

Absolutely Positively
Wellington City Council

Me Heke Ki Pōneke

Ordinary Meeting of Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee Rārangi Take | Agenda

9:30am Thursday Rāpare, 17 August Here-turi-kōkā 2023

Ngake (16.09)

Level 16, Tahiwī

113 The Terrace

Pōneke | Wellington



MEMBERSHIP

Mayor Whanau
Deputy Mayor Foon
Councillor Abdurahman
Councillor Apanowicz (Deputy Chair)
Councillor Brown
Councillor Calvert
Councillor Chung
Councillor Free
Pouiwi Hohaia
Pouiwi Kelly
Councillor Matthews (Chair)
Councillor McNulty
Councillor O'Neill
Councillor Pannett
Councillor Paul
Councillor Randle
Councillor Wi Neera
Councillor Young

Have your say!

You can make a short presentation to the Councillors, Committee members, Subcommittee members or Community Board members at this meeting. Please let us know by noon the working day before the meeting. You can do this either by phoning 04-803-8337, emailing public.participation@wcc.govt.nz or writing to Democracy Services, Wellington City Council, PO Box 2199, Wellington, giving your name, phone number, and the issue you would like to talk about. All Council and committee meetings are livestreamed on our YouTube page. This includes any public participation at the meeting.

AREA OF FOCUS

The Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee has responsibility for:

- 1) Long-term planning and annual planning.
- 2) Financial and non-financial performance oversight in relation to the long-term plan and annual plan.
- 3) Financial oversight.
- 4) Procurement policy.
- 5) Non-strategic asset investment and divestment as provided for through the long-term plan (recommending to Council where matters are not provided for in the long-term plan).
- 6) Council-controlled Organisation oversight and performance.
- 7) Council-controlled Organisation director review and appointments.
- 8) WellingtonNZ oversight and performance.
- 9) Approve asset management plans.

To read the full delegations of this committee, please visit wellington.govt.nz/meetings.

Quorum: 9 members

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1. Meeting Conduct

1.1 Karakia

The Chairperson will open the meeting with a karakia.

Whakataka te hau ki te uru,	Cease oh winds of the west
Whakataka te hau ki te tonga.	and of the south
Kia mākinakina ki uta,	Let the bracing breezes flow,
Kia mātaratara ki tai.	over the land and the sea.
E hī ake ana te atākura.	Let the red-tipped dawn come
He tio, he huka, he hauhū.	with a sharpened edge, a touch of frost,
Tihei Mauri Ora!	a promise of a glorious day

At the appropriate time, the following karakia will be read to close the meeting.

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

1.2 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.

1.3 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.

1.4 Confirmation of Minutes

The minutes of the meeting held on 29 June 2023 will be put to the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee for confirmation.

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 Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee.

The Chairperson shall state to the meeting:

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.

The item may be allowed onto the agenda by resolution of the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee.

Minor Matters relating to the General Business of the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee.

The Chairperson shall state to the meeting that the item will be discussed, but no resolution, decision, or recommendation may be made in respect of the item except to refer it to a subsequent meeting of the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee for further discussion.

1.6 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 31.2 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.

Requests for public participation can be sent by email to public.participation@wcc.govt.nz, by post to Democracy Services, Wellington City Council, PO Box 2199, Wellington, or by phone at 04 803 8334, giving the requester's name, phone number and the issue to be raised.

2. General Business

COUNCILLOR APPOINTMENTS TO THE WELLINGTON WATER COMMITTEE

Kōrero taunaki | Summary of considerations

Purpose

1. This report to Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee recommends councillor appointments to the Wellington Water Committee.

Strategic alignment with community wellbeing outcomes and priority areas

Aligns with the following strategies and priority areas:

- | | |
|--|--|
| Strategic alignment with priority objective areas from Long-term Plan 2021–2031 | <input type="checkbox"/> Sustainable, natural eco city |
| | <input type="checkbox"/> People friendly, compact, safe and accessible capital city |
| | <input type="checkbox"/> Innovative, inclusive and creative city |
| | <input type="checkbox"/> Dynamic and sustainable economy |
| | <input checked="" type="checkbox"/> Functioning, resilient and reliable three waters infrastructure |
| | <input type="checkbox"/> Affordable, resilient and safe place to live |
| | <input checked="" type="checkbox"/> Safe, resilient and reliable core transport infrastructure network |
| | <input type="checkbox"/> Fit-for-purpose community, creative and cultural spaces |
| | <input type="checkbox"/> Accelerating zero-carbon and waste-free transition |
| | <input type="checkbox"/> Strong partnerships with mana whenua |

Relevant Previous decisions

16 November 2022 Council meeting:

Regarding the appointment or nomination (as appropriate) of a Wellington City councillor and an alternate, if need be, to the following joint external committees, that:

- Mayor Tory Whanau be appointed the as the Council representative to the Wellington Water Committee, and
- Cr Tim Brown be appointed as the alternate Council representative to the Wellington Water Committee.

Significance

The decision is **rated low significance** in accordance with schedule 1 of the Council's Significance and Engagement Policy.

Financial considerations

Nil

Budgetary provision in Annual Plan / Long-term Plan

Unbudgeted \$X

Risk

Low

Medium

High

Extreme

**KŌRAU TŌTŌPŪ | LONG-TERM PLAN,
FINANCE, AND PERFORMANCE
COMMITTEE**
17 AUGUST 2023

**Absolutely Positively
Wellington City Council**
Me Heke Ki Pōneke

Author	Ben Henderson, Chief Advisor to CIO
Authoriser	Siobhan Procter, Chief Infrastructure Officer

Taunakitanga | Officers' Recommendations

Officers recommend the following motion

That the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee:

- 1) Receive the information.
- 2) Appoint Councillor Tim Brown as the Wellington City Council representative on the Wellington Water Committee.
- 3) Appoint Mayor Tory Whanau as the Wellington City Council alternate representative on the Wellington Water Committee.
- 4) Agree that the councillors appointed to this committee will report back to an appropriate forum on an annual basis.
- 5) Agree that the term of appointments to each of the above positions will commence immediately. The appointments will terminate at the earlier time of the positions being refilled following the 2025-2028 triennial election, or 31 December 2025.

Whakarāpopoto | Executive Summary

2. The purpose of this report is to recommend appointing Councillor Brown as the Wellington City Council representative on the Wellington Water Committee, with Mayor Whanau appointed as the alternate representative.
3. Wellington Water (WWL) is owned by six councils located in the Wellington region and is the water services provider to their communities.
4. The purpose of the Wellington Water Committee is to provide the WWL organisation and board overall leadership and direction.
5. The Wellington Water Committee is comprised of representatives from each shareholding council and mana whenua.

Takenga mai | Background

6. Wellington Water (WWL) is the Wellington region's water services provider.
7. WWL is owned and funded by the Wellington, Hutt, Porirua, and Upper Hutt city councils, Greater Wellington Regional Council and South Wairarapa District Council.
8. WWL shareholding councils own the water infrastructure in the region and task WWL to manage the infrastructure and deliver water services to Wellington's communities.
9. WWL is governed by an independent board. The WWL organisation and board receive overall leadership and direction from the Wellington Water Committee.

Kōrerorero | Discussion

10. The purpose of this report is to recommend appointing Councillor Brown as the Wellington City Council representative on the Wellington Water Committee, with Mayor Whanau appointed as the alternate representative.
11. This is a reversal of the roles Mayor Whanau and Councillor Brown currently hold in regard to the Wellington Water Committee.

12. The purpose of the Wellington Water Committee is to provide overarching governance in relation to water services in the greater Wellington region and assist shareholding councils to fulfill their obligations as shareholders in WWL.
13. The Wellington Water Committee is comprised of representatives from each shareholding council and mana whenua.

Kōwhiringa | Options

14. **Option 1 (recommended option):**

Appoint Councillor Brown as the Wellington City Council representative and Mayor Whanau as the alternate representative on the Wellington Water Committee.

15. **Option 2:**

Do not appoint Councillor Brown as the Wellington City Council representative and Mayor Whanau as the alternate representative on the Wellington Water Committee, and choose to appoint other councillors to one or both of the positions.

16. **Option 3:**

Do not appoint Councillor Brown as the Wellington City Council representative and Mayor Whanau as the alternate representative on the Wellington Water Committee and continue with the status quo – Mayor Whanau as the representative and Councillor Brown as the alternate representative on the Wellington Water Committee.

Whai whakaaro ki ngā whakataunga | Considerations for decision-making

Alignment with Council's strategies and policies

17. All options included in this paper support the Council's strategies and policies.

Engagement and Consultation

18. N/A.

Implications for Māori

19. N/A.

Financial implications

20. N/A.

Legal considerations

21. The recommendations in this paper are made in accordance with the Wellington Water Limited Shareholders Agreement.

Risks and mitigations

22. N/A.

Disability and accessibility impact

23. N/A.

Climate Change impact and considerations

24. N/A.

Communications Plan

25. If Option 1 (recommended option) or Option 2 are selected, written notice will be provided to the Wellington Water Committee and the Shareholders.

Health and Safety Impact considered

26. N/A.

Ngā mahinga e whai ake nei | Next actions

27. If Option 1 (recommended option) or Option 2 are selected, written notice will be provided to the Wellington Water Committee and the Shareholders to enact the changes decided upon.

28. The term of appointments to the representative and alternate representative positions will commence immediately. The appointments will terminate at the earlier time of the positions being refilled following the 2025-2028 triennial election, or 31 December 2025.

Attachments

Nil

2024 LTP OUTCOMES AND PRIORITIES

Kōrero taunaki | Summary of considerations

Purpose

1. This report to Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee recommends the Vision, Outcomes, and Priorities to drive the planning and decision making for development of the LTP.

Strategic alignment with community wellbeing outcomes and priority areas

Aligns with the following strategies and priority areas:

- Sustainable, natural eco city
- People friendly, compact, safe and accessible capital city
- Innovative, inclusive and creative city
- Dynamic and sustainable economy
- Functioning, resilient and reliable three waters infrastructure
- Affordable, resilient and safe place to live
- Safe, resilient and reliable core transport infrastructure network
- Fit-for-purpose community, creative and cultural spaces
- Accelerating zero-carbon and waste-free transition
- Strong partnerships with mana whenua

Strategic alignment with priority objective areas from Long-term Plan 2021–2031

Relevant Previous decisions

At 23 March committee meeting, the committee agreed to undertake public engagement on their views regarding priorities for the next LTP. Draft vision, outcomes, approaches and priorities were also agreed. Inclusion of an *Our Commitment* statement was also agreed.

Significance

The decision is **rated high significance** in accordance with schedule 1 of the Council's Significance and Engagement Policy.

Financial considerations

- Nil Budgetary provision in Annual Plan / Long-term Plan Unbudgeted \$X

2. The outcomes and priorities will guide the budget decisions for the next LTP.

Risk

- Low Medium High Extreme

Author	Kerryn Merriman, Team Lead, Strategy
Authoriser	Stephen McArthur, Chief Strategy & Governance Officer

Taunakitanga | Officers' Recommendations

Officers recommend the following motion

That the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee:

- 1) Receive the information.
- 2) Adopt in principle the strategic direction for the 2024 LTP, as per Attachment Two including:
 - a. Vision and Commitment
 - b. Five Community Outcomes
 - c. Five Strategic Approaches
 - d. Eight Strategic Priorities
 - e. How we will focus and apply the approaches for each outcome area

Takenga mai | Background

3. Adopting the strategic direction for the 2024 LTP sets the course for the next 10 years and directs council activity planning. This strategic direction is prescribed in section 93 of the Local Government Act 2002:
 - The purpose of a long-term plan is to—
 - (a) describe the activities of the local authority; and
 - (b) describe the community outcomes of the local authority's district or region; and
 - (c) provide integrated decision-making and co-ordination of the resources of the local authority; and
 - (d) provide a long-term focus for the decisions and activities of the local authority; and
 - (e) provide a basis for accountability of the local authority to the community.
4. Setting out the community outcomes and priorities for the LTP enables the Council to meet (b) and (d) above. It provides a high level direction and enables a focus of effort and decision making in the next stages of the LTP development where the Levels of Service and Budgets are identified.
5. The LTP committee members attended 2 workshops in February and March this year to identify their views on the community outcomes and priorities for the 2024 LTP. The draft vision, outcomes, approaches and priorities were endorsed for public engagement at the 23 March Kōrau Tōtōpū | Long-Term Plan, Finance, and Performance Committee meeting. At this meeting the committee voted on and adopted a Commitment Statement to honour the Tākai Here partnership agreement.

Kōrerorero | Discussion

Process

- The process to arrive at the recommended outcomes included workshops with committee, community engagement, and a review of our performance data, strategies and global trends. It is important that an evidence based approach is taken to ensure the right focus is identified. Data has been drawn from our many research and monitoring reports, such as the Residents' Monitoring Survey, Quality of Life Survey, and the Annual Report. Time has been taken to understand all of this information with all the complexity it entails to recommend the vision, outcomes, approaches and priorities that are strategic and realistic for the city.

Process



- The information collected and analysed is summarised in **Attachment One**.

Strategic Direction for the LTP

- The components that make up the strategic direction for the LTP to be adopted are provided in **Attachment Two**, and include:
 - Vision & Commitment
 - Five Community Outcomes
 - Eight Strategic Priorities
 - Five Strategic Approaches
 - How we will focus and apply the approaches for each outcome area
- The vision statement has been revised to provide a clear, concise and inspiring direction for the Council and the community.
- The community outcome statements as endorsed in March have been adjusted to better reflect the our existing strategies and the community feedback.
- The strategic priorities have been guided by Councillor debate, community engagement, our performance data, and the existing council strategies. They address the city's biggest issues and contribute to multiple outcome areas, and target where we have many levers. They are framed in active language. Changes post community engagement include:

- Additional priority about waste - *Transform our waste system to enable a circular economy*. This is a critical issue for the city, as we are behind in reducing waste to landfill, improving reuse, regeneration and recycling, and processing organic waste.
 - Refining *Inner City regeneration*, and *business engagement* to *Revitalise the city centre to support a thriving and resilient economy*. This priority encompasses the need to address city safety, cleanliness, and vibrancy including the need to rebuild or strengthen earthquake prone buildings, as well as working closely with businesses to create the environment for a thriving economy and manage the transitioning city to minimise disruption.
 - Refining *Better public transport and zero carbon transport* to *Transform our transport system to move more people with fewer vehicles*.
 - Modifying *Biodiversity and water sensitive design* to *Improve the health and resilience of our water infrastructure and waterways*. The community very much value our efforts on biodiversity, but it is not an urgent action, it is something they want to see us continue doing, whereas the fixing the water pipes is seen as a significant issue, as is the health of the city's waterways.
 - Refining *Resilience to climate change* to *Collaborate with our communities to mitigate and adapt to climate change*. The community engagement told us that people are worried about the impacts of serious weather events. We will need to work with the community so they understand the risks in the city and together we can identify the best solutions. But we also must continue to take action to mitigate the severity of climate change.
 - Refining *Maintaining facilities and community hubs* to *Evolve towards a more sustainable and cohesive community facilities network*. This is inline with the draft community facilities plan.
 - *Increase visibility of cultural heritage* is changed to *Celebrate and make visible te ao Māori*. This is in line with the Tūpiki Ora Strategy. However, the wider multi-cultural heritage is still important as is a focus for the cultural wellbeing outcome area.
12. The strategic approaches have been modified to reflect the community feedback, and an additional approach has been added – embedding climate action. This reflects that climate action is an economic, social, and environmental issue, not confined to a single area of work.
13. We have provided an outcome focus for each community outcome to encompass more detailed Councillor and community feedback and to ensure there is clear direction for the Council's activities. This will help better prioritise the work of Council. We have also indicated strategic alignment to the UN Sustainable Development Goals (SDG's). The SDGs provide a comprehensive framework for promoting sustainable development. By aligning locally we can demonstrate how we are contributing to global targets on a local scale.

Kōwhiringa | Options

14. Option 1: Adopt as recommended
15. Option 2: Adopt with amendments
16. Option 3: Don't adopt. This option is not recommended as adopting is a statutory requirement for the LTP.

Whai whakaaro ki ngā whakataunga | Considerations for decision-making

Alignment with Council's strategies and policies

17. The council's strategies have been reviewed to help inform the strategic priorities and strategic approaches. The strategies are in alignment with each other and align well with global trends. We have aligned the language used in the outcomes, approaches and priorities with the language in the council's strategies. In **Attachment One** we have referenced the relevant strategies by outcome.

Engagement and Consultation

18. The LTP is a high significance activity. The engagement and consultation programme is extensive, as previously outlined.
19. Since the March committee meeting, six general public workshops and seven targeted sessions have been held across the city, reaching approximately 350 people. An online survey was also promoted, receiving 2722 responses. 150 postcards with the question "What will make Wellington a great place to live, work, study and play?" were also returned.
20. Overall themes from the engagement are:
 - Increasing and enhancing **green spaces and parks**.
 - **Biodiversity** is of vital importance.
 - The community is passionate about transforming Wellington's **transport system** to be more sustainable, efficient, and environmentally friendly.
 - **Public transport** is important and comments relating to infrastructure include ensuring accessibility, expansion of light rail / rapid transit, prioritising the surrounding pedestrian areas, and recognition that prioritising public transport supports affordable housing development.
 - People are supportive of **cycling infrastructure** because it is safer and separated from cars, but there was strong opposition to cycle ways when it impacts loss of parking, many expressing that not many people will cycle.
 - **Significant concern for affordable housing**, with suggestions including support for social housing, community housing, rent-to-own schemes, rent price caps, and simplifying consenting.
 - **Supporting small businesses** both in the city centre and suburban town centres.
 - People want to see street-level activities in suburban areas and the inner city, **promotion of family activities**, live music events, and great night life.
 - Desire for implementation and maintenance of **children's playgrounds**, areas for youth such as skate parks and basketball hoops, pump tracks, public

exercise parks, weather-resilient public spaces, private spaces for parents in public places, and community fitness classes for elderly.

- People want more support for community groups and diversity which includes **facilitating community connections** and removing barriers to socialising, encouraging community-driven action in public places.
- **Accessibility and inclusivity** for all ethnicities, sexuality, age, and disability.
- While acknowledging the **significance of Māori culture**, there is a desire to ensure that all cultures are accepted, and that **diversity is celebrated**.
- **Promotion of arts and cultural events** and activities is important, so people know what's available, and the creative community have regular work.

21. The full engagement report is provided in **Attachment Three**.
22. The next phase of engagement for the LTP is a citizen's assembly which will inform the levels of service and budgeting stage.

Implications for Māori

23. The *strategic approach* integrating te ao Māori has been added. The intention is that te ao Māori will be strategically driven through everything the council does.

Financial implications

24. The setting of strategic direction guides the decision making for the LTP. The Financial Strategy will set the funding principles and boundaries. The budgeting process will determine what is funded over the 10 year timeframe.

Legal considerations

25. NA

Risks and mitigations

26. NA

Disability and accessibility impact

27. The strategic approach *making our city accessible and inclusive for all* has been added. The intention is that accessibility and inclusion will be strategically driven through everything the council does.

Climate Change impact and considerations

28. The strategic approach *embedding climate action* has been added. The intention is that climate action will be strategically driven through everything the council does.




Communications Plan

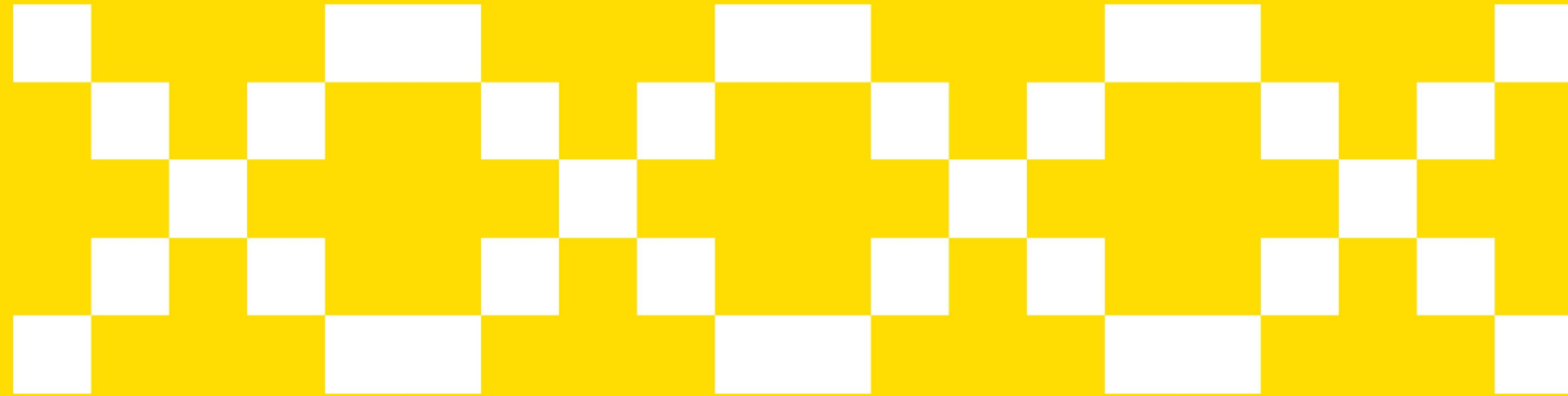
29. Once the Committee adopts the strategic direction, various channels will be used to communicate it to key stakeholders and the community.

Ngā mahinga e whai ake nei | Next actions

30. The strategic direction will guide the decision making for the next phases of the LTP.
31. Separate advice will be provided on the citizen's assembly.
32. Levels of service options will be presented to the Committee in October.
33. The Strategic Direction will be developed into a stand-alone strategic statement, and provided in summary form at the front end of the LTP.

Attachments

- | | | |
|---------------|---|---------|
| Attachment 1. | What we learnt and how we reached recommendations for LTP Outcomes and Priorities ↓  | Page 22 |
| Attachment 2. | Strategic Direction (Outcomes and Priorities) ↓  | Page 40 |
| Attachment 3. | Outcomes and Priorities Community Engagement Report ↓  | Page 51 |



Attachment One: What we learnt & how we reached recommendations

**Our 10-Year Plan
2024-2034**

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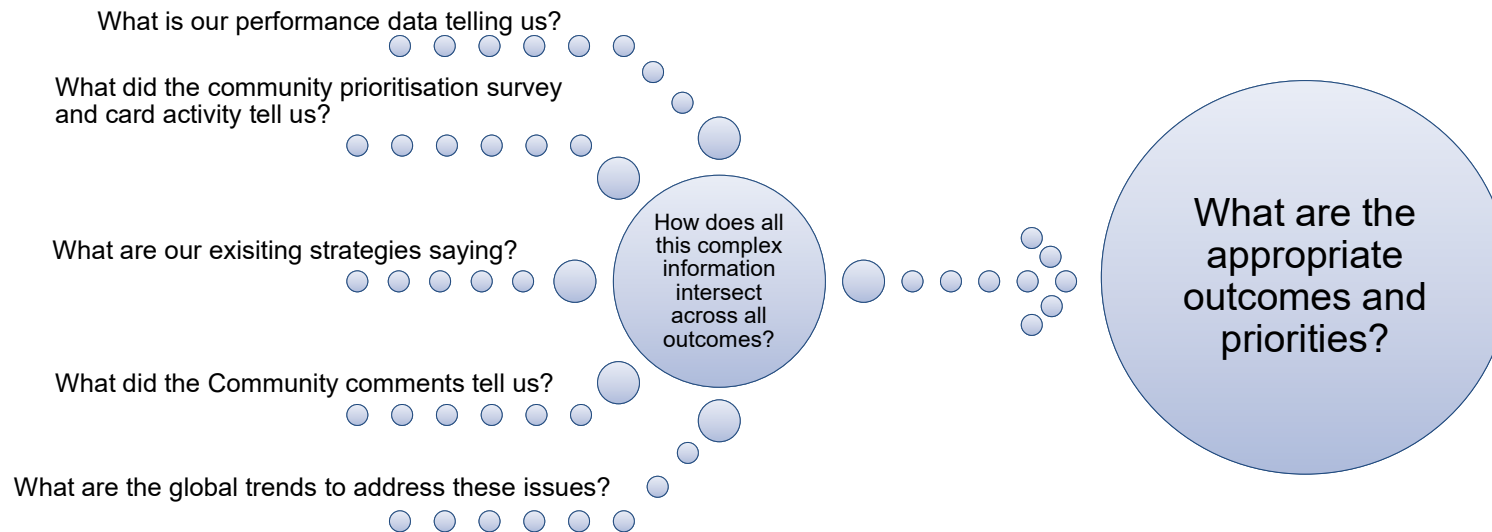
How we got to the recommendations

This has been an extensive process, gathering insights from:

- The community through the online survey and community engagement events
- Research and Monitoring data
- A look at Global Trends
- Reviewing our existing strategies
- Considering the complexity and inter-relationships of the city issues and the services we provide



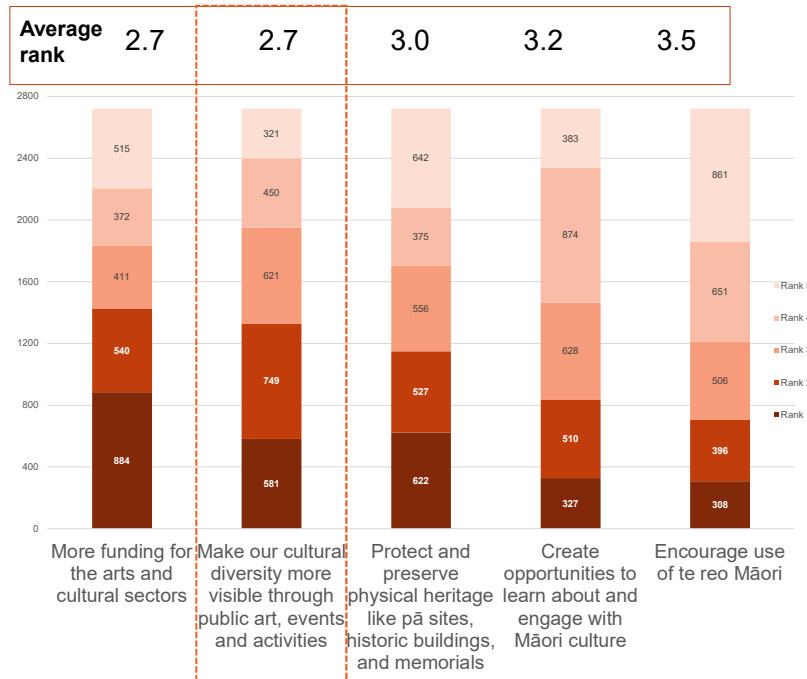
Process for each outcome area (the five identified prior to community engagement)



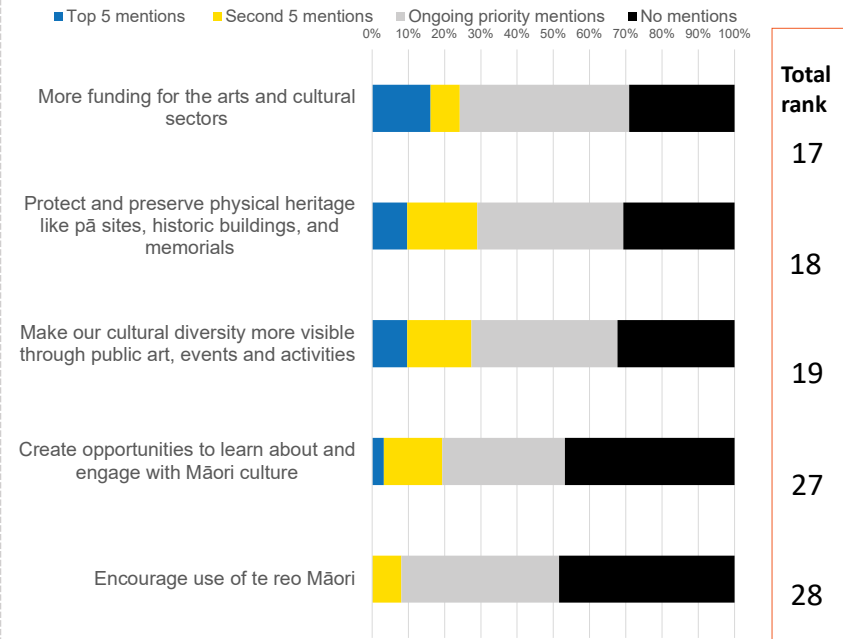
Culture

Priorities were almost aligned between the Rima and in person engagement results, with more funding for arts and cultural sectors the overall top choice. The Councillor-chosen priority came through as a strong second.

Online survey engagement results



In person engagement results: card-sorting activity



Culture – Strategic Alignment

Tūpiki Ora Strategy

- Te reo Māori and te ao Māori are normalised in our city through greater access, increased resources and more opportunities to celebrate our language and culture.
- Wellington is recognised locally and globally as a culturally rich and creative city of Mana Whenua and Māori identities and histories.
- The social, cultural, environmental and economic wellbeing of Māori communities is prioritised, supported and invested in.

Aho Tini – Arts, culture and creativity strategy

- We honour te Tiriti o Waitangi and the Council's partnership with mana whenua in the outcomes we deliver
- Our communities are connected by diverse arts and cultural expression
- The entire city is alive with the possibility of art around every corner
- Wellington is an incredible place to create, live, learn and work (ensuring there are affordable, appropriate and accessible places and spaces for arts and culture)

Early thinking from Cultural Heritage Plan

- Acknowledge Māori history and cultural narratives for cultural redress.
- Embrace cultural heritage, social justice and equity.
- Contribute to vibrant placemaking.
- Share the stories of Nationhood.

