# Tō mātou mahere ngahuru tau
# **Our 10-year Plan**

2024-34 Long-term Plan Volume 1 – Summary of our plan







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

# **Ihirangi**
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# Wāhanga 1: Kupu Whakataki
# Section 1: Introduction

## Kia ora | Welcome

Ko tō mātou matawhānui mō te anamata o *Pōneke: te pokapū auaha e ora tōnui nei te tangata me te taiao,* e whai ana kia tāone tainekeneke, tāone toitū, tāone ngangahau anō hoki. Me whakatakoto e mātou ngā tūporo ināianei hei tūāpapa mō te anamata.

Ko tā te mahere pae tawhiti he whakatakoto i te ara e taea ai tēnei whāinga. Ka whakatakoto i ngā whakaarotau mō ngā tau 10 e haere ake nei, ko ngā mahi ēnā, me ngā moni e utua ai ēnā mahi.

Our vision for the future, *Poneke: the creative capital where people and nature thrive*, is about creating a dynamic, sustainable and vibrant city. We need to put the building blocks in place now to lay the foundations for this future.

A Long-term Plan sets out how we will do this. It states our priorities for the next 10 years, including what we will do, how much it will cost and how we will pay for it.

## Kei tēnei wāhanga | In this section

This section includes a welcome from our Mayor and Chief Executive, summaries of our vision, feedback from the community and what was changed after formal consultation.

## What makes up the plan?

### Volume 1

- Strategic priorities and overview of work programme
- Budget summary
- Financial Strategy summary
- Infrastructure Strategy summary

### Volume 2

- Statements of service provision
- Significant forecasting assumptions
- All financial policies and strategies that support this plan

### Volume 3

- Full strategic framework
- Full Infrastructure Strategy
- Full Financial Strategy

# Mayor and Chief Executive's Welcome

We have a great capital city with a lot of heart. Art, nature and diverse communities – it's what makes the city such an amazing place to live, work and play.

But we've come to an important time in Wellington's history. We must develop into a more liveable and resilient city for the future while responding to our current economic environment.

So this next 10-year plan (our 2024–34 Long-term Plan) is hugely important. We've had to balance between investing in Wellington, so our communities thrive while also responding to tough economic conditions being felt by councils and communities all over the country.

As a city, we've had to make some hard decisions about what to prioritise while also picturing what our city can look like in 10 years' time and beyond. We have some major challenges. Our infrastructure is ageing – our water and transport networks need significant, ongoing and costly upgrades. We need to ensure our buildings are resilient, prepare for population growth with housing and transport, and act on climate change.

Over the next ~~10~~9~~10~~10 years, we plan to spend $~~4~~23.~~9~~75 billion in capital costs to make improvements in the city, and $~~11~~78.~~6~~98 billion in operating costs to provide the hundreds of services Wellingtonians use every day – including libraries, swimming pools, recreation centres and sports fields, festivals, footpaths and our many regulatory services.

We have created a budget that results in a rates increase in 202~~4~~5/2~~5~~6 of ~~16.9~~12.2% (after growth in the ratepayer base) ~~and an average annual increase over the 10 years of the plan of 8%~~. This includes the ~~The~~ sludge levy, which is in addition to general rates, will be introduced from 2024/25 and is a further 1.6% increase (average annual increase of 0.6% over the 10 years of the plan).

~~A clear priority in this Long-term Plan is fixing our water infrastructure and pipes. In recent years, we've significantly increased funding in this area, and this plan provides funding for Wellington Water of a record $1.8 billion over the next 10 years. That's a 68% increase from our last Long-term Plan and includes funding to roll out water meters.~~

Water Reform ~~will~~ is expected to result in the transfer of ownership and management of our water infrastructure out of Council ownership, and the anticipated transfer date of 1 July 2026 is reflected in this plan.

Our environment also needs care and attention, and this is reflected in the Council's Zero-Waste Strategy, as well as increased funding for climate resilience and tree coverage in our city centre. Our Zero-Waste Strategy aims to build a sustainable future through reusing, recycling and reducing waste. From 2027, we'll be introducing an organics collection service and redesigning our rubbish and recycling collections to reduce landfill waste.

As with any Long-term Plan, we've also needed to consider our financial resilience. The increasing risk of earthquakes and climate change-related disasters, and the increasing difficulties getting insurance cover, has massively changed the insurance risk that Council faces. As a result, our public assets like libraries, pools and waste systems cannot be covered by insurance. As our current investment portfolio is not diversified, most of our investment assets are exposed to the same kind of risk.

~~-~~To mitigate these risks and build our city's resilience, we are selling ~~our minority shareholding in Wellington Airport~~ a number of the Council's ground leases and using this money to set up a new ~~perpetual investment fund~~disaster resilience fund that will ~~make green, ethical investments to return a dividend to the city,~~ reduce our insurance risk, and diversify our investment portfolio. This, along with a reduction in our capital programme to increase our debt headroom, ~~This fund will be~~will put us in a~~-~~ better placed to ~~provide cash to~~ help rebuild Wellington after a climate change-charged weather event or a major earthquake.

This Long-term Plan represents a developing vision which will inform the next decade. Thank you to the thousands of Wellingtonians who participated in this process and provided feedback on our proposals. Together, we can ensure Pōneke continues to be a creative capital where people and nature thrive.

Tory Whanau

Barbara McKerrow

Mayor of Wellington

Chief Executive

# Tākai Here Partnership

In April 2022, Te Kaunihera o Pōneke and mana whenua in the Wellington rohe adopted Tākai Here - a collective partnership agreement with Taranaki Whānui ki te Upoko o te Ika, Te Rūnanga o Toa Rangatira, and Te Rūnanganui o Te Ātiawa ki te Upoko o te Ika a Māui. This collective agreement set the principles, values and priorities for our work together. The date of the signing was significant, in being the 182nd anniversary of the signing of the Treaty of Waitangi in Te Whanganui-a-Tara.

The partnership is expressed through the narrative and imagery of a waka. The role we all play is like that of a hoe (paddle) propelling the waka forward, creating a partnership that looks ahead and plans for the future of Wellington. It also refers to the binding, lashing, knotting and tying of the waka to ensure it is safe and fit for our shared purposes. This represents the way our shared values and tikanga ensure a strong relationship.

The Council is dedicated to strengthening our relationships with our Tākai Here partners as well as Māori communities. This includes providing opportunities for meaningful input, contributions and leadership roles in the decision-making process for our city.

## Who are our Tākai Here partners?

### Taranaki Whānui ki te Upoko o te Ika

The Port Nicholson Block Settlement Trust was created in 2008 to receive the settlement package for Taranaki Whānui ki te Upoko o Te Ika (Taranaki Whānui). Taranaki Whānui represents people who whakapapa back to Te Āti Awa, Ngāti Ruanui, Taranaki, Ngāti Tama, Ngāti Mutunga and other iwi from the Taranaki area.

Taranaki Whānui ki Te Upoko o Te Ika is the collective group of individuals who descend from one or more of the ancestors of the following Iwi: Te Atiawa; Ngāti Tama; Taranaki; Ngāti Ruanui; and other Taranaki iwi such as Ngāti Mutunga. The takiwā for Taranaki Whanui ki te Upoko o te Ika was recounted to the New Zealand Company by the Rangatira Te Wharepouri in 1839 and followed the Māori tradition of marking a takiwa by tracing from headland to headland. The eastern boundary was established by the kāinga at Mukamuka on the stream of the same name. The takiwā (areas) included are the catchments of the Orongorongo, Wainuiomata, Te Awakairangi (Hutt) Rivers and Makara Stream along with Te Whanganui-a-Tara and the three islands in the harbour. The western boundary was established at Pipinui Point and includes the pā of Ngutu Kākā on the Northwestern side.

### Ngāti Toa Rangatira

Te Rūnanga o Toa Rangatira is the mandated iwi authority for Ngāti Toa Rangatira. It is the administrative body for their assets and interests.

There are two Ngāti Toa marae in Te Upoko o te Ika – Hongoeka Marae and Takapūwāhia Marae.

The Ngāti Toa Rangatira area of interest spans the Cook Strait. It covers the lower North Island from the Rangitikei in the north and includes the Kāpiti Coast, Hutt Valley, and Wellington areas, as well as Kāpiti and Mana Islands. It includes large areas of the Marlborough Sounds and much of the northern South Island. The main areas of Ngāti Toa Rangatira occupation in the Wellington Region were the lands on the south-west coast of Wellington at Ōhariu, Porirua, Kāpiti Island and at locations on the Horowhenua Coast.

### Te Āti Awa

Te Rūnanganui o Te Āti Awa ki te Upoko o Te Ika a Māui is based out of Te Māori in Waiwhetu.

There are three Te Āti Awa marae in the region, Waiwhetu Marae, Pipitea Marae and Te Tatau o te Pō Marae.

Within all these iwi are multiple hapū (sub-tribes) and whānau (families) with who we will work to establish formal partnerships over the coming years.

# Strategic priorities

To fulfil our vision of Pōneke being the creative capital where people and nature thrive, we need to ensure that these iwi and Māori from our wider community are contributing to the decision making in our city.

To ensure we successfully achieve this we will continue to work on the following shared strategic priorities with our Tākai Here partners and Māori communities:

- **Mauri Ora o te Tangata –** Wellbeing of people
- **Te Ao Māori and te reo Māori –** Wellbeing of culture, heritage, arts, and language
- **Kāinga me te Whenua –** Wellbeing of housing and land
- **Taiao –** Wellbeing of our environment
- **Partnership**

Together with strong, open and transparent relationships, these priorities will provide the platform for further opportunities for Māori to participate in and create a positive future for Wellington.

