

Governance

Public trust and confidence in the decisions we make is very important for the health of our local democracy. This requires residents to have a high level of understanding about what our plans are for the future, and have opportunities to get involved that can influence those decisions.

People live busy lives and are generally less trusting of public institutions than they once were. Engaging residents on key issues can be challenging. Those that have a view on Council activities and want to take an active role in the ongoing development and life of the city, often want to do so outside of formal local government consultation structures and practices. The Council is challenged to respond to the changing demands of Wellingtonians. This includes how they would like to receive and respond to information, share their views about the city and participate in decision-making.

A key focus for the future will be on harnessing new technology to better engage, communicate and deliver services. The focus will be on improving our website, automating transactions to provide a 'self service' option for some services, utilising social media sites to connect to communities and developing applications for smart technology devices to engage with people and receive feedback.

We will also continue work closely with mana whenua. They have a special position in the city's history and are interested in working with us on a range of cultural, environmental, social and economic interests. We are also committed to ensuring all Māori have input into our decision-making.

Our work in this area is supported by our Digital and Economic Development Strategies, our Engagement and Significance Policies, our rating policies and our procedures and controls around our committee structure. More detailed information about the Council's governance role can be found in the Governance and Management report within our Annual Report. All of these documents are available from www.Wellington.govt.nz.

APPENDIX 1

<p>What we do to support our aims</p>	<p>1.1 Governance, information and engagement 1.2 Maori and Mana Whenua Partnerships</p>
<p>Links to our Community Outcomes</p>	<ul style="list-style-type: none"> • Our consultation and Decision Making activities enhance trust and confidence in civic decision-making and leadership. • They also encourage and enable the community to participate in city governance that is open and transparent. • Our Māori Engagement activities enable us to respond to the needs and aspirations of tangata whenua and enhance the visibility of Māori culture and history in the city.
<p>What the community has told us</p>	<ul style="list-style-type: none"> • People are looking for ways to meaningfully connect with Council and have a two-way discussion on issues. • People would like Council to facilitate connections between cultures especially between Māori and other communities. • Council could make more use of existing community groups, their connections and resources including churches, mosques and clubs - to work together.
<p>Challenges we face</p>	<ul style="list-style-type: none"> • A low level of participation in local elections • Engaging in ways that residents find meaningful and convenient. • Ensuring that all voices are heard, especially as the city becomes more diverse. • Raising understanding of Council decision-making processes and opportunities for input. • People have busy lives and may not find the time to participate in our processes or make contact with Council • Demonstrating that decisions are made in the city's wider interests.
<p>Three year focus given our priorities</p>	<ul style="list-style-type: none"> • We will value the collective knowledge of Wellingtonians and make more use of this knowledge and our networks to inform policy and decision making • We will use technology and tools to better communicate and engage with residents • We will place more services online to make it easier and more

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APPENDIX 1

convenient for customers to do business with us.

- We will work in partnership with mana whenua with particular regard to the schedule of specific recognitions set out in the memoranda of understanding.
- We will increase opportunities for Māori to have a dialogue with the Council and include their perspective in each of the wellbeing areas – economic, environmental, social, and cultural.

1.1 GOVERNANCE, INFORMATION AND ENGAGEMENT

We want to involve people, and maintain their confidence, in our decision-making.

Our activities

- City governance and engagement
- Civic information
- City Archives

Our decisions shape the city of today and the future. The decisions need to reflect community priorities, so we do a range of things to ensure people are well informed and can contribute meaningfully to Council decision-making processes.

The Local Government Act 2002 sets out the decision-making, planning and accountability procedures expected of local authorities. Other legislation requires us to keep a record of our work and provide access to the information we hold. City Archives preserves and makes available a huge range of primary information about the city's history.

How these activities contribute to our community outcomes

Our activities contribute to the following community outcome:

- **People-centred city**

They enhance trust and confidence in civic decision-making and encourage the community to participate in city governance

- **Connected city**

Providing information about our services allows people to use the city's services, facilities and activities, and it allows people access to information.

What we'll provide – our level of service

The decisions required to run a city can be complex. Our processes are designed to ensure that our decisions take account of emerging issues, communities' views, alternative options, technical and financial information, legislation and our past performance. All of this takes time, research, analysis and debate, and it involves a range of people with different skills.