Economic Wellbeing Strategy

- Sustainable business & career pathways – we aim to enable Wellingtonians to work within their passions and strengths
- Transitioning to a circular economy – we aim to be regenerative by design
- Centre of creativity and Digital innovation - we aim to be Aotearoa's centre for creativity and innovation
- Celebrate our Capital City Status – We aim to raise the profile of our capital city
- A dynamic city heart and thriving suburban centres – we aim to be a compact city with a dynamic CBD and thriving suburban centres that are economically productive



Culture – What we've learnt

Our performance

Wellington has a rich and diverse arts scene - we are still top ranked against other cities, but Wellingtonians perceptions as the arts capital are declining.

Participation in arts is high, but data shows low participation for low income earners and disabled people.

Māori culture in the city is recognised and visible - an improving trend. We're working with mana whenua and Maori artists to increase storytelling.

Ability to express identity in public is significantly higher than other NZ cities, but discrimination and expression of cultural identity is experienced.

Perceptions of urban development and heritage are positive but tracking downwards.

Wellington is a great place to live but sense of pride is declining.

Wellington's arts, cultural and creative sector is struggling to earn a living. We are training people, but not managing to retain them in the city.

We're working with Rainbow and Disabled communities to make their stories and histories visible, creating safe spaces and resulting in improved mental health outcomes.

Global trends

- Recognition of the connection between heritage and wellbeing – celebrating specific cultures and groups, and putting cultural values at the heart of the development agenda – and recognising the tourism value.
- Integrating indigenous culture into urban form.
- Integrating artists, cultural and creative practices into everyday life, such as infrastructure projects, cultural gardens, and commissioning local artworks.
- Adaptive Reuse – preserving building character while giving new function and life to spaces. Cultural heritage and arts celebrating and shaping our past present and future.
- Public Awareness and Education to help community appreciate their historic sites and foster a sense of pride.
- Heritage Documentation and Research to build better understanding of historical, cultural and architectural significance – physical and digital.
- Conscious procurement that supports the eco-system of arts and culture sector.

What people said

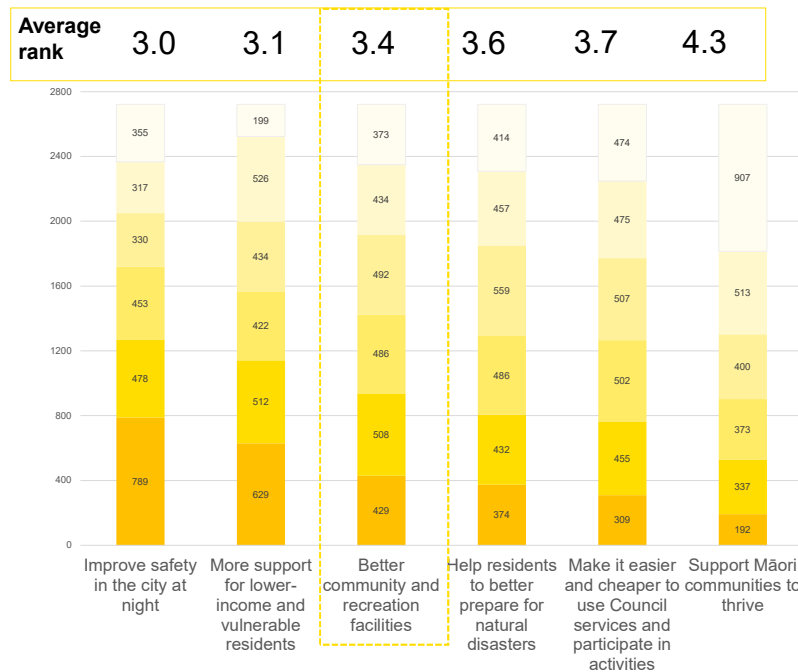
- Increased cultural events and festivals celebrating diversity
- Modern and accessible venues with additional funding for arts, culture and creativity
- Celebrating local history and cultures, including the rainbow community
- Balancing colonial heritage with Māori culture and multicultural diversity
- Promoting acceptance and celebration of all cultures, histories, genders, sexualities, and ethnicities
- Diverse opinions on heritage preservation, including diversity-focused policies and decolonial approaches
- Call for more green spaces and real parks with trees, flowers, play areas, and picnic spots
- Preservation of existing open areas and historic houses
- Integration of blue-green infrastructure and prioritization of biking infrastructure
- Providing amenities to maintain the city's character.



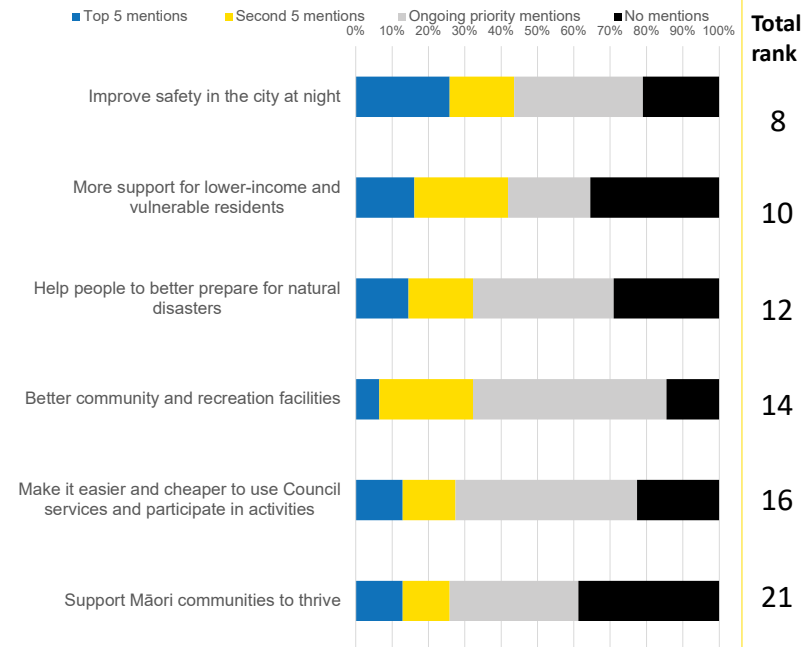
Community

The Councillor-chosen priority was in the middle of the pack in Rima, but lowest in the in person activity. "Improving safety in the city" clearly strongest online and in person. There was not much difference between the other priorities at the in person.

Online survey engagement results



In person engagement results: card sorting activity



Community – Strategic Alignment

Children and Young People

- All children and young people feel safe in the city any time of day
- Spaces, places and programmes support the hauora of children and young people throughout the city
- Children and young people can access food, safe and healthy housing, and wrap-around support when experiencing homelessness
- Wellington welcomes, celebrates and includes the diversity of all children and young people
- Wellington is a place that builds life-long learners

Open Space and Recreation Strategy

- **Integrated** – Well-distributed, multifunctional, and connected spaces, places and programmes that respond to Wellington’s current and future needs.
- **Inclusive** – Inclusive, equitable, and accessible spaces, places and programmes that make everyone feel safe and welcome.
- **Regenerating and Resilient** – The mana and mauri of the environment will be uplifted, supporting the resiliency of our city and our connection with nature.
- **Re-indigenising** – Te ao Māori, Te Tiriti o Waitangi, and mātauranga Māori are reflected in the decision making, management, activities and the visual presence of our places, spaces, and programmes.
- **Diverse** – Diverse recreation experiences across our places, spaces, and programmes equitably support our communities’ physical, social, and restorative wants and needs and enable everyone to be active.

Accessibility Plan

- There is accessible access to services (e.g. public buildings, restaurants, theatres, accommodation, business providers).
- There is accessible access to buildings and movement throughout these buildings.
- There is strong messaging from the Council on the importance of accessibility.

Housing Strategy

- Our housing system supports sustainable, resilient and connected communities
- Wellington has a well-functioning housing system
- Homes in Wellington are of good quality and are resilient
- Homes meet the needs of Wellingtonians (diversity, access, affordability)

Community Facilities Draft Plan

- **Manaakitanga** We are good hosts, and our facilities are accessible and equitable for all. We are respectful, generous and care for others and our community.
- **Whanaungatanga** Our facilities provide places for people to share, develop relationships and build connections, strengthening our sense of belonging and community.
- **Pārekareka** Our facilities enable people to thrive by providing places to have fun, participate, create, perform, learn and play.
- **Pāhekohekotanga** Our facilities work together cohesively to be efficient and deliver a diverse range of activities and opportunities.
- **Tiakitanga** We are committed to our guardian and stewardship role. We nurture and manage our facilities to be environmentally and economically sustainable now and into the future.

Tūpiki Ora Strategy

- Te reo Māori and te ao Māori are normalised in our city through greater access, increased resources and more opportunities to celebrate our language and culture.
- Wellington is recognised locally and globally as a culturally rich and creative city of Mana Whenua and Māori identities and histories.
- The social, cultural, environmental and economic wellbeing of Māori communities is prioritised, supported and invested in.



Community – What we’ve learnt

Our performance

Disabilities are not always visible but making our infrastructure and services inclusive and accessible are important for community wellbeing and participation.

Feelings of stress, loneliness, and mental ill-health are increasing.

Perceptions of personal safety has been trending downwards. The most common reasons for feeling unsafe are threatening people or people behaving dangerously, alcohol and drug problems, and poorly lit or dark places. We’ve been working in partnership with local business, social support agencies and central government to understand and address the factors that make people feel unsafe.

Physical activity is low, but user satisfaction with recreation facilities is high.

Inequality in housing and income for Māori and Pacific people. More Māori / Pacific people on the housing wait list, but not necessarily getting housed, non-Māori/Pacific people appear to be able to navigate the system better. Homeless are disproportionately Māori.

Personal emergency preparedness and earthquake safety is low.

There is a low level of trust with council decision making.

Global trends

Designing urban spaces to reduce inequalities; accessibility, gender, age.

Combating loneliness through developing “third spaces”.

Participatory arts and culture to manage mental health.

Making walking and cycling safe and pleasant

Active community programmes

Recreation opportunities through urban design

Participatory decision-making

What people said

- Ensure accessibility for emergency services and disabled individuals, support vulnerable communities, and engage with diverse community groups.
- Increase activities for families, children, youth, and the elderly, and improve library services and town centre amenities. Includes simple solutions such as family BBQ and picnic areas in local areas.
- Enhance safety in the central city, support the homeless, and invest in affordable sports and recreation options.
- Collaborate with the central government for housing affordability and climate adaptation measures.
- Prepare households for disasters and promote eco-friendly infrastructure.
- Fund and empower community initiatives and prioritise community needs and aspirations.



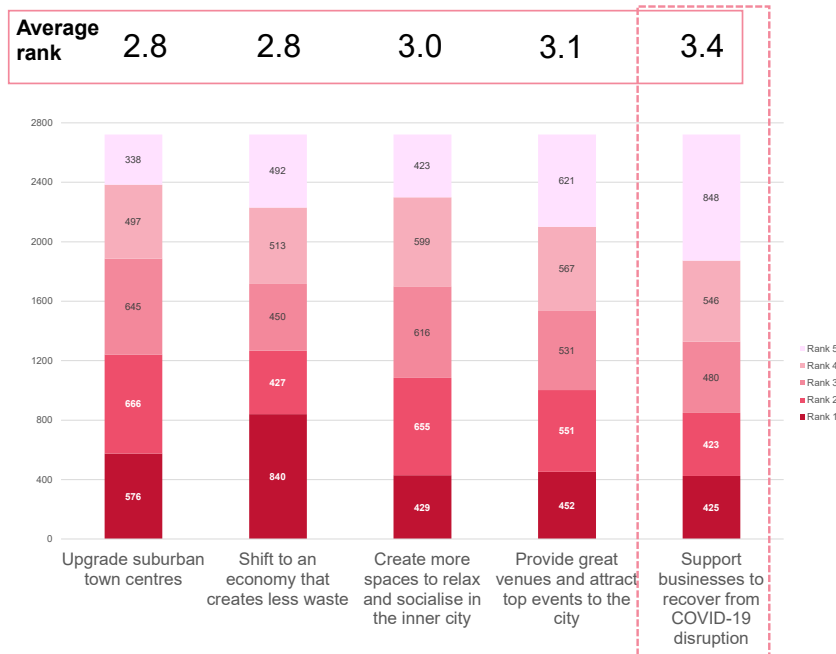
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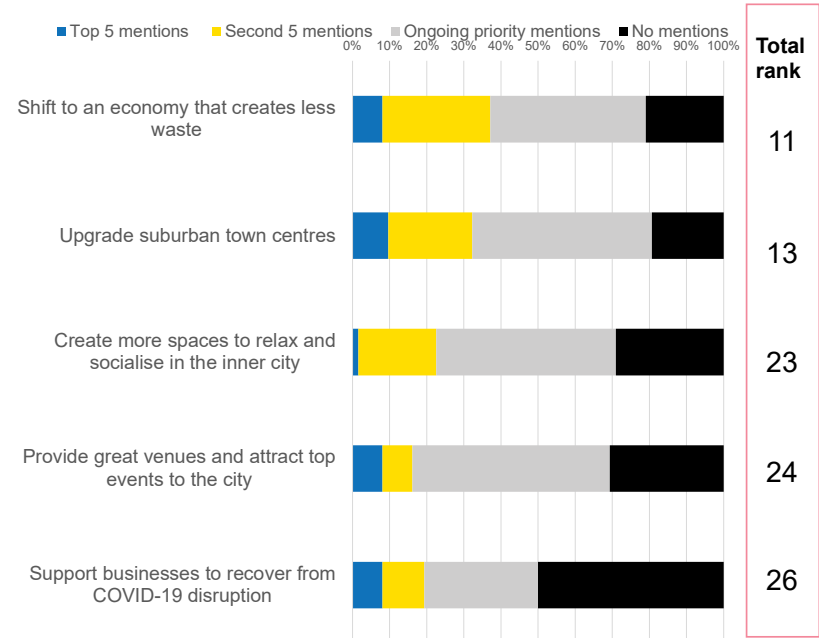
Economy

There was mixed alignment between Rima and in person – but upgrading town centres was strong in both and so was shifting to a low waste economy, but supporting businesses to recover from COVID-19 (Councillor-chosen priority) was bottom in Rima and at in person engagement.

Online Survey engagement results



In person engagement results
Card sorting activity



Economy – Strategic Alignment

Economic Wellbeing Strategy

- Sustainable business & career pathways – we aim to enable Wellingtonians to work within their passions and strengths
- Transitioning to a circular economy – we aim to be regenerative by design
- A business-friendly city – we aim to be Aotearoa’s city partner of choice for businesses, investors and developers
- Centre of creativity and Digital innovation - we aim to be Aotearoa’s centre for creativity and innovation
- Celebrate our Capital City Status – We aim to raise the profile of our capital city
- A dynamic city heart and thriving suburban centres – we aim to be a compact city with a dynamic CBD and thriving suburban centres that are economically productive

Aho Tini – Arts, culture and creativity strategy

- Our communities are connected by diverse arts and cultural expression
- Our city is alive with the possibility of art around every corner
- We honour te Tiriti o Waitangi and the Council’s partnership with mana whenua in the outcomes we deliver
- Successful arts and creative sector, and careers. Wellington is an incredible place to create, live, learn and work

Tūpiki Ora Strategy

- The social, cultural, environmental and economic wellbeing of Māori communities is prioritised, supported and invested in.
- Support existing Māori economic development and Māori tourism strategies to enable greater success for mana whenua, Māori and businesses.



Economy – What we've learnt

Our performance

Central city ease of access and use is declining, while attractiveness of the city is declining, attractiveness of suburbs is increasing.

Recycling as a proportion of waste has remained stable over the past 6 years

CBD employment continues to grow, Retail spend in the Central city has returned to pre-covid levels, while suburban centre spend is stable slightly above 2019 spends

Tourism is returning, and skills shortages are easing, but there are still big pressures in the health sector

The region provides housing solutions for the city's employees, while working from home lowers the cost of the commute (by 40%)

Cost of living pressures, inflation and supply chain issues; people and business are feeling the pinch, and there are lower tertiary student numbers.

In the arts and culture space we're working with mana whenua to build trust and incorporate te ao Maori in the arts and culture eco-system.

Global trends

Sustainable transport, multi-modal connectivity, and micro-mobility are providing for more convenient short distance access to cities.

Car-free zones, expanding footpaths and pedestrianisation are enhancing overall experience for residents and visitors.

Accessibility and inclusive design to ensure transport infrastructure and services accommodate everyone.

Arts and culture as an important part of economic development

City-led convening and partnerships

Local government and businesses changing their systems and practices to transition to a circular economy

What people said

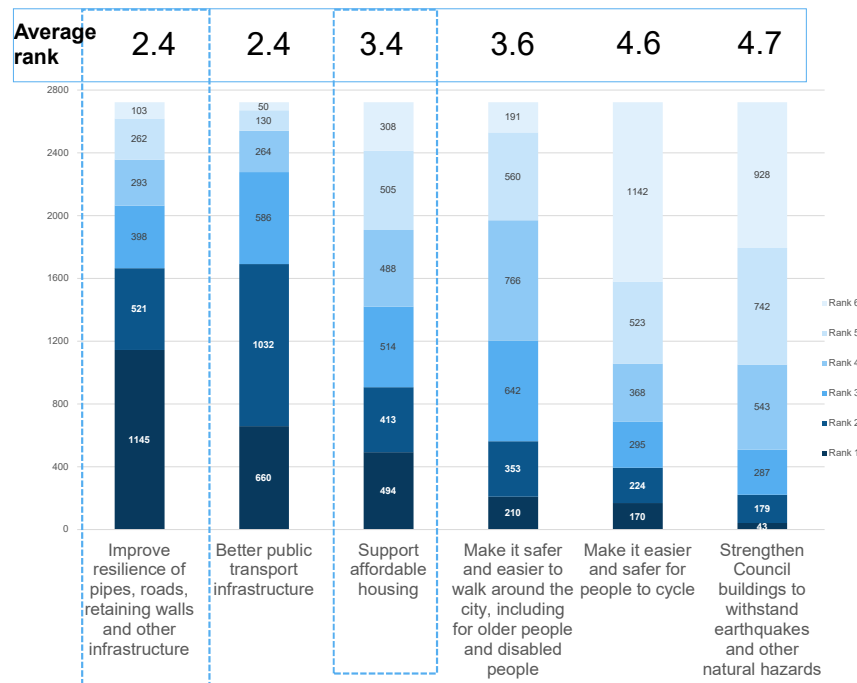
- Focus on walkable catchments, better public transport, and enhanced suburban amenities.
- Support for cycling and walking infrastructure, but address concerns about its impact on businesses.
- Implement mixed zoning for travel ease and lower commercial rent costs.
- Enhancing the city centre: Address homelessness, begging, and loitering; create community spaces for young people and events; focus on cleaning, safety, and engaging the creative community. Remove abandoned buildings, foster socialising, engagement, and recreation for young people and artists.
- Encourage grassroots arts, arts education, and recognise its economic contribution.
- Support local small businesses: Provide affordable spaces, support women, Māori, and LGBTQ+ entrepreneurs, and reduce red-tape and compliance costs.
- Focus on higher value and export-oriented sectors such as tech, innovation, screen, science, and manufacturing.
- Organise regular events for locals and tourists; provide activities for youth and families.
- Encourage waste minimisation, carbon reduction, and prioritise wellbeing and the environment in business practices; support sustainable businesses.



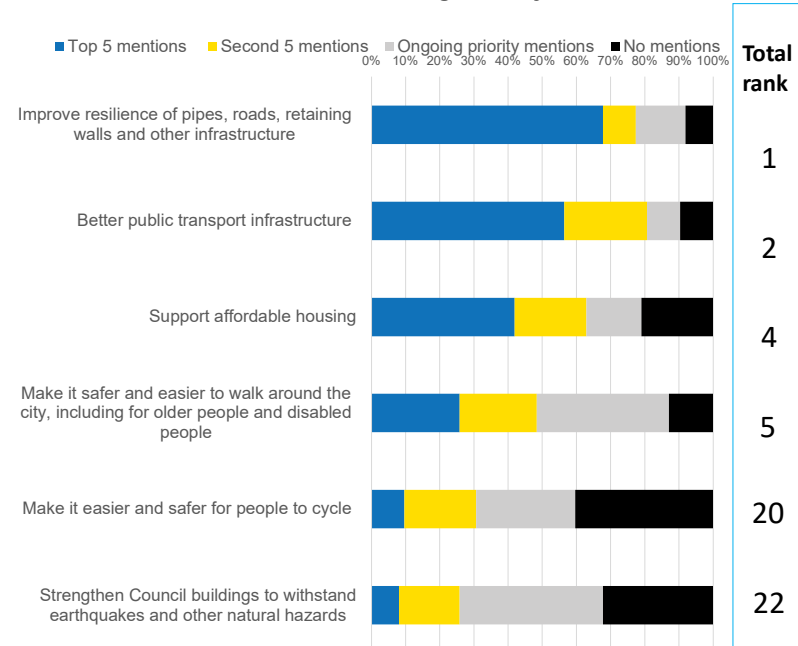
Urban Form

Strong alignment between Rima and in person, improving infrastructure the strongest priority with almost double 1st ranked compared to the next best in Rima. This grouping also generally was viewed more important than others in the card game with much higher incidence of 'top 5' priorities compared with other groupings.

Online Survey engagement results



In person engagement results
Card sorting activity



Urban Form – Strategic Alignment

Spatial Plan

- **Compact** We build on the city's layout and structures, and make sure we have quality development in the right places.
- **Resilient** Our city's natural and built environments are healthy and robust, encourage physical activity and interaction.
- **Vibrant and prosperous** We welcome social and cultural diversity. Invest strategically to maintain a thriving economy.
- **Inclusive and connected** We're connected by a world-class transport system, and have attractive and accessible public spaces that support our diverse community and cultural values.
- **In partnership with mana whenua** We recognise mana whenua's important role and actively partner with them.

Housing Strategy

- We will play an active leadership role to enable housing solutions.
- We will continue to build on existing partnerships with central government and communities.
- We will make well-informed decisions that are strategic and coordinated.
- Our current housing system is not equitable – we support a housing sector that looks after our vulnerable communities.
- Housing is a regional market – opportunities and challenges exist across the Wellington region.
- Housing has a broader context and is key to supporting a resilient and sustainable city.

Parking Policy

- Support shift in type of transport used.
- Support safe movement.
- Support business wellbeing.
- Support city place-making, amenity and safety.
- Support access for all.
- Support move to becoming an eco-city Deliver service excellence and a safe working environment.

Te Atakura First to Zero

- Shaping our plan for a growing city (Grow up, and provide abundant transport choices)
- Getting us moving in all the right ways (Developing public and active transport infrastructure)
- Becoming a leader in high performing buildings (lower infrastructure costs, lower carbon impacts)
- Giving shared mobility options a lift
- Going for a zero emissions transport fleet (the car will still have a role, particularly for multiple stop and some longer trips)



Urban Form – Summary

Our performance

Improved life safety standards affect the seismic ratings of Council-owned and privately-owned buildings across the city. Remediation of our assets means we have no debt 'head-room' and Courtenay place is under pressure from dereliction.

Satisfaction with street lighting and cleaning is moderate but steady

Water pipes are leaking, and reform is looming

Housing is increasingly unaffordable

Ease of getting around the city is declining, with the exception of cycling – cycling rates increasing steadily

Transport accounts for 48% of Wellingtons Carbon emissions, while traffic is a substantial problem.

Global trends

Rebuilding for resilience after natural disasters – flooding, drainage, and seismic strengthening.

Lighting systems that respond to weather conditions, traffic patterns, time of day, and pedestrians.

Green cleaning and data driven response

Adopting green infrastructure solutions, such as permeable pavements, street trees and rain gardens, and bioswales, to manage stormwater more sustainably.

Developing robust emergency response plans, improving flood protection measures, and integrating climate projections into infrastructure planning.

Increasing affordable housing development

What people said

- Some prefer demolishing and replacing old earthquake-damaged buildings to save costs and expedite the process, while others emphasize the need for earthquake resilient infrastructure. Addressing closed shops also raised.
- Addressing homelessness and improving city safety and lighting is a priority, as well as enhancing the overall appearance and cleanliness of the city.
- Managing flood-prone areas and climate resilience.
- Fixing aging and faulty pipes, reducing water wastage, and to protect the natural environment.
- Affordable housing is a significant concern, with suggestions for support through social and community housing, densification, and other schemes.
- Ensuring urban form considers multiple priorities, including physical heritage, accessibility for all ages and abilities, integration of green public spaces.
- Support and opposition to cycling infrastructure exist, with concerns about parking loss and the need to ensure viable public transport options, including better frequency, reliability, accessibility, and integration with cycling and walking infrastructure.



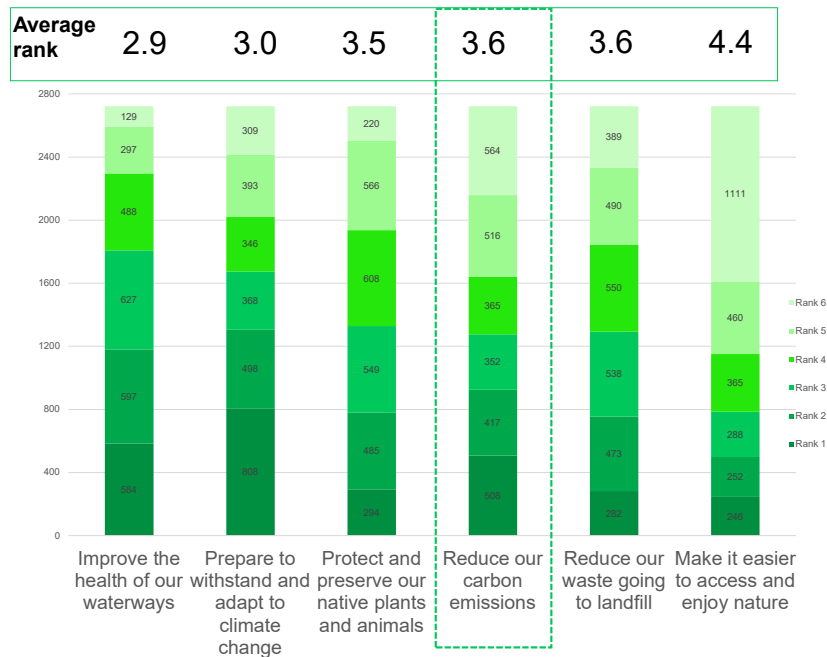
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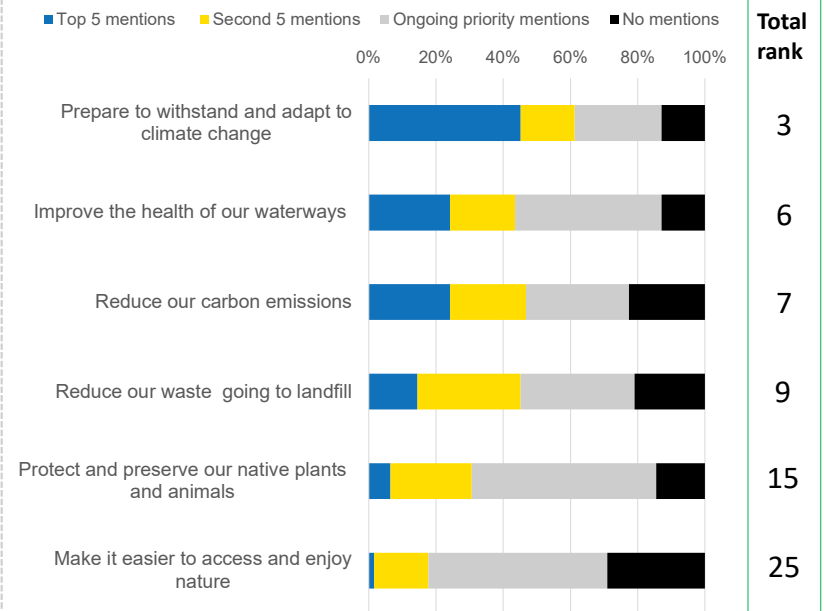
Natural Environment

Improving health of waterways and climate change adaptation performed similarly in Rima, these were also the top performers at the in person engagement – along with the Councillor chosen priority of reducing our carbon emissions. This grouping of priorities generally performed stronger than others (except urban form) in the card game with higher proportions of 'top 5' mentions.

Online Survey engagement results



In person engagement results
Card sorting activity



Natural Environment – Strategic Alignment

Te Atakura First to Zero

- Shaping our plan for a growing city (Grow up, and provide abundant transport choices)
- Getting us moving in all the right ways (Developing public and active transport infrastructure)
- Becoming a leader in high performing buildings (lower infrastructure costs, lower carbon impacts)
- Giving shared mobility options a lift
- Going for a zero emissions transport fleet (the car will still have a role, particularly for multiple stop and some longer trips)

Zero Waste Strategy

- Wellington moves towards a circular economy.
- The community is equipped to reduce waste.
- Resources are reused, recycled and composted/processed repurposed and regenerated in Wellington.
- Landfill capacity is treated as a finite resource.

Open Space and Recreation Strategy

- Integrated – Well-distributed, multifunctional, and connected spaces, places and programmes that respond to Wellington's current and future needs.
- Inclusive – Inclusive, equitable, and accessible spaces, places and programmes that make everyone feel safe and welcome.
- Regenerating and Resilient – The mana and mauri of the environment will be uplifted, supporting the resiliency of our city and our connection with nature.
- Re-indigenising – Te ao Māori, Te Tiriti o Waitangi, and mātauranga Māori are reflected in the decision making, management, activities and the visual presence of our places, spaces, and programmes.
- Diverse – Diverse recreation experiences across our places, spaces, and programmes equitably support our communities' physical, social, and restorative wants and needs and enable everyone to be active.

