight.

Sustainable transport hierarchy



Item 2.1 Attachment 1

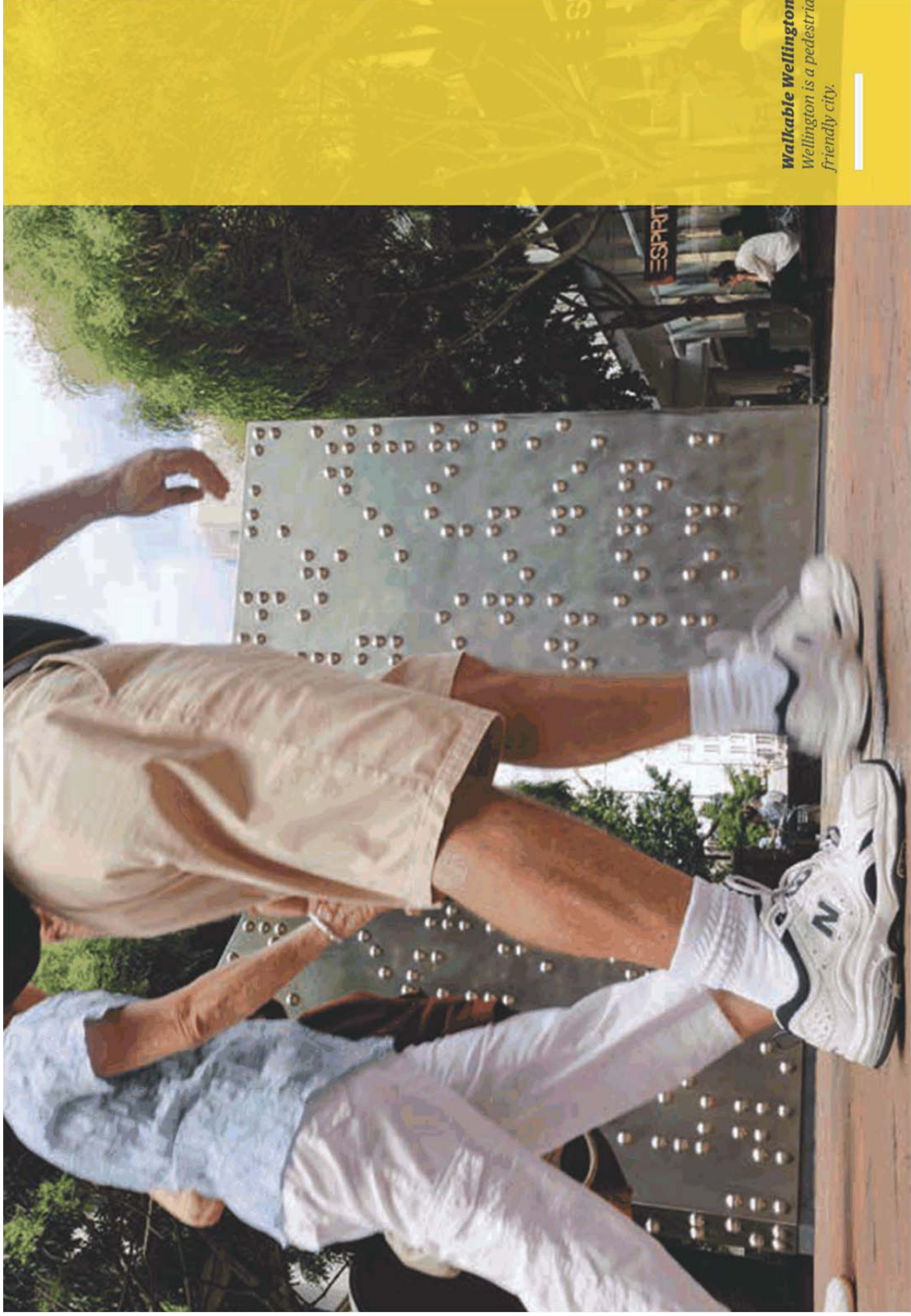


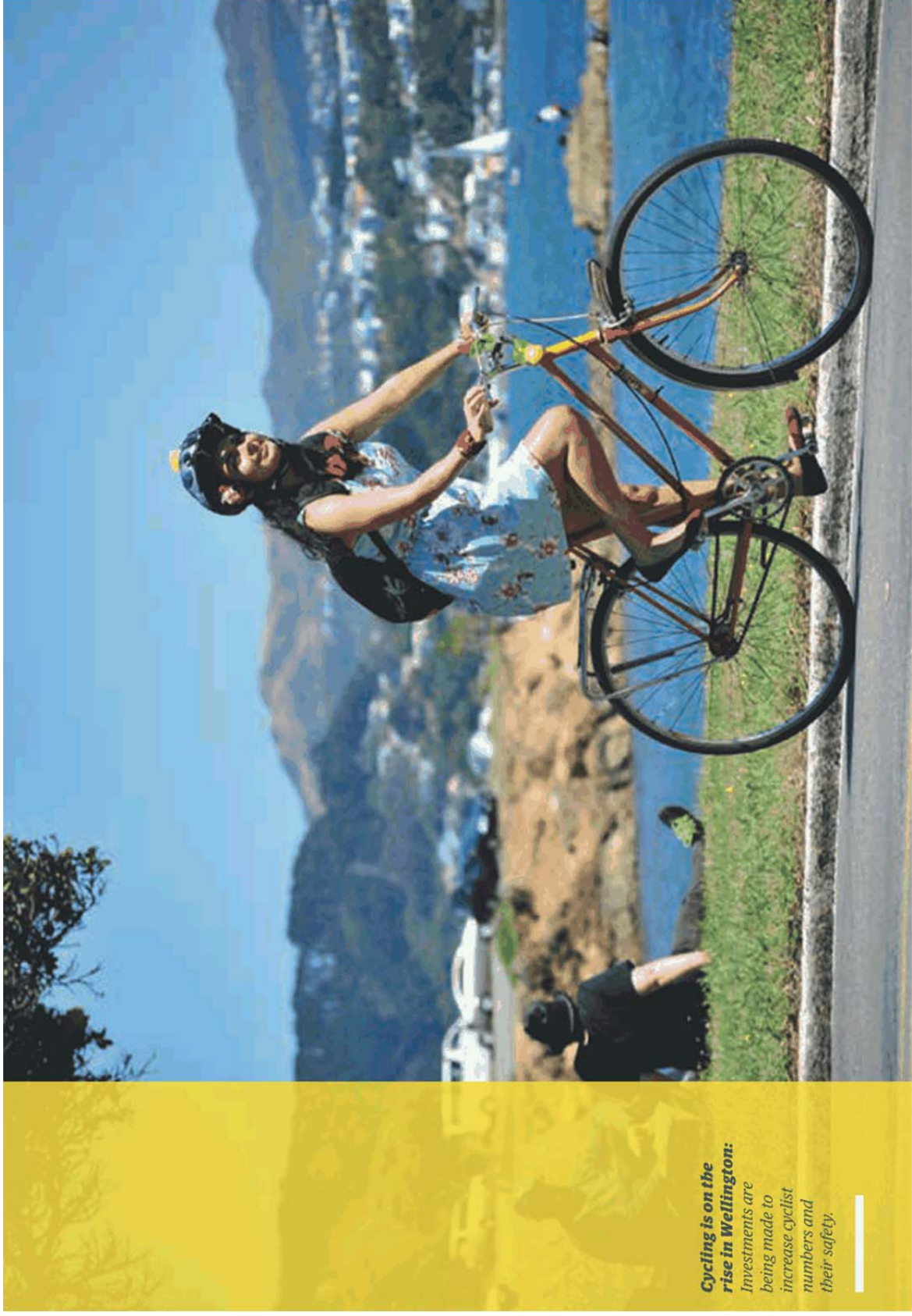
L. Improve pedestrian accessibility and safety

Walking has major economic, environmental, health and wellbeing benefits. Statistics clearly show more Wellingtonians choose to walk than anywhere else in New Zealand. This is the result of a compact city and good walking opportunities. Walking is the primary mode of transport for short trips up to 1km, and also the way people start and finish trips made by other modes. Walking is important for the economy as it is the primary mode for shoppers, tourists and visitors to the city. It's important to support walking by making our streets safer and more accessible.

Project	Actions
<p>Accessibility improvement plan - building on the Jan Gehl report, Central City Framework and other documents, this plan will identify areas that are not pedestrian friendly and a programme of work to improve them.</p>	<ul style="list-style-type: none"> • Develop the plan - this will include work to identify the improvements that will have the greatest benefits for pedestrians such as improving key routes people use to access public transport. • Develop the work programme - this will prioritise improvements and align the plan with the Council's maintenance and renewals programme. It will focus on locations such as transport hubs, schools and the central city, and include work to reduce pedestrian wait times at traffic signals and the provision of shelter.
<p>Road Safety Policy - a policy that sets the direction for road safety to make the city safer for all modes and reduce the number and severity of accidents involving pedestrians and vehicles.</p>	<ul style="list-style-type: none"> • Develop the policy - this will include a pedestrian safety and network legibility review that will look at a range of factors including one-way streets, differential vehicle flows and speeds. It will also analyse best-practice examples including shared spaces, speed reductions and street layouts. • Develop the work programme - identify key changes that should be made, secure funding for key projects, and align others with the Council's maintenance and renewals budgets.
<p>Walking Policy - continue to implement the Council's Walking Policy and ensure it has a funded implementation programme.</p>	<ul style="list-style-type: none"> • Monitor and review - report on progress made to date implementing this policy. Review and update the implementation programme to ensure ongoing investment in improvements that will make the city even more pedestrian friendly.
<p>Track network - continue to implement Our Capital Spaces and its priorities related to accessible walking and cycling tracks.</p>	<ul style="list-style-type: none"> • Complete the track network - with a priority on connecting communities and open spaces, and providing short walking loops and transport connections. • Walking through open spaces - identify opportunities for active transport through the open space network and support these routes.

Item 2.1 Attachment 1





Cycling is on the rise in Wellington:
Investments are being made to increase cyclist numbers and their safety.

2. Make Wellington a better city for cycling

Cycling is a low-cost, low-carbon, healthy and sustainable mode of transport. It is the most efficient form of human-powered transport and allows excellent access during congested periods. It is ideal for short to medium-distance trips, and is an effective alternative to driving, bus or train. With the relatively short distances between the city centre and suburbs, there is good potential to achieve a step change in the number of journeys by bicycle and enhance our transport network.

Project	Actions
<p>Increase uptake of cycling - despite significant growth in cycling in recent years, there are some barriers, such as safety and topography, which currently limit the number of people cycling. We need to continue improving key cycling routes around the city, and supporting a range of initiatives that make cycling safer.</p> <p>Our typically narrow roads mean that some road space must be reallocated to provide for cycling. This may ultimately mean prioritising cycle lanes or cycle parking over on-street car parking in some areas.</p>	<ul style="list-style-type: none"> • Deliver a safe and connected cycling network - provide the best possible standard of cycling service we can, given local conditions. The most important issue is separation from faster moving vehicles. This will include providing cycle routes to connect key destinations including the central city. Part of these routes may involve off-road cycling through open spaces. We will also work to make it easier for people to use bikes in conjunction with public transport by providing connections to suburban bus and train stations and increasing the amount of secure bicycle parking in these locations. Where facilities are shared by pedestrians and cyclists, we will endeavour to provide a safe alternative route for faster cyclists. • Priority improvements - we will deliver cycling facilities to connect Island Bay, Newtown and the central city; and cycling and walkway improvements in Kilbirnie. We will also work with NZTA to deliver cycling improvements from the eastern suburbs to the central city as part of the Roads of National Significance projects; and from the Hutt Valley and the northern suburbs into the central city, including along the Hutt Road, Thorndon Quay and between Tawa and Johnsonville. We will work to coordinate cycling improvements with bus priority plans for Karori and the southern suburbs. • Provide cycle parking - in the CBD and suburban centres at key locations, including reallocating car parking spaces where necessary (every car park can accommodate six or more cycle parks). • Provide safer speed environments in key areas - where separated cycle facilities are not possible, reduced speeds will be considered to improve cycling safety. • Provide cycle training - for new and less confident cyclists and support bicycles in schools and safe routes to schools. • Review the 2008 Cycling Policy - update this document to reflect the changes in the past six years. • Mountain biking - Develop Wellington into one of New Zealand's premier mountain bike destination by working with biking groups to extend the network. • Deliver the Great Harbour Way - work with NZTA, GWRC and other stakeholders to deliver the Great Harbour Way. • Integrate cycling into the Miramar Peninsula - work with the community and interest groups to identify additional routes through the peninsula and improve the coastal recreational route. • Improve safety on other recreational routes - including routes through Makara and Ohariu Valley.
<p>Increase mountain biking and recreational cycling opportunities - Wellington already has some of the best mountain biking areas in the world, uniquely close to the CBD. Cycle tourism has significant potential for Wellington, and recreational cycling contributes significantly to Wellington's quality of life.</p>	

3. Encourage more public transport use

The public transport network includes rail, buses, trolley buses, taxis and ferries, mostly operated by regional and national government. Wellington City Council, as the manager of land use and the street network, has a key role in integrating public transport with residential and commercial activities, and ensuring the routes people use to get to and from public transport are attractive. Public transport is a considerably more efficient mode for moving people than the private car. It has a much smaller environmental cost, reduces congestion by lowering the number of cars on the road and minimises the need to provide car parking.

Project	Actions
<p>Bus priority - Wellington already has a number of bus lanes and other bus priority measures in place that are working well, but we will need more. Such measures future-proof bus movements from the effects of growing traffic congestion.</p>	<ul style="list-style-type: none"> Deliver bus priority measures - continue delivering measures, such as bus lanes and bus priority at traffic signals giving buses right of way, along key routes and in conjunction with cycling improvements and regeneration projects. Integrate transport and land uses - when designing the public transport priority spine, key considerations will be ensuring integration with the wider public transport network and other transport modes, including pedestrians and cyclists, and identifying any opportunities for transit-oriented development along the spine.
<p>Bus Rapid Transit (BRT) - BRT will be the next step from better Bus Priority. BRT will provide a high quality public transport spine through central Wellington along a dedicated corridor and using improved vehicles and interchanges.</p>	<ul style="list-style-type: none"> Facilitate the delivery the BRT spine - work in partnership with GWRC and the NZTA to implement the BRT network. The spine will run along the Golden Mile, Kent and Cambridge Terraces, then around the Basin Reserve, along Adelaide Road to Wellington Hospital. Another branch will run through the future duplicated Mt Victoria tunnel, along Ruahine Street and Wellington Road to Kilbirnie town centre. An extension of the spine to the Airport will be future proofed. Improvements along the routes to Island Bay, Johnsonville, Seatoun and Karori will also be identified.
<p>Advocate for improved comfort, reliability and affordability of public transport services - while the City Council provides the road network on which buses operate, the train and bus services are managed by the Regional Council (GWRC) who sets the fares and timetables.</p>	<ul style="list-style-type: none"> Work with GWRC to improve the quality of the public transport experience - this will include working together to help deliver the new route network set out in the Regional Passenger Transport Plan and looking at installing more bus shelters and other amenities to improve passenger comfort. Advocate to improve the overall energy efficiency of the bus network - in particular, increase the use of low-carbon and clean-source energy. Investigate the development potential of the bus terminus - in conjunction with GWRC, consider whether the arrangement of the city's main bus terminus area and railway station could be improved. Improve pedestrian connections from the station and bus terminus into the central city.
<p>Taxis and alternatives - it is not possible to provide parking spaces for all taxis so our focus has long been to provide sufficient adequately located taxi ranks in high demand areas. We will monitor the emergence of new delivery mechanism.</p>	<ul style="list-style-type: none"> Ensure taxi and similar service type users are catered for in areas of high demand. Continue to work with the taxi industry to find innovative ways to manage taxi ranks more efficiently.
<p>Ferries</p>	<ul style="list-style-type: none"> Consider more efficient access to inter-island ferries, including walking and cycling, as part of the port access plan. See Transformational Growth Areas.

Item 2.1 Attachment 1



People movers:
Public transport is key to the successful growth of Wellington.

4. Improve the road network

Our sustainable transport hierarchy recognises in priority order: pedestrians, cyclists, public transport, moving freight and private vehicles. It is imperative that cars and freight vehicles are accommodated on our road network, but are managed in a way that allows the city to continue to grow as a liveable and vibrant place.

Project	Actions
<p>State highway network – to reduce the intrusion of regional and through traffic on our city streets, we need to support a State highway network that better facilitates the movement of vehicles from the north of the city to the Port and through to the end of the State highway at Wellington Airport.</p>	<ul style="list-style-type: none"> Help implement state highway improvements as part of the Roads of National Significance (RoNS) programme – this NZTA-led programme is focused on moving people and freight safely and efficiently and include the Ngauranga to Aotea Quay traffic management improvements, Terrace Tunnel duplication, Tunnel to Tunnel improvements, and Airport to Mt Victoria Tunnel improvements (this includes the Mt Victoria Tunnel duplication). We will work in partnership with NZTA to leverage maximum benefits for the city from the RoNS projects. Work with NZTA to implement the Petone to Grenada road link – this proposed road link would improve connections in the region and access to our Northern Growth Area. We will look to maximise the benefits and minimise any adverse environmental and community impacts of this project. Support NZTA in delivering the Transmission Gully motorway – this road will improve access to and from the north into the city and improve the resilience of the transport network. The Council will continue working with NZTA to minimise any adverse impact from the construction and operation of this project.
<p>Improve the local road network</p>	<ul style="list-style-type: none"> Capacity improvements – improve the capacity of the road network in Johnsonville town centre and along Adelaide Road and Aro Street. New roads – extend the local road network to serve greenfield growth areas north of the city. Port and ferry access – improve access to the port and Interislander ferry terminal from the city.
<p>Review road space allocation – different modes of transport and activities (parking, street trees, tables and chairs) compete for the limited space in our road corridors. The road hierarchy defines the priorities along each type of road.</p>	<ul style="list-style-type: none"> Network operating framework – develop priorities and principles to be applied when allocating road space across the network. This will vary for different streets depending on their function and the surrounding uses. The provision of bus lanes, cycle lanes, bus stops, loading zones, disabled parking, cycle parking and car parking also need to inform road space allocation. Review the road hierarchy map – to reflect mode share and road space allocation priorities.
<p>Make streets easier to navigate</p>	<ul style="list-style-type: none"> Research network legibility. Review the one-way system – the one-way system aims to improve the capacity of the network for vehicles. However, there are effects on other road users which need to be reviewed.
<p>Car share scheme</p>	<ul style="list-style-type: none"> Facilitate the provision of a car share scheme – many residents, particularly in the central city, do not own a car. A car sharing scheme would reduce the need for high cost car ownership and parking.
<p>Best-practice transport modelling</p>	<ul style="list-style-type: none"> Work with NZTA, industry leaders and other agencies to gather real-time transport information to inform our transport and urban growth decisions.

5. Manage parking more efficiently

People use their vehicles in the city for different purposes and we need to ensure that we cater for these different needs. This will involve a review of the supply and demand for parking, and the development of a system to deliver smart and economical solutions to meet these needs. Our parking enforcement services play an important role in promoting safe parking and the fair use of parking spaces to support retail and economic activity.

Project

Review and update the Council's parking policy - Streets are a significant city asset; they make up 80 percent of all public space. We need to be smarter about how we provide parking so people can access the services they need, and so we can also efficiently re-allocate some of the space for other modes.

Actions

- **Review and update the Council's on-street parking strategy** - this will include assessing the impact of parking time limits and locations.
 - **Make parking information accessible** - publishing parking data including occupancy rates, prices and availability so people can find parks more quickly and efficiently.
 - **Feed into a review of road space allocation** - the provision of on-street car parking needs to be balanced against other needs, eg cycle lanes, bus priority lanes and public space improvements where the road corridor is constrained.
 - **Parking enforcement servicing and pricing** - to encourage safe parking and efficient rotation of spaces to support retail and business activity. We will explore emerging technologies, that could improve customer experience and efficiency of operation.
- Examine levers for private parking**
- **Discourage the provision of commuter parking particularly in the central city** - short-stay parking has greater economic benefit than long-stay as it supports retail and business activity. We will encourage the conversion of long-term parking into affordable short-stay parking or other uses.
 - **Undertake further parking studies** - in collaboration with GWRC, investigate commuter/long stay parking as a demand management measure, taking into consideration both the city and the region's modal share.
 - **Support 'park and ride'** - work with GWRC to provide solutions for locations where people are parking to support their use of public transport (park and ride). This is particularly important in suburban locations where the distance between people's homes and public transport are greater. Locations such as Johnsonville train station are important 'park and ride' provisions.
 - **Parking pricing options** - periodically review pricing options to manage demand.
 - **Review District Plan provisions** - regarding the supply of parking in residential areas.



HOUSING CHOICE AND SUPPLY

Good quality, affordable housing is essential for the wellbeing of our families, communities and a successful city. The challenge for Wellington as a city is one of choice - continuing to offer a variety of housing options, suitable for residents and families of all types, ages and means, within the bounds of our compact city.

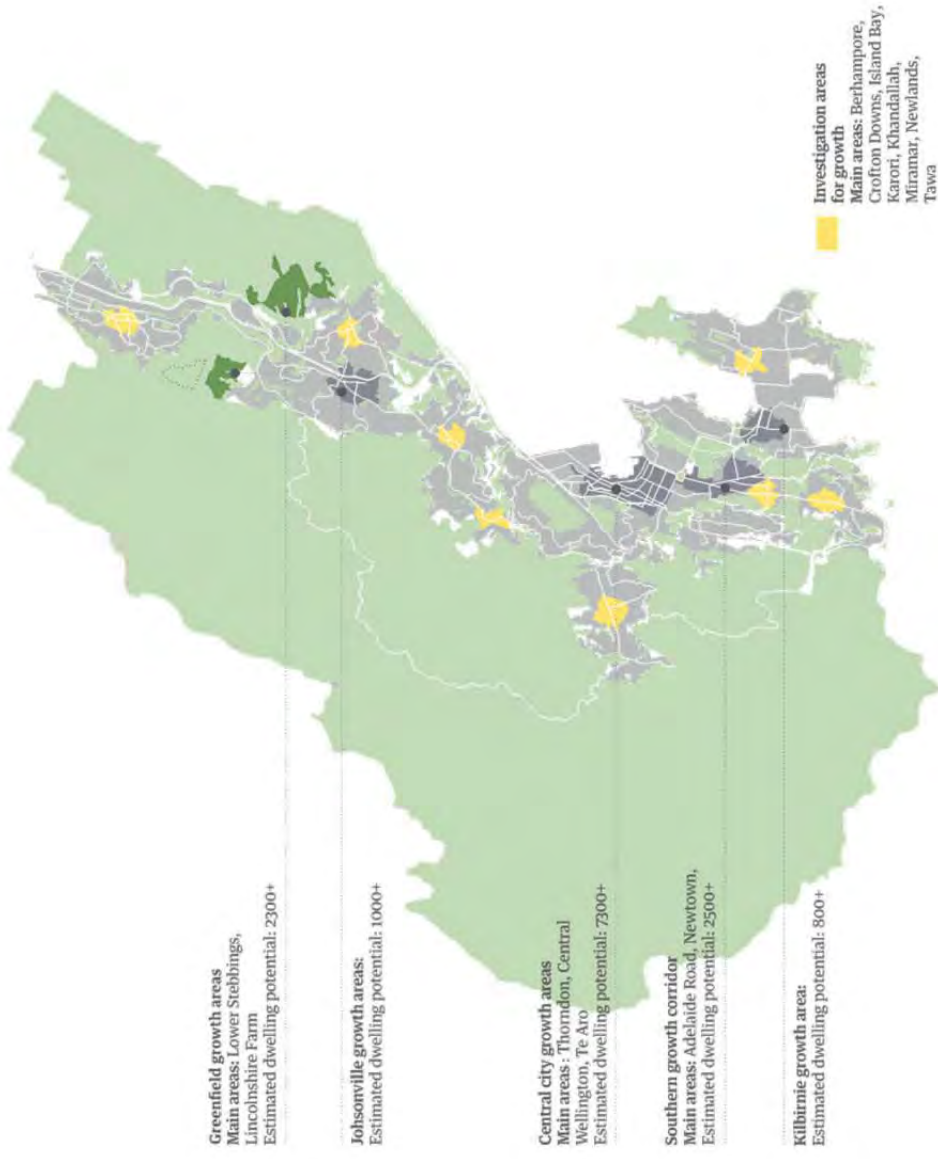
Wellington offers a number of housing types, including cottages and townhouses in the inner suburbs and apartments in the central area. Our suburban housing stock is however dominated by a single type: the detached family house. As our population ages and smaller households become more prevalent, we need to facilitate the development of a wider range of housing options to respond to different household needs. Medium-density housing presents an opportunity for providing some of the additional homes we need.

We also need to ensure there is enough housing supply for the growth we expect (approximately 21,400 additional dwellings by 2043), that it is of good quality, affordable, and within easy access to public transport and services. This plan directs most of the residential growth over the next 30 years towards the growth spine, the central city and around key suburban centres, with greenfield areas north of the city also contributing to the supply. The Wellington Housing Accord provides an opportunity to accelerate housing development in suitable areas.

To meet the housing needs of all our residents, we will continue improving our social housing stock and working with Housing New Zealand on enhancing their housing provision. We will also support actions to improve the building performance of existing homes.

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Defined growth areas



1. Facilitate medium-density housing

Medium-density housing ranges from stand-alone dwellings that are built on smaller lots through to terraced housing and apartments that are usually three storeys or less. It is a way of increasing density but still providing many of the elements that people like about housing in suburban areas.

Project

Increase medium-density housing development - encourage high-quality, residential intensification in suitable locations and particularly in our existing Medium-Density Residential Areas (Johnsonville and Kilbirnie).

Plan for future medium-density areas around key centres in locations that are well-served by public transport, infrastructure, community / recreation facilities and open spaces. The identification of potential medium-density areas will also consider heritage values and existing neighbourhood character.

Improve the quality of medium-density housing - increase the quality of new buildings, private and public amenities, and encourage more efficient use of land.

Actions

- **Take an active development role** - partner with external parties to deliver medium-density housing development in existing growth areas to assist or act as a catalyst.
- **Remove barriers** - assist external partners to deliver housing that aligns with our vision. Facilitating amalgamation of lots and the like to remove barriers for good quality development.
- **Demonstration project** - explore partnerships with housing providers and others to build housing demonstration projects on strategic sites.
- **Undertake investigations for suitable areas** including: Berhampore, Crofton Downs, Island Bay, Karori, Khandallah, Miramar, Newlands and Tawa. This work will include consultation with the local communities.
- **Investigate future opportunities** including public transport corridors, such as future bus rapid transit corridor extension, and other suburban centres.
- **Review multi-unit design guide** - work with architects, developers and other development professionals to improve best-practice apartment and multi-unit development.
- **District Plan provisions** - devise planning controls and assessment criteria for new medium-density residential areas that promote good quality developments.

2. Encourage a mix of housing types and more affordable options

This action area recognises that the city's housing goals will not be achieved through the delivery of medium-density housing alone. The Council needs to continue to provide for a range of quality and affordable housing choices to meet the needs of the city's residents.

Project	Actions
<p>Increase housing supply through the Wellington Housing Accord - work with central government on the implementation of a housing accord that assists delivery of housing across a range of locations identified as Special Housing Areas. This includes provision for a mix of housing types:</p> <ul style="list-style-type: none"> • low-density (stand-alone) • medium-density (townhouses and terraces) • high-density (apartments). <p>Increase housing choice through our planning framework - including opportunities for infill and intensification.</p>	<ul style="list-style-type: none"> • Align Special Housing Areas with growth areas identified for residential development and intensification: <ul style="list-style-type: none"> - Central city - Adelaide Road - Johnsonville Medium-Density Residential Area - Kilbirnie Medium-Density Residential Area - Lincolnshire Farm residential area - Lower Stebbings Valley. • Investigate the potential for other Special Housing Areas. • Consider changes to the District Plan - this includes reviewing provisions that control infill housing and residential intensification to increase the opportunities for quality compact housing forms in existing suburban areas and areas adjacent to the central city. • Promote more efficient land use in greenfield areas - this includes exploring opportunities for denser development and subdivision in parts of identified greenfield areas (e.g. around local centres and public transport stops), and completing a stocktake of other greenfield expansion opportunities. • Complete the Housing Upgrade project - a joint 20-year project with the Crown to upgrade the social housing units owned by the Council. The project's goal is to provide better housing through better insulation, double glazing, ventilation and heating. The project also includes major landscaping improvements to the grounds and better recreation facilities, where tenants can socialise or work on projects. • Work with Housing New Zealand - as a major landowner and social housing provider to assist it achieve its asset management plans within Wellington and to ensure that these align with our Growth Plan. • Building performance - support actions that improve basic housing quality standards such as insulation. • Warrant of Fitness for rentals - develop a voluntary rental housing Warrant of Fitness (WOF) programme. • Universal design - encourage designers to consider accessibility and safety in new and retrofitted housing.
<p>Social housing - continue providing an adequate supply of social housing that is well configured and aligned with this Growth Plan.</p>	
<p>Improve housing quality - we want existing and new houses to be warm and dry, energy and water efficient, resilient to earthquakes and, where possible, to use renewable energy.</p>	

Item 2.1 Attachment 1



NATURAL ENVIRONMENT

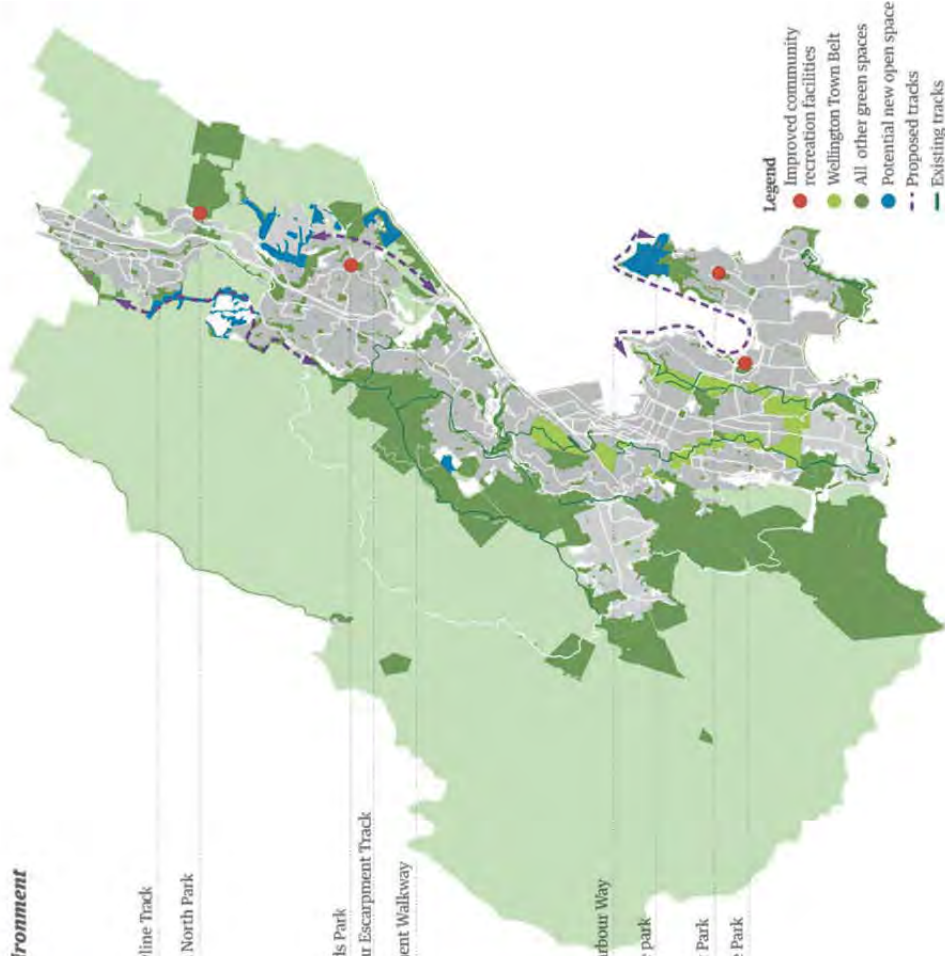
Our natural assets - including our green belts, reserves, streams and coastline - define the layout of the city, and good access to them is one of the things people love about Wellington. They are also home to the species and ecosystems that support us - our natural capital. These in turn provide ecosystem services, such as water management, carbon sequestration and storage, moderation of extreme weather events, prevention of erosion, as well as other services such as tourism, recreation, health and wellbeing.

We need to recognise the ecological, recreational and other benefits of our natural assets and align our investment accordingly.

New subdivisions, buildings and transport can have a significant impact on the natural environment. As we grow, we need to minimise such impact through encouraging the uptake of green-rated buildings, water-sensitive urban design, low-carbon transport solutions, and integrated water catchment plans.

Natural environment

- Complete the Skyline Track
- Improve Grenada North Park
- Improve Newlands Park
- Complete Harbour Escarpment Track
- Harbour Escarpment Walkway
- Upgrade Great Harbour Way
- Potential heritage park
- Improve Miramar Park
- Improve Kūbirnie Park



Item 2.1 Attachment 1

1. Enhance our natural assets

We need to ensure the natural environment is woven through the fabric of the city and that people continue to have good access to nature. We also need to support the development of sufficient open spaces, track connections and recreational facilities in locations identified for growth.

Project	Actions
Grow our natural capital - the species and ecosystems that support us.	<ul style="list-style-type: none"> Biodiversity Action Plan - review the plan and implement its recommendations to ensure the viability of local species and the resilience of the range of habitats and ecosystems that make Wellington unique. Protect and restore - continue to expand our pest management and native planting programme. Ecological connectivity - create ecological networks within the city to support movement of key indigenous species and connections to the wider landscape.
Implement Our Capital Spaces - the open space and recreation framework for Wellington.	<ul style="list-style-type: none"> Provide recreation and sports facilities - to meet the needs of communities. Review the provision of open spaces - in existing suburban areas to accommodate population growth. Open space network in greenfield subdivisions - design the network to ensure new residents have good access to neighbourhood parks and other outdoor recreation opportunities. Central city and waterfront - deliver new and improved parks in the inner city to support new residents, including an extension of the waterfront promenade to Shed 21 and the train station.
Align investment in the natural environment with the plans for growth - ensure Council investment in open spaces supports planned population growth.	<ul style="list-style-type: none"> Greening Central Wellington - continue implementing the 'Greening Central Wellington' vision. Tracks - complete the Skyline Track and the Harbour Escarpment Track and links to adjacent suburban communities. Explore policy and planning amendments - review the District Plan provisions to protect and enhance the city's natural environment (including natural landscapes and open spaces, indigenous biodiversity and ecological areas). Watts Peninsula Reserve - develop the northern part of Miramar Peninsula into a heritage reserve in partnership with the Crown and Port Nicholson Block Settlement Trust.



Tui:
 Wellington is home to an increasing amount of biodiversity.

2. Reduce the environmental impacts of urban development and transport

This action area is about supporting projects to reduce the negative impacts of the city's growth on the environment, including greenhouse gas emissions.

Project	Actions
<p>Plan for water catchments as we grow - we need to consider the impact our city's growth may have on water systems. This includes the harbour and coast, the streams that run under the city, and waterways that run through our gullies. These systems should be a celebrated part of both the natural and urban environments.</p>	<ul style="list-style-type: none"> • Integrated catchment management plan - maximise our natural water assets by implementing the integrated catchment management plan for the city; work with developers and other partners to protect, enhance and improve access to the city's natural 'blue' environment; and take opportunities to increase the city's green infrastructure. • Minimise the harm of development on our water systems - work with partners to continue reducing sediment and sewage contaminants in the city's water systems. • Support water-sensitive design - make water-sensitive design common practice for all public works, where appropriate. This will include major roading, drainage, streetscape, park and reserves projects, with initial projects proposed for key central city streets. Support the use of green walls and roofs. Add a Water Sensitive Urban Design (WSUD) chapter to the Council's Code of Practice for Land Development and incorporate principles into the Regional Standard for Water Services. Provide education and awareness opportunities throughout the city, especially to private developers.
<p>Support greenhouse gas reductions - most of Wellington's greenhouse gas emissions come from energy to power homes, commercial buildings and transport. We need to encourage the development of more energy efficient, low-carbon buildings, public transport and private vehicles.</p> <p>Encourage sustainable buildings - sustainable buildings can help reduce energy bills for occupants, lower maintenance costs for owners, and reduce the city's greenhouse gas emissions.</p> <p>Support small scale renewable energy generation - such as solar systems and small scale wind turbines.</p>	<ul style="list-style-type: none"> • Support electric vehicles - support and plan for the increasing uptake of electric vehicles by residents and businesses by working with government, industry partners and businesses. • Support smart technologies - facilitate the development of a smart grid system. • Adopt business management practices (eg internal operations, service provision, asset and property maintenance) that ensure the Council becomes a leader in clean business. • Encourage green standards for new builds - investigate mechanisms for achieving higher levels of sustainability for new residential and commercial buildings, including incentives and regulation. • Encourage green standards and adaptive reuse of existing buildings - to meet the changing needs of tenants and users, existing buildings should gradually be brought up to current building standards and include sustainable features. We will investigate mechanisms to facilitate this. • Low-impact design - encourage low-impact design in new subdivisions, new buildings and retrofits. • Remove regulatory barriers - provide an encouraging planning environment for renewable energy generation.

Item 2.1 Attachment 1

CITY RESILIENCE

This action area is about ensuring the city is resilient and able to positively respond and adapt to the risks posed by natural hazards, such as earthquakes, and the effects of climate change, such as rising sea-level and more extreme weather events.

We lead the country in terms of resilience management through identifying earthquake-prone buildings and planning for emergencies. We are committed to maintaining this leadership role and want to support the continued improvement of the city's buildings stock and infrastructure to make them more resilient.

1. Continue to provide leadership in resilience

We need to continue the earthquake strengthening of key public buildings and infrastructure; explore other mechanisms and incentives for the strengthening of private buildings (especially heritage buildings); and support further planning, adaptation and mitigation to respond to the threats from climate change.

Project

Implement our Climate Change Action Plan to adapt to a changing climate including sea-level rise, storm surges, rising water tables, coastal erosion and effects on coastal infrastructure.

Actions

- **Coastal resilience** - continue planning around the risk of more severe storms and sea-level rise. Implement the NZ Coastal Policy Statement through the District Plan.
- **Explore policy changes** - take into consideration the risk of sea-level rise, severe storms and natural hazards when considering land use intensification such as new Special Housing Areas and Medium-Density Residential Areas. Direct major growth to areas where the risks from natural hazards and climate change can be avoided or mitigated.
- **Analysis of the potential impacts** of storm surges, floods, landslides, slope failure, liquefaction, ground shaking and fault lines on the city's buildings and structures will continue as the background for our investment decisions as well as the Regional Hazards Management Strategy.

Resilience Strategy

- **Develop a comprehensive resilience strategy** - to inform the Council's policy, regulatory and investment decisions to make Wellington a more resilient city.

Encourage the earthquake strengthening of buildings by working with partners, developing a range of incentives, and by the Council leading by example with its public building upgrades.

- **Help preserve out built heritage:** Support the strengthening of key heritage buildings and earthquake-prone buildings in Cuba Street, Courtenay Place and the Newtown Heritage Area (includes working with partners, financial incentives, information and design guidance).
- **Complete the upgrade of Council-owned public buildings** that will be critical facilities in the event of an earthquake.
- **Work with partners** (including central government, private sector and the banking and insurance sectors) to develop stronger incentives for owners upgrading earthquake-prone buildings (eg add to the Council's Built Heritage Incentive Fund and earthquake-strengthening incentives package).

Increase the resilience of the city's buildings, structures and infrastructure through research, planning and investment.

- Undertake the assessment of post-1976 buildings for earthquake risk.
- Work with central government to develop new legislation for building strengthening.
- Prioritise vulnerable essential infrastructure for upgrade - complete a study of the capacity, age and state of existing infrastructure and use this to inform the Council's infrastructure upgrade priorities and investment programme.
- Continue work on It's Our Fault - seismic risk assessment and mitigation, with GNS.
- Work with partners and the community to roll out best-practice responses - such as our Quake Check for existing houses and infrastructure, and for new buildings in hazard areas.
- Secure access routes - Address hazards along key access routes: earthquake-prone retaining walls, building facades and verandahs.
- Secure critical public infrastructure and emergency lifelines - continue to make critical public infrastructure more resilient. Develop a strategy for ensuring access and protection of buildings and essential services.
- Help secure other networks and facilities - work with NZTA, Wellington Electricity Lines Ltd, Wellington Water and others to increase the resilience of State Highway; power, water and telecommunication networks; and port, airport, education, health and other key facilities.

Secure and protect key resilience infrastructure

4.0 DELIVERING THE PLAN

Delivering the Urban Growth Plan will involve a number of parties including:

- the Council - with its direct investment in infrastructure and facilities in the Long-term Plan, its regulatory role (eg administering the District Plan), and policy role (eg Climate Change Action Plan)
- central government - with its funding of transport projects and social housing upgrades, and legislation (eg changes to the Resource Management Act)
- other infrastructure and service providers
- developers and investors
- community and non-government organisations.

A separate implementation plan details the Council's actions and investments to deliver the Urban Growth Plan. It identifies high priority investments over the next one to three and four to 10 years, which are the terms of the Long-term Plan. It also identifies, in less detail, investment beyond the 10 year horizon of the Long-term Plan.



Under construction:
Building is happening throughout Wellington.

To achieve some of the projects and outcomes identified in the plan, the Council may need to be more proactive in the development sector. For example, the Council could invest in identified growth areas (eg in the central city, around suburban centres and along key transport corridors) to help attract private investment and development. In such places, we will explore more active approaches, which could include purchasing and assembling land parcels, partnerships with public or private sector parties, and the development of demonstration projects.

Investment requirements

Realising the plan's vision and providing for the city's future growth and development will require significant ongoing investment, particularly in infrastructure.

One of the most significant investment mechanisms we have is to manage demand rather than simply assume the need for new investment across the board. Compact cities are inherently more efficient than sprawling ones, and intensification in existing urban areas further reduces the need for additional infrastructure.

The plan therefore seeks to build on our investment to date by directing new residential and employment development towards parts of the city where there is sufficient infrastructure already in place, or where we are planning infrastructure renewal or upgrades.

Details of the Council's investment to support the Urban Growth Plan are contained in the implementation plan, and will be consulted on and adopted through the Long-term Plan process.

Implementation approach

The following outlines our approach for delivering the outcomes and actions of the plan.

1. Aligning the Council's internal operations

Wellington City Council is a significant organisation that owns and maintains assets worth more than \$6 billion. Achieving the outcomes of this plan will require alignment of our assets planning, maintenance and renewals; management of our land uses, open space, recreation and community facilities; policy-making; and regulatory activities.

2. Securing central government investment

Central government is a key partner in the delivery of the plan. The plan identifies priority projects and infrastructure investment that involve joint funding by central government and the Council. This will help us and central government maximise the outcomes of our investment in the city.

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3. Developing a sustainable financial strategy

We will use this plan to help prioritise our investment in line with our projected growth. The plan will be critical in the development of our financial and investment strategies – for example, the Strategic Asset Management Framework, Long-term Plan and Financial Strategy. These strategies will detail our activities and investment to support growth and development, and will also identify partner contributions.

4. Building long-term partnerships

The Council will not be able to deliver this plan on its own. We'll need to work with others to encourage and guide investment, and to remove barriers to the delivery of projects. This includes partnering with the private sector, government agencies, tertiary education institutions, Māori stakeholders and investors, other Wellington councils and the wider community, to deliver projects.

We will also need to communicate and advocate for the plan's vision so others have clarity about Council investment and phasing, and have confidence to invest in the plan's vision and city development projects.

5. Matching implementation tools with the outcomes sought

Achieving the plan's goals and outcomes will require the use of a range of different implementation tools and funding mechanisms. Some actions will be led by the private sector, while others will require Council leadership and/or joint action and investment. Some projects may require the formation of multi-stakeholder project groups; planning or financial incentives; design guidance or infrastructure upgrades. We will select the tools appropriate to each situation.

5.0 REVIEWING THE PLAN

Effective monitoring and review processes are critical to the successful implementation of this plan. They will ensure that the steps we are taking are setting us in the right direction to achieving our long-term objectives.

Monitoring the plan's implementation will be integrated with the monitoring and evaluation the Council already carries out to evaluate the effectiveness and efficiency of its activities and programmes. Key progress indicators may include:

- Council delivery of transport and infrastructure improvements
- changes in journey patterns and mode share
- the location and type of new housing development

- the number and location of new greenfield residential subdivisions
- intensification activities (eg resource consent numbers) in identified growth areas
- improvement projects in public spaces and centres implemented
- investment in parks and green infrastructure
- earthquake strengthening of buildings (eg building consent numbers) and infrastructure
- steps taken to protect our infrastructure and urban areas from the impacts of climate change.

The Urban Growth Plan and associated implementation plan will be reviewed and updated every three years to inform the Long-term Plan process.

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APPENDIX A

Key relevant policies and plans

- Accessible Wellington Action Plan 2012 / 2015 (2012)
- Biodiversity Action Plan (2007)
- Business Improvement District Policy (2013)
- Centres Policy (2008)
- Climate Change Action Plan (2013)
- Community Facilities Policy (2010)
- Cycling Policy (2008)
- Development Contributions Policy (2014)
- Earthquake-prone Buildings Policy (2009)
- Heritage Policy (2010)
- Our Capital Spaces (2013)
- Parking Policy (2007)
- Public Space Design Policy (2010)
- Walking Policy (2008)

Source documents

- Central City Framework (2011)
- Central City Framework: Approach to Implementation (2013)
- Space Syntax: City Centre Movement Infrastructure Analysis (2011)
- Adelaide Road Framework (2008)
- Kilbirnie Town Centre Revitalisation Plan (2010)
- Newlands Centre Plan (2010)
- Northern Growth Management Framework (2003)
- Transport Strategy (2006)
- Urban Development Strategy (2006)
- Waterfront Framework (2001)
- Wellington Towards 2040: Smart Capital (2011)
- City to Waterfront: Public Spaces and Public Life Study, Jan Gehl (2004)
- 8 Big Ideas (2014)
- Greening Central Wellington (2002)

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**Neighbourhood
character:**
*Early Wellington
housing gives the city
character.*



Item 2.1 Attachment 2



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EXECUTIVE SUMMARY

This document presents priorities for action and investment for the projects identified in the Wellington Urban Growth Plan 2014-43.

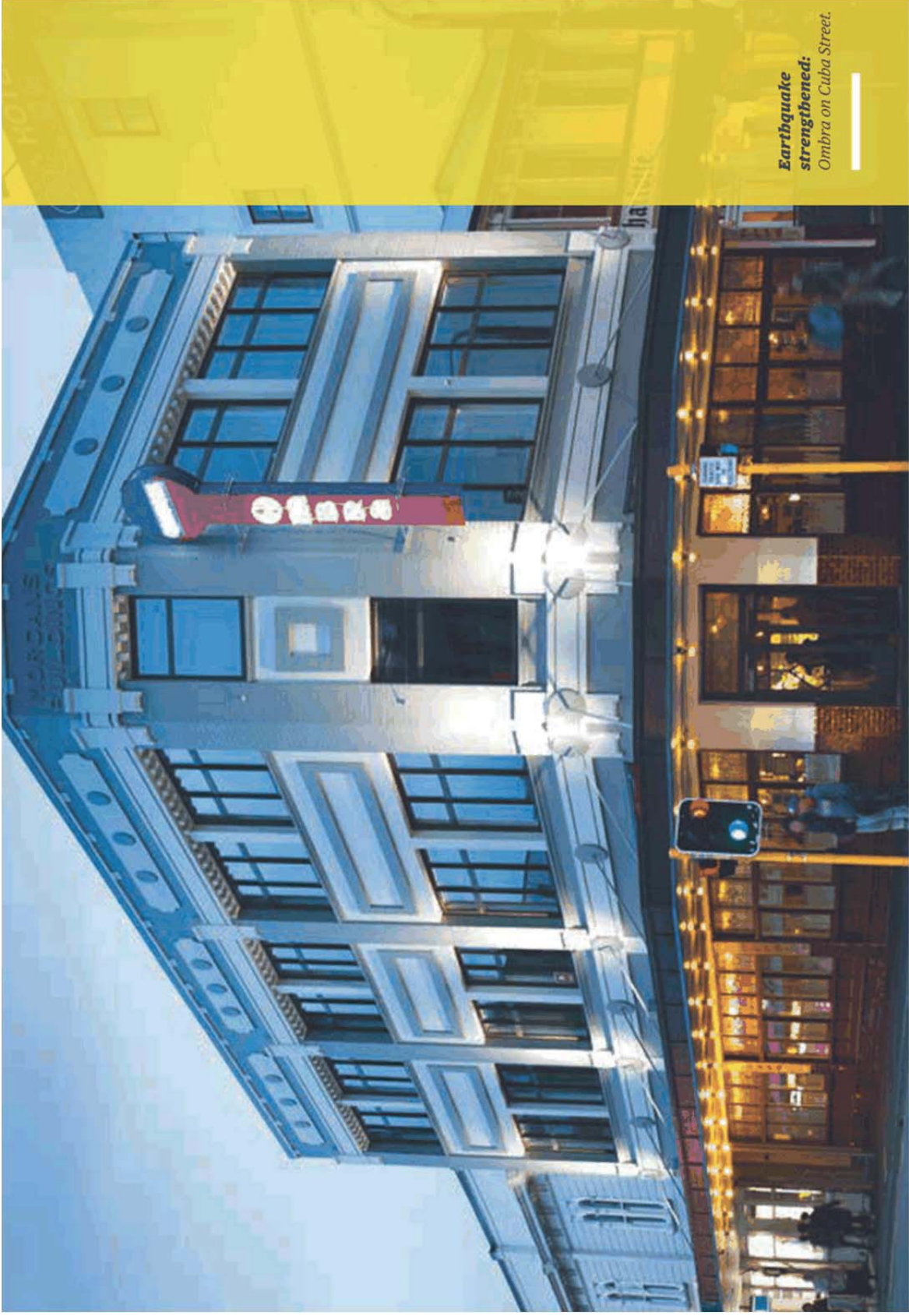
The recommended top priority or 'flagship' projects for the next 10 years include:

- **Quick wins** which are ready for implementation
 - Victoria Street precinct, Lombard Lane and North Lambton Quay.
- **On-going programmes** spanning the whole 10 years of the Long-term Plan - cycle network improvements, bus priority measures, support for the earthquake strengthening of heritage buildings and activation of our laneways.
- **Short-term projects** which can be delivered or should be started in the first three years of the Long-term Plan - Convention Centre, North Kumutoto sites 8 and 10, Shelly Bay redevelopment, Watts Peninsula reserve, Te Aro regeneration, Special Housing Areas, new medium-density residential areas.

- **Medium-term projects** which require further planning or development and are recommended for the later years of the Long-term Plan - Airport runway extension, Adelaide Road, Cambridge and Kent terraces, Petone to Grenada link road, Northern Growth Area link roads, inner city RoNS and Aro Street improvements.

In addition to the flagship projects, the document provides a timeline for the funding and implementation of all other projects identified in the Growth Plan.

Item 2.1 Attachment 2



1.0 INTRODUCTION

This document accompanies the Wellington Urban Growth Plan 2014-2043. It recommends a timeline for the implementation of the projects and actions contained in the Growth Plan, and highlights priorities for Council investment.

This draft implementation plan is intended to inform the funding decisions to be made in the Long-term Plan process. It will be available for public feedback alongside the Long-term Plan in early 2015.

Once funding has been allocated for specific projects in the adopted Long-term Plan, the implementation plan will be finalised with detail added around how we will measure success for various projects and how we will monitor our progress.