We already have several strategic and operational commitments, which align with these priorities. Council staff will continue to work alongside Māori in our city to enhance effective engagement of Māori in decision-making. We have committed staff and other resources to support, advocate on behalf of, and guide the Council's interactions with Māori.

We are dedicated to building the staff capability and cultural intelligence of our organisation to further strengthen our capacity as an organisation to respond to the needs of our Tākai Here partners and Māori. This includes building staff capability in basic te reo Māori (language), tikanga (practices) and developing staff knowledge and understanding of Māori concepts, values, histories and experiences. It also includes enhancing staff confidence and skills in engaging with Māori to establish and manage effective relationships.

In October 2022, Council appointed two Pouiwi, both of whom were nominated by our Tākai Here partners. These Pouiwi have joined us for the 2022–2025 triennium, have full voting rights on all committees and sit on nearly all Council committees and sub committees. Council also established Te Whanganui-a-Tara, Māori Ward at the 2022 election so that all Māori in the city have stronger representation. Increasing the ways that the Council involves Tākai Here partners and Māori in the formal governance of the Council are key steps toward achieving meaningful partnership with Māori in shaping the future of Wellington City.

# Our vision for the future

Wellington City Council is situated at the south-western tip of the North Island and is New Zealand's Capital City. We provide various services to the community to achieve our vision:

Pōneke, te wāhi auaha e whitawhita ai ōna tāngata me tōna taiao | Pōneke, the creative capital where people and nature thrive.

Our commitment to our mana whenua partners grounds us in how we deliver on the vision.

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.

Underpinning our vision are five intertwined community outcomes. These are aspirational statements and more detail on these is provided from page X.

| | | | | |
|---|---|---|---|---|
| **Cultural Wellbeing:** A welcoming, diverse and creative city | **Social Wellbeing:** A city of healthy and thriving whānau and communities | **Economic Wellbeing:** An innovative business friendly city | **Urban Form:** A liveable and accessible, compact city | **Environmental Wellbeing:** A city restoring and protecting nature |

To help us achieve these goals, we asked what priorities we should focus on now to make sure we make progress towards them. In March to May 2023, more than 3,000 Wellingtonians gave us feedback that led to the nine priorities below:

| | | | | |
|---|---|---|---|---|
| Nurture and grow our arts sector | Increase access to good, affordable housing to improve the wellbeing of our communities | Revitalise the city and suburbs to support a thriving and resilient economy and support job growth | Collaborate with our communities to mitigate and adapt to climate change | Fix our water infrastructure and improve the health of waterways |
| Celebrate and make visible te ao Māori across our city | Invest in sustainable, connected and accessible community and recreation facilities | | Transform our transport system to move more people with fewer vehicles | Transform our waste system to enable a circular economy |

These priorities have helped us shape this plan and to make the hard decisions needed.

We are proud that this 10-year plan also embeds five approaches to help guide the Council in all parts of our work – meaning that going forward we are committed to putting te ao Māori, accessibility, the climate, community engagement and effective delivery at the heart of the Council and your city.

More information on these approaches is included from page X of this document and is also provided -in our Statements of Service Provision in Volume 2.

# Our plan for the next 10 years

This Long-term Plan was amended in 2025 to reflect the Council's decision in October 2024 not to sell its shares in Wellington International Airport Limited. The proceeds from that sale would have provided initial funding for a perpetual investment fund, designed to address the Council's two key financial issues: lack of insurance for its assets, and lack of diversification in its investments.

The decision not to sell the shares in the airport means the Council has sought an alternative approach to addressing its two key financial issues. This has resulted in changes to the Council's Financial Strategy, and some changes to the Infrastructure Strategy. Those changes are reflected in those strategies in Volume 3 of the LTP. The alternative approach has also included changes to Council's planned capital programme over the remaining nine years of the LTP. A number of projects have been rephased, rescoped or stopped. Budgets have been amended as appropriate in this LTP Amendment, as well as service levels. The main projects impacted are:

- Begonia House remediation
- Bond Store upgrade
- City Streets upgrades
- Frank Kitts Park redevelopment
- Karori Events Centre
- Low-cost, low-risk transport projects
- Paneke Poneke Bike Network Plan
- Suburban Town Centres – upgrades
- Te Awe Māpara – the Community Facilities Plan
- Te Ngākau Civic Square Precinct
- Venues upgrades
- Wellington Zoo upgrades.

We plan to invest $~~4.9~~3.5billion of capital expenditure (capex) to improve our city over the next 10 years and $~~118.8.6~~ billion of operating expenditure (opex) to run our services over the next nine years~~.~~

## Governance

- $~~36.238.7~~41.4m of opex ~~over the 10 years~~ for protecting our history through the City Archive
- $~~57.4~~62.4m of opex o~~ver the 10 years~~ to provide help to our residents through the Service and Contact centres

## Environment and Infrastructure

- $~~4234.11~~37.4m of capex on upgrading and renewing our Coastal, Town Belt and Reserves and Walkways infrastructure
- $~~3323.40~~27.4m of capex on the Southern Landfill extension
- $~~2825.76~~28.6m of opex on waste minimisation programmes

### ~~Three Waters~~

- ~~Total spending on the three waters network of $4.8b including:~~
  - ~~$1.85b of funding to Wellington Water Ltd: $1.17b capex on three waters upgrades and renewals, and $680m opex to deliver services and necessary repairs~~
  - ~~$274m (total project cost $400m) of capex on the Moa Point Sludge Minimisation Facility~~
  - ~~$2.7b on other operating costs e.g., depreciation and interest~~

## Economic Development and Cultural Wellbeing

- $~~224~~147~~210.5~~m of capex on our venues, museums and galleries, including $~~157.698~~155.8~~.0~~m on the Town Hall
- $~~124.2~~112.4~~124.1~~m of opex over 10 years in grants for our arts, cultural and economic communities

## Social and Recreation

- $~~106~~100.9~~108.2~~m of capex on our recreation facilities and services, including $12.~~404~~m to upgrade Grenada North sportsfields
- $~~104.4~~18.5~~108.0~~m of capex to finish construction of the new Te Matapihi Central Library
- $~~571.3~~57.4m of opex over 10 years in grants for our social and recreation communities
- $~~325.3~~299.4~~318.9~~m of opex on our social housing portfolio
- $~~592.9~~44.2~~598.1~~m of capex on renewing and upgrading our social housing units

## Urban Development

- $~~620.41~~65.7m of opex on our public spaces, including the Green Network Plan
- $~~112.9~~95.1m of capex on the Golden Mile

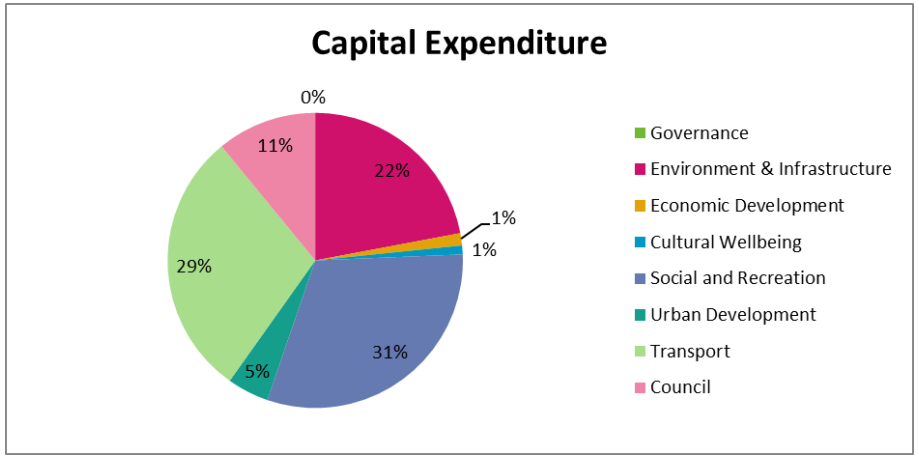
## Transport

- $~~1.1b~~792.8~~934.7m~~ of capex on our transport network, including: $~~115.244.770~~m on sustainable street changes through the Paneke Pōneke, our bike network plan, and $1~~87.452.769.5~~m on our retaining walls, tunnels and bridges.

## Three Waters

- In response to the Local Water Done Well reform process, we assume that from 1 July 2026 water infrastructure will be transferred to a new regional water service entity.

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# Ā mātou i rongo ai | What we have heard

## How the community shaped our plan

The following section summarises the engagement on the 2024–34 Long-term Plan, the feedback we received and the decisions adopted by the Council following formal consultation.

We have built this plan with help from our community. In the past 18 months we have conducted specific Long-term Plan engagements on community outcomes and priorities in March – May 2023, on the review of our rating policies in September – October 2023, a Citizens' Assembly in October 2023, and a final formal consultation phase in April – May 2024.

Summaries of the information we received on this Long-term Plan are below, and more information is on our website – wcc.nz/ltp.

### Priorities for the Long-term Plan

We received 2,722 responses in this early engagement – a huge increase on the 327 responses to the similar engagement for the 2021 LTP.

The priorities that were consistently ranked highly by the community were:

- Improve resilience of pipes, roads and other infrastructure
- Improve city safety at night
- More funding for the arts and cultural sectors
- Better public transport infrastructure
- Make our cultural diversity more visible
- Upgrade suburban town centres
- Shift to an economy that creates less waste
- Improve the health of our waterways
- Prepare to withstand and adapt to climate change

The feedback from this stage was used alongside data and research to develop the priorities for the Long-term Plan that are outlined on page 9 and this information also informs our full strategic direction, which is summarised from page X of this document and in full in Volume 3.