Our Natural Capital (Wellington's Indigenous Biodiversity)

- To achieve our biodiversity goals, we will aim to protect the ecologically significant areas on both private and public land.
- We will restore these areas, create safe buffer zones around them and connect them together.
- We will reduce pest numbers throughout Wellington City to a point where our native species can survive and expand.
- Throughout the urban environment, we will focus on raising awareness of the issues facing indigenous biodiversity and connecting people to their natural environment. We will enable our community to continue restoration work across all of our reserves and we will support them in these efforts.

Spatial Plan

- **Vibrant and prosperous** (Developments support goals to be sustainable and carbon neutral, improve water quality, protect natural and physical features, enable people to get to green networks easily)
- **Inclusive and connected** (Urban development supports social and physical resilience. We design, maintain, and improve infrastructure, facilities, and services to withstand the challenges of natural hazards and climate change)
- **Greener** (facilitating choice in where we live, how we move around, and access public spaces, to reduce carbon emissions, improve health, and celebrate people's identities)

Tūpiki Ora Strategy

- Te reo Māori and te ao Māori are normalised in our city through greater access, increased resources and more opportunities to celebrate our language and culture.
- Wellington is recognised locally and globally as a culturally rich and creative city of Mana Whenua and Māori identities and histories.
- The social, cultural, environmental and economic wellbeing of Māori communities is prioritised, supported and invested in.



Natural Environment – Summary

Our performance

Waste and recycling habits are decreasing, and more contaminated recycling is being sent to the landfill.

Concern about climate change is high, with many actively reducing their own carbon emissions and waste.

Usage of green spaces is high, but Satisfaction with green spaces is decreasing.

Ease of access to green spaces is high, with the exception of those with a permanent or temporary disability.

Global trends

Moving towards holistic waste management approaches

Greening the city for better environmental outcomes – green public places, biodiversity and conservation, water-sensitive design, green buildings, rain gardens, permeable surfaces.

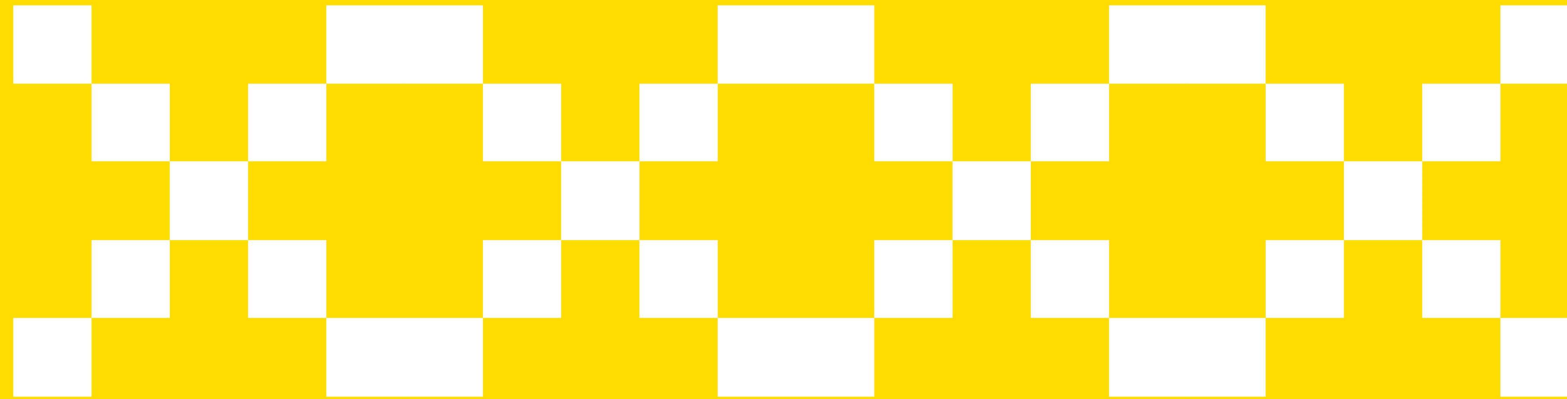
Community Gardens and Urban Farming

Using the Sustainable Development Goals / Doughnut Economics to ensure the city system works for its people and the environment

What people said

- Waste Management: Improve recycling systems, reduce landfill waste, and promote sustainable packaging. Involve the community in cleaning initiatives.
- Take immediate action to reduce carbon emissions, improve air quality, and adapt to climate change impacts.
- Control pests, preserve native trees, and support initiatives for wildlife protection.
- Transform the transport system for pedestrians, cyclists, and public transport users. Reduce reliance on cars and improve public transport services.
- Enhance water quality, protect marine ecosystems, and address infrastructure issues. Collaborate with indigenous communities and promote water conservation.
- Increase and maintain green areas, make nature accessible to all, and preserve cultural heritage.
- Ensure climate and nature solutions consider vulnerable communities and address concerns about increased costs for low-income residents.





Attachment Two: LTP 2024 Strategic Direction (Outcomes and Priorities)

**Our 10-Year Plan
2024-2034**

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Vision

Pōneke, where people and nature thrive

Pōneke, te wāhi e whitawhita ai ōna tāngata me tōna taiao

Our Commitment

We are committed to Te Tiriti o Waitangi and strong partnerships with mana whenua.
Tākai Here and Te Tiriti o Waitangi lay the foundation for everything that the Council does.



Recommended Outcomes

Cultural Wellbeing



A welcoming, diverse and inclusive city

- that celebrates and uplifts te ao Māori, and
- embraces creativity, curiosity, and expression of our multi-cultural communities and identities

Social Wellbeing



A city of healthy and thriving whānau and communities

- with strong social connections,
- that takes an equity approach to caring for its people and
- provides awesome, vibrant and diverse places to meet and play

Economic Wellbeing



An innovative business friendly city

- providing jobs for people
- successfully operating in a dynamic zero-carbon circular economy
- with fit for purpose regulatory processes

Urban Form



A people friendly, compact city

- with affordable housing,
- zero-carbon transport choices,
- resilient infrastructure, and
- proudly visible te ao Māori and multicultural heritage

Environmental Wellbeing



A city restoring the mauri ora of te taiao

- providing easy access to nature and
- furthering our zero-carbon circular economy journey



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Recommended Strategic Priorities



Increase access to affordable housing to improve the wellbeing of our communities



Transform our transport system to move more people with fewer vehicles



Revitalise the city centre to support a thriving and resilient economy



Improve the health and resilience of our water infrastructure and waterways



Transform our waste system to enable a circular economy



Collaborate with our communities to mitigate and adapt to climate change



Celebrate and make visible te ao Māori across our city



Evolve towards a more sustainable and cohesive community facilities network



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Recommended Strategic Approaches




Integrating te ao Māori

- We honour Te Tiriti through strong relationships with mana whenua and Māori. We weave Māori perspectives and thinking into our work at all levels to maximise positive impact for Māori.



Making our city accessible and inclusive for all

- We are removing barriers and making it easier for all people to find information, access our services, and participate in social and economic activities. Accessibility is for everyone – mobility impaired, neurodiverse, elderly, children, blind and low vision, d/Deaf, people who don't speak English, parents with push chairs, and temporary injuries. Communities that experience discrimination are supported.




Embedding climate action

- We actively mitigate and adapt to the effects of climate change, and support Wellingtonians to do the same. Our actions will continue to minimise and where possible have a positive impact through biodiversity planning and prevent further harm to the environment, while acknowledging and preparing for the likely climate changes ahead.



Engaging our community

- We tailor engagement with Wellingtonians to our many cultural contexts and will ensure all parts of the community are heard. We work with communities to understand their aspirations for Wellington and use a range of methods to improve the diversity, quality, and accessibility of our engagements.



Value for money and effective delivery

- We are efficient and effective with our resources to get the best outcomes possible within a constrained funding environment. We will deliver high quality, well managed programmes and projects to maximise value for our residents and the city.



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A welcoming, diverse and inclusive city



- that celebrates and uplifts te ao Māori, and
- embraces creativity, curiosity, and expression of our multi-cultural communities and identities

Arts and cultural activities are a key component of facilitating a sense of identity and belonging, and making a city attractive and vibrant.

We will focus on:

- Bringing the city to life with the possibility of art around every corner, and integrating cultural heritage (past, present and future) into our urban form
- Enabling built heritage to adapt and change to meet the needs of the present and future, such as accessibility, earthquake resilience and climate change
- Supporting the arts, culture and creative sector ecosystem through our activities
- Celebrating our multi-cultural diversity by encouraging and enabling local events and festivals
- Continuing to working with Rainbow and Disabled communities to make their stories and histories visible, and creating safe spaces

We will apply the Strategic Approaches to our mahi.

Integrating te ao Māori

- Making te ao Māori visible and accessible helps to normalise Māori culture and reduce racism and discrimination. In partnership with mana whenua we will identify and enable access, use, learning and exposure to te reo Māori, restore indigenous names within our city, and bring indigenous histories to the forefront. We will support events and celebrations that give expression to a te ao Māori presence.

Making our city accessible and inclusive for all

- Accessibility and inclusion is embedded into how we operate as a city. We think about the information we provide in accessible formats, locations and channels. We listen to and advocate for disabled peoples' needs. We lift the voices of disabled people, rainbow community, and multi-cultural voice in feedback and consultations. We proactively plan for and design inclusive services, facilities, and infrastructure.

Embedding climate action

- We partner with the arts, creative, science and innovation sectors to explore complex issues, develop new solutions and show what's possible. The carbon impact plays a significant role in decisions around what activities are supported and prioritised.

Engaging our community

- Engagements increase the visibility and accessibility of te ao Māori, promote arts, culture, and heritage, and celebrate the city's diverse communities. We identify opportunities to co-create and shape initiatives that foster a sense of belonging and support resilient community, creative, and cultural spaces.

Value for money and effective delivery

- We are making our resources work harder to get the best outcomes possible within a constrained funding environment. We will deliver high quality, well managed programmes and projects to maximise value for our residents and the city. This also means being more strategic with the funding we have available.

Social Wellbeing - Focus

A city of healthy and thriving whānau and communities

- with strong social connections,
- that takes an equity approach to caring for its people and
- provides awesome, vibrant and diverse places to meet and play



People are what makes the city. They not only want to feel safe and connected, they also want to thrive and have fun.

We will focus on:

- Delivering equitable outcomes for people who need more support and āwhina.
- Creating safe and interesting environments that encourage social connections.
- Evolving towards a more sustainable, resilient and cohesive community facilities network, for people to connect, have fun and belong.
- Delivering a flourishing network of parks and recreation opportunities, interwoven into everyday life, that supports Wellingtonians to live well and connect to nature and each other.
- Improving the systems and processes of our public health and safety regulations and enforcement to make it easier to do business.
- Continuing to support emergency preparedness and response.

We will apply the Strategic Approaches to our mahi.

Integrating te ao Māori

- Whānau wellbeing is important to our communities and supported through Council activities. The Council will ensure the voices and perspectives of mana whenua, mātāwaka Māori, rangatahi, takatāpui and whānau hauā/ tangata whai kaha are listened to, valued and embedded in decision-making.

Making our city accessible and inclusive for all

- Universal design is at the heart of our planning, design and delivery of new services, facilities and spaces. We collaborate with the Council's Advisory Groups, disabled and rainbow people to ensure accessibility and inclusiveness. Existing facilities, services and spaces are progressively improved as we review, maintain and upgrade.

Embedding climate action

- Our actions support a just transition approach to climate change solutions. Climate change mitigation and adaptation are front of mind when investing in and maintaining infrastructure, parks, and open spaces. We support community conversations and planning to mitigate the impacts of climate change.

Engaging our community

- Engagement facilitates input from diverse communities on their needs and preferences of social services and community facilities. This information informs the development and maintenance of these spaces to ensure they meet the needs of all residents.

Value for money and effective delivery

- Decisions about community services, facilities, parks and open spaces are made strategically, in context and with sound information and research.

An innovative business friendly city



- Providing jobs for people
- Successfully operating in a dynamic zero-carbon circular economy
- With fit for purpose regulatory processes

Economic activity is a significant contributor to wellbeing. Increasing attractiveness of the city for investors, businesses, residents and tourists will be beneficial for economic and social wellbeing.

We will focus on:

- Building relationships with businesses and fostering collaboration to improve city precincts and foster the night time economy.
- Working with businesses and tertiary education providers, and delivering business capability programmes to support transitioning to a circular economy, job creation, career development and building skills for the future workforce.
- Refocus and redesign regulatory services and interactions to be customer centric.
- Making procurement choices that support local business and employment ecosystems to thrive.
- Upgrading suburban town centres to improve the appeal of shopping and connecting with others locally.

We will apply the Strategic Approaches to our mahi.

Integrating te ao Māori

- Increasing opportunities for Māori businesses, leaders, entrepreneurs, and rangatahi. Supporting Māori-led initiatives that enable greater success for Māori business and employment.

Making our city accessible and inclusive for all

- We actively encourage employers in the city to be socially inclusive and accessible. This includes to hire people with disabilities and adjust workplace environments to meet their needs, paying decent wages and practicing what we preach. We provide website information in accessible formats so that access to information such as building consents, business compliance, and research, reports and knowledge are equally available to all. We encourage safe and inclusive workplace environments.

Embedding climate action

- We will work with businesses and organisations to better enable the transition to a zero carbon circular economy. We choose to work with businesses that are working towards these goals and our procurement policy reflects this.

Engaging our community

- We will ensure businesses have early visibility on upcoming projects, and a voice at the table to ensure the disruption from infrastructure transformation is managed well. We will work with affected businesses to ensure they are supported with a direct relationship and opportunity to contribute.

Value for money and effective delivery

- We will make our resources work harder to get the best outcomes possible within a constrained funding environment. We will deliver high quality, well managed programmes and projects to maximise value for our residents and the city.

Urban Form - Focus

A people friendly, compact city

- with affordable housing,
- zero-carbon transport choices,
- resilient infrastructure, and
- proudly visible te ao Māori and multicultural heritage



The city's urban form is the most tangible and obvious activity the Council delivers. The way we live is evolving, and we must provide for a city that can continue to thrive, now and into the future. Public transport is a key priority for the community.

We will focus on:

- Working with GWRC to urgently deliver bus priority improvements, that support reduced travel times, and increased reliability of the services.
- Improving accessibility, safety, and resilience when maintaining and improving our roads, cycle lanes and footpaths.
- Working closely with the community in delivery of cycle ways to support non-cyclists with alternative transport choices.
- Utilising the skills of mana whenua and local artists and creators to create a sense of place and identity when investing in infrastructure and placemaking.
- Ensuring lighting and cleanliness of the city supports a high quality experience across the city.
- Improving planning and logistics for emergency responses, including slips
- Addressing earthquake resilience of council owned buildings, and finding creative ways to support private building owners to address their earthquake prone buildings

We will apply the Strategic Approaches to our mahi.

Integrating te ao Māori

- Elevating and celebrating te ao Māori in all spaces, normalising te reo Māori, and creating a sense of community pride for all things Māori within our city. This includes increasing the visual presence of te ao Māori, te reo Māori and mana whenua throughout the city. We seek to identify opportunities for co-design and development of buildings, public space and streetscapes and other projects relating to physical environment, green infrastructure, and waterways.

Making our city accessible and inclusive for all

- As we build new infrastructure and maintain and upgrade existing, we are seeking to make it easy to move between home and work, education, health care and social activities. We encourage building owners to make accessibility changes to enable access for all. We seek to identify opportunities for co-design and development of buildings, public space and streetscapes and other projects relating to physical environment.

Embedding climate action

- Climate change is at the heart of all decisions around infrastructure, where investment is made and how we build and maintain our buildings, streetscapes and parks. The carbon impacts of projects and potential risks from sea-level rise are assessed at the beginning of projects and inform decision making.

Engaging our community

- We conduct targeted engagement efforts that are area or neighbourhood specific to ensure that resident are aware of and understand projects occurring in their communities. We create opportunities for residents to have their say in the development of projects, and tailor our engagement approach to each area and its unique needs.

Value for money and effective delivery

- We will deliver high quality, well designed, futureproof urban infrastructure and buildings designed to last. Projects will be prioritized based on need and strategic alignment.

A city restoring the mauri ora of te taiao

- providing easy access to nature and
- furthering our zero-carbon circular economy journey



While we have made significant improvement in water network, there are still many visible issues across the city. Our community want to see practical actions now that contribute to adapting to and mitigating climate change.

We will focus on:

- Continuing to regenerate, protect and preserve our native plants and animals, and weave biodiversity through our urban landscape.
- Maintaining green spaces, and when investing in infrastructure, parks, and open spaces:
 - Reflecting Te ao Māori, Te Tiriti o Waitangi, and mātauranga Māori
 - Improving access to nature for all ages and abilities
 - Responding to the needs of the community
- Improving the resilience of our roads and other infrastructure to reduce the risk of slips caused by heavy rainfall and climate change, including support the community to do the same.
- Establishing infrastructure and systems to increase resource circularity.

We will apply the Strategic Approaches to our mahi.

Integrating te ao Māori

- Recognising mātauranga Māori and being kaitiaki of the environment, the Council, mana whenua, Māori and community groups will work together to support existing environmental initiatives and ensure there is a considered approach to addressing major environmental challenges for the next 10 years and beyond. We seek opportunities for co-design with our partners on all initiatives that include our environment.

Making our city accessible and inclusive for all

- We provide spaces in nature that are accessible by wheelchair, and pushchair, as well as places to rest. We increase accessible parking spaces, and footpaths that are as smooth and flat as possible. We provide information that is accessible and easy to find and use so that this community know where locations are meet their individual needs.

Embedding climate action

- Climate change mitigation and adaption is embedded in all decisions and actions for our natural environment. We work across the region and with communities to protect and enrich our natural environment - our streams, bush and birds for the wellbeing of our people, our resilience to impacts of climate change and for the health of te taiao.

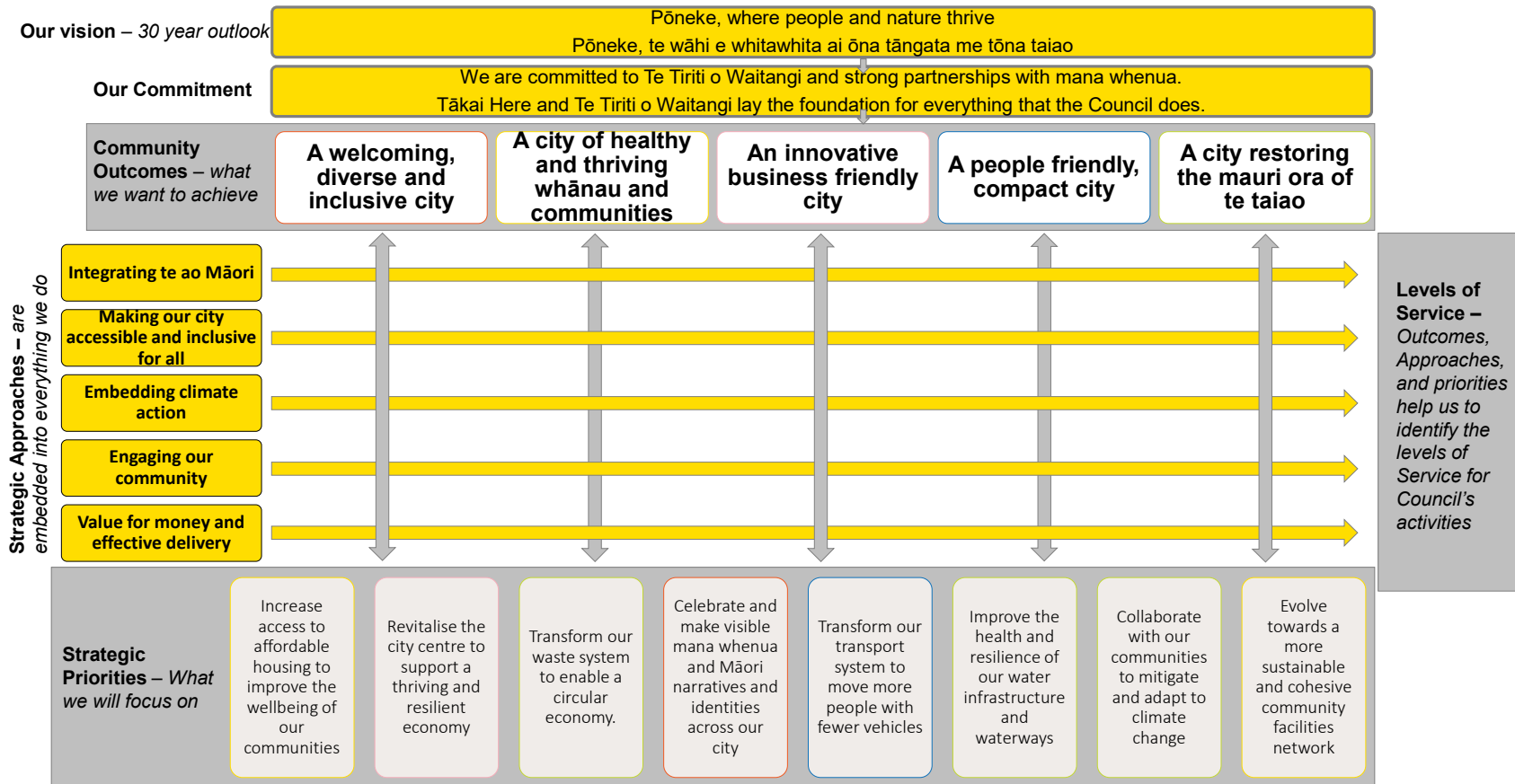
Engaging our community

- We provide ongoing education and opportunities for residents to participate in climate change mitigation and adaptation efforts, to promote community resilience and engagement in the process. We develop relationships with stakeholders and residents to create and implement place-based solutions that protect and enhance the natural environment, while ensuring that access to nature meets the unique needs of each area.

Value for money and effective delivery

- The impacts of projects and activities on te taiao and climate change will be prioritised in decisions the Council makes. This will ensure we are making future focused decisions on where, how and why we do what we do for the wellbeing of future generations.

LTP Outcomes and Priorities – Framework Overview



2024-34 Long-term Plan Engagement Phase 1

This report provides the results of phase one of the Long-term Plan engagement, including how we have consulted with the community and an analysis of the feedback received.

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Appendix 1: Long-term Plan Community Outcomes Framework Error! Bookmark not defined.	

Context

The Long-Term Plan (LTP) is an exercise in determining Wellington City Council's priorities and investment for the next ten years or more (initially 2024-34). It considers community preferences and expectations, Council strategy, and the trade-offs needed to press on with key projects while balancing the budget.

This year, we are starting early – six months earlier than ever before because the cost of providing Council services is increasing and we need to understand community affordability and appetite to contribute to rates.

We will run five phases of engagement.

- 1. Outcomes and priorities (April-June 2023)**
2. Rates review (September 2023)
3. Levels of service (September-October 2023)
4. Participatory budgeting (late 2023)
5. Formal consultation (April 2024)

This report outlines what we did and what we heard during phase 1.

Overview of Phase 1: Outcomes and priorities

The intent of this engagement phase was to provide early public sentiment and insights on their priorities for the Council to consider when making decisions on the budget and during the planning for the LTP.

Phase one consisted of:

- Analysis of feedback from relevant engagements;
- Public and targeted hui to find out public priorities
- Opportunity for the public to provide feedback via an online survey; and
- Launching the website and timeline for the process

How we have engaged

Overall

1. Launched the LTP website as the home of content until adoption next year.
 - Presented on the LTP to interested groups including the Wellington Residents Association Network, and our two community boards.
2. **Card sorting activity:**
 - Participants were asked to sort their priorities into three categories: Urgent, Secondary and On-Going. They only had to sort the priorities that were important to them. Those that weren't were not put on the board.
 - Held **6 general public workshops** across the city: Churton Park, Karori, Newtown, Strathmore, Khandallah and in the central city.
 - Held **7 targeted sessions**: St Catherine's College, Gen Vote, Massey University, Victoria University, Hapori Māori, CBD businesses, and WCC Advisory Groups.
 - Total attendance: approx **350** people, with **62** boards completed
3. **Online survey using Rima:**
 - Participants asked to rank the draft priorities within outcomes areas. Also able to provide their own priorities.
 - We received **2722** responses over five weeks.
4. **Postcards**
 - Alongside the card activity and through our youth engagement approximately **150 postcard letters** were completed on "What will make Wellington a great place to live, work, study and play?"
 - These cards were completed by:
 - i. Participants at the engagement hui
 - ii. University students

Youth

Youth engagement for phase one of the Long-term Plan centred on awareness raising and the facilitation of detailed conversations with groups of rangatahi. The mixed approach meant we could reach more young people in ways that worked for them.

High schools were invited to promote the digital survey, host a workshop or support students to complete postcards. The timing of this phase and teacher strikes meant schools had limited capacity to support, but we were able to work with the following:

- Wellington East Girls College (promotion of online survey to 1500 students)
- St Catherine's College (workshop with 20 students and completion of postcards)
- Wellington Girls College (completion of 150 postcards in group setting)

Other schools including Wellington High School and Newlands College had engagement activity planned but were ultimately unable to complete.

Bespoke workshops were hosted with student representatives from Massey University, Victoria University and Generation Vote. This allowed us to explore deeply topics of interest and the priority areas for each of these groups. Planning with these groups has also occurred for the future phases of engagement to ensure they and their wider peers are included in the ongoing process. Feedback from rangatahi was overall positive with many noting their appreciation for the Council's proactive approach in arranging hui and holding space for kōrero within comfortable and accessible environments.

Promotion of the survey was featured in both Massey (Massive) and Victoria University (Salient) student magazines. With an estimated readership of 7000 and 9000 respectively.

We will continue to work with a wide range of community groups in the coming phases to ensure a diversity of voice is present in feedback.

Hapori Māori

A hui was organised for hapori Māori in Strathmore. This was a pilot to see if we could reach this group and start to build a positive relationship.

We worked with the community to hold the hui at a time that suited them, had childcare arrangements on-site and provided kai for the community.

While attendance was smaller than hoped for, we had good first conversations with the community, including with members of Black Power and those in our social housing. These are people who had never engaged with the Council in this way before and we are looking forward to continuing the conversation with them as the LTP progresses.

Overview of engagement results

Background

Information gathered presents **three groups of public feedback** on the Strategic Direction of the Long-term Plan.

1. The first group is the submitters **ranking of the priorities** within an Outcome area. This question was asked in the online Rima survey.
 - The intention was to find out what objective was the top in in each area. This was the start of introducing trade-offs to the community. It does not give information about the priorities against each other across Outcome areas, however many submitters made comments that give us an indication of this.

2. The second is the submitters views on the **overall importance of the priorities**. This was part of the card sorting activity. If participants placed a priority on the board they were indicating that it was important to them. Those they did not believe were important were left off the board.
 - The data for this feedback is in the number of mentions vs not mentions that each priority received out of a total of 62.
3. The third group is the **urgency of each priority**. This was the main part of the card-sort activity. This asked participants to order the priorities against each other as a full group, rather than just in each Outcome area. It is time based, not importance based.
 - There were three timeframes – urgent, secondary and on-going.

What the results say

Online and hard copy surveys

Full detailed results of the online and hard copy survey are included from page 5, including a sample of comments.

The engagement with the public was designed to gather their priorities at this early stage of the LTP. We received **2722 responses** – a huge increase on the 327 from the 2021 LTP.

a) Overall rankings

In Urban Form, Community and Culture, the priorities that had the top average ranking, were also the ones ranked number 1 the most. These were improving resilience of pipes, roads and other infrastructure, Improve city safety at night and more funding for the arts and cultural sectors.

However, in Urban Form and Culture, there was also another priority that had an average close to the top ranked. For Urban Form this was better public transport infrastructure that received the most second rankings. For Culture, the top equal priority was make our cultural diversity more visible.

Within the Economic area, there was a more even split across the number of rankings each priority received. The top equal priorities were Upgrade suburban town centres and Shift to an economy that creates less waste.