Setting priorities

In assessing the order of priority of projects, we have first considered their strategic fit against the two key documents guiding the city's urban and economic growth. These are the draft Wellington Urban Growth Plan and the 8 Big Ideas: An Economic Growth Agenda for the City.

The Growth Plan seeks to manage our projected population and urban growth whilst ensuring the city remains compact, liveable, set in nature and resilient. This translates into projects to deliver urban regeneration, vibrant centres and improved transport; to increase our housing supply and choice; to protect the city's natural environment; and to improve our resilience.

The 8 Big Ideas document sets out a priority agenda for economic growth in the short term. It seeks to deliver sustainable economic growth which in turn supports high standards of living and improved public services for our communities. It contains proposals to deliver a film museum, international air connections, a tech precinct,

conference and concert facilities, a Miramar Framework and better land transport options. It includes an 'open for business' approach to Council activities. It also aims to maintain and enhance the city's liveability.

In addition to the strategic fit of projects, we have also considered the following criteria when identifying priorities:

- **Reach** - whether the project will positively impact the city beyond its immediate context.
- **Multiple benefits** - whether the project will generate benefits on a number of fronts eg a regeneration project may incorporate public transport priority measures, cycle and pedestrian improvements, increased amenity and help trigger private investment in the area.
- **Readiness to proceed** - whether a project has reached an advanced stage of planning and design thus removing the uncertainties around delivery and costs.

Item 2.1 Attachment 2

- **Enabling works** - where Council action or investment is necessary to allow private investment to occur eg building roads to service new residential areas or upgrading a lane to facilitate the redevelopment of adjoining buildings.
 - **Market failure** - where development is constrained due to fragmented land ownership, the environment is degraded or property owners cannot afford redevelopment or earthquake strengthening. In these situations, Council intervention may be needed to change the negative perception of an area and give the private sector confidence to invest.
 - **Leveraging funding** - where Council funding means that significant additional funding is brought to the city eg our investment in the cycle network is more than matched by funds from the NZ Transport Agency.
 - **Regulatory framework** - where changes to the District Plan or Council policies are the first step needed in accommodating growth eg identifying Special Housing Area and Medium-Density Residential Areas.
- Three levels of priority have been identified:
- **Priority 1** - projects ranking highest against the above criteria. These are classed as 'flagship projects' and are considered essential to delivering the outcomes of the plan.
 - **Priority 2** - second highest ranking projects. These make an important contribution towards achieving the outcomes of the plan.
 - **Priority 3** - these projects rank lower against the criteria but provide valuable opportunity to support growth as funding becomes available.
- All projects featured in the Growth Plan are listed and prioritised in the following sections of the document. We have separated out the flagship projects in the Priority 1 projects which should be given highest funding and implementation support as they have the greatest potential to deliver on the outcomes of the plan and 8 Big Ideas. The flagship projects are presented first followed by all other projects.

Time horizon

The projects are divided between short term (years 1 to 3 of the LTP), medium term (years 4 to 10 of the LTP), and long term (beyond 10 years) projects.

Those projects which fall within the 'short term' category need firm funding and implementation commitments so as to form an immediate plan of action for Council teams.

The projects which fall under the medium and long term categories require further investigations, planning or design. They are generally less well defined than short term projects and, as growth pressures change over time, are also more likely to require refinement or reconsideration.

Both the Urban Growth Plan and the Implementation Plan will be updated every three years. This provides an opportunity to refine or reprioritise the projects which fall under the medium and long term categories ahead of the next LTP process. Some medium and long term projects will however require significant funding and therefore need to be budgeted for ahead of time.

Outcomes

The projects contained in the Growth Plan aim to deliver the following outcomes:

- economic development
- urban regeneration
- transport improvements
- increased housing supply and choice
- protection and enhancement of the natural environment
- increased city resilience.

For ease of reference, the projects are grouped by type of outcome.

Item 2.1 Attachment 2



People movers:
Public transport is
key to the successful
growth of Wellington.

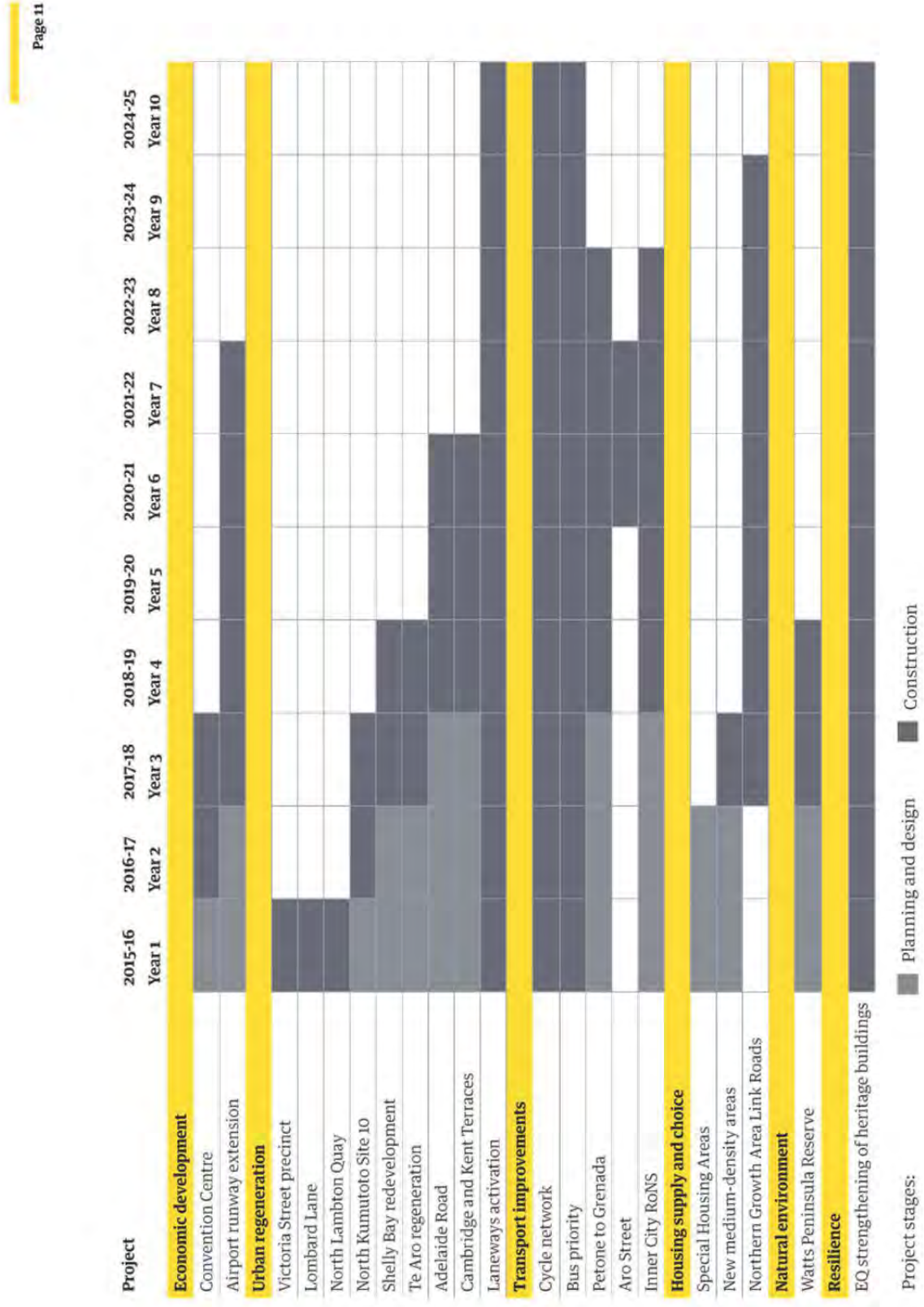
2.0 PRIORITY ONE: FLAGSHIP PROJECTS

This section presents our top priority projects for the next 10 years. These projects are considered essential to delivering the outcomes of the Urban Growth Plan. Some of these projects are complex and will be delivered over a period of many years while others are simple, 'quick wins' which are able to be delivered immediately to set in motion incremental change in an area.

The diagram opposite shows the proposed sequencing of the flagship projects. This seeks to have projects starting as soon as practicable while recognising that some works, such as street upgrades, need to be staged so as not to cause widespread congestion. Large projects have also been spread to even out the funding burden. Some programmes of work (eg cycle network) are on-going and expected to span the full Long-term Plan period.

More detail explaining the flagship projects follows.

Item 2.1 Attachment 2



Quick wins

These projects are simple initiatives which align with the plan's strategic direction and are ready to proceed immediately.

Victoria Street precinct

Description: Victoria Street precinct is both a street upgrade and an urban regeneration project. It includes physical works to improve the street for various modes of transport and facilitation work to stimulate the redevelopment of adjoining sites.

The street upgrade includes:

- realigning, widening and significantly improving the footpaths on both sides
- planting 55 new street trees
- retaining the existing road width to allow for future bus and cycling improvements
- developing new paved parks at the corner of Ghuznee Street (Volunteer Corner) and near the intersection with Vivian Street where the triangular slipway is at the moment
- a 1.7m wide southbound cycle lane between parked cars and the traffic (cyclists currently share a 3m wide lane with general traffic)
- a new left-turn lane onto Vivian Street
- evening peak-hour clearways on both sides of the road between Vivian and Abel Smith streets.

The Council will also help facilitate the redevelopment of sites along Victoria Street over the following years by working directly with developers and landowners. This is expected to provide more than 1100 new apartments for 2500 residents and 37,000 sqm of commercial or retail space. The Victoria Street precinct will also accommodate a combined Whitireia and WellTec campus for more than 1000 students.

Benefits: A compact city: increased residential density and student numbers in the central area. A liveable city: new retail and commercial spaces, as well as improved transport movement and pedestrian amenity. A city set in nature: continuing the greening of the central area. A resilient city: encouraging residential intensification in an area of the central city that is not hazard-prone, renewing our building stock and strengthening existing earthquake-prone buildings.

Timeframe: Work on the street upgrade started in late 2014 and is expected to be completed in 2015. Private investment in new and upgraded buildings will span a longer timeframe.

Cost: \$11 million for the street upgrade. The redevelopment of adjoining sites will be funded privately.

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Lombard Lane:
*Artist's impression of
the upgraded lane.*

Item 2.1 Attachment 2

Lombard Lane

Description: Cook Strait Properties Ltd is proposing to redevelop its site at 113 Victoria Street. The site lines the west side of Lombard Street and the south side of Denton Park. The proposed development will include new retail units along Lombard Street and eateries facing onto Denton Park. The quality of the public spaces along both these façades is currently very poor so the redevelopment is reliant on the street and park being upgraded.

The improvements proposed include restricting vehicle access along the narrowest part of Lombard Street, providing new paving and lighting to create an attractive and safe environment for pedestrians along the lane, extending and redesigning Denton Park to maximise its use throughout the day and evening, and maintaining a safe pedestrian crossing at the junction of Bond and Victoria streets.

Benefits: The project will generate new economic activity in the area (restaurants, cafes and shops), will increase the amenity of Denton Park for all, and will improve the safety of the lane at night. The Council's investment in the upgrade will be more than matched by private investment in a new building which in turn will generate additional rates.

Timeframe: The upgrade is planned to follow the building redevelopment, which is scheduled to take place in 2015. The upgrade is expected to be completed by mid-2016.

Cost: \$1.5 million for the lane and park upgrade.



Current state of Lombard Street

North Lambton Quay

Description: The area around the northern end of Lambton Quay is a very important part of the Golden Mile. It is home to a high concentration of office workers and central government departments but currently lacks the street vitality of other parts of the Golden Mile. This project is about improving street life in this area through localised pedestrian and amenity improvements. The project also supports the central government's office accommodation review.

The project includes:

- an upgrade of Stout Street between the MBIE and Public Trust buildings. This involves widened footpaths, new street trees and seating. Stout Street provides a direct connection between the North Lambton Quay area and the train station

- improved pedestrian crossing of side streets connecting onto The Terrace
- improved pedestrian amenity at the corner of Bowen Street and The Terrace
- widened footpath along part of Featherston Street next to the 'Z' petrol station to improve the link between the North Lambton Quay area and the train station.

Benefits: Improved pedestrian amenity and safety in areas with high traffic volumes.

Timeframe: Designs are ready to be implemented and can be delivered in the first year of the plan (2015/16)

Cost: \$1 million



Current state of Stout Street

Item 2.1 Attachment 2



On-going programmes (years 1 to 10)

These projects are fundamental components of the Growth Plan which are already underway and expected to continue for the full duration of the Long-term Plan.

Cycle network

Description: Over the next 10 years, we will undertake works to improve key cycling routes around the city and establish a base cycle network. These works will be coordinated with renewal and upgrade projects such as bus priority, pedestrian improvements and regeneration projects to minimise cost and disruptions.

The improvements are planned to include the following routes:

- Island Bay to CBD
- Ngauranga to CBD
- Willis Street
- The Terrace
- Broadway
- Onepu Road
- Karori to CBD
- Newtown to Kilbirnie
- Brooklyn to CBD
- Eastern bays to CBD
- Kelburn to CBD
- Tawa to Johnsonville

- Rongotai Road to Cobham Drive
- Brooklyn to Owhiro Bay
- Hataitai to Evans Bay
- Newlands to Johnsonville
- Karori to Johnsonville
- Evans Bay to the Airport
- Ngaio to Hutt Road
- Newlands to Hutt Road
- Aro Street to Chaytor Street

Cycling improvements along Adelaide Road, Kent and Cambridges terraces and Victoria Street are covered under separate projects.

We will seek to take advantage of central government's urban cycleway funding which is available for the first three years of the LTP by delivering as many routes as practicable within this period.

Benefits: Improved safety, carbon emission reduction, public health, congestion reduction.

Cost: \$4.0 million, exclusive of NZTA subsidy.

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Bus priority

Description: Bus priority measures give buses priority over other traffic. Wellington already has a number of bus lanes and other bus priority measures in place that are working well, but we need more.

The Council plans to gradually expand the city's network of bus lanes and introduce other bus priority measures. Bus priority schemes are planned for the major suburban routes to Kilbirnie via Newtown and Hataitai, north via Hutt Road and Thorndon, and to Island Bay, Brooklyn, Karori and through Mt Cook.

Benefits: Bus priority measures make travel by bus more attractive and reliable; encourage a shift from private cars to public transport; provide a more efficient and environmentally friendly means of transport; future-proof bus movements from the effects of growing traffic congestion; help buses bypass congestion thus reducing journey times; and help reduce carbon emissions.

Cost: \$20 million, inclusive of NZTA subsidy. This is in addition to the funding allocated to the Adelaide Road and Cambridge and Kent terraces projects, which include bus priority measures.

Earthquake-strengthening of heritage buildings

Description: The Built Heritage Incentive Fund (BHIF) helps with conserving and restoring Wellington's heritage-listed buildings. The fund's focus is on earthquake strengthening, including initial engineering report or assessment and grants towards the actual strengthening work.

Benefits: Resilience through improved building stock and preservation of our built heritage.

Cost: \$1 million per year for the first three years and \$400k per year for years 4 to 10.

Laneways activation

Description: The city has a number of lanes which are under-utilised, unattractive or unsafe. Lanes provide short-cuts for pedestrians through large urban blocks and if lined with shops, cafes and other public uses, they can contribute to the liveliness of the city. This project is about increasing the level of economic activity and pedestrian movements along inner-city lanes. The locations to be considered may include Bond Street, Cable Car Lane, Garrett Street, Wigan Street, Left Bank, Felix Lane and Edward Street.

Benefits: The project will generate new economic activity, improve pedestrian amenity, make lanes safer, and generally contribute to the city's liveability.

Cost: \$400k per year

Short-term projects (years 1 to 3)

These projects have been sufficiently planned or developed to make them suitable for implementation in the first three years of the Long-term Plan.

Convention Centre

Description: The Council is working with hotel operator Hilton and a private developer to deliver a new convention centre in the city centre.

The five-star hotel will offer around 165 rooms. The convention centre facility will be able to host up to 1200 conference delegates and have a banqueting capacity for up to 1450 people. In theatre style seating, the facility will seat 2000 in the largest space.

Benefits: The new facility is expected to create over 200 full-time jobs when in operation and to drive growth across associated areas like hospitality, tourism and the service sector. Short term, the project will create construction-related jobs.

Timeframe: Resource consents will be sought in 2015/16. Depending on consenting and construction times, the Wellington Convention Centre could open in 2017/18.

Cost: The Council will lease the centre at an average net cost to the city of about \$2.1 million a year over the 20-year lease term.

North Kumutoto sites 8 and 10

Description: The waterfront's site 10 is to be developed with a five-storey building providing a mix of commercial, retail and public areas on the ground floor and four levels of premium quality office space above. More than 60 percents of the ground floor will be publicly accessible, which potentially could include a café and other commercial uses. The ground floor will also include a creative business hub. The building will provide sheltered walkways on both sides and have a diagonal cut through the ground floor, providing a visual and physical connection between Waterloo Quay and the harbour. The development will also include more than 9000 square metres of high quality public space, including the landscaping of site 8.

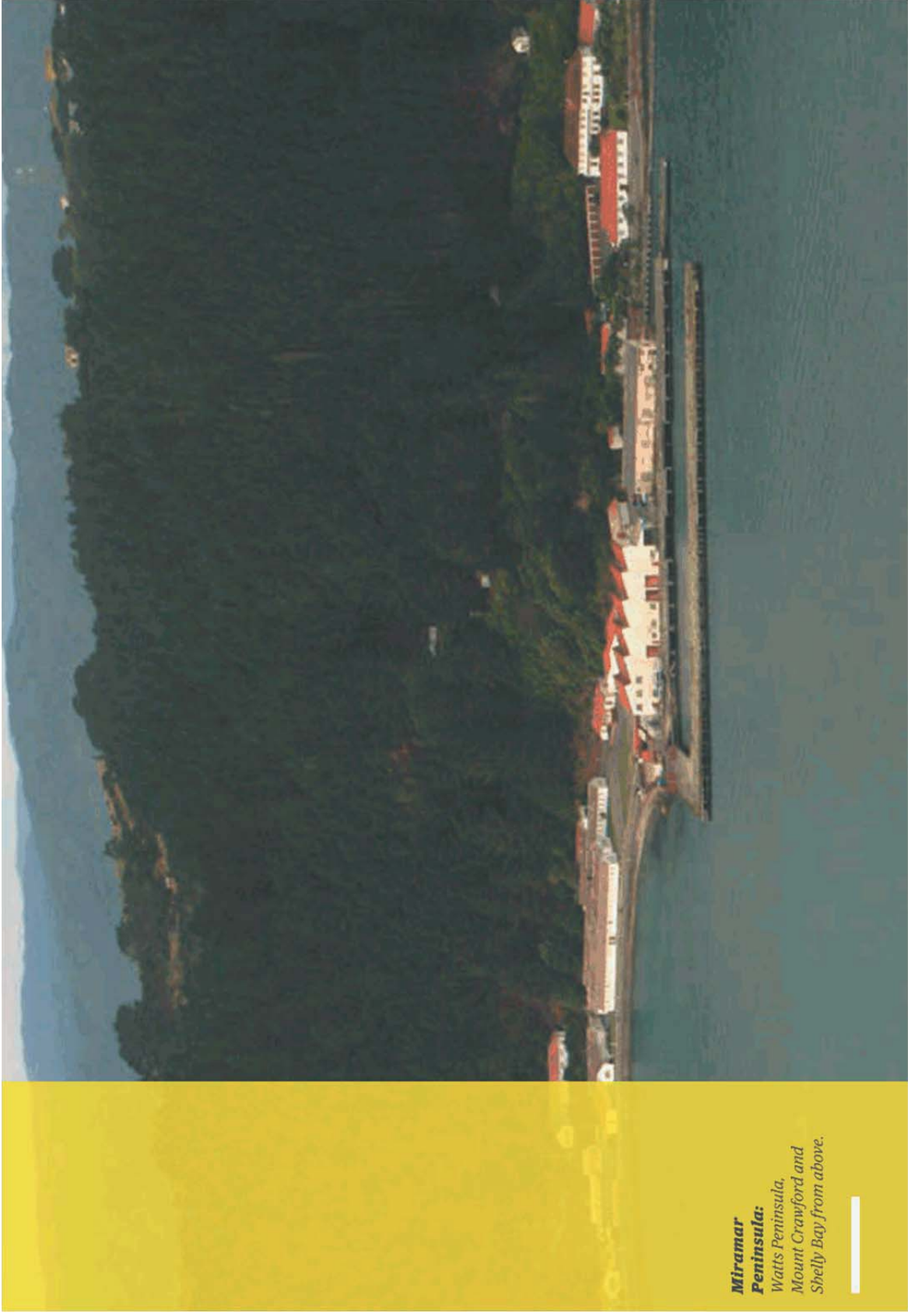
Benefits: The project will generate new economic activity in the area. It will potentially accommodate in excess of 500 additional CBD office workers and will provide improved amenity for pedestrians along both the waterfront and Waterloo Quay. The new open spaces will add to what the waterfront already has to offer.

Timeframe: RMA consents are expected to be obtained in 2015 with the construction work starting in early 2016. The building is planned to open in late 2017.

Cost: The building is funded by the developer. The development of the public open space will be funded by the Council with proceeds from the development.

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Miramar Peninsula:
Watts Peninsula,
Mount Crawford and
Shelly Bay from above.

Shelly Bay redevelopment

Description: The former Defence base is under-utilised and in need of investment. Part of this site is owned by Port Nicholson Block Settlement Trust (PNBST) and the rest by the City Council. With its prime waterfront location and secluded setting at the edge of Watts Peninsula, this site offers a unique opportunity for high quality mixed-use development providing both residential accommodation and public uses.

To facilitate development, the Council needs to review the regulatory framework applying to the site, work with the PNBST leaseholder, consider hazards, develop a plan for upgrading the infrastructure network, and review its ownership interest. A joint masterplanning exercise between the Council and PNBST is the first step recommended towards delivering a long-term solution for the site.

Benefits: Economic development through construction activities in the short term, and tourism, retail and commercial activities in the long term. Provision of housing on previously developed land ('brownfield') contributes to keeping our city compact.

Timeframe: Joint masterplanning is recommended to start in 2015. Any District Plan change arising from this work will follow the normal regulatory process and timeline. Any investment in infrastructure upgrades will be considered in the subsequent Long-term Plan (2018-28).

Cost: \$100k for the masterplanning in 2015-16

Watts Peninsula Reserve

Description: The Crown has agreed to protect, preserve and develop the Watts Peninsula Defence land as a distinctive national destination that will bring together the natural environment with venues for the celebration and enjoyment of national heritage, recreation, culture and the arts.

In September 2014, the Council signed a Memorandum of Understanding (MOU) with the Crown and Port Nicholson Block Settlement Trust to prepare a future vision for the development of Watts Peninsula. The concept centres on the development of a heritage park and associated development.

Benefits: Protection and promotion of an important historical site and natural landscape. The heritage park will contribute to achieving the recreation and biodiversity outcomes of 'Our Capital Spaces Strategy'. It will also contribute to our tourism offer and support investment at Shelly Bay and adjoining sites.

Timeframe: Joint planning started when the MOU was signed. It is recommended this work ramps up in 2015/16.

Cost: \$2 million from the Charles Plimmer Bequest is to be set aside to help fund a specific project as part of the park development.

Te Aro regeneration

Description: The area located between Taranaki Street and Kent and Cambridge terraces has changed significantly over the last decade with numerous apartment developments, the opening of Arras Tunnel and the construction of Memorial Park. The area contains a high number of earthquake-prone buildings which will require strengthening or demolition over the next 10 to 15 years, as well as low quality buildings which are under capitalised for the location. Situated next to the CBD and waterfront, the area has strong locational advantages which will continue to drive investment in the future.

To maximise the benefits to the city and future residents of development in the area, the Council needs to review its planning framework for the area and communicate a clear vision to investors, developers and stakeholders involved in shaping the area.

Benefits: Coordinated approach to investment.

Timeframe: Planning for the area is recommended to start in 2015. Any District Plan change arising from this work would follow the normal regulatory process and timeline.

Cost: \$100k per year over 2 years

Special Housing Areas

Description: In June 2014, Wellington City Council and the Crown entered into a Housing Accord, under the Housing Accords and Special Housing Areas Act. The Accord and new Special Housing Areas (SHAs) streamline the processing of resource consents and will help to increase the supply of housing.

A first group of eight SHAs have been identified across the city. These are two greenfield areas to the north of the city and six brownfield areas within the existing urban areas. To encourage development in the SHAs, an incentives package has been developed to include a 'one-stop resource consents shop' for the processing of consents and financial incentives such as deferred rates increases and waived pre-application consent fees. Further work is being done to identify additional SHAs.

Benefits: Special Housing Areas are intended to increase the supply of housing in the city and improve housing affordability. The Wellington Housing Accord has a target of 7000 consented dwellings by 2018/19.

Timeframe: The Accord will be effective until 2018.

Cost: No cost to the Council.

New medium-density areas

Description: Our suburban housing stock is dominated by a single type: the detached family house. As our population ages and smaller households become more prevalent, we need to facilitate the development of a range of housing types to respond to different household needs.

Medium-density residential areas support the development of houses on smaller lots, terraced housing and low-rise apartments close to town centres, in areas with good access to public transport, shops and facilities. Medium-density housing provides opportunities for residents to age in their community without the burden of maintaining a family house and may provide a more affordable alternative to a traditional house.

We have already created medium density residential zones in Johnsonville and Kilbirnie. We now plan to undertake investigations around other suburban centres, identify which of these should progress next, and consult with the local communities to define the extent of the areas and the District Plan provisions suitable for them.

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We will also work with the local communities to identify aspects of the town centres which could be improved to better cater for an increased population.

Benefits: Increases housing supply, choice and affordability; supports the use of public transport, walking and cycling; helps keep our city compact by reducing the need for greenfield development; optimises the use of existing infrastructure and facilities.

Timeframe: Investigations will occur in 2015 and will be followed by community consultation in selected locations. Any District Plan change arising from this work will follow the normal regulatory process and timeline.

Cost: \$300k for planning and community consultation, and \$2 million for upgrades in two town centres.



Affordable housing:
Award-winning Council
housing in Newtown.

Medium-term projects (years 4 to 10)

These projects require further planning or design and are therefore recommended for implementation in the later years of the Long-term Plan.

Airport runway extension

Description: The current runway, at just over 2km, is too short to deal with large, long-haul aircraft. A runway extension would allow larger planes to fly direct to and from Asia and North America and mean one-stop flights to and from other destinations that haven't been able to access Wellington directly before.

The Council has committed \$2.95 million to fund the resource consent process. It will look at all the essential issues - planning consents, environmental impact, the likelihood airlines would fly to and from Wellington - as well as inform the business case and funding for the required construction work

Benefits: The economic benefit for long haul flights to Asia with connections to Europe is significant for New Zealand and the region. The additional tourism generated by a daily service alone is estimated to contribute \$4.4m per year and create over 300 jobs. Exposure to the international student market could further contribute \$70M a year in regional benefits and 1200 jobs. As the seat of government, a location for international events, and a short-break leisure destination; a direct air service to Asia is one of the most significant initiatives the Wellington region can do to help

realise its economic potential. Direct international flights will reduce the time and financial cost of travelling to and from Wellington. It will also provide opportunities for international aviation freight to be serviced locally rather than having to be trucked overland to Auckland, saving time and money.

Timeframe: The process to seek RMA approvals to extend the runway will take around two years. The extension could be ready for operational use in five to seven years.

Cost: Wellington Airport and the Council each contribute towards the resource consent. The Council has committed \$2.95 million to support this process. The extension has a preliminary cost estimate of \$300 million. The Council's contribution to the funding of the physical works is yet to be determined.

Adelaide Road

Description: The Adelaide Road project is both a transport and an urban regeneration project. It includes physical works to improve the street for various modes of transport and facilitation work to stimulate high quality mixed-use development in the area.

The Adelaide Road corridor is set to accommodate a cycle route, a bus priority route in the short term and a bus rapid transit (BRT) route in the medium term. These will require physical improvements to the corridor.

The regeneration aspect of the project will build on the Adelaide Road Framework and seek to change the perception of the area and stimulate private investment in new and upgraded buildings.

Benefits: Adelaide Road can deliver housing for up to 2000 people along with major multi-modal transport improvements.

Timeframe: Detailed design is to start in 2015. Corridor designation and land acquisition are set to follow in 2016 with the physical works planned for 2018 to 2021.

Cost: It is expected that detailed design, land acquisition and physical works will cost \$28.6 million.

Cambridge and Kent terraces

Description: This project is about improving Kent and Cambridge terraces for all modes of transport and creating a desirable location for more intensive development.

The street upgrade includes a reconfiguration of the road layout to deliver public transport, cycle and pedestrian improvements, a central median landscaped park and pedestrian crossings in key locations.

Benefits: This project is a key component of the public transport and cycling network. It will change the perception of the area and stimulate private investment. It will create an attractive environment for new residential and commercial development.

Timeframe: Planning and design for the project is recommended to commence in 2015. The physical works can be staged over a number of years later in the Long-term Plan period.

Cost: Preliminary estimates put the cost of the upgrade at \$43 million. This figure will be refined at the detailed design stage so that a revised cost can be considered in the subsequent Long-term Plan (2018-28).

Petone to Grenada Link Road

Description: NZTA is considering a potential new east-west road link between Tawa/Porirua and the Hutt Valley to improve travel on two of Wellington's main highways, assist with the region's economic development and provide a transport network that is more resilient to major natural hazard events.

The new link would reduce congestion along SH1 and the Ngauranga Gorge by bypassing the SH1-SH2 interchange.

Benefits: The Link Road will reduce the congestion along SH1, easing the travel of workers commuting into and out of the city and making freight movements more efficient.

The Link Road will provide access to greenfield areas at Lincolnshire Farm and open up opportunities for business and residential development. It will also ensure that there is an alternate route if a major natural hazard event prevents the use of SH1.

Timeframe: NZTA will seek RMA approvals in 2015. A detailed design will be developed between 2016 and 2018. Construction is expected to start in 2019 and be completed by 2023.

Cost: This project is to be funded by the NZTA.

Northern Growth Area Link Roads

Description: The Northern Growth Management Framework and the Lincolnshire Farm Structure Plan provides for greenfield urban expansion to the north of the city. Council is required to give effect to these documents by providing the infrastructure necessary to support development, including key roads. These include:

- the north-west connector roads, Westchester side, include connecting the two ends of John Sims Drive, extending McLintock Street to Cortina Avenue and connecting Ohariu Valley Road to Westchester Drive,
- the Lincolnshire Structure Plan roads include two key routes - Mark Avenue to Lincolnshire and Woodridge to Lincolnshire,
- the Mark Avenue to Grenada North link continues the development of a local link road along the eastern side of the motorway between Newlands and Tawa.

Benefits: Supports the provision of new housing; supports economic growth through opening up land for employment purposes.

Timeframe: The timing of the works will depend on the actual rate of development and will be staged over a number of years starting in 2017/18.

Cost: \$17.7 million, partly funded by development contributions.

Aro Street

Description: The NZTA is undertaking works on Karo Drive to improve the efficiency of the inner city by-pass. To build on these works, we plan to improve access between Victoria Street and Aro Street thus increasing the connectivity of Aro Valley and the wider community across the eastern side of the city. The project will also improve the complex intersections of Webb Street/Willis Street and Aro Street/Willis Street.

Benefits: Through the creation of a direct road link, the reallocation of existing road space and the introduction of new traffic lights, the project will improve access, efficiency and safety for all modes of transport including public transport, cycling and walking. The project will help address the pressure created by on-going urban growth in this part of the city.

Timeframe: The work is planned for 2020-22.

Cost: \$4.8 million

Inner City Roads of National Significance

Description: NZTA is investigating improvements to the State Highway 1 corridor through the inner city. The proposals include:

- work around the Basin Reserve to improve traffic flows and to help reduce journey times for public transport
- a second Mt Victoria Tunnel
- widening Ruahine Street and Wellington Road
- a new pedestrian and cycle facility between the Basin Reserve and Cobham Drive
- capacity improvements to the Terrace Tunnel.

Benefits: The project will increase SH1's capacity. This will relieve congestion and free up key local roads to enable public transport to operate more efficiently and provide better facilities for pedestrians and cyclists. It will also provide a dedicated pedestrian and cyclist route from Cobham Drive to Karo Street.

Timeframe: A High Court decision on the Basin Reserve is expected in 2015/16. RMA approvals on the wider project are likely to be sought in 2016/17 with the detailed design and construction work to be completed by 2023.

Cost: This project is to be funded by the NZTA.

3.0 PRIORITY TWO AND THREE: OTHER PROJECTS

This section covers all other projects contained in the Growth Plan.

Short-term projects (years 1 to 3)

Below are the projects which are recommended for delivery in the first three years of the Long-term Plan. These projects are recommended for short-term implementation either because:

- they are important to achieve the outcomes of the Growth Plan
- they are ready to proceed
- they are necessary to enable private investment
- they are a precursor to other works.

Those short-term projects requiring funding over and above normal operating budgets (eg capital expenditure for construction of new assets) will need to be funded through the 2015-25 Long-term Plan.

Urban regeneration and economic development

City-wide initiatives

Project	Timing	Priority	Council role
Infrastructure modelling: Using information on the current state and capacity of infrastructure (sewerage, water reticulation, surface drainage), this project will identify areas with spare infrastructure capacity which are able to accommodate growth now and in the future without the need for upgrades. We will first focus on identified growth areas (central area, growth spine) and potential future medium-density residential areas.	Yrs 1-3	2	Planning
Port Access Plan: Work with NZTA and GWRC to plan improved road access to the port.	Yrs 1-3	2	Advocacy
Supporting facilities: Assess the provision of community, open space and recreational facilities in growth areas.	Yrs 1-3	2	Planning

Central Area initiatives

Project	Timing	Priority	Council role
Venues review: Investigate need for new venues including indoor concert facility.	Yrs 1-3	2	Planning
Waterfront: Frank Kitts park redevelopment.	Yrs 1-3	2	Physical works
Central City Framework: Review and update the document.	Yrs 1-3	3	Planning

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Suburban initiatives

Project	Timing	Priority	Council role
<p>Johnsonville town centre: Seek opportunities for development and support medium density housing. Liaise with mall owner over future re-development. New library co-located with the community centre and swimming pool to form a hub.</p>	Yrs 1-3	2	Facilitation/physical works
<p>Kilbirnie town centre: Stage 2 town centre improvements. Seek opportunities for development and support town centre densification and medium density housing.</p>	Yr 1-3	2	Facilitation/physical works
<p>Other centres: Prepare action plans for Tawa and Karori town centres. Suburban centres upgrades for Tawa and Karori.</p>	Yr 1-3	2	Planning/physical works
<p>BIDs: Establish new Business Improvement Districts.</p>	Yrs 1-3	3	Facilitation

Transport improvements

Project	Timing	Priority	Council role
Walking tracks: Extend the walking track network as per Our Capital Spaces.	Yrs 1-3	2	Physical works
Pedestrian accessibility: Develop a pedestrian Accessibility Improvement Plan (AIP) and deliver improvements.	Yrs 1-3	2	Planning/physical works
Cycle parking: Increase cycle parking provision in the CBD and suburban centres.	Yrs 1-3	2	Physical works
Mountain biking: Extend the mountain biking network throughout the city.	Yrs 1-3	3	Facilitation/physical works
Bus shelters: Increase the number of bus shelters.	Yrs 1-3	2	Physical works
Roads of National Significance: Work with NZTA on Transmission Gully.	Yrs 1-3	2	Advocacy
Network Operating Framework: Develop road allocation space principles and review the road hierarchy map in the District Plan.	Yrs 1-3	2	Policy
Research: Conduct research in a number of areas including urban freight, network legibility and way finding, the one-way road system, commuter parking, on-street parking prices.	Yrs 1-3	3	Research
Transport modelling using real-time information	Yrs 1-3	3	Planning
Car share scheme: Facilitate the implementation of car share schemes.	Yrs 1-3	3	Facilitation

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Housing supply and choice

Project	Timing	Priority	Council role
Regulatory framework: Review the Residential Design Guide and District Plan provisions, particularly for medium-density housing.	Yrs 1-3	3	Regulatory
Social housing: Continue the Housing Upgrade Project.	Yrs 1-3	2	Physical works
Social housing: Work with Housing NZ to support the implementation of their strategic framework.	Yrs 1-3	2	Planning
Wof: Develop and implement a rental Warrant of Fitness.	Yrs 1-3	2	Facilitation
Insulation grants: Continue providing grants to improve home insulation for low-income households.	Yrs 1-3	3	Funding

Natural environment

Project	Timing	Priority	Council role
<p>Our Capital Spaces: Monitor the provision of recreation spaces, open spaces and sport facilities in residential growth areas. Review the Biodiversity Action Plan. Pest management and native planting programme. Improve ecological connectivity.</p>	Yrs 1-3	2	Planning/facilitation
<p>Stormwater: Implement an Integrated Catchment Management Plan. Develop and implement Water Sensitive Urban Design guidelines.</p>	Yrs 1-3	2	Planning
<p>Green standards: Investigate mechanisms to encourage higher levels of sustainability in new builds and retrofits.</p>	Yrs 1-3	3	Planning
<p>Renewable energy generation: Review the District Plan provisions regarding home solar energy systems and small wind installations.</p>	Yrs 1-3	3	Regulatory
<p>Regulatory framework: Review protection of natural landscapes and open spaces, indigenous biodiversity and ecological areas in the District Plan.</p>	Yrs 1-3	2	Regulatory

Resilience

Project	Timing	Priority	Council role
<p>Earthquake building risk assessments: Conduct assessment of all post-1976 buildings. Conduct a detailed engineering assessment of Council-owned buildings. Work with central government on new legislation for building strengthening.</p>	Yrs 1-3	2	Regulatory
<p>Resilience Strategy: Develop a comprehensive resilience strategy for the city's infrastructure and communities.</p>	Yrs 1-3	2	Planning
<p>Council infrastructure: Identify and undertake priority upgrades of critical infrastructure. Secure our key routes and lifelines.</p>	Yrs 1-3	2	Planning/physical works
<p>Non-Council infrastructure: Work with other infrastructure asset owners to increase the city's resilience.</p>	Yrs 1-3	3	Advocacy
<p>Climate change: Complete information gathering and risk assessment on climate change impacts, and make decisions to prepare for sea-level rise, severe storms and other risks.</p>	Yrs 1-3	2	Planning
<p>Regulatory framework: Review Council policy and the District Plan provisions regarding resilience. Give effect to the NZ Coastal Policy Statement through the District Plan.</p>	Yrs 1-3	3	Regulatory
<p>Research: Continue to work with GNS on "It's Our Fault". Research the impact of natural hazards, including the risks and possible responses.</p>	Yrs 1-3	2	Research
<p>Community preparedness: Continue to provide community preparedness assistance such as "Quake Check".</p>	Yrs 1-3	2	Planning/facilitation

Medium-term projects (years 4 to 10)

This section covers the projects which are recommended for delivery in the later years of the Long-term Plan (years 4 to 10). These projects are recommended for implementation in the medium-term either because:

- they require some planning work before they can be delivered
- they are reliant on other work taking place first
- they are less critical to delivering the outcomes sought through the Growth Plan than other projects and can be delayed.

These projects are less well-defined than the shorter term ones and therefore, less detailed information is provided.

Urban regeneration and economic development

We will continue planning for and facilitating development along the waterfront, particularly North Kumutoto site 9 and uses around Queen's Wharf.

Once the centre planning for Tawa and Karori is well under way, we will identify the next suburban centres in need of attention and start consulting with the local communities.

Transport improvements

We will review selected transport policies to facilitate the implementation of the Growth Plan. We will continue rolling out safety improvements to make the city more pedestrian-friendly.

Housing supply and choice

We will work with the land owners at Upper Stebbings Valley to develop a structure plan for inclusion in the District Plan. This will provide the regulatory framework for the development of additional housing between Churton Park and Tawa.

We will review the future supply of land for housing and contrast it with actual development activities to inform the Urban Growth Plan review.

Natural environment

We will continue implementing our Biodiversity Action Plan and Our Capital Spaces through facilitation, advocacy, planning and physical works.

We will extend the walking tracks network by completing the Skyline track (a connection along Marshall Ridge will be delivered sooner) and Harbour Escarpment track.

We will investigate the need for additional or improved open spaces in the central city as the inner city population grows.

Resilience

We will follow our planning work on a Resilience Strategy with facilitation and physical works to implement the actions identified in the strategy.

We will continue to do strengthening work on identified Council buildings.

We will continue working with our partners to improve the resilience of key infrastructure and provide new infrastructure to support population growth eg new reservoir.

We will identify and start work on physical adaptations to climate change.

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Long-term projects (beyond year 10)

Ten years is a long time when planning for future urban growth. Unexpected events, changes in immigration and other factors can cause us to change our course of action. With this in mind, this section provides an overview of the projects we can expect to see developed and delivered beyond the horizon of the Long-term Plan 2015-25.

Some of these projects require significant planning and development before they can be implemented, some are reliant on works or investment by third parties which are not expected in the next 10 years, and others are part of long-term, on-going programmes of work which we expect to continue into the future.

Urban regeneration and economic development

We will plan for a potential upgrade of Taranaki Street to add street trees or other forms of 'greening' to this corridor and generally improve its amenity. Any upgrade will be coordinated with the renewal of stormwater, waste water or other buried utilities.

We will work with the owners of the Kilbirnie Bus Bams when they are ready to redevelop the site for a mix of residential, retail and employment uses.

We will continue planning for improvements in the Parliamentary Precinct, around the train station and the bus terminus.

Transport improvements

We will continue extending the cycle network outwards and complement our core routes.

We will continue fine-tuning the public transport corridors and deliver improvements where required.

We will facilitate the uptake of electric vehicles through the provision of supporting infrastructure.

Housing supply and choice

We will continue delivering improvements to our social housing stock through the Housing Upgrade Project which runs until 2028.

Natural environment

We will advocate for and facilitate the implementation of smart electricity grid systems.

Resilience

We will take actions to retreat from or defend our vulnerable coastal areas.



CIVIC PRECINCT

Purpose

- 1 The purpose of this report is to obtain agreement to consult on the following proposals (**Civic Precinct Proposal**), so that, subject to consultation, the proposal can be explicitly provided for in the Long Term Plan (**LTP**):
 - 1.1 A decision to lease the Town Hall to a third party;
 - 1.2 Subject to securing a lessee, a decision to seismically strengthen the Town Hall so that it achieves at least 77% of New Building Standard (**NBS**) at an Importance Level (**IL**) 3 rating;
 - 1.3 A decision to dispose of the following sites to third parties by way of long-term ground leases that control the design and scale of any development on them:
 - 1.3.1 Jack Ilott Green;
 - 1.3.2 Michael Fowler Centre (**MFC**) Carpark; and
 - 1.3.3 Municipal Office Building (**MOB**);
 - 1.4 A decision to seismically strengthen the Civic Administration Building (**CAB**) so that it achieves at least 67% of NBS at an IL2 rating;
 - 1.5 A decision to seismically strengthen the Library Building so that it achieves at least 67% of NBS at an IL2 rating;
 - 1.6 A decision to modernise and create increased operational efficiencies within the office space of the CAB and the Library Building;
 - 1.7 A decision to undertake public space enhancement works on areas within and around Civic Square; and
 - 1.8 A decision to lease additional space from a third party if one of the outcomes of the workplace modernisation is that not all required Council staff can be accommodated within the CAB and the Library Building.

Summary

- 2 Opportunities exist for the Civic Precinct to contribute to the goals of a dynamic, vibrant and resilient central city. The issues facing the Civic Precinct include that a number of structures within the precinct require substantial and expensive earthquake strengthening work. This challenge has caused the Council to consider the future of the Civic Precinct in a holistic way, including how the required work can be funded, how the Civic Precinct is currently used and how it might better contribute to Wellington's goals in the future.

- 3 In particular this report addresses the objective of dealing with the resilience issues faced by the Civic Precinct and addressing how it can be best utilised to achieve an economically sustainable revitalisation of the overall site.
- 4 The Council has already allocated some funding to seismically strengthen the Town Hall (as opposed to seeking its demolition). Assuming this work is undertaken, once it is complete a new use will be required for the Town Hall to maximise its contribution to Civic Square and the wider central city. It is recommended that the Council lease the Town Hall to a third party — preferably an entity like the New Zealand Symphony Orchestra (NZSO) and/or Victoria University of Wellington (VUW) — that will benefit Wellington and the Civic Precinct beyond merely filling the space and funding the operational costs of maintaining the Town Hall into the future. Securing an appropriate lessee will give the Council confidence to proceed with its investment in strengthening the Town Hall.
- 5 The MOB also requires earthquake strengthening to raise it from 41% of the NBS (being a "potential earthquake risk") to at least 67% (being "good"). However, this work will be expensive, and the resulting finished building will provide more space than the Council can efficiently use. If the Council requires more office space than that contained within the CAB and the Library Building, then it would be more economically efficient to lease this from a third party than invest money in strengthening the MOB and trying to find tenants for those parts of the finished building that the Council does not require. It is recommended that the Council seek the revitalisation of this building (or the site on which it sits) by disposing of it via a long-term ground lease that controls the design and scale of any development. This will achieve finding a sustainable use for the MOB site and bring people into the Civic Precinct without the Council assuming the role of commercial property developer.
- 6 The CAB and the Library Building also require earthquake strengthening to raise them to at least 67% of NBS. It is expected that this standard will be less expensive to achieve for these buildings than it would be for the MOB. The resulting office space will be adapted to the needs of a modern workplace. It is recommended that the Council proceed with the seismic strengthening of these buildings (including improving the resilience of their key services infrastructure) in conjunction with a programme of workplace modernisation, so that the resulting office space is efficient, fit-for-purpose and fosters Council productivity. While the ultimate form of this workplace modernisation is still to be developed, it is possible that it will require some additional office space to be leased from a third party assuming the MOB is no longer available.
- 7 A Library Modernisation Project is proposed to examine the potential for technology to change how libraries are operated and used. It is proposed that investigation into the operations of the Library – including a review of technologies, international best practice and concept designs be completed in the first year of the LTP – 2015/16 – to inform the subsequent earthquake strengthening, office space and operational library requirements within the building.

- 8 The MFC Carpark and Jack Ilott Green are two open spaces on the periphery of the Civic Precinct that, from an urban design perspective, have the potential to be developed to improve the Civic Precinct as a whole.
- 9 Jack Ilott Green is somewhat disconnected from Civic Square and at the same level as a busy main road — Jervois Quay. It was originally intended for this space to be developed as part of the ring of buildings surrounding Civic Square. It is recommended that the Council dispose of Jack Ilott Green by way of a long-term ground lease that controls the design and scale of any development. The disposal opportunity will include the possibility of incorporating Capital E into any subsequent development proposal. The resulting development has the potential to significantly contribute to the revitalisation of the Civic Precinct and, in particular, help increase the use and liveliness of Civic Square. The proceeds of sale will assist with funding the required earthquake strengthening works.
- 10 The MFC Carpark — an open air carpark at ground level — is, from an urban design perspective, a poor use of valuable inner-city space. It is recommended that the Council dispose of the MFC Carpark by way of a long-term ground lease that controls the design and scale of any development. The resulting development will assist with funding the required earthquake strengthening works. It will also help revitalise the Civic Precinct by intensifying its use, improving pedestrian connections between the city and the waterfront and increasing the daytime population close to Civic Square.
- 11 Civic Square — A series of public space upgrade works will be developed to enhance the visual and physical links between the Civic Precinct and the city and to encourage diverse and active use of the many and varied public spaces within and around Civic Square. It is likely that some of this work will be completed within the 10 year period of the Council's 2015-25 LTP and some will take place beyond this period. In terms of sequencing, it makes sense for the other revitalisation projects that form part of the Civic Precinct Proposal to occur (or at least be significantly advanced) before the design of any changes to the public spaces within the Civic Precinct are finalised.
- 12 These proposals are being put forward as a package because of their interconnectedness and the benefits of considering the future of the Civic Precinct in a holistic way. Because elements of the Civic Precinct Proposal include decisions to transfer the ownership or control of strategic assets, these decisions cannot be made unless they are explicitly provided for in the Council's LTP. The next step is therefore to include the Civic Precinct Proposal in the Council's consultation document for the 2015-25 LTP. The public can then be consulted before any final decision to include the Civic Precinct Proposal as part of the Council's next LTP. To achieve this, this paper recommends that the Council resolve to include Attachment 1 to this report as part of its consultation document under s 93C of the LGA for the 2015-25 LTP.

Recommendations

That the Governance, Finance and Planning Committee:

1. Receive the information.
2. Note that the Civic Precinct Proposal, if adopted, would include decisions to transfer the ownership or control of strategic assets (Municipal Office Building, MFC Carpark & Jack Ilott Green) which are included in the Council's Significance & Engagement Policy.
3. Recommend to Council to consult the community on the Civic Precinct Proposal.
4. Note that, following consultation, any decision by the Council to adopt the Civic Precinct Proposal as part of its 2015-25 Long Term Plan would be a significant decision.
5. Recommend to Council that it agree the consultation information set out as attachment 1 for inclusion in the Long Term Plan consultation document.
6. Recommend to Council that it adopt the information in this report for the purposes of s93G of the Local Government Act 2002.
7. Recommend to Council that it delegate to the Chief Executive authority to confirm the final content of the Civic Precinct Proposal component of the Council's consultation document.

Background

- 13 The Civic Precinct is the site bounded by Jervois Quay, Wakefield Street, Victoria Street and Harris Street. It comprises the:
 - 13.1 MFC;
 - 13.2 MFC Carpark;
 - 13.3 Town Hall;
 - 13.4 MOB;
 - 13.5 CAB;
 - 13.6 Library Building;
 - 13.7 City Gallery;
 - 13.8 Capital E;
 - 13.9 Jack Ilott Green
 - 13.10 Civic Square; and
 - 13.11 The City to Sea Bridge.
- 14 A list of the certificates of title that comprise the Civic Precinct is included as Attachment 2 to this report. A history of the Civic Precinct and its design is included as Attachment 3.

- 15 Further information about specific components of the Civic Precinct is included as part of the discussion below. This report does not deal further with the following components:
- 15.1 MFC — the seismic status of the MFC as independently assessed in November 2014 is between 50-60% of NBS. The building does not require strengthening or any other changes to continue to perform its existing mix of functions.
 - 15.2 City Gallery — the seismic status of the City Gallery is between 67% NBS (for the older part of the building) and 100% NBS for the rear extension constructed some five years ago. The building does not require strengthening or any other changes to continue to perform its existing mix of functions.
 - 15.3 Capital E and City to Sea Bridge — Capital E provides 2,950m² of net lettable area (**NLA**), however the building is currently empty as it has been assessed as seismically prone (22% of NBS) and must be strengthened or demolished by 2032. The City to Sea Bridge is also seismically prone as a consequence of its connection to Capital E, but is otherwise 40% of NBS due to its foundations on unreinforced seawall. This seawall is already included as part of the Council's earthquake resilience programme and so does not require any further decision. The issues facing Capital E are complex and have not been considered in detail at this time.

Decision-making

- 16 At this stage the Council is being asked to consult the community on the Civic Precinct Proposal as part of its proposed 2015-25 LTP. Subject to that consultation, the intention is to explicitly provide for the decisions comprising the Civic Precinct Proposal in the Council's final 2015-25 LTP.
- 17 The effect of a LTP is to provide a formal and public statement of the Council's intentions in relation to the matters covered by the plan. The resolution to adopt a LTP does not constitute a decision to act on any specific matter included within the plan.¹ If the Civic Precinct Proposal is ultimately provided for in the Council's 2015-25 LTP, subsequent decisions will still be required to proceed with the proposal.
- 18 The key reason for considering the Civic Precinct Proposal as part of the LTP is that elements of it include decisions to transfer the ownership or control of strategic assets from the Council to third parties.² Such decisions cannot be made unless they are explicitly provided for in the Council's LTP, and the proposal to provide for such decisions was included in a consultation document in accordance with s 93E of the LGA.

