

29 March 2021

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Kathryn Stannard  
Democratic Services  
5706942  
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Dear ██████

**Request for Information – Local Government Official Information and Meetings Act 1987**

We refer to your request dated 10 March 2021 asking for the minutes/notes from the hui held on 20 September 2020.

The information you have requested is enclosed. Please note that the information was further developed which fed into the Long Term Plan pre-engagement and ultimately the draft Long Term Plan about to be consulted on.

If you have any issues with our response or wish to discuss this decision with us, please feel free to contact me.

Please note that this letter (with your personal details removed) may be published on the Council's website.

Yours sincerely

*K E Stannard*

Kathryn Stannard

**HEAD OF DEMOCRATIC SERVICES**

Enclosed:

Appendix 1 - Notes from the hui

Appendix 2 – CE's tabled presentation

# NOTES OF THE HCC LTP WORKSHOP

21 SEPTEMBER 2020

## Purpose of the Meeting

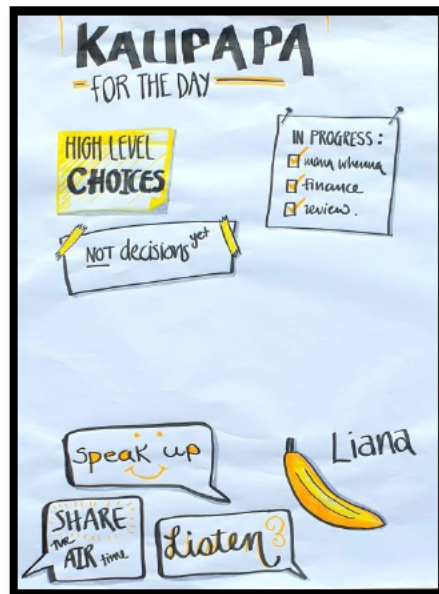
### Purpose of the meeting:

For elected representatives to contribute to an initial high level scoping for the Long Term Plan (LTP) process in order to

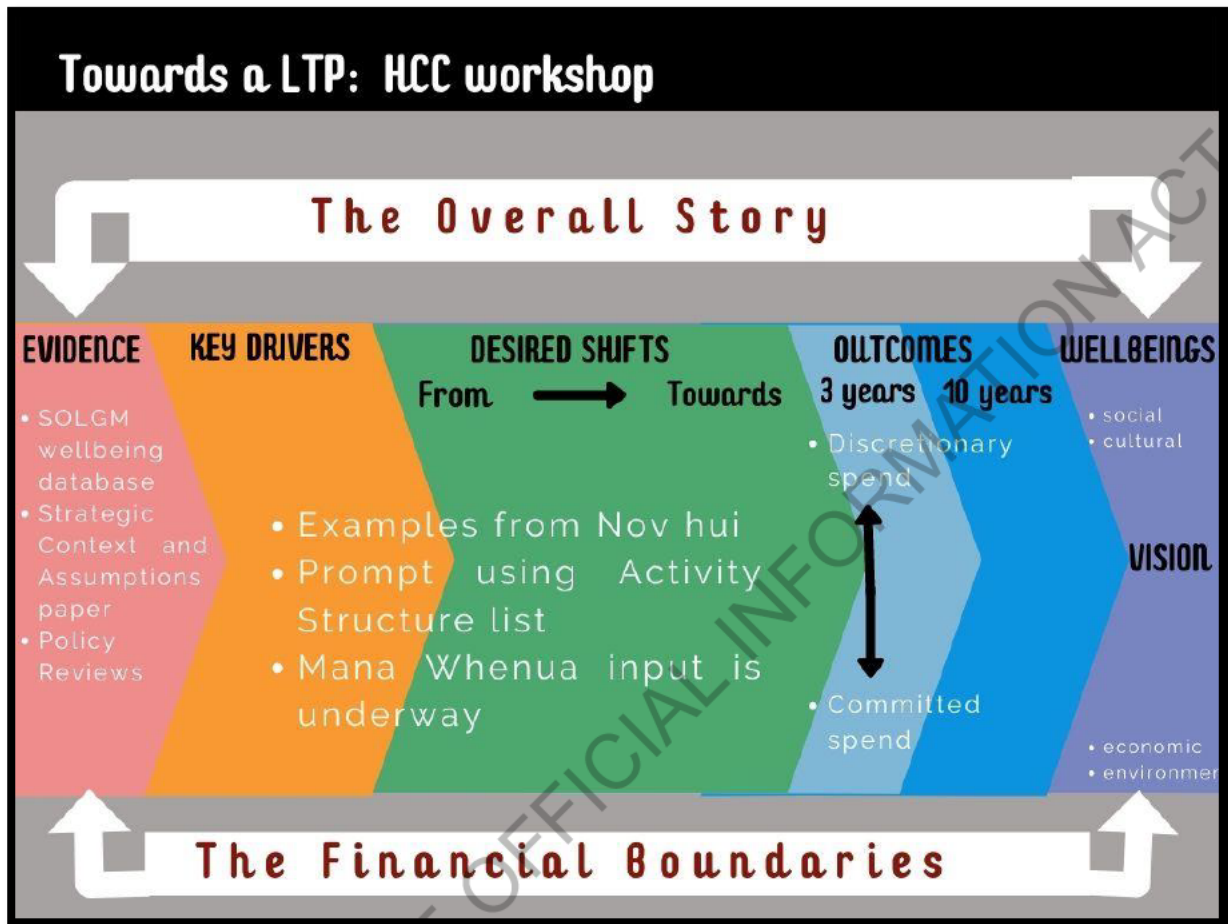
- Provide guidance for staff in developing budgets and reviewing work areas
- Identify high level choices to be made
- Provide guidance for further preparation of public engagement plans

A reminder that

- We are not making final decisions
- Our treaty partners process is underway in parallel
- Financial Boundaries are still to come



