

Draft List of Workstreams Contributing to the 2021 - 2031 Long-Term Plan



3 September 2020

	Task	Lead	Committee
Strategic Reviews			
SR1	LTP Strategic Approach Strategic objectives and fiscal factors – how do they drive the LTP preparation.	Paul & CJ	Policy – 8 Sept
SR2	Community outcomes, vision, strategic direction Reassessment of the strategic framework underpinning Council’s role on behalf of the community. Subject to Council direction may also include the proposed ‘community preferences’ survey that was put on hold in late July.	Strategy	Policy – 8 Sept
SR3	Strategy Stocktake A look into all current adopted strategies to see if still relevant and if actions are being carried out. Those no longer relevant decide if to update or combine with another. Final output new strategic framework for LTP.	Strategy	<i>Complete: Policy – June</i>
SR4	Environmental Scan Review of external factors influencing the preparation of the LTP and socialisation with elected members.	Strategy	<i>Complete: Policy – June</i>
SR5	Level of Service / Cost / Productivity Review Review of Councils operational levels of service including costs and delivery.	Executive	Policy – 8 Sept.

Objective ID: A11713769

	Task	Lead	Committee
SR6	<p>Engagement Approach</p> <p>Implementation and continued rollout of the new TCC approach to community engagement will affect many projects and activities in the lead-up to the LTP (being 'pre-engagement' on the LTP itself).</p>	Communications and Engagement	Policy
SR7	<p>CCO's</p> <ul style="list-style-type: none"> • Strategic review of BVL • Key CCO LTP issues identified and addressed (input into draft LTP) 	GM Community Services	Policy
SR8	<p>Waters reform</p> <p>Central Government is reviewing how to improve the regulation and supply arrangements of drinking water, wastewater and stormwater (three waters) to better support New Zealand's prosperity, health, safety and environment. Watching brief to understand and respond to the government's work.</p>	City Waters	Council
SR9	<p>Resilience</p> <p>Two-year study of the resilience to natural hazards of Council's infrastructure and the impact on potential future landform. Impacts on asset-based activity budgets will be significant. Policy decision-making for council is also likely to be significant.</p>	City & Infrastructure Planning	UFTD
SR10	<p>Natural Hazards/Climate Change (in particular Mount North)</p> <p>Detailed consideration of options to address current and future stormwater and current and future groundwater issues in the Mount North area. Significant first step in council's 'adaptive planning' response to climate change and resilience issues.</p>	City & Infrastructure planning	UFTD
SR11	<p>s17A</p> <p>A review of the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services, and performance of regulatory functions.</p> <p>Activities to be subject to s17A reviews yet to be determined.</p>	Strategy	Council
SR12	<p>Sustainability Framework</p> <p>Implement Council direction</p>	Strategy	Policy
SR13	<p>Community Facilities & Active Reserves Plan</p> <p>Develop Community Facilities Plan and Active Reserves Plan to understand and address community needs in a fast-growing city.</p>	Strategy	UFTD

	Task	Lead	Committee
S14	<p>City Centre Plan Develop City Plan which identifies needs and responses. Key components:</p> <ul style="list-style-type: none"> • Private sector investment plan / prospectus • Civic precinct masterplan • Urban Spaces Programme • Waterfront Masterplan • Movement Plan (including parking) • Residential Plan 	Strategy	UFTD
Financing & Funding			
F1	<p>Financial Strategy Providing a guide for Council to consider proposals for funding and expenditure against; and provide a context for consultation on the local authority's proposals for funding and expenditure by making transparent the overall effects of those proposals on the local authority's services, rates, debt, and investments.</p> <p>Includes:</p> <ul style="list-style-type: none"> • Revenue & Financing Policy • User Fees strategy • Risk Reserve (noting significant current underfunding) • Debt / Revenue ratio 	Finance	FARC
F2	<p>Rates Review A rates review is the review of the allocation of rates and what share of the rates each ratepayer should pay. A rating review is NOT about how much should be collected in rates. A comprehensive review would include questions of ability to pay, commercial/residential differentials, targeted rates, uniform charges vs variable charges, etc. Includes consideration of wastewater charging; consideration of capital value vs land value rating (longer term issue).</p>	Finance	FARC
F3	<p>Alternative / Additional Financing and Funding Opportunities Explore a range of opportunities such as tolling, road pricing, infrastructure bonds, moving current responsibilities off balance sheet for individual / collective partners and other thinking that may require new legislation to implement.</p>	Chief Executive	FARC

	Task	Lead	Committee
F4	Development Contributions a) Significant review to ensure that key assumptions and logic are relevant and that current issues (including those raised by submitters in previous year) are addressed. b) Issues & Options papers on DC funding on Maori land and (separately) community housing. c) Quantify amount of DC under collection. Financial adjustments. Consider targeted rate option	a) Growth Funding b) Growth Funding c) Finance	a) FARC b) FARC c) FARC
F5	User Fees Review Review specific user fees for activities.	Finance	Policy
Growth			
G1	Growth assumptions / approach Growth assumptions reviewed for long term planning. Impacts expenditure projections for many teams, especially re capex.	City & Infrastructure Planning	<i>Complete: UFTD – June</i>
G2	Te Papa Consultation and plan change project to enable intensification on the Te Papa peninsula. Significant community involvement and capex implications.	City & Infrastructure Planning	UFTD
G3	Parau Farms Land currently zoned for recreational reserve, current investigation into alternative uses (linked to potential alternative sportsfield provision in the Western Bay and Merricks Farm possibility). Linked to Community Facilities work at SR13.	City & Infrastructure Planning	UFTD
G4	Smiths Farm Master plan for potential housing supply near Bethlehem. Complicated by previous Council decision not to access site off Westridge Drive. Potential joint-venture with external funders.	City & Infrastructure Planning	UFTD
G5	UFTI + Transport Planning Outcomes for urban planning and transport planning will be significant. Impact on LTP planning likely to be significant.	City & Infrastructure Planning	UFTD
G6	Tauriko West (Social Infrastructure) The social infrastructure planning aspect of the Tauriko West development.	Strategy	UFTD
G7	Te Tumu and Tauriko West Consideration of reasonable assumptions regarding timeframes for the development of these urban growth areas, as well as costs and funding models, for appropriate inclusion in LTP.	City & Infrastructure Planning	UFTD