¹ See the LGA, s 96(1) and (2).

² The Council's Significance and Engagement Policy lists as "strategic assets" the "Land and Buildings in the area within the Civic Square Heritage Area as defined in the Design Guide in the District Plan (volume 2 - Area 5)".

- 19 The decision recommended by this report — to consult on the Civic Precinct Proposal as part of the Council's draft 2015-25 LTP — is not significant. However, a subsequent decision to adopt a final version of the 2015-25 LTP that includes and explicitly provides for the Civic Precinct Proposal would be significant.
- 20 The consultation recommended by this report complies with requirements of the LGA. Where a proposal to provide for a decision to transfer the ownership or control of a strategic asset is consulted on as part of a draft LTP, the consultation document must include:³
- 20.1 The details of the proposed decision;
 - 20.2 The reasons for the proposed decision;
 - 20.3 An analysis of the reasonably practicable options; and
 - 20.4 In respect of a proposal to transfer ownership or control of a strategic asset:
 - 20.4.1 A description of any accountability or monitoring arrangements; and
 - 20.4.2 An assessment of whether there are any conflicts of interest.

Discussion

- 21 Leaving aside Capital E, the first stage of the Council's review of Civic Square was a stock-take focussing on the issues of seismic strength and resilience.⁴ This identified four structures that require earthquake strengthening: the Town Hall, MOB, CAB and Library Building. In addition, separating and relocating the key infrastructure services for the MOB, CAB and Library Building would improve their resilience.
- 22 The next stage was to determine the Council's office space requirements and potential uses for each of these buildings. While this work continues to be refined and developed in further detail, it can be concluded that the CAB, MOB and Library Building together contain more office space than the Council currently needs.
- 23 The review then identified four sites that are or will be potentially under-utilised, and may be able to contribute more to the goals of a dynamic, vibrant and resilient central city. These are the MFC Carpark, the Town Hall, the MOB and Jack Ilott Green.
- 24 Each of these six assets (the CAB, MOB, Town Hall, MFC Carpark, Jack Ilott Green and Library Building), as well as the proposed workplace modernisation, is addressed below by reference to the issues that the Council has considered.

³ See the LGA, ss 93E and 93C(2)(b).

⁴ See the Council's 2012–22 LTP, at 101.

Evaluation criteria

- 25 Consideration of the Civic Centre Precinct should occur on the basis of an established objective and criteria for assessing options. The objective of the Civic Precinct Proposal has been identified as dealing with the resilience issues faced by the Civic Precinct and addressing how it can be best utilised to achieve an economically sustainable revitalisation of the overall site.
- 26 At this stage, evaluation is at a high level, for example, whether or not to proceed with private development of the MFC Carpark, MOB and Jack Ilott Green sites. The particular form any development takes (and whether any proposed development meets the Council's objectives for a particular site) will be separate decisions for the Council to make in the future.
- 27 The criteria used to develop and assess the various options that make up the Civic Precinct Proposal are set out in the table below.

Criteria	Achieved by
Economic development	<p>Ensuring the central city continues to drive the regional economy</p> <p>Ensuring that the Council's assets are providing good economic returns</p>
Social & cultural	<p>Providing Wellington with a dynamic, vibrant and resilient central city</p> <p>Optimising the use of public spaces</p> <p>Retaining the city's heritage</p> <p>Gaining public support for responsible civic decisions</p> <p>Developing Wellington as an eco-city that proactively responds to environmental changes</p>
Promoting Civic Square as the primary civic space in the city	<p>Addressing the relationship of Civic Square with surrounding buildings</p> <p>Enhancing linkages to the balance of the city in terms of both physical access and visual links</p> <p>Providing for the Council to have a strong, publicly accessible presence in Civic Square</p> <p>Increasing the opportunity for greater diversity of casual, daily, successful activities in Civic Square and surrounding buildings that support Civic Square being used at all times of day and night</p> <p>Ensuring that the ground floors of the surrounding buildings are predominantly accessible to the public</p>

	<p>Ensuring high quality design, operation, management and maintenance of Civic Square</p> <p>A tenant mix that will increase pedestrian circulation through Civic Square</p> <p>Development for uses that contribute to Civic Square's vitality</p> <p>Compact and integrated urban layout</p> <p>Contributing to the energy and vibrancy of the city by intensifying activity in Civic Square and integrating effectively with adjacent streets and the waterfront</p>
Seismic strength	<p>Improving public safety in the event of a natural disaster</p> <p>Ensuring the Council provides leadership on seismic strengthening issues</p>
Council resilience	<p>Improving the Council's ability to safeguard against natural disasters</p> <p>Recognising the importance of climate change, sustainability of resources and the environment in planning for the future</p>
Improved efficiency of Council workplaces	<p>Consolidating Council office space and increasing its efficiency</p> <p>Creating modern and efficient workplace environments for Council staff</p> <p>Improving the Council's ability to benefit from social and technological change</p> <p>Providing flexible spaces for changing future accommodation needs (for example following any local authority amalgamation)</p>

28 Broader issues encompass various parts of the Civic Precinct Proposal and include:

- Earthquake strengthening;
- Transfer of ownership or control of parts of the Civic Precinct;
- Workplace strategy and modernisation;
- Library modernisation process; and
- Town Hall tenancy negotiations with VUW/NZSO.

29 This report considers the various proposals by focusing on these broader issues, and then discussing the relevant proposal(s) under each issue.

Earthquake strengthening

Town Hall

- 30 The Town Hall is listed as a category one building with the Historic Places Trust. It forms one of the main buildings surrounding Civic Square. The key choice in regards to the Town Hall is between its demolition or substantial earthquake strengthening works. The second of these options includes sub-choices as to how much strengthening takes place and the respective costs.
- 31 The Council has previously decided to strengthen the Town Hall, rather than allow it to be demolished. The Council has budgeted \$41.7 million for the earthquake strengthening, of which \$4.8 million has already been expended. Subsequent investigation has resulted in the costs of strengthening being revised to \$60 to 63 million (including the expenditure to date).
- 32 In terms of the objective of the Civic Precinct Proposal,⁵ proceeding with the seismic strengthening of the Town Hall, subject to securing a lease to an appropriate third party such as the NZSO or VUW (which is discussed below), will ensure that the building is safe, resilient, self-sustaining in terms of operating costs and contributing to the life of the Civic Precinct. Intensifying the use of the Civic Precinct will have social benefits for the city and improve the way that the surrounding space is experienced. The fact that any third party interested in using the Town Hall auditorium is likely to contribute to the cultural life of Wellington will give rise to other ancillary benefits as well.
- 33 Given the time that has elapsed since the Town Hall strengthening was last considered, combined with ongoing improved knowledge around new technological seismic building solutions following New Zealand's experience in Christchurch, it is proposed that the Council review and ultimately re-tender the overall earthquake strengthening package for the Town Hall. This work would be undertaken simultaneously with the tenancy negotiations to be undertaken with NZSO and VUW.

Library Building

- 34 The Library Building occupies approximately 4,300m² of the Civic Precinct and provides 7,300m² of NLA including 2,400m² of office and 4,900m² of operational library space. The building has 65 basement carparks. It was constructed in 1991 and has been assessed as 44% of NBS. An early estimate of strengthening work necessary to achieve more than 66% of NBS is \$11 million. Key infrastructure services for the building (HVAC and power) are located underground and shared with the CAB and MOB.

⁵ Dealing with the resilience issues faced by the Civic Precinct and addressing how it can be best utilised to achieve an economically sustainable revitalisation of the overall site.

CAB

35 The CAB occupies approximately 1,230m² of the Civic Precinct. It has 60 basement carparks. The building was constructed in 1991 and, once removal of the Portico is complete, will be assessed as 40% of NBS. Key infrastructure services for the building (HVAC and power) are located underground and shared with the MOB and Library Building. An early estimate of strengthening and resilience work is:

- \$6 million for seismic strengthening that will achieve above 66% of NBS; and
- \$3.375 million to separate and relocate the existing shared key services infrastructure (this is a joint cost that will also achieve separation for the MOB and Library Building).

MOB

36 The MOB occupies approximately 1,500m² of the Civic Precinct and provides 6,268m² of NLA. It has 59 basement carparks. The MOB was constructed in 1951 and has been assessed as 41% of NBS. Key infrastructure services for the building (HVAC and power) are located underground and shared with the CAB and Library Building. An early estimate of strengthening and resilience work is \$12 million to achieve more than 66% of NBS.

37 Assuming that the Council occupies the office space available in the Library Building and CAB, then once the strengthening of those buildings and the workplace modernisation project are complete, the MOB will be under-utilised. Given this, and the cost that would be involved in earthquake strengthening, it is proposed that the MOB be disposed of through a long-term ground lease that controls the design and scale of any development. The developer would then be responsible for undertaking the seismic strengthening. The proposed disposal is discussed in greater detail below.

Transfer of ownership or control of parts of the Civic Precinct

MOB

38 Given the costs involved in strengthening the MOB, the reasonably practicable options for dealing with it are:

- To leave the building 'as is' and postpone any decision on what should be done with the space the MOB provides;
- For the Council to strengthen the MOB and occupy it, with any unutilised space being leased to a third party;
- Develop the MOB as a commercial site; or
- Dispose of the MOB by way of long-term ground lease following the completion of the CAB and Library Building. The tenant would then be responsible for any earthquake strengthening work.

- 39 A table setting out an analysis of each option is included as Attachment 4 to this report. Of these options, it is recommended that the final option (disposal by way of long-term lease) be preferred. It is believed that this best achieves the objective of dealing with the resilience issues faced by the Civic Precinct and addressing how the MOB can be best utilised to achieve an economically sustainable revitalisation of the overall site.
- 40 Should the Council decide to dispose of the site (selling the MOB 'as is'), it is proposed that the method of sale provide some controls over how and when the site is developed. This can be achieved by giving guidance on how the Council would like the site developed (adopting a 'design guide') and then tendering for proposals. Any sale would, by way of deed of encumbrance, bind the purchaser to develop in accordance with the successful proposal. An equivalent sale process was used by the Council for disposal by ground lease of the properties making up the Chews Lane Precinct development.

MFC Carpark

- 41 The MFC Carpark occupies approximately 4,400m² of the Civic Precinct, providing 97 ground level, open-air carparks. Twelve spaces service the MFC and 85 are operated by the Council as a public carpark on the same terms as the pay-and-display spaces on CBD roads (i.e. available for up to two hours without charge on weekends).
- 42 Approximately 2,180m² of the site is recommended to be built on.
- 43 Carparking is a low value use of a valuable and prominent site situated close to the harbour. This use does not contribute to creating an intensive and high value community of buildings around the Civic Precinct.
- 44 In this context, the reasonably practicable options for the MFC Carpark are:
- Retain the site as a carpark and postpone any decision about what should be done with the site;
 - Develop the area as a commercial site; or
 - Dispose of the site by way of a long-term ground lease.
- 45 A table setting out an analysis of each option is included as Attachment 5 to this report. Of these options, it is proposed that the final option (disposal by way of long-term lease) be preferred. It is believed that this best achieves the objective of dealing with the resilience issues faced by the Civic Precinct and addressing how the MFC Carpark can be best utilised to achieve an economically sustainable revitalisation of the overall site.
- 46 Should the Council decide to dispose of the site, it is proposed that an equivalent sale process to that described above in relation to the MOB be followed so that the Council retains appropriate controls over how and when the site is developed.

Jack Ilott Green

- 47 An account of the history and status of the Jack Ilott Green site is included as Attachment 6 to this report. Three high-level options for this site have been considered for achieving the objective of dealing with the resilience issues faced by the Civic Precinct and addressing how it can be best utilised to achieve an economically sustainable revitalisation of the overall site. The options are:
- Keep the site as green open space, or develop it further as open space;
 - Lease the site for a private development of a building to generate activity; or
 - For the Council to develop the site itself.
- 48 Attachment 7 to this report sets out a thorough analysis of each of these options. It is proposed that Jack Ilott Green be disposed of by way of a long-term ground lease that controls the design and scale of any development. The resulting development has the potential to revitalise the Civic Precinct and, in particular, to increase the use and enjoyment of Civic Square.

Workplace strategy and modernisation

- 49 Inherent in considering the future use of the buildings within the Civic Precinct is an assessment of the Council's own requirements for office space. The Council currently occupies approximately 18,680m² of office space across the MOB, CAB and Library Building, comprised of the following (note this is gross floor space and includes lifts, stairwells, service cupboards, columns etc):

CAB	7,280m ²
MOB	8,400m ²
Library Building	3,000m ²
Total	18,680m²

- 50 If we adjust for the ground floor areas within MOB and CAB (which consists of Council Reception, Service Centre, Committee Rooms and the i-Site) we have between 18-20m² floor area per employee. The current New Zealand average is approximately 15m² per employee, and Central Government guidelines seek to achieve 12-14m² per employee.
- 51 In addition to the question of space, the current workplace needs modernisation to support and enable a more flexible, collaborate way of working that is resilient to change – this can be achieved through adopting a workplace model that incorporates:
- Work settings that support concentration, collaboration, confidentiality and creativity;
 - Allocated team zones but not all work stations assigned to an individual;

- Work stations designed on the basis of work function and mobility requirements; and
 - No offices.
- 52 None of the three buildings can be made larger (for example by adding a floor) for a cost that would provide an economic return on investment.
- 53 While the Library Building provides the least office space, it is recommended that this space is retained. It is possible that the needs of the Wellington Central Library may change in the future. This is particularly relevant when considered in light of the Library Modernisation Project, which is discussed below. The areas required for office space and other uses such as committee rooms can be adjusted in-line with the area occupied by the Library itself. Additionally, the office space in the Library Building is of reasonable quality and can be more easily adapted to a modern workplace layout than the MOB.
- 54 Assuming the Library Building office space is retained, then the CAB and MOB together equate to more space than the Council requires. The MOB is likely to cost approximately twice as much as the CAB to strengthen, and the resulting space will be less adaptable to a modern workplace layout. This makes the strengthening and retention of the CAB more sensible in economic terms. Additionally, the CAB has good sized and unobstructed floor plates that can be relatively easily renovated and adapted to a modern workplace layout.
- 55 The estimated capital expenditure for this workplace modernisation project (i.e. refitting the CAB and Library Building and moving staff) is approximately \$10 million. This 'right-sizing' will reduce future Council operating costs.
- 56 It is difficult to assess what our future space requirements might be in the context of possible regional amalgamation of Councils, however, the Workplace Strategy seeks to retain a significant presence in Civic Square. The proposed model provides a high level of flexibility and mobility for staff and Council functions that could accommodate the changes likely to result from amalgamation. The Civic Precinct would not be able to accommodate all staff in an amalgamated Council so satellite offices across the region would be required – however this would provide opportunities in respect of increased resilience (ie alternate operating sites) and customer service (ie regionalised service delivery).

Library modernisation process

- 57 The Library Building is purpose built to house the Wellington Central Library. The review of the Civic Precinct has not considered moving the Wellington Central Library from this site. The result of the proposed Library Modernisation Project including the potential for technology to change how libraries are operated and used means that, in the future, it is possible that the Wellington Central Library will occupy less space than it does now. This would shift the existing split between office space (2,400m²) and other uses (4,900m², which includes the library itself, the mezzanine and Clark's Café).

- 58 It is recommended that a Library Modernisation Project be completed in the first year of the LTP – 2015/16 – to inform the subsequent earthquake strengthening, office space and operational library requirements within the building. The areas required for office and other uses such as committee rooms can be adjusted in-line with the area occupied by the Wellington Central Library itself.

Town Hall tenancy negotiations with VUW/NZSO

- 59 The Council has recently begun non-binding discussions about leasing the Town Hall with the NZSO and VUW. A lease to a third party like NZSO/VUW would ensure that the Town Hall is occupied and contributing to the life of the Civic Precinct as a whole. A lease would also cover the Town Hall's future operating costs. Further, a tenant like the NZSO/VUW would benefit the Civic Precinct and Wellington in other ways by contributing to the cultural life and dynamism of the central city.
- 60 For these reasons it is recommended that the Council provide for up to all of the Town Hall to be leased to a third party. If an appropriate lessee can be secured and lease negotiated, then this will provide a trigger for proceeding with the budgeted strengthening work.

Other Matters

- 61 It is proposed to complete a number of property-related issues that will significantly improve the ownership and functionality of many of the buildings within the Precinct. These include:
- Re-surveying the Civic Precinct so that its component parts are held on separate certificates of title;
 - Separate the infrastructure services of and from other buildings, including:
 - Michael Fowler Centre;
 - City Gallery;
 - MOB;
 - Library Building; and
 - CAB.

Recommended Option

- 62 It is proposed that the Council consult on the package of decisions that make up the Civic Precinct Proposal as part of its 2015-25 LTP. Subject to confirming the decision after consultation, Council will then be able to make subsequent specific decisions on each component over the next three years, including in relation to the sale process adopted for each of the disposal sites. As a package, the Civic Precinct Proposal best meets the objective of dealing with the resilience issues faced by the Civic Precinct and addressing how it can be best utilised to achieve an economically sustainable revitalisation of the overall site. The end result would be

a more intensively used community of buildings within the Civic Precinct and a revitalisation of how Civic Square is used and its relationship with the surrounding buildings. The Council's use of office space would be modernised and made more efficient. A new medium to long term use would be found for the Town Hall. All Council-owned buildings within the Civic Precinct (except Capital E) would be appropriately strengthened and made more resilient. This would be funded, in part, by realising value from the Civic Precinct itself.

Next Actions

- 63 The next step is for the Council to agree to consult on the Civic Precinct Proposal as part of the Council's consultation document for adoption of its 2015-25 LTP.

Attachments

Attachment 1.	1. Consultation document and Annexures	Page 141
Attachment 2.	2. Land comprising the Civic Precinct	Page 151
Attachment 3.	3. Civic Square history and design	Page 152
Attachment 4.	4. Analysis of options for MOB	Page 153
Attachment 5.	5. Analysis of options for the MFC carpark	Page 155
Attachment 6.	6. History and status of the Jack Ilott Green site	Page 156
Attachment 7.	7. Analysis of options for Jack Ilott Green	Page 160

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SUPPORTING INFORMATION

Consultation and Engagement

See [Decision Making section in report and note the proposed consultation document in Attachment 1.](#)

Treaty of Waitangi considerations

As part of the consultation process discussions will be held with our iwi partners.

Financial implications

The proposed projects and programmes referred to in this report have been included within draft financial statements contained within the LTP – see reports on these matters as part of this agenda.

Policy and legislative implications

See [Decision Making section in report and note the proposed consultation document in Attachment 1.](#)

Risks / legal

See [Decision Making section in report and note the proposed consultation document in Attachment 1.](#)

Climate Change impact and considerations

Not applicable.

Communications Plan

See [proposed consultation document in Attachment 1.](#)

Attachment 1 – Consultation document excerpt

Overview

- 1 The Council is in the process of reviewing the use and development of the Civic Precinct. It believes that opportunities exist for the Civic Precinct to make a greater contribution to providing Wellington with a dynamic, vibrant and resilient central city.
- 2 The Council's objective is to address the resilience issues faced by the Civic Precinct and how the area can be best utilised to achieve an economically sustainable revitalisation of the overall site. It has approached this issue holistically, dealing with how the necessary strengthening can occur and how the Precinct can better contribute to Wellington's goals in the future.



- 3 To achieve this, the Council is putting forward a package of proposals regarding the Civic Precinct. It is doing this as a package because of the interconnectedness of the proposals and the benefits of considering the future of the area in a holistic manner. The proposals are to:
 - 3.1 Lease the Town Hall to a third party. Subject to securing this lease, the Council will also seismically strengthen the Town Hall;
 - 3.2 Dispose of the following sites to third parties by way of long-term ground leases that control the design and scale of any development on them:
 - 3.2.1 Jack Ilott Green;
 - 3.2.2 The Michael Fowler Centre carpark (**MFC carpark**); and
 - 3.2.3 The Municipal Office Building (**MOB**).
 - 3.3 Seismically strengthen the Civic Administration Building (**CAB**) and the Library Building;
 - 3.4 Re-survey the Civic Precinct so that, to the extent possible, its component parts are held on separate certificates of title;
 - 3.5 Separate from other buildings and improve the resilience of the key infrastructure services for:
 - 3.5.1 Michael Fowler Centre;

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- 3.5.2 City Gallery;
- 3.5.3 MOB;
- 3.5.4 The Library Building; and
- 3.5.5 The CAB.

The office space of these buildings will be modernised, with any additional space required to accommodate Council staff being leased from a third party.

- 4 The Civic Precinct is currently listed as a strategic asset, and sites within it may only be disposed of if the decision is provided for in the Council's long-term plan (LTP). The effect of a LTP is to provide a public statement of the Council's intentions. Subsequent specific decisions are still required to proceed with the matters covered by a LTP. Accordingly, in order for such subsequent decisions to be made over the next three years in relation to the Civic Precinct, they must be proposed by way of the LTP. The purpose of this consultation document is to seek input from the community about the proposals. Because of their special status, this document focuses on those sites that the Council is proposing to dispose of (either through actual disposal or leasing arrangements), i.e.:
- 4.1 The Town Hall;
 - 4.2 The MOB;
 - 4.3 The MFC carpark; and
 - 4.4 Jack Ilott Green.
- 5 Each is dealt with in turn below.
- 6 In addition, a table outlining the potential benefits and risks associated with the various options for these sites is annexed to this document. The criteria used by the Council to evaluate these options are:
- 6.1 Economic development;
 - 6.2 Social benefits;
 - 6.3 Seismic strengthening;
 - 6.4 Council resilience;
 - 6.5 Improved efficiency of Council workplaces; and
 - 6.6 Likely costs.

[Note, the table to be included as the annexure is currently in a separate document sent together with this draft report.]

The Town Hall

- 7 The Town Hall is listed as a category one building with the Historic Places Trust. It forms one of the main buildings surrounding Civic Square. Accordingly, while the Town Hall is seismically prone, the Council has previously decided to retain it and to focus on strengthening it so as to preserve its significant status.
- 8 Of the options for the Town Hall outlined in the annexure, the Council favours option 4. This would see the Council leasing the Town Hall to a third party. A successful lease would then provide a trigger for the Council to proceed with the seismic strengthening work. The tenant would be responsible for the fit out costs.
- 9 The Council has had preliminary discussions regarding a possible lease with the New Zealand Symphony Orchestra, who would use the Town Hall as a national "home", or

Victoria University of Wellington. A lease to a third party such as the NZSO and/or VUW would ensure that the building is occupied and contributing to the life of the Civic Precinct and the city more generally. It would also cover the Town Hall's future operating costs.

The Municipal Office Building

- 10 The MOB requires seismic strengthening to take it from being a potential earthquake risk to "good" under the National Building Standards. However, this work will be expensive. Additionally, the resulting building will provide the Council with more space than it requires. Currently, the Council operates within the Library Building, the CAB and the MOB. It would be more economically efficient to change this arrangement so that the Council operates within the Library Building and the CAB, and leases any additional space it requires from a third party. Accordingly, the Council proposes to dispose of the MOB through a long-term ground lease that controls the design and scale of any development. The developer would then be responsible for undertaking the seismic strengthening.
- 11 Of the options for the MOB outlined in the annexure, the Council favours option 4. This will find a sustainable use for the MOB and would bring new activity into the Civic Precinct without the Council assuming the role of commercial property developer.

The Michael Fowler Centre carpark

- 12 The Council believes that from an urban design perspective, the MFC carpark is a poor use of valuable inner-city space. Additionally, its use as a carpark is economically inefficient.
- 13 Of the options for the MFC carpark outlined in the annexure, the Council favours option 3. This option would dispose of the carpark by way of a long-term ground lease that controls the design and scale of any new development. Doing this would assist with the funding required for seismic strengthening work elsewhere in the precinct. It would also help to revitalise the area by intensifying its use and increasing the daytime population close to Civic Square.

Jack Ilott Green

- 14 Jack Ilott Green is somewhat disconnected from Civic Square and is at the same level as a busy main road – Jervois Quay. It was originally intended for this space to be developed as part of the ring of buildings surrounding Civic Square. At present the site is not heavily used. Additionally, there are a number of alternative open spaces nearby (e.g. Frank Kitts Park, Civic Square).
- 15 Of the options for Jack Ilott Green outlined in the annexure, the Council favours option 2. The Council believes that Jack Ilott Green should be disposed of by way of a long-term ground lease that controls the design and scale of any development. The resulting development has the potential to revitalise the Civic Precinct and, in particular, to increase the use and enjoyment of Civic Square.
- 16 The proceeds of any lease will assist in the seismic strengthening required elsewhere in the precinct.

Proposals to transfer ownership or control of a strategic asset

- 17 The accountability and monitoring arrangements for the proposals to dispose of the MFC carpark, MOB and Jack Ilott Green include the need for further specific Council decisions regarding each long term lease (including the Council's endorsement of the disposal process) and the Council's intention to control the design and scale of any development on the sites.
18. No conflicts of interest have been identified.

Consultation document annexure - Options considered for the Town Hall

Options considered	Economic development	Social benefits	Seismic strength	Council resilience	Improved efficiency of Council workplaces	Likely cost	Other considerations
Option 1 – Demolition of the Town Hall with complete removal	Temporary loss of the ability to generate revenue from the building and the site.	Demolishing a heritage building that is central to Wellington's history is likely to create a significant negative public perception. Wellington would lose a world class auditorium.	Eliminates seismic risk.			Low. Estimated at \$11m.	The Town Hall's heritage status means it is highly unlikely that the required consents would be obtainable.
Option 2 – Maintaining the façade only and replacing all internal features.	The design costs and economic consequences have not been fully developed as this is an unlikely option for the Council to take.	Risk that the public will see maintaining the façade as merely a token step. Loss of the heritage and acoustic values of other parts of the building such as the organ and the auditorium.	It is likely that strengthening would still be required for the façade.			Would depend on whether this work would be done by the Council or a developer. Likely to be expensive for the Council, and unclear whether a developer would be interested.	
Option 3 – Seismic strengthening to the minimum acceptable NBS for the building to be used			Seismic codes are likely to change over time. If this is the case, further strengthening may be required.	Presents greater risks than the alternatives listed below.		Risk of further cost and disruption if additional strengthening is required in the future.	
Option 4 – Seismic strengthening to 77% NBS and leasing the Town Hall to a third party	Leasing the Town Hall will generate revenue and assist with its operating costs.	Retains the heritage value of the building. It also protects the auditorium, which has an acoustic rating that places it amongst the top ten internationally. More generally, a tenant such as the NZSO, and the ability of the Town Hall to act as a concert venue, supports the creative arts and the culture of Wellington.	Ensures the building can be used and decreases the risk presented by a natural disaster.			Projected cost of \$60m.	

Item 2.2 Attachment 1

<p>Option 5 – Seismic strengthening to 77% NBS and retaining Council possession</p>	<p>Inability to generate revenue. Likely to be underutilised given the availability of the proposed convention centre as a new venue for events.</p>	<p>May be perceived as being the "right" thing to do.</p>	<p>May set a positive precedent for other seismic projects in the city.</p>	<p>Provides greater security for the Council.</p>	<p>Likely to leave the Council with more space than it requires.</p>	<p>Estimated cost of \$63.5m</p>	
<p>Option 6 – Seismic strengthening to 100% NBS (and then either retained or leased)</p>							

Consultation document annexure - Options considered for the Municipal Office Building

Options considered	Economic development	Social benefits	Seismic strength	Council resilience	Improved efficiency of Council workplaces	Likely cost	Other considerations
Option 1 – Leave the building 'as is' and postpone any decision regarding seismic re-strengthening	Inhibits the ability of the Council to generate any revenue from the site. It would also risk inhibiting economic development and growth for the city more generally.	Prevents the site from contributing to the revitalisation of the Civic Precinct.	Presents a risk in the event of a natural disaster. It also fails to show leadership on seismic issues.		Retains flexibility for the site, including the ability to utilise it in the event of local authority amalgamation.	No cost.	
Option 2 – Strengthen the building and then occupy or lease the excess space	Leasing excess space may provide some economic benefits, but this is likely to be significantly less than the strengthening costs. Ultimately this would be a large investment in what is currently a relatively low value building. It would be less expensive for the Council to lease any additional space needed from elsewhere.	Risk of under-utilisation of Civic Square.	Shows leadership on addressing seismic issues. Decreases the risk presented by a natural disaster.	Would ensure the building could be used in the event of a natural disaster.	Retains some flexibility for the site, including in the event of local authority amalgamation.	Strengthening is likely to cost \$12m.	
Option 3 – Develop the building as a commercial site	The Council would need to fund the development and assume the risk of being a property developer, which is a role it is not suited to.	May encourage development elsewhere in the precinct, however this could also be achieved through a commercial development.	Shows leadership on addressing seismic issues. Decreases the risk presented by a natural disaster.		The Council retains complete control over how the site is developed, including flexibility to include office space for Council staff.	Strengthening is likely to cost \$12m.	
Option 4 – Dispose of the site through a long-term ground lease	Enables the Council to realise money that can be used to fund seismic strengthening work within the Civic Precinct. The MOB has a book value of \$5.44m.	Likely to revitalise the site, which in turn will have an effect on the precinct.	Decreases the risk presented by a natural disaster. Removes the Council's earthquake strengthening liability.		Ensures that the building remains available to the Council during the construction phases for the CAB and the Library Building.	The costs of any development, including seismic strengthening, would be met by a private developer.	The Council would maintain control over the design and scale of any development.

Item 2.2 Attachment 1

Consultation document annexure - Options considered for the Michael Fowler Centre carpark

Options considered	Economic development	Social benefits	Seismic strength	Council resilience	Improved efficiency of Council workplaces	Likely cost	Other considerations
Option 1 – Retain the site as a carpark	Presents a risk that future use of the site will not materialise.	No loss of public parking spaces. However, the site will not contribute to the revitalisation of the Civic Precinct or the life of Civic Square.			Provides flexibility for creating office space for Council staff, but it is unlikely this will ever be economically desirable.	No cost.	
Option 2 – Develop as a commercial site	The Council would need to fund the development and assume the risk of being a property developer, which is a role it is not suited to.	May encourage development elsewhere in the precinct, however this could also be achieved through a commercial development.			The Council retains complete control over how the site is developed, including flexibility to include office space for Council staff.	Likely to involve significant costs.	
Option 3 – Dispose of the site through a long-term ground lease	Enables the Council to realise money that can be used to fund seismic strengthening work within the Civic Precinct. The potential sale value is estimated to be \$6.5m to \$8.5m	Likely to revitalise the site, which in turn will have an effect on the precinct.				The costs of any development, including seismic strengthening, would be met by a private developer.	The Council would maintain control over the design and scale of any development.

Consultation document annexure - Options considered for Jack Iloft Green

Options considered	Economic development	Social benefits	Seismic strength	Council resilience	Improved efficiency of Council workplaces	Likely cost	Other considerations
Option 1 – Keep the site as an open space or develop it further as an open space	Inhibits the ability of the Council to generate any revenue from the site.	While this has always had a level of support, there is already a reasonably significant amount of open space nearby (Frank Kitts Park, Civic Square, the Lagoon and surrounding areas, Waitangi Park). Additionally, the quality of this area as a public space is questionable given its proximity to Jervois Quay. This is reflected by the fact that it is not currently used to a great extent.			Retains flexibility for the site, including the ability to utilise it in the event of local authority amalgamation.	No cost.	
Option 2 – Sell or lease the site for the private development of a building to generate activity	The site is viewed as hugely attractive, as evidenced by the number of proposals that have been put up for it.	The introduction of a new building into the precinct is likely to stimulate greater use of Civic Square and the area more generally.			Revenue generated from any lease would be put towards the seismic strengthening projects in the precinct.	Any costs of a new development would be met by a private developer.	A design guide for the site will provide a good level of assurance that whatever is placed on the site will conform to the design values of the precinct more generally.
Option 3 – Develop the site with the Council as a key stakeholder, as in the School of Music proposal	Decreased ability to generate revenue from the site. The delay associated with this may mean there is the potential for nothing to happen with the site.	Ensures greater use of Civic Square and the area more generally. It may also support Wellington's development as a cultural centre.				Far greater costs for the Council as it would have to contribute to the development of the site.	

Attachment 2 – Land comprising the Civic Precinct

- 1 The land comprising the Civic Precinct is held in nine certificates of title:
- 1.1 WN31A/689 — containing the Library Building, the City Gallery, part of Civic Square and part of Jack Ilott Green. This land was originally reclaimed pursuant to the Wellington City Council (Te Aro Reclamation) Act 1879. Section 8 of that Act grants the Council power to deal with the reclaimed land by selling or leasing it.
 - 1.2 WNC1/1333 — containing the MFC Carpark and part of the MFC. The Council holds a fee simple estate and is able to deal with this land.
 - 1.3 WN35B/32 — stopped road containing part of Jack Ilott Green, part of the City to Sea Bridge and part of Capital E. The Council holds a fee simple estate and is able to deal with this land.
 - 1.4 WN35B/29 — stopped road containing the Portico, part of the CAB and part of Civic Square. The Council is able to deal with this land.
 - 1.5 WN269/80 — containing part of the CAB and part of Civic Square. The Council is able to deal with this land.
 - 1.6 WN35B/31 — stopped road containing part of the CAB. The Council is able to deal with this land.
 - 1.7 WN30A/208 — containing part of the CAB, part of the MOB and part of Civic Square. This land was originally reclaimed pursuant to the Wellington City Council (Te Aro Reclamation) Act 1879. Section 8 of that Act grants the Council power to deal with the reclaimed land by selling or leasing it.
 - 1.8 WN310/63 — containing part of the MOB, part of Civic Square (including Cuba Lane) and the Town Hall. This land was originally reclaimed pursuant to the Wellington City Council (Te Aro Reclamation) Act 1879. Section 8 of that Act grants the Council power to deal with the reclaimed land by selling or leasing it.
 - 1.9 WN18D/503 — containing part of the MFC, part of Civic Square, part of Capital E, part of the City to Sea Bridge and part of Jack Ilott Green. The Council holds a fee simple estate and is able to deal with this land.

Attachment 3 – Civic Square history and design

- 1 All of the land that now comprises the Civic Precinct was originally reclaimed from Wellington Harbour. It was vested in the Council by a Crown grant in 1874 "to be held on trust for reclamation and for the purposes of public utility". The area was formed as part of the Te Aro Reclamation by the Wellington Corporation around 1889 and was identified as Reserve K pursuant to the Wellington City Council (Te Aro Reclamation) Act 1879.
- 2 The reclaimed land was not immediately set aside as a civic centre, being leased and used in a variety of ways over the years.
- 3 Proposals to develop a civic centre for Wellington were put up for discussion from the 1940s. Wellington was perceived to be a linear city, with Parliament informally acknowledged as the focal point. Unlike other cities, a formal civic space was not planned at an early stage, but a need for a formal space for civic ceremonies and a city centre became evident.
- 4 In 1957 the triangular area in front of the MOB was named "Civic Square", and in 1959 planning for a civic centre was started.
- 5 In 1964, building occupiers and lease holders were informed of the new zoning of the area bounded by Mercer Street, Cuba Street, Jervois Quay and Harris Street. The land was zoned under the draft District Scheme as "Civic Centre".
- 6 In 1969 the Town Planning Department drew plans for the Civic Square development that specified the sites at 4–6 Cuba Street and 1–7 Harris Street (now Jack Ilott Green) as being used for a new Town Hall.
- 7 In 1971, Professor R T Kennedy was hired as a Town Planning consultant by the Town Clerk to produce proposals for the development of a civic centre. His 1972 and 1974 reports show 1–7 Harris Street as an open space adjacent to a large conference centre placed essentially on the area now known as Jack Ilott Green.
- 8 In 1987, the Council appointed the late Sir Ian Athfield as the lead architect and Fletcher Development and Construction Ltd as project developer for Civic Square. The project involved building a new library, conversion of the existing library into the City Gallery, extension and refurbishment of City Council buildings (including construction of the CAB), earthquake strengthening and refurbishment of the Town Hall, car parking space, design of the new public space and a link to the waterfront. The project was completed in 1991.

Attachment 4 – Analysis of options for the Municipal Office Building

Option	Advantages/ benefits	Disadvantages/ costs	Analysis
<i>Leave 'as is'/ postpone decision</i>	No cost. Retains flexibility for the site, including in the event of local authority amalgamation.	Retention of "potential earthquake risk" facing Civic Square. Failure to show leadership on addressing seismic issues. Risk that a future use for the site will not materialise. The site will not contribute to the revitalisation of the Civic Precinct or the life of Civic Square.	The 'do nothing' option is sub-optimal. It is unlikely to ever be economic for the Council to strengthen the MOB to use it as office space for staff (for example in the event of amalgamation). In the interim the building will act as a drag on the character of the Civic Precinct and the costs of developing the site may increase.
<i>Strengthen and occupy/lease excess space</i>	Retains some flexibility for the site, including in the event of local authority amalgamation. Leasing excess space would provide funding for operating costs. Shows leadership on addressing seismic issues.	Large investment in relatively low value building. The Council assumes construction/cost escalation risk. Less expensive to lease any additional office space required from a third party (which may also increase the Council's resilience by spreading its risk). On-going risk of securing tenants for excess space. Ongoing risk of under-utilisation with attendant drag on the vitality of Civic Square.	The MOB is not a heritage building and it is difficult to support the likely cost of strengthening (~\$12m) to provide more office space than the Council has an immediate use for. As it would not be economic, the investment would simply be to retain that building on that site. The intrinsic qualities of the MOB are not such that it justifies retention at any price.

Option	Advantages/ benefits	Disadvantages/ costs	Analysis
<i>Develop as a commercial site</i>	Retains complete control of how the site is developed, including flexibility to include some office space for Council staff as part of the development. Potential to achieve the desired revitalisation and better use of the site. Promotes economic development in and around the Civic Precinct.	The Council would need to fund and assume the commercial risk of being a property developer. If more office space within the Civic Precinct was imperative, the same result could be achieved for lesser risk by disposing of the site on the condition that some of the resulting office space in the development will be made available to the Council on ordinary commercial terms.	The Council is not an experienced commercial property developer and it is unlikely that the public would support such an assumption of costs and risk.
<i>Dispose of site by long-term ground lease following completion of CAB and Library Building</i>	Remains available as temporary space during CAB and Library Building construction phases. Potential to achieve the desired revitalisation and better use of the site. Potential to realise money that can be used to part-fund earthquake strengthening work within the Civic Precinct. Removes the Council's earthquake strengthening liability. Promotes economic development in and around the Civic Precinct.	Loss of some control over how the site is developed (although this can be addressed in part through the method of sale). Effective long-term loss of ownership of part of the Civic Precinct. Loss of long-term flexibility (for example development of the site by the Council for additional office space).	Disposal is the fastest and least risky way to achieve the Council's objectives. How and when the site is developed can be controlled through the method of sale. The flexibility to dispose of the site may also work in conjunction with finding a tenant for the Town Hall to create other opportunities (for example disposal to a tertiary education institution). Although uncertain because of the MOB's seismic status, disposal may assist with funding the earthquake strengthening of other buildings within the Civic Precinct.

Attachment 5 – Analysis of options for the MFC Carpark

Option	Advantages/ benefits	Disadvantages/ costs	Analysis
<i>Retain as carpark/ postpone decision</i>	No cost. Retains flexibility for the site, including in the event of local authority amalgamation. No loss of public parking spaces.	Risk that a future use for the site will not materialise. The site will not contribute to the revitalisation of the Civic Precinct or the life of Civic Square.	The 'do nothing' option is sub-optimal. It is unlikely to ever be economic for the Council to develop the MFC Carpark for its own use (for example in the event of amalgamation). In the interim the site will act as a drag on the character of the Civic Precinct and the costs of developing the site may increase.
<i>Develop as a commercial site</i>	Retains complete control of how the site is developed, including flexibility to include some office space for Council staff as part of the development. Potential to achieve the desired revitalisation and better use of the site. Promotes economic development in and around the Civic Precinct.	The Council would need to fund and assume the commercial risk of being a property developer. Loss of public parking spaces.	The Council is not an experienced commercial property developer and it is unlikely that the public would support such an assumption of costs and risk.
<i>Dispose of site by long-term ground lease</i>	Potential to achieve the desired revitalisation and better use of the site. Will realise money that can be used to fund earthquake strengthening work within the Civic Precinct. Promotes economic development in and around the Civic Precinct.	Loss of some control over how the site is developed (although this can be addressed in part through the method of sale). Effective long-term loss of ownership of part of the Civic Precinct. Loss of long-term flexibility (for example development of the site by the Council for additional office space). Loss of public parking spaces.	Disposal is the fastest and least risky way to achieve the Council's objectives. How and when the site is developed can be controlled through the method of sale. Disposal will assist with funding the earthquake strengthening of other buildings within the Civic Precinct.

Attachment 6 – History and status of the Jack Ilott Green site

History of the site

- 1 Turnbull, Hickson and Palmer (printers, bookbinders and lithographers) obtained a perpetual lease of the land at 1–7 Harris Street (Lot 9 DP 10801) from the Council on 20 December 1890. A building was constructed on the site in 1899 for the use of this company.
- 2 By May 1928, J Ilott Advertising had taken over the lease and sublet the ground floors to United Distributors. The lease was transferred from J Ilott Ltd to Jervois Investment Ltd in April 1951. J Ilott Advertising occupied the building until 1975. (The association between J Ilott Ltd and Jervois Investment Ltd is not clear.) John and his son Jack Ilott have been associated with the site for many years. Jack Ilott in particular is recognised as a Wellington benefactor.
- 3 In 1972, Council reached agreement to acquire the leasehold interest and building from Jervois Investment Ltd for \$88,000 — the market value of the property. The settlement date was 1 April 1974, although Jervois Investment Ltd/J Ilott Advertising occupied the building on a monthly tenancy until 30 April 1975.
- 4 Because the building was empty and plans for its demolition had not been finalised, the Council agreed to temporarily lease the building at a subsidised rental to the Operatic Society and Circa Theatre for one year from 30 June 1975, then on a monthly basis.
- 5 In 1982, the Operatic Society moved out, leaving the building solely occupied by Circa Theatre.
- 6 In 1981 the Council received a proposal for a hotel on the site from architects Calder, Fowler, Styles and Turner. The Council's response was that the land was not to be released for private development as it was still intended for development as part of the civic centre. As a result, the hotel plans were never drawn up.
- 7 In 1984 a proposal by Council architects for the civic centre area placed a commercial office tower on Harris St/Jervois Quay corner.
- 8 In 1986, urban design consultants John Gray, Ross Witcher and Frank Boffa were commissioned to review all previous schemes and prepare an urban design concept plan for the civic centre taking into account "the influences of the redeveloping city centre". Their plan incorporated a commercial hotel, offices with conference facilities and a chamber music auditorium located on the site.
- 9 In 1987, the Council proposed that it enter into negotiations to carry out a civic centre redevelopment with the cost of the work being off-set by selling the leasehold rights to the site. This was known as the "Fletcher Package". The sale price for the site was to be based on "a building envelope on the site to accommodate 7800m² of carparking space, 5,500m² of podium and 15,400m² of tower". This building would have stood at 62.4m high from mean sea level.
- 10 Subsequent discussions and submissions raised various concerns regarding the arrangement with Fletchers and the proposed use of the site.
- 11 In October 1988, the Design Consortium for the Civic Square Redevelopment (which included the late Sir Ian Athfield as the lead architect) proposed a commercial building on the site. This recommendation was not approved by the Council, although approval for the remainder of the civic centre project was given by Council on 29 June 1989, and Civic Square was publicly opened in 1991.

- 12 Circa Theatre moved out of the building in December 1994 to its current waterfront location. Consent for demolition of the building at 1–7 Harris Street was obtained in June 1995. The reporting officer recommended that the Committee "approve landscaping of the cleared area to the same standard as adjoining planted areas as an interim measure" and "note that investigations are underway into proposed long term use of the site ...".
- 13 In 1995, a project team comprising the urban design unit, property department and the Capital Development Agency again considered development opportunities for the site with Council. The site was described as "the last undeveloped portion of land within the Civic Square complex. The site is presently occupied by the former Circa Theatre building and given its location presents a valuable and sensitive site for development in the city whether it be used as open space or for a commercial venture". Several options were put forward, but none progressed.
- 14 In 1998 then Mayor Mark Blumsky sponsored the naming of the area "Jack Ilott Green". At the time of naming the site, Jack Ilott was made aware that the site was intended for future development and would potentially be built on. Mr Ilott was assured that his name would be retained and associated with whatever development occurred on the site.
- 15 This understanding has been confirmed by John Prebble, who was President of Rotary at the time. Mr Prebble states:
- ... although there was no promise that the lawn would remain as lawn indefinitely nor that it would be called Jack Ilott Green indefinitely, I assumed (as I think did others) that if and when there had to be a redevelopment the bronze plaque that was proposed would be retained and, if need be, relocated to somewhere appropriate, as had happened with the Rotary Garden Court plaque.
- 16 In 1999 the Council approved the sale of the site and a public consultation process commenced. The disposal process was suspended in March 2000 pending finalisation of the work of the Waterfront Leadership Group and development of the Waterfront Framework.
- 17 The sale process was restarted in July 2001, once the waterfront future was clear with the adoption of the Waterfront Framework. However, in August that year the process was again suspended to allow the Council to explore the potential of the site in relation to the possible development of a Wellington convention centre. It was recommended that the Council leave its options open until a Convention Centre Stage 2 Economic Feasibility Study could be completed and considered.
- 18 In August 2002 a report to the Finance and Corporate Committee recommended that the sale process be recommenced "within an urban design framework that establishes public objectives to be enhanced by any building". The Council began developing a design guide for the site, which would be imposed on any development of the site and would be in addition to the District Plan controls.
- 19 The Council also initiated a Private Member's Bill, sponsored by Hon Marian Hobbs, to repeal the provisions of the Wellington City Council (Te Aro Reclamation) Act 1879 requiring that the land must be offered for sale or lease by public auction.
- 20 A final design guide for buildings on the site was agreed by Council in 2003.
- 21 In September 2003 Massey and Victoria Universities announced a joint venture to establish a National School of Music in Wellington. To further develop the venture, the universities approached the Council for help with finding a potential site.
- 22 In December 2003, the Council agreed to offer the universities an 18-month option to develop a proposal to locate the school on the site. At the time of offering the

universities this option, the Council stated it would not pursue the development of the site for another purpose while the universities were looking at whether the site met their needs. Ultimately this option expired without agreement being reached.

Current status of the site

- 23 The site occupies 1,758m² of the Civic Precinct. Unreinforced seawall forms the north-eastern boundary to the site. Strengthening of this seawall is already included as part of the Council's earthquake resilience work programme.
- 24 The site is not reserve under the Reserves Act 1977 and the Council is able to dispose of it. However, consultation is mandatory as a consequence of the land being both a strategic asset and qualifying as a "park" under s 138 of the LGA. The land is also arguably "endowment property" under s 141 of the LGA, as it was originally granted by the Crown to the Council on trust pursuant to the Wellington City Council (Te Aro Reclamation) Act 1879. This does not prevent disposal of the site, but the proceeds of sale must be used in a way that is consistent with the purpose of the endowment (being "for purpose of public utility"). The funding of necessary earthquake strengthening work would be consistent with this purpose.
- 25 The Council's urban design team has for many years been addressing the question of how to deal with this site and has considered a range of options, always conscious of the importance of the site to the city fabric, Civic Square and the people of Wellington.
- 26 A report to the Finance and Corporate Committee in 2002 had noted that "any future use of the site as a built space will require significant urban design input to ensure that sunlight, shading, public space connections and view shaft concerns are adequately protected. It would also need to recognise the importance [of] any future building on the site being complimentary to Civic Square. The Urban Design Team believes that provided such detailed urban design work is undertaken a compromise of these potentially conflicting uses could be arrived at."
- 27 Officers can also draw on the advice from a range of experts. *[In 20[insert]]*, the internationally renowned urban designer, Jan Gehl, completed a study on how the city works in terms of walkability, looking in particular at the linkages to and use of the waterfront area.
- 28 Professor Gehl considered the waterfront as a major asset for the city and that it finishes at the building edge on the western side of Jervois Quay. He proposed that Jervois Quay becomes more humane — a city boulevard — and has stated that these buildings should have a strong active edge facing onto the waterfront and should support this area for pedestrians. Professor Gehl believes that the holes (including the site) along this edge need to be filled to generally enhance the waterfront.
- 29 Other respected design experts have also commented. Notably, Sir Ian Athfield, who played a lead role in the design of Civic Square, strongly believed that it needs to be completed with a building. He had not commented specifically on the type or function of the building, rather his feeling was that it must bring a 'permanent population' into Civic Square. His concern was that the current use of the site is not attracting people and that it is an unpleasant and uninviting space.
- 30 Roger Shand, project director for the civic centre, described Civic Square as "... primarily a place for people ... I see it as a theatre in real life with the square being the stage". Mayor Jim Belich said "We, like the business world, need our competitive advantage — the Civic Centre gives us that". Carol Packer, writing with some foresight in *Architecture New Zealand* (1992), described it as Wellington's greatest achievement with "architectural and urban design significance beyond the site and beyond these times".

- 31 Special interest groups have also maintained an interested in the site. In a 2004 submission to the Council the Civic Trust commented:

The argument that a building is needed to complete the Civic Square is debatable. This was clearly demonstrated by the ideas that were given light at the Trust's forum by Clive Anstey, Chris Kelly and Neil Plimmer. Their design ideas highlighted the distinctive qualities of the Square, with its potential to have a much stronger relationship to the waterfront and the potential for this site to become an integral part of the Square. A building such as that proposed for the music school would see the evolving sense of connection between Civic Square and the sea curtailed, and the character of the Square shifted irreversibly towards a structured and constrained space.

Attachment 7 – Analysis of options for Jack Ilott Green

- 1 The three high-level options for the site are:
 - 1.1 Keep the site as green open space, or develop it further as open space;
 - 1.2 Lease the site for a private development of a building to generate activity; or
 - 1.3 For the Council to develop the site itself.

Green space option

- 2 This option has always had a level of support. Some special interest and lobby groups have been strong proponents of retaining the area as green space. Suggestions have included developing a children's play area, a winter garden, a sculpture garden, or a site for temporary exhibitions.
- 3 It is argued that this city has a dearth of green space and that this site, one of the last remaining pieces of undeveloped land in the CBD, is now established as a piece of green space and should be retained as a city park.
- 4 Sitting between Frank Kitts Park and Civic Square, it could be used as an open space link between these two major open spaces in the central city. As a simply designed green space, the softness contrasts with the hardness and of the more 'designed' Civic Square.
- 5 It has been argued further that the site would enjoy better patronage if it was developed purposefully for outdoor use, by providing better facilities such as seating and shelter.
- 6 Jack Ilott Green is situated close to Civic Square, the City to Sea Bridge, the Waterfront promenade, Frank Kitts Park, Waitangi Park, the area adjacent to the Wellington Free Ambulance Building and the space adjacent to the Wharewaka complex. There is plentiful provision of green space within the immediate proximity.
- 7 In August 2002, officers reported back to the Finance and Corporate Committee on the urban design team's evaluation of potential uses of the site, specifically as a playground or outdoor space. The team's conclusion was that an open space use was not optimal. The following extract from the officers' report shows their reasoning:

The assessment of the current open space values of the site indicates that the property is currently under-utilised. The area is not widely recognised by the public as a central city open space destination and most uses are transient and highly weather-dependent.