The full report of this stage is available on our website.

### Rating Policy Review

As part of this Long-term Plan we conducted a review of our rating policies. This determines how we cut up the rates pie, not how much the rates are. We received 160 submissions during an engagement process where we asked about six changes to our rating policies:

- Decreasing the commercial rates differential from 3.70 to 3.25
- Introducing a general rates differential of 4.5:1 on vacant land /derelict buildings
- Increasing the value threshold for properties with more than one land use from $800k to $1.5m

- Introducing a remission of general rates for Earthquake-Prone-Buildings (EPB) and targeted rates for both residential and commercial not-fit-for-purpose buildings
- Removing the first home builder remission
- Extending the current Māori freehold land remission policy to all types of Māori land.

After receiving the feedback, Council has made the followings changes to Rating Policies:

- Introducing a general rates differential of 5:1 on vacant land and for derelict buildings
- Increasing the value threshold for properties with more than one land use from $800k to $1.5m
- Increasing the rates remission for low-income ratepayers from $700 (GST inclusive) to a maximum of $800 (GST inclusive)
- Introducing a remission of general rates for Earthquake-Prone-Buildings (EPB) and targeted rates for both residential and commercial not-fit-for-purpose buildings
- Removing the rates remission for first home builders
- Extending the current Māori freehold land remission policy to all types of Māori land.

More information is available on page X, and all of the details are in the full policies in Volume 2 of this plan from page X.

## Citizens' Assembly

In September and October 2023, a Citizens' Assembly of 42 Wellingtonians met to deliberate on the following question and provide their perspectives to feed into Council decisions about the Long-term Plan:

We need to find a balance between what WCC could deliver, and what resource it has available, which is fair to everyone. How might we do this?

Sessions were facilitated to ensure all perspectives were heard, and subject matter experts were called upon to answer participants' questions and provide information to support the Assembly in developing its advice. During the final session, the Citizens' Assembly's advice to Council was presented to the Mayor, Councillors and members of the Council's Executive Leadership Team. The full advice is available **here**. It includes 10 pieces of advice across the following areas:

- Investigating alternative revenue streams
- Capital expenditure
- Open space
- Housing
- Community funding
- Process

## Formal consultation

| | | | | | |
|---|---|---|---|---|---|
| 4,077<br>total submissions | 298<br>oral hearing requests | 3,799<br>downloads of the consultation document | 4,013<br>comments across 2,367 website submissions | 44<br>funding requests | 27,000+<br>unique visitors to the LTP website homepage |

The formal consultation went live on Friday 12 April and ran until midnight 12 May. The public could submit via our Let's Talk website, through posted or emailed submission forms or via direct email to ltp@wcc.govt.nz. The aim was to accept feedback in as many forms as possible for as many audiences as possible. We received 4,077 submissions in the month, double the number received in 2021. Overall, there were 7,724 downloads of LTP information from our website. The consultation

document was downloaded 3,779 times, and the additional individual files on the key proposals were downloaded 1,709 times. The third highest downloaded document was the information on fees and user charges, which was downloaded 1,208 times.

We hosted 16 hui across the month of consultation, including a general public webinar, school workshops with 130 children, specific consultation with hapori Māori, businesses, and topic-specific engagement on Khandallah Pool and Wadestown Community Centre.

Direct emails were sent to over 10,000 people, including all 83 primary and secondary schools in Pōneke and 87 community organisations, including 14 te ao Māori organisations. Our promotional campaigns on Council social media channels had 1,534,503 reach, 42,422 engagements, and 7,870 link clicks to the LTP website. Digital advertising had 1,375,158 impressions, with 8,102 clicks through to the website.

# What was decided

The Council deliberated on the key proposals and all of the consultation feedback and other changes to the plan at the 30 May 2024 Long-term Plan committee meeting.

The three key proposals were adopted as consulted:

1. **Increased water network funding:** Investment of $680m opex and $1.2b capex, addressing some of the drinking water network issues in the short to long-term with additional operational funding for short-term work to address water leaks as well as initiatives such as water meters, to address water supply over the medium to long-term. Our capital expenditure will be prioritised toward the most critical wastewater network risks.
2. **Waste collection changes:** The new services to be introduced from 2027 onwards are: a rates-funded rubbish wheelie bin that will be collected fortnightly, combined with a rates-funded weekly organics service for food scraps and garden waste; a bigger 240L fortnightly recycling wheelie bin and retaining our 45L fortnightly glass service. In addition, the Council will:
    a. investigate how to implement collection trials for multi-unit developments and the central city
    b. investigate how the current recycling bins can be repurposed or recycled as part of the implementation of the new services
    c. review the size of the bins for the collection of rubbish 6 to 12 months after the implementation of the new services to ensure the collection meets the needs of households, including those with high and low waste disposal needs.
3. **Investment and insurance:** The Council will sell its full holding of airport shares and create a new publicly owned financial asset by reinvesting the proceeds in a perpetual investment fund. Proceeds from future ground lease sales could also be transferred into the fund (if/when these leases were considered for sale).

## Key changes

### Parking

The Council agreed not to include the additional parking revenue from the suburban parking proposal for the 2024/25 year in the LTP. Instead it will investigate and report back in time for the 2025/26 Annual Plan process on options for suburban parking where demand for parking is high (and which align the Parking Policy. This change will result in $2m of lost revenue and a 0.4 percent increase in rates for the 2024/25 year.

The Council adopted the motorcycle parking fees as per the consultation proposal. It noted that the fee is up to $2.50 per hour but the specifics of the fee will be determined through a separate Traffic Resolution consultation process that will follow the LTP process. There will also be the option of a daily cap on the fees included as part of the Traffic Resolution process.

### Khandallah Pool

The Khandallah Pool will remain open for at least Year 1 and a community advisory group will be established, to be engaged with over six months. This group will receive the findings of an engineering review that will identify if a cheaper fix for the pool is possible within the $7.5m budget currently assigned to this project. This group will include representatives from both the community, to be approved by the Mayor, and the Council and will be supported by Council officers. The Council will also

commission further technical and engineering expert advice to support this process, noting the health and safety imperatives of any preferred solution. Officers will report back to Council at the conclusion of process with all final decisions remaining with the Council. This process will cost $80,000.

## Community requests

In summary, the Council decided that the final plan should include the following additional changes from the draft that was consulted on.

1. **Capital Kiwi:** Allocate $100,000 per annum to the community organisation.
2. **Wellington NZ funding:** Reallocate $500,000 per annum of funding from Te Papa to Wellington NZ. This results in a $500,000 decrease in funding for WellingtonNZ, as opposed to the $1m decrease proposed in the draft budget.
3. **National Music Centre:** The Council will provide the requested $182,500 funding for the National Music Centre in Te Ngākau Civic Square, which is its portion of the centre's request that the region's councils provide $500,000 of funding, with a funding proposal to be developed between officers and the centre. This funding will come from reprioritising the existing Creative Capital operational budget from the 2023/24and 2024/25 financial years to the National Music Centre.
4. **City safety:** The Council will develop a plan (including key measures), with relevant agencies, to reduce crime and improve safety in Wellington with a focus on the central city, including increasing social grants funding for safety initiatives by $500,000 per annum from Year 1.
5. **Arts sector:**
    a. Retain ongoing commitment to support a Living Wage top-up for events and artists, and review the options in the next 12 months for this to be achieved through existing fund criteria or the continuation of specific top-up Living Wage funding.
    b. Add a musicians' sector group to the Aho Tini Creative Sector working group(s) in line with the Aho Tini 2030 Arts, Culture and Creativity Strategy and Aho Tini Action Plan.
6. **Skate parks:** The Grants Subcommittee will allocate $80,000 from the Sportsville Fund in Year 2 of the LTP towards feasibility studies for upgrades of the Waitangi Park and Ian Galloway skateparks.
7. **Living wage:** On top of the events and artists funding above, the Council will provide Council-controlled organisations (CCOs) with additional top-up funding (at a cost of $145,000) to pay the Living Wage in the 2024/25 financial year, with direction that CCOs will need to manage this within their budgets from Year 2 onwards.

## Other changes

1. **Climate initiatives:** $14m from the Climate Resilience Fund will be allocated to degasify the pool network, reducing emissions and operating costs.
2. **Waste initiatives:** The Council will support community compost hub providers to educate the community and divert organics from the waste stream. This will be funded using (ring fenced) Waste Levy Funding of $50,000 to $150,000 per annum until the 2027/28Long-term Plan. It will then be reviewed to assess whether the initiative should continue.
3. **Capital programme:** If funding currently allocated against the Town Hall and Te Ngākau strengthening projects is not fully spent, officers will report to the Council as soon as possible with options to reallocate the money to the water network's capital projects. The capital work programme will be closely monitored for other opportunities to reallocate funding to the water network's capital projects.
4. **City Streets:** Officers will report back on all projects within the City Streets budget for a Council decision on prioritisation by September 2024 with a focus on delivering the following central city projects within Years 1 to 3 of the LTP:
    a. Secondary bus corridor (bus spine on the Quays).
    b. Cross-city cycle connection (connect Thorndon Quay to Cambridge Terrace).
    c. Cuba St pedestrianisation infrastructure and activations (significant improvements beyond proposed footpath widening).
    d. Dixon St upgrade (required as part of the Golden Mile design).
5. **Transport:** Once the Waka Kotahi National Land Transport Plan is finalised, officers will report back to the Council on the Paneke Pōneke Bike Network Plan and whether projects will require reprioritisation.