Our workload over the next three years is based on past demands and at a level sufficient to guide the implementation of the activities in this plan. We'll comply with legislation and respond to any

APPENDIX 1

proposed changes to the law that may affect Wellington residents. And we'll continue to talk with Wellingtonians about city matters.

The extent to which we consult will be determined by: legislation; our engagement policy; the significance and nature of the decision to be made; the level of public interest; the potential impact on affected and interested parties; the urgency of the matter; and the extent to which community views are already known to the Council.

We will:

- continue to improve and find new ways to talk with the community about key issues facing the city
- keep residents informed through a wide variety of media, including newspapers, radio, Council publications, social media, the weekly *Our Wellington* page in the Dominion Post and our website
- provide agendas for Council and committee meetings in advance, and make our meetings open to the public except on occasions where there is a legitimate reason for confidentiality
- provide information, answer queries and address complaints through our 24-hour-a-day Contact Centre and give members of the public access to information on property values
- run elections every three years
- preserve and provide historical information at Wellington City Archives. While much of the material relates to the Council, the archive also holds records relating to some of the city's earliest European settlers, from the 1940 New Zealand Centennial Exhibition, and from many companies and organisations that have shaped the district.

Key projects

- We will be looking at ways to make it easier for different communities to engage with the Council and have input into decision-making. Information and communication technologies (ICT) will be part of the solution, and we will look to grow 'e-governance' opportunities. The volume and range of information that ICT and social media can connect people with is also a challenge, as the Council tries to be heard among competing interests. Making good use of ICT and social media tools will be a focus.

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APPENDIX 1

Key proposals

See the report from the Funding and Activity Review Working Party on this agenda for proposed fees for archives.

Significant negative effects

There are no significant negative effects from our activities.

Where the money comes from

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downturn/ other
City governance and engagement							
Civic information							
Archives							

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

What it will cost

[To be inserted]

How we'll measure our performance

[See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets]

1.2 MĀORI AND MANA WHENUA PARTNERSHIPS

We have an obligation to ensure the views of mana whenua are heard regarding land use development

Our activity

- Māori and mana whenua partnerships

We want to see the special position of mana whenua acknowledged and reflected in the way we make decisions about the city and its resources.

The progression of Treaty of Waitangi claims for both iwi groupings within the city: Ngāti Toa Rangatira and Taranaki Whānui ki te Upoko o te Ika, brings this relationship into focus. As owners of prominent pieces of land – such as parts of Shelly Bay and Point Dorset Recreation Reserve – it's important that we work together to achieve great outcomes for Wellington.

Engagement with the wider Māori community recognises the special provisions for Māori within our legislative framework and their unique role.

Contribution to community outcomes

Our Maori Engagement activities contribute to the following community outcomes:

- **People-centred City**

This activity promotes inclusiveness, celebrates social and cultural diversity and enable us to respond to the needs and aspirations of Māori. Our work aims to enhance the visibility of Māori culture and history in the city by telling the story of Wellington's Māori.

What we'll provide – our level of service

We work with the city's two mana whenua iwi, the Port Nicholson Block Settlement Trust and Te Rūnanga o Toa Rangatira Incorporated, to ensure their views are represented in decisions about the city, and to ensure their contribution to Wellington's heritage is fully and publicly recognised. Our responsibilities to these organisations are outlined in memoranda of understanding.

The memoranda outline how they participate in decisions on policy, protocol, and regulatory and service delivery issues. Both entities have non-voting membership on the Council's Strategy and Policy committee. These obligations place administrative and time demands on the organisations. We provide each a grant to reflect that.

APPENDIX 1

Key projects

Specific projects that reflect Māori and mana whenua partnerships are delivered across the Council within the strategic wellbeing areas.

Governance projects will concentrate on improving opportunities for Māori to contribute to the decision making processes of local government.

In order to recognise and increase awareness of the Māori presence in Wellington, we will:

- work in partnership with mana whenua with particular regard to the schedule of specific recognitions set out in the memoranda of understanding;
- increase opportunities for Māori to have a dialogue with the Council and include their perspective in each of the wellbeing areas – economic, environmental, social, and cultural.
- promote the stories of the past in *Te Ara o Ngā Tūpuna* – Māori heritage trail..