Within the Environment area, improve the health of our waterways was the top average ranked, with the most number 1, 2 or 3 rankings. This was closely followed by Prepare to withstand and adapt to climate change, which had the most number 1 rankings but also received more lower rankings.

b) Comments

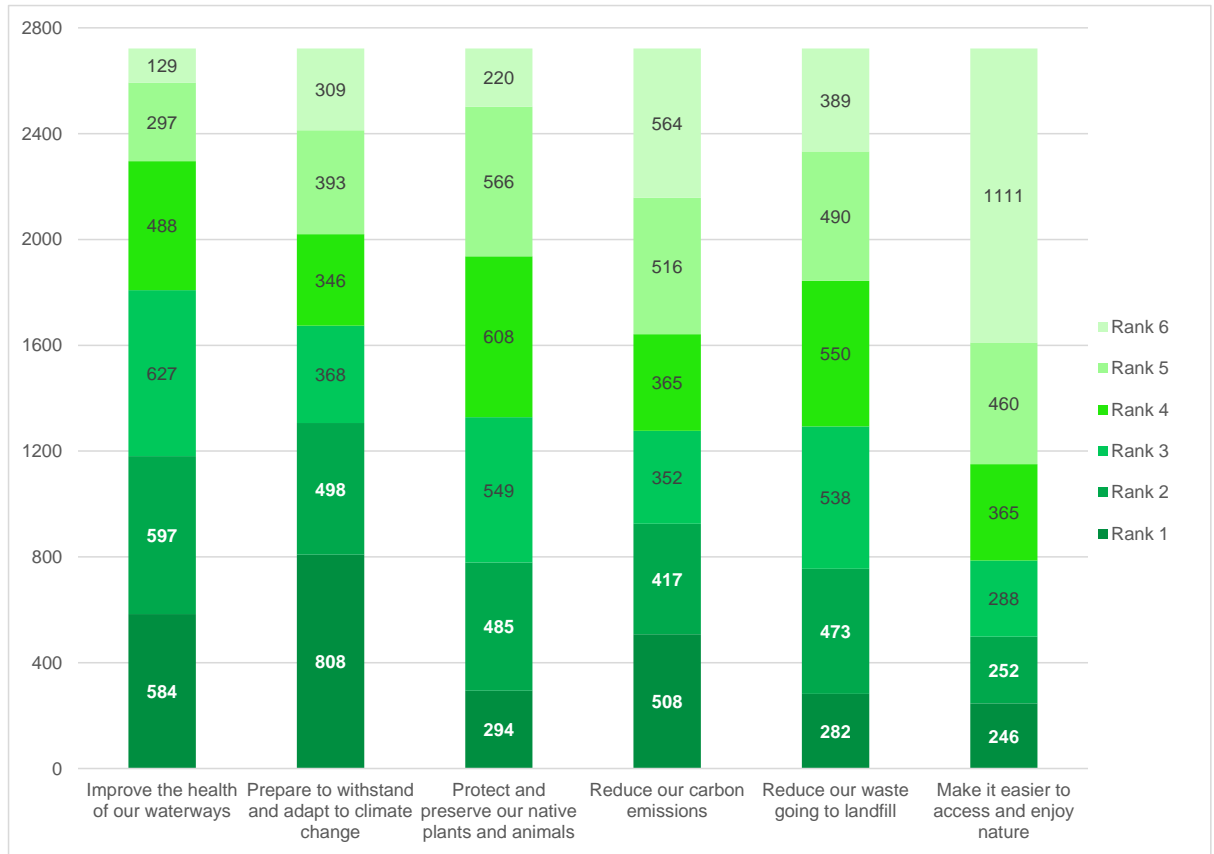
Respondents provided comments on the ranking and why they chose their top priority or what was missing.

The comments show some understanding of the aim of the survey – to get feedback on the priorities, but also build understanding of the breadth of challenges faced by the Council in this LTP and that prioritisation would be needed as part of the LTP. Many made comments that some areas were more important than others.

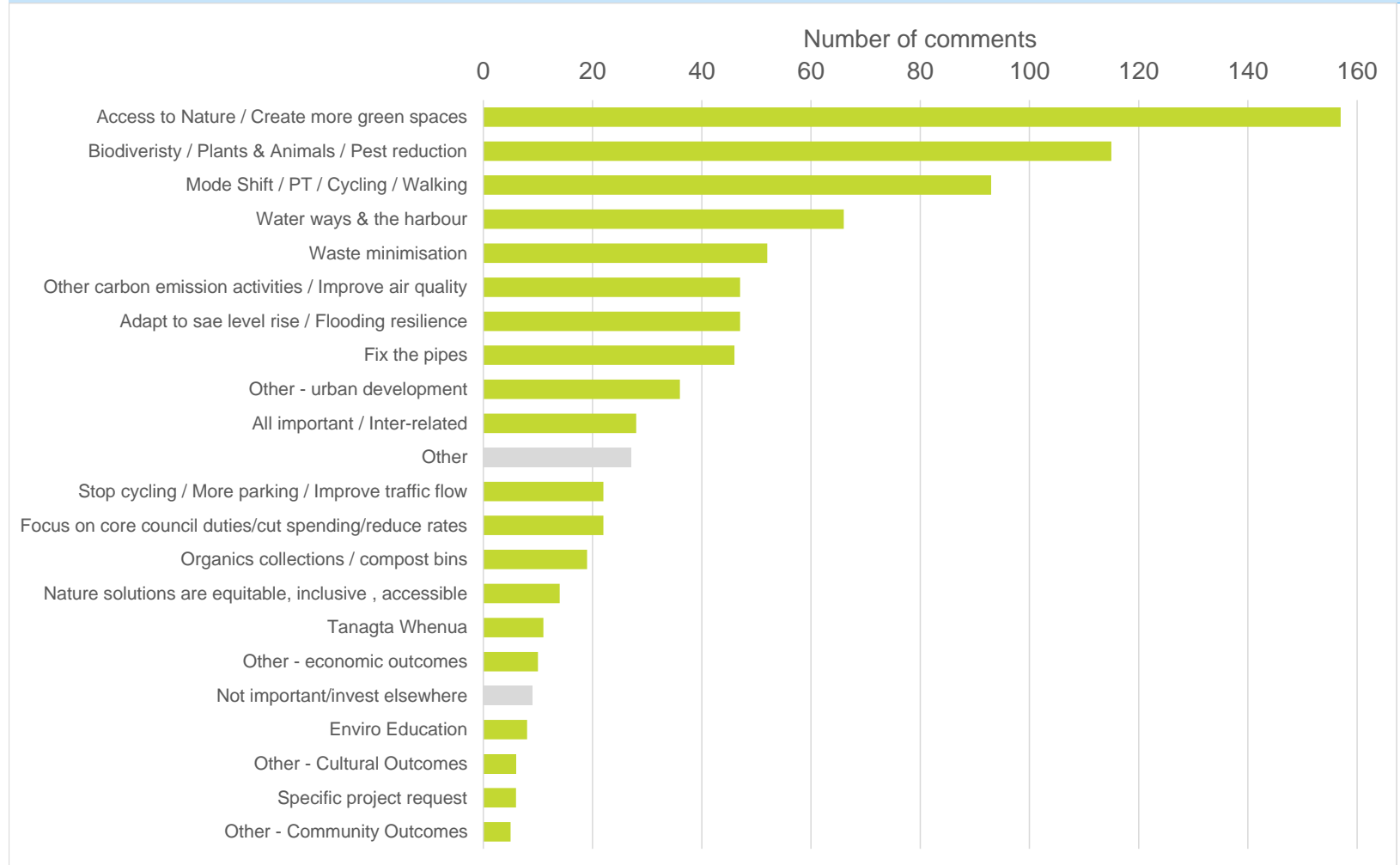
Detailed survey data

Our Natural Environment

Average rank	2.9	3.0	3.5	3.6	3.6	4.4
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Comments:



Comment analysis

Top comment categories:

1. The suggestions for **access to nature** can be grouped into several themes focused on creating and maintaining green spaces, protecting the natural environment, improving infrastructure, and promoting sustainable practices.

There is a strong emphasis on increasing and enhancing green spaces and parks, including creating new ones, maintaining existing ones, and converting unused spaces into green areas.

Suggestions also prioritise improving infrastructure, such as public transport and the maintenance of walkways and streets.

The community's desire for more community gardens and local food production is evident, along with the need to address waste management and pollution. There is also a call for making nature more accessible to all residents and visitors, as well as promoting recreational activities and events in natural settings.

2. **Biodiversity** is of significant importance, with concerns and priorities focused around pest control, weed control, reducing feral cats, preserving native trees and the town belt, as well providing support to Zealandia, Capital Kiwi and Predator Free Wellington.

The community calls for addressing climate change through mitigation and adaptation, particularly flood protection and replacing pines with native planting. There is also a push for promoting native planting in residential backyards.

3. The community is passionate about **transforming Wellington's transport system** to be more sustainable, efficient, and environmentally friendly. They seek improved public transport services, reduced reliance on cars, and the development of infrastructure that prioritizes pedestrians, cyclists, and public transport users.

Additionally, they emphasize the importance of considering environmental impacts, promoting safety, and providing accessible transport options for all residents.

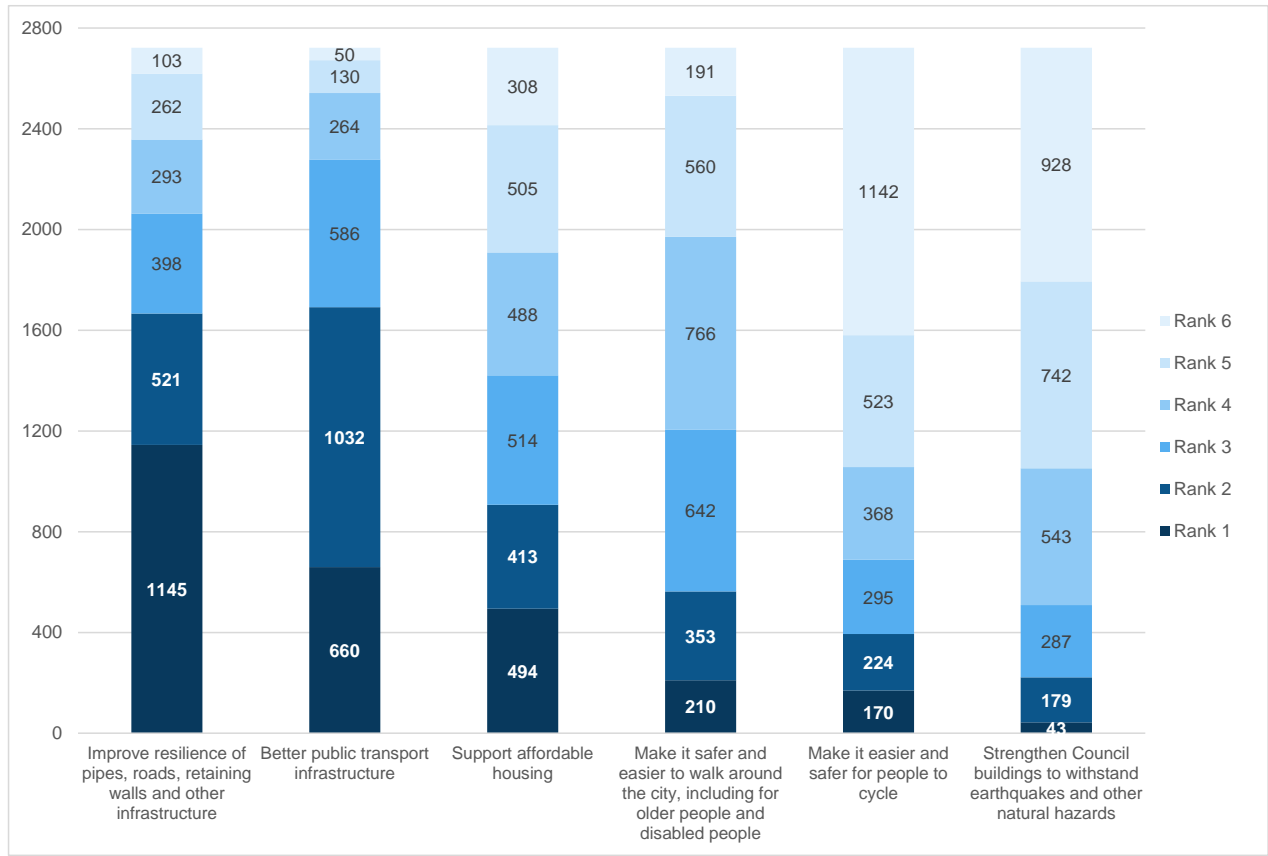
4. The community's focus **on water and marine environment** revolves around improving water quality, protecting marine ecosystems, preventing pollution, and addressing infrastructure issues.

Collaboration with indigenous communities, waste management, water conservation, and climate change mitigation are also key considerations in their vision for a sustainable and healthy water and marine environment in Wellington.

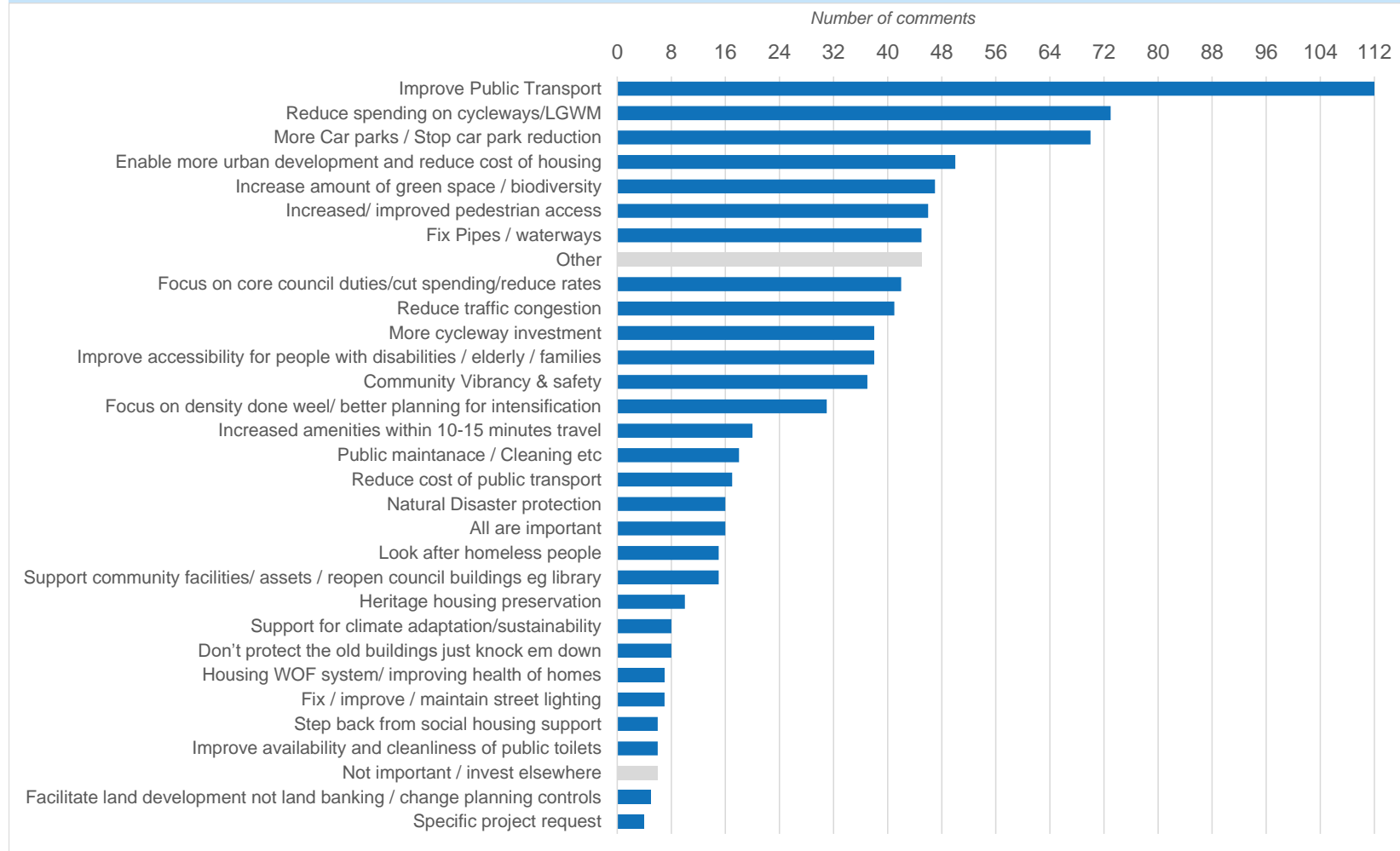
Financial Impact on Vulnerable Communities: The community emphasises that any climate and nature solutions should be equitable and considerate of disabled individuals and other vulnerable communities. They express concerns about the potential for increased costs and negative impacts on low-income residents.

Our Urban Form

Average rank	2.4	2.4	3.4	3.6	4.6	4.7
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Comments:



Comment analysis

Top comment categories:

1. **Public transport** comments include the need for improved frequency, reliability, on-demand services. Relating to infrastructure they include ensuring accessibility, expansion of light rail / rapid transit, prioritising the surrounding pedestrian areas, and recognition that prioritising public transport supports affordable housing development.

People want public transport prioritised to support climate change, and because it's more realistic that cycling for many.

2. People are supportive of **cycling infrastructure** because it is safer and separated from cars. Further improvements suggested include clearer direction and safety at intersections, integrating public transport, cycling, ride sharing and walking into a seamless system, and consideration of cyclist and pedestrian separation.

Many encourage more cycling infrastructure to address car reliance and climate change, and others include e-biking and scooters.

3. Strong **opposition to cycle ways relates to loss of parking**, many expressing that not many people will cycle, elderly and the disabled as well as mums with young children particularly mentioned. Many blame the loss of parking on why they don't go to the city centre anymore.

Many ask for more parking, finding ways to make parking and cycling work, and making sure that public transport is viable before removing car parks.

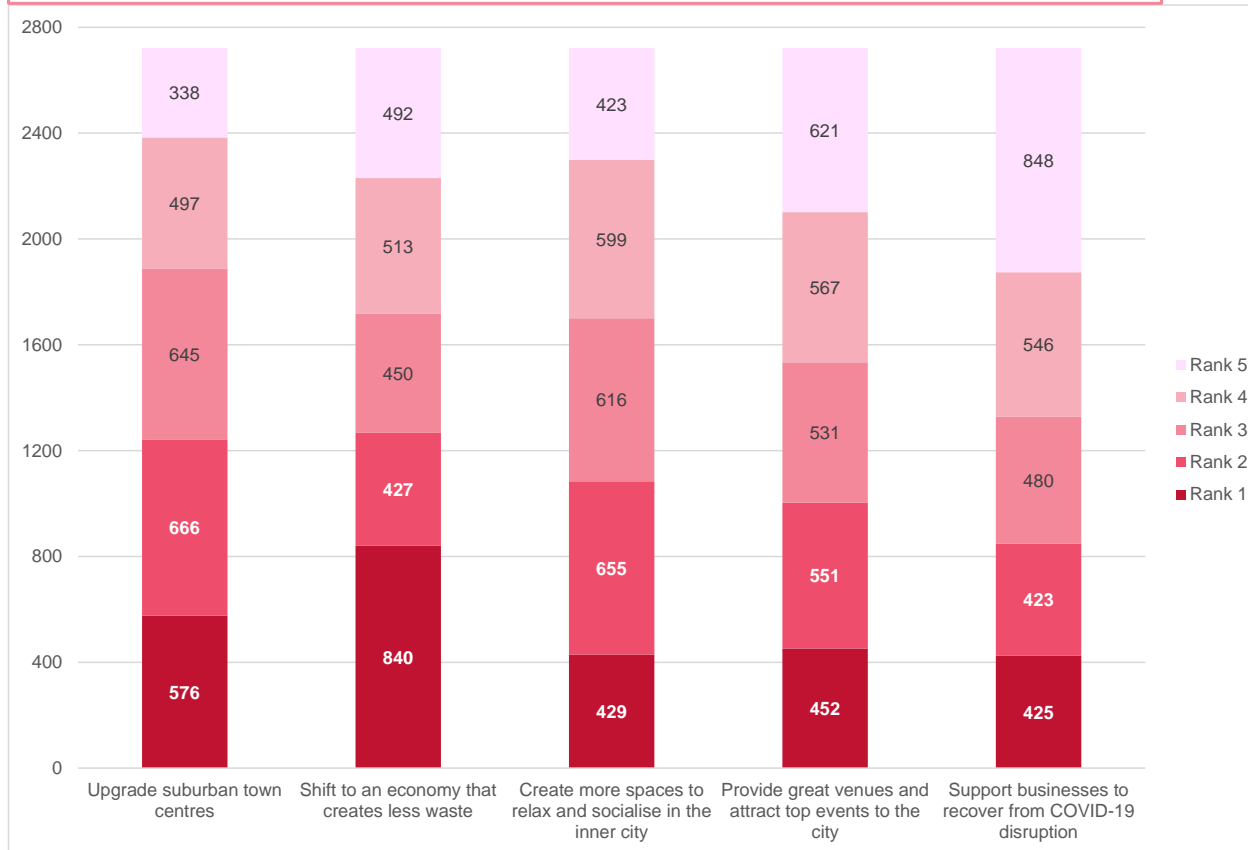
4. Significant concern for **affordable housing**, with suggestions including support for social housing, community housing, rent-to-own schemes, rent price caps, and simplifying consenting.

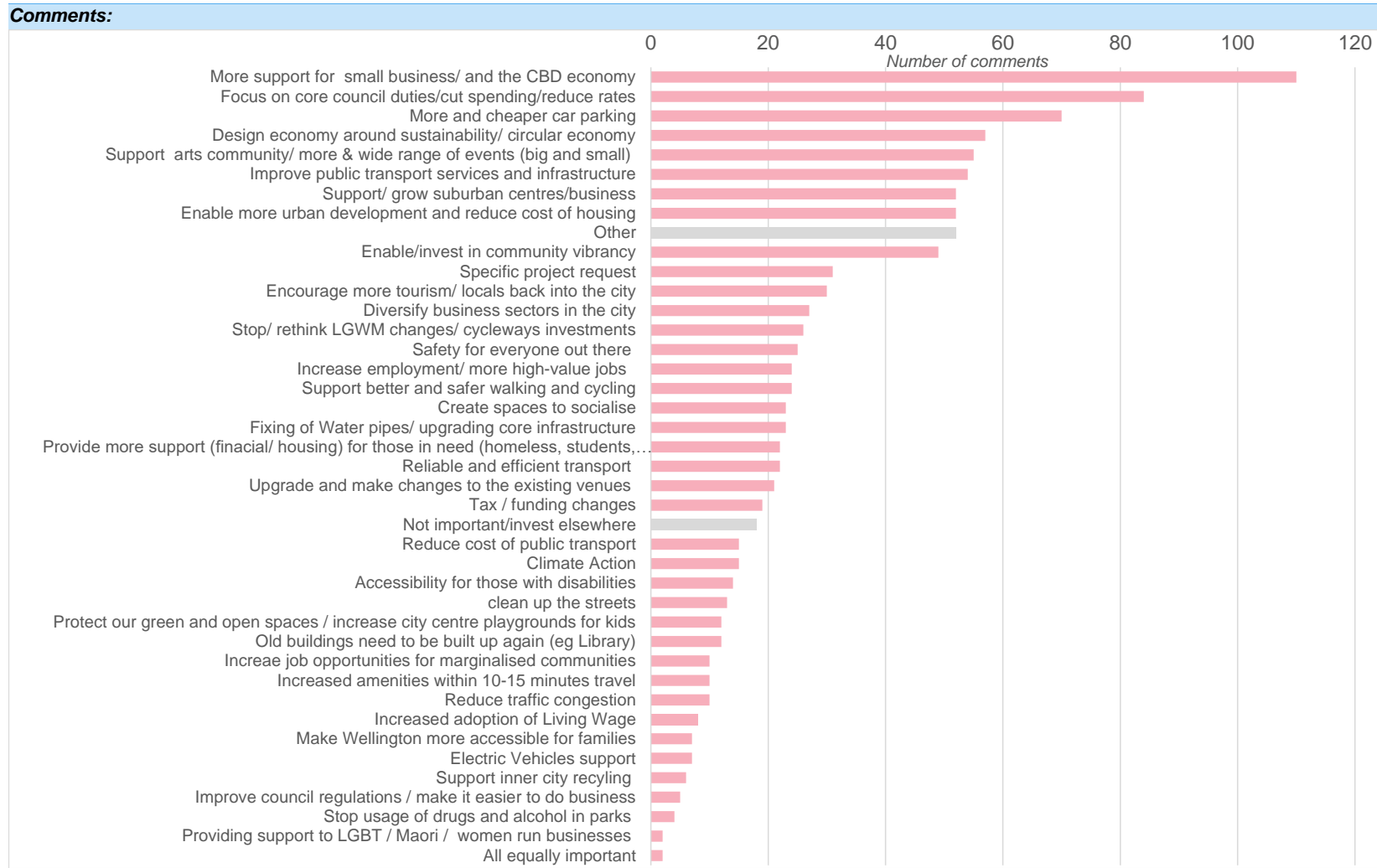
There is also strong support for urban densification, and ensuring that this housing is located near public transport, shops, education and employment. Integrating green public spaces, walking environments, and future-proofed for flood protection.

Other notable themes: Physical accessibility was a significant concern, with a focus on ensuring accessibility for people of all ages and abilities, including the elderly, disabled individuals, and parents with young children.

Our Economy

Average rank	2.8	2.8	3.0	3.1	3.4
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Comment analysis

Top comment categories:

1. A lot of comments about **supporting small businesses** both in the city centre and suburban town centres, including encouraging local entrepreneurs, valuing businesses that reduce carbon footprint and waste, encourage diversification, and value the arts and **employment for young people**.

There is demand for addressing labour market issues, attracting investors, and exploring the circular economy approach.

2. **Cost of living and affordable housing are a big issue**, with many calling for more council housing, removing red tape, and encouraging higher density mixed use retail and residential.

Quality high density housing around suburban town centres, with rapid transit and green public spaces.

3. People want to see **street-level activities in suburban areas and the inner city**, including utilising the artistic community to make the areas attractive, vibrant, fun, clean and safe, for all ages and abilities.

Promote family activities, and boost the profile and scope of local events. A strong desire for live music events, great night life, and filling empty buildings with interesting activities.

4. A lot of suggestions to **diversify the economy beyond govt and tech**, including manufacturing, science, education. There are strong calls to support start-ups, provide shared spaces, and promote the pleasant living environment to attract talent to Wellington.

Also a desire for creating employment opportunities and economic conditions, improving wages and conditions for workers, increasing employment for marginalised and vulnerable individuals. Overall, a foster of the economic eco-system, attracting quality businesses, and creating well-paid jobs.

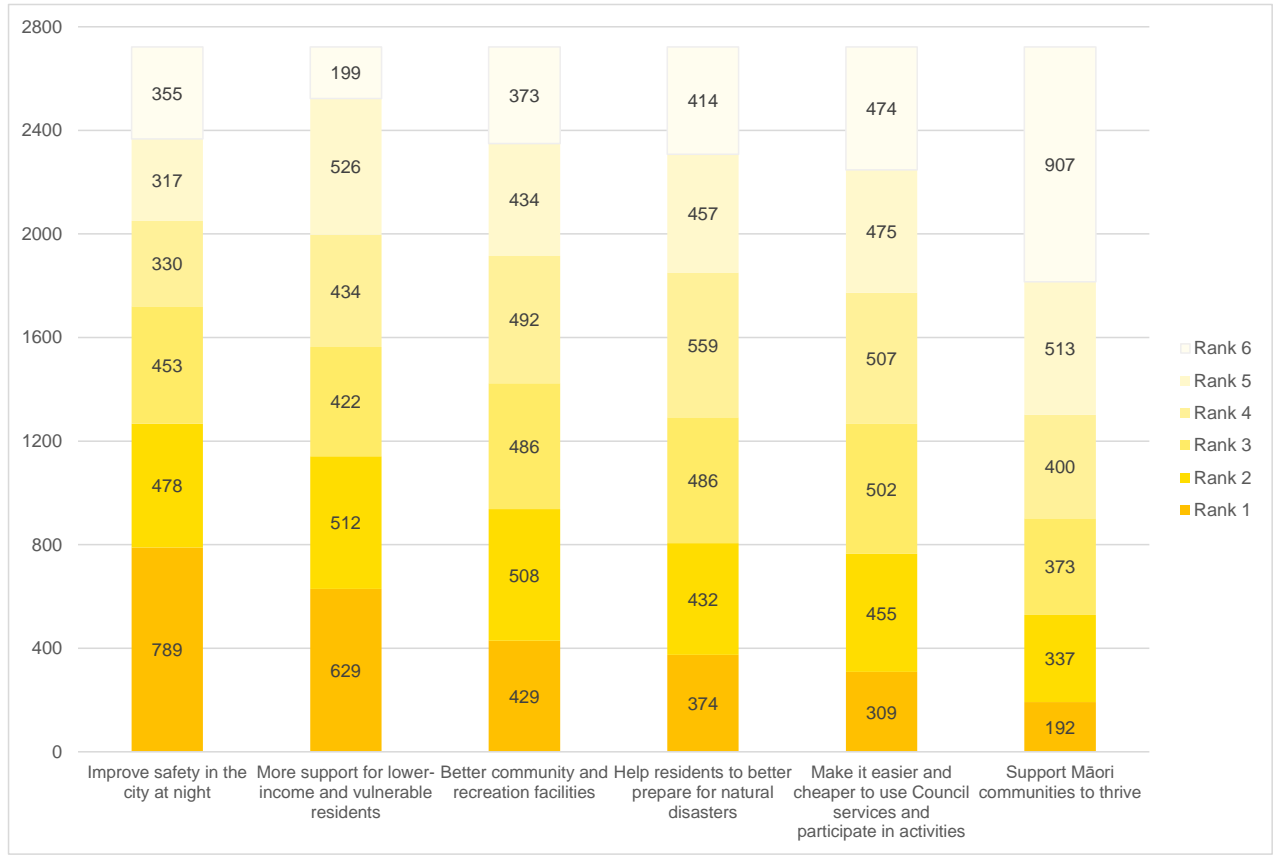
5. There is some sentiment that **cycle lanes and reduced parking** are negatively impacting businesses. There are also converse arguments about walking and cycling being better for businesses.

6. Strong requests for **addressing homelessness**, cleaning up the streets, fresh paint on buildings, and support for businesses that are impacted by infrastructure changes, particularly along the Golden Mile.

