

Absolutely Positively
Wellington City Council

Me Heke Ki Pōneke

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

9:30am Rāpare, 15 Huitanguru 2024
9:30am Thursday, 15 February 2024
Ngake (16.09), Level 16, Tahiwī
113 The Terrace
Pōneke | Wellington



**KŌRAU TŌTŌPŪ | LONG-TERM PLAN,
FINANCE, AND PERFORMANCE
COMMITTEE
15 FEBRUARY 2024**

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

MEMBERSHIP

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

Have your say!

You can make a short presentation to the Councillors, Committee members, Subcommittee members or Community Board members at this meeting. Please let us know by noon the working day before the meeting. You can do this either by phoning 04-499-4444, emailing public.participation@wcc.govt.nz, or writing to Democracy Services, Wellington City Council, PO Box 2199, Wellington, giving your name, phone number, and the issue you would like to talk about. All Council and committee meetings are livestreamed on our YouTube page. This includes any public participation at the meeting.

PUBLIC EXCLUDED

AREA OF FOCUS

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

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

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

Quorum: 9 members

TABLE OF CONTENTS

15 FEBRUARY 2024

Business	Page No.
1. Meeting Conduct	7
1.1 Karakia	7
1.2 Apologies	7
1.3 Conflict of Interest Declarations	7
1.4 Confirmation of Minutes	7
1.5 Items not on the Agenda	7
1.6 Public Participation	8
2. General Business	9
2.1 2024-34 LTP Draft Budget & Plan Report	9
2.2 Actions Tracking and Forward Programme	357
3. Public Excluded	377
3.1 CCO Board Appointments	379

1. Meeting Conduct

1.1 Karakia

The Chairperson will open the hui with a karakia.

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

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

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

1.3 Conflict of Interest Declarations

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

1.4 Confirmation of Minutes

The minutes of the meeting held on 7 December 2023 will be put to the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee for confirmation.

1.5 Items not on the Agenda

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

Matters Requiring Urgent Attention as Determined by Resolution of the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee.

The Chairperson shall state to the hui:

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

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

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

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

1.6 Public Participation

A maximum of 60 minutes is set aside for public participation at the commencement of any hui of the Council or committee that is open to the public. Under Standing Order 31.2 a written, oral, or electronic application to address the hui setting forth the subject, is required to be lodged with the Chief Executive by 12.00 noon of the working day prior to the hui concerned, and subsequently approved by the Chairperson.

Requests for public participation can be sent by email to public.participation@wcc.govt.nz, by post to Democracy Services, Wellington City Council, PO Box 2199, Wellington, or by phone at 04 499 4444 and asking to speak to Democracy Services.

2. General Business

2024-34 LTP DRAFT BUDGET & PLAN REPORT

Kōrero taunaki | Summary of considerations

Purpose

1. This report to the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee, seeks the Committee's approval for the draft supporting information, budgets, policies, and strategies that underpin the 2024-34 Long-term Plan (LTP). This report also seeks the Committee's agreement to the key issues for consultation in the 2024-34 LTP Consultation Document.
2. This report is an omnibus report and has the following attachments appended for committee decision:
 - Draft Significant Forecasting Assumptions (Attachment 1)
 - Draft Activity Group Statements (Attachment 2)
 - Draft Infrastructure Strategy (Attachment 3)
 - Draft Financial Strategy (Attachment 4)
 - Draft Revenue and Financing Policy (including Individual Funding Needs Analysis and alignment with Revenue & Financing policy) (Attachment 5)
 - Level of Service changes (Attachment 6)
 - Draft Fees and User Charges changes (Attachment 7)
 - Draft Activity Reports (Capital and Operating budgets) (Attachment 8)
 - Three Waters Investment - Draft options for consultation (Attachment 9)
 - Waste collection and funding changes - Draft options for consultation (Attachment 10)
 - Perpetual investment fund and WIAL shares - Draft options for consultation. (Attachment 11)
3. This report seeks approval of the information contained in and appended to this report. Decisions resulting from the Committee meeting will be used to finalise the LTP underlying information and enable the development of the LTP Consultation Document for community engagement.

Strategic alignment with community wellbeing outcomes and priority areas

Aligns with the following strategies and priority areas:

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

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

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

Relevant Previous decisions

Two earlier decisions have been made in the development of the draft 2024 LTP. This includes outcomes and priorities on 17 August 2023 and the capital programme on 9 November 2023.

Significance

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

Financial considerations

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

4. This report provides for the consideration of the 2024 LTP and associated budgets. It includes the draft Financial Strategy that outlines Council’s overall approach to the budget over the long term.

Risk

- Low
 Medium
 High
 Extreme

5. The proposed level of service changes in this report are likely to increase Council reputational risks with a number of stakeholders as the proposals will entail some reduction in current service levels enjoyed by the community and increased or new fees and user charges.

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Authoriser	Stephen McArthur, Chief Strategy & Governance Officer Andrea Reeves, Chief Financial Officer

Taunakitanga | Officers' Recommendations

Officers recommend the following motion:

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

1. Receive the information.

Process

2. Note that the material presented in, and appended to this report, as well as the decisions from this Committee meeting will be used to finalise the LTP underlying information and draft Consultation Document that will be considered by the Committee on 13 March 2024.
3. Note that Audit NZ has committed to a schedule for the audit of the Consultation Document and supporting information to enable the Council to adopt the Consultation Document with an audit opinion on 10 April 2024.

Assumptions

4. Agree the draft Significant Forecasting Assumptions for the 2024-34 LTP as detailed in Attachment 1.
5. Note that assumptions will continue to be monitored, and if required, updated before the 2024-34 LTP is adopted.

Activity Statements

6. Note that the draft LTP Activity Group Statements as outlined in Attachment 2 include an overview of our level of service by activity group, and the reprioritised capital programme agreed in principle by this Committee on 9 November 2023.

Strategies and policies

7. Agree the draft Infrastructure Strategy as detailed in Attachment 3.
8. Agree the draft Financial Strategy as detailed in Attachment 4 noting that the strategy includes:
 - a. a debt to revenue ratio limit of 225%; and
 - b. an average rates increase limit of between 5-8% over the ten years of the plan.
9. Agree the draft Revenue and Financing Policy as detailed in Attachment 5.

Three Waters funding level options

10. Note that officers have worked with Wellington Water Limited to prepare a programme of work to increase investment and improve the performance of the three water networks over time.
11. Agree the Three Waters investment options for community consultation as part of the Consultation Document as outlined in Attachment 9.
12. Note that the recommended preferred option outlined in Attachment 9 reflects increased expenditure in our three water networks from:
 - a. \$1.7b in the 2021-31 LTP to \$3.25b for the 2024-34 LTP (operating expenditure – including depreciation, interest, insurance, and possible other overhead costs)
 - b. \$679m in the 2021-31 LTP to \$1.4b for the 2024-34 LTP (capital expenditure including sludge).

Other changes to the capital programme

13. Agree additional capital project rephasing and reductions to manage debt constraints and allow for the additional three waters investment as follows:
 - a. Kilbirnie Park – rephase capital investment for Kilbirnie Skate Park as outlined in the body of this report.
 - b. Suburban upgrades – defer funding for Suburban upgrades to year 6 of the LTP as outlined in the body of this report.
 - c. Khandallah Pool – remove funding for the upgrade of the Khandallah Pool and provide funding for landscaping for the site as outlined in the body of this report.
 - d. Transport – descope the Thorndon Quay/ Hutt Road transport improvements as outlined in the body of this report.
 - e. Transport – rephasing of the Golden Mile as outlined in the body of this report.
 - f. Transport – reprogramme delivery of City Streets programme as outlined in the body of this report.
 - g. Waterfront – rephase Frank Kitts Park redevelopment funding as outlined in the body of this report.

Budget and levels of service

14. Note that in preparing the draft budget, a range of levers have been used to manage rates and debt within the parameters set in the Financial Strategy. This has included:
 - a. Changes to fees and charges.
 - b. Not rates funding depreciation on some of our assets.
 - c. Selling some assets and using the proceeds to fund some operating expenses.
 - d. Re-prioritising and rephasing the capital programme.
 - e. Identifying additional level of service changes that deliver savings of \$7.0m from year one.
 - f. Organisational savings of \$5.0m from year one.
15. Agree the level of service changes and consequential savings as outlined in Attachment 6, including:
 - a. Waste – cease composting hub trials.
 - b. Heritage – decrease heritage advisory services.
 - c. Information – move to digital only publication (Our Wellington).
 - d. Service – reduce graffiti budget.
 - e. Library network (i) – reduce library hours.
 - f. Library network (ii) – close Arapaki library along with closure of the Service Centre.
 - g. Facility – revisit and sell Wadestown Community Centre.
 - h. Data – alternative funding source for CCTV cameras.
 - i. Facility – decrease hours of operation at selected pools.
 - j. Events – discontinue New Year’s Eve signature event.
 - k. Events – discontinue annual fireworks.
 - l. Property leasing - lease opportunities.
16. Agree the changes to the draft fees and user charges as outlined in Attachment 7.

17. Note that the draft budget has a closing debt balance (based on the capital programme) that exceeds our debt to revenue ratio limit (including insurance headroom) for the first two years of the 2024-34 LTP. From year 3 of the LTP, should the proposed establishment of a perpetual investment fund be approved, the debt to revenue ratio calculation would exclude the insurance headroom and the debt to revenue ratio limit would not be exceeded.
18. Note that the above recommendations for increased investment in three waters and other reductions and changes to the programme, delivers an average proposed rates increase (after growth) of 7% over the ten-year period, and a 15.4% rates increase after growth for the first year of the 2024-34 LTP, and a capital programme that exceeds Councils proposed debt limit over the first two years of this LTP.
19. Note that the estimated sludge levy for 2024/25 is an increase of approximately 1.6% over and above the draft rates increase.
20. Agree the draft budget as outlined in the Activity Reports (Operating and Capital) in Attachment 8 and note that these will be updated to reflect any decisions from this meeting.
21. Agree to use sale proceeds from the divestment of non-strategic assets to fund operating expenses for 2024/25 (Year 1) of the LTP. This is deemed financially prudent and in the community's interest to reduce the rates increase in Year 1.
22. Note that the draft budget includes further unfunded depreciation on assets that are unlikely to be replaced to reduce the rates increase over the ten years of the plan.

Consultation Document

23. Note that, after consideration of Council's Significance and Engagement Policy and legislative requirements, the significant issues for the Consultation Document are:
 - a. Investment levels in three waters (Attachment 9)
 - b. Waste collection and funding changes (Attachment 10)
 - c. Establishment of a Perpetual Investment Fund through the sale of airport shares (Attachment 11).
24. Agree the significant consultation issues and the options, including the preferred options, for each issue as outlined in Attachments 9 to 11.

Whakarāpopoto | Executive Summary

6. Council has been developing the 2024-34 LTP over the last 18 months. The starting point was working closely with the community to identify key outcomes and priorities for the city. Feedback from the community and through the Citizens Assembly identified a range of priorities that have guided the development of the draft 2024-34 LTP.
7. This draft 2024-34 LTP includes a significant level of investment in core infrastructure and services to improve the city into the future. The draft plan and budget presents a balanced way forward that includes investment into the areas that have been identified as a priority by our community – such as three waters – and balances that investment with maintaining our broad range of services that everyone enjoys, while finding savings and rephrasing and reprioritising the remainder of the capital programme.
8. This draft 2024-34 LTP is being prepared in a challenging environment. Council owns a large network of infrastructure and facilities that are old, in some cases are earthquake prone, and therefore require significant investment.
9. At the same time, infrastructure costs and delivering existing services has become more expensive due to interest and inflationary pressures. The community also has affordability constraints due to higher cost of living pressures and is therefore less able to afford higher rates.
10. An additional challenge for the Council is the resilience of its overall balance sheet. Our earning investments that offset rates come from CBD ground leases and our shares in the airport. All are Wellington based and this carries considerable risk in the event of a significant natural event.
11. The overall aim of this 2024-34 LTP is to resolve these significant challenges for the city. This report recommends that Council make additional investment in core infrastructure like three waters and recommends a range of savings and capital programme changes to allow for the additional investment. By making these trade-offs, Council is able to make the additional investment over a sustained period, while achieving some level of overall community affordability.
12. This report also recommends that the Council place its investment, currently held through shares in Wellington International Airport and ground leases in a Perpetual Investment Fund. This will help mitigate the risk of holding all the city's commercial earning investments in a limited number of investment types, both of which are based in Wellington and exposed to the same natural disaster risks as the Council itself. This will also help to deliver a significantly more resilient balance sheet for the future.
13. This report brings together all the relevant LTP components that are legislatively required to underpin the development of a LTP and its associated Consultation Document. In line with legislation and our Significance and Engagement Policy, the Consultation Document will focus consultation on three main issues. They are:
 - a. Three Waters investment
 - b. Waste collection and funding changes
 - c. Perpetual Investment Fund.

Takenga mai | Background

Process

14. The 2024-34 LTP is being developed in an environment of significant financial constraints.
 - a. A significant capital programme of work over previous financial years has increased Council's starting debt position for the 2024-34 LTP plan and driven additional costs.
 - b. The economic environment in respect to interest rates, inflation and growing insurance costs have also contributed to significant financial pressure on Council's operating expenditure.
 - c. Finally, improvements to Council's understanding of infrastructure investment requirements, including in relation to seismic performance of property portfolio have identified significant additional core investment requirements.
15. As a result, decision-making through the development of this LTP has focused on ensuring there is a clear understanding and careful prioritisation of capital investment requirements and Council service levels.
16. The LTP has been under development over the past twelve months through a series of workshops and meetings covering the various components of long-term planning. This has included the development of LTP Outcomes and priorities through community engagement across the city through April 2023 and the Citizen's Assembly run in October 2023. This early engagement feedback will also inform final deliberations on the LTP.
17. The basis for the financial and infrastructure strategies was workshopped early in 2023/24 and Council rating policies were reviewed and consulted on in September and October. The Committee also worked through a series of service level workshops in September and October leading to decisions on the capital programme in November 2023.
18. This report brings together this work into the key components of the LTP and, focuses on the key decisions needed to develop the underlying draft service and budget information to inform the LTP and its associated CD in order for community consultation to occur in April 2024.
19. In addition to the above, in December the Government announced its intention to repeal the previous Government's three waters reform legislation in the early part of 2024. To mitigate the potential adverse impact the timing of the repeal may have on Councils' LTP development programmes, the Minister of Local Government announced an option to extend the statutory deadline for LTP adoption by three months to 30 September 2024. This measure is likely to be more attractive to smaller Councils who may not have the capacity to easily adjust their LTP process to respond to the LTP three waters changes within the existing statutory timeline.
20. Officers have reviewed this option and consider that delaying our LTP adoption is not required as:
 - The Council is not able to strike rates until it has adopted its LTP. Therefore, if there were delays in striking rates this could create significant cashflow risks for the Council;
 - The Council will be setting the sludge levy for the first time in the 2024/25 year alongside rates and we need to meet our obligations under the Infrastructure Funding and Financing Administration Agreement;
 - The Council's LTP programme is on track and is expected to remain so;

- Delay in decision making would materially risk our ability to consult with the community in April 2024;
- The audit programme is locked in with limited ability for auditors to change; and
- There are no other material process benefits from a later adoption date.

Where are we at with the Draft LTP

21. Key decisions regarding capital programmes were made at the 9 November 2023 Committee meeting. Options in this paper cover three waters investments, not covered through the 9 November 2023 committee meeting, as well as service level proposals affecting Council operating budgets.
22. Decisions taken on 9 November are outlined in the activity statements (Attachment 2) and include:
 - Removing the \$230.0m capex provision for completing strengthening projects in Te Ngākau Civic Square, including Capital E and basement, and allocate provision of \$65.0m to investigate other options including demolition.
 - Allocating funding in the 2024-34 LTP for one town or suburban centre upgrade every two years (\$10.0m capex and \$2.5m opex over ten years).
 - The funding of Council renewal programmes (excluding three waters) at 75% of required renewal levels for the ten years of the LTP.
23. It is important to note that, while these decisions relate to the capital programme, they have impacts on service levels delivered to the community. In particular, the decision to fund renewals at a 75% level will lead to a lower level of condition or amenity of Council's property and transport assets. For example, entailing a greater use of chipseal over asphalt or the reduction in the frequency that Council assets are renewed.
24. While we propose several changes to the capital work programme, the current overall programme of work across the LTP remains extensive (at \$4.4b), with many new city improvements planned, including:
 - Completing remediation of the Town Hall.
 - Completing remediation of Te Matapihi Central library.
 - Continued delivery of the Paneke Pōneke bike network across the city.
 - Investment in the new sludge minimisation facility.
 - Delivery of Te Awe Māpara, our Community Facilities plan.
 - Expansion of city green space through Green Network plan.
 - Continued investment in improving resilience of transport network through improving retaining walls and structures.
 - Grenada North Sports facility upgrades.
 - Continuing investment in renewing and upgrading three waters infrastructure across the city.
 - The continued delivery of the full range of Council services including waste collection, community and library services, recreation services and many more.

Draft budget

25. The draft budget presented in this report includes an average rates increase over the ten years of the LTP of 7% (15.4% in year 1) and a projected debt to revenue ratio of 241% in year 1. The charts below summarise the rates and debt forecasts in the draft budget.

Year	Rates increase (after growth)	Estimated sludge levy	Debt/Revenue Ratio	Capital Programme'\$000's (excluding sludge)
2024/25	15.4%	1.6%	241%	\$533,224
2025/26	11.8%	2.8%	243%	\$518,694
2026/27	12.5%	3.8%	214%	\$445,618
2027/28	5.7%	4.5%	215%	\$406,027
2028/29	5.3%	4.3%	215%	\$436,955
2029/30	5.3%	4.1%	213%	\$423,015
2030/31	5.0%	3.9%	206%	\$406,177
2031/32	5.0%	3.8%	204%	\$467,748
2032/33	5.0%	3.8%	199%	\$399,304
2033/34	5.0%	3.7%	188%	\$411,818

26. It should be noted that the year 3 (2026/27) rates increase includes the new proposed waste targeted rate of approximately 3%.

27. The draft budget is based on the following decisions, agreed in November 2023, or noted in this report. The remainder of this report works through these levers to outline the impacts of each:

- Additional funding for three waters
- Capital prioritisation decisions from 9 November.
- Some capex reprioritisations to achieve objectives within funding limits.
- Fees and charges / new revenue used to ensure those that benefit from a Council service continue to pay an appropriate portion of the cost.
- Sale of surplus assets to fund operating expenses.
- Not fully fund depreciation where appropriate (excludes three waters and transport).
- Some proposed changes to service levels.
- Organisational efficiencies.

28. Overall, the draft budget is in line with the average rates increase limit of between 5-8% over ten years.

29. The draft budget exceeds the debt to revenue ratio limit of 225% in year 1 and year 2 (including the insurance headroom of \$272m). The limit is met from year 3 onwards (due to the proposed establishment of a perpetual investment fund in year 2 of the LTP and the exclusion of the insurance headroom). This is deemed financially prudent given the amount of investment needed in the city. The 2021-31 LTP forecasted to breach the limit for the first six years of that plan.

30. The prospective financial statements and funding impact statements will be prepared as part of the supporting documents for the Consultation Document and provided at the 13 March Committee meeting for information, reflecting the above recommended budget and any decisions from this meeting.

31. It should be noted that a 1% increase/decrease in rates equates to approximately \$4.8m.

Statutory basis

32. The Council is required to adopt an LTP by 30 June 2024. This requires the development of all supporting underlying information and an LTP Consultation Document. Audit NZ will audit and provide an opinion on the Consultation Document and supporting information prior to community consultation on the Consultation Document using the Special Consultative Procedure specified under the Local Government Act 2002.
33. The final LTP is compiled after Council makes final decisions in late May after having heard from the community through the consultation process.
34. The purpose of the LTP is to provide a collection of statements that describe the level of service for each of the Council's activities for the next ten years. These are set in the context of the community's long-term aspirations, the Council's priorities and budgetary projections. They are underpinned by a collection of funding and financial policies.
35. Legislation also requires the LTP to be audited. Officers have been working alongside Audit NZ as the LTP has been developed and are on track to deliver the audited CD as scheduled.

The planning process

36. The long-term planning process has been designed to enhance the wellbeing of Wellington and its people, comply with legal obligations, and ensure prudent management of the city's finances, services and assets. The process to date has taken into account a wide range of factors including:
 - The significant issues facing the city.
 - The economic climate and overall rates affordability issues.
 - Council's overall financial headroom.
 - Community views received through early engagement.
 - Council outcomes and priorities.

Kōrerorero | Discussion

Key issues for consultation

37. The following section outlines the key issues for consultation proposed for the Consultation Document. They are investment in three waters, options for future waste services in the city, and the establishment of a perpetual investment fund through the sale of airport shares.

Consultation issue 1: Three waters

38. Three waters are a core mandated service for Councils to deliver. A well-functioning three waters network is a top priority for the city and the region. Our network, as well as that of the region, is not performing as required due to the overall age of the network, legacy investment issues and recent earthquakes.
39. As part of the 2021-31 LTP we significantly increased funding for three waters, with a capital programme of approximately \$679 million over the ten years of that plan. This was 33% more than the previous year.
40. Since 2021, we have further increased funding each year with annual contributions now substantially more than what was planned in the 2021-31 LTP. In the last three years we have provided an additional \$29 million of opex funding.
41. On 21 November 2023 WWL presented three investment options for the 2024-34 LTP. The unconstrained WWL recommended budget is unaffordable for the Council and other Councils in the region, and as such officers have worked with Wellington Water to develop options for waters investment within the financial constraints of the 2024 LTP.
42. Investment options to be provided to Wellington Water Ltd for three waters are outlined in Attachment 9, they include:
- **Option 1** – a baseline minimum level of funding (2023/34 funding levels with unavoidable cost inflation) - \$896.7m capex and \$615m opex over ten years (inflated).
 - **Option 2** – baseline funding level with additional funding provisioned for the introduction of water meters -\$1.03b capex and \$614m opex over ten years (inflated).
 - **Option 3** – an increased investment option focused on critical three waters network risks and further funding for drinking water network repairs, renewals and upgrades. (\$1.1b capex and \$673m opex over ten years).
43. Officer's recommended preferred option is **Option 3** as it is the maximum affordable level of investment and focuses on additional investment for detecting and fixing urgent leaks as well as helping address critical network risks and a safe and reliable supply of drinking water.
44. It is important to note that this level of funding for three waters is still below the required level to address all network issues, and below the recommended maximum deliverable level of funding presented by Wellington Water (\$1.4b capex over ten years).
45. The level of investment required across the city's three water networks over the next ten to thirty years is in excess of what is affordable for the community. Further work is required with central government and other Councils in the region to review the model for three waters infrastructure management to enable a higher level of funding to be committed in the future. This is consistent with our draft Financial Strategy.

Consultation issue 2: Waste services

46. Options for future waste services were agreed initially at the 14 September 2023 Kōrau Tūāpapa | Environment and Infrastructure Committee.
47. Some changes to the agreed options were needed for the LTP consultation and the final options are set out in Attachment 10 in detail.
48. Two sets of options are proposed –
- a. the first is six different options for rubbish and organics.

Options	Collection - Rubbish and Organics
A	Weekly 60L rubbish bags and no organics collection. <i>This is the status quo.</i>
B	Fortnightly 60L rubbish bags and Weekly 23L food scraps only bin
C	Fortnightly 60L rubbish bags and Weekly 80L food and garden wheelie bin
D	Weekly 80L rubbish wheelie bin and no organics collection.
E	Fortnightly 120L rubbish wheelie bin and Weekly 23L food scraps only bin
F***	Fortnightly 120L rubbish wheelie bin and Weekly 80L food and garden wheelie bin

- b. the second is four options for recycling and glass.

Options	Collection – Recycling and Glass
A	Fortnightly 120L recycling wheelie bin and Fortnightly 45L glass crate (<i>status quo</i>)
B	Fortnightly 120L recycling wheelie bin and Four-weekly 80L glass wheelie bin
C**	Fortnightly 240L recycling wheelie bin and Fortnightly 45L glass crate
D	Fortnightly 240L recycling wheelie bin and Four-weekly 80L glass wheelie bin

49. In the business case these were considered as joint packages but have now been split as including the status quo increases the number of combined packages and the two groupings are funded differently.
50. The Council’s proposed preferred option is as agreed in September 2023 and represented by options F and C in the above tables:
- a. A weekly collection of mixed food and garden waste in an 80L wheelie bin, and a fortnightly collection of rubbish in a 120L wheelie bin.
 - b. A fortnightly collection of paper, plastics, tins and cans with an increase to a 240L wheelie bin, and no change to the fortnightly collection of glass in a 45L crate.
51. The introduction of the organics service and the change from rubbish bags to wheelie bins would be funded by a new targeted rate for waste, which would be a flat fee for all households that can receive the service. Those that cannot receive the service would not be charged. These households are mostly on private roads or part of an apartment or townhouse complex. Council is exploring ways to improve collection services for these properties in future but no changes are proposed at this time.
52. Recycling and glass collection services will remain funded by the recycling levy in our landfill gate fees.

Consultation issue 3: Perpetual investment fund

53. Reviews of our balance sheet have identified risks with the Council's current investment portfolio and our ability to insure our assets. More information on these risks is in Attachment 11.
54. As agreed initially at the 9 November 2023 meeting of this committee, the Council proposes to mitigate these risks by setting up a perpetual investment fund through the recycling of capital (i.e. the sale of investments to re-invest) - specifically shares in Wellington International Airport Ltd and ground leases.
55. There are three options for consultation:
 - a. **Full sale** of Council's airport shares and use the proceeds to create a new Perpetual Investment Fund. Proceeds from future ground lease sales could also be transferred into the fund (if/when these leases were considered for sale).
 - b. **Partial sale** of Council's airport shares and use the proceeds to create a new Perpetual Investment Fund. Proceeds from future ground lease sales could also be transferred into the fund (if/when these leases were considered for sale).
 - c. **Do not sell** Council's airport shares and do not establish a Perpetual Investment Fund. This accepts that the risks listed above will remain.
56. Council's preferred option is for a full sale of the shares in the airport to ensure sufficiently liquid funds are available to mitigate the risks identified.

Overview of tools being used to manage rates and debt

57. The following section provides an overview of the full range of budget levers that Council is using to manage cost pressure and deliver a balanced budget.
58. The principal levers available for managing rates increases and debt are in the proposed budget are:
 - Not rates fund depreciation on some of our assets.
 - Selling some assets and using the proceeds to fund some operating expenses.
 - Organisational savings.
 - Changing our levels of service for some Council services.
 - Changing our capital programme.
 - Changes to user fees and charges for Council services.

Depreciation

59. Not using rates to fund depreciation on some of our assets would reduce the rates increase over the ten-year period of the LTP. Assets that are could be candidates for this lever are those unlikely to be replaced at the end of their useful life, or the Council would seek alternative funding to replace. The financial impact of not rates funding the depreciation on these assets would be included in the prospective financial statements and funding impact statements to be included in the supporting information for the Consultation Document.
60. Section 100 of the Local Government Act 2002 states a local authority must ensure that each year's projected revenues are set at a level sufficient to meet that year's projected operating expenses.
61. Not fully rates funding the depreciation means we are not collecting sufficient revenue to meet our operating expenses and will result in deficits over the ten years. The Council will need to resolve that this is financially prudent when the budget is adopted.

Asset Sales

62. The focus for this lever is applying the proceeds from divested non-strategic assets to fund some operating expenses to reduce the rates increase in year one of the LTP. Note that the details are currently commercially sensitive and the decision on the sale of these assets will be brought to Council for decisions in due course.
63. Due to this only being applied for year one, this may result in a further increase to rates in year 2 where these expenses will continue to be funded by rates.

Organisational savings

64. It is proposed that the Council will deliver further savings of approximately \$5m per annum over the period of the LTP (over and above savings achieved in previous years). These savings will be met through organisational initiatives that optimise efficiencies.

Level of service changes / Savings

65. Officers have done further work and reviewed the service levels the Council currently offers. Through this process officers have identified several potential cost savings which will help achieve borrowing and rates increase targets.
66. These proposed levels of services (Attachment 6) savings are additional changes, on top of the ones approved at the 9 November 2023 committee meeting.
67. Each of the proposed level of changes has been considered in terms of how it will impact the level of service, risks and contribution towards reducing rates or borrowing. Attachment 6 to this report outlines all the proposed level of service changes that officers are recommending.
68. It is important to note that these recommended level of service changes and consequential savings are included in the draft budget and any that are not agreed by Committee will result in a consequential rates and or borrowing increase.
69. At the 31 January committee briefing, additional information was requested regrading libraries and swimming pools service level options. This is included at the end of Attachment 6 in the notes.

Other capital programme adjustments

70. In finalising the draft budget there are a number of adjustments to the capital programme that are proposed (further to those agreed on 9 November) to help to manage debt constraints.

Kilbirnie Skate Park

71. Officers recommend rephasing the current budgeted 2024-34 Year 1 funding for Kilbirnie skate park of \$5.45m over Years 1 and 2 as follows:
- a. \$0.29m for detailed design & consenting in 2024/25; and
 - b. \$5.27m for construction in 2025/26.

72. There is a current contract commitment in place with skate park designers CONVIC to develop a skate park concept design and play space design for Kilbirnie Park by June 2024. Funding to deliver the project is currently allocated in the 2021-2024 LTP from multiple funding streams. In addition to skate park funding, there is \$1.5m from the Charles Plimmer Bequest and \$0.5M for renewal of the Kilbirnie Park community playground.
73. Design and consenting work is planned for 2023/24 to 2024/25. Construction is estimated to begin in mid-2025.

Suburban Centres

74. The Committee agreed on 9 November that funding to be included in the 2024-34 LTP for one town or suburban centre upgrade every two years (\$10m capex and \$2.5m opex over ten years).
75. In order to manage debt constraints in the early years of the 2024-34 LTP, officers recommend deferring the funding of the suburban centres upgrades from years 1 to 5 to year 6 onwards of the 2024-34 LTP.
76. This means the community would have to accept ongoing levels of service for an extended period of time and suburban centres would wait an extended period for upgrades, which could lead to some progressive degradation of amenity of public spaces.

Community Facilities and Swimming Pools network

77. The Council's long-term planning for community facilities network (incorporating Te Awe Māpara Community Facilities Plan and relevant Asset Management Plans) and which includes the City's pools, has identified the strategic priorities for pool water investment across the City over the next 3 to 10 years. The priorities are:
 - Continue the planning to decarbonise and improve the energy efficiency of our existing facilities.
 - Continue to prioritise our resilience and earthquake strengthening of our facilities
 - Start the planning for a new central city wet and dry facility that will replace the city's 3 oldest community pools in the next 20 years.
78. A key focus for these priorities are a network of community facilities meeting future community demand, our Te Atakura and Government policy climate change obligations and ensuring resilient and fit purpose facilities. This includes transitioning away from natural gas usage, converting all gas heating systems for swimming pools to electricity. During the meeting held on 9 November, the committee decided to postpone investment in this initiative due to financial constraints.

Khandallah Pool

79. Officers have been working on the Khandallah Pool redevelopment project. This includes technical site reports, including geotechnical, ground stability, flood hazard investigation, infrastructure review, and environmental analysis, which have now been completed.
80. The reports and analysis on the existing pool indicate significant costs, risks and additional costs with building a pool on this site again. At the 9 November 2023 meeting the Committee agreed to retain funding in the LTP for Khandallah Pool to allow review of the Quantity Survey and alternatives - also noting that the current allocated funds will fund either.

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81. The technical reports indicate a need to significantly reduce the size of any new pool due to site constraints related to mitigating stream flooding and stabilizing the bank adjacent to the pool. The infrastructure review also identified the need to upgrade core electrical infrastructure and install attenuation tanks.
82. The quantity survey report provides two options:
- a. **Option 1:** Build a new pool based on a high-level design using the results of the site analysis.
 - b. **Option 2:** Landscape the site on a high-level design using the results of the site analysis.
83. Option 1 build a new pool:
- a. The cost of a new pool is in the order of \$11.7m capex. This is an increase from original estimate \$8.1m in 2021-31 LTP.
 - b. The \$11.7m cost of the pool is significant for the potential pool size (25m x 7.5m) and it comes with significant site constraints. The cost of \$62,400 per square metre of water space is approximately three times more expensive than two recent indoor pool developments (Stratford Aquatic Centre and Hawke's Bay Aquatic Centre). Indoor pools generally have a much higher cost than outdoor pools, due to the cost of building fabric, protective coatings, vapour barriers and the need for mechanical ventilation.
 - c. It is likely once community engagement is undertaken to inform a detailed design for the pool, cost may further escalate.
 - d. The cost to operate the new pool has been modelled at \$1.1m p.a. opex.
 - e. The high build cost, reduced pool size, and other site constraints, including limited parking, are anticipated to result in a low value outcome for the level of investment, with a potential increase in ratepayer subsidy per swim from \$25 per swim (in the 2022/23 year) to approximately \$60 to \$80. In 2022/23 the ratepayer subsidy per swim across all pools averaged \$22.
84. Option 2 close the pool, landscape the site (preferred option):
- a. The cost to landscape the pool area will be \$4.5m (Capex) with operating costs of \$0.34m p.a.
 - b. These costs are based on a concept design presented to Pūroro Rangaranga – Social, Cultural and Economic Committee on 3 February 2022 as part of the Khandallah Pool Options report.
 - c. The landscape option would restore the stream channel, improve flooding mitigation, and create a new entranceway into Khandallah Park.
 - d. Community engagement would be undertaken to inform a detailed design.
85. There are six outdoor public pools servicing the public in the region; Thorndon, Wainuiomata, Eastbourne, McKenzie Baths (Petone) and Waikanae. Khandallah Pool is the least utilised facility of all the summer pools, with an average annual attendance of 10,339 visits over the last four seasons. While Thorndon operates a longer season, the average annual attendance over the last four years for the period of December to early March (Khandallah Pool season) has been 20,099.

86. Officers have engaged with a Community Reference Group (CRG) providing the outcomes of technical site investigations and the high-level costing of pool and landscape options. Community feedback included a range of opinions from those wishing to proceed with a pool rebuild, to those more in favour of improving environmental outcomes through a better park entrance because of the site constraints and the high predicted spend.
87. Meetings with CRG have now concluded, with the next stage agreed of going back to elected members for a decision on the next step for the project. The outcome of any decisions will be communicated back to the CRG members.
88. Officers **recommend Option 2** due to the high cost of building of the pool due to surrounding constraints, and high operating cost for out-going years.

Transport

89. In December 2023, The Government, Wellington City Council, and Greater Wellington Regional Council agreed in principle to dissolve Let's Get Wellington Moving (LGWM). Central government has signalled it would deliver
 - Basin Reserve upgrade
 - second Mt Victoria tunnel
 - urban development / housing opportunities.
90. Council also announced that it will bring the Thorndon Quay, Hutt Road, Golden Mile and City Streets projects in-house. This will enable the Council to reset the relationships with key stakeholders and provides an opportunity to reset the programme in-line within capital programme affordability constraints.
91. The individual business cases for the City Streets projects are not yet complete. The intention is to progress the highest priority City Streets projects, such as the second spine, with the Bike Network Plan as one programme of work. In parallel we will be developing a combined multi-modal programme, including bus-priority improvements.
92. The Budget allocation for these projects is \$215m over years with the following breakdown:
 - Golden Mile - \$70m
 - Thorndon Quay Hutt Road – \$32m
 - City Streets and other – \$113m
93. Officers recommend the following options:
 - a. **Thorndon Quay/ Hutt Road** – the recommended option is to continue with the Aotea Quay roundabout and the Thorndon Quay portions of the project but not progressing with the Hutt Road portion. This option will see a descoping of the project to remove the entire Hutt Road portion. This will deliver a cost saving of circa \$10m.

The impacts of this change are that there would be a lower level of service across Hutt Road for walking and cycling - noting that the benefits associated with Hutt Road are less significant to that gained by the changes made on Thorndon Quay. The design associated the Jarden Mile intersection would still progress under this option but be delivered at a later stage via a separate project.

- b. **Golden Mile** - the recommended option proposed for the Golden Mile is to progress with Courtney Place and the associated water renewals in Courtney Place (circa \$69m) and to defer the Lambton Quay, Manners and Willis Street works (circa \$83m). the full project is now proposed to be completed over 5 years. This will be done alongside a value engineering exercise across the entire Golden Mile project to identify further cost savings.
- c. **City Streets** - the recommended option is to progress the highest priority City Streets projects, such as the second spine and CBD to Miramar with the Bike Network Plan as one programme of work. In parallel we will be developing a combined multi-modal programme, including bus-priority improvements, to inform prioritisation of individual projects in the outer years.

Te Awe Māpara Community Facility Plan

94. The proposed LTP budget also includes the impact of the decision to adopt Te Awe Māpara the Community Facility Plan through the inclusion of \$300m capital budget over the 30 years of the Infrastructure and Financial Strategies. The early years includes funding for more detailed investigatory work with capital works scheduled for the latter part of the LTP.

Frank Kitts Park development

95. The current LTP (2021-31) has budgeted \$6.5m in year 1 for the Chinese Garden in Frank Kitts Park. There was no funding for the wider Frank Kitts Park redevelopment beyond resource consent lodgement. The construction of the development is approximately \$41m capex for the out-years of the LTP.
96. The resource consent application for the adopted plan is progressing well and will be ready for lodgement shortly.
97. For the upcoming 2024-34 LTP, we propose to allocate \$3m instead of \$6.5m to be used in years 1 to 3 for consenting process with the remaining cost of construction included in the out years of the LTP.
98. Subject to the resource consent being approved, Councils contribution in the outer years will signal for the first time a strong commitment to the redevelopment of the park and will provide funding certainty that can be leveraged by the other partners to access their own funding streams and previous funding commitments.

Fees and User charges.

99. Officers have reviewed potential changes to fees and user charges. The majority of the proposed changes to fees and user charges are due to inflation. This is to ensure that the revenue from user fees and charges increases in line with budgeted operating costs of activities, and with Revenue and Finance policy settings. The full list of proposed changes is included as Attachment 7.
100. There are some fee and user charges that are either new or have changed for reasons other than inflation.

101. A summary of the proposed changes to user fees and charges are as follows:

- There are 32 recommendations to implement new fees based on either new services offered, changes to existing fee structures, to align with market rates, as well as implementation of the Trading and Events and Public Places Policy (TEPP).
- None of the fee increases will have a material effect on generating increased revenue but help to recover costs of services.

102. The following activities have proposed fee increases substantially above inflation or new fees proposed:

a. Waste Minimisation Services

- Proposed increase in fees due to increased Waste Minimisation Act levy.

b. Public Health regulations, Building control and facilitation, Development control and facilitation

- Proposed increase in fees due to increasing costs associated with delivery including increasing operating costs to support aging digital systems, support improvements to delivery, and costs associated with developing and maintaining staff competencies.

c. Waterfront

- Proposed increased waterfront Berth fee increase for the 25–40-metre category, due to error in fees in last year.

d. Parking

- Council is in the process of implementing its Parking Policy, which it adopted in August 2020. This policy sets the objectives and principles for the management of Council-controlled on- and off-street parking, and how parking supports achieving the vision for Wellington. Implementation of the policy will involve the creation of several new parking management schemes and the modification and reform of several existing schemes; which in turn necessitate instituting some new fees for parking and making changes to some existing parking fees.

The fee for resident parking permits, currently \$195 per annum, is not proposed to be amended. However, with some of the other fees for parking, both existing and proposed, a greater proportion of the costs of providing the relevant parking facilities is proposed to be borne by the user, resulting in proposals for some increased parking fees and for some new parking fees, as set out in the list of fees and proposed fee changes in the appendix.

- **Standardization of city centre and Hutt Road pay-by-plate parking:**

The standardization of the city centre and Hutt Road pay-by-plate parking fee to \$5 per hour and its standardized application from Monday to Friday from 8 a.m. to 8 p.m. is proposed. This is largely the existing situation, but at present some locations have cheaper fees and some locations have more restricted chargeable hours. Parking in the central city south of Vivian Street and on most of Thorndon Quay currently costs \$4 per hour and parking on parts of Cambridge Terrace, Hutt Road, Kent Terrace, Oriental Parade and Thorndon Quay currently costs \$3 per hour. Parts of Thorndon Quay are currently only charged until 6 p.m. rather than 8 p.m. The proposed standardization would take a more uniform approach to the city centre and Hutt Road, simplifying the system for users and therefore

likely resulting in reduced inadvertent non-compliance, and would increase the proportion of the costs of city centre and Hutt Road parking directly met by the user.

- **Suburban centre shopping precinct parking fees:**

The introduction of parking fees in the suburban centre shopping precincts of Island Bay, Johnsonville, Kilbirnie, Newlands and Tawa is proposed to better manage high demand. The Parking Policy recommends that fees be introduced when the occupancy of spaces is consistently over 85 percent, turnover is low, duration of stay regularly exceeds the current time restriction(s), and non-compliance is high. Parking fees would also increase the proportion of costs of suburban centre shopping precinct parking directly met by the user.

- **Motorcycle parking fees:**

Introduction of a parking fee for motorcycle parking in some central city motorcycle parking bays is proposed to better manage high demand. The Parking Policy recommends that a parking fee proportional to the road space used be introduced for motorcycles in the central city during the periods of highest occupancy when occupancy of spaces is consistently over 85 percent, turnover is low, duration of stay regularly exceeds three hours, and non-compliance is high. The policy also sets out that the charge should be applied (or not applied) to each motorcycle parking bay in the central city according to the demand and use pattern of that individual bay and would not necessarily be applied to all locations in the central city at the same time. A motorcycle parking fee would also increase the proportion of costs of motorcycle parking directly met by the user.

e. Parks & Reserves and Wellington Gardens

- Proposed new fee due to TTEP implementation and new services.

f. Urban planning & policy

- Proposed new fee charged as part of Corridor Access Request (CAR) application to recover cost of Wellington Underground Asset Map project.

g. Charged Up Capital

- The Charged-up Capital project is a WCC initiative to increase the availability of publicly accessible electric vehicle (EV) charging facilities in Wellington. Fees will be charged both for charging (per kwh) and for parking on the spaces on which the chargers are located.

103. All proposed changes to fees and user charges are included in the draft 2024/25 LTP budget.

104. Alcohol licencing fee changes are not included in the proposed fee changes in this report. This is because the Alcohol Fees bylaw is currently under review and decision making on fees will be undertaken as part of that bylaw review. The Social, Culture, Economic Committee will be reviewing a draft policy for consultation on 11 April 2024, with hearings scheduled for 29 May 2024. Decision making on the bylaw and any associated fee changes will occur on 20 June 2024.

105. The proposed fees also do not include any changes to sportsfield charges given these are part of the independent Affordable Sports Review. Any changes to fees will be determined following the outcome of that review.

Alignment with Revenue and Financing Policy

106. In reviewing fees & charges we considered the budgeted activity funding in 2024/25 against the funding splits documented in the revised Revenue and Financing (R&F) Policy. A graphical representation of the alignment is provided in Attachment 5.

Supporting information (including strategies and policies)

107. There are a range of supporting financial policies and strategies that underpin the LTP. The R & F Policy has had a substantial review for 2024, and for this LTP the Financial Strategy and Infrastructure strategies have been separated into their own strategies – in the 2021 LTP they were combined. These strategies focus on pausing major investments, resetting our approach to infrastructure investment and setting rates and debt limits to guide forward decision making.

Revenue and Financing Policy

108. The purpose of the R & F policy is to provide predictability and certainty about the sources and levels of funding available to the Council. It explains how activities should be funded to achieve strategic outcomes.
109. We have undertaken a substantial review of our current R&F policy, which resulted in several changes as outlined below. The changes made were primarily related to an activity funding needs analysis, and changes to the overall outline and logical progression of the policy.
110. For changes made to the activity structure, there was the addition of two new activities: Charged Up Capital & the Collection of Organics & Rubbish (the latter starting from Y3 of the LTP).
111. We also combined previously separate activities where it made sense and proposed some name changes. Lastly, we removed three activities included in the last LTP, as we consider these are delivered across all Council activities (Māori and Mana Whenua Partnerships, Climate Insights, Energy Efficiency).
112. Further the R&F policy has been updated for decisions made at the 7 December 2023 Long Term Plan, Finance, and Performance Committee, following the rates review completed. Changes to the overall funding considerations were made to account for the vacant land/derelict buildings differential and revised remission policies.

Financial Strategy

113. The purpose of the Financial Strategy is to help the Council to manage its finances prudently and to provide context for consulting with the community about proposals for funding expenditure.
114. The primary challenge for the Council is that our investment capacity is reducing but our infrastructure demands are increasing faster than our ability to fund the required work. To address these challenges, the financial strategy recognises the following overall approach:
- a. Continue to invest in the city but rephrase and reprioritise the capital programme of works, with a focus on completing projects that we have started, looking after our existing assets, and meeting regulatory requirements.
 - b. Seek opportunities to increase non-rates revenue and make efficiencies and some reductions in levels of service to manage immediate cost pressures.

- c. Make better use of investments to more effectively deal with the risks and external cost pressures. This includes diversifying the Council's investment portfolio as Council's investment assets are highly concentrated in terms of geography, asset type and liquidity.
- d. Look for long-term solutions for local government funding and financing, including continuing to advocate and support change for the establishment of a new style of regional council-controlled organisation that has the mandate and financial sustainability to ensure the provision of a safe, reliable, quality water service for our communities.

115. The financial strategy sets the rates and debt limits to guide the decision making over the period of the LTP. The rates limit for the 2024 LTP is an average rates increase of between 5-8% over the ten years, and a debt to revenue limit of 225%. Note the debt to revenue limit has not changed from the 2021 LTP.
116. These limits have been developed based on workshops and other discussions held during the preparation of the 2024 LTP.
117. The financial strategy highlights our investment capacity and infrastructure demands and how the Council will respond to these financial challenges.
118. The draft Financial Strategy is included in Appendix 4. The strategy will be updated to reflect any decisions from committee and brought back in April.

Infrastructure Strategy

119. The Infrastructure Strategy is a 30-year strategy that identifies significant assets and the management and investment needed over the next 30 years. It is intended to provide a longer-term view of the city's infrastructure challenges and options.
120. It identifies the major challenges and principal options for addressing them, as well as the implications of those options, providing signals for where investment or divestment may be needed. It does not commit to funding, but supports council to make more strategic decisions.
121. Key changes from the 2021 LTP include a focus on investing in core infrastructure through rephasing and reprioritising.
122. We have identified five infrastructure challenges:
- a. Population growth and changing demand
 - b. Aging and declining condition of infrastructure
 - c. Mitigation and adaptation to climate change
 - d. Earthquake hazards and earthquake prone buildings
 - e. Affordability and deliverability.

123. We have also identified five strategic responses. There is not a one-to-one relationship, as these responses address multiple challenges.
- a. Prioritising growth areas
 - b. Targeting emissions reductions to the greatest gains and operational efficiency
 - c. Grow our understanding of climate impacts and adaptation costs
 - d. Strategic rationalisation to better manage the overall asset portfolio
 - e. Prioritising the interventions and work programme for affordability.
124. The draft infrastructure strategy is included in Attachment 3.

Significant Forecasting Assumptions

125. The significant forecasting assumptions underlying the draft LTP are presented in Attachment 1. While they have been reviewed by the Committee previously, they are presented again here given their importance as the underlying assumptions behind the draft budget. Notable updates to assumptions since they were last reviewed by Committee are the update to the three waters reform and LGWM assumptions following changes to each of those programmes of work in January 2024. The assumptions have been updated to directly aligned with the agreed way forward for the former LGWM programme and updated assumption of ongoing ownership and management of three water infrastructure by the Council.

Key Performance Indicators for Draft LTP

126. We have reviewed the 2021-31 LTP Key Performance Indicators (KPIs) for the 2024 LTP. The review compared current and new draft service levels for performance, utility, representation, coverage, and stretch capabilities. KPIs have been updated to address performance gaps and align with updated service levels proposed for the 2024 LTP.
127. KPIs and their targets will be confirmed following the draft budget approval and confirmation of proposed service levels in this report. The draft revised KPIs and targets will be ready for scrutiny at the 10 April Committee meeting.

Whai whakaaro ki ngā whakataunga | Considerations for decision-making

Alignment with Council's strategies and policies

128. An overview of how the LTP package delivers on the nine 2024-34 LTP priorities agreed to on 17 August 2023 is provided below. The first three priorities listed below have a significant focus in the first 3 years of this LTP.

Priority: Fix our water infrastructure and improve the health of waterways

129. Fixing water infrastructure is a significant priority in this LTP. Information on additional funding is outlined in the body of the paper.

Priority: Transform our waste system to enable a circular economy

130. This priority is supported through the proposed changes to waste services, which was subject to decision making in a 14 September 2023 Environment and Infrastructure committee report. Funding also includes the continuation of the Moa Point sludge minimisation plant.

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

131. There will be a heightened focus on inner city revitalisation, aligning with the Economic Wellbeing Strategy and LTP priorities. This initiative requires enhanced coordination of Council spending across transportation, public spaces, and open areas to yield improved economic and social outcomes.
132. Earthquake prone buildings are having a significant impact on the vitality of the central city. We have prioritised completing the Town Hall and Te Matapihi Central Library remediation in the first 3 years of the LTP, along with demolition and rebuilding of the CAB and MOB in Te Ngākau civic square. During this time a strategic review of the other venues and civic buildings will be completed so that further decisions can be made on the future of those remediations.
133. The Golden Mile improvements will support the city economy. We have prioritised the Courtney PI section in the first 3 years, with the other sections to be completed in years 4 to 5. Upgrading of suburban town centres has been prioritised for years 6 to 10.

Priority: Increase access to good, affordable housing to improve the wellbeing of our communities.

134. Existing programmes of housing work are proposed to continue for the 2024-34 LTP.

Priority: Celebrate and make visible te ao Māori across our city

135. The existing level of service and funding for Māori partnerships, strategic outcomes and Council capability that was agreed in 2021-31 LTP is proposed to continue. Achievement of increased visibility of te ao Māori across our city will be reliant on integration into existing programmes of renewal and upgrade work. The opportunities to deliver on this priority sit across a myriad of Council services and work programmes and the responsibility to successfully integrate this priority is spread across these services and groups. No separate funding for te ao Māori public space upgrades is proposed.

Priority: Nurture and grow our arts sector

136. Recognising the Arts and Culture sector's importance to the city, our strategic focus for this LTP is prioritising targeted adjustments over wholesale changes that help to achieve the outcomes of Aho Tini, the council's Arts Culture and Creativity Strategy. For example, shifting Toi Pōneke to a more appropriate venue would upgrade the service even within the existing level of Opex funding.
137. We are also proposing to focus the grants funding to local arts rather than funding national organisations.
138. We have prioritised continuing the planned upgrade work to enable ongoing operation of the TSB, Bond Store and Opera House.

Priority: Transform our transport system to move more people with fewer vehicles

139. This priority continues to be a feature of the 2024-34 LTP service levels through a continued financial provision for key transport programmes of work. This includes city transport projects such as:
 - a. City Streets and Golden Mile projects are scheduled to progress as committed, which includes advancing the bus network in conjunction with the rollout of Pōneke Pōneke Bike network through the Bus Priority Action plan.

- b. The key investment in the transport area is the continued rollout of the Paneke Ponake 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.
 - c. Enhancing the attractiveness of walking or cycling around the city, through urban design, new infrastructure and promotion of active transport.
 - d. Supporting provision of micro mobility, car share and EV charging infrastructure.
 - e. Making changes to parking pricing to support transition to public transport and active and manage demand.
140. However, to fit within overall budget constraints, it is proposed to reduce investment on walking network upgrades.

Priority: Collaborate with our communities to mitigate and adapt to climate change

141. Reprioritisation of Te Atakura actions and funding to enable both mitigation and adaptation actions along with the establishment of a Climate and Sustainability Fund. In order to support increased adaptation work, we plan to reprioritise spending currently directed to collaboration with, and support for, the business community. Adaptation collaboration with the community would include creating 1-2 community adaptation plans over the first three years of the LTP. Progressing an urban greening programme in the Central City to commence delivery of the Green Network Plan.

Priority: Invest in sustainable, connected and accessible community and recreation facilities

142. Proposals are to continue investment in key facility projects underway, including Town Hall and Te Matapihi Central Library. The Community Facility Network Plan outlines investigations needed over the next 6 years to review community facilities to enable a long term fit for purpose and financially affordable network of community facilities.

Engagement and Consultation

143. This report summarises the three issues that will form part of the Consultation Document. After this meeting a full Engagement Plan for the formal consultation from 12 April to 12 May will be developed. This will be brought to the Committee for approval on 13 March.

Māori Impact Statement

144. Significant additional funding was agreed for Māori Strategic Outcomes and Partnerships as part of the 2021 LTP. No change is proposed to the current funding levels for Māori Strategic Outcomes and Partnerships.
145. The strategic framework for the 2024-34 LTP includes a commitment to Te Tiriti o Waitangi and strong partnerships with mana whenua. The Tūpiki Ora Strategy and Action Plan guides Council work programmes and initiatives in this work. As with the strategic priority to celebrate and make visible te ao Māori, responsibility sits across the organisation at all levels.
146. Mataaho Aronui supports the organisational delivery of strategic outcomes for Māori. Their approach is to leverage off and build upon existing services and initiatives rather than create new workstreams. This approach allows us to embed and integrate our strategic commitment and priority across the entire organisation in a more efficient and economic way.

Financial Implications

147. The financial strategy draft parameters to guide the development of the 2024-34 LTP is an average rates increase of between 5-8% over the 10 years, and a debt to revenue

ratio limit of 225% (including insurance headroom of \$272m in years 1 and 2 of the LTP).

148. The proposed average rates increase is exclusive of the sludge levy. The levy is a further increase of approximately 4% on average over the 10 years.
149. The financial impacts of the levels of service recommendations are forecasted to breach the self-imposed 225% debt to revenue ratio limit in two years of the Long-Term Plan period. The forecasted debt to revenue ratio operates within the LGFA debt to revenue ratio of 280%.

Legal considerations

150. There are statutory requirements in relation to making significant changes to Council services. Section 97 of the Local Government Act 2002 requires that “a decision to alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the local authority, including a decision to commence or cease any such activity”, only be taken if provided for in the long-term plan.
151. The relevant service level changes proposed for the 2024-34 LTP are in relation to changes to Waste services, particularly the proposed establishment of an organics collection services, and the impacts of funding levels for three water services. These changes will be a feature of consultation through the 2024-34 LTP Consultation Document.

Risks and mitigations

152. Risks in relation to the proposed level of service changes and three waters investment levels are included in Attachment 6 and 9. As outlined in the 9 November committee report, overall, the package of proposed service level changes create and mitigate a number of areas of risk for the Council, these are summarised again below.

Financial risk

153. A clear package of service change that responds to the financial constraints of Council is a key mitigation to Council’s strategic financial risk. The absence of such a package of change would create additional risk to Council finances and credit outlook, as credit agencies look for tangible planning for managing the cost pressures facing Council.
154. There is also however, additional financial risk taken on by the Council through the proposed service changes. Extending renewal cycles for some assets to minimise capital renewal spending will lead to higher repair cost and maintenance risks if assets fail earlier than expected. Also deferral of other areas of capital spending creates risk of higher costs in the future. These risks are managed through careful review and decision making on asset investment decisions during the life of the LTP underpinned by good understanding of asset condition.
155. The LTP contains assumptions for external funding, in particular funding from Waka Kotahi that funds aspects of our capital programme. Changes to our capital programme will introduce risk that the funding we are budgeting for will no longer be available.

Reputational risk

156. As with the proposals agreed on 9 November, the proposed level of service changes in this report are likely to increase Council reputational risks with a number of stakeholders as the package will entail some reduction in current service levels enjoyed by the community and increased or new fees and user charges. Prioritisation of Council activities to work within funding levels will create impacts on a range of community, arts and sporting groups.
157. It should be noted that these negative reputational risks are to a degree balanced by the avoidance of reputational risk that would otherwise be created through higher levels of rates. Alongside strong community support for progress on city priorities, community feedback has also been in support of lower increases to Council rates and greater consideration of resident affordability.

Risks to community wellbeing

158. Finally, and importantly the package of service changes requires some level of rationalisation of funding and services for community and sector groups. This will create risks to those groups' financial sustainability and in turn the community wellbeing outcomes that those groups work toward.

Disability and accessibility impact

159. There are no further accessibility impacts of the proposals in this report beyond those noted in the 9 November committee report. That report noted the proposed service changes may lead to some reduction in the level of planned improvements for accessibility as a result of reductions and deferrals of planned capital upgrades. Footpath condition is overall at a higher level than other parts of the transport network and has therefore been identified as area with opportunity for reduction in level of planned investment over the 2024-34 LTP from what has previously been planned, this will, however, lead to some decrease in available funding for footpath improvements to address accessibility issues.
160. Accessibility improvements will continue through ongoing improvements to the delivery of existing Council activities and programmes of work; for example accessibility improvements are prioritised in the transport minor works budget, public space, bike network and transport projects.
161. An Accessibility Strategy is due to be developed and presented to Council for approval, it will work through proposed approach to improving accessibility across Council services.

Climate change impact and considerations

162. Climate change impacts of LTP proposals were outlined in the 9 November committee report as decisions in that paper had most direct impacts on Council climate activities. Those climate change impacts are repeated below.
163. The proposed LTP package maintains Council's significant investments in the following action areas of Te Atakura: "Transport and Urban Form", "The Council itself" (reducing Council emissions) and "Advocacy" (regional and central govt). This includes substantial investment in city transport mode shift, including transport projects developed as part of the transport programme and the full Paneke Pōneke cycleways. Including bus and pedestrian priority projects (at a reduced level of civil works). It also includes investments in reducing the Council's emission profile, such as ongoing sludge treatment improvements and expanding waste minimisation services through organics collection and resource recovery.

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164. Combined, these reflect a significant level of investment towards achieving targets set in Te Atakura.
165. With recent extreme weather events around New Zealand, it will be important to also focus on adaptation. In order to fund additional activity in Council and community climate adaptation, some rationalisation of mitigation actions in Te Atakura will be required.
166. Increased adaptation activity focuses on the first three adaptation action areas outlined in the 2022 Te Atakura Update:
- a. Building our understanding of the challenge through planning and technical assessments;
 - b. Advocating for central government policy to support us to increase city resilience; and
 - c. Developing our strategy and policy for both Council and city adaptation).
167. A moderate increase in levels of community engagement on local community adaptation is proposed given financial constraints (developing 1-2 local community adaptation plans in the first three years of the LTP). This will mean that the Community Adaptation Roadmap adopted by Committee in April 2023 will be partially delivered.
168. Overall, Te Atakura, due for review in 2024, has three key objectives: a city emissions reduction target of 57% from 2020 to 2030; a Council commitment to net zero by 2050; and a commitment to increase city and Council resilience. Under this proposal:
- a. Substantial activity to address Council's emissions reduction would progress through investments in sludge treatment and organics diversion, and projects to transition pool heating from natural gas to electricity.
 - b. Council and city resilience would improve through investments in our infrastructure, and an uplift in our adaptation work as described above. Further investment will be required from the 2027-37 LTP onwards.

Communication plan

169. A communications approach is in place, with messaging emphasising the process for LTP decision making and opportunities for stakeholder and community input. Key milestones are communicated externally via media release, website update, e-newsletter and social media, and internally via all-staff emails, 'brown bag' sessions with senior leaders, and messaging to support managers in conversations with their teams.
170. Communication of specific proposals will form part of the Engagement Plan. Targeted communications plans (for example, in relation to changes to fees and user charges) will be developed as required once decisions are confirmed.












Health and Safety Impact considered

171. The proposed service changes include additional investment in some key areas of health and safety risk including increased investment in resilience of the transport network, continued street light replacement programme and continued earthquake strengthening works.
172. There is also however, some potential Health and Safety risk from longer renewal cycles for some assets, however this is proposed to be minimised through careful management of renewal funding decisions based on asset criticality.

Ngā mahinga e whai ake nei | Next actions

173. Decisions from this meeting will be incorporated into the draft Consultation Document and presented back to this committee for approval on 13 March 2024. If approved, the consultation document will be audited by Audit New Zealand before the final consultation document is adopted and community consultation begins on 12 April 2024.

Attachments

Attachment 1.	Draft Significant Forecasting Assumptions ↓ 	Page 38
Attachment 2.	Activity Group Statements ↓ 	Page 63
Attachment 3.	Draft Infrastructure Strategy ↓ 	Page 99
Attachment 4.	Draft Financial Strategy ↓ 	Page 184
Attachment 5.	Draft Revenue and Financing Policy ↓ 	Page 206
Attachment 6.	2024 Proposed Savings table ↓ 	Page 278
Attachment 7.	Draft Fees and User Chargers Changes ↓ 	Page 283
Attachment 8.	Draft Activity Reports OPEX/CAPEX ↓ 	Page 334
Attachment 9.	Summary of Three Waters Investment Options ↓ 	Page 342
Attachment 10.	Waste Options ↓ 	Page 352
Attachment 11.	PIF options ↓ 	Page 354

LTP 2024

Significant Forecasting Assumptions

The assumptions are all draft and at a point in time. As the assumptions are refined we are also planning on improving the disclosure around uncertainties and implications.

Table of Contents

Assumption	Page
Significant forecasting assumptions	3
Population	3
Growth in ratepayer base	5
Economic growth	5
Climate change – physical impacts on WCC assets	6
Climate change – commitment to climate action (transitional risk)	7
Three Waters Legislative Reform	8
Inflation	9
Interest rates – cost of borrowing	10
Asset revaluations	11
Let’s Get Wellington Moving	12
Waka Kotahi NZ Transport Agency subsidies	13
Other forecasting assumptions	14
Resource consents	14
Sludge minimisation facility – Cost and time escalations	14
Cost of carbon	15
Significant Asset Lifecycles	17
Ability to deliver capital programme	18
Level of service	19
Vested assets	19
Funding sources	20
Development Contributions	20
Availability of insurance	21
Local Government Funding Act - Deed of Guarantee	21
Renewal of existing funding	22
Weathertight homes	23
Earthquake risk	23
Local Government reform	24
Resource Management reform	25

Significant forecasting assumptions

The tables below outline the starting forecasting assumptions guiding the preparation of the 2024 LTP and associated documents. It notes their data source(s), key challenges and risks around the assumption including commentary on how the risk will be managed.

The following assumptions are a starting point and are presented as they currently stand. Some of the forecasting assumptions are likely to be updated in the upcoming months leading to the adoption of the Consultation document. This reflects (for example):

- uncertainties in the external environment - including policy direction from the recently established Government; and
- more information from external sources and / or other LTP workstreams (e.g. on climate change risks) becoming available.

The information on each assumption includes information on the level of certainty, the associated risks and the approach to mitigation. We have also highlighted the relevant assumption where its content, and application to the development of the LTP, is iterative. This means that, some assumptions may change as the programme proceeds.

Population

<i>Assumption</i>	The long-term population forecast for Wellington City is growth of between 50,000 to 80,000 over the next 30 years. This is the forecast growth projection that underpins our Spatial Planning.	
	Year	50 th Percentile (median) projection
	2023	212172
	2024	213269
	2025	215128
	2026	217102
	2027	218932
	2028	220658
	2029	222647
	2030	224449
	2031	226226
	2032	228252
	2033	230057
	2034	231463
	2035	233550
	2036	236056
	2037	237845
	2038	240286
	2039	242918
	2040	244952
	2041	246215
	2042	248706

	2043	250022	
	2044	251758	
	2045	254252	
	2046	257294	
	2047	258790	
	2048	260445	
	2049	262237	
	2050	263400	
	2051	265573	
	2052	267534	
	2053	269452	
	2054	271288	
	<p>Projections are the median (50th percentile) projections from Sense Partners. The 30-year growth in the table (2023-2053) is approx. 57,000 within a forecast growth range of 50,000-80,000 over the next 30 years. This stated planning range is at the median growth level up to around the 64th percentile. This assumption is based on the view of Sense Partners and the Wellington Region that a future scenario which assumes a continuation of recent trends and rates of population growth is a more plausible future for the purpose of infrastructure planning.</p> <p>Differential growth rates between different age groups is expected to lead to an aging population over the next 30 years. The biggest impact of the change is expected to be on the 60+ and 20-39 age groups. Residents aged 60+ make up 16.7% of the population in 2023 and are expected to make up 19.7% of the population in 2054. This growth is largely at the expense of an expected decline in the proportion in the 20-39 age group (from 36.7% in 2023 to 32.5% in 2054).</p>		
Data source	Sense Partners		
Level of certainty	Moderate		
Key risks	<p>Risk</p> <p>Underestimation of future growth (e.g. higher than expected net migrations for significant periods.</p> <p>Overestimation of future growth (e.g. migration does not increase to levels we are forecasting (for various reasons including policy settings and relative attractiveness of NZ))</p>	<p>Effect of risk</p> <p>Higher than expected pressure on council infrastructure & services.</p> <p>3 Waters and Land transport will likely have the most significant impact with greater demand. Parts of the network(s) that are currently near capacity may breach capacity.</p> <p>Over investment in the short term but impact short-term if growth continues to meet the level of in</p>	<p>Mitigation</p> <p>Moderate growth accommodated within present service levels.</p> <p>Development contributions help to meet portion of the costs of new or upgraded infrastructure.</p> <p>Monitoring of population will occur on a regular basis and changes will be made to infrastructure investment programmes or service levels as required.</p>

Growth in ratepayer base

Assumption	Ratepayer base growth is assumed at 0.6% p.a. over the LTP period.		
Data source	Ratepayer base growth is based on current property information from Council valuation service provider (Quotable Value Ltd), forward looking consenting, historic trends and expected population growth assumptions provided by Informed Decisions Ltd.		
Level of certainty	Low		
Key risks	<p>Risk The growth in the ratepayer base is higher or lower than projected.</p>	<p>Effect of risk If growth is higher than forecasted, average rates funding increase will be reduced by an equivalent amount as there is a greater number of ratepayers across which the rates funding requirement will be allocated. If growth is lower than forecasted, the average rates increase for the ratepayer will be higher.</p>	<p>Mitigation We will measure and report on growth in the rating base and review the projections and underlying strategy on a regular basis. Ratepayer growth assumptions are reconfirmed through each Annual Planning exercise and provide the opportunity to adjustment plans based upon updated growth projections.</p>

Economic growth

Assumption	<p>That the Wellington City economy GDP will remain lower than March 2020 levels until 2024. Over the ten years of the Long-term Plan we assume that economic activity reverts to conforming with long-term historic trends of around 2% GDP growth pa, as shown in the chart below.</p> <p><i>CHART: Infometrics Wellington City GDP forecast, Jul 23, annual % growth</i></p> <table border="1"> <caption>Wellington City GDP forecast, annual % growth</caption> <thead> <tr> <th>Year</th> <th>Annual % Growth</th> </tr> </thead> <tbody> <tr><td>19</td><td>2.5%</td></tr> <tr><td>20</td><td>3.0%</td></tr> <tr><td>21</td><td>-1.0%</td></tr> <tr><td>22</td><td>5.0%</td></tr> <tr><td>23</td><td>1.5%</td></tr> <tr><td>24</td><td>0.5%</td></tr> <tr><td>25</td><td>1.0%</td></tr> <tr><td>26</td><td>1.5%</td></tr> <tr><td>27</td><td>2.0%</td></tr> <tr><td>28</td><td>1.5%</td></tr> <tr><td>29</td><td>2.0%</td></tr> <tr><td>30</td><td>2.5%</td></tr> <tr><td>31</td><td>2.0%</td></tr> <tr><td>32</td><td>2.0%</td></tr> <tr><td>33</td><td>2.0%</td></tr> </tbody> </table>			Year	Annual % Growth	19	2.5%	20	3.0%	21	-1.0%	22	5.0%	23	1.5%	24	0.5%	25	1.0%	26	1.5%	27	2.0%	28	1.5%	29	2.0%	30	2.5%	31	2.0%	32	2.0%	33	2.0%
Year	Annual % Growth																																		
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33	2.0%																																		
Data source	RBNZ – Monetary Policy Statement Infometrics State of Wellington Economy commissioned report																																		
Level of certainty	High																																		
Key risks	<p>Risk Economic growth is lower than forecast. This may be due to factors such as:</p>	<p>Effect of risk Lower levels of economic growth will impact the affordability of Council plans:</p>	<p>Mitigation Monitoring of economic trends will occur on a regular basis with an ability to adjust Council plans</p>																																

	<ul style="list-style-type: none"> the impacts of higher inflation being more severe or lasting longer than anticipated political change may target public service jobs in Wellington as a way of balancing government's books competition from the region for housing that limits the City's attractiveness for investment by residential developers University students continue to study elsewhere 	<ul style="list-style-type: none"> ratepayer base growth assumptions will be inaccurate (see later assumption) the affordability of Council services will be lower for households, businesses and users of services 	through Annual and Long-term Planning cycles.
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Climate change - physical impacts on WCC assets

Assumption	<p>Climate change will have physical impacts for the Council (damage to assets and disruption of services) with cascading impacts in the social and economic domains, in line with Ministry for the Environment's global emissions scenarios as informed by the Intergovernmental Panel on Climate Change (IPCC).</p> <p>Wellington is projected to experience increased risks of coastal storm surge, an increase in hot days, a rise in annual average temperatures, higher frequency and magnitude of flooding events, both exacerbated by sea level rise and increased volumes of water during rainfall events.</p> <p>The financial impact of physical risks to WCC assets is still uncertain. We will continue to update known risks and the financial implications of these in WCC's assets management plans and infrastructure planning as we gather better information. Where the physical impacts are already occurring and the financial impacts are known, these costs have been incorporated into WCC asset management plans and infrastructure planning.</p>		
Data source	<p>Assumptions are directly informed by 1) Ministry for the Environment's projections for the Wellington and Wairarapa region and GWRC climate change maps; 2) NIWA reports for Wellington City regarding sea level rise and coastal hazards; 3) Table 3 from the MfE Interim Guidance on Sea Level Rise Guidelines informs our base assumptions for planning for the minimum allowances for Sea Level Rise using NZ-wide sea level rise scenarios. For detailed guidance please refer to the full Guidelines.</p>		
Level of certainty	<p>Medium – while there is certainty on the direction of change, there is uncertainty as to the speed at which the climate and related risks will change.</p>		
Key risks	<p>Risk That climate change impacts (sea level rise, coastal inundation, and more frequent and severe extreme weather events) may occur faster or slower than planned for.</p>	<p>Effect of risk If physical impacts happen slower than assumed, then the investments we are planning in this LTP for increasing our resilience to extreme weather may be</p>	<p>Mitigation Council's Te Atakura Strategy outlines various activities to reduce carbon emissions, and to adapt to the impacts. Identifying, reviewing, and disclosing our climate-related</p>

6

	<p>delivered earlier than required.</p> <p>The impacts of this are likely to be short-term as sea levels are projected to continue rising over the longer-term.</p> <p>If physical impacts happen faster than assumed then we will have increased levels of service interruption, including to storm water and transport services.</p>	<p>financial risks and opportunities will be key to making sound decisions around our investments both in near- to long-term perspectives.</p> <p>We have put in place an internal Te Atakura strategy reference group to monitor and report progress against Te Atakura.</p>
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Climate change – commitment to climate action (transitional risk)

Assumption	There will be continued commitment from residents, businesses and central government to the climate actions required to meet local and national greenhouse gas emissions related targets and improve resilience to climate change impacts.		
Data source	<p>Current attitudes: WCC’s “Residents Survey on Climate Change”</p> <ul style="list-style-type: none"> 90% of respondents believed that we needed to act now to start reducing Wellington’s carbon emissions, with over half of the opinion that we should make significant reductions straight away. 59% of respondents are “not at all confident” that enough action is being taken to prepare Wellington for the impacts of climate change. Local and central government are the top two ranked for who is responsible for climate change response. 		
Level of certainty	Medium – Wellingtonians support for climate action has been consistent over many years and is likely to continue, particularly with media coverage of recent extreme weather events. Central government funding, financing and regulatory mechanisms to support local government climate change response is not as certain and has varied over the past two decades.		
Key risks	<p>Risk</p> <p>That support for climate action may be higher or lower than we anticipate.</p>	<p>Effect of risk</p> <p>If climate action support reduces then we may not support the city’s transition of its social, economic and physical systems fast enough to minimise both physical impacts and transition impacts on residents and local businesses.</p> <p>If climate action support increases, then we may be subject to litigation or reputational risk for not supporting the city</p>	<p>Mitigation</p> <p>Council’s Te Atakura Strategy outlines various activities to engage with and inform Wellingtonians on climate change impacts and potential responses, to make climate change relatable and local. This includes reporting on progress of the City and Council towards Te Atakura goals, and the contribution towards those goals of the activities outlined in the Strategy.</p> <p>We have also put in place an internal Te Atakura</p>

	to take a higher level of action.	strategy reference group to monitor progress against Te Atakura.
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Three Waters Legislative Reform

Assumption	<p>WCC will retain ownership of water supply, wastewater, and stormwater infrastructure assets.</p> <p>All legislation relating to water services entities will be repealed (Water Services Entities Act 2022, Water Services Entities Amendment Act 2023, and Water Services Legislation Act 2023).</p> <p>Previous legislation related to the provision of water services will be reinstated (including local government legislation). This will restore continued council ownership and control of water services, and responsibility for service delivery.</p>		
Data source	Letter from Minister for Local Government		
Level of certainty	High – The Government has confirmed its intention to repeal current legislation with Cabinet agreement to introduce the relevant repeal bill.		
Key risks	<p>Risk</p> <p>Government has indicated future potential changes to three waters infrastructure management through their 'Local Water Done Well' direction. This direction could create future changes to water services and infrastructure management.</p>	<p>Effect of risk</p> <p>Future changes to water service delivery agreed through 'Local Water Done Well' could create change to Council's long-term plans as new service delivery models and financing tools or new rules for water services and infrastructure investment are developed.</p> <p>Any changes to waters infrastructure funding is likely to have significant impact on Council's long-term plan.</p>	<p>Mitigation</p> <p>Maintain visibility of Government's water services policy development and work with other councils in our region to progress the development of a new regional CCO model. Changes created through future Government policy and new legislation is likely to require decision making through a future long-term plan process or long-term plan amendment process.</p>

Inflation

Assumption

Inflation rates have been estimated using the BERL Forecasts of Price level Change Adjustors 2034 final update.

We also assume that the Reserve Bank will use monetary controls to keep CPI within the 1.5 percent to 3 percent range.

Cost adjustors

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	20 yrs avg.
Planning and regulation	3.4%	2.6%	2.1%	2.2%	2.1%	2.0%	1.9%	1.9%	1.9%	1.8%	1.8%	2.4%
Roading	3.8%	2.9%	2.0%	2.3%	2.3%	2.2%	2.1%	2.0%	2.0%	2.0%	1.9%	2.6%
Transport	3.4%	2.6%	2.1%	2.2%	2.2%	2.1%	2.0%	2.0%	1.9%	1.9%	1.9%	2.4%
Community	3.5%	2.7%	2.0%	2.2%	2.2%	2.1%	2.0%	1.9%	1.9%	1.9%	1.8%	2.4%
Water and environment	5.0%	3.6%	2.5%	2.7%	2.6%	2.5%	2.3%	2.3%	2.2%	2.1%	2.1%	3.1%
Council HR cost adjustor	4.5%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	

Interest revenue – forecast to remain constant. Interest rates do not increase annually in line with rates of inflation.

Data source

Inflation rates applied – Inflation rates have been estimated using the BERL Forecasts of Price level Change Adjustors 2034 final update.

We also assume that the Reserve Bank will use monetary controls to keep CPI within the 1.5% to 3% range.

Inflation is affected by external economic factors, most of which are outside of the Council’s control and influence.

Level of certainty

Low

At a high level our BERL’s methodology creates a “basket” of goods that local authorities purchase, as measured by producer price input indices. The model behind the forecasts utilises a process based on past observations of a given variable to explain present and forecast future observations. This process means that uncertainty in early forecast periods ripples through later forecast periods and is amplified as it does so.

Key risks

Risk

That actual inflation will be significantly different from the assumed inflation.

Effect of risk

The Council’s costs and the income required to fund those costs will increase by the rate of inflation unless efficiency gains can be made. Where efficiency gains can’t be made, the higher costs has an impact on rates revenue required leading to affordability issues for ratepayers.

The first few years of the forecasted cost adjustors are reasonably likely, however the latter period are only indicative.

A 1% increase in inflation would increase annual operating expenditure by \$8m (based on annual operating costs of \$800m) and capital expenditure by

Mitigation

Annual review through the annual plan process.

		\$4m (based on an annual capital budget of \$400m).	
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Interest rates- cost of borrowing

Assumption	The Council borrowing rates for debt will change as per the table below.								
	Effective Interest Rate	24/25	25/26	26/27	27/28	28/29	29/30	30/31	50/51
		4.30%	3.99%	4.13%	4.22%	4.42%	4.66%	4.81%	5.16%
Data source	Assumption reflects Council actual borrowing rates along with forecast rates based on hedging position and range of economic forecasts.								
Level of certainty	High - There is relative higher levels of certainty over short-term borrowing rates for Council debt in the short term given hedging policies. Longer-term, certainty levels are lower as interest rates are subject to wide range of factors								
Key risks	Risk	Effect of risk			Mitigation				
	That interest rates will differ significantly from those estimated. That interest rates will fluctuate significantly.	Based on Council's hedging profile, a 0.1 percent movement in interest rates will increase/decrease annual interest expense by between \$800,000 and \$1,900,000 per annum across the 10-year period of this plan. The impact of this annual amount (discussed above) would translate to potential 0.2% – 0.4% rates increase.			Interest rates are largely driven by factors external to the New Zealand economy. The Council manages its exposure to adverse changes in interest rates through the use of interest rate swaps. At any time Council policy is to have a minimum level of interest rate hedging equivalent to 50 percent of core borrowings.				

Asset revaluations

Assumption	<p>Assumed growth in asset values are outlined in the table below. Growth in Council asset values are key drivers of forecasting increasing capital investment and depreciation.</p> <p>For the purpose of the financial model, all assets are revalued annually in order to reduce the distraction of year-on-year peaks and troughs in revenues and expenditure that are generated by these revaluations.</p> <table border="1"> <thead> <tr> <th></th> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>27/28</th> <th>28/29</th> <th>29/30</th> <th>30/31</th> <th>31/32</th> <th>32/33</th> <th>33/34</th> </tr> </thead> <tbody> <tr> <td>Buildings Revaluation</td> <td>4.0%</td> <td>4.0%</td> <td>4.0%</td> <td>4.0%</td> <td>4.0%</td> <td>4.0%</td> <td>4.0%</td> <td>4.0%</td> <td>4.0%</td> <td>4.0%</td> </tr> <tr> <td>Waters Revaluation</td> <td>6.0%</td> <td>6.0%</td> <td>6.0%</td> <td>6.0%</td> <td>6.0%</td> <td>6.0%</td> <td>6.0%</td> <td>6.0%</td> <td>6.0%</td> <td>6.0%</td> </tr> <tr> <td>Treatment Plant Revaluation</td> <td>8.0%</td> <td>8.0%</td> <td>8.0%</td> <td>8.0%</td> <td>8.0%</td> <td>8.0%</td> <td>8.0%</td> <td>8.0%</td> <td>8.0%</td> <td>8.0%</td> </tr> <tr> <td>Roading Revaluation</td> <td>4.0%</td> <td>4.0%</td> <td>4.0%</td> <td>4.0%</td> <td>4.0%</td> <td>4.0%</td> <td>4.0%</td> <td>4.0%</td> <td>4.0%</td> <td>4.0%</td> </tr> </tbody> </table> <p>Depreciation and revaluation of property, plant, and equipment (including water and transport assets) Financial forecasts in this Long-Term Plan include a 3-yearly estimate to reflect the change in asset valuations for property, plant, and equipment in accordance with the Council’s accounting policies.</p> <p>Council’s policy is to value assets triennially, and each year a different category is valued by an independent valuer. The valuation timetable is as follows:</p> <ul style="list-style-type: none"> Operational land and buildings 30 June 2026, 2029 & 2032 Infrastructure land 30 June 2025, 2028 & 2031 Infrastructure assets 30 June 2025, 2028 & 2031 Three waters 30 June 2024, 2027 & 2030 <p>The following assumptions have been made for this LTP:</p> <ul style="list-style-type: none"> The Council will continue its policy of fully funding depreciation which is affected by asset revaluations except for Three Waters assets. <i>Please note: this will need to be updated during the budget process once there is more certainty as to Three Waters transitions and budget decisions.</i> Revaluation movements shall equate to the inflation rates applied for all depreciable property, plant and equipment (refer to the “Inflation” section) The value of non-depreciable assets (such as land) is forecast to remain constant 				24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	Buildings Revaluation	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	Waters Revaluation	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	Treatment Plant Revaluation	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	Roading Revaluation	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
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Data source	Asset revaluation assumptions are based off asset valuation analysis provided by CBRE and BERL.																																																									
Level of certainty	Medium – medium uncertainty in how Council asset values will change over time due to currently high inflation impacting construction costs.																																																									
Key risks	<p>Risk</p> <p>Assets are under/overstated and therefore the balance sheet does not reflect accurately the value of Council owned assets.</p> <p>Depreciation based on incorrect valuations will mean that too much or too little</p>	<p>Effect of risk</p> <p>Asset value growth at higher rates than assumed will lead to increasing pressure on rates and borrowing levels. This risk has impacted Council planning repeatedly in recent years as asset value growth has exceeded budgeting assumptions. Asset value growth impacts the depreciation expense and the</p>	<p>Mitigation</p> <p>As well as regular revaluation of assets as part of the normal accounting and annual reporting process there is a high level review of asset values undertaken on an annual basis.</p> <p>The LTP yearly budgets are inflated by forecast inflation for the particular assets in question, based on independent professional advice. In</p>																																																							

	revenue is collected to cover costs of renewal over time.	rates revenue required. If mitigations for this increase are not possible, this leads to higher rates increases and impacts ratepayer affordability.	each annual plan following the LTP year, depreciation and asset values are adjusted for new assets, and any actual revaluations. In non-revaluation years an assessment is made as to whether asset values may have moved significantly and therefore whether an out of cycle revaluation is appropriate. Depreciation is adjusted annually to reflect the above adjustments to asset values
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Let's Get Wellington Moving

Assumption	For the purposes of development of the 2024-34 LTP we will assume: LGWM relationship and funding agreement will be dissolved by mutual agreement of the three partners, WCC, Waka Kotahi and GWRC with the aim for the programme to be wound by by 31 March 2024. Early delivery & city streets – Thorndon Quay Hutt Road, the Golden Mile and some small targeted improvement projects will be delivered by Council as planned through the approved business cases and funded from Council's balance sheet in accordance with financial policies and attracting standard FAR rate (noted in later assumption). The individual business cases for the City Streets projects are not yet complete. The intention is to progress the highest priority City Streets projects, such as the second spine with the Bike Network Plan as one programme of work. In parallel we will be developing a combined multi-modal programme, including bus-priority improvements. Transformational Programme – will be picked up by Waka Kotahi in line with the Government's direction to focus solely on State Highway improvements around the Basin Reserve and a new Mt Victoria tunnel.		
Data source	Coalition government 100-day plan and Waka Kotahi correspondence		
Level of certainty	High – The Thorndon Quay Hutt Road, the Golden Mile projects have progressed through business case and funding approvals. City Streets projects will need to progress through standard transport project approval processes so there is less certainty relating to the level of FAR for these projects given change in government and potential change in transport related priorities. Whilst we anticipate walking and cycling objectives may be de-prioritised, we expect Public Transport objectives to still rate high. Coalition government has confirmed withdrawal from LGWM programme meaning withdrawal from transformation programme has high certainty.		
Key risks	Risk That costs for the early delivery projects may escalate significantly due to inflation, supply chain or scope changes. That the City Streets Business Cases do not attract FAR due	Effect of risk This would either require Council to accommodate additional costs into an amended budget with breaches of proposed current rates and debt limits	Mitigation Each project funding is approved as single stage business cases are submitted allowing for reprioritisation as required. Tight scope control on projects.

	to a change in Government direction which will become clearer once it has issued a new Government Policy Statement on transport.	or aspects of LGWM may not be able to proceed. If City Streets projects do not attract Waka Kotahi FAR, then investment in mode shift will slow or Council will have to fund these projects 100%.	
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Waka Kotahi NZ Transport Agency subsidies

Assumption	<p>That Waka Kotahi NZ Transport Agency funding assistance rate (FAR) subsidy will remain in place and will be funded through the next LTP – 2024 – 2034.</p> <p>The overall average for FAR is 51%.</p> <p>Waka Kotahi NZ Transport Agency funds specific programmes of work and agrees 3-year funding envelopes across such items as maintenance operations and renewals and low cost/low risk programme, as well as funding for specific roading projects. Some funding decisions have</p>		
Data source	<p>The Waka Kotahi business case model is administered nationally and is the mode of operation for the operations, maintenance, renewals and new capital investment. The model is mature and is the national delivery framework.</p>		
Level of certainty	<p>Medium - Whilst the level of certainty for higher FAR rates for mode shift projects such as those delivered under our Bike Network Plan may be lower than recent years (up to 90% FAR), the FAR rate for resilience and safety projects is likely to stay around 51% as is the FAR for maintenance and renewals. Funding decisions for maintenance, renewal and new safety and resilience programmes of work have not all been finalised and may affect programmes in the first three years.</p>		
Key risks	<p>Risk</p> <p>Changes to Waka Kotahi NZ Transport Agency road prioritisation may impact on future funding. Total funding levels may be less than assumed in the LTP.</p>	<p>Effect of risk</p> <p>If the actual funding from Waka Kotahi NZ Transport Agency is significantly less than forecast, the Council will need to look for alternative funding through rates or borrowings and this may limit the viability of some projects. If the project does not proceed, this may have impacts on the level of service of lower risk roads.</p> <p>If the returns were greater then Council would have additional revenue above forecasts.</p> <p>A 5-percentage point change in the level of NZTA subsidy over our transport programme would represent approximately \$1.7m increase or decrease in revenue each year.</p>	<p>Mitigation</p> <p>Retain an agile approach to changing GPS & FAR Rates. Maintenance of a positive relationship with Waka Kotahi NZ Transport Agency allows frequent communication and the awareness of issues in advance.</p> <p>Ensure Annual Plan and LTP are updated to reflect any changes.</p>

Other forecasting assumptions

Resource consents

Assumption	Conditions for existing resource consents held by the Council will not be significantly altered. Any resource consents due for renewal during the 10-year period of this plan will be renewed accordingly and this will not have a significant impact on timing.		
Data source	Great Wellington Regional Council is consenting agent for these matters https://www.gw.govt.nz/		
Level of certainty	<p>Moderate- there is some uncertainty around consenting conditions for the renewal of some Council consents:</p> <ul style="list-style-type: none"> • Landfill consents expire in 2026. Given the Southern Landfill consenting conditions are substantially about the management of leachate, there is a likelihood that conditions will be substantially more rigorous. • Contaminated Soil - Retrospective consent for the disposal of contaminated soil on Stage 2, specifically, discharge of contaminants to water and to land where they may enter water. • Sludge minimisation plant: have obtained all resource consents required for construction (list and IDs available if required). Outline Plan Report accepted by WCC so the Change of Designation process required for the operational authorization of the plant is complete. Construction is under way and currently progressing well for a 2026 completion. 		
Key risks	<p>Risk Conditions of resource consents are altered significantly.</p> <p>That significant delays to projects are experienced due to the resource consent process.</p> <p>The Council is unable to renew existing resource consents upon expiry</p>	<p>Effect of risk The financial effect of any change to resource consent requirements would depend upon the extent of the change.</p> <p>Delays to projects may have material cost implications.</p> <p>Failure to renew existing consents, or a significant change in requirements could result in the Council needing to spend additional funds to enable compliance.</p>	<p>Mitigation Generally, the Council considers that it is fully compliant with existing resource consents. Changing consenting conditions will be inputs into planning individual projects- for example in the scoping of any landfill or sludge minimisation investment.</p> <p>Budget revisions will take place where there are anticipated changes to consent requirements.</p>

Sludge minimisation facility – Cost and time escalations

Assumption	The IFF costs up to \$400 million do not sit on Council's balance sheet.
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Data source	Infrastructure Funding and Financing Funding and Administration Agreement (IFFFAAA)		
Level of certainty	Medium		
Key risks	<p>Risk Construction costs and timeline deviate materially from the current estimates and the requirements of the IFFFAAA.</p>	<p>Effect of risk Where cost escalations occur, the funding (over and above that allocated from IFF) will need to be provided from Council’s already constrained balance sheet. Where there are significant delays in delivery of the project, at a minimum, Council will be in breach of resource consents and may have to consider costly alternatives to the one provided for by the SMF. If cost escalations occur this will require the Council to borrow more debt to be paid back over the life of the facility.</p>	<p>Mitigation . The construction contract includes a Liquidated Damages (LD) mechanism, agreed with the construction partner, which will apply if late completion was to occur. Robust contract management and proactive risk identification, mitigation and management, closely monitored through appropriate Governance mechanisms is in place. In addition to the LD regime the construction contract includes mechanisms to support and enable compliance with the required programme for example early procurement of items critical to programme.</p>

Cost of carbon

Assumption

Council assumes that the cost of carbon will inflate over the coming years as per the table below.