How we plan to develop opportunities for Māori to contribute to our decision-making processes

We recognise and act on our obligations to develop opportunities for Māori to contribute to our decision-making processes. In addition to fostering partnerships with mana whenua we build relationships with the wider Māori community through engagement. We will continue to connect and build relationships with Māori networks and community groups.

- Our community grants assist Māori groups to fulfil their projects that also meet Council's high level priorities.
- We also promote and celebrate Māori culture through significant dates in the Māori calendar such as Matariki and Māori Language Week, other events and in public art and heritage sites.
- The success of *Te Raukura*, the wharewaka on the waterfront as the city's FANZONE during the Rugby World Cup and the welcoming of two new traditional carved waka, *Te Hononga and Te Rerenga Kōtare* are examples of increasing Māori presence in the heart of the city. Projects such as these benefit directly from the input, inspiration, funding and support of Māori. The benefits are seen by the whole community.
- The visible recognition of such projects will add to peoples trust in the Council and demonstrate how engaging with us on decisions about projects and on wider issues can improve peoples experiences of the city.

Significant negative effects

There are no significant negative effects arising from this activity.

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

Where the money comes from

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/ other
Maori and mana whenua partnerships							

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

What it will cost

[To be inserted]

How we'll measure our performance

See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets.

Environment

The world faces unprecedented environmental and resource challenges. The global population is growing. Oil reserves are declining. Many parts of the world face shortages of food, water and other resources. And the climate is changing and becoming more unpredictable.

Cities are uniquely placed to find local solutions to these environmental challenges. In cities, we can find new ways of living that achieve high quality of life without compromising the environment on which we rely.

Wellington has a head start becoming an Eco-City and adjusting to a low-carbon future. Wellington is a small and relatively compact city where many people get around on foot or by bus. Our economy is based on knowledge-based industries – much of which is located in our urban centres. We have an abundance of renewable energy sources, such as wind power, and a green landscape which not only encourages residents to enjoy the outdoors but also gives the city access to carbon credits through forest sinks. We also have a population that values and is committed to the environment. Research shows that Wellingtonians demonstrate higher levels of concern for the environment than the average New Zealander. *Wellington Towards 204: Smart Capital* demonstrates that these qualities will make Wellington an attractive place for people to live and do business.

In response, we propose to maintain our efforts to protect and maintain the open spaces, parks, gardens, eco-systems and biodiversity of the city. This includes continuing to support community conservation groups who volunteer their time for the protection and restoration of green space. Alongside this, we will work with businesses and the community to promote energy conservation and greater understanding of environmental issues. This will be done through our support of programmes and attractions such as the Zoo and The Town Belt. We will also undertake research to better understand how the city needs to adapt to climate change.

In this area, we also undertake many activities that are essential to the running of our city. We continue to be committed to operating safe and efficient water, wastewater and storm water systems. In line with our priorities, we aim to increase the resilience of these systems to earthquakes and other natural disasters. As portions of this infrastructure needs to be renewed

APPENDIX 1

because of its age or to meet the needs of a growing population, this will be a significant area of investment for us throughout the duration of this plan.

Finally, in order to maintain the health of the city, we are also responsible for the management of waste in the city. We are investigating a number of changes in this area as we seek to find the right balance between what we do as a Council, what we can partner with others to do and, what we can leave to private businesses to do.

<p>What we do to support our aims</p>	<p>2.1 Green spaces and conservation</p> <p>2.2 Water</p> <p>2.3 Wastewater</p> <p>2.4 Stormwater</p> <p>2.5 Waste reduction and energy conservation</p> <p>2.6 Conservation Attractions</p>
<p>Links to our Community Outcomes</p>	<ul style="list-style-type: none"> • Natural open spaces enhance our well-being and protect our biodiversity as well as partially off-setting our carbon emissions. • The city’s gardens, coast and green spaces all contribute to the green infrastructure of the city. • Wellington’s well-being is protected by well -planned and maintained infrastructure and a sustainable, reliable and adequate supply of safe water. • A resilient wastewater and storm water network and effective maintenance programmes allow people to live and work in the city safely and without disruption • Reduced waste and increased waste recycling decreases the use of landfills and promotes the sustainable management of resources. • More use of new and renewable energy based infrastructure will reduce the city’s demand for energy and reduce its greenhouse gas emissions
<p>What people have told us</p>	<ul style="list-style-type: none"> • Rubbish & recycling programmes, the protection & maintenance of green spaces & waterways, and, the sustainability of energy & water are all key to Wellington as an Eco-City. • Provide education on the environment and encourage recycling, use existing