6. **EV chargers:** The Year 1 funding for the installation of EV chargers which have already been approved is retained within the LTP (bringing the total installed to 34), but funding beyond this amount is removed, pending further advice on the costs and benefits of proceeding with installation of the remaining 26 chargers. We will also investigate the potential to sell existing EV chargers to recover the Council's investment.
7. **Golden Mile:** Officers will report back by September 2024 on how the Golden Mile design can be revised to give higher priority to pedestrian space including the connection to public transport.
8. **Business Improvement Districts**: Officers will report back in time for the 2025/26 Annual Plan on options for further investment in areas with Business Improvement Districts to support more effective economic development.

# Wāhanga 2: te reo to come
# Section 2: Summary of our plan

## Kei tēnei wāhanga | In this section

Te reo to come

This section includes summaries of our Financial Strategy and Infrastructure Strategy and an overview of our Strategic Framework. These documents underpin all our planning and are available in full in Volume 3.

# Key strategy summaries

## Introduction

Our city is experiencing the impacts of earthquakes, the aftermath of the global pandemic, issues with our ageing three waters network, and climate change. We also have financial pressures, with higher inflation and increases in the cost of interest and insurance, as well as higher costs associated with asset ownership (for example, higher depreciation). We know our community faces many of the same cost pressures, meaning the ability to pay for these increasing costs is becoming more difficult. It is important for the Council to operate a ~~sensible~~n affordable and balanced budget.

The biggest challenge for the Council is being realistic about what we can pay for and when. We own a lot of infrastructure that we need to maintain and upgrade (buildings, roads, pipes and more). We also need to keep our budgets affordable and to have money available for future risks, such as responding to a natural disaster. This means the list of what we need to pay for is growing faster than our ability to pay for it.

To make sure we continue to work towards our vision for the future, the Council has rephased and reprioritised the work in our capital programme, with a focus on completing projects that we have started, looking after our existing assets, and meeting our regulatory requirements.

The financial challenges we face are not limited to the 10 years of this plan. We also need to think about how we provide financial sustainability for the future. We are exposed because we cannot insure all our assets so if there is a natural disaster we will not have sufficient funding to repair damage and rebuild our city. Further, all our investments are concentrated in Wellington International Airport Ltd shares or ground leases. This means if something were to happen to those assets, we could lose our investment revenue. We will manage these risks through the establishment of a perpetual investment fund (please refer to the statement on page 8 of this document for information on changes to this approach via the 2025 LTP Amendment).

The following summaries of our Financial Strategy and Infrastructure Strategy show how we are planning to face the current challenges to create a more liveable and resilient city for the future.

More detail is provided in our Financial Strategy and Infrastructure Strategy in Volume 3 of this plan (please refer to the statement on page 8 of this document for a statement on the amendment to this LTP. The Council's Financial Strategy and Infrastructure Strategy have been amended as outlined in that statement).

# Financial strategy summary

The Council's Financial Strategy has been amended as part of the 2025 LTP Amendment. Please refer to the statement on page 8 of this document for further information about the LTP Amendment.

## Affordability

The Council and residents of the city are facing affordability challenges. The economic and community operating environment has changed dramatically since the Council prepared its 2021–31 LTP. We are operating in an environment of high inflation and borrowing costs have also increased steeply since 2021. Insurance premiums continue to rise while access to insurance for many of Council's assets is becoming more difficult. Put simply, everything we do is costing more to deliver. Residents' ability to pay more rates is limited, and the Council will need to find ways to deliver our services in a more constrained funding environment.

Our budget results in a rates increase in 2024/25 of 16.9% (after growth) and an average annual increase over the 10 years of the plan of 3~~8~~%. The sludge levy, which is in addition to general rates, will be introduced from 2024/25 and is a further 1.6% increase (average annual increase of 0.6% over the 10 years of the plan). The Council has set an average rates increase limit of between 5-8% (excluding sludge levy and the impact of water reform) over the 10 years of the Long-term Plan. However, the higher rates increases in the first four years of the Long-term Plan are necessary to continue to fund the current core levels of service. These include moving to fully fund three waters depreciation by 2028/29 and dealing with increasing operating costs, such as insurance and interest. The graph of the forecast rates increases for the 10 years of the plan is on page 25.

We have tried to forecast a fair and balanced budget for this plan that deals with the critical issues and keeps our city moving forward.

More information about our budget and how it was created is available in the Financial Strategy.

## Funding issues

### Council revenue

Local government has a narrow range of tools for funding projects and every day costs. Most of our operating revenue comes from residents through rates, or fees and user charges, and our capital investments are paid for through debt. We also receive some funding for projects from the NZ Transport Agency Waka Kotahi (NZTA).

The Council has received a reduction in funding from the National Land Transport Plan (NLTP). New Zealand Transport Agency/Waka Kotahi (NZTA Waka Kotahi) approves funding on a three-year cycle based on the Government's priorities for the same period. The funding level approved for one three-year period is not an indication of funding in the future years. The Council has reduced its capital programme to mitigate the loss of funding from the NLTP for the current three year cycle, over the ten years of the plan.~~There is significant uncertainty about the level of funding from NZTA. In creating this plan, we have made some assumptions on the level of subsidy that may be available. This may need to be revised once the NZTA funding is finalised. If the funding is less than expected, we may need to look at altering our capital programme.~~

We have been able to access funding through the Infrastructure Funding and Finance Act 2020 for the new Moa Point Sludge Minimisation Facility. Getting a loan for this asset via this central government pathway means we don't increase our debt directly, but it will still impact ratepayers through a levy on rates bills from August 2024 (a 1.6% increase in 2024/25). More information about this project, including the levy and how it is funded, is available here: Projects – Moa Point sludge minimisation facility – Wellington City Council. The projected levy is included in the rates graph on page 25.

All of our budgets are linked – increasing our debt also increases the operating costs for paying it back, including the cost of interest. Therefore, we need to balance having a city we can all enjoy, with the ability of our residents to pay rates.

As part of this plan the Council reviewed its balance sheet (what we own and owe) and identified that it was not sufficiently resilient and was overly exposed to certain risks. Some of this is because of the limited sources Council has for funding. This has significant implications for our long-term financial position and action is required to address this. Part of the advice from the 2023 Citizens' Assembly was for Council to diversify revenue streams and to advocate to central government for changes to reduce the burden on ratepayers. This work is underway and the Council's decision to set up a perpetual investment fund is part of this work. See our full Financial Strategy in Volume 3 for more detail on our funding sources, from page X.

Our Financial Strategy and budgets are based on operational money coming from the following areas:

### Council debt

The Council's net debt is expected to ~~increase~~decrease to $1.7~~2.9~~ billion ~~(including insurance headroom of $272m)~~ by 2033/34. This is a result of the reduction in the capital programme to increase borrowing capacity. The forecast shows that the Council will exceed its self-imposed debt to revenue limit for the first six~~eight~~ years of the plan, then it gradually returns within this limit in Year 7~~9~~. ~~However, if we exclude the insurance headroom and look at the debt forecast to be drawn down, then the debt to revenue limit is not exceeded.~~

This headroom amount was set in the 2021–31 LTP and reflected the gap in insurance coverage available to the Council. The current Financial Strategy ~~retains the insurance headroom and~~removes the headroom from Year 2~~3~~ ~~assumes the establishment of the perpetual investment fund~~and has increased borrowing capacity, along with establishing a disaster resilience fund, which will mitigate some financial and insurance risks.

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## Ensuring fairness

Everyday costs should be paid for from everyday revenue. If we fail to achieve this, the everyday costs are funded by increasing debt. This means existing ratepayers are not paying for some of the services and amenities being provided to them. This is like using a loan to pay for everyday costs – sometimes this is necessary in an emergency, but it puts pressure on future budgets when the money needs to be paid back. This is neither prudent nor sustainable.

## Increasing costs

As mentioned in our Infrastructure Issues section on page 17, we have gone through the budgets included in this plan to make sure we are successfully delivering our important services. This has included initiatives to find cost savings, looking for where we can be more efficient, and considering if we need to change the levels of service we provide. The review resulted in several changes to service levels to manage costs and the key ones are detailed from page 44.

Section 100 of the Local Government Act 2002 requires that a local authority must ensure that each year's projected operating revenues are set at a level sufficient to meet that year's projected operating expenses. For the first five years of the LTP the Council has a balanced budget, and for Years 6 to 10 there is a minor imbalance. We consider this prudent as we only want to set rates to cover the depreciation costs (the cost of looking after our assets) for the assets we intend to replace in the future. We also don't collect rates for the assets that we expect to get third party funding for (for example NZTA funding).

To keep the costs to our residents down, we will not be using rates to fully fund depreciation on three water assets due to the revaluation on 30 June 2022 which saw a significant increase in the value of our water assets. Furthermore, in response to the Local Water Done Well reform process, we assume that from 1 July 2026 three water assets will be transferred to a new regional water service entity~~We will move towards fully funding depreciation on water assets by 2028/29~~. The Council was planning to return to fully funding depreciation by 2028/29. We are also proposing to not fund depreciation costs on some of our other assets which are unlikely to be replaced. While

the Council is forecasting a balanced budget in the first ~~five~~ six years of the Long-term Plan, it is important to note the Council is recognising significant revenue in those years to fund the sludge minimisation project. If this funding was not included, the Council would not be setting a balanced budget for those years of the plan.

## Insurance costs and investment risks

The Council has two financial challenges to manage: the increasing difficulty and cost to insure our assets means we are significantly underinsured, and the lack of diversification of our investment portfolio means all our investments are exposed to the same kinds of risk – in other words, all our eggs are in one basket. More information on these challenges is available in our full Financial Strategy in Volume 3, pages X to X.