A number of future alternative uses have also been considered. By undertaking some signage, earth works and planting to the amphitheatre site/Jack Ilott Green and the former Circa site it is believed that the open space amenity of the site could be improved. It is considered that a children's playground on the site would only be appropriate if the current playground on Frank Kitts Park were disestablished. There are no plans to do this, as it is considered that a playground on the former Circa site is not appropriate.

A mixed-use of the site (i.e. part open space and part building) could be successful, provided that a clear connection between the open space and any new building could be established.

- 8 The August 2002 document "Greening Central Wellington", prepared by Boffa Miskell, refers to Jack Ilott Green as:

A well-established green space with plenty of useable grass and developing tree structure. However, it is not used a great deal because of its location — adjacent to the major waterfront traffic route, visually and functionally separated from Civic Square and lacking in immediately adjacent uses that might attract use.

- 9 Observed usage of the site has shown that the predominant use is as a thoroughfare. The experience is considerably worsened by the neighbouring lanes of traffic accelerating away from two sets of traffic lights, contributing fumes and noise.
- 10 In determining that the site would be retained as green space (or developing it as open space), the city forgoes the opportunity of earning a full consideration for the value of the site. The site would continue as a park asset and would require continued maintenance.

Advantages/ benefits	Disadvantages/ costs	Analysis
<p>No cost. Retains flexibility for the site. No loss of green space.</p>	<p>The site will not contribute to the revitalisation of the Civic Precinct or the life of Civic Square.</p>	<p>It has always been intended that this site be developed. The Council has waited for approximately 40 years for the 'right' use to present itself. The land contributes little as a green space. While poor quality development has the potential to detrimentally affect Civic Square and its connection with the waterfront, a good quality development can enhance it. The type and scale of any development can be controlled via the method of sale. It is unlikely to ever be economic for the Council to develop the site for its own use (for example in the event of amalgamation). In the interim the site will act as a drag on the character of the Civic Precinct and the costs of developing it may increase.</p>

Private development option

- 11 This option has been explored several times and has included use as a commercial office block, apartments and a hotel. On at least two separate occasions, approval has been given to sell the site and the process commenced. However, the disposal process was suspended, mostly to allow further thinking on the future of the site and to keep options open.
- 12 The value of the site as an outstanding piece of undeveloped land in the CBD has been hugely attractive, evidenced by the number of proposals that have been put up, and the number of times a sales process has been embarked upon.
- 13 However, there appears throughout to have been a wariness to commit this piece of land to private development. The importance of the site and its place in the collective eye of the city has grown over the years and with each attempt to dispose of it. It would be fair to say that Wellingtonians are protective of this site and are reluctant to see it disappear into private ownership.
- 14 It has been noted that the quality of the view towards the harbour from Civic Square at ground level is highly compromised by the City to Sea bridge and the configuration of the Square and surrounding buildings.
- 15 The development of a design guide provides a good level of assurance that whatever is placed on the site can be controlled to conform to firm design values and covers issues such as sun and shading, view shafts, interaction with street edges and the context of Civic Square. The principles that a design guide is capable of expounding are that any development:

- 15.1 Display exceptional architectural design that is fitting to complete this central place within the city and that will make a major contribution to the quality and attractiveness of the Civic Precinct area;
 - 15.2 Give strong consideration to the particulars of context including space, activity, connections, scale, and the civic importance of the site;
 - 15.3 Integrate architecture with the design of urban space and landscape; and
 - 15.4 Be generous in the provision and design of its public areas and connection to public space.
- 16 A good-quality building is capable of meeting the Council's goals. It has been observed that strict rules on height, bulk and use may diminish the desirability of the site for developers. Nevertheless, the site poses opportunities for private developments such as a hotel or mixed commercial/residential use. Any development would need to comply with the controls adopted by the Council as part of the sale process.
- 17 In selling or leasing the site, the city also has an opportunity to gain income. The Council would receive full consideration for the value of the site.

Advantages/ benefits	Disadvantages/ costs	Analysis
Potential to achieve the desired revitalisation and better use of the site. Will realise money that can be used to fund earthquake strengthening work within the Civic Precinct. Promotes economic development in and around the Civic Precinct.	Loss of some control over how the site is developed (although this can be addressed in part through the method of sale). Effective long-term loss of ownership of part of the Civic Precinct. Loss of long-term flexibility (for example development of the site by the Council for additional office space). Loss of green space.	Disposal is the fastest and least risky way to achieve the Council's objectives. How and when the site is developed can be controlled through the method of sale. Disposal will assist with funding the earthquake strengthening of other buildings within the Civic Precinct.

Council development option

- 18 This option has been raised on several occasions — the site has been earmarked for a town hall development, a musical theatre, a high-tech experiential museum, conference facilities and a National School of Music.
- 19 A cultural/civic use with the Council as a key stakeholder could be a good option for the site. Any use that retains the Council as a key stakeholder protects the Council's interest in the site. The city keeps ownership of the land.
- 20 There has certainly been a strong level of interest throughout the years in using the site for some form of civic development, but it has never progressed beyond a conceptual stage. Any proposal would require a large commitment of ratepayer funds, which has perhaps been a stumbling block. The comment has been made that the Council is not a developer. Further, there is no viable proposal on the table that merits further intensive investigation. Nor have any of the proposals developed over the last 40 years come to fruition.
- 21 As with a private development, the design guide imposes limitations to anything that is constructed on the site. This preserves the integrity of the relationship of the site to Civic Square location, but causes some difficulties for building design.

- 22 Thus there appear relatively few avenues to achieve this option without significant investment and assumption of risk by the Council.
- 23 From an economic perspective, using the site for a non-commercial purpose would mean a lost opportunity to the Council. It would not gain full consideration for the value of the site for the period of the lease. However, this could be offset by wider economic benefits to the city as a whole in the event that a viable cultural/civic use could be found for the site.

Advantages/ benefits	Disadvantages/ costs	Analysis
<p>Retains complete control of how the site is developed, including flexibility to include some office space for Council staff as part of the development.</p> <p>Potential to achieve the desired revitalisation and better use of the site.</p> <p>Promotes economic development in and around the Civic Precinct.</p>	<p>The Council would need to fund and assume the commercial risk of being a property developer.</p> <p>Loss of green space.</p> <p>The 'right idea' does not exist at the moment and has not been found in 40 years.</p> <p>There is a risk of ongoing, long term under-utilisation of the site.</p>	<p>The Council is not an experienced commercial property developer and it is unlikely that the public would support such an assumption of cost and risk.</p> <p>There is a risk that this option is, in real terms, a 'do nothing' option.</p>

30 YEAR INFRASTRUCTURE STRATEGY

Purpose

1. The Council must prepare and adopt an infrastructure strategy for a period of at least 30 consecutive financial years.
2. The purpose of this report is to present the Council with an updated draft of the Infrastructure Strategy (30IS) presented to this committee on 10 December 2014. This strategy sets out how the Council will provide and maintain affordable and sustainable infrastructure services for this and future generations.

Summary

3. Infrastructure services form a primary part of the Council's business and their delivery critically provides for the functioning of a complex, modern city. They underpin the everyday activities of the City as well as its aspirations for the future.
4. To provide this support, it is essential the City's infrastructure services are managed and developed in a smart, sustainable and effective way. Wellington's needs and aspirations are inextricably linked to how well and how sustainable the Council manages the City's infrastructure.
5. This 30IS will enable the Council to achieve the best possible use of its existing networks and facilities. In turn, this will give the City financial headroom to invest in areas of economic growth. The substantial focus for the City in the foreseeable future will be economic development, so the primary purpose of this strategy is to enable and support that development and help grow the City.

Recommendation/s

That the Governance, Finance and Planning Committee:

1. Receive the information.
2. Agree to the draft Infrastructure Strategy in attachment 1.
3. Delegate to the Mayor and Chief Executive the authority to make editorial changes to the Infrastructure Strategy that may arise as part of the final audit review process.
4. Note that draft Infrastructure Strategy will be consulted on at the same time as the 2015-25 Long Term Plan.
5. Note that any changes as part of these deliberations will be incorporated into the Infrastructure Strategy.

Background

6. The 30IS explains how the Council will deliver and maintain affordable and sustainable infrastructure services for both current and future generations of the City. In essence the 30IS is a tool for smart, effective, knowledge-based decision-making about where and how the City directs its investment in its infrastructure services.
7. Given the essential nature of infrastructure services and the financial commitment required to provide them, it is vital the Council have a clear, robust and sustainable

strategy for their delivery. The proposed 30IS seeks to ensure the Council maximises the value of its infrastructure investments, clearly understand the benefits of that investment and highlights the reality of the risks that are present in providing its infrastructure services. It is also imperative the Council understands the relationships between these realities, for example, being able to articulate what may happen to the City if it does not invest adequately in its infrastructure.

8. The 30IS also provides a strategic and transparent framework and direction for integrated planning across our services. This will become increasingly important for managing the City's infrastructure into the future.

Discussion

9. Infrastructure services are a major part of the Council operations. The Council has \$6.5 billion currently invested in physical assets, and most of the Council services are reliant on and tied to these assets.
10. Over the 30-year horizon of the strategy and beyond, priorities and imperatives for the City and region will invariably change. However, by properly understanding the Council infrastructure and making smart and well understood decisions the Council can give the best possible support to the City's needs and aspirations over the long-term, whatever they may be.
11. Anything the Council chooses to do on behalf of its community in terms of its infrastructure does not exist in isolation – it can have a number of benefits. Infrastructure can provide for the necessities of life (i.e. water), enable growth (i.e. transportation), raise the level of public health and the quality of the environment (i.e. wastewater management) and reduce unnecessary expenditure.
12. This has been one of the driving factors behind the Council's current approach to asset management planning. We have moved beyond the concept that asset management is about condition assessment and overlaying a maintenance and renewal profile. The investment the Council has made in recent years has led to the introduction of sophisticated and advanced practices. The focus has been on lifting the quality of our information (data) sets.
13. With improved information we have been able to more accurately assess the condition, demand, capacity and the components of our assets. This has resulted in having greater statistical confidence in the life cycle and associated costs of our infrastructure.
14. The approach has been peer reviewed and has received praise from those in the sector and is seen as a leading example of asset management practice.
15. The improved information practices mean we are able to model-up our existing assets, which helps guide:
 - growth into areas where capacity already exists reducing the need for the expense of extending or creating additional network capacity
 - greater use of the existing capacity of our assets
 - greater knowledge (i.e. statistical confidence) about when an asset or component is likely to reach the end of its operating life.
16. The net result of the work is forecast to reduce costs by around \$90m over the next ten years (compared to past forecasts).
17. We have maintained a prudent approach in continuing to fully fund depreciation where it is anticipated that Council will be responsible for renewing the asset in the future. We

have also mitigated the risk that if there is a need for renewal expenditure above that determined by our model e.g. to respond to urgent / emergency situations.

We have achieved this by additional capital funding capacity in years 2 -10 of our LTP. This amount is equal to the difference between our renewal expenditure and depreciation over the first 3 years of our LTP.

18. The strategy has been developed with this enhanced information. There is nevertheless further improvements that can be made. The three key steps we will take as part of the plan to improve our practices further include:
- a. The introduction of real time monitoring system on the stormwater network. This aims to measure the performance of the network. By undertaking the flows in real time we will be able to manage the system even more effectively and reduce the contaminants entering the waterways.
 - b. The creation of a hydraulic model of the city. This will allow us to better understand one of the key issues that will impact on the city's infrastructure toward the end of the current 30 year horizon – climate change. As the sea rises it will impact on the water table. Improved knowledge of the hydrology of the city will be vital prerequisite to inform our planning and adaptation decisions.
 - c. Extend the practices to our property and parks and reserves assets. Our asset planning in these spaces are sound. The assets will continue to manage on a fit for purpose basis. They are not specifically covered by the infrastructure strategy.

Attachments

Attachment 1. Draft 30 Year Infrastructure Strategy

Page 169

Author	Haydn Read, Manager Strategic Asset Planning
Authoriser	Anthony Wilson, Chief Asset Officer

SUPPORTING INFORMATION

Consultation and Engagement

The Draft 30IS will be consulted on at the same time as the draft 2015-25 Long Term Plan. Refer to the paper in this agenda.

Treaty of Waitangi considerations

The Council will be consulting with mana whenua as it develops its LTP.

Financial implications

All financial considerations developed for the draft 30IS have been aligned with and included in accordance with the Financial Strategy and the draft 2015/25 Long Term Plan.

Policy and legislative implications

The policy is required by section 101B Local Government Act 2002.

Risks / legal

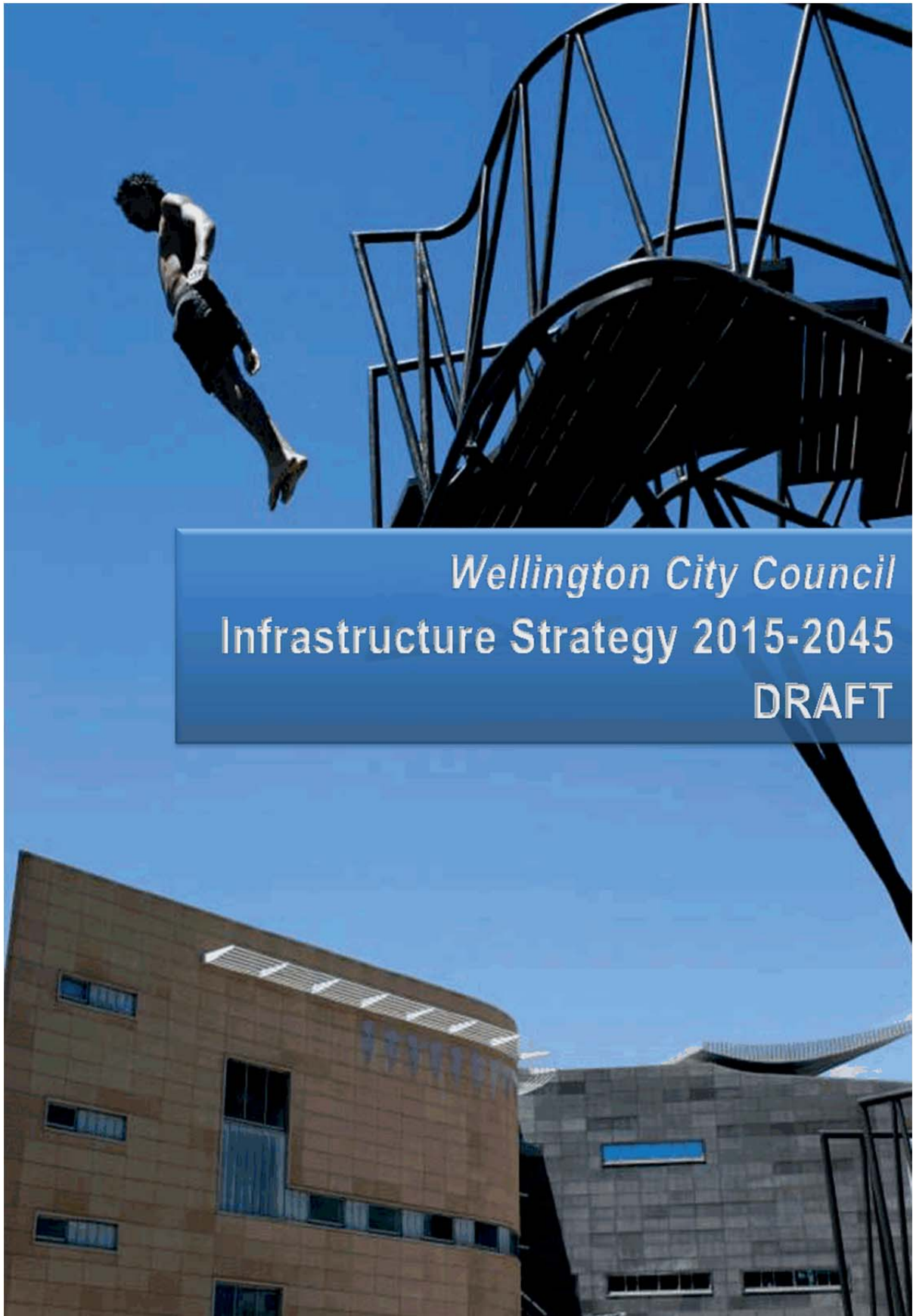
The draft 30 Year Infrastructure Strategy meets the requirements of the sections 101B Local Government Act 2002.

Climate Change impact and considerations

N/A

Communications Plan

This document will be consulted at the same time as the 2015-25 LTP and a communication plan will be developed as part of the LTP process.



Wellington City Council
Infrastructure Strategy 2015-2045
DRAFT

Document Map: Infrastructure Strategy

Part 1: Strategy Overview	
Introduction	
Major Issues Influencing Our Strategy	
Overall Approach	
Our Assumptions	
Part 2: Our Infrastructure Networks	
Network Infrastructure:	Transport
	Stormwater
	Water Supply
	Wastewater
Social Infrastructure:	Libraries & Community Services
	Parks & Open Spaces
	Recreation Services
	Community Health Services
	City Housing
	Corporate Property
Strategy Development & Review	

Part 1: Strategy Overview

Strategy Introduction

This strategy explains how we will deliver infrastructure services to meet the needs of current and future generations.

It aims to achieve a balanced investment programme, which keeps existing infrastructure in good condition as well as allowing for investment in new infrastructure to meet expected growth. The strategy covers a period of thirty years and includes an overview of major matters and trends that will have an impact on our infrastructure over this period, how we propose to respond to these, and the risks and costs associated with our investment in infrastructure over that time.

Strategy Context

Our infrastructure services are a major part of our business; the majority of council services are delivered through assets.

Collectively the city has \$6.5 billion invested in physical assets to deliver its services – everything from water, roads and footpaths (network assets) through to libraries and community halls (social assets) and we spend circa \$94m per year to maintain and renew these assets. This strategy focuses on network infrastructure.

Over the first third of this 30 year infrastructure strategy (30IS), we will also be investing in additional infrastructure to meet demand from growth and fill gaps in our service offering, particularly where these investments support the Council's economic development goals.

This strategy provides a clear 'line of sight' from our city vision through to the 2015 long-term plan and the two foundation strategies, infrastructure and financial, that drives that plan.

Figure 1



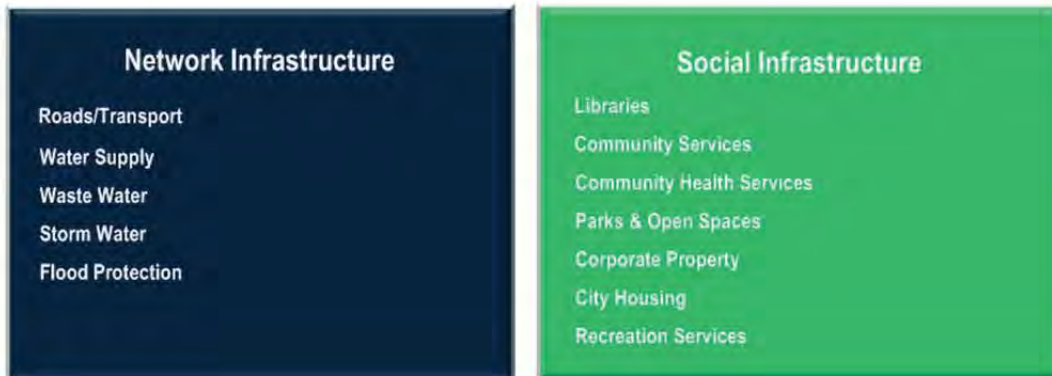
Draft 30 year Infrastructure Strategy

3

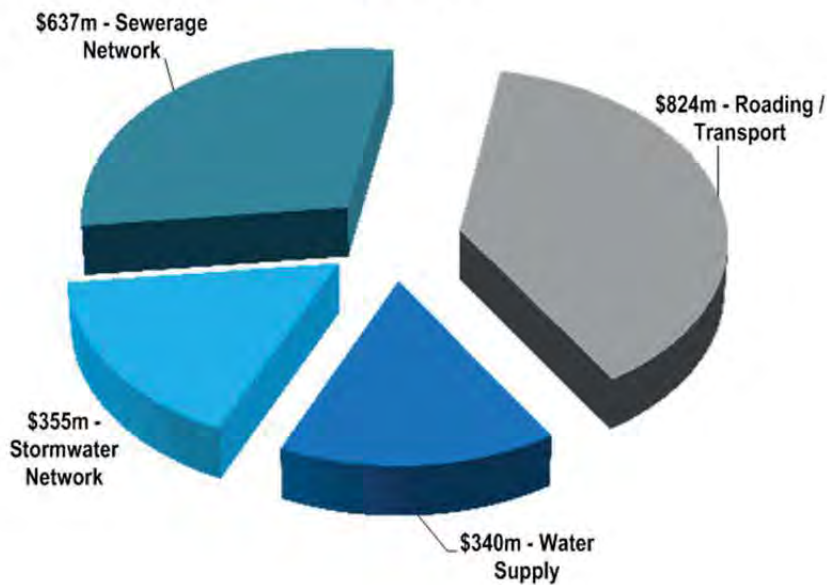
Strategy Scope

This strategy recognises two groups of assets, network infrastructure and social infrastructure. This strategy focuses on these infrastructure assets. Council also owns additional assets and delivers services that are not reliant on assets; these are not covered in this strategy

Figure 2



Network Infrastructure Net Book Value as at 30 June 2014



NB: Detailed information of the make-up of individual asset groups are available in relevant Service Plans covering the above Network and Social Infrastructure services above (see the brief appendix at the end of this document for pathways to these plans).

Major Issues Influencing Our Strategy

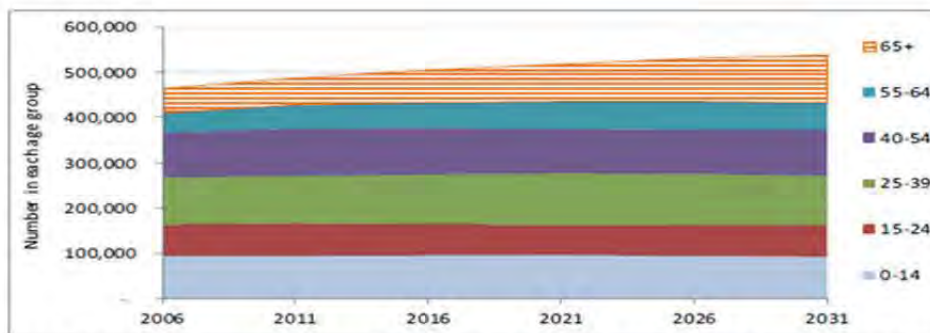
Population Growth & Demographics

We expect that the city will experience modest population growth over the next 30 years, similar to current and historic trends for the City (see figure 3 below). Beyond this period, population in New Zealand is expected to stabilise, Wellington (both the region and the City) is not expected to be materially different. Planning implications are being considered as part of the longer-term view of our long-life assets as part of any deliberations for investment.

The Council is considering investing in the city to unlock more economic growth. While we do not expect that growth in itself will place unpredictable demand on infrastructure services in the future, any significant population growth in response to a more buoyant local economy will increase demand on services and infrastructure. We will regularly update service levels through annual plans in response to population growth beyond those currently forecast.

Changing demographic profile of the city over time;

Figure 3



Source: Statistics New Zealand, Subnational Population Projections by Age and Sex, 2006(base)-2031 Update

Resilience & Sustainability

The Council has a responsibility to manage its assets and services in a way that provides resilience and protection for the city. Wellington is particularly exposed to the risk of natural disasters. The main concern is earthquakes; but, we are also at risk of severe weather events (e.g., big storms), as well as the longer-term effects of climate change (for example, sea-level rises).

A number of programmes looking at quantifying and measuring the impact of climate change on our infrastructure are underway, the additional data and information from these studies will inform future iterations of the infrastructure strategy.

These initiatives support an ongoing programme of capital renewals which provide for improved resilience in our networks with a careful selection of material types and engineering design techniques. Critical assets have been treated with priority. This programme has been underway for more than a decade and will continue through the 2015 LTP, the 2015/45 30IS and beyond.

Community Demand & Affordability

Community expectations of council services are continually increasing, while tolerance for cost increases, disruptions and service failure is decreasing.

Council will have an ongoing dialogue with the community through the annual and long-term plans about the levels of service it provides. This is to ensure it meets expectations, and any changes to service levels will take into account factors such as cost, the distribution of benefits and who pays.

Alongside current growth and demand considerations, asset capacity and utilisation (discussed below) are being carefully analysed against future demand. One of the key programmes of work is to understand where prior investments in infrastructure are underutilised in the current environment. District Plan planning rules and other key constructs (e.g. urban design) are being considered carefully as part of this analysis. Affordability, current and future, is another.

Regulatory Requirements

Changing statutory requirements and national standards set by central government (e.g. health and safety) can impact on how and to what level, we deliver services. We will work with government on changes to national standards that impact our infrastructure services and implement them in accordance with legislative requirements.

Overall Approach

We will take a principled approach to how we manage our infrastructure portfolio. The following principles will guide our decision-making. In the last three years, and as a result of a number of decisions Council resolved in the 2012 LTP, the Council has developed and implemented a vigorous data collection programme across all its infrastructure assets. This has culminated in a specialised strategic asset management framework which uses analytics and evidenced-based decision-making tools to inform short, medium and long term infrastructure investment decisions on behalf of the community. New disciplines (e.g. statisticians, mathematicians and actuaries) have been integrated into the more traditional engineering and financial disciplines to build robust forecasting models to inform the 2015 LTP and the 2015/45 30IS in the big data environments this entails. One of the key considerations has been a refocus on the 'whole of life' costs and benefits of an asset and the services these provide.

Critical to these considerations has been the reconciliation of the depreciation expense (funding) against the forecast renewals (expense) across the whole of life of the Councils assets (although 30 years is published in his report the analytics are for 100 years). The financial principles which support this approach are clearly described in the Financial Strategy. There are a number of key general considerations which when combined with this approach have supported this new approach and informed this strategy;

Fit for Purpose

We will provide quality infrastructure that can deliver services in a manner that meets community expectations now and into the future; we will maintain and renew infrastructure and facilities in accordance with best practice.

Asset Utilisation

We will improve our understanding of the capacity and utilisation of our assets. Where asset networks are under-utilised, we will develop strategies to increase utilisation to ensure maximum benefit is derived from our investment.

Strategic Long-term View

We will continually scrutinise our asset performance with an eye on service outcomes and investment value, with a distinct focus on whole-of-life costs and long-term affordability. We will consider the long-term implications of investment in infrastructure and make sure the level of contribution from each generation is set at a fair and reasonable level.

Improved Knowledge and Data

We will continually increase the level of understanding of our assets to ensure maintenance and renewal programmes are optimally set. Quality information and data will enable us to accurately link the relationships between costs, benefits and risks.

Coordinated

We will ensure infrastructure decisions are coordinated across Council, its subsidiaries, other agencies and local councils in the region.

Resilient

We will work to ensure our infrastructure can deal with significant disruption as a result of natural hazards. We have a good understanding of the seismic risk to Council assets from earthquakes. We will continue to utilise technological advances to increase the resilience of assets we renew, and ensure the risk of financial loss resulting from earthquake events is prudently managed and reduced over time.

We will increase our understanding of the impact of climate change on our infrastructure networks to improve management of our assets and guide future infrastructure investment.

Managed Risk

We will comply with all legislation and national standards that apply to infrastructure and service provision.

Our Assumptions

Underlying this strategy is a number of key assumptions. These assumptions have a specific and important influence on the picture this strategy builds for Wellington City and how Council addresses any challenges and opportunities it highlights. These assumptions similarly inform the Financial Strategy. This strategy is based on the following assumptions;

Investment

Investment in civic infrastructure will be set at a level that retains existing levels of service and can meet demand from growth. The funding models which support the longer-term view of our infrastructure replacement and upgrade profiles demonstrate this is affordable over the next 30 years and beyond.

Population Growth

The population increase through to 2043 is expected to be 246,693 (a movement of 46,273). Should economic growth be achieved above historic norms, population growth is likely to exceed this expected level. Population, if it follows current long-term projections for New Zealand generally, will likely remain static for the next 30-50 years.

Community Demand

Community demand for improved services will generally only be made where there is a 'gap' in our service offering, or where increasing service levels would retain our competitive advantage in that service in comparison to other cities.

National Standards

Although the statutory environment for local government will evolve, the broad requirements for infrastructure will remain static.

Economic

The city's economic performance (in terms of performance as measured by GDP) will move from just below the national average, to consistently above the average over the period of this strategy.

Forecasting Assumptions

Over the past three years there has been a substantial data collection programme across all core infrastructure assets (Transport, Water, Wastewater, Stormwater). This information has been used to determine asset value, asset life and the forecast renewal programmes which are captured in the expenditure graphs, illustrated on the following pages. Our forecasting assumptions are based on deterministic modelling on available information on asset quantity, condition, life, value to inform our depreciation and renewal programme.

Earlier years of the LTP this information tells us that our short-term asset renewal requirements are generally lower than we have budgeted for our renewals in the past.

We have maintained a prudent approach in continuing to fully fund depreciation where it is anticipated that Council will be responsible for renewing the asset in the future. We have also mitigated the risk that if there is a need for renewal expenditure above that determined by our model e.g. to respond to urgent / emergency situations.

We have achieved this by additional capital funding capacity in years 2 -10 of our LTP. This amount is equal to the difference between our renewal expenditure and depreciation over the first 3 years of our LTP.

Item 2.3 Attachment 1

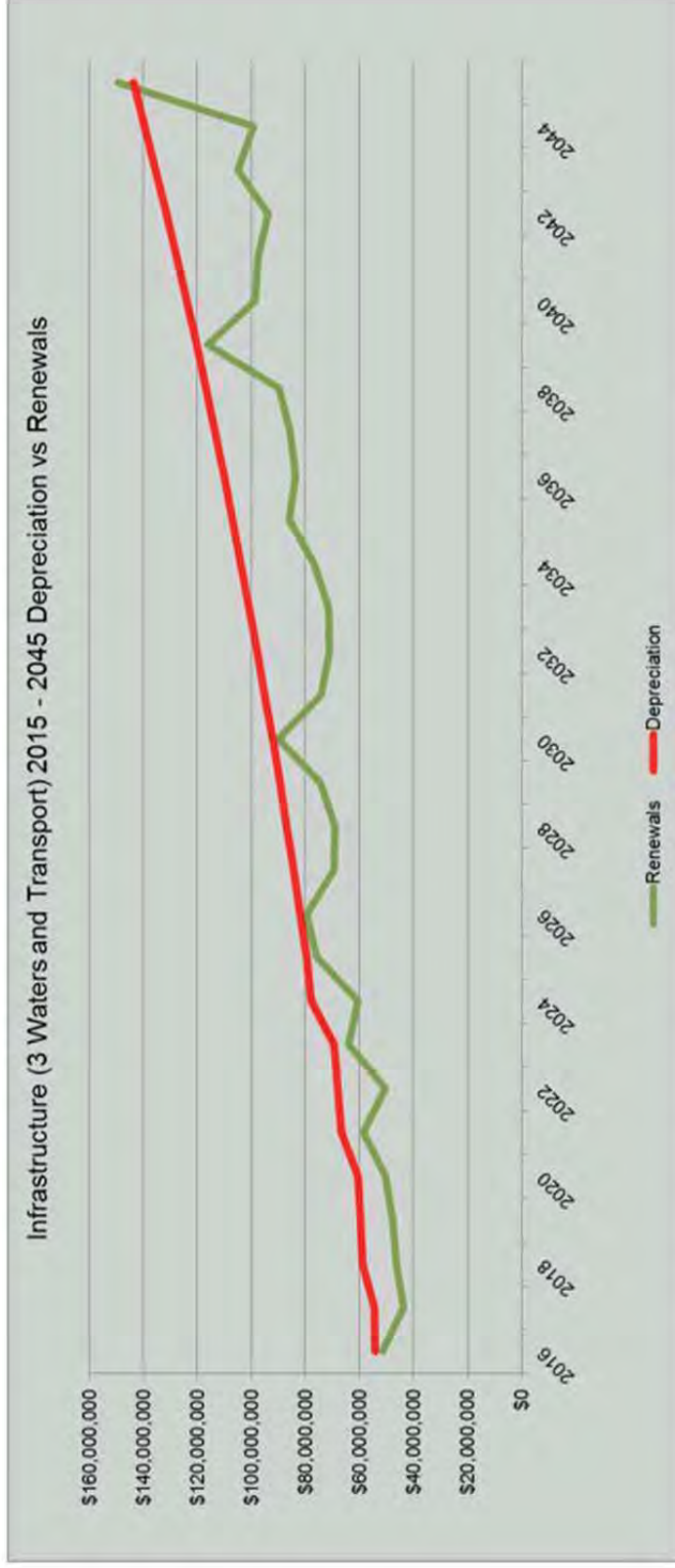
Part 2: Our Infrastructure Services

Network Infrastructure (3 Waters and Transport)

Infrastructure (3 Waters and Transport) 2015 – 2045 Financials

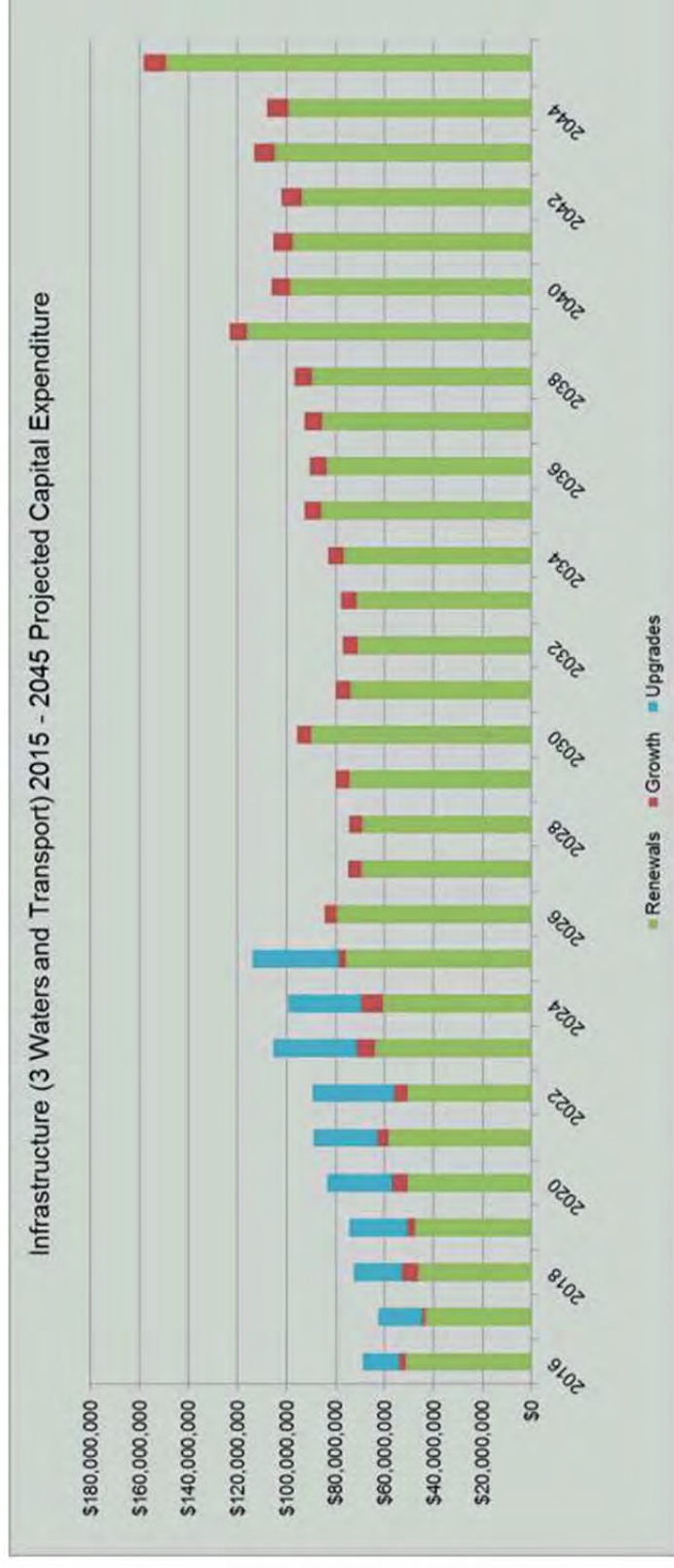
Description	2016	2017	2018	2019 - 2025	LTP TOTAL	2026-30	2031-35	2036-40	2041-45	30 Year Financials
Operating expenditure	87,875,918	92,787,379	96,711,719	851,179,248	1,128,554,264	757,459,441	878,103,092	1,017,962,149	1,180,097,128	4,962,176,074
Stewardship (depreciation)	54,231,950	54,592,112	59,087,992	482,555,043	650,467,096	435,481,675	504,842,615	585,250,955	678,466,260	2,854,508,601
Income	(6,689,119)	(7,451,623)	(7,819,127)	(57,264,416)	(79,224,285)	(49,454,826)	(57,331,698)	(66,463,151)	(77,049,008)	(329,522,968)
Total Operating Projects	135,418,749	139,927,868	147,980,584	1,276,469,875	1,699,797,076	1,143,486,289	1,325,614,009	1,536,749,953	1,781,514,380	7,487,161,707
Capital Project Renewals	51,524,048	43,585,111	46,496,275	408,108,909	549,714,344	383,089,154	379,907,871	473,787,414	545,324,707	2,331,823,490
Capital Project Upgrades	14,945,516	18,008,256	19,584,939	208,634,706	261,173,317	-	-	-	-	261,173,317
Capital Projects Growth	2,521,880	926,060	6,383,039	38,819,428	48,650,407	26,604,037	30,841,370	35,753,601	41,448,222	183,297,637
Total Capital Projects	68,991,443	62,519,427	72,464,153	655,563,044	859,538,068	409,693,191	410,749,241	509,541,015	586,772,929	2,776,294,444
Grand Total	204,410,193	202,447,295	220,444,737	1,932,032,919	2,559,335,144	1,553,179,480	1,736,363,250	2,046,290,968	2,368,287,309	10,263,456,151

The above table shows the projected operational and capital expenditure for 30 years for the 3 Waters and Transport activity. This is followed by the projected expenditure in each subsequent 5 year period. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.



The above graph shows the projected capital renewal expenditure and depreciation funding for 30 years of the 3 Waters and Transport activity. The movement in renewals reflects the age and condition of the asset and its replacement cycle.

Item 2.3 Attachment 1



The above shows the projected capital renewal, growth and upgrade expenditure for the next 30 years. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.

TRANSPORT

Summary

Our transport service is focused on delivering safe, effective and efficient movement of people and goods. This includes carriageways for private travel, public transport and cycling and walking. As with all our core infrastructure services, we have a large inventory of physical assets and therefore a large funding requirement for operation, renewal and development. The City has a sophisticated and complex transport network with a corresponding maturity in its operational and capital management programmes for delivering this network and service.

Transport Infrastructure Profile and Level of Service

Our transport infrastructure is in good condition, our levels of service are currently meeting the needs of the City and these service levels are sustainable and affordable. Our current operations and renewal programmes are adequate to sustain this level of service over the short and medium-term (a 10-30 year horizon).

Growth & Demand

Growth and demand in the transport service is very closely aligned with population and economic growth, which are expected to increase in the future. Demand is also greatly affected by behavioural changes (such parents using cars to deliver their children to schools). Growth in capital expenditure requirements are primarily in the areas of resilience, network infrastructure improvements identified in existing local and regional transport plans, and network improvements needed to unlock economic growth. This growth is catered for in the current capital development programmes of the service.

Major Issues & Risks

Issue / Risk	Options to address risk
Increasing congestion around the city, especially at peak times along major routes	Close integration of the council's network with planned investment by NZTA, particularly the Ngauranga to Airport corridor Encourage change in mode choice
Increased public expectations for multi-modal transport options	No new investment in PT and active modes One off investment in PT and active modes Continuous investment in PT and active modes
Competing demands for road space by different modes on very constrained road corridors	Prioritisation of some routes for specific transport modes Acquisition of wider road corridor on key routes
Sea level rise impact on coastal roads	Improve understanding of risk and timing
Network resilience to earthquake risk	Continuous network resilience improvements, prioritised on strategic routes

Most Likely Scenario for Service

Increased service levels are proposed in the continuous investment of improved provision of multi-modal infrastructure, with the inclusion of \$74m of capital investment over the next 10 years. The level of service in roading and streetscapes will be gradually increased with the expenditure of \$112m in urban development over the next 10 years. The operations and renewals programmes in place will adequately deliver this level of service sustainably over the medium and long-term.

Significant Future Decisions

Over the period of this strategy the council will need to consider the following:

- The development and maintenance of an increasingly resilient network
- Maintaining sufficient flexibility in the network to be able to respond to changing transport mode choices
- Integrating the Council's network with NZTA investments, particularly the Ngaranga to Airport, Transmission Gully and Petone to Grenada projects

Financial Commentary

The diagrams that follow tell us that spending on the network over the next 100 years is relatively predictable and stable and that forecasted actual costs are less than what is forecast in the current LTP. Most of the spending will be on roads, with a relatively high proportion going towards renewals and upgrades.

Infrastructure & Financial Profiles

These tables and graphics demonstrate the detail of the information that Council now has at its disposal to interrogate the performance of its infrastructure assets. It also clearly demonstrates the expected future financial commitments expected in each asset class.

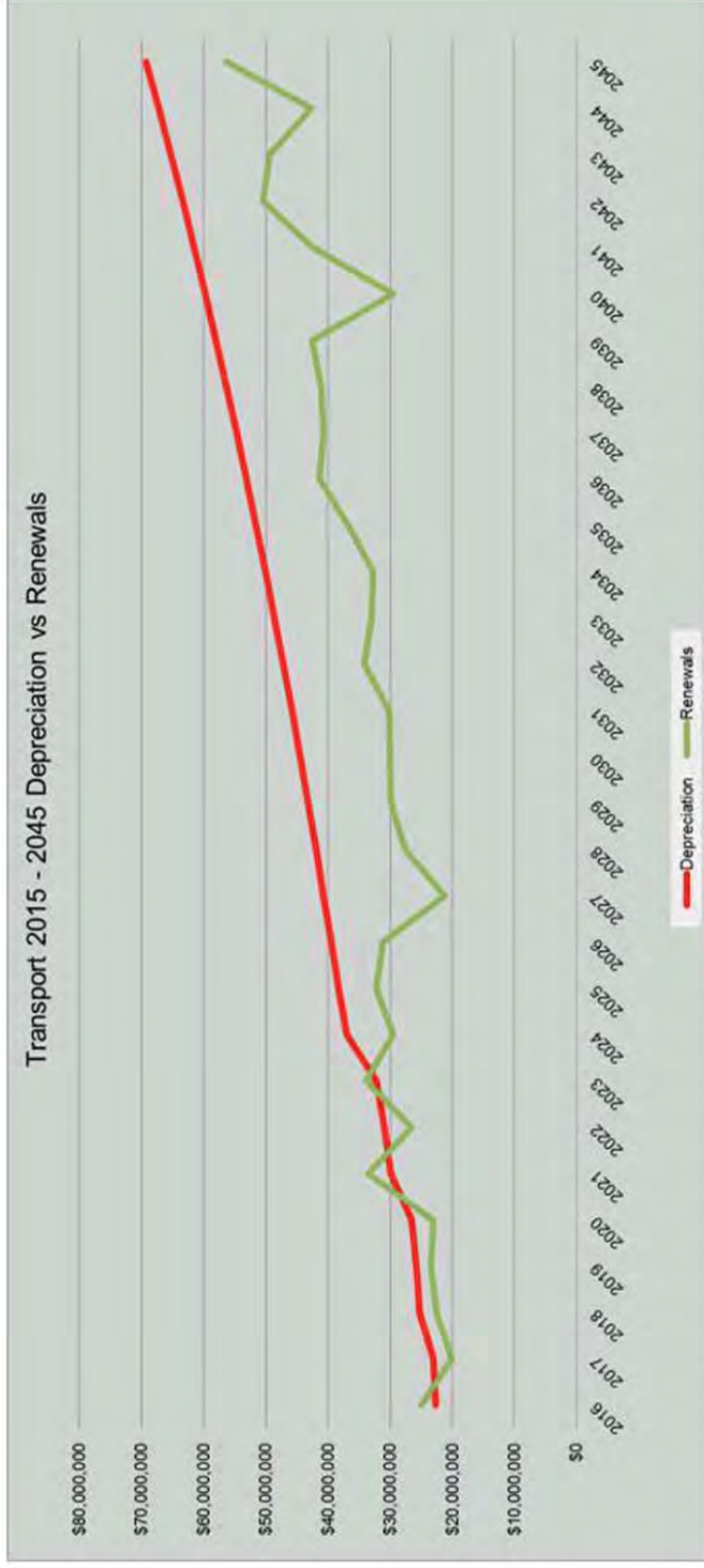
Scenario / Service Cost

Transport 2015 - 2045 Financial Plan

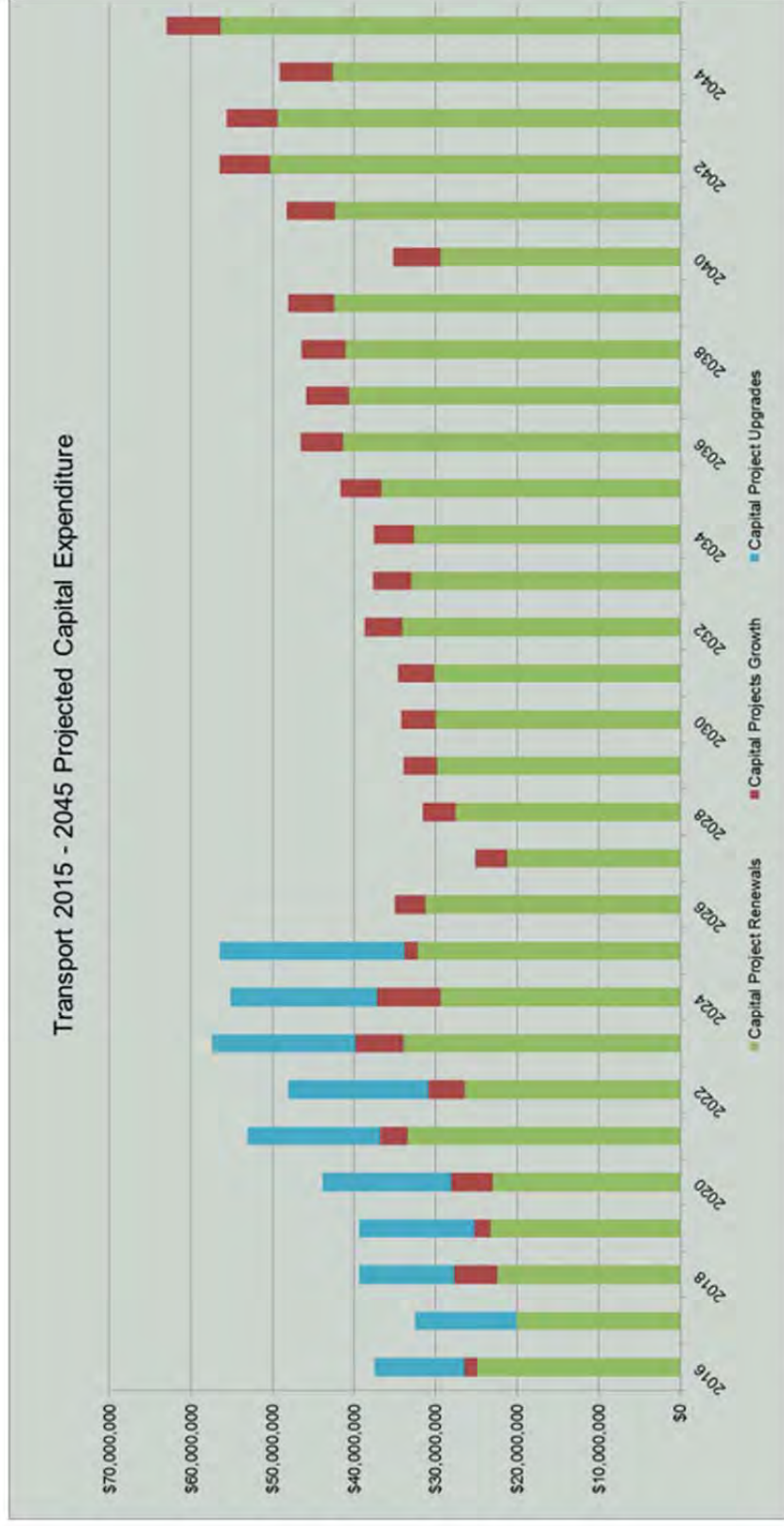
Description	2016	2017	2018	2019 - 2025	LTP TOTAL	2026-30	2031-35	2036-40	2041-45	30 Year Financials
Operating expenditure	23,920,637	24,945,815	25,894,824	220,147,688	294,908,963	192,095,565	222,891,409	258,160,377	299,278,632	1,267,134,945
Stewardship (depreciation)	22,667,480	23,031,009	25,231,318	220,764,317	291,694,124	209,656,194	243,048,990	281,760,393	326,637,519	1,352,797,220
Income	(6,030,018)	(6,780,000)	(7,134,323)	(62,024,589)	(71,968,908)	(45,064,873)	(52,242,539)	(60,503,421)	(70,209,804)	(300,049,346)
Total Operating Projects	40,558,099	41,196,824	43,991,819	388,887,436	514,634,178	356,686,886	413,497,860	479,357,348	555,706,546	2,319,882,819
Capital Project Renewals	24,936,946	20,056,882	22,469,323	202,025,272	269,488,424	139,813,817	166,852,197	195,177,025	241,221,632	1,012,553,094
Capital Project Upgrades	10,942,775	12,455,254	11,704,058	121,631,680	156,733,767	20,166,033	23,377,960	27,101,462	31,418,023	156,733,767
Capital Projects Growth	1,579,516	-	5,260,176	30,037,633	36,877,326	-	-	-	-	138,940,804
Total Capital Projects	37,459,238	32,512,136	39,433,556	353,694,586	463,099,516	159,979,850	190,230,156	222,278,487	272,639,654	1,306,227,664
Grand Total	78,017,337	73,708,960	83,425,376	742,582,021	977,733,694	516,666,737	603,728,016	701,635,836	828,346,201	3,628,110,483

The above table shows the projected operational and capital expenditure for the 30 years of the Transport activity. This is followed by the projected expenditure in subsequent 5 year period. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.

Item 2.3 Attachment 1



The above graph shows the projected capital renewal expenditure and depreciation funding for 30 years of the Transport activity. The movement in renewals reflect the age and condition of the asset and its replacement cycle.



The above shows the projected capital renewal, growth and upgrade expenditure for 30 years for the Transport activity. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.

STORMWATER

Summary

Our stormwater service provides protection from flooding and weather events, while minimising the adverse effects of stormwater discharges on the harbours, streams and other water bodies of the City. As with all our core infrastructure services, we have a large inventory of physical assets and therefore a large funding requirement for operation, renewal and development.

Stormwater Infrastructure Profile and Level of Service

While our stormwater infrastructure is in generally good condition we know that there are parts of the network where we are not meeting the current implied policy of providing flood protection to a 1 in 50 year severity event. Meeting this level of flood protection is not practical or financially sustainable and so we will be focussing on determining the location of the at-risk areas where we will need to undertake works to bring flood protection up to this level. Physical works will need to be complemented by new policy and planning frameworks to reduce the levels of risk across the City. For other parts of the City we will continue to meet the level of service currently provided, generally protection to a 1 in 5 year severity event.

The stormwater service directly impacts coastal and freshwater quality around the City. While in general water quality standards are currently being met there are instances where this is not the case. A flagship Blue-belt project focusing on water quality is one of a number of important initiatives proposed in the 2015-25 LTP.

Growth & Demand

Incomplete data currently exists to accurately quantify future demand on the stormwater network. Effects of climate change are expected to lead to increased discharge into waterways and impacts on the network where capacity constraints already exist. Expenditure growth will focus on planning controls and targeted investments to address service shortfalls both in data and network.