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APPENDIX 1

	<p>community groups to reach people and use volunteers to provide education.</p> <ul style="list-style-type: none"> • Make most of green technology & renewable energy opportunities. • Create resilience of our infrastructure networks.
Challenges we face	<ul style="list-style-type: none"> • Increasing resilience of the three waters network including treatment and storage solutions. • Accurately assessing and adequately funding future maintenance and renewal of our water infrastructure and networks. • Reducing the frequency and severity of overflows from sewerage system. • Managing supply and demand for potable water to accommodate future growth. Future decisions will need to be taken on managing demand for water and the timing of increased water supply. • Ensuring the safety of staff and contractors working on behalf of Council. • Ongoing biodiversity protection and restoration across multiple land tenures and boundaries. • Understanding the implications of, and developing a response to, climate change and its impact on the city's key assets. • Influencing, and working with, communities and businesses so that they become more energy efficient.
Three year focus given our priorities	<ul style="list-style-type: none"> • Maintain the resilience of the city's water infrastructure. • Protect and maintain the open spaces, eco-systems and biodiversity of the city. • Developing our open space network in response to future population and cultural needs. • Facilitate reductions in waste and resource use within business and communities. • Work with partners, particularly other Councils, to ensure the efficient and effective management of our infrastructure.
Relevant Council Plans	<ul style="list-style-type: none"> • Biodiversity Action Plan (September 2007) http://www.wellington.govt.nz/plans/policies/biodiversity/index.html • Carbon Management Policy (February 2011)

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APPENDIX 1

Policies and strategies	<ul style="list-style-type: none">• http://www.wellington.govt.nz/plans/policies/carbonmanagement/index.html• Climate Change Action Plan (2010) http://www.wellington.govt.nz/plans/policies/climatechange/index.html• Cycling Policy (November 2008) http://www.wellington.govt.nz/plans/policies/cycling/index.html• Walking Policy http://www.wellington.govt.nz/plans/policies/walking/index.html• Open Spaces Action Plan http://www.wellington.govt.nz/plans/policies/openspaceaccess/index.html• Waters Asset Management Plan Summary 2010/11 - 2019/20 http://www.wellington.govt.nz/plans/policies/threewaters/index.html
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2.1 GARDENS, BEACHES AND GREEN OPEN SPACES

We manage the city's natural environment and gardens in ways that balance conservation and enhancement with opportunities for enjoyment and recreation.

Our activities

- Local parks and open spaces
- Botanic gardens
- Beaches and coastal operations
- Roads open spaces
- Town Belt
- Community environmental initiatives
- Walkways
- Biodiversity (pest management)

From the green hills, the unique Town Belt, to the wild south coast and the city's botanic gardens, Wellington is surrounded by nature. Our activities seek to preserve our unique environment and protect and restore its biodiversity. A high-quality natural environment enhances the city's unique 'sense of place' and provides attractive, safe and accessible places for leisure and recreation.

How these activities contribute to our community outcomes

Our beaches, green open spaces and conservation activities contribute to the following community outcomes:

- **People-centred city**

Our high-quality natural environment enhances Wellington's unique 'sense of place', making it an even better place to live, work and play. They attract visitors and provide attractive, safe and accessible opportunities for leisure and recreation.

- **Connected city**

Accessible and high-quality natural and green environments encourage people to gather together, share activities and connect with each other. Networks of green spaces link the city with its coastline and beaches. Conservation connects people with the environment and links the present to the future.

APPENDIX 1

- **Eco-city**

High-quality natural and green environments protect and enhance our biodiversity and contribute to off-setting our carbon emissions. They model Wellington's leadership role as capital city of a clean and green New Zealand and as a leading sustainable city of the 21st century.

- **Dynamic central city**

High-quality natural and green environments within minutes of the central business district attract visitors, and are important for residents' quality of life.