The scale of the challenges cannot be ignored – doing nothing leaves the Council exposed to unnecessary risk and any solution needs to address both the insurance and diversification problems. The Council has reduced its self-imposed debt to revenue ratio to 200% to increase borrowing capacity. ~~Therefore, w~~We will also set up a new ~~perpetual investment fund by selling our minority 34% shareholding in Wellington International Airport Ltd~~disaster resilience fund using the proceeds from the sale of a number of the Council's ground leases ~~and reinvesting all the proceeds into the fund. We will also use money from the future sale of some property ground leases to further increase the fund~~. This will be a publicly owned fund that is intended to continue forever and support generations of Wellington ratepayers by ensuring funding is available to support the city's recovery from natural disasters, including by covering an insurance gap. ~~The proceeds from the sale of airport shares will not be used to pay for Council related projects or pay down debt and there will be mechanisms in place to ensure the fund is appropriately protected and used only for the purposes for which it is created.~~ The fund will become a strategic asset in the Council's Significance and Engagement Policy, meaning if significant changes were proposed, we will need to consult with the community.

## Deferral of renewal spending

The Long-term Plan capital expenditure programme includes only a proportion of the required renewal investment for our infrastructure based on our asset planning. This will result in some assets not being renewed at the time they should be. This is a 10-year decision, with a need for a catch up to happen over Years 11 to 20 of our asset management plans.

To reduce spending, we will seek value-for-money options through good procurement practices and we will review our programmes to identify more cost-effective options. For some areas there is a low risk of this reduced spending resulting in a lower level of service, but in Transport, Property, Housing and other community assets we are planning to defer 25% of the renewals spend. This carries some risk that the levels of service experienced by the community will be lower than planned. For example, this could involve a greater use of chipseal rather than asphalt. This risk can be reduced by having confidence in the condition data for our assets. We will prioritise renewals where the greatest need is, such as for safety and resilience reasons.

This approach has not been applied to the three waters network prior to the transfer of water assets. Furthermore, in response to the Local Water Done Well reform process, we assume that from 1 July 2026 three water assets will be transferred to a new regional water service entity.

The table below shows the total cost of capital projects over the 10-year period of the 2024–34 Long-term Plan categorised by type of expenditure. We have split out our top four key areas of spending – the three waters network (for 2024/25 and 2025/26 only) and our transport network. Further details are in ~~**Our plan for the next 10 years**~~**Our plan for the next 10 years from page** 12.

| Capital expenditure | Renewals | Upgrades | Growth | Total |
|---|---|---|---|---|
| Activity Group | ($000s) | ($000s) | ($000s) | ($000s) |
| Water supply | 25,684~~20,7572 5,684~~ | 4,029~~1,4044,02 9~~ | 314~~164314~~ | 30,027~~22,3253 0,027~~ |
| Wastewater | 62,023~~31,4536 2,023~~ | 325,048~~194,96 1325,048~~ | 6,314~~1646,314~~ | 393,385~~226,57 8393,385~~ |
| Stormwater | 3,286~~1,7603,28 6~~ | 4,270~~2,2254,27 0~~ | 314~~164314~~ | 7,870~~4,1497,87 0~~ |
| Transport | 440,450~~403,13 0440,450~~ | 366,761~~321,24 7366,761~~ | 127,456~~68,391 127,456~~ | 934,667~~792,76 8934,667~~ |
| Other Activity Groups | 1,378~~8~~,717~~1,20 1,4301,378,717~~ | 572,138~~391,27 6572,138~~ | 142,843~~136,27 0142,843~~ | 2,091~~0~~3,699~~1,7 28,9762,093,69 9~~ |
| **Total Capital Expenditure** | **1,912~~0~~0,160~~1,6 58,5301,910,1 59~~** | **1,272,247~~911, 1121,272,247~~** | **277,243~~205,1 54277,243~~** | **3,456~~9~~9,649~~2,7 74,7963,459,6 49~~** |

# Additional financial information

## What are my rates?

The tables in this section show a selection of the indicative rates for residential, suburban commercial and downtown commercial ratepayers. These do not include the sludge levy.

They are for indicative purposes only and may vary from actual rates. Fuller tables are provided in Volume 2, from page X.

**Indicative residential property rates inclusive of GST (for properties without a water meter)**

| Capital Values $ | 2024/25 Total Rates (inc GST) $ | Increase over 2023/24 |
|---|---|---|
| 400,000 | 1,937 | 18.94% |
| 800,000 | 3,365 | 18.57% |
| 1,200,000 | 4,793 | 18.42% |
| 1,600,000 | 6,221 | 18.34% |
| 2,000,000 | 7,649 | 18.29% |

**Indicative suburban commercial property rates inclusive of GST (for properties with a water meter)**

| Capital Values $ | 2024/25 Total Rates (inc GST) $ | Increase over 2023/24 |
|---|---|---|
| 1,000,000 | 11,268 | 15.12% |
| 1,500,000 | 16,764 | 15.07% |
| 2,000,000 | 22,260 | 15.05% |
| 2,500,000 | 27,756 | 15.03% |
| 3,000,000 | 33,252 | **15.02%** |
| 3,500,000 | 38,748 | 15.01% |
| 4,000,000 | 44,244 | 15.01% |
| 4,500,000 | 49,740 | 15.00% |
| 5,000,000 | 55,236 | 15.00% |

**Indicative downtown commercial property rates inclusive of GST (for properties with a water meter)**

| Capital Values | 2024/25 Total Rates (inc GST) $ | Increase over 2023/24 |
|---|---|---|
| 1,000,000 | 12,782 | 13.09% |
| 1,500,000 | 19,034 | 13.03% |
| 2,000,000 | 25,287 | 13.00% |
| 2,500,000 | 31,539 | 12.98% |
| 3,000,000 | 37,792 | **12.97%** |
| 3,500,000 | 44,044 | 12.96% |
| 4,000,000 | 50,297 | 12.96% |
| 4,500,000 | 56,550 | 12.95% |
| 5,000,000 | 62,802 | 12.95% |

### Sludge Levy

In July 2024, the Council will be collecting a new sludge levy to fund the cost of the new Moa Point Sludge Minimisation Facility, on behalf of Crown Infrastructure Partners. This was approved under the Infrastructure Funding and Finance Act 2020 (IFFA). We consulted on this option through 2021/2022 and received support from the New Zealand Government (Cabinet and the Minister of Housing) in August 2023.

The amount of the sludge levy is dependent on whether the property is classified as commercial or residential and where its wastewater is treated. The following examples outline the indicative sludge levy for a property with a capital value of $1 million:

- Levy for commercial property with wastewater treated at Moa Point, Karori or the new Sludge Minimisation Facility: $108.37
- Levy for residential property with wastewater treated at Moa Point, Karori or the new Sludge Minimisation Facility: $83.03
- Levy for commercial property with wastewater not being treated in one of the above plants or not connected: $31.72
- Levy for residential property with wastewater not being treated in one of the above plants or not connected: $21.40

## Changes to Rating Policies

These policies are provided in full in Volume 2 of the Long-term Plan from page X.

## Rating Policy

This Long-term Plan we have made some changes to our Rating Policy. This impacts how we charge and who we charge rates.

Key changes are:

A new general rates differential on vacant land and derelict buildings

A targeted rate for recycling and organics collection (starting from Year 4 of the LTP)

### Vacant Land and Derelict Building Differential

The purpose of the differential on vacant land and derelict buildings is to promote development in the city and to ensure that owners of vacant sites and derelict buildings pay their fair share of costs.

A key community outcome the Council wants to achieve is a vibrant central city, and vacant land and derelict buildings can decrease the likelihood of this, and can have negative effects on retailers. Furthermore, vacant land and derelict buildings have a lower capital value (compared with similar land that is non-derelict or has improvements) and the benefits that owners (whether in the commercial or residential zone) receive from our general activities are disproportionate to the rates they pay, as compared to land which is fully developed and utilised. Also, the appearance of vacant land and derelict buildings can have a negative impact on the perceptions of the central city.

Further details on the definition of vacant land and derelict buildings can be found in the Funding Impact Statement Rating Mechanism section in Volume 2 from page X.

### Waste targeted rate

This proposed targeted rate will pay for the rubbish and organics collections and will start from Year 4 of the LTP. The targeted rate will be a fixed charge per residential, serviceable rating unit. Further specifications of the targeted rate will be worked through and consulted on later. Residents in non-serviceable rating units will need to continue to access rubbish and organics collections through private providers.

## Rates Remission and Postponement Policy

The Council has made some changes to the Rates Remission and Postponement Policy to provide support to ratepayers where really needed.

Key changes are:

- Increasing the low-income remission from $700 to $800
- Providing a remission of general rates for owners of earthquake prone buildings who undertake strengthening work.
- Clarifying that the remission of targeted rates for properties under development applies to both residential and commercial properties.
- Extending the remission on Māori freehold land to other types of Māori land
- Providing a remission for vacant land if the vacant land is ‘activated’.

Further details on the policies can be found in our attached Rates Remission and Postponement Policy.

# Changes to Fees and User Charges

Our Revenue and Financing Policy guides our decisions on how to fund council services. We consider who benefits from a service (for example, individuals, parts of the community or the community as a whole) to help determine how the service should be funded.

The policy also sets targets for each Council activity, stating what proportion should be funded from user charges, general rates, targeted rates and other sources of income.

As part of the Long-term Plan, we have reviewed our fees and charges and made some changes. The full list of fees and charges is provided in Volume 2 of the plan from pages X to X.