## Our Model



## Possible Key Drivers

| PROMPTED KEY DRIVERS INITIAL RANKING AND CLUSTERING      |   |   |   |
|--|---|---|---|
| General  | Social and Culture                                  | Economy   | Environment   |
|  |   |   | reliable supply of quality water<br>*****<br>reliable storm water system<br>*****<br>reliable waste water service<br>**** |
|  |   | jobs in the city<br>*****                               |   |
|  | homelessness<br>*****<br>affordable housing<br>**** |   | climate change is here<br>*****   |
| relative attractiveness of our city<br>*****             |   | transport pressures<br>***<br>changing technology<br>** |   |
| to honour our treaty partnership (not optional)<br>***** |   |   |   |
| ways of working at the council<br>*****                  |   |   |   |
|  | increasing inequity<br>***                          |   |   |
| resilience to disasters and shocks<br>***                |   |   | pressures on biodiversity<br>***  |
| Broader measure of wellbeing<br>***                      |   |   |   |
| local government finance options<br>***                  | mental health<br>**+                                |   |   |

## Reflection on first prioritisation of Drivers

| MENTIONS ANALYSIS OF REFLECTIONS ON KEY DRIVER ACTIVITY |  |    |
|---|--|----|
| TOPIC<br>total<br>comments                              | Comment (note some comments cross topics)  |    |
| <b>Economy General</b>                                  |  |    |
| <b>Local Jobs</b><br>*****                              | <ul style="list-style-type: none"> <li>existing infrastructure projects (riverlink, naenae pool) can be done in a way that creates local jobs</li> </ul>   | *  |
|   | <ul style="list-style-type: none"> <li>three waters as underpinning as <b>job growth</b></li> </ul>  | *  |
|   | <ul style="list-style-type: none"> <li>get people in work leads to the other <b>social outcomes</b></li> </ul>   | *  |
|   | <ul style="list-style-type: none"> <li>social is important (particularly housing) but climate and <b>jobs</b> are bigger</li> </ul>  | *  |
|   | <ul style="list-style-type: none"> <li>a change of thinking to <b>green jobs</b> as a new opportunity</li> </ul>   | ** |
|   | <ul style="list-style-type: none"> <li>not just jobs in the cbd but <b>across the city</b></li> </ul>  | *  |
|   | <ul style="list-style-type: none"> <li>how can we make it easier for businesses to create jobs e.g <b>through our policy? consents, process and zoning</b></li> </ul>  | *  |
|   | <ul style="list-style-type: none"> <li>Entrepreneurs create jobs- how can we create an <b>environment that attracts entrepreneurs?</b></li> </ul>  | *  |
|   | <ul style="list-style-type: none"> <li>we need to transition from learning is for the young to learning for life</li> </ul>  | *  |
|   | <ul style="list-style-type: none"> <li>we need to show our <b>5000 job seekers</b> what we are doing for them</li> </ul>   | *  |
| <b>Relatively Attractive City</b><br>*****              | <ul style="list-style-type: none"> <li>three waters as underpinning for <b>attractive city</b></li> </ul>  | *  |
|   | <ul style="list-style-type: none"> <li><b>what does this mean?</b> Spectrum from flowers etc, to things to do in the city, heritage and urban design, to reasons to live and work here</li> </ul>  | *  |
|   | <ul style="list-style-type: none"> <li>Attractive city may be <b>an important big concept to focus many other issues</b> – (beyond live work play)</li> </ul>  | ** |
|   | <ul style="list-style-type: none"> <li><b>regional housing market</b> is a key factor in the relative attractiveness</li> <li><b>affordable housing</b></li> </ul>   | ** |
|   | <ul style="list-style-type: none"> <li>where are we already attractive and <b>how can we build on strengths?</b></li> </ul>  | *  |
|   | <ul style="list-style-type: none"> <li><b>Community facilities</b> make a city attractive too</li> </ul>   | *  |
|   | <ul style="list-style-type: none"> <li>Do we need to have <b>more data</b> about what people find what factors attractive to underpin our thinking here?</li> </ul>  | *  |
| <b>Environment general</b>                              |  |    |
| <b>Climate</b><br>*****                                 | <ul style="list-style-type: none"> <li>we need to transition to be low carbon/low emission by default</li> </ul>   | *  |
|   | <ul style="list-style-type: none"> <li>social is important (particularly housing) but <b>climate</b> and jobs are bigger</li> </ul>  | *  |
|   | <ul style="list-style-type: none"> <li>waste is missing and links to <b>climate too</b></li> </ul>   | *  |
|   | <ul style="list-style-type: none"> <li>uncertainty is big – what can we do? We can help by                             <ul style="list-style-type: none"> <li>acknowledging how many people are dealing with this</li> <li>co-design for <b>climate change</b></li> <li>tell positive stories</li> <li>do great town planning</li> </ul> </li> </ul> | *  |
| <b>3 waters</b><br>*****                                | <ul style="list-style-type: none"> <li>the <b>three waters</b> need to go together – te mana o wai</li> </ul>  | ** |
|   | <ul style="list-style-type: none"> <li>three waters as underpinning as <b>job growth</b></li> </ul>  | *  |
|   | <ul style="list-style-type: none"> <li>three waters as underpinning for <b>attractive city</b></li> </ul>  | *  |