Table 1: Estimated Forecast Cost of a NZU from 2025 to 2034

Assumption: We have used the market forward contract last/fix price for NZUs for April 2025 to April 2028 in Table 4. For the 2029 to 2034, we have assumed that the cost of an NZU continues to increase, at 7.8% per year (based on the average increase in the market forward contract last/fix price for NZUs from April 2025 to April 2028).

Year	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	\$80.95	\$86.82	\$93.12	\$99.90	\$107.69	\$116.09	\$125.15	\$134.91	\$145.43	\$156.77

This assumption directly informs the carbon unit costs related to the Southern Landfill. More broadly the growing cost of carbon will have implications on the investment profile of individual projects and design of Council services, these impacts will be considered through the establishment of frameworks the Council will use in future project investment analysis and service review.

	<p>Price ceiling and price floor</p> <p>The Climate Change Commission provided advice to government that has been accepted, to set a trigger price for the release of additional units into the market. This in effect acts as a price ceiling. The Commission also advised on the minimum price the govt can set in an auction of units. While the market price can sit below this, it is likely that this sets the price floor, and the forward contract prices are all sitting above this auction price, lending weight to this assumption.</p> <p>Table 2: Climate Change Commission’s Recommended Cost Containment Reserve from 2024 to 2028.</p> <table border="1"> <thead> <tr> <th rowspan="2">Cost containment reserve</th> <th colspan="2">Fixed and cannot be changed</th> <th colspan="3">Updated recommendations</th> </tr> <tr> <th>2024</th> <th>2025</th> <th>2026</th> <th>2027</th> <th>2028</th> </tr> </thead> <tbody> <tr> <td>Trigger price, including inflation</td> <td>\$91.61</td> <td>\$103.24</td> <td>\$205.00</td> <td>\$215.00</td> <td>\$226.00</td> </tr> </tbody> </table> <p><i>Reference: He Pou a Rangi Climate Change Commission Advice on NZ ETS unit limits and price control settings for 2024-2028</i></p> <p>Note: The Climate Change Commission states: “Our advice is that significantly higher trigger prices are justified to put them well outside where the market may need to operate to be consistent with meeting emissions budgets. We judge it unlikely that any potential magnet effect would be sufficiently strong to cause prices to rise to that level.”</p> <p>Table 2: Climate Change Commission’s Recommended Cost Containment Reserve from 2024 to 2028.</p> <table border="1"> <thead> <tr> <th rowspan="2">Auction reserve price</th> <th colspan="2">Fixed and cannot be changed</th> <th colspan="3">Updated recommendations</th> </tr> <tr> <th>2024</th> <th>2025</th> <th>2026</th> <th>2027</th> <th>2028</th> </tr> </thead> <tbody> <tr> <td></td> <td>\$35.90</td> <td>\$38.67</td> <td>\$72.00</td> <td>\$75.00</td> <td>\$79.00</td> </tr> </tbody> </table> <p><i>Reference: He Pou a Rangi Climate Change Commission Advice on NZ ETS unit limits and price control settings for 2024-2028.</i></p> <p>Table 4: Market forward contract last/fix price for NZUs for April 2025 to April 2028.</p> <table border="1"> <thead> <tr> <th>Contract</th> <th>Last/Fix (Forward Contracts as of 15 September 2023)</th> </tr> </thead> <tbody> <tr> <td>NZUs – April 2024</td> <td>\$75.47</td> </tr> <tr> <td>NZUs – April 2025</td> <td>\$80.95</td> </tr> <tr> <td>NZUs – April 2026</td> <td>\$86.82</td> </tr> <tr> <td>NZUs – April 2027</td> <td>\$93.12</td> </tr> <tr> <td>NZUs – April 2028</td> <td>\$99.90</td> </tr> </tbody> </table> <p><i>Reference: Carbon News NZ, website accessed September 15th 2023.</i></p>	Cost containment reserve	Fixed and cannot be changed		Updated recommendations			2024	2025	2026	2027	2028	Trigger price, including inflation	\$91.61	\$103.24	\$205.00	\$215.00	\$226.00	Auction reserve price	Fixed and cannot be changed		Updated recommendations			2024	2025	2026	2027	2028		\$35.90	\$38.67	\$72.00	\$75.00	\$79.00	Contract	Last/Fix (Forward Contracts as of 15 September 2023)	NZUs – April 2024	\$75.47	NZUs – April 2025	\$80.95	NZUs – April 2026	\$86.82	NZUs – April 2027	\$93.12	NZUs – April 2028	\$99.90
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<p>Level of certainty</p>	<p>Moderate – The certainty of the cost estimate for a NZU is moderate. A range of factors including the pace of technological change and level of economic activity could significantly affect both the medium and long-term trend and year on year costs.</p>																																														
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Significant Asset Lifecycles

Assumption	<p>The estimated useful lives of significant assets will be as shown in the Statement of Accounting Policies. The asset life of key assets (three waters and transport is included below). The majority of the significant assets will continue to be revalued every three years. It is assumed that assets will be replaced at the end of their useful life. Ranges in average ages relate to the variability of component parts of assets and changing material and design of assets over time.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Key Asset – Pipes</th> <th style="text-align: left;">Asset life in years</th> <th style="text-align: left;">Asset life from 2022 3W Valuation</th> </tr> </thead> <tbody> <tr><td>Water pipes</td><td>50-95</td><td>40-128</td></tr> <tr><td>Water reservoirs</td><td>40-100</td><td>90-117</td></tr> <tr><td>Water pumping stations</td><td>20-100</td><td>100-104</td></tr> <tr><td>Sewer pipes and tunnels</td><td>60-110</td><td>60-128</td></tr> <tr><td>Sewer pumping stations</td><td>20-80</td><td>100</td></tr> <tr><td>Stormwater pipes</td><td>50-130</td><td>40-130</td></tr> <tr><td>Stormwater pump stations</td><td>20-100</td><td>100</td></tr> </tbody> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Key Asset – Roads</th> <th style="text-align: left;">Asset life in years</th> <th style="text-align: left;">Asset Life from 2022 Transport Assets Valuation</th> </tr> </thead> <tbody> <tr><td>Surface</td><td>10</td><td>6-50</td></tr> <tr><td>Base</td><td>50</td><td>35-40</td></tr> <tr><td>Bridges</td><td>80</td><td>95-105</td></tr> <tr><td>Footpaths</td><td>20-50</td><td>15-50</td></tr> <tr><td>Retaining walls</td><td>50-75</td><td>35-80</td></tr> <tr><td>Sea walls</td><td>80-100</td><td>100</td></tr> <tr><td>Kerbs and channels</td><td>70-120</td><td>10-60</td></tr> </tbody> </table> <p>It is also assumed that:</p> <ul style="list-style-type: none"> • the majority of the significant assets will continue to be revalued every 3 years. • assets will be replaced at the end of their useful life. • planned asset acquisitions (as per the capital expenditure programme) shall be depreciated on the same basis as existing assets. 			Key Asset – Pipes	Asset life in years	Asset life from 2022 3W Valuation	Water pipes	50-95	40-128	Water reservoirs	40-100	90-117	Water pumping stations	20-100	100-104	Sewer pipes and tunnels	60-110	60-128	Sewer pumping stations	20-80	100	Stormwater pipes	50-130	40-130	Stormwater pump stations	20-100	100	Key Asset – Roads	Asset life in years	Asset Life from 2022 Transport Assets Valuation	Surface	10	6-50	Base	50	35-40	Bridges	80	95-105	Footpaths	20-50	15-50	Retaining walls	50-75	35-80	Sea walls	80-100	100	Kerbs and channels	70-120	10-60
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Data source	Assumptions of asset lives are informed by guidance on the Useful Life of Infrastructure from the NAMS Council and Council actual condition information of assets.																																																		
Level of certainty	Mixed – The level of certainty of useful lives of assets ranges across different asset types. Underground assets that are not easily accessible have lower levels of confidence on their current condition and therefore expected remaining useful lives																																																		
Key risks	<p>Risk</p> <p>That assets wear out earlier or later than estimated.</p>	<p>Effect of risk</p> <p>Depreciation and interest costs would increase if capital expenditure was required earlier than anticipated. The financial effect of the uncertainty is likely to be immaterial.</p> <p>In the event that useful lives are overestimated, renewals would fall earlier than anticipated.</p>	<p>Mitigation</p> <p>Generally, we have the ability to prioritise work programmes should assets wear out earlier or later than estimated.</p> <p>In addition, we are continuously improving data integrity on our assets. We are actively investing in improving the quality of asset condition information including of our three</p>																																																

		<p>This would result in additional capital expenditure earlier than anticipated, impacting depreciation and interest costs.</p> <p>Conversely, in the event that useful lives are underestimated, we will forecast a higher renewal programme of capital expenditure than necessary.</p> <p>This could also result in the overcollection of depreciation in the earlier years of an assets life.</p> <p>The likely financial impact of this is minor.</p>	waters assets, to reduce the likelihood of this risk.
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Ability to deliver capital programme

Assumption	We assume that there will be market capacity to deliver our planned capital programme. This will be supported by careful programme planning, investment in internal capability, including that of Wellington Water.		
Data source	N/A		
Level of certainty	Moderate – There is always an inherent level of risk in delivering a capital programme. Although we have plans to manage this risk there remains uncertainty. In the short-term this is linked to significant cost escalation of labour and materials. In the longer-term this relates to the ability of the supplier market to respond to regional investment and demand on infrastructure service providers.		
Key risks	<p>Risk</p> <p>That our capital programme is not able to be delivered as planned.</p>	<p>Effect of risk</p> <p>If we are unable to deliver the planned capital programmes, then the benefits of investment will be delayed. For projects aimed at enabling growth, this could constrain the pace of growth.</p> <p>There will also be delays to our planned capital expenditure profile with flow on impacts on borrowing and operating expenditure projections.</p>	<p>Mitigation</p> <p>Regular monitoring of our capital programme progress, and adjustments to plans through the formal Annual Planning process.</p> <p>Strong procurement processes ensuring the market can respond positively to opportunities.</p> <p>Careful programme planning, investment in internal capability, including that of Wellington Water Limited.</p> <p>If unable to deliver the capital programme, Council will prioritise renewals work (to prevent asset failure and resulting service interruptions) and critically review the planned capital upgrade work programme including identifying</p>

			opportunities for deferral of works.
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Level of service (awaiting update post Council decision making)

Assumption	For this 10-year plan we assume that the current demand for Council services and customer expectations regarding business as usual levels of service will not significantly change during the planning period beyond what is specifically planned for and identified in this 10-year plan. As a result it is assumed that there will be no significant additional impact from level of service changes on asset requirements or operating expenditure.		
Data source	N/A		
Level of certainty	Low – it is highly likely that demand for Council service levels will change to some degree over the course of the next ten-years, however these changes are not currently predictable and as such not about to be built into the underlying assumptions of this long-term plan.		
Key risks	Risk That there are significant changes in residents’ demand for services or levels of service beyond those planned in this plan.	Effect of risk If residents begin to expect a higher level of service than planned, then either Council will face unbudgeted additional cost to meet that higher level of service, or Council will be unable to meet changed resident expectations and would see a decrease in residents’ satisfaction with Council services.	Mitigation The Council has defined service levels for its planned activities, which have been reviewed as part of the 10-year plan process. The regular 3 year Long-term Planning cycle provides the opportunity for service levels to be regularly reassessed for changes in demand.

Vested Assets

Assumption	No vesting of assets is forecasted across this ten-year plan.		
Data source	N/A		
Level of certainty	Low		
Key risks	Risk That there will be assets vested thereby increasing the depreciation expense in subsequent years.	Effect of risk The level of vested assets fluctuates considerably from year to year and is unpredictable. The recognition of vested assets revenue in the Statement of Financial Performance is non-cash in nature and has no impact on rates. The financial effect of the uncertainty is assessed as low.	Mitigation Annual review of the budget through the annual plan process.

Funding sources – asset divestment

Assumption	That some assets, including long-term ground leases for multiple sites will be divested . Any proceeds forecasted from asset divestment will be reinvested in accordance with our Treasury Management Policies unless there is an exception by Council resolution.		
Data source	N/A		
Level of certainty	High – When considering the sale of ground leases it is important to consider: <ul style="list-style-type: none"> • Where the ground lease sits within the 21-year cycle • Ground lessees’ ability to make an acceptable offer • Impact on the parcel of land that the ground lease sits on • Revenue stream that the ground lease provides • Potential revenue from the sale of the ground lease 		
Key risks	Risk That the rate of return is not achieved and/or we are unable to find buyers.	Effect of risk If the sale of long-term ground leases are delayed or at a lower value, this may impact Council’s debt position and may lead to a breach of the proposed debt to revenue limits. This would also reduce the amount available to invest in the Perpetual investment fund.	Mitigation Council’s Annual Planning process will review this assumption.

Development Contributions

Assumption	Revenue from Development Contributions is not materially different from that forecast in the LTP.		
Data source	N/A		
Level of certainty	Moderate – the level of Development Contribution revenue is broadly in line with actual levels of revenue over the previous three financial years. This LTP includes a review of the DC policy and supporting processes. The impact of the review will follow the adoption of the LTP.		
Key risks	Risk The level of development contributions collected and the timing could result in insufficient income to cover the costs of required growth infrastructure.	Effect of risk If the level of development contribution income is less than forecasted, this would mean the debt is not paid off as quickly as planned, and therefore interest costs relating to this debt would be marginally higher than planned	Mitigation Council’s Annual Planning process provides a process whereby reprioritisation of budget can be undertaken.

Availability of insurance (to be updated post consultation)

Assumption	The Council will maintain or increase its current level of insurance from all sources. This may include introduction of new sources. Council can currently fund 29% of the 1-1,000 year earthquake loss estimate.		
Data source	Earthquake is considered to be the largest single risk for the Council asset portfolios. Earthquake loss estimates are used to assess the risk to the portfolio, subsequently informing strategic decisions to manage risk. The data for a 1-1,000 year event loss informs the amount of risk funding required and the excess risk accepted by Council. Loss estimates are modelled by Aon and GNS – refer to earthquake risk assumption below.		
Level of certainty	Low - traditional insurance capacity is increasingly squeezed as values, inflation and claims are elevated. Availability of alternative risk funding is currently unknown but under investigation.		
Key risks	<p>Risk</p> <p>That the financial loss to the assets in a major event is significantly greater than estimated.</p> <p>That the increasing costs of holding insurance exceeds available budget.</p>	<p>Effect of risk</p> <p>An inability to adequately fund the assumed risk or actual losses exceeding estimated loss would mean that not all assets would be able to be repaired or replaced post a significant earthquake event.</p> <p>Meeting increasing costs of insurance to maintain coverage would have direct impacts on rates and fees and user charges.</p> <p>The chosen mix of risk funding methods does not meet Council's needs.</p> <p>Every additional \$10m of insurance cover has a X% impact on rates. <i>(awaiting next version of the budget to receive a total rates figure and then calculate a %).</i></p>	<p>Mitigation</p> <p>The assumptions that drive the 1-1,000 year loss estimates will be updated using the new NSHM(2022) to ensure up-to-date asset information is understood.</p> <p>Incorporating resilience measures into our loss estimates will increase the certainty around the level of risk funding required. e.g. buildings that are base isolated and unlikely to take material damage.</p> <p>Council has prioritised resilience work in all asset portfolio's within the capital programme. Council Officers will also work on the "Insurance Roadmap", which aims to instate alternative risk funding methods and improve Council's post event outcomes.</p> <p>The Roadmap identifies a 3-6 year timeframe to fully understand and begin implementation of new strategies.</p>

Local Government Funding Act - Deed of Guarantee

Assumption	Each of the shareholders of the LGFA is a party to a Deed of Guarantee, which provides a guarantee on the obligations of the LGFA and the other participating local authorities to the LGFA, in the event of default. Council assumes no default event occurring during this Long-Term Plan.
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Data source	N/A		
Level of certainty	High – Given the LGFA structure and the conservative nature of the financial covenants they place on all Councils, the level of certainty that there will not be a default event during the period of the LTP, in Council’s view, is high. The likelihood of a local authority borrower defaulting is extremely low and all of the borrowings by a local authority from the LGFA are secured by a rates charge.		
Key risks	Risk In the event of a default by the LGFA, each guarantor would be liable to pay a proportion of the amount owing. The proportion to be paid by each respective guarantor is set in relation to each guarantor’s relative rates income.	Effect of risk Payment would be required by Wellington ratepayers for the relevant amount in default, for the most part via equity investments already held on behalf of Council by the LGFA	Mitigation The structure and makeup of the LGFA through the foundation documents sets out the protections and processes of guarantees and defaults. The LGFA Risk management committee, reporting framework, key performance indicators and variance at risk all mitigate the risk eventuating. Council also maintains conservative internal policies to ensure we are not the council at risk of default. This is demonstrated in our recently reaffirmed AA+ rating from S&P.

Renewal of existing funding

Assumption	It is assumed that the Council will be able to renew existing borrowings on similar terms.		
Data source	N/A		
Level of certainty	High		
Key risks	Risk That new borrowings cannot be accessed to fund future capital requirements.	Effect of risk Future capital programmes may be delayed and the Council improvement programmes/infrastructure assets may not receive the required investment. If funding is no longer available existing debt will need to be repaid, capital expenditure will cease and the council would be at risk of default under lending agreements.	Mitigation Council maintains internal policy settings that allow for pre-funding up to 18 months to manage refinancing risk. Council issues long term funding that is well spread over multiple maturity dates to ensure intergenerational equity requirements as set out in the Local Government Act 2002 are being met. Council sources debt from the LGFA which has the highest possible credit rating available demonstrating strong management and governance

			practices in place. The LGFA is a very well run, risk averse organisation that has sound risk management practices in place to continue to fund the local government sector over the long term. Access to the LGFA will continue to be the most appropriate way for Council to fund its balance sheet.
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Weathertight homes

Assumption	The Council will continue to spread the cost incurred by settling weathertight homes claims by funding claims from borrowings and spreading the rates funded repayment across a number of years. This 10-year plan assumes that the Council’s weathertight homes liability will be fully settled by 2039 and the associated borrowing repaid over the 24-year period.		
Data source	Actuarial Valuation of Weathertight Claims as at 30 June 2023		
Level of certainty	High		
Key risks	Risk That the level of the claims and settlements is higher than provided for within the 10-year plan.	Effect of risk The weathertight homes liability is an actuarial calculation based on the best information currently available. The liability provided for within the Council’s financial statements is \$24 million, a 1 percent change in this figure would equate to \$0.24 million.	Mitigation N/A.

Earthquake risk (to be updated post consultation)

Assumption	The assumed risks of a significant earthquake are in line with Wellington lifelines planning and relate to likelihood of earthquakes at different scales on the Modified Mercalli intensity (MMI) scale. Likelihood captured in the table below. This data has not been updated to reflect the results of the NSHM2022, the generalised results indicate that shaking will be more intense than the below.	
	MMI level	Average return period
	MMI7	~30 years
	MMI8	~120 years
	MMI 9	~400 years
	MMI 10	

		~1350 years	
Data source	Wellington Lifelines report 2019 and NZ NSHM (gns.cri.nz)		
Level of certainty	Low		
Key risks	<p>Risk</p> <p>That a significant event occurs during the period of the Long-Term Plan.</p> <p>That the scale and impact of a significant event is much larger than anticipated.</p>	<p>Effect of risk</p> <p>The city is damaged to an extent that significantly impacts daily operation and liveability. If Council is unable to recover sufficiently or quickly enough to prevent long-term adverse effects on the population or local economy, Council's income streams, may not support its commitments to repay debt.</p> <p>The city is damaged significantly more than expected and recovery funding is inadequate to prevent adverse long-term effects.</p>	<p>Mitigation</p> <p>Council holds insurance cover and debt provision to fund losses in a significant event.</p> <ul style="list-style-type: none"> - Council is improving the resilience of its infrastructure and building portfolio. - Council emergency response staff are regularly trained. - Development in areas subject to natural hazard risk is restricted. - Council regulates the remediation of earthquake prone buildings in the city.

Local Government reform

Assumption	That our current structure, role, and functions will continue, except where this has been clearly stated in the LTP. The range and nature of our services will remain unchanged. The Review into the Future for Local Government has published its final report, He piki tūranga, he piki kōtuku. The report poses proposes 17 recommendations to shape a more community focused, citizen-centred local governance system. The report does not explicitly recommend the allocation of roles and functions between central and local government and notes that decisions relating to the allocation of roles and functions cannot be made without understanding how they will be funded, and whether local government has the capacity and expertise to carry them out.		
Data source			
Level of certainty	High - while the Future for Local Government review recommends and discusses changes to what local government is and does, it is unlikely that any recommendations could take effect by 1 July 2024		
Key risks	<p>Risk</p> <p>That the structure of Local Government will change, and the Council moves to unitary, combined or other governance model. Within ten years there may be significant changes to the boundaries of local government in our region.</p> <p>That central government will allocate or remove responsibility</p>	<p>Effect of risk</p> <p>Effect depends on the level of change. There could be significant restructuring, reorganisation or establishment costs incurred. There would be associated financial and rating changes as a consequence. Changes in the purpose and role of local government may have substantial impacts on</p>	<p>Mitigation</p> <p>A reorganisation process would take place over a sizeable period of time, this would allow the Council to fully prepare. The Council will proactively monitor and engage in discussions of this nature. We will continue to keep a watching brief on the local government sector and central government's response</p>

	for services to local government, and/or the Regional Council will allocate responsibility for additional services or standards to local government in the Bay of Plenty Region that requires immediate addressing and affects our capacity to deliver.	budgets and financial forecasts and may require an amendment to the LTP.	to the Future for Local Government review.
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Resource Management reform

Assumption	That during the life of this LTP, the Resource Management Act 1991 (RMA) will remain until new legislation is prepared. The Natural and Built Environment Act 2023 (NBA) and the Spatial Planning Act 2023 (SPA) were repealed in December 2023. The government has signalled an intent to introduce new resource management laws based on the enjoyment of property rights.		
Data source	Resource management system reform Ministry for the Environment		
Level of certainty	Low – The new Government 100-day plan includes repeal of the Spatial Planning and Natural and Built Environment Act and introduction of a fast-track consenting regime		
Key risks	Risk That the resulting change in approach to resource management to a system based on the enjoyment of property rights, rather than sustainable management, requires significant changes to how Council undertakes planning and regulates land use and development.	Effect of risk There is uncertainty about the exact form that reform of resource management may take, however it is possible that a new District Plan (or equivalent) will need to be prepared to give effect to new legislation. This will require significant resourcing from Council, likely similar to the District Plan review process currently underway.	Mitigation We will continue to keep a watching brief on the review and any resulting legislative changes.

DRAFT Activity Group statements

DRAFT

Note these summaries will be updated to reflect decision making in 15 February committee meeting

Economic and Cultural Wellbeing

Activity Group: Arts and Culture activities

Purpose

- Our city is recognised as the creative capital of New Zealand. This reflects a mix of factors, including the presence of national and local arts organisations, as a centre of major arts tertiary education in the city, funding support from the Council, a thriving community of Māori creatives, the sense of a supportive citizenry, and a reputation for edgy and interesting arts in the city.

Services we deliver

- Infrastructure support to the sector through management of Toi Pōneke, Hannah Playhouse and governance overview of civic venues managed on council's behalf by WellingtonNZ
- Delivering free public events throughout the year, including key Māori celebrations and events (e.g.: New Years Eve, Matariki: Ahi Kā Festival, Anzac Day), supporting major cultural events (e.g. Diwali) advising, funding and logistical support for a range of community events)
- Supporting, delivering or commissioning a range of public art around Wellington, including some provision of public art by Māori and mana whenua artists (e.g. Mason's Lane and Courtenay Place lightboxes, Waituhi flags, art on walls, support for Sculpture Trust)
- Managing the city's art collection of over 600 works
- Direct grants support to creative sector organisations, agencies and projects at professional and community levels. This includes support for events and festivals and grants that directly target Māori creatives.
- Facilitating career pathways for artists and arts organisations; advocating for creative value in Wellington City.
- Funding Experience Wellington a programme of free and charged for public programmes and learning experiences across EW sites:
 - Wellington Museum
 - City Gallery Wellington
 - Cable Car Museum
 - Nairn Street Cottage
 - Space Place at Carter Observatory
 - Capital E
 - Experience Wellington also cares for the Wellington Collection at the Ngauranga Gorge Collection store.

Overall approach

Arts and culture are an important foundation stone in Wellington's offering – it's a point of difference that the city has and one that all Wellingtonians are proud of. Our overall approach as part of the 2024-34 LTP is to continue making investments that secure foundational arts and culture facilities in the city. This will allow the sector to thrive over the long term. Many of our arts and culture facilities are earthquake prone and require substantial investment in the years ahead. This will be the primary focus over the next three years with most of the capital costs increases for this activity area going into the Town Hall.

We will also do master planning on other arts and culture facilities that are earthquake prone like the Michael Fowler Centre (MFC), the Opera House and the Bond store and have that sufficiently advanced to make a decision as part of the 2027-37 LTP.

To address affordability pressures affecting both the Council and the community, we will continue exploring ways to develop the efficiency of delivering arts and culture services. This includes operating more commercially where possible and identifying areas for savings to ease cost pressures. While recognising the necessity of certain changes to ease cost pressures, we understand the sector's significance to the city. Recognising the Arts and Culture sector's importance to the city, our strategic focus for this LTP is prioritising targeted adjustments over wholesale changes. This involves making essential and strategic investments while implementing minor reductions in specific areas.

Our Commitment

Our commitment is considered across all art and culture activities. The Tūpiki ora Māori Strategy action plan waypoint, Te whakatairanga i te ao Māori | Enhancing and promoting te ao Māori, outlines priorities agreed with Tākaī Here partners, including:

- Wellington is a bilingual city by 2040 – Māori, Mana Whenua and the wider community have access to learning opportunities to use te reo Māori
- Mana Whenua and te ao Māori narratives, identities, histories and landmarks are increasingly present and visible, and there is a growing understanding and recognition within the region through education and resource.

LTP Priorities & Outcomes:

The Arts and Culture initiatives for this activity contribute to the 2024-34 LTP strategic priority(s):

- Nurture and grow our arts sector
- Revitalise the city and suburbs to support a thriving and resilient economy and support job growth
- Celebrate and make visible te ao Māori across our city.

These priorities primarily support progress towards the 10-year outcome of 'Cultural Wellbeing – A welcoming, diverse and creative city' and secondly the outcome of 'Economic Wellbeing – An innovative business friendly city'.

Key Capital programmes (next 3 years)

The Wellington Town Hall, a Grade One listed heritage building, is nearly 120 years old. Since the 2013 Seddon earthquake, the Town Hall has remained closed. The Council has been engaged in planning and working diligently to strengthen and reopen the building. The Town Hall is expected to reopen in 2026.

We will also explore potential options for earthquake-prone venues, including the Michael Fowler Centre, Bond Store, and Opera House.

Over the next three years, we will investigate the best course of action for the 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 may involve the possibility of demolishing these structures.

Proposed changes for the 2024-34 LTP (Agreed on 9 November 2023 meeting)

Initiative	Description	Service impact (what does this mean for the community)
Te Ngākau Civic Square	<ul style="list-style-type: none"> • Developing options for the future of Te Ngākau Civic square, as the area is earthquake prone. Funding has been provisioned to investigate options of what to do with the civic square precinct including Capital E, the basement that supports the Town Hall and Te Matapihi and the bridge to the waterfront. Options includes potential demolition. 	<ul style="list-style-type: none"> • Re-opening of Town Hall following a major programme of earthquake strengthening

Initiative	Description	Service impact (what does this mean for the community)
Earthquake prone venues	<ul style="list-style-type: none"> A number of venues that support the arts and culture sector are earthquake prone (Opera House, the MFC, and the Bond Store (Wellington Museum)) and needs remediating. Decisions on these venues is interdependent with the works required across Te Ngākau Civic Square. Te Ngākau's design and planning includes identifying and reviewing multiple building options that will shape the Square's future - such as demolition, sale, reconstruction, market testing, and seeking central government or alternative funding. For 2027-37 LTP we will also identify and explain the options (including a preferred option) for dealing with the earthquake prone venues. The proposal will be part of the 2027-37 LTP consultation document for engagement with the community. 	<ul style="list-style-type: none"> Investigations may lead to recommendations for change across Te Ngākau Civic Square.
Toi Poneke 2.0	<ul style="list-style-type: none"> Developing alternative venue options for Toi Poneke. The current site is earthquake prone, and Toi Poneke needs a new site to continue to provide the service into the future. As part of the move we will also look to reshape the service design, so it better meets Māori and other local arts communities. 	<ul style="list-style-type: none"> Shifting to a more appropriate venue would upgrade the service even within existing level of Opex funding
Grant Provision	<ul style="list-style-type: none"> Reviewing the grants to national arts organisations whose main source of funding is government. We will also consider whether a portion of the savings can be put towards community arts organisations 	<ul style="list-style-type: none"> Reduction or removal of funding for National organisations Increase in funding for local arts
Town Hall Strengthening	<ul style="list-style-type: none"> Continue work on earthquake strengthening of the Town Hall in the upcoming years, with additional funding to support the ongoing work which was approved on 25 October 2023 Council meeting. The Town Hall is scheduled to reopen in 2026. 	<ul style="list-style-type: none"> Re-opening of Town Hall following strengthening
Venues Upgrade	<ul style="list-style-type: none"> Continue planned upgrade work on venues. Scheduled work includes upgrading HVAC systems for TSB, minor strengthening works on the Bond Store and façade strengthening work on the Opera House. 	<ul style="list-style-type: none"> Enable continued operation of facilities

Activity Group: City Promotions and Business Support

Purpose

- To maintain a city that is prosperous and facilitates a high quality of life for its residents, we need to support a dynamic and thriving economy.
- To achieve this, we fund WellingtonNZ – Wellington region’s economic development agency – who provide tourism promotions, manage Wellington’s public convention venues, and support to local businesses.
- We also support events, festivals, visitor attractions, operate Tākina, and maintain relationships with other agencies, domestically and internationally, to foster economic growth.

Services we provide

- Promoting Wellington to domestic and international visitors to encourage the growth of the tourism sector
- Supporting high-quality events, such as World of Wearable Art, which generate cultural and economic benefits for the city
- Improving the city’s national and international connections
- Attracting and supporting business activity across Wellington
- Operating civic venues for entertainment, performances, and business events
- Delivering programmes that support businesses to deliver innovation, increase the visibility of te ao Māori and mana whenua create and retain jobs, increase the rating base, support economic growth in target sectors and transition to a circular economy

Overall approach

Council services in City Promotions are expected to continue. There will be a heightened focus on inner city revitalisation, aligning with the Economic Wellbeing Strategy and LTP priorities. This initiative requires enhanced coordination of Council spending across transportation, public spaces, and open areas to yield improved economic and social outcomes.

While an accelerated delivery of economic wellbeing outcomes could be realised through increased spending, it's important to acknowledge the Council's cost constraints. Therefore, the proposed approach prioritises existing spending over an enlargement of the Council's expenditure, aiming to maximise the impact within the defined constraints.

Our Commitment

Our commitment is considered across all city promotions and business support activities, including activities lead by Wellington NZ. The Tūpiki ora Māori Strategy action plan waypoints, Te whakatairanga i te ao Māori | Enhancing and promoting te ao Māori, He whānau toiota | thriving and vibrant communities and Te whakapakari pūmanawa | building capacity, outlines priorities agreed with Tākai Here partners, including:

- Wellington is a bilingual city by 2040 – Māori, Mana Whenua and the wider community have access to learning opportunities to use to reo Māori
- Mana Whenua and te ao Māori narratives, identities, histories and landmarks are increasingly present and visible, and there is a growing understanding and recognition within the region through education and resource.
- The local Māori economy is thriving in the city and is supported by deliberate efforts between the Council and partners to support Mana Whenua, Māori and businesses.
- The Council is leveraging the community, business and industry reach to support Mana Whenua science and technology capability aspirations.

LTP Priorities & Outcomes:

The City Promotions activities initiative contribute to the 2024-34 LTP strategic priority(s)

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

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This priority primarily support progress towards the 10-year outcome of 'Economic Wellbeing – An innovative business friendly city'.

Key Capital programmes (next 3 years)

In the upcoming LTP, we will collaborate with Wellington Stadium to address any health and safety concerns. This effort encompasses the 'Seismic Resilience Project' for the stadium, including the concourse, and other pressing health and safety matters.

Another key capital programme in the upcoming LTP involves the strengthening of the Cable Car bridge. A seismic assessment will be conducted to comprehend the risks and design necessary mitigations before commencing the work.

Proposed changes for the 2024-34 LTP (Agreed on 9 November 2023 meeting)

Initiative	Description	Service impact (what does this mean for the community)
CCO Operating Model	<ul style="list-style-type: none"> Review all CCO operating models in time for the 2027 LTP to ensure that Council is maximising the balance sheet benefit of the CCO model. 	<ul style="list-style-type: none"> No impact on services
Wellington Stadium health and safety upgrade	<ul style="list-style-type: none"> Stadium capital requirements- allocate funding to address any health and safety concerns 	<ul style="list-style-type: none"> Address urgent health and safety matters including seismic resilience.
Cable Car Bridge Strengthening	<ul style="list-style-type: none"> Cable car bridge strengthening - undertake detailed seismic assessment and design works to understand the risks and opportunities to manage 	<ul style="list-style-type: none"> None
City Growth fund	<ul style="list-style-type: none"> Hold the level of funding for City Growth fund to deliver on the LTP priority to revitalise the central city via precinct planning and safety initiatives, beginning with Courtenay Place. 	<ul style="list-style-type: none"> Spend will be leveraged to attract additional private sector investment.

Nature and Climate

Activity Group: Parks, Beaches and Open Spaces

Purpose

- The city's parks, gardens and coastlines are a precious resource that are integral to the health of the city and its people. One-eighth of Wellington's area is reserve, much of which has been protected for generations. Open spaces contribute to a diverse city environment with a wide range of inter-related benefits, including amenity value, biodiversity and landscape protection, recreation and social opportunities, ecosystem services, contribution to the health and wellbeing of residents, and both direct and indirect economic benefits.
- They support the city's response to climate change by acting as a carbon sink and supplement the stormwater network especially in severe weather events.
- Uphold our commitment to our Tākaī Here partners to look after and protect our natural environment.
- To ensure these spaces continue to contribute to a high quality of life for all Wellingtonians, we invest to protect, maintain and develop these areas.
- The work we do makes the city's environment greener and more pleasant for all Wellingtonians – it improves our quality of life and sense of pride in the city. These spaces also make Wellington an attractive place to visit

Services we provide

- Managing and maintaining around:
 - 4,305 hectares of parks, reserves and beaches
 - the Wellington Botanic Garden and other Wellington gardens
 - 160 buildings located in parks, reserves or beach areas for community use
 - 367 kilometres of recreational walking and mountain bike tracks
 - 42 coastal structures including boat ramps, wharves and seawalls.

Overall approach

In the Parks, Beaches, and Open Spaces activity, our focus is on managing and restoring natural areas. This encompasses providing high-quality, accessible green open spaces, maintaining and overseeing walking and biking tracks, ensuring the care of Wellington Gardens, and fostering biodiversity through extensive trapping under the Predator Free Wellington. Much of these responsibilities are carried out with our commitment to collaboration with our Tākaī Here partners and Māori communities at the centre. Parks, Beaches and Open Spaces services are proposed to largely remain at current levels for 2024-23 LTP. This involves a reduction in the level of previously planned upgrades across the activities in this grouping, to instead hold current level of provision and amenity of parks and open spaces to their current levels. Proposals also include the review of a number of buildings in the activity, particularly waterfront commercial buildings to assess potential for future savings. A range of other critical renewal and upgrade work is proposed to continue, such as safety initiatives on the waterfront, and some potential areas of non-rates revenue opportunities are identified for review.

Our Commitment

Our commitment is considered across all parks, beaches and open spaces activities. The Tūpiki Ora Māori Strategy action plan waypoint, Tiakina te taiao | Caring for our environment, outlines priorities agreed with Tākaī Here partners, including:

- The Council, Mana Whenua, Māori and community groups will work together to support existing environmental initiatives to address major environmental challenges for the next 10 years and beyond.

Restoring the mauri ora to our taiao is a priority for all environmental initiatives.

LTP Priorities & Outcomes:

The Parks, Beaches and Open Spaces activities initiative contribute to the 2024-34 LTP strategic priority(s)

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

This priority primarily support progress towards the 10-year outcome of Environmental Wellbeing – A city restoring and protecting nature and secondly Social Wellbeing – A city of healthy and thriving whanau and communities

Key Capital programmes (next 3 years)

The Council oversees nearly 4305 hectares² of reserve land and open space, including the management and maintenance of the town belts in Wellington. This ensures that Wellingtonians can fully enjoy the abundant outdoor spaces available in our city's backyard.

Over the next 30 years, we will continue to enhance the way we manage and utilize our outdoor space through the Te Whai Oranga Pōneke – Open Space and Recreation Strategy, aiming to support the wellness of people to live and play, as well as the fundamentally connected health of the environment.

Some key initiatives in the upcoming LTP include the initiation of the development of the Otari Landscape Plan for Otari-Wilton Bush. This plan incorporates the construction of a new, purpose-built plant nursery and conservation science laboratory. Additionally, we will complete the renewals of Begonia House at the Wellington Botanical Gardens, addressing urgent maintenance needs.

Proposed changes for the 2024-34 LTP (Agreed on 9 November 2023 meeting)

Initiative	Description	Service impact (what does this mean for the community)
Asset Renewals	<ul style="list-style-type: none"> • Include additional funding for critical renewals across Parks and Open spaces. This includes the waterfront range of wharfs, seawalls and buildings that have significant asset performance challenges that need to be funded. • New capital pressures for waterfront edge protection and seawalls also included as are safety issues. 	<ul style="list-style-type: none"> • Continued operation of critical assets, including waterfront buildings and open space and Begonia House • Continue to safely host events and activities on the waterfront
Revenue Opportunities	<ul style="list-style-type: none"> • Pursue revenue opportunities, while small overall, to contribute additional revenue. Including looking at paid parking at some venues, donations for Makara Peak Mountain bike park, payments for use of the boat ramp at Evans Bay. 	<ul style="list-style-type: none"> • Introduction of new charges for users of some facilities
Dog Park	<ul style="list-style-type: none"> • Funding for 2 further Dog park upgrades (off leash and fully fenced) 	<ul style="list-style-type: none"> • Increase availability of fenced dog park
Coastal beautification	<ul style="list-style-type: none"> • Removal of planned upgrade spending on Coastal beautification 	<ul style="list-style-type: none"> • Maintain current service levels (No further improvement to facilities)

Te Whai Oranga Poneke	<ul style="list-style-type: none"> Phase the capital and operational pressure for growth for Te Whai Oranga Poneke (Open Space & Recreation Strategy) over a longer period of time. 	<ul style="list-style-type: none"> Phased in approach to investing in parks and open spaces to accommodate growth, respond to community needs, and ensure facilities are fit for purpose, including for Māori communities.
Land Purchases for growth	<ul style="list-style-type: none"> Rephasing of other planned development contribution funded growth Capex: Belmont Gully Lincolnshire Farms Reserve Property Purchase 	<ul style="list-style-type: none"> Maintain current service levels (No development of land/facilities in new developed/subdivision areas)
Reserves Management Plan development	<ul style="list-style-type: none"> Rephasing of other planned development contribution funded growth Capex: Reserves Management Plan Development 	<ul style="list-style-type: none"> Maintain current service levels (No improvement to facilities)
Town belt	<ul style="list-style-type: none"> Rephasing of other planned development contribution funded growth Capex: Town Belt and Reserves Upgrades 	<ul style="list-style-type: none"> Maintain current service levels (No improvement to facilities)
Evans Bay Marina	<ul style="list-style-type: none"> Conduct a comprehensive review of options for Evans Bay marina given significant performance challenges. Include - short-term renewal investment will continue to be needed until future options are decided. 	<ul style="list-style-type: none"> Ongoing operation of marina in the short-term. Continued asset risks
Core services budget	<ul style="list-style-type: none"> Manage within existing budget and maintain service levels with core services budget adjusted to inflation 	<ul style="list-style-type: none"> Maintain current service levels
Sale of Assets	<ul style="list-style-type: none"> Investigate divestment of non-strategic commercially leased assets to generate revenue and/or remove a future liability. 	<ul style="list-style-type: none"> Ongoing current asset performance challenges continue while investigations are undertaken
Community Facilities Plan investigations	<ul style="list-style-type: none"> As part of carrying out the Community Facilities Network Plan investigations, consider whether there are other assets across Parks and Open Space – such as leased buildings in reserves and the Town Belt, that may have reached the end of their useful life or whether there are optimisations to increase efficiencies of the portfolio. Consideration should also be given to limitations in the use of Wellington Town Belt and reserve land). 	<ul style="list-style-type: none"> Ongoing current asset performance challenges continue while investigations are undertaken

Activity Group: Conservation organisations

Purpose

- Wellington Zoo Trust and Zealandia Te Māra a Tāne (Karori Sanctuary Trust) are Council-controlled Organisations (CCOs) and are part-funded by the Council.
- These places tell a story of our past, our future and of our special wildlife. They attract visitors to our city and inform and educate about conservation and biodiversity. They play a key role in the conservation of biodiversity of our city and beyond.

Services we provide

- Investment that supports the Wellington Zoo to attract visitors, and to inform and educate on the importance of conservation and biodiversity and protection of our planet through the kaupapa of Me Tiaki, Kia Ora!
- Investment that supports Zealandia Te Māra a Tāne to attract visitors, educate, and protect flora and fauna (including at risk taonga species), improving biodiversity for the benefit of our natural environment
- Both organisations are Toitū net carbon zero certified and engage in discussion of sustainable living with visitors.
- Both organisations are global leaders in conservation, sustainability and visitor experience.

Overall approach

The Wellington Zoo and Zealandia will continue to provide conservation attraction to the public. Council continues investment support to the two organisations to help attract visitors and investment support for maintenance and health and safety upgrades. There are few proposed changes to activities in this group other than a proposed improvement in Wellington Zoo in the form of delivery of their master plan capital improvements over the next 20 years. There is an expectation for the CCOs to increasingly manage operating cost pressures through non-Council revenue, and this will create risks if revenue is not able to be achieved or costs managed.

Our Commitment

Our commitment is considered across Conservation organisations activities, including by Wellington Zoo Trust and Zealandia Te Māra a Tāne. The Tūpiki Ora Māori Strategy action plan waypoint, Tiakina te taiao | Caring for our environment, outlines priorities agreed with Tākai Here partners, including:

- The Council, Mana Whenua, Māori and community groups will work together to support existing environmental initiatives to address major environmental challenges for the next 10 years and beyond.
- Restoring the mauri ora to our taiao is a priority for all environmental initiatives.

LTP Priorities & Outcomes:

The Conservation Organisations activities initiative contribute to the 2024-34 LTP strategic priority(s):

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

This priority primarily supports progress towards the 10-year outcome of 'Environmental wellbeing' and secondly the outcome of 'Economic Wellbeing – An innovative business friendly city'.

Key Capital programmes (next 3 years)

In the next LTP we will contribute funding to Wellington Zoo's master plan, with a priority on investing in core health and safety aspects of the plan, including the upgrading of assets such as fencing and barriers.

Proposed changes for the 2024-34 LTP (Agreed on 9 November 2023 meeting)

Initiative	Description	Service impact (what does this mean for the community)
Wellington Zoo health and safety	<ul style="list-style-type: none"> WCC contribution to Zoo master plan prioritised to core Health and Safety investments. 	<ul style="list-style-type: none"> Continued delivery of current service levels with some immediate aspects of Zoo master plan meet.
Zealandia capital funding	<ul style="list-style-type: none"> Zealandia capital funding requirements delayed or required to be self-funding. 	<ul style="list-style-type: none"> Delays to some planned capital works
CCO operating models	<ul style="list-style-type: none"> Review all CCO operating models in time for the 2027 LTP to ensure that Council is maximising the balance sheet benefit of the CCO model. 	<ul style="list-style-type: none"> No impact on services
CCO operating grants	<ul style="list-style-type: none"> Work with CCO's on how they can drive more revenue and recommend a realistic CPI increase where there is a shortfall after pulling all commercial levers. 	<ul style="list-style-type: none"> CCOs and Council's operating grant review has identified that current grant levels are inadequate to support CCO operations, particularly for the Zoo. Will lead to some change to operations in order to manage cost pressures
CCO Revenue opportunities	<ul style="list-style-type: none"> Direction to CCOs to pursue alternative revenue opportunities in the 2024 Letters of Expectations 	<ul style="list-style-type: none"> May result in changes to level of admission charging for facilities

Activity Group: Waste

Purpose

- Wellington currently has lower emissions than big cities in New Zealand and Australia, but we aim to become a net-zero emission city by 2050, following our blueprint: Te Atakura – First to Zero.
- The Council is dedicated to sustainability, which involves using energy, water, land, and resources more efficiently, transitioning to renewable energy, and minimising waste to reduce our environmental impact.
- Our new Waste Management and Minimisation Plan commits us to reducing the total quantity of waste sent to landfill with a longer-term aspiration to achieve a waste-free future for Wellington.
- We aim to:
 - Reduce total waste to landfill by 50 percent by 2030
 - Reduce per capita kerbside waste by 40 percent by 2030
 - Divert 50-70 percent of organic waste from landfill by 2030
 - Divert 50 percent of construction and demolition waste from landfill by 2030 and 70 percent of construction and demolition waste from landfill by 2035
 - Reduce biogenic methane gas by at least 30 percent by 2030.

Services we provide

- Domestic recycling and rubbish collection and facilities for disposing of general household waste
- Green waste disposal and composting facilities
- Education and advocacy for greater waste minimisation practices in the homes of Wellingtonians
- Facilities for disposing of hazardous and industrial waste, waste from developments and construction activities, and waste from emergencies and disasters
- A recycling facility, including a shop for the sale of reusable goods
- Supporting programmes to reduce the organisation's carbon emissions.
- Looking after closed landfills

Overall approach

We aim to treat waste infrastructure built today as a finite resource and carefully manage it, working to preserve its capacity and lifespan as long as possible and without harm or leakage to the environment. Our other approach is to work towards reducing waste management disposal and improve circular management, such as 'reuse, repair, repurpose items' and redesign products that will avoid producing waste. Both of these aims align with Māori perspectives on waste and resources. To achieve this, we will continue to implement our Zero Waste strategy, which was adopted in April 2023 and the implement the action plans from the new Waste Minimisation Management Plan. Actions include introducing a new kerbside collection system, reduce sludge going in landfill, and educating the community better on waste minimisation.

Our Commitment

Our commitment is considered across all parks, beaches and open spaces activities. The Tūpiki Ora Māori Strategy action plan waypoint, Tiakina te taiao | Caring for our environment outlines priorities agreed with Tākai Here partners, including:

- The Council, Mana Whenua, Māori and community groups will work together to support existing environmental initiatives to address major environmental challenges for the next 10 years and beyond.

- Support Climate Change efforts through increasing access and improving partnerships between Mana Whenua, Māori and key players (including local government) who are advocating for climate change solutions, human behavioural changes and actions towards a more sustainable future
- Restoring the mauri ora to our taiao is a priority for all environmental initiatives.
- Our waste programme is being delivered in partnership with our Tākai Here partners wherever possible and in ways that are culturally sensitive and responsive to the histories of our Tākai Here partners.

LTP Priorities & Outcomes:

The Waste activities initiative contribute to the 2024-34 LTP strategic priority:

- Transform our waste system to enable a circular economy

This priority primarily supports progress towards the 10-year outcome of 'Environmental wellbeing'.

Key Capital programmes (next 3 years)

In the 2024-34 LTP, we will 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 to 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.

We will continue working on the creating a new landfill on top of an old one at the Southern Landfill. Resource consent was lodged in March 2023, decision 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, the same time current landfill expires.

We will also be working towards implementing the new kerbside collection system, which is expected to be rolled out in 2026.

Social and Recreation

Activity Group: Recreation facilities and services

Purpose

To provide a range of recreation and leisure facilities to encourage active and healthy lifestyles and enable participation in sporting and other group activities.

Through the promotion and support of recreation opportunities we contribute to the development of strong, healthy communities and a high quality of life for Wellingtonians.

Services we provide

- Managing, maintaining and servicing seven pool facilities, four community recreation centres and the Ākau Tangi Sports Centre
- Managing and maintaining outdoor sports facilities in the city, including 44 natural and 11 artificial sports turfs (two in partnership with schools), which provide year-round venues for recreation and competitive sport
- Managing and maintaining 107 playgrounds
- Maintaining other Council owned recreational facilities, including marinas, the Berhampore golf course, croquet facilities, tennis, netball and basketball half courts, playgrounds and skateparks
- Managing about 30 premises leases, 100+ ground leases to a range of recreation, sporting, marae and community organisations.
- Supporting the Basin Reserve Trust, a CCO that manages and operates the Basin Reserve to continue to attract national and international events to Wellington.
- Activities and services not proposed for change will continue to be delivered as status quo.

Overall approach

Recreation facilities and services activities encourage active and healthy lifestyles and enable participation in play, active recreation and sporting activities. The activity will remain largely at current levels for 2024-34 LTP. This involves a reduction in the level of previously planned upgrades across the activities in this grouping, to instead hold current level of provision to their current levels (for example in playground and skateparks). A key feature for this activity grouping over the coming ten years will be the adoption of the Council's Te Awe Māpara | Community Facility Plan. The plan sets out the future approach to guide the Council's provision and decision-making about community facilities. It includes a number of facility investigations to be undertaken in partnership with the community, taking a holistic view across the city, different facility types and consideration of facilities for whānau and hapori Māori. The aim is to be smarter and maximise the benefits of community facilities, and this plan may lead to changes to the mix of future facilities.

Our Commitment

Our commitment is considered across all recreation facilities and service activities, including by the Basin Reserve Trust. The Tūpiki Ora Māori Strategy action plan waypoint, He whānau toiora | thriving and vibrant communities, outlines priorities agreed with Tāka Here partners, including:

- Whānau, tamariki, māmā + pēpē, tangata whaikaha people and kaumātua can move around the city and access the services and spaces they need in Wellington.
- Rangatahi Māori in the city have an opportunity to grow their leadership capability through initiatives designed with Mana Whenua

LTP Priorities & Outcomes:

The Recreation facilities and services initiative contribute to the 2024-34 LTP strategic priority(s)

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

This priority primarily supports progress towards the 10-year outcome ‘Social Wellbeing – A city of healthy and thriving whanau’.

Key Capital programmes (next 3 years)

The long-awaited Grenada North Park upgrade will commence in the upcoming LTP. 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. Additionally, we will proceed with the planned Kilbirnie skate park upgrade.

Before deciding on the future of the Khandallah pool, we will conduct a review of the quantity survey and consider the options presented in the report regarding the potential use of the site, including costs. The community will have the opportunity to provide feedback and express their preferred options through the consultation document in the upcoming LTP.

Proposed changes for the 2024-34 LTP (Agreed on 9 November 2023 meeting)

Initiative	Description	Service impact (what does this mean for the community)
Planned minor upgrade works	<ul style="list-style-type: none"> • Completion of minor upgrade works underway and extending into 2024/25. 	<ul style="list-style-type: none"> • Planned upgrades delivered
Kilbirnie Recreation Centre	<ul style="list-style-type: none"> • Remediating Kilbirnie Recreation Centre given earthquake prone and requiring remediation by 2028. Short term action for Kilbirnie Community Provision in Te Awe Māpara Community Facilities Plan. 	<ul style="list-style-type: none"> • Enable continued operation of facility
Skate Park upgrade	<ul style="list-style-type: none"> • Removal of planned skate upgrades at Ian Galloway and Waitangi Parks and accept current level of service. (Planned Kilbirnie skate park upgrade continues) 	<ul style="list-style-type: none"> • No change to current service levels
Khandallah pool*	<ul style="list-style-type: none"> • Review of the quantity survey and alternative options provided for the site. 	<ul style="list-style-type: none"> • Further engagement with community around the future of the site required.
Grenada North Park	<ul style="list-style-type: none"> • Commencing design and engagement of Grenada North Park sport fields upgrades with a view to commence works in Year 2. 	<ul style="list-style-type: none"> • Improvement to sportsfield provision in Grenada North
Level of Service change	<ul style="list-style-type: none"> • Manage within existing budget levels through tactical reductions in service levels in some areas, for example reducing operational support for some sporting codes (e.g. croquet) and have codes manage own maintenance. 	<ul style="list-style-type: none"> • Stop / reduce supporting for some sporting codes. They must manage and maintain their own services (e.g croquet) • Remove end of life assets and do not replace (e.g. lighting, seating)
Renewal Spending	<ul style="list-style-type: none"> • Renewal spending – limit size of renewal spending through ‘sweating’ of non-critical assets (for example extending length of time for playground renewals). 	<ul style="list-style-type: none"> • Deterioration of sportsfields condition over time, leading to poorer playing services, less utilisation • Lengthen time between playground renewals • Gradual reduction in asset condition (more poor or very poor asset conditions), leading to increased costs to renew/upgrade.

* Subject to decision on 15 Feb meeting

Activity Group: Community facilities and services

Purpose

- By providing libraries, community centres and social housing we foster diverse and inclusive communities and enable people to connect with information and each other.
- We provide a wide range of facilities forming part of the city's 'hard' social infrastructure that support community wellbeing. These include libraries, community spaces, social housing, public toilets and cemeteries.
- We also deliver services that assist in building a strong social infrastructure that supports diverse, inclusive and resilient communities. We provide a wide range of services that support community wellbeing and harm reduction, include community service, advocacy, grants and city safety.

Services we provide

- Access for all Wellingtonians to a wide array of books, magazines, DVD, e-books, e-audio, online journals, streaming media and e-music tracks through the 13 libraries around Wellington and online library presence.
- Access to community spaces and marae, including a citywide network of over 25 community centres
- Support for community groups, ensuring Wellington's diverse population is supported and embraced by an inclusive, caring and welcoming community
- Provision of lease properties (over 1,900 units) to Te Toi Mahana Community Housing Provider
- Facilitation of affordable rental housing in the city through the Te Kāinga programme of CBD apartment conversions
- Subsidised Home Energy Saver assessments for Wellington homeowners
- Climate and Sustainability Fund to support community groups wanting to take climate action locally
- Ensuring accessible clean and safe public toilets and changing rooms/pavilions
- Managing and maintaining two cemeteries, including providing cremation services and partnership with our Tākai Here partners in the running of Opau Urupā.
- Reduces harm, improve community/city safety and improve social wellbeing
- Support connected tolerant and resilient communities that know their neighbours
- An effective CDEM welfare response and social recovery and co-ordination of the multi-agency response to a major shock event that affects the city.
- Ensuring Wellington is a safe and inclusive city where people know their neighbours and are safe
- To provide technical input into natural hazard planning to avoid the risks in the first place.
- Delivers a city-wide network of effective community spaces that meet the community's needs
- Ensures residents can participate in communities of choice, accessing support through a variety of mechanisms, including community grants
- Work with external agencies and support outreach programmes to end street homelessness and address begging, providing a visible presence in the community
- Provide leadership across activities and link with interagency programmes, such as alcohol harm reduction, management of graffiti, support for the city's youth, and programmes that eliminate sexual violence and addressing food insecurity.

Overall approach

Community facilities and services activity aims to develop highly liveable, safe and inclusive communities by providing community support initiatives, access to housing for those in need, and operate community facilities such as community centres and libraries to support overall quality of life. To achieve this, most of the services are to largely remain at current levels for 2024-34 LTP. The opening of Te Matapihi will be a significant increase to the provision of community facilities in the central city, and as a project that has been developed in partnership with our Tākai Here partners, will significantly celebrate and uplift te ao Māori through the use of language and design. The continuation of planned upgrade of social housing stock is also a key service improvement in this activity.

A key feature for this activity grouping over the coming ten years will be the adoption of Te Awe Māpara | The Community Facilities Network Plan. The plan will guide the Council’s provision and decision-making on community facilities. A key direction for the plan is to evolve community facilities to maximise the benefits, and making more holistic and smarter facility decisions. The plan includes a number of facility and delivery investigations across all facility types and the city. Implementation of these actions may lead to changes to the mix of future facilities.

Our Commitment

Our commitment is considered across all recreation facilities and service activities. The Tūpiki Ora Māori Strategy action plan waypoint, He whānau toiora | thriving and vibrant communities outlines priorities agreed with Tākai Here partners, including:

- Whānau Māori are in warm, quality, safe and affordable housing throughout the city.
- Whānau, tamariki, māmā + pēpē, tangata whaikaha people and kaumātua can move around the city and access the services and spaces they need in Wellington.
- Rangatahi Māori in the city have an opportunity to grow their leadership capability through initiatives designed with Mana Whenua

LTP Priorities & Outcomes:

The Community facilities and services activities initiative contribute to the 2024-34 LTP strategic priority(s)

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

This priority primarily supports progress towards the 10-year outcome ‘Social Wellbeing – A city of healthy and thriving whanau’.

Key Capital programmes (next 3 years)

The primary capital project in the community facilities area for the next LTP is to continue the work on Te Matapihi, 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 central library.

Another significant project scheduled for the next LTP involves upgrading all Council-owned social houses to meet health home standards, as agreed with the central government.

Proposed changes for the 2024-34 LTP (Agreed on 9 November 2023 meeting)

Initiative	Description	Service impact (what does this mean for the community)
Te Matapihi (Central Library)	• Te Matapihi (continuing project will involve some significant increases in operating costs not previously budgeted for the building and services within)	• Opening of Te Matapihi in 2026
Housing Upgrade	• Social housing upgrade programme	• Continued delivery of the upgrade programme
Community centres projects	• Complete Community centres that have approved projects underway	• Upgrades completed

Youth Hub	<ul style="list-style-type: none"> Continue allocating funding in the Long-term Plan to support the interim hub for six years. It is likely suitable spaces to replace this will become available in Te Matapihi Central Library when it reopens in 2026. 	<ul style="list-style-type: none"> Youth Hub opened We meet our commitment for provision of young people space as per the 'Children and Young People' strategy.
Library System upgrade	<ul style="list-style-type: none"> Rephasing of renewal funding for library system replacement 	<ul style="list-style-type: none"> Continuation of current service
Karori Event Centre	<ul style="list-style-type: none"> Pause further works on Karori Event Centre (Community Hall) until further information on the upgrade costs are available 	<ul style="list-style-type: none"> Currently the Centre is not operational; no loss of service against current baseline Reputational impact with invested stakeholders
Makara cemetery	<ul style="list-style-type: none"> Minor deferral of Makara cemetery works 	<ul style="list-style-type: none"> No community impact
Grants	<ul style="list-style-type: none"> Review and prioritise multi-year grants, with a focus on maintaining or reducing grants in alignment with outcomes, priorities, and strategies. This may involve discontinuing funding for larger community organisations with alternative funding sources. 	<ul style="list-style-type: none"> Reduction in funding non-priority programmes or larger organisations with legitimate alternative sources of funding Improve current funding structure by eliminating multiple and inequitable funding sources i.e. Some community centres funded through Social & Recreation fund, and others received LTP funding May result in recipients making combined funding bids to address related needs
Renewal spending	<ul style="list-style-type: none"> Renewal spending – limit size of renewal spending through 'sweating' of non-critical assets 	<ul style="list-style-type: none"> Deterioration of facility condition over time

Governance

Activity Group: Governance information and engagement

Purpose

- The Council's objective is to managing local elections, informing residents about the city and the issues or challenges it faces, listening to residents' views and making decisions in the best interests of Wellingtonians.
- We also operate the City Archives, where the public can access historic information about Wellington, and property information.

Services we provide

- Accurate and professional advice, research and administrative support to elected members and community boards
- Local body elections including organising, and encouraging all Wellingtonians to have their say on who will govern their city
- A contact centre and website providing 24/7 access to information and a place to log service faults
- Management of archival information in line with legislation
- Targeted services to access and use archival records, including the Building Consent Search Service
- Facilitating community engagement and consultation on key decisions facing the city, including facilitating input from Council advisory groups
- Setting strategies, policies and bylaws, carrying out planning and budgeting and reporting our performance
- Providing insights, data and analysis to engage the City on the challenge of climate action
- Establish and maintain opportunities for Māori to contribute to decision-making processes (as per Local Government Act 2002) through enabling Māori Ward and Pouwhiri governance roles.
- Supporting communities to plan for climate change impacts

Overall approach

Our governance work includes all of the activities that support Council decision-making and ensure we are accountable to the people of Wellington. This includes: running local elections; holding meetings; informing residents about the city and our work; and seeking input from residents and engaging them in our decision-making. These functions will remain status quo as it is a statutory requirement. The Wellington City Archives services continues to hold physical and digitised records including providing building permits, consents and other property information to the community when requested.

While most core services remain unchanged, we are seeking some minor cost savings through ceasing a service in Archives and reduction an action area in our climate change strategy (reprioritising the focus to adaptation planning and engagement).

Our Commitment

Our commitment is considered across all governance information and engagement activities. The Tūpiki Ora Māori Strategy waypoints, Te whakapakari pūmanawa | building capacity and He whānau toiora | thriving and vibrant communities, outline priorities agreed with Tākai Here partners, including:

- Rangatahi Māori in the city have an opportunity to grow their leadership capability through initiatives designed with Mana Whenua
- Council decision-making is underpinned by Te Tiriti o Waitangi and actively addresses and considers Mana Whenua perspectives and values.
- The importance of partnership is recognised through an annual review of the partnership agreement with Mana Whenua (Tākai Here Agreement)

- Growing iwi and Māori leadership and capability in the community.
- Te reo Māori capability is growing among staff.
- Rangatahi, tangata whaikaha, takatāpui inform decision-making at all levels with WCC and Mana Whenua

LTP Priorities & Outcomes:

This priority primarily support progress towards the 10-year outcome ‘Social Wellbeing – A city of healthy and thriving whanau’.

Proposed changes for the 2024-34 LTP (Agreed on 9 November 2023 meeting)

Initiative	Description	Service impact (what does this mean for the community)
City Archives	<ul style="list-style-type: none"> • Continue with the digitisation project (City Archives <u>but not</u> Community Archives) 	<ul style="list-style-type: none"> • Ongoing digitisation to make high-use records digitally available for public access. • Stop accepting Community Archives, no real service impact from existing Community Archives service delivery, other than no longer providing an appropriate place to store them.
Reprioritisation of Te Atakura actions	<ul style="list-style-type: none"> • Reprioritisation of Te Atakura actions and funding to enable both mitigation and adaptation actions. 	<ul style="list-style-type: none"> • Increase in adaptation activity (increased focus on technical assessments, planning, and advocating and development of 1-2 local community adaptation plans by end FY27). • Removal of some mitigation initiatives e.g. Home Energy Saver, business support initiatives

Transport

Activity Group: Transport Network

Purpose

- The Council's objective is to provide an efficient and connected transport network that gives our people safe low carbon choices about how to get where they need to go which is critical to meeting the cities Te Atakura targets, the city's economy and Wellingtonians quality of life.
- Council adopted the Sustainable Transport Hierarchy together with Te Atakura, which places walking, cycling and public transport as the top of the transport hierarchy for the city. To implement this and reduce our carbon emissions, the city's transport programmes and projects focus on system change to enable active and public transport solutions through investment in new infrastructure and our rolling maintenance and renewals programmes.

Services we provide

- Planning, delivering, maintaining and operating our transport system
- Operating and maintaining our existing transport network, which is made up of 970 kilometres of footpaths and access ways, 40 km of bike lanes, 8km bus priority lanes, 700 kilometres of roads, and 2 kilometres of bridges and tunnels, and which enables Wellingtonians, workers from the wider region and visitors to move around the city every day
- Supporting the city's public transport network by providing space for the network to run efficiently and encouraging people to use it
- Enhancing the attractiveness of walking or cycling around the city, through urban design, new infrastructure and promotion of active transport
- Making te ao Māori visible through urban design and new infrastructure.
- Ensuring our transport network is safe for all users by making ongoing improvements and educating and promoting safe behaviours
- Supporting Wellington Cable Car Limited – a CCO that owns, operates and maintains the Cable Car and associated track, plant, tunnels, bridges and buildings

Overall approach

The transport activity aims to create a more liveable city by enhancing accessibility and easing commuting needs through an effective transport network for the community. The network includes vehicles lanes, footpaths and cycleways. The activity also provides services to maintain structures such as tunnels and seawalls, to keep the network safe.

The overall approach includes significant continued investment in Wellington's transport network as changing Wellington's transport network remains a focus on Council activity and spending over the next ten years. This includes continued delivery of the city wide Paneke Pōneke bike network, and increasing investment in improving the resilience of the network through retaining wall and structure strengthening. Investment in the transport is also included with Golden Mile and City streets projects that will improve connections for people on buses, bikes or walking in the Central City and on key routes between the central city and suburban centres.

Our Commitment

Our commitment is considered across all transport network activities. The Tūpiki Ora Māori Strategy action plan waypoints, Tiakina te taiao | Caring for our environment and He whānau toiora | thriving and vibrant communities, outline priorities agreed with Tākai Here partners, including:

- Whānau, tamariki, māmā + pēpē, tangata whaikaha people and kaumātua can move around the city and access the services and spaces they need in Wellington.
- Support Climate Change efforts through increasing access and improving partnerships between Mana Whenua, Māori and key players (including local government) who are advocating for climate change solutions, human behavioural changes and actions towards a more sustainable future.

LTP Priorities & Outcomes:

The Transport activities initiative contribute to the 2024-34 LTP strategic priority(s)

- Transform our transport system to move more people with fewer vehicles
- Celebrate and make visible tea o Māori across our city

The first priority primarily supports progress towards the 10-year outcome Urban form – A liveable and accessible, compact city. The second priority contributes to the Cultural Wellbeing outcome – a welcoming, diverse, and creative city.

Key Capital programmes (next 3 years)

The key investment in the transport area is the continued rollout of the Paneke Poneke 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.

Continued programme of renewal and upgrades of transport network resilience, including key routes and increased investment in retaining walls across the network.

City Streets and Golden Mile projects are scheduled to progress as planned and committed."

Proposed changes for the 2024-34 LTP (Agreed on 9 November 2023 meeting)

Initiative	Description	Service impact (what does this mean for the community)
Thorndon Quay and Hutt Road, Golden Mile works and other existing committed projects	<ul style="list-style-type: none"> • Thorndon Quay and Hutt Road, Golden Mile works and other existing committed projects, such as stage 1 of Evans Bay cycle way continue. 	<ul style="list-style-type: none"> • Upgrades delivered as planned
Investments in respect to legislation and health and safety.	<ul style="list-style-type: none"> • Deliver investments required in respect to legislation and health and safety. This includes continued replacement of streetlamps at current planned pace 	<ul style="list-style-type: none"> • Upgrades delivered as planned
Bike Network (Paneke Poneke)	<ul style="list-style-type: none"> • Between June 2021-June 2024, Council directed us to deliver a rapid roll-out of the bike network using a transitional approach. We are entering the final phase of that programme and consolidating what we've learnt from delivering bike, bus and walking improvement projects, cheaper and faster over the last three years. • We are continuing to advance the program at pace, creating a complete network at the reduced cost, by minimising the 2021 envisioned civil works for long-term street transformations and building on the transitional approach. 	<ul style="list-style-type: none"> • Full roll out of most of the network in the next 10 years. • Lower level of grade separation of bike and vehicle lanes • Higher quality materials and less use of temporary and changeable solutions • Reduction in significant road width changes to allow for introduction of bike lanes. • More permanent removal of on-street parking to provide space dedicated for active and public transport modes. • Increased pedestrian and bus improvements implemented together with bike lanes. • The programme budget is 100% of the costs of delivering the Bike Network projects, but assumes a subsidy in form of income of 51% financial assistance from Waka Kotahi for 85% of the programme. This

		subsidy is not confirmed, and the new government's indicated change in policy direction creates a risk of this not being available. If this transpires there will be a budget shortfall of at least 40%.
Port and Ferry access upgrade	<ul style="list-style-type: none"> Review of the timing and need for currently budgeted Port and Ferry access upgrade budget allowance based on revised understanding of timing requirements and review of if WCC versus central government/KiwiRail should be funder of works. 	<ul style="list-style-type: none"> No impact to the community in the short to medium term, but potential to have an impact in the long term if current evaluations of iRex designs prove to be incorrect.
Road Surfacing (sweating assets)	<ul style="list-style-type: none"> Defer road surface renewals – last year we completed 55 km – we could reduce this to 40km per year and do more chipseal than Asphalt 	<ul style="list-style-type: none"> Amenity and condition of road corridor will deteriorate over time, higher risk of increasing maintenance spend over time to deal with resulting potholes.
Retaining Wall upgrades	<ul style="list-style-type: none"> Increase upgrades of retaining walls to increase resilience 	<ul style="list-style-type: none"> Improved network resilience
Footpath (sweating assets)	<ul style="list-style-type: none"> Reduce Footpath renewals (existing footpaths) 	<ul style="list-style-type: none"> Current condition of footpaths is good, so little risk in short to medium term but trip hazards could emerge over the long term (~4 years plus)
Walking Network Upgrades	<ul style="list-style-type: none"> Reduce Investment on Walking Network upgrades 	<ul style="list-style-type: none"> No change to current service
Kiwi Point Quarry	<ul style="list-style-type: none"> Kiwi Point Quarry capital works budget to be retained as will deliver an ongoing a source of revenue. 	<ul style="list-style-type: none"> Extension of the life of Kiwi Point Quarry through opening of the south face.

Activity Group: Parking

Purpose

- Council manages on-street parking and enforcement services across both the city and surrounding suburbs that allow people to have reasonable access to primarily on-street parking to shop, access businesses and access recreation activities in line with the objectives the 2020 Parking Policy.

Services we provide

- Enforcement of metered public parking spaces in central Wellington and other forms of parking primarily located in the central city including Taxi Stands Loading Zones, mobility parking, bus stops and other designated parking areas.
- Monitor and enforce parking restrictions (including residents and coupon parking zones) in the inner-city suburbs
- Monitor and enforce parking restrictions in all suburbs and respond to parking related requests for service from the public
- Manage off-street parking where available, including by operating the Clifton Terrace carpark and off-street parks in the Century City Parking building
- Support events that take place across the city through the provision of dedicated parking enforcement.
- Electric vehicle chargers on Council-owned land
- Supporting the roll-out car sharing services (currently Mevo and CityHop)

Overall approach

Our parking activity provides parking services and facilities for the community to make accessing the city and suburbs easy and safe. It is also one of Council's revenue streams. Our overall approach a part of the 2024 -34 LTP is to continue provide and manage parking services, and enforcement within the city, including implementing the 19 Parking Management Plans which are currently being developed.

While most core services remain unchanged, some changes are proposed in how we deliver these services. This includes introducing new technology to enhance the parking service experience and enforcement, it also includes an increased level of Parking enforcement activity in suburban centres as well as the central city. We have also presented options aiming to maintain available parking for the public while other projects that affect road and parking layouts are in progress. This aligns with the Te Atakura strategy seeks to reduce carbon emissions in the city, resulting in fewer cars within the city.

Our Commitment

Our commitment is considered across all parking activities. Tūpiki Ora Māori Strategy waypoints, Tiakina te taiao | Caring for our environment, He whānau toiora | thriving and vibrant communities, and Te Whakatairanga i te ao Māori | Enhancing and promoting te ao Māori outline priorities agreed with Tākai Here partners, including:

- Whānau, tamariki, māmā + pēpē, tangata whaikaha people and kaumātua can move around the city and access the services and spaces they need in Wellington.
- Support Climate Change efforts through increasing access and improving partnerships between Mana Whenua, Māori and key players (including local government) who are advocating for climate change solutions, human behavioural changes and actions towards a more sustainable future.

In line with the strategic direction and expectations of the te reo Māori strategy - explore new spaces for te reo Māori in the city

LTP Priorities & Outcomes:

The Parking activities initiative contribute to the 2024-34 LTP strategic priority(s)

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

This priority primarily support progress towards the 10-year outcome Urban form – A liveable and accessible, compact city.

Key Capital programmes (next 3 years)

To advance the implementation of the Council’s 2020 Parking Policy, we are working on developing, completing, and implementing 19 parking management plans in the upcoming LTP. 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.

Proposed changes for the 2024-34 LTP (Agreed on 9 November 2023 meeting)

Initiative	Description	Service impact (what does this mean for the community)
EV Chargers	<ul style="list-style-type: none"> • Continue public EV charger roll out 	<ul style="list-style-type: none"> • Increase in available public EV chargers
Paid parking / time restrictions in key suburbs	<ul style="list-style-type: none"> • Investigate the feasibility of introducing paid parking / time restrictions in key suburbs when current occupancy of car parks is consistently high, turnover is low and non-compliance with time restrictions is high 	<ul style="list-style-type: none"> • Ensure that the parking in the suburbs meets the needs of each local community going forward and provide opportunity for people to find a park in a suburban centre when required.
Additional off-street parking options	<ul style="list-style-type: none"> • Investigate the feasibility of providing more off-street parking options in the central city through the acquisition of additional off-street parking assets 	<ul style="list-style-type: none"> • Increased level of Council owned off-street carparking
Coupon parking alternatives	<ul style="list-style-type: none"> • Investigate the feasibility of options to replace existing coupon parking areas with paid parking with significantly increased time restrictions 	<ul style="list-style-type: none"> • Less long-period parking
Standardised hourly rate	<ul style="list-style-type: none"> • Investigate the feasibility of options around applying a rate hourly rate of \$5 across the city – so removing the existing \$3 and \$4 options 	<ul style="list-style-type: none"> • Increased parking charges
Demand based pricing	<ul style="list-style-type: none"> • Investigate the feasibility of implementing Demand Based Pricing (Current expectation is the 2027/28 financial year) once occupancy is at a level that warrants it 	<ul style="list-style-type: none"> • Change to parking charges
Restriction and charges to recreational and motorcycle parking	<ul style="list-style-type: none"> • Investigate the feasibility of ensure that sports and recreational carparks as well as motorcycle parking areas are time restricted and potentially charged 	<ul style="list-style-type: none"> • Increased enforcement and charging to ensure turnover and ensure that these parking areas are being used for the purpose that they are provided for
Parking Management plans	<ul style="list-style-type: none"> • Complete developing 19 Parking Management plans 	<ul style="list-style-type: none"> • Help to progress the implementation of the Council’s 2020 Parking Policy (supporting reduced reliance on the private vehicle in favour of other transport options)
Private parking area enforcement	<ul style="list-style-type: none"> • Investigate options for taking enforcement action against private parking areas where the relevant land use consent has lapsed or has been cancelled 	<ul style="list-style-type: none"> • If progressed, increased level of enforcement

25

Urban Development

Activity Group: Urban planning, heritage and public spaces development

Purpose

- Wellington with its combination of compact urban form, heritage buildings, public art, capital city status and other features give the city a unique look and feel. With a growing population there are demands placed on our urban planning, heritage and public spaces development. Our work aims to ensure this growth happens in ways that make efficient use of land and transport and doesn't compromise the qualities that make Wellington special.

Services we provide

- Carrying out urban planning and urban regeneration work to guide how the city will grow over time
- Reviewing the District Plan to ensure the city grows in line with our agreed plans
- Ensuring infrastructure is in place to provide for current and future housing and business demand
- Maintaining Wellingtonians' sense of place and pride by embracing the city's heritage and public spaces, including the waterfront
- Conserving the city's heritage for future generations by assisting building owners to strengthen at-risk heritage buildings and storytelling of Wellington's cultural heritage in new developments.
- Ensuring that planning and cultural heritage plans and actions enable ways to make the narratives of our Tākai Here partners increasingly present and recognised.
- Ensuring Wellingtonians have sustainable choices to move around our city as well as an attractive and well-functioning mixed neighbourhoods to live, work and recreate in.

Overall approach

Urban Planning is a crucial activity group responsible for designing the suburban and city's appearance and optimising space utilisation to meet community needs and accommodate growth. Our overall approach as part of the 2024 -34 LTP is to continue making investments that shape the city to meet the continuous growing population. We will continue to deliver core statutory spatial and urban planning activities as well as delivering the Te Kāinga affordable rental programme, reaching up to 1,000 properties available to the medium to lower income earners. The 2024-34 LTP proposals also include significant planned investment in public space development through the Golden Mile project

To deal with the cost pressures facing the Council and the community, we will need to look at how we can deliver our services more efficiently for Urban Development. This means we need to operate within the already tight budget for some of the services we provide. This includes prioritising our capital programmes to focus urban development works within existing planned project delivery and holding off other public space upgrades for an extended period of time.

Our Commitment

Our commitment is considered across all urban planning, heritage and public spaces development activities. The Tūpiki Ora Māori Strategy action plan waypoints, Tiakina te taiao | Caring for our environment, Te Whakatairanga i te ao Māori | Enhancing and promoting te ao Māori and He whānau toiora | thriving and vibrant communities, outline priorities agreed with Tākai Here partners, including:

- Whānau Māori are in warm, quality, safe and affordable housing throughout the city.
- Whānau, tamariki, māmā + pēpē, tangata whaikaha people and kaumātua can move around the city and access the services and spaces they need in Wellington.
- The Council, Mana Whenua, Māori and community groups will work together to support existing environmental initiatives to address major environmental challenges for the next 10 years and beyond.
- Support Climate Change efforts through increasing access and improving partnerships between Mana Whenua, Māori and key players (including local government) who are advocating for climate change solutions, human behavioural changes and actions towards a more sustainable future
- Restoring the mauri ora to our taiao is a priority for all environmental initiatives.
- Mana Whenua and te ao Māori narratives, identities, histories and landmarks are increasingly present, visible and there is a growing understanding and recognition within the region through education and resource.

LTP Priorities & Outcomes:

The Urban Development activities initiative contribute to the 2024-34 LTP strategic priority(s)

- 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.
- Celebrate and make visible te ao Māori across our city

This priority primarily support progress towards the 10-year outcome Urban form – A liveable and accessible, compact city.

Key Capital programmes (next 3 years)

There are some major projects currently underway, and they will continue in the next LTP. We will continue in working on the new public park, Frederick Street Park, situated alongside the Chinese Mission Hall and a new residential apartment block on Frederick Street.

Additionally, we will continue our efforts towards 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.

In the next LTP, every second year, we commit to upgrading a town or suburban centre, aiming to enhance safety and access within the town centre and create an attractive and functional space for community activity.

Proposed changes for the 2024-34 LTP (Agreed on 9 November 2023 meeting)

Initiative	Description	Service impact (what does this mean for the community)
Complete current projects underway	<ul style="list-style-type: none"> • Complete current projects underway, this includes Frederick Street Park and urban design requirements in relation to Golden Mile works (comes with it significant public space upgrades through the CBD). 	<ul style="list-style-type: none"> • Opening of Frederick Street Park • Significant public space development through Golden Mile
Te Kāinga	<ul style="list-style-type: none"> • Continued delivery of Te Kāinga programme and targets 	<ul style="list-style-type: none"> • Continued delivery of Te Kāinga programme and targets

Progress urban development works	<ul style="list-style-type: none"> Progress urban development works within existing planned project delivery, particularly through Golden Mile and other transport projects. Progress one town or suburban centre upgrade every two years. Deferral of other public space upgrades, accepting ongoing levels of service for an extended period of time. 	<ul style="list-style-type: none"> Minimal other upgrades to public space for 10 years. Suburban centres wait extended period- progressive degradation of amenity of public spaces Impacts on city vibrancy, no additional public space improvements to support city safety priorities.
Green Network Plan	<ul style="list-style-type: none"> Progressing an urban greening programme in the Central City to commence delivery of the Green Network Plan 	<ul style="list-style-type: none"> Commences delivery of the green network plan
Repurposing the Environmental and Accessibility Performance Fund	<ul style="list-style-type: none"> Investigate repurposing the Environmental and Accessibility Performance Fund toward a Climate Resilience Fund. 	<ul style="list-style-type: none"> Investigations of establishment of a new Climate Resilience Fund
Urban design panel	<ul style="list-style-type: none"> Establishment of an urban design panel in response to Environment and Infrastructure committee resolution requesting advice on how to implement a Panel. 	<ul style="list-style-type: none"> Urban design panel established and operationalised to support densification and new district plan.

Regulatory and Compliance

Activity Group: Building and Development

Purpose

- Through the oversight of construction and development, we oversee the safety of buildings, preventing any potential harm to environmental quality or public health. Our efforts also aim to establish that developments are secure, environmentally friendly, and align with public expectations.

Services we provide

- Building consents – ensuring buildings are safe, in accordance with the Building Act 2004
- Resource consents – ensuring natural resources are used sustainably, in line with the Resource Management Act 1991
- Assessing earthquake-prone buildings and delivering on the resilience programme

- Ensuring Tākai Here partner input to consenting decisions and processes

Overall approach

We will aim to meet or exceed statutory timeframes requirement for processing consents, ensuring efficient services, and enhancing our systems to meet customer needs and minimise risks. The proposed District Plan, Medium Density Residential Standards, and expected Resource Management system changes could impact how we approve and enforce regulations. While these changes might decrease the number of resource consents, they would likely make the approval process more complex. The anticipated increase in earthquake-prone building notices will require the Council to be more involved, either by assisting building owners or stepping up enforcement efforts.