Major Issues & Risks

Issue / Risk	Options to address risk
Data availability and confidence	Comprehensive programme of data collection and data review.
There is a lack of clarity regarding the level of service to be provided for flood protection – currently there is an implied LoS of protecting to a 1 in 50 year severity event but an actual service level provision is generally 1 in 5 year severity event.	Define the levels of service and protection the network is to provide
Lack of understanding of the current level of flood protection provided and where	Develop hydraulic models of the entire network
There may be areas where due to the flood risk exposure that a LoS of protecting to a 1 in 50 year severity event is desirable. However there are affordability issues associated with meeting this LoS	Targeted improvements in network capacity Use of planning controls and minimum floor levels
We need to understand the risks from climate change impacts on the network and identify adaptation measures	Use new hydraulic models to improve understanding of risk and timing

Issue / Risk	Options to address risk
We need to consider the effects on water quality from our stormwater discharges and the effects on the community.	Engagement with the whaitua committees through the process to set standards for water quality.

Most Likely Scenario for Service

The most likely scenario, looking forward, will be:

- To maintain the level of service we are currently providing for flood protection (a 1 in 5 year severity event) – for 70% of the City
- Targeting at-risk areas where flood protection needs to be provided to a 1 in 50 year severity event
- To maintain the level of service we are currently providing for water quality – namely compliance with resource consents and maintaining appropriate standards of water quality and waterway health across Wellington City's coastal and river environments.

In order to achieve this, the Council needs to better understand; the existing capacity of the network, where and to what extent we are providing flood protection to a 1 in 5 year severity event and where the areas exposed to high flood risk are. Our hydraulic modelling projects will address this over the next three years. It is likely that targeted, incremental capital budget increases in years three to ten will be used to improve service levels in high risk locations across the City, however planning controls will play an important, and increasing role in reducing risk.

The water quality impacts of the network are also not well understood. The ongoing integrated catchment management planning work will identify targeted improvement opportunities which will assist in meeting new standards set through the Greater Wellington Regional Council whaitua process.

Significant Future Decisions

Over the period of this strategy the Council will need to consider the following and make decisions with potentially significant funding implications:

- The funding and consenting impacts of water quality standards in the National Policy Statement on Freshwater Management and set through the Wellington regional plan review and whaitua processes
- The integration of land use and infrastructure development – identifying network upgrades and bringing forward renewals to support Council's growth aspirations
- Identifying and fund those localised flood protection projects required to provide flood protection to a 1 in 50 year severity event in at risk areas.

Financial Commentary

The diagrams that follow tell us that actual forecasted renewal costs will be less than budgeted for in the current LTP. In addition, spending fluctuates over the next 100 years with several spending spikes relating to the age and condition of the assets during that time; and most of the renewal and upgrade work is being undertaken around storm flood protection.

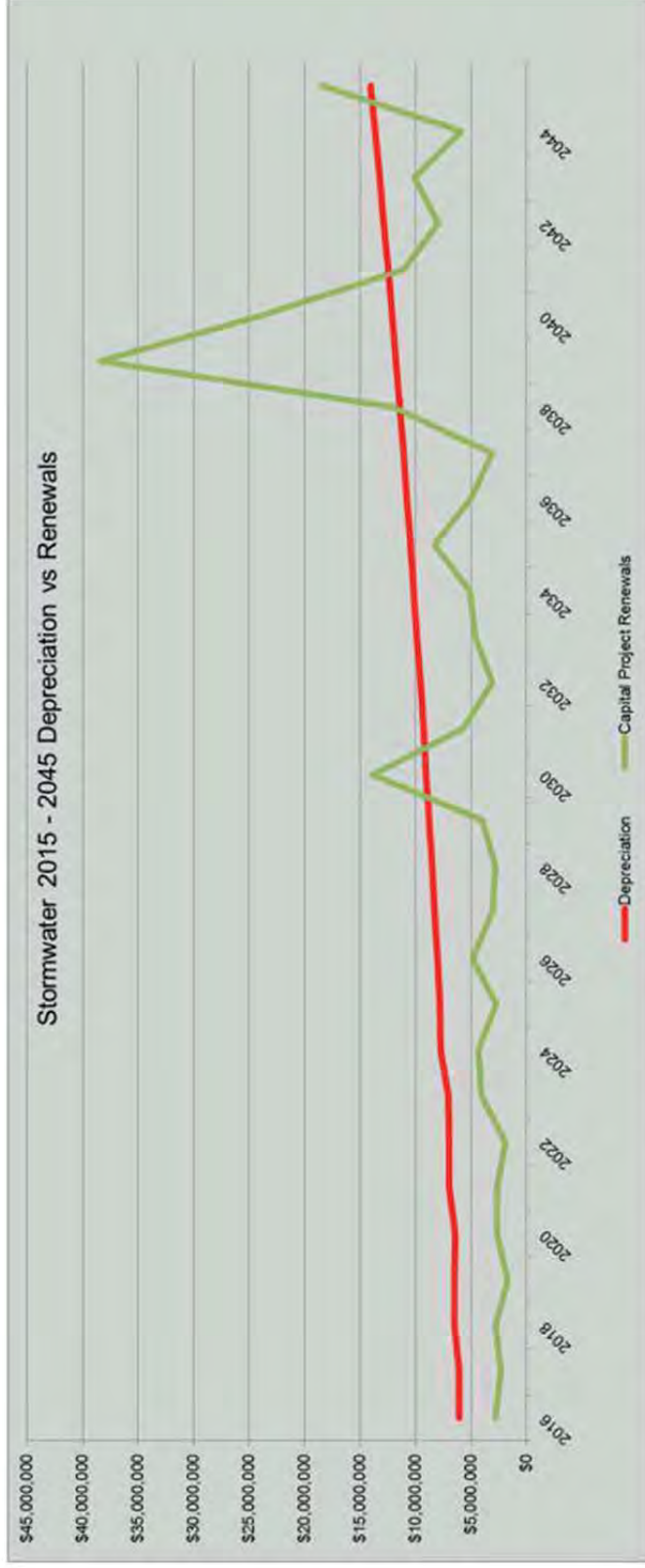
Item 2.3 Attachment 1

Scenario / Service Cost

Stormwater 2015 - 2045 Financial Plan

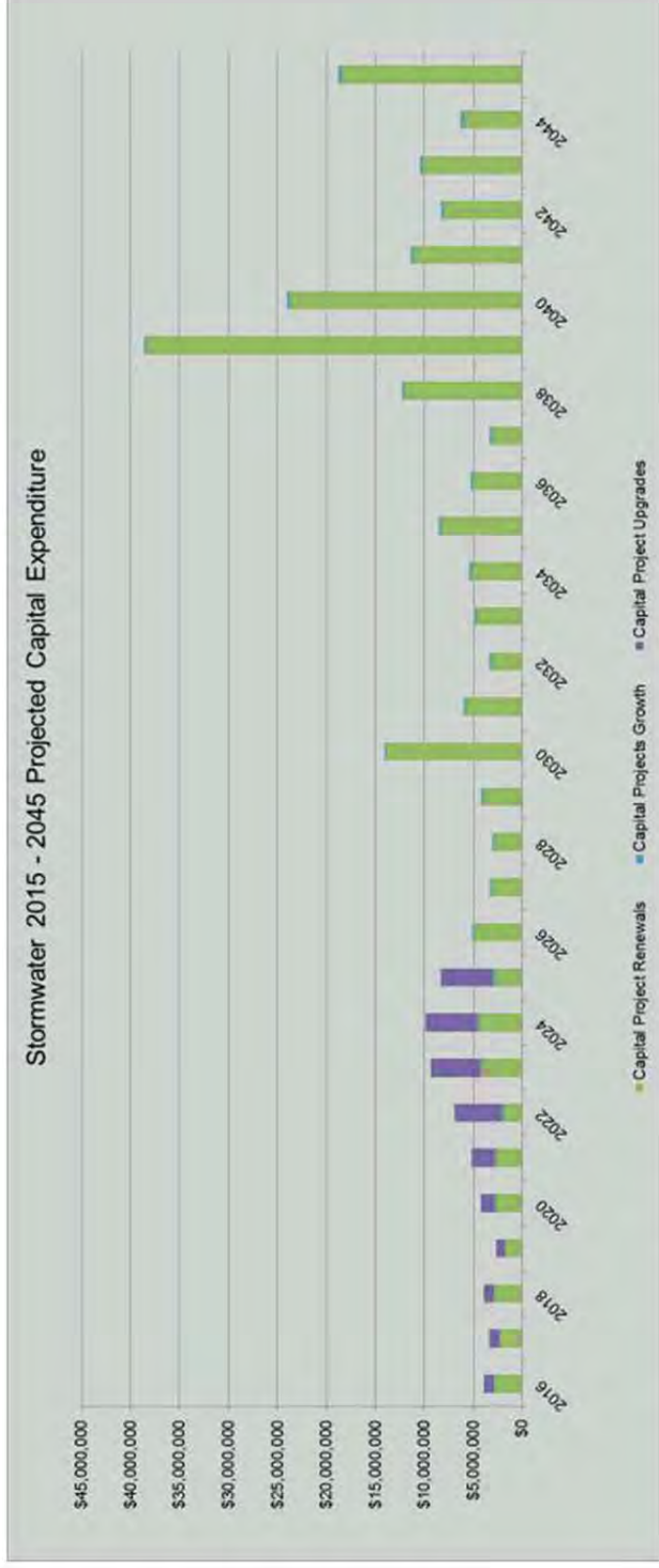
Description	2016	2017	2018	2019 - 2025	LTP TOTAL	2026-30	2031-35	2036-40	2041-45	30 Year Financials
Operating expenditure	9,302,951	9,935,059	10,201,782	90,647,272	120,087,064	80,834,913	83,709,819	108,635,364	125,938,161	529,205,321
Stewardship (depreciation)	6,051,949	6,042,241	6,456,025	49,403,947	67,954,183	42,538,579	49,313,872	57,168,293	66,273,720	283,248,628
Income	(9,500)	(9,661)	(9,871)	(75,525)	(104,576)	(63,276)	(73,353)	(85,036)	(96,560)	(424,821)
Total Operating Projects	15,345,401	15,967,620	16,647,937	139,975,694	187,936,651	123,310,217	142,950,338	165,716,621	192,113,301	812,029,129
Capital Project Renewals	2,821,645	2,281,847	2,799,883	20,012,561	27,915,936	28,560,380	26,795,498	82,028,003	53,386,169	218,686,007
Capital Project Upgrades	909,476	909,560	930,978	24,881,380	27,631,394	1,094,004	1,268,250	1,470,250	1,704,423	7,537,516
Capital Projects Growth	146,588	145,891	149,366	1,556,743	2,000,589					
Total Capital Projects	3,877,710	3,337,299	3,880,227	46,452,683	57,547,919	29,654,384	28,063,748	83,498,253	55,090,612	253,854,917
Grand Total	19,223,110	19,304,919	20,528,164	186,428,377	245,484,570	152,964,602	171,014,086	249,216,874	247,203,913	1,065,884,046

The above table shows the projected operational and capital expenditure for the 30 years of the Stormwater activity. This is followed by the projected expenditure in subsequent 5 year periods. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.



The above graph shows the projected capital renewal expenditure and depreciation funding for 30 years of the Stormwater activity. The movement in renewals reflects the age and condition of the asset and its replacement cycle.

Item 2.3 Attachment 1



The above shows the projected capital renewal, growth and upgrade expenditure for the 30 years of the Stormwater activity. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.

WATER SUPPLY

Summary

Our water network provides the City with a cost-effective, safe and secure supply of potable water during normal conditions (on a day-to-day basis); along with supply of water during adverse conditions, such as after an earthquake or other natural disaster. The water supply network is large and complex, delivering 30 billion litres of water a year through the network. As with all our core infrastructure services, we have a large inventory of physical assets that require funding commitments for operation, renewal and development.

The Council is working with other councils in the region to agree on a level of service for the provision of water during and after a major earthquake.

Water Supply Infrastructure Profile and Level of Service

Our water supply infrastructure is in good condition and our levels of service are meeting the needs of the City. These service levels are sustainable and affordable. Our current operations, programmes and financial commitments are adequate to sustain this level of service over the immediate and medium-term (being within a 10-30 year horizon). Where low-risk assets are efficiently used to full capacity, close monitoring will occur.

Growth & Demand

While at a city-wide level we do not have a problem in meeting expected future demands on water supply, we expect to see increased demand in localised parts of the City. This will put pressure on the local network's ability to meet increased demand that will necessitate extra local storage. For example the proposed Hospital Prince of Wales reservoir proposed for construction over the 2018-25 period will cater for intensification of dwellings in the CBD.

A more detailed evaluation of future demand and the development of a strategy to adequately meet this demand are required in the future.

Major Issues & Risks

Issues / Risk	Options to address risk
Data availability and confidence	Comprehensive programme of data collection and data review.
Some areas experience low water pressure	Progressive improvements concurrent with renewals projects
Some areas do not comply with Fire Service Code of Practice	Progressive improvements concurrent with renewals projects
Reduction of water consumption and unaccounted for water	Continued education programmes, coordinated regionally by Wellington Water
Increasing demand from population and economic growth	Continue with water conservation education to free up capacity Additional local storage to respond to localised increases in demand

Issues / Risk	Options to address risk
Network resilience to earthquake risk	Continue programme of increasing seismic resilience of existing reservoirs and network. Work with Wellington Water to improve bulk network resilience. Work with District Health Board to increase storage for the Hospital Increase treated water storage with construction of the Prince of Wales reservoir
Continuity of supply during and after a seismic event	Work with other councils to agree on a LoS for provision of water during and after a major earthquake. Implement a work programme to achieve this target.

Most Likely Scenario for Service

The current level of service will be maintained and the operations and renewals programmes in place will adequately deliver this level of service sustainably over the medium and long-term. Reactive maintenance costs will be monitored closely. Efficiencies and economies of scale will be achieved from the Wellington Water merger, along with growth to match capacity and renewals requirements.

Innovation is likely to reduce renewal costs in the medium term.

Aside from some spending spikes over the next 100 years, a relatively high proportion of the spending on renewing potable water pipes will be during the next 10-20 years (with a focus in the City's northern areas). In addition, forecasted actual costs will be less than what is budgeted for in the LTP.

We will work with other councils in the region to agree on a LoS for the provision of a water supply during and after a seismic event. This will then inform a work programme to achieve this target.

Significant Future Decisions

Over the period of this strategy the Council will need to consider the following issues and make decisions with potentially significant funding implications:

- Improvements associated with the development and maintenance of an increasingly resilient network
- The integration of land use and infrastructure development – identifying network upgrades and bringing forward renewals to support Council's growth aspirations

Financial Commentary

The diagrams below tell us that, aside from some spending spikes over the next 100 years, a relatively high proportion of the spending on renewing potable water pipes will be during the next 10-20 years (with a focus in the City's northern areas). In addition, forecasted actual costs will be less than what is budgeted for in the LTP.

Infrastructure & Financial Profiles

These tables and graphics demonstrate the detail of the information that Council now has at its disposal to interrogate the performance of its infrastructure assets. It also clearly demonstrates the expected future financial commitments expected in each asset class.

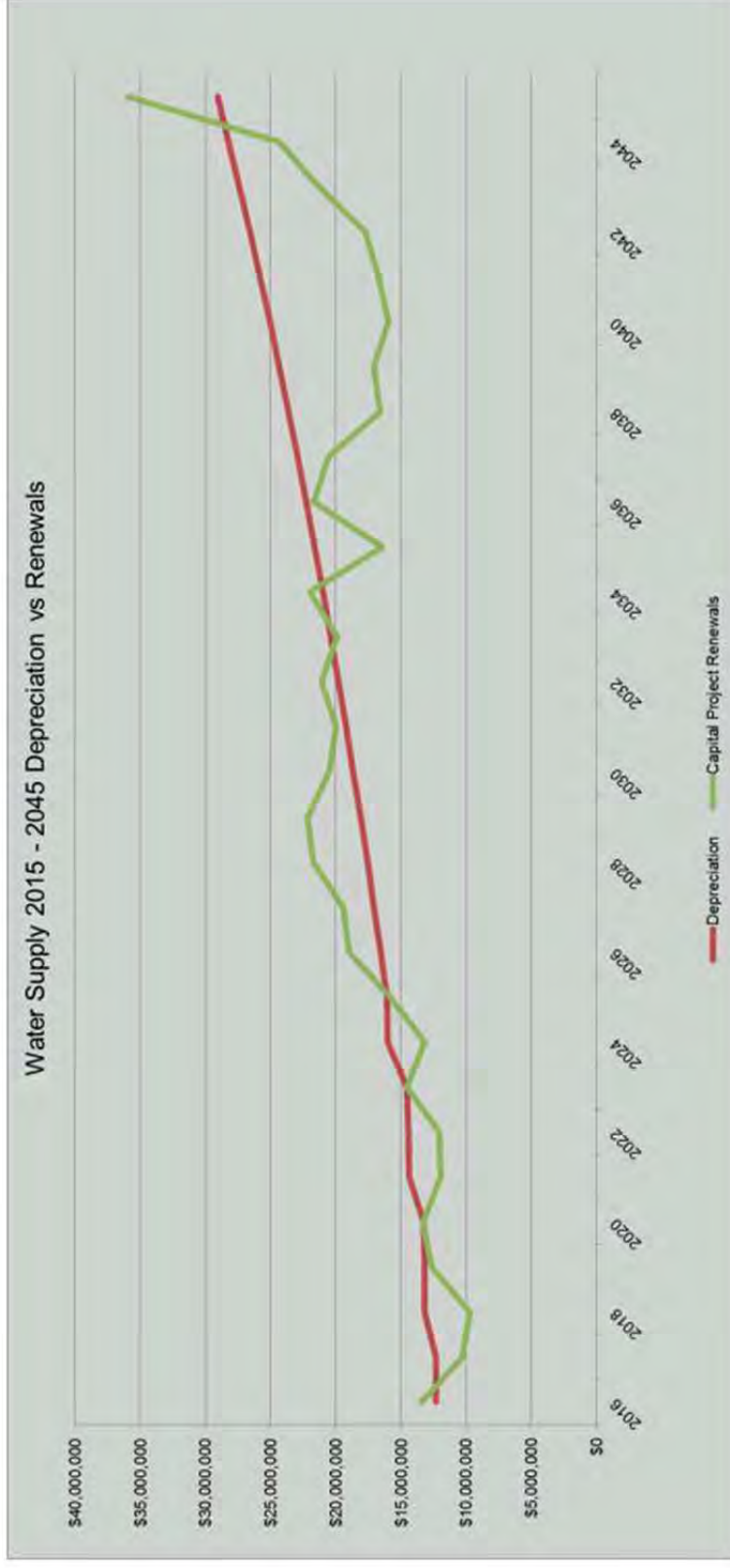
Scenario / Service Cost

Water Supply 2015 - 2045 Financial Plan

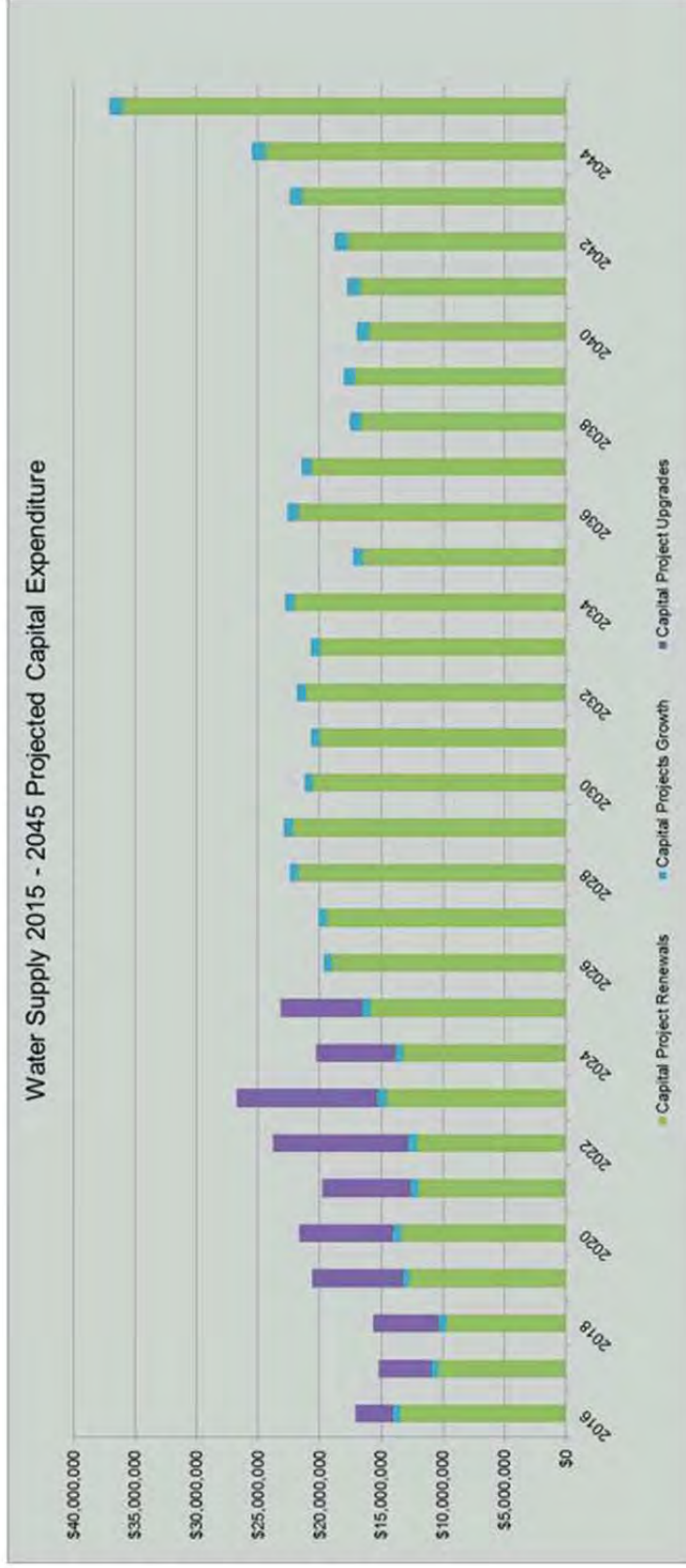
Description	2016	2017	2018	2019 - 2025	LTP TOTAL	2026-30	2031-35	2036-40	2041-45	30 Year Financials
Operating expenditure	25,888,930	27,879,033	29,142,741	272,780,111	355,489,816	246,012,446	285,195,851	330,620,156	383,279,375	1,600,597,645
Stewardship [depreciation]	12,282,211	12,282,832	13,190,274	101,973,204	139,728,522	88,028,110	102,048,706	118,302,419	137,144,927	585,252,684
Income	(34,700)	(35,359)	(36,059)	(275,865)	(381,878)	(231,120)	(267,932)	(310,606)	(360,078)	(1,551,713)
Total Operating Projects	38,136,442	39,925,506	42,296,962	374,477,451	494,836,360	333,809,436	386,976,625	448,611,969	520,064,225	2,184,298,616
Capital Project Renewals	13,425,338	10,316,173	9,696,381	93,655,111	127,093,002	102,834,665	99,384,472	91,884,171	116,112,020	537,306,331
Capital Project Upgrades	3,093,264	4,325,499	5,328,162	57,761,685	70,308,610	3,483,133	4,037,906	4,681,040	5,426,608	23,998,240
Capital Projects Growth	570,980	546,936	651,211	4,600,427	6,369,554					
Total Capital Projects	17,089,582	15,188,607	15,675,755	156,017,223	203,971,166	106,317,798	103,422,378	96,565,211	121,538,628	631,815,192
Grand Total	55,226,023	55,114,113	57,972,717	530,494,674	698,807,527	440,127,234	490,399,004	545,177,180	641,602,853	2,816,113,798

The above table shows the projected operational and capital expenditure for 30 years of the Water Supply activity. This is followed by the projected expenditure in subsequent 5 year periods. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.

Item 2.3 Attachment 1



The above graph shows the projected capital renewal expenditure and depreciation funding for 30 years of the Water supply activity. The movement in renewals reflects the age and condition of the asset and its replacement cycle.



The above shows the projected capital renewal, growth and upgrade expenditure for the 30 years of the Water Supply activity. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.

WASTEWATER

Summary

Our wastewater service is focused on providing the safe and reliable conveyance and treatment of wastewater. This incorporates the safe, efficient conveyance of wastewater from households and other properties to treatment plants and treatment that meets environmental and health standards. As with all our core infrastructure services, we have a large inventory of physical assets and therefore require funding commitments for operation, renewal and development. The wastewater network primary assets are pipes for conveyance and treatment plants. A flagship Blue-belt project focusing on inflow, infiltration and the real-time monitoring of wastewater flows is one of a number of key initiatives in the 2015-25 LTP.

Wastewater Infrastructure Profile and Levels of Service

Our wastewater infrastructure is in good condition and our levels of service are meeting the needs of the City. These service levels are sustainable and affordable. Our current operations, programmes and financial commitments are adequate to sustain this level of service over the immediate and medium-term (being within a 10-30 year horizon). Where low-risk assets are efficiently used to full capacity, close monitoring will occur. A high proportion of renewals work will be concentrated on fixing inflow and infiltration problems linked to pipe condition; a relatively high proportion of the money spent will be during the next 10-20 years.

Growth & Demand

Demand increases are likely to come from northern parts of the City over the medium (10 to 30 years) to long-term (post 30 years) with particular implications for the capacity of the Porirua wastewater treatment plant (of which council owns 27.6%). Renewals requirements will ramp up between 8 and 20 years into the future.

Major Issues & Risks

Issues / Risk	Options to address risk
Data availability and confidence	Comprehensive programme of data collection and data review.
Stormwater and groundwater ingress into the sewer network causing overflows to stormwater and water quality problems	Use new hydraulic models to target intervention in both public and private networks Install real-time monitoring system throughout network to proactively manage overflows
Effects from hydrogen sulphide on the network	Implementation of a monitoring plan and improvement works as required.
Existing network has capacity limitations	Address stormwater and groundwater ingress Progressive improvements concurrent with renewals projects Use new hydraulic models to identify trunk network deficiencies
New water quality standards and consenting requirements	Introduction of the blue-belt project focusing on inflow, infiltration and the real-time monitoring of wastewater flows to reduce the impact on water quality
Climate change impact on network	Use new hydraulic models to improve understanding of risk and timing

Increasing demand from population and economic growth – in particular the impact of growth from the northern suburbs on the Porirua wastewater treatment plant	Work with Porirua City to increase JV treatment plant capacity to accommodate growth in northern growth areas
Sludge disposal	Investigations are underway to develop a regional solution to sludge disposal. There is likely to be capital implications which will be included in the 2018-2021 LTP.

Most Likely Scenario for Service

The current level of service will be maintained and the operations and renewals programmes in place will adequately deliver this level of service sustainably over the medium and long-term.

Significant Future Decisions

Over the period of this strategy the council will need to consider the following:

- The funding and consenting impacts of water quality standards in the National Policy Statement on Freshwater Management and set through the Wellington regional plan review and whaitua processes
- The integration of land use and infrastructure development – identifying network upgrades and bringing forward renewals to support Council's growth aspirations
- The development and maintenance of an increasingly resilient network
- The delivery model that Council wishes to employ at the end of the current Clearwater Wellington Design/Build/Operate contract in 2020 for the Moa Point and Western (Karori) wastewater treatment plants
- Options for reducing the impact of waste activated sludge on solid waste minimisation initiatives.

Financial Commentary

The diagrams that follow tell us, firstly, that forecasted actual costs over the next 100 years are very closely aligned with what is budgeted for in the LTP. It also shows that a high proportion of renewals work will be concentrated in the City's northern areas and that a relatively high proportion of the money spent will be during the next 10-20 years. Finally, all growth, upgrade, and renewal work will be focussed on safe transport of water; and that spending on wastewater treatment is expected to be operational only.

Infrastructure & Financial Profiles

These tables and graphics demonstrate the detail of the information that Council now has at its disposal to interrogate the performance of its infrastructure assets. It also clearly demonstrates the expected future financial commitments expected in each asset class.

Item 2.3 Attachment 1

Scenario / Service Cost

Wastewater Supply 2015 - 2045 Financial Plan

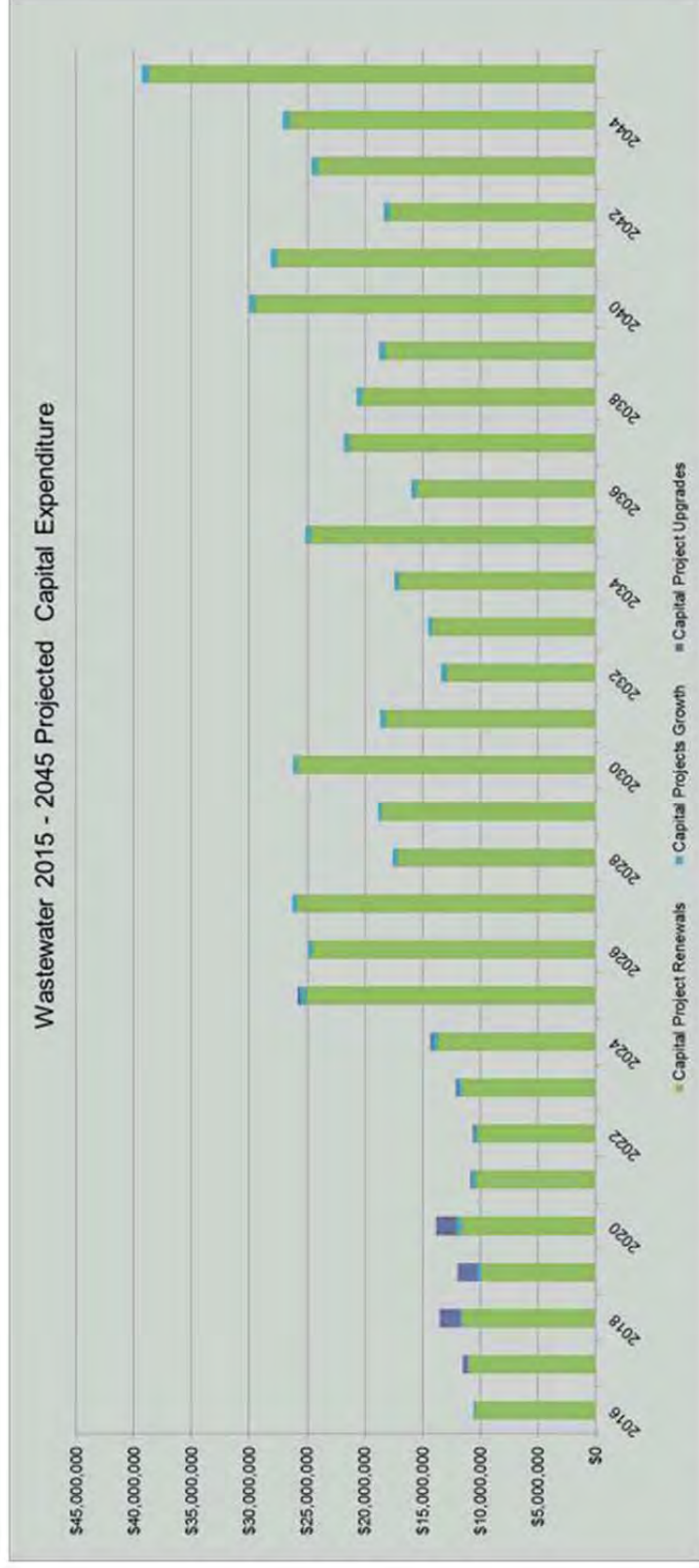
Description	2016	2017	2018	2019 - 2025	LTP TOTAL	2026-30	2031-35	2036-40	2041-45	30 Year Financials
Operating expenditure	28,763,399	30,228,472	31,472,372	287,804,177	358,068,421	238,516,516	276,506,013	320,546,252	371,600,960	1,565,238,153
Stewardship (depreciation)	13,230,309	13,236,029	14,210,375	110,413,575	151,090,287	95,258,791	110,431,047	128,019,850	148,410,093	633,210,089
Income	(614,900)	(626,593)	(638,881)	(4,886,458)	(6,108,823)	(4,096,588)	(4,747,874)	(5,504,087)	(6,380,746)	(27,497,089)
Total Operating Projects	41,378,808	42,837,918	45,043,866	373,129,294	502,389,886	329,679,749	382,189,186	443,062,015	513,630,307	2,170,951,143
Capital Project Renewals	10,340,119	10,930,208	11,530,689	92,415,965	125,216,982	111,880,292	86,875,704	104,696,215	134,604,866	563,276,058
Capital Project Upgrades	0	317,943	1,621,641	4,350,962	6,299,546	1,890,866	2,157,254	2,500,849	2,899,169	6,299,546
Capital Projects Growth	224,785	233,234	322,285	2,622,625	3,402,939	1,890,866	2,157,254	2,500,849	2,899,169	12,821,077
Total Capital Projects	10,564,914	11,481,385	13,474,615	99,398,552	134,919,466	113,741,158	89,032,959	107,199,063	137,504,035	582,396,682
Grand Total	51,943,722	54,319,303	58,518,481	472,527,846	637,309,352	443,420,908	471,222,145	550,261,078	651,134,342	2,753,347,825

The above table shows the projected operational and capital expenditure for the 30 years of the Wastewater activity. This is followed by the projected expenditure in subsequent 5 year periods. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.



The above graph shows the projected capital renewal expenditure and depreciation funding for 30 years of the Wastewater activity. The movement in renewals reflects the age and condition of the asset and its replacement cycle.

Item 2.3 Attachment 1



The above shows the projected capital renewal, growth and upgrade expenditure for the 30 years of the Wastewater activity. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.

Social Infrastructure

Legislation does not require Council to include its Social Infrastructure in its 30 year Infrastructure Strategy.

However, as part of its broader asset management strategy Council is working towards developing similar asset management information it now holds for its network infrastructure which it will improve further over time. This will allow Council to develop statistical modelling to inform its long term renewal work programme in its social infrastructure..

The following section summaries Councils planned responses to asset management using a similar approach to that used in the network infrastructure and includes, profile and level of service, growth and demand assumptions, issues and risks and options to address risk. The social infrastructure included in the following section includes:

- Libraries & Community Services
- Parks and Open Spaces
- Recreation Services
- Community Health Services
- City Housing
- Corporate Property.

LIBRARIES & COMMUNITY SERVICES

Summary, Profile & Level of Service

Libraries and Community services incorporate the facilities and spaces used for library and community activities (including childcare centres and services). These facilities and services help educate, inform and bring people together; they provide a platform to deliver the activities and services that contribute to strong communities and provide for important functions within those communities. In our Community infrastructure there is under-utilisation and in some geographical areas lack of alignment between the level of service. These services are intensive in the use associated with heavy of physical assets (i.e., the properties and buildings). Currently, our levels of service are meeting the needs of the City, though in some cases demand exceeds capacity and in other areas there is under-utilisation of facilities.

Growth & Demand

Growth in services will be driven predominantly by population growth, mainly in the northern and central areas of the City. Changes in demand will be aligned with changing demographics, community expectations and the adoption of technological solutions for service provision. Aligning services with community expectations will likely determine demand growth, for example, the more technology is adopted, and the greater the demand will be for services.

Major Issues & Risks

Libraries

- Facilities not fit for purpose under-utilisation of facilities and spaces may mean the service offering is not effective
- Cost of service provision. The current funding model is not sustainable
- Managing customer expectations for digital services

Community Spaces

- Facilities not fit for purpose, under-utilisation of facilities and spaces may mean the service offering is not effective
- Cost of direct (Council) delivery of service Managing customer expectations for digital services

Most Likely Scenario for Service

In the short to medium term (5 – 10 years) Libraries' current services will grow as we face the challenge of transitioning to on-line communities while at the same time we maintain our current physical services. Over the longer term of the 30IS, under-utilisation and capacity/demand alignment may drive changes in the delivery and level of the service. In the short to medium term (5 – 10 years) current services from community spaces/assets will transition to partnership arrangements to deliver hyper-local community driven programmes and services, as well as a move to further decoupling of services from Council Owned Assets.

Significant Future Decisions

Libraries

- The number and location of physical service points
- The funding model for library service

Community Spaces

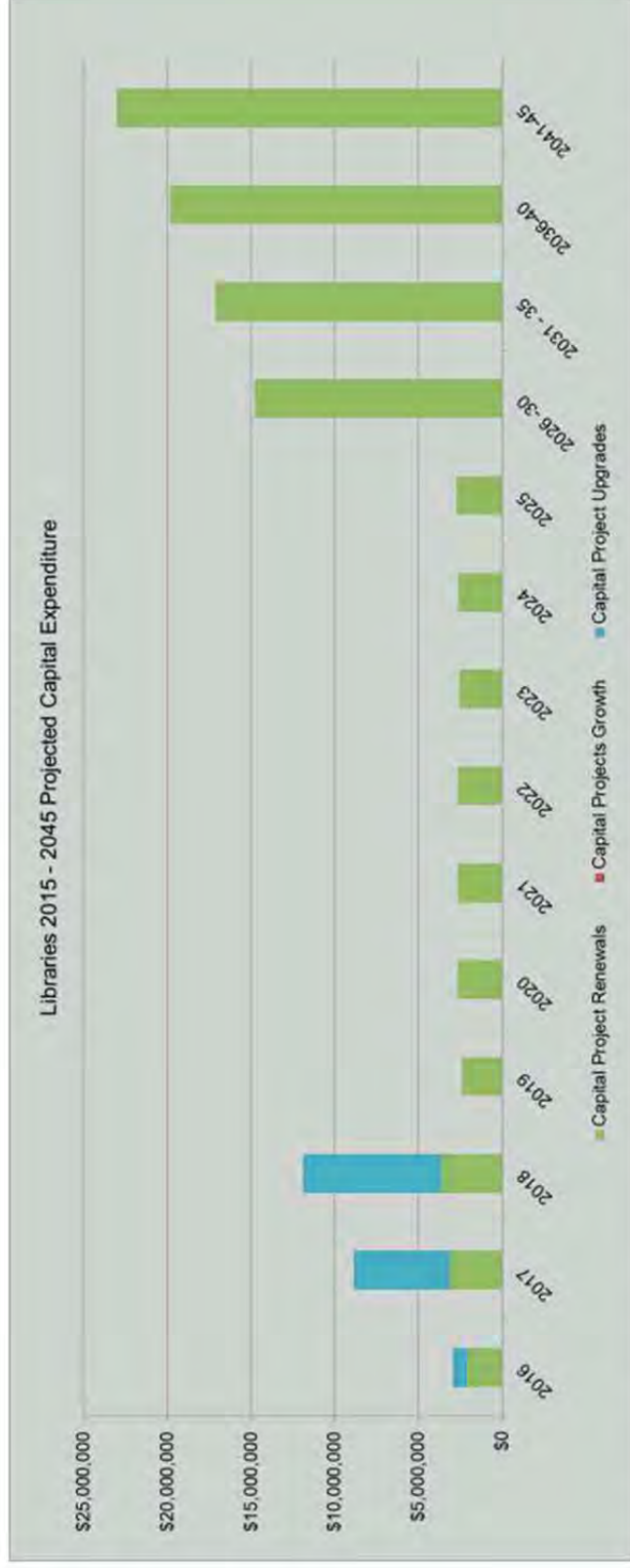
- As part of the community facilities review a number of communities have been identified for facilities upgrades.
- Earthquake assessments have identified many buildings are not fit for purpose

Item 2.3 Attachment 1

Scenario / Service Cost
Libraries & Community Services 2015 - 2045 Financial Plan

Description	2,016	2,017	2,018	2019 - 2025	LTP TOTAL	2026 -30	2031 - 35	2036-40	2041-45	30 Year Financials
Operating Projects	19,298,710	20,338,627	21,397,037	166,355,625	227,390,000	135,074,955	156,598,893	181,529,444	210,442,378	911,025,669
Stewardship (depreciation)	3,694,551	4,480,953	5,008,033	44,430,127	57,613,664	33,126,322	38,402,486	44,519,007	51,609,731	225,271,210
Income	(1,714,968)	(1,511,497)	(1,523,441)	(9,854,732)	(14,704,636)	(7,699,942)	(8,926,343)	(10,348,078)	(11,996,258)	(53,675,256)
Total Operating Projects	21,278,296	23,208,083	24,881,629	200,931,020	270,299,027	160,501,335	186,065,037	215,700,373	250,055,850	1,082,621,623
Capital Project Renewals	2,091,440	3,133,987	3,639,992	18,144,921	27,010,340	14,770,361	17,122,896	19,850,130	23,011,741	101,765,468
Capital Project Upgrades	843,920	5,709,416	8,237,287	-	14,790,623	-	-	-	-	14,790,623
Capital Projects Growth	-	-	-	-	-	-	-	-	-	-
Total Capital Projects	2,935,360	8,843,403	11,877,279	18,144,921	41,800,963	14,770,361	17,122,896	19,850,130	23,011,741	116,556,091
Grand Total	24,213,656	32,051,486	36,758,908	190,281,471	312,099,990	175,271,696	203,187,933	235,550,503	273,067,591	1,199,177,714

The above table shows the projected operational and capital expenditure for the 30 years for the Library activity. This is followed by the projected expenditure in subsequent 5 year periods. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.



The above shows the projected capital renewal, growth and upgrade expenditure for the 30 years of the Libraries activity. This is followed by the projected capital expenditure in subsequent 5 year period. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.

PARKS & OPEN SPACES

Summary, Profile & Level of Service

Our parks and open spaces provide year-round opportunities for residents and visitors to access open space, recreation and natural areas. The service comprises open spaces, botanic gardens, outdoor public arts, memorials, and playgrounds. Open spaces are managed in a ways that balance conservation and enhancement with opportunities for enjoyment and recreation.. Playgrounds give families and young people safe, accessible and convenient places to play; whilst our public arts and memorials make a significant contribution to the quality of public space and are often colourful expressions of the City's creativity.

Our Parks and Open Spaces are in good condition and our levels of service are meeting the needs of the city. The provision of open spaces is also supported by a strong network of volunteers, who advocate for and help maintain these areas. While in general levels of service are currently being met there are instances where this is not the case.

Growth & Demand

Growth in the service is driven by increases in urban development and improvement along with an increase in reserve estate assets though subdivision growth. Growth and also demand, is also influenced by recreational trends, for example dog exercise areas, walking and mountain biking. Changing demographics will also influence how our customers will use the parks and open spaces and how we will respond to those needs, for example providing opportunities for an aging population to access and enjoy the natural areas. Growth and demand, such as increasing public expectations for access, puts pressure on levels of service.

Major Issues & Risks

Issues / Risk	Options to address risk
Growing asset base due to development	Plan for development areas to ensure levels of service are maintained Reduce levels of service
Intensified use of open space due to urban intensification and population growth	Adapt spaces; prioritise use and service to respond to intensified use.
Climate change and weather events	Improve understanding of risks and timing. Target improvements to key open space land and infrastructure
Changes in recreation trends	Engage with and understand our stakeholders to ensure we plan for current and future trends and patterns

Most Likely Scenario for Service

Due to development, growth in the use of existing network and our land asset base will mean we need to ensure we manage operational funding levels to maintain the current levels of service. We also need to ensure that we have the ability to respond to effects of climate change, especially in coastal areas and as a result of storm events.

Significant Future Decisions

Over the period of this strategy the council will need to consider the following;

- The development and maintenance of an increasingly resilient network
- Continuing investment in maintain and improving biodiversity
- Ensuing the existing resources are managed in response to intensified use and changing demographics
- Flexibility to respond to demographic and recreational changes.

Financial Commentary

The renewals programme for this service is based on the National Asset Management Steering Group (NAMS) industry standards combined with the Councils specific growth, demand and environmental factors. The operation, maintenance and renewal of this service is relatively predictable and the Council will continue to implement optimised asset lifecycles to meet legislative and level of service requirements. The short to medium term capital investment in the parks and open spaces will be partially funded by the Charles Plimmer Bequest; this includes the Botanic Gardens Children's Garden, the proposed heritage park on Watts Peninsula and various open space upgrades. A corresponding operation and maintenance programme has been funded mid to long term to ensure the future growth of the asset base through new subdivisions and reserves agreements is managed, with provision to support to the increasing parks and open space volunteer base.

Item 2.3 Attachment 1

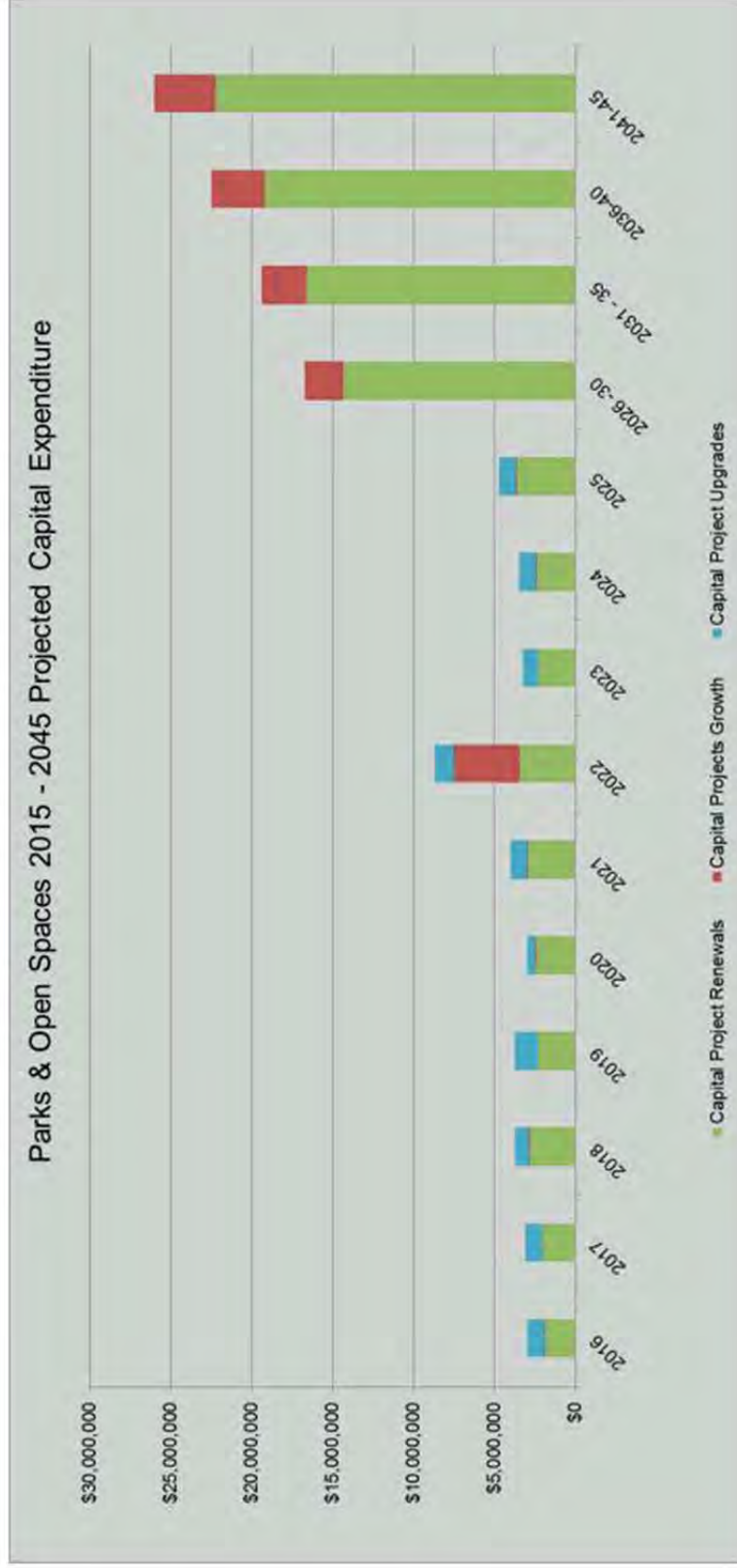
Scenario / Service Cost

Parks and Open Spaces 2015 - 2045 Financial Plan

Description	2016	2017	2018	2019 - 2025	LTP TOTAL
Operating expenditure	18,487,091	18,861,259	19,571,952	161,054,416	217,974,748
Stewardship (depreciation)	4,213,954	4,205,038	4,270,582	31,083,039	43,772,613
Income	(537,268)	(547,475)	(558,221)	(4,271,281)	(5,914,246)
Total Operating Projects	22,163,777	22,518,821	23,284,313	187,866,205	255,833,115
Capital Project Renewals	1,810,029	1,982,955	2,793,534	19,188,176	25,784,693
Capital Project Upgrades	1,086,445	1,036,539	896,067	7,082,028	10,111,079
Capital Projects Growth	34,332	35,178	36,062	4,284,212	4,389,784
Total Capital Projects	2,940,806	3,064,672	3,725,662	30,554,416	40,285,556
Grand Total	25,104,583	25,583,493	27,009,975	218,420,620	296,118,671

	2026 -30	2031 - 35	2036-40	2041-45	30 Year Financials
Operating expenditure	137,905,152	159,869,868	185,332,993	214,851,734	915,934,495
Stewardship (depreciation)	26,383,611	30,585,836	35,457,367	41,104,806	177,304,233
Income	(3,578,486)	(4,148,446)	(4,809,196)	(5,575,165)	(24,025,529)
Total Operating Projects	160,710,277	186,307,258	215,981,174	250,381,375	1,069,213,198
Capital Project Renewals	14,291,224	16,567,445	19,206,210	22,265,261	98,114,833
Capital Project Upgrades	2,400,514	2,782,853	3,226,089	3,739,922	10,111,079
Capital Projects Growth	16,681,737	19,350,298	22,432,299	26,005,183	16,539,162
Total Capital Projects	33,173,475	38,646,600	44,864,598	52,010,366	124,765,073
Grand Total	193,883,752	224,953,858	260,845,772	302,391,741	1,193,978,272

The above table shows the projected operational and capital expenditure for the 30 years for the Parks and Open Spaces activity. This is followed by the projected expenditure in subsequent 5 year periods. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.



The above shows the projected capital renewal, growth and upgrade expenditure for the 30 years of the Parks and Open Spaces activity. This is followed by the projected capital expenditure in subsequent 5 year period. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.

RECREATION SERVICES

Summary, Profile & Level of Service

Recreation services, comprising swimming pools, recreation centres, sports-fields and marinas, provide a wide variety of accessible recreation opportunities throughout the City to enhance and encourage health, well-being and quality of life. By providing a range of recreation facilities we also attract visitors, raise the City's profile and provide economic benefit by hosting national and international events.

Currently, our levels of service are meeting the needs of the City, though in some cases demand exceeds capacity, such as peak time availability of sportsfields training spaces, and in other areas there is under-utilisation of services, for example day time use of some facilities, such as recreation centres and swimming pools. The physical asset inventory used to provision recreation is generally in good condition, and we will continue to optimise the investment we have made in assets to provide sustainable networks of facilities. This includes ensuring we respond and plan accordingly where operational costs for assets are rising, such as for natural turf sportsfields, and also consider future options for unviable assets.

Growth & Demand

Service growth will broadly be driven by population growth and demographic changes in areas of the City. Overall service growth is expected to be modest and in-line with moderate changes over time in population and demographics. Demand changes for recreation services can be more challenging to understand as they are driven by changing leisure and recreational trends which can include the demand for casual and informal sporting and recreational activities. Changing demographics will also influence how our customers will use recreation services and how we will respond to those needs, for example providing recreational opportunities for an active aging population. Increasing community and elite sport expectations also puts pressure on levels of service.