What we'll provide - our levels of service

We will:

- protect the Town Belt, Outer Green Belt and other reserve land in the city. These areas benefit city residents and will be an asset for generations to come
- protect and make the most of the city's public gardens, including the Wellington Botanic Garden, Otari- Wilton's Bush, Bolton Street Memorial Park, Truby King Park
- provide access to the city's natural environment for outdoor recreation and commuting, including maintaining around 335km of walkways and tracks
- care for the city's beaches and coastline, from the wild south coast to Oriental Bay beach, including dune protection, planting, erosion control and maintenance of boat ramps, slipways and jetties
- maintain landscaped areas (including flower beds, shrub borders, mown areas and trees) of the city ensuring attractive suburban centres and a desirable city centre
- protect and maintain heritage trees, trees in public places, and ensure public safety by removing hazardous trees
- protect key native ecosystems by controlling pest animals and weeds at priority sites and pest animals across natural areas and rural land
- re-vegetate and restore native habitats by propagating native species in our Berhampore Nursery, planting them throughout the city and providing them for planting by community volunteer groups

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

- manage roadside vegetation to ensure it is not creating a hazard (for example, impairing motorists' line of sight, contributing to bank erosion or blocking natural run-off channels)
- support volunteer community maintenance and enhancement of gardens, coast, biodiversity and open spaces by providing tools, advice and training
- provide grants for projects that benefit the city's environment, promote sustainability, raise awareness of environmental issues, promote community involvement and volunteerism or otherwise contribute to our environmental objectives.

Key projects and proposals

- Complete the review of the Town Belt Management Plan as well as develop the Suburban Reserves Management Plan (covering reserves in the eastern, central and western areas). These actions are required to meet our statutory obligations under the Reserves Act, and are also the opportunity to ensure we manage and develop reserves appropriately.
- Develop a Concessions Policy for the management of commercial activities on reserve land. The development of a Concessions Policy will ensure a consistent approach to managing commercial activity on reserve land and ensure ratepayers are not subsidising private gain derived from commercial use of parks, coast and green open spaces.
- Explore partnership opportunities with mana whenua to maximise environmental, social and cultural outcomes for specific places, this could include co-management of some parks.
- Continue to deliver the Open Space Access Implementation Plan renewals. Major projects include:
 - the renewal of Johnston's Hill tracks (Karori) with a focus on the track to the summit and Skyline connection and improving the track connecting to Karori Cemetery
 - renewal of the Piwakawaka Track in Odell Reserve, Ngaio
 - renewal of parts of the Southern Walkway
 - improving links between Polhill and Waimapihi

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

- improving the summit track to Mt Victoria (the original World Mountain running track).
- Improve access to the Town Belt and reserves through the upgrade of significant entrances, improving visibility, traffic management and recreational access.
- Continue to improve reserve signs, with a focus on reserves around Newlands, Grenada and Paparangi.

[See report 5 on this agenda for a schedule of all proposed capital upgrades and savings options.]

Significant negative effects from our activities

In our management of the city's green open spaces, we seek to balance recreation needs against environmental protection. While recreational use can have negative effects on the immediate environment, in most cases these are not significant.

We do not anticipate any other significant negative effects associated with our management of these assets, or from our other environmental well-being programmes.

How these activities are funded

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/ other
Local parks and open spaces							
Botanical gardens							
Beaches and coast operations							
Roads open spaces							
Town belts							
Community environmental initiatives							
Walkways							
Biodiversity (pest management)							

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

What it will cost

[To be inserted]

How we'll measure our performance

See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets for this activity area.

2.2 WATER

Clean safe water is essential for our quality of life and wellbeing.

Our activities

- Water network
- Water collection and treatment

A city cannot function without a safe, reliable water supply – it is a fundamental need. Water is critical for the health, well-being and prosperity of Wellington residents.

How these activities contribute to our community outcomes

Our water activities contribute to the following community outcomes:

- **People-centred city**
A reliable and adequate supply of clean and safe water is critical for the health, well-being and prosperity.
- **Connected city**
A reliable and adequate supply of clean and safe water is a core requirement of a connected city in the 21st century.

What we'll provide – our levels of service

We buy water in bulk from Greater Wellington Regional Council to supply the city's 65,000 homes and businesses. Domestic consumption is tracking down and was 297 litres per person per day in 2010/11. Our water network includes 81 reservoirs, 34 water pumping stations, more than 7300 hydrants and about 1019km of underground pipes.