The following areas have **material fee increases** because of the alignment of fees with market rates or implementation of Council Policy:

- **Transport network control and management** – the fees structure for Corridor Access Request applications will change to align with market rates
- **Parks & Reserves** – fee increases related to the implementation of the Temporary Trading & Events in Public Places Policy.
- **Parking** – introduction of paid carparks for motorcycle parks, in line with the Council's Parking Policy. More details are available in the Revenue and Financing Policy in Volume 2, from page X.

These **material fee increases** reflect the rising costs to Council to offer the services:

- **Waste minimisation services** – increased costs due to increases to the Waste Disposal Levy, brought in through the 2024 changes to the Waste Minimisation Act 2008.
- **Building control and facilitation** – new fee charged as part of the Corridor Access Request application process to recover the cost of the Wellington Underground Asset Map project.
- **Building control and facilitation, Development Control and Facilitation, Public Health Regulations** – fee increases reflect the increasing costs associated with the delivery of thee services, including operating costs to support ageing digital systems, support improvements to delivery, and costs associated with developing and maintaining staff competencies.
- **Cemeteries** – fee increases for urns due to supplier price increases.

We are also introducing **new fees** in the following areas to streamline some Council booking processes or to offer new services:

- **Charged Up Capital** – the Charged Up Capital project is a Council initiative to increase the availability of publicly accessible electric vehicle charging facilities in Wellington. Fees will apply to battery charging (per kwh) and for parking in the spaces on which the chargers are located.
- **Parks & Reserves** – new fees related to the implementation of the Temporary Trading & Events in Public Places Policy.
- **Urban Planning & Policy** – new fee related to the Wellington Underground Asset Map project.
- **Wellington Gardens** – new fees related to the implementation of the Temporary Trading & Events in Public Places Policy, as well as for hiring Sexton's Cottage.
- **Marinas** – fees for Evans Bay boat ramp parking.

We also have **standard inflation increases** for the following areas:

- Swimming pools
- Recreation centres
- Golf course
- Cemetery
- Waterfront.

# Infrastructure strategy summary

The Council's Infrastructure Strategy has been amended as part of the 2025 LTP Amendment. Please refer to the statement on page 8 of this document for further information about the LTP Amendment.

We all know that a city's infrastructure is crucial for residents to thrive, but it is often taken for granted. Poor infrastructure can have significant negative consequences on our city, affecting our environment, public health and safety, and community and business confidence.

However, dependable and future-proofed infrastructure is expensive and must be affordable, have benefits for future generations and meet the Council's other investment priorities.

In this Long-term Plan, we've prioritised funding for three waters infrastructure and are focusing our efforts on investigating our buildings and other assets to address significant earthquake prone issues and changing community demands.

We've identified five infrastructure challenges for this LTP, with more detail in our Infrastructure Strategy and Financial Strategy. These are significant problems that need long-term planning to solve them. There is no quick fix and these issues need funding across multiple years.

## Five infrastructure challenges

1. *Population growth and changing demand*

We need to future-ready our infrastructure to serve our growing and changing population, so that we can foster liveable, safe, low-emission neighbourhoods and travel. Considerations include:

- Population growth and ageing demographic profile.
- Lack of growth capacity in transport and three waters systems.
- Changing community needs and service use patterns.

2. *Ageing and declining condition of infrastructure*

Much of the city's infrastructure was built in waves when parts of the city were urbanised, including a sizeable portion that was built after World War Two. This means a lot of our infrastructure will reach the end of its life in the next 30 years. Issues include:

- Some assets have exceeded their useful life.
- Historical lack of a coordinated, data-based approach to asset management, and data maturity, resulting in under investment in maintenance and renewals.

3. *Mitigation and adaptation to climate change*

Our city's infrastructure, including transportation and waste systems, play a key role in where we live, how we move around, and the industries we support. However, as a steep coastal city with many of our emergency lifeline routes and other critical assets situated at or near sea level, the functioning of our city depends on our infrastructure adapting and being resilient to climate change. Issues include:

- Global warming
- Increased frequency and intensity of extreme weather events
- Coastal hazards
- Climate adaptation costs.

4. *Earthquake hazards and earthquake prone buildings*

Wellington is built on shaky ground due to its location on an active tectonic boundary, and climate change makes things worse by causing land to sink and saturate the soil in low-lying areas. This combination increases the likelihood and severity of natural disasters in the city. Considerations include:

- Landslides
- Earthquakes
- Earthquake prone buildings.

5. *Affordability and deliverability*

The costs of maintaining, operating, renewing, and upgrading infrastructure are big and have been increasing quickly since the global pandemic. Obtaining the funds to improve our infrastructure is also becoming challenging as the costs increase. Local government funding is therefore a pressing issue and Councils are working with central government to address the funding issues and find a sustainable system for the future. Challenges include:

- Limited funding tools
- High inflation putting pressure on construction costs
- Constrained capacity of the construction market to deliver
- Increasing insurance costs.

We also recognise that we have not always consistently delivered the planned infrastructure programme. To ease the increase in everyday costs, and have a programme that can be fully delivered, all the individual budgets included in the draft Long-term Plan have been scrutinised and refined. The focus has been on ensuring we're delivering core services. A key part of ensuring deliverability includes a focus on budgeting for 75% of renewal spending (refer to the Infrastructure Strategy in Volume 3 from page X for more information).

# Responding to the challenges

Solutions to these challenges are not simple. There is also a better outcome if we think holistically. We can achieve this by taking a consistent approach using sustainable principles in projects, and through collaborative and integrated planning. Five principal options for addressing our infrastructure challenges in the long-term are outlined in the Infrastructure Strategy:

1. *Prioritise growth areas*

- Phase investment for growth and urban form.
- Coordinate land use and infrastructure for cost-effective growth.
- Select priority areas: Tawa, Johnsonville, Central City, and Newtown.
- Focus on three waters network resilience and growth planning.

2. *Target emissions reductions for the greatest gains and operational efficiency*

- We have set an objective of net-zero emissions by 2050 through Te Atakura: First to Zero Strategy, with a target of a 57% reduction in city and the Council emissions by 2030.
- We've made progress already, with a 10% reduction in city emissions, and a 44% reduction in Council emissions.
- We have an emissions reduction plan which focuses on decarbonisation through electrification and efficiency. Council actions include electrifying our vehicle fleet and degasifying facilities such as heated pools.

3. *Grow our understanding of climate impacts and adaptation costs*
    - Understand climate risks and embed resilience from the outset. This is critical for ensuring we meet our objectives for assets in terms of serviceability, financial return and social outcomes.
    - Base our planning for climate change on modelling by NIWA for the Wellington Region, to anticipate heightened risks.
    - Focus on gaining a systematic quantitative understanding of the localised impacts and developing adaptation plans, enabling us to plan for climate adaptation costs alongside future asset renewal cycles.

4. *Carry out strategic rationalisation to better manage the overall asset portfolio*
    - Make sure our assets match what the community needs before spending on repairs or new assets. Consider selling or getting rid of some assets.
    - Take a careful look at all assets, conducting strategic reviews, to ensure investments are financially sustainable and contribute to community outcomes.
    - Foster coordination and integration across the whole organisation and city.
    - Identify inefficiencies and overlaps in operating models and infrastructure.
    - Use accurate asset condition data to assess and manage the assets in an effective manner.
    - Remain abreast of technological advancements to address evolving community needs and enhance asset management practices.
    - Employ a balanced approach of reactive and proactive investment; prioritising longevity and cost-effectiveness.
    - Assess the necessity and potential for upgrades or replacements before undertaking asset renewal initiatives.
    - Target renewals at 75% of unconstrained forecasts for the first 10 years, with the exception of the three waters network.

5. *Prioritise the interventions and work programme for affordability and deliverability*
    - Apply a hierarchy of interventions, considering lower cost interventions before higher cost interventions; integrated land use and infrastructure planning, managing demand, making best use of what we have, and using best practice in business case development.
    - Reprioritise and rephase the capital programme to manage affordability.
    - Maintain financial capacity for the future.
    - Adjust to external cost pressures.
    - Prioritise non-asset solutions to maximise the use of our assets and deliver value for money and operational efficiency.

We cannot afford to continue maintaining, operating, and renewing all our assets as we have in the past e.g. adding more assets when affordability was less of an issue. This is now not sustainable. Therefore, we must pause and reset. This means taking a careful look at all of our assets and by conducting strategic reviews.

Financial affordability for both the Council and ratepayers means that we must focus on doing the right things at the right time in the most cost-effective way whilst deliberately managing risk. We will prioritise non-asset solutions to maximise the use of our assets and deliver value for money and operational efficiency.

The focus of the Infrastructure Strategy is addressing our infrastructure challenges. These challenges are heavily linked to the financial challenges, which are addressed in the Financial Strategy (in full in Volume 3 from page X), for example:

- The Council and residents of the city are facing affordability constraints. With higher interest rates, a greater proportion of rates income is being used to service our increasing debt, and with current high inflation our money does not stretch as far. For residents, the ability to pay more rates is limited, so we need to find ways to deliver the Council's operations within a constrained funding environment.
- Balance sheet (what we own and owe) resilience addresses the challenges of managing our capital expenditure and investments to support long-term financial sustainability and resilience.