Our Commitment

Our commitment is considered across all building and development activities. Our work is underpinned by legislation that requires that we work in consultation with our Tākai Here partners. We are committed to ensuring these obligations are upheld and that the spaces and places of cultural significance to Māori are considered appropriately in consenting decisions.

The Tūpiki Ora Māori Strategy action plan waypoints He whānau toiora | thriving and vibrant communities, He whakapakari pūmanawa | Building capability, and Tiakina te taiao | Caring for our environment, outline priorities agreed with Tākai Here partners, including:

- Whānau Māori are in warm, quality, safe and affordable housing throughout the city.
- The Council, Mana Whenua, Māori and community groups will work together to support existing environmental initiatives to address major environmental challenges for the next 10 years and beyond.
- Council decision-making is underpinned by Te Tiriti o Waitangi and actively addresses and considers Mana Whenua perspectives and values.

LTP Priorities & Outcomes:

The Building and Development activities initiative contribute to the 2024-34 LTP strategic priority(s):

- 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

This priority primarily support progress towards the 10-year outcome Urban form – A liveable and accessible, compact city.

DRAFT

Activity Group: Public Health and Safety

Purpose

- The health and safety of our city are crucial to enabling our city and our people to thrive. We deliver services that support the health and safety of the city's communities.

Services we provide

- Ensuring, through food and alcohol licencing, that Wellington's hospitality sector contributes to the health and safety of our community

Overall approach

We continue to focus on processing of alcohol licenses, food safety certificates, dog registrations, gambling consents and health licenses for businesses and activities that could impact human health. We will also continue to operate animal control service and litter enforcement.

Our Commitment

Our commitment is considered across all public health and safety activities. Tūpiki Ora Māori Strategy action plan waypoints He whānau toiora | thriving and vibrant communities and Te Whakapakari Pūmanawa | Building capability, outlines priorities agreed with Tākai Here partners, including:

- Whānau Māori are in warm, quality, safe and affordable housing throughout the city.
- Council decision-making is underpinned by Te Tiriti o Waitangi and actively addresses and considers Mana Whenua perspectives and values.

LTP Priorities & Outcomes:

The Building and Development activities initiative contribute to the 2024-34 LTP strategic priority(s):

- 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

This priority primarily supports progress towards the 10-year outcome Urban form – A liveable and accessible, compact city.

Three Waters

Activity Group: Water Supply

Note that three waters summaries will require update following 15 February committee decisions

Purpose

- A city requires a consistent source of clean water, which is scarce. To provide Wellington homes and businesses with water, it must be collected, stored, and treated to eliminate contamination before being distributed through an extensive network.
- The city shares its water supply with the region's other main metropolitan areas utilising water collection, bulk storage, treatment and transportation assets owned by Greater Wellington Regional Council.
- This complete water supply service, including the bulk water, is managed, controlled and maintained for the councils by Wellington Water Limited, a CCO.
- Focus is also on managing the significant renewal requirements of the drinking water network, much of which is expected to require replacement within the next 30 years.
- As Council manages this aging network it also needs to ensure that bursts and leakages are being proactively managed and responded to.

Services we provide

- Ensuring high-quality water is always available for drinking and other household and business uses and for firefighting purposes
- Maintaining 65 reservoirs, 34 pumping stations, 156,000 fixtures, including hydrants and 1200 kilometres of pipes across the city
- Monitoring drinking water quality to ensure it complies with New Zealand Standards
- Encouraging efficient, responsible use of water by providing information to residents and businesses, and through restrictions on sprinklers and garden hoses (as required)
- Investing in key areas to support growth of the city and enhance resilience

Overall approach

We will continue delivering current levels of planned and reactive maintenance. We will maintain the current level of service on leak detection and leak repairs. Reactive Maintenance will be able to respond to calls for most leaks in the full year and do most permanent reinstatements (ground works replacement).

Our Commitment

Our commitment is considered across all water supply activities and we aspire to embody the goals and principles of Te Mana o te Wai.

Tūpiki Ora Māori Strategy action plan waypoint, The Tiakina te taiao | Caring for our environment, outlines priorities agreed with Tākai Here partners, including:

- The Council, Mana Whenua, Māori and community groups will work together to support existing environmental initiatives to address major environmental challenges for the next 10 years and beyond.
- Support Climate Change efforts through increasing access and improving partnerships between Mana Whenua, Māori and key players (including local government) who are advocating for climate change solutions, human behavioural changes and actions towards a more sustainable future
- Restoring the mauri ora to our taiao is a priority for all environmental initiatives.

LTP Priorities & Outcomes:

The Water Supply activities initiative contribute to the 2024-34 LTP strategic priority(s)

- Fix our water infrastructure and improve the health of waterways

This priority primarily supports progress towards the 10-year outcome Urban form – A liveable and accessible, compact city.

Key Capital programmes (next 3 years)

We will continue delivering planned capital programme over the next three years. Key projects including Seismic improvements at the Wrights Hill drinking water reservoir and 'Very high criticality assets' reservoir water quality renewals.

DRAFT

Activity Group: Wastewater

Note that three waters summaries will require update following 15 February committee decisions

Purpose

- The wastewater network, which carries about 30 million cubic metres of wastewater a year, protects human health and the environment by removing wastewater from homes and businesses and treating it to make it safe for disposal.
- The cleaned and treated wastewater is discharged into the ocean and the biosolids removed in the treatment process are currently disposed of in the Southern Landfill.
- Our key aims are health, safety and sustainability – wastewater should be disposed of in ways that protect public health and don't compromise ecosystems. Many parts of Wellington's wastewater network are aging and in poor condition and susceptible to failures, blockages and overflow.
- A key focus needs to be on improving the network to minimise failures as new and tighter discharge requirements will be set regionally.

Services we provide

- Collecting, treating and disposing of wastewater in ways that protect our waterways from harmful effects
- Monitoring and maintaining 1000 kilometres of pipes, 64 pump stations and three treatment plants

Overall approach

We will continue delivering current levels of planned and reactive maintenance. There also an unavoidable cost increase to operate the treatment plants.

Our Commitment

Our commitment is considered across all wastewater activities and we aspire to embody the goals and principles of Te Mana o te Wai.

The Tūpiki Ora Māori Strategy action plan waypoint, Tiakina te taiao | Caring for our environment, outlines priorities agreed with Tākai Here partners, including:

- The Council, Mana Whenua, Māori and community groups will work together to support existing environmental initiatives to address major environmental challenges for the next 10 years and beyond.
- Support Climate Change efforts through increasing access and improving partnerships between Mana Whenua, Māori and key players (including local government) who are advocating for climate change solutions, human behavioural changes and actions towards a more sustainable future
- Restoring the mauri ora to our taiao is a priority for all environmental initiatives.

LTP Priorities & Outcomes:

The Water Supply activities initiative contribute to the 2024-34 LTP strategic priority(s)

- Fix our water infrastructure and improve the health of waterways

This priority primarily support progress towards the 10-year outcome Urban form – A liveable and accessible, compact city.

Key Capital programmes (next 3 years)

Over the next three years, we will continue working and completing projects around the CBD. This includes the 'Pumping station rising main' project on Taranaki Street, renewing the rising main on Victoria Street, and installing a new rising main on the Wakefield Street East. We will also do remediation work on the Karori Effluent pipelines and wastewater renewals throughout Aro Valley.

DRAFT

Activity Group: Stormwater

Note that three waters summaries will require update following 15 February committee decisions

Purpose

- Each year, Wellington’s stormwater network carries around 80 million cubic metres of run-of through gutters and drains to the harbour, coastal waters and city streams.
- The drainage network, managed for the Council by Wellington Water, helps protect the city and personal property from flooding as well as protecting public health from the potentially adverse effects of stormwater run-off.
- We do monitor stormwater discharge at more than 80 sites to ensure it meets the required standards. These standards are expected to become tighter

Services we provide

- Collecting, treating and disposing of wastewater in ways that protect our waterways from harmful effects
- Monitoring and maintaining 1000 kilometres of pipes, 64 pump stations and three treatment plants

Overall approach

We will continue delivering current levels of planned and reactive maintenance.

Our Commitment

Our commitment is considered across all stormwater activities and we aspire to embody the goals and principles of Te Mana o te Wai.

The Tūpiki Ora Māori Strategy action plan waypoint, Tiakina te taiao | Caring for our environment, outlines priorities agreed with Tākai Here partners, including:

- The Council, Mana Whenua, Māori and community groups will work together to support existing environmental initiatives to address major environmental challenges for the next 10 years and beyond.
- Support Climate Change efforts through increasing access and improving partnerships between Mana Whenua, Māori and key players (including local government) who are advocating for climate change solutions, human behavioural changes and actions towards a more sustainable future
- Restoring the mauri ora to our taiao is a priority for all environmental initiatives.

LTP Priorities & Outcomes:

The Water Supply activities initiative contribute to the 2024-34 LTP strategic priority(s)

- Fix our water infrastructure and improve the health of waterways

This priority primarily support progress towards the 10-year outcome Urban form – A liveable and accessible, compact city.

Key Capital programmes (next 3 years)

We will continue with the stormwater improvement and renew projects without Wellington, with Tawa and Karori being the focus on the first year of the LTP.

Absolutely Positively
Wellington City Council

Me Heke Ki Pōneke

Infrastructure Strategy

8 February 2024

Contents	
Infrastructure Strategy	0
Introduction	2
Purpose of the Infrastructure Strategy	2
Scope of the Strategy	3
Strategic Context	4
Our infrastructure supports our wellbeing	4
The external environment has changed	5
Outcomes and priorities	5
Operating within an uncertain legislative and regulatory environment	6
Significant Assumptions and Infrastructure Challenges	7
Significant Assumptions	7
Significant Infrastructure Challenges	9
Challenge 1: Population growth and changing demand	10
Challenge 2: Ageing and declining condition of infrastructure	13
Challenge 3: Mitigation and adaptation to climate change	13
Challenge 4: Earthquake hazards and earthquake prone buildings	15
Challenge 5: Affordability and deliverability	16
Responding to the challenges	18
Prioritising growth areas	18
Climate change response	19
Strategic rationalisation to better manage the overall asset portfolio	22
Prioritising the interventions and work programme for affordability	27
Principal options by activity	29
Three waters	29
Water Supply	31
Sewerage and the treatment and disposal of sewage	35
Stormwater drainage	39
Waste	44
Land Transport	50
Buildings (including civic buildings, venues, social housing)	57
Parks & Open Spaces	66
Community and recreation facilities	74
Programme view of likely scenario infrastructure investments	80
Appendices	81
Appendix 1 – NIWA forecasting assumptions	81
Appendix 2 – Summary of community facilities issues	81
Figure 1: Relationship between challenges and principal options	18
Figure 2: Housing growth priority areas	19

Introduction

He toka tū moana, ara he toa rongonui | Strong like a rock in the rapids

A city's infrastructure is crucial for residents to thrive and is often taken for granted. Poor infrastructure can have significant negative consequences, affecting environmental outcomes, public health and safety, and community and business confidence.

Local authorities play a key role in creating, regulating, and using infrastructure to deliver services to the community. About 40% of New Zealand infrastructure is managed by local governments, supporting various aspects of wellbeing. Well maintained infrastructure, provided at the right time and place, is vital for the economic prosperity and social wellbeing of Wellington's residents.

However, reliable and future focused infrastructure is expensive, requiring prioritised and protected funding for renewals, replacements, and growth. This investment must be affordable, have intergenerational benefits and meet the Council's other investment priorities.

The provision and maintenance of the city's infrastructure requires good asset information, good asset management practices and strategic thinking. The Infrastructure Strategy, informed by the city's vision and outcomes, plays a role in the Council's long-term planning, and is required for a period of at least 30 years to inform the Long-term Plan (LTP). The strategy aligns with strategies and asset management plans and sits alongside the Financial Strategy.

In addition to the above, the development of this strategy and future infrastructure decision making is informed by the advice of the 2023 Citizens Assembly Pilot. Relevant recommendations of the Assembly are that:

- the Council review its capital expenditure programme by prioritising spend and spreading capital expenditure over a longer period based on availability of funds
- within funding constraints, the Council prioritises:
 - looking after the assets we've got before building or acquiring new
 - the most cost-effective way to look after their existing assets
- when the Council is repurposing Council buildings and land in urban areas that they prioritise green space where suitable and practical
- the Council prioritise and advocate for infrastructure development that supports medium to high density housing

Purpose of the Infrastructure Strategy

The Infrastructure Strategy sets the scene for the Council's decisions relating to the city's infrastructure over the next 30 years. It is a statement of current assumptions and thinking on the infrastructure required to address the major challenges and issues facing the city, what to prioritise, and identifies risks associated with infrastructure underinvestment. The strategy defines:

- The nature of the challenges we face.
- Discusses our approach and options for dealing with those challenges and the associated implications.
- How we intend to manage those challenges and implications to meet the needs of current and future generations.

While the strategy provides an indicative estimate of the Council's future infrastructure needs, it is not a budget and by itself does not commit the Council to any future project, cost, or timing.

Scope of the Strategy

Infrastructure is the hardware that enables the delivery of the Council's services and provides for amenity. The Council manages a substantial portfolio of infrastructure assets for the city valued at approximately \$10 billion. Approximately two-thirds of these are core horizontal infrastructure assets for the provision of three waters services and transport.

This strategy outlines the Council's approach to managing and investing in the city's infrastructure including what will be required, when, and how much it will cost.

It covers the following infrastructure types:

- Water supply
- Sewerage and the treatment and disposal of sewage
- Stormwater drainage
- Buildings - including civic buildings, venues and social housing
- Land Transport – roads, footpaths, streetlights etc
- Waste – landfill
- Parks and Open Spaces
- Community and Recreational Facilities

We have achieved a lot since the last strategy. The Council has undertaken a programme of work to help make more informed strategic decisions about our infrastructure and investment in our city's future. This includes gaining better knowledge of our infrastructure and the costs associated with achieving the city's growth ambitions set out in the Spatial Plan. We have achieved the following:

- Significant improvements to our asset management approach.
- Asset Management Plans now underpinned by high quality data, including for vertical infrastructure where data has been gathered from surveying 372 Council buildings.
- Well-developed renewal plans for most classes of assets.
- Three Waters Growth Studies to help understand the level of investment needed to support remediation and growth.
- Adopted a community facilities plan (Te Awe Māpara) to help guide the Council's provision and decision-making about community facilities for the next 30 years.
- Adopted Paneke Pōneke the bike network plan and delivery programme.
- Developed the Te Ngākau Framework to guide decision making for the civic precinct.
- Developed and adopted a Green Network Plan to guide the greening of the central city over the next 30 years.
- Adopted a new open space and recreation strategy- Te Whai Oranga Pōneke, providing an overarching framework and strategic direction to manage public open space and recreation programmes and services over the next 30 years.
- Completed an open spaces provision assessment and developed a 30-year investment plan.
- Initiated a project to develop a federated asset database of all underground assets - refer to Projects - Wellington Underground Asset Map - Wellington City Council assets.
- Undertaken a housing and building assessment to better understand actual housing and business demand.

- Developed an integrated transport/urban development plan which is a key climate change mitigation response.
- Notified a new Proposed District Plan to regulate the city's built environment and open space.
- Started Climate Adaptation Planning for the city.
- Started Task Force Climate Related Financial Disclosures work to better understand the financial risks associated with climate change for the city.

A number of these workstreams have allowed us to obtain and develop better baseline data which will help to guide prudent, timely investment decisions and to strategically manage our infrastructure and community assets. However, there is still some work to complete to help the Council obtain a better picture, namely in the areas of climate adaptation planning and the financial risks associated with climate change for the city. For further information see Challenge 3 on page 131313.

Strategic Context

Our infrastructure supports our wellbeing

Wellington city is both the capital of New Zealand and the heart of the Greater Wellington region. The strength of the city's economy is vital to the economic wellbeing of the region and to New Zealand as a whole. Wellington attracts a diverse range of people and is home to 216,200 residents. By 2034 our city is projected to grow to 230,000 and 270,000 residents by 2054.

The mix of city and natural environment is unique and highly valued by the community. We have 4,305 hectares of parks, reserves, and beaches to enjoy along with 387km of recreational walking and mountain bike tracks. These assets are significant contributors to quality of life, and a key reason people choose to live and work in Wellington. In 2021, Wellington city ranked number one in the world for environmental security, due to our extensive investment over the past 30 years in biodiversity regeneration and pest eradication. This ranking also considers how the city has incorporated sustainability in its urban planning to reduce carbon emissions and manage climate risks.

Wellington is well known for its strong arts and culture scene. The performance venues, galleries and museums provide the opportunities for cultural expression, strengthening our identities, participating in, and sharing our creativity. They are the infrastructure for acknowledging, experiencing, and participating in culture and creativity of our past, present and future and underpin the creative economy which distinguishes Wellington from other New Zealand cities.

We have also made a strong commitment to Te Tiriti and mana whenua through our Tākai Here partnership agreement and Tūpiki Ora Māori Wellbeing Strategy. These are relatively new mechanisms and aim to achieve strengthening partnerships across infrastructure priorities, incorporating te ao Māori into infrastructure design, planning, and delivery, and unlocking the potential for Māori success through infrastructure.

Wellington's social and economic wellbeing stands on the foundations of transport and three waters infrastructure that enable us all to connect between home, work, and leisure activities. The buildings, public and green spaces that stand on these are essential for enabling the activities that deliver a high quality of life and economic activity. These infrastructures are facing the challenges of serving a growing city that expects higher environmental standards and resilience whilst addressing stresses resulting from past events such as earthquakes and pandemics, funding decisions and uncertainty stemming from ongoing legislative reform.

Climate change will also have a more noticeable impact on the future form and function of our city as we are a harbour city surrounded by water. A substantial percentage of our central city sits on reclaimed land and there are already issues with seawater infiltration on underground assets network. As the city has expanded, we have constructed over natural paths where water would

naturally flow and reduced the ability of the ground to absorb water. This affects our ability to efficiently drain rainwater.

Dealing with the impacts of climate change is a big challenge for Wellington's infrastructure. In the past 20 years, there has been a growing focus on creating sustainable infrastructure – finding smart ways to meet our infrastructure needs while lowering emissions and handling the risks posed by climate change. As a coastal and harbour city with steep hills that are prone to slips, future adaptation costs are also expected to be material.

The external environment has changed

Covid-19 is now part of our lives and the immediate impacts have passed. However, other world developments such as the war in Ukraine and ongoing supply chain issues has contributed to global inflation and cost of living increases, here and around the world. The experience of Cyclone Gabrielle in Hawkes Bay, Gisborne and Auckland has exacerbated this, and demonstrated the effects of climate change.

This strategy has been developed during a period marked by unprecedented demands on the Council's budget. The heightened cost of living has elevated concerns about the affordability of council services among Wellingtonians. The financial pressures faced by the Council stem from the necessity to maintain existing infrastructure and assets, incurring higher costs in an inflationary climate. This financial commitment extends to investments in aging infrastructure such as three waters and earthquake-prone buildings, as well as funding initiatives that contribute to ensuring a high quality of life for all residents in the future. We are also experiencing a changing insurance market, higher premiums, less cover and are having to take on more risk.

The repercussions of these challenges are evident in their impact on both residents and the Council:

- The costs associated with our services and ongoing projects have surpassed the initially projected figures in our 2021-31 LTP, mainly due to escalating construction costs resulting from inflationary pressure and scarcity of resources. Making additional capital investments in the current market more costly.
- The expense of maintaining the status quo has increased significantly. Looking after existing assets through the requirement to account for depreciation, interest, and insurance, accounted for 49% of our rates revenue for 2022. The upkeep of ageing assets presents a significant financial burden.
- Households and businesses find it increasingly difficult to absorb cost increases.

The economic landscape has rendered the pursuit of fiscal sustainability and the provision of essential services more challenging for both the Council and the community. Furthermore, the current government has plans to reduce central government costs, which may have implications for the potential of seeking financial support from the government.

Outcomes and priorities

As with all activities in the LTP, this strategy draws strategic direction from the outcomes and priorities set for the 2024 LTP. The management, maintenance, renewal, and strategic investment in infrastructure seeks to enable the Council to achieve the community outcomes:

- A welcoming, diverse, and creative city.
- A city of healthy and thriving whānau and communities.
- An innovative business friendly city.
- A liveable and accessible, compact city.
- A city restoring and protecting nature.

There are nine priorities that will also guide investment decision-making:

- Fix our water infrastructure and improve the health of waterways.
- Transform our waste system to enable a circular economy.
- Collaborate with our communities to mitigate and adapt to climate change.
- Transform our transport system to move more people with fewer vehicles.
- Invest in sustainable, connected, and accessible community facilities.
- 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.
- Celebrate and make visible te ao Māori across our city.
- Nurture and grow our arts sector.

We must also embed the strategic approaches 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.

Operating within an uncertain legislative and regulatory environment

There are many external factors that impact how we plan, manage, deliver, and operate our infrastructure. Although many of these are beyond the control of the Council, it is important that we continue to monitor and respond to them to ensure that our infrastructure plans remain fit-for-purpose by responding to emerging issues and taking advantage of new opportunities.

The Council undertakes a scan every three years to provide relevant context and information to assist with the development of the LTP and infrastructure management planning.

The 2017-2023 Government began an extensive legislative programme encompassing three waters, resource management, local government, and climate change. The election in 2023 has resulted in a coalition government that has committed to the repeal and subsequent reform of this programme. This impacts the Council's roles as a funder, provider, regulator, and planner of infrastructure.

These uncertainties are summarised below:

- **Three waters reform** – The coalition government has repealed the three waters legislation passed by the previous government. The new government is continuing to develop responses to the challenges of the water sector.
- **Resource management reform** – The coalition government has repealed the Spatial Planning Act and Natural and Built Environment Act and have committed to further reform to the Resource Management Act.
- **Transport Policy** – The coalition government has withdrawn national government involvement in Let's Get Wellington Moving.

- **Infrastructure reform** – The coalition government plans to establish a National Infrastructure Agency to coordinate government funding, connect investors to Aotearoa infrastructure and to improve funding, procurement, and delivery processes.
- **Climate adaptation** – With the repeal of the Resource Management Act and the change in Government there is more uncertainty on how Councils should be adapting to a changing climate.
- **Future for local government review** – The coalition government has indicated city deals and other tools to address funding issues.

For more information refer to the LTP 2024 Assumptions.

Significant Assumptions and Infrastructure Challenges

Significant Assumptions

The Long-term Plan outlines the Council’s planned investment in the city over the next ten years and beyond.

Because not everything can be known about the future, the Council makes assumptions to underpin its Long-term Plan. Examples of assumptions include population growth and interest rates, through to funding sources and government reform of the sector.

These are updated every three years as part of the Long-term Plan process. Refer to the Significant Forecasting Assumptions for the 2024 Long term Plan [insert link] for more detail.

A summary of the Council’s Significant Forecasting Assumptions relevant to infrastructure are summarised at a high level below, and some are also outlined in more detail in the “Challenges” section of this Infrastructure Strategy.

Growth

The long-term population forecast for Wellington City is growth of between 50,000 to 80,000 over the next 30 years.

Earthquake hazards

The assumed risks of a significant earthquake are in line with Wellington lifelines planning and relate to likelihood of earthquakes at different scales on the Modified Mercalli Intensity (MMI) scale. Likelihood is captured in the table.

MMI level	Average return period
MMI7	~30 years
MMI8	~120 years
MMI 9	~400 years
MMI 10	~1350 years

Climate change

Climate change will have physical impacts for the Council (damage to assets and disruption of services) with cascading impacts in the social and economic domains, in line with Ministry for the Environment’s global emissions scenarios as informed by the Intergovernmental Panel on Climate Change (IPCC).

Wellington is projected to experience increased risks of coastal storm surge, an increase in hot days, a rise in annual average temperatures, higher frequency, and magnitude of flooding events, both exacerbated by sea level rise and increased volumes of water during rainfall events.

Asset lifecycle

The asset life of key assets is included in the Significant Forecasting Assumptions document. It is assumed that assets will be replaced at the end of their useful life. It is also assumed that:

- most of the significant assets will continue to be revalued every 3 years.
- assets will be replaced at the end of their useful life.

Changes in demand for services

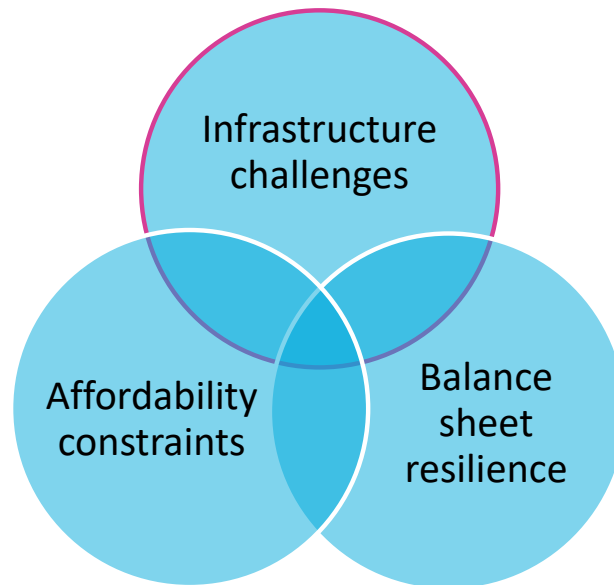
For this 10-year plan we assume that the current demand for Council services and customer expectations regarding business-as-usual levels of service will not significantly change during the planning period beyond what is specifically planned for and identified in this 10-year plan and supporting documents. As a result, it is assumed that there will be no significant additional impact from level of service changes on asset requirements or operating expenditure.

Changes in levels of service

This Long-term Plan and Infrastructure Strategy includes planned level of service changes for some areas like transport and waste. In other areas investment is strongly focused on managing the demands of growth, improving asset performance to meet existing levels of service (i.e. water), or returning levels of service to previous levels (i.e. earthquake strengthening).

Land Transport Funding

We assume the Central government funding for Transport renewals and maintenance of 51% for 80% of the programme.



Significant Infrastructure Challenges

The focus of this strategy is addressing our infrastructure challenges. These challenges are heavily linked to the financial challenges, which are addressed in the Financial Strategy.

- Affordability constraints are challenges both the Council and residents of the city are facing. With higher interest rates, a greater proportion of rates income servicing 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, and the Council's operations will need to find ways to deliver in a constrained funding environment.
- Balance sheet resilience addresses the challenges of managing our capital expenditure and investments to support long-term financial sustainability and resilience.

This is a strategy that identifies significant challenges and issues for our infrastructure over the long term, providing signals for where investment or divestment may be needed.

It does not commit us to funding them but helps us to make more strategic decisions. It informs the work programmes that we need to be able to make these big decisions.

Infrastructure challenges are significant infrastructure related problems that need long-term planning – a long lead in time for planning the interventions, several years of investment to deliver, and generally a long tail off period.

We have identified five infrastructure challenges, with several contributing factors:

1. Population growth and changing demand

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

2. Aging and declining condition of infrastructure

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

3. Mitigation and adaptation to climate change

- Global warming.

- Increased frequency and intensity of extreme weather events.
 - Coastal hazards.
 - Climate adaptation costs.
- 4. Earthquake hazards and earthquake prone buildings**
- Landslides.
 - Earthquakes.
 - Earthquake prone buildings.
- 5. Affordability and deliverability**
- Limited funding tools.
 - High inflation putting pressure on construction costs.
 - Constrained capacity of the construction market to deliver.
 - Increasing insurance costs.

Challenge 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.

Population growth and ageing demographic profile

Wellington has sustained a steady 1.2% population growth per year from 1998 to 2018. The forecast growth rate going forward is lower at 0.8% per year. This will still result in between 50 to 80 thousand extra people over the next 30 years and require approximately 24,000-31,000 more housing units.

Many infrastructure networks require investment to support this forecast growth. The Council is planning to accommodate the growth of the city predominantly through intensification of existing urban areas and along key public transport corridors as set out in the Spatial Plan and Proposed District Plan. This will require new infrastructure including higher capacity public transport corridors to sustain growth, and existing infrastructure to be upgraded.

Forecasts indicate steadily ageing population and smaller households as family sizes continue to decline. The population is seeing an increasing proportion of people in the 55-to-85-year age brackets, and the 20-to-30-year age group. There is a decreasing proportion of the population in the under 20-year age bracket and the 30 to 50 age group. National population projections from the 2013 disability survey indicated a 45% increase in disabled population to 2038 compared with 31% increase in total population. The same survey indicated nearly 60% of people over 65 identified as disabled. Changing demographics affects the range of services we need to provide and demands on networks across the city – and long-term changes to household size, more intense and mixed land uses, and accessibility requirements.

Housing and Business Demand

A Housing and Business Needs Assessment (HBA) has recently been completed by the Council. This has been prepared to meet the monitoring requirements of the National Policy Statement for Urban Development (NPS-UD). It also serves as a chapter of a the wider Wairarapa Wellington-Horowhenua region HBA. The Wellington Regional Leadership Committee (WRLC) will use the regional HBA to support spatial and other planning activities for the region, including the Future Development Strategy (FDS).

This report is a snapshot in time and is regularly reviewed and updated to ensure that it captures the most current information about the market. This most recent report has highlighted:

- We have enough business land to supply the market in the medium term (up to 20 years) but beyond this, redevelopment will need to occur, or the demand will be met elsewhere in the region.
- There is higher demand for business floorspace and land resulting from higher growth over the 2019 assessment period, with an identified demand of 597 hectares, or 691 hectares (NPS adjusted), in the next 30 years.
- There is identified capacity for 73,856 homes to meet demand over the short, medium, and long-term periods.
- There are known infrastructure issues across the city. A long-term investment plan is required to resolve this and unlock the development opportunities across the city. Infrastructure to support growth needs to be prioritised in the Central City, Newtown, Tawa and Johnsonville, where the greatest demand for housing is expected over the medium-long term.

Approximately 60% of the Wellington region's jobs are concentrated in Wellington City with the majority of those located within the city centre which is expected to remain the primary economic hub for the region.

This growth will mean that there will be increased pressure on our water and transport networks due to their existing capacity issues.

Lack of capacity in transport and 3 waters systems

Three Waters Capacity

The current infrastructure networks are being stressed with existing demand, the age of the assets and changing weather patterns. This is evidenced by the following.

- Significant flooding
- Wet weather wastewater overflows
- Wastewater discharges into freshwater and coastal environments
- Low water supply pressure and insufficient fire flows
- Low water supply storage volumes in reservoirs
- Leaking pipes
- Water supply fragility

This is primarily due to the age and poor condition of our water assets which were designed at a time to service a smaller population, less housing and different weather patterns.

As the city grows, the pressure on our water systems will increase. To handle this growth and meet the required standards, we will need to invest more in our water networks. This includes meeting higher environmental standards and preparing for climate change. Wellington Water monitor our three waters capacity when resource and subdivision consents and service connection requests come in. They have recently advised the council that in the short-term they will still approve service connections for non-complex and smaller scale developments and that in the short term (up to 10 years) network deficiencies can sometimes be addressed using onsite mitigation solutions such as on-site detention tanks and pumps.

Recent advice received from Wellington Water through the recent Housing and Building Assessment process and the District Plan Hearing Processes have indicated that we have enough capacity in the short term for our three waters network but will face capacity issues in the medium to long-term. However, we will need to significantly scale up our investment in our networks to enable Wellington city to grow.

Transport

Due to our topography, we have limited ability to add or widen corridors for our transport network. We also have a limited amount of east west connections across the city as the city has developed

in a north south direction. This lack of capacity shows up as congestion on the roads and creates safety issues, especially for vulnerable road users.

To maximise the safety and efficiency of our network, as well as increase the provision of safe convenient and reliable low carbon options, the Council's approach is to reallocate some space away from inefficient private vehicle traffic lanes and parking to higher capacity public transport and active mode corridors. The bus network plays a critical role of moving people around Wellington City, but on many key corridors' busses share the general traffic lanes and as a result, there are bus infrastructure constraints and pinch points which make it difficult to increase bus capacity and achieve reliable journey times.

To enable a transport system that is fit for the future, we need to continue our work to encourage mode shift. In recent times, this has been delivered by the Council's own Bike Network programme. The Let's Get Wellington Moving (LGWM) programme has been the main mechanism to help deliver on this with the key enabler being the development of a Mass Rapid Transit (MRT) system in the form of light rail from the railway station to Island Bay. The LGWM programme was a partnership with the Regional Council and the New Zealand Transport Agency Waka Kotahi.

This programme and partnership has been disestablished. However, some projects have been moved to the relevant organisation to progress design development and delivery. The Council will assume responsibility for the Golden Mile Project, the Thorndon Quay Hutt Road Project, some targeted improvements along with an urban revitalisation project in the vicinity of the Basin Reserve. We will also be developing a reset of the City Streets programme of bus priority measures and bike network development in streets to and through the central city, and in the first 3 years progressing priority projects including the second spine along parts of the previously considered MRT route.

The New Zealand Transport Agency Waka Kotahi are responsible for the delivery of a second Mt Victoria Tunnel and Basin Reserve upgrade, in alignment with the Government's expectations.

To deliver the necessary changes in our transport system, considerable investment will be required for decades, either through government or some other funding mechanism.

Changing community needs and service use patterns

Infrastructure is intergenerational. Over time, older infrastructure may not deliver a service to the quality and universality that meet the expectations of our community and its needs into the future. Conversely, service usage patterns change over time resulting in lack of utilisation of some assets. Wellingtonians expect high quality and universally accessible services, that are inclusive and support people to thrive.

Community facilities were developed in response to suburb growth and the aspirations of that time. Many community facilities reflect the way we lived then, when suburbs were tightly defined, and travel was more limited than it is today. As a result, the distribution of facilities is uneven and inequitable across the city.

Looking forward, we expect that intensification along key public transport routes will occur and will be primarily delivered through apartment and terraced housing units which means people will be living differently and will interact with our infrastructure differently. For example, apartments have limited personal outdoor living areas, so there will be a greater need for shared outdoor public spaces for connection / recreation within communities. The road network makes up the largest area of public space in the city, and improvements to urban amenity are needed to improve liveability as part of projects which reconfigure the streetscape.

As our population gets older, there is a risk of more people feeling socially isolated. To tackle this, it is crucial to create more places where people can connect and socialise, which is important for everyone's wellbeing. Additionally, we are aware that staying active is increasingly important, so we should make sure there are enough spaces for exercise.

People's preferences and needs are changing, and we should expect a wider variety of activities in our facilities to meet these evolving needs. These evolving needs include making sure our facilities are easily accessible, to ensure everyone can use them without difficulty. Inclusivity is an aspect of this accessibility, so we should aim to have more facilities that are suitable for all genders, cultural

identities, and ages. Addressing these aspects is vital for building a community that is healthy, diverse, and welcoming for everyone.

Challenge 2: Ageing and declining condition of infrastructure

Assets that have exceeded their useful life

Investment in infrastructure tends to be lumpy. Much of the city's infrastructure was built in waves when parts of the city were urbanised. A sizeable portion was built after the Second World War and are approaching end of life over the next 30 years.

The three waters networks have a substantial number of assets that have exceeded their expected useful life, and the network requires significant investment to be fit for purpose. As with many of our assets, our water assets are ageing faster than renewals are occurring. Water loss from the network is at approximately 40% which is well above international benchmarks. In high rainfall events stormwater enters the wastewater network causing overflows which impacts streams, the marine environment, and low-lying habitats.

The average age of our community facilities is 58 years. The older age contributes to deteriorating condition, increasing maintenance costs, and declining appeal. We have many facilities, and the quality and level of service needs to improve. To afford quality and level of service improvements, we will need to take a strategic portfolio view of what we have and need and making some tough decisions in the coming years.

The number of assets, proportion that are nearing the end of their useful life, and the increasing costs of materials and labour is a significant contributor to rates increases and our ability to replace or upgrade assets. The pure volume of infrastructure needing to be renewed is expensive, without the additional affordability issues in the current operating context.

Historical lack of asset management, data maturity and under investment in asset maintenance and renewals

Since the last LTP we have been working hard to improve our asset management maturity and data to enable our spend programmes to be more proactive rather than reactive. Our understanding of our assets is improving and the information we have on some of our assets is becoming clearer.

The need to invest to maintain our assets is a significant cost that all Council's across New Zealand face, and the investment we make needs to be made at a level that is sustainable to ratepayers. Recent condition assessment of all the Council's vertical infrastructure now provides an opportunity to minimise investment. With this knowledge we can support financial affordability by postponing some maintenance and renewal work on non-critical assets in the short term and increasing renewal spending in the outyears. The organisation will carry some additional risks to its infrastructure in the short term, but these are manageable and whilst there will be some catch up required in the outer years, with continued improvements in our planning and smart investments, we can find solutions to this challenge.

Challenge 3: Mitigation and adaptation to climate change

Global warming

Globally and locally, the community's expectations are to reduce emissions and contribute to the global need to keep global warming below 1.5%. Every city must play their part in this challenge. Our city's infrastructure, including transportation and waste systems, plays a key role in where we

live, how we move around, and the industries we support. However, much of this infrastructure was planned and built before we considered the impact on carbon emissions. To reach our goal of a 57% reduction in emissions by 2030 and achieve net-zero carbon by 2050, we must rethink and redesign our infrastructure.

Increased frequency and intensity of extreme weather events

Changes in the climate system are changing the probabilities and patterns of weather events leading to stresses such as prolonged periods of rain and shocks, for example extra-tropical cyclones. The notable recent example is Cyclone Gabrielle which impacted Northern and Eastern New Zealand in February 2023. Infrastructure is built up over an extended period to designs which anticipate a certain pattern of use and resilience needs. Our infrastructure design needs are changing as more frequent and impactful weather events and the stresses that come from higher sea levels and our changing climate is emerging.

The national, regional, and local infrastructure our communities rely on are exposed to due to climate change impacts. These impacts are already being seen in the city's most vulnerable environments with issues in drainage and more frequent slips. As a steep coastal city with many of our lifelines and other critical assets situated at or near sea level, the functioning of our city depends on adapting and building resilience to climate change.

To understand this risk Council has used the NIWA climate change modelling for the Wellington Region in our assumptions (Appendix 1 – NIWA forecasting assumptions). These assumptions predict that Wellington will experience rising sea levels, as well as increases in average annual temperatures, annual rainfall, and rainfall intensity, and increases in wind intensity and number of windy days, as well as more drought-like conditions.

As a result of climate change, Wellington is anticipated to experience increased risk from natural hazard events including floods, landslides, storm surge, coastal erosion, and inundation and landslides. These changes could contribute to loss and damage to infrastructure as well as biodiversity losses, environmental harm, and threats to social, cultural, and economic wellbeing.

Council is undertaking a number of activities to better understand the exposure of infrastructure to climate risk to better understand the risks and needs for investment in climate resilience. The planned Climate Change Risk and Vulnerability Assessment will build on the recently completed qualitative climate risk assessment under the Taskforce on Climate-related Financial Disclosures assessment framework. It will be a quantitative impact assessment of climate change on the Council's infrastructure, starting with its most critical assets aimed at identifying the potential financial impacts from physical risks.

Coastal Hazards

Wellington is a city with low lying areas along the coast and steep hills surrounding them. The primary climate impacts revolve around flooding, coastal erosion, and coastal inundation due to rising sea levels. Some areas, including parts of the city centre, are projected to be below high tide levels by the end of the century. While hardened shorelines may reduce risks to infrastructure, coastal and intertidal ecosystems and species in developed areas face increased risks due to habitat compression, potentially leading to biodiversity loss. Rockfalls, slips, and landslides are expected to escalate with extreme rainfall events, posing cascading impacts on social and economic well-being.

The city has areas close to sea level, and during high tides, the sea can block the drainage systems. In some low-lying areas, water can get trapped, especially during high tide. As sea levels rise, this trapping of water is expected to last longer, causing more instances of flooding even on dry days. This can make it harder for the drainage systems to cope with rain, leading to more flooding in the city. Rising sea levels and more intense rainfall due to climate change make these flooding risks worse over time.

The coastline of Wellington has been developed with various infrastructure like seawalls, sewers, and transportation networks. Various parts of the coastline face different challenges. In the inner harbour, there are concerns about the age and condition of seawalls protecting pipes and streets.

If these walls fail, it can affect transportation, pipelines, and may release pollutants into the harbour. On the more exposed and active south coast, erosion and storm events can damage both infrastructure and property.

Wellington's coastal layout makes it susceptible to flooding and erosion. Climate change worsens these risks by increasing sea levels and intensifying rainfall, making it important to address these challenges to protect or adapt the city and its infrastructure.

Climate Adaptation Costs

The recent report from the Intergovernmental Panel on Climate Change emphasizes the growing complexity and challenges of managing climate change impacts and risks. To protect our city, we recognise the need for strategic planning and investment in both physical changes and adaptive measures.

Climate change is already affecting New Zealand, impacting its natural environment, economy, and communities. Without proactive adaptation, further climate-related changes are expected to significantly impact our infrastructure. Recent weather events underscore the exposure of Wellington's infrastructure to various climate-related impacts, such as extreme weather events, sea level rise, flooding, coastal inundation, erosion, landslides, and rising temperatures.

Future costs to the Council for making infrastructure more resilient will be material. Wellington's coastal zone is at risk from ongoing sea-level rise and extreme storm tide events. Considerable areas of built-up areas, as well as important transport infrastructure, are exposed to rising seas. At present sea levels, 4084 buildings and 36.2 kms of roads in the Wellington region are exposed to a 1% annual exceedance probability storm-tide event, which rises to 14,336 buildings and 173 kms of roads under 1 metre of sea-level rise and 21,755 buildings and 319 km of roads under 2 metres of sea-level rise.

More community engagement regarding climate adaptation is planned over the next six years with Wellington's coastal communities, and further work will also be undertaken to understand the cost implications on the Council's own infrastructure networks.

It is crucial to note that current global estimates indicate that the cost of not taking action to address climate issues is seven times higher than the cost of safeguarding our current and future infrastructure. Recognising this fact, we must find innovative ways to fund climate resilient infrastructure.

Challenge 4: Earthquake hazards and earthquake prone buildings

Wellington faces a double threat from both earthquakes and the effects of climate change. The city 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 saturating the soil in low-lying areas. This combination increases the likelihood and severity of natural disasters in the city.

Landslides

One big concern is landslides. Wellington's hilly terrain has a lot of rocky areas, especially where the city has cut into hillsides for roads and infrastructure. To deal with this, the city has built retaining walls and used other methods to stabilise the land. Landslides occur when the soils are soaked and can no longer hold additional water and self-support the land, causing significant disruption to transportation routes and pipelines. Extreme weather events over recent times have resulted in large number of slips on unsupported land, some of which have been significant, across the city.

Earthquakes

Another major risk is earthquakes. Wellington is more at risk of earthquakes compared to other cities in New Zealand. The dangers come from liquefaction (when the ground turns into a liquid-like state) and ground shaking. To address these risks, the city has set higher standards for building design, established civil defence systems, and uses digital measures to keep important infrastructure data safe outside the city. Resilience to earthquakes also involves making sure key services remain accessible and safe.

Because Wellington is a hilly city with many bridges and retaining walls, and limited access points, it is crucial to make these critical links resilient. This means ensuring they can withstand the impact of earthquakes and other natural disasters, so people can continue to access essential services and stay safe.

Earthquake prone buildings

In November 2016, we experienced a moderate earthquake that tested our city. It responded well, but there is more work to do to improve the city's resilience. To be a seismically resilient city, much of our infrastructure needs to be remediated, particularly buildings and facilities. Seismic resilience is also about ensuring safety and access to life supporting services.

Shifting central government guidelines has meant that buildings that were once up to code, over time no longer meet the required standards. Most recently, the Earthquake-prone Buildings Amendment Act 2016 introduced major changes to the way earthquake-prone buildings are identified and managed under the Building Act.

Many of the Council's buildings are not earthquake-prone, but some are, and require remediation. This includes a number of key public use buildings such as the Town Hall, the Central Library, Te Ngākau Basement, the Opera House, the Michael Fowler Centre, the Bond Store, as well as community facilities such as pools, libraries, community centres and recreation centres.

Challenge 5: Affordability and deliverability

Funding Tools

Local Government in New Zealand has a narrow range of funding tools available for funding infrastructure investments than other local government authorities around the world. Specialist tools that are available to Local Government such as Development Contributions or Financial Contributions are more easily deployed in greenfield (undeveloped land) developments rather than through brownfield developments. A recalibration of Councils approach and policies is essential for the 2024 Long Term Plan (LTP) to better capture growth requirements so that costs for growth can be recouped by those that generate the demand. Properly identifying growth as a component in our renewals program is crucial for adequately funding growth projects and avoiding difficulties in delivering them. This will be part of our improvement programme to better capture growth for development contributions in the 2027 LTP.

The wider systemic issues of Local Government funding remains a key issue. Local Government is continuing conversations with central govern to address this for the future.

High inflation putting pressure on construction costs

The costs associated with maintaining, operating, renewing, and upgrading infrastructure are substantial and have been increasing materially since the Covid-19 pandemic. This increase has been significantly more than the Consumer Price Index (CPI) that most households face.

Funding tools are limited, and while the Infrastructure Funding and Financing Act (IFF) provides an 'off balance sheet' solution whereby our debt to revenue ratio limit is not impacted by additional investment, the costs still fall to the community who themselves have affordability issues, particularly in this cost-of-living crisis. A greater range of funding tools has been a perennial

request from the local government sector to central government to deal with this challenge. The Future for Local Government report has identified this as a priority area for central government to look at.

Constrained capacity of the market to deliver

Despite an increased capital programme, the market's capacity to deliver remains a concern. In recent years, the Council increased the capital programme, but deliverability has averaged 70-80 percent. In 2022, Civil Contractors New Zealand reported that the civil construction industry face major challenges including greater certainty for future projects, attracting, and retaining skilled people, cost escalations, and supply chain issues.

The impact of extreme weather events such as Cyclone Gabrielle have compounded the scarcity of construction resource, and costs are expected to be further impacted by low supply as workers are required to address the East Coast rebuild. Planning for a better long-term pipeline of expected infrastructure work will help the market to build capacity to deliver over time. Phasing of the capital programme to align it with our financial constraints provides a more sustainable and steady pipeline of work.

Regarding buildings, potential capacity pressure will occur as private building owners seek contractors for remediation of their earthquake-prone buildings. There are 571 earthquake prone buildings in the city, with many needing to be completed between 2027 and 2030. This number continues to change as requirements change and investigations are undertaken. The high concentration of strengthening needs in a short period of time places pressure on the construction sector and increases costs to building owners including ourselves. Key parts of the City Centre will become extended worksites and will need to be managed to ensure suitable access for residents and business. This disruption will also impact the vibrancy of the inner city.

Increasing insurance costs

The heightened exposure our city has to earthquake and climate related risk has led to steep increases in insurance costs, and the availability of cover has reduced. More broadly, due to the increasing frequency of extreme weather events here and overseas, the insurance sector is increasingly placing the costs where the risks lie, and this means the cost of insurance will continue to increase and the availability of cover will continue to reduce over time.

Public entities in Wellington and Christchurch currently pay higher premiums than other parts of the country due to the elevated risks of earthquake occurrence and future volatilities relating to climate change. While we have increased our fees and rates to accommodate some of this increase, we have also developed a risk and insurance strategy, considering limitations imposed by the insurance market and the natural hazards specific to the city. The strategy justifies the Council accepting an increased level of risk by no longer insuring our assets to the same level of cover as we have done in past years. The Council is also working on an insurance roadmap which outlines the work program for getting to the best risk position possible given the constraints from the insurance market and the natural hazard risks that impact the city.

We have insurance for natural hazard-related events on most of our infrastructure. Our assets are insured on a probable maximum loss basis for a 1-in-a-1000-year event. This means that we do not insure at a level to replace 100 percent of our assets, as there is a low level of risk that all assets would simultaneously be affected by a hazard event. We also have a self-insurance fund for below-excess claims.

When we are considering the level of acceptable debt relative to our limits, we are now careful to factor in a level of debt headroom needed for uninsured assets in the case of a significant hazard event. This elevated level of risk prompts a need for efficient management of infrastructure. Refer also to the Council's financial strategy.

Responding to the challenges

Solutions to these challenges are not simple. There is also a better outcome if we think holistically. The following diagram illustrates the relationship between the challenges and the high-level responses.

Principal Options / Key Challenges	Prioritising growth areas	Targeting emissions reductions to the greatest gains and operational efficiency	Grow our understanding of adaptation impacts and costs	Strategic rationalisation to better manage the overall asset portfolios	Prioritising interventions and the work programme for affordability
1. Population growth and changing demand	✓			✓	✓
2. Aging and declining condition of infrastructure				✓	✓
3. Mitigation and adaptation to climate change		✓	✓	✓	
4. Earthquake hazards and earthquake prone buildings			✓	✓	✓
5. Affordability and deliverability	✓			✓	✓

Figure 1: Relationship between challenges and principal options

Prioritising growth areas

Wellington’s growth relies on investment in infrastructure that adapts to the changing population needs, location and expectations. Our guiding document is the Spatial Plan – Our City Tomorrow, adopted by the Council in 2021, which sets out an action plan for where and how Wellington City should grow and develop over the next 30 years. It projects a population increase of between 50,000 - 80,000 for Wellington City - requiring 24,000-31,000 more residential dwellings over the 30-year period. Most of this growth will occur by intensifying existing urban areas and along key public transport routes.

The key challenge lies in phasing investment to support growth and a well-functioning urban form. The Spatial Plan recognises the need to coordinate land use planning and infrastructure provision to deliver good cost-effective and affordable growth outcomes.

It also recognises the substantial scale of infrastructure investment required to address current network issues and support growth. The spatial plan identifies priorities over the next 10-20-30 years for major infrastructure investment focus to unlock the capacity of growth areas for new development. Tawa, Johnsonville, Central City (including Te Aro and Adelaide Road) and Newtown were identified as priority growth areas over the short to medium term (within the next 10 years) because:

- They are captured by National Policy Statement on Urban Development intensification requirements.
- The areas could make a significant contribution to growth enablement and housing capacity.
- They have strong existing public transport, other services, and amenities, especially for three waters and transport.

The remaining investment to support growth can be made in this order however this can be flexible subject to where the demand is for growth, as per the chart below, subject to any upzoning decisions that may be made through the District Plan.

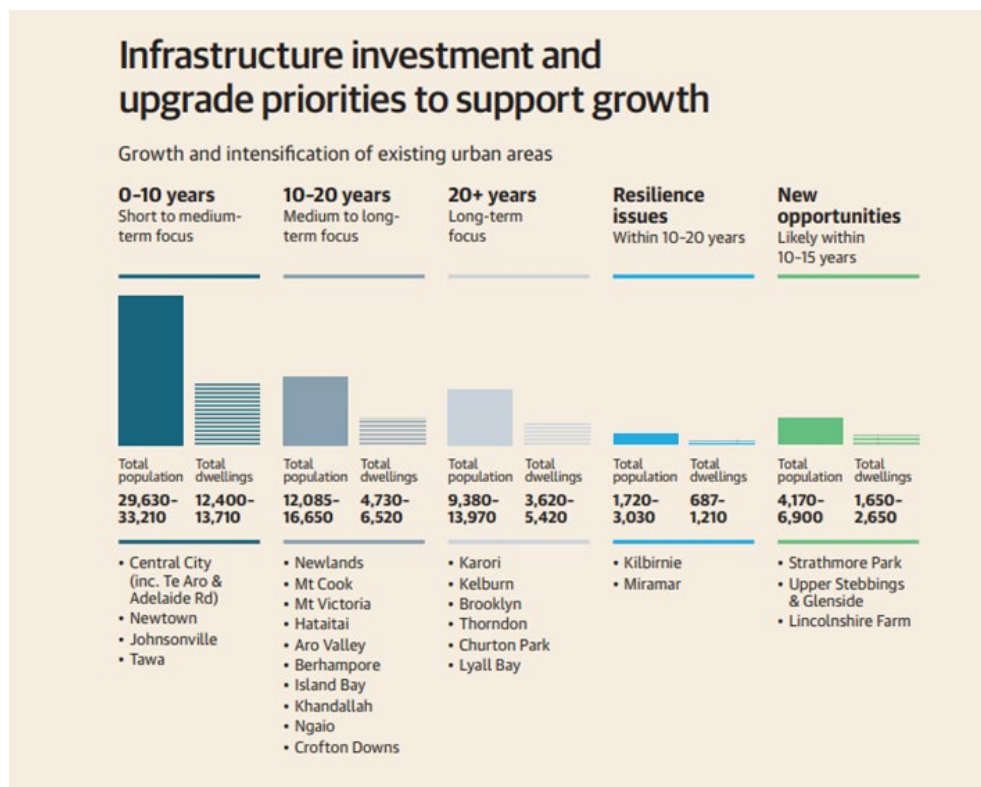


Figure 2: Housing growth priority areas

This approach guides decisions, even in our renewals programme, ensuring targeted investment aligned with our strategic city goals. Growth studies in our priority growth areas have allowed us to quantify the cost of growth, primarily in our three waters network.

This LTP is focused on making the existing water network more resilient. Growth will be a small component of renewals in delivering that resilience. More detailed growth planning in our priority growth areas will commence next Financial Year. This will produce more specific projects that will begin to appear in the next LTP to strengthen our three waters networks and enable growth.

Climate change response

Our approach to climate change involves not only addressing resilience challenges but also making strategic investments in infrastructure to reduce emissions. The impact of climate change is already evident in our transport network, where stormwater management plays a crucial role in our response. A key focus is on the transport system, as it is the primary contributor to our city's

emissions, presenting a significant opportunity for emissions reduction and contributing to global efforts to limit warming.

Recognising the complexity of factors such as market capacity, funding constraints, and emission reduction requirements, we are committed to a strategic approach to renewals and infrastructure investment. Our goal is to be efficient and effective in finding low-carbon solutions that enhance resilience. Not only are these solutions environmentally friendly, but they are also cost-effective.

To achieve this, we are using tools like Lifecycle Assessment (LCA) and strategic impact assessments. These tools help us better understand and manage the climate-related aspects of our projects. The goal is to make sure that these sustainable infrastructure principles and tools are consistently applied across all council projects. This way, our decision-making processes for infrastructure development will be consistent and in line with our commitment to sustainability. To achieve this, we continue to improve our infrastructure planning and delivery in a collaborative and coordinated way across multiple disciplines including transport, housing, and water. We are aiming for an integrated, reliable network, emphasising green infrastructure to address natural hazards.

We have identified two pathways for addressing the challenges of adapting to and mitigating climate change.

- Targeting emissions reductions to achieve the greatest gains and operational efficiencies.
- Growing our understanding of climate adaptation impacts and costs.

The rationale for these options are outlined below.

Targeting emissions reductions to the greatest gains and operational efficiency

In 2019, Wellington City Council declared a climate and ecological emergency, leading to the adoption of Te Atakura – First to Zero as our climate action strategy. Te Atakura focuses on three main objectives:

- Reducing the city's emissions to net zero by 2050, with substantial cuts before 2030.
- Achieving net-zero emissions for the Council itself by 2050.
- Enhancing Wellington's overall resilience.

Our city's target is a 57% reduction in 2020 emissions by 2030, reflecting the urgency of action. The Council is also aiming for a 57% reduction in its own emissions by 2030 and net-zero emissions by 2050.

Considerable progress has been made, with a 10% reduction in city emissions since 2020 and a 44% reduction in the Council's emissions since the 2021 financial year.

The Council's Emission Reduction Plan (ERP) focuses on decarbonising assets through electrification, efficient landfill management, removal of fossil gas from buildings, and transitioning the vehicle fleet to electric alternatives. These actions are not just present-day investments but contributions to a sustainable future.

In trying to achieve these objectives the principal options are:

- Complete the lowest cost actions first.
- Focus on a few targeted actions that will achieve the greatest impact and operational cost efficiency.

While progress is underway, additional substantial emissions reductions are crucial to staying well below a 1.5-degree warming scenario. Immediate cuts are more impactful, emphasizing the urgency of our efforts. Reducing emissions at the organisational, city, national, and global levels is essential to prevent a world where the impacts of climate change outpace our adaptive capabilities, particularly beyond 1.5 degrees of warming. The Council acknowledges the significance of its emissions, particularly from landfills and certain facilities, and is actively working towards addressing these challenges, electrifying its fleet, and exploring alternatives for gas-

heated pools. Degasification of the pools will contribute significantly to the emissions reductions target. In many cases investments in these climate mitigation measures will result in reduced operational costs as well. Our commitment remains firm – to reduce emissions for a sustainable and resilient future.

Grow our understanding of climate impacts and adaptation costs

Natural hazards already pose risks to our infrastructure, and climate change is expected to amplify the frequency and intensity of these events across the city. The physical risks from climate change may not only affect existing infrastructure in the next 30 years but are likely to increase over the longer term.

Due to the lifespan of carbon emissions in the atmosphere, many changes are irreversible. Therefore, it is important to support the city to adapt to the impacts of climate change, due to the long lifetime of infrastructure and assets (50 years or more), high upfront costs and limited flexibility. Understanding climate risks and embedding resilience from the outset is critical to ensuring assets meet their objectives in terms of serviceability, financial return and social outcomes.

We base our planning for climate change on modelling by NIWA for the Wellington Region, which predicts rising sea levels, increased average annual temperatures, rainfall, rainfall intensity, wind intensity, windy days, and drought-like conditions. This anticipates heightened risks from floods, landslides, storm surge, coastal erosion, and inundation, potentially causing loss and damage to infrastructure, biodiversity, and threatening social, cultural, and economic well-being.

While work is underway to better understand our climate change risk exposure, we do not currently have a complete understanding of the asset-level risks and options for adapting our infrastructure to climate change. Therefore, our principal option is to focus on gaining a systematic quantitative understanding of the localised impacts and developing adaptation plans anticipated in the next 30-100 years. Council has undertaken the first step having recently completed the 2023 Climate Risk Assessment Report (risk screening and qualitative assessment) and has led the development of the Wellington Regional Climate Change Impact Assessment.

These reports indicate that our climate change risk profile highlights that Wellington is likely to face increased exposure to various impacts, including coastal inundation affecting water, drainage, waste assets, Council buildings, parks, reserves, and road assets, especially those in low-lying areas.

We are conducting a climate risk assessment of critical public infrastructure in Wellington and developing an adaptation plan for Council-owned assets, enabling us to plan for climate adaptation costs alongside future asset renewal cycles. It is crucial to acknowledge that adaptation costs will rise significantly over time, particularly if emission reduction targets are not met. Our commitment is to adapt and evolve, ensuring the resilience of Wellington in the face of a changing climate.

WCC's climate risk profile across its three risk areas, over time and under each scenario



To increase the climate resilience of our assets and infrastructure we will (a) reduce the vulnerability of existing assets and (b) ensure new infrastructure is fit for a changing climate by embedding climate change adaptation and resilience into our future planning by:

- **2024** - develop a climate adaptation framework to embed climate risk management and adaptation planning into Council's new asset and infrastructure management framework and processes.
- **2025** – undertake quantitative climate risk assessments for Council's assets; and develop processes, guidelines and digital tools to support Council reduce climate risks and make climate-resilient decisions in asset management investments, renewals or upgrades decision-making processes.
- **2026** - develop the Council's first Climate Adaptation Plan that will include asset and infrastructure.

Strategic rationalisation to better manage the overall asset portfolio

Broad options for addressing all the challenges include:

- Continue to make decisions as issues arise and add new assets when existing ones no longer meet requirements.
- Ensure we are more strategic in the management of the of the portfolios of assets we own.

The principal option we have chosen is: Strategic rationalisation to better manage the overall asset portfolio. Our rationale is provided below.

We cannot afford to continue maintaining, operating, and renewing all our assets we have in the way that we have been doing. Adding more assets without considering affordability is also not sustainable. Therefore, we must pause and reset. This means taking a careful look at all our assets and conducting strategic reviews. These reviews should be done by looking at portfolios of assets, considering the bigger picture. We must also take the time to ensure our investments are financially sustainable and contributing towards our community outcomes and LTP priorities.

To address these challenges, we need to be coordinated and considered at a whole of organisation and city level. Recently, the council adopted Te Awe Māpara (Community Facilities Plan), a guide for decision-making on community facilities for the next 30 years. This plan is based on a city-wide needs analysis that highlighted issues with the current network of facilities.

Key challenges include:

- Many of our community facilities are small, ageing, not fit-for-purpose, and many face increased or new risks associated with climate change and natural hazards.
- While the city is well-covered geographically, the design, size and quality of facilities hinder our ability to meet current and future needs as the city grows.

Te Awe Māpara outlines 58 prioritised actions for investigations and planning over the next 30 years, with 26 of these to be completed in the first six years of this LTP.

We have already reviewed our performance venues, focusing on the operational model. The key finding of the report is the Wellington City Council (WCC) operating model for the performing arts venues is sub-optimal and it is not set-up for success. The model in its current form lacks alignment, transparency, and accountability in relation to how civic performance venues contribute to agreed WCC strategies and objectives. There is a significant opportunity to shift to a more effective operating model. In addition, there is a significant overlap between performance venues, civic venues, and civic buildings. It makes sense to review this portfolio of building assets together. A feasibility study will take place over the first 3 years of this LTP to identify options to optimise the operation of this portfolio.

This strategic rationalisation approach is essential for managing our assets efficiently, ensuring financial sustainability and ensuring they align with the city's future needs.

The way we manage our assets must take this strategic approach. Further detail about managing, maintaining and renewing our assets follows.

Knowledge Management

[Summary of asset condition will be included post deliberations]

The foundations for good AM practices are people, processes, systems, and data, as defined in the International Infrastructure Management Manual (IIMM). Quality asset data provides the evidence to enable better investment decision making and cross asset optimisation.

Asset data is generally collected through data capture programmes, or operationally through our service providers and asset managers and their teams.

AM information sets and the systems where they are stored are summarised in the table below. Refer to each AMP (Asset Management Plans) for the complete list of systems specific for each of the activities.

Information Sets

Information	Purpose	Name	Information Type	Activity	Confidence Grades
Financial	Ensures assets that are acquired are registered and subsequently treated according to financial policy and accounting standards.	OneCouncil (Technology One)	Budgets, FAR.	All	
Physical	Captures asset attributes such as size, age, condition, and location	SPM Assets	SPM holds individual assets records, condition data, life cycle analysis and reporting functionality.	PSR, Property	
		RAMM	RAMM holds individual assets records, condition data, maintenance costs, forward works programmes, valuation.	Transport	
	Interactive map-based information	ArcGIS	Aerial photography, property and road boundaries, assets.	Open Spaces, Property, Facilities	
		PowerBI		Transport	
Operational	Job management tool for programming and claiming.	RAMM Contractor	Asset activity information.	Transport	
		OneCouncil (Technology One)	Asset activity information/Work management	ALL	
	For compliance monitoring and reporting	SAP (FM Provider Software – Ventia)	Compliance data (buildings).	Facilities	

Confidence in our asset data improves the confidence in our investment decision making, enabling effective programmes and robust long-term financial forecasts to be developed. Our confidence ratings are based on the criteria outlined below.

Data confidence grades

Confidence Grade	Grade Description
A Very High	Highly Reliable <2% uncertainty Data based on sound records, procedure, investigations, and analysis, documented properly, and recognised as the best method of assessment.
B High	Reliable ± 2-10% uncertainty Data based on sound records, procedures, investigations, and analysis, documented properly but has minor shortcomings, for example the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
C Medium	Reasonably Reliable ± 10-25% uncertainty Data based on sound records, procedures, investigations, and analysis which is properly documented but has minor shortcomings for example the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or significant extrapolation.
D Low	Uncertain ± 25-50% uncertainty Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B is available.
E Very Low	Very Uncertain > 50% uncertainty Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Asset condition is one the of key factors we employ in the development and prioritisation of our programmes of work. Having accuracy and confidence in our condition data is therefore vital to be able to assess and manage the assets in an effective manner.

The current state of our infrastructure assets is summarised in the individual Asset Management Plans (AMPs). The condition scoring regime we use is a standard 1 to 5 scale, 1 being Very Good condition and 5 being Very Poor.

[Summary of asset condition will be included post deliberations]

Condition Rating Scale

Condition Score	Colour	Condition Rating
1	Dark Green	Very Good
2	Light Green	Good
3	Yellow	Fair
4	Orange	Poor
5	Red	Very Poor

The Condition Grade Index (CGI) is the average condition grade of assessed components weighted by their gross replacement cost. This index is used to summarise and monitor overall condition for our assets managed in the SPM information system which excludes Transport. The CGI operates on a different scale to the condition rating which needs to be considered when using for decision making purposes.

Condition Grade Index Scale

CGI Range	Colour	Condition Rating	Description
0-1.499	Light Green	Good	A CGI of less than 1.5 suggests that an excellent condition without any component in poorer condition.
1.5-1.99	Yellow	Fair	Less than 2.0 it is likely that the site is in good to excellent with only a few components in a poorer condition.
2-2.99	Orange	Poor	Greater than 2.5, there is a high proportion of components in a poor condition.
3-5	Red	Very Poor	Majority of components are in a poorer condition.

Changing Technology

Technology plays an important role in how we use and build things like roads and buildings. Thanks to technology, people can now live, work, and have fun in diverse ways. The adoption of technologies has allowed for more flexibility about when and where people live, work, and recreate. The trend towards hybrid working and learning was accelerated during the pandemic and has led to changing patterns of movement and demand which impacts how infrastructure networks perform. Developments in Machine Learning, Artificial Intelligence, Telecommunications Connectivity and Reality Technologies will continue to enable people to easily change how they live. This in turn affects what we need from our infrastructure networks. Technology also impacts how infrastructure is planned, built, and operated.

We now use things like Digital Twins, Mapping Technology and the Internet of Things which enable the modelling, visualisation, optimisation, and prediction of how infrastructure, has and will perform. This investment in technology can increase the resilience, adaptability, and certainty of performance of infrastructure through time and enable it to better meet the strategic outcomes of the city. The Council is presently investing in an Underground Asset Map which will provide more reliable, accurate and complete data about the location of underground services. This map of the underground space in the city will enable more certainty for people planning, building, maintaining and operating infrastructure in the city and is foundational to improving the administration of the space within the city’s streets and public spaces.

Maintaining existing assets

We manage our assets through a mix of reactive and proactive investment as we set out to work under a ‘lowest whole of life’ framework. This will always be based on our asset data and as the maturity of our asset management progresses, we will achieve better outcomes with our investment. Organisation maturity combined with better decision making will deliver better outcomes.

Improvement of our asset data has been a focus leading up to the current LTP. We are now more confident of the integrity of our asset data across many of the asset groups and this provides a solid foundation for the current LTP. Maintaining what we have is not always the right thing to do. Maintenance investment is considered in relation to the renewals programme to optimise both intervention timing and level of service across the assets. When the operational and maintenance costs of retaining an asset are equivalent to building new, this may be an indication to dispose of the asset and build a new one that meets the community needs.

Renewals

Our approach to asset renewals is centred on progressively restoring and renewing individual assets that have reached the end of their useful life. The goal is to bring these assets back to their

original condition or capacity, ensuring they meet required levels of service. However, before a decision is made to renew any assets, we determine if the asset is still required and if so, if a like for like replacement is required or an upgrade.

Our capital investments cover three investment streams:

- Renewing existing assets: Preventing assets from failing to support levels of service by systematically renewing them.
- Upgrade, creation, or purchase of new assets: Addressing growth in demand or changes to levels of service by investing in new assets.
- Investment in assets that are held for financial return or future opportunity value: Investing in assets that provide a financial return or have potential future value.

Renewal and replacement strategies are determined based on:

- Risk – Action is justified if there is a risk of failure and associated safety, financial and commercial effects.
- Asset Performance – renewal is necessary if the asset fails to meet the required levels of service and compliance.
- Economics – Renewal is considered when it is no longer financially sensible to continue to repair the asset.

Renewal and replacement needs are identified through:

- Analysing condition reports
- Maintenance records (asset failure and expenditure history)
- Service records
- Observations by staff and contractors

Short and long-term asset renewal programmes are prepared based on identified forecasted renewal needs, considering remaining asset lives criticality and risk. Deferred capital renewals will be planned for future inclusion in programmes.

Renewals investment is prioritised to balance levels of service and lowest cost of life for asset groups, aligned with resilience and strategic goals such as mode shift and emissions targets. Decisions are complex across the Council's infrastructure due to varying asset lives requiring coordination for optimisation of investment, where the level of investment for renewals is balanced with affordability, asset consumption and the Council's levels of service. Where less than 100% of renewals are forecasted it is imperative that this risk is well understood and signalled in terms of asset consumption, and service decline. Where infrastructure has been funded sub-optimally, we will identify any backlog and focus on remediation that will address this risk in subsequent years. The Council has where practicable constrained renewals and assumed some risk across sections of our infrastructure (predominantly in our built environment) with the knowledge and data to support this risk by identifying renewal backlog and forecasting this into later years 2034 –2054, where any degradation is addressed. This information and knowledge is available through the recent implementation of our Asset Management Information System (SPM) and a comprehensive condition assessment survey for our built environment.

This approach, in deferring renewals to sections of our infrastructure is to help manage risk and focus as much as possible on our biggest challenge which is immediate investment repairing the City's water network and earthquake prone buildings, as well as how we adapt to climate change impacts.

Prioritising the interventions and work programme for affordability

New infrastructure is expensive. To manage and operate our assets in a financially sustainable way as well and delivering to meet the needs of our communities, growth, and climate change, we need to take a strategic and integrated approach. We are applying the hierarchy of interventions, as described in the New Zealand Transport Agency's Planning and Investment Guidance and in alignment with the Infrastructure Commission, considering lower cost interventions before higher cost interventions. This includes:

- Integrated land use and infrastructure planning.
- Manage demand through behavioural science techniques such as pricing, redesigning services, and using technology.
- Making best use of existing infrastructure by optimising levels of service.
- Using best practice business cases and planning and prioritising to inform good decision making when investing in infrastructure.

The overall approach to prudently managing our financial position for the 2024 LTP is outlined:

- Reprioritise and rephase the capital programme as follows:
 - Complete works underway – examples include things like the Town Hall, Te Matapihi Central Library, parking enforcement technology roll-out etc.
 - Deliver what is legislatively / contractually required – examples include Housing Upgrade Programme phase 2, multi-year contracts, earthquake strengthening, delivery of the Te Awe Mapara Community Facilities Network Plan which has now been adopted.
 - Infrastructure deficit / challenge – Invest in areas where there are significant infrastructure challenges, such as three waters and transport.
 - Incorporate regulatory and non-built solutions – Invest in policy frameworks and nature-based solutions such as water sensitive urban design to limit the need for infrastructure investment.
 - Reprioritise and rephase – rephase, reprioritise and rescope the remainder of the capital works programme so that it is evenly distributed over the following ten years of the long-term plan and beyond and fits within the available budget parameters.
- Maintain financial capacity for the future
 - Investment portfolio – explore whether the current investment portfolio can be better utilised and targeted towards dealing with the city's natural hazard risks and insurance costs pressures.
 - Renewals – update renewal programmes to reflect better asset data that has been developed and defer what we can on non-critical assets, without impacting too severely on asset risk. We have set a target of funding renewals at 75% of the anticipated need, in all asset categories except 3 waters. This will occur for the first 10 years (2024-2034). An increased budget from 2034 will be programmed to catch up. Within this financial constraint, we will ensure that within different activity classes, renewals are prioritised based on criticality and where assets are in the poorest condition.
 - Revenue – increase revenue and explore alternative funding sources where appropriate.
 - Levels of service – explore adjustments to levels of service over time. We will undertake a review of all our levels of service in the first 3 years of this LTP and identify whether we can close the gaps over the years 11 to 30 period, or whether to adjust levels of service downwards.

- Adjust to external cost pressures
 - Pause and reset – develop a clear strategy for dealing with the Council’s earthquake prone buildings. This will enable robust decisions on these venues to be made as part of the 2027-37 LTP.
 - Integrated delivery – ensure there is better integration and trade-offs between existing work programmes to drive efficiencies.
 - Work within tight budget parameters – this means operating within set inflation envelopes for key areas, requiring business units and some CCOs (Council Controlled Organisations) to take a more commercial approach / secure external funding to improving baseline funding position.

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.

Principal options by activity

Three waters

Wellington's three water services of water supply, wastewater, and stormwater management are delivered through an extensive network of pipes and associated infrastructure.

It is well known that there are significant constraints and levels of service issues across all the three waters assets. These issues will be exacerbated further with population growth across Wellington, impacts from climate change and increasing environmental regulation.

These issues include:

- Additional infrastructure and water storage to cope with increasing demand.
- Leaking pipes and increased service interruption.
- Increased uncontrolled wastewater overflows to the environment.
- Flooding.
- A significant and growing backlog in renewals.
- Deteriorating asset condition as the networks age.

The impacts of growth on our levels of service are minor compared to the existing levels of service issues which must be addressed in parallel with our growth aspirations.

To accommodate future population growth in the Wellington City Council area, there will need to be significant upgrades to 3-waters infrastructure, with intervention needed to meet growth in the following way.

- Central City (in Te Aro, Adelaide Rd), Newtown, Johnsonville, Tawa – immediate and significant intervention to meet short term growth forecasts to create development capacity in the 3- water networks.
- Newlands, Mt Cook, Mt Vic, Hataitai, Aro Valley, Berhampore, Island Bay, Khandallah, Ngaio, Crofton Downs - short term interventions to meet medium-term growth forecasts and create development capacity in the 3-water networks.
- Karori, Kelburn, Brooklyn, Thorndon, Churton Park, Lyall Bay, Kilbirnie, Miramar – medium term intervention to create development capacity in the long term.
- Greenfields – short to medium term structure planning in place to lead long term outlook for future development led by others.

Council's role

It is a core statutory role of the Council to provide safe drinking water, manage storm water, and take away and treat wastewater. This service is delivered through the three waters pipe network and associated infrastructure.

The Council set up a Council Controlled Organisation – Wellington Water Limited (WWL) – in 2014 to manage the three waters services and assets. Other shareholders include five other councils in the region (Hutt City, Porirua City, Upper Hutt City, South Wairarapa District, and Greater Wellington Regional Council).

The repeal of the Three Waters Legislation reverts to council ownership and control of water assets, with increased environmental regulation around discharges. Existing arrangements will be retained for the 2024 LTP and associated planning documents. That is, the Council will continue to

own three water assets and fund the service. Wellington Water will continue to plan and manage the network as well as deliver the service on behalf of the Councils.

Wellington Water is governed by a Board of independent directors, the chair of which reports to the Wellington Water Committee. The Wellington Water Committee is made up of representatives from each of the shareholding Councils and is responsible for providing overall leadership and direction for Wellington Water.

Wellington Water use these five regional strategic priorities to provide advice.

- Look after existing infrastructure.
- Support a growing population.
- Sustainable water supply and demand (and more resilience in times of shortage).
- Improving environmental water quality.
- Achieving net zero carbon emissions.

Wellington Water's advice in the 2024 – 2027 LTP was to investment primarily in 'Looking after existing infrastructure', sustainable water supply and demand, and 'improving environmental water quality'.

Wellington Water are accountable for managing the asset management function including asset condition assessment on behalf of WCC. Whilst the asset management and planning function continues to improve, there are still some data gaps exist, as highlighted below.

During the last 3 years Wellington Water completed an assessment of Very High Critical Assets across our 3 waters network and provided investment advice as part of the 2024 LTP.

Wellington Water assessed the below;

- 189km which is about 8% of total pipes.
- 65 or 100% of the reservoirs.
- 35 or 28% of the pump stations.
- 60 wastewater treatment plant assets were selected for detailed investigation.

The asset assessment will inform Wellington Water's physical works programme. The biggest risks are assets in poor or very poor condition, and these will be prioritised for replacement. Reservoirs also need remedial works for safety and contamination risks.

The three waters assets are discussed separately below:

- Water supply
- Sewerage and the treatment and disposal of wastewater
- Storm water

Water Supply

Strategic direction

Clean, safe water is essential for residents' quality of life and wellbeing, and a reliable water supply is essential to support business activity in the city.

Wellington Water manages the bulk water network on behalf of the GWRC. The treated drinking water that WCC receives is drawn from the Te Awa Kairangi/the Hutt River, the Waiwhetu Aquifer and the Wainuiomata and Orongorongo rivers, is stored in the reservoirs across the city, and is distributed through the drinking water supply pipe network.

Effective water supply services are crucial to achieving Council's five outcomes and aligns to one of the Council's nine priorities – *"Fix our water infrastructure and improve the health of our waterways."*

As the city grows, additional drinking water storage facilities and network upgrades are required to facilitate this growth. New assets can also provide sufficient capacity for existing shortfalls against target levels of service.

Asset overview

Our assets are valued (Optimised Replacement Value) at approximately \$x million as at 30 June 2023 and include:

- 921km water pipes
- 68 reservoirs/tanks
- 34 pump stations
- 98,000 valves, hydrants
- 72,000 service laterals

Asset condition and lifecycle

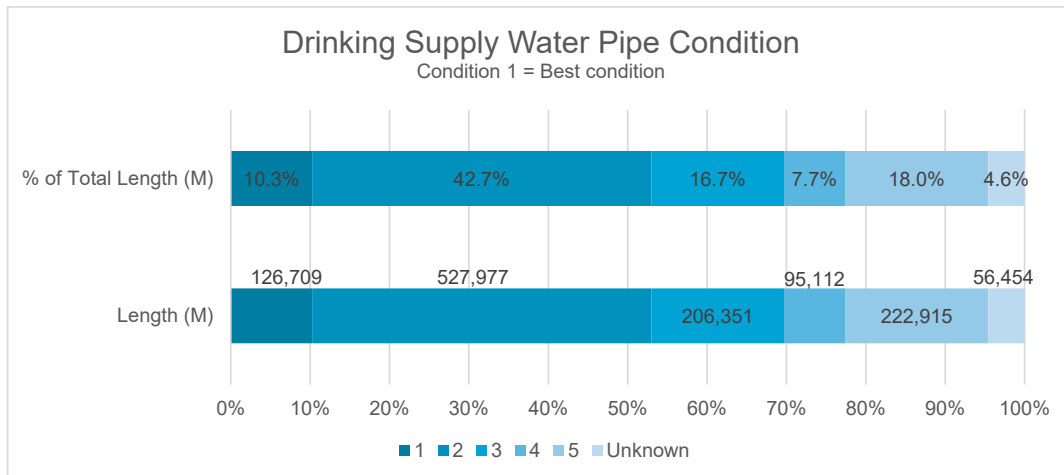
[Summary of asset condition will be included post deliberations]

Data Confidence Rating

The results of the Very High Critical Assets condition assessment indicate that majority of the critical pipes fall between 'very good and moderate' condition. However, over 25% are in poor or very poor condition. There is low confidence in the condition assessment due to the volume that is assessed through desktop assessment.

Cast iron pipes in the Wellington central city area are well past their useful life with a failure history and material deterioration confirmed by laboratory analysis. Overall, water supply assets are in moderate condition with an estimated average remaining useful life of 30-40%.

Data Source and Description



Level of service and performance

Council's role is to provide a secure supply of safe and healthy drinking water to communities and businesses. There are a range of technical performance indicators that measure water quality standards, overall performance of the network, and customer satisfaction with the service.

While water is delivered to households and businesses and meets health standards, the current water supply network has material challenges and is not achieving some of the agreed levels of service. The water supply network has a substantial number of assets that have exceeded their expected useful life. Approximately 31% of drinking water is lost through the public pipe network, which is very poor according to international benchmarks, and an estimated further 10% within private property. This is costly and requires increasingly severe water restrictions over summer periods when rainfall is less and source capacity decreases.

There are gaps in our knowledge about assets. This knowledge is essential to help WWL to intervene with planned maintenance or replacement before assets fail, and to drive an ongoing programme of renewal and enhancement. Currently response times to repair leaks in the network are consistently not being achieved. In the 2021 LTP, auditors have highlighted the ability of Wellington Water to report accurately against their measures.

Achieving the desired level of performance from the network will require significant additional investment over the next 30 years.

See Council's annual report for further information on levels of service and performance.

Key challenges

This activity group is affected by all the identified key challenges.

- Aging and declining condition of infrastructure** – Around 30% of the drinking water network have passed or are approaching the end of life, and more than 50% is expected to require replacement within the next 30 years. Wellington is acutely aware of the condition of the city's pipes, fittings and service connections resulting in significant loss of its water supply through leaking pipes. In many cases the pipelines will require replacement ahead of their useful expected end-of-life due to the impacts of factors such as operating pressure and ground movement (including from seismic activity). These factors are a particular issue for the asbestos-cement pipes that make up around 25% of the existing water distribution network. The premature failure of asbestos cement pipes will necessitate bringing forward renewals on these assets. When these assets are replaced, they are replaced with modern resilient materials.
- Population growth and changing demand** – The proposed growth in our northern suburbs (Johnsonville and Tawa in particular) will have significant additional demand on

the existing water storage reservoirs leading to a much lower level of operational and seismic resilience volume stored in the event of an earthquake and increases the risk of reservoirs being drawn down to dangerous levels in the peak summer months. This reduction of the level of service increases the risk of loss of supply to customers should such issues occur. Our aging and leaking water supply system exacerbates the problem. Growth studies¹ undertaken by WWL since the last LTP have been completed, which has helped to identify what work is needed to support our 30-year growth vision and to help quantify the level of investment required for this growth. Capacity is available in the short term for non-complex and smaller scale developments. However, in the medium- and long-term significant upgrades to network infrastructure are required to accommodate growth to ensure compliance with the National Policy Statement on Urban Development.

- **Mitigation and adaptation to climate change** – Climate change is leading to an increase in extreme weather events, including extreme rainfall events and landslips which leaves water assets vulnerable to disruption, as well increased droughts which increases the risk of water shortages. Sea level rise and rising groundwater tables associated with climate change also have an impact on underground water assets and additional work is required to help us better understand the impact this will have on our infrastructure. The 2023 Climate Risk Assessment Report highlighted coastal inundation causing asset damage to 3 waters infrastructure as one of the highest ranked risks, with a growing trend towards 2050 and 2100. Without adaptation, further climate-related changes are projected to have substantial impacts on water resources.
- **Earthquake hazards** – The ground our three water assets are in is subject to earthquakes and other natural hazards which leaves them vulnerable to disruption.
- **Affordability and deliverability** – The volume of work needed to keep pace with the aging assets and growth is unaffordable under the current funding environment and climate change impacts. Furthermore, the capacity of the construction market to deliver is limited. Due to increased environmental standards the requirements and costs for gaining and implementing resource consents is becoming more challenging and expensive. The number of leaks reported and detected has increased over the past few years and at the same time the cost to fix each leak has significantly increased due to increasing costs of traffic management, health and safety, and other inflationary costs on contractor resources. The net result of all of this is a large repair backlog and increasing levels of customer dissatisfaction.

Principal options

This activity and related solutions primarily contribute to the priority “*fix our water infrastructure and improve the health of waterways.*” We will also take every opportunity to apply each of the strategic approaches.

The following shows how we have used the strategic priorities and applied the overarching principal options to identify specific options to address the key issues for this activity group.

- **Strategic rationalisation to better manage the overall asset portfolios** – We will prioritise fixing drinking water supply leaks over investment in additional supply as this will increase supply reaching customers.
- **Prioritising interventions and the work programme for affordability** – For operational and financial efficiency and overall affordability we will prioritise repairing and replacing assets in very poor and poor condition and those with the highest criticality.

¹ Undertaken for Tawa, Johnsonville, CBD and Newtown

Issues and options

Note the following table is awaiting additional information from Wellington Water. To be updated after the 15 Feb Committee decisions.

Issues	Options	Decision Date	Delivery Timing	Costs	Risks and Implications
Aging assets and significant leaks across the water networks Around 41% of our water is lost through leaks in the water system which reduces our supply capacity.	Managing water demand through education.	2024	2024	\$2m (detailed business case) - OPEX	
	Finding leaks through installing more water meters in the network. (Preferred)		2024 2027-2030	\$3m (pressure control valves) - CAPEX \$130m (residential smart meters) - CAPEX	
	Reactive approach to repairs and maintenance	2024	Annual	<u>Opex</u> \$41.6m	This is a high-risk approach, insufficient to meet legislative requirements under the Water Services Entities Act 2022 Expected to result in: <ul style="list-style-type: none"> • non-compliance with regulations • legal consequences • risk to public health • increased leaks • reactive maintenance budgets exhausted within six months • inability to address unforeseen events
	Do minimum (an increase in planned and reactive maintenance)	2024	Annual	<u>Opex</u> \$53.5m	Expected to result in: <ul style="list-style-type: none"> • An increasing leak backlog. • Increasing levels of public dissatisfaction • Potential regulatory consequences • Risk to public health
	Close the backlog of repairs (preferred)	2024	Annual	<u>Opex</u> \$66.2m	Expected to result in: <ul style="list-style-type: none"> • A progressively decreasing leak backlog • Reduction in water loss from the network. • Increasing levels of public satisfaction
Reservoir capacity and water supply Wellington is an earthquake prone city, where the likelihood of emergency needs are significant.	Replace Bell Rd reservoir (has exceeded 100-year life and is in very poor condition)	2027	Timing and scale of investment will be determined through	Not identified at this time but indicative costs are \$90m to replace one reservoir.	After the more recent earthquakes, some additional resilience water storage was put in place across the city. More permanent structures such as reservoirs will need to

<p>Due to climate change, droughts are expected to become more common and more severe in Wellington over the coming 30 years, which will impact on water supply.</p> <p>We have Detailed investigation of the recommended water supply reservoir</p> <p>(Preferred)recently invested in a 35 Mega Litre Omaroro Reservoir that is now in service, increasing resilience to the central city.</p> <p>Additional water reservoirs are required to increase storage in the event supply pipes are disrupted. Two reservoirs are needed – one for the Northern suburbs, and one for the Kelburn area to improve the city's resilience.</p> <p>Additional upgrades and water reservoirs are required to facilitate the 30-year growth vision for Wellington across our priority growth areas</p>	<p>Moa-i-te-ra Reservoir - NEW</p> <p>Other options include education, and support for self sufficient water storage.</p> <p>Develop Council Climate Adaptation Plan for Critical Assets & Infrastructure (preferred)</p>	<p>further analysis.</p>	<p>be factored into long term planning.</p> <p>Council Climate Adaptation Plan to be developed to inform the long-term water supply planning and investment.</p> <p>Wellington Water to undertake detailed growth assessments.</p>
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NOTE: Dollar amounts are indicative for out years and will be refined as more information is available and the implementation period draws closer.