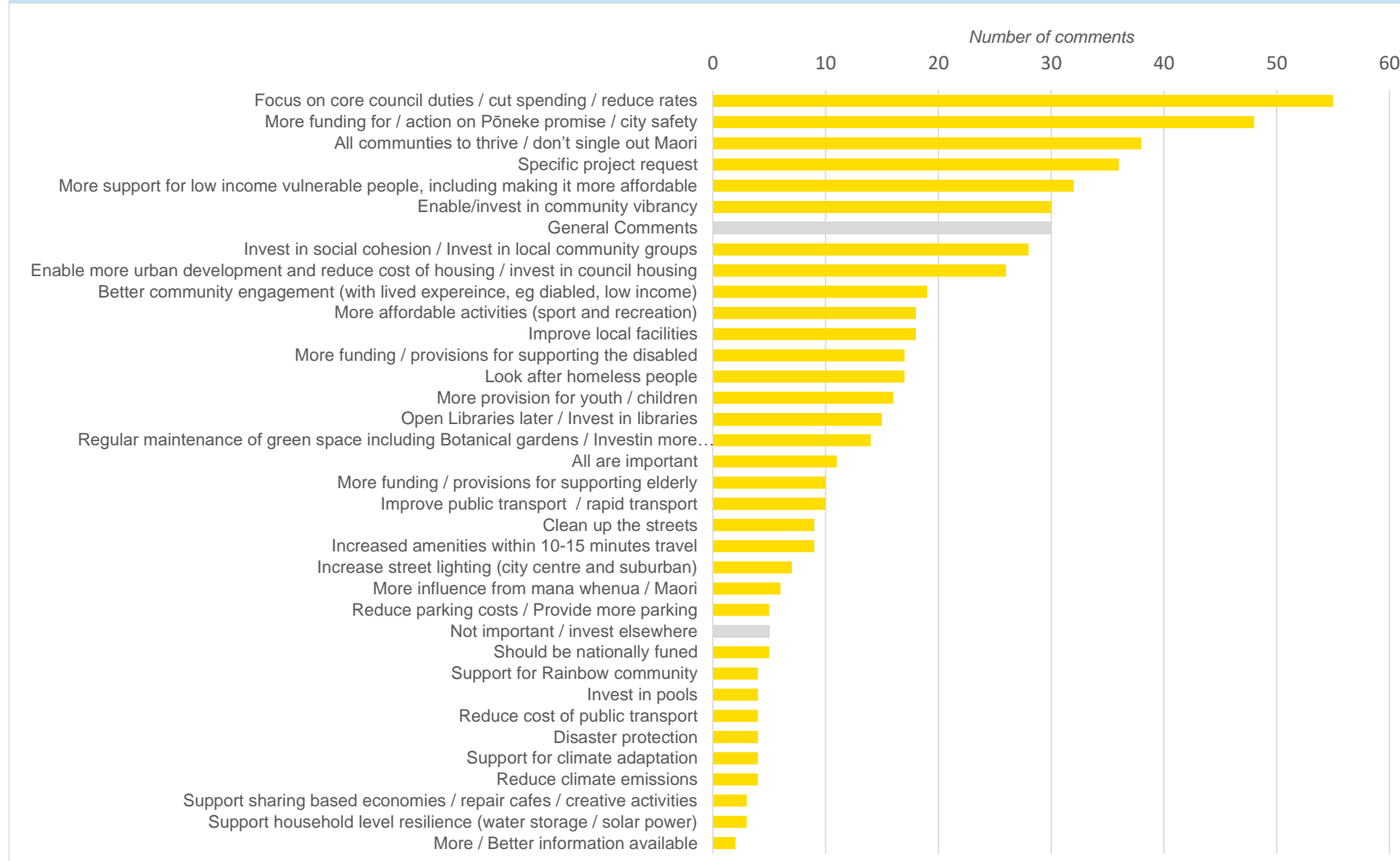
7. Requests for **better pedestrian environments**, and more disability parking and parking for the elderly.

Our Community

Average rank	3.0	3.1	3.4	3.6	3.7	4.3
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Comments:



Comment analysis

Top comment categories:

1. **Focus on core responsibilities:** There is a demand for the Council to concentrate on its core obligations, deliver excellent infrastructure and services to ratepayers, and leave social responsibilities to the central government.

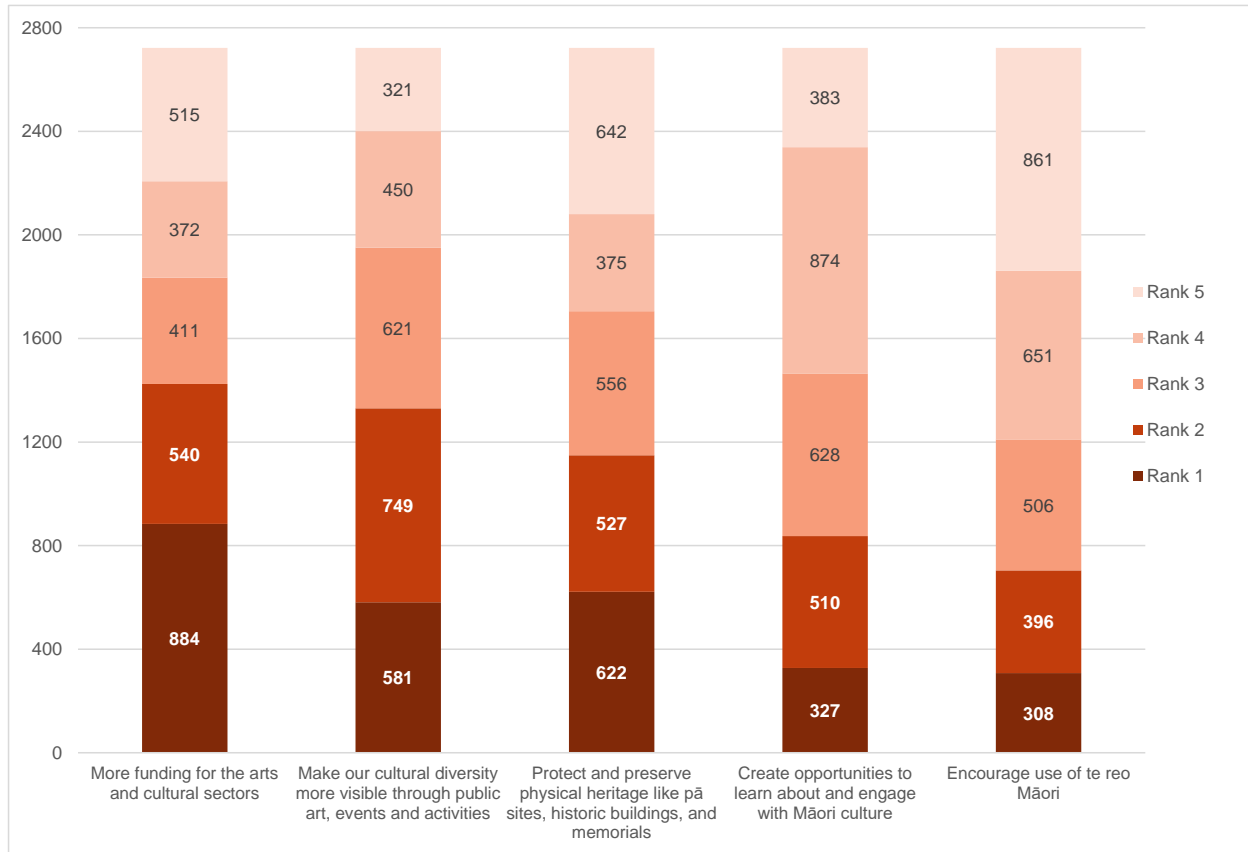
Some respondents express opposition to specific initiatives, such as cycle lanes, social housing, support for vulnerable groups, cultural projects, and non-essential projects they perceive as wasteful.
2. Many individuals advocate for supporting all communities based on their respective needs, rather than singling out specific groups.

They argue for a collective approach that benefits all residents and treats all communities equally.
3. Specific comments relating to community outcomes include the desire for implementation and maintenance of **children’s playgrounds, areas for youth** such as skate parks and basketball hoops, pump tracks, public exercise parks, weather-resilient public spaces, private spaces for parents in public places, and community fitness classes for elderly.

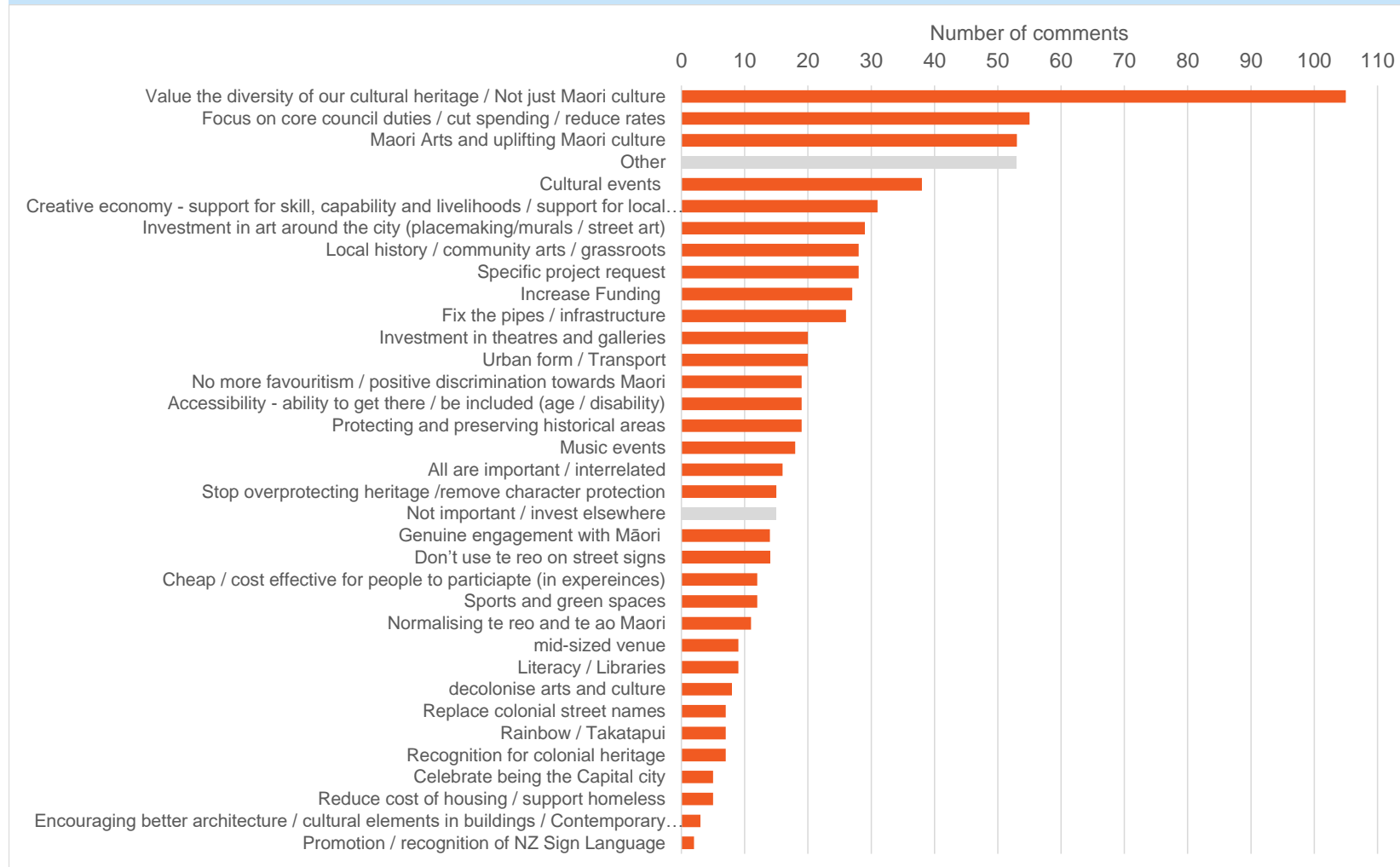
4. A desire for community gardens, farmers’ markets, and enabling Māori connecting to their roots through food.
5. **Affordable housing and poverty reduction** is also a clear need. Many who are concerned about safety in the city see the importance of wrap-around services and looking after the homeless. Cleanliness and civic pride is also called out.
6. More support for community groups and diversity includes facilitating community connections and **removing barriers to socialising**, encouraging community-driven action in public places, and strengthening community connections through shared spaces and shared resources.
7. **Accessibility and inclusivity for all** ethnicities, sexuality, age, and disability.

Our Culture

Average rank	2.7	2.7	3.0	3.2	3.5
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Comments:



Comment analysis

Top comment categories:

1. While acknowledging the significance of Māori culture, there is a desire to ensure that all cultures are accepted and that diversity is celebrated.

This includes creating opportunities to engage with all elements of the diverse culture and history, supporting and celebrating diversity in NZ culture from immigration, and fostering a sense of inclusivity for all genders, sexualities, and ethnicities.

2. A desire for multi-cultural celebrations, events and festivals on a regular basis, plus cultural precincts and welcoming spaces such as Chinese Gardens, Fale Male, night markets, creating interest and enjoyment.

3. Promotion of **arts and cultural events and activities** so people know what's available, and the creative community have regular work.

Suggestions for funding support for the arts includes:

- Support small venues, galleries, and gigs.
- Support emerging artists and provide sustainable arts careers.
- Support local arts and cultural projects.
- Fund street art and long-term art projects.
- Invest in higher-quality art pieces.
- Support artist-run spaces and studio spaces.
- Support local libraries and film societies.
- Provide opportunities for artists to exhibit and sell their work.
- Support the professional performing arts sector.
- Prioritize funding for smaller arts events and organizations.
- Provide mentoring and networking opportunities for artists.
- Support arts and music events for young people.
- Support arts and culture in lower-income areas.
- Offer free or low-cost arts and culture events for children.

4. There is a sentiment that current heritage policies favour British history over indigenous history. The focus is on supporting diversity and addressing the housing needs of the present rather than protecting historic neighbourhoods.

Some advocate for re-evaluating heritage buildings, eliminating those that are no longer deserving of preservation, and redirecting resources towards affordable and safe housing.

Concerns are raised about the inefficiency of character homes, their lack of insulation and liveability standards, and the hindrance they pose to progress and redevelopment.

Opinions vary on the level of protection and investment that should be allocated to heritage preservation, with some emphasizing the importance of preserving heritage zones and inner-city heritage suburbs rather than individual buildings.

What the results say – Card activity

Observations from activity

This activity was based off a similar one activity in the 2021 Long-term Plan and was effective at talking about priorities with the public..

The aim of the activity was find out the priorities for the next three years from the public, talk about if anything has changed, help them understand the challenges we face in this LTP, and share their concerns and ideas with us.

We asked people to place a set of cards into their preferred order of priority across three timeframes – urgent, secondary and on-going. Each card represented one of the priorities from the Strategic Direction framework.

Most groups took about 20 to 30 minutes to complete the activity, depending on how fast they came to a consensus. If groups had radically different viewpoints, this often took a bit longer. Out of the 62 boards, we only had one table unable to complete the board together and that group split and completed two boards. Many commented that making decisions across these areas was hard and that there were many areas that seemed to impact others.

The hardest parts of the activity seemed to be allocating only five objectives to the urgent timeframe. This was the start of introducing the public to trade offs and that some hard decisions needed to be made. Often groups would write their own priorities or group some together with a similar theme.

Context to note: These sessions were held at a time when the following events were in the media, which may have had an impact on the priorities selected.

- Cyclone Gabrielle
- Lofer's Lodge Fire
- Cycleway installations
- Affordable sports fees
- Annual Plan 2023/24

Summary of results

About **350 people** participated in the activity, including youth, hāpori Māori, advisory groups and members of the public. This was 100 more than the 2021 LTP.

The first part of the exercise was selecting or eliminating priorities to be placed on the board.

Different groups brought different objectives to the top, but overall there were some consistent objectives in each area as below:

First timeframe: Five priorities that need an urgent focus

Improving the resilience of pipes, roads and other infrastructure and better public transport infrastructure were the objectives that were most consistently placed in this group. This is consistent with the previous LTP and are both areas of focus for the Council. Overall, the Urban Form or Environment priorities were more likely to be placed in the urgent category than the others.

The other two objectives consistently in the top five were “Prepare to withstand and adapt to climate change” and “Support affordable housing”.

There were four other priorities that were placed about evenly between the urgent and secondary categories. They were:

- Make it safer and easier to walk around the city, including for older people and disabled people;
- Improve safety in the city at night;
- Improve the health of our waterways; and
- Reduce our carbon emissions.

Second timeframe: 5 priorities that have a secondary urgency

The placement of priorities in this category was more even across the full list. Of the 28 priorities provided, 21 were placed in this category more than 10 times and none were placed more than 19 times. Many of the top priorities in this category were placed more often in one of the other two categories.

Alongside the four priorities mentioned above, the top ones for this category were:

- Reduce our waste going to landfill
- Shift to an economy that creates less waste
- More support for lower-income and vulnerable residents
- Better community and recreation facilities

Third timeframe: the priorities that were viewed as needing on-going development and not urgent

While the priorities that were placed in this section were mixed, there was also a consistent group. The priorities below were placed here more than in other categories.

- Protect and preserve our native plants and animals
- Better community and recreation facilities
- Make it easier to access and enjoy nature
- Provide great venues and attract top events to the city
- Make it easier and cheaper to use Council services and participate in activities
- Upgrade suburban town centres
- Create more spaces to relax and socialise in the inner city

No mentions

The participants could choose what priorities they placed on the board and also place their own ones. Out of the 62 boards, completed the following priorities were often left off the boards.

Comments on these ranged from not being a priority, the area was doing fine and didn't need help, to the group writing a similar priority on a post-it, and that the area wasn't something the Council should be focused on (central govt or private sector role).

- Support businesses to recover from COVID-19 disruption
- Encourage use of te reo Māori
- Create opportunities to learn about and engage with Māori culture
- Support Māori communities to thrive
- Make it easier and safer for people to cycle
- More support for lower-income and vulnerable residents
- Strengthen Council buildings to withstand earthquakes and other natural hazards

Combined priorities

Participants could merge the provided priorities and explain why.

The most common merged cards were:

- **Improve resilience of pipes, roads etc** and **Improve the health of waterways**.
 - Comments made that these two cards contributed to each other. Mentioned cross-connections, needing to fix slips and erosion, and the future-proofing needed for climate mitigation

- **Reduce our waste going to landfill** and **Shift to an economy that creates less waste**
 - Comments mentioned that these were very connected, but with different focuses.
- **Support affordable housing** and **More support for lower income and vulnerable residents**
 - Comments also about the need for this to cover those who work, but can't access some of this support, but also have low incomes. Those on benefits vs those on mid to low incomes.
- **Protect and preserve our native plants and animals** and **Make it easier to access nature**
 - Again these cards were viewed as connected and that improving one would help the other. Comments made about increasing the connection between our urban spaces and green spaces, esp in suburbs.
- **Reduce our carbon emissions** and **Better public transport infrastructure**
 - Often also paired with "Prepare to withstand and adapt to climate change" and the cards about making it easier for walking and/or cycling.
- **Support affordable housing** and **Better public transport infrastructure**
 - Comments about 15-min cities. If affordable housing is in suburbs or Hutt/Porirua, then need the public transport to support it.

Added priorities via post-it notes

Participants were invited to write their own priorities and provide comments on how they sorted their priorities on post-it notes.

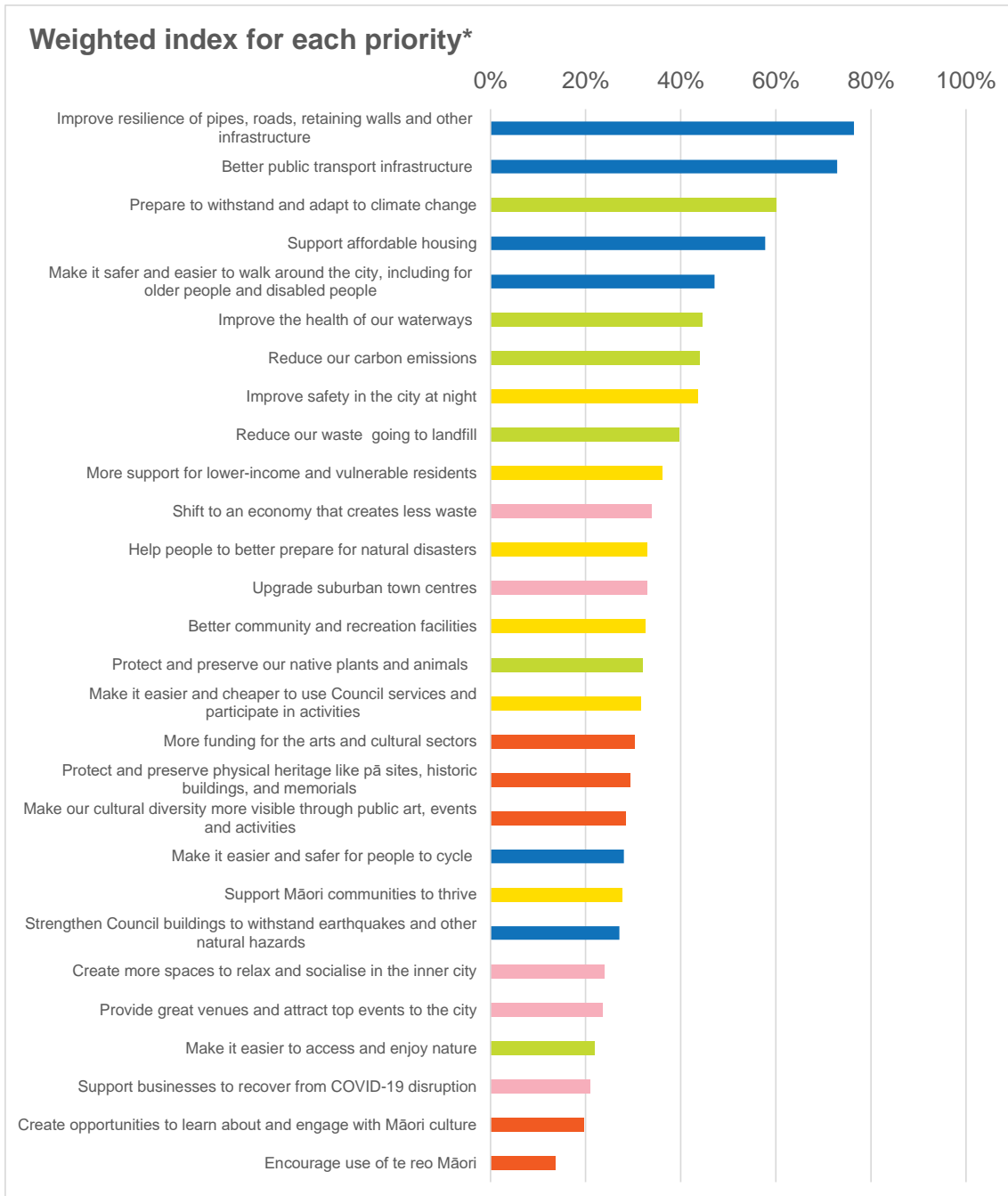
The two cards that received the most comment explanations were:

- Upgrade suburban town centres
 - "Suburbs need a place of focus - ocean, water, bush - not just commercial buildings or mass residential developments"
 - "Creating a car-less Golden Mile will drive people to suburban centres. Lack of parking will drive people away."
 - "Keep them clean and remove graffiti."
 - "Needs to include concept of 15-min city so makes walking, biking and accessibility easier."
- Better public transport infrastructure
 - "Meet the need so people move away from motor vehicles."
 - "Need roads that can withstand heavy buses."
 - "Overhead electrification for light rail, heavy rail and trams. More frequent and cheaper public transport (free)."

The categories of other priorities or comments provided:

- Business friendly access to the CBD for customers and suppliers | don't remove car parks | stop LGWM
- Keep rates affordable/ freeze rates/ lower rates
- Push back on Government / prioritise good relationship with Govt
- Do the basics well
- Reduce/stop cycleway spending
- Amenities for children/teens
- Limit debt / deal with interest innovatively / more income
- Support community groups
- Johnsonville town centre condition
- Invest in what makes the city unique
- Sell non-green, non-core assets
- Perceived issues from emergency housing in CBD (gangs, crime, antisocial behaviour)

- Remove parked cars from some roads to ensure cars can get through at all times.
- Involve businesses in WCC planning / support start ups / support business
- Integrate LGWM, LTP and DP



Targeted groups

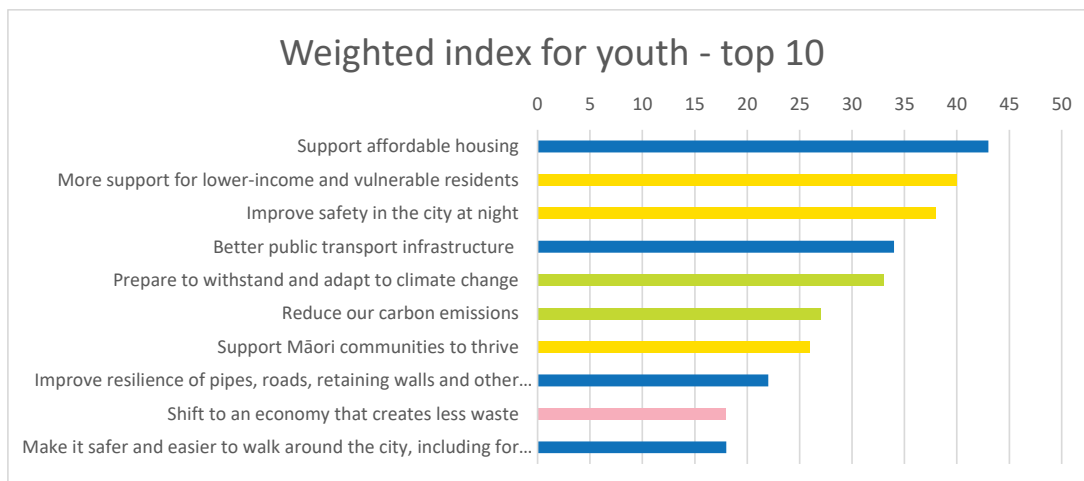
Alongside our public sessions we held hui specifically for groups that we felt were missing from the demographic of those attending the main sessions – youth (high school and uni), Māori and CBD business owners. We also held a joint session with our four advisory groups.

The results of these targeted sessions are below and present a different picture to the whole, which is important to note and consider.

Youth

Bespoke workshops were hosted with student representatives from St Catherine's College, Massey University, Victoria University and Generation Vote, with 55 youth taking part from year 9 through to university students.

This group had a strong focus on the community and environment, alongside affordable housing. The additional comments and priorities placed on the boards included mention of cheaper or free public transport, safety of the rainbow community, accessibility after dark, cost of living, and organic waste collection.



Hapori Māori

A bespoke hui was held in Strathmore for the Māori community. This was attended by 30 people, many from our social housing, with low incomes and associated with Black Power. This was the first time most had engaged with the Council in this way.

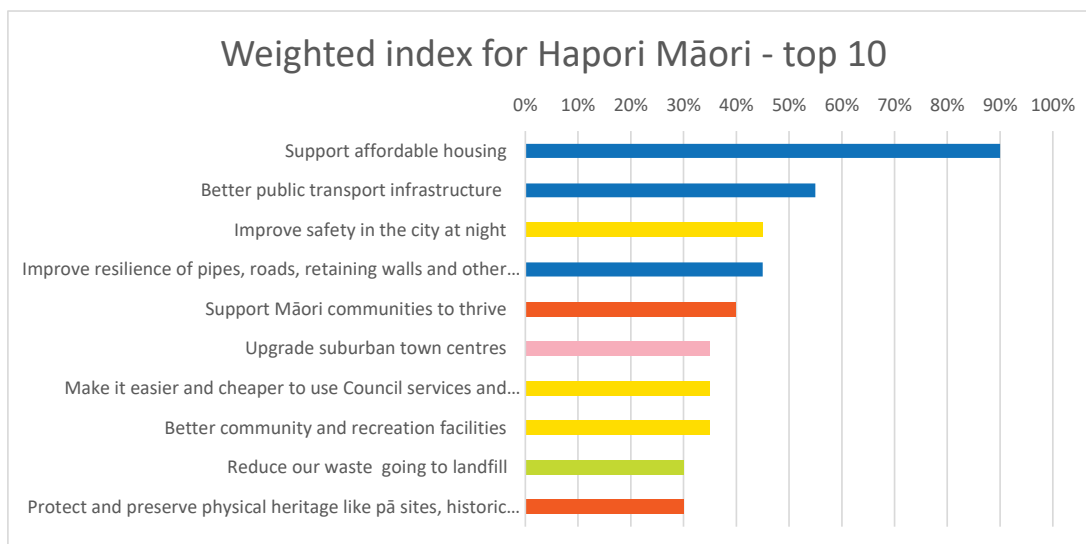
This group put the fewest of the Council priorities on their boards. The overall message was that access to Council services for this group was hard, even for those who qualified for support. Using Council services was seen as a luxury not something that was part of their life (pools, libraries, rec centres etc).

The priorities of “Encourage use of te reo Māori” and “Create opportunities to learn about and engage with Māori culture” were only placed on the boards once each. In conversations with the groups the reasoning was that the community was focused on priorities that would improve their lives – housing, transport and cost of living. Therefore, other areas were a higher priority - “Support Māori

communities to thrive” and “Protect and preserve physical heritage like pā sites, historic buildings, and memorials”.