## Key infrastructure

- 2,757km of pipes across our three waters network
- 105 three waters pump stations
- Two wastewater treatment plants (Moa Point and Kārori)
- The Southern Landfill, Capital Compost, the Tip Shop and Recycle Centre
- 904km of footpaths
- 19,000 streetlights
- 700km of roads, with 40km of bike lanes, 8km of bus priority lanes and 2km of bridges and tunnels
- 200 seawalls
- Buildings and grounds for various cultural and sporting activities including the Town Hall, Tākina, TSB Bank Arena, Te Whaea National Dance and Drama Centre, Sky Stadium, Basin Reserve and City Gallery
- 275 social housing buildings
- 4,305ha of parks, reserves and beaches
- 387km of walking and biking tracks
- Botanic Gardens, Berhampore Golf Course, Berhampore Nursery, Clyde Quay Boat Harbour and Evans Bay Marina.
- 44 natural and 11 artificial sportsfields
- 4 cemeteries
- 108 playgrounds
- 7 skate parks
- 277 community facilities including: 7 swimming pools, 12 libraries, 5 recreation centres, 25 community centres, 1 marae, 13 community spaces in Council housing buildings, and 83 public toilets

# Our strategic framework

The Community Outcomes and Strategic Priorities were identified with the Council and the community by looking at the data and evidence relating to the LTP Outcomes and Priorities, as well as the commitments made through various strategies. Our community outcomes are our long-term goals – what we want for the city in the next 10+years. The Council developed a set of strategic priorities, designed to look at what we want to achieve in the mid-term (3–10 years) which will support our journey to achieving our community outcomes. We tested these with the community using an online survey and community engagement hui in April and May 2023. The results of this mahi was reported on Let's Talk – **Phase 1: Outcomes and Priorities | Let's Talk | Wellington City Council**.

## Priorities

From this we have nine strategic priorities that will guide our investment and help us to measure the impact of this investment.

Four of the strategic priorities are focused on significant infrastructure investment:

- Fix our water infrastructure and improve the health of waterways
- Transform our transport system to move more people with fewer vehicles
- Invest in sustainable, connected and accessible community and recreation facilities
- Transform our waste system to enable a circular economy

Five of the strategic priorities are focused on ongoing efforts that require community engagement, partnerships, and efficient and effective regulation and service delivery:

- Collaborate with our communities to mitigate and adapt to climate change
- Revitalise the city and suburbs to support a thriving and resilient economy and support job growth
- Increase access to good, affordable housing to improve the wellbeing of our communities
- Nurture and grow our arts sector
- Celebrate and make visible te ao Māori across our city

# Strategic Approaches

Our five strategic approaches act as a lens and are embedded in everything we do.

| **Integrating te ao Māori** | **Making our city accessible and inclusive for all** | **Embedding climate action** | **Engaging our community** | **Value for money and effective delivery** |
|---|---|---|---|---|
| We are building a future where Te Tiriti is honoured through robust relationships with our Tākai Here partners and Māori communities. By integrating Māori perspectives and thinking into every aspect of our work, we are maximising positive outcomes for Māori and fostering a more inclusive and equitable society for all. | We are creating a future where everyone can effortlessly find information, access our services, and engage in social and economic activities. Accessibility is for all – including those with mobility impairments, the neurodiverse, the elderly, children, individuals who are blind or have low vision, the d/Deaf community, non-English speakers, parents with pushchairs, and people with temporary injuries. By removing barriers, we are making inclusivity a reality for everyone. | We are proactively addressing the effects of climate change with urgency, supporting Wellingtonians to do the same. Through our continued efforts in biodiversity planning, we aim not only to minimise harm but to create positive environmental impacts. By acknowledging and preparing for future climate changes, we are committed to safeguarding and enhancing our environment for generations to come. | We are committed to engaging with Wellingtonians in ways that respect and reflect our diverse cultural contexts, ensuring every community voice is heard. By collaborating with communities to understand their aspirations for Wellington, we utilise a variety of methods to enhance the diversity, quality, and accessibility of our engagements. Our decision-making processes are evidence-informed, transparent, and focused on achieving the best outcomes for both current and future generations. | We are committed to using our resources efficiently and effectively to achieve the best possible outcomes, even within a constrained funding environment. By delivering high-quality, well-managed programmes and projects, we maximise value for our residents and our city. Additionally, we will actively seek innovative funding solutions, including advocating for central government support, to further enhance our initiatives and services. |

# Cultural Outcome: A welcoming, diverse and creative city

For Wellington, a welcoming, diverse and creative city is one that:

- celebrates and uplifts te ao Māori,
- champions the arts, and
- embraces heritage, creativity, curiosity, and expression of our multi-cultural communities and identities.

We plan to:

- Bring the city to life with the possibility of art and culture around every corner.
- Integrate cultural heritage into our urban form.
- Enable built heritage to adapt and change to meet present and future needs such as accessibility, earthquake resilience and climate change.
- Support the arts, culture, and creative sector ecosystem through our activities.
- Celebrate our multi-cultural diversity by encouraging and enabling local events and festivals.
- Continue to work with Rainbow and Disabled communities to make their stories and histories visible and create safe, accessible spaces.
- Increase the presence of te ao Māori by supporting a growing understanding and recognition of local iwi narratives, identities, histories, and landmarks.

## Investments to deliver on the Strategic Priorities

### Celebrate and make visible te ao Māori across our city

- Shifting the focus of grant funding to local arts.
- Embedding Tūpiki Ora across Wellington City Council's services and activity areas. This will lead to a transformed city through:
    - An increasing number of streets, public spaces, and facilities with te reo Māori names
        - Urban design that reflects Māori histories and identities
    - Te Matapihi ki te Ao will demonstrate a narrative and perspective that is grounded in iwi history
    - Increased Māori capability across all of Council. An increased focus on Puanga in advance of Matariki celebrations, which is centred on the narrative and experience of local iwi.
    - Investment into Kaiwharawhara Stream will enable the mauri to be restored and allow all communities to better understand the significance of the stream to our Tākai Here partners.
- The Tākai Here partnerships programme provides ongoing contributions to infrastructure and community programmes.

### Nurture and grow our arts sector

- Shifting the focus of grant funding to local arts.
- Developing alternative venues options for Toi Pōneke, to support artists, dancers, theatre practitioners, musicians and other artists.
- Continue the earthquake strengthening work for reopening the Wellington Town Hall in 2026. The Town Hall is a Grade One listed heritage building and is nearly 120 years old. It has been closed since the Seddon earthquake in 2013.
- Upgrading venues including an HVAC system for TSB, minor strengthening works on Bond Store, and façade strengthening work on the Opera House.
- Supporting, sponsoring and delivering events across the city to continue delivering a diverse range of cultural experiences for residents and visitors to the city.

# Social Outcome: A city of healthy and thriving whānau and communities

For Wellington, a city of healthy and thriving whānau and communities is a city:

- where people feel safe and connected
- that takes an equity approach to caring for its people and
- provides awesome, vibrant and diverse places to meet and play

Our priorities are to:

- Increase access to good, affordable housing to improve the wellbeing of our communities
- Invest in sustainable, connected and accessible community and recreation facilities

We plan to:

- Deliver equitable outcomes for people who need more āwhina (support).
- Create safe and interesting environments that encourage social connections.
- Evolve towards a more sustainable, resilient and cohesive community facilities network, for people to connect, have fun and belong.
- Deliver 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.
- Improve the systems and processes of our public health and safety regulations and enforcement to ensure safety in our city and to make it easier to do business.
- Continue to support emergency preparedness and response.

## Investments to deliver on the Strategic Priorities

### Increase access to good, affordable housing to improve the wellbeing of our communities

- Complete Phase 2 of the Social Housing upgrade
- Continue our efforts towards meeting the target of providing 1,000 Te Kāinga affordable rental apartments by 2026. To date, we have opened three apartment buildings along Willis Street, comprising 210 units, with a fourth building of 78 units about to open.

### Invest in sustainable, connected and accessible community and recreation facilities

- Begin design and engagement for the Grenada North Park sports field upgrades will begin, with the aim of initiating works in the early years of the LTP.
- Complete the new Kilbirnie skate park facility.
- Keep the Khandallah Pool open for at least a year before making a decision on its future. Establish a community advisory group to consider an engineering review and to identify whether it is possible to fix the pool within the current $7.5m budget.
- Remediate the earthquake prone Kilbirnie Recreation Centre by 2028.
- Continue the work on Te Matapihi (the central library), progressing toward the scheduled opening in 2026. This project has been substantial, involving the earthquake strengthening of the building foundation and the reconstruction and reconfiguration of the library.
- Upgrade two dog parks to support the recent changes to the Dog Policy.
- Improve quality and provision of neighbourhood parks to support anticipated population growth (50,000-80,000 over 30 years).
- Create and enhance parks to ensure they are well-utilised, accessible, and fit-for-purpose.
- Overcome barriers such as lack of toilets, accessibility, and safety concerns.
- Meet increasing demand for quality, accessible, and resilient trails.

# Economic Outcome: An innovative business friendly city

For Wellington, an innovative business friendly city is:

- provide good jobs for people
- operates successfully in a dynamic zero-carbon circular economy, and
- has efficient and fit-for-purpose regulatory processes.

Our priority is to:

- Revitalise the city and suburbs to support a thriving and resilient economy and support job growth.

We plan to:

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

## Investments to deliver on the Strategic Priorities

### Revitalise the city and suburbs to support a thriving and resilient economy and support job growth

- Use City Growth funding to revitalise the central city precinct, beginning with Courtenay Place.
- Progress the scheduled City Streets and Golden Mile projects as planned.
- Continue work on the new public park, Fredrick Street Park, situated alongside the Chinese Mission Hall and a new residential apartment block on Frederick Street.
- Over the next three years, we will investigate the best course of action for Te Ngākau Civic Square area. This includes the former Capital E building, the basement supporting the Town Hall, Te Matapihi, and the 'City to Sea' bridge to the waterfront. Options under consideration include the possibility of demolishing these structures.
- We will also explore potential options for earthquake-prone venues, including the Michael Fowler Centre, Bond Store, and Opera House.
- Include a new general rates differential for vacant land and derelict buildings to promote development in the city and ensure that owners of vacant sites and derelict buildings pay their fair share of costs. (For details, see the Rating Policy in Volume 2, from page X).