Water Supply Activity Opex and Capex forecast

[Financial tables to be inserted post deliberations]

Sewerage and the treatment and disposal of sewage

Strategic direction

The primary purpose of the wastewater service is to protect public health by ensuring the wastewater is safely removed from private property and other public spaces. There is now an increasing focus on reducing the risk of illness and the environmental effects of discharges to waterways and the sea.

The City will need to change to comply with the freshwater quality standards set out in the National Policy Statement-Freshwater Management (2020) (NPS-FM) by 2040. This regulation seeks to reduce the risks to public health from recreation/food gathering, prevent further degradation to receiving waters, and respect the aspirations of iwi and communities to restore Te Mana o Te Wai.

The state of our wastewater assets must improve if we are to meet the level of service demanded by the NPS-FM and expected by mana whenua and our communities. We need to replace poor condition pipes and remove systemic overflows that divert sewage into the stormwater system which occurs when the wastewater system is overloaded during heavy rainfall.

Failures in the wastewater system are detrimental not only to environmental and human health, but also to the City's reputation. The Mayoral Taskforce made a clear statement regarding Wellingtonians' collective expectation for an improved level of service for wastewater.

Asset overview

Our assets are valued (Optimised Replacement Value) at approximately \$x million as at 30 June 2023 and include:

- 1,077 km pipes
- 15km tunnels
- 39,000 valves and fittings, including manholes and access chambers
- 69 Pump Stations
- Two treatment plants (Moa Point and Kārori)

Asset condition and lifecycle

[Summary of asset condition will be included post deliberations]

The wastewater treatment plants are reaching an age where many of the components will require renewal over the next 25 years.

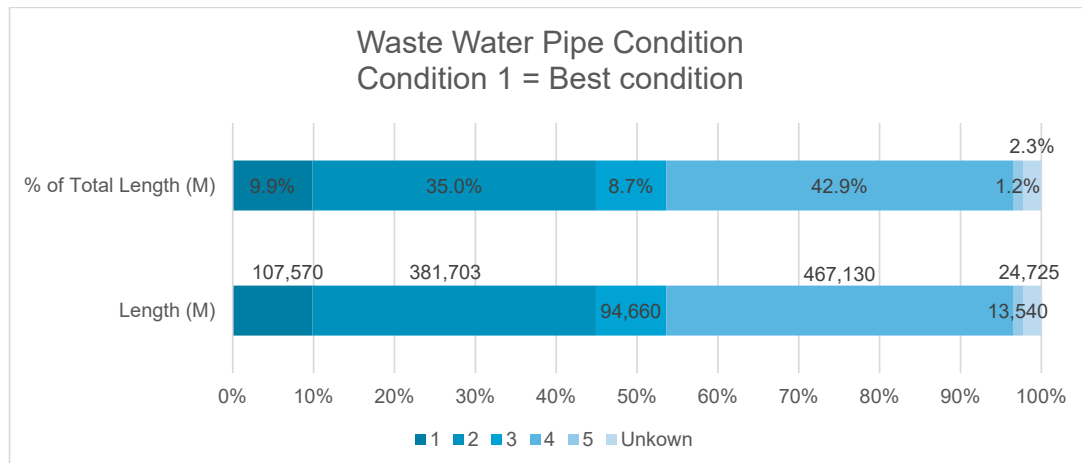
Data Confidence Rating

44.1% of the wastewater pipe network is in poor or very poor condition. Level of confidence of this information is low, due to the high proportion of desktop assessment.

Wastewater assets include the Leachate Collection System. These assets are in moderate to good condition with an estimated average remaining useful life of 55%. There have been some minor seepages of leachate but additions have been made to the Leachate Collection System to intercept these seepages.

Data Source and Description

Building assets are managed in SPM Asset Software. This includes individual asset records, asset registers, condition data, lifecycle analysis and reporting functionality.



Level of service and performance

The sewerage network delivers a base level of service to households and businesses well. Construction is underway on a new sewage sludge minimisation plant at Moa Point which will improve levels of service when operational in 2026. Sludge is created through transportation and processing of wastewater. The facility will remove water and bacteria from the sludge treatment plant, which means significantly less sewage sludge being landfilled, reducing costs of transportation and disposal. There is also potential reuse or recovery of the remaining organic matter which could remove even more waste from landfill.

While the waste treatment and disposal aspect of the service has received significant investment and levels of service will materially improve in the future, there remains a few performance issues in the remainder of the network. The primary issue with the remainder of the network is overall age, condition, and capacity constraints in parts of the network. The legacy design of the three waters network means that blockages or high rainfall events regularly results in overflows into the stormwater network and natural waterways, and this creates public health risks. Network capacity in parts of the city also constrains growth.

See the Council’s annual report for further information on levels of service and performance.

Key challenges

This activity group is affected by all the identified key challenges.

- **Population growth and changing demand** – The changing expectation for freshwater management means that with regular overflow occurrences we are not meeting the new standards. Applications for Global Consents under this requirement are underway. These consents will result in requirements to upgrade wastewater system, incurring additional costs. Furthermore, any waste discharge into freshwater is culturally offensive to Māori and mana whenua.
- **Aging and declining condition of infrastructure** – More than 1,000 km of public wastewater network has been developed over the past 125 years and many parts of it are now ageing and in poor condition. The outdated legacy design, which involves redirecting wastewater to freshwater or stormwater during periods of high flows or blockages, presents a significant challenge in attaining the objective of preventing wastewater from entering freshwater sources. The wastewater system experiences regular blockages and overflows, posing both offensive and environmentally harmful to consequences. The system is prone to overload during rainfall, and it also leaks, allowing stormwater ingress during wet weather and wastewater discharge during dry weather.
- **Mitigation and adaptation to climate change** – Climate change is leading to an increase in extreme weather events, including extreme rainfall events and landslips, which exacerbates wastewater overflows. Sea level rise and rising groundwater tables associated with climate change also have an impact on underground water assets. The Moa Point and Porirua Wastewater Treatment Plants are located outside flood inundation zones, meaning the key vulnerabilities in wastewater system are associated with infiltration of the pipe network.
- **Earthquake hazards and earthquake prone buildings** – The ground our three water assets are in are subject to earthquakes and other natural hazards which leaves them vulnerable to disruption. There was some localised damage of the wastewater network around the Port in 2016.
- **Affordability and deliverability** – The volume of work needed to keep pace with the aging assets and growth is unaffordable under the current funding environment. Furthermore, the capacity of the construction market to deliver is limited. Additionally, due to changing standards the requirements and costs for gaining resource consents is becoming more challenging and expensive.

Principal options

This activity and related solutions primarily contribute to the priority “*fix our water infrastructure and improve the health of waterways.*” There is also a strong contribution to “*collaborate with our communities to mitigate and adapt to climate change,*” and “*transform our waste system to enable a circular economy.*” We will also take every opportunity to apply each of the strategic approaches.

The following shows how we have used the strategic priorities and applied the overarching principal options to identify specific options to address the key issues for this activity group.

- **Prioritising growth areas and changing demand** – Higher standards to meet for Wastewater Global Consent. At times of heavy rainfalls enter our wastewater network which often leads to wastewater overflows into freshwater or marine environment. This is a compliance and environmental issue which will be addressed in the new global consent lodged by Wellington Water with the Wellington Regional Council. This new consent is likely to result in more stringent consent conditions. The cost of meeting consent requirements will be significant, including significant upgrades to ensure our overflows are mitigated. Consents have been lodged. Once finalised we will be in a better position to understand options around investment requirements. This is expected to be by 2024-2025 and will help to inform the next LTP. Assumptions have been made and included in the planning of the maintenance and renewals activities.
- **Targeting emissions reductions to the greatest gains and operational efficiency** – We have prioritised completion on the sewage treatment plant to remove sludge from the landfill. We will also prioritise building capacity in the network to remove overflow into the stormwater system and improve the health of our waterways.
- **Grow our understanding of adaptation impacts and costs** – As we find and repair leaks in the wastewater pipe network, we will seek to understand the sea level rise issues and include any mitigation as we go.
- **Prioritising interventions and the work programme for affordability** – For operational and financial efficiency and overall affordability, we will prioritise repairing and replacing assets in very poor and poor condition and highest criticality.

Issues and options

Note the following table is awaiting additional information from Wellington Water. To be updated after the 15 Feb Committee decisions.

Issues	Options	Decision Date	Delivery Timing	Costs	Risks and Implications
<p>Aging assets and significant wastewater overflows</p> <p>The wastewater system experiences regular blockages and overflows which are offensive and harmful to people and the environment. The system can be overloaded in rainfall and leaks, letting stormwater in during wet weather and letting wastewater out during dry weather. Private lateral pipes also leak and are sometimes mis-connected to the stormwater system, allowing pollution directly into our streams and coast.</p>	<p>Ongoing repairs to improve the water network.</p> <p>Provide for growth as part of the renewal programme – for example replace with larger pipes.</p> <p>Critical renewals include:</p> <ul style="list-style-type: none"> • Eastern Trunk Main • Airport wastewater treatment triplicate interceptor • Pump station renewals 	<p>Ongoing annual investment will be required</p>	<p>2024/25</p>	<p>\$32.5m</p>	<p>This budget only allows for leak detection and leak repairs to be maintained at current levels.</p> <p>Raw sewage would enter the centre in a collapse. The Airport has started redeveloping the logistics centre and the risk collapse through construction is expected to increase. There is a contingency in place to pump sewage around the site if a collapse occurred, but this would be an OPEX cost to Council.</p> <p>As with the Eastern Trunk Main, the inside of one of the pipes is corroding and it is at very high risk of collapse. Collapse will result in sewage spilling out through the Airport and Kilbirnie in wet weather. Would be inefficient to renew this section in isolation of the other sections. Some procurement issues securing a contractor to do the work.</p> <p>Pump stations are critical assets that need a replacement plan to avoid asset failure. Failing to plan increases risk of wastewater overflows</p>

					impacting the environment and public health. Pumpstations.
<p>Carbon emissions and constraints on waste minimisation</p> <p>Our efforts to minimise waste and reduce carbon emissions at the landfill are hampered by the requirement for wet sewage sludge disposal at Southern Landfill. The Sludge Minimisation Facility is under development which will remove residual water from the sludge, reduce its volume and render it inert and no longer a biohazard. The new consents for Southern Landfill from 2026 will need to retain the provision to accept the small amount of inert dry solids until a sustainable market for end-of-life use has been found.</p>	<p>This option was consulted on in the 2021 LTP and is currently under construction.</p>	2021	2023-2026 Operational by July 2026	\$208m	<p>This is a positive step for reducing carbon emissions and moving towards a circular economy.</p>
<p>Wastewater Treatment Plants are aging</p> <p>The Moa Point and Western Wastewater Treatment Plants require significant renewals as many of these assets are at the end of their useful life. Without renewal they are operating under a reactive approach and things are only fixed or replaced when they break. There is little redundancy in the system making repairs difficult.</p>	<p>Invest to meet compliance requirements (preferred).</p> <p>Invest to meet compliance and growth requirements.</p>	Information pending	\$72m over 3 years.	Information pending	<p>Reactive asset replacement results in an extend period of non-compliance, odour issues and impacts to water quality while design is completed, and parts are procured.</p>
<p>CBD (Central Business District) Wastewater Network</p> <p>The effects of a wastewater failure in the CBD is exponentially worse than in other areas.</p>	?	?	?	?	?

NOTE: Dollar amounts are indicative for out years and will be refined as more information is available and the implementation period draws closer.

Wastewater Activity Opex and Capex forecast

[Financial tables to be inserted post deliberations]

Stormwater drainage

Historically, the purpose of our stormwater system has been to drain rainwater from homes, premises, and roads to prevent flooding that creates risks for public health and safety. The physical assets include pipes, culverts, and sumps, but the performance of the system is also highly dependent on overland flow paths, open channels and streams that carry the water around, rather than through individual properties, and enable the safe passage of stormwater when the pipe network is at capacity.

Streams have also been piped over time to enable the development of roads, buildings, and other city infrastructure. The stormwater systems around the city have been designed to a range of

standards accommodate certain volumes of rainfall, meaning that some parts of the city are more prone to flooding than others.

Traditionally, stormwater has been about gravity drainage of rainwater. Increasingly however, it is also about water quality and environmental concerns, such as fish passage and a desire to 'daylight' pipes streams. This is a challenge to the traditional asset management approach.

A further challenge is the changing climate and sea level rise. The existing assets were not designed with these changes in mind, and therefore the stormwater network is increasingly unfit for purpose. Seawater intrusion is now significant, and we need a greater level of granularity to understand how to meet this challenge now and into the future. For example, we will need to pump more stormwater in future. The current setup was not designed as a pressurised network.

The existing stormwater systems discharge directly into the environment, but it is now recognised that stormwater is a source of contaminants that can impact on water quality and ecosystem health. Heavy metals (such as zinc and copper), hydrocarbons, sediments and nutrients enter the water from areas of urban development causing acute and chronic toxicity to the indigenous fish and invertebrates that once thrived in our city's waterways. Changes in flow during small to moderate rainfall can also cause erosion in streams, and the discharge of 'hot' stormwater in summer rainfall can be detrimental to downstream ecosystems.

Taken all together, the adverse environmental impacts of the stormwater system can extend through the entire stream system to the harbour, where sediments smother life on the seafloor. Wastewater that enters the stormwater system either through leaking wastewater pipes, constructed overflows from the wastewater network or illegal connections, creates a significant public health risk and prevents safe swimming in our streams or coastal waters following even moderate rainfall. It also impacts on the aquatic life and biodiversity of these water bodies. These matters need to be addressed in response to the National Policy Statement for Freshwater for the network to be compliant. This will require significant investment, including in nature-based urban environment solutions.

Asset overview

Our assets are valued (Optimised Replacement Value) at approximately \$7,633 million as at 30 June 2023 and include:

- 729km of pipes
- 3km tunnels
- 2 Pump stations
- 28,000 fittings

Asset condition and lifecycle

[Summary of asset condition will be included post deliberations]

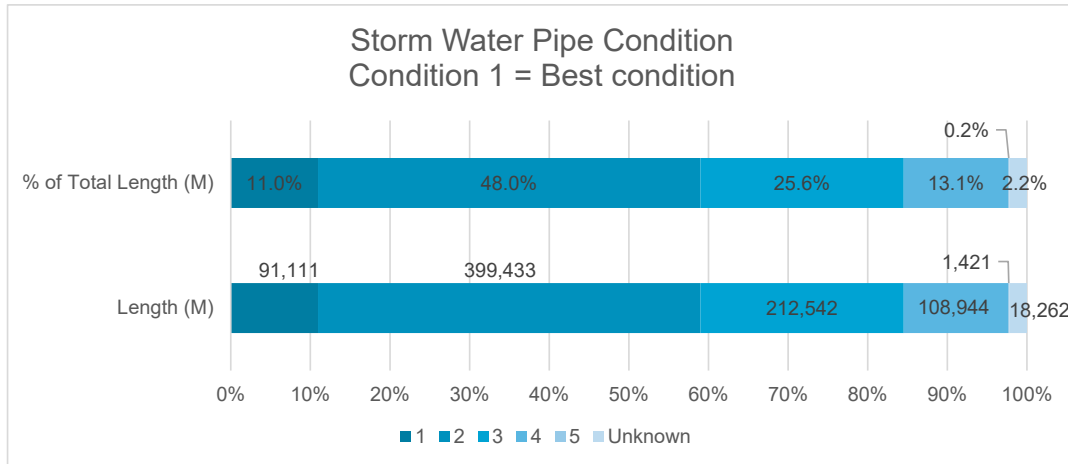
Data Confidence Rating

38.7% of storm water pipes network are in poor or very poor condition. Level of confidence of this information is low, due to the high proportion of desktop assessment.

Stormwater assets include the main stormwater tunnel which conveys the Carey's Gully stream past the active landfill area. These assets are in moderate to good condition with an estimated average remaining useful life of 55%.

Data Source and Description

Building assets are managed in SPM Asset Software. This includes individual asset records, asset registers, condition data, lifecycle analysis and reporting functionality.



Level of service and performance

The stormwater network, while old, still generally performs as designed. Stormwater is discharged into the surrounding natural waterways and then the harbour and sea. There are instances after rainfall events when stormwater is contaminated, and the sea and waterways become polluted resulting in some temporary closures. Environmental standards and community expectations around water quality have changed since the network was built and to meet those will require more education and improved infrastructure.

There are small number of areas in the city that are also impacted by flooding in high rainfall events. This is exacerbated when the rainfall events coincide with high tides. Climate change will result in more frequent high rainfall events in the city and therefore additional investment will be required in the stormwater network over the next 30 years.

In high rainfall events stormwater enters the wastewater network causing overflows which impacts streams, the marine environment, and low-lying habitats.

Key challenges

This activity group is affected by all the identified key challenges.

- Population growth and changing demand** – Where and how we design additional housing has a significant impact on our stormwater network and to some extent has been managed through our Proposed District Plan, using hazard mapping and requiring on-site containment. We know that Tawa suffers from extensive flooding and due to its topography and overland flow path restrictions and that there is a lack of a capacity in the Porirua Stream. However, we know that there are areas that are already flooding due to undersized pipes. New legislation will have an impact on the stormwater level of service The Greater Wellington Region Council (GWRRC) Natural Resources Plan gives effect to the National Policy Statement - Freshwater Management via Whaitua te Whanganui-a-Tara ('Whaitua'). This will in turn require improvements in wastewater overflows, wastewater dry weather leaks and stormwater contaminants. The status quo will not satisfy these increased requirements. This links to our investment in wastewater and is a significant strategic driver of change across this sector. Green infrastructure will also need to be factored in more to help manage stormwater runoff in terms of quantity and quality.
- Ageing and declining condition of infrastructure** – The stormwater system now has an average age of xxx years and was designed for weather patterns at that time did not take into account global warming and sea level rise. Global warming and sea level rise were not on the radar at that time so we will require investment to ensure that that we have appropriately sized pipes to accommodate these.

- **Mitigation and adaptation to climate change** – Stormwater is closely linked with roading, flooding and land use. With climate change, stormwater management is likely to be a constraint on the future shape of Wellington. The challenges with managing stormwater are expected to increase over time as the frequency of heavy rain events increases, sea level rise makes it more difficult for stormwater to discharge, and as growth and intensification reduces ground permeability and impacts on overland flow paths. Historically our stormwater planning has not been cognisant of climate change challenges such as more intense rainfall and sea level rise. Our stormwater outlet systems are becoming less effective within our harbour due sea level rise within low lying land.
- **Earthquake hazards and earthquake prone buildings** – The ground our three water assets are in are subject to earthquakes and other natural hazards which leaves them vulnerable to disruption. Several earthquakes have also contributed to damage of many assets.
- **Affordability and deliverability** – The volume of work needed to keep pace with the aging assets and growth is unaffordable under the current funding environment. Furthermore, the capacity of the construction market to deliver is limited. Additionally, due to changing standards the requirements and costs for gaining resource consents is becoming more challenging and expensive.

Principal options

This activity and related solutions primarily contribute to the priority “*fix our water infrastructure and improve the health of waterways.*” There is also a strong contribution to “*collaborate with our communities to mitigate and adapt to climate change.*” We will also take every opportunity to apply each of the strategic approaches.

The following shows how we have used the strategic priorities and applied the overarching principal options to identify specific options to address the key issues for this activity group.

- **Prioritising growth areas** – We will prioritise investment in storm water filtration and flood protect in conjunction with or ahead of transport infrastructure investment, public realm upgrades or housing development.
- **Targeting emissions reductions to the greatest gains and operational efficiency** – For operational efficiency, we will prioritise investment in storm water filtration and flood protect in conjunction with or ahead of transport infrastructure investment, public realm, or housing development.
- **Grow our understanding of adaptation impacts and costs** – We will focus on understanding where the greatest flooding risks are and prioritise investment in nature-based solutions and flood containment in those areas. We will continue working with Wellington Water to better understand our current risk exposure to coastal hazards, and how adaptation planning can be integrated into renewals.
- **Prioritising interventions and the work programme for affordability** – We will prioritise repairing and replacing assets in very poor and poor condition and highest criticality.

Issues and options

Note the following table is awaiting additional information from Wellington Water. To be updated after the 15 Feb Committee decisions.

Issues	Options	Decision Date	Timing	Costs	Risks and Implications
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<p>Aging assets and significant leaks across the water networks</p> <p>The aging condition of the three waters infrastructure has performance issues such as leaks, sewerage contamination into the stormwater networks during heavy rain events. At the same time the city is growing and demand on the existing network will put this further under strain. The rate of deterioration is faster than we are currently able to repair the network.</p>	<p>Ongoing repairs to improve the water network.</p> <p>Critical renewal includes Houghton Bay Stormwater Pipe.</p> <p>Provide for growth as part of the renewal programme – for example replace with larger pipes and green infrastructure.</p>	<p>Ongoing annual investment will be required</p>	<p>2024/25</p>	<p>\$32.5m</p>	<p>This budget only allows for leak detection and leak repairs to be maintained at current levels.</p> <p>Houghton Bay Stormwater Pipe</p> <ul style="list-style-type: none"> Leachate from the old landfill gets into the stormwater culvert below the landfill which frequently overtops in light rainfall and results in leachate discharging to Houghton Bay.
<p>Resilience to natural hazards</p> <p>Wellington’s stormwater infrastructure faces growing issues associated with climate change impacts including sea level rise (as well as sinking vertical land movement along much of Wellington’s harbour and South Coast), storm surge and inland flooding. The exposure to these issues are exacerbated by earthquake/liquefaction events.</p>	<p>Strategic decisions on how we address climate related risks and adaptation are needed before options for each location can be identified.</p>	<p>TBC</p>	<p>TBC</p>	<p>TBC</p>	<p>TBC</p>

NOTE: Dollar amounts are indicative for out years and will be refined as more information is available and the implementation period draws closer.

Storm water Opex and Capex forecast

[Financial table to be inserted post deliberations]

A further note on mitigation and adaptation to climate change.

This will become more of an issue for us in the stormwater space due to low lying land, increasing rainfall and a lack of overland flow path. There could be a cost of between \$1.83 billion to \$763m over the 30-year horizon. There are well known flooding issues in Tawa due to lack of existing capacity, restricted overland flow paths and flooding from the Porirua Stream. Flooding also exists in Johnsonville, CBD and Newtown.

Between now and the next LTP we need to develop

- A WCC strategy for addressing climate adaptation and resilience (for example managing sea-level rise)

Investigate more non-engineered solutions such as minimum floor heights, blue green solutions such as daylighting and other measures to reduce run off and store flood flows in dual use locations eg: parks. Basically, a blue/green plan.

The risk for delaying significant stormwater work is that there is a risk of diminishing return on stormwater mitigation solutions due to climate change effects eg: for a 50-year return period for flood mitigation control may equate to a much lower return period of control in the future.

Waste

Strategic direction

Our modern way of living, dependence on resource use, and unsustainable practices are causing environmental harm. In 2021 Wellingtonians disposed 418kg of waste per person. As a city, this is in the midrange for waste per person compared to other cities in NZ and internationally.

We have recently published a Zero Waste Strategy, defining our role in waste, and recognising the need to set a pathway for intergenerational sustainability, design waste and pollution out and keeping resources in use for as long as possible. We also work with other councils in the region and jointly developed a Regional Waste Management and Minimisation Plan. Our strategy and the regional plan both outline a shift from managing waste to preventing waste, reuse of resources and recycling and is aligned to the Ministry for the Environment's Waste Strategy.

Efforts to achieve our objectives have been hampered by the sewerage waste being disposed into the landfill, with a condition that sludge must be mixed 1:4 with solid waste for stability. Last LTP we consulted on options to manage sludge differently. We are now building a sludge dewatering plant which will remove at least 90% of sludge to the landfill, and there are potential opportunities to make use of the waste product that may eliminate sludge in the landfill altogether. To invest in this facility quickly, the council has utilised the Infrastructure Funding and Financing (IFF) tool.

This enables us to focus on removing other waste types from the landfill:

- Organic waste
- Construction and demolition
- Plastics, packaging, and consumables.

Asset overview

Our assets are valued (Optimised Replacement Value) at approximately \$54.9 million as at 30 June 2023 and include:

- The Southern Landfill
- Capital Compost (composting facility)
- The Tip Shop and Recycle Centre

Asset condition and lifecycle

[Summary of asset condition will be included post deliberations]

Data Confidence Rating

Overall data confidence for the Solid Waste portfolio is rated as "C - Medium"

Whilst recent condition assessments has provided visibility of the built section of the portfolio, there is missing information for plant and equipment and infrastructure in a structured format.

Knowledge of the condition of these assets is largely known, however this information does not exist in an asset information system.

Data Source and Description

Asset data pertaining to the Solid Waste portfolio is maintained primarily within WCC's Asset Management Information System. Plant and Equipment and Infrastructure assets are recognised as an unknown condition, noting that there is an improvement plan item to better capture this data.



How we forecast Asset renewals

Renewals of assets within the solid waste activity are driven from data, and BU knowledge. Recent comprehensive condition assessment of the vertical infrastructure provides real confidence in forecasting renewals based on age and performance and is reflected in the financial forecasts for the business. Plant and infrastructure (principally access roads and the landfill) are forecasted by the BU within this LTP based on working knowledge and the requirement to continue service. Lifecycle forecasts are captured provided in the financial section of the Asset Management plan and summarised in the financial section of this document.

Level of service and performance

Over two thirds of Wellingtonians are satisfied with recycling and waste collection services. The current service is supported by the Southern Landfill, a gas capture system that is performing well, a composting facility and the recycling centre. While the existing service and assets are performing well, Council's Zero Waste Strategy proposes a higher level of service for Wellingtonians for the future that removes organic waste, construction and demolition, and plastics, packaging, and consumables from the landfill. This will require a different approach to waste. The funding model needs to be updated, and additional investment will be required for new facilities. The enhanced level of service will be a key issue in the 2024 Consultation Document.

Council's role

The Council has a legislative role to manage and minimise waste. This activity is inextricably linked to national regulations. We cannot just set bylaws to stop businesses producing waste, we must

take collective ownership of the problem and support businesses and residents through a hierarchy of interventions, as illustrated.

These assets enable provision of waste disposal services, and services enabling the diversion of waste from landfill. Council contractors and private operators provide kerbside collection services.

We also raise awareness on how to avoid waste, and we fund businesses to implement change that reduces their waste creation or contributes to the circular economy.

Key challenges

This activity group is affected by all the identified key challenges.

- **Population growth and changing demand** – The city's population is growing which will place greater pressure on the existing waste system in the years ahead.
- **Mitigation and adaptation to climate change** – Community expectations are changing and want a system that is international best practice and supports them to be more environmentally sustainable. Approximately 80% of the Council's emissions are from the landfill, so focusing on removing decomposing waste is key to reducing our emissions. To achieve that we need to shift from a model that manages waste to a system that enables people to avoid waste going to the landfill in the first place.
- **Affordability and deliverability** – The processes and infrastructure are not in place to deliver our ambition to achieve a circular economy. It is expensive to invest in residual waste processing and disposal options. Big waste asset investments are needed at a time where both the council and the community have affordability constraints.

Principal options

This activity and related solutions primarily contribute to the priority *“transform our waste system to enable a circular economy.”* There is also a strong contribution to *“improve the health of our waterways.”* We will also take every opportunity to apply each of the strategic approaches.

The following shows how we have used the strategic priorities and applied the overarching principal options to identify specific options to address the key issues for this activity group.

- **Targeting emissions reductions to the greatest gains and operational efficiency** – As per our Zero Waste Strategy, we will focus our efforts on reducing waste, by investing in plant and infrastructure that reduces waste, particularly organic matter.
- **Grow our understanding of adaptation impacts and costs** – As residents and businesses become more capable of functioning without private vehicles, alternative ways to enable access to recycling and waste management facilities becomes even more important. We will prioritise ensuring we have the right collection models to support the changing city.
- **Prioritising interventions and the work programme for affordability** – We have prioritised waste management and minimisation activities that avoid, reduce, and repair, repurpose and recycle. Where available we will seek central government funding that enables this transition.

Issues and options

Issues	Options	Decision Date	Delivery Timing	Costs	Risks and Implications
Organic waste There is increasing community expectation that councils provide organics waste	Investing in large scale organics processing,	2024	Design – 2025	\$3m \$23m	Difficult to acquire suitable land. Collection service will also need to be reviewed to support the service.

<p>solutions for households and businesses, to help reduce emissions and improve environmental outcomes. Organic waste contributes significantly to landfill emissions. We do not currently collect organic waste and have no local bylaws placing expectations on our residents. Not everyone can compost their organic waste in place. To address this, local authorities can intervene by investing in facilities to process organics on a large scale and then sell the nutrient rich products to support local food production, nature reserves, parks, gardens, and other green spaces. A business case is in progress to identify options for processing organics.</p> <p>Decision for progressing investment needs to be made in 2024.</p>	<p>supplemented by local community composting (preferred).</p> <p>Do nothing</p>	<p>Delivery – 2025-2027</p>	<p>We will need to utilise funding options from central government to deliver required system changes. We will need to get commercially savvy with investments in waste solutions.</p>
<p>Managing waste and servicing businesses and communities as we intensify the city.</p> <p>We currently only offer a rubbish bag and recycling bag or bin collection for residents, plus glass crates. The current system does not sufficiently separate different waste types.</p> <p>A decision is needed in 2024 and cannot be made without the organics waste decision first.</p>	<p>A new waste system that provides a broader range of bins for collection of waste, cardboard, plastics, cans, glass, and organics to allow for improved separation of waste (preferred).</p> <p>Do nothing</p>	<p>2024</p> <p>2024-2026</p> <p>\$10m</p> <p>2039-2041</p> <p>\$15m</p>	<p>The design of the new collection system needs to manage safety and accessibility and enable contractors to collect the bins effectively. Multi-unit developments will need careful consideration. This is further complicated with the wind and topography of Wellington making it a difficult challenge.</p> <p>The proposal to introduce a container return scheme (CRS) in New Zealand has been paused with no clear timeline for finalising the scheme design. Any decision about future collection services should consider the flexibility to respond to the potential introduction of a CRS.</p>
<p>Construction and demolition waste</p> <p>Construction and demolition waste can include timber, concrete, glass, steel, brick, packaging, metal, plasterboard, and other items. While it only makes up 7% of the Southern Landfill disposal, there are other commercial landfills taking the bulk of this resource in Wellington. Construction and demolition waste makes up 40–50% of New Zealand’s waste. Construction and demolition landfills in Wellington are reaching capacity, and a large volume of construction and demolition waste is unnecessary. We lack the regulation and infrastructure to support materials separation and processing at scale. Landfilling construction and demolition waste contributes to</p>	<p>Supporting commercial entities to start up, through regulations, brokerage, and land zoning.</p>	<p>N/A</p>	<p>Assumes commercial viability, and no significant capital investment from the Council.</p>

<p>carbon emissions and is seen as a waste of materials. Reuse and recycling can significantly contribute to the prevention of the need for new materials.</p> <p>We do not see the council being the key operator in this space. However, if the market does not provide this WCC will need to work with other councils and private operators across the region to provide a solution.</p>					
<p>Plastics, packaging, and consumables</p> <p>Plastic, textiles, paper, cardboard, and e-waste make up a combined 20.6% of waste to the Southern Landfill. All this waste could be re-used, repaired, repurposed, or recycled. However, we do not currently have sufficient infrastructure to enable this. With higher community expectations council is looking to the market to provide the necessary infrastructure in the future.</p> <p>A decision is needed by 2030.</p>	<p>Supporting commercial entities to start up, through regulations, brokerage, and land zoning.</p>		N/A		<p>Assumes commercial viability, and no significant capital investment from the Council.</p>
<p>Lack of cleanfill capacity</p> <p>Wellington regional capacity will reach its cleanfill limit in the next 18 months to 2 years. New options are essential. Options could include partnerships, or leases to private contractors. Commercial establishments typically own cleanfill. However, WCC may need to intervene given the immediacy of the issue. We have identified Kiwi Point Quarry as an option which has become operational in 2023. But there is limited capacity.</p> <p>If the market does not provide a solution, the Council will need to consider intervention options by 2024.</p>	<p>Supporting commercial entities to start up, through regulations, brokerage, and land zoning.</p>		N/A		<p>Assumes commercial viability, and no significant capital investment from the Council.</p>
<p>Long term landfill capacity</p> <p>Growth in population and economic activity is likely to drive up overall household waste generation. We need to actively pursue interventions that avoid waste generation, and enable repair, repurposing, reusing, regenerating, and recycling, as per our Zero Waste Strategy. However, we will continue to need safe disposal of items such as hazardous waste. Our current landfill is consented until June 2026 and will be reaching capacity by then. In the short term, in addition to removing sludge from the landfill, we have taken</p>	<p>Southern Landfill Extension Piggyback Option (SLEPO) Parts A-D will provide 2.2 million cubic metres of landfill capacity, sufficient for 20 years at current rates.</p> <p>Parts A & B, approved by Council in February 2023,</p>	<p>2023</p> <p>?</p>	<p>Parts A&B 2022-2028</p> <p>Parts C&D timing tbc</p>	<p>\$36 million</p> <p>Parts C&D will require additional funding - costs tbc</p>	<p>Monitoring of capacity will be ongoing. We will require a decision for future capacity needs by 2029/2030</p> <p>Capital funding of \$54.5m to extend SLF is provided for in the LTP, Parts A&B will cost \$36M. Timing for Parts C&D to be confirmed and subject to future funding approval</p>

the decision to extend the current landfill providing capacity beyond 2026. However, in the longer term there is likely to be the need for additional landfill capacity.	to be consented, constructed and operational by June 2026				
Carey's Gully tunnel strengthening A tunnel runs north to south underneath the Southern Landfill, channelling water from Carey's Gully stream upstream of the landfill under the landfill before discharging it downstream meeting Owhiro stream. With the decision to extend landfill capacity via SLEPO, rather than extend the Southern Landfill further into the gully, this tunnel will be required in perpetuity, and it has been identified that work is required to ensure the tunnel meets static and seismic resilience requirements.	Tunnel strengthening works are being designed and costed, and will be finalised following a detailed survey of the tunnel, scheduled for December 2023	2024	Timing tbc	Estimated \$9 million	Included in LTP and will be funded via closed landfill provision (\$2.4M). The balance of the \$9m has been signalled as a costs pressure in the AMP. The \$9m is an indicative cost estimate provision only. The detailed cost will be determined in 2024 once further tunnel investigation and detailed design works have all been completed. Tunnel strengthening works and the timing of this will be a condition of the SLEPO resource consent.
High cost of waste asset maintenance and renewals The current renewal requirements are substantial and cannot be fully funded if the Council is to operate within the limits identified in the Financial Strategy. Funding waste asset renewals targeted 75% of unconstrained budget for years 1 to 10.	For affordability, reduced funding in years 1 to 10, resume to 25% from year 11 to 20. (Preferred)	2024	2024-34 2034-44 2044-54	\$14.1m \$5.5m \$7.5m	Deferring 25% of renewals does carry some risk. This will be managed through prioritising where the greatest need is, such as safety and compliance.
	Fully fund renewals	2024	2024-34 2034-44 2044-54	\$18.8 \$7.3m \$10m	

NOTE: Dollar amounts are indicative for out years and will be refined as more information is available and the implementation period draws closer.

Waste Activity Opex and Capex forecast

[Financial table to be inserted post deliberations]

Land Transport

Strategic direction

Transport plays a significant role in shaping what the city is like to live and work in as well as visit – and is a significant contributor to overall quality of life. Our streets are our most significant public spaces and account for almost 50% of the Central City space. Our city is growing which places increasing demand on our transport system and space. Our physical environment is constrained, and we cannot build our way out of this challenge by adding more roading capacity. Our biggest challenges are how to move more people around the city with fewer vehicles and to make sure that our streets are attractive places for people to move through and spend time in.

One of the key mechanisms to help develop a transport system for the future has been to prioritise active and public transport modes over the private vehicle which is essential for Wellington City to:

- Reduce our carbon emissions by increasing mode shift away from reliance on private vehicles.
- Greater liveability, including enhanced urban amenity and enables urban development outcomes.
- Build resilience and adaptability to reduce disruptions and future uncertainty.
- Have a more efficient and reliable transport network.
- Improve road safety for all users.

The transport activity has historically been subsidised by approximately 51% through The New Zealand Transport Agency (NZTA) approved programmes. Investment in transport therefore must align to both our own strategies, and to the Government Policy Statement on Land Transport and the Regional Land Transport Plan. Alignment is important to achieve funding approvals. Changes in government often results in swings to different policy settings, resulting in the need to rethink or rephrase our investment activities. There is a strong investment focus on optimising investments over time and decisions based on achieving long-term value for money.

The transport network is connected to the regional and national transport network, and we must also work closely with our neighbouring councils and NZTA to coordinate our investments.

Wellington's local transport network is on difficult terrain – it is steep, winding with lots of tight corners, narrow, old and is exposed to extreme natural events such as earthquakes, slips and storms.

The Council adopted the Sustainable Transport Hierarchy together with Te Atakura, which places walking, cycling and public transport as the top of the transport hierarchy for the city. To implement this and reduce our carbon emissions, the city's transport upgrade programmes and projects focus on system change to enable active and public transport solutions. The ongoing maintenance and renewals programmes are increasingly incorporating build back better initiatives where possible to complement this changing focus. We are committed to the mode shift programme, as it is integral to better outcomes for the environment, community, and economy.

Asset overview

Our assets are valued (Optimised Replacement Value) at approximately \$2,484 million as at 30 June 2023 and include:

- 904km of footpaths
- Over 19,000 streetlights
- 3755 structures
- 700km roads
- 40km bike lanes

- 2km bridges and tunnels
- 200 seawalls
- 8km bus priority lanes

Asset condition and lifecycle

[Summary of asset condition will be included post deliberations]

Data Confidence Rating

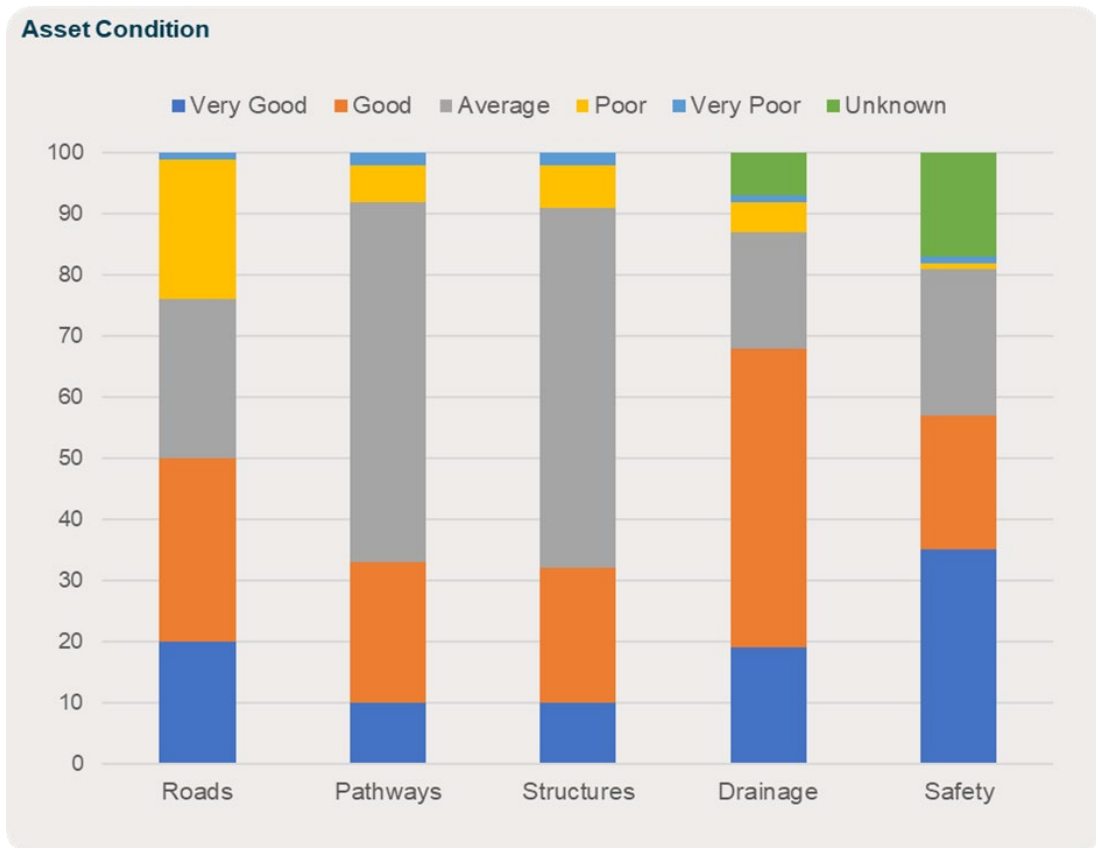
Data confidence for the Transport portfolio is rated as "A - Very High" There is a minimal level of uncertainty with recent and ongoing assessments of data taking place for the entire portfolio. The dataset is maintained and audited regularly and is in line with national standards and expectations for NZTA.

Data Source and Description

Asset data pertaining to the Transport Portfolio is maintained within WCC's Transport Asset Management System RAMM. The data has been aggregated into common groupings representative of the primary services they deliver across the network.

How we forecast Asset renewals

Renewals of assets within the Land Transport activity are driven from data and is determined by criticality (lifelines for example) and level of service required. The RAM database is continually updated with network inspections and work completed. This allows the Land Transport team to schedule maintenance and renewals with confidence and accuracy to meet the networks' needs. Lifecycle forecasts are captured and provided in the financial section of the Activity Management plan and summarised in the financial section of this document.



Level of service and performance

At a high level, the city's transport system is generally performing adequately from safety and accessibility perspectives. Asset condition is acceptable with investment based on known parameters. Many of the monitored levels of customer satisfaction are showing a slow downward trend but this runs counter to asset condition which for many assets is stable.

Wellington is a compact city where cycling and walking are a preferred travel mode for a dedicated segment of the community for shorter trips. Public transport, delivered through an extensive bus network commissioned by the regional council, combined with trains to the north is a vital transport mode for many commuters. Capacity and reliability have impacted the bus service, but reliability and patronage is increasing again post Covid.

Travel times are modest outside peak congestion times, and the traditional congestion periods are more muted with greater take-up of working from home and flexible working arrangements in recent years (circa 15 percent of the city's workforce works from home per weekday).

As a city with a growing population, and limited space, we must make best use of existing transport corridors to accommodate population and business growth. Investment is planned for the cycling, walking and public transport networks to accommodate this growth and meet our city liveability and carbon goals.

Council's role

Our role is to provide the infrastructure necessary for people to participate in economic, social, and cultural activities. We must do this while protecting and enhancing the natural environment. To achieve this our role extends to:

- Planning, delivering, maintaining and operating our transport system.
- Developing the transport network to meet future needs of the city.
- Supporting the city's public transport network by providing space for the network to run efficiently and encouraging people to use it.
- Ensuring our transport network is safe for all users by making ongoing improvements and educating and promoting safe behaviours.
- Enhancing the attractiveness of walking or cycling around the city, through urban design, planting, new infrastructure, and promotion of active transport.
- Monitoring different modes of transport, understanding barriers to change, and making it safer, easier, and more enjoyable as well as convenient to walk, cycle and use public transport.

Key challenges

This activity group is affected by all the identified key challenges.

- **Population growth and changing demand** – Growing traffic congestion and unreliable travel times are an issue. Population growth adds to this problem, especially if we do not provide more efficient ways for people to move around the city and region. Intensification of housing will support reducing the need to travel. But travel is a response to how the city is configured and those outer areas will continue to need to travel by vehicles due to the distance. This configuration is also a contributing factor to sedentary lifestyles and poor public health outcomes. Mode shift is a key response to this challenge, but capital projects cause major disruption and some parts of the community challenge the changes. Furthermore, investment in safety interventions is not yet leading to an overall reduction in harm.

- **Aging and declining condition of infrastructure** – The main issue with aging infrastructure is related to structures. This is the biggest asset value in our transport network. This includes retaining walls, bridges, and tunnels. This does mean an increasing need for investment over the next 10 years.
- **Mitigation and adaptation to climate change** – The transport sector is a significant contributor to greenhouse gas emissions, primarily from burning fossil fuels in vehicles. Combustion engines also emit air pollutants such as particulate matter and nitrogen oxides which have adverse effects on human health and the environment. Climate change is associated with extreme weather events, posing a threat to infrastructure – coastal roads are at risk of erosion and flooding due to more severe and frequent weather events. These impacts affect planning and maintenance, where storm water needs alternative management options, and roads, bridges and retaining walls become vulnerable to slips. We need to achieve emissions reductions while managing growth.
- **Earthquake hazards and earthquake prone buildings** – Wellington’s natural hazards are well known and a major challenge for the city and its infrastructure. The topography of the natural environment and the cut-fill built environment can result in slips, flooding, and liquefaction issues. This can result in disruptions during weather and seismic events. There are also additional costs associated with clean-up after any events as well as proactively making our transport network and associated infrastructure more resilient. The topography and small number of routes available to some areas of the city also creates vulnerability.
- **Affordability and deliverability** – All these challenges result in increased costs for management and maintenance of our transport network. The current market is very constrained which has resulted in costs escalations. Delivering on commitments in a resource constrained environment can impact response times for some services and customer satisfaction around levels of service. This is requiring more effort from staff to respond to reactive issues.

Principal options

This activity and related solutions primarily contribute to the priority *“transform our transport system to move more people with fewer vehicles.”* There is also a strong contribution to *“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”* and *“celebrate and make visible te ao Māori across our city.”* We will also take every opportunity to apply each of the strategic approaches.

The following shows how we have used the strategic priorities and applied the overarching principal options to identify specific options to address the key issues for this activity group.

- **Prioritising growth areas** – Transport improvement projects are prioritised in accordance with the spatial plan priority growth areas. This is to enable housing growth and densification while maintaining levels of service for transport access.
- **Targeting emissions reductions to the greatest gains and operational efficiency** – Transport is a significant contributor to climate emissions. We will focus our efforts on improvements that enable low or zero emissions transport, which also deliver operational efficiency. This means prioritising public transport, cycling, and walking infrastructure.
- **Grow our understanding of adaptation impacts and costs** – As we invest in infrastructure improvements, new infrastructure and our maintenance and renewals, we will seek to understand the issues for the area and incorporate adaptation measures.
- **Prioritising interventions and the work programme for affordability** – Our investments will take a combined approach from managing demand, and optimising what we have, to investing in new infrastructure. We will prioritise public transport by investing in bus priority infrastructure. Public transport and active modes will be prioritised in and around the city and town centres to support economic vibrancy and

ease of access. We will ensure we have considered all options and are investing cost-effectively.

Issues and options

Issues	Options	Decision Date	Delivery Timing	Costs	Risks and Implications
<p>Supporting mode shift, improving safety, and reducing vehicle kilometres travelled</p> <p>The physical transport network in Wellington is constrained due to topographical features of the area and this has guided housing construction. North/south connections are the dominant travel connections in Wellington with a shortage of east/west connections. This creates congestion chokepoints resulting in uncertain travel times for public transport, freight, and private vehicles.</p> <p>Additionally, public transport is not an efficient option for many journeys, so cars remain the most practical mode of travel for many journeys. A key method to reduce congestion is to encourage walking, cycling and public transport, but these options are often not seen as safe enough to be a real option.</p> <p>In alignment with the Spatial Plan, adapting the Transport Network to reflect the sustainable transport hierarchy is a focus.</p>	<p>Housing densification – enabled by the District Plan (non-asset solution underway)</p> <p>(part of preferred approach – integrated land use planning)</p>	District Plan to be adopted in 2024	-	-	District Plan: Commissioners make significant changes to the Proposed District Plan through their decisions.
	<p>Demand Management – behaviour change programme (non-asset solution, ongoing)</p> <p>(part of preferred approach – managing demand)</p>	ongoing	2024-34	OPEX – ongoing funding through LTP at \$0.4, pa	Demand management: lower levels of infrastructure investment may result in it making more challenging to encourage behaviour change.
	<p>Improved cycleways network to support active travel and bus priority interventions to increase PT use</p> <p>(part of preferred approach – optimising the network)</p>	ongoing	2024-34 2034-44 2044-54	\$35.9m \$62m \$50.5m	Active and public transport: With a change in government, the level of investment aligned to some of Council's priority transport areas may shift resulting in lower levels of subsidy and a need to revisit timing assumptions.
	<p>Improved public transport priority and facilities for active travel in streets to and through the central city</p> <p>(part of preferred approach – optimising the network)</p>	2024	2024-34	\$104.5m	Active and public transport: With a change in government, the level of investment aligned to some of Council's priority transport areas may shift resulting in lower levels of subsidy and a need to revisit timing assumptions.
	<p>Mass Rapid Transit (MRT)</p> <p>(part of long-term preferred approach – new infrastructure)</p>	Not provided for in this LTP	not yet established	not yet established	MRT: with the change in government, this has been signalled as not being a priority for funding. This will be confirmed through the GPS transport which is expected in early 2024.

	Increase upgrades funding to do more work sooner.	2024	TBC	Incremental costs above preferred programme levels to accelerate delivery. Up to \$600 million across transport upgrade programmes	Dependant on the level of subsidy from the government.
<p>High cost of transport maintenance and renewals</p> <p>We have a higher cost of transport road maintenance in Wellington City, relative to other councils with similar transport networks. The sub-structure of Wellington’s roads consists of flexible, highly water susceptible clays. This creates issues with the maintenance of the network. The construction of a roading network within the topographical constraints of the area has resulting in the need for a substantial number of structures across the district. This steep topography also requires an extensive network of drainage assets as we need to control the stormwater runoff. These combined challenges create a cost of maintenance environment which is high and there is no easy solution.</p> <p>High axle loads from Electric busses is also leading to accelerated pavement deterioration on bus routes.</p> <p>We also have an aging asset base which becomes more expensive to maintain while delivering the service levels our customers expect.</p>	Fund renewals at 75% and seek value for money options through good procurement practices and review programme options for more cost-effective options. Partner with suppliers.	2024	2024-2033 2033-2054	\$41.9m pa \$60m pa	Deferring 25% of renewals does carry some risk. This will be managed through prioritising where the greatest need is, such as, safety, resilience, connectivity, and mode shift.
	Reduced funding on cycleways renewals resulting from less capital investment in cycleway development, maintaining existing levels of service for resurfacing -30% reduction (Preferred)	2024	2024-2033 2033-2054	\$44.0m pa \$45m pa	This approach increases the likelihood of surfacing faults across the network, which reduces customer levels of service
	Fully fund renewals	2024	2024-2033 2033-2054	\$55.8m pa \$45m pa	
<p>Resilience - Slips above and below roads, retaining walls, sea walls and other structures that support our roads.</p> <p>There has been an adverse trend in the condition of our structures as reported by the structures condition assessments carried out over the last five years. Some transport corridors, including critical routes, do not meet current structural codes and therefore present a resilience risk.</p> <p>As more work is done over coming years to assess infrastructure against new standards, it is highly likely that, yet undiscovered work will need to be undertaken to address resilience issues. Structural upgrades are high-cost items which will add to funding pressures in the future, including where growing climate change adaptation planning is required.</p>	Fund a programme of upgrades and renewals taking a risk-based approach to ensure the highest priority work is undertaken first.		annual budget	\$10m pa	Infrastructure failures can disrupt travel times and impact commuters and businesses. Asset failures can also result in health and safety consequences. Several transport routes in the city have been designated as emergency routes which need higher levels of resilience to ensure lifelines.

NOTE: Dollar amounts are indicative for out years and will be refined as more information is available and the implementation period draws closer.

Land Transport Activity Opex and Capex forecast

[Financial tables to be inserted post deliberations]

Buildings (including civic buildings, venues, social housing)

Strategic direction

The investment in Wellington's performance arts venues enhances the city's creative ecosystem. These venues play a crucial role in hosting a variety of events, including arts, cultural activities, community gatherings, and international sports events.

Wellingtonians have a strong passion for entertainment and the arts and need accessible venues with suitable infrastructure and technology to support vibrant creative expression day and night.

Our performing arts venues are old, have seismic issues, and have the challenge of needing to adapt to climate change. When repairing and upgrading our facilities we also have an opportunity to reduce greenhouse gas emissions through green building standards, which will also contribute to reduced heating and cooling bills.

The existing assets within these venues, such as sound systems, public facilities, and kitchens, are essential for supporting diverse activities. While the venues meet the needs of hirers, there have been complaints about the additional cost burden on organisers who must bring their own equipment, making setup more expensive compared to other cities.

A recent review of WCC's civic performance venues identified that the WCC operating model for the performing arts venues (Shed 6, TSB Arena, Town Hall, MFC (Michael Fowler Centre), Opera House, St James Theatre) is sub-optimal, and not set-up for success. The model in its current form lacks alignment, transparency, and accountability in relation to how civic performance venues contribute to agreed WCC strategies and objectives. There is a significant opportunity to shift to a more effective operating model, including taking a strategic portfolio investment approach to the civic performance venues. The Economic Wellbeing Strategy underscores the city's dependence on performing arts and sports venues to drive a dynamic and vibrant economy.

We own a large portfolio of social housing assets. Housing in Wellington is becoming less affordable and there is growing pressure on the Wellington Housing market. Housing needs to be affordable if all Wellingtonians are to have safe, warm, dry homes that meet their needs. Te Toi Mahana (a community housing provider) operates the Council's social housing function and controls the affordability of tenancies. We have a housing strategy, adopted in 2018, that seeks a housing system that supports sustainable, resilient, and connected communities, and ensures a well-functioning housing system, meeting the needs of Wellingtonians. The housing strategy influences the planning frameworks (i.e. District Plan) and programmes such as Te Kainga.

Asset overview

Our assets are valued (Optimised Replacement Value) at approximately \$620.7 million as at 30 June 2023 and include:

- Wellington Venues (operationally managed by Venues Wellington):
 - Michael Fowler Centre (recently identified as earthquake prone)
 - The Opera House (recently identified as earthquake prone)
 - St James Theatre (reopened 2022)
 - Town Hall (closed for seismic strengthening since 2013)
 - TSB Bank Arena
- Museums Wellington (operationally managed by Experience Wellington):

- City Gallery
- Space Place at Carter Observatory
- Nairn Street Cottage
- The Bond Store (earthquake prone)
- Other:
 - Tākina Exhibition and convention centre (new, opened 2023) - (run by Te Papa foundation)
 - Hannah Playhouse – (run by WCC)
 - Embassy Theatre (seismic assessment underway)
 - Te Whaea National Dance and Drama Centre
 - CAB (earthquake prone)
 - MOB (earthquake prone)
 - The Basin Reserve
 - Sky Stadium (co-owned with GWRC)
 - Capital E (former – earthquake prone)
- Waterfront buildings and assets
 - Shed 1 (earthquake prone), Shed 3, Shed 5, and Shed 6

Our social housing assets are valued (Optimised Replacement Value) at approximately \$401.8 million as at 30 June 2023 and include:

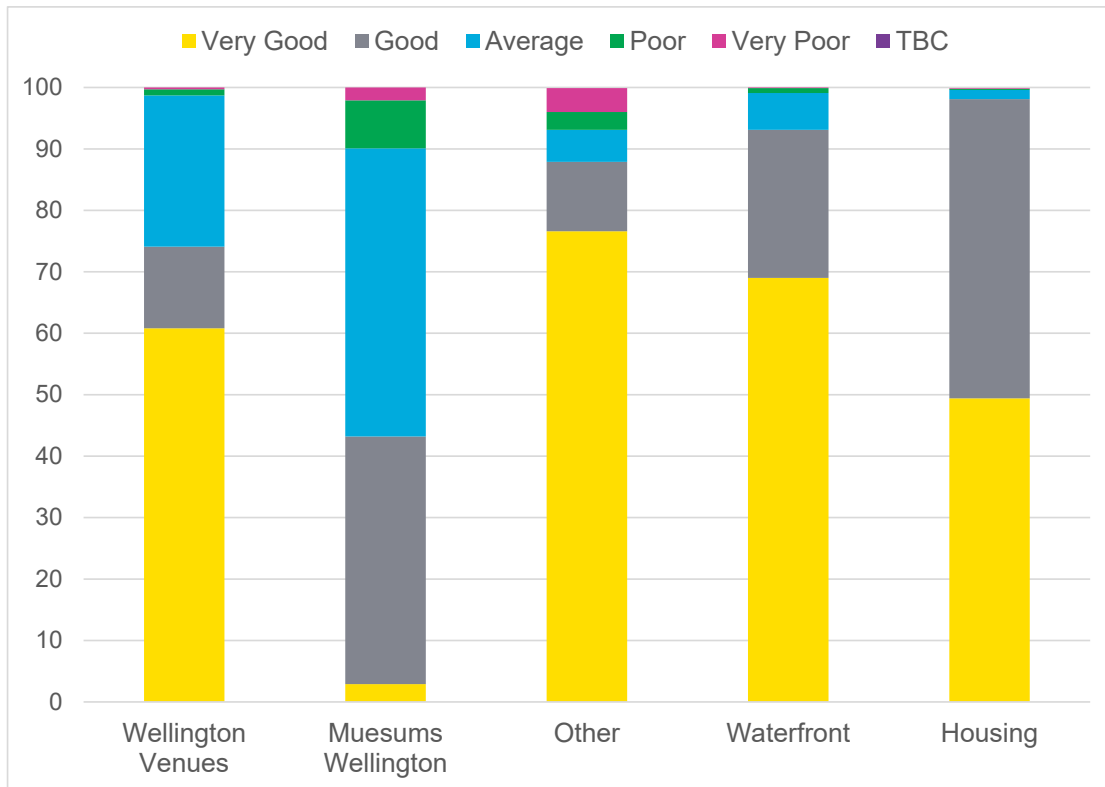
- 275 social housing buildings, containing:
 - 1786 units
 - 2713 bedrooms
 - 4835 bed spaces

Asset condition and lifecycle

[Summary of asset condition will be included post deliberations]

Data Confidence Rating

Data confidence overall for this group of assets is “B – High”, as the majority of the groupings has been assessed via a condition assessment undertaken in 2023. The reason that this isn’t “A – Very High” is that the data pertaining to the housing portfolio, whilst comprehensive is beginning to atrophy with age. This also applies to data for buildings currently being reinstated, demolished or undergoing large scale works – for example CAB, MOB and the Wellington Town Hall.



Data Source and Description

Asset data pertaining to this asset grouping is maintained within WCC's Asset Management System. The data has been aggregated into common groupings representative of the primary services they deliver across the network.

How we forecast Asset renewals

Renewals of assets within this group of activities are driven from data and is determined by criticality (lifelines for example) and level of service required. Lifecycle forecasts are captured and provided in the financial section of the Activity Management plan and summarised in the financial section of this document.

Level of service and performance

The breadth of facilities that the council owns to support cultural, economic, and social services in the city is significant. While the Council has been able to maintain service levels so that cultural expression and economic activity such as conferences and events can continue, the closure of the Town Hall for earthquake strengthening requirements has impacted some sectors. This has been offset with the recent opening of Tākina which has provided the city with a new world class conference and events centre.

There are still several civic facilities like the Opera House, Wellington Museum and the Michael Fowler Centre that will require earthquake remediation in the coming years but remain operational in the meantime. The earthquake remediation of civic venues will take a few years to work through.

Currently, venue usage is suboptimal at 51%, primarily because the venues have not been modernised to accommodate a larger number of events with diverse content. This gap means the

city is not fully meeting the needs of event organizers and younger audiences, highlighting the necessity for a venue strategy to address these challenges and optimise venue utilisation.

The Council has provided Social Housing since the 1950's. It is now managed under lease by Te Toi Mahana Trust. The performance of the housing stock is generally good. Tenant satisfaction is high. About half of the housing stock has been upgraded to meet modern requirements and standards over the last 20 years as part of a cost sharing arrangement with the Crown, and the remainder of the housing stock will be upgraded in the coming years.

Council's role

Our role is to support economic, social, and cultural outcomes for the people of the city. Our venues, civic buildings and waterfront contribute to this. We currently own many buildings. We operate some services ourselves, and contract out other services, through Council Controlled Organisations (CCOs).

The council's role in housing is broad:

- Enabling capacity, supply, and affordability through the District Plan.
- Consenting and compliance.
- Collaborating with others to support Māori housing security and supporting rental housing supply (Te Kāinga partnership programme).
- Addressing homelessness.
- Public social housing.

Key challenges

This activity group is affected by all the identified key challenges.

- **Population growth and changing demand** – Some venues have low utilisation rates and content is expected to shift the new and refurbished venues in the coming years. There are gaps with audience interaction equipment and integration with the venues' surroundings. There is potential to tap into unsatisfied demand through scalable and flexible facilities, and target content to different age groups such as the under 35s. Fit for purpose housing means safe, secure, warm & dry, and meets the needs of the residents. Regarding our social housing stock, we have completed half of the upgrades needed to meet healthy, safe, and inclusive homes standards.
- **Aging and declining condition of infrastructure** – Maintenance of many of our buildings has been deferred for many years. Venues have also suffered from lack of investment in modern technology. This lack of investment impacts the operations, and ability to make the venues sustainable and useful. Our social housing is aging, not accessible, inclusive, or efficient and are no longer fit-for-purpose.
- **Mitigation and adaptation to climate change** – Many of our venues and buildings are subject to a range of natural hazards including flooding and coastal inundation; some are built on wharves. Refurbishing these buildings presents opportunities to reduce emissions, climate risk and be more fit for purpose, including addressing accessibility, suitability, and stakeholder needs. Housing can also contribute to emissions reductions by being energy efficient. Our portfolio needs to be assessed for the future risks associated with climate change.
- **Earthquake hazards and earthquake prone buildings** – Many of our venues and buildings are situated on reclaimed land and are subject to a range of natural hazards including earthquakes. Unknown costs associated with remediation works arise due to the vulnerability of the land to seismic events, ground conditions and sea level rise. Tough decisions are needed as part of this LTP to identify the most strategic way forward. Strategic portfolio management of these buildings is necessary. The level of strengthening will need to factor in usage. This will be considered through a detailed

options analysis report that will determine the future of the arts and culture and civic building portfolio. We anticipate that this will be ready for the 2027-37 LTP with investigations funded in this LTP. While our city housing portfolio is not earthquake prone, it does need upgrading to meet higher earthquake safety standards.

- **Affordability and deliverability** – The challenge is large, and the cost to solve it will be even larger. A strategic plan to deliver the right venues and buildings over the next 30 years is needed. We have faced challenges recently with costs increasing, and discovering issues once the building work has commenced. Management of these significant projects requires sound advice and governance to make strategically sound investment decisions in the future. Affordability has been an issue, and we have been part-funded by the Crown to be able to make these upgrades to social housing assets.

Principal options

This activity and related solutions primarily contribute to the priority *“Revitalise the city and suburbs to support a thriving and resilient economy and support job growth.”* There is also a strong contribution to *“increase access to good, affordable housing to improve the wellbeing of our communities”* and *“celebrate and make visible te ao Māori across our city.”* We will also take every opportunity to apply each of the strategic approaches.

The following shows how we have used the strategic priorities and applied the overarching principal options to identify specific options to address the key issues for this activity group.

- **Prioritising growth areas** – While prioritising growth areas will be considered, this is less of a consideration for this asset group, as the assets are destination assets for the whole city and in some cases for the region.
- **Targeting emissions reductions to the greatest gains and operational efficiency** – There is a significant opportunity to address building and energy relation emissions when we remediate and build new assets. We will focus on these opportunities when buildings are being repaired or new buildings are being constructed, but we will not be putting effort into retrofitting buildings where there would otherwise not be any construction activity.
- **Grow our understanding of adaptation impacts and costs** – As we take stock of the scale of the issue with our civic buildings and venues, we will develop our understanding of the adaptation needs, and take this into account when making decisions. This might include choosing not to place new buildings or rebuild in disaster prone areas but rather demolish buildings instead of remediation due to the challenges on the site.
- **Strategic rationalisation to better manage the overall asset portfolios** – Some of our buildings and venues have overlapping purposes. Because of the size and scale of the portfolio and the complexity and costs of the issues, we will complete the remediation projects underway, but will pause and reset to take a strategic portfolio view before making further decisions. This will allow the council to understand what the city needs and how best to deliver.
- **Prioritising interventions and the work programme for affordability** – Managing, maintaining and renewing such large buildings is costly. Understanding needs is important to help make decisions about demand management, optimisation, and renewal and replacement or demolishing. Options should also include consideration of demolishing to replace and demolished and not replacing.

Issues and options

In 2023 the Council decided to complete earthquake strengthening work already underway. The Town Hall and Library are already in progress with re-opening expected in 2027 and full completion in 2028. This is a significant expenditure of \$546.7m over 2024 to 2028.

Issues	Options	Decision Date	Delivery Timing	Costs	Risks and Implications
Administration buildings (CAB & MOB) It is unaffordable to rebuild all the buildings we own. These buildings are vacant and have been for some time. To remediate within the required timeframe, we must take tough decisions.	Demolish (preferred - note, decision to demolish CAB has already been approved)	2023	2024-2027	\$7.8m	Not being able to partner with private sector and being left with a vacant site.
	Partner with private sector to remediate or redevelop – this options is contingent on demolish option above (Preferred)	2024	Unknown	Unknown	We do not have control of the timing
	Sell as is and leave to market to remediate	2024	Unknown	Unknown	We do not have control of the timing
	Do Nothing	2024	Unknown	Unknown	Reputation risks and safety risks as two large buildings will sit idle and vacant on a key location Risks to economic and social wellbeing of the civic precinct and the wider area Risks to Wellington Town Hall project as it relies on MOB site to address some of the “front of house” issues.
Remediation options for Te Ngākau the City to Sea Bridge, Civic Square basement, and Capital E It is unaffordable to rebuild or remediate all the buildings we own. These buildings are vacant and have been for some time. To remediate within the required timeframe, we must take tough decisions.	Demolish (preferred)	2024	2024-2027	\$65m	Scale of total programme costs for buildings and Te Ngākau is unknown. A business case is under development. This will consider the most strategic and cost-effective solutions to managing the portfolio so that it best delivers on our community outcomes, and long-term sustainability.
	Strengthen	2024	2024-2027	\$240m	The risks of doing nothing regarding the earthquake prone structures of Te Ngākau: <ul style="list-style-type: none"> - Risk to the public safety in case of a major earthquake - Reputational risks as we pressure private owners to remediate their buildings. - Fines by the regulators if we do not meet our regulatory requirements
	Do nothing	2024	NA	Unknown	High level of investment in assets that are exposed to climate change risk.
Addressing seismic issues, carbon emissions reduction and ensuring civic buildings and performance venues are fit for purpose Wellington has a large portfolio of civic performance / entertainment venues for a city of its size. Some of these venues are near	Investigate the full portfolio of civic buildings and venues deemed earthquake prone to make a strategic portfolio decision for the remaining buildings’ future, these considerations	2024	Feasibility / Investigation 2024-2027	Opex \$20m	Loss of venues (either temporarily or permanently) will impact the operations of CCO’s. Heritage status of some buildings may constrain perceived opportunities / necessitate prioritisation of investment / delivery in consideration of regulatory requirements.

<p>one another and fulfil a similar market purpose, for example: MFC & Town Hall.</p> <p>Addressing seismic regulatory requirements for earthquake prone buildings is mandatory.</p> <p>Opportunities exist to improve performance of assets including, ability to widen audience / experience offerings. Venue utilisation, reduction of carbon emissions (response to Te Atakura), etc.</p>	<p>include demolition, divestment, and remediation. (Preferred)</p>	Do Nothing	2024	NA	Unknown	Unknown
<p>Sky Stadium health and Safety</p> <p>The Sky Stadium is 25 years old. The Stadium has done well in its first 20 years and was able to remain financially autonomous and contributes to self-fund its capex and opex. This has now changed due to;</p> <ul style="list-style-type: none"> Recent earthquakes and seismic improvements subsequently required. Impact of earthquakes on insurance premiums Covid 19 Financial Impacts 	<p>Basic health and safety improvements to the stadium</p>	Replacement of the stadium	2024	2024 -2027	\$8.9m	Need to ensure alignment with GWRC funding programme. There is a legislative requirement for us to undertake this work to ensure that the stadium remains safe for public use
<p>Civic buildings renewals</p> <p>The current renewal requirements are substantial and cannot be fully funded if the Council is to operate within the limits identified in the Financial Strategy.</p>	<p>Fully fund renewals</p>		2024	2024-34 2034-44 2044-54	\$44.5m \$52.4m \$61.8m	This is not affordable and does not make sense when the future of some buildings is uncertain.
	<p>Constrain renewals to 75% of the optimum renewal plan.</p>		2024	2024-34 2034-44 2044-54	\$33.4m \$39.3m \$46.4m	Deferring 25% of renewals does carry some risk. This will be managed through prioritisation and ensuring the buildings are compliant and safe for use.
<p>Basin reserve renewals</p> <p>The current renewal requirements are substantial and cannot be fully funded if the Council is to operate within the limits identified in the Financial Strategy. Funding Basin Reserve asset renewals at 75% of unconstrained budget is possible because of improved asset management planning data and information.</p> <p>Earthquake strengthening has been</p>	<p>Fully fund renewals</p>		2024	2024-34 2034-44 2044-54	\$7.7m \$11.7m \$10m	
	<p>For affordability, fund renewals at 75% of unconstrained forecast (preferred)</p>		2024	2024-34 2034-44 2044-54	\$5.8m \$8.8m \$7.5m	Deferring 25% of renewals does carry some risk. This will be managed through prioritising safety and compliance.

invested in, and critical safety is already addressed.					
Wellington Venues renewals	Fully fund renewals	2024	2024-34	\$31.4m	This is not affordable and does not make sense when the future of some buildings is uncertain.
			2034-44	\$64.5m	
			2044-54	\$68.8m	
The current renewal requirements are substantial and cannot be fully funded if the Council is to operate within the limits identified in the Financial Strategy. Funding Wellington Venues asset renewals at 75% of unconstrained budget is possible because of improved asset management planning data and information.	For affordability, fund renewals at 75% of unconstrained forecast for the first 10 years and focus on only buildings that have a certain future. Backlog will be addressed in years 11 to 20. (Preferred)	2024	2024-34	\$23.6m	Deferring 25% of renewals does carry some risk. This will be managed through prioritising safety and compliance for public use, with detailed options analysis for the future scenarios to further inform renewals decisions from year 2.
			2034-44	\$48.4m	
			2044-54	\$51.6m	
Social Housing Upgrade Programme	The principal option for this issue is to make best use of existing by improving the quality of living standards and undertaking seismic improvements. A business case is underway, this will identify options for investment.	2024	2024-2036.	\$400m	This option meets the requirements of the Crown deed.
Existing social housing assets are currently being upgraded through a partnership programme with the Crown. Providing access for all New Zealanders to affordable, sustainable, good quality housing appropriate to their needs is the vision of the New Zealand Housing strategy that drove the need to upgrade the council's social housing. In 2007 the Council reached an agreement with the Crown to develop an upgrade programme where the Crown offered \$220m to contribute to the upgrade of the portfolio to ensure the Council's social housing portfolio is safe and secure, and to a good standard for modern living. The first phase of the programme (HUP1) was completed in 2018 which saw upgrade of approximately half of the portfolio upgraded and full expenditure of the Crown grant. Planning for the second phase of the programme is underway.					Key risks for delivering the programme in accordance with the Deed requirements are: Seismic performance - one of the requirements of the Deed is to deliver building to 67%NBS. Approximately 50% of the portfolio has had assessments complete. The remaining 50% are scheduled to be complete next year (scope risk). Re-housing of Te Toi Mahana tenants, whilst upgrades are complete. This is a key constraint to the delivery of the programme, therefore the expediency to which the programme can be delivered, therefore cost.
Planning and delivery is currently underway. There are two active projects underway in HUP2. Aside from that working toward completing a programme business case in 2024 detailing several					

programme options for consideration / decision making

Housing Renewals programme The aging condition of existing social housing assets requires ongoing attention. But financial affordability does put significant constraint onto the programme.	Fund renewals at 75% of unconstrained forecast for first 10 years to manage affordability in the short term. Increase the funding in years 11-20 to address the gap.	2024-34	\$126m	Deferring 25% of renewals does carry some risk. This will be managed through prioritising where the greatest need is, such as accessibility and safety.
		2034-44	\$270m	
		2044-54	\$205m	

NOTE: Dollar amounts are indicative for out years and will be refined as more information is available and the implementation period draws closer.

Buildings Activity Opex and Capex forecast

[Financial table to be included post deliberations]

Parks & Open Spaces

Strategic direction

Pōneke is abundant with varied and rich parks and open spaces that help support Wellingtonians to enjoy a high quality of life. Wellington provides a level of service for Parks and Open Spaces that currently receives strong public satisfaction. Our Waterfront is world class and, in some areas, like our biodiversity, the city is making significant gains and is recognised as the only major city in the world where biodiversity is improving. We base a lot of our marketing and publicity around our Waterfront and biodiversity gains.

Te Whai Oranga Pōneke (Open Space and Recreation Strategy) adopted in 2023 has a mission to have *“A flourishing network of parks and recreation opportunities, interwoven into everyday life, which supports Wellingtonians to live well and connect to nature and each other”*. Open spaces are predominantly unbuilt land that provide opportunities for active and passive recreation and support ecosystems to thrive. This includes parks and reserves, nature spaces, urban public spaces, streetscapes, coastal areas, cemeteries and urupā. They contain much of our natural environment such as waterways, forests, shorelines, and native biodiversity. Some are also equipped with recreation facilities such as playgrounds and sports fields. As the city intensifies, the importance of public open space increases. These spaces can also provide opportunities for climate resilience and adaptation.

The Wellington Central City Green Network Plan (2022) sets the direction and targets for how we green Wellington’s central city over the next 30 years. With a vision of *“thinking and living green in Wellington Central City, is the future for the planet and all of us”*, the plan proposes a well-developed continuum of green spaces, to deliver the many ecological, social, economic, cultural and public health benefits to the central city as it grows, enhancing its liveability for residents, workers and visitors.

Asset overview

Our assets are valued (Optimised Replacement Value) at approximately \$404.3 million as at 30 June 2023 and include:

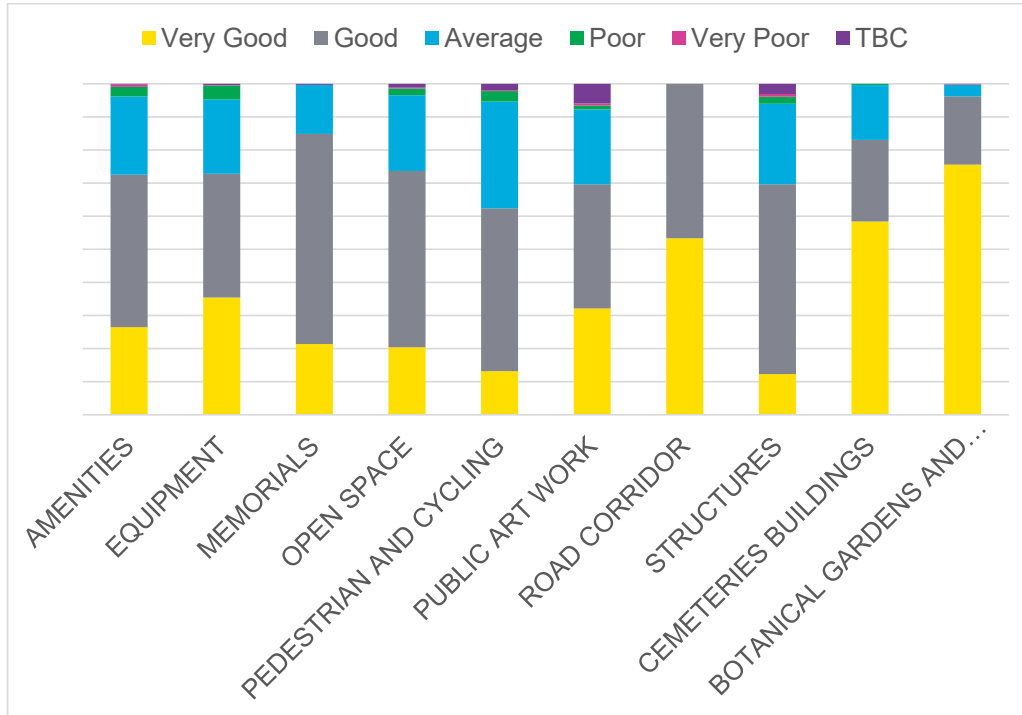
- 4305 ha of parks, reserves, and beaches
- 41.25ha of green space in the central city
- 211 nature parks
- 100km of coastline
- Wellington Town Belt and Outer Green Belt
- 387km of walking and biking tracks
- 42 coastal structures including boat ramps, wharves, and seawalls
- Waterfront public space
- Botanical Gardens and Berhampore Nursery
- 4 cemeteries: Tawa and Bolton Street (closed cemeteries), and Karori and Mākara (operational cemeteries)
- 2,000 trees in the central city (in the public realm)

Asset condition and lifecycle

[Summary of asset condition will be included post deliberations]

Data Confidence Rating

Data confidence overall for this group of assets is “B – High”. All building assets have been assessed in a condition undertaken during 2023. Non building assets are also assessed on a rolling basis by WCC staff.



NB; This is a listing of ALL PSR assets, with the exception of buildings, aggregated up. (Plus cemetery and botanical gardens buildings)
A few exclusions have been made, being “parking network” “Stormwater” and “Systems” (Which is lighting water and solar systems)

Data Source and Description

Data for the building assets in this grouping is derived from WCC’s Asset Management Information Systems.

How we forecast Asset renewals

Renewals of assets within this group of activities are driven from data and is determined by criticality and level of service required. Lifecycle forecasts are captured and provided in the financial section of the Activity Management plan and summarised in the financial section of this document.

Level of service and performance

The council manages a wide range of assets that provide high quality public spaces and nature-based services and experiences to Wellingtonians. Utilisation and community satisfaction with these services is generally high. The current network of assets is aging, but still performing well. However, community expectations for quality parks and open space network are very high and often the level of service sought is higher than what can be provided.

Te Whai Oranga Pōneke (the Open Space and Recreation Strategy) and the Green Network Plan, together provide a framework to guide provision and investment decisions in the city's parks and open spaces network.

Renewals are programmed across these assets, but in time, with a growing population and climate change, additional demand will be placed on the infrastructure and the assets and facilities will need to be upgraded.

Parks and open space assets, especially coastal assets, will require more investment as the climate changes, storm events increase, and as sea levels continue to rise. During the period 2024-2027, detailed climate adaptation planning will be conducted for key parts of the city, and this will help inform investment choices for the 2027 LTP.

Council's role

The Council has a key role in providing, developing, and managing parks and public open spaces across the city to meet the needs of our community and to protect our natural environment, cultural and historic heritage values. Council manages a variety of parks and open spaces from highly developed urban parks to relatively unstructured natural areas. Our open spaces also include the track network that connects them. These spaces, places and connections contribute significantly towards social, economic, environmental, and cultural wellbeing. They are also important to our physical, mental, social, emotional, and spiritual wellness. These areas are also a critical component of the city's green infrastructure, with opportunities to implement nature-based solutions to flooding and sea level rise challenges.

Our cemeteries also form part of the city's open space network, providing important social, cultural, historic and environmental values. However, they also provide a critical public health and safety role. Cemetery services support the health and safety of the city's communities. Our burial and cremation services reduce public health and environmental risks and ensure the Council meets its legislative and policy obligations. The Council also has statutory responsibilities to provide for burials and currently operates two cemeteries (Karori and Mākara) for this purpose.

Key challenges

This activity group is affected by four of the identified key challenges.

- **Population growth and changing demand** – The spatial and district plans set out a significant level of projected growth and housing intensification that will create more demand for parks and open spaces in the central city and suburbs. The provision of quality parks and open spaces is a key part of a liveable, healthy and resilient city. Changing demographics and changing recreation trends mean our open spaces and places will also need to be more accessible, inclusive, and multi-functional to cater for a broader range of users and uses. As a city we have invested in making significant gains in our indigenous biodiversity, much of this work has been undertaken in partnership with the community. It will be important to resource existing and future programmes to sustain the biodiversity gains and investment already made.
- **Aging and declining condition of infrastructure** – Many of our parks and open spaces are aging and require investment to maintain or renew the assets. Examples of assets requiring investment in the short to medium term include central city and neighbourhood parks and open spaces, Mākara cemetery, the Begonia House in the Botanic Gardens, coastal boat ramps, wharves and seawalls, parts of the track network, waterfront public spaces and structures.
- **Mitigation and adaptation to climate change** – Climate change is leading to an increase in extreme weather events – meaning more extreme storm and rainfall events, landslips, tree failure, erosion, drought and flooding – which impacts our parks and open space assets and drives maintenance needs and costs up. Warmer, wetter weather is also increasing the need for more pest and weed control and an increased risk in

biosecurity incursions. Parks and green spaces can be part of the nature based solutions to managing floods, coastal inundation, storm water and to increasing our city’s biodiversity. The 2023 Climate Risk Assessment found **xxxx**.

- **Affordability and deliverability** – The cost of maintaining and renewing our parks and opens spaces is getting increasingly expensive due inflationary pressures such as the costs of materials and labour (and responding to the impacts of climate change). This makes it harder and harder to close the gaps in levels of service.

Principal options

This activity and related solutions primarily contribute to the priority *“Invest in sustainable, connected and accessible community and recreation facilities.”* There is also a strong contribution to *“improve the health of our waterways”* and *“mitigate and adapt to climate change.”* We will also take every opportunity to apply each of the strategic approaches.

The following shows how we have used the strategic priorities and applied the overarching principal options to identify specific options to address the key issues for this activity group.

- **Prioritising growth areas** – We have undertaken investigation into parks and open space requirements across the city in response to anticipated population growth and changing demands. Te Whai Oranga Pōneke (the Open Space and Recreation Strategy) identifies the importance of well-distributed, multifunctional, and connected spaces, places and programmes that respond to Wellington’s current and future needs. We will prioritise investment as per the prioritised growth areas identified in the Spatial Plan and the District Plan. The Green Network Plan sets out four targets for the Central City over the next 10 years to complement growth, especially of residential units, in the Central City.
- **Grow our understanding of adaptation impacts and costs** –Increased use of water sensitive design and green infrastructure in urban parks, public spaces, and streets can help the city adapt and mitigate the impacts we are likely to see in the future, as climate change leads to more intense/ extreme events. Climate change adaptation planning will help inform future investment decisions, particularly for assets in coastal locations and identify the ways that “nature based solutions” can provide multiple benefits to the city, including adapting to unavoidable climate change impacts.
- **Strategic rationalisation to better manage the overall asset portfolios** – This mainly applies to our tracks. We have consistently underfunded the upkeep of tracks. It does not make sense to build new assets when we do not have the funding available to maintain what we currently have. We also need to ensure that the choices we make will contribute to our community outcomes. Te Whai Oranga Pōneke (the Open Space and Recreation Strategy) identifies gaps in service provision and the needs of the community and will guide us in delivering on this priority.
- **Prioritising interventions and the work programme for affordability** –This activity will contribute to managing overall rates and borrowing affordability by planning for a renewals programme funded at 75% of projected requirement. Assets with the worst condition levels will be prioritised for investment.