They placed 24 of their own priorities on the boards (about a third of the cards placed), with many related to Central Government areas as well as local. The themes of these priorities were:

- Open-up the income threshold to support families just above the cut offs – costs for those working make it unaffordable to be off a benefit
- Anything that helps restore mana to our people - te reo, kapa haka, reo at kura.
- Support/Provide better access to health services
- Cost of living – rent, groceries, etc.
- Better/practical facilities in the area – public bbqs, fruit trees, holiday/after school programmes, brighter street lighting for safety
- Strengthen Council social housing before CBD buildings

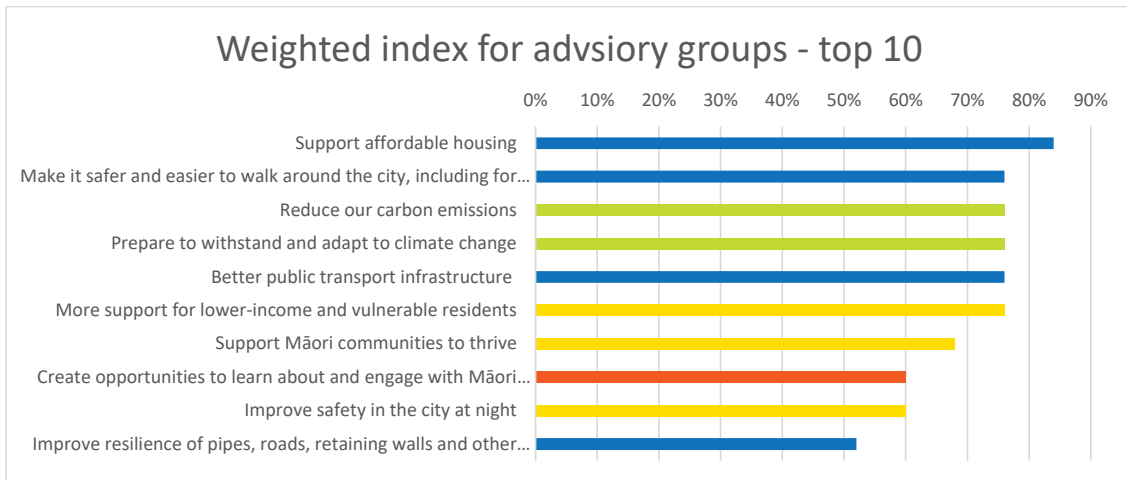


WCC Advisory Groups

A joint hui was held at the end of March with the five advisory groups as a pilot for the engagement. The goal was to receive feedback on the priorities of the advisory groups as a whole, in discussion with each other, and also to test out the wording and flow of the activity.

The feedback on the wording was incorporated where possible and we changed some of the flow of the sessions, simplified the slides and improved the accessibility based on the feedback.

The top five from the advisory groups closely mirrored the overall top five, however with accessibility for walking in second place. Accessibility for all ages was a strong theme for this group. Support Māori communities to thrive” and “Create opportunities to learn about and engage with Māori culture” ranked higher with the advisory groups than the overall results.

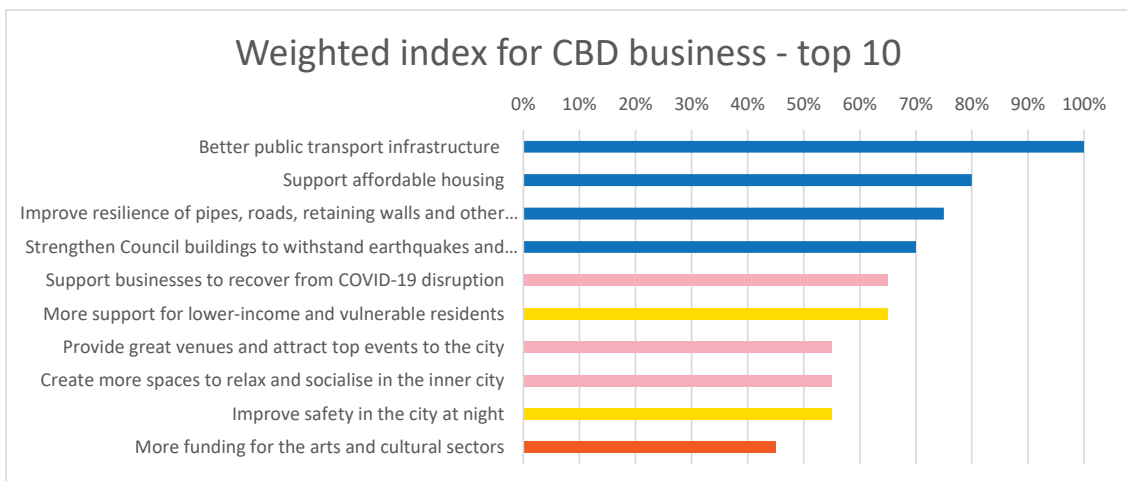


CBD Business

Bespoke workshops were hosted with student representatives from Massey University, Victoria University and Generation Vote.

Comments made included:

- Cleanliness of the city
- The cost of rates
- The need for projects to be done quickly rather than staged
- Affordable housing in the suburbs and surrounding cities needs to be backed up with good public transport
- Better waste minimisation options for the CBD
- Events for locals, not just visitors



LONG-TERM PLAN ENGAGEMENT - CITIZENS' ASSEMBLY

Kōrero taunaki | Summary of considerations

Purpose

1. This report provides information to the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee on the objective, operation and implementation of Phase 3 of the 2024 Long-term Plan community engagement programme.
2. Phase 3 covers the Citizens' Assembly initiative which is explained in detail in the report and its attachments. These attachments cover:
 - **Attachment One:** What a Citizens' Assembly is and how the process will work.
 - **Attachment Two:** Copy of the Expression of interest for Assembly participants.
 - **Attachment Three:** process for the independent sortition programme from Global Research.
3. The report also explains the key requirements and obligations for the Assembly's successful operation.

Strategic alignment with community wellbeing outcomes and priority areas

Aligns with the following strategies and priority areas:

- Sustainable, natural eco city
 - People friendly, compact, safe and accessible capital city
 - Innovative, inclusive and creative city
 - Dynamic and sustainable economy
- Strategic alignment with priority objective areas from Long-term Plan 2021–2031**
- Functioning, resilient and reliable three waters infrastructure
 - Affordable, resilient and safe place to live
 - Safe, resilient and reliable core transport infrastructure network
 - Fit-for-purpose community, creative and cultural spaces
 - Accelerating zero-carbon and waste-free transition
 - Strong partnerships with mana whenua

Relevant Previous decisions

The LTP Communications and Engagement Plan was endorsed by the LTP Committee on 23 March 2023. This paper outlines the Levels of Service phase in more detail.

Significance

The decision is **rated medium significance** in accordance with schedule 1 of the Council's Significance and Engagement Policy.

Financial considerations

- Nil Existing budget provision in Annual Plan / Long-term Plan Unbudgeted \$X

4. Costs associated with engagement and analysis will be part of business-as-usual budget for Long-term Plan development programme.

Risk

- Low Medium High Extreme

5. The Citizens' Assembly (CA) is one of many channels for public engagement in the LTP Community engagement programme, and aims to expand community reach, involvement and contribution to the development of the LTP.
6. It is the first time Wellington City Council has used this engagement method and as such it will be treated as a pilot for the future.
7. Key risks relate to the perceived independence (by the community) of the Assembly and its operation, and the extent to which Council is perceived to – as with any other form of community feedback – have given due consideration to the Assembly's feedback.
8. The key mitigations of these risks are:
 - Independent selection of the CA (by Global Research) and independent facilitation of the hui
 - An explicit commitment by Elected members to give due consideration to the Assembly's feedback; and
 - The Council Reporting back to the CA on how the feedback informed the development of the LTP.

Authors	Amy Brannigan, Senior Advisor Planning and Reporting Maria Belich, Manager Strategic Communications Lexy Seedhouse, Engagement Manager
Authoriser	Kerryn Merriman, Team Lead, Strategy Stephen McArthur, Chief Strategy & Governance Officer

Taunakitanga | Officers' Recommendations

Officers recommend the following motion

That the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee:

- 1) **Receive** the information.
- 2) **Note** that the Citizens' Assembly pilot is phase three of the 2024 Long-term Plan community engagement programme.
- 3) **Note** that a key driver of community confidence in the Citizens' Assembly process is Elected Member commitment to give due consideration to the feedback from the Assembly as part of the development of the LTP.
- 4) **Note** that the feedback from the Citizens' Assembly and report back from Council has the same significance as other LTP community engagement activities.
- 5) **Note** the process for the Citizens' Assembly creation and programme has:
 - Independent CA selection process through Global Research;
 - Independent co-facilitators with content and presenters selected by the Citizens' Assembly;
 - a. Knowledgeable input - Council Officer attendance only if called upon by the Citizens' Assembly; and
 - Independent report prepared by the Citizens' Assembly and presented to Council.
- 6) **Note** the Expression of Interest (Attachment 2) has a wide reach across the Wellington Community with invitations being sent to 10,000 randomly selected Wellingtonians.
- 7) **Note** the outline of the independent selection process independently managed by Global Research as explained in Attachment 3 to this report.
- 8) **Note** that feedback will be provided to the Citizens' Assembly on how their advice was used in the Council's decision-making process.

Whakarāpopoto | Executive Summary

9. As endorsed by the LTP Committee on 23 March 2023 (and subsequently the Chair of the Committee during the July Council recess), there are five phases of community engagement in the 2024-34 LTP development programme. They cover:
 - Outcomes and Priorities (April-May 2023, complete)
 - Rating Policies Review (Sept-Oct 2023)
 - **Citizens' Assembly (Sept-Oct 2023) - supporting the review of Levels of Service**
 - Participatory Budgeting (late 2023/early 2024)
 - Formal Consultation (early 2024).
10. A key focus for this engagement phase (Citizens' Assembly) is to inform the review of Levels of Service which in turn supports the budgeting phase of the Long-term Plan.
11. The proposals for community engagement on the Rating Policies Review are a separate paper for this meeting of the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee.

Takenga mai | Background

12. The development of the Long-term Plan is a statutory requirement and the legislation gives powers to the Mayor to lead the process.

13. Formal community engagement on the key proposals for the final LTP is conducted according to the Special Consultative Procedure in the Local Government Act. Formal consultation is the last phase of community engagement in the LTP engagement programme.
14. It takes about 18 months to build the LTP. Including community engagement along the way enables:
 - a community that is aware, informed and engaged in the development of the programme; and
 - provides the Council with community views on the LTP to inform all stages of the LTP deliberations and decisions.
15. The Citizens' Assembly is a means of providing independent and considered community input to the review of levels of service stage of the LTP development programme.
16. Previous experience by other entities indicate the key benefits associated with the Citizens' Assembly approach include:
 - increasing participant knowledge about issues, resulting in more informed, considered views being shared,
 - cultivating trust between Council and communities,
 - building civic capacity and capability in the community,
 - increasing general reach of public engagement and participation in key decision making processes.
17. This is the first time the Council has incorporated a Citizens' Assembly.

Kōrerorero | Discussion

Overview

18. Citizens' Assemblies are a form of deliberative democracy. They focus on generating collaborative input to decision making by bringing together a cross section of the community.
19. Citizens' Assemblies typically consider (or deliberate) and provide informed feedback to decision makers on complex issues, often where there is significant public interest. The focus is not on finding a perfect solution, but reaching an end point that everyone in the group can 'live with', and any trade-offs are considered and understood.
20. A key recommendation of the recent [Review into the Future for Local Government](#) was that "Local government and councils develop and invest in democratic innovations, including participatory and deliberative democracy processes".
21. The use of a Citizens' Assembly in the LTP community engagement programme is consistent with this recommendation.
22. More information on Citizens' Assemblies is available in Attachment 1.

Selection process

23. The selection process is managed by an independent organisation to ensure the integrity of the process. For this Assembly, the call for Expressions of Interest and the selection of participants is being managed independently by Global Research.
24. To date:
 - Expressions of Interest (Attachment 2) were sent out to 10,000 Wellington addresses in the week beginning 17 July. Those interested have until 18 August to respond.
 - More than 600 people have responded to the EOI as at 8 August 2023. This is about double the response rate expected at this stage, with a week to go before the closing date. All demographic criteria at this point have been met.
25. For additional details on the selection process, see Attachment 3

Hui process

26. The hui process will focus on supporting participants to develop consensus feedback, which will be communicated to Council through a written report. Hui will include presentations, exercises and conversations with experts, and activities that support the collective exploration and assessment of options on the issues before the CA.
27. The process includes guidance on how to listen and understand different perspectives, recognise bias, and make trade-offs.
28. The hui will be independently facilitated by Māori and Pākehā co-facilitators. Facilitation will focus on supporting participants' comfort and safety during the hui. The WCC Engagement Team will also support facilitators to host the event. The host team will make prior contact with participants and identify and resolve barriers to full participation.
29. More information about the hui process is in Attachment 1.

Report to Council

30. Assembly participants will draft a report for Councillors to consider. This will be provided to the governing body on the final day of the Assembly.
31. As part of the handover of the report Councillors it will be noted that their conclusions will be considered as part of the Council's decision making on the LTP. Feedback will be given to the Citizens' Assembly on how their conclusions/advice was considered in the Council's decision-making process.

Evaluation

32. To assess the value of the Citizens' Assembly pilot, an evaluation of the impact and benefits flowing from the exercise will be completed. For example, this includes an assessment of the impact on community:
 - understanding of the issues facing Council and the city
 - perceptions of the quality of the feedback and the overall equity and accessibility of Council engagement; and
 - process effectiveness, lessons learned and areas for improvement.

Kōwhiringa | Options

33. Not applicable.

Whai whakaaro ki ngā whakataunga | Considerations for decision-making

Alignment with Council's strategies and policies

34. The Long-term Plan sets the direction for the Council. This engagement will contribute to the development of the final 2024-34 Long-term Plan.

Engagement and Consultation

35. This paper is specifically about the engagement and consultation process and activities for the Long-term Plan.

Implications for Māori

36. The hui are being designed to be as bicultural as possible, centring kōrero as the basis of decision making and using a Māori creation story to guide the format. The engagement process is being co-designed and co-facilitated by experienced Māori and Pākehā facilitators.

Financial implications

37. The feedback from the Citizens' Assembly contributes to the budgeting phase of the LTP development programme and informs decisions on the Levels of Service to the community provided by Council.

Legal considerations

38. Not applicable.

Risks and mitigations

39. The key risks relate to the perceived independence (by the community) of the Assembly and its operation, and the extent to which Council is perceived to (as with any other form of community feedback) have given due consideration to the Assembly's feedback.
40. The key mitigations of these risks are:
- Independent operation of the CA (by Global Research)
 - A explicit commitment by Elected members to give due consideration to the Assembly's feedback; and
41. The Council reporting back to the CA on how it considered the feedback informed the development of the LTP.

Disability and accessibility impact

42. The disability and accessibility impacts relating to the Citizens' Assembly process and its participants is a key focus for independent programme management.

Climate Change impact and considerations

43. Climate change remains a priority through this LTP and is likely to be a topic in the assembly.

Communications Plan

44. The communication programme includes active messaging for each stage of the Citizens' Assembly process.
45. Messaging is currently focused on encouraging eligible Wellingtonians to respond to the call for Expressions of Interest, with a particular focus on accessibility and diversity; explaining what a Citizens' Assembly is; and positioning the Assembly in a context of global best practice.
46. Once the Assembly has been established, a key consideration will be to ensure the safety, comfort and agency of participants in any subsequent communications activity.




Health and Safety Impact considered

47. The Health and Safety of the Citizens' Assembly process and participants is a key focus for the independent programme management.

Ngā mahinga e whai ake nei | Next actions

48. The Assembly will take place from 16 September to 7 October 2023. The Assembly will submit a report to the Mayor and Councillors at the end of the series of hui.
49. The engagement on the Rating Policies review will happen in parallel to the Assembly.

Attachments

Attachment 1.	Citizen's Assembly information ↓ 	Page 84
Attachment 2.	Expression of Interest ↓ 	Page 87
Attachment 3.	Sortition process for Wellington City Council ↓ 	Page 90

Attachment 1: What a Citizens' Assembly is and how the process will work

What is a Citizens' Assembly and why is Wellington City Council holding one?

Citizens' Assemblies are a form of deliberative democracy. They focus on collaborative decision-making where there is strong public interest by bringing together a diverse and representative group to deliberate and make an informed decision on a complex topic.

The focus is not on finding a perfect solution, but reaching an end point that everyone in the group can 'live with', in which the trade-offs are understood and weighed up. More information about this approach is on the University of Auckland's Kōi Tui: [The Centre for Informed Futures Complex Conversations website](#).

While not yet well used in Aotearoa, we can draw on a significant and growing body of practice and research across the world to hone a model for a Citizens' Assembly that works in our unique (bicultural and Wellington) context.

A prominent example is the 2016 Irish Citizens' Assembly whose recommendations led to the 2018 referendum on abortion. They are also [increasingly used](#) by state and local government authorities in Australia. Melbourne, for example, has [a goal](#) to be "A deliberative city: A world leader in using participatory democratic approaches to decision-making."

In Aotearoa, a key recommendation of the recent [Review into the Future for Local Government](#) was that "local government and councils develop and invest in democratic innovations, including participatory and deliberative democracy processes." The Review described the growing global appetite for well defined, strategic participatory democracy, to both improve decisions and reduce increasing dissonance between diverse publics, and between public, professional and representative perspectives. This report also strongly counsels that participatory democracy needs to support decolonialisation.

In Auckland in 2022, Watercare and the University of Auckland held a Citizens' Assembly about the long-term future of Auckland's water supply. Information about that project is on [Watercare's website](#). The *Review into the Future for Local Government* stated that "overall, the project indicated that deliberative democracy has great potential for advancing public participation and good decision-making in Aotearoa New Zealand."

Our process

This is Wellington City Council's first Citizens' Assembly. The project will be evaluated as part of broader efforts to improve Council engagement processes, participation rates and accessibility.

A key part of this process is that the selection of the Assembly is managed by an independent organisation. For this Assembly, the call for Expressions of Interest and the selection process is being managed by Global Research, an independent research agency. See Attachment 2 (Global Research report on the sortition process) and Attachment 3 (Expressions of Interest letter sent to randomly selected households).

The Assembly will meet over four Saturdays during September and October, (and two one-hour online sessions) in an accessible location in central Wellington. Participants need to commit to all four sessions to be eligible.

At the start of the process, they will be given an information pack containing plain-English information about the Assembly, an introduction to the work of the Council, the Long-term Plan development process, the services the Council provides, and the draft priorities identified during the previous phase of Long-term Plan engagement (Phase 1: Outcomes and Priorities).

During the hui, participants can request information about a range of relevant issues and hear from experts.

The sessions are facilitated by Māori and Pākehā co-facilitators who are independent to WCC. They will ensure all perspectives are heard and a consensus can be reached.

At the final session on 7 October, the Assembly will present their report to the Mayor and Councillors.

	Aims
OPTIONAL WHAKAWHANAUTANGA ON-LINE HUI	Get to know each other to build confidence and connection, introduction to the subject of hui, Q&A
HUI 1	Introduce the remit and purpose of the Citizens' Assembly, further build connections with each other, understand the process of a Citizens' Assembly, listening to diverse perspectives, recognising their own biases and understanding trade-offs, set ground rules for the deliberation
HUI 2	Understand the different perspectives of participants on the topic(s), have conversations with a range of experts relevant to the topic, identify subjects for additional experts at the next hui, start the process of appraising and exploring common ground on options, start the process of considering how to communicate recommendations
HUI 3 (on-line)	Q&A with experts
HUI 4	Options appraisal, further Q&A with experts, clarify perspectives and build common ground on options
HUI 5	Continue to clarify and develop views and advice, write up the report and agree clear wording, a ceremony to hand the report to WCC

Our question remit

The question for the Citizens' Assembly will ensure the scope will sit well within the wider strategic context of the LTP. During planning for and delivery of the Assembly, understanding of the remit and context will sharpen – and so the question will be honed.

This honing is unlikely to lead to a change of scope – unless the context shifts considerably. This is highly unlikely within an LTP process.

The question for the Assembly is likely to be on the balance between services for the city and the cost of these in the LTP context. It will be drafted based on the principles below and peer reviewed so that we are sure it is setting the right framing for the Assembly.

We will consider four principles in drafting our question:

1. *Is 'public knowledge' the best way to answer this question?*

Our question will likely deal with the subjective concept of fairness, which is one that a diverse Citizens' Assembly is well placed to deliberate and draw collective, place-based recommendations on.

- 2. *Can we provide sufficient information on the context of the question?***
Any LTP related question will need participants to be grounded in a solid understanding of what WCC services achieve, and at what cost – so the Assembly can take account of existing representative and professional knowledge. To inform them, we will draw on existing briefings and consultation, publicly available information (e.g. explanation of LTP process), and information being developed to support Councillor workshops. During the Citizens’ Assembly, participants will be able to request additional input from expert witnesses, from within and outside WCC.
- 3. *Will this question support the Assembly to be integrated into the LTP process?***
We want the question to enable the Citizens’ Assembly to build on the previous stage of LTP public engagement. This identified broad public priorities. The Citizens’ Assembly will sharpen understanding of how to balance these priorities (and the services that deliver them) and continue the work to integrate marginalised voices. The process of collective deliberation will lead to a clearer alignment between representative, professional and diverse publics’ knowledge of the issues – easing the next steps in the LTP process.
- 4. *Will this question guide the Assembly to have a concrete and transparent impact on WCC decisions?***
The final part of the question will signal the scope the assembly will have – such as asking “how could we do this”? A fundamental principle of all participatory democracy is that it has an impact that is recognisable and valued by participants, and wider publics. The Council can meet this by committing to give due consideration to the Assembly’s report and incorporating its advice; and by reporting back to the Assembly on how this informed their decision making in developing the LTP.

20 July 2023

To The Residents



Kia ora,

Would you like to play your part in making important decisions about Wellington's future?

Wellington City Council invites you to register your interest to be involved in a Citizens' Assembly on the Council's 10-year plan and budget.

We are looking for all kinds of people aged 16 and over to inform decisions about what the Council offers our residents and how we balance the benefits and costs of delivering these services.

Selected participants will be offered \$800 as a token of appreciation for volunteering their time.

What do you need to do?

Invitations like this one have been sent to a random selection of Wellington residents. If you would like to be part of the Citizens' Assembly, follow the instructions below to register your interest by **18 August 2023**. From those who express interest, we will find a representative group of around 40 people to form our Assembly, reflecting the diversity of Wellington.

What happens if I'm selected?

We need your time and experience as a Wellington resident.

The Citizens' Assembly will commit to meeting on four consecutive Saturdays (16 September, 23 September, 30 September and 7 October) from 10am to 4pm in an accessible location in central Wellington. There will be information provided in advance, so you know what to expect.

This is a rare opportunity to be a part of a significant new approach in shaping your city's future. As well as the \$800 token of appreciation for volunteering your time,

we are happy to provide additional support, if needed. For instance, you may want to talk to us about childcare or additional access needs. All food, refreshments and transport costs will be provided for the four sessions.

The Assembly will receive an information pack ahead of time and an introduction on the first day. You will then have the opportunity to identify and hear from different experts and community groups. Following this, you will work together with the other participants to discuss and prepare feedback that will be handed directly to the Mayor on the final day.

There will be an experienced team on hand to help you through the process. If you're selected to participate, we'll be in touch by 25 August 2023.

Accessing the survey to register interest

- If possible, the person in your household who will have the next birthday should complete the survey. This will help us to ensure we get a wide range of people participating.
- The person must also be at least 16 years old and be available to attend the Assembly on all of the dates indicated above.
- If the person with the next birthday is unable to attend, someone else from your household can attend.



1. **Please scan the QR code** which will take you to a survey hosted by New Zealand-based research company *Global Research* and complete the short online form.

Alternatively, go to this website: www.globalresearch.nz/survey

2. **Enter this passcode** when asked: XXXXXXXXXX

The code can only be used once.

If you would like additional information about the survey, or need help with it, call 03 355 4562 or email info@globalresearch.nz

If you want to know more

Please visit the website wcc.nz/citizens-assembly, email engagement@wcc.govt.nz, or call us on 020 4014 0703.

Ngā mihi,

Wellington City Council

Engagement Team

Tō mātou mahere ngahuru tau | Long-term Plan 2024 – 2034

This Citizens' Assembly is a new part of our long-term planning process. Our Long-term Plan sets the direction for the next 10 years, outlining priorities, how much it all costs, and where the money might come from.

Importantly, through public engagement, it is the community's chance to have a say on the future of our city. As well as registering your interest to be involved in the Citizens' Assembly, there are lots of other opportunities to have your say.

Visit wcc.nz/ltp-2024-34 to find out more.



Global Research
Turning Information Into Insight

Wellington City LTP Community Assembly Sortition process

August 2023

Prepared by Global Research Ltd

For

**Absolutely Positively
Wellington City Council**

Me Heke Ki Pōneke

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Introduction

This document describes how the Wellington City Council's 2023 LTP Assembly sortition process is being managed.

The approach taken has been informed by academic and industry literature as well as personal comments from Campbell Guy who recently ran a sortition process for Auckland Water. Global Research is pragmatically applying the approach to deliver the desired aims of the sortition process and Wellington's Citizens' Assembly.

Note that this is the first time that this type of process has been run for Wellington City. The actions taken are being recorded throughout the process and a review will be completed and provided to Wellington City Council containing observations and lessons learnt for the next time this type of process is run.

The aim, process outline, sortition stages, guiding principles and optimum population segmentation are described below.

Overview of project requirements

The aim of this sortition process is to gather a microcosm of the Wellington community, to make collective decisions to inform Wellington's Long Term Plan.

Process outline

Objective

1. In September, Wellington City Council will run a Citizen's Assembly to identify priorities for Wellington's 2023 Long Term Plan.
2. A sortition process is required to select around 40 Wellington residents to be assembly participants who represent the community across these demographics and personal characteristics:
 - a. Suburb
 - b. Gender
 - c. Age group
 - d. Ethnicity
 - e. Highest educational attainment
 - f. Home ownership
 - g. Family type (dependent children, or no dependent children)
 - Who lives within the household (e.g. siblings, children)

Overview of steps taken

1. The first step was to define Wellington City's overall demographic profile, consistent with the 2018 Census. The aim of the sortition process is to match, as closely as possible, Wellington's

- demographic profile with the citizens who are randomly selected to participate in the assembly.
2. The profile (apart from 'suburb' requirements) was prepared by the Wellington City Council Research team. It is outlined in the appendix.
 3. Suburb proportions were defined by calculating the percentage of respondents in each suburb that make up the total Wellington population. The percentages of respondents invited to complete the EOI were consistent with these suburb percentages. To date, the responses received have generally matched the distribution of invitations per suburb. This will be monitored and considered during the second stage of the process.
 4. A two-stage sortition process is being used to match assembly participants to Wellington's population characteristics as closely as practically possible:
 - a. **Stage 1:** From a sample frame that is as large as possible, ask participants to indicate their wish to participate, and record the demographic characteristics of those who wish to participate.
 - b. **Stage 2:** From the pool of people who indicate they would like to participate, randomly select a group to represent the defined Wellington community demographic profile.
 5. As many barriers as possible will be removed to enable high participation rates, including covering travel and childcare costs, as well as a koha of \$800 for participation.

Sortition selection details

Stage 1: request for expressions of interest

1. A letter was drafted by Wellington City Council, and reviewed by Global Research to send as an Expression of Interest (EOI) request to Wellington residents, including:
 - a. Explanation of the purpose of the Citizen's Assembly to inform the 10-year plan
 - b. Explanation that a cross section of around 40 Wellington residents will be selected
 - c. Details of the compensation provided to participants, such as payment for attending plus compensation for childcare and travel, if required
 - d. Explanation of the requirements of the process – days and times etc., information that will be provided to members
 - e. Instructions on how to complete the application survey:
 - i. Request for the person with the next birthday in the household to complete the survey, in order to enhance the randomness of selection
 - ii. Instruction that the respondent must be 16 years or older
 - iii. Instructions to either scan the QR code or use the web address: www.gobalresearch.nz/survey
 - iv. Instructions to call 03 355 4562 or email info@globalresearch.nz if further information is required

2. The Wellington City Council GIS Team selected 41,022 city addresses and provided them in a spreadsheet to Global Research. The spreadsheet included: address; suburb; and postcode. To create their list, the GIS team applied this address selection process:
 - a. Individual properties at an address were selected
 - b. Where there were multiple addresses in the same building (e.g., in an apartment building) the property data had one row for the building (e.g., 1 Main Street) and then subsequent rows for each unit (Apartment A, Apartment B, etc.). The list included the addresses for the apartment units.
 - c. The address list included addresses that had been flagged as 'some' or 'all' residential units.
 - d. Vacant buildings and units were removed from the list.
3. Global Research calculated the percentage that each suburb made up of the total number of addresses in Wellington. Thus, the 10,000 addresses selected to be invited to participate were proportional to the percentage of addresses in each suburb.
 - a. For example, Newtown comprised 2.62% of the suburban addresses extracted for WCC's GIS database. So, 262 Newtown addresses were randomly selected from the 1,076 Newtown addresses on the list, and were part of the 10,000 invites distributed.
4. A random selection process was completed by generating unique random numbers from 1 to 900,000. This large quantity of random numbers was used to reduce the chance of passcodes being successfully guessed.
5. The random numbers were sorted from lowest to highest for each suburb, and the lowest numbers in the range, up to the quota, were selected.
6. A distribution list of 10,000 addresses was sent to the WCC printing team who completed a mail merge and sent an initial batch of 5,000 EOIs to the selected addresses on 21 July 2023.
7. Advice was provided by Campbell Guy (Auckland Water) that a 4% response rate could be expected, which aligned with previous Global Research experience with Council processes, where a 5% response rate has been achieved with posted survey invites.
8. The first surveys were completed on 25 July 2023.
9. A second batch of 5,000 invites was sent on 28 July 2023.
10. Each batch has resulted in a spike of up to 93 responses in a day. On average, for the first 10 days, 52 responses have been completed each day. After 10 days, 531 surveys had been completed, which was a 5.31% response rate.
11. By 08-08-2023, 610 surveys were completed – a very pleasing response rate to date of 6.1%.
12. The survey is open until 18 August 2023.