|                                    |  |       |
|------------------------------------|--|-------|
|                                    | <ul style="list-style-type: none"> <li>• transition to reducing waste water and water use by default</li> </ul>  | *     |
|                                    | <ul style="list-style-type: none"> <li>• looking after <b>infrastructure</b> (water) looks after the environment</li> </ul>  | *     |
| <b>Waste</b><br>****               | <ul style="list-style-type: none"> <li>• <b>waste</b> is missing and links to climate too</li> </ul>   | *     |
|                                    | <ul style="list-style-type: none"> <li>• <b>jobs</b> and circular economy</li> </ul>   | *     |
|                                    | <ul style="list-style-type: none"> <li>• a change of thinking to <b>green jobs</b> as a new opportunity (including circular economy)</li> </ul>  | **    |
|                                    | <b>Infrastructure</b>  | ***** |
| <b>Social and Cultural General</b> |  |       |
| <b>Housing</b><br>***              | <ul style="list-style-type: none"> <li>• social is important (particularly <b>housing</b>) but climate and jobs are bigger</li> </ul>  | *     |
|                                    | <ul style="list-style-type: none"> <li>• <b>homelessness</b> is a priority – 580 on the acute waiting list</li> </ul>  | *     |
|                                    | <ul style="list-style-type: none"> <li>• <b>affordable housing</b> being part of an attractive city</li> </ul>   | *     |
| <b>Culture</b><br>**               | <ul style="list-style-type: none"> <li>• culture is one of the four wellbeings and should be here</li> </ul>   | *     |
|                                    | <ul style="list-style-type: none"> <li>• The treaty issues permeate everything and are not an option – so separate out from this analysis of drivers</li> </ul>  | *     |
| <b>Technological</b><br>**         | <ul style="list-style-type: none"> <li>• we face a huge change in technology</li> </ul>  | **    |
| <b>Resilience</b><br>**            | <p><b>Uncertainty</b> is big – what can we do? We can help by</p> <ul style="list-style-type: none"> <li>• acknowledging how many people are dealing with this</li> <li>• co-design for climate change</li> <li>• tell positive stories</li> <li>• do great town planning</li> </ul>               | **    |
| <b>Council Approach general</b>    |  |       |
| <b>Regional Approach</b><br>*****  | <ul style="list-style-type: none"> <li>• <b>climate change</b></li> </ul>  |       |
|                                    | <ul style="list-style-type: none"> <li>• <b>three waters</b></li> </ul>  |       |
|                                    | <ul style="list-style-type: none"> <li>• <b>whole regional economy</b></li> </ul>  |       |
|                                    | <ul style="list-style-type: none"> <li>• <b>working from home and local work</b></li> </ul>  |       |
|                                    | <ul style="list-style-type: none"> <li>• <b>population growth</b></li> </ul>   |       |
| <b>City Planning</b><br>*****      | <p><b>Uncertainty</b> is big – what can we do? We can help by</p> <ul style="list-style-type: none"> <li>• acknowledging how many people are dealing with this</li> <li>• co-design for climate change</li> <li>• tell positive stories</li> <li>• <b>do great town planning</b></li> </ul>        | *     |
|                                    | <ul style="list-style-type: none"> <li>• <b>interconnected communities</b> need to be the norm</li> </ul>  | *     |
|                                    | <ul style="list-style-type: none"> <li>• existing projects (riverlink, naenae pool) can be done in a way that creates local jobs</li> </ul>  | *     |
|                                    | <ul style="list-style-type: none"> <li>• <b>Community facilities</b> are part of an attractive city</li> </ul>   | *     |
|                                    | <ul style="list-style-type: none"> <li>• <b>there is a big opportunity to tackle many things at the same time</b></li> </ul>   | *     |
| <b>Financial</b><br>***            | <ul style="list-style-type: none"> <li>• where is financial sustainability?</li> </ul>   | *     |
|                                    | <ul style="list-style-type: none"> <li>• the fiscal situation is key</li> </ul>  | *     |
|                                    | <ul style="list-style-type: none"> <li>• the future of rates and our ability to raise funds is key</li> </ul>  | *     |
| <b>Communications</b><br>**        | <p><b>Uncertainty</b> is big – what can we do? We can help by</p> <ul style="list-style-type: none"> <li>• <b>acknowledging how many people are dealing with this</b></li> <li>• co-design for climate change</li> <li>• <b>tell positive stories</b></li> <li>• do great town planning</li> </ul> | **    |

## Possible Shifts and Outcomes – External

These ideas were brainstormed in small groups and clustered and discussed. They were not agreed.

| Key shift  | 3 year outcomes   | Long Term  |
|--|---|--|
| <b>Intergenerational equality</b>  |   |  |
| More equality across our city  |   |  |
| From providing services to communities in poverty to supporting intergenerational communities to thrive                                    |   |  |
| <b>Climate change</b>  |   |  |
| From a climate emergency declaration to <b>climate at the forefront</b> of all we do   |   |  |
| From climate and environment talk to <b>action</b>   |   |  |
| From climate change as a consideration to <b>zero carbon as the default</b>  |   |  |
| <b>Co-design for adaptation</b> needs to happen now  |   |  |
| We create a city <b>emission reduction plan</b>  |   |  |
| Council asset planning needs to shift to getting <b>assets ready for climate change</b> (not just the most cost effective option)          |   |  |
| <b>Environment</b>   |   |  |
| Future builds are more future proof  | <ul style="list-style-type: none"> <li>• Naenae pool is designed for environmental best practice</li> <li>• Eastern Bays Cycle path is designed for adaptation to climate change</li> </ul>   |  |
| Renewal and maintenance of all core infrastructure is done with an eye to achieving climate change resilience and environmental protection | <ul style="list-style-type: none"> <li>• Design of 3 waters projects</li> <li>• Footpaths programme</li> <li>• District plan provisions e.g. for storm water management and rainwater use</li> <li>• Next steps on waste</li> </ul> | capturing rainwater<br>reducing methane in landfill<br>using less resources                |
| Quality Neighbourhoods are ones that consider environmental issues (as well as social  |   | accessible<br>active transport<br>transport links<br>green spaces<br>biodiversity (native) |
| The three waters decisions are prioritised and made with the regional and national context in mind   | <ul style="list-style-type: none"> <li>• Make this a council priority for three years</li> <li>• More detailed understanding of the options, costs and pressures – particularly the</li> </ul>                                      | sustainable quality of water<br>long term public ownership of water                        |