Issues and options

Issues	Options	Decision Date	Delivery Timing	Costs	Risks and Implications
Acquisition of land for neighbourhood parks, open space and recreation to respond to growth and change	Acquire land for parks, open space and recreation needs to respond to	2024	Annual budget	\$215m over 30 years Approx \$7-8m annually.	Difficult to acquire land, especially in a competitive open market. Most land acquisition for parks and reserves is currently debt funded at the time of purchase. This investment

<p>Analysis of the suburban open space network shows that Wellington City underinvests in parks and reserves generally (compared to the region and other large cities around New Zealand) and the quality and provision of neighbourhood parks needs targeted investment to respond to an anticipated period of significant citywide redevelopment and growth (50,000-80,000 more people over the next 30 years). The success of higher density development is contingent on a range of factors and our community expects that access to quality parks will be part of the core infrastructure investment occurring alongside city growth and change over the long term.</p>	<p>growth and intensification and address neighbourhood park provision gaps.</p>	2024	2030 - 2034 2034 & beyond	\$21.5m Annual investment approx. \$4m	<p>would provide a specific budget for reserve land acquisition.</p> <p>Capacity to deliver is a risk –would need to scale up to manage and deliver Require resourcing for planning work to develop an acquisition programme.</p> <p>Delaying, but planning to invest in the mid-term is the best option in the current funding environment.</p> <p>Risks:</p> <p>Difficult to respond to land acquisition opportunities as and when they come up. Any acquisition ahead of this time frame would require debt funding.</p> <p>Cost of land likely to increase over time.</p> <p>Decreasing levels of service and increasing community dissatisfaction if there is inadequate investment.</p>
<p>Development of neighbourhood parks and open spaces to respond to growth and change, and gaps in provision</p> <p>Development of new and the upgrade of existing neighbourhood parks and open spaces to support a network of well-utilised, accessible, fit-for-purpose parks and recreation opportunities that meet the needs of Wellington’s growing and changing communities and respond to a changing climate. Key barriers to using open spaces include absence of toilets, hard to travel to, feeling unsafe, not accessible, or not feeling welcome. Our existing open space network needs to be complemented by a network of quality, easy to access parks that people can use daily.</p>	<p>Fill service level gaps and address growth and change</p>	2024	Annual budget	\$34m over 30 years	<p>Capacity to deliver –would need to scale up to manage and deliver an open space development programme.</p> <p>Requires resource for planning, investigation and design work.</p> <p>The development of new parks and open spaces will be contingent on the acquisition of land.</p>
<p>Development of new and the upgrade of existing neighbourhood parks and open spaces to support a network of well-utilised, accessible, fit-for-purpose parks and recreation opportunities that meet the needs of Wellington’s growing and changing communities and respond to a changing climate. Key barriers to using open spaces include absence of toilets, hard to travel to, feeling unsafe, not accessible, or not feeling welcome. Our existing open space network needs to be complemented by a network of quality, easy to access parks that people can use daily.</p>	<p>Delay filling gaps in provision to later years and prioritise high growth areas (preferred).</p>	2024	2030 to 2034 2034 & beyond	\$13m capex \$3.8m opex Annual investment approx. \$3.5m	<p>Delaying, but planning to invest in the mid-term is the best option in this funding environment.</p> <p>Decreasing levels of service and increasing community dissatisfaction if inadequate investment.</p> <p>The development of new parks and open spaces will be contingent on acquisition of land.</p>
<p>Implementation of the Central City Green Network Plan</p> <p>The Green Network Plan sets the direction and targets for the greening of Wellington’s central city in the next 30 years to take action on the current deficit, provide for growth and to address the climate and ecological emergency declared in 2019.</p> <p>The Green Network Plan has set a target of developing 2 new urban parks, improving the greening of 20 existing urban spaces, and no net loss and doubling the number of street trees (to 4000) in the</p>	<p>Improve existing central city green spaces and parks and develop 2 new green spaces to provide for projected residential population growth</p>	2024	2024 to 2034 Frederick Street park is expected to be delivered 25/26	\$Xm for land acquisition \$Xm (for development & upgrades) \$4.2M capex and \$1.8M opex (for 1000 street trees in years 1-3).	<p>There is a deficit of green space in the central city for current users and residents.</p> <p>Greater numbers of people living and visiting the central city will increase demand for quality green public spaces within the built environment.</p> <p>Ensure the city continues to build on its liveability, sustainability and ‘eco-credentials’.</p>

central city in the next 10 years.					
Suburban Centres Upgrade Programme	Prioritisation of the implementation of the Suburban Centres upgrades programme.	2024	2024 to 2034	\$10m over 10 years (for upgrades) \$2.5m opex	
Public spaces and centres development	Defer suburban upgrades programme 5 years (preferred)	2024	2030-2040	\$10m over 10 years (for upgrades) \$2.5m opex	
Park upgrade projects	Development of destination skate park, refreshed play space and open space improvements (planting, landscaping, public access)	2022	2024 to 2026	\$5.64M for destination skate park \$1.5m open space (Plimmer Bequest) \$0.5m play space renewal	The 2022-23 Annual Plan approved \$5.64m for a destination skate park and an additional \$1.5m from the Plimmer Bequest Fund for open space improvements. Investigation and planning work has been completed over last 18 months. There has been extensive public and stakeholder engagement with a high level of community support for the project. Kilbirnie Park is a significant community asset and requires investment to address safety, accessibility and amenity issues.
Kilbirnie Park			Master plan developed 2023 Design and consenting 2023/24 to 2024/25. Construction estimated to begin mid-2025		
Grenada North Park	Develop Grenada North Park as a multi-function community sports and active recreation hub to respond to growth and sportsfield demand.	2021-31 LTP	2024 to 2028	\$13.2 million	Grenada North and surrounding suburbs are growing and investment is needed to provide appropriate sports and recreation facilities. The existing Grenada North Park sportsfields are not fit-for-purpose with significant drainage issues throughout winter. Extensive earthworks and drainage upgrades are required to make the park a year-round playing venue. Installation of artificial turf would greatly enhance utilisation of the fields.
Te Aro Park	Redevelop Te Aro Park and adjacent section of Dixon Street to improve function as a central city park and give effect to mana whenua aspirations	2024	2022-2026	\$3.1M (funding in LTP for partial upgrade) \$11m (expected cost for full redevelopment)	There is currently \$3.1m CAPEX allocated to this project, not enough to implement a full redevelopment. The project and draft concept plan have been co-designed and have support from mana whenua. Current issues with Te Aro Park include H&S issue of slippery tiles, no remaining replacement ceramic tiles, water features and lighting not functioning properly and requiring a lot of maintenance.
Improvements to Waterfront public safety	Invest in safety features along the waterfront	2024	2024-2028	\$7m	Additional capital pressure for waterfront edge protection and seawalls.
A programme of work is underway to address concerns about public safety on the waterfront. A key					

focus is on improving lighting and edge protection.					
Rock rip-rap on the waterfront	Invest in seawall renewal	2024	2024-2034	\$4.4m	Aging assets with deferred maintenance particularly within a challenging coastal environment.
Resilience challenges impacting the Waterfront, including sea level rise and more frequent extreme weather, are damaging aging seawall and rock riprap structures, and increasing maintenance costs. We can reduce the risk by investing in the renewal of seawall structures to avoid further asset degradation.					
Investment in our track network	Increase investment in the maintenance and renewal of our existing trail network (preferred)	2024	Annual budget	\$473K per annum for renewals and \$220K per annum opex	There is a big volunteer contribution to building and maintaining tracks. There is a risk that trail condition will further degrade as the cost of delivering renewals does not align with the budget. There is a risk that due to the historic increase in trail length, without a correlated increase in operational budget, there will be a decrease in operational level of service. This risk has already become an issue. Climate change and increased storm events are adding to track maintenance challenges and costs.
There is increasing community demand and expectations for trails investment, including improving the quality, accessibility and resilience of the existing trail network, as well as the development of new trails. We are currently underfunding our trail renewals. We also have approved plans for new trail development, but these are currently unfunded.					
	Invest in the development of new trails to respond to community demand	2024	2027/28	\$900K – develop new trails in Lincolnshire development area (this is the only budget allocation at present for new trail development)	Ever increasing community demand for more walking and biking trails, increased accessibility, and off-road commuter trails. The quantum of investment required to address community demand is currently unknown.
Cemetery capacity reaching its limits	Acquire land and develop for cemetery purposes	2021	2024 - 2028	\$1.54m land acquisition \$5.416m cemetery development	Council has statutory obligations to provide for burials. Burial and cremation services reduce public health and environmental risks. There is an urgent need to provide more cemetery land capacity in order to adequately cater for future burial and ash interment needs. The planned expansion of Mākara cemetery will provide capacity for burials for a further 40 years (approx.).
Karori Cemetery has effectively reached its capacity. Mākara Cemetery will be reaching its capacity for various types of interment from 2038 and some denominational areas will reach capacity much sooner. We need to acquire land and develop it for cemetery purposes. Last LTP the Council approved the expansion of the cemetery.					
Begonia House	Renewal and upgrade of Begonia House		2024-2026	\$20m	Renewal is needed to reduce operating costs and keep it functioning well. Current budget insufficient to deliver full upgrade.
Aging facilities, ongoing renewals and asset failures will be costly. This includes the need to replace glazing and structures, climate control systems, improved café kitchen and back of house facilities, upgrading toilets and hireable spaces.					
	Defer renewal and upgrade of Begonia House (preferred)		2032-2034	\$20m Plus inflation	High ongoing costs to keep the Begonia House functional and fit for purpose – risk of continual glazing failures pose H&S risk. May need to close for health and safety reasons in the future.

					Opportunity to reduce carbon emissions. Current budget insufficient to deliver full upgrade.
Frank Kitts Park Frank Kitts Park is partly built over a car park that is currently vacated due to resilience issues. In September 2021 Council made the decision to demolish the earthquake prone car park and develop as a key destination park in the city's open space network.	Investment to support the delivery of a destination park	2024	2025-2028	\$408m additional)	There is a risk that investment in the Frank Kitts Park will be insufficient to deliver a destination park which meets community expectations.
Renewals of Parks and Open Spaces Buildings across the portfolio have a recent condition assessment. The current renewal requirements are substantial and cannot be fully funded if the Council is to operate within the limits identified in the Financial Strategy.	Funding parks and open spaces asset renewals at 75% of unconstrained budget and closing any gaps in the outer years.	2024	2024-2034 2034-2044 2044-2054	\$105.3m \$149.7m \$140.7m	Deferring 25% of renewals does carry some risk. This will be managed through prioritising safety and compliance for built assets. Open spaces will follow a similar approach.
Cemetery	Fully fund renewals	2024	2024-2034 2034-2044	\$144.6m \$199.6	
Open spaces			2044-2054	\$187.6	
Outdoor sports facilities					
Play spaces					

NOTE: Dollar amounts are indicative for out years and will be refined as more information is available and the implementation period draws closer.

Parks & Open Spaces Activity Opex and Capex forecast

[Financial tables to be inserted post deliberations]

Community and recreation facilities

Strategic direction

Community facilities are a core part of our city's social infrastructure – providing places where people can connect, participate, play, create, perform, be inspired, build wellbeing, and develop a sense of belonging and purpose. We have 277 facilities, including libraries, community centres, recreation centres, pools, community and recreation leases of land and buildings, community spaces in Council housing assets and public toilets.

The Council's Te Awe Māpara | The Community Facilities Plan² (refer to Appendix 2 – Summary of community facilities issues for more detail) guides our provision and decision-making about community facilities for the next 30 years. It includes 58 prioritised actions and provides the framework to ensure we have thriving and accessible community facilities – where people connect, have fun, and belong.

In addition to Te Awe Māpara, Te Whai Oranga Pōneke (the Open Space and Recreation Strategy) provides an overarching framework and strategic direction for Council to manage public open space, recreation facilities and recreation programmes and services over the next 30 years. The strategy includes the provision of pools and recreation centres in Pōneke.

Together, Te Whai Oranga Pōneke and the Community Facilities Plan provide guidance for how future investment decisions will be made to ensure our facilities and assets continue to support quality service provision to our communities into the future.

Asset overview

Our assets are valued (Optimised Replacement Value) at approximately \$852.2 million as at 30 June 2023 and include:

- 44 natural and 11 artificial sports turf's
- 108 playgrounds
- Berhampore Golf Course
- croquet facilities, tennis, netball, and basketball half courts
- 7 Skate parks
- Clyde Quay Boat Harbour and Evans Bay Marina

The Council's community facility portfolio is based on a current value of \$420 million. There are a total of 277 facilities in 282 buildings (some facilities are based in multiple buildings) including:

- 7 swimming pools (including two outdoor pools)
- 12 libraries
- 5 recreation centres, including Ākau Tangi
- 25 community centres
- 131 lease facilities across approximately 177,000 sqm of lease space (including land)
- 1 marae
- 13 community spaces in Council housing assets
- 83 public toilets.

² <https://www.letstalk.wellington.govt.nz/wellingtons-community-facilities>

Asset condition and lifecycle

[Summary of asset condition will be included post deliberations]

Data Confidence Rating

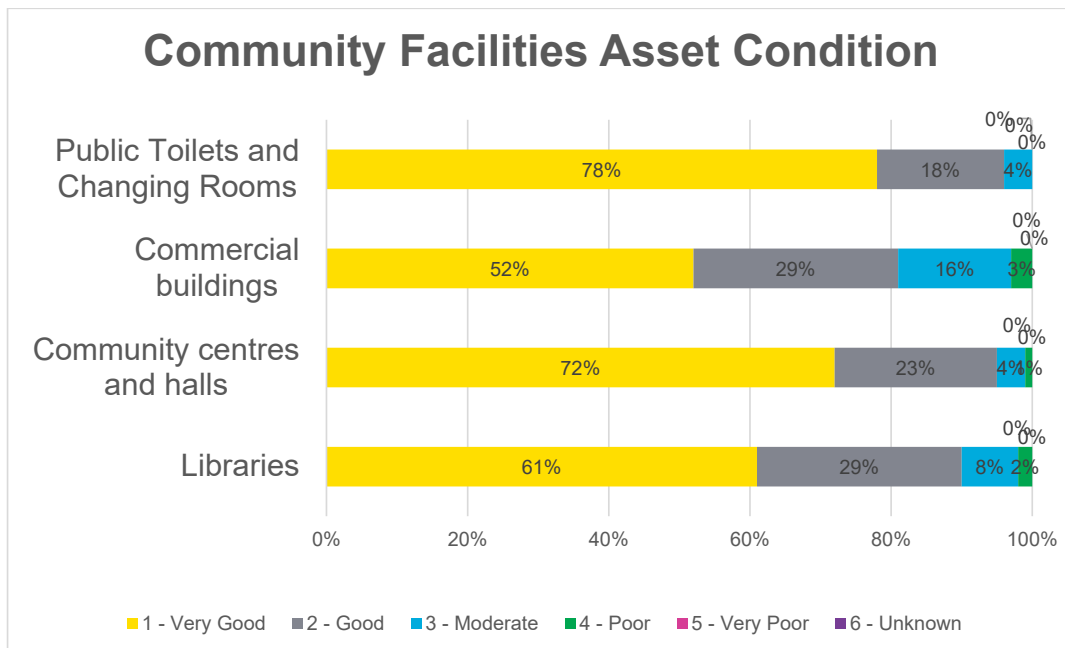
The asset management maturity of community facilities is rated as basic.

There is a high level of confidence in the assessment data for Libraries. The majority of Library Building assets are in Very Good condition (61%) with 2% of assets in Poor/Very Poor condition, as shown below.

There is a high level of confidence in the assessment data for Community centres and Halls. These assets are in Very Good condition (72%) with 1% of assets in Poor/Very Poor condition, as shown below.

There is a high level of confidence in the assessment data for Commercial buildings. These assets are in Very Good condition (52%) with 3% of assets in Poor/Very Poor condition, as shown below.

There is a high level of confidence in the assessment data for Public toilets and changing rooms. These assets are in Very Good condition (78%) with 0% of assets in Poor/Very Poor condition, as shown below.



Level of service and performance

Council provides a very wide range of assets and facilities to support its community and recreation services. The services delivered through our facilities generally have high user satisfaction (libraries 85%, community centres and hall 85%) and high community utilisation. Cleanliness, smell and maintenance of public toilets are the most significant areas of dissatisfaction.

Some of our facilities are however starting to age – the average age of our community facilities is 58 years – and this means that some of the facilities are no longer fit for purpose and/or meet

community expectations. We have an over provision in facilities, mainly because of the age and smaller centres. The only identified network gaps relate to recreation centre provision and specific aquatic facilities for play and hydrotherapy.

Through our city-wide needs analysis, we found that Wellington has a substantial number of community facilities, but many are small, ageing and not fit-for-purpose. Some facilities are not fully accessible, and many do not reflect te ao Māori. There is an uneven distribution of facilities leading to overlapping catchments, diluting demand, and contributing to low use of some facilities. Besides identified gaps in the provision of indoor recreation and some aquatic services, geographically the city is well covered, but it is the design, size and quality of facilities impacting the ability to meet needs, now and as the city grows. Wellingtonians are calling for better quality and a wider range of offerings, not necessarily more facilities.

A key level of service gap is for all new buildings and existing facilities to meet accessibility codes. We do not yet have data on this.

Council's role

The Council provides community facilities, programmes, and experiences to encourage participation in recreational, cultural, creative, social, and learning opportunities. The physical spaces – or facilities – are the platform for community development, connection, activities, and services to take place. We know these opportunities and connections contribute significantly to our physical, mental, social, emotional, and spiritual wellness. Wellingtonians are highly engaged and really value community facilities, and there is some concern about closing facilities due to the potential impact on communities.

The Council currently owns a large portfolio of public toilets as they contribute to the maintenance of public health and wellbeing, and the private sector does not always provide public conveniences to the required level and/or quantity. We recognise that clean, well-maintained public toilets that are accessible, safe, and strategically situated are an important amenity that support people to live, work and play in Pōneke.

Key challenges

This activity group is affected by all the identified key challenges.

- **Population growth and changing demand** – Many of our community facilities are small, single purpose or stand-alone, and not fit-for-purpose. Our analysis found there is little collaboration across facilities, even when buildings are situated close to each other. There is also an uneven distribution of facilities contributes to overlapping catchments, spreading demand between some facilities. Together these challenges result in lack of flexibility to cater for changing demand, increased user dissatisfaction and low use of facilities, and high maintenance and operating costs. To accommodate anticipated demand and changing community needs, we need better facilities, not more. Geographically the city is well covered, but it is the design, size, quality and how we deliver our recreation and community facilities of facilities impacting the ability to meet needs, now and as the city grows. The exception to this is identified gaps in the provision of indoor recreation and some aquatic services, particularly pool play spaces, and hydrotherapy facilities.
- **Ageing and declining condition of infrastructure** – The average age of our facilities is 58 years, which contributes to deteriorating condition and appeal, and increasing maintenance and operational costs. For older facilities, the design may not be suitable for current needs, and not meet modern standard to be accessible, inclusive, or sustainable. With an ageing network of facilities, there is a lot to do. The Council has many priorities and we do not have the funding to do it all at once. We therefore need to carefully evolve, by being smarter and maximising the benefits of our facilities and investment. Te Awe Māpara highlights our three oldest pools are reaching the end of

their useful lives and have issues with accessibility, fit for purpose, earthquake prone and impacts of flooding and sea level rise.

- **Mitigation and adaptation to climate change** – Climate change is placing increased pressures on all our facilities, some facilities have been impacted by extreme weather events, it is likely these will be impacted again and more severely. In responding to climate change, we also need to reduce carbon emissions. Our swimming pools contribute to about 45% of the Council's entire building carbon emissions. We need to ensure our buildings are energy efficient and have a low carbon profile, with a focus on moving away from fossil fuels to electricity. Sea level rise and more frequent severe weather events causing flooding are having impact on some of our community facilities, particularly some of our pools.
- **Earthquake hazards and earthquake prone buildings** – 10% of our community centres, pools, recreation centres and libraries are seismically vulnerable, as well as other community facilities in the network. Some are in locations prone to liquefaction, tsunami, and earthquakes.
- **Affordability and deliverability** – Over the last seven years there has been a 45% increase in operating costs of community facilities, driven by inflation, decreased revenue (over the period of the Covid-19 pandemic), insurance and utility increases significantly above inflation, and increasing maintenance and delivery costs. The cost of maintaining and upgrading our community facilities is continuing to rise due to the number and age of the facilities as well as inflationary pressures such as the costs of materials and labour. We need to apply consistent criteria to determine our priorities and ensure investment delivers the greatest benefits against the outcomes we want to achieve.

Principal options

This activity and related solutions primarily contribute to the priority *“Invest in sustainable, connected and accessible community and recreation facilities.”* We will also take every opportunity to apply each of the strategic approaches.

The following shows how we have used the strategic priorities and applied the overarching principal options to identify specific options to address the key issues for this activity group.

- **Prioritising growth areas** – We will prioritise undertaking the investigations into local area needs first to enable better long-term planning. Any infrastructure delivery will be prioritised according to the spatial plan priority areas in conjunction with the prioritisation criteria set out in the Community Facilities Plan.
- **Targeting emissions reductions to the greatest gains and operational efficiency** – Council's Decarbonisation Plan outlines a programme to move away from the use of natural gas and improve the energy efficiency of many of Council's buildings including community facilities. The greatest emissions reduction gains will come from degasification of the pools. This change will also result in operational cost savings as the cost of natural gas continues to significantly increase and is projected to do so in the future.
- **Mitigating climate change and grow our understanding of adaptation impacts and costs** – Some of the Council's pools and marinas are key assets in this activity area affected by the impacts of climate change, including sea level rise. Climate change adaptation planning will help inform future investment decisions, particularly for assets in coastal locations. Future community leases and renewals will take into account any impact of climate change and adaptation requirements.
- **Strategic rationalisation to better manage the overall asset portfolios** – In addition to the outcomes sought by the Community Facilities Plan and Te Whai Oranga Pōneke, strategic rationalisation will be a key factor for consideration in the investigations of each area's needs.

- **Prioritising interventions and the work programme for affordability** – Community and recreation facilities are expensive to build and maintain. Over the last seven years there has been a 45% increase in operating costs, driven by inflation, decreased revenue (over the period of the Covid-19 pandemic), and increasing maintenance and delivery costs. Managing demand and optimising levels of service will be a key consideration in the investigation and activity management of community facilities and services. We will follow a robust process to work with the community, understand needs, test all options, determine the best response, and prepare a business case to provide clear justification for any investment to change a community facility.

Issues and options

A summary of the detailed list of issues is provided in the appendix.

Issues	Options	Decision Date	Delivery Timing	Costs	Risks and Implications
Addressing ability to meet changing demands	Undertake investigations as per the Community Facilities Plan	There will be rolling decisions to be made as each investigation is completed	2024-27 2027-30 2030-34 2034-44	<u>Opex</u> \$660k \$585k \$255k \$200k	Note that the costs for physical works are unknown until such time that these 30 investigations have been carried out in partnership with community. Indicative capex costs for any physical works associated with all the 44 delivery and facility investigations could be between \$250m through to \$530m over 30 years.
Addressing accessibility and inclusion	Undertake investigations as per the Community Facilities Plan	There will be rolling decisions to be made as each investigation is completed	2024-27 2027-30 2030-34 2034-44	<u>Opex</u> \$220k \$?k \$100k \$60k	As above
Central Wellington Pool Provision (Freyberg, Thorndon & Khandallah)	Undertake a detailed needs assessment and feasibility study as per Community Facilities Plan	Work to be completed in first 18 months, to allow decisions on these pools to be made as part of the 2027-37 LTP	2024-26	<u>Opex</u> \$120k	Significant capex will be required. Retention of existing facilities is estimated to be considerably more costly than a new consolidated facility. It is noted there is a lot of community attachment to each of the existing pools.
High carbon emission profile of swimming pools	Complete degasification of the 4 identified pools	2024	2024-34	<u>Capex</u> \$15.5m <u>Opex</u> \$8.4m	The project will result in lower costs to run. The required energy network upgrade means a project at Freyberg Pool cannot be completed prior to 2028/29. Any building and plant upgrades for Freyberg Pool will be considered as

				part of Central Wellington swimming pool provision.	
Addressing deteriorating condition and appeal of facilities	Fully fund renewals	Every 3 years			
Renewals includes:				<u>Capex</u>	
<ul style="list-style-type: none"> Libraries Community and childcare centre Community halls Pools and recreation facilities Public toilets 	Fund renewals at 75% for 10 years, then increase to 125% in years 10 to 30 (Preferred)		2024-34 2034-44 2044-54	\$60.5m \$137.3m \$148.6m	Deferring 25% of renewals does carry some risk. This will be managed through prioritising where the greatest need is, to meet the objectives of the Community Facilities Plan.
	Reduce levels of service				
Evans Bay Marina	Pause and reset – undertake a section 17a review to determine long term future in time for the 2027 LTP, including consideration of full upgrade of Marina, demolish and repurpose coastal area.	2027	2027 – 2036	\$15m	Requires investment until long term decisions made. Undertake a staged upgrade to spread financial risk. Heightened risks to reputation if Marina is demolished. High ongoing costs to keep marina functional, not allowing for sea-level rise and risk of asset failure.
Evans Bay marina has significant performance challenges. Some short-term renewal investment will continue to be needed until future options are decided. The Evans Bay Marina requires a considerable upgrade due to its age, and sea level rise. The operational model for this also needs to be reviewed and a decision about whether we retain this into the long term will need to be made. Decision required 2027.					

NOTE: Dollar amounts are indicative for out years and will be refined as more information is available and the implementation period draws closer.

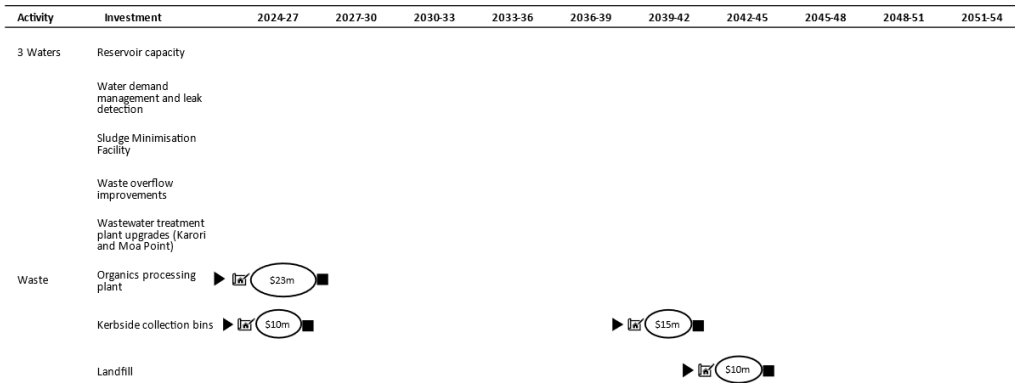
Community and Recreation Facilities Activity Opex and Capex forecast

Financial tables to be inserted post deliberations

Programme view of likely scenario infrastructure investments

NOTE THE BELOW IS A SAMPLE IMAGE TO BE DESIGNED – THE PREFERRED OPTION COSTS AND TIMING FOR EACH ACTIVITY WILL BE PROVIDED

Programme view of likely scenario significant infrastructure investments



Appendices

Appendix 1 – NIWA forecasting assumptions

Regional climate change assumptions

Climate change variables (projections) 2017

<https://www.gw.govt.nz/assets/Documents/2017/06/Climate-Change-and-Variability-report-Wlqtn-Regn-High-Res-with-Appendix.pdf>

Climate extremes 2020

<https://www.gw.govt.nz/assets/Documents/2021/11/GWRC-2020-extremes-appendix-FINAL.pdf>

WCC NIWA Reports for district plan

[Sea-Level rise projections - March 2021 \(1MB PDF\)](#)

[Coastal hazards report - August 2021 \(14.2MB PDF\)](#)

Appendix 2 – Summary of community facilities issues

The full plan can be found online.

<https://www.letstalk.wellington.govt.nz/wellingtons-community-facilities>

Ability to meet changing demands

We have substantial provision of community facilities in Wellington, not including public toilets we have about one facility per thousand people and 1.2 sqm per person.

Most of the facilities are small, stand-alone, and single purpose. Excluding a few very large facilities, like Ākau Tangi and the Wellington Regional Aquatic Centre (WRAC), the average size of all community facilities is 524 sqm. Small and older facilities do not cater for the range of current community needs or provide flexibility for changing needs and aspirations.

A key finding is community facilities that may have been perfect 50 years ago, are no longer fit-for-purpose for today and the future.

Geographically we have enough facilities to serve the city, however the following gaps exist:

- Recreation centres: these facilities are under pressure and there is an indicative geographic gap around Takapū/Northern and Wharangi/Western area.
- Swimming pools: we do not have enough play or hydrotherapy water in our network and there are potential geographic gaps in learn to swim provision.
- Public toilets: there may be geographic gaps in the City Centre, and at some community neighbourhood parks and beach areas.

Wellington does not need more, but better community facility provision. We need to work with the community to make careful decisions about future provision. Investment will be needed to address the identified challenges and to deliver thriving and accessible community facilities, where people connect, have fun, and belong.

Accessibility and inclusivity of community facilities

In Pōneke there are many different communities with diverse interests, needs and aspirations for community facilities. Our analysis found across the 49 libraries, community centres, recreation centres and swimming pools, there are a range of fit-for-purpose issues including:

- 75% of facilities do not reflect mātauranga Māori or te ao Māori, with minimal or no te reo signage or visibility of Māori narratives, identities, histories, or landmarks.

- 44% of facilities have poor accessibility into or through the spaces.
- 38% of facilities are not inclusive for diverse needs, such as gender-neutral toilets, baby changing / parenting facilities and low sensory spaces.
- 15% of facilities have aspects which are unsafe for users or staff.
- The functionality of community facilities for art and creative activities is a significant limitation identified by both users and facility providers.

Investigations will be done in partnership with mana whenua, Māori, and all communities to understand the diverse needs and lived experiences of diverse groups.

Deteriorating condition and appeal of facilities

Our analysis found across the 49 libraries, community centres, recreation centres and swimming pools, there were the following quality issues:

- 27% of facilities have significant building issues like leaks.
- 25% of facilities have insufficient capacity (size), 15% are not functional for intended activities and 27% have poor flexibility.
- 10% of facilities have seismic issues and 13% are in vulnerable locations for natural hazards.

Using the actions and consistent decision-making process set out in Te Awe Māpara, we will continue to carry out maintenance and improvements to existing facilities to maximise the value of what we have.

We recognise in some situations, where facilities are in deteriorating condition, inaccessible, poorly located, or poor design, the option which provides the greatest value for money may be to divest an existing building and consider alternative options. Given the age of facilities, there may be times when we need to consider divestment, such as:

- A building comes to the end of its useful life.
- Need for a facility diminishes and the building cannot be adapted.
- The site where a facility is located is subject to significant resilience risks which cannot be sustainably mitigated.
- A lease/licence has expired or terminated, and the building is not fit-for-purpose or needed.

High carbon emission profile of swimming pools

Pools contribute 45% of Council's building carbon emissions. Swimming pools are heated and cooled with gas, and collectively are the Council's largest user of both gas and electricity.

The decarbonisation of the Council's community facilities, including the pools, is a significant part of the wider Energy Decarbonisation Plan (EDP). Delivering the EDP is critical to reach the 57% 2030 reduction target set out in Te Atakura.

The four pools in scope are: WRAC, Keith Spry Pool, Tawa Pool, Karori Pool.

Note that as part of decarbonisation, along with switching away from fossil fuels, this programme includes improving the energy efficiency of mechanical plant such as Heating, Ventilation, Air Conditioning (HVAC) systems which are critical in the environmental control of pools (i.e. managing the air within a swimming pool complex).

Affordability

Community facilities are expensive to build and maintain. The Council has a community facility portfolio based on a current value of \$420 million. The cost of delivery is approximately \$64 million

for the primary network of libraries, swimming pools, recreation centres and community centres. Over the last seven years there has been a 45% increase in operating costs, driven by inflation, decreased revenue (over the period of the Covid-19 pandemic), and increasing maintenance and delivery costs.

The decisions made early in the process have a direct impact on the long-term success of a facility. These decisions include the location, size, design, materials, and assumptions about how the facility will be delivered. A robust investigation process ensures all these aspects are assessed before a decision to invest is made.

In the past some decisions have not always followed a consistent process or been fully informed by evidence, which has resulted in:

- Facilities in poor locations or with design deficiencies which impact how easily people can use and access the facilities, and the efficiency of the facility to operate.
- Missed opportunities to achieve a holistic network.
- Lack of forward thinking to achieve the Council's strategic outcomes like good urban design and hazard resilience.
- Focusing on a building solution when non-building options like pricing, programming, and marketing may be more beneficial.

**Absolutely Positively
Wellington City Council**

Me Heke Ki Pōneke

Contact details and any other department information here.

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Financial Strategy

Draft

2024-34 Long-term Plan

Absolutely Positively
Wellington City Council
Me Heke Ki Pōneke

Contents

Introduction.....	3
Part 1 - Our investment capacity and infrastructure demands.....	4
Investing in the City.....	4
Our infrastructure demands.....	4
The current economic environment.....	6
Managing future risk.....	6
Part 2 – Responding to Council’s financial challenges.....	8
Continued investment in assets.....	8
Growth.....	10
Capital Expenditure.....	11
Debt.....	11
Risks to levels of service.....	12
Unplanned Events.....	13
Addressing the immediate affordability challenge.....	13
Paying for the city’s everyday cost.....	13
Depreciation.....	14
Rates.....	15
Improving Balance Sheet resilience.....	16

Lack of diversification in the investment portfolio	16
Cost and availability of insurance	17
Reshaping the investment portfolio to achieve greater resilience	18
Advocating for change in funding and financing for local government	19
Appendices – Other mandatory financial strategy disclosures	20
Financial Investments and Equity Securities	20
Investments in companies and trusts	20
Investments in property	21
Cash	21
Policy on Giving Security for Borrowing	21
Local Government (Financial Reporting and Prudence) Regulations 2014 Disclosures	21
Rates affordability benchmark	22
Debt affordability benchmark	22
Balanced budget benchmark	22
Essential services benchmark	22
Debt servicing benchmark	22

Version	Type	Date	Author	Reviewed by	Review date
0.1	Wireframe				

Introduction

The Council's financial and infrastructure strategies are the main foundations for the long-term plan (LTP). The strategies are interdependent in that they together:

- tell a story about the levels of service that are planned, the required infrastructure investment, and the associated costs;
- specify the funding and investment boundaries and/or financial trade-offs in advancing the Council's outcomes, priorities, and proposed levels of service; and
- identify and guide the management of any financial risks to service delivery and the financial health of the Council.

Both strategies respond to the strategic challenges, issues and expectations faced by the city.

This Financial Strategy outlines our overall approach to managing the Council's finances over the next ten years. It provides guidance to manage financial risk, and it explains the effect of spending decisions and funding choices on levels of service, rates, debt, and investments. In the meantime, the funding options available to the Council are limited. We must make careful decisions about what we invest in and when, to provide the required service in the most cost-effective way. We must also ensure that those generations that benefit from the services we provide are the ones that pay for those services.

This strategy also sets the limits (e.g. rates, debt) within which the Council proposes to manage its finances over the life of the LTP.

The Council is committed to responding to the needs of the community in an affordable way as well as funding long-term projects to support its vision: *Poneke: A creative capital where people and nature thrive*. However, the Council faces significant demand for increased investment in its infrastructure while investment capacity is reducing. We must also ensure that those generations that benefit from the services we provide are the ones that pay for those services.

Part 1 - Our investment capacity and infrastructure demands

The biggest challenge for the Council is that our investment capacity is reducing but our infrastructure demands are increasing faster than our ability to fund the required work. Key contributors to this are outlined below.

Investing in the City

The 2021 LTP established a 2040 vision for the City to be 'an inclusive, sustainable and creative capital for people to live work and play'. The 2024 LTP broadly continues this ambitious vision by investing in significantly improving services and infrastructure. We must also focus on accommodating expected growth¹. We are a compact City, and our proposed district plan looks to accommodate this growth by intensifying existing residential areas. This may see an increase in mixed use properties (e.g. both commercial and residential). We expect no other significant changes in land use. There are minimal operating costs associated with growth and land use change. Capital cost implications are detailed below.

To meet our vision, over the last two LTPs the Council has made strategic decisions to invest in many projects, including core infrastructure, the new build of the Tākina Convention Centre, and reinstating earthquake prone buildings such as the strengthening and modernisation of Te Matapihi Central Library and the upgrade of the Town Hall. This has been funded by taking on additional debt, which has resulted in the Council's debt more than doubling since 2017². While the current debt held by the Council is well within the covenant limits set by the NZ Local Government Funding Agency (who the Council borrows most of its debt from) we are near the limit of the internal self-imposed debt to revenue cap. As a result, we need to carefully consider what projects we pursue in the future.

In this LTP the Council is focused on delivering core services, such as waters and transport. Because of decades of underinvestment in infrastructure and the long-tail of earthquake impacts on many key buildings across the city, our required investment in our core assets is significant. Council is committing to 'looking after what we have'. There is little scope for us to significantly increase level of service targets over the next 10 years³.

Our infrastructure demands

The Council's Infrastructure Strategy (IS) identifies significant needs, challenges and options for managing infrastructure over the next thirty years. The IS signals where asset investment or optimization (including divestment) may be needed.

The IS identifies five infrastructure challenges that are key drivers of the financial sustainability challenges addressed in this strategy:

1. **Population growth and changing demand and expectations.** Wellington has sustained a steady 1.2% population growth per year from 1998 to 2018. The forecast growth rate going forward is lower at 0.8% per year. This will still result in between 50,000 - 80,000 extra people over the next 30 years and requires approximately 24,000-31,000 more housing units. An aging population, changes to household size, more intense and mixed land uses, and accessibility requirements affects the range of infrastructure / services needed while increasing the demands on the

¹ Wellington City's population is forecast to grow 26% between 2021-2054 and the 2021-31 (Sense partners population forecast)

² As at 30 June 2017 the Council's borrowings were \$582m it is now more than \$1.4b

³ Levels of service are what we have agreed to deliver to, and on behalf of, the community. These are set through the Council's LTP, sometime in response to community desire, and sometimes in response to statutory requirements.

existing networks across the city. Many infrastructure networks will require more or new investment to support this forecast growth particularly the intensification of existing urban areas and along key public transport corridors as signalled in the Spatial and Proposed District Plans.

2. **The aging and declining condition of our infrastructure portfolio** - in particular water and transport networks. The age, condition and performance of our water assets is under significant stress. These assets, which were designed at a time to service a smaller population, less housing and different weather patterns, require significant on-going investment at a scale far greater than in recent years. Wellington's topography constrains our ability to add or widen corridors for our transport network. This lack of capacity shows up as congestion on the roads and creates safety issues, especially for vulnerable road users. To maximise the safety and efficiency of our network, increase the provision of safe convenient and reliable low carbon transport mode options, relocation of some space away from inefficient private vehicle traffic lanes and parking to higher capacity public transport and active mode corridors. To deliver these changes in our transport system, considerable investment will be required for decades, either through government or some other funding mechanism.
3. **Mitigation and adaptation to climate change.** Much of our infrastructure was planned and built before we considered the impact on carbon emissions. To reach our goal of a 57% reduction in emissions by 2030 and achieve net-zero carbon by 2050, we must rethink and redesign our infrastructure. Climate change is already affecting New Zealand, impacting its natural environment, economy, and communities. Without proactive adaptation, further climate-related changes are expected to significantly impact our infrastructure. Recent weather events underscore the exposure of Wellington's infrastructure to various climate-related impacts, such as extreme weather events, sea level rise, flooding, coastal inundation, erosion, landslides, and rising temperatures. Future costs to the Council for making infrastructure more resilient will be material. Estimates indicate that the cost of not taking action to address climate issues is seven times higher than the cost of safeguarding our current and future infrastructure.
4. **Mitigating earthquake (EQ) hazards, buildings EQ resilience and insurance cost inflation.** Wellington faces threats from earthquakes, landslides and the effects of climate change. Wellington is a hilly city. It has many bridges and retaining walls, and limited access points - these critical links must be resilient. This means ensuring they can withstand the impact of earthquakes and other natural disasters, so people can continue to access essential services. To be a seismically resilient city, much of our infrastructure needs to be remediated, particularly buildings and facilities. Seismic resilience is also about ensuring safety and access to lifeline services. Many of the Council's buildings are not earthquake-prone, but some are, and require remediation. This includes a few key public use buildings. In this environment, insurers are limiting their exposure to the region's hazards by narrowing cover and or increasing the cost of cover.
5. **Affordability, funding and market capacity to deliver the require infrastructure investment programme.** The costs associated with maintaining, operating, renewing, and upgrading the Council's significant portfolio of infrastructure are substantial and have been increasing materially since the COVID-19 pandemic. Funding tools are limited, and while the Infrastructure Funding and Financing Act 2020 (IFFA) provides an 'off balance sheet' solution not impacting borrowing limits, the costs still fall to the community who themselves are facing cost increases and affordability issues. Added to this, Civil Contractors New Zealand reported that the civil construction industry face major challenges including greater uncertainty for future projects, attracting and retaining skilled people, cost escalations and supply chain issues.

Addressing these challenges has been constrained by a recent history of incomplete asset management, data maturity and under investment in asset maintenance and renewals. Progress has been made to collect more and better information about our assets, particularly our most critical assets. We need to maintain or even increase our investment in this area to ensure we can continue to make good decisions about when investment in our infrastructure is optimal.

The current economic environment

The economic and community operating environment has dramatically changed since the Council prepared its 2021-31 LTP. We are operating in an environment of high inflation, high interest rates and borrowing costs have 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. While the Council's current financial position is strong with a credit rating of AA+ (negative watch) and total assets of over \$10b, the Council is now facing and addressing:

- Material near-term cost and affordability challenges; and
- Medium to long-term balance sheet and funding constraints.

Day-to-day costs have also had a significant impact on our community. Households are under financial pressure in this economic environment, with Council's main source of income being rates, careful decisions need to be made about what the community can afford. There is growing community pressure for the Council to live within its means (i.e. deliver affordable services). Successive years of double-digit rates increases are eroding community perceptions of service affordability and rates increase tolerance – particularly as cost-of-living pressures continue.

In 2007 a Local Government rating inquiry report found that as a rough benchmark, affordability problems could arise where rates exceed 5% of gross household income. Wellington City as a whole remains below this indicative benchmark level (even when including the proposed sludge levy). However, rates across Wellington City vary greatly and there are suburbs in Wellington where the 5% affordability benchmark has been reached.

There is no easy solution. High inflation and costs (particularly the cost of borrowing) in the current economic environment is restricting what we can afford to do. The 2023 Future for Local Government review found that local authorities face significant funding challenges constraining their ability to deliver services to their communities, meaning there is limited capacity or resource to work with communities on more complex challenges. It also noted that the current local government funding and financing system is not sustainable⁴.

We will work collaboratively with other councils and central government to seek changes to provide a sustainable funding model for local government and support new ways to deliver core services. For example, supporting the establishment of a new style of regional council-controlled organisation that has the mandate and financial sustainability to ensure the provision of a safe, reliable, quality water service for our communities.

In the meantime, the funding options available to the Council are limited. We must make careful decisions about what we invest in and when, to provide the required service in the most cost effective way.

Managing future risk

While we need to think about the immediate cost pressures, we also need to make sure we can respond to future challenges and natural disasters. Our balance sheet currently lacks the resilience to meet possible future events, which we are looking to address through this financial strategy.

⁴ Review into the Future for Local Government (2023) He piki tūranga, he piki kōtuku, Wellington: New Zealand.

The Wellington region has numerous large known faults such as the Wellington and Ohariu faults. The 2022 revision of the National Seismic Hazard Model estimates the likelihood of future earthquake shaking hazard to have increased throughout most of the country. Further, recent weather events in New Zealand have highlighted the impact of a changing climate.

If such an event were to occur in Wellington, we need to have the financial capacity to respond accordingly. The Council's current investment portfolio effectively has two main assets (WIAL shares and ground leases) and is highly exposed to disruptive events such as the COVID-19 pandemic or natural disasters.

Part 2 – Responding to Council’s financial challenges

The Council is committed to responding to the needs of the community and the aspirations for the City’s future. The budget and investment programme in the 2024-34 LTP underpins the vision and the nine LTP strategic priorities guiding the Council’s LTP work programme.

In addition, the development of this strategy and future financial decision making is informed by the advice of the 2023 Citizens Assembly Pilot (the Assembly). Relevant recommendations of the Assembly are that the LTP, as part of its medium-term focus, look to diversify revenue streams, advocate to central government for legislation changes to access alternative revenue streams, considers investments and partnerships to supplement rates revenue and prioritising capital spend according to affordability.

In this environment our ability to maintain the pace of delivery for our capital investment programme and maintain prudent financial planning and management is increasingly under pressure. To address these challenges, the Council is planning to:

1. Continue to invest in the city but rephase and reprioritise the capital programme of works, with a focus on completing projects that we have started, looking after our existing assets, and meeting regulatory requirements.
2. Seek opportunities to increase non-rates revenue and make efficiencies and some reductions in levels of service to manage immediate cost pressures.
3. Make better use of investments to better deal with the risks and external costs pressures more effectively. This includes diversifying the Council’s investment portfolio. The Council’s investment assets are highly concentrated in terms of geography, asset type and liquidity.
4. Look for long-term solutions for local government funding and financing, including continuing to advocate and support change for the establishment of a new style of regional council-controlled organisation that has the mandate and financial sustainability to ensure the provision of a safe, reliable, quality water service for our communities.

Continued investment in assets

The IS provides details of the level and timing of investment needed to operate, replace, renew and upgrade existing facilities over the next 30 years.

The Council primarily borrows to pay for the construction/purchase of new assets. These assets generally provide new or enhanced benefits to Wellington for many years. Borrowing therefore has the advantage of being a cost-effective and equitable way to fund these assets as it spreads the cost of the asset over the future generations of ratepayers who will benefit from the use of the asset.

If the capital expenditure relates to the replacement (renewal) of an existing asset, that expenditure will be initially funded by borrowings but be repaid by rating for depreciation over the life of the asset. Any surplus rate funded depreciation, after paying for the replacement of Council assets, will be used to repay borrowings.

The increased investment in infrastructure to provide for growth is proposed to be recovered in part through development contributions. However, the Council also funds growth infrastructure through debt. Over time as new lots are created and new houses and apartments are built across Wellington there will also be more properties to share the rates across, reducing the impacts on existing ratepayers.

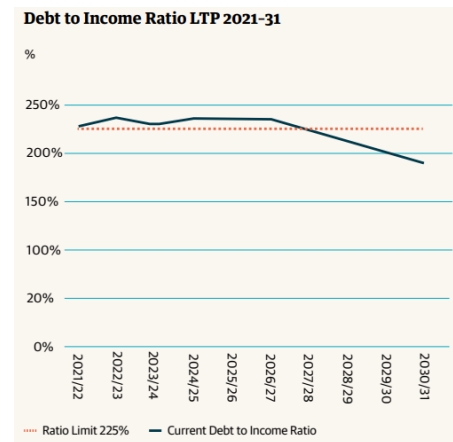
The Council must operate within its debt covenant levels and therefore there are limitations on the level of investment in assets it can undertake based on the amount it can afford to borrow. The Council borrows from the NZ Local Government Funding Agency, who set a debt to revenue ratio covenant of 280%. The Council has set its own debt to revenue ratio limit at 225%.

The Council’s own limit has been set giving regard to:

- The Council having the future cashflows to repay the debt;
- The ability of ratepayers to service debt – including both interest and repayments;
- Having necessary debt facilities, credit rating and security in place, which is achievable over the medium to long-term; and
- Maintaining financial headroom to deal with unknown shocks.

The Council’s debt to revenue ratio limit has historically included a provision for insurance headroom of \$272m. This 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 for the first two years of the plan. However, from year three of the plan the Council’s financial strategy reflects alternative risk mitigation strategies, including the establishment of a perpetual investment fund, to mitigate its financial and insurance risks (see improving balance sheet resilience section below).

In preparing its 2021-31 LTP, the Council was forecasting to breach its debt to revenue limit in the first six years of the plan. While the Council’s actual debt to revenue ratio has not exceeded the 225% limit to date, debt has still increased significantly.



With significant increases in construction costs, the scope of works being undertaken (for example the cost of the Town Hall remediation being significantly higher than planned) and the size of the Council's capital expenditure programme, the Council is expected to exceed its own debt to revenue limit in this LTP period. However, there is a need to manage the costs of the Council's future capital programme to ensure that debt can be managed, and the Council does not breach the debt to revenue covenants set by the NZ Local Government Funding Agency.

Another critical impact of funding capital expenditure through increasing debt, as well as through depreciation funding, is on future operating expenditure (and therefore on future rates). As both our asset base and our level of debt grows, so do operating costs of debt financing and asset management and renewals. These increasing cost pressures include:

- Increasing interest payments as the debt principal increases
- Increasing depreciation as the value of total assets increases
- Increasing costs of operating costs such as repairs and maintenance and insurance.

To respond to these pressures the Council has reprioritised and rephased the capital programme using the following principles:

- Complete works underway - examples include things like the Town Hall, Te Matapihi Central Library, parking enforcement technology roll-out etc.
- Deliver what is legislatively or contractually required – examples include Phase 2 of the Housing Upgrade Programme, multi-year contracts, earthquake strengthening; and
- Invest in areas where there are material infrastructure challenges e.g. three waters.

The remaining capital works programme has been rephased, reprioritised and rescoped so that it is evenly distributed over the ten years of the plan or beyond and fits within the available budget parameters.

Growth

Forecasts indicate steadily ageing population and smaller households as family sizes continue to decline. The population is seeing an increasing proportion of people in the 55-to-85-year age brackets, and the 20-to-30-year age group. There is a decreasing proportion of the population in the under 20-year age bracket and the 30-to-50 age group. National population projections from the 2013 disability survey indicated a 45% increase in disabled population to 2038 compared with 31% increase in total population. The same survey indicated nearly 60% of people over 65 identified as disabled. Changing demographics affects the range of services we need to provide and demands on networks across the city – and long-term changes to household size, more intense and mixed land uses, and accessibility requirements.

The Council is planning to accommodate the growth of the city predominantly through intensification of existing urban areas and along key public transport corridors as set out in the Spatial Plan and Proposed District Plan. This will require new infrastructure including higher capacity public transport corridors to sustain growth, and existing infrastructure to be upgraded.

Capital Expenditure

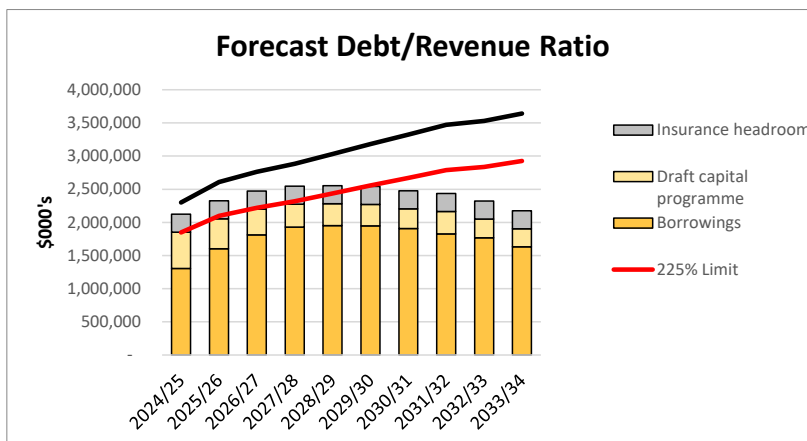
The Council is investing [**\$state**] in its capital programme over the 10-year period of the 2024-34 Long-term Plan. The below table shows the total cost of capital projects over the 10-year period of the 2024-34 Long-term Plan categorised by type of expenditure.

[**TABLE TO BE POPULATED**]

2024-34 Long-term Plan				
	Renewals	LOS	Growth	Total
Activity Group	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Water supply				
Wastewater				
Stormwater				
Transport				
Other Activity Groups				
Total Capital Expenditure				

Debt

The Council's debt is expected to increase to [**\$state**] by 2033/34. [**Insert graph – example below, need to remove insurance headroom from year three**]



The forecast shows that the Council will exceed its debt to revenue limit, for the first [x] years of the plan. However, if we exclude the insurance headroom then the debt to revenue limit [complete narrative].

The debt to revenue ratio reduces from [year] mainly due to surplus depreciation funding that is not spent on renewals. It is important to note that surplus depreciation is expected at this point in time due to the increased investment in new assets that are being depreciated incrementally over their useful life. Renewal of assets have been phased over the ten years due to affordability restraints which means postponements to some maintenance and renewal work. Funding for renewals from Year 11 onwards is planned to increase due to the rephasing and postponement in Years 1 to 10.

The Council will need to continue to monitor its capital programme to ensure it remains within the debt to revenue limit.

Risks to levels of service

Transport

We have a higher cost of transport road maintenance in Wellington City relative to other councils with similar transport networks. The sub-structure of Wellington’s roads consists of flexible, highly water susceptible clays. This creates issues with the maintenance of the network. The construction of a roading network within the topographical constraints of the area has resulted in the need for a substantial number of structures across the district. This steep topography also requires an extensive network of drainage assets as we need to control the stormwater runoff. These combined challenges create a cost of maintenance environment which is high and there is no easy solution.

High axle loads from Electric busses is also leading to accelerated pavement deterioration on bus routes.

We also have an aging asset base which becomes more expensive to maintain while delivering the service levels our customers expect.

In this LTP we are planning to fund renewals at 75% of what is forecast in the asset management plans for transport. In doing so, we will seek value for money options through good procurement practices and review programme options for more cost-effective options. Deferring 25% of renewals does carry some risk that levels of service received by the community is lower than planned. This risk is mitigated by having very high confidence in the condition of the roading network, with recent and ongoing assessments of data taking place for the entire portfolio. We will prioritise renewals where the greatest need is, such as, safety, resilience, connectivity, and mode shift.

Three waters

While this LTP prioritises investment in water supply to address the number of water leaks and the risk of a water shortage, there are a few wastewater and stormwater projects that are not proposed to proceed in the next ten years. The Moa Point and Western Wastewater Treatment Plants require significant renewals as many of these assets are at the end of their useful life. While investment will occur, it is not at the level recommended in advice from Wellington Water, who manage the asset. Funding is included budget to progress concept design of core activity to allow further prioritisation and can be quickly implemented if failure occurs. Taking this approach increases the risk that there may be periods of non-compliance with consents, odour issues and impacts to water quality.

Unplanned Events

Unplanned events require earlier than planned investment (e.g., Civil Defence emergencies, natural events, river slips, fire, theft, and safety concerns). These events, if they occur, could result in significant unplanned operating and capital costs. The Council has mitigations that can be executed in the case of such an event. The Council's debt to revenue limit is lower than covenants that would be set through lenders. Further, the Council currently maintains insurance headroom of \$272m within its forecasted debt to respond to emergencies such as those caused by natural hazards and extreme weather events.

As part of this LTP the Council is consulting on the establishment of a perpetual investment fund. This fund could provide accessible funding in the event of a natural disaster or unplanned event, if required. Refer to improving balance sheet resilience section below.

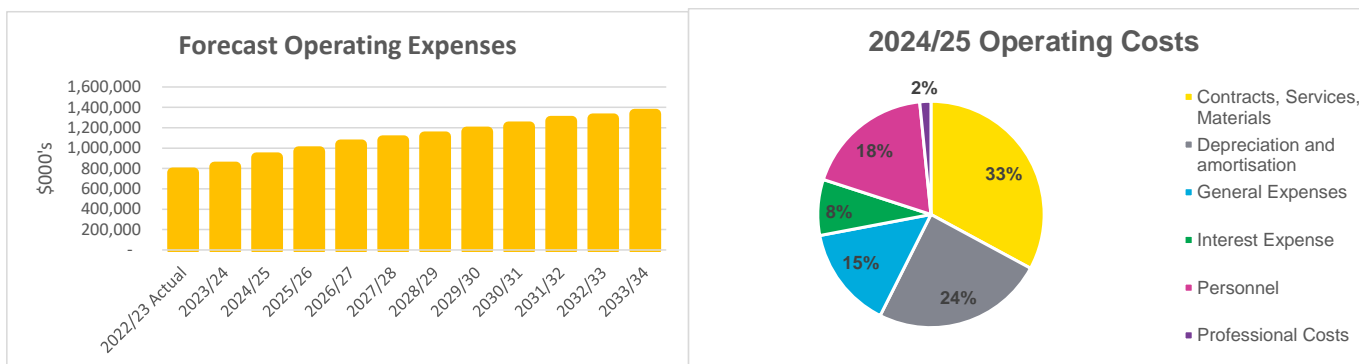
Addressing the immediate affordability challenge

Paying for the city's everyday cost

Everyday costs should be paid for from everyday revenues. 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. Using debt to fund everyday costs also means future ratepayers will pay for this cost, including interest. This is neither prudent nor sustainable.

The costs to undertake Council services are higher than previously anticipated. Next year alone, we're forecasting cost increases for depreciation (the cost of looking after our existing assets: [\$x million]), interest ([\$x million]) and inflation ([\$x million]). Operating costs are forecast to be [STATE] by 2033/34, an increase of [STATE%] from the 2023/24 Annual Plan.

[INSERT GRAPHS OF OPERATING EXPENDITURE - EXAMPLES BELOW]



To mitigate the increase in everyday costs all the individual budgets included in the draft LTP have been scrutinised and refined. This has been a rigorous process over the last year. The focus has been on ensuring we're delivering core services. For example, [Need to state based on Council decisions, for example "we have cut back spending on removal of graffiti and events, including the annual fireworks display."]

Depreciation

In the 2022/23 Annual Plan, due to a significant revaluation increase of the Council's water infrastructure assets, it was decided that the depreciation on the Council's water assets would be funded by rates based on the quantum of the three waters renewals capital programme for 2022/23 and 2023/24, and the Council would return to fully rates funding the depreciation by 2028/29. Based on this, it was resolved that the Council's budget would not balance until 2028/29 and that it was financially prudent based on Section 100 of the Local Government Act 2002.

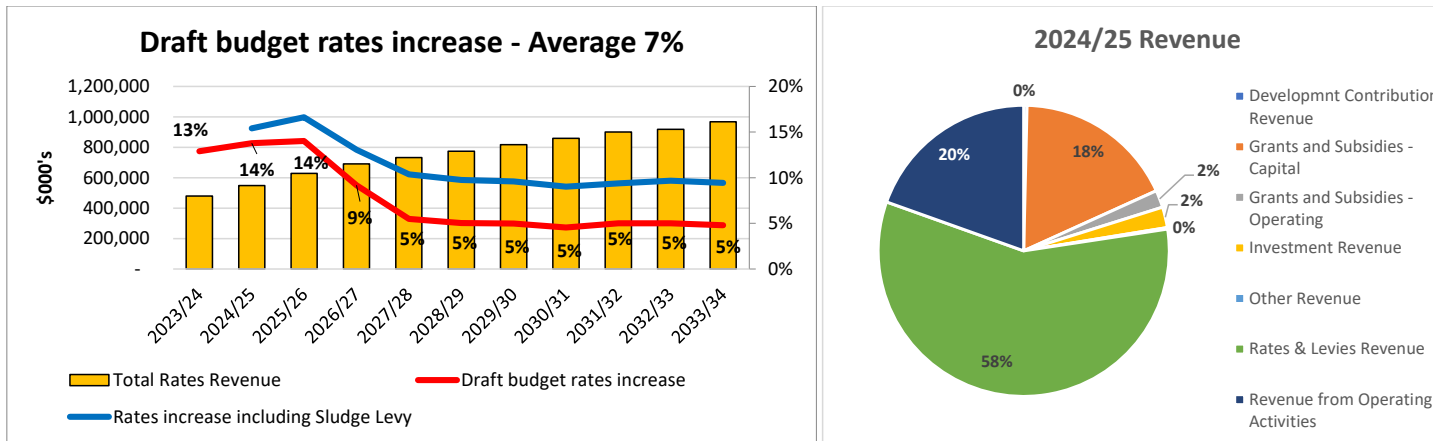
The Council has made further decisions to not rates fund the depreciation on its [State] assets due to [STATE]. This means that the Council is not collecting sufficient revenue to cover its operating costs resulting in an unbalanced budget, which the Council has agreed is financially prudent. Graph showing surplus/deficit

While we are not fully rates funding depreciation, we are still collecting sufficient revenue from rates to fund renewals planned during the ten years of this plan.

Rates

Rates are the principal source of funding for the Council’s activities. However, where the user of a service can be readily identified and charged, we generally set fees and charges that cover the costs of providing that service. The Council places a high reliance on revenue from rates. In 2024/25, the forecasted revenue from rates is expected to be [STATE] of total revenue. Exploring new revenue streams and central government funding will continue to be a priority throughout the period of the 2024-34 Long-term Plan.

[insert graphs showing proposed revenue and rates increase- example below]



The Council’s rating system has been considered with the intention that it represents the most appropriate rates options to address the present and future needs of the city. The Council has set a rates increase limit of between 5-8% on average over the ten years of the Long-term Plan, however higher rates increases in the early years of the Long-term Plan are necessary to continue to fund the current levels of service. The average rates increase for the 2024-34 Long-term Plan is 7%. The Council will need to make prudent financial decisions to ensure it remains within this limit.

The basis for the rates increase limit is to balance affordability with increased investment required in our infrastructure. On average Wellington residents pay a lower share of their household income on rates compared to surrounding areas. Many residents benefit from relatively high incomes comparative to the New Zealand average. We also have a significant commercial sector that allows residents to afford higher levels of services than other smaller centres. The 2007 Shand report reviewing Local Government rating suggested a benchmark of rates around 5% of household income being affordable. There are however suburbs that are nearly paying 5% of their household income.

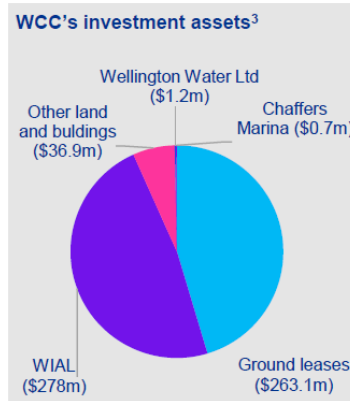
In July 2024, the Council will be introducing a new sludge levy to fund the cost of the new Moa Point sludge minimisation facility. This was approved under the Infrastructure Funding and Finance Act 2020 (IFFA), we consulted on this option through 2021/2022 and received support from the New Zealand Government (Cabinet and the Minister of Housing) in August 2023. We are collecting the levy on behalf of the special purpose vehicle owned by Crown Infrastructure Partners. The cost of the sludge levy for ratepayers needs to be considered when assessing affordability for our ratepayers.

Improving Balance Sheet resilience

There are two main challenges to the long-term resilience of the Council's balance sheet – firstly, the Council's investment assets are not appropriately diversified, and secondly, the capacity available to insure Council's assets is becoming increasingly constrained.

Lack of diversification in the investment portfolio

The Council's investment assets are highly concentrated in terms of geography, asset type and liquidity. The investment portfolio has two main asset classes – WIAL shares and property ground leases – which make up 93% of the Council's investment assets. Both these classes of assets are highly exposed to the same risks and disruptive events, including natural disasters and market events, due to the fact that they are all property assets based in Wellington. Because they are exposed to the same risks, the Council may have limited ability to liquidate these assets if it needs funds to contribute to a recovery effort following a natural disaster or significant market disruption. With changes to national hazard modelling (discussed below), the likelihood that the Council would need to release capital following a natural disaster has increased significantly.

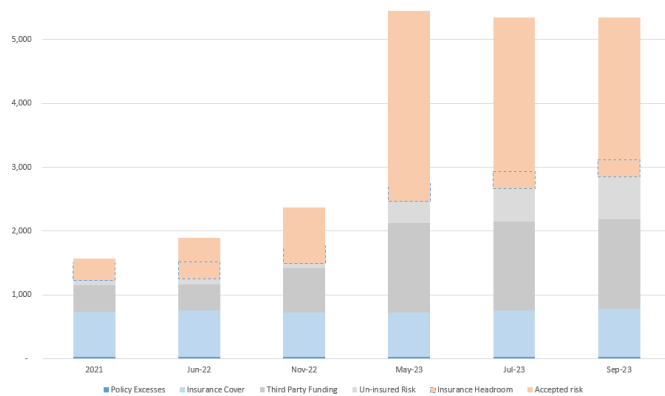


Cost and availability of insurance

Insurance premiums are increasing, and, in some cases, insurers are reducing the levels of cover available to manage their overall exposure to Wellington. The effects are being felt by both private and public property and asset owners. Compounding this, is the continued increases in building and infrastructure valuations which drive increases in the cost to replace assets leading to increased insurance premiums. These trends are forecast to continue in the future.

The release of the 2022 National Seismic Hazard Model has further increased the Probable Maximum Loss from a major event for many of the Council's assets. This means the financial impact of a seismic event is greater than previously thought. Additionally, recent weather events across New Zealand have highlighted the reality of climate issues and their impact, alongside more well understood seismic risks.

The combined effect of changes in loss modelling, and the impact of cost and availability of insurance is that the Council now has a significantly higher proportion of uninsured risk than it did when it set the 2021-31 LTP. The \$272m debt headroom the Council holds to cover uninsured risk is now far from sufficient to cover expected losses after a major event.



Reshaping the investment portfolio to achieve greater resilience

As a result of work undertaken over the last couple of years, including the work the Council has been doing on an insurance road map, the Council is consulting through this LTP on a proposal to divest its holding in Wellington International Airport Limited to invest the proceeds into a new Perpetual Investment Fund. A Perpetual Investment Fund is an investment fund that is intended to continue forever.

Along with the WIAL shares, the Council intends to use the proceeds from periodic sales of selected ground leases to further capitalise the new fund. The proceeds in the fund would be used for the long-term benefit of the city by providing critical, accessible funding in the event of a natural disaster while continuing to supplement rates revenue through a conservative annual dividend stream.

Other councils have taken similar action to manage their portfolios and enable long-term investment in their communities. Particular examples are the New Plymouth District Council Perpetual Investment Fund, the Dunedin City Council Waipori Fund and the Hawke's Bay Regional Council Future Investment Fund.

The benefits of recycling the Council's investment assets in this way are:

- Reduced geographic concentration meaning not all assets are subject to the same disaster risks and returns are decoupled from the performance of Wellington CBD.
- Increased diversification of the portfolio via the introduction of a new financial asset class and a reduction in exposure to the property sector.
- Increased liquidity of the portfolio to ensure funding is available for the Council in the event of a significant natural disaster and that the capital can be available at relatively short notice and with low exit costs (albeit only as a last resort).

- The investment portfolio can be matched to the unique risk tolerance of the Council
- Enable the Council to pursue other objectives. For example, Environmental, Social and Governance (ESG) factors can be taken into account when making investment decisions.
- Maintaining financial returns for the Council, albeit through new revenue sources including dividend and interest income.
- Improve intergenerational wellbeing through the building up of investment wealth and reduced reliance on future rates increases
- Reduces the Council's reliance on debt headroom as a way to manage insurance risk, which frees up debt capacity for other Council priorities (e.g., capital or infrastructure investments)

Based on early modelling, under the Council's preferred option to sell its full WIAL holding and a selected set of ground leases, the investment fund could be established with an estimated mid value range of [XX] funds under management.

As well as consulting on these steps in this LTP, the Council will continue work on the insurance road map and through this work, consider strategic ways to deploy capital to get the best out of available options. These could include exploring new alternative insurance solutions (e.g., parametric insurance, captive insurance), or further changes to the shape of the Council's asset base.

Advocating for change in funding and financing for local government

The current economic environment has created significant challenges in setting the LTP budgets and balancing the need to invest in the City's infrastructure while still delivering the services Wellingtonians have come to expect. The infrastructure demands and needs will continue to grow. While, in the future, the economic conditions may improve the funding and financing system for local authorities is not sustainable.

The Council has taken up new financing mechanisms as they have become available, such as setting a levy in accordance with the Infrastructure Funding and Financing Act 2020 to fund the Moa Point sludge minimisation facility. The Council also supports future change, including the establishment of a new style of regional council-controlled organisation that has the mandate and financial sustainability to ensure the provision of a safe, reliable, quality water service for our communities.

We will continue to work collaboratively with other councils and central government to seek changes to provide a sustainable funding model for local government and support new ways to deliver core services in the medium to long-term.

Appendices – Other mandatory financial strategy disclosures

Financial Investments and Equity Securities

We hold investments in companies and trusts, property, and cash. The full policy on the Council's investment management can be found in the Investment policy [\[insert link on our website\]](#).

Investments in companies and trusts

The Council has investments in five companies and interests in three Trusts. The primary reason for holding equity in these entities are principally to achieve efficiency and community outcomes and not for financial return on investment.

Company	Shareholding	Principal Reason for Holding	Targeted return
Wellington Cable Car Company Ltd	100%	Maintains and operates Wellington's iconic Cable Car	Nil
Wellington Regional Economic Development Agency Ltd (WellingtonNZ)	80%	The city and region's economic development organisation	Nil
Wellington Waterfront Ltd	100%	Acts as bare trustee for the Waterfront project	Nil
Wellington International Airport Ltd	34%	Optimise the return on the overall investment portfolio and to diversify the Council's income sources	Between \$10m and \$30m per annum
Chaffers Marina Holdings Ltd	9.93%		Nil
Civic Financial Services Ltd	4.78%	Insurance and risk management	Nil
New Zealand Local Government Funding Agency Ltd	8%	Borrowing	\$100k per annum
Trust	Shareholding	Principal Reason for Holding	Targeted return
Karori Sanctuary Trust (Zealandia)	100%	Manages ongoing conservation and restoration work at its sanctuary in Karori	Nil
Wellington Museums Trust (Experience Wellington)	100%	Manages educational and cultural facilities and experiences	Nil
Wellington Zoo Trust	100%	Manages the Wellington Zoo, provides experiences and education and supports conservation initiatives	Nil

Investments in property

The Council's ground leases, and land and buildings are held primarily for investment purposes. The Council periodically reviews its continued ownership of investment properties by assessing the benefits of continued ownership in reference to strategic benefit, financial return, risk, and opportunity cost.

Cash

The Council operates on a "net debt" basis and does not separately maintain significant long-term cash investments. The general policy with respect to surplus short-term cash is to invest any short-term surplus cash or to temporarily reduce borrowings.

Cash is held for liquidity purposes like the prefunding of debt maturing within 18 months, or short-term cash surplus investments. The Council has an external lending covenant relating to liquidity whereby we must hold 115% of liquid assets over debt, this is supported by cash held in current accounts and term deposits.

Policy on Giving Security for Borrowing

To borrow cash, we must offer our lenders security, just like residents do with their mortgage.

Like most councils, debt is secured against rates income. Lenders like this as security and it helps keep our interest rates low. Giving rates as security means that our lenders can make us charge ratepayers more to repay debt. That is why it is important to keep our debt at a sustainable level. We may also offer other security, including physical assets, in certain circumstances. The full policy on giving securities can be found in the Liability Management Policy [[insert link to our website](#)].

Local Government (Financial Reporting and Prudence) Regulations 2014 Disclosures

We have included the Disclosure Statement in this Long-Term Plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014. The purpose of this statement is to disclose our planned financial performance in relation to various nationally consistent benchmarks. These benchmarks enable the assessment of whether we are prudently managing our revenues, expenses, assets, liabilities, and general financial dealings.

These measures allow for comparison of financial performance with other councils. However, readers are urged to read the commentary and explanations provided to give context to the information, as it is not always possible to compare Wellington City Council's results with other councils due to their size, location and provision of services.

Rates affordability benchmark

[To be completed when draft budget is complete]

Debt affordability benchmark

[To be completed when draft budget is complete]

Balanced budget benchmark

[To be completed when draft budget is complete]

Essential services benchmark

[To be completed when draft budget is complete]

Debt servicing benchmark

[To be completed when draft budget is complete]

Revenue and Financing Policy

Purpose

Section 102 of the [Local Government Act 2002](#) requires Councils to adopt a Revenue and Financing Policy. The purpose of the Revenue and Financing policy is to provide predictability and certainty about the sources and levels of funding the council proposes to use to meet its funding needs. It explains the rationale for, and the process of selecting appropriate funding mechanisms for operating and capital expenditures. The policy also shows how the Council complied with section 101(3) of the LGA which sets out a number of factors we must consider when making these decisions.¹

Deciding the best way to fund activities is complex. The Council must exercise its judgment in balancing many factors in complying with legislation, including, but not limited to:

- Accountability
- Affordability
- Benefit
- Competition
- Cost
- Efficiency
- Equity
- Impact of change
- Intergenerational equity
- Legal availability of funding mechanisms
- Social impacts
- Impact on Climate
- Strategic Alignment
- Transparency

Balancing these sometimes-conflicting principles can be challenging. The council uses its best judgement in the developments of budgets and the choice of funding sources for council activities.

Scope

We have set out our policy under the following headings:

- Funding of operating costs
- Summary of funding of operating costs by activity
- Unfunded operating costs
- Funding of capital costs
- Summary of funding for capital costs by activity
- Overall funding consideration

¹ Our comprehensive section 101(3) analysis is documented in the funding needs analysis, see here: [Individual activity analysis by key achievement area.docx](#) which should be regarded as part of this Revenue and Financing Policy.

Funding operating expenditure:

Operating costs arise from the Council's day-to-day operations and services, from collecting rubbish and providing street lighting to maintaining gardens and issuing building consents. The Council will set its projected operating revenue at a level sufficient to meet the current year's projected operating *expenditure*, except where the Council resolves that it is financially prudent not to do so, having regard to

- the estimated expenses of achieving and maintaining the predicted levels of service provision set out in the long-term plan, including the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life; and
- the projected revenue available to fund the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life; and
- the equitable allocation of responsibility for funding the provision and maintenance of assets and facilities throughout their useful life; and
- the funding and financial policies adopted under section 102 of the LGA.

Available funding sources for operating costs are:

Rates

General rates can be used to fund activities where it is not possible and/or practical to clearly identify customers or users. This type of rate is also used where, for reasons of fairness, equity, and consideration of the wider community wellbeing, it is considered that this is the most appropriate way in which to fund an activity.

Targeted rates can be used where an activity benefits an easily identifiable group of ratepayers (such as the commercial or residential sectors) and where it is appropriate that only this group be targeted to pay for some or all of the costs of a particular service. Examples of targeted rates are water targeted rates funding water supply and the Downtown targeted rate funding marketing and events, retail promotion and tourism activities.

User charges

User charges are applied to services where it is identified there is a benefit to an individual or group, or directly attributable cost. User charges encompass a broad group of fees charged directly to an individual or entity including but not limited to:

- Rent payable under leases or licences of land and buildings
- Permits
- Regulatory charges
- Entry fees
- Connection fees
- Disposal fees
- Deposits
- Payments for private works
- Planning and consent fees
- Statutory charges
- Retail sales
- Landing fee

The price of a service is based on a large number of factors including:

- The cost of providing the service
- The estimate of the users' private benefit from using the service
- The impact of cost to potentially encourage/discourage behaviours
- The impact of cost on demand for the service
- Market pricing, including comparability with other councils
- The impact of rates subsidies if competing with local businesses
- Cost and efficiency of collection mechanisms
- Statutory limits
- Other matters as determined by the Council

The ability to charge user charges is limited by various statutes and regulations. As a general rule, fees for statutory functions should be set at no more than the reasonable costs of providing the service. In some cases, legislation sets the fees at a level that is below cost and in other cases, where provided by legislation (such as the [Waste Minimisation Act 2008](#)) fees may be set at greater than the cost of providing the service. It is appropriate to incorporate overhead costs when determining the cost of providing a service. Fees and charges may be set at any time and are reviewed annually. A list of current fees and charges is maintained on our website.

Where appropriate and with consideration to 'ability to pay' principals, user charges will be increased annually by the rate of inflation to achieve continued alignment with the proposed funding policy targets. Revenue from user charges is generally allocated to the activity which generates the revenue.

Grants, Subsidies and Other income

Grants, sponsorship, and subsidies are generally used where they are available. Many of these types of income are regular and predictable and can be budgeted for (for example Waka Kotahi NZTA roading subsidy). Some other types are unexpected or unpredictable and may not be able to be prudently budgeted (such as reparation payments, civil defence and other reimbursements, legal settlements, and insurance claims). These are applied where applicable for relevant activities or projects.

Borrowing

Council generally plans to fund all cash operating costs from sources other than borrowing. However, in specific circumstances, where Council decides it is prudent to do so, it may fund some operating costs from borrowing.

Investment Income and Proceeds from sale of assets

The Council's approach to investments is documented in the Investment and Liability Management Policies. These investments generate income such as dividends, interest, and rents.

Income from all asset disposals is generally receipted to the activity that used the asset to deliver service. Generally, these proceeds are considered to be capital in nature. However, low value items may be used to fund operating costs. Council may resolve to utilise higher value proceeds for operating purposes if it is satisfied that it is prudent and in the community's interest.

Reserve funds

Reserve funds are used for the purposes that they were created. Reserve funds may be used to meet operating costs if the expenditure is consistent with the purpose of the fund.

Summary of sources of funding for operation costs by activity

The above funding sources (including general rates or targeted rates) were considered when determining the appropriate funding source(s) for each activity in the Funding Needs Analysis, as required by section 101(3)(a). Table 1 shows the degree (expressed as a range) to which each funding source is used to fund operating costs in relation to the relevant activity to be funded, as required by section 101(3)(a) of the LGA.

After the activity-by-activity analysis, the Council has undertaken an analysis of the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental, and cultural well-being of the community. This is described in more detail below. The results of this analysis may vary the outcome of the activity-by-activity analysis.

Table 1. Summary of revenue funding sources by activity:

Activity	General rates	Targeted rates	Fees and Charges	Grants, Subsidies, Other Income	Other funding	Borrowing
City governance and engagement	100%	0%	0%	0%	0%	0%
Civic information	90%-100%	0%	0%-10%	0%	0%	0%
City Archives	100%	0%	0%	0%	0%	0%
Parks and Reserves	90%-100%	0%	0%-10%	0%-10%	0%	0%
Wellington Gardens	80%-90%	0%	10%-20%	0%	0%	0%
Beaches and coast	100%	0%	0%	0%	0%	0%
Urban Ecology	100%	0%	0%	0%	0%	0%
Trails	100%	0%	0%	0%	0%	0%
Waterfront	90%-100%	0%	0%-10%	0%	0%	0%
Waste minimisation, disposal and recycling management (Note changes in Y3 of the LTP) *	0%	0%	100%	0%	0%	0%
Closed Landfills Aftercare	100%	0%	0%	0%	0%	0%
Organics & Rubbish Collection (starting Y3 of the LTP) **	0%	100%	0%	0%	0%	0%
Water network	0%	100%	0%	0%	0%	0%

Activity	General rates	Targeted rates	Fees and Charges	Grants, Subsidies, Other Income	Other funding	Borrowing
Water collection and treatment	0%	100%	0%	0%	0%	0%
Sewage collection and disposal	0%	90%-100%	0%-10%	0%	0%	0%
Sewage treatment	0%	100%	0%	0%	0%	0%
Stormwater management	0%	100%	0%	0%	0%	0%
Conservation Visitor Attractions	100%	0%	0%	0%	0%	0%
WellingtonNZ and Venues Wellington	20%	80%	0%	0%	0%	0%
Tākina Wellington Convention & Exhibition Centre	40%	60%	0%	0%	0%	0%
Wellington Economic Initiatives Development Fund (WEID) and Economic Grants	100%	0%	0%	0%	0%	0%
International relations	100%	0%	0%	0%	0%	0%
Business Improvement Districts	100%	0%	0%	0%	0%	0%
Galleries and museums (WMT)	75%	25%	0%	0%	0%	0%
Visitor attractions (Te Papa/Carter Observatory)	30%	70%	0%	0%	0%	0%
Arts and cultural festivals and events	90%-100%	0%	0%	0%-10%	0%	0%
Creative Sector grants	100%	0%	0%	0%	0%	0%
City Arts projects and venues access	90%-100%	0%	0%	0%-10%	0%	0%
City arts partnerships	80%-90%	0%	0%	10%-20%	0%	0%
Creative sector initiatives	100%	0%	0%	0%	0%	0%
Swimming Pools	60%-70%	0%	30%-40%	0%	0%	0%
Sports fields	80%-90%	0%	10%-20%	0%	0%	0%
Recreation programmes	90%-100%	0%	0%-10%	0%	0%	0%
Recreation Centres	70%-80%	0%	20%-30%	0%	0%	0%

Activity	General rates	Targeted rates	Fees and Charges	Grants, Subsidies, Other Income	Other funding	Borrowing
Recreation partnerships	0%	100%	0%	0%	0%	0%
Playgrounds	100%	0%	0%	0%	0%	0%
Marinas	0%	0%	100%	0%	0%	0%
Golf Course	60%-70%	0%	30%-40%	0%	0%	0%
Leisure card	100%	0%	0%	0%	0%	0%
Libraries	90%-100%	0%	0%-10%	0%	0%	0%
Community advocacy	0%	100%	0%	0%	0%	0%
Grants (Social and Recreation)	100%	0%	0%	0%	0%	0%
Housing	0%	0%	100%	0%	0%	0%
Community centres and halls	90%-100%	0%	0%-10%	0%	0%	0%
Cemeteries	40%-50%	0%	50%-60%	0%	0%	0%
Public toilets	100%	0%	0%	0%	0%	0%
City safety	100%	0%	0%	0%	0%	0%
WREMO	100%	0%	0%	0%	0%	0%
Public health regulations	30%-40%	0%	60%-70%	0%	0%	0%
Urban planning and policy	100%	0%	0%	0%	0%	0%
Waterfront development	100%	0%	0%	0%	0%	0%
Public spaces and centres development	100%	0%	0%	0%	0%	0%
Built heritage development	100%	0%	0%	0%	0%	0%
Housing development	100%	0%	0%	0%	0%	0%
Building control and facilitation	30%-40%	0%	60%-70%	0%	0%	0%
Development control and facilitation	50%-60%	0%	40%-50%	0%	0%	0%
Earthquake risk mitigation	100%	0%	0%	0%	0%	0%
Regulator building control	100%	0%	0%	0%	0%	0%
Transport planning	100%	0%	0%	0%	0%	0%
Vehicle network	90%-100%	0%	0%	0%-10%	0%	0%

Activity	General rates	Targeted rates	Fees and Charges	Grants, Subsidies, Other Income	Other funding	Borrowing
Cycle network	90%-100%	0%	0%	0%-10%	0%	0%
Passenger transport network	20%-30%	0%	0%	70%-80%	0%	0%
Pedestrian network	90%-100%	0%	0%	0%-10%	0%	0%
Network-wide control and management	80%-90%	0%	0%	10%-20%	0%	0%
Road safety	70%-80%	0%	0%	20%-30%	0%	0%
LGWM	100%	0%	0%	0%	0%	0%
Charged Up Capital	0%	0%	100%	0%	0%	0%
Parking	0%	0%	100%	0%	0%	0%

* This activity includes Landfill Operations, Rubbish collection, Recycling and Organics Management as well as Waste minimisation activities. Organics & Rubbish collection is proposed to move to a new activity (“Organics & Rubbish Collection”) from Y3 of the LTP. This activity will then be funded via a targeted rate.

** This is the new activity that is proposed to cover Organics & Rubbish Collection from Y3 of the LTP onwards. This is proposed to be funded via a targeted rate placed on rating units receiving the service.

Unfunded operating expenditure

The Council has determined that the following items will not be funded:

Accounting for fair value changes: Under Public Benefit Entity International Public Sector Accounting Standard, changes in the fair value of certain assets must be accounted for within the Statement of Comprehensive Revenue and Expense. In accordance with [Section 100 of the Local Government Act 2002](#), the Council does not consider it financially prudent to fund changes in the fair value of assets or liabilities as these are essentially unrealised accounting adjustments.

Non-funding of renewal on Council assets: The Council may elect not to fund all or part of the depreciation expenditure on specific assets in those circumstances where it is not financially prudent to do so. In accordance with [Section 100 of the Local Government Act 2002](#), the Council considers that it is not financially prudent to fund depreciation in the following circumstances:

- Where the original asset purchase was not funded by borrowings, or the original borrowings have been repaid, and
- Where, on an ongoing basis, the replacement of the asset at the end of its useful life will be funded by a third party,
- Where the Council has elected not to replace the asset at the end of its useful life.

- Where a third party has a contractual obligation to either maintain the service potential of the asset throughout all or part of its useful life (or to replace the asset at the end of its useful life) and the Council already effectively funds this through operating grants/tariffs payable to the third party.

Non-funding of depreciation on waterfront assets: The Council transitioned the waterfront project 'in-house' during 2014/2015. This acquisition has necessitated a transition toward fully funding the depreciation of waterfront assets by 2025/26. This transition funding links the cost of funding to the benefits received over time.

Non-funding of depreciation on water assets: On 30 June 2022, the Council revalued its infrastructure assets as part of the regular revaluation of Councils assets. This saw an increase in the value of our three waters assets increase by approximately 88%. Based on this, it was agreed that the three waters depreciation would be rates funded based on the quantum of the waters renewals capital programme for 2022/23 and 2023/24, leaving the balance unfunded. The Council is transitioning back to fully funded the depreciation on water assets by 2028/29.

Funding capital expenditure:

Capital expenditure represents expenditure associated with the purchase and improvement of assets that are held by the Council for use in the provision of its goods and services (for example: bridges, libraries, swimming pools), for rental to others or for administrative purposes, and may include items held for the maintenance or repair of such assets.

Capital expenditure is funded from depreciation, development contributions, capital funding, and restricted funds or through new or extended borrowings as outlined below.

Borrowing

Council must borrow to fund its asset programme. The amount of borrowing available is restricted by the Financial Strategy debt limits. Borrowed funds, both the principal and interest components, are generally repaid by future rates.

Rates

Rates are mostly used to fund depreciation and interest costs related to borrowing. A portion of rates funds the capital (principal) repayments of debt.

Targeted rates are used to fund specific capital projects where there is a benefit of separate funding. Reserve funds for capital expenditure can be sourced from rates.

Grants, Subsidies and Other income

The Council relies on significant subsidies for capital works relating to our transport activities, largely from Waka Kotahi NZTA. Grants and subsidies may be available for other activities from time to time. Other income can be received from many and varied sources and is often not predictable enough to budget for in advance.