# Urban Form: A liveable and accessible, compact city

For Wellington, a liveable and accessible, compact city has:

- affordable, warm, dry housing,
- zero-carbon accessible transport choices,
- resilient infrastructure fit for growth, and
- proudly visible te ao Māori and multicultural heritage.

Our priorities are to:

- Transform our transport system to move more people with fewer vehicles

- Collaborate with our communities to mitigate and adapt to climate change

We plan to:

- Work with Greater Wellington Regional Council to urgently deliver bus priority improvements, that support reduced travel times and increase the reliability of the services.
- Improve accessibility, safety, and resilience when maintaining and improving our roads, cycle lanes and footpaths.
- Work closely with the community in the delivery of cycleways and alternative transport choices for non-cyclists.
- Utilise the skills of Māori, mana whenua and local artists and creators to create a sense of place and identity when investing in infrastructure and placemaking.
- Ensure the lighting and cleanliness of the city supports a high-quality experience across the city.
- Improve planning and logistics for emergency responses, including slips, ensuring we work closely with disabled people to meet their needs effectively during emergencies.
- Address the earthquake resilience of Council-owned buildings and find creative ways to support private building owners to find solutions for their earthquake prone buildings.

## Investments to deliver on the Strategic Priorities

### Transform our transport system to move more people with fewer vehicles

- ~~Continue the rollout of the Pancke Pōneke Bike Network Plan. We plan to maintain the current rollout pace but at 85% of the planned cost, utilising higher-quality materials, including those used during the trial.~~
- Progress the highest priority people friendly streets projects such as a second bus priority route through the central city and other improvements ~~on the routes between the CBD and Miramar~~ for biking, walking and bus priority.
- Developing, completing, and implementing 19 parking management plans. We have already introduced small changes to Newtown East (hospital side of the suburb) regarding the parking scheme and time restrictions as part of the Newtown Parking Plan. We will monitor the scheme until mid-2025 before making further modifications and finalising it.
- Continue public EV charger roll out (in Year 1 only).
- ~~Every second year, we will commit to upgrading a town or suburban centre, aiming to enhance safety and access within the town centre and creating an attractive and functional space for community activity.~~

### Collaborate with our communities to mitigate and adapt to climate change

- Continue the programme of renewals and upgrades of transport network resilience, including on key routes. ~~Increased investment in retaining walls across the network.~~
- Progress an urban greening programme in the Central City to commence delivery of the Green Network Plan.
- Develop of local Climate Adaptation Plans to support the most affected communities, and prepare and adapt to the unavoidable impacts of climate change.
- Green the central city over the next 30 years.
- Develop two new urban parks, improve 20 existing urban spaces, and double the number of street trees (to 4,000) in the next 10 years.
- Respond to city growth and redevelopment by acquiring land for new parks and open spaces.

# Environmental Outcome: A city restoring and protecting nature

For Wellington, a city restoring and protecting nature includes:

- providing easy access to nature,
- with systems to reduce waste and

- thriving biodiversity and nature-based solutions in natural and urban environments

Our priorities are to:

- Transform our waste system to enable a circular economy.
- Fix our water infrastructure and improve the health of waterways.

We plan to:

- Weave biodiversity through our urban landscape and continue to regenerate, protect and preserve our native plants and animals, following a strong biodiversity plan.
- Maintain green spaces, and when investing in infrastructure, parks, and open spaces:
    - Reflect Te Tiriti o Waitangi, our Tākai Here partnership and mātauranga Māori
    - Improve access to nature for all ages and abilities
    - Respond to the needs of the community
    - Adapt to climate change
- Improve the resilience of our roads and other infrastructure to reduce the risk of slips caused by heavy rainfall and climate change, and support the community to do the same.
- Establish infrastructure and systems to increase resource circularity.

# Investments to deliver on the Strategic Priorities

## Transform our waste system to enable a circular economy

- Continue with the construction of the Sludge Minimisation Facility at Moa Point. Construction began in May 2023 and the expected completion date is around mid-2026. This facility will reduce the amount of sludge currently created and being deposited into the Southern Landfill by 60%, by creating a stable, dry, odourless product that can be more easily transported, and used in productive ways such as a soil conditioner and fuel for industrial heat.
- Continue creating a new landfill on top of an old one at the Southern Landfill. Resource consent was lodged in March 2023, a decision is due by mid-2024, and construction is expected to begin in late 2024. The new landfill is expected to be completed and operating in June 2026, which is when the resource consent for the current landfill expires.
- Implement the new kerbside collection system to include organics and increase the volume of recycling collected.

## Fix our water infrastructure and improve the health of waterways

- ~~Invest significant capital expenditure to fix our water infrastructure, including seismic improvements at the Wrights Hill drinking water reservoir, 'Very high criticality assets' reservoir water quality renewals, stormwater improvements, the CBD pump station rising main programme, renewal of the rising main on Victoria St, remediation work on the Karori effluent pipelines, renewals of some critical wastewater assets at the Moa Point and Western Wastewater Treatment Plants.~~
- ~~Investigate and install water meters to make it easier to identify leaks and manage water losses throughout the network, and to reduce demand for water.~~

# Ngā Kaikaunihera | Your Councillors

Wellington City Council is made up of 15 councillors and a Mayor. Like all other local authorities in New Zealand, the Council is elected every three years. The Mayor is elected "at large", meaning by all the city's residents. Councillors are elected by voters from their respective geographical areas (wards). The last election was on 8 October 2022, with a by-election on 17 February 2024 in the Lambton Ward. We also have two Pouiwi representatives of our mana whenua partners who sit on our Council committees.

**Mayor Tory Whanau**
Elected: 2022

**Chair:** Te Kaunihera o Pōneke | Wellington City Council, and Ngutu Taki | CEO Performance Review Committee

mayor@wcc.govt.nz

**Deputy Mayor Laurie Foon**
**Paekawakawa Southern Ward**
Elected: 2019

**Deputy Chair:** Te Kaunihera o Pōneke | Council and Unaunahi Ngaio | Chief Executive Performance Review Committee

laurie.foon@wcc.govt.nz

**Councillor Nureddin Abdurahman**
**Paekawakawa Southern Ward**
Elected: 2022

**Deputy Chair:** Kōrau Mātinitini | Social, Cultural, and Economic Committee

nureddin.abdurahman@wcc.govt.nz

**Councillor John Apanowicz**
**Takapū Northern Ward**
Elected: 2022

**Deputy Chair:** Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee

john.apanowicz@wcc.govt.nz

**Councillor Tim Brown**
**Motukairangi Eastern Ward**
Elected: 2022

**Chair:** Kōrau Tūāpapa | Environment and Infrastructure Committee

tim.brown@wcc.govt.nz

**Councillor Diane Calvert**
**Wharangi Onslow-Western Ward**
Elected: 2016

diane.calvert@wcc.govt.nz

**Councillor Ray Chung**
**Wharangi Onslow-Western Ward**
Elected: 2022

ray.chung@wcc.govt.nz

**Sarah Free**
**Motukairangi Eastern Ward**
**Elected:** 2013, and served as Deputy Mayor 2019–2022

**Chair:** Koata Hātepe | Regulatory Processes Committee

sarah.free@wcc.govt.nz

**Councillor Rebecca Matthews**
**Wharangi Onslow-Western Ward**
Elected: 2019

**Chair:** Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee

**Deputy Chair:** Kōrau Tūāpapa | Environment and Infrastructure Committee

rebecca.matthews@wcc.govt.nz

**Councillor Ben McNulty**
**Takapū Northern Ward**
Elected: 2022

**Deputy Chair:** Koata Hātepe | Regulatory Processes Committee

ben.mcnulty@wcc.govt.nz

**Councillor Teri O'Neill**
**Motukairangi Eastern Ward**
Elected: 2019

**Chair:** Kōrau Mātinitini | Social, Cultural, and Economic Committee

teri.oneill@wcc.govt.nz

**Councillor Iona Pannett**
**Pukehīnau Lambton Ward**
Elected: 2007

iona.pannett@wcc.govt.nz

**Councillor Geordie Rogers**
**Pukehīnau Lambton Ward**
Elected: 2024 (by-election)

geordie.rogers@wcc.govt.nz

**Councillor Tony Randle**
Takapū Northern Ward

Elected: 2022

**Deputy Chair:** Unaunahi Māhirahira | Audit and Risk Committee

tony.randle@wcc.govt.nz

**Councillor Nīkau Wi Neera**
**Te Whanganui-a-Tara Māori Ward**
Elected: 2022

**Chair:** Pītau Pūmanawa | Grants Subcommittee

nikau.wineera@wcc.govt.nz

**Councillor Nicola Young**
**Pukehīnau/Lambton Ward**
Elected: 2013

**Deputy Chair:** Pītau Pūmanawa | Grants Subcommittee

nicola.young@wcc.govt.nz

**Holden Hohaia**
Pouiwi / Mana Whenua Representative

Contact: holden.hohaia@wcc.govt.nz

**Liz Kelly**
Pouiwi / Mana Whenua Representative

Contact: liz.kelly@wcc.govt.nz

# **Tō te Kaitātari Kaute Whakaaro** | Independent Auditors Report