|  |   |   |
|--|---|---|
|  | <p>regional economies of scale</p> <ul style="list-style-type: none"> <li>The city is more ready to make good decisions</li> </ul>          |   |
| Shift from reducing landfill waste to creating a circular waste economy  |   |   |
| <b>Transport</b>   |   |   |
| Reduce emissions and increase e.v. Use   | <ul style="list-style-type: none"> <li>district plan requirements</li> <li>co-funding for chargers</li> </ul>                               |   |
| Increase car occupancy   | <ul style="list-style-type: none"> <li>investigate and advocate for licencing reform to enable app based car sharing</li> </ul>             |   |
| Reduce number of cars on the road  |   |   |
| Make public transport more accessible  | <ul style="list-style-type: none"> <li>advocate and enable</li> <li>reduced cost</li> <li>integrated ticketing</li> </ul>                   |   |
| Better active transport options  | <ul style="list-style-type: none"> <li>bike walk options maintenance and development</li> </ul>   |   |
| Better transport connections within the city   | <ul style="list-style-type: none"> <li>understand Transmission Gully implications</li> <li>work on Cross Valley Link and Melling</li> </ul> | <ul style="list-style-type: none"> <li>reap economic and social benefits</li> <li>work on P2G</li> </ul>  |
| <b>Jobs</b>  |   |   |
| More innovative approach to economic development   |   |   |
| Support for future infrastructure/platforms e.g. 5g  |   |   |
| See transport platforms as increasing the efficiency of the regional economy and enabling investment in our city | <ul style="list-style-type: none"> <li>Cross valley link and P2G are optimised for their economic impact (as well as jobs)</li> </ul>       |   |
| The city makes more of its science and technology strength to create jobs and attract people                     |   |   |
| New significant employers locate to the City   | <ul style="list-style-type: none"> <li>Attract public service or government agencies here</li> </ul>  |   |
| Mixed use development encourages local living, working and shopping  | <ul style="list-style-type: none"> <li>City plan, district plan</li> </ul>  | <ul style="list-style-type: none"> <li>transport congestion for wellington commuters reduces</li> <li>more support for local retail and hospitality businesses etc</li> </ul> |
| More encouragement for businesses to start and grow  | <ul style="list-style-type: none"> <li>Encouragement for start ups</li> <li>Business incubator/development services</li> </ul>              |   |
| Training and education institutions have stronger links with local   | <ul style="list-style-type: none"> <li>Use the big infrastructure investment as a catalyst for</li> </ul>                                   | youth unemployment goes down  |



|   |   |  |
|---|---|--|
| businesses  | training into work  |  |
| Council leads the way with the living wage  | <ul style="list-style-type: none"> <li>• Council becomes an accredited living wage employer</li> </ul>  |  |
| <b>Housing</b>  |   |  |
| More people owning their own house  |   |  |
| More entry level quality housing  | <ul style="list-style-type: none"> <li>• Trial two models by 2022</li> <li>• Incentivise prefab development</li> </ul>  |  |
| More partnerships with local providers for social rental housing  | <ul style="list-style-type: none"> <li>• Urban plus and partners trial</li> </ul>   |  |
| Quality design for healthy homes that create a sense of place and neighbourhood                                   |   |  |
| Work/live housing   |   |  |
| <b>Neighbourhoods</b>   |   |  |
| 15 minute connected communities/neighbourhoods (you can access most of what you need within 15 minute walk/cycle) | <ul style="list-style-type: none"> <li>• Naenae as a showcase of 15 minute in spatial plan</li> <li>• Wainuiomata Queen Street not missing the boat</li> <li>• support for showcases like common-unity to cross pollinate to other parts of the city</li> </ul> |  |
| Communities more empowered to determine their own future  |   |  |
| Good looking cbd and centres to attract business  |   |  |
| Regular activities to attract people to CBD and Centres   |   |  |
| Greater connection with community marae across the city   |   |  |
| Safer communities   | <ul style="list-style-type: none"> <li>• rejuvenate neighbourhood support for security but also as a platform to connect</li> </ul>   |  |
| Healthier communities   | <ul style="list-style-type: none"> <li>• funding and support for trailer for play and play street events</li> </ul>   |  |
| <b>Culture</b>  |   |  |
| Greater wellbeing through arts and culture  | <ul style="list-style-type: none"> <li>• invest in the arts and cultural wellbeing initiatives</li> </ul>   |  |
| Celebrate our heritage in design of neighbourhoods  |   |  |

## Possible Shifts and Outcomes – Internal

| Key Shift   | 3 year outcomes  | Long Term  |
|---|--|--|
| Council Decisions are more evidence based   | <ul style="list-style-type: none"> <li>staff have time and capacity to do research and manage data</li> </ul>  | <ul style="list-style-type: none"> <li>better decision making leads to better wellbeing outcomes for citizens</li> <li>Citizen's wellbeing is also enhanced through a greater sense of agency and opportunity for self determination</li> <li>Citizen's understanding grows and are more likely to buy into addressing the issues</li> <li>Trust is key to the Council being able to do its job</li> </ul> |
| Council solutions are more <b>stress tested</b>   | <ul style="list-style-type: none"> <li>Staff have time to research, work is planned to include learning and pilots etc</li> </ul>  |  |
| Citizens have more <b>access to reliable information and insights</b> from the Council  | <ul style="list-style-type: none"> <li>staff have time and capacity to do research and manage data</li> </ul>  |  |
| Council uses a <b>wider range of engagement modes</b> ; choosing the tool based on the purpose of the task and the capacity to use it | <ul style="list-style-type: none"> <li>staff have time and capacity to investigate and design excellent community engagement</li> <li>there is an understood process for helping decide what is appropriate level of engagement</li> </ul> |  |
| Council community engagement methods for the Big Issues enable the community to <b>shape and influence</b> things more                | <ul style="list-style-type: none"> <li>staff have time and capacity to investigate and design excellent community engagement</li> </ul>  |  |
| Council <b>listens</b> more and is seen to do so (feedback loops are stronger)  | <ul style="list-style-type: none"> <li>Staff and councillors need time and tools to develop their ability to do this and to gather and communicate insights from listening</li> </ul>  |  |
| Council supports <b>grassroots leadership</b> more  | <ul style="list-style-type: none"> <li>Citizen's may need resources to ensure they can build the capacity to engage with Council</li> </ul>  |  |
| Council is seen more to be <b>working with</b> community  |  |  |
| Council's engagement is underpinned by a commitment to be honest about where the decision making power lies                           |  |  |
| There is more and more <b>Trust</b> between citizens and the council  | <ul style="list-style-type: none"> <li>All council can invest more in relationships</li> </ul>   |  |
| Te Tiriti must underpin all of this   | <ul style="list-style-type: none"> <li>practical ways to boost a baseline knowledge and ways of working for the Council</li> </ul>   |  |
| Council makes better use of technology  | <ul style="list-style-type: none"> <li>particularly for our interaction with citizens, CRM scoped, data for future thinking available</li> </ul>   |  |