We ensure Wellingtonians have high-quality water available at all times for drinking and other household and business uses. We are responsible for looking after the network, all new connections and making sure all statutory requirements and environmental standards are met. The work includes:

- detecting and fixing leaks, installing commercial and area water meters, meter reading for billing purposes and promoting water conservation
- planning to meet anticipated future demand, including preparing for predicted climate change impacts

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

- managing and maintaining all parts of the network so water is constantly available and at an appropriate pressure (in part to meet firefighting requirements)
- monitoring water quality to ensure it meets national standards and is not contaminated or a health risk
- promptly fixing all faults and leaks
- promoting and, where necessary, implementing water conservation measures (including applying water restrictions during summer).

Key projects and proposals

[See report 5 on this agenda for a schedule of all proposed capital upgrades]

To manage costs in this area we are exploring how we can manage water in a more sustainable and cost-effective manner in the future.

We have co-sponsored an assessment of regional management of water services. The assessment by PricewaterhouseCoopers will assess the options and benefits of managing water activities on a regional basis – with each of the councils retaining ownership of their assets.

There is no significant changes to the water and sanitary services outlined in this draft long-term plan to our Assessment of Water and Sanitary Services carried out in 2009.

Significant negative effects from our activities

We manage our water assets to avoid service failures by carrying out a programme of regular monitoring and maintenance, and by prioritising critical work. We do not anticipate any significant negative effects associated with our management of this asset network.

How these activities are funded

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/ other
Water network							
Water collection and treatment							

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

What it will cost

[To be inserted]

How we'll measure our performance

See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets for this activity area.

2.3 WASTEWATER

Maintaining public health and safety and having clean waterways is essential to the city's environmental wellbeing

Our activities

- Sewage collection and disposal
- Sewage treatment

Sewage collection and disposal is essential for public health and safety, and a core component of the city's services. Without this service, Wellington could not operate as a modern, environmentally friendly city.

How these activities contribute to our community outcomes

Our wastewater activities contribute to the following community outcomes:

- **People-centred City**
A safe and reliable wastewater network provides protection against public health risks.
- **Eco-city**
A safe and reliable wastewater network provides protection against environmental harm.
- **Dynamic Central City**
A safe, reliable and well maintained wastewater network will function effectively and not cause disruptions to inner city living and business activities. This is a core component of every successful city in the 21st Century.

What we'll provide – our levels of service

Our work programme over the next three years is aiming to maintain existing levels of service taking into account projected population growth and other demand factors, as well as environmental outcomes established through the Resource Management Act.

We will:

- maintain about 970 kilometres of sewer pipes and tunnels, and more than 60 pumping stations that make up the city's wastewater network, which each year carries about 29 million cubic metres of sewage effluent to the Council's treatment plants at Moa Point and Karori and to

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

Porirua City Council's treatment plant (in which the Council has a minority ownership stake) where it is treated before being disposed of

- upgrade sewer pipes that are too small, flushing drains, find and fixing leaks, and carry out works to ensure sewage doesn't contaminate groundwater, fresh or marine waters
- monitor and regulate trade wastes (such as oil, grease, chemicals, and septic tank contents) to ensure that harmful substances don't enter the wastewater network, block sewers, damage treatment plants, pollute waterways or and put workers at risk
- work with private property owners to find and remove cross-connections between the wastewater and stormwater networks
- develop mechanisms to address stormwater inflow and infiltration into the wastewater network from the public and private networks
- ensure that sewage is treated and disposed of to comply with environmental standards set down in Greater Wellington Regional Council resource consents, which govern the discharge of treated effluent to sea and the land-filling / composting of bio-solids.

Key projects and proposals for the next three years

[See report 5 on this agenda for a schedule of all proposed capital upgrades and savings options.]

Significant negative effects from our activities

Wastewater – if not dealt with appropriately – can have significant negative public health and environmental effects. Our work in this activity is aimed at dealing with these negative effects in ways that cause the least possible harm.

Wastewater is treated to make it safe for disposal at sea. Sludge is land-filled.

With these major infrastructure assets, the negative effects from service failure are far more serious than the effects from service provision. We manage our assets to avoid service failures by carrying out a programme of regular monitoring and maintenance, and by prioritising critical work.

APPENDIX 1

How these activities are funded

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/other
Sewage collection and disposal network							
Sewage treatment							

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

What it will cost

[To be inserted]

How we'll measure our performance

See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets for this activity area.