Stage 2: Assembly selection

1. The second stage of the Assembly selection process will commence on 21 August 2023.
2. A selection tool will be used to randomly select 40 respondents proportional to the demographic profile of all Wellington residents, outlined in the Appendix of this document.
3. Selected potential members will be asked to confirm their availability and to reconfirm their desire to be a member of the Assembly. At the same time, additional information will be provided and sought:

- a. Potential participants will be informed of what is available in terms of childcare and travel assistance and asked to if they require such assistance.
 - b. Potential participants will also be asked to share if they have any connection to WCC. If the connection is too great, the respondent will not be able to participate. For example, a policy analyst or their partner would not be able to participate, but the partner of a learn to swim instructor would.
4. A second survey will be emailed to the initial potential participants and the questions above will be asked either via an online survey or over the phone.
 5. If there are withdrawals at this stage or potential participants are ineligible to participate, replacement participants will be selected (who match the first respondent's demographic profile) and invited to participate.
 6. Once the full quota of participants is confirmed, the names will be passed over to Wellington City Council staff who will contact them and commence the Citizens' Assembly process by providing background information.

Stage 3: process review

The actions taken are being recorded throughout the process and a review will be completed and provided to Wellington City Council containing observations and lessons learnt for the next time this type of process is run.

Appendix

Guiding principles, informed by academic literature

A brief literature search was completed to inform a best practice approach for Wellington's first sortition process. A 2003 article by Gąsiorowska¹ provided good overall guidance and described principles to follow to ensure a robust and high-quality outcome is achieved. Key principles for an effective sortition process are identified in the article. These have been adapted for the WCC process below:

- > **Randomness**—the sample should be as random as possible, while attempting to overcome these unavoidable limitations as well as possible:
 - **Incomplete register**—Those not included on a WCC rates database will be excluded, so additional selection approaches will also be required to ensure as many Wellingtonians as possible have a chance to participate.
 - **Self-selection**—Participation will be voluntary, and the invited citizens can choose to not participate; consequently, the selected group will not be a completely random cross-section of the population, and based on academic research, will likely be more politically active and more highly educated than the general population.
 - **Stratified sampling**—Because simple random selection can lead to underrepresentation of minority groups, stratified sampling instead of simple sampling will be used. This is linked with the need to provide not only a random selection, but also an LTP assembly which represents the community.
- > **Representation**—the aim is for the participant group to be a cross-section of the population, considering various demographic characteristics such as sex, age, ethnicity, and any other characteristics WCC would like to identify within the population (that robust population-wide data is available for).
 - It will not be practically possible to achieve the desired quotas by randomly selecting from the whole population as an impractically high number of potential respondents would need to be invited, so a targeted approach will be required.
 - It is estimated that between 2-5% of the population will likely agree to participate in the LTP process based on previous similar initiatives, so a two-step selection process will be required. The first step will identify within the total population a pool of people who meet the demographic criteria. The second step will be selecting the proportions of respondents from the first group who meet the target demographic criteria.
 - Oversampling of some target groups may be required to ensure that the desired diversity is achieved.
- > **Equality**—the aim will be to ensure Wellingtonians have an equal chance of being chosen to participate. This will be achieved by using random selection methods from population cohorts that are as comprehensive as possible.

¹ Gąsiorowska, A. (2023) "Sortition and its Principles: Evaluation of the Selection Processes of Citizens' Assemblies", *Journal of Deliberative Democracy* 19(1). doi: <https://doi.org/10.16997/jdd.1310>

- o Not that due to social inequalities, equality of outcomes cannot be guaranteed during the selection process. This is another reason why oversampling will be used to ensure the representation of traditionally under-represented populations. This will be achieved at the first selection stage, by ensuring that each population subgroup of respondents that agree to participate is proportionally the same as the total population, even if this requires greater effort to meet the quota for some groups.

If Wellington City was 40 people

Total Group size	40	
Breakdown age/sex	%	n
Males		20
16 to 17	3%	1
18 to 24	16%	3
25 to 34	22%	4
35 to 49	24%	5
50 to 59	15%	3
60 to 69	10%	2
70 to 84	8%	2
85+	1%	0
	%	n
Female		20
16 to 17	3%	1
18 to 24	16%	3
25 to 34	22%	4
35 to 49	24%	5
50 to 59	15%	3
60 to 69	10%	2
70 to 84	8%	2
85+	1%	0

Across these age/sex groups above would be looking for approx the following number for:		
Ethnicity	%	n
New Zealander/ NZ European	67%	27
Maori	8%	3
Pacific	5%	2
Asian	16%	7
MELAA	3%	1
Other	1%	1
Education	%	n
L1 overseas	6%	2
PhD (L10)	2%	1
Masters (L9)	9%	4
Degree & Hons (L7 & L8)	35%	14
Post-school (non-Uni, L4-6)	13%	5
School qual. (L1-3)	27%	11
No qualification	8%	3
Home ownership	%	n
Home not owned	41%	17
Home owned	59%	23
Family types	%	n
Total dependent children	30%	12
Total no dependent children	70%	28

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PROPOSED RATING POLICY CHANGES FOR CONSULTATION TO INFORM THE 2024/34 LONG TERM PLAN

Kōrero taunaki | Summary of considerations

Purpose

1. This report to Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee seeks approval on the proposed changes to the Rating Policies for consultation. The decisions made will be incorporated into the document for consultation which will inform the 2024/34 Long-term Plan.

Strategic alignment with community wellbeing outcomes and priority areas

Aligns with the following strategies and priority areas:

Strategic alignment with priority objective areas from Long-term Plan 2021–2031

- Sustainable, natural eco city
- People friendly, compact, safe and accessible capital city
- Innovative, inclusive and creative city
- Dynamic and sustainable economy
- Functioning, resilient and reliable three waters infrastructure
- Affordable, resilient and safe place to live
- Safe, resilient and reliable core transport infrastructure network
- Fit-for-purpose community, creative and cultural spaces
- Accelerating zero-carbon and waste-free transition
- Strong partnerships with mana whenua

Relevant Previous decisions

On 1 June 2022 the then Annual Plan/Long-term Plan Committee resolved to “Direct officers to complete a comprehensive review of the ‘rating policy’, and the ‘revenue and financing policy’ in time for the 2024-34 long-term plan”.

Subsequently, on 23 June 2022 the Planning and Environment Committee made two resolutions to:

- a. Request that officers investigate options to incentivise development on underdeveloped land as part of the wider review of the rating policy, including land value only rating (as recommended by the Productivity Commission) and a targeted rate on underdeveloped land in the city centre, metropolitan, local and neighbourhood centres.
- b. Agree to remove the assisted (affordable) housing chapter from the notified District Plan and instead investigate the use of a targeted rate on land in identified growth areas of the city where additional height has been enabled by the PDP to fund an assisted (affordable) housing fund as part of the wider review of the rating policy.

Subsequently, on 23 March 2023 the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee resolved to proceed with a

rating policy review.

Significance

The decision is **rated high significance** in accordance with schedule 1 of the Council's Significance and Engagement Policy. Any rating policy changes are likely to change the incidence of rates paid by different ratepayers. As a result, this is expected to generate a high amount of interest from the community.

Financial considerations

Nil

Budgetary provision in Annual Plan / Long-term Plan

Unbudgeted \$X

Risk

Low

Medium

High

Extreme

Author	Raina Kereama, Manager Financial Planning and Policy
Authoriser	Andrea Reeves, Chief Financial Officer

Taunakitanga | Officers' Recommendations

Officers recommend the following motion

That the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee:

- 1) Receive the information.
- 2) Agree to delay the review of the rating base (Land value or Capital value) until after the 2024/34 Long-term Plan. Recommendations following the review of the rating base will be used to inform the 2027/37 Long-term Plan.
- 3) Agree to consult on a change to the commercial, industrial and business differential rate from 3.7:1 to 3.25:1.
- 4) Agree to consult on an increase to the land use division value from \$800k to \$1.5m for the Commercial, industrial and business differential to be included in the funding impact statement.
- 5) Note that the impact of the proposed change to the commercial, industrial and business differential rate from 3.7:1 to 3.25:1 will be modelled and reported back to Committee throughout the preparation of the 2024/34 Long-term plan.
- 6) Agree to consult on a new general rate differential category for vacant land of 4.5:1.
- 7) Note the Zero Waste Programme business case will discuss the future funding of waste services and any changes will be separately consulted on. Any change in funding will be implemented from 1 July 2026.
- 8) Agree to consult on a change to the Rates Remissions and Postponement Policies regarding development, and earthquake strengthening.
- 9) Agree to consult on a change to the Rates Remissions and Postponements Policies regarding Māori land.
- 10) Agree to consult on a change to the Rates Remissions Policy regarding the removal of the first home builders' remission.
- 11) Agree to consider targeted funds for a Golden Mile transition fund and Affordable housing fund as part of the 2024/34 Long-term Plan.

Whakarāpopoto | Executive Summary

2. The purpose of this report is to seek approval for the proposed changes to rating policies including the Revenue and Financing Policy, Rates remissions policy, and Rates postponement policy.
3. The rating policy review will follow a process to enable elected members to decide on what is a reasonable and appropriate allocation of rates based on community feedback. Note: this review does not determine the total amount of rates struck or proposed rates increases.
4. The relevant previous decisions and resolutions have been considered during the review of the rating policies.
5. The following are being recommended for consultation:
 - General rates commercial, industrial and business differential decrease from 3.7:1 to 3.25:1.
 - A new general rate differential for vacant land be introduced.
 - Amending the remission and postponement of rates on property under development or earthquake strengthening.

-
- Introducing remission and postponement of rates on Māori land.
 - Remission for first home builders removed.
6. The following is not being recommended:
- Rating base – Changing the rating base. Recommended to delay that decision.
 - Targeted rate for waste – noting that this is to be consulted on as part of the Long-term Plan and any changes to funding of waste activities will be implemented from 1 July 2026.
 - Affordable housing fund – to be dealt with through the Long-term Plan process as a potential budgeted fund for approval.
 - Golden mile transition fund - to be dealt with through the Long-term Plan process as a potential budgeted fund for approval.
 - Targeted rate on underdeveloped land.
 - Targeted rate on climate action.
 - Targeted rate for accommodation providers, including inner city online providers.
 - Targeted rate instead of development contributions and targeted rate on land value.
 - Targeted rate on suburban businesses.
 - Targeted rate for resilience.
 - Targeted rate for properties on the proposed Mass Rapid Transit route.
 - Remission for Significant Natural Area.
 - Remission for upfront development.
 - Remission for transition to a significant change in the general rates differential.
 - Remission for Arts & Heritage buildings.
 - Enliven places fund.
 - Retail assistance fund.
7. When a preferred rating approach has been agreed, draft policies will be prepared, a separate formal consultation will occur, with submissions sought, and hearings held.
8. The adopted rates policies will be used to prepare the Council's 2024-34 Long-term Plan and set rates for the year commencing 1 July 2024.

Takenga mai | Background

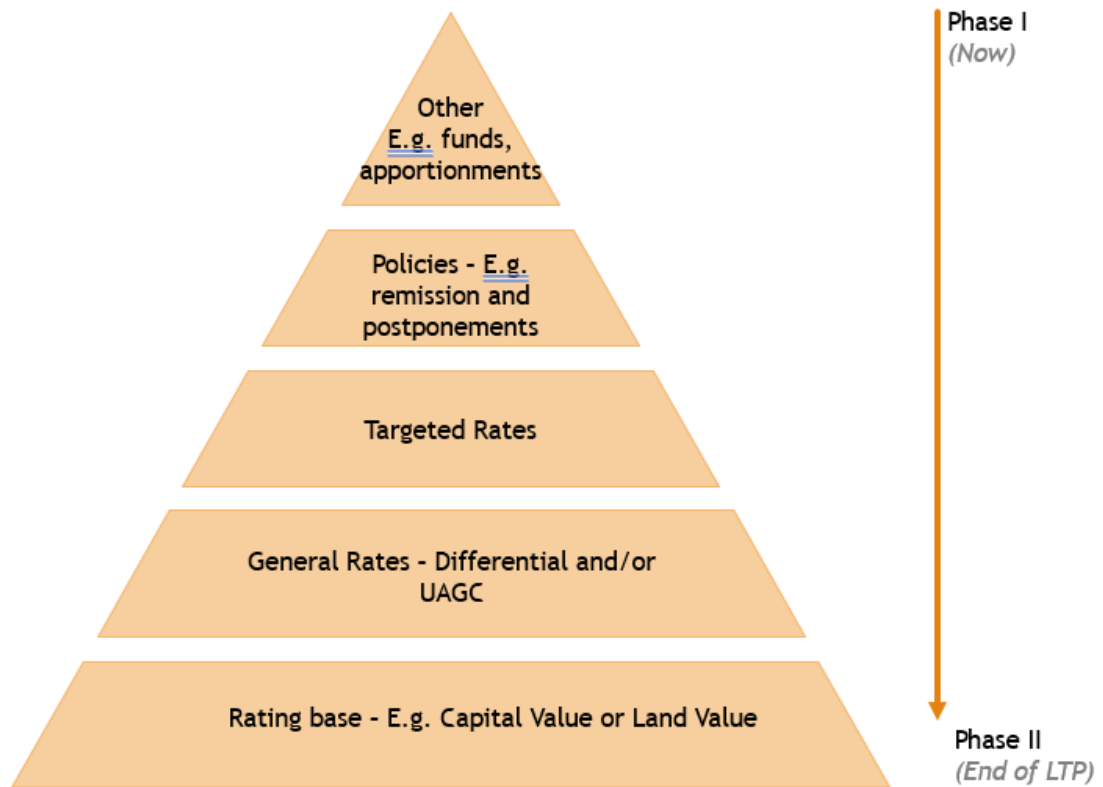
9. On 1 June 2022 the Annual Plan/Long-term Plan Committee resolved to “Direct officers to complete a comprehensive review of the ‘rating policy’, and the ‘revenue and financing policy’ in time for the 2024-34 long-term plan”.
10. On 23 June 2022 the Planning and Environment Committee made two resolutions to:

- Request that officers investigate options to incentivise development on underdeveloped land as part of the wider review of the rating policy, including land value only rating (as recommended by the Productivity Commission) and a targeted rate on underdeveloped land in the city centre, metropolitan, local and neighbourhood centres.
 - Agree to remove the assisted (affordable) housing chapter from the notified District Plan and instead investigate the use of a targeted rate on land in identified growth areas of the city where additional height has been enabled by the PDP to fund an assisted (affordable) housing fund as part of the wider review of the rating policy.
11. Section 102 of the Local Government Act 2002 states a local authority must, in order to provide predictability and certainty about sources and levels of funding, adopt the following funding and financial policies:
- Revenue and financing policy
 - Liability management policy
 - Investment policy
 - Policy on development contributions or financial contributions
 - Policy on the remission and postponement of rate on Māori freehold land
12. A local authority may also adopt the following funding and financial policies:
- Rates remission policy and/or;
 - Rates postponement policy
13. There has been no recent consideration by the Council of the basis for setting rates. There are likely to have been changes in the ratepayer base since the last comprehensive rating policy review was completed.
14. Completing the rating policy review also provides an opportunity to start thinking about a future Wellington, taking into consideration matters such as the impact of the proposed district plan, the expected growth in Wellington, as well as the impact of the affordable water reform.
15. Section 101(3) of the Local Government Act 2002 states:
- The funding needs of the local authority must be met from those sources that the local authority determines to be appropriate, following consideration of,—
- in relation to each activity to be funded,—
 - the community outcomes to which the activity primarily contributes; and
 - the distribution of benefits between the community as a whole, any identifiable part of the community, and individuals; and
 - the period in or over which those benefits are expected to occur; and
 - the extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity; and

-
- the costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities; and
 - the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental, and cultural well-being of the community.
16. Wellington City Council has had multiple workshops and has met with numerous stakeholders. We have considered many options for changes to rating policies

Kōrerorero | Discussion

17. A rating policy review is a process for elected members to decide on what is a reasonable and appropriate allocation of rates based on community feedback. This will be demonstrated through:
- Several workshops with elected members to consider possible rates policy options.
 - Ongoing engagement to inform key stakeholders of the progress of the rating policy review and to receive feedback on areas of concern or focus.
 - Formal consultation, including hearings on Council's proposed rating policies.
 - Communication of the final decision made and the reason for the final decision.
 - The rating policies informing the Council's 2024-34 long-term plan and the basis in which rates are set for the year beginning 1 July 2024.
18. The rating policy review is not focused on how much rates will be collected – that is, it is not about the size of the rates pie but how the rates pie will be divided.
19. The following diagram reflects the key components of the rating policies that have been considered.



Rating Base – Capital Value or Land Value

20. On 23 June 2022 the Planning and Environment Committee made two resolutions. One of those resolutions covered the rating base as follows:
 - Request that officers investigate options to incentivise development on underdeveloped land as part of the wider review of the rating policy, including land value only rating (as recommended by the Productivity Commission) and a targeted rate on underdeveloped land in the city centre, metropolitan, local and neighbourhood centres.
21. As part of the review of the Council’s rating policies, a review of Capital Value or Land Value, as the rating base for general rates has commenced.
22. There have been workshops held with elected members and engagement with various stakeholder groups about the rating base. There are varying opinions and evidence on whether Capital or Land Value should be used as the primary rating base.
23. Any change to the rating base has a significant and material impact to ratepayers across Wellington and consideration needs to be given to this impact.
24. The amount of work involved including modelling, research and engagement to inform a change to the rating base is significant. Based on the discussions held to date the preference is to allow for more time for consideration to be given to, and work undertaken on the rating base.
25. Council officers recommend that decisions about a proposed change to the rating base, which allows for more time and engagement, be delayed until after the adoption of the 2024/34 Long-term Plan.
26. Other options to incentivise development on underdeveloped land have been considered as outlined in paragraphs 46 to 64 and 74 to 78.

General Rates Differential

27. Currently the general rate is split between the base differential rate, which generally applies to residential ratepayers, community organisations and rural land, and the commercial, industrial and business differential rate.

This report seeks approval to consult on two changes to the General Rates Differential:

- A decrease in the commercial, industrial and business differential rate from 3.7:1 to 3.25:1
 - A new differential category for vacant land
28. Rates were set for 2023/24 based on total properties of 81,756. This is broken down into residential rateable properties of 76,152, commercial rateable properties of 4,886, and non-rateable properties of 718.
29. Currently the differential rating category conditions for the Commercial, industrial and business differential include:
- Where a rating unit has more than one land use the rating unit may be 'divided' so that each part may be differentially rated based on the land use of each part. A rating unit will be differentially rated where a division of the rating unit is established, based on the use to which the land is put and/or the zoning. A division will be established where:
 - a rating unit has a value of greater than \$800,000 or
 - the minority use(s) account for more than 30 percent of the total capital value of the rating unit
30. Council officers recommend that the value is increased to \$1.5m as this value has not been updated for multiple years.

Commercial, industrial and business differential rate

31. The Council applies a modifier to alter the rates differential (the rates split) that decides the share of general rate paid by residents (base differential) and by businesses (commercial, industrial and business differential). In setting the level of the differential (noting this is not about how much rates will be collected but rather how the rates pie will be divided), the Council has considered the requirements in Section 101(3) of the Local Government Act 2002, such as:
- The benefits each sector derives.
 - The ability of ratepayers within each sector to pay.
 - The historic relationship between various groups of ratepayers and the existing level of the differential.
 - Ensuring any change to the differential, or rate of any change, does not impact unreasonably on any particular group of ratepayers.
 - To determine equity and fairness, the entire rating system for Wellington City must be considered and it is not appropriate to focus on the differential only.

- The impact on the social, cultural, economic and environmental wellbeing of the community.
32. Wellington City Council has operated a differentiated general rating system since 1976. The general rate differential has been applied to Residential (or Base) and Commercial sectors since the year 2000.
 33. Pre 1987 the value of the Commercial sector had grown to a stage where it accounted for approximately 75% of the valuation base. The commercial sector bore approximately 55% of the rates burden.
 34. In the 1990's following the 1987 share-market crash the value of the city's commercial sector plummeted. To avoid a significant shift in the rates burden from the commercial sector to residential, the Council introduced a Rates Differential. To maintain the share of the rates burden a General Rate differential of 7.1:1 was introduced.
 35. In 2000 Wellington City Council agreed to a ten year transition process to reach a target General rate commercial differential of 2.8:1 by 2009/10.
 36. The General Rate commercial differential was changed in the 2007/08 LTCCP amendment so that the rate of differential change was slowed down to lower the impact on residential rates as the economy headed into recession. This changed the target General rate commercial differential of 2.8:1 by 2011/12.
 37. In the 2019/20 Annual Plan it was agreed to change the general rates differential from 2.8:1 to 3.25:1. The 1 September 2018 revaluation resulted in a significant uplift in the capital value of the City. The average percentage increase varied significantly between the Residential (43 percent) and the Commercial, Industrial & Business (23 percent) differential rating categories. This variance caused a potential shift in the proportion of total rates that would be paid by each sector. As a result Council agreed the change to the General Rates Differential.
 38. In the 2022/23 Annual Plan it was agreed to change the general rates differential from 3.25:1 to 3.70:1. This was due to the relative impacts of recent revaluations on commercial and residential property. The change to the commercial differential was so that commercial and residential ratepayers continue to pay the same proportional share of rates as was set in the 2021/31 Long Term Plan.
 39. Differentials are a tool used to alter the incidence of rates. Under the current differential settings, the residential category contributes 56% of the total general rates and the commercial sector contributes the remaining 44%. This current share was established in 2012 and has not changed since.
 40. Wellington City Council can set the differential in any manner they see fit. Considerations in setting the differential involves consideration of the factors in Section 101(3) of the Local Government Act 2002. Council has considered both measures of use and benefit (who benefits, who causes the need), affordability (considering ability to pay for council services), community well-being and community benefit (factors such as employment generation, economic development, social contributions, and strain on infrastructure).
 41. Wellington City Council has considered some Wellington specific factors driving the commercial differential. These include the relatively large commuter base coming into the city, the strong focus on community well-being and safety (which means the whole community pays for services even if they primarily benefit individual

ratepayers/residents), affluent government ratepayers, as well as changing working patterns that particularly affect inner city businesses.

42. Wellington City Council has compared the relevant differentials of the general rate across other metro City Councils. Wellington City Council currently charges the highest Commercial differential.

- Wellington City Council 3.70:1
- Auckland City Council 2.63:1
- Christchurch City Council 2.20:1
- Hamilton City Council 2.98:1
- Porirua City Council 3.10:1
- Hutt City Council 3.45:1

43. Based on analysis completed Council staff recommend that the Commercial, industrial and business differential rate is decreased from 3.7:1 to 3.25:1. This equates to the residential sector contributing approximately 60% of the total general rates and the commercial sector contributing approximately 40% based on the 2023/24 Annual Plan.

44. Analysis has been completed to look at the impact of this change based on the 2023/24 rating year. This shows that based on a \$1.5m property, the residential sector will have an increase of 4% of the general rate and the commercial sector will have a decrease of 5.5%.

45. The full impact of the proposed change to the commercial, industrial and business differential rate from 3.7:1 to 3.25:1 for the 2024/25 and future years will be modelled and reported back to Committee throughout the preparation of the 2024/34 Long-term plan.

New differential on vacant land

46. As noted in paragraph 26, options to incentivise development on underdeveloped land were considered as part of the Rating Policies review.

47. A targeted rate for underdeveloped land was considered and legal advice sought on the ability to do so.

48. It is considered that setting a targeted rate for land based on the level of utilisation rather than the actual use being made of the land may be problematic, and lead to implementation difficulties.

49. Many sites that are 'underutilised' are small, dispersed/fragmented and have complicated ownership arrangements, are difficult to assess and so unlikely to be easily identified by Council for the targeted rate.

50. Land subject to a targeted rate must be defined in terms of one or more of the matters in Schedule 2 of the Local Government Rating Act 2002. The extent to which a property's development potential is used (or not used) does not fit comfortably into any of the Schedule 2 Local Government Rating Act 2002 categories.

51. Further, a rate set at different levels, based on the extent to which land is “developed” or not, could be potentially challenged on the basis that it unfairly “punishes” those ratepayers who purchased without any intention to develop at all. It may be regarded as an unfair (and therefore unreasonable) penalty on private open space.
52. It is therefore not recommended to implement a targeted rate on underdeveloped land.
53. A new differential on vacant land was also considered as part of the Rating Policies review.
54. In contrast to underdeveloped land, vacant land can be linked easier to the requirements of the Local Government Rating Act 2002 (‘being the land use’).
55. As vacant land, by its nature, has a lower capital value, the benefits that owners of vacant Central City land receive from our general activities are substantially above the rates currently being assessed on that land. Furthermore, the visual appearance of vacant sites has a significant influence on negative perceptions of central areas.
56. This proposal helps even the scales – we plan all our central city infrastructure to cope with potential developments on vacant land, and this proposed change will help make sure the owners of this vacant land are paying their fair share of these costs.
57. The definition of vacant land needs to be clear and understandable. We have considered this and have identified the following factors that will assist in creating a definition of ‘vacant’ land to apply the differential:
 - Limited to inner city
 - QV code ‘vacant’
 - Not under development
 - No active use
 - Exemption when not economical
 - Includes derelict buildings or other improvements that are not used.
58. It is estimated that this differential could apply to approximately 60 properties in the inner city.
59. It is proposed that Wellington City Council would provide remissions for owners of vacant land when they ‘tidy up’ the vacant land (e.g. erecting fences).
60. This proposal will be labour intensive to implement as each property classified as vacant will need to be investigated and checked annually. It is also estimated that the cost of implementing this differential could be equal to the amount of rates attributed to the vacant land differential.
61. Consideration has been given to the Section 101(3) of the Local Government Act 2002 where the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental, and cultural well-being of the community. Council considers that benefits that owners of vacant Central City land receive from our general activities are substantially above the rates currently being assessed. The purpose of the differential on vacant land is to promote development in the city.
62. It is recommended that a new vacant land differential of 4.5:1 is implemented to be consulted on. While this is labour intensive to administer this is a mechanism available to the Council to incentivise the development of underdeveloped land.

63. As part of recommending the new vacant land differential we modelled different scenarios and compared to what other Councils do. Christchurch City Council has a differential on vacant land of 4.5:1.
64. Below are the results of the analysis performed based on different differentials:

Vacant land	Status quo	Under a 3.7 differential	Under a 4.0 differential	Under a 4.5 differential	Under a 5.0 differential
	A \$1m vacant property (residential) pays \$2,027 in rates in 2023/24	A \$1m vacant property pays \$6,580 in rates in 2023/24 an increase of 225%	A \$1m vacant property pays \$7,068 in rates in 2023/24 an increase of 250%	A \$1m vacant property pays \$7,929 in rates in 2023/24 an increase of 291%	A \$1m vacant property pays \$8,772 in rates in 2023/24 an increase of 333%

Targeted Rates

65. A local authority may set a targeted rate for 1 or more activities or groups of activities if those activities or groups of activities are identified in its funding impact statement as the activities or groups of activities for which the targeted rate is to be set.
66. The legal prerequisites for a lawful targeted rate are:
- the rate must be for one or more activities or groups of activities, as identified in the funding impact statement;
 - if the rate is not set on all land in the district, then the land subject to the rate must be defined in terms of one or more of the matters listed in Schedule 2 of the Local Government Rating Act 2002;
 - if the rate is not uniform, then the differential categories must be defined in terms of one or more of the matters listed in Schedule 2 of the Local Government Rating Act 2002; and
 - liability for the rate must be either a fixed amount per rating unit or calculated using a factor or factors listed in Schedule 3 of the Local Government Rating Act 2002. Different factors may be used for different differential categories.
67. As part of the rating policy review, all existing targeted rates set by Council were considered. Targeted rates are designed to fund an activity or group of activities and those that benefit from the service will pay for it. This approach can make it clearer to everyone where their rates money is being spent.
68. The rating policy review concluded that the existing targeted rates were appropriate. However, the following new targeted rate is being considered in the future.

Waste Targeted rate

69. The funding of waste services is being reviewed as part of the Zero Waste Programme Business Case. As part of this review a targeted rate for waste services is one option being considered.
70. There will be a briefing on 30 August 2023 about the Zero Waste Programme and a report will be presented to the Kōrau Tūāpapa | Environment and Infrastructure Committee on 14 September 2023.
71. Decisions about changes to how waste is funded will be consulted on through the Long-term plan. However, the implementation of any change in funding will be implemented from 1 July 2026 and therefore will not be considered as part of the consultation on the immediate proposed changes to the rating policies.

Rates Remission and Postponement Policies

72. The existing remission and postponement policies were reviewed, and the changes proposed are outlined in the following paragraphs.
73. The remissions and postponements policies will also be reviewed to improve definitions, particularly where there have been challenges in interpreting the intent of the policy in the past.