# Possible “Storylines” for the LTP

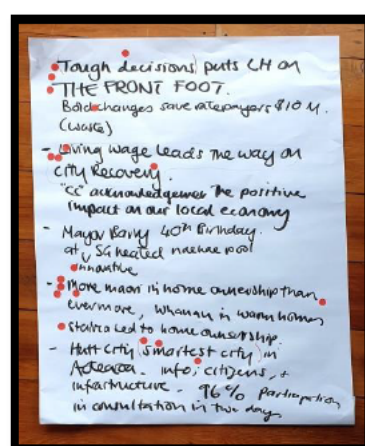
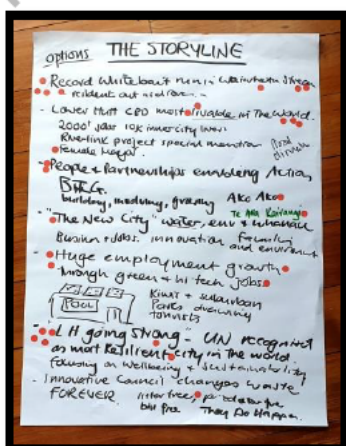
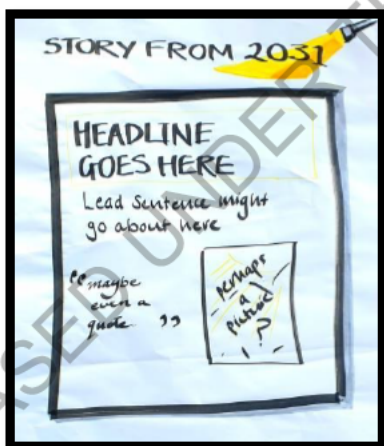
Headlines from 2031 Activity

| Key phrases and words to tell the story of the outcomes we seek in 10 years |       |
|---|-------|
| record whitebait run in Waiwhetu stream                                     | ***** |
| Lower Hutt going strong, most resilient city                                | ***** |
| more maori in home ownership  | ***** |
| CBD most liveable in the world  | ***** |
| huge employment growth through green and hi tech jobs                       | ****  |
| living wage leads the way   | ****  |
| tough decisions puts Lower Hutt on the front foot                           | ****  |
| smartest city   | ***   |
| people and partnerships enabling action; Ako Ako                            | ***   |
| The new city; Te Awa Kairangi   | **    |
| innovative  | *     |
| bold changes  | *     |
| female mayor  | *     |
| litter free   | *     |

We also noted the words in the tabled presentation from the CEO such as:

A connected, resilient and inclusive city where all of our people thrive, dynamic, active citizens, vibrant connected neighbourhoods, align resources with getting good basic services, safe affordable homea, harnessing the power of business, sustainable future

And the words in our current Annual Plan



## Other Ideas for new Activities

- These would need to be weighed up against existing activities and priorities.
- Bids for spending cuts are also welcome
- Improvements in provision of appropriate level of financial detail by Officers
- These ideas were not discussed or agreed

| <b>Open call for ideas</b>   |
|--|
| Policy for Te Reo and Tikanga within Council                                     |
| Investigation of cultural tourism options  |
| Treaty training  |
| Skate park in Wainuiomata  |
| Revitalise or rethink the business incubator                                     |
| Co-funding (with developers) electric car charging stations in key areas of city |
| Food waste – a strategy, options? or education?                                  |
| Working to support community initiatives including through funding options       |
| Western Hills walking tracks need repair and maintenance                         |
| Seeking philanthropic partnerships for community services                        |
| Taita Cemetery unmarked graves   |
| Biodiversity protection options, particularly on council reserves                |

## Proposal for Innovative Ways of Working on LTP

For the purposes of fast-tracking our work on the LTP between now and the publication of a draft in early 2021

- We start a series of informal workshops to work through the big topics and the big spend items with key staff and elected representatives together
- The purpose of these is to enable “thinking out loud” – they allow the testing of waters prior to staff needing to develop formal papers
- The sessions need to be safe spaces for free and frank discussion. They need to be constructive, professional and confidential.
- Any decisions to be made will still go through the usual formal processes

To be determined:

- Where is the Mana Whenua process – we need more information and understanding how the strands will weave together
- The role of Community Boards in the process
- Finding the right time of day to enable participation

All present agreed to this proposal.