Development contributions

Development Contributions are to be used as the primary funding tool for capital expenditure required on water, wastewater, stormwater, roads, and reserves caused by population and

employment growth. DCs are applied on an activity and catchment basis, as identified by the DC Policy. Projects funded by DCs identified in the DC Policy may be either completed projects or future projects planned in the period for which DCs may be collected.

It is important to note that, in addition to the requirements of sections 103 and 101(3), the DC Policy describes the rationale for the selection of funding sources in more detail as required by section 106(2)(c)

Proceeds from sale of assets

The Council holds some high value assets for investment purposes which, although not budgeted for, could be sold. Unrestricted proceeds from the sale of these assets could be used to repay debt or supplement the corresponding asset replacement reserves, unless otherwise resolved. The sale of assets could also be used to invest in other assets or to fund a perpetual investment fund.

Other sources of funding

The funding of capital expenditure from restricted or special funds is decided on a case-by-case basis and is subject to the specified purposes and conditions governing the use of those restricted funds.

Financial or environmental contributions

The Council does not require Financial Contributions or Environmental Contributions. If, in the future, the Council decides it wishes to do so, requirements for contributions must be contained in the Council's district plan.

Lump Sum Contributions

Lump sum contributions are provided for in the Local Government (Rating) Act 2002 and have restrictions placed on how they are used. Where a lump sum payment option is proposed, ratepayers may choose to pay the lump sum or not. If not, the rating unit will be liable to pay any targeted rate set to recover the loan costs. Generally, Council does not collect revenue from these funding sources to fund operating costs.

Fees and charges

User charges are not often used for capital costs as individual user contributions would generally be too large to be affordable. Borrowing and charging users annually for financing costs (interest and principal) via rates is often a more affordable method of collecting user contributions for capital costs.

The Council may charge for capital works that are for private benefit (such as, a network extension to a single dwelling) or where capital works are undertaken outside of Asset Management Plans at the request of individuals.

Infrastructure Funding and Financing Act 2020 (IFF)

The IFF, which was enacted in August 2020, enables Council to access a new off-balance sheet funding mechanism to support the delivery of infrastructure projects. Council is funding the new Sludge Minimisation Plant via an IFF arrangement.

Summary of sources of funding for capital costs by activity

Funding of Capital costs will be determined via the same principles as the operating costs funding policy unless the Council resolves otherwise. Such a resolution will follow the funding guidelines below and in doing so will be consistent with this policy and not require an amendment to the policy.

Existing projects (projects resolved prior to the adoption of this policy) will be funded according to the Annual Plan, Long-Term Plan or other resolution made at the time the Council approved the project. It is not practicable to determine a funding policy for all unknown future projects. Capital projects are often large in nature and will provide benefits over many years, and the funding approach must reflect this.

The Council uses the following guidelines when considering the funding of capital projects:

- A Funding Needs Analysis will be completed where the project is not included in the Council's capital works programme or is additional to planned services, or where its inclusion impacts on Council's overall funding capacity.
- All projects are to be funded from grants, subsidies, or other external income, where that is available.
- Renewal projects that maintain the same service level are then funded from reserve funds set aside for that purpose.
- General purpose funds or unrestricted reserve funds held for other complementary purposes are considered.
- Lump sum rating options are considered.
- Projects that have exhausted previous funding sources or are for new or increased service levels or for growth in infrastructure are then funded from debt.
- A single project may have a mix of each of these funding options.

It is not practical to create separate funding policies for each and every capital project. The Council will only do this when a project is particularly large, affects a particular group or does not fit with an existing funding policy or activity. Whenever funding a capital project, the Council will consider the available sources of funds, the Revenue and Financing Policy, and section 101(3) in applying the above guidelines to a capital project. Generally, the Council will resolve the funding policy at the time the project is proposed in an Annual or Long-Term Plan.

Overall funding consideration

The Council is required by section 101(3)(b) of the LGA to consider "the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental, and cultural well-being of the community". This allows the Council to modify the overall mix of funding that would otherwise apply after the initial s101(3)(a) analysis for each activity to be funded.

Having considered the factors in section 101(3)(b), the following adjustments have been made:

- The allocation of the rates liability between sectors of the rating base is altered by using differentials on the general rate and certain targeted rates. Differential treatment will apply as between commercial and residential properties, and for vacant land/derelict buildings. The Council may modify the differential factors during the term of the Long-Term Plan to

reflect a change in allocation of cost, or benefit, or to achieve better community outcomes or wellbeing.

- The rationale for a higher commercial rates differential is three-fold: First, there is a large commuter base that comes into the City for work and uses the infrastructure: We estimate that on average, about 38,000 commuters come to the city every day. [It is appropriate that the commercial properties which benefit from this use pay a correspondingly higher rate as compared to residential properties](#) Second, businesses can deduct GST from their rates and deduct rates from their taxable income, which is not available to residential ratepayers. . [Third](#), reducing or completely removing this differential would have a substantial impact on residential ratepayers.
- The rationale for a higher vacant land/derelict building differential is two-fold: One community outcome the Council wants to achieve is a vibrant downtown area, and vacant land / derelict buildings can decrease the vibrancy of the downtown area and might have negative effects on retailers. Furthermore, vacant land / derelict buildings have a lower capital value (compared with similar land that is non-derelict or has improvements) and the benefits that owners (whether 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 / derelict buildings can have a negative impact on the perceptions of the central city.
- Rates affordability (people's ability to pay rates) is an issue in parts of the City. We have considered affordability in our funding needs analysis and in setting differentials.
- Fees and charges may be waived or discounted where it is considered appropriate to do so (e.g., Swimming pools). Some matters we may consider in deciding whether it is appropriate to waive fees are for social reasons (e.g., the promotion of events and facilities) or commercial reasons (e.g. due to poor service or to minimise risk).
- Rates may be remitted where it is considered appropriate to do so, as provided for in the Rates Remissions and Postponements Policies (including Māori Land). These policies address social matters (such as a remission for low-income households) as well as adjusting rates for benefits that differ for some rates assessments (such as additional or no provision of some services).
- The Council may use accounting provisions and reserve funds to spread the costs of activities over multiple years to smooth the cost to users and ratepayers.

Rates

Council's consideration of funding through rates comes:

- After considering how other funding sources will be used to fund operating and capital costs;
- After that has been applied to activities in the Funding Needs Analysis; and/or
- After being adjusted for the overall funding considerations.

The following section outlines the Revenue and Financing Policy requirements that are used to set rates. To have a full understanding of rates they should be read with regards to the analysis above and in conjunction with the Rating Policy, Funding Impact Statement and Rates Resolution.

General rates

The general rate is assessed on all rateable properties (rating units) based on the capital value of the property. The Council has determined in its Funding Needs Analysis which activities should be funded from general rates (see Table 1).

In respect of the general rate, Council observes the provisions of s101(3)(b) of the LGA and the overall impact of the allocation of liability for revenue needs on the community. In doing so, the council has chosen to differentiate the general rate based on four categories:

- A base differential rate, which applies to residential ratepayers, community organisations and rural land.
- A commercial differential rate, which applies to commercial, industrial, and business ratepayers.
- A vacant land / derelict building differential rate, which applies to vacant land and derelict buildings in the downtown area².

Targeted rates

Council collects targeted rates to fund activities as identified in the Funding Needs Analysis or as a result of overall funding considerations. Council collects the following targeted rates:

- Water rate
- Sewerage rate
- Waste collection – proposed from Y3 of the LTP onwards
- Stormwater rate
- Residential sector targeted rate
- Commercial sector targeted rate
- Downtown targeted rate
- Business Improvement District (BIDs)

Fee adjustments

The council will amend its regulatory fees and charges annually to (i) reflect increases in costs due to inflation, (ii) to maintain cost recovery levels or (iii) for new services provided / changes to existing services.

REFERENCES

The Funding Needs Analysis, required by section 101(3) of the LGA, provides the background and analysis to explain the funding decisions we have made. It is guided by the funding principles and choices of funding sources documented in the Revenue and Financing Policy.

The Rating Policy further clarifies funding requirements by documenting matters not included in the Funding Impact Statement, rates resolutions or this Revenue and Financing Policy. It includes definitions and, when applicable, maps for rating areas.

Rates may be remitted where it is considered appropriate to do so and as allowed for in the Rates [Remission policies.docx](#) (including Māori Land). These policies address social matters (such as a remission for low-income households) as well as adjusting rates for benefits that differ for some rates assessments (such as additional or no provision of some services).

The Funding Impact Statement is included in each Long-term Plan and Annual Plan as required by clauses 15 and 20 of schedule 10. This statement shows the results of the detailed rates calculation for each year. Together the above documents form the necessary components to lawfully charge under the LGA for our revenue requirements. We must also comply with other legislation regarding

² For further definitions and maps of the rating areas, we refer to our Rating Policy.

the setting of some fees and charges and the Local Government (Rating) Act 2002 for the setting of rates.

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Individual activity analysis by key achievement area

The funding needs analysis provides the background and analysis to explain the funding decisions considered by Wellington City Council. It is guided by the financial principles documented in the Financial Strategy.

Council must comply with the Local Government Act (2002) (LGA) section 101(3). Council must determine the appropriate sources of funding that will meet the funding needs of each activity (Section 101(3)(a)). Council will take into consideration:

- The community outcomes to which the activity primarily contributes
- The distribution of benefits between the community as a whole, any identifiable part of the community and individuals
- The period in or over which those benefits are expected to occur-
- The extent to which the actions or inaction of individuals or a group contribute to the need to undertake the activity
- The costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities

Council is also required by section 101(3)(b) to consider the overall impact of any allocation of liability for revenue needs current and future social, economic, environmental, and cultural well-being of the community.

The application of the above requirements is subjective in nature. The legislation does not rank the priority or weights of the factors above in determining how activities are funded. The funding needs analysis in the pages following, lists each activity and documents Council's consideration in determining the appropriate funding sources.

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Funding bands

The Revenue and Financing Policy is intended to be in place for the next three years before it is reviewed. To allow for minor changes over time, we set bands rather than specific funding percentages. The Revenue and Financing Policy will use the bands in the table below. For each funding band the midpoint in the percentage range acts as the target.

Extent to which Funding Source will be used	Percentage range
0%	Unlikely
0%-10%	Minimal
10%-20%	Very Low
20%-30%	Low
30%-40%	Low to Moderate
40%-50%	Moderate - less than 50%
50%-60%	Moderate - more than 50%
60%-70%	Moderate to High
70%-80%	High
80%-90%	Very High
90% -100%	Most
100%	All

References

[Revenue and Financing Policy](#) and [Rates remission and postponement policy](#).

Governance

Delivering confidence in civic decision-making

One of our key responsibilities is to ensure that decisions about the city are made in ways that are democratic and inclusive. This means making sure residents are kept informed about what we're doing, are able to have their say, and feel confident that their views and votes count.

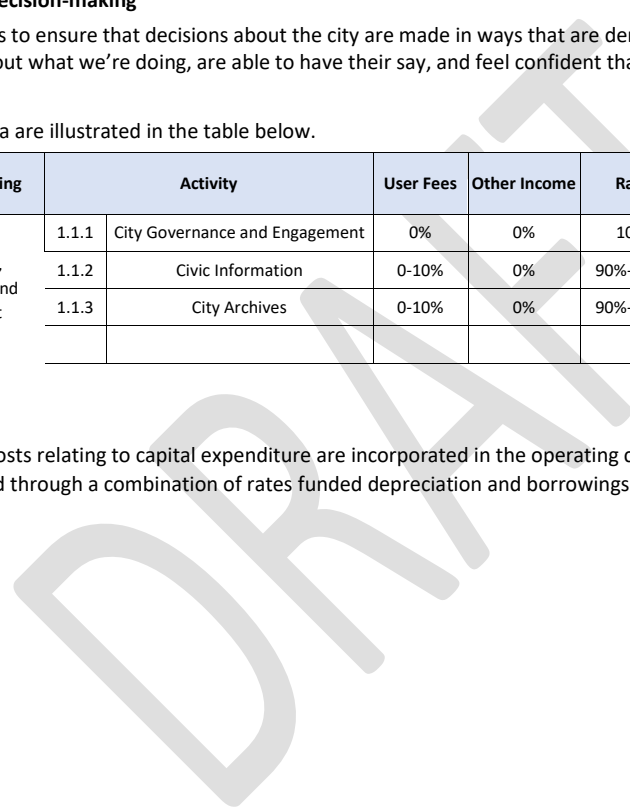
Operating activities

The funding sources for this area are illustrated in the table below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted
Governance	Governance, Information, and Engagement	1.1.1 City Governance and Engagement	0%	0%	100%	100%	0%	0%	0%
		1.1.2 Civic Information	0-10%	0%	90%- 100%	90%- 100%	0%	0%	0%
		1.1.3 City Archives	0-10%	0%	90%- 100%	90%- 100%	0%	0%	0%

Capital expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity. Governance capital expenditure projects are funded through a combination of rates funded depreciation and borrowings.



Governance (Governance, information, and engagement) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
<i>Activity: City Governance and Engagement</i>							
This covers our decision-making and accountability processes. It also includes developing plans and strategies to promote the city's wellbeing, such as the Annual and Long-term Plan.	A people friendly, compact city Trust and confidence in civic decision-making and encourages the community to participate in city governance.	The whole community benefits from this activity. Elected members of Wellington City council represent all members of the community.	The principal benefit of operating costs is expected to arise in the year the funding is sourced. There is a secondary benefit to future sustainability.	The actions of individuals and groups have a minor impact on this activity. AP and LTP development are statutory requirements.	Council considers that there is little benefit of separately funding this activity.	All (100%) General rates Unlikely (0%) All other funding sources	Since this activity benefits the community as a whole, the fairest and most effective way to fund it is from general rates.
<i>Activity: Civic Information</i>							
This activity provides for the community to easily access Council information and services such as the Council's 24-hour call centre, the city's service centres, and maintenance of the property system.	A people friendly, compact city Providing information about the city and its services allows people to use the city's facilities and provides access to information.	The whole community benefits from this activity. Providing information and services to the community and having points of contact where residents can contact us are essential council services.	Information use is primarily a short-term benefit, however the improved decisions that this may result in contribute to longer term wellbeing.	The actions of individuals and groups have a minor impact on this activity.	Council considers that there is little benefit of separately funding this activity.	High (90%-100%) General rates Minimal (0%-10%) User charges Unlikely (0%) All other types	General rates are the appropriate funding source for households and businesses as they recognise the benefit from this activity. A small amount of income is received from City archives and Civic information.

Governance (Governance, information, and engagement) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Civic Archives							
This activity covers the operations of and community access to the City Archives.	A people friendly, compact city City Archives is a guardian of Wellington's memory. It preserves and makes available a huge range of primary information about the city's history.	The whole community benefits from this activity. Maintaining the City Archives collection for posterity and ensuring that it can be easily accessed is an important community service.	Information preservation is both providing short term and long-term benefits	The actions of individuals and groups have a minor impact on this activity.	Council considers that there is little benefit of separately funding this activity.	High (90%-100%) General rates Minimal (0%-10%) User charges Unlikely (0%) All other funding sources	Preserving aspects of the city's past are of significant benefit to the community as a whole. Individual users should bear a small cost for any staff research and associated copying costs that they may generate

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Environment and Infrastructure

Protecting and enhancing our natural environment

Under this area of activity, we seek to protect and enhance our natural environment. Wellington is a city shaped by nature. From bush-clad hills to sparkling harbour to rugged coastline, the city’s unique character derives from the land. Part of protecting the environment is looking after the city’s water supply, rubbish and recycling operations, and sewage and stormwater networks. This is by far our biggest area of operation.

Operating activities

The funding sources for this area are illustrated in the table below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted	
Environment and Infrastructure	Gardens, Beaches and Green Open Spaces	2.1.1	Parks & Reserves	0%-10%	0%-10%	90%-100%	90%-100%	0%	0%	0%
		2.1.2	Wellington Gardens	10%-20%	0%	80%-90%	80%-90%	0%	0%	0%
		2.1.3	Beaches and coast	0%	0%	100%	100%	0%	0%	0%
		2.1.4	Urban Ecology	0%	0%	100%	100%	0%	0%	0%
		2.1.5	Trails	0%	0%	100%	100%	0%	0%	0%
		2.1.6	Waterfront Public space	0%-10%	0%	90%-100%	90%-100%	0%	0%	0%
	Waste Reduction and Energy Conservation	2.2.1	Waste minimisation, disposal and recycling management	100%	0%	0%	0%	0%	0%	0%
		2.2.2	Closed Landfills Aftercare	0%	0%	100%	100%	0%	0%	0%
	Water	2.3.1	Water network	0%	0%	100%	0%	60%	40%	0%
		2.3.2	Water collection and treatment	0%	0%	100%	0%	60%	40%	0%
	Wastewater	2.4.1	Sewage collection and disposal network	0%-10%	0%	90%-100%	0%	60%	40%	0%
		2.4.2	Sewage treatment	0%	0%	100%	0%	60%	40%	0%
	Stormwater	2.5.1	Stormwater management	0%	0%	100%	0%	77.5%	22.5%	0%
Conservation Attractions	2.6.1	Conservation Visitor Attractions	0%	0%	100%	100%	0.0%	0.0%	0%	

From Y3 of the LTP onwards, there will be a new activity under “Waste reduction and energy conservation”, to account for the proposed collection of organic waste and rubbish, funded via a residential targeted rate.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted
	Waste Reduction and Energy Conservation	2.2.1 Waste minimisation, disposal and recycling management	100%	0%	0%	0%	0%	0%	0%
		2.2.2 Closed Landfills Aftercare	0%	0%	100%	100%	0%	0%	0%
		2.2.4 Collection of Organics & Rubbish	0%	0%	100%	0%	100%	0%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity. Environmental capital expenditure projects are funded through a combination of NZTA subsidies, rates funded depreciation, and borrowings.

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Environment and Infrastructure (Gardens, Beaches, and Green open spaces) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
<i>Activity: Parks & Reserves</i>							
The Council owns and looks after the city's parks and reserves, horticultural plantings, and street trees.	A people friendly, compact city A city of healthy and thriving whanau and communities. Local parks and open spaces enhance Wellington's unique 'sense of place', making it a great place to live, work and play.	The whole community benefits from this activity, giving all residents and visitors access to high-quality open spaces for a wide range of recreation activities. There is a small individual benefit using council recreational facilities.	The principal benefit of operating costs is expected to arise in the year the funding is sourced.	The actions of most individuals and groups have some impact on this activity.	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.	High (90%-100%) General rates Minimal (0%-10%) User charges Minimal (0%-10%) Other Income Unlikely (0%) All other funding sources	There is no practical way to collect revenue from individuals benefiting from this activity. The exceptions are the lease of park pavilions and ground leases. Minimal user charges are also achievable from private and commercial use of parks and reserves for events and activities under the Temporary Trading & Events in Public Places Policy.
<i>Activity: Wellington Gardens</i>							
Wellington has four botanic gardens: Wellington Botanic Garden, Otari-Wilton's Bush, Bolton Street Cemetery and Truby King Park (Melrose).	A people friendly, compact city A city restoring the Mauri ora of Te Taiao Botanical Gardens enhance Wellington's unique 'sense of place'. Botanical gardens enhance our biodiversity and contribute to	The city's four botanic gardens benefit the whole community. They provide residents and visitors with access to open spaces for recreation and relaxation.	The principal benefit of operating costs is expected to arise in the year the funding is sourced.	The actions of most individuals and groups have some impact on this activity.	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.	High (90%-100%) General rates Minimal (0%-10%) User charges Unlikely (0%) All other funding sources	Gardens are open to all so costs should be distributed evenly across the community. That's what a general rate does. A small amount of user charges is achievable for private use of the parks (e.g., Begonia House, Treehouse Seminar Room).

	offsetting our carbon emissions.						
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Environment and Infrastructure (Gardens, Beaches, and Green open spaces) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Beaches & Coast							
The Council is responsible for the upkeep of many of the city's wharves, breakwaters, jetties, and public boat ramps, as well as the Carter Fountain in Oriental Bay.	A people friendly, compact city Wellington's beaches and coastal areas provide high quality natural environments for leisure and recreation.	Safe access to the coast and beaches benefits the whole community. Particularly: Users of the city's wharves, jetties and breakwaters.	The Council's work on the city's beaches and coastline brings long-term benefits to the city, in addition to short term benefits from access to beaches.	The actions of most individuals and groups have some impact on this activity.	Council considers that there is little benefit of separate funding.	All (100%) General rates Unlikely (0%) All other funding sources	While the users of city wharves, jetties and breakwaters receive a direct benefit, typically these people cannot be identified. Even if users can be identified (e.g., users of boat ramps), council regards these facilities as part of its provision of safe access to the coast.
Activity: Urban Ecology							
This covers measurement and analysis of City and Council carbon emissions, insight and new initiative development, and engagement with Council and the City	A city restoring the Mauri ora of Te Taiao. This activity supports the City to meet its net zero carbon by 2050 goal.	The whole community benefits from this activity. Climate action is essential to ensure that our City can thrive over the coming decades.	The benefit of the operating costs is expected to arise in the year the funding is sourced. Provision of climate insights and encouraging engagement will ensure long-term wellbeing.	The actions of individuals and groups have a minor impact on this activity.	Council considers that there is little benefit of separate funding.	All (100%) General rates Unlikely (0%) All other funding sources	General rates are the appropriate funding source for households and businesses as they are easy to administer, and it recognises the benefit from this activity.

Environment and Infrastructure (Gardens, Beaches, and Green open spaces) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Trails							
<p>Tracks are important for people's access to and enjoyment of the city's bush and open spaces.</p> <p>Tracks also contribute to the integration of active transport modes throughout the city.</p>	<p>A people friendly, compact city.</p> <p>A welcoming, diverse and inclusive city.</p> <p>Trails allow residents to explore Wellington's natural environment improving the quality of life of the city's residents.</p>	<p>The whole community benefits from the Council's provision of walkways.</p> <p>The walkways give all residents and visitors access to the Town Belt and reserves, encouraging them to enjoy the city's bush</p>	<p>The benefit of the operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals and groups have some impact on this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>All (100%) General rates Unlikely (0%) All other funding sources</p>	<p>Since the community as a whole benefit, and targeting individual users is not practical, general rates funding is appropriate.</p>
Activity: Waterfront							
<p>This activity covers the management and maintenance of the public space on the Wellington Waterfront.</p> <p>In addition, this activity includes the operation and maintenance of a wide range of assets including wharves, seawalls, bridges, and promenades.</p>	<p>A people friendly, compact city.</p> <p>An innovative business friendly city.</p> <p>An attractive, clean, and safe waterfront contributes to a dynamic centre, which is important for residents quality of life and attracts visitors to Wellington.</p>	<p>The city's waterfront area benefits the whole community.</p> <p>Access to the waterfront and the open space near the harbour is generally unrestricted and available to all – residents and visitors alike.</p>	<p>The benefit of the operating costs is expected to arise in the year the funding is sourced.</p>	<p>The actions of individuals and groups have some impact on this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>High (90%-100%) General rates Minimal (0%-10%) User charges Unlikely (0%) All other funding sources</p>	<p>With the exception of the provision of weekly market stalls and berths for short term lease, the community as a whole is the main beneficiary from this activity, it is appropriate for general ratepayers to bear the majority of the costs.</p>

Environment and Infrastructure (Waste reduction and energy conservation) – Activity Analysis

Description	Community Outcome	Who benefits?	Timeframe of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Waste minimisation, disposal, and recycling management – Includes Organics & Rubbish collection until Y3 of the LTP							
<p>This includes management of the active landfill, including landscaping, erosion control, resource consent compliance and water quality monitoring.</p> <p>Includes recycling collections and processing, composting operations, grants for new initiatives, the Tip shop and education programmes. Also includes recycling & scrap metal recycling.</p>	<p>A people friendly, compact city - promoting sustainable management of the environment.</p> <p>A city restoring the mauri ora of te Taiao – promoting sustainable management of resources</p>	<p>People using the landfills receive the main benefit from this activity.</p> <p>There are also benefits to the whole community.</p> <p>A lack of recycling/ waste minimisation creates public health hazards.</p> <p>Waste minimisation activities extend the life of the landfill and reduce emissions.</p>	<p>The benefit of the operating costs arises in the year the funding is sourced.</p> <p>Some benefits from sustainability initiatives are likely to arise in the future.</p>	<p>This activity is required because waste is created.</p> <p>Individuals and business create waste.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>All (100%) User Charges</p> <p>Unlikely (0%)</p> <p>All other funding sources</p>	<p>Though the benefits of this activity are split between the community and individuals, Council believes it is appropriate for users of the city's landfills to bear the costs.</p> <p>The Council believes it is appropriate to take a "polluter pays" approach to its solid waste operations</p>
Activity: Closed Landfills Aftercare							
<p>We provide aftercare of our closed land fill sites.</p> <p>We have an ongoing obligation to ensure these areas remain safe to use for the public and to minimise any environmental</p>	<p>A people friendly, compact city –</p> <p>The majority of closed landfills are green open spaces enjoyed by local communities for leisure and recreation. Looking after these sites</p>	<p>This activity benefits the whole community.</p> <p>Without the safe management of the closed landfills, it would potentially pose a major hazard to public health and harm the city's environment.</p>	<p>The benefit of the operating costs arises in the year the funding is sourced.</p> <p>Long-term benefits from converting landfills to functioning parks.</p>	<p>This activity is required because waste is created.</p> <p>A minimum 30-year post closure care period is recommended by the Ministry for the Environment.</p> <p>The actions of individuals and</p>	<p>Council considers that there is little benefit of separate funding.</p>	<p>All (100%) General rates</p> <p>Unlikely (0%)</p> <p>All other funding sources</p>	<p>As this activity benefits the community as a whole, rather than individual users that could be targeted, the fairest and most effective way of funding it is from general rates.</p>

impact of these legacy landfills.	provides a valuable community asset.			businesses affect costs in this activity with a significant time gap as many of these landfills closed decades ago.			
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Environment and Infrastructure (Waste reduction and energy conservation) – Activity Analysis

Description	Community Outcome	Who benefits?	Timeframe of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Organics & Rubbish Collection – Starting in Y3 of the LTP							
<p>This includes our collection of organics and rubbish from the kerbside.</p> <p>While the service is primarily provided and limited to residential households, we will allow community facilities (e.g., clubs, marae) to opt in on a case-by case basis.</p>	<p>A people friendly, compact city - promoting sustainable management of the environment.</p> <p>A city restoring the mauri ora of te Taiao – promoting sustainable management of resources</p>	<p>People having their waste collected receive the main benefit from this activity.</p> <p>There are also benefits to the whole community: Illegal dumping creates a public health hazard. Diverting organic material from landfill also reduces emissions and extends the life of the landfill.</p>	<p>The benefit of the operating costs arises in the year the funding is sourced.</p> <p>Some future benefit from emissions reductions and extending the life of the landfill.</p>	<p>This activity is required because waste is created.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.</p>	<p>All (100%) Targeted rates Waste collection targeted rate</p> <p>Unlikely (0%) All other funding sources – very small and unquantifiable</p>	<p>Waste collection provides benefits to households that use this service. A targeted rate appropriately recognises this.</p> <p>User pays is not actually viable - the technology to charge people when their bin is emptied exists but is very unreliable.</p>

Environment and Infrastructure (Water) – Activity Analysis

Description	Community Outcome	Who benefits?	Timeframe of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Water network							
The Council owns a water network of over 80 reservoirs, 30 pumping stations, more than 7,000 hydrants and about 900 odd kilometres of underground pipes, which we have to maintain	A people friendly compact city A city of healthy and thriving whanau and communities Reliable and adequate supply of clean and safe water is critical for the health and wellbeing of all residents.	Residents benefit from clean drinking water. Water is also vital for industry and commerce. Access to clean water also provides significant benefits to the community as a whole in terms of public health and safety, and economic well-being	The benefit of the operating costs arises in the year the funding is sourced. Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years.	Limited impact from the actions or inactions of individuals. Larger water users create a greater need. There is considerable government intervention in the provision of safe, healthy, compliant drinking water.	Identifying separate funding – in the form of a targeted rate based on water use – assists in the accountability and transparency of Council’s cost on this activity. Also provides transparency on the cost of an essential service.	All (100%) Targeted rates Split: Residential sector targeted (60%) Commercial sector targeted (40%) Rating base: Rate in \$ Volumetric charge	The benefit received by individuals is best reflected through a targeted rate imposed on those properties connected to the public water supply. Based on a modified water consumption split, Council considers a 60/40 split in costs appropriate.
Activity: Water collection and treatment							
We buy water for the city in bulk. We pay based on how much water the city uses. Some of our costs are recovered from customers with water meters, while the rest is covered by water rates.	A people friendly compact city A city of healthy and thriving whanau and communities A reliable and adequate supply of clean and safe water is critical for the health, well-being and prosperity of all residents.	All those connected to Wellington’s water supply system. There is also some benefit to the community as a whole, includes public health benefits, provision of water for firefighting, and the benefits of a reliable water supply.	The benefit of the operating costs arises in the year the funding is sourced. Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years.	Limited impact from the actions or inactions of individuals. Larger water users create a greater need.	Identifying separate funding – in the form of a targeted rate based on water use – assists in the accountability and transparency of Council’s cost on this activity. Also provides transparency on the cost of an essential service.	All (100%) Targeted rates Split: Residential sector targeted (60%) Commercial sector targeted (40%) Rating base: Rate in \$ Volumetric charge	The benefit received by individuals is best reflected through a targeted rate imposed on those properties connected to the public water supply. Based on a modified water consumption split, Council considers a 60/40 split in costs appropriate.

Environment and Infrastructure (Wastewater) – Activity Analysis

Description	Community Outcome	Who benefits?	Timeframe of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Sewage collection and disposal network							
<p>The Council is responsible for more than 1,000 kilometres of sewer pipes and tunnels.</p> <p>The sewage network also includes 62 pumping stations which need regular maintenance and ultimately replacement once they have come to the end of their economic life.</p>	<p>A people friendly compact city</p> <p>A city of healthy and thriving whanau and communities</p> <p>A safe and reliable wastewater network provides protection against public health risks and environmental harm.</p>	<p>The sewage collection network benefits individuals by ensuring the waste removed from their homes and businesses is disposed of in ways that do not harm the environment.</p> <p>Sewage collection benefits the whole community by protecting public health.</p>	<p>The benefit of the operating costs arises in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years.</p>	<p>Limited impact from the actions or inactions of individuals.</p> <p>Heavy commercial producers have an adverse impact greater than most users.</p>	<p>Identifying separate funding – in the form of a targeted rate based on wastewater – assists in the accountability and transparency of Council’s cost on this activity.</p> <p>Also provides transparency on the cost of an essential service.</p>	<p>Most (90-100%) Targeted rates</p> <p>Split: Commercial targeted rate (40%) Residential targeted rate (60%)</p> <p>Minimal (0%-10%) User Charges</p> <p>Unlikely (0%) All other funding sources</p>	<p>The division of costs between the sectors is based on a ‘water in, water out’ concept.</p> <p>The cost of network installation and maintenance in the commercial area is more expensive due to its size, pressures, standards and service levels.</p> <p>This is reflected in the 60%/40% split.</p>
Activity: Sewage treatment							
<p>Sewage is treated at three plants: Moa Point, Karori, and Porirua. The waste treatment plants at Moa Point and Karori are financed by the Council and operated by Veolia.</p> <p>Sewage from Wellington’s northern suburbs is transferred to the Porirua plant.</p>	<p>A people friendly compact city</p> <p>A city of healthy and thriving whanau and communities</p> <p>A safe and reliable wastewater network provides protection against public health risks and environmental harm.</p>	<p>The sewage treatment system benefits individuals by ensuring the waste removed from their homes and businesses is disposed of in ways that do not harm the environment.</p> <p>The treatment system benefits the whole community by protecting public health.</p>	<p>The benefit of the operating costs arises in the year the funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years.</p>	<p>Limited impact from the actions or inactions of individuals.</p> <p>Heavy commercial producers have an adverse impact greater than most users.</p>	<p>Identifying separate funding – in the form of a targeted rate based on wastewater – assists in the accountability and transparency of Council’s cost on this activity.</p> <p>Also provides transparency on the cost of an essential service.</p>	<p>Most (90-100%) Targeted rates</p> <p>Split: Commercial targeted rate (40%) Residential targeted rate (60%)</p> <p>Unlikely (0%) All other funding sources</p>	<p>The sewage treatment system mainly benefits individuals by ensuring the waste removed from their homes and businesses is disposed of in ways that do not harm the environment</p> <p>However, there are also benefits for the wider community (protection of public health & safety).</p>

Environment and Infrastructure (Stormwater) – Activity Analysis

Description	Community Outcome	Who benefits?	Timeframe of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Stormwater Management							
Each year, Wellington’s stormwater network carries around 80 million cubic metres of runoff from gutters and drains to the harbour and city streams. This drainage network helps protect the city from flooding	<p>A people friendly compact city</p> <p>A welcoming, diverse and inclusive city</p> <p>A safe and reliable storm water network prevents avoidable disruptions to community living</p>	<p>Households and businesses receive benefits as their properties are protected from flooding.</p> <p>This extends to the wider community as storm water is also removed from public places</p>	<p>Benefit of most operating costs is expected to arise in the year funding is sourced.</p> <p>Annual funding is sourced from revenue for depreciation that is likely to be spent partially in the current year and probably in future years.</p>	<p>The actions of individuals in increasing hard surfaces on properties increases stormwater volumes.</p> <p>Some stormwater runoff is a direct result of land works and individual actions</p>	<p>Identifying separate funding – in the form of a targeted rate on stormwater – assists in the accountability and transparency of Council’s cost on this activity.</p> <p>Also provides transparency on the cost of an essential service.</p>	<p>All (100%)</p> <p>Targeted rate funding</p> <p>Unlikely (0%)</p> <p>All other funding sources</p> <p>Split:</p> <p>Commercial sector targeted rate (22.5%)</p> <p>Residential targeted rate (77.5%)</p>	<p>As the individual beneficiaries are easily identifiable, targeted rates funding is appropriate.</p> <p>Council excludes rural areas from paying for this activity as this service is not provided to them.</p> <p>Council does not consider that a portion of the costs should be recovered in the general rate</p>

Environment and Infrastructure (Conservation Attractions) – Activity Analysis

Description	Community Outcome	Who benefits?	Timeframe of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Conservation Visitor Attractions							
The Council funds the Wellington Zoo Trust and the Karori Sanctuary Trust. While each of these organisations has specific goals and approaches to conservation and education, they provide attractions for residents and visitors.	A people friendly compact city These activities inform and educate residents and visitors about conservation. They tell the story of our past, of our special wildlife, and of exotic flora and fauna.	These facilities benefit the individuals that choose to attend by providing them with a high-quality recreational and educational experience. These facilities provide significant benefits to the whole community by protecting endangered species.	Benefit of most operating costs is expected to arise in the year funding is sourced. Some benefits – such as the protection of endangered species- are likely to arise in the future.	The actions of individuals and groups have some impact on this activity.	This activity provides funding for trusts promoting conservation and wildlife. Council considers that there is little benefit of separate funding.	All (100%) General Rates Unlikely (0%) All other funding sources	The Council's contribution to these facilities reflects the benefits to the community as a whole. For this reason, it is appropriate for the Council's contribution to be funded from general rates.

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Economic Wellbeing

Growing the regional economy for a prosperous community

The Economic Wellbeing Activity is about achieving long-term and sustainable growth in Gross Domestic Product per capita. With a dynamic growing economy, Wellington is able to offer residents prosperity and an outstanding quality of life. Our economic activities include funding tourism promotions and visitor attractions, support for the regional economic development agency, and maintaining relationships with other agencies to foster economic growth.

Operating activities

The funding sources for this area are illustrated in the table below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted
Economic Development	City Promotions and Business Support	3.1.1 WellingtonNZ and Venues Wellington	0%	0%	100%	20%	0%	30%	50%
		3.1.2 Tākina Wellington Convention & Exhibition Centre	0%	0%	100%	60%	0%	0%	40%
		3.1.3 City Growth Fund	0%	0%	100%	100%	0%	0%	0%
		3.1.4 Major Projects	0%	0%	100%	100%	0%	0%	0%
		3.1.5 International relations	0%	0%	100%	100%	0%	0%	0%
		3.1.6 Business Improvement Districts	0%	0%	100%	0%	0%	100%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity. Economic development capital expenditure projects generally relate to renewals and are funded through rates funded depreciation and borrowings.

Economic Wellbeing (City Promotions and Business Support) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefit	Who creates need?	Separate funding	Funding mix	Rationale
Activity: WellingtonNZ and Venues Wellington							
This activity covers the Council's funding of Wellington NZ, the costs of operating Wellington's performing arts and civic venue infrastructure and innovation activities.	An innovative business friendly city Promotion of the city as an attractive place to live and do business, works to attract talent to the city. Ensuring that the city has a presence internationally is vital to attracting investment, talent, visitors and jobs. The Council's civic venue infrastructure is central to Wellington's performing arts economy. It also supports community wellbeing and provides economic benefits.	Individual users of the venues derive benefit from these activities. In most cases users themselves provide the funding for the benefits (through ticketing charges).	The majority of benefit of operating costs is expected to arise in the year the funding is sourced. There are however longer-term benefits, as economic development benefits could accrue over a number of years as a result of some expenditure.	The actions of individuals and groups have a minor impact on this activity.	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.	All (100%) Rates funding Unlikely (0%) All other funding sources Split: General Rate (20%) Commercial targeted rate (50%) Downtown targeted rate (30%)	Funding is spread across the sectors that benefit. The main benefits are derived by the business community and in particular the businesses in the CBD. A small component of funding is attributed to general rates covering residential and commercial ratepayers.
Activity: Tākina Wellington Convention & Exhibition Centre							
This activity relates to the funding required for the provision of Tākina, Wellington Convention & Exhibition Centre, and event facilities to the City.	An innovative business friendly city A city of healthy and thriving whanau and communities. Convention venues are places of events, festivals, and conferences. They anchor Wellington's appeal as a place of	The beneficiaries are predominantly the business sector through increased spending from this activity. Economic growth also provides benefits to residents through employment opportunities	The majority of benefit of operating costs is expected to arise in the year the funding is sourced. There are however longer-term benefits, as economic development benefits could accrue over a number of years as a	The actions of individuals and groups have a minor impact on this activity.	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.	All (100%) Rates funding Unlikely (0%) All other funding sources Split: General Rate (60%) Downtown targeted rate (40%)	While the hospitality and entertainment sector receive a part of the benefit, Council's view is that part of the costs should be general rate funded. This is because of the benefit to the community as a

	creativity, exploration, innovation and excitement and will bring more business visitation to our downtown area.		result of some expenditure.				whole, through an enhanced cultural offering, and stronger economy this activity will deliver
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Economic Wellbeing (City Promotions and Business Support) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: City Growth Fund							
This activity covers both the organisational support required to deliver the Council's economic development strategy, as well as the funding mechanism Council provides to support economic growth initiatives	A people friendly, compact city An innovative business friendly city Our grants support the attraction and retention of talented people and support the creative business sector in Wellington.	The groups and organisations that receive grants clearly benefit from this activity. But the community as a whole also benefits. The projects of the successful applicants are expected to have flow on benefits for the wider community.	The benefit of the operating costs is expected to arise in the year the funding is sourced. There are however longer-term benefits, as economic development benefits could accrue over a number of years as a result of some expenditure.	The actions of individuals and groups have a minor impact on this activity.	Council considers that there is little benefit of separate funding	All (100%) General rates Unlikely (0%) All other funding sources	The nature of the activities and specific outcomes from funded grant activities are not known at this point and it is therefore appropriate that the funding is spread across the whole community through the general rate.
Activity: Major Projects							
This activity covers both the organisational support required to deliver the Council's economic development strategy, as well as the funding mechanism Council provides to support economic growth initiatives	A people friendly, compact city An innovative business friendly city Our grants support the attraction and retention of talented people and support the creative business sector in Wellington.	The groups and organisations that receive grants clearly benefit from this activity. But the community as a whole also benefits. The projects of the successful applicants are expected to have flow on benefits for the wider community.	The benefit of the operating costs is expected to arise in the year the funding is sourced. There are however longer-term benefits, as economic development benefits could accrue over a number of years as a result of some expenditure.	The actions of individuals and groups have a minor impact on this activity.	Council considers that there is little benefit of separate funding	All (100%) General rates Unlikely (0%) All other funding sources	The nature of the activities and specific outcomes from funded grant activities are not known at this point and it is therefore appropriate that the funding is spread across the whole community through the general rate.

Economic Wellbeing (City Promotions and Business Support) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: International Relations							
The Council works to make Wellington’s economy more competitive and innovative by maintaining relationships internationally to promote the city and the region’s interests.	An innovative business friendly city Improving access to international markets is particularly important as it provides local businesses with new opportunities to access large markets.	The benefits of this activity are split between the community as a whole and institutions that benefit from our efforts.	The benefit of the operating costs is expected to arise in the year the funding is sourced. There are longer-term benefits, as economic development benefits could accrue over a number of years as a result international relations.	The actions of individuals and groups have a minor impact on this activity.	Council considers that there is little benefit of separate funding	All (100%) General rates Unlikely (0%) All other funding sources	Though the benefits are split between the community and certain sectors, the Council believes this activity is most appropriately funded from general rates. This is because in most situations it would be impractical to identify the beneficiary.
Activity: Business Improvement Districts							
Council provides a mechanism that allows local businesses to work together as Business Improvement Districts (BIDs). BIDs provide a vehicle for local business-led initiatives that support key city objectives, such as vibrant centres and	An innovative business friendly city Vibrant suburban centres make Wellington an attractive place to live and help form a local sense of community.	The businesses within the BID are the principal beneficiaries. There are also likely benefits to the community surrounding the BID, since a BID can also improve vibrancy and environs of the public space within a business area.	The benefit of the operating costs is expected to arise in the year the funding is sourced.	The actions of individuals and groups have a minor impact on this activity.	Council considers that there is little benefit of separate funding	All (100%) Commercial targeted rates Unlikely (0%) All other funding sources	Since the beneficiaries of the Business Improvement Districts policy are principally the businesses covered by each individual BID, it is appropriate that they should bear the cost of the policy

business creation and development.							
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Cultural Wellbeing

Shaping Wellington’s unique identity

The Council supports a wide range of cultural and artistic activity in Wellington. The aim is to foster a lively and creative city that offers rich and varied cultural experiences to residents and visitors. We fund galleries, museums, arts organisations, and art and sculpture in public spaces. We also provide grants to community programmes that foster diversity and encourage people to participate in the arts.

Operating activities

The funding sources for this area are illustrated in the graph below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted	
Cultural Wellbeing	Arts and Culture Activities	4.1.1	Galleries and Museums (WMT)	0%	0%	100%	75%	0%	0%	25%
		4.1.2	Visitor Attractions (Te Papa)	0%	0%	100%	30%	0%	0%	70%
		4.1.3	Arts and Cultural Festivals, and Events	0%	0%-10%	90-100%	90%-100%	0%	0%	0%
		4.1.4	Creative Sector grants	0%	0%	100%	0%	100%	0%	0%
		4.1.5	City Arts projects and venues access	0%	0%-10%	90-100%	90%-100%	0%	0%	0%
		4.1.6	City Arts Partnerships	0%	10%-20%	80%-90%	80%-90%	0%	0%	0%
		4.1.7	Creative sector initiatives	0%	0%	100%	100%	0%	0%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity. Cultural wellbeing capital expenditure projects are funded through a combination of rates funded depreciation and borrowings.

Cultural Wellbeing (Arts and Culture Activities) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Galleries and Museums (WMT)							
The Council is the main funder of the Wellington Museums Trust, which operates the Wellington Museum, the City Gallery, Capital E, the Wellington Cable Car Museum, Carter Observatory and the Colonial Cottage Museum	A welcoming, diverse and inclusive city A city of healthy and thriving whanau and communities An innovative business friendly city	The individuals attending the exhibitions and shows at the galleries and museums clearly benefit from their attendance. The location of these draws people into the downtown area and boosts local businesses.	The benefit of the operating costs is expected to arise in the year the funding is sourced.	Those accessing the Galleries & Museums show a need for this activity. The actions of individuals and groups have a minor impact on this activity.	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.	All (100%) Rates Unlikely (0%) All other funding sources. Split General rates (75%) Downtown targeted rate (25%)	The whole community benefits from this activity, and this is reflected with three quarters of the funding being through the general rate. The balance reflects the benefits to the businesses located in the CBD area and funding through the Downtown targeted rate is appropriate to contribute to this activity.
Activity: Visitor Attractions (Te Papa)							
Through this activity the Council funds attractions and facilities that bring visitors to the city, principally Te Papa.	A welcoming, diverse and inclusive city A city of healthy and thriving whanau and communities	The direct beneficiaries are those who visit the attractions and attend other events funded through this activity. There are also direct benefits to the businesses located in the downtown area.	The benefit of the operating costs is expected to arise in the year the funding is sourced.	Those accessing the Visitor Attractions show a need for this activity. The actions of individuals and groups have a minor impact on this activity.	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.	All (100%) Rates Unlikely (0%) All other funding sources. Split Downtown targeted rate (70%) General rate (30%)	The Council does not believe it is viable to charge individuals who visit Te Papa directly. Council believes it is appropriate that the contribute to funding it via general rates. The downtown sector should continue to fund a significant portion of the costs.

Cultural Wellbeing (Arts and Culture Activities) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Arts and Cultural Festivals							
Arts and Cultural festivals that the Council runs or supports include Summer City (Gardens’ Magic, Pacifica Festival, Te Rā o Waitangi), Matariki festival, Christmas and New Year and other festivals. It also includes openings and digital activations .	A welcoming, diverse and inclusive city A people friendly, compact city Cultural festivals and events shape Wellington’s sense of identity. They bring people together and celebrate creativity	The events are generally run outdoors in public areas making it impossible to identify individual beneficiaries. The benefits, in any case, are not exclusive.	The benefit of the operating costs is expected to arise in the year the funding is sourced. However, long-term benefits might arise from a unique cultural identity.	Those visiting art exhibitions and cultural festivals show a need for this activity. The actions of individuals and groups have minor impact on this activity.	Identifying separate funding assists in the accountability and transparency of Council’s costs on this activity.	Most (90%-100%) General rates Minimal (0%-10%) Other revenue Unlikely (0%) All other funding sources.	Since this activity benefits the community as a whole, the fairest and most effective way to fund the net cost is from general rates.
Activity: Creative Sector grants							
The Council maintains a grants pool to allow creative sector organisations access to funding in accordance with Aho Tini 2030 strategy. It includes multi-year, professional performing arts, and arts and culture funding.	A people friendly, compact city Arts and cultural grants support the creative sector of Wellington ensuring that the city is lively and full of performing, visual and literary arts activities throughout the year that reflect both Te Tiriti and the diverse communities that comprise Wellington.	The direct beneficiaries of this activity are the individuals and groups who receive funding. Funding cultural initiatives also benefits all city residents by making the city a more vibrant place	The benefit of the operating costs is expected to arise in the year the funding is sourced. However, long-term benefits might arise from grant creative programmes.	The actions of individuals and groups drive the costs in this activity. The individual applications for grants correlate with the costs in this activity	Council considers that there is little benefit of separate funding.	All (100%) Targeted rates Unlikely (0%) All other funding sources.	The direct beneficiaries of this activity are the individuals or groups who receive funding. Funding is directed to residents, and as such, the Council believes it is appropriate to fund the cost of this activity from rates targeted to the residential sector.

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Cultural Wellbeing (Arts and Culture Activities) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: City Arts projects and venues access							
<p>This activity addresses a range of City Arts projects that the Council delivers every year in accordance with Aho Tini 2030 strategy.</p> <p>It also covers a subsidy for non-profit community groups using Wellington Venues.</p>	<p>A people friendly, compact city</p> <p>Support for City Arts projects and to enable Mana Whenua and Wellington’s creative communities in accordance with Aho Tini 2030.</p>	<p>The individuals that take part in the arts projects and the non-profit groups that make use of the subsidy directly benefit from this activity. The activity also benefits the community as a whole: The projects supported help make the city a vibrant place and foster cultural identity.</p>	<p>The benefit of the operating costs is expected to arise in the year the funding is sourced.</p> <p>However, long-term benefits might arise from art projects that persist over several years</p>	<p>The actions of individuals and groups drive the costs in this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council’s costs on this activity.</p>	<p>Most (90%-100%) General rates</p> <p>Minimal (0%-10%) Other revenue</p> <p>Unlikely (0%) All other funding sources.</p>	<p>While individuals and not-for profit groups that benefit from this activity can be identified, council believes that charging fees would create a significant barrier for participation in community art projects.</p> <p>The Council therefore believes the cost is most appropriately covered by general rates.</p>
Activity: City Arts Partnerships							
<p>The Council delivers through City Arts the Toi Pōneke Arts Centre and the Public Art Fund.</p> <p>This activity also includes the fund which is used to manage the city’s art collection.</p>	<p>A people friendly, compact city</p> <p>Leadership and operation of an arts centre that builds on the city’s reputation as New Zealand’s arts and culture capital.</p> <p>Public sculpture and art displays, and exhibitions add to</p>	<p>The artists and organisations are clearly direct beneficiary of these partnerships.</p> <p>Toi Pōneke exhibitions are free and accessible to all. Public art is a most accessible form of art and the whole community benefits</p>	<p>The benefit of the operating costs is expected to arise in the year the funding is sourced.</p> <p>However, long-term benefits might arise from art projects that persist over several years</p>	<p>The actions of individuals and groups drive the costs in this activity.</p>	<p>Identifying separate funding assists in the accountability and transparency of Council’s costs on this activity.</p>	<p>Very high (80-90%) General rates</p> <p>Very low (10%-20%) Other revenue</p> <p>Unlikely (0%) All other funding sources</p>	<p>The Council believes that the majority of the cost is most appropriately funded from general rates.</p> <p>It is also considered appropriate that those art organisations, and users of Toi Pōneke Arts Centre should</p>

	the vibrancy and liveability of the city	from it as well as visitors to the city.					make a contribution to the cost of the space that they have use over.
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Cultural Wellbeing (Arts and Culture Activities) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Creative sector initiatives							
Creative sector initiatives are focused on major arts, cultural attractions and events to support creative sector infrastructure development. This activity includes the Hannah Playhouse partnership.	A people friendly, compact city Arts and culture attractions as well as events make Wellington a more attractive place to live and do business and attract thousands of visitors to the city every year, and to support the creative sector to innovate.	The direct beneficiaries are those who attend the events and attractions funded through this activity. The community as a whole benefits in a number of ways. They have the opportunity to enjoy high-quality art and cultural attractions and events.	The benefit of the operating costs is expected to arise in the year the funding is sourced.	The actions of individuals and groups drive the costs in this activity.	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.	All (100%) General rates Unlikely (0%) All other funding sources	The Council believes the cost is most appropriately funded from general rates.

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Social and Recreation

Building strong, safe and healthy communities for a better quality of life

A city is only as strong as its people. Wellington is built on strong communities. It's a safe city where people have plenty of opportunities to fulfil their potential and engage with each other. As the city's biggest provider of recreation facilities and social housing, we aim to promote healthy lifestyles and build strong communities.

Operating activities

The funding sources for this activity area are illustrated in the graph below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted	
Social and Recreation	Recreation promotion and support	5.1.1	Swimming Pools	20%-30%	0%	70%-80%	70%-80%	0%	0%	0%
		5.1.2	Sports fields	10%-20%	0%	80%-90%	80%-90%	0%	0%	0%
		5.1.3	Recreation programmes	0%-10%	0%	90%-100%	90%-100%	0%	0%	0%
		5.1.4	Recreation Centres	20%-30%	0%	70%-80%	70%-80%	0%	0%	0%
		5.1.5	Recreation partnerships	0%	0%	100%	0%	100%	0%	0%
		5.1.6	Playgrounds	0%	0%	100%	100%	0%	0%	0%
		5.1.7	Marinas	100%	0%	0%	0%	0%	0%	0%
		5.1.8	Golf Course	30%-40%	0%	60%-70%	60%-70%	0%	0%	0%
	5.1.9	Leisure Card	0%	0%	100%	100%	0%	0%	0%	
	Community support	5.2.1	Libraries	0%-10%	0%	90%-100%	90%-100%	0%	0%	0%
		5.2.2	Community advocacy	0%	0%	100%	0%	100%	0%	0%
		5.2.3	Grants (Social and Recreation)	0%	0%	100%	100%	0%	0%	0%
		5.2.4	Housing	100%	0%	0%	0%	0%	0%	0%
		5.2.5	Community centres and halls	0%-10%	0%	90%-100%	0%	90%-100%	0%	0%
		5.2.6	Cemeteries	40%-50%	0%	50%-60%	50%-60%	0%	0%	0%
		5.2.7	Public toilets	0%	0%	100%	100%	0%	0%	0%
5.2.8		City safety	0%	0%	100%	100%	0%	0%	0%	

		5.2.9	WREMO	0%	0%	100%	100%	0%	0%	0%
	Public health and safety	5.3.1	Public health regulations	60%-70%	0%	30%-40%	30%-40%	0%	0%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity. Social and recreation capital expenditure projects are funded through a combination of grants/subsidies, rates funded depreciation and borrowings.

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Social & Recreation (Recreation promotion and support) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Swimming Pools							
This activity covers the cost of providing the Council's seven swimming pools: Wellington Regional Aquatic Centre (WRAC, Kilbirnie), Freyberg Pool (Oriental Bay), Karori Pool, Keith Spry Pool (Johnsonville), Tawa Pool, Thorndon Pool (summer only) and Khandallah Pool (summer only).	A people friendly, compact city A welcoming, diverse and inclusive city Swimming pools provide access to sport and recreation opportunities which is important for people's health and wellbeing.	Our swimming pools mainly benefit the people who use them. However, there are also benefits to the community as a whole. By providing recreation facilities, the pools help increase the overall levels of residents' health, providing economic and social benefits	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of most individuals and groups have some impact on this activity. There is a correlation between the number of people using the pool and operating costs.	Funding this activity differently from others increases transparency and accountability.	High (70%-80%) General Rate Some (20%-30%) User Charges Unlikely (0%) All other funding sources	While individuals receive the direct benefits, the Council believes it is appropriate for the community as a whole to bear most of the costs. It would not be desirable to raise fees to levels that discouraged people from using them or provided barriers to people on low incomes.
Activity: Sports fields							
This activity covers the costs of providing the city's sports fields, including synthetic artificial surfaces. These provide year-round venues for recreation and competitive sport for people of all ages.	A people friendly, compact city Sports fields provide access to sport and recreation opportunities which is important for people's health and wellbeing	The city's sports fields provide significant benefits for private individuals and sports clubs. The sports fields also benefit the community as a whole – they help increase the overall levels of residents' health, providing economic and social benefits.	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of most individuals and groups have some impact on this activity. There is a correlation between the number of people using the sport fields and operating costs.	Funding this activity differently from others increases transparency and accountability.	Very High (80%-90%) General rates Low (10%-20%) User charges Unlikely (0%) All other funding sources	While individuals receive the direct benefits, the Council believes it is appropriate for the community as a whole to bear most of the costs. It would not be desirable to raise fees to levels that discouraged users from being able to participate in sport.

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Recreation programmes							
The Council organises programmes and works with stakeholders to deliver programmes to encourage people's participation in leisure activities	A people friendly, compact city This activity supports access to sport and recreation opportunities which is important for people's health and wellbeing	The Council's recreation programmes benefit the individuals who take part. They also operate as community events, helping bring people together.	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	Most (90%-100%) General rates Very low (0%-10%) User charges Unlikely (0%) All other funding sources	The benefits to the community as a whole justify ratepayer funding and it would not be desirable to impose fees as that may discourage participation and provide barriers to people on low incomes taking part.
Activity: Recreation centres							
This activity covers the costs of providing the Council recreation centres in Karori, Kilbirnie, Khandallah (Nairnville), Tawa and the ASB Sports Centre.	A people friendly, compact city Recreation centres provide access to sport and recreation opportunities which is important for people's health and wellbeing.	Our recreation centres mainly benefit the people who use them. However, there are also benefits to the community as a whole, such as providing community focal points that bring people together.	The benefit of the operating costs is expected to arise in the year the funding is sourced.	The actions of individuals and groups fully contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	High (70%-80%) General rates Moderate (20%-30%) User charges Unlikely (0%) All other funding sources	It is appropriate and acceptable to charge people who use the centres. However, it would not be desirable to raise fees to levels that discouraged people from using the centres. The benefit to the community and the significant role these centres play in their local areas justifies a significant ratepayer contribution.

Social & Recreation (Recreation promotion and support) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Recreation partnerships							
The Council maintains relationships with a number of groups that seek to provide publicly accessible facilities that contribute to both passive and active recreation.	A people friendly, compact city This activity supports access to sport and recreation opportunities which is important for people's health and wellbeing	The organisations we fund and the people that take part in their programmes also receive direct benefits. In addition, by supporting recreation partners, the city receives the economic benefits from having sport and recreation organisations located here	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	All (100%) Residential targeted rate Unlikely (0%) All other funding sources	While the individuals who choose to access these facilities receive some benefits, the Council believes it is appropriate for the residential sector to bear the costs of our recreation partnerships.
Activity: Playgrounds							
The Council provides more than 100 neighbourhood playgrounds across the city to give families a safer place to play near home. This activity covers the cost of providing those.	A people friendly, compact city This activity supports access to recreation opportunities and physical play for younger people that are important for their development and their health and wellbeing.	The city's playgrounds provide safe, entertaining places for children to play. The benefits to the children and their families are significant	The benefit of the operating costs is expected to arise in the year the funding is sourced.	The actions of individuals and groups contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	All (100%) General rate Unlikely (0%) All other funding sources	It would not be desirable or acceptable to charge people for using playgrounds. Most people recognise them as important facilities and are prepared to contribute to the costs through their rates.

Social & Recreation (Recreation promotion and support) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Marinas							
The Council owns two Marinas at Evans Bay and Clyde Quay. These provide private storage and live-aboard facilities for boat owners as well as supporting the recreational activities of a large number of boat owners. This activity covers the cost of providing these.	A people friendly, compact city This activity supports access to the harbour and the coast for recreation, fishing and enjoyment	The marinas benefit the people who use them by providing boat sheds for safe storage, moorings and access by marina piers.	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	All (100%) User Charges Unlikely (0%) All other funding sources	As identifiable individuals receive private benefits from this activity, it is appropriate for them to meet the costs. The benefits accrue to a narrow sector of the community who use these facilities and the user charges are set at appropriate market rates.
Activity: Golf Course							
This activity covers the costs of providing the city's municipal golf course.	A people friendly, compact city This activity supports access to sport and recreation opportunities which is important for people's health and wellbeing.	The city's municipal golf course in Berhampore provides significant benefits for club members and the club itself. The club is also open and often available for hire to members of the public to use for informal recreation	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	High (60%-70%) General Rate Some (30%-40%) User Charges Unlikely (0%) All other funding sources	While individuals receive significant direct benefits, the Council believes it is appropriate for the community as a whole to bear some of the operating costs of, due to golf course being located on Town Belt land with free public access to the area. The user funded portion relates to costs specific to the provision of the Golf Course.

Social & Recreation (Community Support) – Activity Analysis

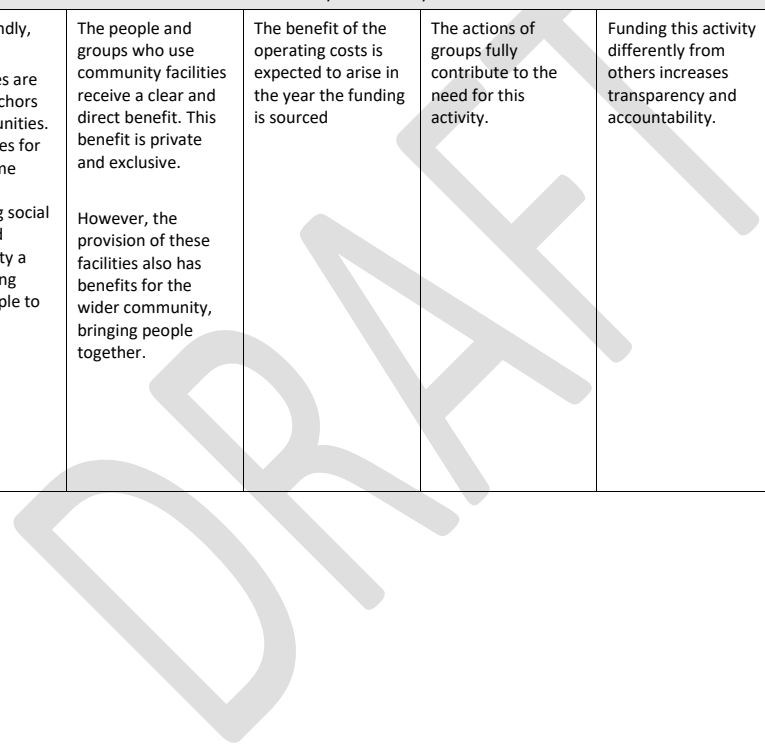
Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Libraries							
The Council provides a network of libraries including the Central Library, branch libraries, and a popular website.	A people friendly, compact city Libraries are neighbourhood institutions that anchor community life and bring people together. They provide physical and online information and content, programming, and resources.	Libraries benefit the people who use them. By providing community support and access to information, the libraries enhance the overall levels of skill, literacy, and knowledge in the city, providing benefits to the whole community.	The benefit of the operating costs is expected to arise in the year the funding is sourced.	The actions of most individuals contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	Most (90%-100%) General rates Very low (0%-10%) User charges Unlikely (0%) All other funding sources	While individuals receive many of the direct benefits, the Council believes it is appropriate that most of the cost of running libraries should be met by the wider community.
Activity: Community Advocacy							
Our City Communities advisors support a wide range of community groups such as senior citizens, Māori, youth, Pacific Islanders, refugees and migrants, and people with disabilities. This work ensures that Wellington's diverse population is supported.	A people friendly, compact city A city that offers an outstanding quality of life and strong sense of place and leaves no-one behind; provides outstanding recreational opportunities (active and passive) that are accessible and inclusive	The projects funded under this activity benefit all Wellingtonians and communities: The build community and neighbourhood resilience supporting the development of connected, vibrant and participatory communities	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	All (100%) Unlikely (0%) All other funding sources	The Council believes it is appropriate to fund the majority of costs for this activity from rates targeted to the residential sector. This is because the benefits accrue to all residents.

Social & Recreation (Community Support) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Grants (Social and Recreation)							
The Council maintains four grants pools. This activity covers the grants to community groups and organisations whose projects seek to promote recreational activity and overall social wellbeing. The grants process is overseen by a subcommittee of Council.	A people friendly, compact city Our grants support community groups that promote individual wellbeing, safe neighbourhoods and cohesive, engaged and inclusive communities.	The groups and organisations that receive grants clearly benefit from this activity	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	All (100%) General rates	While grants recipients benefit directly from this activity, seeking to recoup the cost from them would defeat the purpose of the grants pool. Given this and that there are benefits to the community as a whole, the Council believes the fairest and most effective way to fund it is from general rates
Activity: Housing							
The Council owns over 2000 housing units, which we rent to low-income people whose housing needs are not met by the private sector. Tenants are charged 70 percent of the estimated market rent for their property.	A people friendly, compact city Social housing provides an opportunity for a home and a better quality of life for those less well-off without unreasonable hardship	The main beneficiaries of this activity are the tenants, who receive accommodation at below market rent.	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	All (100%) User charges	As the main beneficiaries, it is appropriate for tenants to pay all of the costs involved in providing community housing. The Council's current policy is to provide homes at 70 percent of market rent.

Social & Recreation (Community Support) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Community Centres and Halls							
<p>This activity supports the delivery of services/activities from community centres and halls. The Council directly delivers services to the community from one halls and six centres. Community organisations are contracted to deliver services from our assets or from non- council assets (22 centres in total) and are funded through three-year contracts (Social Grants).</p>	<p>A people friendly, compact city These facilities are important anchors in our communities. They are places for groups to come together, strengthening social cohesion, and making the city a more appealing place for people to live.</p>	<p>The people and groups who use community facilities receive a clear and direct benefit. This benefit is private and exclusive. However, the provision of these facilities also has benefits for the wider community, bringing people together.</p>	<p>The benefit of the operating costs is expected to arise in the year the funding is sourced</p>	<p>The actions of groups fully contribute to the need for this activity.</p>	<p>Funding this activity differently from others increases transparency and accountability.</p>	<p>Most (90%-100%) Residential sector targeted rates Very low (0%-10%) User charges Unlikely (0%) All other funding sources</p>	<p>Community centres make a significant contribution to community wellbeing by providing an anchor for the local community as well as a city-wide network of community resources. Given the benefit for the local community, residential sector targeted rates are the appropriate funding source.</p>



Social & Recreation (Community Support) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Cemeteries							
<p>We operate a crematorium and cemetery at Karori and a cemetery at Makara.</p> <p>We also manage Wellington cemetery records dating back to 1849 available for public viewing. Karori Cemetery is now managed as a closed cemetery for burials, unless interments are done in existing family plots.</p>	<p>A people friendly, compact city</p> <p>The cemeteries provide sensitive and respectful bereavement services catering for a wide range of communities and beliefs. We maintain the cemetery sites to a good standard, reflecting their importance to the community.</p>	<p>Those using the services of the cemetery and crematorium.</p> <p>The Community also benefit through the protection of public health and the maintenance of cemeteries and cemetery records for future generations to locate their ancestor’s burial plot/site. There are also social benefits, as these spaces are used by the community for recreation and education purposes.</p>	<p>The benefit of the operating costs is expected to arise in the year the funding is sourced.</p> <p>However, some benefits to future generations occur in the future (see who benefits)</p>	<p>The actions of some individuals and groups have some impact on this activity.</p>	<p>Identifying separate user pays funding assists in the accountability and transparency of Council’s expenditure on this activity.</p>	<p>Moderate – more than 50% (50%-60%)</p> <p>General rates</p> <p>Moderate – less than 50% (40%-50%)</p> <p>User charges</p>	<p>The benefits of this activity are split between individuals for cemetery services and the community as a whole. Therefore, it is appropriate for the costs to be split evenly.</p>
Activity: Public toilets							
<p>We own and maintain around 100 public toilets throughout the city.</p> <p>This activity includes ensuring they are kept clean and maintained fit for public use.</p>	<p>A people friendly, compact city</p> <p>these facilities are located conveniently throughout the city protecting against public health risks.</p>	<p>Mainly visitors and those away from their home use public toilets generally in support of leisure pursuits, tourism and commercial businesses</p>	<p>The benefit of the operating costs is expected to arise in the year the funding is sourced</p>	<p>The actions of individuals and groups somewhat contribute to the need for this activity.</p>	<p>Identifying separate user pays funding assists in the accountability and transparency of Council’s expenditure on this activity.</p>	<p>All (100%)</p> <p>General rates</p>	<p>Since the whole community benefits, the fairest and most effective way to fund it is through the general rate. Experience shows attempts to charge individuals is not practical or easy to manage, and though</p>

							individuals also benefit, the Council does not believe it would be appropriate to refuse access to people who cannot or will not pay.
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Social & Recreation (Community Support) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: City Safety							
This includes patrols by city safety officers, closed circuit television monitoring of some inner-city streets, and safety audits	A people friendly, compact city This activity promotes individual wellbeing, safe neighbourhoods and a safe inner city.	Our city safety initiatives benefit the whole community. Though individuals benefit from reduced crime, the benefits are felt community-wide and are not exclusive to individuals	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups somewhat contribute to the need for this activity.	Council considers that there is little benefit of separate funding	All (100%) General rates	Since this activity benefits the community as a whole, the fairest and most effective way to fund it is from general rates.
Activity: WREMO							
Wellington Regional Emergency Management Office (WREMO) provides a shared service to all the councils within the region. Its role is to help the city prepare for disasters, and to maintain the Council's Emergency Operations Centre at a state of readiness for response.	A people friendly, compact city This agency works with all sectors of the community to ensure the city is prepared and ready to respond in the event of an emergency.	All residents and businesses benefit from preparation work to respond to and recover from any emergency.	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups somewhat contribute to the need for this activity.	Council considers that there is little benefit of separate funding	All (100%) General rates	Individuals, households, businesses and communities all benefit from being well prepared to respond to and recover from emergency situations The Council believes the fairest and most effective way to fund this activity is from general rates.

Social & Recreation (Public Health Regulations) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Public Health Regulations							
This activity covers the Council’s role in licensing and monitoring food outlets, licensing alcohol liquor outlets, registering and impounding dogs, responding to noise, nuisance, animal and litter complaints, and handling infectious disease investigations and trade waste activities	A people friendly, compact city This activity benefits the community as a whole, protecting the public from hazards created or potentially created by identifiable individuals and businesses.	There are a number of identifiable users who both cause and benefit from this activity. Businesses cannot operate without regulatory approvals in place. Consenting and compliance activities ensure that minimum standards are met and maintained, ensuring public confidence in those businesses and their products. Dog owners benefit from the regulatory platform established by the Dog Control Act, ensuring that all dogs are registered and subject to control measures.	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and businesses exclusively contribute to the need for this activity.	Council considers that there is little benefit of separate funding	Moderate to High (60%-70%) User Charges Low to Moderate (30%-40%) General Rates Unlikely (0%) All other funding sources	As this work protects the community from harm arising from the actions of individuals and businesses, it is appropriate that those individuals or businesses potentially causing the harm should pay. For some services, it is not appropriate or possible to charge users. Since this work offers benefits to the broader community, it is appropriate for the remaining costs to be funded from general rates.

Urban Development

Directing growth and delivering quality

Nestled between harbour and hills, Wellington is a compact and dynamic city. We aim to preserve its special character, making sure developments are safe and in harmony with the environment. Our work in this area includes urban planning, building regulation, heritage protection and the development of public spaces.

Operating activities

The majority of activities in this area are funded via the General Rate. The funding sources are illustrated in the table below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted	
Urban Development	Urban Planning, Heritage and Public Spaces Development	6.1.1	Urban Planning and Policy	0-10%	0%	90-100%	100%	0%	0%	0%
		6.1.2	Waterfront Development	0%	0%	100%	100%	0%	0%	0%
		6.1.3	Public Spaces and Centres Development	0%	0%	100%	100%	0%	0%	0%
		6.1.4	Built Heritage Development	0%	0%	100%	100%	0%	0%	0%
		6.1.5	Housing Development	0%	0%	100%	100%	0%	0%	0%
	Building and Development Control	6.2.1	Building Control and Facilitation	60%-70%	0%	30%-40%	30%-40%	0%	0%	0%
		6.2.2	Development Control and Facilitation	40%-50%	0%	50%-60%	50%-60%	0%	0%	0%
		6.2.3	Earthquake Risk Mitigation	0%	0%	100%	100%	0%	0%	0%
		6.2.4	Building Control and Facilitation Weathertight Homes	0%	0%	100%	100%	0%	0%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity. Urban development capital expenditure projects are funded through a combination of rates funded depreciation and borrowings.

Urban Development (Urban Planning, Heritage and Public Spaces Development) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Urban Planning and Policy							
The Council wants to ensure the city grows in ways that encourage high-quality development and produce the best long-term result for everyone.	A people friendly, compact city This activity ensures the city's built form is developed in appropriate ways.	The whole community benefits from this activity: Urban planning ensures the city grows in a controlled, environmentally sustainable way and encourages high-quality developments	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Identifying separate funding assists in the accountability and transparency of Council's costs on this activity.	Most (90-100%) General rates Low (0-10%) User fees and charges Unlikely (0%) All other funding sources	Since the community as a whole benefits from this work, it is appropriate for general ratepayers to bear the costs. A small fee is collected for Corridor Access Request applications to recover anticipated cost of running and maintaining our sub surface asset data platform.
Activity: Waterfront Development							
The Wellington waterfront is a key area of the city. We oversee its development in line with a guiding policy, the Wellington Waterfront Framework.	A people friendly, compact city The waterfront offers safe open spaces that welcome and engage people and encourage them to stay	The primary benefit arises for people that choose to visit the Waterfront. This work benefits the whole community by making the city more attractive and vibrant, and providing valuable recreation opportunities.	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups have limited impact on the need for this activity.	Council considers that there is little benefit of separate funding	All (100%) General rates Unlikely (0%) All other funding sources	Since the community as a whole benefits from this work, it is appropriate for general ratepayers to bear the costs.

Urban Development (Urban Planning, Heritage and Public Spaces Development) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Public Spaces and Centres Development							
<p>We fund work to develop the street environments, urban parks and squares, and other public areas in the city and suburban centres.</p> <p>We aim to make these areas safe, accessible and attractive, with plenty of green space.</p>	<p>A people friendly, compact city</p> <p>A welcoming, diverse and inclusive city</p> <p>Public spaces are an important component of the inner city providing accessible opportunities for relaxation, recreation and leisure for residents and visitors</p>	<p>This work benefits the whole community by enhancing the urban environment, making the city safer and contributing to the vibrancy of Wellington.</p> <p>All residents and visitors to the city are able to enjoy its public spaces</p>	<p>The benefit of the operating costs is expected to arise in the year the funding is sourced</p>	<p>The actions of individuals and groups have very limited effect on costs for this activity.</p>	<p>Council considers that there is little benefit of separate funding</p>	<p>All (100%) General rates</p> <p>Unlikely (0%) All other funding sources</p>	<p>While centre development provides a clear benefit to geographical suburban areas, targeted rates to fund these activities are not considered appropriate given the broad benefit to the community as a whole</p>
Activity: Built Heritage Development							
<p>In order to promote Wellington as a place that celebrates its heritage, we work to help protect and restore the city's heritage assets.</p> <p>Our work in this area includes maintaining an inventory of heritage sites and upgrading heritage sites.</p>	<p>A people friendly, compact city</p> <p>heritage buildings contribute to the city's distinct identity and enhance its sense of place.</p>	<p>This work benefits the whole community by protecting the city's heritage.</p> <p>Preservation of city landmarks enhances the city's image, makes it more attractive, and contributes to people's sense of history and community pride</p>	<p>The benefit of the operating costs is expected to arise in the year the funding is sourced</p>	<p>The actions of individuals and groups have very limited effect on costs for this activity.</p>	<p>Council considers that there is little benefit of separate funding</p>	<p>All (100%) General rates</p> <p>Unlikely (0%) All other funding sources</p>	<p>In order to promote Wellington as a place that celebrates its heritage, we work to help protect and restore the city's heritage assets.</p> <p>Our work in this area includes maintaining an inventory of heritage sites and upgrading heritage sites.</p>

Urban Development (Urban Planning, Heritage and Public Spaces Development) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Housing Development							
<p>Council has developed a Housing Strategy which aims to ensure that all Wellingtonians are well housed.</p> <p>This activity includes our affordable rental programme Te Kainga</p>	<p>A people friendly, compact city</p> <p>A welcoming, diverse and inclusive city</p> <p>Encouraging Housing initiatives so that Wellingtonians can enjoy quality Housing at a level which is affordable</p>	<p>Work funded by this activity benefits individuals who currently cannot access quality affordable housing.</p> <p>However, the community as a whole also benefits through improving the overall availability and quality of the city's housing stock.</p>	<p>The benefit of the operating costs is expected to arise in the year the funding is sourced</p>	<p>The actions of individuals and groups fully contribute to the need for this activity.</p>	<p>The affordable rental programme (Te Kainga) is 100% fee funded. This increases transparency and accountability.</p> <p>The activity funding mix shows how the net costs for this activity are funded.</p>	<p>All (100%) General rates Unlikely (0%) All other funding sources</p>	<p>While the private market does provide housing, this activity seeks to encourage development which would not occur without Council's support.</p> <p>Given this and the benefits to the community as a whole, the fairest and most effective way to fund it is from general rates</p>

Urban Development (Building and Development Control) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Building Control and Facilitation							
The Council has a statutory responsibility under the Building Act and the Resource Management Act to control building developments. This includes ensuring buildings are safe and sanitary, and do not threaten environmental quality or public health.	A people friendly, compact city This activity benefits the community, ensuring buildings are safe and meet legal requirements.	In most cases, buildings are for private and exclusive use. Consequently, building control work primarily benefits private individuals – the people and companies that build, redevelop, or occupy homes, offices and other buildings.	Due to the statutory lifetime of a building consent, the benefit of the operating costs is expected to arise within 24 months of the year the funding is sourced.	The actions of individuals and groups fully contribute to the need for this activity.	Council considers that there is little benefit of separate funding.	Moderate to High (60%-70%) User Charges Low to Moderate (30%-40%) General Rates Unlikely (0%) All other funding sources	While individuals and businesses receive the benefits of our building control work, we are constrained in our ability to recover costs from those parties. User charges for some activities are set by law or regulation, which in some instances prevents us from charging at all. Since this work offers benefits to the broader community, it is appropriate for the remaining costs to be funded from general rates.
Activity: Development Control and Facilitation							
The Council has a statutory responsibility under the Resource Management Act to ensure land and other resources are used sustainably	A people friendly, compact city This work benefits the community, by ensuring resources are used sustainably, protecting public health, safety and	The main beneficiaries of this work are the individuals and businesses involved in land subdivision, development or use of other resources. By ensuring	Due to the statutory lifetime of a resource consent, the benefit of the operating costs is expected to arise within 5 years of the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Council considers that there is little benefit of separate funding	Moderate – less than 50% (40%-50%) User Charges Moderate – more than 50% (50%-60%) General Rates	While individuals and businesses receive the benefits of our building control work, we are constrained in our ability to recover costs from those parties. User

	future users of land and buildings, urban character, and the city's heritage.	development is safe, sustainable and meets legal obligations, this work ensures public confidence in those businesses and their products.				<p>Unlikely (0%) All other funding sources</p>	<p>charges for some activities are set by law or regulation, which in some instances prevents us from charging at all.</p> <p>Since this work offers benefits to the broader community, it is appropriate for the remaining costs to be funded from general rates.</p>
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Urban Development (Building and Development Control) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Earthquake Risk Mitigation							
The Council has a statutory responsibility under the Building Act to mitigate the risks that earthquakes may have on structures	A people friendly, compact city Wellington’s high earthquake risk means this work is critical. It protects public safety, as well as preserving the city’s heritage and the economic investment made in buildings and infrastructure.	The whole community benefits from Council mitigating the risk of earthquakes on existing structures.	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Council considers that there is little benefit of separate funding	All (100%) General rates Unlikely (0%) All other funding sources	Since the activity benefits the community as a whole, the fairest and most effective way to ultimately fund it is from general rates.
Activity: Building Control and Facilitation - Weathertight Homes							
Resolving Weathertight home issues	A people friendly, compact city By providing resolution to the weathertight homes issue, by supporting repairs to provide healthier and more resilient homes.	Ensuring leaky homes get fixed provides benefits to the Community as a whole. Through no fault of their own, individuals are stuck with leaky homes which can, in the worst circumstances, affect the health and well-being of those living there.	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups do not contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability. Important that any borrowing (which might be used to spread the cost) and rate funding associated with this activity are transparent and that these funds are ring fenced	All (100%) General rates Unlikely (0%) All other funding sources	Since the activity benefits the community as a whole, the fairest and most effective way to ultimately fund it is from general rates. We note however the need for borrowings and ring-fencing the rates funding.

Transport

Providing quality connections

We're responsible for Wellington's extensive transport network, and for planning for the city's future transport needs. We see a high-quality transport system as critical to the city's economy and quality of life. Our transport activities include looking after hundreds of kilometres of city roads, as well as accessways, footpaths, cycleways, parking facilities, traffic signs and signals, street lighting and pedestrian crossings. We also manage parking areas.

Operating activities

The funding sources for this area are illustrated in the table below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted	
Transport	Transport	7.1.1	Transport Planning	0%	0%	100%	100%	0%	0%	0%
		7.1.2	Vehicle network	0%	0%-10%	90%-100%	90%-100%	0%	0%	0%
		7.1.3	Cycle network	0%	0%-10%	90%-100%	90%-100%	0%	0%	0%
		7.1.4	Passenger Transport Network	0%	80%-90%	10% - 20%	10% - 20%	0%	0%	0%
		7.1.5	Pedestrian Network	0%	0%-10%	90%-100%	90%-100%	0%	0%	0%
		7.1.6	Network-wide Control and Management	10%-20%	10%-20%	60%-70%	60%-70%	0%	0%	0%
		7.1.7	Road Safety	0%	20%-30%	70%-80%	70%-80%	0%	0%	0%
		7.1.8	Let's Get Wellington Moving	0%	0%	100%	100%	0%	0%	0%
		7.1.9	Roads Open Spaces	0%	0%-10%	90%-100%	90%-100%	0%	0%	0%
		7.1.10	Charged Up Capital	100%	0%	0%	0%	0%	0%	0%
	Parking	7.2.1	Parking	100%	0%	0%	0%	0%	0%	

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity. Transport capital expenditure projects are funded through a combination of NZTA subsidies, rates funded depreciation and borrowings.

Transport (Transport) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Transport Planning							
A well-planned transportation network plays an important part in making the city more liveable. It provides for the efficient movement of freight and it allows for people to be better connected, aiding social cohesion.	A people friendly, compact city A welcoming, diverse and inclusive city The transport network provides people with accessible and safe transport choices, for work, recreation, and pleasure, including walkways and bikeways.	This activity is of benefit to the whole community	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	All (100%) General rates	This activity is of benefit to the whole community. As the whole community benefits, general rates funding is appropriate.
Activity: Vehicle Network							
We manage a vehicle network that includes 699 kilometres of urban and rural roads, 1,236 kilometres of kerbs and channels, 76 bridges and large culverts and four tunnels, as well as all related pavements and service lanes.	A people friendly, compact city Our road network safely and efficiently accommodates more than 40,000 people driving around the city each day, for work and recreation.	The direct beneficiaries are road users. This includes everyone who drives private cars, as well as businesses that use roads for commercial purposes. There are also many indirect beneficiaries, receive road-based services like meals on wheels or mail deliveries	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability. it's not possible to reasonably assess how much cost and benefit is directly attributable to different groups of road users, and Council currently has no legal means to impose direct costs on road users.	Most (90%-100%) General rates Minimal (0%-10%) Other revenue	As the community as a whole benefits from our provision of the vehicle network, and the apparent issues with charging individual users the fairest approach is to fund costs in this activity from general rates. A small percentage of our costs is funded by NZTA subsidies.

Transport (Transport) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Cycle Network							
Cycleways require regular maintenance to remain safe – surfaces need to be smooth; lanes need to be clearly marked, and cycle stands, and maintenance stations need to be provided at appropriate parking points.	A people friendly, compact city A welcoming, diverse and inclusive city the cycle network reflects our commitment to sustainable, safe and efficient transport choices	The direct beneficiaries of the city's cycleways are the people who use them. There are also many indirect benefits, as cycleways contribute towards reducing the amount of vehicle traffic, which in turn makes the city's roads safer and less congested.	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability. Identifying and charging individual users would however be inefficient, impractical, and potentially discourage people from using the pedestrian network	Most (90%-100%) General rates Minimal (0%-10%) Other revenue	As the community as a whole benefits from our provision of the pedestrian network, and the apparent issues with charging individual users the fairest approach is to fund costs in this activity from general rates. A small percentage of our costs is funded by NZTA subsidies.
Activity: Passenger Transport Network							
The Lambton Quay Bus Interchange is owned and operated by Council. Council also provides and maintains the special bus lane markings on roads throughout the city.	A people friendly, compact city Our passenger transport network safely and efficiently accommodates people using public transport services to travel around the city each day, for work and recreation.	While individual users of public transport receive the most direct benefit, there are also many indirect beneficiaries. Public transport services contribute towards reducing the amount of vehicle traffic, which in turn makes the city's roads safer.	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	High (70%-80%) Other revenue Low (20%-30%) General rate	Because the community as a whole benefits, the fairest approach is to fund costs in this activity from general rates. However, Council receives a share of the revenue generated from advertising on bus shelters and pedestrian canopies.

Transport (Transport) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Pedestrian Network							
This activity covers the management of our pedestrian network	A people friendly, compact city A welcoming, diverse and inclusive city Our cycle and pedestrian networks accommodate nearly 25,000 walking and cycling commuters each day and provide for easy and affordable movement to and around the city.	The direct beneficiaries of the pedestrian network are the people who use them. There are also many indirect benefits, as the pedestrian network contributes towards reducing the amount of vehicle traffic, which in turn makes the city's roads safer and less congested	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability. Identifying and charging individual users would however be inefficient, impractical, and potentially discourage people from using the pedestrian network.	Very high (90%-100%) General rates Very low (0%-10%)	As the community as a whole benefits from our provision of the pedestrian network, and the apparent issues with charging individual users the fairest approach is to fund costs in this activity from general rates. A small percentage of our costs is funded by NZTA subsidies.
Activity: Network-wide Control and Management							
This activity covers our traffic control systems, road marking and signs, and network management activities.	A people friendly, compact city Our road network safely and efficiently accommodates people driving around the city. Our pedestrian and cycle networks deliver the same outcomes for walking and cycling commuters.	The benefits are felt by the whole community, including road users (private and commercial), pedestrians, cyclists, residents, and tourists.	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	High (70%-80%) General rates Low (10%-20%) Other revenue User fees	A small percentage of our costs is funded by NZTA subsidies & fees for administrating network activities. Because the community as a whole benefit, the fairest approach is to fund the remaining costs from general rates.