Major Issues & Risks

Issues / Risk	Options to address risk
Impact on the sportsfield network and facilities from NZTA projects e.g. SH1 Ruahine Street Airport Corridor (Kilbirnie Park, Hataitai Park), and Petone/Grenada Link Road (Grenada North Park)	Work with NZTA to continue to provide a sustainable network of sportsfield facilities
Viability and purpose of some facilities and services	Explore and implement long term sustainable options for facilities and services
Increasing and changing demands from customers and stakeholders including increasing expectations from community and elite sports	Work closely with customers and stakeholders and ensure planning is undertaken in a regional context where appropriate
Utilisation and revenue of recreation services	Ensure we maintain utilisation and revenue through the provision of relevant and attractive facilities to customers
Climate change impact on marinas	Target improvements to infrastructure
Built recreation network resilience to earthquake risk	Continuous network resilience improvements, prioritised and aligned with 5 yearly maintenance closures

Most Likely Scenario for Service

In general, the short to medium-term current service levels will be maintained, with some longer term decisions around viability of assets and variations to service required. Decisions about utilisation, capacity and requirements for further investment in some services may provide for variations in service levels over the medium to long-term.

Significant Future Decisions

Over the period of this strategy the council will need to consider the following;

- The development and maintenance of an increasingly resilient network
- Continuing investment in maintain and improving revenue and utilisation
- Ensuing the existing resources are managed in response to changing recreational trends and uses.

Financial Commentary

The renewals programme for this service is based on the National Asset Management Steering Group (NAMS) industry standards combined with the Councils specific growth, demand and environmental factors. The operation, maintenance and renewal of this service is relatively predictable and the Council will continue to implement optimised asset lifecycles to meet legislative and level of service requirements. The capital investment programme in the sportsfields network will be subject to ongoing regional planning requirements, with a corresponding operation and maintenance programme required to ensure the lifecycle of these capital investments are optimised. Implementing long term sustainable options for facilities providing this service will include exploring other options for use based on growth and demand in leisure and recreational activities.

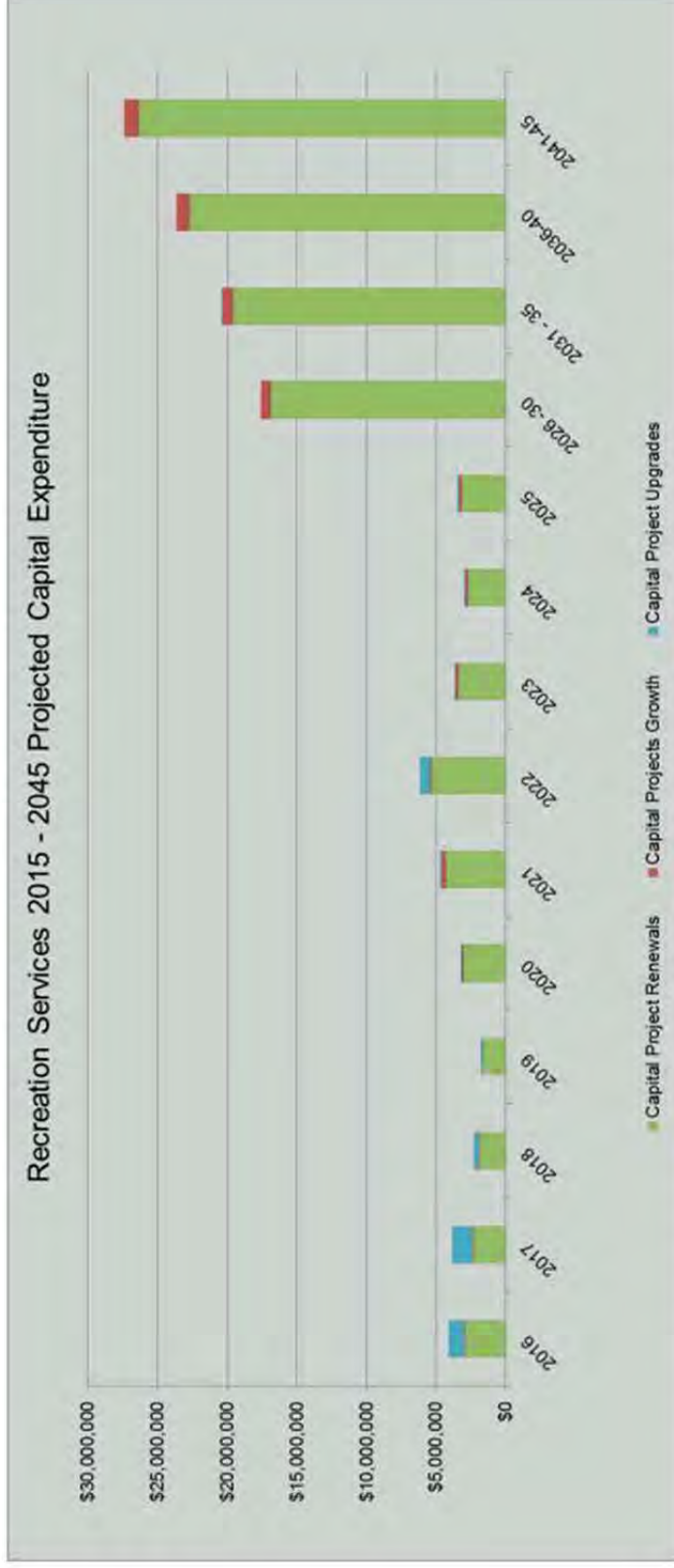
Item 2.3 Attachment 1

Scenario / Service Cost

Recreation Services 2015 - 2045 Financial Plan

Description	2016	2017	2018	2019 - 2025	LTP TOTAL	2026-30	2031 - 35	2036-40	2041-45	30 Year Financials
Operating expenditure	28,940,826	29,798,242	30,662,180	233,782,442	323,183,690	192,518,404	223,181,594	258,728,636	299,937,400	1,297,549,723
Stewardship (depreciation)	6,865,040	6,899,655	6,359,585	44,143,806	64,268,086	36,779,312	42,637,303	49,428,320	57,300,970	250,413,993
Income	(11,481,303)	(11,780,300)	(11,933,812)	(91,586,590)	(128,776,065)	(77,476,639)	(89,816,659)	(104,122,125)	(120,706,083)	(518,897,568)
Total Operating Projects	24,324,563	24,917,537	25,087,953	186,345,658	260,675,711	151,821,077	176,002,238	204,034,832	236,532,290	1,029,066,148
Capital Project Renewals	2,934,828	2,345,973	1,951,308	23,649,571	30,881,681	16,887,369	19,577,089	22,695,211	26,309,970	116,351,320
Capital Project Upgrades	1,126,203	1,465,662	325,381	1,316,462	4,233,908					4,233,908
Capital Projects Growth	32,800	61,977	24,770	1,161,501	1,281,047	700,529	812,105	941,453	1,081,402	4,826,537
Total Capital Projects	4,093,832	3,873,812	2,301,459	26,127,534	36,396,637	17,587,898	20,389,194	23,636,664	27,401,372	125,411,765
Grand Total	28,418,395	28,791,349	27,389,412	212,473,192	297,072,348	169,408,975	196,391,432	227,671,496	263,933,662	1,154,477,913

The above table shows the projected operational and capital expenditure for the 30 years of the Recreation Services activity. This is followed by the projected expenditure in subsequent 5 year periods. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.



The above shows the projected capital renewal, growth and upgrade expenditure for the 30 years of the Recreation Services activity. This is followed by the projected capital expenditure in subsequent 5 year period. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.

COMMUNITY HEALTH SERVICES

Summary, Profile & Level of Service

Community Health services support the health and safety of the City's communities and also provide for dignified bereavement and resting places. The service comprises public toilets and pavilions, cemeteries and crematorium services. By providing these services the Council meets its legislative and policy obligations (e.g. Local Government Act (2002) and the Assessment of Water and Sanitary Services (2005) Policy) and reduces public health and environmental risks.

Our public toilets infrastructure currently provides a level of service that is adequate for the City. To ensure the Council continues to meet its legislative requirements (Burial and Cremation Act 1964 – Part 1; section 4) it will continue to invest in cemetery infrastructure to ensure future development requirements are achievable.

Growth & Demand

Growth in public toilets, burial and cremation services is closely linked to population, demographic changes and urban growth, it is expected that service growth will closely match these changes. Demand for particular services can be influenced by changes in trends, for example more people choosing to be cremated, with the public toilet network responding to meet the configuration and growth of the city. Growth and demand, such as increasing public expectations for access, puts pressure on levels of service.

Major Issues & Risks

Issues / Risk	Options to address risk
Cemeteries that will reach capacity in the medium-term of our 30 year horizon	Makara Cemetery will be required to expand into available flat land to continue to meet the demand for burials. Invest in infrastructure upgrades at Makara Cemetery to ensure future development requirements are achievable.
Cremation services infrastructure that has reached the end of its service life	We are undertaking a business case to re-invest in crematorium plant examining the return on investment, impact on our funding policy, and key risks and benefits to retaining this level of service. Private provision of service

Most Likely Scenario for Service

Current public toilet levels of service will be maintained, though urban growth and intensification will put pressure on maintaining this level of service over the medium-term. Burials and cremations infrastructure requires development and renewal to achieve a level of service that meets legislative requirements and community expectations.

Significant Future Decisions

Over the period of this strategy the council will need to consider the following:

- The development and maintenance of an increasingly resilient network
- Continuing investment to ensure legislative requirements are met
- Ensuring the existing resources are managed in response to intensified use and changing demographics.

Financial Commentary

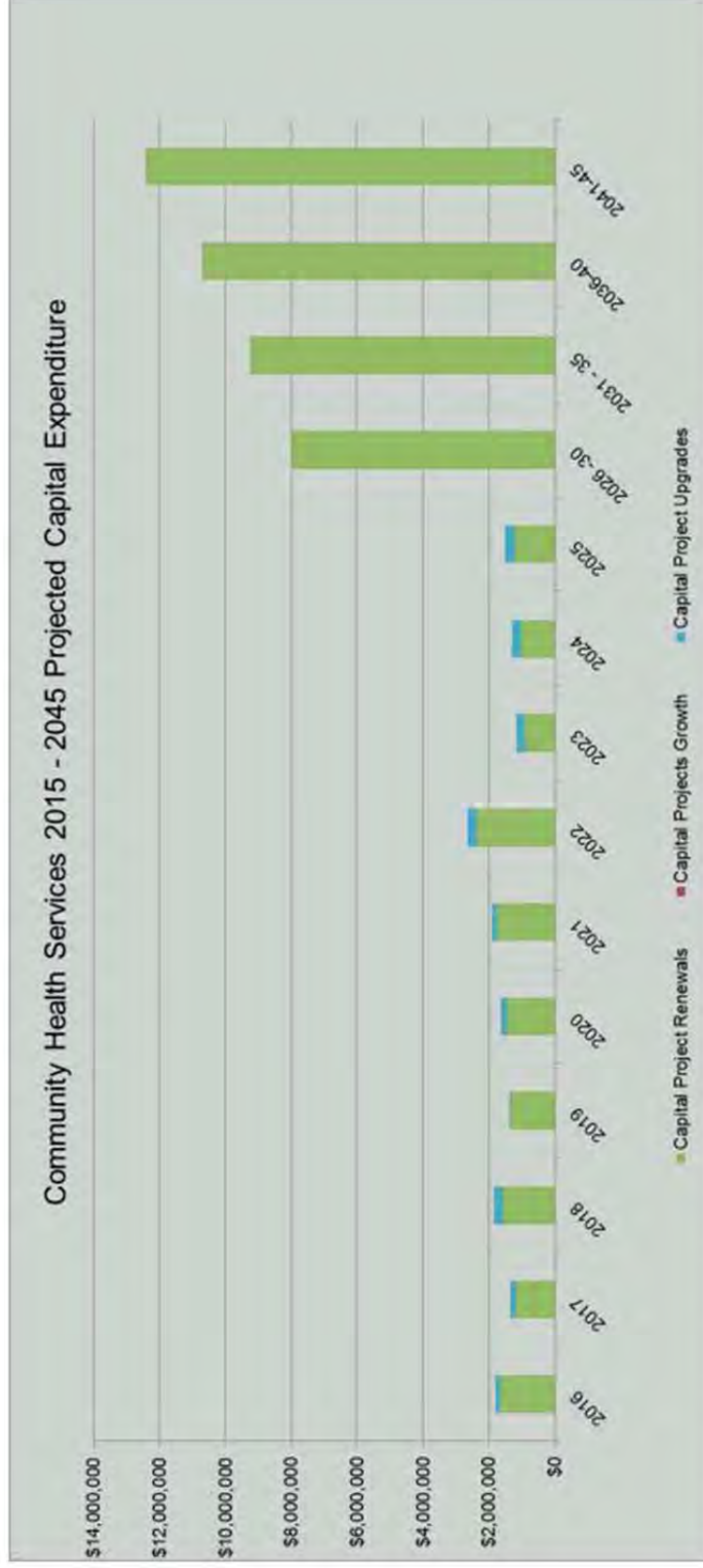
The renewals programme for this service is based on the National Asset Management Steering Group (NAMS) industry standards combined with the Council's specific growth, demand and environmental factors. The operation, maintenance and renewal of this service is relatively predictable and the Council will continue to implement optimised asset lifecycles to meet legislative and level of service requirements. The capital reinvestment in the crematorium plant is subject to the approval of the business case and the result will be reflected in the LTP. The capital investment required for the future development of Makara Cemetery will be informed by the survey and geotechnical assessments of the undeveloped land prior to the 2018/19 LTP.

Item 2.3 Attachment 1

Scenario / Service Cost
Community Health Services 2015 - 2045 Financial Plan

Description	2016	2017	2018	2019 - 2025	LTP TOTAL	2026 -30	2031 - 35	2036-40	2041-45	30 Year Financials
Operating expenditure	3,850,124	3,922,509	4,227,185	32,587,538	44,587,356	27,785,747	32,222,888	37,355,159	43,304,868	185,266,018
Stewardship (depreciation)	640,326	710,103	750,051	6,938,689	9,039,169	6,780,144	7,860,045	9,111,947	10,563,243	43,354,548
Income	(800,396)	(865,523)	(872,314)	(6,674,590)	(9,202,824)	(5,591,963)	(6,482,641)	(7,516,157)	(8,712,127)	(37,504,731)
Total Operating Projects	3,690,054	3,777,089	4,104,922	32,851,637	44,423,701	26,983,908	33,600,293	38,951,949	45,155,984	191,115,835
Capital Project Renewals	1,677,095	1,190,541	1,589,117	10,116,198	14,572,951	7,969,087	9,238,356	10,709,787	12,415,578	54,905,759
Capital Project Upgrades	110,480	150,991	252,935	1,448,926	1,983,332	-	-	-	-	1,983,332
Capital Projects Growth	-	-	-	-	-	-	-	-	-	-
Total Capital Projects	1,787,575	1,341,532	1,842,052	11,565,125	16,536,284	7,969,087	9,238,356	10,709,787	12,415,578	56,869,092
Grand Total	5,477,629	5,118,621	5,946,974	44,416,761	60,959,985	36,952,995	42,838,649	49,661,735	57,571,562	247,984,927

The above table shows the projected operational and capital expenditure for the 30 years of the Community Health activity. This is followed by the projected expenditure in subsequent 5 year periods. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.



The above shows the projected capital renewal, growth and upgrade expenditure for the 30 years of the Community Health Service activity. This is followed by the projected capital expenditure in subsequent 5 year period. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.

CITY HOUSING

Summary, Profile & Level of Service

Our social housing serves to ensure that basic housing needs are met for people who face barriers in accessing affordable and appropriate housing; and to enable and empower people, where possible, to make changes in their lives. This is carried out through provision of the housing assets, tenancy management services and community development. At current levels of provision we experience an excess of demand for social housing services over supply.

Approximately 40% of the social housing infrastructure has been upgraded within the last 5 years, another 10% will be completed by 2016 and there are plans for the remainder to be completed by 2027. Maintenance and renewals programmes are keeping the remainder of the portfolio in a reasonable standard of repair although poor condition data means we may be currently under or over investing in these programmes.

Growth & Demand

Social housing need is driven by population growth, coupled with income levels and access to appropriate and affordable housing by vulnerable households. Demographic changes, along with household composition changes will require modifications to the types of properties offered by the service.

The form and location of Wellington City Council's housing assets is largely based on decisions taken in the 1960s and 1970s. Our stock is therefore predominantly single person accommodation located in high density high-rise apartment blocks. Many units are in areas where Housing New Zealand Corporation also has a significant presence. Having a high density of social housing in a suburb brings social and community development challenges.

Future demand for social housing needs to be better understood in order to plan for service changes.

Major Issues & Risks

- Capital tied up in poor performing assets and cash-flow considerations
- Lack of future capital to fund growth
- Upgraded properties offering a higher level of service than non-upgraded properties
- Ability to deliver key community development programmes constrained
- Affordability issues for some service users.

Most Likely Scenario for Service

The service suffers from a cash-flow issue which puts the tenancy management and community development service levels and reinvestment in the portfolio at risk. Funding constraints and cost escalations mean that levels of service for the social housing asset will continue to fall short of meeting the needs of the City. The long term sustainability of the social housing service requires a reassessment of the existing business model, which is underway.

Significant Future Decisions

- The impact of changes to the delivery of State housing and to the sector through the Government's Social Housing Reform programme
- The future of the social housing service after the Deed of Grant agreement with the Crown expires in 2037.

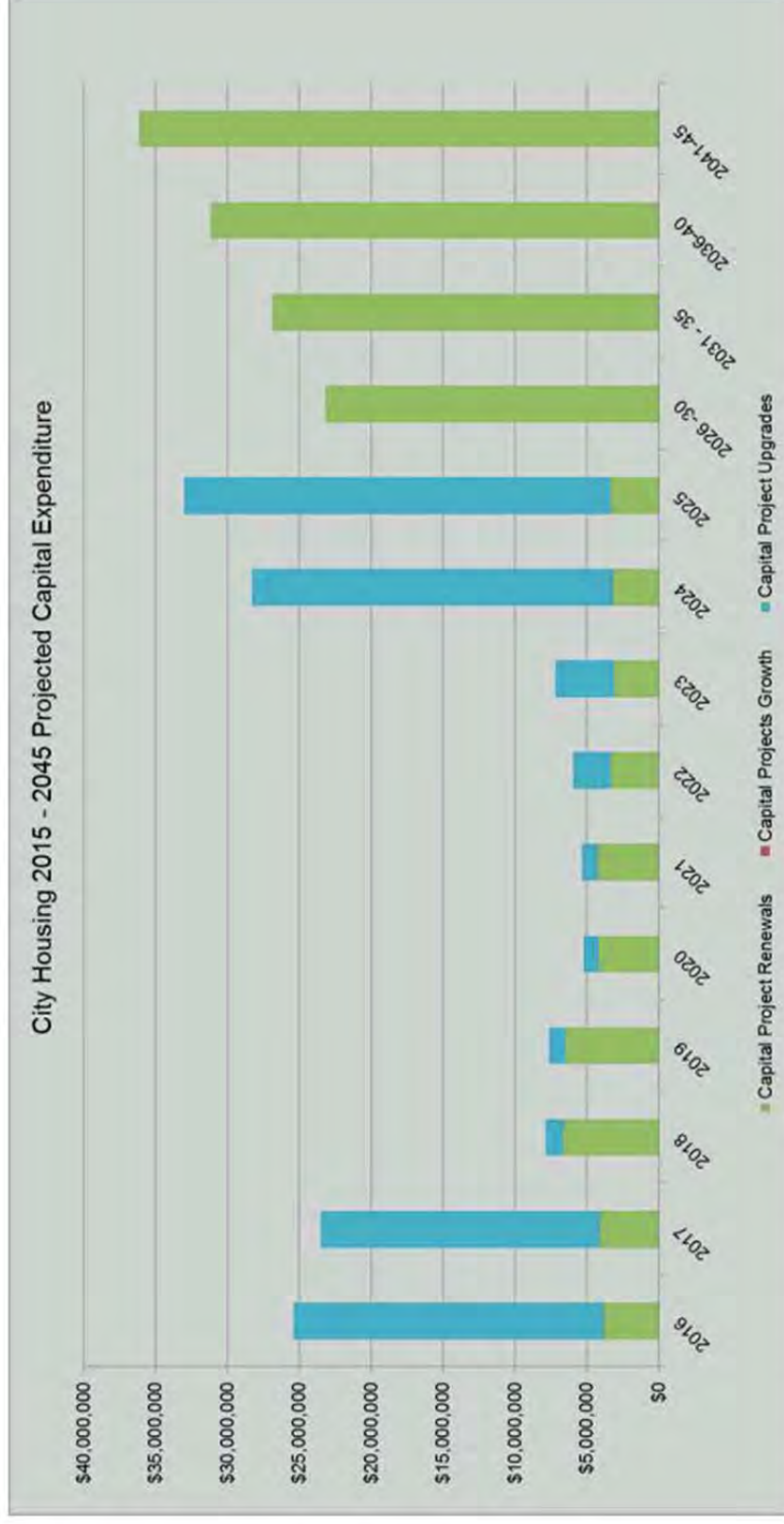
Scenario / Service Cost

City Housing 2015 - 2045 Financial Plan

Description	2,016	2,017	2,018	2019 - 2025	LTP TOTAL	2026 - 30	2031 - 35	2036-40	2041-45	30 Year Financials
Operating expenditure	13,963,330	13,692,690	14,277,003	1,108,649	152,787,413	104,169,330	(44,014,316)	(61,024,895)	(69,161,660)	102,766,212
Stewardship (depreciation)	11,614,076	11,918,830	12,580,102	94,646,000	130,758,009	82,289,632	96,396,237	110,590,384	128,204,565	547,239,827
Income	(43,271,356)	(41,102,185)	(25,457,979)	(177,669,068)	(297,500,578)	(143,279,398)	(1,324,972)	(1,536,000)	(1,760,652)	(436,421,605)
Total Operating Projects	(17,683,950)	(15,600,765)	1,399,127	27,841,431	(3,854,156)	43,179,564	50,056,949	56,029,723	67,272,354	214,584,434
Capital Project Renewals	3,825,841	4,151,085	6,626,141	27,838,533	42,441,600	23,208,806	26,905,368	31,190,695	36,158,564	159,805,034
Capital Project Upgrades / Growth	21,595,276	19,340,971	1,249,751	64,897,864	107,083,861	0	0	0	0	107,083,861
Capital Projects Growth	-	-	-	-	-	-	-	-	-	-
Total Capital Projects	25,421,117	23,492,055	7,875,892	92,736,397	149,525,461	23,208,806	26,905,368	31,190,695	36,158,564	266,888,895
Grand Total	7,727,167	7,991,291	9,275,019	120,577,828	145,571,305	66,388,371	76,962,317	89,220,419	103,430,918	481,573,329

The above table shows the projected operational and capital expenditure for the 30 years of the City Housing activity. This is followed by the projected expenditure in subsequent 5 year periods. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.

Item 2.3 Attachment 1



The above shows the projected capital renewal, growth and upgrade expenditure for the 30 years of the City Housing activity. This is followed by the projected capital expenditure in subsequent 5 year period. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.

CORPORATE PROPERTY

Summary, Profile & Level of Service

Providing property management services to ensure Council's civic and commercial buildings are safe, compliant and fit for purpose for occupants and users. This function is delivered by the property management and advisory functions with support from contract management services. Our current levels of service are broadly meeting the needs of users, however this becomes increasingly challenging with aging properties.

Growth & Demand

Growth in Corporate Property services is primarily driven by changes in Council's own strategies and property requirements; this would usually relate to changing accommodation requirements for business units and CCO services. Possible areas of service growth include incorporating Wellington Waterfront assets into the portfolio and any integration of Council functions across the region.

Major Issues & Risks

- Asset condition data collection and analysis needs to improve to support asset management decision making
- Current workplace is dated and does not support contemporary working or the Council's need for a flexible, future-focused working environment
- Legislative and compliance changes that will likely have a significant impact on risk profiles and health and safety processes
- Earthquake strengthening requirements will impact on funding and our ability to maintain service levels for building occupiers and users.

Most Likely Scenario for Service

Generally our current levels of service will be maintained, however the portfolio's aging profile and earthquake strengthening requirements mean we need to critically review our asset condition data and renewal cycles to ensure we optimise the funding available.

The Civic Precinct Development proposal will have a significant impact on occupants of the Civic Campus. This project seeks to find a solution that addresses the earthquake strengthening requirements across the campus; modernises our workplace; releases sites for development and revitalises the Civic Square public space. Maintaining service levels within the Civic Campus assets will continue to be a challenge until the future state of each of the buildings/sites is resolved.

Significant Future Decisions

- Civic Precinct Development proposal.

Item 2.3 Attachment 1

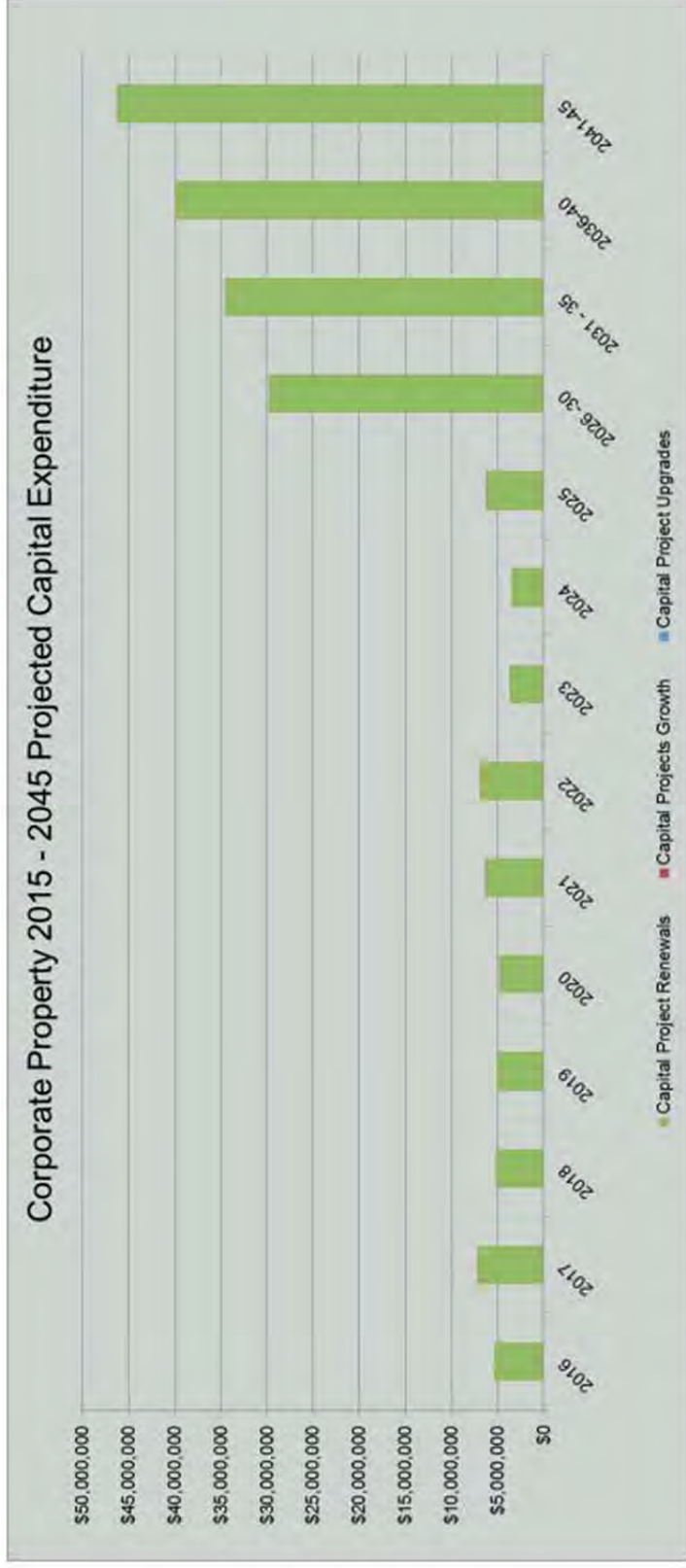
Scenario / Service Cost

Corporate Property 2015 - 2045 Financial Plan

Description	2,016	2,017	2,018	2019 - 2025	LTP TOTAL
Operating expenditure	805,096	3,154,630	4,306,221	17,433,967	25,699,914
Stewardship (depreciation)	2,873,601	2,201,832	2,646,724	42,719,106	50,441,263
Income					
Total Operating Projects	3,678,697	5,356,462	6,952,945	60,153,073	76,141,177
Capital Project Renewals	5,314,464	7,189,860	5,176,923	36,749,567	54,430,812
Capital Project Upgrades					
Capital Projects Growth					
Total Capital Projects	5,314,464	7,189,860	5,176,923	36,749,567	54,430,812
Grand Total	8,993,161	12,546,321	12,129,867	96,902,640	130,571,989

	2026-30	2031-35	2036-40	2041-45	30 Year Financials
	8,761,552	10,157,040	11,774,793	13,650,213	70,043,512
	40,785,651	47,281,748	54,812,505	63,542,716	256,863,882
	49,547,203	57,438,788	66,587,298	77,192,928	326,907,394
	29,764,999	34,505,792	40,001,670	46,372,899	205,076,172
	29,764,999	34,505,792	40,001,670	46,372,899	205,076,172
	79,312,202	91,944,580	106,588,968	123,565,827	531,983,567

The above table shows the projected operational and capital expenditure for the 30 years of the Corporate Property activity. This is followed by the projected expenditure in subsequent 5 year periods. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.



The above shows the projected capital renewal, growth and upgrade expenditure for the 30 years of the Corporate activity. This is followed by the projected capital expenditure in subsequent 5 year period. This excludes capital upgrades for the remaining twenty years of the thirty year plan. The upgrades from year 11 – 30 are currently unplanned and unbudgeted.

Strategy Development & Review

The 30IS will be reviewed in each Long-Term Plan triennium. Our 30IS will evolve and develop as our infrastructure management capability evolves. As the quality of our information and analytics improves the understanding of our assets, levels of service and demand for those services, we will focus our infrastructure strategies, planning and outcomes.

The horizon for our strategy will be held at a 30 year constant for each iteration; as the strategy develops the legacy of changes will be quantified in the document. In theory, there should be continuity across 30IS development cycles and it should be possible to pick-up our 30IS years later and see a clear and concise pathway of its progression. In practice, this would encompass:

- A review of any material changes in principle, direction and focus of the strategy
- A synopsis of the drivers for those changes, both internal and external
- A structure highlighting the continuity of one iteration of the strategy to the next.

Appendices

The suite of service plans covering individual asset groups are available electronically by following the below pathway. (Access to the WCC's document management system 'TROVE' is required), published versions of the below plans are not currently available.

Enterprise Connect\Trove\Enterprise\Internal Management\Asset Management Planning\Asset Management Plans\3. Individual Service Plans\2015-18\Development\Transport

Enterprise Connect\Trove\Enterprise\Internal Management\Asset Management Planning\Asset Management Plans\3. Individual Service Plans\2015-18\Development\Stormwater

Enterprise Connect\Trove\Enterprise\Internal Management\Asset Management Planning\Asset Management Plans\3. Individual Service Plans\2015-18\Development\Wastewater

Enterprise Connect\Trove\Enterprise\Internal Management\Asset Management Planning\Asset Management Plans\3. Individual Service Plans\2015-18\Development\Water Supply

Enterprise Connect\Trove\Enterprise\Internal Management\Asset Management Planning\Asset Management Plans\3. Individual Service Plans\2015-18\Development\Parks & Open Spaces

Enterprise Connect\Trove\Enterprise\Internal Management\Asset Management Planning\Asset Management Plans\3. Individual Service Plans\2015-18\Development\Recreations

Enterprise Connect\Trove\Enterprise\Internal Management\Asset Management Planning\Asset Management Plans\3. Individual Service Plans\2015-18\Development\Community Health

Enterprise Connect\Trove\Enterprise\Internal Management\Asset Management Planning\Asset Management Plans\3. Individual Service Plans\2015-18\Development\Libraries

Enterprise Connect\Trove\Enterprise\Internal Management\Asset Management Planning\Asset Management Plans\3. Individual Service Plans\2015-18\Development\Community Services

Enterprise Connect\Trove\Enterprise\Internal Management\Asset Management Planning\Asset Management Plans\3. Individual Service Plans\2015-18\Development\City Housing

Enterprise Connect\Trove\Enterprise\Internal Management\Asset Management Planning\Asset Management Plans\3. Individual Service Plans\2015-18\Development\Corporate Property

SUPPORTING INFORMATION TO THE CONSULTATION DOCUMENT : 2015-25 FINANCIAL STRATEGY

Purpose

1. To agree the Financial Strategy as supporting information to the Consultation Document on the 2015-2025 Long-term Plan.

Summary

2. The Local Government Act requires the Council as part of its long-term plan, to prepare and adopt a financial strategy for the ten years covered by the plan. The Financial Strategy (refer to Attachment 1) provides the context for consultation on the Council's proposals for expenditure and how this expenditure is proposed to be funded, by making transparent the overall affects of these proposals on the Council's services, rates, debt and investments.

Recommendation/s

That the Governance, Finance and Planning Committee:

1. Receive the information.
2. Agree to recommend to Council that the Financial Strategy, attached as Attachment 1, be included as supporting information to the Consultation Document on the 2015-2025 Long-term Plan, subject to any necessary amendments to obtain Audit NZ approval.

Discussion

3. The Governance , Finance and Planning Committee received and agreed in principle to a Draft Financial Strategy at its meeting on 10 December 2015. This strategy was developed following a series of councillor workshops held between August and November 2015.
4. The draft Financial Strategy set out:
 - i) a proposed average annual rates increase limit of 4.5% for the first three years and 3.9% across the ten years of 2015-205 Long-term Plan.
 - ii) a maximum debt (borrowing) level of 175% of of annual income.
5. The budget proposed for consultation incorporated in the LTP Projects and Programmes report and the LTP Financial and Funding Statements report is within these thresholds, with prospective rates increases of 4.5% across the first three years and 3.7% across the 10 years of the 2015-2025 Long-term Plan. Council borrowing reaches a peak of 140% of annual income in 2024/2025.

Attachments

Attachment 1. 2015-2025 Financial Strategy

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Item 2.4

Author	Martin Read, Manager Financial Strategy and Planning
Authoriser	Andy Matthews, Chief Financial Officer

SUPPORTING INFORMATION

Consultation and Engagement

The Financial Strategy forms part of the supporting information for the Consultation Document on the 2015-2025 Long-term Plan to be consulted on under the special consultative procedure as required by sections 83 and 93B to 93G of the Local Government Act.

Treaty of Waitangi considerations

As per long-term plan project plan.

Financial implications

As detailed within the report.

Policy and legislative implications

Section 101A of the Local Government Act requires the Council, as part of its long-term plan to prepare and adopt a financial strategy for all of the consecutive financial years covered by the long-term plan.

Risks / legal

As detailed within the report.

Climate Change impact and considerations

Included in report assumptions.

Communications Plan

As per consultation plan (Refer to Report 11 of this meeting agenda).

WELLINGTON CITY COUNCIL

2015-2025 FINANCIAL STRATEGY

Investing for growth

A CHANGING FINANCIAL LANDSCAPE

In 2012 the Council's financial strategy was underpinned by fiscal restraint, recognising that the organisation's big financial challenges, including earthquake strengthening, leaky buildings and rising insurance costs. Confidence in the economy was low and ratepayer expectations were for rates increases in line with inflation. The strategy conformed to current practice and complemented existing financial policies. It set an annual rates increase target for 2012/13 equal to the Local Government Cost Index, lowering to CPI (around 2.5%) in subsequent years and planned for debt ratios significantly lower than all other metropolitan cities in New Zealand. But growth forecasts were low. The strategy was not sustainable and risked service cuts and minimal new offerings unless rates increased above forecasts in the strategy.

We have since reviewed how we deliver our services and consolidated our Council Controlled Organisations, implemented shared services in Water and IT and procurement programmes. These and similar initiatives are expected to deliver savings in excess of \$50m for Wellington ratepayers over the next 10 years – though this is not enough to fund the increasing expectations that we, our residents and businesses have for the city.

Rates increases equal to or less than CPI (household inflation) are not sustainable in the long-term without cutting services. This would not be enough to fund what we provide now and meet ratepayer expectations for improved services.

Rather than risk cuts to services and a stagnating city, our new Financial Strategy provides a platform for the Council to invest and support economic growth, which in turn will create jobs, grow our ratepayer base and increase prosperity. We will achieve this by:

- Rebalancing our spend and investment between key strategy areas
- Identifying areas where service levels and performance are already high and increasing the use of existing assets, rather than spending on new investments
- Investing in projects that grow the economy and deliver returns on our investment
- Encouraging urban growth in areas where we have existing infrastructure and public transport and in a way that improves environmental performance
- Improving our asset management to better manage risk while also maintaining high levels of service delivery
- Ongoing efficiencies within the organisation, with a focus on shared services and improved customer experiences.

WORKING FROM A POSITION OF FINANCIAL STRENGTH

Wellington City is in a strong financial position. Our debt to income ratio is currently less than 100%. This compares favourably with other metropolitan Councils whose equivalent ratios range from over 175% to around 275%. The Council also holds investments in Wellington Airport and a substantial ground lease portfolio that are valued at more than our \$384m borrowings. So the Council could theoretically sell these assets and have no debt at all.

In its 2014 review of the Council’s credit rating, the independent credit rating agency Standard & Poors judged Wellington City’s stand-alone credit profile to be the highest of Local Government in New Zealand, and even higher than the government, but have capped it at the government level. Their assessment that the Council has ‘very strong financial management and budgetary flexibility, strong budgetary performance and liquidity and low contingent liabilities’ supports our view that our credit strength and institutional framework will allow higher debt burdens as we progress our strategy to invest in projects to grow the capital’s economy.

Council uses debt to spread the cost of buying assets and services across those who will benefit from use of the asset over its life. This means we also need to consider the impact of servicing debt on the affordability of rates. In formulating our financial strategy we have ensured that the cost of servicing and repaying borrowing for each asset is catered for with proposed rating limits.

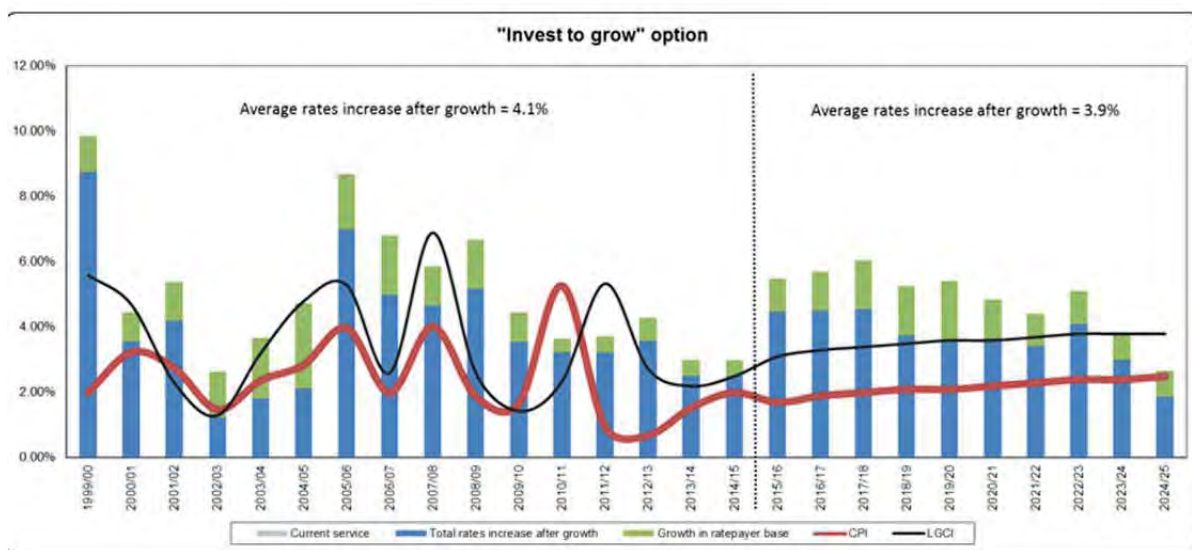
RATES FORECASTS AND LIMITS

Our ‘invest to grow’ strategy provides to limit average rate increases at 4.5% over the first three years of the LTP and an average of 3.9% across the 10 years of the plan¹.



The limit on rates are the amount of rates income forecast to be collected by Council, based on the increase set by the rates increase limit. This increase compares favourably with the average increase of 4.1% over the last 15 years.

¹ These rates increase limits are indexed off the 2014/15 total rates excluding Business Improvement District Rating and are subject to any inflationary increases in the rate of inflation of the Local Government Cost Index (LGCI) in the ‘forecasts of price level change adjustors-2014 update’ forecast by Bureau of Economic Research Limited (BERL) in September 2014.



DEBT FORECASTS AND LIMITS

We are forecasting debt across the period of this LTP to peak at approximately 140% of operating income. The limit to the amount of debt the council will take on over the period of this strategy is 175% of operating income. This limit provides some contingency for Council to respond immediately to an unplanned emergency or natural disaster. The cost of servicing the forecast debt, and the assets we build or buy, is built into our forecast rates increases.

If we keep going
as we are...

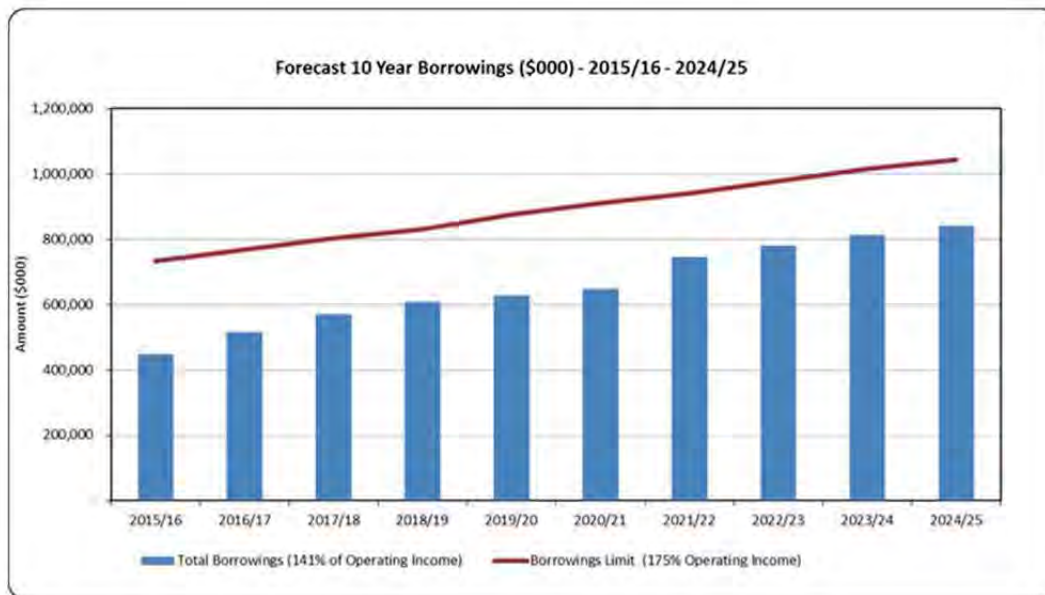
**130% forecast
150% limit**

Council debt will be capped at a maximum of 150% of annual income – the same as a household earning \$50,000 a year having a mortgage of \$75,000.

If we invest for
growth

**140% forecast
175% limit**

Council debt will be capped at a maximum of 175% of annual income – the same as a household earning \$50,000 a year having a mortgage of \$87,500.



CHALLENGES AND OPPORTUNITIES

In the pages that follow we explain how we propose to manage the financial challenges, opportunities and risks the city faces to enable the Council to deliver on this strategy in a financially prudent manner.

Population, land use, and rating base growth

Since 2010 Wellington City has had slow population growth of 0.7% per year (0.2% below the national average). The 2015 population is estimated at around 203,000 people. It is expected to increase by about 12,000 to around 215,000 by 2024, a modest 0.6% average growth rate per year. Limited changes to land use are forecast, however the northern growth management plan provides for the conversion of open space to residential development. The capital cost to provide for these changes over the ten years are forecast at around \$75m and the associated operating costs \$9m.

In the past five years, the ratepayer base has grown at an average rate of just 0.4%. History shows that Council investments can be a catalyst for economic growth. This was evident in the last significant growth spurt, when our rating base growth peaked at around 2.2% per annum in the early 2000s on the back of game-changing projects like Te Papa, Westpac Stadium and development of the waterfront.

This financial strategy aims to create the capacity to invest in initiatives that act as a catalyst for growth in the economy and the city’s rating base. Our LTP includes a number of key

investment projects that we expect will accelerate growth in our ratepayer base, which we conservatively expect to peak at around 1.8%, an average of 1.2% over 10 years. The larger rating base is expected to generate a \$37m boost for existing ratepayers by 2024/25, a cumulative benefit of over \$205m across the 10 years – and this benefit will continue to accumulate in subsequent years.

The financial benefit, or return, that the Council receives from prudent investments can be re-invested in the city. We call this the ‘virtuous circle’.



A strategic approach to asset investment

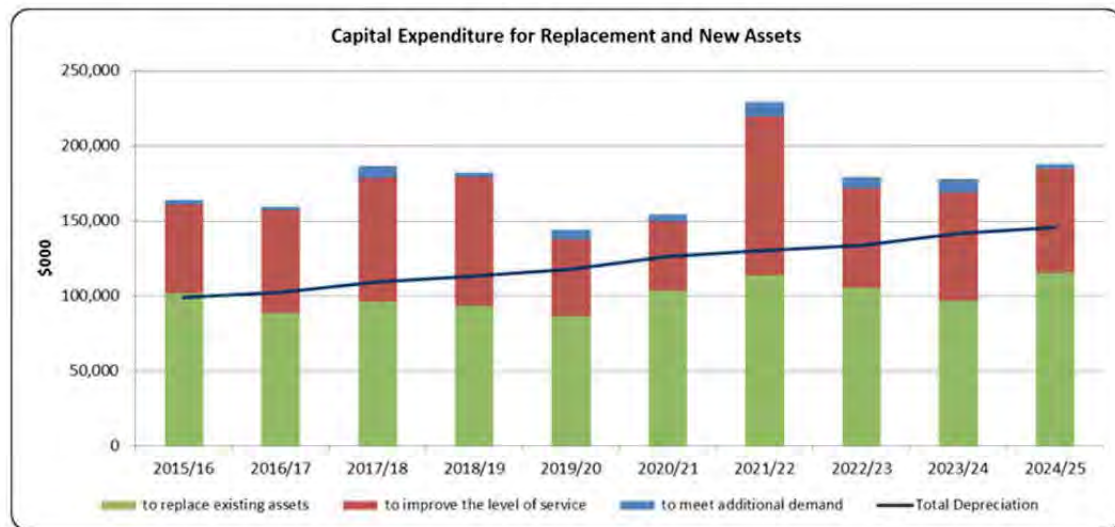
This plan is different in direction and approach to the past. The emphasis is strategic and long-term with a focus on short-term delivery.

The first three years of the plan is detailed and reflects a work programme that is realistically deliverable in the timeframe. A rolling three year forecast provides flexibility for the Council to respond to unanticipated changes and to consider new opportunities.

We’ve done a lot of work to better understand the quality of our assets. They are generally in good condition and we have a robust asset renewal programme in place. Continuing to improve the quality of asset information, particularly for our network infrastructure, means we can get more value from our assets without exposing the Council or the community to

undue risk. We have used updated information to better plan and make decisions about assets that need renewing over the 10 years of the LTP. Our Infrastructure Strategy expands this timeframe out to 30 years and gives us confidence that we have the financial capacity to maintain our existing infrastructure in the longer term.

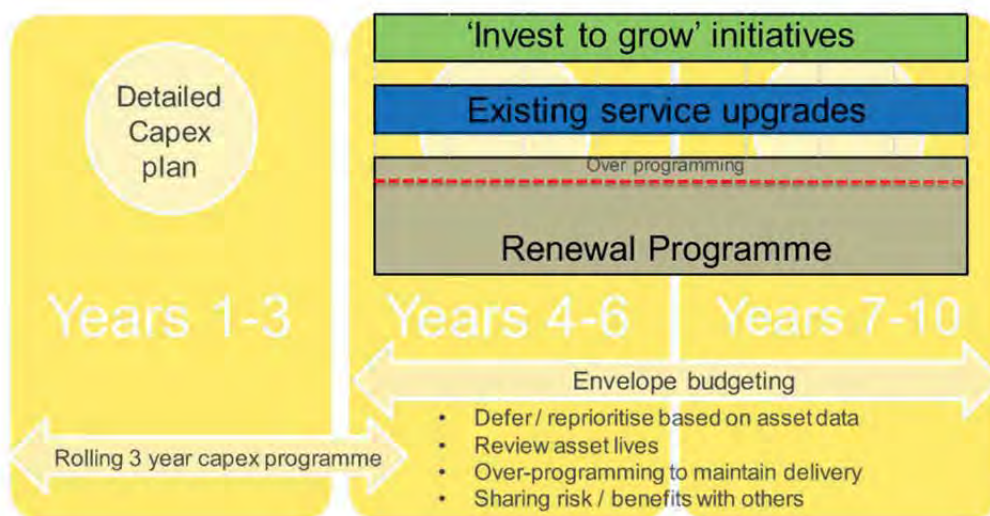
The expected capital costs for network infrastructure required to maintain existing levels of service and meet additional demands is as follows:



Significant projects to upgrade or improve services include increasing the cycling network, building a new library in Johnsonville and improving the resilience of the city’s water supply. We also plan to continue to improve earthquake resilience, including the town hall, central library and civic offices.

There is less certainty, however, around the details, costing and timing for a range of potential new economic growth initiatives. While these initiatives will all be subject to robust business cases and public consultation, it’s also important that we demonstrate the Council’s capacity to invest in projects such as an international film museum, indoor music arena, extending the airport runway and urban development initiatives.

We have used an envelope budgeting approach to reflect the capacity that Council has within its financial strategy to fund ‘invest to grow’ economic initiatives in years 4 to 10 of the LTP.

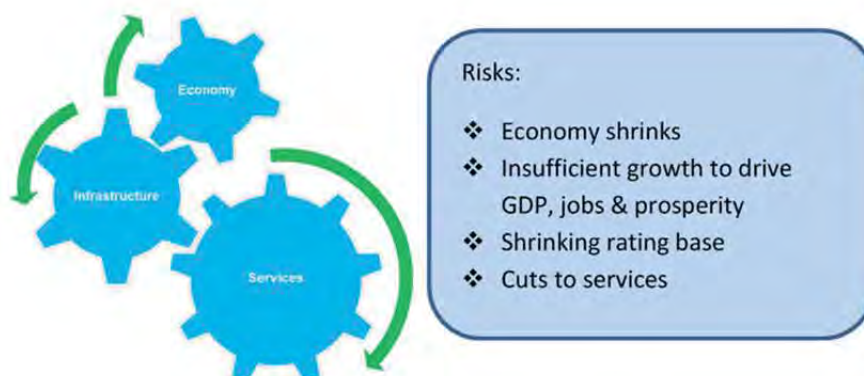


Managing investment expectations

Annual surveys and benchmarking data show that service levels for social, recreational and community infrastructure are high in Wellington. However, over the last ten years there has been an expectation in the community that the Council will continue to increase service levels in these areas.

It is also recognised that during this period investment to support the broader Wellington economy and the city’s rating base has been low.

This financial strategy recognises the importance of investment in the economy to grow the city and increase the rating base to provide the financial capacity to continue to invest in our infrastructure. In turn, this provides the resources for Council to deliver on recreation, social and cultural services, amenities and events. The risks of not doing so are summarised in the diagram below.