## Possible Directions for LTP Community Engagement

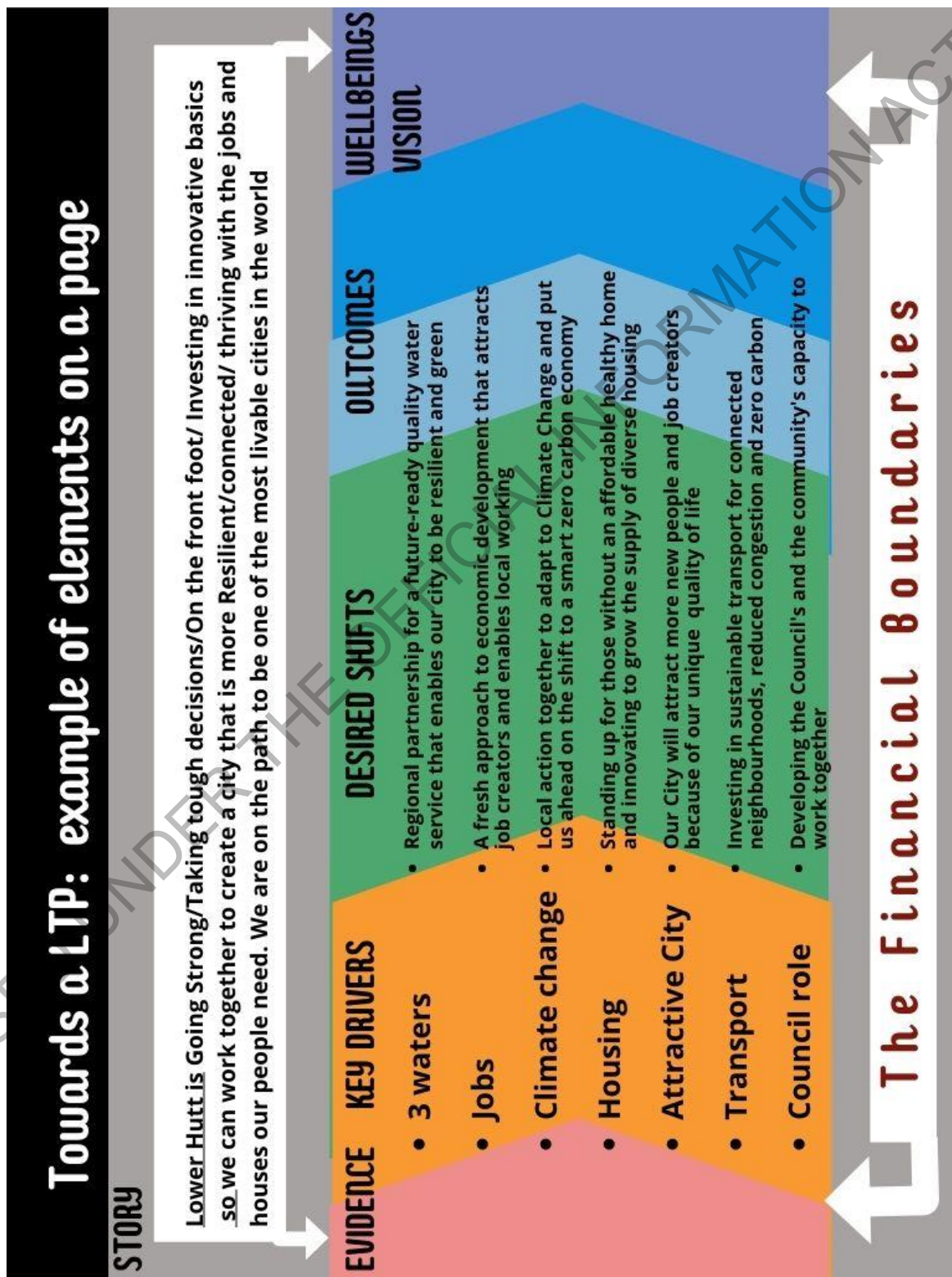
- The Council is on a transition for this LTP. We are building up the capacity internally ready to deliver expanded community engagement next time around.
- For now, there is space to “warm up” the public prior to the publication of a draft LTP in 2021
- This might follow a “did you know” format relating to building understanding on the big priority issues that are emerging
- Elected representatives could have a key role in both getting these warm ups out but also, crucially, continuing to be eyes and ears in the community about what is important to our citizens
- Some specific ideas about what we could do in the future are:
  - More online
  - More videos and visuals
  - Integrated information and survey
  - 10 minutes to change the next ten years
  - Not just on line – but tools to use at events, talks we do
  - Tools to start conversations with people
  - Colourful, quick and easy
  - More discursive, conversation feel – e.g. Mayor slots in the radio
  - A sense of community contribution is important – how to get the voice of the community evident

## Meeting Reflection

- Appreciate being involved
- Some areas don't have community boards and it's a bit unfair to them
- Thanks to the officers
- Tired but happy we have had the conversation
- Useful and good to find that we are mostly on the same track
- We need to remember that the expenses are still to be identified and the we can't increase the rates
- Great facilitation
- We seem to be on the same page with outcomes
- We have put our first foot forward, I'm happy for us to work together like this
- Good to have the Community Board chairs here
- Great to see the design of the facilitation and physically see our work build up over the day
- I feel like we are making progress
- I recommend we do the full and frank discussions
- I am buggered but enthusiastic
- The community board chairs are valuable it feels better to be here now than only making a submission at the end of the process
- Really enjoyed the day; after November I was overwhelmed but today I feel enlightened
- It is great to see all the stuff on the floor
- The timing to have this meeting right now has been good
- Nice to have an informal sitting
- Good to keep things at the big level
- I like the idea of a free and frank discussion in the future - could be clearer and more inclusive
- I really enjoyed today
- I want to know what we can cut back on
- We seem to be on the same page
- Thanks to Liana
- It is good not to be sitting in front of a computer
- It really does feel like we are all here to make Lower Hutt better – its really encouraging
- Thanks to the officers
- The quality of the facilitation was superb
- We know there are some big chunky challenges coming up and we will have to be very focussed
- It's exciting to do things a bit differently
- We are in a good position to start to put the information and the stories on the table



## Example of Content on a Page



# Te Awa Kairangi ki Tai Lower Hutt

*Kia noho mai tēnei tāone hei pou herenga waka, hei pou herenga kaupapa, hei wāhi whai hua ki hōna iwi*

*A connected, resilient and inclusive city where all of our people thrive*

**Presentation to Council's Leadership Team  
30 July 2020  
by Jo Miller, Chief Executive**

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# Our purpose

To ensure our city and all of our people thrive.

We want to be a dynamic and resilient city with active citizens and vibrant connected neighbourhoods.

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# To be a thriving and dynamic city

We need good basic services provided where and when needed and investment in our assets for current and future generations to enjoy.

All of our people will have access to a safe, warm, dry affordable home.

We will nurture our natural environment to work with our communities to be the best we can be, and focus our attention on building a sustainable future.

# To be a thriving and dynamic city

We need to harness the power of our businesses, research institutes and tertiary education providers to drive innovation and to become a zero carbon technology-driven hub for the region.

After all, the future is made here.

In everything we do we must respect the past while making the future together.

# Our focus

## *E whakatika ana i ngā mea matua*

### **Getting the basics right**

#### **This means:**

- Delivering well on core infrastructure and services like roading and transport, Naenae Pool, and modernising our rubbish and recycling system.
- We need to become a digital organisation with technology-led services that are fit for the 21<sup>st</sup> century - first time fix, tell us once, use the information many times.
- Enabling and supporting an inclusive thriving economy where all of our people can participate.

# How will we achieve this?

- A key focus for this year is to make sure that resources are aligned with Council priorities and getting the basics right
- We will be strategy-led and co-create the future with our people.
- We will deliver on time and to budget and achieve what has been set out for us (e.g. capital programme). To do this we will under-promise and over deliver. We will not put off for another day what we know we need to pay for today.
- We will be an organisation that has diversity at its heart.
- We will try new and different ways of doing things.
- We must align resources with getting the basics right.