Transport (Transport) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Road Safety							
Delivering a safe road network is a fundamental goal of our Transport strategy. Providing and maintaining safety assets such as street lighting, safety fences and rails, as well as leading road education, significantly enhances safety for all users of our transport networks.	A people friendly, compact city Our road network safely and efficiently accommodates people driving around the city each day, for work and recreation. Our pedestrian and cycle networks deliver the same outcomes for walking and cycling commuters each day.	The benefits are felt by the whole community, including road users (private and commercial), pedestrians, cyclists, residents, and tourists.	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	Very high (80%-90%) General rates Very low (10%-20%) NZTA subsidies Unlikely (0%) All other funding sources	Because the community as a whole benefit, the fairest approach is to fund costs in this activity from general rates. A small percentage of our costs are funded by the New Zealand Transport Agency (NZTA) which pass on funding from fuel taxes gathered by Central Government
Activity: Let's Get Wellington Moving							
This activity covers the costs related to Let's Get Wellington Moving (LGWM)	A people friendly, compact city LGWM will re-shape how we travel in Wellington. It will make transport fast, more comfortable, and greener.	Residents and Visitors will benefit from better connections throughout the city.	The benefit of the operating costs is expected to arise in the year the funding is sourced. There are longer term benefits from greener transport options and efficiency gains from better transport options.	The actions of individuals and groups partly drive costs for this activity.	Council considers that there is little benefit of separate funding	All (100%) General rates Unlikely (0%) All other funding sources	Given the widespread benefits for the whole community, the costs of LGWM should be recovered via the general rate. Increased fee revenue from providing the service will offset the net costs

Transport (Transport) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Roads Open Spaces							
Roads that are clean and have clear edges help to make the city attractive and safe. We clean city and residential streets, empty rubbish bins in the central city and remove spills and litter.	A people friendly, compact city - our road network safely and efficiently accommodates people driving around the city each day, for work and recreation	This work benefits anyone who lives in or moves around the city by ensuring that footpaths, roadside verges and open spaces are safe and attractive. It helps to maintain the city's environment and residents' safety, and enjoyment of their surroundings.	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	Very high (80%-90%) General rates Very low (10%-20%) NZTA subsidies Unlikely (0%) All other funding sources.	As the community as a whole benefit, the fairest approach is to fund costs in this activity from general rates. A small percentage of our costs are funded by the New Zealand Transport Agency which pass on funding from fuel taxes gathered by Central Government
.....Column Break.....Column Break.....Column Break.....Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Charged Up Capital							
This activity covers the management of our EV charging infrastructure.	An innovative business friendly city A people friendly compact city	The direct beneficiaries of the Council's EV charging services are those people who use EV chargers. A second benefit comes from the	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	All (100%) User Charges	It is appropriate to charge people for using EV chargers. It might be argued that retailers benefit from Council's provision of EV chargers.

		free parking on council- owned spaces during the use of the charger.					
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Transport (Parking) – Activity Analysis

Description	Community Outcome	Who benefits?	Period of benefits	Who creates need?	Separate funding	Funding mix	Rationale
Activity: Parking							
This activity covers the management of Council-controlled on-street and off-street parking	An innovative business friendly city A people friendly compact city	The direct beneficiaries of the Council's parking services are those people who use car parks.	The benefit of the operating costs is expected to arise in the year the funding is sourced	The actions of individuals and groups fully contribute to the need for this activity.	Funding this activity differently from others increases transparency and accountability.	All (100%) User Charges	It is appropriate to charge people for using car parks. It might be argued that retailers benefit directly from Council's provision of car parks. However, there is no practical way of assessing whether people are using car parks to go shopping or for other purposes

Alignment with R&F policy

Out of a total of 68 activities, only 8 activities are non-aligned with the R&F policy. Activities that require higher rates funding include Marinas, Housing, Golf Course and the Passenger Transport Network.



We note that this non-alignment is historical and will move towards the funding documented funding ranges in the R&F policy.

Proposed savings to be considered by committee

Proposed on additional changes requiring committee agreement

Activity Group	Initiative	Description	Service Impacts	Risks	Savings / Revenue impact	Funding Impact
Waste	Composting hubs trial	<ul style="list-style-type: none"> Remove funding for composting hubs as we are introducing organics collection service 	<ul style="list-style-type: none"> No additional composting hubs Service replaced with new organic bins as part of the new WMMP rollout 	<ul style="list-style-type: none"> New initiative being trialled. Trial would not be rolled out as a permanent offering 	<ul style="list-style-type: none"> \$0.14m savings 	<ul style="list-style-type: none"> Rates (0.03%)
Urban Planning	Heritage advisory service	<ul style="list-style-type: none"> Decrease the free Heritage advisory service (non-regulatory) 	<ul style="list-style-type: none"> Decreased Public Awareness Decreased expert Guidance 	<ul style="list-style-type: none"> Negative views and reaction from the Heritage Conservation Community 	<ul style="list-style-type: none"> \$0.21m savings 	<ul style="list-style-type: none"> Rates (0.04%)
Governance, information and engagement	Wellington publication (<i>Our Wellington</i>)	<ul style="list-style-type: none"> Move from hard copy to digital for Our Wellington publication information 	<ul style="list-style-type: none"> Council information would reach fewer residents – 80,000 print copies of <i>Our Wellington</i> are distributed (6,700 people are subscribed to newsletter). Ongoing investment would be required to drive audiences to online content 	<ul style="list-style-type: none"> Potentially reduce attendance at WCC events Increased reliance on channels we don't own/control (media, social media, advertising) to communicate with public 	<ul style="list-style-type: none"> Est. \$0.13m savings 	<ul style="list-style-type: none"> Rates (0.03%)
Public health and safety	Graffiti service	<ul style="list-style-type: none"> Reduce graffiti budget from \$0.5m to \$0.38m 	<ul style="list-style-type: none"> Reduction of removal of graffiti from private property Return service to pre 2022 levels 	<ul style="list-style-type: none"> Public dissatisfaction particularly from businesses Perception of city safety deteriorates 	<ul style="list-style-type: none"> \$0.12m savings 	<ul style="list-style-type: none"> Rates (0.03%)
Community Facilities and Services	Library network	<ul style="list-style-type: none"> \$400k saving across library network. Preferred option to achieve this is: Reduce library hours one full day per week for: Wadestow, Island Bay, Khandallah, Brooklyn, Ngaio (Cummings Park), Miramar, Mervyn Kemp (Tawa), Newtown, Kilbirnie, and Karori. 	<ul style="list-style-type: none"> Small reduction in availability of library services across the network. 	<ul style="list-style-type: none"> Community dissatisfaction 	<ul style="list-style-type: none"> \$0.40m savings 	<ul style="list-style-type: none"> Rates (0.08%)

Activity Group	Initiative	Description	Service Impacts	Risks	Savings / Revenue impact	Funding Impact
		Note: For more information, please Note 1 at the end of this attachment.				
Community Facilities and Services	Library network	<ul style="list-style-type: none"> Close Arapaki library <i>along with</i> closure of the Service Centre 	<ul style="list-style-type: none"> Reduced CBD library service 	<ul style="list-style-type: none"> Te Awe library (as the nearest alternative) is all but at maximum capacity Very short term saving only as Arapaki library staff identified for staffing Te Matapihi from 2026 Retaining the Service Centre only OR retaining the library only will not result in expected savings 	<ul style="list-style-type: none"> \$0.30m savings 	<ul style="list-style-type: none"> Rates (0.06%)
Community Facilities and Services	Wadestown Community Centre	<ul style="list-style-type: none"> Revisit sale of Wadestown Community Centre as signalled in 2021 LTP and sell 	<ul style="list-style-type: none"> Reduce overall community hall availability Reduces maintenance cost and increase revenue from sale 	<ul style="list-style-type: none"> Divestment signalled in 2021-31 LTP but was not supported by community Community dissatisfaction 	<ul style="list-style-type: none"> \$0.08m savings 	<ul style="list-style-type: none"> Rates (0.02%)
Community Facilities and Services	CCTV Cameras	<ul style="list-style-type: none"> Look to pass on costs / source alternative funding for active monitoring of city safety CCTV cameras 	<ul style="list-style-type: none"> No service impact. This initiative is about ensuring alternative funding sources are made available to support the service into the future. 	<ul style="list-style-type: none"> If alternative funding sources cannot be secured, the savings will not be achieved. 	<ul style="list-style-type: none"> Up to \$0.23m savings 	<ul style="list-style-type: none"> Rates (0.05%)
Recreation Facilities and Services	Swimming pool operations	<ul style="list-style-type: none"> Close Khandallah Pool. Note: change to previous Council decision on Khandallah Pool from 9 November Decrease hours of operation/season at other pools: <ul style="list-style-type: none"> - <u>Thorndon pool</u> – reduce season from 23 weeks to 14 weeks - <u>Tawa pool</u> – reduce to 6d/week and reduce opening hours from 15hrs a day on weekdays and 12 hours a day weekends, to 8 hours a day. - <u>Karori pool</u> – reduce to 6d/week 	<p>Khandallah pool:</p> <ul style="list-style-type: none"> Reduce maintenance cost, especially when pool is not operating outside of summer. Reduce maintenance cost when pool is flooded due to nearby stream overflowing and unstable slope on adjacent hill. <p>Pools Network</p>	<ul style="list-style-type: none"> Community dissatisfaction Potential for additional usage pressure on other pools Decline in utilisation of facilities 	<ul style="list-style-type: none"> \$0.58m savings 	<ul style="list-style-type: none"> Borrowing / Rates (0.12%)

Activity Group	Initiative	Description	Service Impacts	Risks	Savings / Revenue impact	Funding Impact
		Note: see note 2 at the end of this attachment for more detailed information on this option	<ul style="list-style-type: none"> Reduced accessibility across the pools network. 			
Arts and Culture	New Years Eve event	<ul style="list-style-type: none"> Discontinue New Year's Eve signature event 	<ul style="list-style-type: none"> Ceasing Council funded event for New Year's Eve Very visible reduction of the creative programme 	<ul style="list-style-type: none"> Community dissatisfaction Impact on local businesses that benefit from increased foot traffic during events 	<ul style="list-style-type: none"> \$0.29m savings 	<ul style="list-style-type: none"> Rates (0.06%)
Arts and Culture	Annual Fireworks	<ul style="list-style-type: none"> Discontinue annual fireworks 	<ul style="list-style-type: none"> Ceasing Council's funding for Annual firework display (non-New Year's Eve fireworks) Previous events e.g. Matariki & FIFA women world cup 	<ul style="list-style-type: none"> Community dissatisfaction Impact on local businesses that benefit from increased foot traffic during events 	<ul style="list-style-type: none"> \$0.20m 	<ul style="list-style-type: none"> Rates (0.04%)
Community Facilities and Services	Arapaki service centre	<ul style="list-style-type: none"> Close Arapaki service centre (Digital and phone service, with other services to be delivered by libraries) 	<ul style="list-style-type: none"> Service centre services move to online and phone. Some current services push out to libraries (e.g. recycling bin collection) No front facing service from Council 	<ul style="list-style-type: none"> Community dissatisfaction Retaining the Service Centre only OR retaining the library only will not result in expected savings 	<ul style="list-style-type: none"> \$0.30m 	<ul style="list-style-type: none"> Rates (0.06%)
Council	Property leasing arrangements	<ul style="list-style-type: none"> Opportunities for leasing to generate additional revenue 	<ul style="list-style-type: none"> Commercial in confidence 	<ul style="list-style-type: none"> Commercial in confidence 	<ul style="list-style-type: none"> Est \$2.5m savings 	<ul style="list-style-type: none"> Rates (0.5%)
Total Savings					\$7m*	1.5%

*Note: that this figure includes \$1.8m internal Level of Service savings with does not require committee approval

Note 1: Libraries

A number of options were considered in order to achieve the desired cost saving of \$0.4m, whilst minimising impact to the community. Other options considered were:

- i. Close Wadestown and Khandallah libraries, plus close Waitohi one weekend day per week;

- ii. Close Wadestown library, plus close following libraries one day per week: Island Bay, Khandallah, Brooklyn, Miramar, Ngaio and Tawa;
- iii. Close Wadestown and Brooklyn libraries and close Khandallah and Island Bay libraries one day per week

Note 2: Swimming Pools

The pool service level options are focussed at providing options with the least amount of impact to customers based on utilisation and geographic provision. For this reason, no service level reduction options are proposed for the three largest and busiest facilities WRAC, Freyberg & Keith Spry. These facilities also provide a geographic spread from the southern and eastern ward (WRAC), central city and west ward (Freyberg & KSP), and northern ward (KSP).

Reduce Thorndon Pool season from 23 weeks to 14 weeks (\$0.10m)

- **Change in service level** – Pool Season currently last Sat in Oct to first Sun in April (23 weeks), proposed mid-November to mid-February (14 weeks)
- **Utilisation impact** – this proposed change is estimated to be a 25-30% utilisation reduction – about 10,000 less annual visits. However, it is known that a number of regular users of other pools (e.g. Freyberg) will transition to Thorndon over summer and then back to their normal facility when Thorndon closes.
- **Staffing** – pool staff are traditionally tertiary students with availability between mid-November to mid-February. Operating Thorndon from late October to mid-November, and from mid-February to beginning of April can be challenging as tertiary students move back to study. This can result in additional pressure across the pools network as officers look to provide adequate staffing.

Reduce Tawa Pool operating days and hours (\$0.22m)

- **Change in service level** – close pool 1 day a week (currently open 7 days a week), suggested day of closure is Friday (quietest) or Monday. Also reduce opening hours from 15hrs a day on weekdays and 12 hours a day weekends, to 8 hours a day.
 - Current hours: Mon – Fri: 6am to 9pm, Sat & Sun: 7am to 7pm
 - Suggested hours: Mon – Thurs: 11am to 7pm, Sat & Sun: 9am to 5pm
- **Utilisation impact** - it is estimated approx. 8% of casual users visit during the proposed reduced hour periods. This equates to a reduction in pool utilisation by approx. 5,000 to 6,000 visits per year (less than 1% of total WCC total pool visits). Across the pools network Tawa Pool is the quietest of Council's all year, indoor facilities. Compared to other pools there is low daytime utilisation.
- Officers are aware that this proposal would impact a number of existing user offerings. Should the level of service reduction proceed from July 2024:
 - Officers would work with the Tawa Swim Club (non-casual visits) to continue to provide access similar to the current provision.
 - Programmes (AquaFitness, Toddler Time and Learn to Swim) that currently occur weekdays between 8am to 11am will be rescheduled during proposed operating hours and/or at Keith Spry Pool (Johnsonville).
 - General learn to swim options would be reduced from 7 day offering to 6 days.
 - School bookings and school learn to swim programmes would look to be accommodated as normal within reduced operating days.

Reduce Karori Pool operating days (\$0.06m)

- **Change in service level** – close pool 1 day a week (currently open 7 days a week), suggested day of closure is Friday (quietest) or Monday. This would reduce operating hours from 99hrs/week to 84hrs/wk.
 - Current hours: Mon – Fri: 6am to 9pm, Sat & Sun: 7am to 7pm
- **Utilisation impact** – this service change could result in up to 13% reduction in utilisation circa 15,000 visits (or about 1.3% to total pool visits across the network), as worst case scenario.
- Officers are aware that this proposal would impact a number of existing user offerings. Should the level of service reduction proceed from July 2024:
 - Officers would work with Pirates Swim Club to develop options to minimise impact to club.
 - General learn to swim options would be reduced from 7 day offering to 6 days.
 - School bookings would be managed within any new operating hours.

List of fees and proposed fee changes (Note: Fees are inclusive of GST)

Activity Group	Name of Fee	AP 23/24 Fee (\$)	Proposed fees change LTP 24/25 (\$)
2.1.1 Parks and Reserves	TTEPP - Application fee for all Activities	191.50	195.00
	TTEPP - Annual license/permit renewal fee	100.00	105.00
	TTEPP - Commercial activities at non-listed site (Application fee)	1,500.00	1,575.00
	TTEPP - Late notice applications	300.00	315.00
	TTEPP - Park/Reserve/Open Space daily booking fee	60.00	63.00
	TTEPP - Commercial or private event < 250 people/day	350.00	367.50
	TTEPP - Commercial or private event 250 - 1,000 people/day	640.00	672.00
	TTEPP - Commercial or private event 1,000 - 5,000 people/day	1,500.00	1,600.00
	TTEPP - Commercial or private events > 5,000+/day	-	2,000-4,000
	TTEPP - Commercial touring multi-day operation/event/activity (% of sales)	-	15%

TTEPP - Commercial Filming <2 hrs	-	150.00
TTEPP - Commercial Filming 2-4 hrs	280.00	294.00
TTEPP - Commercial Filming 4-6 hrs	-	320.00
TTEPP - Commercial Filming full day	430.00	451.50
TTEPP - Commercial Photography (landscape only) annual fee	800.00	840.00
TTEPP - Commercial Photography/day	150.00	157.50
TTEPP - Group fitness classes/day	50.00	52.50
TTEPP - Temporary trading site (non-powered)/day	35.00	36.75
TTEPP - Temporary trading site (powered)/day	40.00	42.00
TTEPP - Marquee up to 50m2/day	380.00	620.00
TTEPP - Marquee up to 100m2/day	580.00	1,020.00
TTEPP - Marquee > 100m2/day	900.00	1,575.00
TTEPP - Blue tooth Lock administration	-	35.00
TTEPP - Officer time/hour	130.00	135.00
TTEPP - Ranger assistance/hour	100.00	105.00
Landowner approval & Heli work application fee - one-off, low impact	-	50.00
Landowner approval & Heli	-	195.00

	work application fee - multi-day, med/high impact		
2.1.2 Wellington Gardens	Begonia House Foyer 4 hours	790.00	830.00
	Begonia House Foyer 5 hours	895.00	940.00
	Begonia House Foyer 6 hours	1000.00	1100.00
	Begonia House Foyer Full Evening	1200.00	1300.00
	Begonia House Foyer - Hourly Rate	185.00	210.00
	Begonia House Foyer - Sound System	160.00	168.00
	Begonia House Foyer (staff member)	32.00	34.00
	Begonia House Workshop Space Hourly Rate	42.00	44.00
	Discovery Garden - Lotions & Potions Space Hourly Rate	105.00	110.00
	Discovery Garden Pavilion Community rate	42.00	44.00
	Discovery Garden Pavilion Full day	525.00	555.00
	Discovery Garden Pavilion Half day	315.00	330.00
	Discovery Garden Pavilion Hourly rate	84.00	110.00
	Leonard Cockayne Centre Community rate	42.00	44.00
	Leonard Cockayne Centre Groups <12 Full day	525.00	555.00
	Leonard Cockayne Centre Groups <12 Half day	315.00	330.00
	Leonard Cockayne Centre	630.00	666.00

	Groups >12 Full day		
	Leonard Cockayne Centre Groups >12 Half day	420.00	440.00
	Leonard Cockayne Centre Hourly rate	84.00	110.00
	Leonard Cockayne Lawn Hourly rate	105.00	110.00
	Marquee up to 50m2	590.00	620.00
	Marquee up to 100m2	970.00	1020.00
	Marquee > 100m2	1500.00	1575.00
	Otari-Wilton's Bush Commercial Film & photography up to 1 hour	160.00	170.00
	Otari-Wilton's Bush Commercial Film & photography 1 - 3 hours	300.00	320.00
	Otari-Wilton's Bush Commercial Film & photography 3-6 hours	-	455.00
	Otari-Wilton's Bush Commercial Film & photography full day 8 hours	455.00	1000.00
	Otari-Wilton's Bush Information Centre Hourly rate	70.00	110.00
	Otari-Wilton's Bush Meeting Room Hourly rate	55.00	60.00
	The Dell - Kitchen Access	105.00	110.00
	The Dell - Marquee Deposit	200.00	210.00

	The Dell (stage with power)	105.00	110.00
	The Soundshell (stage with power)	105.00	110.00
	Treehouse Seminar Room Coffee Machine Full Day	7.50	8.00
	Treehouse Seminar Room Coffee Machine Half Day	5.50	5.75
	Treehouse Seminar Room Colour printing/page	0.50	1.50
	Treehouse Seminar Room Community rate	42.00	44.00
	Treehouse Seminar Room Groups <12 Full day	525.00	555.00
	Treehouse Seminar Room Groups <12 Half day	315.00	330.00
	Treehouse Seminar Room Groups >12 Full day	630.00	666.00
	Treehouse Seminar Room Groups >12 Half day	420.00	440.00
	Treehouse Seminar Room Hourly rate	84.00	110.00
	Troupe Picnic Lawn (inc BBQ) Hourly Rate	105.00	110.00
	Wellington Gardens - Projector/AV/Screen Hire	100.00	105.00
	Wellington Gardens Cleaning Fee	105.00	110.00
	Wellington Gardens	160.00	170.00

	Commercial Film & photography up to 1 hour		
	Wellington Gardens Commercial Film & photography 1 - 3 hours	300.00	320.00
	Wellington Gardens Commercial Film & photography 3-6 hours	-	455.00
	Wellington Gardens Commercial Film & photography full day 8 hours	455.00	1000.00
	Wellington Gardens Community rate	42.00	44.00
	Wellington Gardens Hourly rate	105.00	110.00
	Wellington Gardens Large Scale Shutting Garden Areas	1500.00	1600.00
	Wellington Gardens Wedding Photos	105.00	110.00
	Sexton's Cottage (weekly hire)	500.00	525.00
	Sexton's Cottage (nightly hire)	-	225.00
	Temp event Storage of equipment	-	50.00
	Exhibition Admin Fee	-	150.00
	Wellington Gardens - Projector/AV/Screen Hire - half day	-	55.00
2.1.6 Waterfront	Harbourside Market Monthly Fee Small Unpowered	190.00	199.50
	Harbourside Market Monthly	265.00	278.25

Fee Medium Unpowered		
Harbourside Market Monthly Fee Large Unpowered	1,130.00	1,186.50
Harbourside Market Monthly Fee Small Powered	225.00	236.25
Harbourside Market Monthly Fee Medium Powered	315.00	330.75
Waterfront Food Trucks Daily Unpowered	55.00	57.75
Waterfront Food Trucks Daily Powered	60.00	63.00
Waterfront Berth - Day - under 15 metres	60.00	63.00
Waterfront Berth - Day - 15 to 20 metres	90.00	94.50
Waterfront Berth - Day - 20 to 25 metres	110.00	115.50
Waterfront Berth - Day - 25 to 30 metres	110.00	126.00
Waterfront Berth - Day - 30 to 40 metres	120.00	136.50
Waterfront Berth Day > 40m (500 GRT)	657.80	691.00
Waterfront Berth - Month - under 15 metres	762.50	800.00
Waterfront Berth - Month - 15 to 20 metres	1,016.50	1,067.30
Waterfront Berth - Month - 20 to 25 metres	1,078.50	1,132.00
Waterfront Berth - Month - 25 to 30 metres	1,366.00	1,434.30

	Waterfront Berth - Month - 30 to 40 metres	2,021.00	2,122.05
	Waterfront Berth - Yearly - under 15 metres	9,142.00	9,599.00
	Waterfront Berth - Yearly - 15 - 20 metres	12,201.00	12,811.00
	Waterfront Berth - Yearly - 20 - 25 metres	12,942.00	13,589.10
	Waterfront Berth - Yearly - 25 - 30 metres	16,395.00	17,214.75
	Waterfront Berth - Yearly - 30 - 40 metres	24,257.00	25,469.85
	Waterfront Berth - Yearly - over 40 metres	24,257.00	25,469.85
	Annual license/permit renewal fee	100.00	105.00
	Application fee (All activities)	191.50	195.00
	Waterfront - Keys/Cards charge/replacem ent	25.00	26.25
	Outdoor Dining Licence Fee/m2	85.00	90.00
	Advertising/Billb oard space/m2 per week	-	250.00
	Temporary Event Storage charge/daily	-	100.00
2.2.1 Waste Minimisation	Commercial General Rubbish	225.98	252.44
	Domestic General Rubbish	264.00	287.00
	Green Waste	92.00	103.50
	Sewerage Sludge	310.50	333.50
	Special waste - asbestos	304.75	332.35
	Special waste - other	262.20	287.50
	Contaminated Soil	225.98	252.44

	Rubbish bags (RRP each)	3.50	3.60
	Domestic Clean fill	15.00	26.50
	Kai to Compost	92.00	103.50
5.1.1 Swimming Pools	Adult Spa (Karori Pool)	5.50	5.70
	Adult Spa (Tawa/Thorndon)	5.00	5.20
	Adult Swim & Spa (Karori Pool)	9.70	9.90
	Adult Swim & Spa (Tawa/Thorndon Pool)	9.20	9.40
	Airline/Police Test	20.00	21.00
	All Pools Adult Spa/Sauna Concession Pass (10 Trip)	58.50	61.20
	All Pools Adult Spa/Sauna Top Up	3.50	3.80
	All Pools Adult Swim & Spa/Sauna Combo	10.70	11.00
	All Pools Adult Swim & Spa/Sauna Combo Concession Pass (10 trip)	96.30	99.00
	All Pools Adults Spa/Sauna	6.50	6.80
	Aqua Fitness Casual Entry	8.00	8.50
	Aqua Fitness Convenience Pass (10 trip)	80.00	85.00
	Aqua Instructor (private)	70.00	75.00
	Aquatic Activity Instructor (schools)	35.00	40.00
	Child Spa	3.00	3.20
	Child Spa Concession Pass (10 trip)	27.00	28.80

Child Spa Top Up	1.50	1.70
Child Swim / Spa Combo	5.50	5.70
Child Swim / Spa Combo Concession Pass (10 Trip)	49.50	51.30
CSC/Student/SuperGold - Freyberg - Steamroom Convenience Pass (10 Trip)	50.00	52.00
CSC/Student/SuperGold - Group Fitness Land Based Convenience Pass (10 Trip)	150.00	160.00
CSC/Student/SuperGold - Shower (10 Trip)	32.00	40.00
Freyberg - Aerobics Room - Commercial	60.00	63.00
Freyberg - Aerobics Room - NC	21.50	22.50
Freyberg - PST 1 child	7.10	10.00
Freyberg - PST 2 child	10.60	15.00
Freyberg - PST 1 adult	0.00	15.00
Freyberg - PST 2 adult	0.00	20.00
Freyberg - Steamroom Concession Pass (10 Trip)	45.00	46.80
Freyberg Consulting Room	18.50	19.50
Freyberg Steamroom	5.00	5.20
Group Fitness Land Based Casual Entry	15.00	16.00
Group Fitness Land Based Concession Pass (10 trip)	135.00	144.00

Karori Pool - Hydroslide	1.30	1.50
Karori Pool - Inflatable	70.00	75.00
Karori Pool - Spa & Swim Concession Pass (10 Trip)	87.30	89.10
Karori Pool - Spa Concession Pass (10 Trip)	49.50	51.30
Pools - BBQ	30.00	31.50
Pools - Hydroslide Hire	25.00	26.00
Pools - Kayak Hire Per Hour	35.40	37.00
Pools - KSP Dive Well	17.20	18.00
Pools - KSP Dive Well Commercial	60.00	63.00
Pools - KSP Teaching Pool	60.00	63.00
Pools - Lane Hire 25m	9.50	10.50
Pools - Lane Hire 25m Commercial	30.00	33.00
Pools - Lane Hire Half 25m	5.00	6.00
Pools - Lane Hire Half 25m Commercial	15.00	16.50
Pools - Lifeguard (per hour)	45.00	50.00
Pools - Meeting Room	30.00	31.50
Pools - Meeting Room Commercial	60.00	63.00
Pools - Meeting Room Small	11.00	11.50
Pools - Meeting Room Small Commercial	22.00	23.00
Pools - Meeting Room WRAC Top Deck	7.50	8.00
Pools - Meeting Room WRAC Top Deck Commercial	20.00	21.00
Pools - Tables & Chairs	20.00	21.00

Pools - Tawa Pool Teaching Pool	27.00	30.00
Pools - Tawa Pool whole	60.00	65.00
Pools - Whole (excl WRAC)	90.00	95.00
Pools - Whole (excl WRAC) Commercial	200.00	210.00
Pools - WRAC 1.2m Section	60.00	63.00
Pools - WRAC 1.2m Section Commercial	192.00	205.00
Pools - WRAC 25m Section	90.00	95.00
Pools - WRAC 25m Section Commercial	300.00	315.00
Pools - WRAC 50m Section	180.00	190.00
Pools - WRAC 50m Section Commercial	600.00	630.00
Pools - WRAC 5m Section	60.00	65.00
Pools - WRAC 5m Section Commercial	150.00	160.00
Pools - WRAC Canoepolo 35m Section	150.00	160.00
Pools - WRAC Canoepolo 35m Section Commercial	300.00	315.00
Pools - WRAC Half 5m	30.00	32.00
Pools - WRAC Half 5m Commercial	90.00	95.00
Pools - WRAC Hydro Lane Hire	10.00	10.50
Pools - WRAC Hydro Lane Hire Commercial	30.00	31.50
Pools - WRAC Hydro Whole	40.00	45.00
Pools - WRAC Hydro Whole Commercial	120.00	130.00

Pools - WRAC Juniors	25.00	26.50
Pools - WRAC Juniors Commercial	100.00	105.00
Pools - WRAC Lane Hire 16m	6.00	6.50
Pools - WRAC Lane Hire 16m Commercial	20.00	21.00
Pools - WRAC Lane Hire 50m	20.00	21.00
Pools - WRAC Lane Hire 50m Commercial	60.00	63.00
Pools - WRAC Programmes	90.00	95.00
Pools - WRAC Programmes Commercial	300.00	315.00
Pools - WRAC Small 2m pool whole	36.00	40.00
Pools - WRAC Spray Deep	80.00	85.00
Pools - WRAC Spray Deep Commercial	200.00	210.00
Pools - WRAC Spray Shallow	25.00	26.50
Pools - WRAC Spray Shallow Commercial	100.00	105.00
Pools - WRAC Spray Whole	100.00	105.00
Pools - WRAC Spray Whole Commercial	300.00	315.00
Pools - WRAC Waterpolo 25m Section	90.00	95.00
Pools - WRAC Waterpolo 25m Section Commercial	300.00	315.00
Pools - WRAC Waterpolo 30m Section	150.00	160.00
Pools - WRAC Waterpolo 30m	300.00	315.00

Section Commercial		
School Swim	1.80	1.90
Shower Casual	3.20	5.00
Shower Concession Pass (10 trip)	28.80	45.00
Thorndon - 2 hours 0 - 25 people	260.00	270.00
Thorndon - 2 hours 26 - 50 people	300.00	315.00
Thorndon - 2 hours 50 - 100 people	375.00	390.00
Thorndon & Tawa - Spa & Swim Combo Concession Pass (10 Trip)	82.80	84.60
Thorndon & Tawa - Spa Concession Pass (10 Trip)	45.00	46.80
WRAC - 5m End Bulkhead Configuration	3,795.00	4,025.00
WRAC - Competition Start Box	25.00	26.00
WRAC - Events Office	11.00	12.00
WRAC - Inflatable	90.00	95.00
WRAC - Kitchen	11.00	12.00
WRAC - Lifeguard Commercial	90.00	95.00
WRAC - Lifeguard Non-Commercial	45.00	50.00
WRAC - Merchandise/Pro motion Rental (per day)	500.00	550.00
WRAC - Set up & Set down whole 25m Commercial	360.00	380.00
WRAC - Set up & Set down whole 25m NC	160.00	165.00

WRAC - Set up & Set down whole 30m Commercial	360.00	380.00
WRAC - Set up & Set down whole 30m NC	160.00	165.00
WRAC - Set up & Set down whole 5 or 2m Commercial	300.00	315.00
WRAC - Set up & Set down whole 5 or 2m NC	120.00	125.00
WRAC - Set up & Set down whole 50m Commercial	500.00	525.00
WRAC - Set up & Set down whole 50m NC	240.00	250.00
WRAC - Small Inflatable	45.00	50.00
WRAC - Sound System / Underwater speakers	180.00	190.00
WRAC - Sound System 1/2 day	90.00	95.00
WRAC - Top Deck South End	10.00	12.00
KSP - Inflatable	65.00	75.00
Tawa Pool - Inflatable	65.00	70.00
SwimWell - Adapted lessons	21.00	21.50
SwimWell - Adult	15.50	16.50
SwimWell - Infant	13.00	14.50
SwimWell - Preschool	13.00	14.50
SwimWell - Private Lesson (1 child)	62.00	67.00
SwimWell - Private Lesson (2nd Additional Child)	31.00	33.50
SwimWell - Private Lesson (45mins)	69.75	100.50

	SwimWell - School Age	15.00	16.50
	SwimWell - Silver & Gold Shark (Shark Clinic)	15.50	17.00
	SwimWell - Squad (Advanced Sharks)	15.50	18.00
	Schools Instructor (per hour)	35.00	40.00
	Spin - Casual	17.00	18.00
	WRAC - Spin Concession Pass (10 Trip)	153.00	162.00
5.1.4 Recreation Centre	Ākau Tangi - 30 mins Hot/Cold Bath Hire	30.00	31.50
	Ākau Tangi - Concession Pass Have A Go (10 Trip)	40.50	45.00
	Ākau Tangi - Equipment (Item)	1.20	2.00
	Ākau Tangi - Equipment (Kit)	20.00	25.00
	Ākau Tangi - Extra Staff	45.00	50.00
	Ākau Tangi - Flipchart/Whiteboard	25.00	26.50
	Ākau Tangi - Have A Go	4.50	5.00
	Ākau Tangi - Internet Fee	30.00	35.00
	Ākau Tangi - Large Retractable Seating (Per day)	1,150.00	1,200.00
	Ākau Tangi - Large Whiteboard Flat Fee	25.00	26.50
	Ākau Tangi - Lectern	25.00	26.50
	Ākau Tangi - PA System	25.00	26.50

Ākau Tangi - Programme Tutor	40.00	50.00
Ākau Tangi - School Session (30 min)	35.00	38.00
Ākau Tangi - School Session (40min)	50.00	55.00
Ākau Tangi - Small Seating Unit (Per day)	115.00	120.00
Ākau Tangi - Storage	30.00	31.50
Birthday Parties ĀTSC Big Bounce	210.00	220.00
Birthday Parties ĀTSC Mini Bounce	160.00	168.00
Birthday Parties ĀTSC Sporty Kids (13 - 24 children)	150.00	160.00
Birthday Parties ĀTSC Sporty Kids (up to 12 children)	110.00	115.00
Birthday Parties KIRC Private Hire	150.00	160.00
Birthday Parties KIRC Tinytown (up to 20 children)	150.00	160.00
Birthday Parties KIRC Wheels (up to 20 children)	160.00	170.00
Birthday Parties Preschool (2 tutors - 12 children)	200.00	210.00
Birthday Parties Preschool (3 tutors- 18 children)	240.00	250.00
Birthday Parties Preschool (4 tutors - 24 children)	280.00	295.00
Birthday Parties Preschool (Baby Jam) (0 tutors -18 children)	90.00	95.00

Birthday Parties School Age (1 tutor - 12 children)	150.00	160.00
Birthday Parties School Age (2 tutors - 24 children)	200.00	210.00
Birthday Parties School Age (3 tutors - 36 children)	240.00	250.00
Birthday Parties School Age (4 tutors - 48 children)	280.00	295.00
Extra Birthday Party Tutor	45.00	50.00
Kilbirnie Rec - Disco Lights	40.00	42.00
Kilbirnie Rec - Equipment Hire	16.00	20.00
Kilbirnie Rec - Hire p/hour	80.00	85.00
Kilbirnie Rec - Inflatable	65.00	70.00
Kilbirnie Rec - Private Hire & TINYTOWN	300.00	320.00
Kilbirnie Rec - Recreation Coordinator	45.00	50.00
Kilbirnie Rec - Roller Disco Adult	12.50	13.00
Kilbirnie Rec - Roller Disco Adult with Skate Hire	15.00	16.00
Kilbirnie Rec - Roller Disco Child	10.00	10.50
Kilbirnie Rec - Roller Disco Child with Skate Hire	12.50	13.00
Kilbirnie Rec - Roller Disco Family Pass	35.00	36.50
Kilbirnie Rec - Skate Hire	4.20	4.50
Kilbirnie Rec - Storeroom Use	100.00	105.00
Kilbirnie Rec - Tables & Chairs	10.00	12.00

KIRC - Adult on Wheels	6.50	7.00
KIRC - Adult on Wheels Pass (10 trip)	58.50	63.00
KIRC - Badminton Pass (10 Trip)	23.40	24.30
KIRC - Group Entry and Skate (Adult)	8.00	8.50
KIRC - Group Entry and Skate (Child)	7.00	7.50
KIRC - Skate Fit (own Skates) Pass (10 Trip)	94.50	99.00
KIRC - Skate Fit Pass (10 Trip)	117.00	121.50
KIRC - Skate Fit Untutored	6.00	6.50
Mat Hire	10.00	11.00
Nairnville Rec - Security Guard (min.3h)	36.50	50.00
Nairnville Rec - Table Tennis 1hr	18.50	19.50
Prog - Adult Activity	2.60	2.70
Prog - Adult Exercise Programme	5.60	6.00
Prog - Adult Programme Casual	13.50	14.50
Prog - Adult Rec Exercise Programme Pass 10 Visits	56.00	60.00
Prog - Adult Rec Programmes Pass 10 Visits	110.00	120.00
Prog - ATSC Home Education Casual	6.50	7.00
Prog - ATSC Home Education Pass 10 Visits	58.50	63.00
Prog - Nairnville Gymnastix Casual	12.50	13.00

Prog - Parkour Adult/Advanced School Age	14.00	14.50
Prog - Parkour School Age	12.00	12.50
Prog - Preschool Baby Jam Casual	4.50	5.00
Prog - Preschool Gym Jam Casual Over 1s	4.50	5.00
Prog - Preschool Gym Jam Over 1s Pass 10 Visits	40.50	45.00
Prog - Preschool Programme Casual 30min	8.00	8.50
Prog - Preschool Programme Casual 45min	10.00	10.50
Prog - Preschool Rec Programme 30min Pass 10 Visits	70.00	76.50
Prog - Preschool Rec Programme 45min Pass 10 Visits	82.00	94.50
Prog - School Age Basketball Clinic Tawa/Nairnville	9.00	9.50
Prog - School Age Basketball/Pickle ball Clinic Karori	10.00	10.50
Prog - School Age Gym for Fun	10.00	10.50
Prog - School Age Gymnastics	11.00	11.50
Prog - School Age Hip Hop	8.50	9.00
Prog - School Age Junior Roller Derby (1hr)	13.00	13.50
Prog - School Age Karate	11.00	11.50
Prog - School Age KIRC Own Skates (Junior Roller Derby)	11.00	11.50
Prog - School Age KIRC Own Skates	9.00	9.50

(Rollerblade/roller-skate)		
Prog - School Age KIRC Rollerblade/Roller-skate/Skateboard	11.50	12.00
Prog - School Age Netball Clinic Karori	9.50	10.00
Prog - School Age Squash Skills	9.50	10.00
Prog - School Age Volleyball Clinic (Nairnville)	9.00	9.50
Prog - Skate Fit Casual	13.00	13.50
Prog - Skate Fit Casual (own skates)	10.50	11.00
Prog - Social Sports/Pickleball Casual	5.00	5.50
Prog - Trial School Age Programme	12.50	13.00
Prog - Ultimate Movement School Age	11.50	12.00
Projector Daily Rate	100.00	105.00
Projector Hourly Rate	20.00	21.00
RC - Building Leaders Programme (\$9.50 p/c for 6 weeks)	9.50	11.00
Rec - 1/2 Gym Hire	32.00	34.00
Rec - 1/4 Gym Hire	18.50	19.50
Rec - 1/4 Gym Hire off peak	12.00	12.50
Rec - Ākau Tangi Court Hire	64.00	67.00
Rec - Ākau Tangi Hall Hire	384.00	402.00
Rec - Ākau Tangi Meeting Room Large	45.00	50.00

Rec - Ākau Tangi Meeting Room Small	25.00	26.50
Rec - Ākau Tangi Table Tennis	18.50	19.50
Rec - ĀTSC Badminton/Pickleball/Spikeball	18.50	19.50
Rec - ĀTSC Third Hall Hire	130.00	134.00
Rec - ĀTSC Volleyball	42.00	44.80
Rec - Concession Pass Social Sports/Pickleball (10 trip)	45.00	49.50
Rec - Inflatable Day Tawa Rec	10.00	10.50
Rec - Meeting Room Commercial	50.00	52.50
Rec - Meeting Room Non Commercial	25.00	26.00
Rec - Meeting Room Semi Commercial	35.00	36.50
Rec - NRC Table Tennis	18.50	19.50
Rec - School Class	55.00	60.00
Rec - Squash Court	9.00	9.50
Rec - Whole Gym Hire	60.00	65.00
Rec - Whole Gym Hire Commercial	150.00	157.50
Rec - Whole Gym Hire Off Peak	33.00	35.00
Rec Centre - Additional Equipment Hire	30.00	31.50
Team Building Activity (per person)	4.00	4.20
Prog - Leagues Adult Netball/Volleyball	600.00	650.00
Prog - Leagues Kids Basketball (term)	300.00	350.00

	Prog - Leagues Kids Mini ball/Volleyball (term)	250.00	300.00
	Tawa Rec - Inflatable	65.00	70.00
5.1.7 Marinas	Evans Bay Berth (annual)	3,513.00	3,688.70
	Evans Bay Berth (Sea Rescue Jetty) annual	2,065.00	2,168.30
	Evans Bay Boat Shed (8 to 11) annual	1,384.00	1,453.20
	Evans Bay Boat Shed (1 to 7, 12 to 32) annual	2,765.00	2,903.30
	Evans Bay Boat Shed (33 to 46) annual	4,138.00	4,344.90
	Evans Bay Dinghy Locker (annual)	413.00	433.70
	Evans Bay Live-Aboard fee (annual)	1,258.00	1,320.90
	Evans Bay Trailer Park (monthly)	157.00	164.90
	Evans Bay Visitor Berth (monthly)	706.00	741.30
	Evans Bay Non tenant use of breastwork	84.00	88.20
	Clyde Quay Mooring (annual)	1,504.00	1,579.20
	Clyde Quay Boat Shed (1 to 13) (annual)	3,154.00	3,311.70
	Clyde Quay Boat Shed (14 to 27) (annual)	2,840.00	2,982.00
	Clyde Quay Boat Shed (28, 29) (annual)	3,943.00	4,140.20
	Clyde Quay Boat Shed (38B) (annual)	2,276.00	2,389.80
	Clyde Quay Boat Shed (38A to 42B, 48A, 48B) (annual)	3,268.00	3,431.40

	Clyde Quay Boat Shed (43A to 47B) (annual)	3,787.00	3,976.40
	Clyde Quay Dinghy Locker (annual)	263.00	276.20
	Clyde Quay Visitor berth (daily)	-	36.00
	Boat Pumpout Fee	350.00	367.50
	Officer Time for service outside licence agreement	100.00	105.00
	Evans Bay Boat ramp parking/daily	-	10.00
5.1.8 Golf Course	Adult round - 9 / 18 holes	21.00	25.00
	Leisure Card round	15.75	20.00
	Disc golf	5.50	6.00
5.2.6 Cemeteries	Arrangement Fee - (No Funeral Director)	150.00	158.00
	Ash Beam - Plot, Beam, Maintenance	637.00	669.00
	Ash Collection Express - Overtime	215.00	226.00
	Ash Interment - Outside District	475.00	499.00
	Ash Interment - Overtime (Weekend)	230.00	242.00
	Ash Interment - Public Holiday Fee	501.00	526.00
	Ash Interment - Seaforth Plot	178.00	187.00
	Ash Interment - Soldiers Plot	173.00	182.00
	Ash Scatter	80.00	84.00
	Ash Scatter - Outside District	46.00	48.00
	Ash Scatter - Overtime	210.00	225.00

Ash Scatter - Unattended	80.00	84.00
Ashes Interment	178.00	187.00
Beam - Ash Beam	171.00	180.00
Beam - Children	171.00	180.00
Beam - Denominational & Lawn (Makara)	190.00	200.00
Brass Council Engraved Plaque	642.60	675.00
Bronze Cabinet Plaque (Small Chapel)	155.00	163.00
Bronze Lawn Plaque	1,265.00	1,328.00
Bronze Memorial Plaque	312.00	328.00
Bronze Memorial Plaque - Rose Garden/Seaforth	452.00	475.00
Bronze Plaque - New Double Niche	792.00	832.00
Bronze Plaque - New Single Niche	513.76	539.00
Bronze Plaque - Old Single Niche	353.00	371.00
Bronze Wall Vase	102.00	107.00
Cancellation Fee	110.00	116.00
Canvas	120.00	126.00
Carabinas	100.00	105.00
Casket Interment - 0-12 months	118.00	124.00
Casket Interment - 10 years and under	150.00	158.00
Casket Interment - Denominational/ Lawn	695.00	730.00
Casket Interment - Indigent	210.00	221.00
Casket Interment - Indigent (Outside District)	156.00	164.00
Casket Interment - Natural Burial	1,060.00	1,113.00
Casket Interment - Outside District	1,181.00	1,240.00

Casket Interment - Overtime (Weekend)	695.00	730.00
Casket Interment - Public Holiday Fee	1,000.00	1,050.00
Casket Interment - Second	1,190.00	1,250.00
Casket Interment - Soldiers Plot	646.00	678.00
Casket Interment - Stillborn	93.00	98.00
Casket Interment After 3.30pm	230.00	237.50
Change of Deed (Transfer)	80.00	84.00
Chapel Hire - Casket Interment (Burials)	216.00	227.00
Chapel Hire - Cremations Elsewhere (1 Hr)	258.00	271.00
Chapel Hire - Per 1/2 Hour	205.00	220.00
Chapel Hire (per 1/2 hour) - After 3.30pm	210.00	225.00
Chapel Hire (per 1/2 hour) - Overtime (Weekend)	220.00	235.00
Cleaning Chapels/Cremato rium	53.00	56.00
Concrete Breaking	226.00	237.00
Concrete Cutting Floor	281.00	295.00
Concrete Stand for Rosegarden size Plaque	53.00	56.00
Core Drilling - Ash Interment	249.00	261.00
Courier Fee	19.00	20.00
Cremation - Bio/Tissue Delivery	706.00	741.00
Cremation - Birth to 1 year	75.00	79.00

Cremation - Committal Service	915.00	961.00
Cremation - Delivery Only	800.00	840.00
Cremation - Express Ash	215.00	225.00
Cremation - Full Service	975.00	1,024.00
Cremation - Indigent	122.00	128.00
Cremation - Indigent (Outside District)	156.00	164.00
Cremation - 1 to 10 years	206.00	216.00
Cremation - Overtime (Weekend)	377.00	396.00
Cremation - Public Holiday Fee	685.00	719.00
Cremation - Stillborn	70.00	74.00
Cremation - Viewing Casket Charge	95.00	100.00
Cremation (Infant) - Public Holiday Fee	342.50	360.00
Cremation After 3.30pm	226.00	237.00
Cremation Certificate	55.00	58.00
Disinterment - Ashes	303.00	318.00
Disinterment - Casket	2,040.00	2,142.00
Embossed Lawn Plaque	1,005.00	1,055.00
Excavator Hire	828.20	870.00
Fee for Damage to Mats	258.00	271.00
Film on Location Fee	110.00	116.00
Foetal Tissue	70.00	74.00
Frames	150.00	158.00
Granite Book Seaforth (excl plaque)	383.00	402.00

Granite Plaque for Book	383.00	402.00
Granite Plaque for Book (taken away by mason)	15.00	16.00
Granite Top Removal	510.00	536.00
Grave Reuse - Per body	1,600.00	1,680.00
High Pressure Cleaning	56.00	59.00
Joint Interment	150.00	158.00
Late Service Fee	53.00	58.00
Makara Ash plots (New)	2,434.50	2,450.00
Mem Book Entries (per line - up to 4 lines)	50.00	53.00
Mem Book Entries (per line - up to 8 lines)	88.00	92.00
Mem Book Entries (2 lines - name, date of death, age)	100.00	105.00
Miscellaneous	53.00	56.00
Muslim Boards - Adult	193.00	203.00
Muslim Boards - Infant	113.00	119.00
Niche - Bronze New Double	1,217.46	1,278.00
Niche - Bronze New Single	1,060.90	1,114.00
Niche - Bronze Old Single	919.79	966.00
Niche - New Double Granite/Marble	1,661.39	1,744.00
Niche - New Single Granite/Marble	994.98	1,045.00
Niche Placement/Removal (Ash)	178.00	187.00
Penguin Book	25.00	26.00
Permit - Non Compliance	77.00	81.00
Permit Fee	97.00	102.00

Permit Fee - Rose Garden or Seaforth Only	56.00	59.00
Photo Request	15.00	16.00
Plaque - Lawn	1,125.00	1,181.00
Plaque - Polish	35.00	37.00
Plaque - Subsequent Inscription	249.00	261.00
Plaque Placement / Removal	88.00	92.00
Plot Extra Depth (per 300mm)	270.00	284.00
Plot Extra Width (per 300mm)	205.00	215.00
Plot Maintenance - Ash Beam	171.00	180.00
Plot Maintenance - Babies	273.00	287.00
Plot Maintenance - Denominational	910.00	956.00
Plot Maintenance - Lawn	632.00	645.00
Plot Maintenance - Natural Burial	700.00	735.00
Plot Purchase - Ash Beam	295.00	310.00
Plot Purchase - Babies Lawn	388.00	407.00
Plot Purchase - Denominational Areas	1,300.00	1,365.00
Plot Purchase - Lawn (1070 x 2740)	990.00	1,040.00
Plot Purchase - Lawn Stillborn Area	45.00	47.00
Plot Purchase - Natural Burial	1,510.00	1,586.00
Plot Purchase - Seaforth Garden	1,050.60	1,103.00
Plot Purchase Garden - Memorial & Seaforth	557.00	585.00
Plot Purchase Garden 1 and 2	1,300.00	1,365.00

	Plot Search Charge (first 3 free)	27.50	29.00
	Probe Plot for Depth	56.00	59.00
	Temporary Grave Marker	160.00	168.00
	Plastic Bud Vase	25.00	25.00
	Urn - Plastic	30.00	32.00
	Urn - Wooden Adult	105.00	165.00
	Urn - Wooden Half Adult Size	88.00	125.00
	Urn - Wooden Infant	45.00	70.00
	Urn - Wooden Oblong (Rectangular)	0.00	125.00
	Vault Placement/Removal	336.00	353.00
5.3.3 Public Health Regulations	Gambling Permission		
	Initial application & renewal	132.00	158.50
	Health Licensing & Inspection		
	New food premises (1st yr set up)	161.00	193.00
	Pre-opening inspection (1 hour)	161.00	193.00
	Additional time per hour	161.00	193.00
	Food control plan registration renewal fee (every year)	81.00	97.00
	National programme registration renewal fee (every second year)	81.00	97.00
	Significant changes	161.00	193.00
	Minor changes	81.00	97.00

Voluntary suspension of operations	81.00	97.00
Compliance Fees		
Issue of enforcement notice	161.00	193.00
Application for review of outcome	161.00	193.00
Statement of compliance	81.00	97.00
Additional charges for time spent on site (per hour)	161.00	193.00
Temporary License		
Temporary inspection fee for mobile food stalls, food stall fairs	156.00	187.00
* Animal boarding	275.00	330.00
* Camping grounds	275.00	330.00
* Hairdressers	139.00	167.00
* Mortuaries/Funeral Directors	165.00	198.00
Annual Licence		
* Pools: commercial pools/spas	266.00	319.00
Annual consent fee ~ High risk	2,018.00	2,421.50
Annual consent fee ~ Medium risk	1,009.00	1,211.00
Annual consent fee ~ Low risk	355.00	426.00
Annual consent fee ~ Minimal risk	146.00	175.00
* Grease traps: big dipper or passive	146.00	175.00

* Shared grease trap (per premises)	75.00	90.00
* Grease converter	355.00	426.00
* Grease and Grit traps	202.00	242.50
* Monitoring (lab) charges	actual - varies	
Collection & Transport of Trade Waste		
* Initial Application fee	170.00	204.00
* charge after first hr (per hr)	144.00	173.00
* Annual Licence fee	202.00	242.50
*Processing fee (per hr or part thereof)	144.00	173.00
Volume		
Up to 100m3/day	0.36	0.44
Between 100m3/day and 7000m3/day	0.16	0.20
Above 7000m3/day	1.11	1.35
B.O.D.		
Up to 3150kg/day	0.38	0.46
Above 3150 kg/day	0.84	1.01
Suspended Solids		
Up to 1575kg/day	0.37	0.45
Above 1575kg/day	0.67	0.81
Animal Control: Registration per animal		
* Entire	187.00	196.00
* Neutered /spayed (with proof)	135.00	142.00
* Working dogs	57.00	60.00
* Working dogs (puppies)	30.00	32.00
Responsible Dog Owner (RDO)		

* Responsible Dog Owner (RDO) Application	132.00	139.00
* Responsible Dog Owner (RDO) address change only	83.00	87.00
Responsible Dog Owner (RDO) Annual Registration	67.00	70.00
Licence for 3 or more dogs	39.00	41.00
Replacement of registration tag	13.00	14.00
Puppies		
Puppies born March to August	108.00	113.00
Puppies born September to February	54.00	57.00
Imported Dogs and Puppies		
Desexed arrived July to December	108.00	113.00
Desexed arrived January to June	41.00	43.00
Entire arrived July to December	148.00	155.00
Entire arrived January to June	56.00	59.00
Adopted dogs and puppies (SPCA and HUHA) Fee	37.00	39.00
Impounding fees		
* First per animal (free if registered)	110.00	115.00
* Subsequent impounding	176.00	185.00
* Sustenance per day	20.00	21.00
After hours callout	31.00	33.00
Micro-chipping	37.00	39.00
Dog Euthenisation		

	Dog euthanasiation - up to 20kg	183.00	192.00
	Dog euthanasiation - between 21kg and 40kg	227.00	238.00
	Dog euthanasiation - over 40kg	272.00	286.00
	Dog Walker		
	New dog walker licence	199.00	209.00
	Dog walker licence renewal	64.00	67.00
	Pavement / Footpath Permissions		
	~ initial application	197.00	236.00
	~ renewal	99.00	119.00
	~ central city (per m2)	94.00	113.00
	~ suburbs (per m2)	61.00	73.00
	Parklet Permissions		
	~ central city (per m2)	197.00	236.00
	~ suburbs (per m2)	99.00	119.00
	3rd Impound Fee		246.00
	Seizure Fee		150.00
6.1.1 Urban planning & policy	Wellington Underground Asset Map	-	169.05
6.2.1 Building control and facilitation	Customer Services		
	Monthly report of Issued Building Consents	81.00	101.00
	Administration Fee (refunds / cancellations)	137.00	171.50
	Time extension initial fee (30 mins admin, 30 mins inspector). Any time spent over this initial	177.00	221.50

	time will be charged at the relevant hourly rate		
	Time extension - additional inspectors time, hourly rate	217.00	271.50
	Administration fee (other) - hourly rate	137.00	171.50
	Restricted building work check (per notification)	69.00	86.50
	Minor Works		
	Drainage/Plumbing (val less than \$5,000) residential detached	408.00	510.00
	Drainage/Plumbing (value less than \$5,000) commercial or multi-residential	1,249.00	1,561.00
	Insulation (value less than \$10,000)	1,249.00	1,561.00
	Structural (value less than \$10,000)	1,249.00	1,561.00
	Demolition Consent - 3 storeys or less	702.00	877.50
	Demolition Consent - greater than 3 storeys	1,512.00	1,890.00
	Free Standing Fireplace	271.00	338.50
	In-built fireplace	570.00	712.50
	Additional Inspection fee (per hour)	217.00	271.50
	Lodgement Fee		
	All applications (except minor works)	137.00	171.50

Lodging Fee for Building Consents	102.00	127.50
Plan Check		
Less than \$10,000 (Category 1)	487.00	608.50
Less than \$10,000 (Category 2)	757.00	946.00
Less than \$10,000 (Category 3)	973.00	1,216.00
\$10,001 - \$20,000 (Category 1)	1,081.00	1,351.50
\$10,001 - \$20,000 (Category 2)	1,081.00	1,351.50
\$10,001 - \$20,000 (Category 3)	1,081.00	1,351.50
\$20,001 - \$100,000 (Category 1)	1,189.00	1,486.50
\$20,001 - \$100,000 (Category 2)	1,189.00	1,486.50
\$20,001 - \$100,000 (Category 3)	1,189.00	1,486.50
\$100,001 - \$500,000 (Category 1)	1,297.00	1,621.50
\$100,001 - \$500,000 (Category 2)	1,946.00	2,432.50
\$100,001 - \$500,000 (Category 3)	1,946.00	2,432.50
\$500,001 - \$1,000,000 (Category 1)	3,026.00	3,782.50
\$500,001 - \$1,000,000 (Category 2)	3,458.00	4,322.50
\$500,001 - \$1,000,000 (Category 3)	3,890.00	4,862.50
\$1,000,000 + (Category 1)	3,999.00	4,999.00

	\$1,000,000 + (Category 2)	3,999.00	4,999.00
	\$1,000,000 + (Category 3)	3,999.00	4,999.00
	for each \$500,000 or part thereof over \$1,000,000	1,027.00	1,284.00
	Consent Suspend Fee (to reiew additional information), charge per additional hour of officer re- assessment time.	217.00	271.50
	Lodgement fee	137.00	171.50
	Plan check - est 3 hours @\$154	649.00	811.50
	Additional time per hour	217.00	271.50
	Code Compliance Certificate (for Category 1 applications)	137.00	171.50
	Code Compliance Certificate (for Category 2 applications)	649.00	811.50
	Code Compliance Certificate (for Category 3 applications)	217.00	271.50
	Code Compliance Certificate (for Category 1 applications)	137.00	171.50
	Code Compliance Certificate (for Category 2 applications)	137.00	171.50
	Code Compliance Certificate (for Category 3 applications)	172.00	215.00
	Building consents with a project value of less than \$20,000 (Initial charge for 30mins, then	108.00	135.00

	additional charges apply per hour of processing time above this)		
	Building consents with a project value of \$20,001 or over (Initial charge for 1st hour, then additional charges apply per hour of processing time above this)	209.00	261.50
	Additional hours - per hour	209.00	261.50
	Building Inspections		
	Hourly charge: the initial payment is based on estimate of inspections required. The final charges are based on actual time.	217.00	271.50
	Structural Check & Additional Charges		
	Residential 1, 2 and 3 structural work (on plan reviews) Deposit of 1.5 hours	582.00	727.50
	Commercial 1 and 2 structural work (on plan reviews) Deposit of 2 hours	776.00	970.00
	- Commercial 2 and 3 structural work (on plan reviews) Deposit of 2.5 hours	970.00	1,212.50
	Residential 1. 2 and 3 structural work (for	388.00	485.00

	amended plans) Deposit of 1 hour		
	Commercial 1 and 2 structural work (for amended plans) Deposit for 1 hours	388.00	485.00
	Commercial 3 structural work (for amended plans) Deposit for 1.5 hours	582.00	727.50
	Hourly Charge for Engineers (including internal overheads), over and above deposit	388.00	485.00
	Hourly charge for Contract Management, over and above deposit	186.00	232.50
	An additional deposit of 2.5 hours for all levels of buildings requiring structural checking not supported by a producer statement from a Chartered Professional Engineer	970.00	1,212.50
	Consent suspend fee (to review additional information) – per additional hour of Engineer reassessment time, all	388.00	485.00
	Vehicle Access		
	Plan check linked to a building	418.00	522.50

	consent or resource consent		
	Received independently (small)	424.00	530.00
	Received independently (multiple)	714.00	892.50
	Initial inspection fee	209.00	261.50
	Vehicle crossing inspection fee over 1hr	209.00	261.50
	Compliance Schedule		
	New compliance schedule (linked with Building Consent). This is the minimum charge (based on one hour of processing), additional charges will apply for time taken over this, at \$XXX per hour for additional hours	325.00	406.50
	Additional charge per hour for new compliance schedule (linked with Building Consent)	217.00	271.50
	Alterations and amendments to compliance schedule (linked to building consent or application for amendment to CS Form 11) will be charged on a time-taken basis at \$209 per hour of officer time.	217.00	271.50
	Minor compliance	55.00	69.00

	<p>schedule amendments - change of owner/ agent, minor changes to Compliance Schedule requested by owner/ agent. This is the minimum charge (based on 15 min of processing). Additional charges will apply for time taken over this.</p>		
	Health Assessment		
	Building consent for food premises - base fee	345.00	431.50
	Additional charge for processing time in excess of two hours	173.00	216.00
	Trade Waste Management		
	Assessment of building consent including trade waste element	179.00	223.50
	Certificate Lodgement		
	Processing time per hour	217.00	271.50
	Preparation of legal documents (covers first two hours of processing time)	409.00	511.00
	Initial fee (includes 1 hour processing time)	217.00	271.50
	Processing time over 1 hour	217.00	271.50
	Lodgement fee	102.00	127.50
	Amended Plan		
	Initial fee (includes 1 hour processing time)	217.00	271.50

Processing time over 1 hour	217.00	271.50
Lodgement fee	102.00	127.50
PIM (if lodged with building consent)		
PIM ONLY - single residential dwelling including accessory buildings	541.00	676.00
PIM ONLY - other	649.00	811.50
Certificates of Acceptance		
Lodgement fee	137.00	171.50
Less than \$10,000 (Category 1)	919.00	1,149.00
Less than \$10,000 (Category 2)	1,189.00	1,486.50
Less than \$10,000 (Category 3)	1,406.00	1,757.50
\$10,001 - \$20,000 (Category 1)	1,513.00	1,891.00
\$10,001 - \$20,000 (Category 2)	1,513.00	1,891.00
\$10,001 - \$20,000 (Category 3)	1,513.00	1,891.00
\$20,001 - \$100,000 (Category 1)	2,054.00	2,567.50
\$20,001 - \$100,000 (Category 2)	2,054.00	2,567.50
\$20,001 - \$100,000 (Category 3)	2,054.00	2,567.50
\$100,001 - \$500,000 (Category 1)	2,162.00	2,702.50
\$100,001 - \$500,000 (Category 2)	2,809.00	3,511.50

\$100,001 - \$500,000 (Category 3)	2,809.00	3,511.50
\$500,001 - \$1,000,000 (Category 1)	3,890.00	4,862.50
\$500,001 - \$1,000,000 (Category 2)	4,322.00	5,402.50
\$500,001 - \$1,000,000 (Category 3)	4,755.00	5,944.00
\$1,000,000 + (Category 1)	4,862.00	6,077.50
\$1,000,000 + (Category 2)	4,862.00	6,077.50
\$1,000,000 + (Category 3)	4,862.00	6,077.50
for each \$500,000 or part thereof over \$1,000,000	1,027.00	1,284.00
Consent Suspend Fee (to review additional information), charge per additional hour of officer re-assessment time.	217.00	271.50
Building Warrant of Fitness		
Independent Qualified Person (IQP) Registration Fee (New & Renewal)	217.00	271.50
Additional charge for each new competency registered	102.00	127.50
Building Warrant of Fitness - Annual Certificate. This is the base charge for 1 specified system. Additional charges will apply	109.00	136.50

	for time over 0.5 hours		
	Building Warrant of Fitness - Annual Certificate. This is the base charge for 2 - 10 specified systems. Additional charges will apply for time taken over 1 hour	217.00	271.50
	Building Warrant of Fitness - Annual Certificate. This is the base charge for 11+ specified systems. Additional charges will apply for time taken over 1.5 hours	325.00	406.50
	Additional charge per hour for processing Annual Certificate, where processing time exceeds that allowed for in the base charge.	217.00	271.50
	Building Warrant of Fitness Inspection (per hour)	217.00	271.50
	BWOF Audit 1 specified system	217.00	271.50
	BWOF Audit 2-10 specified systems	433.00	541.50
	BWOF Audit 11+ specified systems	649.00	811.50
	Swimming Pool		
	Pool fencing inspection per hour.	217.00	271.50

	Review of IQPI Independently Qualified Pool Inspector audit report	69.00	86.50
	Special Activity and Monitoring		
	Hourly charge for officer time considering proposals and monitoring compliance	209.00	261.50
	LIM and Information Services		
	LIMs : Residential	442.00	552.50
	Fast track fee – single residential properties: (case by case)	221.00	276.50
	LIMs: Non-residential Base Fee	1,031.00	1,289.00
	LIMs : Per hour after 7 hrs	137.00	171.50
	Fast track fee – multi-residential properties: (case by case)	331.00	414.00
	Fast track fee – commercial properties: (case by case)	516.00	645.00
	Property Reports: Building Consents	206.00	257.50
	Property Reports: Multi-residential 3-8 unit property	301.00	376.50
	Property Reports: Multi-residential 8+ unit property	320.00	400.00
6.2.2 Development control and facilitation	Resource Consent Fees		
	Initial application fee s226	835.00	1,043.50
	Pre-application meetings: planner / expert / compliance	209.00	261.50

	officer (charge per hour).		
	Non-notified resource consent: land use	2,221.00	2,776.50
	Application Fees - Boundary activities - deposit fee	626.00	782.50
	Application Fees - Marginal or temporary activities	418.00	522.50
	Application Fees - Other Approvals - Existing use certificate (s139A)	1,400.00	1,750.00
	Non-notified resource consent: subdivision	2,691.00	3,364.00
	Non-notified resource consent: subdivision and land use	3,633.00	4,541.50
	Limited notified resource consent: subdivision and/ or land use	11,303.00	14,129.00
	Fully notified resource consent: subdivision and/ or land use and Notice of Requirements	21,528.00	26,910.00
	All other approvals including: - Non-notified consent application for earthworks only; - Outline plan approval; - Certificate of Compliance;	1,400.00	1,750.00

	- Extension of time (s125); - Change or cancellation of conditions (s127); - Consents notices (s221); - Amalgamations (s241); - Easements (s243), Right of Way or similar - up to 6 hrs planner / advisor, 1 hr admin, \$55 disbursements		
	Outline Pand waiver	404.00	505.00
	Certificates: Town Planning, Sale of Liquor, Overseas Investments, LMVD - up to 2 hrs planner / advisor, 1 hr admin	286.00	357.50
	- All consents: additional processing hours (per hour) - planner/advisor / compliance officer	209.00	261.50
	- All consents: additional processing hours (per hour) - administrative officer	122.00	152.50
	Bylaw Application		
	Applications relating to signs (eg Commercial Sex Premises) up to six hours	1,211.00	1,514.00
	Compliance Monitoring		

	Monitoring Administration of Resource Consents: subdivision or land use - minimum of one hour then based on actual time after that.	209.00	261.50
	Cost of disbursements, e.g. materials, consultant investigations	Variable - based on actual cost	
	Additional hours (per hour):		
	- planner / expert / compliance officer	209.00	261.50
	- administrative officer	122.00	152.50
	Subdivision Certification		
	Below are minimum fees. Charges will be based on actual time if over and above that.		
	Stage certification: each stage for s223, s224(f), s226 etc - up to 2 hrs,	418.00	522.50
	Combination of two or more Stage certifications: s223, s224(f), s226 etc - up to 6 hrs,	1,211.00	1,514.00
	Certification s224 © - up to 6 hrs,	1,211.00	1,514.00
	All other RMA, Building Act, Unit Titles Act and LGA certificates, legal documents	418.00	522.50

	etc - up to two hours (disbursements charged separately)		
	Bonds: each stage of preparation or release - up to 2 hrs	418.00	522.50
7.1.10 Charged up Capital	EV chargers - charge per kwh	-	25c /per kwh
	EV chargers - charge per minute	-	15c per minute
7.1.6 Network-wide control and Management	Standard Processing (CAR)	75.00	272.00
	Extra Processing - Major Works (CAR)	95.00	785.00
	Extra Processing - Project Works (CAR)	95.00	1,350.00
	Extra Processing - Preliminary CARs	95.00	725.00
	Extra Processing - Global CARs	95.00	1,350.00
	Overdue Penalty (CAR)	40.00	65.00
	Inspection (may apply to each 20m length) (CAR)	100.00	0.00
	Re-inspection (may apply to each 20m length) (CAR)	120.00	0.00
	Call out inspection (CAR/TMC)	150.00	385.00
	Late notice (CAR)	440.00	440.00
	Further delay (CAR)	35.00	65.00
	Texturising (per m ²) (CAR)	8.50	8.70
	Road User Licence	100.00	130.00
	Processing (TMC)	95.00	0.00

	Extra processing (TMC)	95.00	0.00
	Inspection (TMC)	100.00	0.00
	Non-conformance inspections (TMC)	0.00	260.00
	Re-inspection (TMC)	0.00	130.00
7.2.1 Parking	Tory St Carpark - Earlybird	16.00	18.00
	Tory St Carpark - Nights & Weekends Max	8.00	10.00
	Tory St Carpark - Monthly Reserved	369.00	399.00
	Tory St Carpark - Monthly Unreserved	300.00	330.00
	Clifton - Daily Rate	20.00	24.00
	Remove \$3 & \$4 parks	\$3 - \$4	5.00
	Introduce paid carparks in key suburbs (Tawa)	0.00	5.00
	Introduce paid carparks in key suburbs (Newlands)	0.00	5.00
	Introduce paid carparks in key suburbs (Island Bay)	0.00	5.00
	Introduce paid carparks in key suburbs (Johnsonville)	0.00	5.00
	Introduce paid carparks in key suburbs (Coupon spaces to metering)	0.00	5.00
	Introduce paid carparks in key suburbs (Kilbirnie)	0.00	5.00
	Introduce rates to motorbikes	0.00	2.50

KŌRAU TŌTŌPŪ | LONG-TERM PLAN, FINANCE, AND PERFORMANCE COMMITTEE

15 FEBRUARY 2024

Absolutely Positively
Wellington City Council

Me Heke Ki Pōneke

OPERATING

Strategy	Activity Group	Activity	Activity Description	Income/ Expense	2024/25 Draft Budget	2025/26 Draft Budget	2026/27 Draft Budget	2027/28 Draft Budget	2028/29 Draft Budget	2029/30 Draft Budget	2030/31 Draft Budget	2031/32 Draft Budget	2032/33 Draft Budget	2033/34 Draft Budget	Total \$000s	
Governance	1.1	1000	Annual Planning	Expense	1,842	1,982	1,987	2,055	2,127	2,203	2,287	2,393	2,472	2,537	21,884	
			Annual Planning Total		1,842	1,982	1,987	2,055	2,127	2,203	2,287	2,393	2,472	2,537	21,884	
		1001	Policy	Expense	1,731	1,869	1,860	1,923	1,992	2,064	2,143	2,242	2,316	2,378	20,519	
			Policy Total		1,731	1,869	1,860	1,923	1,992	2,064	2,143	2,242	2,316	2,378	20,519	
		1002	Committee & Council Process	Expense	8,394	9,708	8,342	9,401	8,950	9,198	10,381	10,225	9,938	10,225	11,448	95,884
			Committee & Council Process Total		(27)	(223)	(28)	(29)	(241)	(30)	(31)	(256)	(32)	(33)	(930)	(930)
		1003	Strategic Planning	Expense	673	725	724	748	775	802	832	871	900	923	923	7,974
			Strategic Planning Total		673	725	724	748	775	802	832	871	900	923	923	7,974
		1004	Tawa Community Board - Discretionary	Expense	19	20	20	20	21	21	21	21	21	21	21	206
			Tawa Community Board - Discretionary Total		19	20	20	20	21	21	21	21	21	21	21	206
1005	Smart Capital - Marketing	Expense	3	3	3	4	4	4	4	4	4	4	4	36		
	Smart Capital - Marketing Total		3	3	3	4	4	4	4	4	4	4	4	36		
1007	WCC City Service Centre	Expense	5,282	5,710	5,640	5,793	6,004	6,169	6,402	6,695	6,926	7,128	7,128	61,769		
	WCC City Service Centre Total		(157)	(161)	(55)	(56)	(58)	(59)	(60)	(61)	(62)	(64)	(64)	(793)		
1009	Rating Property Valuations	Expense	888	934	958	985	1,010	1,033	1,054	1,076	1,092	1,104	1,104	10,130		
	Rating Property Valuations Total		(220)	(226)	(232)	(238)	(244)	(249)	(254)	(260)	(264)	(269)	(269)	(2,486)		
1010	Ratable property data & valuation management	Expense	1,215	1,316	1,297	1,336	1,384	1,428	1,481	1,548	1,600	1,643	1,643	14,249		
	Ratable property data & valuation management Total		1,215	1,316	1,297	1,336	1,384	1,428	1,481	1,548	1,600	1,643	1,643	14,249		
1011	Archives	Expense	2,617	3,525	3,676	3,757	3,840	3,908	3,993	4,093	4,174	4,244	4,244	37,826		
	Archives Total		(148)	(152)	(156)	(160)	(164)	(167)	(171)	(174)	(177)	(177)	(181)	(1,449)		
	Governance, information and engagement		22,013	25,029	24,037	25,539	25,400	26,325	28,080	28,311	29,193	30,885	264,632	264,632		
	1.1 Total		22,013	25,029	24,037	25,539	25,400	26,325	28,080	28,311	29,193	30,885	264,632	264,632		
Total 1 Governance																
Environment and Infrastructure																
Environment and Infrastructure	2.1	1014	Parks and Reserves Planning	Expense	1,564	1,611	1,595	1,647	1,678	1,730	1,793	1,871	1,931	1,971	17,389	
			Parks and Reserves Planning Total		1,564	1,611	1,595	1,647	1,678	1,730	1,793	1,871	1,931	1,971	17,389	
		1015	Reserves Unplanned Maintenance	Expense	264	275	281	312	320	328	361	369	375	380	3,265	
			Reserves Unplanned Maintenance Total		264	275	281	312	320	328	361	369	375	380	3,265	
		1016	Parks Mowing - Open Space & Reserve Land	Expense	1,715	1,840	1,888	1,948	1,999	2,056	2,116	2,186	2,256	2,326	2,397	17,587
			Parks Mowing - Open Space & Reserve Land Total		(59)	(61)	(62)	(64)	(65)	(66)	(67)	(68)	(69)	(70)	(651)	
		1017	Park Furniture and Infrastructure Maintenance	Expense	3,440	3,843	3,834	3,769	3,980	4,138	4,273	4,440	4,601	4,815	4,915	40,133
			Park Furniture and Infrastructure Maintenance Total		(451)	(462)	(463)	(461)	(465)	(469)	(471)	(480)	(484)	(490)	(494)	(6,541)
		1018	Parks and Buildings Maint	Expense	2,146	2,333	2,345	2,454	2,515	2,654	2,762	2,870	2,997	2,944	2,944	25,818
			Parks and Buildings Maint Total		(245)	(260)	(260)	(271)	(285)	(297)	(307)	(317)	(327)	(337)	(347)	(4,122)
1019	CBD and Suburban Gardens	Expense	3,122	3,173	3,221	3,332	3,443	3,563	3,690	3,840	3,940	4,024	4,024	35,348		
	 CBD and Suburban Gardens Total		(297)	(309)	(317)	(325)	(333)	(343)	(353)	(363)	(373)	(383)	(393)	(3,161)		
1020	Arboricultural Operations	Expense	2,275	2,218	2,250	2,366	2,444	2,512	2,579	2,687	2,764	2,825	2,825	24,919		
	Arboricultural Operations Total		(113)	(117)	(120)	(123)	(126)	(128)	(130)	(132)	(133)	(133)	(135)	(1,457)		
1021	Wellington Gardens (Botanic, Otari etc)	Expense	7,531	8,116	8,427	8,890	9,231	9,680	10,152	10,628	10,989	11,575	10,989	95,220		
	Wellington Gardens (Botanic, Otari etc) Total		(879)	(796)	(814)	(830)	(844)	(857)	(868)	(877)	(886)	(893)	(893)	(8,544)		
1022	Coastal Operations	Expense	2,022	2,057	2,219	2,359	2,377	2,522	2,605	2,729	2,729	2,718	2,681	24,287		
	Coastal Operations Total		(60)	(62)	(64)	(66)	(67)	(68)	(69)	(70)	(71)	(72)	(669)			
1026	Hazardous Trees Removal	Expense	526	577	588	606	623	640	657	676	691	702	702	6,285		
	Hazardous Trees Removal Total		0	0	0	0	0	0	0	0	0	0	0	0		
1027	Town Belts Planting	Expense	974	1,910	1,958	2,015	2,074	2,134	2,194	2,254	2,314	2,374	2,434	19,980		
	Town Belts Planting Total		974	1,910	1,958	2,015	2,074	2,134	2,194	2,254	2,314	2,374	2,434	19,980		
1028	Townbelts Reserves Management	Expense	4,807	5,170	5,418	5,672	6,069	6,417	6,743	7,178	7,415	7,622	7,622	62,512		
	Townbelts Reserves Management Total		(246)	(278)	(284)	(291)	(297)	(303)	(310)	(317)	(324)	(331)	(338)	(2,965)		
1030	Community greening initiatives	Expense	682	769	768	790	821	844	870	902	927	948	948	8,322		
	Community greening initiatives Total		682	769	768	790	821	844	870	902	927	948	948	8,322		
1031	Environmental Grants Pool	Expense	109	110	111	112	112	112	113	113	113	115	115	1,123		
	Environmental Grants Pool Total		109	110	111	112	112	112	113	113	113	115	115	1,123		
1032	Walkway Maintenance	Expense	1,507	1,574	1,608	1,619	1,578	1,584	1,568	1,584	1,569	1,526	1,512	15,635		
	Walkway Maintenance Total		1,507	1,574	1,608	1,619	1,578	1,584	1,568	1,584	1,569	1,526	1,512	15,635		
1033	Weeds & Hazardous Trees Monitoring	Expense	1,893	1,831	1,847	1,907	1,970	2,042	2,104	2,177	2,186	2,238	2,238	20,134		
	Weeds & Hazardous Trees Monitoring Total		1,893	1,831	1,847	1,907	1,970	2,042	2,104	2,177	2,186	2,238	2,238	20,134		
1034	Animal Pest Management	Expense	2,236	2,335	2,387	2,461	2,523	2,583	2,638	2,696	2,741	2,774	2,774	25,373		
	Animal Pest Management Total		2,236	2,335	2,387	2,461	2,523	2,583	2,638	2,696	2,741	2,774	2,774	25,373		
1035	Waterfront Public Space Management	Expense	15,567	15,813	16,057	14,868	14,461	15,369	15,009	15,477	15,643	15,643	15,643	152,853		
	Waterfront Public Space Management Total		(502)	(521)	(535)	(548)	(560)	(571)	(581)	(591)	(600)	(609)	(617)	(6,276)		
1042	EV Charging & Home Energy Audits	Expense	44	46	47	49	50	51	52	53	54	54	54	500		
	EV Charging & Home Energy Audits Total		44	46	47	49	50	51	52	53	54	54	54	500		
1141	Build Wellington Developments	Expense	2,244	2,412	2,419	2,488	2,576	2,672	2,769	2,891	2,982	3,057	3,057	26,500		
	Build Wellington Developments Total		2,244	2,412	2,419	2,488	2,576	2,672	2,769	2,891	2,982	3,057	3,057	26,500		
1217	PSR Nursery Operations	Expense	891	1,227	1,212	1,279	1,340	1,392	1,456	1,534	1,629	1,679	1,679	13,490		
	PSR Nursery Operations Total		(55)	(59)	(60)	(60)	(61)	(62)	(63)	(64)	(65)	(65)	(65)	(611)		
	PSR Nursery Operations Total		836	1,170	1,154	1,169	1,278	1,329	1,393	1,470	1,564	1,564	1,564	12,879		
	2.1 Total		52,740	55,762	57,212	57,885	58,688	59,646	60,546	61,496	62,496	63,546	64,646	608,758		
2.2	1036	Landfill Operations & Maint	Expense	12,636												

1037	Suburban Refuse Collection	Expense	6,058	6,018	10,928	11,375	11,792	12,209	12,602	13,011	13,365	13,656	111,014
		Income	(5,795)	(6,024)	0	0	0	0	0	0	0	0	(11,819)
	Suburban Refuse Collection Total		263	(6)	10,928	11,375	11,792	12,209	12,602	13,011	13,365	13,656	99,195
1038	Domestic Recycling	Expense	10,046	10,093	12,278	12,251	13,357	13,374	14,368	14,708	14,977	15,003	130,893
		Income	(8,546)	(9,494)	(11,188)	(12,075)	(12,972)	(13,882)	(14,803)	(15,743)	(16,703)	(17,679)	(133,085)
	Domestic Recycling Total		1,500	1,599	1,090	660	186	(508)	(435)	(1,732)	(1,336)	(1,026)	(2,192)
1039	Waste Minimisation	Expense	5,521	6,163	7,292	7,523	7,755	8,015	8,267	8,577	8,796	8,909	76,816
		Income	(1,957)	(2,175)	(4,067)	(4,278)	(4,491)	(4,705)	(4,919)	(5,138)	(5,362)	(5,591)	(42,683)
	Waste Minimisation Total		3,564	3,988	3,225	3,245	3,264	3,310	3,347	3,439	3,434	3,318	34,134
1040	Litter Enforcement	Expense	11	12	12	12	12	12	13	13	14	14	15
		Income	0	0	0	0	0	0	0	0	0	0	0
	Litter Enforcement Total		11	12	12	12	12	12	13	13	14	14	15
1041	Closed Landfill Gas Migration Monitoring	Expense	(291)	(592)	(604)	(616)	(627)	(635)	(643)	(647)	(657)	(665)	(5,978)
		Income	890	1,683	1,944	1,875	1,842	1,847	1,857	1,838	1,837	1,832	74,979
	Closed Landfill Gas Migration Monitoring Total		599	1,091	1,340	1,259	1,220	1,212	1,214	1,210	1,210	1,210	69,001
1227	Organics	Expense	0	0	(349)	(353)	(356)	(360)	(363)	(367)	(370)	(373)	(2,891)
		Income	0	0	0	0	0	0	0	0	0	0	0
	Organics Total		0	0	(349)	(353)	(356)	(360)	(363)	(367)	(370)	(373)	(2,891)
2.3 Total	Waste		2,229	3,022	20,650	20,617	18,464	18,361	18,262	17,966	17,368	16,526	153,266
2.3 1043	Water - Meter Reading	Expense	2,515	0	0	0	0	0	0	0	0	0	2,515
		Income	(2,700)	0	0	0	0	0	0	0	0	0	(2,700)
	Water - Meter Reading Total		(185)	0	0	0	0	0	0	0	0	0	(185)
1044	Water - Network Maintenance	Expense	20,500	21,565	22,113	22,748	23,307	23,859	24,335	24,840	25,220	25,499	233,985
		Income	0	0	0	0	0	0	0	0	0	0	0
	Water - Network Maintenance Total		20,500	21,565	22,113	22,748	23,307	23,859	24,335	24,840	25,220	25,499	233,985
1045	Water - Water Connections	Expense	0	0	0	0	0	0	0	0	0	0	4
		Income	(51)	(53)	(54)	(55)	(57)	(58)	(59)	(60)	(60)	(60)	(565)
	Water - Water Connections Total		(51)	(53)	(54)	(55)	(57)	(58)	(59)	(60)	(60)	(60)	(565)
1046	Water - Pump Stations Maintenance-Operations	Expense	1,661	1,734	1,780	1,836	1,907	1,950	2,008	2,062	2,124	2,146	19,209
		Income	1,661	1,734	1,780	1,836	1,907	1,950	2,008	2,062	2,124	2,146	19,209
	Water - Pump Stations Maintenance-Operations Total		0	0	0	0	0	0	0	0	0	0	(185)
1047	Water - Asset Stewardship	Expense	37,687	39,627	41,126	43,411	45,859	48,520	51,306	54,293	57,701	61,572	481,101
		Income	37,687	39,627	41,126	43,411	45,859	48,520	51,306	54,293	57,701	61,572	481,101
	Water - Asset Stewardship Total		0	0	0	0	0	0	0	0	0	0	0
1049	Water - Monitoring & Investigation	Expense	2,788	2,933	3,007	3,093	3,169	3,244	3,309	3,377	3,428	3,466	31,815
		Income	2,788	2,933	3,007	3,093	3,169	3,244	3,309	3,377	3,428	3,466	31,815
	Water - Monitoring & Investigation Total		0	0	0	0	0	0	0	0	0	0	0
1051	Water - Bulk Water Purchase	Expense	32,572	37,120	43,975	47,280	53,101	59,462	66,389	73,978	82,352	91,493	585,722
		Income	32,572	37,120	43,975	47,280	53,101	59,462	66,389	73,978	82,352	91,493	585,722
	Water - Bulk Water Purchase Total		0	0	0	0	0	0	0	0	0	0	0
2.3 Total	Water Supply		69,973	100,662	109,547	118,147	127,186	136,765	147,389	158,126	169,081	181,089	1,351,089
2.4 1052	Wastewater - Asset Stewardship	Expense	47,475	49,662	52,500	55,462	58,386	61,477	64,607	68,383	72,370	76,663	607,276
		Income	(948)	(982)	(1,010)	(1,034)	(1,056)	(1,075)	(1,091)	(1,118)	(1,130)	(1,130)	(10,550)
	Wastewater - Asset Stewardship Total		46,527	48,680	51,490	54,428	57,330	60,402	63,516	67,262	71,240	75,533	596,727
1055	Wastewater - Network Maintenance	Expense	10,638	11,193	11,477	11,807	12,098	12,387	12,637	12,850	13,029	13,190	121,490
		Income	10,638	11,193	11,477	11,807	12,098	12,387	12,637	12,850	13,029	13,190	121,490
	Wastewater - Network Maintenance Total		0	0	0	0	0	0	0	0	0	0	0
1058	Wastewater - Monitoring & Investigation	Expense	2,422	2,548	2,612	2,687	2,753	2,818	2,874	2,934	2,978	3,011	27,638
		Income	2,422	2,548	2,612	2,687	2,753	2,818	2,874	2,934	2,978	3,011	27,638
	Wastewater - Monitoring & Investigation Total		0	0	0	0	0	0	0	0	0	0	0
1059	Wastewater - Pump Station Maintenance-Ops	Expense	1,877	1,968	2,019	2,075	2,134	2,187	2,232	2,280	2,330	2,355	21,462
		Income	1,877	1,968	2,019	2,075	2,134	2,187	2,232	2,280	2,330	2,355	21,462
	Wastewater - Pump Station Maintenance-Ops Total		0	0	0	0	0	0	0	0	0	0	0
1060	Wastewater - Treatment Plants	Expense	34,280	36,991	37,439	36,483	35,082	35,013	35,683	36,558	36,951	37,765	381,845
		Income	642	5,195	17,532	21,509	22,102	22,370	22,616	22,890	23,107	23,285	181,247
	Wastewater - Treatment Plants Total		33,638	31,796	20,907	14,974	12,980	12,643	12,766	13,743	14,644	14,666	160,600
1219	Sludge Minimisation	Expense	642	5,195	17,532	21,509	22,102	22,370	22,616	22,890	23,107	23,285	181,247
		Income	642	5,195	17,532	21,509	22,102	22,370	22,616	22,890	23,107	23,285	181,247
	Sludge Minimisation Total		0	0	0	0	0	0	0	0	0	0	0
2.4 Total	Wastewater		96,385	105,875	122,659	128,989	133,500	135,176	139,559	144,947	149,721	155,198	1,309,909
2.5 1063	Stormwater - Asset Stewardship	Expense	36,763	38,335	40,024	41,761	43,556	45,428	47,412	49,505	52,375	55,184	450,342
		Income	36,763	38,335	40,024	41,761	43,556	45,428	47,412	49,505	52,375	55,184	450,342
	Stormwater - Asset Stewardship Total		0	0	0	0	0	0	0	0	0	0	0
1064	Stormwater - Network Maintenance	Expense	5,312	5,586	5,728	5,893	6,037	6,180	6,304	6,434	6,533	6,605	60,613
		Income	5,312	5,586	5,728	5,893	6,037	6,180	6,304	6,434	6,533	6,605	60,613
	Stormwater - Network Maintenance Total		0	0	0	0	0	0	0	0	0	0	0
1065	Stormwater - Monitoring & Investigation	Expense	414	436	447	460	471	482	492	502	509	515	4,728
		Income	414	436	447	460	471	482	492	502	509	515	4,728
	Stormwater - Monitoring & Investigation Total		0	0	0	0	0	0	0	0	0	0	0
1067	Drainage Maintenance	Expense	3,272	3,609	3,700	3,808	3,903	3,997	4,082	4,168	4,234	4,283	39,054
		Income	(1,236)	(1,343)	(1,386)	(1,427)	(1,467)	(1,506)	(1,542)	(1,577)	(1,612)	(1,646)	(14,741)
	Drainage Maintenance Total		2,036	2,266	2,314	2,381	2,436	2,491	2,546	2,611	2,622	2,637	24,313
1068	Stormwater - Pump Station Maintenance-Ops	Expense	155	163	168	172	177	181	184	188	191	193	1,773
		Income	155	163	168	172	177	181	184	188	191	193	1,773
	Stormwater - Pump Station Maintenance-Ops Total		0	0	0	0	0	0	0	0	0	0	0
2.5 Total	Stormwater		44,681	46,787	48,661	50,666	52,676	54,763	56,930	59,220	62,231	65,134	541,769
2.6 1069	Zealandia	Expense	2,036	2,080	2,119	2,166	2,219	2,276	2,332	2,370	2,405	2,430	22,414
		Income	2,036	2,080	2,119	2,166	2,219	2,276	2,332	2,370	2,405	2,430	22,414
	Zealandia Total		0										