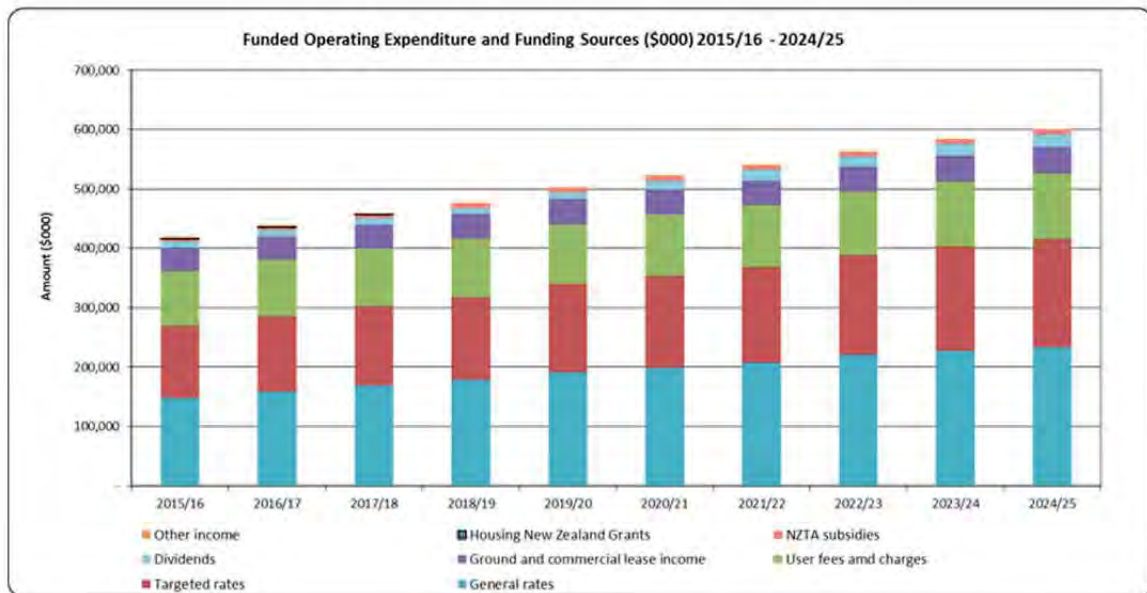
Recommendation to Committee only - not Council Policy

8

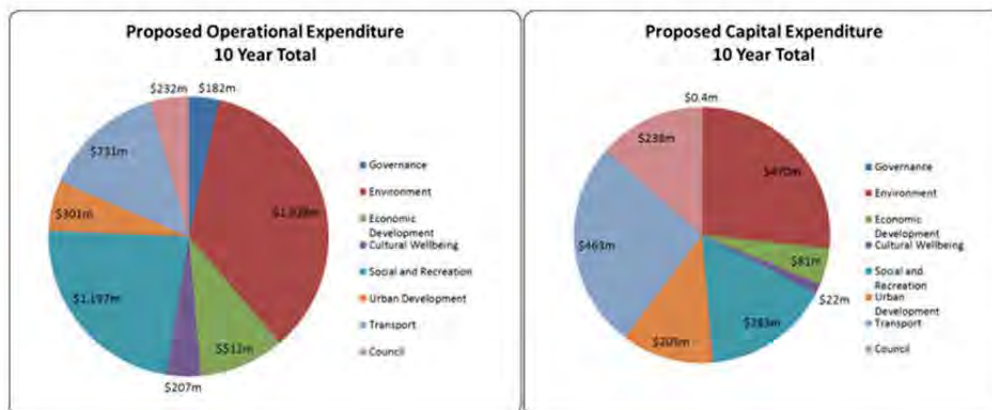
Continuing to do the basics well

There is a risk that in investing to improve the economic resilience of the city that we compromise on delivering core services. We will manage this risk by providing capacity within our rates and debt limits to ensure that we can continue to provide the services we do now. We will increase the emphasis on improving utilisation of the assets and services we currently provide. To ensure we maintain high levels of service delivery we will continuously drive operational efficiencies within the organisation. We will also focus on shared services and improved customer service - for example combining of CCOs to create the Wellington Regional Economic Development Agency, shared IT infrastructure and a range of procurement and contract related initiatives.

Our plan is to continue to deliver the full range of services we currently offer.



The graphs below show that in our proposed LTP financial strategy we will continue to fund and invest in the full range of services we currently provide.



Maintaining an affordable and prudent balance between service, rates and debt

There is a risk that in attempting to maintain or increase service levels the council could compromise its funding principles that underpin its robust and prudent financial management. This risk is mitigated by continuing to make provision in our Financial Strategy to:

- Maintain a balanced budget. Council will raise sufficient income each year to fund the costs of providing services consumed by the city that year.
- Continue to fully fund depreciation on assets that the Council will be responsible for renewing when they reach the end of their useful life. This is needed so we can pay for their replacement in the future.
- Debt fund to maintain intergenerational equity. Debt is used to initially fund assets. This debt is repaid over the life of the asset through depreciation funding. This ensures that ratepayers only pay the cost of a service when they benefit from a service
- Enable asset management planning to inform and complement financial planning. This considers the condition and deterioration of assets to estimate their useful life and the costs of their replacement and repair. It balances risk and the timing of replacement, as well as assessing the capacity required for growth
- Manage investments and equity securities. The primary objective of holding and managing investments and equity securities is to optimise the return on the overall investment portfolio. Investments are also held for the purpose of achieving Council's strategic objectives and to provide diversity to the Council's revenue sources. For non-strategic investments, the target return for investment is to

achieve an average return over time greater than Council's long term cost of funds, currently forecast at 6.3% per year. The Council's investment policy sets out the mix of investments, strategies and other policy considerations in greater detail.

- Operate a policy on securities. To be able to borrow money we need to offer security to the lenders. Security is a guarantee which can be redeemed in case of default, like a house as mortgage security. Our borrowings are secured by creating a charge over our rates revenue. This security relates to any borrowing and to the performance of any associated obligations to borrowing. As a shareholder and borrower from the New Zealand Local Government Funding Agency we also use rates revenue as security over all borrowing from the agency.
- Implement our Insurance strategy which balances externally procured insurance, internal 'self-insurance', risk retention and transfer. Our insurance policy aims to achieve an adequate level of insurance with a balance of insurers from NZ and international markets. Our insurance is mainly for material damage and business interruption. Material damage covers catastrophe losses only, with an internal \$10m insurance reserve fund (being increased over time) to cover excesses and day to day working losses. The insurance coverage includes natural disasters to a limit of liability of \$400m material damage (buildings, infrastructural assets and contents) and Business Interruption combined over an asset portfolio of \$4.658bn (2014/15). Our earthquake cover and other natural disasters are informed by Geological and Nuclear Sciences (GNS) on potential losses caused by these events

This strategy also allows for Council to maintain a reasonable balance between services rates and debt. Increases in service levels will be generally restricted to those services that are expected to provide an increase in the rating base, reducing the impact on current ratepayers. Where debt funding is required to spread the cost of an investment across a number of years, we will focus on those investments that provide a return to reduce the impost on ratepayers.

Strategic partnering

We will develop a more focused and strategic approach to partnering with central government and the private sector. To this end we have assumed that the initial capital cost of approximately \$100m of the \$1.9 billion of asset investment proposed in the 2015-2025 LTP will be funded by an external party. We will continue to budget for the associated debt servicing costs but transfer the capital risk and debt from the Council's balance sheet.

We will also continue to investigate the philosophy of 'earn-back' with central government. When ratepayer funded council investment results in improved economic performance of the city and a higher tax take, we believe the Council should receive a portion of the financial benefit accrued by the government.

Rates affordability

In developing our financial strategy we have been very conscious that our rates are affordable. Our strategy is underpinned by an assumption that affordability will be maintained.

Wellington residents have significantly higher incomes than the national average.



We know there are small pockets of deprivation in Wellington City. We will continue to manage this factor by providing rates remission and rates postponement policies. The central government-funded rates rebate scheme can also be used in hardship cases that result in difficulty paying rates.

Residents fund approximately 55% of total rates. As Wellington residents have significantly higher average incomes than the national average, our average rates equates to approximately 2.7% of average Wellington household income. Throughout the period of this LTP we intend to keep this below 3.5%, significantly lower than the 5% affordability threshold identified in the 2007 Local Government Rates Enquiry.

Commercial ratepayers fund 45% of total rates. Generally rates are a relatively small proportion of total business income, varying between 0.1% and 0.4%, depending on the sector.

Factors such as increased insurance and earthquake resilience costs are placing additional pressure, particularly on the not-for-profit sector and heritage property owners. While many not-for-profit organisations already receive lower rates under legislation, the Council is cognisant of the pressures earthquake prone status may cause and has initiated a rates remission policy to help.

Earthquake and weather-tightness risk

The Council's 2012 Financial Strategy highlighted earthquakes, weather-tightness and increasing insurance costs as key risks which warranted a conservative fiscal approach. Council's financial exposure to these risks is now better understood – all are catered for within

this strategy and specifically budgeted for within the 2015-2025 LTP. We have made provision to earthquake strengthen the Town Hall, the central library and administration building. We will fully repay the borrowing taken out to cover the Council's contribution to leaky building costs over the period of this LTP and will utilise recent reductions in insurance premiums to replenish our self-insurance reserves.

Delivering on the strategy

This financial strategy supports and enables an ambitious plan to invest in the city. There is a level of risk that the investment projects we propose will not deliver the economic and rating base increases we are forecasting. We will manage this risk by conducting detailed business cases for each investment to assess their cost effectiveness and economic contribution. We will also consult before deciding to proceed. We will also measure and report on our performance against this strategy annually and review the strategy every three years.

Our view is that there is significantly greater risk in not investing to support the city's economy, making it more difficult for us to compete nationally and internationally, a loss of businesses, jobs, cuts in services and higher long-term rates for the ratepayers that are left behind.

'Current service' strategy	'Invest to grow' strategy
No / or very limited new offerings Renewing assets based on a depreciation profile rather than asset quality	New offerings to reinvigorate the city and its economy Greater ability to reprioritise capex renewals & upgrades based on improved asset information
Limited ability to respond to opportunities	Ability to respond to opportunities
'Limited ability to respond to growth, economy and ratepayer expectations	'Envelope' budgeting to provide for economic investment in years 4-10 (\$180m over 10 years)
Minor reprioritisation of capex renewals (only) based on improved asset	Flexibility to adjust 'envelope' in response to growth, economy and ratepayer expectations
No opportunity to grow business and community confidence through investment in the city	Opportunity to significantly grow business and community confidence
Growth in rating base will be low – fluctuating in response to economy – limited ability to influence Potential cuts to services	Elevated growth in rating base support long-term sustainability and vibrancy of the city (\$200m cumulative direct ratepayer benefit over 10 years+ citywide benefit)
Slightly lower rates increases in the short-term (4.1% over 3 years, 3.1% over 10 year)	Slightly higher rates increases in the short/medium term (4.5% over 3 years, 3.9% over 10 years)
Lower investment = lower borrowing levels, but no improvement to ratepayer equity in the city	More investment = higher borrowing levels, but maintain ratepayer equity in the city
Risk of stagnation	Opportunity for city to grow & flourish

STATEMENTS OF SERVICE PROVISION: OUR TEN YEAR PLAN

Purpose

1. This report provides an outline of the Council's activities and associated performance measures and budgets for inclusion in the 2015 draft long-term plan.

Summary

2. The Statements of Service provision outline:
 - What services we provide and to what level
 - How we will measure performance
 - The negative effects that arise from our activities
 - The budgets associated with each of our activities.

Recommendations

That the Governance, Finance and Planning Committee:

1. Receive the information.
2. Note that the contents of this report reflect decisions made by elected members over the preceding months.
3. Note the rates impact from the draft 2015-25 long-term plan as outlined in the body of the report and that any funding amendments will impact on those rating levels.
4. Note that the long-term plan is subject to audit review.
5. Recommend that Council agrees that attachment 1 (outlining the levels of service, performance measures and budgets for each activity) be included in the 2015-25 draft long term plan, noting that any changes arising as part of these deliberations will be incorporated into the final chapters that will be presented to Council.

Background

3. The Council is required to adopt a long-term plan by 30 June 2015.
4. At its simplest the purpose of the long-term plan is to provide a collection of statements that describe the level of service for each of the Council's activities for the next three years. These are set in the context of the city's long term aspirations, the Council's priorities and budgetary projections. They are underpinned by a collection of funding and financial policies.
5. Legislation also requires the long-term plan to be audited. Officers have been working alongside Audit NZ as the long-term plan has been developed and they are scheduled to complete their review shortly.
6. Recent legislative changes to the Local Government Act 2002 (LGA2002), give Councils the flexibility and discretion to present only their key issues in a Consultation Document to the public to engage and consult on.
7. This is a different and new approach from previous years.
8. However, the essential information to be included in the long-term plan has not changed, and these documents now make up the 'suite of long-term plan' documents and serve as supporting information to the Consultation Document.

9. Schedule 10, of the LGA 2002, requires Councils to include a Statement of Service provision in their Long-term Plan. It is attached as attachment 1.

Discussion

10. The Statements of Service provision provides detailed information on:
- the underlying activities, the rationale for delivering those services, service offering for each activity and the negative effects/impacts from those activities
 - the objectives, outcome indicators and performance measures of each of the group of activities
 - Operating and capital expenditure of these activity areas.
11. A final section deals with the Council Controlled Organisations.

Planning approach

12. This long-term planning process has been designed to secure the city's future prosperity, enhance the wellbeing of the city's people, comply with legal obligations, and ensure prudent management of the city's finances and assets. The factors and processes taken into account to develop this draft plan include:
- Strategic direction* – the Council has set in place an overarching long term strategic vision for the city. This vision, as set out in *Wellington Towards 2040: Smart Capital*, aims to grow and sustain the city and is supported by our four community outcomes – Connected city, people-centred city, eco-city and a dynamic central city
 - City performance* – the Council monitors the performance of the city and benchmarks these against others in New Zealand – everything from transport connections, economic development, through to social connections. The City's strategic direction, and performance in relation to that direction inform the development of priorities
 - Areas of focus* – the Council has developed an overall *invest for growth*' approach that directs new investments to areas that stimulate growth in the economy and the ratepayer base while maintaining levels of service across all other activity areas
 - Financial parameters* – the Council has a draft financial strategy to underpin the draft long-term plan that includes an average rates increase of 3.9 percent over the next ten years and an increased borrowing limit of 175% of annual operating expenditure
 - Community views* – early consultation and research was undertaken to test the overall approach and priorities with the community in the lead-up to development of this draft long-term plan

Rates levels

13. The activities that are presented in this report are preliminary – they are subject to change as a result of decisions on this and other reports on this agenda.
14. The rates impact from these activities are outlined in the table below – and any amendments made at this meeting will impact on those rating levels.

	2014/15	2015/16	2016/17	3 yr Avg	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	10 yr Avg
RATES INCREASE before growth	5.5%	5.7%	6.1%	5.7%	5.3%	5.4%	4.9%	4.4%	5.1%	3.8%	2.7%	4.9%
FORECAST GROWTH in rating base	1.0%	1.2%	1.5%	1.2%	1.5%	1.8%	1.2%	1.0%	1.0%	0.8%	0.8%	1.2%
RATES INCREASE after growth	4.5%	4.5%	4.5%	4.5%	3.8%	3.6%	3.7%	3.4%	4.1%	3.0%	1.9%	3.7%
RATES INCREASE LIMIT	4.5%	4.5%	4.5%	4.5%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.6%	3.9%

Conclusion

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

Attachments

- Attachment 1. Levels of service, performance measures and budgets for each activity Page 247

Author	Marissa Cairncross, Snr Adv Planning & Reporting
Authoriser	Brian Hannah, Director Strategy and External Relations

SUPPORTING INFORMATION

Consultation and Engagement

Council will engage all communities, special interest groups, including Māori stakeholders as part of the LTP process

Treaty of Waitangi considerations

All issues involving any related matter of the Treaty of Waitangi will be considered as part of the LTP process

Financial implications

All financial implications will be assessed and given due consideration as part of the LTP process

Policy and legislative implications

All policy and legislative considerations will be considered as part of the LTP process

Risks / legal

All risks and legal requirements will be considered as part of the LTP process

Climate Change impact and considerations

All Climate Change impacts will be considered as part of the LTP process

Communications Plan

The Engagement and Consultation Plan will enable wide public participation, engagement and consultation around all key LTP issues.

Statements of Service provision

Our ten year plan

WELLINGTON CITY COUNCIL'S
DRAFT LONG TERM PLAN 2015-25.

Draft subject to change

Contents

Our goal

This section sets out our community outcomes – the long term goals we seek for the city.

Our activities

This section outlines the key services that we provide, the associated performance measures, and operating and capital budgets.

Governance

Overview: activities and negative effects

Performance measures

Activity budgets

Environment

Overview: activities and negative effects

Performance measures

Activity budgets

Economic development

Overview: activities and negative effects

Performance measures

Activity budgets

Cultural wellbeing

Overview: activities and negative effects

Performance measures

Activity budgets

Social and recreation

Overview: activities and negative effects

Performance measures

Activity budgets

Urban development

Overview: activities and negative effects

Performance measures

Activity budgets

Transportation

Overview: activities and negative effects

Performance measures

Activity budgets

Council Controlled Organisations

Our goal

We've set in place clear goals

The Council has set in place an overarching long term strategic vision for the city *Wellington Towards 2040: Smart Capital*. It aims to grow and sustain the city as 'an inclusive place where talent wants to live'.

The strategic vision is supported by four community outcomes or long term goals:

- **Connected city:** With improved physical and virtual connections, we can unleash the potential of Wellington's people and businesses. Technology reduces the city's physical distance from the world and markets, and the city's compactness allows for relationships to form with ease.
- **People-centred city:** Cities compete more for people – in particular, for the highly skilled, educated people who already make up a large proportion of Wellington's population. It will become increasingly important to draw on these strengths, to ensure the city is open, welcoming, vibrant and embraces diversity.
- **Eco-city:** We can build on current environmental strengths to transition to a low carbon future. As an eco-city Wellington will achieve high standards of environmental performance, coupled with outstanding quality of life and an economy increasingly based on smart innovation.
- **Dynamic central city:** By fostering the central city as a hub of creative enterprise, we can lead the region to the next level in economic transformation. With universities, research organisations and creative businesses all clustered in or near the central city, Wellington can grow, taking the wider region to the next step in prosperity and quality jobs.

These outcomes guide our activities.

Governance

Pārongo ā-tāone

By the numbers

137,215

Number of registered voters in Wellington city.

56,844

Number who voted in 2013 Wellington City Council elections.

70%

Proportion of Wellington residents, in a February 2014 survey, who said they were satisfied with the way the Council involves them in decision-making. This was an improvement from 63% in the previous year's survey.

'Governance' is about democratic local decision-making on behalf of the people of Wellington. Our governance activities include managing local elections, informing residents about the city and the issues or challenges it faces, listening to residents' views, making decisions in the best interests of the city and its people, and managing partnerships with mana whenua and other groups.

This work is essential for local democracy and for the quality of Council decision-making. Residents have a fundamental right to influence the makeup of the Council through elections, and to be informed about, and influence, Council decision-making. Public input and involvement improves the quality of decision-making, by ensuring that all points of view and all relevant information are considered.

Our partnerships with mana whenua recognise their special place in the city's history and special relationships with its land, waterways and other parts of its environment.

In coming years, the Council will keep working to find new and more effective ways to engage with residents, so the community can be kept informed and can influence the Council's decisions.

Quality local decision-making requires us to engage at the right level – whether that is with local neighbourhoods, with particular sectors of the community, with businesses or business sectors, with local or central government, or with the community as a whole.

It requires us to continually strive to find new ways to reach people in ways that work for them.

And it requires us to build and maintain partnerships, recognising that the Council is not always in control of the city's direction.

Effective local decision-making also requires residents to engage too – to take the available opportunities to inform themselves and have their say.

Key projects

Governing the Wellington region

The Local Government Commission is considering proposals for local government reorganisation in Wellington. One of the proposals is to create a new Wellington Council, which would replace the region's nine existing local authorities.

The Commission is consulting this year on its preferred option for change. The Commission may then make decisions later in the year.

Regardless of the outcome of that process, Wellington City Council is committed to dealing with regional issues at a regional level.

We acknowledge, for example, that the region has a single economy and therefore needs a single organisation to oversee and guide economic development.

For that reason, Wellington city has worked with Greater Wellington Regional Council other local authorities to establish the Wellington Regional Economic Development Agency (Wreda), a single agency responsible for economic development, events and tourism throughout the region.

This agency will be able to provide a clear direction for economic development across the region, leading to higher growth, more jobs and stronger communities.

Wellington's water comes from the hills of the Hutt Valley and is piped into the city. It is part of a single water network which can only be managed efficiently if it is managed on a regional basis. Water, wastewater and stormwater are therefore managed regionally, through the Council-controlled organisation Wellington Water.

Many transport decisions have implications for neighbouring cities and indeed for the country as a whole – so those decisions are made at regional or national levels.

In coming years, we will continue to work with other local authorities to establish joint decision-making processes and joint services where that is appropriate. We will also work with others to ensure a smooth transition to any new local authority structure that is adopted for the region.

A partnership approach

Wellington city has 200,000 residents, nearly 26,000 businesses, and thousands of clubs and community groups.

Government agencies, other local authorities, businesses, community organisations and individuals all make critical decisions affecting Wellington and its people.

Wellington City Council can set a direction for the city, and provide a high quality urban environment. We can act as a catalyst and an enabler. But, ultimately, others influence Wellingtonians' quality of life at least as much as us.

Many of the projects proposed in this document are for partnerships involving local and central government, businesses, and other parts of the community. Examples include the Wellington Convention Centre, the proposed International Film Museum, and the proposals for science and ICT hubs.

Increasingly, our intention is to work with others – influencing and enabling – in order to get the best outcomes for the city.

Involving residents in decision-making

In a 2014 survey of six NZ cities, residents were asked how well they understood local decision-making processes, how much confidence they had that decisions were made in their city's best interests, and how much influence the public had over decisions. For all of these questions, Wellington's results were close to the average. We realise that – like other cities – we have to keep working harder to inform Wellingtonians and involve them in decision-making.

In coming years, we will continue to find new and more effective ways to engage with residents. Increasingly, this means reaching people and receiving feedback online, through computers or smartphones.

Governance group of activities

Group of Activities	Rationale	Service Offering	Negative effects
<p>1.1 Governance, information and engagement 1.1.1 City governance and engagement 1.1.2 Civic information 1.1.3 City Archives</p>	<p>Facilitating democratic decision-making.</p> <p>Providing open access to information.</p>	<ul style="list-style-type: none"> • Providing advice, research and administrative support to elected members and community boards • Hosting local body elections • A call centre and website providing 24/7 access to information and a place to log service faults • Management of archival information in line with legislation • Facilitating engagement on key issues and input from advisory groups • Accountability planning and reporting. 	<p>There are no significant negative effects from these activities.</p>
<p>1.2 Māori and mana whenua partnerships 1.2.1 Māori and mana whenua partnerships</p>	<p>Partnership and recognition of the special place of mana whenua.</p>	<ul style="list-style-type: none"> • Maintaining formal relationships with two mana whenua partners. • Facilitating opportunities to contribute to local decision making. 	<p>There are no significant negative effects from these activities.</p>

Governance Performance Measures

Governance					
Objectives	Democratic decision-making Open access to information Recognition of Māori				
Outcome indicators	Residents (%) who agree that decisions are made in the best interests of the city Residents (%) who state that they understand how the Council makes decisions Residents (%) who understand how they can have input into Council decision-making Mana whenua partners agree that the use and protection of the city's resources for the future is appropriate Residents (%) who believe they have the opportunity to participate in city life Voter turnout in local elections, referendums and polls				
1.1 Governance, Information and Engagement					
1.1.1 City governance and engagement					
1.1.2 Civic information					
1.1.3 City Archives					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the quality of the public's involvement in Council decision-making	Residents (%) satisfaction with the level of consultation (i.e. The right amount)	55%	55%	55%	55%
	Residents (%) who are satisfied or neutral (neither satisfied nor dissatisfied) with regard to their involvement with decision-making	75%	75%	75%	75%
To measure the quality and timeliness of residents' access to information	Council and committee agendas (%) are made available to the public within statutory timeframes (2 working days prior to the meeting)	100%	100%	100%	100%
	Council and committee agendas (5) that are made available to <i>elected members</i> 5 days prior to the meeting	80%	80%	80%	80%
	Residents (%) who agree that Council information is easy to access (i.e. From web centre, libraries, newspapers, etc)	55%	55%	60%	<i>Increasing trend</i>
	Residents (%) who agree that Council website is easy to navigate and get information from	70%	70%	75%	75%
	Contact Centre response times - calls (%) answered within 30 seconds	80%	80%	80%	80%
	Contact Centre response times - emails (%) responded to within 24 hours	100%	100%	100%	100%

1.2 Maori and Mana Whenua Partnerships					
1.2.1 Māori and mana whenua partnerships					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the health of our relationship with mana whenua	Mana whenua partner satisfaction with Council relationship (satisfied and very satisfied)	Satisfied	Satisfied	Satisfied	Satisfied
To measure the engagement of the city's Maori residents	Maori residents (%) who are satisfied or neutral (neither satisfied nor dissatisfied) with regard to their involvement with decision-making	75%	75%	75%	75%

Governance Activity budget

1.1 Governance, information and engagement	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
1.1.1 - City governance and engagement	(12)	9,091	9,079	116
1.1.2 - Civic information	(313)	5,410	5,097	-
1.1.3 - City Archives	(182)	1,425	1,243	-
2015-25 LtP 1.1 Total	(507)	15,926	15,419	116
2014/15 AP 1.1 Total	(564)	14,778	14,214	-
Variance 2014/15 AP Yr 1 to 2015-25 LtP	57	1,148	1,205	116
1.2 Maori and mana whenua partnerships	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
1.2.1 - Māori and Mana Whenua partnerships	-	281	281	-
2015-25 LtP 1.2 Total	-	281	281	-
2014/15 AP 1.2 Total	-	225	225	-
Variance 2014/15 AP Yr 1 to 2015-25 LtP	-	56	56	-

Environment

Taiao

By the numbers

58

Gigajoules of electricity used per person annually in Wellington. This compares with 81 gigajoules for an average European city and 228 gigajoules for an average Australasian city.

206.5

Square metres of green open space for each person living in Wellington city.

340

Kilometres of Council-managed tracks and walkways in the city's open space areas.

50,712

Number of native plants planted by the council during the last financial year.

80,832

Tonnes of waste deposited in Wellington's landfill during the last financial year - a reduction of 6% over the three years to 30 June 2014.

The Council is responsible for vital services such as water supply, waste reduction and disposal, wastewater and drainage services; funding environmental attractions such as Zealandia and Wellington Zoo; and managing open spaces such as the Town Belt and Outer Green Belt, and the city's beaches and coastline.

We fund these services because they are critical to the lives of individual Wellingtonians and to the community as a whole.

They ensure that the city is safe and liveable, and that basic human needs are met.

They minimise harmful effects from human activity.

They provide recreation opportunities, attract visitors, and make the city a beautiful place to live.

The environment is the Council's biggest area of activity, with planned net operational spending of \$2.3 billion over the next 10 years. Of that, the majority is spent on core services such as water, wastewater and drainage.

The quality of Wellington's environment depends on all us - residents, businesses and industries, land users, the Council, regional and central government, and others.

The Council is a regulator, and a funder and provider of services. We provide the basic services on which the city runs.

We invest heavily in environmental assets and services because they matter for all residents of the city.

All of our work involves partnership – with local communities and businesses, with volunteer organisations, with other local

authorities, and with regional and central government. Water, wastewater and drainage networks are managed by Wellington Water, which is jointly owned by the Greater Wellington

Regional Council and Hutt, Porirua, Upper Hutt and Wellington city councils.

Wellington City Council's environmental activities are mainly funded through rates and user charges. Decisions about funding depend on a range of things, including: who benefits; how essential the service is; and the 'polluter pays' principle.

A warming climate is also likely to make severe storms more frequent, bringing risks of property and infrastructure damage.

One of the most important tasks facing the Council is to prepare the city for these impacts. We will have to make decisions, for example, about whether coastal land needs to be protected by sea walls, or changes are needed to the stormwater system or other infrastructure.

The first step is to understand the possible impacts, and the measures that can be taken to reduce or mitigate those impacts. Over the next three years, we will:

- Assess the impact of rising sea levels on the water table, so we can make sensible decisions about land use, building and infrastructure

Key projects

Understanding the impacts of climate change

During this century, according to scientific modelling, climate change is likely to have an increasingly significant impact on Wellington and other coastal cities.

The sea level is predicted to rise by somewhere between 60cm and 1.1 metres. With it, the water table could rise. Potential impacts include erosion and inundation of low-lying coastal land, damage to infrastructure and building foundations, increased flood risks, and increased risks of liquefaction in the event of an earthquake.

- Review District Plan provisions for areas that might be vulnerable to rising sea levels.

Reducing our contribution to climate change

By comparison with other cities, Wellington is a relatively low emitter of greenhouse gases.

There are several reasons for this. The city has a relatively compact urban footprint, easy access to public transport, and an economy that relies on services rather than agriculture or heavy industry. It also has access to renewable energy – the two city wind farms together produce enough power for 100,000 average homes.

Wellington City Council is committed to further reduction in the city's contribution to climate change. Our 2020 target is for the city's greenhouse gas emissions to be 30% below 2001 levels. So far, emissions have at least stabilised since 2009/10.

All action on climate change involves partnership. The Council can take some steps, but it's the city's residents, communities, land and building owners, businesses, and researchers who can make the most difference.

Much of the Council's role is in planning decisions. In the next three years, a key focus will be implementing transport initiatives that support increasing numbers of Wellingtonians do get around the city on foot, on bikes, or on buses. Urban growth will be focused along bus priority routes.

We will also:

- Extend our support for Enviroschools
- Continue our award winning smart energy programme
- Finalise our Biodiversity action plan
- Review our Climate Change action plan
- Develop a coastal resilience plan.

Understanding key infrastructure

Wellington city's biggest infrastructure asset is one that is rarely seen. It lies out of sight, underground. There, more than 2700 kilometres of pipes and tunnels, criss-cross the city – carrying water to the city's homes, businesses, schools and hospitals; or carrying sewage to treatment plants, or stormwater to the sea.

Together, this network and associated assets are valued at around \$1.3 billion. Lay all of the pipes end to end and they would reach Sydney.

Managing these assets is one of the biggest areas of Council activity: each year, we spend more than \$50 million to operate the city's water, wastewater and stormwater networks; and invest more than \$25 million in new or upgraded assets.

Through better management of these assets, we anticipate that we can make significant savings over the next few years, without compromising service levels.

We will also be focusing new urban growth in areas where existing water & stormwater networks already have enough capacity to deal with added demand.

Managing harm from stormwater

Every year, millions of litres of stormwater are discharged into the city's streams, harbour and coastal waters. That stormwater can contain contaminants, such as oils, paints, detergents, litter, animal droppings, and – after heavy rainfall – sewage. The environmental impacts of stormwater runoff are monitored, and generally comply with resource consents and environmental standards.

In the next three years, we will be introducing real-time monitoring of the stormwater network. This will enable us to

measure flows of stormwater and pollutants into waterways, and allow us to manage flows when stormwater is causing environmental harm.

An interactive children's garden

Plans are well advanced for a unique, interactive Children's Garden near the playground in Wellington Botanic Garden. The Children's Garden will be a fun, hands-on place where children can explore and make discoveries about the plants used for food, medicine, clothes and building.

The garden will be part-funded through public donations and the Plimmer Bequest.

www.childrengardenwellington.com

Miramar Peninsula ecology

The council will work with others to see the northern point of Miramar peninsula retained primarily as open space, with ecological restoration work such as pest trapping and native planting. This will be part-funded from the Plimmer Bequest.

1st place

In a 2012 survey of the environmental performance of Australasian cities, Wellington was a top performer in greenhouse gas emissions, energy consumption, waste generation and recycling, and air quality.

In a 2014 survey of six NZ cities, Wellington residents were more likely than residents of other cities to perceive their natural environment as beautiful, and more likely to say they had easy access to a local park or other green space.

5.5 tonnes

CO₂ emissions per capita, Wellington city.

20.4 tonnes

CO₂ emissions per capita, average for major cities in New Zealand and Australia.

Environment group of activities

Group of Activities	Rationale	Service Offering	Negative effects
<p>2.1 Gardens, beaches and green open spaces</p> <p>2.1.1 Local parks and open spaces 2.1.2 Botanical gardens 2.1.3 Roads open spaces 2.1.4 Town belts 2.1.5 Community environmental initiatives 2.1.6 Walkways 2.1.7 Biodiversity</p>	<p>Provide access to green open spaces.</p> <p>Provide public places to congregate.</p> <p>Provide access to recreational opportunities.</p> <p>Enhance biodiversity.</p>	<p>Manage and maintain:</p> <ul style="list-style-type: none"> • 4,000ha of parks, reserves and beaches • 200 buildings for community use • 340km of walking and mountain bike tracks • over 200,000 square metres of amenity bedding and horticultural areas • boat ramps, wharves, seawalls and slipways. 	<p>In our management of the city's green open spaces, we seek to balance recreation needs against environmental protection. While recreational use can have negative effects on the immediate environment, in most cases these are not significant.</p> <p>We do not anticipate any other significant negative effects associated with our management of these services.</p>
<p>2.2 Waste reduction and energy conservation</p> <p>2.2.1 Waste minimisation, disposal and recycling 2.2.2 Management Closed landfills aftercare 2.2.3 Energy efficiency and conservation</p>	<p>Minimise and manage waste.</p>	<p>Manage and monitor:</p> <ul style="list-style-type: none"> • landfill operations / composting waste at the Southern Landfill • domestic recycling and rubbish collection • the environmental impacts of closed landfills • programmes to educate residents to manage and minimise waste effectively. 	<p>Waste management has the potential to create leachates and gases. The construction and management of the southern landfill is designed to minimise the impact of these. The service is subject to resource consent conditions and is monitored.</p>
<p>2.3 Water</p> <p>2.3.1 Water network</p>	<p>Security of supply of potable water.</p>	<ul style="list-style-type: none"> • Ensure high quality water is available at all times for drinking and other household and business uses. • Maintain 80 reservoirs, 34 pumping stations, 8,000 hydrants and 1,250km of pipes. 	<p>We do not anticipate any significant negative effects associated with our provision of these services.</p>
<p>2.4 Wastewater</p> <p>2.4.1 Sewage collection and disposal 2.4.2 Sewage treatment</p>	<p>Clean waterways are essential for public health and to the city's environment.</p>	<p>Provide and monitor:</p> <ul style="list-style-type: none"> • The city's sewage collection, treatment and disposal in line with resource consent conditions. • Introduce a real time network monitoring system. • Monitor the performance of Wellington Water. 	<p>The wastewater network aims to minimise the harm to people that would arise without it. The council has made significant investment in plant and equipment to treat the waste before it is disposed. There is the risk of minor overflows into waterways during storm events. These occurrences are rare and are monitored to reduce public health impacts.</p>

Group of Activities	Rationale	Service Offering	Negative effects
2.5 Stormwater 2.5.1 Stormwater management	Keep people and property safe from flooding.	<ul style="list-style-type: none"> • Maintain, renew and upgrade the stormwater network to protect flooding. • Introduce a hydraulic model. • Monitor the performance of Wellington Water. 	The stormwater network aims to minimise the impact of flooding. The network can carry containments, such as oils from roads or run off from developments, into waterways. We educate residents to change behaviours, such as pouring paint down drains, and monitor our waterways.
2.6 Conservation Attractions	<p>Inform and educate on the importance of conservation & biodiversity.</p> <p>Attract visitors.</p> <p>Protection of flora and fauna.</p>	<ul style="list-style-type: none"> • Provide Wellington Zoo. • Support its expansion with the new Meet the Locals Exhibition. • Part fund Zealandia. • Monitor performance. • Provide a one off \$6m grant for the development of an Ocean Exploration Centre on the south coast (subject to third party funding and a final business case). 	We do not anticipate any significant negative effects associated with our role in these services.

Draft subject

Environment Performance Measures

Environment					
Objectives	Security of supply Waste reduction Access to green open spaces Biodiversity				
Outcome Indicators	Open space land owned or maintained by WCC - total hectares and sqm per capita Residents' usage of the city's open spaces - local parks and reserves, botanic gardens, beaches and coastal areas, and walkways Residents' perceptions that the natural environment is appropriately managed and protected Hours worked by recognised environmental volunteer groups and botanic garden volunteers Water consumption (commercial and residential combined) Freshwater biological health (macro invertebrates) - Makara, Karori, Kaiwharawhara and Porirua stream Freshwater quality - Makara, Karori, Kaiwharawhara and Porirua streams (note data for Owhiro Stream not available) Energy use per capita Number/sqm of 'green star' buildings/space in the city Total kerbside recycling collected per capita Total waste to the landfill per capita Selected indicators from the City Biodiversity Index (specific indicators to be confirmed)				
2.1 Gardens, Beaches and Green Open Spaces					
2.1.1 Local parks and open spaces					
2.1.2 Botanical gardens					
2.1.3 Beaches and coast operations					
2.1.4 Roads open spaces					
2.1.5 Town belts					
2.1.6 Community environmental initiatives					
2.1.8 Biodiversity (pest management)					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the quality of the open spaces we provide	Residents' satisfaction (%) with the quality and maintenance of green open spaces - local parks, playgrounds and reserves; botanic gardens; beaches and coastal areas; and walkways	90%	90%	90%	90%
	Number of visitors to the Botanic Gardens (including Otari-Wiltons Bush)	1,280,000	1,280,000	1,280,000	1,280,000
To measure the quality of street cleaning services	Residents' satisfaction (%) with the quality of street cleaning	85%	85%	85%	85%
	Street cleaning (%) compliance with quality performance standards	98%	98%	98%	98%
To measure the quality and quantity of work	We will plant 2 million trees by 2020	1,389,777 (69% of 2020)	1,539,927 (77% of 2020)	1,690,127 (85% of 2020)	2 million by 2020 (100% of 2020)

we undertake to protect biodiversity	High value biodiversity sites (%) covered by integrated animal pest control or weed control	target) 55%	target) 59%	target) 63%	target) 70% by 2020
	Proportion of grant funds successfully allocated (through milestones being met)	95%	95%	95%	95%
2.2 Waste Reduction and Energy Conservation					
2.2.1 Waste minimisation, disposal and recycling management					
2.2.2 Closed landfills aftercare					
2.2.3 Energy efficiency and conservation					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the quality of waste reduction and recycling services	Residents (%) satisfaction with recycling collection services	85%	85%	85%	85%
	Waste diverted from the landfill (tonnes)	at least 16,500 tonnes of recyclable material	at least 16,500 tonnes of recyclable material	at least 16,500 tonnes of recyclable material	at least 16,500 tonnes of recyclable material 90%
	Residents (%) who regularly use recycling (incl weekly, fortnightly or monthly use)	90%	90%	90%	
To measure the quality of our waste disposal services	Residents (%) satisfaction with waste collection services	90%	90%	90%	90%
	Energy sourced from the Southern Landfill (GWh)	8 GWh	8 GWh	8 GWh	8 GWh
To measure the amount (quantity) of the Council's energy consumption and emissions	WCC corporate energy use (incl WCC general, pools and recreation centres, and CCOs)	Decrease in energy use from previous year Compared to 2003, reduce emissions 40% by 2020 and 80% by 2050	Decrease in energy use from previous year Compared to 2003, reduce emissions 40% by 2020 and 80% by 2050	Decrease in energy use from previous year Compared to 2003, reduce emissions 40% by 2020 and 80% by 2050	Declining trend Compared to 2003, reduce emissions 40% by 2020 and 80% by 2050
	WCC corporate greenhouse gas emissions				
2.3 Water					
2.3.1 Water network					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the quality of water	Compliance with Drinking Water Standards for NZ 2005 (revised)	100%	100%	100%	100%

supplied to residents and the services that ensure security of supply	2008) (Part 4 bacterial compliance)				
	Maintenance of water supply quality gradings from Ministry of Health	Maintain	Maintain	Maintain	Maintain
	Customer satisfaction with water supply	90%	90%	90%	90%
	Number of complaints about: (a) drinking water clarity (b) drinking water taste (c) drinking water odour (d) drinking water continuity of supply (e) responsiveness to drinking water complaints per 1000 connections.	Baseline	n/a	n/a	n/a
	Median response time for: (a) attendance for urgent call outs	60min	60min	60min	60min
	(b) resolution for urgent call outs	4 hours	4 hours	4 hours	4 hours
	(c) attendance for non-urgent call outs	36 hours	36 hours	36 hours	36 hours
	(d) resolution for non-urgent call outs	15 days	15 days	15 days	15 days
	Percentage of real water loss from networked reticulation system	<14%	<14%	<14%	<14%
	Average drinking water consumption/resident/day	300 litres per day	300 litres per day	300 litres per day	300 litres per day
Number of unplanned supply cuts per 1000 connections	< 4	< 4	< 4	< 4	
2.4 Wastewater					
2.4.1 Sewage collection and disposal network					
2.4.2 Sewage treatment					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the quality and timeliness of the wastewater service	Number of wastewater reticulation incidents per km of reticulation pipeline (blockages)	<=1.2	<=1.2	<=1.2	<=1.2
	Dry weather wastewater overflows/1000 connections	0	0	0	0
	Customer satisfaction with the wastewater service	75%	75%	75%	75%
	Number of complaints about:	Baseline	n/a	n/a	n/a

	(a) wastewater odour (b) wastewater system faults (c) wastewater system blockages (d) responsiveness to wastewater system issues per 1000 connections. Median response time for wastewater overflows: (a) attendance time (b) resolution time	(a) <= 1 hour (b) <= 6 hours	(a) <= 1 hour (b) <= 6 hours	(a) <= 1 hour (b) <= 6 hours	(a) <= 1 hour (b) <= 6 hours
To measure the impact of wastewater on the environment	Breaches of Resource consents for discharges from wastewater system. Number of: - abatement notices - infringement notices - enforcement orders - convictions for discharges from wastewater system.	0	0	0	0
2.5 Stormwater					
2.5.1 Stormwater management					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the quality and timeliness of the stormwater service	Number of pipeline blockages per km of pipeline	<= 0.5	<= 0.5	<= 0.5	<= 0.5
	Customer satisfaction with stormwater management	75%	75%	75%	75%
	Number of complaints about stormwater system performance per 1000 connections	Baseline	n/a	n/a	n/a
	Median response time to attend a flooding event	<= 60 minutes	<= 60 minutes	<= 60 minutes	<= 60 minutes
To measure the impact of stormwater on the environment	Breaches of Resource consents for discharges from stormwater system. Number of: - abatement notices - infringement notices - enforcement orders - convictions for discharges from stormwater system.	0	0	0	0
	Number of flooding events	Trend only	n/a	n/a	n/a
	Number of habitable floors per 1000 connected homes per flooding event	Trend only	n/a	n/a	n/a

	Percentage of days during the bathing season (1 November to 31 March) that the monitored beaches are suitable for recreational use.	90%	90%	90%	90%
	Percentage of monitored sites that have a rolling 12 month median value for E.coli (dry weather samples) that do not exceed 1000 cfu/100ml	90%	90%	90%	90%
2.6 Conservation Attractions					
2.6.1 Conservation visitor attractions					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the success of our investments in conservation attractions	Zoo - total admissions	234,713	239,407	244,195	Increase 2% each year
	Zealandia - visitors	92,500	93,600	93,600	93,600

Environment Activity budget

2.1 Gardens, Beaches and Green Open Spaces	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
2.1.1 - Local parks and open spaces	(414)	8,649	8,235	681
2.1.2 - Botanical gardens	(387)	4,749	4,362	528
2.1.3 - Beaches and coast operations	(51)	1,378	1,327	176
2.1.4 - Roads open spaces	(661)	8,140	7,479	-
2.1.5 - Town belts	(250)	4,692	4,442	212
2.1.6 - Community environmental initiatives	-	741	741	-
2.1.7 - Walkways	-	581	581	1,014
2.1.8 - Biodiversity (pest management)	(38)	1,680	1,642	-
2.1.9 - Waterfront Public Space	(301)	1,734	1,433	-
2015-25 LtP 2.1 Total	(2,102)	32,344	30,242	2,611
2014/15 AP 2.1 Total	(1,985)	30,162	28,177	3,003
Variance 2014/15 AP Yr 1 to LtP 2015-25 LtP	(117)	2,182	2,065	(392)

2.2 Waste reduction and energy conservation	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
2.2.1 - Waste minimisation, disposal and recycling management	(12,830)	12,826	(4)	2,871
2.2.2 - Closed landfills aftercare	-	522	522	-
2.2.3 - Energy efficiency and conservation	(46)	282	236	-
2015-25 LtP 2.2 Total	(12,876)	13,630	754	2,871
2014/15 AP 2.2 Total	(12,926)	13,206	280	776
Variance 2014/15 AP Yr 1 to LtP 2015-25 LtP	50	424	474	2,095

2.3 Water	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
2.3.1 - Water network	(35)	23,236	23,201	15,189
2.3.2 - Water collection and treatment	-	14,935	14,935	-
2015-25 LtP 2.3 Total	(35)	38,171	38,136	15,189
2014/15 AP 2.3 Total	(33)	39,912	39,879	12,294
Variance 2014/15 AP Yr 1 to LtP 2015-25 LtP	(2)	(1,741)	(1,743)	2,895

2.4 Wastewater	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
2.4.1 - Sewage collection and disposal network	(615)	21,118	20,503	11,481
2.4.2 - Sewage treatment	(618)	22,752	22,134	-
2015-25 LtP 2.4 Total	(1,233)	43,870	42,637	11,481
2014/15 AP 2.4 Total	(1,227)	41,604	40,377	7,745
Variance 2014/15 AP Yr 1 to 2015-25 LtP	(6)	2,266	2,260	3,736

2.5 Stormwater	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
2.5.1 - Stormwater management	(139)	16,338	16,199	3,337
2015-25 LtP 2.5 Total	(139)	16,338	16,199	3,337
2014/15 AP 2.5 Total	(129)	18,777	18,648	4,255
Variance 2014/15 AP Yr 1 to 2015-25 LtP	(10)	(2,439)	(2,449)	(918)

2.6 Conservation attractions	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
2.6.1 - Conservation visitor attractions	-	12,631	12,631	713
2015-25 LtP 2.6 Total	-	12,631	12,631	713
2014/15 AP 2.6 Total	-	6,126	6,126	794
Variance 2014/15 AP Yr 1 to 2015-25 LtP	-	6,505	6,505	(81)

Draft subject to change

Economic development & Cultural well-being

Whanaketanga ōhanga me / Oranga ahurea

By the numbers

2.4%

Wellington city average annual GDP growth - 10 years to March 2013. This compared with 2.2% nationwide. Of New Zealand's 66 local authorities, Wellington ranked 25th over the decade for GDP growth.

\$30.9m

Contribution to Wellington's economy during 2013/14 from 'A level' events supported by Wellington Council.

21

Number of Wellington businesses ranked among New Zealand's 200 largest

5

Number of Wellington businesses ranked among New Zealand's 10 fastest-growing.

The Council funds events and festivals; supports attractions such as Te Papa, the Carter Observatory, and the city's galleries and museums; markets Wellington to tourists from New Zealand and overseas; operates conference facilities; supports community art and cultural activities; promotes business, education and cultural links through sister city relationships; and provides free weekend parking in the CBD.

We fund these activities because they matter to the lives of individual Wellingtonians and to the community as a whole.

They make Wellington a more vibrant place to live, and they matter to residents' quality of life - their prosperity, their identity, and the opportunities available to them.

In coming years, the Council plans to invest for growth, unlocking Wellington's potential and making the city more vibrant and prosperous.

The strength of Wellington's economy depends on its people – its entrepreneurs, researchers, innovators, businesses, and skilled workers.

The strength of its creative culture also depends on people – on the output of artists, writers, musicians, and dancers; and on the expressiveness of Wellington's communities.

Wellington City Council can only play a small role in these sectors. We can provide an environment in which creativity and innovation flourish, an environment that enables business activity that supports artistic and cultural endeavours, that celebrates the identities of the city's many communities.

We can also act as a catalyst – funding infrastructure, festivals, events and promotional activities that support economic and cultural activity.

The Council's economic and cultural activities are funded through a combination of general rates, targeted rates, user charges and other income.

Key projects

Investing for Growth

Though Wellington's economy is growing, it has untapped potential – particularly in industries such as tourism, screen production and ICT. Tapping into that potential would bring more prosperity to the city, make it more vibrant, and provide a wider range of opportunities for residents.

Higher growth would also increase the rates take, allowing more investment in a

stronger environment and higher quality of life.

Many of the proposed new projects in this draft long-term plan are aimed at transforming the economy – making it smarter, more export-focused, faster-growing, and more attractive to visitors, entrepreneurs, investors and skilled workers.

The proposed projects include a 300m runway extension for Wellington International Airport, a new convention centre, film museum, tech hub, screen industry enterprise zone, and 10,000-seat indoor arena.

A joined-up, regional approach

Wellington city's economy is not separate from the economies of neighbouring cities – the region forms a single economy.

Nor can the various sectors of the economy – such as events, tourism, hospitality, screen production and ICT – be considered separate. The success of one sector inevitably contributes to the success of another, by making the city more prosperous, increasing opportunities available to residents, and attracting visitors, workers, and businesses.

For that reason, Wellington city has been working with Greater Wellington Regional Council and other local authorities to establish the Wellington Regional Economic Development Agency (WREDA), a single agency responsible for economic development, events and tourism throughout the region.

This agency will be able to provide a clear direction for economic development across the region, leading to higher growth, more jobs and stronger communities.

The inclusive city

Of the 200,000 people who live in Wellington city, 29% were born outside of New Zealand, 24% speak a language other than English, and 29% identified with a non-European ethnic group.

Wellington is a city that celebrates diversity. As a city of government and business, we value the connections that a diverse population has with other parts of the world. As a creative city, we love it when people express themselves – sharing their stories, their sounds, their pictures, their identities.

In an increasingly globalised world, our willingness to embrace diversity is an advantage – one that makes us attractive to visitors, investors, entrepreneurs and skilled people from all parts of the world.

In coming years, the Council will continue to encourage and celebrate diversity, by supporting arts and cultural events ranging from Matariki and Diwali to WOW and the New Zealand

International Arts Festival. Through the Destination Wellington programme, we will also promote Wellington internationally as a place to live and do business.

Increasing the range of visitor attractions

Wellington is one of New Zealand's fastest-growing tourism markets, with a 39% increase in visitor guest nights over the 10 years to 31 March 2014. Higher visitor numbers means the city can support a wider range of visitor attractions.

In addition, we propose to support:

- an expansion of the Museum of City & Sea, recently named one of the world's top 50 museums, allowing it to show more of its collection and attract more visitors
- development of a world class Ocean Exploration Centre at Maranui Quarry site in Lyall Bay, providing opportunities to discover Wellington's marine life and ocean environment
- development of a Museum of War & Peace adjacent to Memorial Park – this project will be mainly funded by the Ministry of Culture & Heritage.

1st place

In a 2014 survey of six NZ cities, Wellington residents were much more likely than residents of other cities to:

- agree that cultural diversity made their city a better place – Wellingtonians said that cultural diversity made the city a more vibrant and interesting place
- agree that Wellington has a culturally rich and diverse arts scene

Wellington residents were also:

- more likely to be in paid employment than residents of other cities
- more likely to be satisfied with their work-life balance than residents of most other cities.