# Hapori Ora – Thriving Communities



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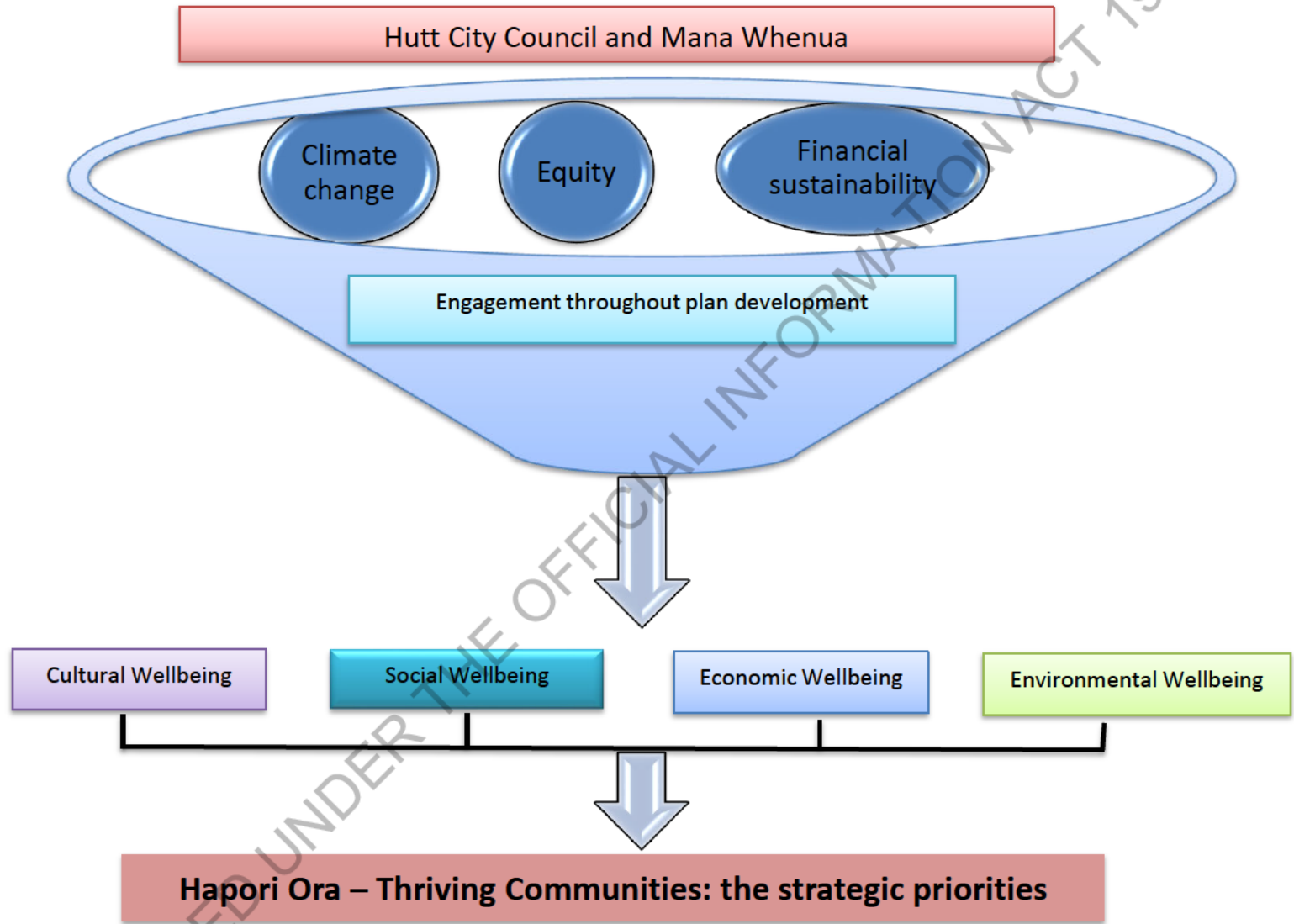
# Hapori Ora – Thriving Communities

Research – global to local

Background papers on a range of issues in Lower Hutt

Steering Group set-up to consider and develop the draft concept

# Hapori Ora – Thriving Communities: a Thirty Year City Plan



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# August 2020 to February 2021

Finalise the approach

Workshops with Mana Whenua, CLT, and Council;  
and then

Council and Mana Whenua to sign off on the  
approach

# April to June 2021

3 April 2021 to 4 May – everything is there

and

30 June 2021– Vision, strategic priorities, and evaluation framework for the City Plan are in place.

Hakari..!

## Climate change and sea level rise engagement – starts September 2020

### City Plan 2021 - 2051

March to September – Background & concept

From August – Working with Mana Whenua

September – CLT sign off on vision, outcomes, and evaluation approach

December – Council sign off

30 June 2021 – sign off on vision, strategic priorities, and evaluation approach

### LTP 2021-31

1 July 2020 – begin

- Council workshop
- CLT away day
- Activity Management Plan review
- Budget review
- Review Revenue and Financing Policy, DCP, and Infrastructure Strategy

April/May 2021 – Engagement

30 June 2021 – final decisions/LTP sign off

### City Spatial Plan

July/August 2020 – Scope and timing of the spatial plan is shaped

September 2020 – Engagement starts

30 June 2021 – sign off of City Spatial Plan

### Housing Plan

June 2019 – Housing Needs Analysis and research

February 2020 – CLT workshop on Housing Needs Analysis

March 2020 – Council workshop on Housing Needs Analysis

September 2020 – Engagement starts as part of City Spatial Plan?