KŌRAU TŌTŌPŪ | LONG-TERM PLAN, FINANCE, AND PERFORMANCE COMMITTEE

15 FEBRUARY 2024

Absolutely Positively
Wellington City Council

Me Heke Ki Pōneke

3.1 Total		City promotions and business support												
		33,941	37,224	37,503	38,713	37,113	38,717	39,134	40,081	40,398	40,805	383,627		
Total 3 Economic Development		33,941	37,224	37,503	38,713	37,113	38,717	39,134	40,081	40,398	40,805	383,627		
Arts and Cultural Activities														
4.1	1090	Wellington Museums Trust	Expense	11,241	11,795	12,456	12,915	13,239	13,482	13,688	13,872	14,047	14,198	130,933
		Wellington Museums Trust Total		11,241	11,795	12,456	12,915	13,239	13,482	13,688	13,872	14,047	14,198	130,933
1093		Carter Observatory	Expense	1,332	1,368	1,424	1,461	1,501	1,540	1,568	1,605	1,615	1,625	15,040
		Carter Observatory Total		1,332	1,368	1,424	1,461	1,501	1,540	1,568	1,605	1,615	1,625	15,040
1095		City Events Programme	Expense	4,217	4,704	4,613	4,733	4,845	4,947	5,055	5,175	5,173	5,262	49,029
		City Events Programme Total		(40)	(41)	(43)	(44)	(45)	(45)	(46)	(47)	(47)	(48)	(445)
		City Events Programme Total		4,277	4,662	4,576	4,689	4,800	4,902	5,009	5,128	5,226	5,315	48,584
1098		Cultural Grants Pool	Expense	2,924	2,924	2,924	2,924	2,924	2,907	2,924	2,924	2,924	2,924	29,025
		Cultural Grants Pool Total		2,924	2,924	2,924	2,924	2,924	2,907	2,924	2,924	2,924	2,924	29,025
1099		Subsidised Venue Hire For Community Groups	Expense	541	541	541	541	541	460	460	460	460	460	5,004
		Subsidised Venue Hire For Community Groups Total		541	541	541	541	541	460	460	460	460	460	5,004
1100		City Arts Programme	Expense	1,257	1,211	1,217	1,262	1,269	1,256	1,209	1,173	1,223	1,265	16,382
		City Arts Programme Total		(24)	(25)	(26)	(26)	(27)	(27)	(28)	(28)	(29)	(28)	(267)
1102		Toi Pōneke Arts Centre	Expense	1,333	1,486	1,492	1,536	1,583	1,629	1,681	1,745	1,795	1,836	16,115
		Toi Pōneke Arts Centre Total		(483)	(500)	(514)	(527)	(538)	(547)	(556)	(563)	(569)	(575)	(5,372)
1103		Public Art Fund	Expense	373	389	394	402	411	419	427	436	441	449	4,142
		Public Art Fund Total		373	389	394	402	411	419	427	436	441	449	4,142
1106		Regional Amenities Fund	Expense	609	609	609	609	609	609	609	609	609	609	6,092
		Regional Amenities Fund Total		609	609	609	609	609	609	609	609	609	609	6,092
1207		Capital of Culture	Expense	908	1,208	1,208	1,208	1,208	1,208	1,208	1,208	1,208	1,208	11,782
		Capital of Culture Total		908	1,208	1,208	1,208	1,208	1,208	1,208	1,208	1,208	1,208	11,782
4.1 Total		Arts and cultural activities		25,964	27,957	28,057	28,779	29,388	29,601	30,301	30,816	31,231	31,573	293,666
Total 4 Arts and Cultural Activities				25,964	27,957	28,057	28,779	29,388	29,601	30,301	30,816	31,231	31,573	293,666
Recreation Facilities and Services														
5.1	1107	Swimming Pools Operations	Expense	34,232	37,877	37,857	38,854	40,363	41,824	44,301	45,900	46,849	47,649	410,130
		Swimming Pools Operations Total		(8,235)	(8,368)	(8,368)	(8,380)	(8,610)	(8,482)	(8,726)	(8,716)	(8,775)	(8,775)	(85,518)
1108		Natural Turf Sport Operations	Expense	5,241	5,411	5,417	5,417	5,417	5,417	5,417	5,417	5,417	5,417	53,708
		Natural Turf Sport Operations Total		(378)	(392)	(403)	(413)	(421)	(429)	(441)	(446)	(451)	(451)	(4,208)
1109		Synthetic Turf Sport Operations	Expense	2,651	2,488	2,572	2,679	2,788	2,822	2,885	2,933	2,981	3,027	29,500
		Synthetic Turf Sport Operations Total		(670)	(754)	(734)	(752)	(788)	(793)	(804)	(813)	(821)	(831)	(7,651)
1110		Recreation Centres	Expense	5,131	5,427	5,591	5,813	5,996	6,204	6,436	6,737	6,946	7,105	61,386
		Recreation Centres Total		(15,000)	(1,063)	(1,063)	(1,142)	(1,142)	(1,142)	(1,142)	(1,142)	(1,221)	(1,221)	(11,415)
1111		ASB Sports Centre	Expense	8,141	8,489	8,714	9,544	9,100	9,544	9,639	9,963	10,520	10,619	93,589
		ASB Sports Centre Total		(12,731)	(12,826)	(12,827)	(12,922)	(12,922)	(12,922)	(12,922)	(12,922)	(12,922)	(12,922)	(12,922)
1112		Basin Reserve Trust	Expense	2,867	3,066	3,326	3,477	3,611	3,757	4,004	4,279	4,348	4,371	37,106
		Basin Reserve Trust Total		2,867	3,066	3,326	3,477	3,611	3,757	4,004	4,279	4,348	4,371	37,106
1113		Recreational NZ Academy Sport	Expense	47	47	47	47	47	47	47	47	47	47	470
		Recreational NZ Academy Sport Total		47	47	47	47	47	47	47	47	47	47	470
1114		Playground and Skate Facility Maintenance	Expense	1,861	2,220	2,406	2,569	2,759	2,902	3,030	3,166	3,257	3,391	27,561
		Playground and Skate Facility Maintenance Total		1,861	2,220	2,406	2,569	2,759	2,902	3,030	3,166	3,257	3,391	27,561
1115		Marina Operations	Expense	970	1,006	1,019	1,099	1,147	1,235	1,275	1,370	1,380	1,420	11,921
		Marina Operations Total		(795)	(1,059)	(1,089)	(1,135)	(1,139)	(1,159)	(1,177)	(1,192)	(1,206)	(1,218)	(11,150)
1116		Municipal Golf Course	Expense	285	293	299	308	317	325	335	346	355	361	3,223
		Municipal Golf Course Total		(81)	(84)	(88)	(90)	(92)	(93)	(94)	(95)	(96)	(96)	(900)
1117		Recreation Programmes	Expense	629	643	640	655	657	673	692	715	732	747	6,783
		Recreation Programmes Total		(105)	(62)	(63)	(64)	(65)	(66)	(67)	(68)	(69)	(69)	(6,966)
1120		Passport to Leisure Programme	Expense	524	581	577	591	592	607	625	647	664	678	6,087
		Passport to Leisure Programme Total		100	191	188	194	201	208	216	226	234	240	1,998
5.1 Total		Recreation promotion and support		49,148	52,857	55,312	58,008	60,389	63,072	65,078	68,666	70,735	72,395	615,680
5.2	1118	Library Network - Wide Operation	Expense	15,786	15,740	15,763	15,763	15,763	15,763	15,763	15,763	15,763	15,763	157,950
		Library Network - Wide Operation Total		(84)	(86)	(88)	(90)	(92)	(93)	(94)	(95)	(96)	(96)	(900)
1119		Branch Libraries	Expense	13,012	13,628	13,944	14,371	14,800	15,158	15,682	16,285	16,760	17,101	150,842
		Branch Libraries Total		(267)	(278)	(282)	(286)	(290)	(293)	(296)	(299)	(301)	(303)	(2,900)
1121		Community Advice & Information	Expense	3,937	1,164	1,185	1,217	1,248	1,277	1,304	1,336	1,359	1,376	15,402
		Community Advice & Information Total		(160)	1	1	1	1	1	1	1	1	1	(148)
1122		Community Group Relationship Management	Expense	23	31	31	32	33	33	34	35	36	36	324
		Community Group Relationship Management Total		23	31	31	32	33	33	34	35	36	36	324
1124		Social & Recreational Grant Pool	Expense	5,335	4,972	4,972	4,972	4,972	4,972	4,972	4,972	4,972	4,972	50,085
		Social & Recreational Grant Pool Total		5,335	4,972	4,972	4,972	4,972	4,972	4,972	4,972	4,972	4,972	50,085
1125		Housing Operations and Maintenance	Expense	38,068	45,927	50,617	51,879	55,046	56,752	57,969	60,023	61,995	62,919	528,319
		Housing Operations and Maintenance Total		(19,823)	(21,120)	(21,120)	(21,617)	(22,071)	(22,548)	(23,041)	(23,551)	(24,077)	(24,619)	(200,320)
1126		Housing Upgrade Project	Expense	1	1	1	1	1	1	1	1	1	1	7
		Housing Upgrade Project Total		1	1	1	1	1	1	1	1	1	1	7
1127		Community Property Programmed Maintenance	Expense	1,420	1,510	1,562	1,620	1,671	1,739	1,797	1,860	1,907	1,950	17,038
		Community Property Programmed Maintenance Total		1,420	1,510	1,562	1,620	1,671	1,739	1,797	1,860	1,907	1,950	17,038
1128		Community Halls Operations and Maintenance	Expense	1,927	815	876	888	911	911	911	911	911	911	10,547
		Community Halls Operations and Maintenance Total		(10)	(10)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(109)	
1129		Community Prop & Facility Ops	Expense	3,949	4,579	4,608	4,608	4,608	4,608	4,608	4,608	4,608	4,608	45,803
		Community Prop & Facility Ops Total		(308)</										

			232	232	232	232	232	232	232	232	232	232	232	232	232	2,320
1131	Burial & Cremation Operations	Expense	2,472	2,762	2,786	2,877	3,059	3,201	3,341	3,487	3,535	3,617	3,617	3,617	3,617	31,076
		Income	(1,151)	(1,204)	(1,237)	(1,246)	(1,252)	(1,315)	(1,354)	(1,351)	(1,367)	(1,380)	(1,380)	(1,380)	(1,380)	(12,895)
	Burial & Cremation Operations Total		1,320	1,558	1,549	1,631	1,758	1,886	2,007	2,136	2,168	2,237	2,237	2,237	18,181	
1132	Public Toilet Cleaning And Maintenance	Expense	5,934	6,592	6,898	7,103	7,395	7,729	7,994	8,310	8,445	8,574	8,574	8,574	8,574	74,972
	Public Toilet Cleaning And Maintenance Total		5,934	6,592	6,898	7,103	7,395	7,729	7,994	8,310	8,445	8,574	8,574	8,574	74,972	
1135	Anti-Graffiti Flying Squad	Expense	534	711	729	750	758	758	802	818	831	840	840	840	7,568	
	Anti-Graffiti Flying Squad Total		534	711	729	750	758	758	802	818	831	840	840	840	7,568	
1136	Safe City Project Operations	Expense	3,211	663	691	704	723	705	726	747	758	776	776	776	9,705	
		Income	(234)	(241)	(247)	(253)	(259)	(265)	(270)	(276)	(281)	(281)	(281)	(281)	(2,412)	
	Safe City Project Operations Total		2,977	423	444	451	464	440	456	472	477	490	490	490	7,094	
1137	Civil Defence	Expense	3,468	3,684	3,788	3,923	4,044	4,125	4,233	4,354	4,441	4,512	4,512	4,512	40,573	
		Income	(200)	(206)	(211)	(216)	(221)	(226)	(231)	(236)	(240)	(245)	(245)	(245)	(2,232)	
	Civil Defence Total		3,268	3,479	3,577	3,707	3,823	3,898	4,002	4,119	4,201	4,267	4,267	4,267	38,341	
1138	Rural Fire	Expense	70	73	75	77	79	81	82	84	86	86	86	86	793	
	Rural Fire Total		70	73	75	77	79	81	82	84	86	86	86	793		
1208	CBD Library Services Network	Expense	8,644	11,707	16,915	17,967	18,129	18,536	19,009	19,139	19,434	19,787	19,787	19,787	169,305	
		Income	(86)	(37)	(38)	(39)	(40)	(41)	(41)	(41)	(42)	(42)	(42)	(396)		
	 CBD Library Services Network Total		8,608	11,669	16,876	17,868	18,090	18,495	18,968	19,098	19,392	19,745	19,745	168,809		
5.2 Total	Community Support		85,762	95,906	103,588	106,134	109,510	114,330	116,967	118,548	122,062	126,489	126,489	1,097,296		
5.3	1133 Public Health (Food & Alcohol Premises, Dog Registrations)	Expense	7,050	7,593	7,686	7,699	7,977	8,136	8,469	8,912	9,009	9,201	9,201	9,201	81,642	
		Income	(5,045)	(5,222)	(5,366)	(5,492)	(5,605)	(5,704)	(5,788)	(5,863)	(5,932)	(5,991)	(5,991)	(5,991)	(56,007)	
	Public Health (Food & Alcohol Premises, Dog Registrations) Total		2,014	2,371	2,320	2,207	2,372	2,432	2,681	2,950	2,969	3,210	3,210	25,635		
1134	Noise Monitoring	Expense	1,028	1,100	1,108	1,142	1,176	1,209	1,243	1,283	1,313	1,337	1,337	1,337	11,938	
		Income	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(12)	
	Noise Monitoring Total		1,026	1,098	1,106	1,140	1,174	1,207	1,240	1,280	1,310	1,335	1,335	11,917		
5.3 Total	Public Health and Safety		3,040	3,469	3,237	3,347	3,546	3,699	3,922	4,230	4,448	4,625	4,625	37,552		
Total 5 Recreation Facilities and Services			137,951	152,231	160,147	167,489	173,445	181,101	185,966	191,443	197,245	203,510	203,510	1,750,527		
Urban Development																
6.1	1139 District Plan	Expense	5,762	5,937	5,874	5,811	6,011	6,125	6,345	6,623	6,834	7,009	7,009	7,009	62,332	
	District Plan Total		5,762	5,937	5,874	5,811	6,011	6,125	6,345	6,623	6,834	7,009	7,009	62,332		
1142	Public Art and Sculpture Maintenance	Expense	464	479	462	472	498	497	526	510	525	536	536	5,010		
	Public Art and Sculpture Maintenance Total		464	479	462	472	498	497	526	510	525	536	536	5,010		
1143	Public Space Centre Development Plan	Expense	5,741	5,665	6,162	6,542	7,107	7,785	8,354	8,810	9,132	9,392	9,392	74,692		
	Public Space Centre Development Plan Total		5,741	5,665	6,162	6,542	7,107	7,785	8,354	8,810	9,132	9,392	9,392	74,692		
1145	City Heritage Development	Expense	1,298	1,296	1,303	1,331	1,364	1,397	1,436	1,488	1,527	1,560	1,560	14,000		
	City Heritage Development Total		1,298	1,296	1,303	1,331	1,364	1,397	1,436	1,488	1,527	1,560	1,560	14,000		
1206	Housing Investment Programme	Expense	15,920	16,955	17,531	18,118	18,785	19,484	20,211	21,214	21,767	22,554	22,554	192,538		
		Income	(13,277)	(14,133)	(14,762)	(15,290)	(15,799)	(16,482)	(17,041)	(17,684)	(18,161)	(18,161)	(18,161)	(159,199)		
	Housing Investment Programme Total		2,643	2,822	2,769	2,828	2,986	3,077	3,201	3,569	4,083	4,388	4,388	33,339		
1215	Te Ngakau Programme	Expense	9,202	191	226	178	184	190	196	204	210	215	215	10,997		
	Te Ngakau Programme Total		9,202	191	226	178	184	190	196	204	210	215	215	10,997		
1226	Sub-Surface Asset Data Project	Expense	1,541	1,487	662	681	698	714	728	743	763	763	763	8,771		
		Income	(1,980)	(926)	(607)	(622)	(635)	(647)	(656)	(665)	(673)	(679)	(679)	(8,090)		
	Sub-Surface Asset Data Project Total		(440)	561	55	59	63	68	72	78	90	84	84	881		
6.1 Total	Urban planning, heritage and public spaces development		24,672	26,786	26,890	27,261	28,314	29,361	30,483	31,727	32,404	33,204	33,204	201,051		
6.2	1146 Building Control and Facilitation	Expense	21,316	23,134	23,001	23,733	24,571	25,382	26,295	27,288	28,304	29,027	29,027	256,862		
		Income	(16,181)	(16,638)	(17,072)	(17,515)	(17,956)	(18,398)	(18,689)	(19,059)	(19,417)	(19,780)	(19,780)	(180,576)		
	Building Control and Facilitation Total		5,135	6,496	5,929	6,219	6,655	7,074	7,606	8,229	8,888	9,247	9,247	85,286		
1148	Development Control and Facilitation	Expense	9,846	10,593	10,472	10,792	11,177	11,545	12,078	12,478	12,859	13,192	13,192	114,913		
		Income	(5,749)	(5,955)	(6,122)	(6,269)	(6,400)	(6,515)	(6,613)	(6,699)	(6,779)	(6,847)	(6,847)	(63,949)		
	Development Control and Facilitation Total		4,097	4,638	4,350	4,523	4,777	5,030	5,345	5,779	6,080	6,345	6,345	50,964		
1151	Earthquake Risk Building Project	Expense	1,429	1,520	1,540	1,588	1,641	1,696	1,755	1,830	1,886	1,933	1,933	16,828		
		Income	(3)	(3)	(3)	(3)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(36)		
	Earthquake Risk Building Project Total		1,426	1,517	1,537	1,585	1,637	1,692	1,750	1,826	1,882	1,889	1,889	16,792		
6.2 Total	Building and Development		30,667	33,660	33,815	34,874	35,969	37,095	38,245	39,445	40,700	42,021	42,021	353,042		
Total 6 Urban Development			35,329	39,426	38,645	39,877	41,383	43,157	45,186	47,402	49,824	52,425	52,425	434,093		
Transport																
7.1	1024 Road Corridor Growth Control	Expense	2,655	2,935	3,008	3,096	3,174	3,251	3,319	3,391	3,446	3,486	3,486	31,761		
		Income	(1,030)	(1,120)	(1,155)	(1,190)	(1,223)	(1,255)	(1,285)	(1,315)	(1,344)	(1,373)	(1,373)	(12,289)		
	Road Corridor Growth Control Total		1,626	1,815	1,853	1,906	1,950	2,033	2,076	2,076	2,102	2,114	2,114	19,472		
1025	Street Cleaning	Expense	8,295	9,140	9,371	9,642	9,880	10,117	10,322	10,540	10,705	10,825	10,825	98,838		
		Income	(3,096)	(3,371)	(3,478)	(3,576)	(3,658)	(3,728)	(3,787)	(3,830)	(3,875)	(3,906)	(3,906)	(36,310)		
	Street Cleaning Total		5,199	5,770	5,893	6,066	6,222	6,390	6,535	6,704	6,830	6,920	6,920	62,528		
1152	Ngaranga to Airport Corridor	Expense	250	51	57	59	61	62	65	68	70	72	72	813		
	Ngaranga to Airport Corridor Total		250	51	57	59	61	62	65	68	70	72	72	813		
1153	Transport Planning and Policy	Expense	1,225	1,321	1,351	1,393	1,443	1,488	1,545	1,617	1,672	1,718	1,718	14,773		

		(180)	(186)	(192)	(196)	(200)	(204)	(207)	(210)	(212)	(214)	(2,003)	
	Waterfront Utilities Management Total	580	599	618	639	666	679	703	722	745	753	6,705	
1200	Org	Expense	17,585	9,201	9,091	9,394	9,622	9,128	9,288	9,280	9,318	9,350	101,253
		Income	(592,750)	(667,625)	(752,170)	(799,074)	(845,190)	(894,911)	(930,930)	(985,029)	(1,007,394)	(1,046,300)	(8,529,811)
	Org Total		(575,206)	(658,423)	(743,079)	(789,679)	(835,484)	(885,783)	(930,310)	(975,746)	(1,036,881)	(8,428,558)	
1204	Sustainable Parking Infrastructure	Income	0	0	0	0	0	0	0	0	0	0	
	Sustainable Parking Infrastructure Total		0	0	0	0	0	0	0	0	0	0	
1218	Maori Capability and Success	Expense	1,283	1,440	1,456	1,508	1,560	1,617	1,678	1,756	1,814	1,861	15,973
	Maori Capability and Success Total		1,283	1,440	1,456	1,508	1,560	1,617	1,678	1,756	1,814	1,861	15,973
1220	Climate change response	Expense	7,204	10,760	11,078	9,845	7,029	6,083	6,071	6,175	6,222	6,315	76,782
	Climate change response Total		7,204	10,760	11,078	9,845	7,029	6,083	6,071	6,175	6,222	6,315	76,782
1228	Te Matapahi Operations	Expense	0	197	448	564	686	838	1,007	1,208	1,400	1,597	7,946
	Te Matapahi Operations Total		0	197	448	564	686	838	1,007	1,208	1,400	1,597	7,946
10.1 Total	Organisational Projects		(718,823)	(775,478)	(797,035)	(791,523)	(846,724)	(894,403)	(937,711)	(983,633)	(1,006,111)	(1,042,318)	(8,793,758)
Total 10 Council			(718,823)	(775,478)	(797,035)	(791,523)	(846,724)	(894,403)	(937,711)	(983,633)	(1,006,111)	(1,042,318)	(8,793,758)
Grand Total			(90,184)	(78,468)	(87,363)	13,593	7,274	14,830	17,072	22,661	20,637	27,915	(81,433)

CAPITAL

Strategy	Activity Group	Activity	Activity Description	2024/25 Draft Budget	2025/26 Draft Budget	2026/27 Draft Budget	2027/28 Draft Budget	2028/29 Draft Budget	2029/30 Draft Budget	2030/31 Draft Budget	2031/32 Draft Budget	2032/33 Draft Budget	2033/34 Draft Budget	Total 2000s
Governance		1.1	2000 Committee & Council Processes	0	149	0	0	0	0	0	0	0	0	149
		1.1 Total	Governance, information and engagement	0	149	0	0	0	0	0	0	0	0	149
Total 1 Governance				0	149	0	0	0	0	0	0	0	0	149
Environment and Infrastructure		2.1	2001 Property Purchases - Reserves	1,541	3,491	0	4,784	0	0	0	10,911	2,661	1,881	25,269
		2003	Parks Infrastructure	1,525	1,491	1,549	1,837	1,864	1,968	1,547	1,110	1,271	2,155	16,317
		2004	Parks Buildings	740	828	996	998	1,092	1,253	1,072	1,013	1,107	1,116	10,215
		2005	Plimmer Bequest Project	905	383	0	0	0	0	2,232	454	0	0	3,974
		2006	Botanic Garden	1,138	3,975	5,952	531	3,582	2,482	654	2,729	4,372	2,679	28,093
		2008	Coastal	1,605	1,487	867	520	875	666	842	602	832	942	9,340
		2009	Town Belt & Reserves	4,899	769	1,234	1,518	1,417	1,688	2,918	1,485	3,253	1,782	20,963
		2010	Walkways renewals	1,543	1,028	1,975	3,340	2,772	2,811	3,324	1,101	1,289	2,975	22,157
		2067	Wgtn Waterfront Development	1,000	1,036	1,065	7,852	33,404	11,335	0	0	0	0	55,692
		2068	Waterfront Renewals	3,347	3,723	3,986	3,549	4,035	3,555	2,162	1,763	1,776	2,004	29,901
		2.1 Total	Parks, beaches and open spaces	18,241	18,211	17,624	24,929	49,041	25,758	14,751	21,169	16,562	15,435	221,722
		2.2	2011 Southern Landfill Improvement	10,143	38,186	22,559	21,850	7,884	5,064	5,401	6,842	7,006	7,259	132,194
		2.2 Total	Waste	10,143	38,186	22,559	21,850	7,884	5,064	5,401	6,842	7,006	7,259	132,194
		2.3	2013 Water - Network renewals	12,345	16,019	17,114	12,567	13,166	13,768	14,211	22,700	23,111	23,280	168,282
		2015	Water - Water Meter upgrades	0	0	0	12,898	32,922	42,255	40,821	8,987	0	0	137,884
		2016	Water - Network upgrades	2,873	2,673	2,822	8,965	12,670	11,853	3,587	1,358	1,591	1,680	50,073
		2019	Water - Reservoir renewals	4,324	4,828	4,803	5,528	5,739	6,489	9,931	11,869	29,821	23,377	106,711
		2020	Water - Reservoir upgrades	683	407	419	429	472	2,246	5,998	16,317	12,030	4,360	43,362
		2.3 Total	Water supply	20,225	23,927	25,158	40,388	64,969	76,611	74,549	61,231	66,555	52,697	506,311
		2.4	2023 Wastewater - Network renewals	19,545	39,558	19,129	20,954	22,630	23,332	23,101	42,257	45,940	57,194	313,641
		2024	Wastewater - Network upgrades	761	2,085	15,885	5,402	7,405	19,390	43,289	1,144	19,746	18,935	134,043
		2146	Sludge Minimisation	129,228	91,359	42,346	(4)	(3)	(2)	-	3	6	10	262,945
		2.4 Total	Wastewater	149,534	133,003	77,360	26,952	30,031	42,721	66,391	48,404	65,693	75,140	710,629
		2.5	2028 Stormwater - Network upgrades	5,416	5,638	2,680	638	652	3,449	3,030	58,736	5,714	34,700	120,653
		2029	Stormwater - Network renewals	4,534	4,906	5,101	5,587	5,827	6,059	6,271	20,040	24,657	19,868	102,850
		2.5 Total	Stormwater	9,950	10,544	7,781	6,225	6,478	9,508	9,301	78,776	30,371	54,568	223,503
		2.6	2033 Zoo renewals	1,311	1,356	1,423	1,841	1,912	1,915	1,943	2,125	2,151	2,172	18,149
		2034	Zoo upgrades	0	0	0	0	300	700	4,500	7,118	350	800	13,768
		2135	Zealandia	0	0	0	0	400	1,300	1,000	1,000	0	0	3,700
		2.6 Total	Conservation attractions	1,311	1,356	1,423	1,841	2,612	3,915	7,443	10,243	2,501	2,972	35,617
Total 2 Environment and Infrastructure				209,404	225,228	151,905	121,586	161,017	163,577	177,837	221,665	188,687	209,070	1,829,976
Economic Development		3.1	2035 Wellington Venues renewals	3,304	2,892	2,185	5,847	6,184	4,661	1,150	2,969	7,156	4,042	40,391
		2036	Venues Upgrades	0	0	0	3,272	3,340	3,401	3,452	0	0	0	13,464
		3.1 Total	City promotions and business support	3,304	2,892	2,185	9,119	9,525	8,061	4,601	2,969	7,156	4,042	53,855
Total 3 Economic Development				3,304	2,892	2,185	9,119	9,525	8,061	4,601	2,969	7,156	4,042	53,855
Arts and Cultural Activities		4.1	2038 Gallery & Museum Upgrades	1,684	12,509	5,879	980	0	0	0	0	0	0	21,052
		2041	Te ara o nga tupuna - Maori heritage trails	783	0	0	0	0	0	0	0	0	0	783
		2042	Arts Installation	75	78	80	82	84	85	86	87	88	89	834
		2148	Toi Pōneke Art centre relocation to new building	275	3,471	2,221	104	0	0	0	0	0	0	6,070
		4.1 Total	Arts and cultural activities	2,817	16,057	8,179	1,165	84	85	86	87	88	89	28,739
Total 4 Arts and Cultural Activities				2,817	16,057	8,179	1,165	84	85	86	87	88	89	28,739
Recreation Facilities and Services		5.1	2043 Aquatic Facility upgrades	7,680	0	0	0	0	0	0	0	0	0	7,680
		2044	Aquatic Facility renewals	2,701	3,488	1,487	2,393	2,280	2,252	1,425	2,381	2,818	2,634	23,860
		2045	Sportsfields upgrades	837	6,644	6,409	460	466	479	505	487	532	479	17,332
		2046	Synthetic Turf Sportsfields renewals	0	718	0	0	596	1,408	1,517	0	2,380	4,218	10,838
		2047	Synthetic Turf Sportsfields upgrades	0	0	2,543	0	0	0	0	0	0	0	2,543
		2048	Recreation Centre Renewal	39	94	2,902	68	477	274	52	263	288	10,103	14,561
		2049	ASB Sports Centre	101	61	116	67	84	167	88	937	1,320	23	2,964
		2050	Basin Reserve	267	133	187	821	964	2,942	723	1,407	407	297	8,148
		2051	Playgrounds renewals & upgrades	2,884	6,540	2,339	3,269	2,275	1,892	1,943	2,108	2,716	2,001	27,967
		2052	Evans Bay Marina - Renewals	584	157	1,478	141	1,755	172	53	36	62	141	4,579
		2053	Clyde Quay Marina - Upgrade	77	24	397	23	541	26	-	326	38	31	1,488
		5.1 Total	Recreation promotion and support	15,170	17,859	17,887	7,241	9,440	9,612	6,311	7,945	10,561	19,963	121,959
		5.2	2054 Library Materials Upgrade	1,028	3,241	2,579	2,640	2,696	2,744	2,786	2,964	3,000	3,030	29,708
		2055	Library Computer and Systems Replacement	1,071	436	619	308	314	320	209	256	115	117	3,764
		2056	Central Library - Upgrades and Renewals	81	2,725	37	38	150	39	102	158	42	42	3,413
		2057	Branch Library - Upgrades	0	0	0	0	0	0	0	13,812	11,188	0	25,000
		2058	Branch Library - Renewals	129	203	175	352	1,008	727	476	327	599	358	4,352
		2059	Housing upgrades	1,762	0	0	0	0	0	0	0	0	0	1,762
		2060	Housing renewals	38,963	51,728	62,717	91,602	83,489	81,244	77,283	54,249	27,616	23,984	592,874
		2061	Community Centres and Halls - Upgrades and Renewals	2,811	253	345	552	511	441	520	625	625	451	7,133
		2062	Burial & Cremations	683	1,490	1,859	3,026	480	699	532	456	638	364	10,228
		2063	Public Convenience and pavilions	1,021	653	2,110	1,925	2,383	1,269	817	819	1,277	871	13,143

	2064	Safety Initiatives	119	124	127	130	133	135	137	146	148	149	1,350	
	2065	Emergency Management renewals	86	89	92	94	96	98	99	105	106	108	973	
	5.2 Total	Community support	50,752	60,942	70,659	100,667	91,258	87,716	82,960	73,918	45,354	29,474	693,700	
Total 5 Recreation Facilities and Services			65,922	78,801	88,516	107,908	100,698	97,328	89,271	81,863	55,916	49,437	815,659	
Urban Development	6.1	2070	Central City Framework	4,295	3,422	2,006	1,563	1,145	1,341	1,183	3,860	2,147	26,533	
		2074	Minor CBD Enhancements	0	0	0	0	0	227	230	2,098	236	2,144	
		2136	Housing Investment Programme	215	147	151	155	158	161	164	166	168	1,654	
		2147	Subsurface Data Project Capex	960	228	0	0	0	0	0	0	0	1,188	
	6.1 Total		5,470	3,797	2,157	1,718	1,304	1,729	1,577	7,834	4,263	4,461	34,309	
	6.2	2076	Urban planning, heritage and public spaces development	63,372	48,824	31,070	5,000	0	0	0	0	0	148,266	
	6.2 Total	Building and Development	63,372	48,824	31,070	5,000	0	0	0	0	0	0	148,266	
Total 6 Urban Development			68,841	52,621	33,227	6,718	1,304	1,729	1,577	7,834	4,263	4,461	182,576	
Transport	7.1	2077	Wall, Bridge & Tunnel Renewals	7,975	12,973	13,335	8,693	8,876	10,171	10,326	18,622	9,413	9,512	109,898
		2078	Asphalt & Other Seal Renewals	1,654	1,591	1,668	1,878	1,956	2,031	2,103	2,240	2,267	2,290	19,680
		2079	Chipseal Renewals	5,262	5,059	5,304	5,972	6,220	6,460	6,690	7,126	7,215	7,291	62,601
		2080	Preseal Preparations	5,012	5,733	5,893	6,034	6,159	6,269	6,328	6,402	6,469	6,547	
		2081	Shape & Camber Correction	3,714	3,571	3,743	4,215	4,390	4,559	4,721	5,028	5,091	5,144	44,177
		2082	Drainage Renewals	978	1,064	1,093	1,120	1,143	1,164	1,182	1,198	1,212	1,225	11,379
		2083	Wall Upgrades	6,500	6,731	6,919	5,340	5,453	5,553	5,638	5,714	5,786	5,847	59,481
		2084	Service Lane & Road Boundary Upgrades	60	62	64	65	67	68	69	70	71	71	665
		2085	Tunnel & Bridge Upgrades	2,088	1,714	1,762	1,804	1,842	1,876	1,904	1,930	1,954	1,975	18,849
		2086	Kerb & Channels Renewals	2,522	2,742	2,818	2,886	2,947	3,001	3,047	3,088	3,126	3,159	29,335
		2087	New Roads	1,650	1,295	5,325	10,906	16,942	27,970	8,048	8,739	4,333	8,318	93,525
		2088	Emergency Route Walls Upgrades	2,700	3,857	2,269	2,564	2,025	2,061	2,092	2,120	2,381	3,120	25,190
		2089	Roading Capacity Upgrades	0	0	0	0	0	0	0	0	0	0	
		2090	Roading Rebuild	2,563	2,787	2,865	2,933	2,995	3,050	3,096	3,137	3,175	3,208	29,808
		2094	Cycling Network Renewals	20,235	12,234	19,330	4,809	6,150	7,163	9,746	11,646	12,297	7,711	111,320
		2095	Bus Priority Planning	150	155	159	163	167	170	173	175	178	180	1,670
		2096	Footpaths Structures Renewals & Upgrades	656	634	652	668	682	695	705	733	742	750	6,917
		2097	Footpaths Renewals	5,021	4,462	4,589	4,702	4,801	4,888	4,962	5,320	5,385	5,441	49,570
		2098	Footpaths Upgrades	1,189	970	1,261	1,020	1,319	1,064	1,369	1,102	1,413	1,137	11,845
		2099	Street Furniture Renewals	223	205	211	217	221	225	229	246	249	251	2,278
		2100	Pedestrian Network Accessways	306	272	280	287	293	298	303	324	328	331	3,022
		2101	Traffic & Street Signs Renewals	946	1,077	1,107	1,134	1,158	1,179	1,197	1,214	1,229	1,242	11,484
		2102	Traffic Signals Renewals	2,150	2,450	2,518	2,578	2,633	2,680	2,721	2,757	2,791	2,820	26,098
		2103	Street Lights Renewals & Upgrades	1,317	1,408	1,491	1,544	1,593	1,637	1,674	1,005	1,020	1,033	13,722
		2104	Rural Road Upgrades	100	104	107	109	111	113	115	117	118	119	1,113
		2105	Minor Works Upgrades	4,200	4,335	4,451	4,194	5,214	5,317	5,410	5,497	5,582	5,660	51,859
		2106	Fences & Guardrails Renewals	1,015	979	1,006	1,031	1,052	1,072	1,088	1,132	1,146	1,158	10,678
		2107	Speed Management Upgrades	70	205	210	215	220	225	230	236	242	247	2,099
		2141	LGWM - City Streets	12,499	25,316	20,311	11,273	7,080	7,208	7,316	7,411	7,500	7,997	113,911
		2142	LGWM - Early Delivery	43,958	26,029	36,016	41,250	19,823	0	0	0	0	0	167,076
	7.1 Total	Transport	136,712	130,013	146,757	131,604	113,533	108,165	92,404	104,253	92,645	93,706	1,149,794	
	7.2	2108	Parking Asset renewals	516	799	1,480	1,066	804	1,053	887	1,876	2,299	1,917	12,698
		2109	Parking Upgrades	4,714	929	959	982	201	205	208	212	214	217	8,843
	7.2 Total	Parking	5,230	1,728	2,440	2,048	1,006	1,258	1,095	2,087	2,514	2,134	21,541	
Total 7 Transport			141,942	131,742	149,197	133,652	114,539	109,423	93,500	106,340	95,159	95,841	1,171,335	
Council	10.1	2111	Capital Replacement Fund	3,551	4,793	4,927	5,045	5,151	5,244	5,322	5,647	5,715	5,772	51,166
		2112	Information Management	4,030	5,370	714	1,822	2,167	1,073	773	784	1,119	1,131	18,983
		2114	ICT Infrastructure	3,750	3,885	1,598	1,636	1,670	1,700	1,726	1,748	1,769	1,787	21,269
		2117	Unscheduled infrastructure renewals	0	0	0	0	0	0	2,730	2,763	2,790	8,283	
		2118	Health & Safety - Legislation Compliance	372	386	396	406	414	422	428	449	454	459	4,186
		2119	Civic Property renewals	2,268	6,082	1,542	2,527	3,718	1,519	820	3,476	2,449	3,934	28,334
		2120	Commercial Properties renewals	2,485	2,558	1,043	2,761	6,909	3,734	1,119	2,258	3,177	2,587	28,632
		2121	Community & Childcare Facility renewals	160	285	425	890	1,668	941	251	908	1,195	661	7,373
		2126	Business Unit Support	4,028	4,128	4,228	4,330	4,433	4,537	4,643	4,752	4,862	4,974	44,915
		2127	Workplace	40,992	0	0	0	0	0	0	0	0	0	40,992
		2128	Civic Campus Resilience and Improvements	98,932	40,483	32,309	5,538	22,269	22,670	23,010	23,309	23,589	23,825	315,937
		2133	Quarry Renewals & Upgrades	6,762	5,811	6,079	67	69	70	72	22	23	24	19,001
		2140	Security	719	757	795	834	853	872	890	908	925	943	8,498
		2143	EV Fleet Transformation	1,360	470	697	30	465	28	250	0	0	0	3,300
		2144	Public EV Chargers	747	554	0	0	0	0	0	0	0	0	1,301
		2145	Car sharing enhancement	65	67	0	0	0	0	0	0	0	0	152
		2149	Roading Cinema Land Purchase	0	26,936	0	0	0	0	0	0	0	0	26,936
	10.1 Total	Organisational Projects	170,221	102,564	54,753	25,876	49,787	42,811	39,305	46,992	48,040	48,888	629,237	
Total 10 Council			170,221	102,564	54,753	25,876	49,787	42,811	39,305	46,992	48,040	48,888	629,237	
Grand Total			662,451	610,053	487,964	406,023	436,952	423,013	406,178	467,751	399,310	411,828	4,711,525	

Appendix 9: Summary of three waters investment options

Option 1

Description

The 2023/24 baseline funding level with increases for unavoidable cost escalations at the Treatment Plants and for monitoring and operational activity.

This option is below the recommended level of funding from Wellington Water and Council officers and would lead to non-compliance with regulations and ongoing legal consequences, increased leaks and continued growth in the backlog of deferred renewals. Water supply risks would remain and other critical network risks would remain unaddressed. Growth to support the District Plan would remain unfunded for the full ten years of the LTP.

This option is not recommended by Wellington Water or Council officers.

Service impacts

	Short-term (1-3 years)	Medium-term (4-10 years)	Long-term (11-30 years)
Drinking water	The level of leakage and backlog of repairs will increase. Wellington Water is estimating there to be 3500 open leaks by end of 2023/24. This will increase by 1000 leaks a year if the budget stays as is. Without a reduction in leakage there would continue to be acute water shortage issues requiring more frequent and severe restrictions.	High leakage combined with increased demand from growth would result in water shortage and restrictions becoming the norm. This would also trigger greater investment in bulk water supply capacity by GWRC than would otherwise be required (with costs passed on to WCC ratepayers on a pro rata basis).	Increasingly frequent and severe water restrictions and the possibility of outages and pressure issues. Investment in long lead time bulk water infrastructure to meet excessive leakage and high demand would impact growth and significantly increase the overall cost of the water supply service.
Wastewater	The number of service failures, sewage overflows, leaks, and flooding events will increase.	Likely to see a number of critical failures in parts of the wastewater network leading increasing frequency of significant discharges into the environment.	Ongoing and more regular failures of the wastewater network.
Stormwater	The number of service failures and flooding events will increase	Likely to see a number of critical failures in the network resulting in flooding events	Ongoing and more regular failures of the stormwater network Increased frequency of flooding events, particularly in Tawa, the CBD.

Risks

Option 1 does not include any works to address significant risks with the Airport Wastewater Triplicate Interceptor and Eastern Trunk Main which are very high critical assets in poor condition and at high risk of structural failure. There is limited budget in Option 1 for renewals at the Moa Point and Western Wastewater Treatment Plants which require significant renewals as many of these assets are at the end of their useful life. While investment will occur, it is not at the level recommended in advice from Wellington Water, who manage the asset. Funding is included in Option 1 budget to progress concept design of core activity at the Moa Point and Western Wastewater Treatment Plants to allow further prioritisation and can be quickly implemented if failure occurs. Taking this approach increases the risk that there may be periods of non-compliance with consents, odour issues and impacts to water quality.

Continuing funding levels for the water network also does not address current significant water supply risks, leading to worsening risk profile in respect to water shortages and needs for more frequent and severe water restrictions.

This option does not include funding for the Golden Mile renewals.

Financial implications

Opex costs

- \$53.5m pa (circa \$535m over ten years) (Uninflated)

Capex costs

- Baseline option - \$896.7m over ten years

	Rates impact (year 1)	Debt impact (year 10)
Baseline	13.8%	\$896.7m (not inflated)

Option 2

Description

2023/24 baseline funding level with increase for unavoidable cost escalations at the Treatment Plants and for monitoring and operational activity as well as planning and design for water meters in the first three years of the plan, and roll out from year four.

Option 2 allows for the introduction of water meters from year four of the plan. This will reduce some of the medium and long-term risks to water supply through enabling improved detection of leaks and reducing demand. However, rolling out water meters on their own, without also investing in other initiatives will not address the acute or long-term water shortage issue. To do so, it is most important in the short term to focus investment into fixing leaks and exploring increased water storage options with GRWC.

Other critical network risks noted under Option 1 would remain unaddressed and growth to support Spatial Plan would remain unfunded for the full ten years of the LTP.

This option is not recommended by Wellington Water or Council officers.

Service impacts

	Short-term (1-3 years)	Medium-term (4-10 years)	Long-term (11-30 years)
Drinking water	The level of leakage and backlog of repairs will increase. Wellington Water is estimating there to be 3500 open leaks by end of 2023/24. This will increase by 1000 leaks a year if the budget stays as is.	Supply headroom will improve as metering encourages more efficient use of water. This will reduce the level of water restrictions required.	In the long-term water investment requirements will still be required, but will be deferred through demand management. High leakage will result in a return to severe water restrictions and risks of outages and low pressure. Significant investment in long lead time bulk water infrastructure required to compensate for excessive leakage.
Wastewater	The number of service failures, sewage overflows, leaks, and flooding events will increase	Likely to see a number of critical failures in parts of the wastewater network leading to significant discharges into the environment.	Ongoing and more regular failures of the wastewater network
Stormwater	The number of service failures and flooding events will increase	Likely to see a number of critical failures in the network resulting in flooding events	Ongoing and more regular failures of the stormwater network Increased frequency of flooding events,

			particularly in Tawa, the CBD.
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Risks

As per Option 1, this option does not provision funding sufficient to address a number of critical network risks, particularly to key vulnerabilities in the wastewater network. This includes the risks to the Airport Wastewater Triplicate Interceptor and Eastern Trunk Main as well as the Moa Point and Western Wastewater Treatment Plants which require significant renewals as many of these assets are at the end of their useful life. While investment will occur, it is not at the level recommended in advice from Wellington Water, who manage the asset. Funding is included in the budget to progress concept design of core activity to allow further prioritisation and can be quickly implemented if failure occurs. Taking this approach increases the risk that there may be periods of non-compliance with consents, odour issues and impacts to water quality.

Continuing funding levels for the water network also does not address current significant water supply risks, leading to worsening risk profile in respect to water shortages and needs for more frequent and severe water restrictions. The introduction of water meters from year 4 of the plan does mitigate this risk through reducing demand, however short-term risks remain unchanged and long-term water network renewal risks remain.

This option does not include funding for the Golden Mile renewals.

Financial implications

Opex costs

- \$53.5m pa (circa \$535m over ten years) (Uninflated)
- + \$2.4m (ring fenced) for planning for universal water meters in first three years

Note, the ongoing consequential opex requirement for the universal residential smart water meters will be determined through the detailed business case. Once this is complete, council can make an informed decision on how to incorporate the ongoing costs into future opex budgets.

Capex costs

- Baseline option - \$896.7m over ten years
- + \$122m for water meters roll out from year 4.

	Rates impact (year 1)	Debt impact (year 10)
Baseline	13.8%	\$896.7m (not inflated)
Option 2 water meters	+0.5%	+\$122m (not inflated)

Option 3

Description

2023/24 baseline funding opex level with increase for unavoidable cost escalations at the Treatment Plants and for monitoring and operational activity as well as the investigation and roll out of water meters in the first three years of the plan and additional investment with a focus on the drinking water network.

Option 3 helps to address potable water network issues over the short to long-term with additional 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.

This option includes a \$83.24m reprioritisation in wastewater and stormwater network renewals from year eight to be brought forward and prioritised towards critical risks such as the Airport interceptor and trunk main.

The option also includes funding for wastewater projects addressing critical network risks. Full required waste and storm water renewals and upgrades remain unfunded in this option with ongoing risks as a consequence. The primary focus of this option is improving the performance of existing infrastructure. Investment in the network to support growth will be a focus for the 2027 LTP.

This option is recommended by Council officers as the greatest level of investment affordable within Council's current financial constraints, targeted toward the most critical network risks. It is important to note that this is a lower level of investment than is required in three waters and will require focused work on identifying alternative models for water management in the Wellington Region to enable an increased level of funding to be provisioned in the future.

Service impacts

	Short-term (1-3 years)	Medium-term (4-10 years)	Long-term (11-30 years)
Drinking water	Reduction in level of leaks through increased repairs and pressure management. Restrictions would become less frequent as more leaks are fixed	Water security would return to normal. Restrictions would be less frequent (i.e. similar to other major cities in NZ).	Water security would be maintained at an acceptable level over the long-term. Water shortages would be infrequent. There would always be some risk of shortage from extreme droughts, however efficient use and distribution of water would support the risk remaining at an appropriately low level.
Wastewater	The number of service failures, sewage overflows, leaks, and flooding events will increase	Reduced likelihood of critical failures but network risks and occasional discharges will continue.	Ongoing and more regular failures of the wastewater network due to reprioritisation of network renewals away from wastewater to other priorities

Stormwater	The number of service failures and flooding events will increase	Reduced likelihood of critical failures but network risks and occasional flooding events will continue.	Ongoing and more regular failures of the stormwater network due to reprioritisation of network renewals away from wastewater to other priorities Increased frequency of flooding events, particularly in Tawa, the CBD.
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Risks

This option prioritises investment in water supply to address the number of water leaks and the risk of a water shortage and funds work on critical wastewater network risks. However, this comes at the expense of \$83.24m of wastewater and stormwater network renewals. The Moa Point and Western Wastewater Treatment Plants require significant renewals as many of these assets are at the end of their useful life. While investment will occur, it is not at the level recommended in advice from Wellington Water, who manage the asset. Funding is included in the budget to progress concept design of core activity to allow further prioritisation and can be quickly implemented if failure occurs. Taking this approach increases the risk that there may be periods of non-compliance with consents, odour issues and impacts to water quality.

Financial implications

Opex costs

- \$53.5m pa (circa \$535m over ten years) (uninflated)
- + \$2.4m for planning for universal water meters in first three years
- + \$5.3m Opex pa for leak / reactive maintenance

Note, the ongoing consequential opex requirement for the universal residential smart water meters will be determined through the planning, design and procurement phase. Once this is complete, council can make an informed decision on how to incorporate the ongoing costs into future opex budgets.

Capex costs

- New baseline: \$817.8m over ten years
- + \$122m for smart water meter roll out from year 4.
- + 23.1m for Golden Mile Renewals
- + \$10.8m for start Bell road and Moi-i-te-Ra reservoirs including inlet/outlet mains from year 7
- + \$32.8m for pressure management and additional water renewals, and increased reactive renewals for all three waters

- + \$24.2m for risk contingency for the Airport Wastewater Triplicate Interceptor and one section of the Eastern Trunk Main
- + 15m for additional renewals at the Moa Point Wastewater Treatment Plant

	Rates impact (year 1)	Debt impact (year 10)
Reduced Baseline	13.8%	\$817.8m (not inflated)
Option 3 water meters and drinking water focus	+0.5%	+\$122m (not inflated)
	+1.1%	+\$98.8m (not inflated)

Specific projects in each option

	Project	Option 1	Option 2	Option 3
Operating				
Network wide	<ul style="list-style-type: none"> Funding for monitoring and operational activity 	Yes – but not at WWL recommended level	Yes - but not at WWL recommended level	Yes - but not at WWL recommended level
Drinking	<ul style="list-style-type: none"> Additional \$5.3m Opex pa for leak / reactive maintenance (circa \$60 over the ten years). 	No	No	Yes
Wastewater	<ul style="list-style-type: none"> Funding of cost increases at the Treatment Plants 	Yes	Yes	Yes
Renewals				
Network wide	<ul style="list-style-type: none"> New Network Renewals across all waters Improving Environmental Water Quality 	Yes - but network renewals not at WWL recommended level	Yes - but network renewals not at WWL recommended level	Yes - but network renewals not at WWL recommended level and below that in Option 1 and 2
	<ul style="list-style-type: none"> Increase in pump station renewals – three waters Increase to 50% of target network renewals – three waters 	No	No	No
Drinking	<ul style="list-style-type: none"> VHCA Reservoir water quality renewals 	Yes	Yes	Yes
	<ul style="list-style-type: none"> Target existing water renewal network funding to priority areas <ul style="list-style-type: none"> This means completing the Golden Mile in two stages. Complete Courtenay Place will be delivered as planned and Lambton Quay and Willis Street in later years of the LTP 	No	No	Yes
Wastewater	<ul style="list-style-type: none"> Karori Effluent Pipeline Remediation Wastewater Renewals 	Yes	Yes	Yes - but network renewals not at WWL recommended level and below that in Option 1 and 2

	<ul style="list-style-type: none"> Eastern Trunk Main Stage 1 Airport cargo area pipe Airport Interceptor design through to consenting, and balance chambers 	No	No	Yes
	<ul style="list-style-type: none"> Moa and Western Wastewater Treatment Plants Additional budget for Moa Point and Western WWTPs critical renewals 	No	No	Yes
Stormwater	<ul style="list-style-type: none"> Houghton Bay Stormwater Pipe 	No	No	No
Upgrades				
Drinking	<ul style="list-style-type: none"> Wrights Hill drinking water reservoir seismic improvements 	Yes	Yes	Yes
	<ul style="list-style-type: none"> Pressure Management 	Partial	Partial	Fully funded
	<ul style="list-style-type: none"> Water Meters Detailed planning and design and roll out 	No	Yes	Yes
Wastewater	<ul style="list-style-type: none"> CBD Pump station rising main programme 	Yes	Yes	Yes
Stormwater	<ul style="list-style-type: none"> Stormwater Improvements 	Yes – but limited	Yes - but limited	Yes - but limited
Growth				
Drinking	<ul style="list-style-type: none"> Bell Road and Moe-i-te-Ra Reservoirs 	No	No	Yes – but deferred to start in year 9

Attachment 10: Summary of Waste options for consultation

This document summarises the options for consultation for the changes to waste collections.

These were agreed initially in September 2023. Some changes to the agreed options were needed for the LTP consultation and these are set out below.

Two sets of options are proposed – the first for rubbish and organics options and the second for recycling and glass options. In the business case these were considered as joint packages. For the LTP consultation these have been split for simplicity as including the status quo increases the number of combined packages. These groupings were chosen as they will be funded differently.

More information on this service change is in the original business case, from page 38: [Agenda of Kōrau Tūāpapa | Environment and Infrastructure Committee - Thursday, 14 September 2023 \(wellington.govt.nz\)](#)

Rubbish and organics

As per the business case, there are three options for an organics collection:

- No organics collection (status quo)
- Food scraps collected weekly in a 23L caddy
- Food and garden waste collected weekly in an 80L wheelie bin

There are two set options for rubbish – collection via bags (status quo) or wheelie bins. Options for organics collection with user pays rubbish bags weren't included in the business case, but are reasonably practicable and have therefore been included for public feedback.

If no organics collection is introduced then rubbish will continue to be collected weekly. If there is a weekly organics collection, then a fortnightly rubbish collection is appropriate as it saves money and increases the use of organics collection by more than 20%.

With two options for rubbish and three options for organics there are six combined options shown in the table below.

Option F was the preferred option as agreed by Council in September.

Options	Collection
A	Weekly 60L rubbish bags and no organics collection. <i>This is the status quo – user pays funding for rubbish bags, collected weekly.</i>
B	Fortnightly 60L rubbish bags and Weekly 23L food scraps only bin <i>This would be funded through a user pays charge for rubbish bags and a targeted rate for organics. Rubbish will change to fortnightly collection once organics is introduced.</i>
C	Fortnightly 60L rubbish bags and Weekly 80L food and garden wheelie bin <i>This would be funded through a user pays charge for rubbish bags and a targeted rate for organics. Rubbish will change to fortnightly collection once organics is introduced.</i>
D	Weekly 80L rubbish wheelie bin and no organics collection. <i>This would be funded by a change to a targeted rate for rubbish instead of user pays.</i>
E	Fortnightly 120L rubbish wheelie bin and Weekly 23L food scraps only bin <i>This would be funded by a targeted rate for rubbish and organics collections, with no user pays for rubbish bags. Rubbish will change to fortnightly collection once organics is introduced.</i>
F***	Fortnightly 120L rubbish wheelie bin and Weekly 80L food and garden wheelie bin <i>This would be funded by a targeted rate for rubbish and organics collections, with no user pays for rubbish bags. Rubbish will change to fortnightly collection once organics is introduced.</i>

Council is exploring whether to offer alternate bin sizes. This would make the service more affordable for households that produce very little waste or to provide extra capacity for larger households.

Due to Wellington’s topography, some households are not safe for a wheelie bin collection service. These households would need to remain on a bagged collection for rubbish and recycling, with a glass crate and 23L food scraps caddy where possible.

The new organics collection would be funded using a targeted rate, which would be a flat fee for all households that can receive the service. Some households cannot receive a council collection service because their bins need to be collected from private land. The targeted rate would not apply to these properties. These households are mostly on private roads or part of an apartment or townhouse complex. Council is exploring ways to improve collection services for these properties in future but no changes are proposed at this time.

The use of bags for rubbish collection allows Wellington City Council to charge a fee per bag so the service is fully user pays. If rubbish collection is changed to use wheelie bins this would mean that funding needs to change to a targeted rate rather than user pays. This is because the technology for charging each time a bin is emptied is unreliable and error prone.

Organics processing

A provision for the organics processing plant is part of the Long-term Plan budget, but the final shape and details of the project are yet to be determined. This includes whether it would be owned and operated by Council or a private provider, and whether or not there is Central Government funding available from the Ministry for the Environment. This will be part of the Hutt City and Porirua councils’ Consultation Documents as well as the plant is likely to be regional.

Recycling and glass

The options for this part of the consultation have been split from the other services, but they remain the same as what was examined in the business case. These two services will remain funded by the recycling levy in our landfill gate fees.

There are two options for recycling: replace with a bin of the same size or one that’s double the size. Many recycling wheelie bins are full to overflowing on collection days and people are crushing items to fit more in the bin. Crushed items are more difficult to process so this is not recommended.

For glass, there is the opportunity to look at a different collection method – a wheelie bin rather than the glass crate.

Option C was the preferred option as agreed by Council in September 2023.

Options	Collection
A	Fortnightly 120L recycling wheelie bin and Fortnightly 45L glass crate (<i>status quo</i>)
B	Fortnightly 120L recycling wheelie bin and Four-weekly 80L glass wheelie bin
C**	Fortnightly 240L recycling wheelie bin and Fortnightly 45L glass crate
D	Fortnightly 240L recycling wheelie bin and Four-weekly 80L glass wheelie bin

Attachment 11: Summary of Perpetual investment fund and airport sale options

This document summarises the options for consultation for the creation of a perpetual investment fund¹ using proceeds from the sale of shares in Wellington International Airport Limited (WIAL).

Reviews of our balance sheet have identified risks with the Council's current investment portfolio, including:

- The lack of diversification, with 93% of investments held in WIAL and ground leases;
- Geographic concentration exposing the investments to the same disaster risks as all other Council assets;
- Relatively illiquid portfolio, meaning in the event of a significant natural disaster the Council cannot draw on its investments (albeit as a last resort); and
- Poor alignment in some cases with the Council's strategic objectives and its risk tolerance.

There are also risks with the Council's ability to insure its assets, including:

- The insurance market is reducing its exposure to Wellington, causing difficulties in obtaining coverage;
- Building and infrastructure revaluations have increased the cost to replace assets, increasing premiums;
- The Council is currently reliant on debt headroom as a way to manage insurance risk.
- The release of the new National Seismic Hazard Model has further increased the Probable Maximum Loss from a major event for many of the Council's assets; and
- Recent weather events across New Zealand have highlighted the reality of climate issues and increased the implied risk to New Zealand cities and their residents, this is playing out in increased premiums.

As agreed initially in November 2023, the Council proposes to mitigate these risks by setting up a perpetual investment fund through the recycling of capital (i.e. the sale of investments to re-invest) - specifically shares in WIAL and ground leases.

The capital from the sale of shares in WIAL would be reinvested into the perpetual investment fund. It would not be used to pay down debt or fund Council projects.

More detail can be found in the 9 November paper here from page 255: [Agenda of Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee - Thursday, 9 November 2023 \(wellington.govt.nz\)](#)

And in the Minutes from page 34: [Minutes of Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee - Thursday, 9 November 2023 \(wellington.govt.nz\)](#)

The options for consultation are as follows:

¹ A perpetual investment fund is an investment fund that is intended to continue forever.

Options	Collection
A **	<p>Full sale of Council's airport shares and use the proceeds to create a new Perpetual Investment Fund to diversify the Council's investment portfolio and reduce financial exposure in the event of a major natural disaster.</p> <p>Proceeds from future ground lease sales could also be transferred into the fund (if/when these leases were considered for sale).</p>
B	<p>Partial sale of Council's airport shares and use the proceeds to create a new Perpetual Investment Fund to diversify the Council's investment portfolio and reduce financial exposure in the event of a major natural disaster.</p> <p>Proceeds from future ground lease sales could also be transferred into the fund (if/when these leases were considered for sale).</p>
C	<p>Do not sell Council's airport shares and do not establish a Perpetual Investment Fund. This accepts that the risks listed above will remain and we will retain our financial exposure in the event of a natural disaster..</p>

Selling ground leases alone would not raise enough capital to form the investment fund on its own and would be a longer process due to the nature of the leases. Therefore, this is not recommended for consultation.

Additionally, ground leases are not identified as strategic assets in the Council's Significance and Engagement Policy which means consultation is not required for ground leases to be sold.

ACTIONS TRACKING AND FORWARD PROGRAMME

Kōrero taunaki | Summary of considerations

Purpose

1. This report provides an update on past actions agreed by the Kōrau Tōtōpū | Long-term Plan, Finance, and Performance Committee (the Committee), or its equivalent, at its previous meetings (hui).
2. Additionally, this report provides a list of items that are scheduled to be considered at the next two hui of the Committee.

Strategic alignment with community wellbeing outcomes and priority areas

Aligns with the following strategies and priority areas:

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

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

Relevant Previous decisions

Not applicable.

Financial considerations

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

Risk

- Low Medium High Extreme

Author	Steph James, Democracy Advisor
Authoriser	Sean Johnson, Democracy Team Leader Stephen McArthur, Chief Strategy & Governance Officer

Taunakitanga | Officers' Recommendations

Officers recommend the following motion:

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

1. Receive the information.

Whakarāpopoto | Executive Summary

Actions Tracking

3. The Committee passed 40 resolutions in Hakihea 2023 (December 2023):
 - 31 are complete.
 - 9 are in progress.
4. The Committee had 27 in progress actions carried forward from previous action tracking reports:
 - 1 has been completed.
 - 26 are still in progress.

Forward Programme

5. The following items are scheduled to go to the Committee's next two hui:

Rāapa, 13 Poutū-te-rangi 2024 (Wednesday 13 March 2024):

- LTP 2024 - Agree Consultation Document for Audit (Chief Strategy and Governance Officer).
- Quarter Two Performance Report (Chief Strategy and Governance Officer).
- CCO Q2 Reports (Chief Strategy and Governance Officer).

Rāapa, 10 Pāenga-whāwhā 2024 (Wednesday 10 April 2024):

- LTP 2024 - Adoption of the Consultation Document (Chief Strategy and Governance Officer).
- CAB and MOB redevelopment (Chief Operating Officer).

Takenga mai | Background

Actions Tracking





6. Attachment 1 lists clauses agreed by the Committee that are still in progress or have been completed since actions were last reported on.
7. For public excluded resolutions, individual clauses will not be reported on in a public hui. An overall status for the item will be given and it will remain in progress until all clauses are complete.
8. Actions will be removed from the list once they have been reported as complete.
9. Where applicable, this report contains actions carried over from the equivalent committee(s) of previous trienniums.
10. The purpose of the actions tracking report is to ensure that all resolutions are being actioned over time. It does not take the place of performance monitoring or full

updates. The Committee could resolve to receive a full update report on an item, if it wishes.

Forward Programme

11. The forward programme sets out the reports planned for to go to the Committee for consideration in the next two hui.
12. It is a working document and is subject to change on a regular basis.

Attachments

- Attachment 1. Actions Tracking - In progress actions  
- Attachment 2. Actions Tracking - Complete actions  

Page 360

Page 372

Date	ID	Title	Clause number	Clause	Status	Comment
17/06/2021	296	4.1: Chaffers Marina Limited Options		All clauses - Public Excluded	In progress	<p>Formal letter addressing some of the issues was received on 1st August 2023 from CML. In that letter they state that they are still working through the issues and need more time to come back to us on a number of the options we have presented.</p> <p>This is an ongoing discussion. Progress is being made although due to the complexity of the issues it is taking time to work through each one.</p> <p>WCC officers are however considering selling the individual marina berths we own. The last one sold in 2022 for circa \$110,000. Prices have since dropped due to the current economy.</p>
17/08/2023	1860	2.4 Proposed Rating Policy changes for consultation to inform the 2024/34 Long Term Plan	2	Agree to delay the review of the rating base (Land value or Capital value) until after the 2024/34 Long-term Plan. Recommendations following the review of the rating base will be used to inform the 2027/37 Long-term Plan.	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio, including the preparation of consultation materials.
17/08/2023	1869	2.4 Proposed Rating Policy changes for consultation to inform the 2024/34 Long Term Plan	11	Agree to consider targeted funds for a Golden Mile transition fund and Affordable housing fund as part of the 2024/34 Long-term Plan.	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio, including the preparation of consultation materials.

Date	ID	Title	Clause number	Clause	Status	Comment
17/08/2023	1871	2.4 Proposed Rating Policy changes for consultation to inform the 2024/34 Long Term Plan	13	Agree to consider targeted rates for climate action and resilience as part of the LTP and signal this intent in the Statement of Proposal for consultation.	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio, including the preparation of consultation materials.
9/11/2023	2529	2.1 Citizens' Assembly 2023	3	Note that officers will incorporate the Assembly's advice into the Long-term Plan throughout the development of the plan.	In progress	In progress- this will continue throughout the process of developing the LTP
9/11/2023	2531	2.1 Citizens' Assembly 2023	5	Agree to report back to the Citizens' Assembly on how their advice is incorporated into the Long-term Plan at key points in the development, including before and after formal consultation, and after adoption of the final plan.	In progress	Remains in progress until mid-July 2024.
2/02/2024	2532	2.1 Citizens' Assembly 2023	6	Note the evaluation of the Citizens' Assembly will be completed by the Council's Research and Evaluation team and reported back to this committee. a. The first phase will look at the process and immediate benefits and impacts b. The second phase will look at the longer-term impact on how the advice is or is not implemented and the impact on the community.	In progress	This is currently being written by the Research and Evaluation team.

Date	ID	Title	Clause number	Clause	Status	Comment
9/11/2023	2548	2.4 2024-34 LTP - Level of service Recommendations	9	Note that further work is being done on options for levels of service for three waters and this will be brought back as part of the budgeting process in December 2023 and February 2024.	In progress	Committee workshop scheduled for 31 January 2024 and committee meeting 15 February 2024.
9/11/2023	2549	2.4 2024-34 LTP - Level of service Recommendations	10	Instruct officers to work with our Tā kai Here partners and Wellington Water to scope a blue network plan for the city to increase the health of our awa and support our storm water network renewal and growth (\$50K).	In progress	Scoping underway.
9/11/2023	2556	2.5 Balance Sheet Review	2	Note that the Council commissioned a review of the balance sheet constraints being experienced by the Council which recommended immediate action to mitigate the constraints. The recommendations for action included: a. Reviewing non-rates revenue, service levels & capex phasing or prioritisation; b. Considering rationalising the WCC investment portfolio; and c. Reviewing insurance & internal covenant settings.	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio.

Date	ID	Title	Clause number	Clause	Status	Comment
9/11/2023	2557	2.5 Balance Sheet Review	3	Note that a review of non-rates revenue, service levels and capital phasing or prioritisation is being considered as part of the preparation of the 2024-34 Long-term plan budgets, with the intent of managing rates affordability; managing the impact of increasing operating costs, such as interest, insurance and depreciation; and keeping debt at prudent and affordable levels.	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio, including the preparation of consultation materials.
9/11/2023	2558	2.5 Balance Sheet Review	4	Note that through the Balance sheet review risks associated with the Council's current investment portfolio were raised, including: a. The lack of diversification; b. Geographic concentration exposing the investments to the same risks and economic cycles as all other Council assets; c. Exposure to climate change and natural hazards; d. Relatively illiquid and undiversified portfolio; and e. Poor alignment in some cases with the Council's strategic objectives.	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio.

Date	ID	Title	Clause number	Clause	Status	Comment
9/11/2023	2559	2.5 Balance Sheet Review	5	<p>Note that through the Balance sheet review, risks associated with the Council’s ability to insure its assets were highlighted including:</p> <ul style="list-style-type: none"> a. The insurance market is reducing its exposure to Wellington, causing difficulties in obtaining coverage; b. Building and infrastructure revaluations have increased the cost to replace assets, increasing premiums; c. The release of the new National Seismic Hazard Model has further increased the Probable Maximum Loss from a major event for many of the Council’s assets; and d. Recent weather events across New Zealand have highlighted the reality of climate issues and increased the implied risk to New Zealand cities and their residents, this is playing out in increased premiums. 	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio.

Date	ID	Title	Clause number	Clause	Status	Comment
9/11/2023	2560	2.5 Balance Sheet Review	6	<p>Agree, as part of the 2024-34 Long-term plan consultation, to consult with the public, with Council's preferred option being the establishment of a perpetual investment fund, initially funded through asset recycling, to:</p> <ul style="list-style-type: none"> a. Ensure sufficiently liquid funds are available to mitigate any losses or assist recovery from natural disasters; b. Tailor holdings to reflect Council's risk tolerance; c. Reduce geographic concentration of assets (meaning not all assets are subject to the same disaster risks); d. Introduce new revenue sources; e. Better achieve social or environmental outcomes as the Council sets parameters for what the perpetual investment fund will invest in; and f. Improve intergenerational wellbeing 	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio, including the preparation of consultation materials.

Date	ID	Title	Clause number	Clause	Status	Comment
9/11/2023	2564	2.5 Balance Sheet Review	7	Agree in order to provide capital to establish a perpetual investment fund, Council's preferred option (for consultation through the 2024-34 Long Term Plan) will be: a. the sale of Council's 34% holding in Wellington International Airport Limited; and b. the sale of some or all of Council's ground lease portfolio.	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio, including the preparation of consultation materials.
9/11/2023	2565	2.5 Balance Sheet Review	8	Agree that the proposal for consultation specifies that the proceeds of any sale of WIAL shares and ground leases would not be used to paydown debt or fund operating expenses as these uses do not meet the Council's objectives in recommendation 6 above and may simply exacerbate long-term balance sheet issues.	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio, including the preparation of consultation materials.
9/11/2023	2566	2.5 Balance Sheet Review	9	Note that the consultation document for the 2024-34 Long Term Plan will be drafted using these preferred options (together with an analysis of all of the reasonably practicable options), for approval by Council in early 2024.	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio, including the preparation of consultation materials.

Date	ID	Title	Clause number	Clause	Status	Comment
9/11/2023	2567	2.5 Balance Sheet Review	10	Note that other Councils have successfully established perpetual investment funds (e.g., New Plymouth District Council and Dunedin City Council) so the Council can be confident there are good precedents to follow.	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio, including the preparation of consultation materials.
9/11/2023	2568	2.5 Balance Sheet Review	11	Note that, while the Council has recently considered the issue of sale of WIAL shares in 2021, the deterioration of the Council's insurance and wider balance sheet position since then necessitates reconsidering this issue.	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio, including the preparation of consultation materials.
9/11/2023	2569	2.5 Balance Sheet Review	12	Note that if the Council does not decide to establish a perpetual investment fund, for the purposes set out in recommendation 6 above, then the risks identified in recommendations 4 and 5 above would remain and be accepted by the Council.	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio, including the preparation of consultation materials.
9/11/2023	2570	2.5 Balance Sheet Review	13	Note that a detailed plan to undertake any possible sale and investment process would not take place until the Council has received and considered feedback as part of the 2024-34 long-term plan process.	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio, including the preparation of consultation materials.

Date	ID	Title	Clause number	Clause	Status	Comment
9/11/2023	2571	2.5 Balance Sheet Review	14	Note that in addition to the above sale and investment process, officers will propose a property acquisition and divestment policy to provide a framework for the future acquisition or disposal of Council property.	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio, including the preparation of consultation materials.
9/11/2023	2572	2.5 Balance Sheet Review	15	Direct officers to engage with Takai Here partners and consider their interests through the consultation process and also in preparation of a detailed plan for a sale and divestment process, should Council agree to proceed with sale of WIAL shares and ground leases.	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio, including the preparation of consultation materials.
9/11/2023	2573	2.5 Balance Sheet Review	16	Agree, that, if created, any investment fund would have strong Environmental, Social and Governance criteria and officers should provide advice on possible criteria for inclusion in the 2024-34 Long-term plan consultation	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio, including the preparation of consultation materials.

Date	ID	Title	Clause number	Clause	Status	Comment
9/11/2023	2574	2.5 Balance Sheet Review	17	Agree that, should Council decide to set up a perpetual Investment Fund, it will include protections to safeguard from future withdrawals of capital to pay down debt or fund operating expenses in any circumstance unless related to the purpose of providing insurance cover in the event of a natural disaster.	In progress	This work is ongoing and is informing further workstreams relating to the Council's investment portfolio, including the preparation of consultation materials.
9/11/2023	2584	2.6 Council submission on the Draft National Policy Statement for Natural Hazard Decision-making	4	Note that Councillors will be briefed on the Independent Hearings Panel recommendations for natural hazard recommendations as part of the Proposed District Plan decisions in February 2024.	In progress	Will be completed after 27 Feb briefing.
7/12/2023	2763	2.3 Rating Policy Review Consultation Outcome & Updated Rating Policy	3a	Approve in principle the updated draft Rating Policy, including agreeing changes to: a. Introduce a general rates differential of 5:1 on vacant land & for derelict buildings as defined in paragraph 40.	In progress	Policy to be adopted with LTP
7/12/2023	2765	2.3 Rating Policy Review Consultation Outcome & Updated Rating Policy	3b	Increase the value threshold for properties with more than one land use from \$800k to \$1.5m.	In progress	Policy to be adopted with LTP

Date	ID	Title	Clause number	Clause	Status	Comment
7/12/2023	2766	2.3 Rating Policy Review Consultation Outcome & Updated Rating Policy	3 c	Direct officers to monitor the implementation and impact of the differential for vacant land & derelict buildings and provide advice on the potential to expand its geographic coverage in the next 2-3 years.	In progress	Policy to be adopted with LTP
7/12/2023	2767	2.3 Rating Policy Review Consultation Outcome & Updated Rating Policy	3d	Agree to increase the remission for low income ratepayers from a maximum value of \$700 (GST inclusive) to a maximum of \$800 (GST inclusive) to ratepayers who have successfully applied for the New Zealand government rates rebate.	In progress	Policy to be adopted with LTP
7/12/2023	2769	2.3 Rating Policy Review Consultation Outcome & Updated Rating Policy	4a	Approve in principle the updated draft Rates Remission & Postponement Policy, including agreeing changes to: a. Remove the rates remission for first home builders because it is not achieving its policy objective.	In progress	Policy to be adopted with LTP
7/12/2023	2770	2.3 Rating Policy Review Consultation Outcome & Updated Rating Policy	4b	Postpone general rates for Earthquake-Prone residential buildings that have body corporates or one-or two-story commercial/mixed use buildings for up to three years prior to the period in which the seismic strengthening is undertaken. After completion of the seismic strengthening work, the postponed rates will be remitted.	In progress	Policy to be adopted with LTP

Date	ID	Title	Clause number	Clause	Status	Comment
7/12/2023	2771	2.3 Rating Policy Review Consultation Outcome & Updated Rating Policy	4c	Agree to clarify that the remission of targeted rates for properties under development applies to both commercial and residential buildings that are not 'fit for purpose'.	In progress	Policy to be adopted with LTP
7/12/2023	2772	2.3 Rating Policy Review Consultation Outcome & Updated Rating Policy	4d	Agree to the remission of the vacant land and derelict buildings differential where land is being activated to contribute to central city amenity, such as pop-up shops or art installations.	In progress	Policy to be adopted with LTP
7/12/2023	2775	2.3 Rating Policy Review Consultation Outcome & Updated Rating Policy	7	Agree to extend rates remissions for Māori freehold land to all types of Māori Land.	In progress	Policy to be adopted with LTP

Date	ID	Title	Clause number	Clause	Status	Comment
9/11/2023	2580	2.3 CCO 23/24 Quarter 1 Report	2	Note the contents of the report.	Completed	
7/12/2023	2749	2.1 CCO FY22/23 Annual Reports	1	Receive the information.	Completed	
7/12/2023	2750	2.1 CCO FY22/23 Annual Reports	2	Note the contents of the report.	Completed	
7/12/2023	2751	2.2 Statements of Expectation to Council-Controlled Organisations	1	Receive the information.	Completed	
7/12/2023	2752	2.2 Statements of Expectation to Council-Controlled Organisations	2	Agree that the Statement of Expectations in terms of section 64B of the Local Government Act 2002 will outline Council's strategic direction and its enduring expectations of Council-controlled Organisations.	Completed	
7/12/2023	2753	2.2 Statements of Expectation to Council-Controlled Organisations	3a	Agree the individual messages in the Statements of Expectation to the following organisations: Basin Reserve Trust	Completed	
7/12/2023	2754	2.2 Statements of Expectation to Council-Controlled Organisations	3b	Agree the individual messages in the Statements of Expectation to the following organisations: Karori Sanctuary Trust	Completed	
7/12/2023	2755	2.2 Statements of Expectation to Council-Controlled Organisations	3c	Agree the individual messages in the Statements of Expectation to the following organisations: Wellington Cable Car Limited	Completed	
7/12/2023	2756	2.2 Statements of Expectation to Council-Controlled Organisations	3d	Agree the individual messages in the Statements of Expectation to the following organisations: Wellington Museums Trust	Completed	
7/12/2023	2757	2.2 Statements of Expectation to Council-Controlled Organisations	3e	Agree the individual messages in the Statements of Expectation to the following organisations: Regional Economic Development Agency Ltd	Completed	

Date	ID	Title	Clause number	Clause	Status	Comment
7/12/2023	2758	2.2 Statements of Expectation to Council-Controlled Organisations	3f	Agree the individual messages in the Statements of Expectation to the following organisations: Wellington Regional Stadium Trust	Completed	
7/12/2023	2759	2.2 Statements of Expectation to Council-Controlled Organisations	3g	Agree the individual messages in the Statements of Expectation to the following organisations: Wellington Zoo Trust	Completed	
7/12/2023	2760	2.2 Statements of Expectation to Council-Controlled Organisations	4	Agree that officers will prepare Statements of Expectation incorporating the directions of Kōrau Tōtōpū Long-term Plan, Finance, and Performance Committee for signing by the Chair of the Kōrau Tōtōpū Long-Term Plan, Finance & Performance Committee.	Completed	
7/12/2023	2761	2.3 Rating Policy Review Consultation Outcome & Updated Rating Policy	1	Receive the information	Completed	
7/12/2023	2762	2.3 Rating Policy Review Consultation Outcome & Updated Rating Policy	2	Note the outcome of the community consultation.	Completed	
7/12/2023	2773	2.3 Rating Policy Review Consultation Outcome & Updated Rating Policy	5	Note that the above resolutions are “in principle” resolutions which will be used to inform the Revenue and Financing Policy, incorporating a Funding Needs Analysis, and Funding Impact Statement. These policies will be consulted on through the long-term plan process and are therefore subject to any changes made through this process.	Completed	

Date	ID	Title	Clause number	Clause	Status	Comment
7/12/2023	2774	2.3 Rating Policy Review Consultation Outcome & Updated Rating Policy	6	Note that we have produced a stand-alone Policy for the Remissions and Postponement of rates on Māori Freehold Land as envisaged by section 108 of the Local Government Act 2002, rather than these policies being part of our other remission & postponement policies	Completed	
7/12/2023	2776	2.3 Rating Policy Review Consultation Outcome & Updated Rating Policy	8	Note the proposed funding of waste collection services via a targeted rate starting from June 2026.	Completed	
7/12/2023	2777	2.4 Investment Policy and Liability Management Policy	1	Receive the information presented by Officers and external treasury advisors.	Completed	
7/12/2023	2778	2.4 Investment Policy and Liability Management Policy	2	Adopt the amendments to the Investment Policy.	Completed	
7/12/2023	2779	2.4 Investment Policy and Liability Management Policy	3	Adopt the amendments to the Liability Management Policy.	Completed	
7/12/2023	2780	2.5 The Future By Local Government - Consensus Outcome Paper	1	Receive the information.	Completed	
7/12/2023	2781	2.5 The Future By Local Government - Consensus Outcome Paper	2	Note The Future by Local Government – A consensus outcome paper will not be presented to the government, rather it will be used to support the direction of conversations with central government	Completed	
7/12/2023	2782	2.5 The Future By Local Government - Consensus Outcome Paper	3	Note endorsing the consensus outcome paper is endorsing the general direction and approach.	Completed	

Date	ID	Title	Clause number	Clause	Status	Comment
7/12/2023	2783	2.5 The Future By Local Government - Consensus Outcome Paper	4	Note the Local Government New Zealand (LGNZ) special general meeting will vote on the five sections in the consensus outcome paper separately	Completed	
7/12/2023	2784	2.5 The Future By Local Government - Consensus Outcome Paper	5a	Agree to endorse The Future by Local Government – A consensus outcome paper as Local Government New Zealand’s agreed parameters for further engagement and advocacy with central government on local government system reform at the LGNZ’s special general meeting on 11 December 2023: a. Section 1 - Build a new system of government that’s fit for purpose	Completed	
7/12/2023	2785	2.5 The Future By Local Government - Consensus Outcome Paper	5b	b. Section 2 - Rebalance the country’s tax take between central and local government	Completed	
7/12/2023	2786	2.5 The Future By Local Government - Consensus Outcome Paper	5c	c. Section 3 - Create stronger, more authentic relationships between local government and iwi, hapū and Māor	Completed	
7/12/2023	2787	2.5 The Future By Local Government - Consensus Outcome Paper	5d	d. Section 4 - Align central, regional and local government priorities	Completed	
7/12/2023	2788	2.5 The Future By Local Government - Consensus Outcome Paper	5e	e. Section 5 - Strengthen local democracy and leadership.	Completed	
7/12/2023	2789	3. Public Excluded vote	2	2. Direct officers to publicly release the relevant information in this report once the appointments are complete.	Completed	

Date	ID	Title	Clause number	Clause	Status	Comment
7/12/2023	2796	3.1 CCO Board Appointments	All clauses	all clauses	Completed	

3. Public Excluded

Recommendation

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

1. Pursuant to the provisions of the Local Government Official Information and Meetings Act 1987, exclude the public from the following part of the proceedings of this meeting namely:

General subject of the matter to be considered	Reasons for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
3.1 CCO Board Appointments	7(2)(a) The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person.	s48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.

2. Direct officers to consider the release of the publicly excluded information in this report after the appointments are complete.
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