Economic Development group of activities

Group of Activities	Rationale	Service Offering	Negative effects
3.1 City promotions and business support 3.1.1 WREDA 3.1.2 Major projects - economy 3.1.3 WIED fund/Economic Grants 3.1.4 Retail support 3.1.5 International relations	Talent attraction and retention Grow tourism spend and economic returns from events. Grow inward investment and exports. Sustain city vibrancy.	<ul style="list-style-type: none"> • Promoting Wellington to visitors • Attracting and supporting major events • Offering convention concert venues • Building regional and international relations • Attracting and supporting business activity • Exploring major economic development initiatives such as the: <ul style="list-style-type: none"> • Runway Extension and airline attraction • Tech Hub • International Film Museum • Convention Centre • Indoor Arena 	We do not anticipate any significant negative effects associated with our role in these services.
4.1 Arts and cultural activities 4.1.1 City Galleries and Museums 4.1.2 Visitor attractions (Te Papa/Carter Observatory) 4.1.3 Arts and cultural festivals 4.1.4 Cultural grants 4.1.5 Access and support for community arts 4.1.6 Arts partnerships 4.1.7 Regional amenities fund	The arts contribute to a vibrant CBD and provide opportunities for cultural expression. Build a sense of place and identity. Grow visitation and exposure to creativity and innovation.	<ul style="list-style-type: none"> • Funding to Te Papa, Wellington Museum of City & Sea, City Gallery, Capital E, the Cable Car Museum, Carter Observatory and Nairn Street Historic Cottage. • Support major events and festivals that generate economic returns • Provide fund grants to arts organisations. • Manage the Toi Pōneke Arts Centre, the City Art Collection. • Te Aro o Nga Tupuna Heritage Trail & Te Motu Kairangi Plan 	We do not anticipate any significant negative effects associated with our role in these services.

Economic Performance Measures

Economic Development					
Objectives	Tourism spend Investment attraction / digital exports City vibrancy				
Outcome Indicators	Number of domestic and international visitors (guest nights) Average length of stay - international and domestic Number of major conferences Number of A-level events held in Wellington and their economic contribution New Zealand's top 200 companies based in Wellington Business enterprises - births and growths (net growth in business) Domestic and international airline passengers entering Wellington airport Free wifi usage (logons/day) - waterfront and central city Pedestrian counts - average of various Lambton Quay sites Businesses and employees in research and development sector Secondary (international) and Tertiary (international and domestic) students enrolled per 1,000 residents Events/activities held with international cities (in Wellington and overseas)				
3.1 City Promotions and Business Support					
3.1.1 WREDA					
3.1.2 Major projects - economy					
3.1.3 WIED fund/Economic Grants					
3.1.4 Retail support					
3.1.5 International relations					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the quality of our investments in promoting the city	WREDA - Positively Wellington Tourism partnership funding	Maintain council's funding at less than 50% of total income	Maintain council's funding at less than 50% of total income	Maintain council's funding at less than 50% of total income	Maintain council's funding at less than 50% of total income
To measure the usage of WCC supported events	Estimated attendance at WCC supported events	500,000	500,000	500,000	500,000
To measure the quality of our investments in economic development	Events Development fund - ratio of direct spend to economic impact	20:1	20:1	20:1	20:1
	The proportion of grant funds successfully allocated (through milestones being met)	95%	95%	95%	95%

Cultural Wellbeing Performance Measures

Cultural Wellbeing	
Objectives	Sense of place and identity Diversity and openness Visitation Exposure to creativity and innovation

Outcome Indicators	Residents frequency of engagement in cultural and arts activities New Zealanders' and residents' perceptions that "Wellington has a culturally rich and diverse arts scene" Resident perceptions that Wellington's local identity (sense of place) is appropriately valued and protected Events held at key city venues New Zealanders' and residents' perceptions that "Wellington is the arts capital of New Zealand" New Zealanders' and residents' perceptions that "Wellington is the events capital of New Zealand" Residents' (%) agreement with the statement that "Wellington is an easy place to get involved in the arts" Te Papa visitors - total visitors, overseas visitors and NZ visitors from outside the region Customer (%) satisfaction with the NZ Festival Total tickets sold (#) to the NZ Festival and the proportion sold to customers outside the region Total visits to museums and galleries (including Carter Observatory)				
4.1 Arts and Culture Activities 4.1.1 City Galleries and Museums 4.1.2 Visitor attractions (Te Papa/Carter Observatory) 4.1.3 Arts and cultural festivals 4.1.4 Cultural grants 4.1.5 Access and support for community arts 4.1.6 Arts partnerships 4.1.7 Regional amenities fund					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the quality and usage of our arts and culture support activities	Attendee satisfaction with Council supported arts and cultural festivals	90%	90%	90%	90%
	User (%) satisfaction with Toi Pōneke facilities and services	90%	90%	90%	90%
	Economic contribution (\$) the NZ Festival makes to the city's economy (direct new spend)	40m	-	40m	40m (every 2 nd year)
	The proportion of grants funds successfully allocated (through milestones being met)	95%	95%	95%	95%
	Proportion of outcomes delivered (previous projects - weighted by \$ value)	90%	90%	90%	90%
	Venues Subsidy - Total number of performers and attendees at supported events	Increase on previous year	Increase on previous year	Increase on previous year	Increase on previous year
	Cultural grants - % first time applicants who are successful	50%	50%	50%	50%

Economic activity budget

3.1 City promotions and business support	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
3.1.1 - WREDA	(14,365)	31,943	17,578	-
3.1.2 - Wellington Convention Centre	-	-	-	2,099
3.1.3 - Retail support (free weekend parking)	-	1,356	1,356	-
3.1.4 - Major Economic Projects	-	4,545	4,545	-
3.1.5 - WEID, Economic Growth & Economic Grants	-	-	-	-
3.1.6 - Regional and external relations	-	569	569	-
3.1.7 - Business Improvement Districts	-	114	114	-
2015-25 LtP 3.1 Total	(14,365)	38,527	24,162	2,099
2014/15 AP 3.1 Total	(14,035)	37,808	23,773	1,341
Variance 2014/15 AP Yr 1 to 2015-25 LtP	(330)	719	389	758

This now includes City innovation project costs, that were previously allocated across Council.

4.1 Arts and culture activities	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
4.1.1 - Galleries and museums (WMT)	-	9,305	9,305	718
4.1.2 - Visitor attractions (Te Papa/Carter Observatory)	-	2,840	2,840	-
4.1.3 - Arts and cultural festivals	(410)	2,683	2,273	-
4.1.4 - Cultural grants	-	1,048	1,048	-
4.1.5 - Access and support for community arts	(62)	657	595	27
4.1.6 - Arts partnerships	(515)	1,848	1,333	-
4.1.7 - Regional Amenities Fund	-	609	609	-
2015-25 LtP 4.1 Total	(987)	18,990	18,003	745
2014/15 AP 4.1 Total	(1,013)	18,203	17,190	26
Variance 2014/15 AP Yr 1 to 2015-25 LtP	26	787	813	719

Social and recreation

Pāpori me te Hākinakina

By the numbers

4,000

Number of people who live in Council housing. These tenants would otherwise not have access to quality housing.

120,000

Number of visitors who received discounted access to pools and other facilities through the Leisure Card programme – which aims to help people for whom price might otherwise be a barrier.

230,000

Number of people who visited one of the city's recreation centres.

1.2m

Number of swims residents took in the city's pools.

2.3m

Number of visitors to libraries (online and through the door).

2.9m

Number of books and other items residents took out from libraries.

(Source 2013/14 Annual Report)

The Council's social and recreation work includes providing housing for people in need, funding city safety initiatives, regulating food and liquor outlets, preparing to deal with earthquakes and other emergencies, providing community centres and halls, providing public toilets and cemeteries, supporting community groups and events, and providing sport & recreation facilities and neighbourhood playgrounds.

We fund these services because they matter to the lives of individual Wellingtonians and to the community as a whole.

They help to protect the most vulnerable people.

They keep people safe and healthy.

They strengthen communities.

And they provide opportunities for people to live healthy lifestyles, to reach their potential, and to enjoy themselves.

In the next 10 years, the Council proposes to spend more than \$1.0 billion (net) on services to promote stronger, safer, healthier communities.

The strength of Wellington's communities depends on its people.

The Council is a funder, a facilitator, and sometimes a regulator. We provide an environment in which people can be safe, can get together with others, and can choose to live healthy lives.

We invest heavily in social and recreation services because they matter to the city.

But we don't try to do everything. We don't get in the way by doing what clubs, volunteer organisations, businesses and individuals can do for themselves.

Decisions about funding for social & recreation services depend on a range of things, including: who benefits; how essential the service is; and who has the ability to pay.

\$9.97

Average ratepayer contribution for each visit to a swimming pool (as at the end of the last financial year)

\$6.77

Average ratepayer contribution for each item borrowed from a library (as at the end of the last financial year)

Key projects

Social housing

We are five years into a 20-year, \$400 million programme – in partnership with

Housing New Zealand – to upgrade our housing complexes.

This project is making tenants' homes warmer, safer, healthier and more energy efficient. It also involves landscaping and other improvements to create shared community and recreation spaces.

It is the largest social housing redevelopment project ever undertaken in New Zealand.

Upgrade work has already been completed for six housing complexes, while another three are under way. Our priority for the next three years is to make further progress on this major programme and continue to improve the quality of our housing stock.

Homelessness

Wellington is an affluent city, and should not have people living on streets or in cars, or relying for extended periods on temporary or emergency accommodation.

In April 2014, the Council endorsed *Te Mahana: A Strategy to End Homelessness in Wellington*. The strategy's overall goals are to stop homelessness, deal with it quickly when it does happen, and – once a person finds a home – stop them from becoming homeless again.

The strategy focuses on better coordinated, more effective, and more culturally appropriate ways of delivering services from the Council, and government and non-government agencies.

Recreation services

Use of some Council-funded sport & recreation facilities has declined a little in the last few years – partly due to facilities

being closed for maintenance or upgrades, and partly due to residents' individual choices.

Nonetheless, peak-time demand remains high at pools, recreation centres and sports fields. Also, the range of sports that use these facilities is growing.

In the last decade, we have invested heavily in sport and recreation facilities.

Key projects in the last decade have included construction of the ASB Sports Centre; new pools and water play areas at Karori, Kilbirnie, Johnsonville; and installation of synthetic turf at several of the city's sports fields, allowing them to be used in all weather and for longer hours.

In coming years, the challenge will be to manage peak-time demand without over-investing in facilities that will remain idle during off peak hours. Key projects will include: installation of synthetic turf at the National Hockey Stadium; and a refresh of the Basin Reserve.

A child-friendly city

Of the 200,000 people living in Wellington, roughly 40,000 are aged 17 or under. Of those, more than 10,000 are pre-schoolers.

So it's important for Wellington to cater for young people and their families. For the Council, this means providing safe, accessible and enjoyable places for recreation and play; and offering community events and activities that are suitable for children.

As well as sport & recreation facilities (above), the Council provides 13 libraries and more than 100 neighbourhood playgrounds throughout the city; and funds events such as the Artsplash annual arts festival for children.

In the next three years, as well as the sport & recreation projects mentioned above, key projects will include:

- upgrading the children's playground at Wellington Botanic Garden
- creating a new, \$18.5 million library and community hub in Johnsonville

1st place

In a 2014 survey of six NZ cities, Wellington residents ranked first for happiness, health, life satisfaction, and overall quality of life.

Wellingtonians were also much more likely to feel safe than residents of any other city, and much more likely to value cultural diversity.

WHO safe community

Wellington is the only capital city in the world to be accredited as a Safe Community under the World Health Organisation's International Safe Communities programme.

Over the next three years, one of our key priorities to retain that safe city status.

Social and Recreation group of activities

Group of Activities	Rationale	Service Offering	Negative effects
5.1 Recreation promotion and support 5.1.1 Swimming pools 5.1.2 Sportsfields 5.1.3 Sportsfields (synthetic) 5.1.4 Recreation Centres 5.1.5 Recreation partnerships 5.1.6 Playgrounds 5.1.7 Marinas 5.1.8 Golf course 5.1.9 Recreation programmes	Encouraging active & healthy lifestyles. Enabling participation in sporting & other group activities. Social cohesion. Greater participation with encouragement of greater use of existing facilities.	<ul style="list-style-type: none"> • Seven swimming pools for people to learn to swim, exercise, participate in aquatic sports or have fun • Four multi-purpose recreation centres plus the ASB Sports Centre • 44 natural and nine artificial sports turfs (two in partnership with schools), eight croquet lawns, Berhampore Golf Course, Newtown Park running track, a velodrome, tennis / netball courts • The Evans Bay Marina & Clyde Quay Boat Harbour • Funding towards the Basin Reserve Master Plan Upgrade 	There are negative effects from owning and managing buildings and other assets to deliver these services. These include waste (solid, liquid), direct energy use to operate the building, indirect energy use from people using transport to access them. Our operations are managed so that waste is minimised or recycled and energy and water is conserved. We also encourage the use of public transport, walking and cycling as a means of getting around the city. Our swimming pools pose the additional risks of drowning. We manage this through a number of steps, most notably through the continuous presence of trained lifeguards. We also offer learn to swim programmes.
5.2 Community support 5.2.1 Libraries 5.2.2 Access support 5.2.3 Community advocacy 5.2.4 Grants (Social and Recreation) 5.2.5 Housing 5.2.6 Community centres and halls	Fostering diverse and inclusive communities. Enabling people to connect with information & each other.	<ul style="list-style-type: none"> • 12 libraries plus an online branch providing access to over a wide array of books, magazines, DVD, e-books and e-audio, online journals, e-music tracks. • Community outreach & children's literacy programmes • Supported community service providers & programmes to meet the needs of our diverse communities & most vulnerable residents • Housing approximately 4,000 people in 2,200 units. • 18 community centres & halls providing services, programmes, spaces for hire, childcare & 	We undertake these activities to enhance the quality of life of the city's residents and mitigate social harm. While there are negative effects from owning and managing buildings and other assets through which the majority of these services are provided – we seek to minimise these negative effects by ensuring our operations are managed effectively and that waste is minimised or recycled and energy and water is conserved.

Group of Activities	Rationale	Service Offering	Negative effects
		education services.	
5.3 Public health and safety 5.3.1 Burials and cremations 5.3.2 Public toilets 5.3.3 Public health regulations 5.3.4 City safety 5.3.5 WREMO	<ul style="list-style-type: none"> Maintaining health standards Activities that make people feel safe Safety (and child friendly) 	<ul style="list-style-type: none"> Cemeteries at Karori and Makara with a crematorium at Karori Cemetery 70 public toilets, beach and sportsfields changing rooms/pavilions Regulating food & liquor outlets, animal, trade waste & managing environmental noise issues Provide a 'city hosts' service, managing graffiti & supporting community initiatives 	These activities exist to mitigate and manage significant risks – from natural disasters, personal safety in the city, to unhealthy food preparation practices. These activities are necessary to ensure negative effects from other people's activities or from a natural disaster are controlled and managed.

Social and Recreation Performance Measures

Social & Recreation	
Objectives	Social cohesion Participation in city life Greater use of existing facilities Safety (and child friendly)
Outcome Indicators	Residents' usage of City Council community and recreation facilities Residents' perceptions that Wellington offers a wide range of recreation activities Residents' frequency of physical activity Residents' perceptions that there are barriers to participating in recreation activities Residents' importance of sense of community in local neighbourhood Residents' usage of libraries and frequency of use Residents' engaging in neighbourly actions Housing Services tenants who report positive social contact Residents' perceptions - city and community safety issues of most concern Recorded crime and resolution rates - by categories Number of notifications of the most prevalent food and water-borne diseases Residents' life expectancy Food premises - number of cleaning notices and closures per year Percentage of food premises with an inspection rating of excellent or very good that maintain or improve their inspection rating Number of uses of Leisure Card Dog control - complaints received (% of registered dogs)
	5.1 Recreation Promotion and Support 5.1.1 Swimming pools 5.1.2 Sportsfields 5.1.3 Sportsfields (synthetic) 5.1.4 Recreation Centres 5.1.5 Recreation partnerships 5.1.6 Playgrounds 5.1.7 Marinas 5.1.8 Golf course

5.1.9 Recreation programmes					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the quality and usage (quantity) of the recreation facilities we provide	User (%) satisfaction - swimming pools	90%	90%	90%	90%
	User (%) satisfaction - recreation centres and ASB centre	90%	90%	90%	90%
	User (%) satisfaction - sports fields (including artificial sports fields)	85%	85%	85%	85%
	Visits to facilities - swimming pools	1.248 m	1.260m	1.277m	Increasing trend
	Visits to facilities - recreation centres and ASB Centre	1.05m	1.06m	1.07m	1.08m
	ASB Centre courts utilisation (%)	45%	45%	46%	46%
	Sportsfields - % of scheduled sports games and training that take place	Winter 80% Summer 90%	Winter 80% Summer 90%	Winter 80% Summer 90%	Winter 80% Summer 90%
	Marinas occupancy	96%	96%	96%	96%
	Artificial sports fields % utilisation - peak and off peak (summer and winter)	Peak Winter 80% Peak Summer 40% Off peak winter 25% Off peak summer 20%	Peak Winter 80% Peak Summer 40% Off peak winter 25% Off peak summer 20%	Peak Winter 80% Peak Summer 40% Off peak winter 25% Off peak summer 20%	Peak Winter 80% Peak Summer 40% Off peak winter 25% Off peak summer 20%
5.2 Community Support					
5.2.1 Libraries					
5.2.2 Access support					
5.2.3 Community advocacy					
5.2.4 Grants (Social and Recreation)					
5.2.5 Housing					
5.2.6 Community centres and halls					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the quality and usage (quantity) of the housing services we provide	Tenant satisfaction (%) with services and facilities	90%	90%	90%	90%
	Tenant rating (%) of the overall condition of their house/apartment (good and very good)	90%	90%	90%	90%

	Tenant (%) sense of safety in their complex at night	75%	75%	75%	75%
	Occupancy rate of available housing facilities	90%	90%	90%	90%
	All tenants (existing and new) housed with policy	98%	98%	98%	98%
To measure the progress of the Housing Upgrade Project	Agreed milestones, design standards and budgets are met in accordance with the agreed works programme and Deed of Grant between the Crown and the Council	To achieve	To achieve	To achieve	To achieve
To measure the quality and usage (quantity) of our community and recreation support services (including libraries)	Libraries - user (%) satisfaction with services and facilities	90%	90%	90%	90%
	E-library users satisfaction (%) with the online library collection	75%	75%	75%	75%
	Accessible Wellington Action Plan initiatives planned for next year	90%	90%	90%	90%
	The proportion of grants fund successfully allocated (through milestones being met)	95%	95%	95%	95%
	Proportion of outcomes delivered (previous projects) - weighted by \$ value	90%	90%	90%	90%
	Libraries - residents (%) who are registered members	75%	75%	75%	75%
	Libraries - physical visits	2.4m	2.4m	2.4m	2.4m
	Libraries - website visits	2.5m	2.5m	2.5m	2.5m
	Library items issued	3m	3m	3m	3m
	Occupancy rates (%) of Wellington City Council Community Centres and Halls	45%	45%	45%	45%
5.3 Public Health and Safety					
5.3.1 Burials and cremations					
5.3.2 Public toilets					
5.3.3 Public health regulations					
5.3.4 City safety					
5.3.5 WREMO					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the quality of our public health and	Dog control - urgent requests responded to within one hour and non-urgent within 24 hours	Urgent 100% Non	Urgent 100% Non	Urgent 100% Non	Urgent 100% Non urgent 99%

safety services and programmes and our timeliness in responding to service requests	WCC public toilets - urgent requests responded to within four hours and non-urgent within three days	urgent 99% Urgent 100% Non urgent 95%	urgent 99% Urgent 100% Non urgent 95%	urgent 99% Urgent 100% Non urgent 95%	Urgent 100% Non urgent 95%
	WCC public toilets (%) that meet required cleanliness and maintenance performance standards	95%	95%	95%	95%
	Percentage of medium, high and very high risk premises that are inspected annually	100%	100%	100%	100%
	Percentage of inspections of medium, high and very high risk premises that are carried out during peak trading hours	25%	25%	25%	25%
	Graffiti removal - response timeframes met	80%	80%	80%	80%

Social and Recreation activity budget

5.1 Recreation promotion and support	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
5.1.1 - Swimming Pools	(7,587)	20,423	12,836	1,853
5.1.2 - Sportsfields	(295)	3,397	3,102	405
5.1.3 - Sportsfields (Synthetic)	(524)	1,354	830	1,399
5.1.4 - Recreation Centres	(2,657)	9,682	7,025	77
5.1.5 - Recreation partnerships	-	1,089	1,089	3,085
5.1.6 - Playgrounds	-	736	736	455
5.1.7 - Marinas	(592)	602	10	141
5.1.8 - Golf Course	(77)	269	192	-
5.1.9 - Recreation programmes	(15)	281	266	-
2015-25 LtP 5.1 Total	(11,747)	37,833	26,086	7,415
2014/15 AP 5.1 Total	(11,879)	37,007	25,128	3,021
Variance 2014/15 AP Yr 1 to 2015-25 LtP	132	826	958	4,394

5.2 - Community support	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
5.2.1 - Libraries	(1,590)	20,696	19,106	8,843
5.2.2 - Access support (Leisure Card)	-	104	104	-
5.2.3 - Community advocacy	-	1,272	1,272	-
5.2.4 - Grants (Social and Recreation)	-	3,296	3,296	-
5.2.5 - Housing	(43,271)	25,577	(17,694)	23,492
5.2.6 - Community centres and halls	(230)	3,130	2,900	262
2015-25 LtP 5.2 Total	(45,091)	54,075	8,984	32,597
2014/15 AP 5.2 Total	(56,047)	53,453	(2,594)	39,199
Variance 2014/15 AP Yr 1 to 2015-25 LtP	10,956	622	11,578	(6,602)

5.3 Public health and safety	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
5.3.1 - Burials and cremations	(803)	1,645	842	315
5.3.2 - Public toilets	-	2,705	2,705	1,026
5.3.3 - Public health regulations	(3,211)	5,247	2,036	-
5.3.4 - City safety	-	2,474	2,474	-
5.3.5 - WREMO	(43)	1,335	1,292	-
2015-25 LtP 5.3 Total	(4,057)	13,406	9,349	1,341
2014/15 AP 5.3 Total	(4,039)	12,320	8,281	1,310
Variance 2014/15 AP Yr 1 to 2015-25 LtP	(18)	1,086	1,068	31

Urban development & Transport

Tāone tupu ora me Waka

By the numbers

46,300

Projected Wellington city population increase 2014-2043. This is an increase of 23%.

21,400

Projected increase in the number of dwellings in Wellington city 2013-2043. This is an increase of 27.4%.

75%

Proportion of Wellington city residents who will live within 1km of a high-frequency bus route following implementation of bus rapid transit proposals

94%

Increase in number of people cycling to and from work - 2001-2013

25%

Increase in number of people using buses to get to and from work - 2001-2013

The Council's urban development work includes urban planning, controlling building activity and land use, assessing risks from earthquake-prone buildings, and developing and enhancing public spaces.

Our transport work includes transport planning; managing the city's network of roads, cycleways and walkways; managing parking in the city; and promoting safety.

We fund these services because they matter to the lives of individual Wellingtonians and to the community as a whole.

Our work helps to make Wellington a compact, vibrant, attractive city in which it is easy to get from place to place.

This is important for connections between people, for their ability to interact with each other, and for their enjoyment of the city and what it has to offer.

It is important for the economy – for the ability of businesses to reach their markets, and to collaborate and innovate.

It is important for the environment – because a city with a smaller footprint produces fewer emissions and consumes fewer resources.

It is important for people's health and safety, in the buildings they live and work in, and in the roads, walkways and public spaces they use.

In the next 10 years, the Council plans to spend more than \$1,2 million (net) on transport and urban development.

We aim to manage development so the city remains compact, vibrant, attractive, safe and resilient, in which it's easy for people to connect with each other and to move from place to place.

The Council is one player among many in the city's built environment. Urban development and transport decisions also involve central and regional government, businesses, local communities, and individuals.

The Council's key roles are to provide public spaces and infrastructure, and to plan and control development so the city can support a strong economy and a high quality of life in an environment that is both attractive and sustainable.

All of our work involves partnerships – with home owners who want to build or extend, with commuters who want to get to and from work or school, with businesses taking goods to market, with everyone who lives, works and plays in the city.

Most urban development & transport services are publicly funded by local authorities and central government – they are core activities from which all residents benefit. Some services have a private component, in which case users are charged to cover at least part of the cost of providing the service.

Key projects

Better transport options

Wellington's transport network plays an important role in the region's economy – helping people to connect with each other, and bringing goods to market.

An efficient transport network is also important for health & wellbeing, for connections between people, and for the environment.

Though parts of Wellington's transport network perform well, others are struggling. There is congestion – particularly at peak times – on northern routes into and out of the city centre, and on the route from the city to the airport.

The network is also potentially vulnerable in the event of an earthquake or other major emergency, due to the limited number of routes into and out of the city.

It also provides limited choice – currently supporting vehicle transport more effectively than other modes such as buses or bikes.

Addressing these issues will require a balanced approach – with stronger public transport and cycle options alongside vehicle network improvements.

Wellington City Council is committed to work with others to see land transport network improvements implemented, so that residents can enjoy safer, more convenient journeys, and the region's economic potential can be unlocked.

Wellington City Council is proposing to invest heavily in coming years to improve the city's network of cycleways and walkways. One of the priorities will be completion of a high quality cycleway from the south coast to the central city, to support the rapidly growing number of people who choose to bike to work.

Another key priority will be implementation of the Wellington Regional Transport Plan, under which a high-frequency, low emission Bus Rapid Transit service will be introduced on key routes linking the central city to the Basin Reserve, Newtown and Kilbirnie.

Improvements are also needed to the vehicle network. We support NZTA's programme for Wellington, which aims to unlock the city's economic potential by improving transport routes into the city, and from the city to the airport. One of our top priorities will be to find a solution to Basin Reserve traffic congestion in a way that supports increased traffic flow while meeting community aspirations. The programme also includes double-tunneling the Mount Victoria and Terrace tunnels.

Land transport initiatives are funded by Greater Wellington Regional Council, New Zealand Transport Agency, Wellington City Council, and users.

Other priorities include:

- Improving vehicle access to the Port of Wellington.
- Installing high-efficiency LED street lighting throughout the city, to reduce energy use and ongoing costs.

- Installing parking sensors, following a trial, to provide better parking information to support possible policy changes including flexible pricing.

Urban regeneration

Though Wellington has a vibrant CBD, parts of the inner city remain underdeveloped. Fragmented ownership and a shortage of capital combine to slow development that could otherwise unlock economic potential and bring social and environmental benefits.

Of particular significance is the 'growth spine', linking northern suburbs to the central city, the Basin Reserve, Newtown and Kilbirnie. By focusing future development along this spine, we can significantly increase housing supply and create vibrant, new, mixed-use city and suburban areas.

Focusing growth is also better for the environment, as it ensures that land is used efficiently, and reduces dependence on private cars.

In coming years, key projects will include:

- transforming upper Victoria Street into exciting, pedestrian-friendly inner-city neighbourhood with new parks, wider footpaths, more trees, new apartments, and a new higher education campus
- redeveloping the south end of Adelaide Road into a vibrant, mixed-use neighbourhood with high quality public spaces, rapid bus links, and new developments housing apartments, workplaces, shops and cafes
- redeveloping Kent and Cambridge Terraces, with planting and streetscape improvements to give the CBD a 'green edge', to improve connections between the waterfront, CBD and memorial Park, and to provide for more apartment and retail/commercial development.

To act as a catalyst for inner city regeneration, the Council exploring opportunities to establish an urban development corporation – similar to Wellington Waterfront Ltd, which manages waterfront development. This corporation would play an active role in regenerating the city.

Urban development corporations have proved successful internationally at driving urban regeneration. The success of Wellington's waterfront also shows the benefits of having a single organisation coordinating city development while working in partnership with other investors.

Establishing such an organisation could allow us to:

- speed up inner city regeneration
- focus growth in targeted areas with strong transport links and other infrastructure
- ensure that development aligns with other social, economic and environmental priorities
- protect heritage through targeted investment and strengthening of earthquake-prone buildings

Other urban development initiatives include:

- upgrading inner city walkways to make them safer, more vibrant and attractive
- establishing a \$400,000 'tactical urbanism' fund to support small-scale urban regeneration projects such as pop-up parks and outdoor performance spaces.

These projects will build on the considerable work done in the last 10 years to upgrade the city's public spaces. These have included major projects such as the creation of Waitangi Park and National War

Memorial Park, transformation of other waterfront spaces, the creation of several new inner city parks, and upgrades of Kilbirnie, Miramar and other town centres.

Strengthening heritage buildings

Heritage buildings make an important contribution to the city's character – but many require strengthening to make them safe in earthquakes. We support building owners by providing grants for earthquake strengthening. For the next three years, we are proposing to increase the total funding pool to \$1 million a year, in order to increase the number of buildings that are being strengthened.

City Resilience

Our work to improve the resilience of the city (and region) will continue over the period of this long term plan. Many actions are now largely 'business-as-usual' including on-going upgrades of key infrastructure, assessment of earthquake prone buildings, planning for emergency response and restoration of key life-lines, and planning for hazards and climate change. A new focus area will be the development of a comprehensive resilience strategy for the City's infrastructure and communities, including a particular focus on ensure the City's economic resilience.

We also intend to complete the \$47 million project to strengthen the Wellington Town Hall.

1st place

In a 2014 survey of six NZ cities, Wellington residents were much more likely than residents of other cities to:

- perceive their city & local area as great places to live
- be proud of the look and feel of their city & local area

- to be positive about their city's urban design, including the quality of buildings and public spaces.

Wellingtonians use public transport more often, and private cars less often, than residents of other cities.

Draft subject to change

Transport and Urban Development group of activities

Group of Activities	Rationale	Service Offering	Negative effects
<p>6.1 Urban planning, heritage and public spaces development (including Waterfront development) 6.1.1 Urban planning and policy development 6.1.2 Waterfront development 6.1.3 Public spaces and centres development 6.1.4 Built heritage development</p>	<ul style="list-style-type: none"> • Smart growth/urban containment • Resilience • Character protection 	<ul style="list-style-type: none"> • Guiding where & how the city grows through the District Plan • Maintaining Wellington's sense of place & pride by preserving the city's heritage & developing public spaces including the Waterfront • Key projects include: <ul style="list-style-type: none"> • Frank Kitts Park upgrade • Adelaide Road regeneration • Kent and Cambridge Terraces urban regeneration project 	<p>Population growth and urban development, if not well managed, can have negative effects on a city's environment and on social well-being. Left unchecked, growth can result in a reduction of open and green spaces with consequences for recreational opportunities, amenity and even some ecosystems.</p> <p>Development in the wrong areas, or the wrong types of development, can place strain on infrastructure and reduce people's ability to access services and enjoy the opportunities the city offers. Poorly-planned growth and poor development and construction of individual buildings can reduce the attractiveness of the city and the 'sense of place' that people identify with and it can have a direct impact on people's safety. As explained above, we aim to avoid or mitigate these negative effects by guiding future development into areas where the benefits are greatest and the negative effects least.</p> <p>The tools we use include planning, working with landowners, direct investment in development of public spaces, and using our regulatory powers under legislation such as the Building Act and Resource Management Act.</p>
<p>6.2 Building and development control 6.2.1 Building control and facilitation 6.2.2 Development control and facilitation</p>		<ul style="list-style-type: none"> • Ensuring building are safe in accordance with the Building Act • Ensuring natural resources are used sustainably in line with 	<p>These activities exist to mitigate and manage risks from development, construction, weather-tight homes issues and from earthquakes.</p>

Group of Activities	Rationale	Service Offering	Negative effects
6.2.3 Earthquake risk mitigation – built environment		the Resource Management Act	<p>Development and construction, if not well managed, can have negative effects on a city's environment and on social well-being, and on the safety of individuals.</p> <p>Development in the wrong areas, or the wrong types of development, can place strain on infrastructure and reduce people's ability to access services and enjoy the opportunities the city offers.</p> <p>Poorly-planned growth, and poor development and construction of individual buildings, can reduce the attractiveness of the city and the 'sense of place' that people identify with and it can have a direct impact on people's safety.</p> <p>Our quake-prone building assessment programme is focused on ensuring quake-prone buildings are strengthened to required standards to ensure the safety of those that occupy the building and its surrounds</p>
7.1 Transport 7.1.1 Transport planning 7.1.2 Vehicle network 7.1.3 Cycle network 7.1.4 Passenger transport network 7.1.5 Pedestrian network 7.1.6 Network-wide control and management 7.1.7 Road safety	<ul style="list-style-type: none"> • Increased active mode share • Road safety • Reliable transport routes • Reduced emissions 	<ul style="list-style-type: none"> • 54 road bridges (road and pedestrian) & 5 tunnels • 2,397 walls, 450 bus shelters & 18,000 street lights • 24.3km of cycle ways • 858km of pedestrian paths 680km of road pavements • 132km of handrails, guardrails and sight rails • 1500 hectares of road corridor land • 21,499 signs & traffic signals • Lincolnshire Farm link roads • Cycleways 	<p>With any transport system, the potential negative effects are significant. In particular, there are environmental costs, ranging from air and noise pollution to surface water runoff from roads that may carry contaminants (by-products of tyres, brakes and engines and deposition from exhaust gases) into the stormwater system. This environmental impact is linked to the number of vehicles on the road, however the dominant impact is the surrounding land uses, which direct stormwater run-off to the road. There are also potential negative effects from individual projects: for example, construction of any</p>

Group of Activities	Rationale	Service Offering	Negative effects
			<p>new road has effects on neighbours and neighbourhoods.</p> <p>Dealing with these effects is complex. Some issues, such as vehicle emission standards, are properly dealt with at a national level. Others, such as air and water quality, are regional issues. Of those issues that can be dealt with at a local level, we seek to reduce the cause of the negative effects where possible. At present there are few statutory requirements for road controlling authorities to mitigate contaminants in road runoff before it is discharged to the receiving environment.</p> <p>This Council does monitors the effects of stormwater runoff on aquatic receiving environments to ensure that adverse effects are avoided, remedied or mitigated.</p> <p>Other potentially significant negative effects we must consider include:</p> <ul style="list-style-type: none"> • The timing of road works and other improvements. These can impact on local businesses but may also affect growth opportunities. Our transport planning is designed to minimise the impact and focus our work in growth areas. • Safety. The transport network brings pedestrians, cyclists and vehicles together. This presents hazards to users. We've developed road safety programmes and design solutions to reduce the likelihood and severity of accidents.
<p>7.2 Parking 7.2.1 Parking</p>	<ul style="list-style-type: none"> • Enabling people to 	<ul style="list-style-type: none"> • 12,000 on-street parking spaces, 3,400 	

Group of Activities	Rationale	Service Offering	Negative effects
	shop, work and access recreation activities	of which are in the CBD <ul style="list-style-type: none"> Street spaces for taxis, couriers, people with disabilities, bus stops & diplomatic services Managing off-street parking at Clifton Terrace, the Michael Fowler Centre, & beneath Civic Square 	

Urban Development Performance Measures

Urban Development					
Objectives	Smart growth / urban containment Resilience Character protection				
Outcome Indicators	Residents' perceptions that Wellington is a great place to live, work and play Value of residential and commercial building consents Population - growth and density (central city, growth spine) Residents' perceptions of the city centre as an easy place to get to, use and enjoy Residents' perceptions of urban design/urban form safety issues (i.e. Graffiti, vandalism, Poorly lit public spaces, etc.) Building density throughout the city Proportion of houses within 100m of a public transport stop Residents' perceptions that heritage items contribute to the city and local communities' unique character New Zealanders' perceptions that Wellington is an attractive destination				
6.1 Urban Planning, Heritage and Public Spaces Development (including Waterfront Development)					
6.1.1 Urban planning and policy development					
6.1.2 Waterfront development					
6.1.3 Public spaces and centres development					
6.1.4 Built heritage development					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the quality of our urban planning, heritage protection and development work	Residents (%) who agree the city is developing in a way that maintains high quality design	Baseline	Increase from previous year	Increase from previous year	increasing trend
	District Plan listed items that are removed or demolished	Nil	Nil	Nil	Nil
	Residents (%) who agree the central city is lively and attractive	87%	87%	87%	87%
	Residents (%) who agree their local suburban centre is	60%	60%	60%	60%

	lively and attractive				
	Residents (%) who rate their waterfront experience as good or very good	90%	90%	90%	90%
	The proportion of grants funds successfully allocated (through milestones being met)	95%	95%	95%	95%
	Residents (%) who agree heritage items are appropriately valued and protected	65%	65%	65%	65%
6.2 Building and Development Control					
6.2.1 Building control and facilitation					
6.2.2 Development control and facilitation					
6.2.3 Earthquake risk mitigation - built environment					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the timeliness of our building and development control services	Building consents issued within 20 working days	100%	100%	100%	100%
	Code of Compliance Certificates issued within 20 working days	100%	100%	100%	100%
	Land Information Memorandums (LIMs) issued within 10 working days	100%	100%	100%	100%
	Resource consents (non-notified) issued within statutory timeframes	100%	100%	100%	100%
	Resource consents that are monitored within 3 months of project commencement	90%	90%	90%	90%
	Subdivision certificates - Section 223 certificates issued within statutory timeframes	100%	100%	100%	100%
	Noise control (excessive noise) complaints investigated within one hour	90%	90%	90%	90%
Environmental complaints investigated within 48 hours	98%	98%	98%	98%	
To measure the quality of our building and	Customers (%) who rate building control services as good or very good	70%	70%	70%	70%

development control services	Building Consent authority (BCA) accreditation retention (2-yearly)	To retain	n/a	To retain	n/a
To measure our progress on earthquake risk mitigation	Earthquake prone building notifications (section 124) (%) that are issued without successful challenge	95%	95%	95%	95%

Transport Performance Measures

Transport					
Objectives	Increased active mode share Road safety Reliable transport routes Reduced emissions				
Outcome Indicators	Residents' perceptions that peak traffic volumes are acceptable Residents' perceptions that the transport system allows easy access to the city Residents' perceptions of quality and affordability of public transport services Air quality monitoring (i.e. Nitrogen dioxide, carbon monoxide, and particulate matter peaks) Change from previous year in the number of road crashes resulting in fatalities and serious injury.* Social cost of crashes Residents perceptions of transport related safety issues (i.e. Issues of most concern) Number of cyclists and pedestrians entering the CBD (weekdays) Residents (%) who agree the transport system allows easy movement around the city - vehicle users and pedestrians				
7.1 Transport					
7.1.1 Transport planning					
7.1.2 Vehicle network					
7.1.3 Cycle network					
7.1.4 Passenger transport network					
7.1.5 Pedestrian network					
7.1.6 Network-wide control and management					
7.1.7 Road safety					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the quality and timeliness of the transport infrastructure and service	Residents condition (%) rating of the network - roads and footpaths (good or very good)	R: 75% F: 75%	R: 75% F: 75%	R: 75% F: 75%	R: 75% F: 75%
	Requests for service response rate - urgent (within 2 hours) and non-urgent (within 15 days)*	Urgent: 100% non-urgent: 100%	Urgent: 100% non-urgent: 100%	Urgent: 100% non-urgent: 100%	Urgent: 100% non-urgent: 100%
	Roads (%) which meet smooth roads standards (smooth roads - measured by Smooth Travel Exposure	70%	70%	70%	70%

	based on NAASRA counts)*	97%	97%	97%	97%
	Footpath (%) condition rating (measured against WCC condition standards)*	100%	100%	100%	100%
	Street lighting (%) for major roads (arterial, principal and collector roads) meets national standards)	Central: 85% Suburbs:75%	Central: 85% Suburbs:75%	Central: 85% Suburbs:75%	Central: 85% Suburbs:75%
	Residents' satisfaction (%) with street lighting in the central city and suburban areas	90%	90%	90%	90%
	Sea wall and retaining wall condition rating - walls (%) rated 3 or better (1 very good, 5 very bad)	10%	10%	10%	10%
	Percentage of the sealed local road network that is resurfaced* *DIA Mandatory measure				
7.2 Parking					
7.2.1 Parking					
Purpose of measure	Performance measure	2015/16	2016/17	2017/18	2018-25
To measure the quality of our parking provision	On-street car park turn-over rates - weekdays and weekends	Week: 6.8 Weekend:5.2	Week: 6.8 Weekend:5.2	Week: 6.8 Weekend:5.2	Week: 6.8 Weekend:5.2
	On-street car park average occupancy	75%	75%	75%	75%
	On-street car park compliance - time restrictions and payment	Time: 95% Payment: 90%	Time: 95% Payment: 90%	Time: 95% Payment: 90%	Time: 95% Payment: 90%
	Residents' perceptions (%) that parking enforcement is fair	Increase from previous year	Increase from previous year	Increase from previous year	Increase from previous year

Urban Development activity budget

6.1 Urban planning, heritage and public spaces development	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
6.1.1 - Urban planning and policy	(20)	1,916	1,896	-
6.1.2 - Waterfront development	-	969	969	7,105
6.1.3 - Public spaces and centres development	-	1,984	1,984	918
6.1.4 - Built heritage development	-	1,744	1,744	-
2015-25 LtP 6.1 Total	(20)	6,613	6,593	8,023
2014/15 AP 6.1 Total	(3,883)	15,834	11,951	4,696
Variance 2014/15 AP Yr 1 to 2015-25 LtP	3,863	(9,221)	(5,358)	3,327

6.2 Building and development control	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
6.2.1 - Building control and facilitation	(9,152)	13,730	4,578	-
6.2.2 - Development control and facilitation	(2,899)	5,937	3,038	-
6.2.3 - Earthquake risk mitigation - built environment	-	1,701	1,701	3,632
2015-25 LtP 6.2 Total	(12,051)	21,368	9,317	3,632
2014/15 AP 6.2 Total	(12,679)	19,998	7,319	17,651
Variance 2014/15 AP Yr 1 to 2015-25 LtP	628	1,370	1,998	(14,019)

Transport Activity Budget

7.1 Transport	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
7.1.1 - Transport planning	(82)	940	858	-
7.1.2 - Vehicle network	(1,257)	22,936	21,679	18,454
7.1.3 - Cycle network	(34)	966	932	4,424
7.1.4 - Passenger transport network	(950)	1,449	499	902
7.1.5 - Pedestrian network	(39)	6,615	6,576	3,646
7.1.6 - Network-wide control and management	(1,997)	6,793	4,796	1,230
7.1.7 - Road safety	(1,540)	5,906	4,366	3,360
2015-25 LtP 7.1 Total	(5,899)	45,605	39,706	32,016
2014/15 AP 7.1 Total	(6,269)	45,383	39,114	37,713
Variance 2014/15 AP Yr 1 to 2015-25 LtP	370	222	592	(5,697)

7.2 Parking	Operating expenditure 2015-25 LtP			Capital expenditure 2015-25 LtP
	Income (\$000)	Expenditure (\$000)	Net expenditure (\$000)	Total (\$000)
7.2.1 - Parking	(27,455)	13,374	(14,081)	496
2015-25 LtP 7.2 Total	(27,455)	13,374	(14,081)	496
2014/15 AP 7.2 Total	(26,022)	11,936	(14,086)	180
Variance 2014/15 AP Yr 1 to 2015-25 LtP	(1,433)	1,438	5	316

Focusing growth: Future growth will be focused along a 'spine' running from Johnsonville through the central city to the Basin Reserve, Newtown and Kilbirnie.

The areas along this spine will be earmarked for 'mixed use' development combining housing, offices, retail, restaurants & cafes, and public spaces. Areas along the growth spine will be linked by high frequency bus services, as well as walkways and cycleways, allowing people to move around easily.

Draft subject to change

Council Controlled Organisations

WELLINGTON REGIONAL STADIUM TRUST

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE INDICATORS
<p>All of the trustees are jointly appointed by the Council and Greater Wellington Regional Council (GWRC).</p> <p>As at 1 January 2015, they are John Shewan (Chair), Councillor Nigel Wilson (GWRC), Liz Dawson, Susan Elliott, Steven Fyfe, Mark McGuinness, Rachel Taulelei and Councillor Simon Marsh (WCC).</p> <p>The Chief Executive is Shane Harmon.</p>	<p>The Wellington Regional Stadium Trust owns, operates and maintains the Stadium as a high-quality multi-purpose sporting and cultural venue. It provides facilities to be used for rugby, cricket and other sports codes, musical and cultural events, and other users including sponsors and event and fixture organisers.</p>	<p>Operates the Stadium.</p> <p>Manages the event programme and seeks opportunities to provide regular quality events.</p> <p>Ensures the Stadium is provided to the community for appropriate usage.</p> <p>Administers the Trust assets and the Stadium on a prudent commercial basis.</p>	<p>Number of events</p> <p>Total revenue</p> <p>Event revenue</p> <p>Net surplus</p>

Note: the Wellington Regional Stadium Trust is not formally defined as a Council Controlled Organisation. This plan for their activities is presented to recognise the interest that Wellington city ratepayers have in the Trust and its activities.

WELLINGTON REGION ECONOMIC DEVELOPMENT AGENCY

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE INDICATORS
<p>WREDA is the new regional economic development agency for the lower North Island, combining the economic development activities of Wellington City Council and the Greater Wellington Regional Council into one organisation.</p> <p>The Wellington City Council is an 80% shareholder, and the Greater Wellington Regional Council is a 20% shareholder</p> <p>As at 1 January 2015, the board members are Peter Biggs (Chair), Helen Anderson, Matt Clarke, Sarah Gibbs, Prof. Grant Guilford, Richard Laverty, Paul Mersi, Thomas Pippos and Lorraine Witten.</p> <p>The Chief Executive is to be appointed by 1 July 2015.</p>	<p>WREDA is a new economic development agency that brings together the region's economic development agency (Grow Wellington) with existing city tourism (Positively Wellington Tourism) and venues (Positively Wellington Venues) agencies, and the Wellington City Council's major events activities.</p> <p>The benefits to the region of a single agency include: one voice, clearer focus, better use of resources, and improved scale and capacity.</p>	<p>To Be Confirmed</p>	<p>To Be Confirmed</p>

WELLINGTON MUSEUMS TRUST

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE INDICATORS
<p>All trustees are appointed by the Council.</p> <p>As at 1 January 2015, they are Quentin Hay (Chair), Councillor Nicola Young, Jackie Lloyd, Rachel Farrant, and Jill Wilson.</p> <p>The Chief Executive is Pat Stuart.</p>	<p>The Wellington Museums Trust (WMT) was established in 1995 to promote and manage the City Gallery Wellington, the Museum of Wellington City & Sea, the Colonial Cottage, Capital E, the Wellington Cable Car Museum, and the Carter Observatory.</p> <p>WMT manages its facilities, establishes exhibition programmes and education policies for its facilities, and develops acquisition, deaccession and collection development policies for its collections and artefacts.</p>	<ul style="list-style-type: none"> • Deliver high quality experiences, events and exhibitions at its facilities. • Manage conservation and care for the objects of its collections, and conduct research and development to enhance visitors' experiences. • Offer quality education experiences to children and young people. • Promote and protect the heritage of venues. <p>Work with national and international artists and collectors.</p>	<p>Attendance:</p> <ul style="list-style-type: none"> • City Gallery • Capital E • Museum of Wellington • Cable Car Museum • Carter Observatory <ul style="list-style-type: none"> • Subsidy per visitor • Revenue per visitor • Total ownership cost to Council • Percentage of visitors who rate the quality of their experience as good or very good • Percentage of visitors that are repeat visitors

WELLINGTON CABLE CAR LIMITED

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE INDICATORS
<p>The Council is the 100% shareholder in this company and appoints all of the directors.</p> <p>As at 1 January 2015, they are Anthony Wilson and Andy Matthews.</p> <p>The Chief Executive is Simon Fleisher.</p>	<p>Wellington Cable Car Limited owns and operates the Cable Car.</p> <p>It also owns and maintains the overhead wiring system for the trolley bus passenger network which services the city.</p>	<ul style="list-style-type: none"> • Maintain the cable cars and associated track, plant, tunnels, bridges and buildings in accordance with best engineering practice, and to meet the certification requirements of the New Zealand Transport Agency. • Market and manage the cable car passenger service operation. • Manage the contract for the inspection, maintenance and repair of the trolley bus overhead wiring system. 	<ul style="list-style-type: none"> • Cable car passenger numbers • Cable car service reliability • Percentage of users who rate the standard and operational reliability of the Cable Car as good or very good

WELLINGTON WATER LIMITED

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE INDICATORS
<p>Wellington Water was established in September 2014 and was formed by the merger of Greater Wellington Regional Council's water supply group with Capacity Infrastructure Services, which was owned by Hutt, Porirua, Upper Hutt and Wellington city councils. The five local authorities are joint and equal owners of Wellington Water.</p> <p>Each council owns its respective water, storm water and waste water assets and determines the level and standard of services to be provided to its customers and ratepayers.</p> <p>As at 1 January 2015, the four independent Directors are John Strahl (Chair), Nicki Crauford, Ian Hutchings and Raveen Jaduram.</p> <p>The Chief Executive is Colin Crampton.</p>	<p>To manage the provision of water services (water supply, storm water and wastewater) to the residents and businesses in the areas served by its customers.</p> <p>Wellington Water's customers are Wellington City Council, Hutt City Council, Porirua City Council and Upper Hutt City Council.</p>	<p>Provide high quality, safe and environmentally sustainable services to shareholding councils and other customers with a focus on contracted service delivery for the operation, maintenance and on-going development of drinking water, storm water and waste water assets and services, and asset management planning.</p>	<ul style="list-style-type: none"> • Provide a reliable water supply, wastewater and storm water management service. • Deliver budgeted capital expenditure projects for its shareholding councils. • Deliver budgeted operating and maintenance activities for its shareholding councils. • Comply with relevant standards, legislation and resource consents.

WELLINGTON ZOO TRUST

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE INDICATORS
<p>The Wellington Zoo Trust was established on 1 July 2003 and all of the trustees are appointed by the Council.</p> <p>As at 1 January 2015, they are Ross Martin (Chair), Frances Russell, Linda Meade, Raewyn Bleakley, Craig Ellison, and Councillor Sarah Free.</p> <p>The Chief Executive is Karen Fifield.</p>	<p>The Wellington Zoo Trust manages the assets and operations of Wellington Zoo for the benefit of the residents of Wellington and visitors to the city. It promotes species conservation, educates the community by building an awareness of plant and animal species, and supports the conservation and educational activities of other organisations.</p>	<ul style="list-style-type: none"> • Cares for resident animals and manages the animal collection. • Provides a high-quality visitor experience • Participates in captive management breeding and breed-for-release programmes. • Develops and maintains high quality animal exhibits. • Delivers educational material and learning experiences. • Contributes to zoological, conservation and facilities management research projects. 	<ul style="list-style-type: none"> • Number of visitors • Conservation Programme Managed Species (% of total collection) • Average WCC subsidy per visitor • Total ownership cost to Council • Average income per visitor • Ratio of generated Trust income as % of WCC grant

BASIN RESERVE TRUST

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE INDICATORS
<p>There are four trustees, of whom two are appointed by the Council and two by Cricket Wellington.</p> <p>As at 1 January 2015, the two trustees appointed by the Council are Councillor Paul Eagle and Sir John Anderson (Chair). The two trustees appointed by Cricket Wellington are Don Neely and John Greenwood.</p> <p>The Chief Executive is Peter Clinton.</p>	<p>The Basin Reserve Trust manages and operates the Basin Reserve to continue to attract national and international sporting events to Wellington.</p>	<ul style="list-style-type: none"> • Manages the Basin Reserve for recreational activities and the playing of cricket for the residents of Wellington. • Contributes to the events programme for Wellington. • Operates as a successful not-for-profit undertaking. • Preserves and enhances the heritage value of the Basin Reserve. 	<p>Number of events</p> <ul style="list-style-type: none"> • Cricket • Other sports • Community <p>Number of event days</p> <ul style="list-style-type: none"> • Cricket • Other sports • Community <p>Attendance figures</p>

Draft subject to change