30 June 2021 – sign off

### District Plan

July/August 2020 – Initial comms to socialise the review

August 2020 – DP subcommittee sign off on work programme

October 2020 – Engagement starts

2023 – District Plan finalised

Heritage Policy review – engagement planned for October 2020

## Trends and Insights

| Global trends                        | Impact  |
|--------------------------------------|---|
| Rapid urbanisation                   | <ul style="list-style-type: none"><li>• 85% of global GDP is generated in cities</li><li>• Quality of life driving decisions for younger people</li></ul>   |
| Climate change and resource scarcity | <ul style="list-style-type: none"><li>• 2020 Global Risks Report identifies failure to act on climate change as the number one global risk</li><li>• Current models of production and consumption are unsustainable</li><li>• Biodiversity loss, extreme weather and water – are identified as the 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup> major global risks.</li></ul> |
| Shift in global economic power       | <ul style="list-style-type: none"><li>• Long standing frameworks of cooperation being challenged</li></ul>  |
| Demographic and social change        | <ul style="list-style-type: none"><li>• Increasing inequity</li><li>• People are living longer and having fewer children</li><li>• Increasing participation in workforce women and older people</li><li>• Increasing migration/diversity</li></ul>  |
| Technological breakthroughs          | <ul style="list-style-type: none"><li>• Over 50% of the world's population is online</li><li>• Huge opportunities but also inequality of access</li></ul>   |

# Trends and Insights

| Local   | Impact/need  |
|---|--|
| <p><b>Political and legal</b></p> <ul style="list-style-type: none"><li>• Legislative and policy reform: LGA – the four wellbeings, RMA, Urban growth agenda – the Urban Development Act and financing bill</li><li>• Environmental protection and sustainability is a priority</li><li>• Local government finance</li><li>• Relationship with Mana Whenua and Māori across a range of domains</li><li>• Growing focus on regional approaches</li></ul> | <ul style="list-style-type: none"><li>• Systems thinking on problems and solutions and an impact on local government</li><li>• Raising money – who pays?</li><li>• A focus on actions to adapting to climate change</li><li>• Developing the relationship with Māori is a priority</li><li>• Joined up approach at regional level – urban development/housing/infrastructure</li></ul>               |
| <p><b>Economic</b></p> <ul style="list-style-type: none"><li>• Lower Hutt GDP is lower than national average – 1.5% up in 2019 compared to 3% NZ – and earnings are lower overall</li><li>• Hub of medium and high-technology industries - but slower growth and lower output compared to sector in NZ</li><li>• Vibrant Māori economy</li></ul>  | <ul style="list-style-type: none"><li>• Support and grow a diverse economy that's resilient to downturns – find our niche within the regional economy</li><li>• How can we help develop and work with the Māori economy?</li><li>• Deal with the economic cost of climate change e.g. on infrastructure, how and where we build, we may have to move business and residential developments</li></ul> |

| Local  | Impact/need  |
|--|--|
| <p><b>Population</b></p> <ul style="list-style-type: none"> <li>• 2030 projected = 120,000; 2043 - between 124,000 and 130,000.</li> <li>• Population growth likely to continue over the next 20 years but rate of growth will slow over the period</li> <li>• Aging population – rate is slower than national rate as those moving into area are younger than those leaving</li> <li>• Increasing diversity and acknowledgement of diversity</li> </ul> | <ul style="list-style-type: none"> <li>• Increased housing supply and choice of dwelling type to respond to different needs</li> <li>• Engagement to encourage civic participation</li> <li>• Retaining our younger population – more choice in employment/housing</li> <li>• Open space to balance urbanisation impacts, facilities that meet population needs</li> <li>• Learning environments that provide more choice</li> </ul>                     |
| <p><b>Social</b></p> <ul style="list-style-type: none"> <li>• Entrenched areas of economic and social needs</li> <li>• Homelessness, housing hardship and lack of suitable housing supply</li> <li>• Poverty, loneliness and social isolation</li> </ul>   | <ul style="list-style-type: none"> <li>• 4th highest deprivation score in region and a higher proportion of people, 16.9%, do not have any qualifications (13.4% for Wellington Region)</li> <li>• 553 households on social housing register in region; highest no. on EHSNG in region</li> <li>• How do we help people access suitable, affordable homes?</li> <li>• How do we enable communities to exercise tino rangatiratanga and thrive</li> </ul> |



| Local  | Impact/need   |
|--|---|
| <p><b>Environmental</b></p> <ul style="list-style-type: none"> <li>• Climate change</li> <li>• Threats to biodiversity</li> <li>• Intensified land use and demand on resources</li> <li>• Greater iwi involvement on environmental issues</li> </ul> | <ul style="list-style-type: none"> <li>• Adapting to climate change including sea level rise, erosion, higher rainfall and flooding – the impact on transport , infrastructure, and planning.</li> <li>• Growing pressures on local government finance as we try to deal with these issues</li> <li>• Growing environmental awareness and expectations, and higher environmental standards</li> <li>• Partnerships to protect biodiversity</li> </ul> |
| <p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Changing community preferences</li> <li>• Electric vehicles, autonomous vehicles, robotics and AI</li> <li>• Big data, open data and transparency</li> </ul>                    | <ul style="list-style-type: none"> <li>• Impact on communication channels</li> <li>• Enabling analytical capability</li> <li>• Managing information and data – to inform how we plan and invest</li> <li>• Impact on jobs and required employee capabilities</li> <li>• Impact on transport and other infrastructure</li> </ul>   |

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| Key Assumption                                      | Underlying assumptions   |
|---|--|
| Mana Whenua partnership                             | <ul style="list-style-type: none"> <li>• The key relationship for shaping the city</li> </ul>  |
| Population growth will be consistent with forecasts | <ul style="list-style-type: none"> <li>• Spread across ethnicities will be consistent</li> <li>• Age – younger people will continue to move to Lower Hutt for housing</li> <li>• Service demand will change as population changes</li> </ul> |
| Housing need and demand will continue to grow       | <ul style="list-style-type: none"> <li>• Have an impact on affordability</li> <li>• Continue to work on housing quality</li> <li>• Continue to grow the supply and diversify the types of housing available</li> </ul>                       |
| Inequity will grow unless addressed                 | <ul style="list-style-type: none"> <li>• Focus on equity as City Plan is developed</li> </ul>  |
| Water   | <ul style="list-style-type: none"> <li>• Need to maintain the quality of potable water</li> <li>• Impact of storm and waste water on environment will be managed</li> </ul>  |
| Need to adapt to climate change                     | <ul style="list-style-type: none"> <li>• Focus on climate change</li> <li>• Plan for where and how we'll live</li> <li>• Protect and enhance environment and biodiversity</li> </ul>   |