	Task	Lead	Committee
Major Projects			
P1	Potential Major Project Seek EM strategic direction / political appetite on: <ul style="list-style-type: none"> • Stadium • Mt Visitor Centre • Sustainability Centre • Others that may arise from Activity Planning 	Executive	Council
P2	Civic Facilities (CBD) Major civic facilities in the CBD including library, museum and performing arts facility.	Strategic Investment & Commercial Facilitation	Council
P3	Memorial Park aquatic Consideration of significant upgrade to Memorial Pool facility.	BVL	UFTD (part of SR13)
P4	Memorial Park / Strand walkway Walkway/cycleway connecting CBD to Memorial Park along the waterfront.	Spaces and Places	Policy
P5	Elder housing Potential implementation of decision made in last LTP to divest elder housing stock. Significant financial and community considerations involved.	Strategic Investment & Commercial Facilitation	Council
P6	Civic administration building / accommodation Potential project for the development of a new CAB on the Willow/Durham site. Project is part of partnership agreement with Willis Bond. Involves significant consideration of the funding model. In the short-term, consideration of accommodation options until such a new building is built.	Strategic Investment & Commercial Facilitation	Council
P7	Parking Strategy Overall approach to parking Consideration of whether Council should retain the buildings or sell to a private provider. Linked the parking strategy discussion facilitated through UFTI.	City & Infrastructure Planning	UFTD
P8	CBD Streetscape Further consideration of a variety of largely CBD-based streetscape projects for inclusion in the LTP.	Spaces and Places	UFTD
P9	Solid Waste The roll-out of the kerbside collection is due to take place on 1 July 2021. If it proceeds according to plan the issue for the LTP decision making will be minimal. Ties in with Revenue and Finance Policy conversation in F1.	Waste & Sustainability	PSOC

Levels of Service & Options			
LOS 1	Activity Areas Plans & Resourcing For each activity prepare Activity Areas Plans	Teams individually	Policy
LOS 2	Asset Management Plans Preparation of asset management plans for next LTP, including understanding of levels of service, delivery methods, renewals budgets, etc.	Relevant Teams	FARC
LOS 3	Infrastructure Strategy	Policy / Strategy	Policy
LOS 4	Reseal LOS The elected members have signalled that they would like to review the reseals level of service logic.	Transportation	Policy
LOS 5	Core Digital systems Digital Systems review of core systems (excluding financial, refer above) and roll out of strategic plan.	Digital	Policy
LOS 6	Boat Ramps <ul style="list-style-type: none"> Assess issues and options re provision Boat ramp user fees 	Property	Policy
LOS 7	Tropical Display House – Robbins Park Issues & Options paper to be considered with the following options: <ul style="list-style-type: none"> Upgrade existing facility Establish tropical display house at another location and demolish existing Demolish existing and do not replace. 	Places & Spaces	Policy
LOS 8	Town Centre & Neighbourhood Spatial Plans Issues & Option paper on: <ul style="list-style-type: none"> Urban spatial plans and / or public realm redevelopment plans Locational priorities across the city Timing 	Strategy	UFTD
LOS 9	Bulk fund to support social wellbeing Issues and options paper on: <ul style="list-style-type: none"> The establishment of a bulk fund to allow funding support for social/cultural organisations The decision-making framework, including criteria for support and delegation of decision-making The scale of the bulk fund Other forms of support provided to social and cultural organisations 	Community Development	Policy

Mechanics & Systems			
MS1	<p>Planning & reporting – KPIs & measures</p> <p>Review of how we set and report against targets and measures. Will include detailed consideration of relevance and use in decision-making.</p>	Corporate Planning	Policy
MS2	<p>LTP guidance</p> <p>Preparation of ‘how to’ information for all activity areas ahead of LTP processes. Will include ELT understanding and agreeing to approaches to activity and business planning, and messaging around budgetary philosophy and constraints. Will also involve user-focussed information on any new systems to be used for collating LTP information.</p>	Strategy and Corporate Planning	N/A
MS3	<p>Prioritisation process, business cases and activity area templates</p> <p>Finance are working with the infrastructure team to develop the financial overlay on the agreed gateway process. This will ensure appropriate annual budgets, whole of life costings and appropriate contingencies are provided for each project. In addition to the Project Lifecycle Process, the Finance and Strategy teams are jointly working on the development of business case templates for all projects.</p>	Finance, Strategy	Policy
MS4	<p>Finance system upgrade</p> <p>IBIS system installed. Likely to have major impacts on the preparation process.</p>	Finance, Digital Services	N/A