Remission of rates on property under development or earthquake strengthening

74. The current Rates remission policy includes a remission of targeted rates on property under development or earthquake strengthening.
75. This remission for property under development in its current form only remits targeted rates for commercial buildings that are not 'fit for purpose'.
76. It is proposed that the following changes are made to the remission and postponement policies:
 - Make the policy clearer that the remission for property under development applies to both commercial and residential buildings that are not 'fit for purpose'.
 - Include a remission of general rates for a property under development or earthquake strengthening for multi-unit residential buildings (estimated \$800k) and 1-3 storey mixed/commercial buildings (estimated \$1.6m).
 - Include a postponement of rates during the period in which development work (or seismic strengthening) is undertaken.
 - A remission of the postponed rates once the development work or seismic strengthening is completed.
 - If the development work or strengthening is not completed, then the remission would not apply, and the rates postponement would come to an end (i.e. the postponed rates would be payable).
77. The waiving of fees for a property under development or earthquake strengthening for building consents, resource consent pre-application meetings and free corridor access will be explored as part of the Long-term plan and recommendations on these will come at a later point through a review of the Revenue & Financing Policy (estimated \$800k reduction in revenue).
78. During the 2022/23 year there were 59 applications for the development remission with a value of \$211k, and 7 applications for the earthquake strengthening remission with a value of \$284k.

Remission and postponement on Māori land

79. The current rates remission and postponement policies includes a statement on the remission and postponement for Māori freehold land.
80. Māori land however does not necessarily have freehold status. We are therefore proposing a change to the current policy to extend the remission for all types of protected Māori land.
81. The purpose of this remission is to increase equity in our rating by recognising certain conditions, features and ownership structures on the use, development and sale of Māori land. This approach is consistent with that of Greater Wellington Regional Council.
82. A new policy specifically for remission and postponement of Māori land will be developed. At this stage it is unclear how many properties could qualify for this remission. Council currently has approximately 300 properties with protected land status, and this would be the upper limit of properties that could qualify.
83. Section 102(3A) of the Local Government Act 2002 provides that certain Council policies must support the principles set out in the Preamble to Te Ture Whenua Māori Act 1993.
84. Clause 22 of Schedule 1AA of the Local Government Act 2002 requires that the following policies be reviewed and updated to comply with that requirement:
- the revenue and financing policy
 - the policy on development contributions or financial contributions
 - the policy on the remission and postponement of rates on Māori freehold land
 - any rates remission policy or rates postponement policy
85. Based on this, Council will include a review of the revenue and financing policy, rates remission and postponement policies to ensure compliance with the requirement in section 102(3A) of the Local Government Act 2002 around supporting the principles in the Preamble to the Te Ture Whenua Māori Act 1993.

Remission for first home builders

86. The current Rates remission policy includes a remission for first home builders.
87. During the 2022/23 year there were 198 applications with a value of \$440k in remissions.
88. The policy objective is to assist new first home builders and promote the supply of housing in Wellington city.
89. It is understood that this remission is not considered where first home builders are considering a new home build and is something they learn of post build.
90. On this basis, it is recommended to remove the first home builders' remissions.

Other funds

Affordable housing fund

91. On 23 June 2022 the Planning and Environment Committee made two resolutions. One of those resolutions is as follows:
- Agree to remove the assisted (affordable) housing chapter from the notified District Plan and instead investigate the use of a targeted rate on land in identified growth areas of the city where additional height has been enabled by the PDP to fund an assisted (affordable) housing fund as part of the wider review of the rating policy.
92. The purpose of an assisted affordable housing fund would be to fund initiatives such as:
- Construction of affordable housing by Council
 - Grants or loans to CHPs or private developers for affordable housing projects
 - Land acquisition for affordable housing development
 - Subsidising Te Kainga programme to further reduce rents
 - Co-funding, or facilitating Co-housing developments
93. Council has considered the following in the relation to this resolution:
- Targeted rate on underdeveloped land – this has been covered in paragraph 99 to 101.
 - Targeted rates on vacant land – this has been recommended as a new vacant land differential.
 - Financial contributions – this had already been considered as part of the Proposed District Plan
 - Development contributions (network infrastructure)
94. Council does not recommend that an affordable housing fund is considered under proposed changes to rating policies and is instead dealt with through the Long-term Plan process as a potential budgeted fund for approval.

Golden mile transition fund

95. Council has considered a business support fund during times of construction along the golden mile. This has been considered as part of a larger business support package which could include a reduction in fees.
96. Council does not recommend that a golden mile transition fund is considered under proposed changes to rating policies and is instead dealt with through the Long-term Plan process as a potential budgeted fund for approval.

Kōwhiringa | Options

97. It is recommended that Council approve the proposed changes to the rating policies to be included in the Statement of Proposal to seek feedback from the community.
98. The following options were considered but are not recommended.

Targeted rate on underdeveloped land

99. A rate set at different levels, based on the extent to which land is “developed” or not, could be potentially challenged on the basis that it unfairly “punishes” those ratepayers who purchased without any intention to develop at all. It may be regarded as an unfair (and therefore unreasonable) penalty on private open space.

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100. Following a legal review, it was identified that setting a targeted rate for land based on the level of utilisation rather than the actual use being made of the land may be problematic, and lead to implementation difficulties.
101. A targeted rate on underdeveloped land is therefore not a reasonably practicable option and is not recommended.

Targeted rate for Climate Action

102. Targeted rates are less suitable for projects which span a wide range of activities. Climate change is much more than seawalls, cycleways and pedestrian networks it is considered in much of the Council's projects and work.
103. It can be hard to distinguish whether increased costs are for climate action or as part of other change (e.g. pedestrian network).
104. A targeted rate on climate action is therefore not recommended.

Targeted rate for accommodation providers, including inner city online providers

105. An accommodation provider targeted rate recognises that accommodation providers benefit proportionally more from visiting tourists than other commercial businesses. Therefore, consideration was given to whether accommodation providers should contribute extra to funding activities that promote tourism.
106. While such a rate considers the extra benefit derived, the actual application is challenging. Not many councils have an in-house valuation team, which makes apportioning all accommodation providers easily and low-cost (this is needed as typically accommodation providers also have a restaurant or function centre, etc). Furthermore, accommodation providers have been particularly hit hard during the Covid-19 pandemic.
107. A targeted rate must be assessed to fund a particular Council activity or activities. In this case, there is not a particular activity related to inner city online accommodation providers. It is not possible to set a targeted rate that adds to the general revenues of the Council.
108. The Council's long-term intention is that accommodation providers throughout the city pay commercial rates.
109. It can be difficult for the Council to know what properties are used for online accommodation. The Council will need to be confident that its identification of the relevant properties is reasonably complete and accurate, before it sets and seeks to collect the rate. Otherwise, there would be the potential for claims of unfairness to be made by those who are rated.
110. Rates are to be set based on the RID as at 30 June in the year before the rates are set.¹⁴ This may pose a challenge (and risk), as the use of properties (including for online accommodation) can change from time to time. The Council will need to carefully consider what definition or definitions to use for the land liable for the rate, to ensure that this Local Government Rating Act 2002 requirement is satisfied.
111. Council is recommending not to propose a targeted rate for inner city online accommodation providers for the 2024/34 Long-term Plan. Instead will continue to look

for a long term solution working with online peer-to-peer networks and District Plan changes.

Use of a targeted rate rather than Development Contributions and targeted rate on Land Value

112. A targeted rate instead of Development Contributions would mean that growth is funded by current residents.
113. Currently capital expenditure related to growth (demand for increased infrastructure) is funded by Development Contributions per the current Financial and Infrastructure Strategy, and Revenue and Financing Policy.
114. Growth due to an increased demand for infrastructure should be funded by those creating the need for that infrastructure.
115. Further, a targeted rate must be assessed to fund a particular Council activity or activities.
116. It is therefore not recommended to propose a targeted rate to fund growth infrastructure.

Targeted rate on Suburban Businesses

117. The current downtown targeted rate applies to inner-city businesses which fund tourism activities.
118. Suburban businesses also benefit from tourism therefore Council considered whether these businesses could contribute to the cost of tourism activities.
119. There were issues identified with this proposal as it is difficult to quantify the level of benefit for the businesses as a result of tourism activities and the benefits are likely to be small and highly dependent on the industry.
120. Council is not recommending a targeted rate in suburban businesses.

Targeted rate for resilience

121. A targeted rate for resilience was considered as part of the targeted rate on Climate Action.
122. There is uncertainty at this point on the scale of resilience related work required across the city.
123. In considering a targeted rate for resilience there needs to be a holistic approach on what future proofing means for the city.
124. Council recommends that a targeted rate for resilience is looked at in the future where further work is required to understand the scale.

Targeted rate for properties on the proposed Mass Rapid Transport route

125. Properties on the proposed Mass Rapid Transit route will likely benefit from an increase in the properties value. On this basis, any rates charged would be higher due to an increase in the value of the property.
126. Council does not recommend a targeted rate for properties on the proposed Mass Rapid Transport route as there will already be an increase in the rate charged due to the increase in value of the property.

Rates remission for Significant Natural Areas

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127. There are approximately 1,600 properties in the city that have some area within a Significant Natural Area.
 128. The impact of a Significant Natural Area is currently captured in a property's value. The value of these properties is likely to be lower due to the significant natural area on land.
 129. In the proposed district plan there are some Significant Natural Areas. However, these are on rural, public or non-residential land – as a result there is no significant rating implication. The decision to designate other SNAs has not yet been made. The intent was to wait until the National Policy Statement for Indigenous Biodiversity was released (this has now occurred), which will trigger work on the regional policy statement and then our own district plan (in the form of a new district plan provisions).
 130. The National Policy Statement on Indigenous Biodiversity states that local authorities must promote the increase of indigenous vegetation cover in their regions and districts through objectives, policies, and methods in their policy statements and plans. This is to be implemented by 2030.
 131. Any new SNA identification in the district plan will likely not happen until after the adoption of the 2024/34 Long-term Plan. Therefore, this is not an appropriate time to consider rating policy implications.

Remissions for upfront development

132. Council has considered a remission for upfront development.
133. There are issues with the proposed development when a remission is granted (on application) however no development occurs.
134. Council has included a proposed a postponement of rates during the period in which development work (or seismic strengthening) is undertaken and a remission once the development work or seismic strengthening is completed.
135. Council does not recommend a remission for upfront development as this is already covered in the proposed remission for development and earthquake strengthening.

Remission for transition to a significant change in the general rates differential

136. Council is recommending a proposed change to the general rates differential for the commercial, industrial and business differential rate from 3.7:1 to 3.25:1.
137. Other options considered for the commercial, industrial and business differential rate were a differential of 2.60:1 and 2.00:1.
138. Under a commercial, industrial and business differential of 2.60:1, there was an estimated 9% increase in general rates on a \$1.5m residential property based on the 2023/24 rating year, and a 16% decrease in general rates for a same valued commercial property.
139. Under a commercial, industrial and business differential of 2.00:1, there was an estimated 16% increase in general rates on a \$1.5m residential property based on the 2023/24 rating year, and a 25% decrease in general rates for a same valued commercial property.

140. Council does not recommend a remission for the transition to change in the commercial, industrial and business differential as the current recommendation is not considered to be significant. Noting that further modelling will be undertaken and reported back to Committee throughout the preparation of the 2024/34 Long-term plan.

Remission for Arts & Heritage buildings

141. Council currently has funds to support the arts & culture sector including:

- Arts and Culture fund and
- Creative Community scheme
- Heritage Resilience and Regeneration fund

142. Council does not recommend a further remission for Arts & Heritage buildings and instead we recommend increased awareness for the current funds in place.

Retail assistance fund

143. Council has considered a retail assistance fund.

144. There are over 1,000 retailers in the city so any fund would need to be significant to have any impact and would therefore put pressure on ratepayers. There could potentially be negative feedback as other businesses such as those in the hospitality industry would not be eligible for the fund.

145. Council does not recommend a retail assistance fund under proposed changes to rating policies.

Enliven places fund

146. Council has considered an enliven places fund. This fund would support temporary projects and events and the aim would be to enhance amenity and activity (use of underused properties for pop-up store, artists etc.).

147. Council already has a fund supporting artist and projects enhancing local vibrancy.

148. Council does not recommend an enliven places fund under proposed changes to rating policies.

Whai whakaaro ki ngā whakataunga | Considerations for decision-making

Alignment with Council's strategies and policies

149. A key objective in completing a rating policy review is to provide a rates process and policies that is aligned to, and supports, the Council's outcomes and strategic priorities. Therefore, the principles that the rates policies are based on will be recognisable against the outcomes and strategic priorities set by the Council, and they will align to the Council's financial and infrastructure strategies.
150. As the rating policy review progresses consideration will also be given to the other policies and strategies informing the development of the 2024-34 long-term plan.

Engagement and Consultation

151. A rating policy review will attract significant interest across all residential and commercial residents and ratepayers. Therefore, significant engagement and consultation is proposed.

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152. There have been workshops held with elected members and engagement with various stakeholder groups during the period of the review.
 153. The consultation for the rating policies will be completed prior to the long-term plan consultation. The completion of a rating policy review is significant enough to require its own separate process.
 154. Formal consultation of a statement of proposal will commence in September following the formal adoption of the proposal. The consultation term will be no less than 4 weeks and hearings will be held in October.

Implications for Māori

155. The Local Government Act 2002 requires the Council to have a Policy on remission and postponement of rates on Māori freehold land. Currently there is a paragraph in our rates remission policy about remission and postponement of rates on Māori freehold land, but no separate policy.
156. Early engagement with Mana Whenua has indicated an interest in the rating policy review, with a particular focus on Council's policy on remission and postponement of rates on Māori freehold land.
157. We are planning to continue to engage with Mana Whenua during the consultation period. Mana Whenua feedback will be provided to elected members as they consider the rating policy review.

Financial implications

158. The completion of the rating policy review has not resulted in additional expenses in the current financial year or the next financial year as the work is being completed by reallocated resources.
159. Any financial implications as a result of the rating policy review will be considered as part of the Long-term Plan. Any proposed changes that have an impact on budgets have not been recommended at this stage.

Legal considerations

160. Rates must be set in accordance with legislation, primarily the Local Government (Rating) Act 2002 and the Local Government Act 2002.
161. As part of the process for developing the rating policies legal input has and will be sought to gain assurance that the rating policies comply with rating law and decision-making law.
162. See also the risks and mitigations section of this paper.

Risks and mitigations

163. Public and media interest is likely to be very high in a rating policy review. Undertaking a rating policy review can also be highly litigious and there is a risk of judicial review.
164. Further, defective policies and process may render decisions that flow out of policies as invalid. Rates are "primarily a tax" and therefore setting them and changing them needs

to be done to the letter of the law. How the decision is made is as important as technical compliance.

165. The legal team will be involved throughout the process, and specialist legal input has and will be sought.
166. It is important that while Council staff and elected members may understand the reasons for the review that they are not closed to community feedback (i.e., they demonstrate bias in their decision making).
167. Elected members will be provided with good information to discuss with the public the proposals and the reasons for them. Clear and frequent communication as the work progresses will be essential to demonstrate that the Council is open to hearing feedback.
168. Peer review processes of modelling will be undertaken including the use of specialist expertise where required.

Disability and accessibility impact

169. During the communications and engagement phase of the rating policy review consideration will be given to those who have access needs for them to participate in the review if they choose and they can receive communication about the decisions made.

Climate Change impact and considerations

170. The rating policy review does not have an impact on Wellington's zero carbon goal or result in additional carbon emissions.

Communications Plan

171. Covered in the engagement and consultation section of this paper.

Health and Safety Impact considered

172. There are no health and safety hazards or risks that people could be exposed to as they relate to the recommendations in this report.

Ngā mahinga e whai ake nei | Next actions

173. Officers will prepare the Statement of Proposal which will be brought to the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee for adoption on 6 September 2023.
174. Following adoption of the Statement of Proposal, a formal consultation period of no less than 4 weeks will commence.
175. Following the consultation period, oral hearings will be held in October.
176. On 9 November 2023 the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee will confirm decisions based on the results of the submission process.
177. Policies will then be updated for inclusion in the 2023/24 Long-term Plan.

Attachments

Nil

ACTIONS TRACKING

Kōrero taunaki | Summary of considerations

Purpose

1. This report provides an update on the past actions agreed by the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee, or its equivalent, at its previous meetings.

Strategic alignment with community wellbeing outcomes and priority areas

Aligns with the following strategies and priority areas:

- Sustainable, natural eco city
- People friendly, compact, safe and accessible capital city
- Innovative, inclusive and creative city
- Dynamic and sustainable economy

Strategic alignment with priority objective areas from Long-term Plan 2021–2031

- Functioning, resilient and reliable three waters infrastructure
- Affordable, resilient and safe place to live
- Safe, resilient and reliable core transport infrastructure network
- Fit-for-purpose community, creative and cultural spaces
- Accelerating zero-carbon and waste-free transition
- Strong partnerships with mana whenua

Relevant Previous decisions

Not applicable.

Financial considerations

Nil

Budgetary provision in Annual Plan / Long-term Plan

Unbudgeted \$X

Risk

Low

Medium

High

Extreme

Author	Alisi Folaumoetu'i, Democracy Advisor
Authoriser	Stephen McArthur, Chief Strategy & Governance Officer

Taunakitanga | Officers' Recommendations

Officers recommend the following motion

That the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee:

1. Receive the information.

Whakarāpopoto | Executive Summary

2. This report lists the dates of previous committee meetings (hui) and the items discussed at those hui.
3. Each clause within the resolution has been considered separately and the following statuses have been assigned:
 - In progress: Resolutions with this status are currently being implemented.
 - Complete: Clauses which have been completed, either by officers subsequent to the meeting, or by the meeting itself (i.e. by receiving or noting information).
4. All actions will be included in the subsequent monthly updates but completed actions will only appear once.

Takenga mai | Background


5. At the 13 Haratua May 2021 Council meeting, the recommendations of the Wellington City Council Governance Review were endorsed and agreed to be implemented.
6. On 25 Whiringa-ā-nuku October 2022 through memorandum, the 2022-2025 committee structure chosen by Mayor Tory Whanau was advised. This included establishment of the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee.
7. The Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee for the 2022-2025 triennium fulfills the functions of the Pūroro Tahua | Finance and Performance Committee and the Annual Plan/Long-Term Plan Committee of the 2019-2022 triennium.
8. The last meetings of the equivalent committees in the 2019-2022 triennium were held on the following dates:
 - Annual Plan/Long-Term Plan Committee – 30 Pīpiri June 2022
 - Pūroro Tahua | Finance and Performance Committee – 28 Mahuru September 2022
9. The purpose of this report is to ensure that all resolutions are being actioned over time. It does not take the place of performance monitoring or full updates. The committee could resolve to receive a full update report on an item if it wishes.

Kōrerorero | Discussion

10. Of the 9 resolutions of the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee in June 2023:
 - 6 are complete.

- 3 are in progress.
11. 7 in progress actions have been carried forward from the previous action tracking reports.
 12. Note that, for public excluded resolutions, each individual clause will not be reported on in a public hui. These resolutions have been treated as a whole.
 13. Updates on individual clauses of a public excluded resolution can be provided to Councillors outside of a formal hui.
 14. Further detail is provided in Attachment 1.

Attachments

Attachment 1. [Actions Tracking - August](#)  

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Date	ID	Title	Clause number	Clause	Status	Comment
Thursday, 17 June 2021	296	4.1: Chaffers Marina Limited Options		All clauses	In progress	
Thursday, 18 November 2021	304	2.8 Te Upoko o Te Ika a Māui Commitment	3	Note that spend targets are yet to be developed and will be brought back to the Committee for approval.	Completed	This action for Commercial Partnerships and Mataaho Aronui has been absorbed into business unit plans under the Tākal Here indicator "Percentage of WCC procurement targets of spending with Māori organisations' met".
Thursday, 16 June 2022	307	2.3 Allocation of landfill surpluses	5	Request officers provide a full breakdown of the landfill surplus and its allocation through the Annual Plan and Long Term Plan process.	In progress	
Thursday, 23 February 2023	1358	2.2 Quarter 2 Performance Report	8	Note that the Pūroro Rangaranga Social, Cultural and Economic committee on 4 August 2022 agreed to apply for Better off Funding totalling \$14.42m available to Wellington City Council	Completed	
Thursday, 23 March 2023	1493	2.1 Rating Policy Review	2	Note a rating policy review will address the resolutions made in June 2022 by the then Annual Plan/Long-term Plan Committee and the then Planning and Environment Committee. The review will also consider area of focus identified at the 15 February 2023 workshop with Councillors.	Completed	
Thursday, 23 March 2023	1494	2.1 Rating Policy Review	3	Note the rating policy review will be carried out as a parallel stream of work alongside the broader 2024-34 long-term plan development. The rating policy review has its own communication and engagement plan, which is closely aligned with the long-term plan communications and engagement plan.	In progress	
Thursday, 23 March 2023	1495	2.1 Rating Policy Review	4	Agree to proceed with a rating policy review.	In progress	
Thursday, 23 March 2023	1496	2.1 Rating Policy Review	5	Agree the process for completing the review, including the proposed engagement and communications approach for the rating policy review.	In progress	
Wednesday, 31 May 2023	1640	2.2 Quarter 3 Performance Report	3	Recommend to Council an increase to Wellington Water Limited's (WWL) CAPEX budget by \$15m from \$50m to \$65m as a bring forward from the 2023/24 financial year;	In progress	
Wednesday, 31 May 2023	1641	2.2 Quarter 3 Performance Report	4	Recommend to Council an increase to the project Capex budget for the Ngaio Gorge project by \$3.1m from \$10.3m to \$13.4m to cater for the total variation costs of contract works, professional services and labour; and	In progress	
Wednesday, 31 May 2023	1653	2.3 2023 Annual Plan - Deliberation and Budget Variances	9	Note the correct description of proposed fees and user charge changes for Waterfront Public Space activity outlined in Attachment Three;	Completed	
Wednesday, 31 May 2023	1654	2.3 2023 Annual Plan - Deliberation and Budget Variances	10	Agree the changes to the rates remissions and postponement policies as outlined in the engagement document	Completed	
Wednesday, 31 May 2023	1655	2.3 2023 Annual Plan - Deliberation and Budget Variances	11	Note that there are projects such as work required on Council buildings on the waterfront, and Frank Kitts Park development that require additional funding which has not been included in the budget for the Annual Plan. a) Agree to have officers report back on options for minor provision of temporary play equipment at Frank Kitts Park to be made available for the public over Summer 2023/24, to be funded within the current budget. b) Agree that officers report back on options to resolve the Frank Kitts Playground project, including the option to return this area to open public space.	Completed	
Wednesday, 31 May 2023	1656	2.3 2023 Annual Plan - Deliberation and Budget Variances	12	Agree to recommend funding of \$0.15m (from reprioritising the existing capital programme) for temporary toilets installed on southern end of Ian Galloway Park by the BMX tracks;	Completed	

2.3 2023 Annual Plan - Deliberation and Budget Wednesday, 31 May 2023	1657 Variances	13	Agree to pause the Huetepara Park project due to capex cost increases and reconsider the budget as part of the 2024-34 LTP process;	Completed
2.3 2023 Annual Plan - Deliberation and Budget Wednesday, 31 May 2023	1658 Variances	14	Note we will continue to provide shade in community playgrounds as appropriate and within existing capital and operating budgets.	Completed
2.3 2023 Annual Plan - Deliberation and Budget Wednesday, 31 May 2023	1659 Variances	15	Note the cycleway on the South Coast is part of the bike network with areas being completed according to priority. The route is a low priority for completion i.e. prioritised as 13 out of the 14 areas	Completed
2.3 2023 Annual Plan - Deliberation and Budget Wednesday, 31 May 2023	1660 Variances	16	Agree the 2023/24 Annual Plan budget	Completed
2.3 2023 Annual Plan - Deliberation and Budget Wednesday, 31 May 2023	1661 Variances	17	Note that the recommendations of this report result in a proposed rates increase of 12.3 percent (after growth) in 2023/24 as per the budget that was engaged on, and that any changes to the officer recommendations may have a resulting impact on the projected rates increase which will be confirmed in the finalisation of the budget for adoption on 29 June 2023;	Completed
2.3 2023 Annual Plan - Deliberation and Budget Wednesday, 31 May 2023	1662 Variances	18	Note the draft 2023/24 Annual Plan document structure (Attachment Six) for Councillor review and feedback.	Completed
2.3 2023 Annual Plan - Deliberation and Budget Wednesday, 31 May 2023	1663 Variances	19	Agree that Officers prepare the 2023/24 Annual Plan (including associated activity statements, budgets, financial statements, funding impact statements and plans) to reflect any changes agreed at this meeting of the Committee, and that it be considered for adoption by the Council on 29 June 2023.	Completed
2.3 2023 Annual Plan - Deliberation and Budget Wednesday, 31 May 2023	1664 Variances	20	Agree to delay \$7m of the funding for the MOB/CAB demolition to 2024/25, which would result in a budget of \$1m for 2023/24.	Completed
2.3 2023 Annual Plan - Deliberation and Budget Wednesday, 31 May 2023	1665 Variances	21	Agree that the increase in Opex funding committed to Wellington Water Limited (WWL) is conditional on WWL agreeing to a part of the funding being used to undertake a review of its services with the objective of improving its efficiency, identifying potential cost savings, and improving transparency/reporting.	Completed
2.3 2023 Annual Plan - Deliberation and Budget Wednesday, 31 May 2023	1666 Variances	22	Delegate the power to agree the terms of the review with WWL to the Mayor and Chief Executive.	Completed
2.3 2023 Annual Plan - Deliberation and Budget Wednesday, 31 May 2023	1667 Variances	23	Agree to increase funding by \$1.2m in the 2023/24 Annual Plan (from \$1.2m to 2.4m capex) to complete stage 1 of the proposed Huetepara Park development.	Completed
2.3 2023 Annual Plan - Deliberation and Budget Wednesday, 31 May 2023	1668 Variances	24	Agree to fund through the 2023/2024 Annual Plan \$150,000 from the Sportsville Partnership Fund the independent review into Council's sports field charges and for the results to be considered in the Council's next long term plan for 2024-2034 (subject to Council determining such a review is warranted at its meeting on 1 June 2023).	Completed
2.1 CCO Final Statements of Intent 2023/24 Thursday, 29 June 2023	1748	1	Receive the information	Completed
2.2 Report Back on Councillor Young's Taiwan Visit and Report on Wellington Mayoral Thursday, 29 June 2023	1749	1	Delegation to Asia	Completed
2.2 Report Back on Councillor Young's Taiwan Visit and Report on Wellington Mayoral Thursday, 29 June 2023	1750	2	Delegation to Asia	Completed

Thursday, 29 June 2023	2.2 Report Back on Councillor Young's Taiwan Visit and Report on Wellington Mayoral Delegation to Asia	1751	3	Agree the costs for Mayor Whanau's travel, including flights, accommodation, and incidentals, be met by the Council International Relations budget.	In progress	
Thursday, 29 June 2023	2.2 Report Back on Councillor Young's Taiwan Visit and Report on Wellington Mayoral Delegation to Asia	1752	4	Note that carbon credits for this travel have been included in the estimated costs.	In progress	
Thursday, 29 June 2023	2.2 Report Back on Councillor Young's Taiwan Visit and Report on Wellington Mayoral Delegation to Asia	1753	5	Note that a number of senior business representatives will travel with the Mayor Whanau as part of the business delegation, and they will meet their own costs.	In progress	
Thursday, 29 June 2023	2.2 Report Back on Councillor Young's Taiwan Visit and Report on Wellington Mayoral Delegation to Asia	1754	6	Note that with a Mayoral business delegation of this size, a senior member of staff will accompany Mayor Whanau in addition to support from the International Relations team. These costs will be met by the Council business units.	Completed	
Thursday, 29 June 2023	1755 2.3 Actions Tracking		1	Receive the information.	Completed	
Thursday, 29 June 2023	1756 2.4 Forward Programme		1	Receive the information.	Completed	
Thursday, 29 June 2023	1757 3.1 Progressing the Sluge Minimisation Facility clauses		All		In progress	

1. FORWARD PROGRAMME

Kōrero taunaki | Summary of considerations

Purpose

1. This report provides the Forward Programme for the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee for the next two meetings.

Strategic alignment with community wellbeing outcomes and priority areas

Aligns with the following strategies and priority areas:

- Sustainable, natural eco city
- People friendly, compact, safe and accessible capital city
- Innovative, inclusive and creative city
- Dynamic and sustainable economy

- Functioning, resilient and reliable three waters infrastructure
- Affordable, resilient and safe place to live
- Safe, resilient and reliable core transport infrastructure network
- Fit-for-purpose community, creative and cultural spaces
- Accelerating zero-carbon and waste-free transition
- Strong partnerships with mana whenua

Strategic alignment with priority objective areas from Long-term Plan 2021–2031

Relevant Previous decisions

Not applicable.

Financial considerations

- Nil Budgetary provision in Annual Plan / Long-term Plan Unbudgeted \$X

Risk

- Low Medium High Extreme

Author	Alisi Folaumoetu'i, Democracy Advisor
Authoriser	Stephen McArthur, Chief Strategy & Governance Officer

Taunakitanga | Officers' Recommendations

Officers recommend the following motion

That the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee:

1. Receive the information.

Whakarāpopoto | Executive Summary

2. The Forward Programme sets out the reports planned for the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee in the next two meetings that require committee consideration.
3. The Forward Programme is a working document and is subject to change on a regular basis.
4. This report includes upcoming public forums for the committee's consideration.

Kōrerorero | Discussion

5. Wednesday, 6 September 2023
 - Rating Policy Review Consultation Document
6. Thursday, 28 September 2023
 - 2022/23 Capital Carry-forward and Capital Rescheduling

Attachments

Nil