2.4 STORMWATER

We keep people and property safe from flooding through our stormwater network

Our activity

- Stormwater management

Management of the storm water network protects residents and property from flooding. Without this service, Wellington could not operate as a modern, efficient city.

How these activities contribute to our community outcomes

Our storm water activities contribute to the following community outcomes:

- **People-centred City**

A safe and reliable storm water network and effective maintenance and operation programmes prevents avoidable disruptions to community living and minimises the risk of injury and the risk of damage to property from storm water.

- **Eco-city**

A safe and reliable storm water network minimise the impacts – such as erosion - of storm water on the environment.

- **Dynamic Central City**

A safe and reliable storm water network and effective maintenance and operations programmes allows people to live work and play in the central city safely and without disruption.

- **Connected City**

A safe and reliable storm water network and effective maintenance and operations programmes reduces the risk of avoidable surface flooding and environmental damage that may affect transport networks.

What we'll provide – our levels of service

Our work programme over the next three years aims to maintain existing levels of service taking into account projected population growth and other demand factors.

APPENDIX 1

We will manage and maintain the more than 650 kilometres of pipes and tunnels that make up the city's stormwater network, which each year carries about 80 million cubic metres of run-off from kerbs, channels and household drains to local streams and to the harbour.

We will ensure that the network is managed effectively and complies with all statutory requirements so that public health and safety risks are minimised. The work includes maintaining the network and monitoring stormwater for contaminants to ensure that harmful substances don't enter streams and the harbour.

Key projects and proposals

[See report 5 on this agenda for a schedule of all proposed capital upgrades and savings options.]

Significant negative effects

Stormwater is not treated, but is monitored to ensure contaminants do not exceed levels allowed under our resource consents. We also work to educate residents about the consequences of disposing of contaminants in the stormwater network

The negative effects from service failure are far more serious than the effects from service provision. We manage our assets to avoid service failures by carrying out a programme of regular monitoring and maintenance, and by prioritising critical work. For more on this, see the commentary on 'how we manage our assets' under each activity on the following pages.

How these activities are funded

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/ other
Stormwater management							

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

What it will cost

[To be inserted]

How we'll measure our performance

See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets for this activity area.

2.5 WASTE REDUCTION AND ENERGY CONSERVATION

Sustainability is about meeting our needs now without burdening future generations

Our activities

- Energy efficiency and conservation
- Waste minimisation, disposal and recycling

A sustainable city uses resources efficiently, reuses or recycles them and only commits them to landfills as a last resort. Sustainability is about reducing the amount of energy we use and using clean energy from renewable sources. It is also about promoting a culture of sustainability in Wellington that influences the behaviour of everyone who lives, works, or studies here.

How these activities contribute to our community outcomes

Our activities contribute to the following community outcomes:

- **People-centred City**

Developing funding partnerships with key stakeholders to insulate Wellington homes improves the health and the quality of life of Wellington residents. Collaboration between the Council and the community to reduce waste and increase recycling promotes community ownership of sustainable management of the environment.

- **Eco-city**

Reduced waste and increased waste recycling and organic composting minimises the use of landfills and promotes the sustainable management of resources. A focus on energy efficiency for the city's households and business will reduce costs and reduce its greenhouse gas emissions. Developing partnerships and encouraging policies for continued development of renewable energy in the city will be crucial for the Council's Eco-City aspirations.

- **Dynamic Centre City**

Facilitating construction of Greenstar rated buildings in the city centre, energy efficiency retrofits of central city office buildings and businesses as well as the uptake of emerging "green" technologies will allow Wellington to showcase its Eco City credentials.

APPENDIX 1

What we'll provide - our levels of service

Our work programme over the next three years is based on past demands and set at a level to maintain existing levels of service taking into account projected population growth and other demand factors.

We will continue to:

- provide access to a user pays service for the collection of household rubbish - this service will be weekly for the vast majority of households but daily within the CBD – and for its transportation for disposal either to a landfill or recycling station
- provide a service to households for the collection and processing of paper, plastic, glass and aluminium packaging that is sorted by residents for recycling
- manage the Southern Landfill, including the tip face, transfer station, the gas extraction system and Emissions Trading Scheme liabilities, the recycling station, the Second Treasure second hand shop and the compost operation
- monitor the 30 closed landfills (most of which have been converted to reserves and parks) that are located around the city to ensure they aren't discharging hazardous gases or leachate into the environment
- provide residents with information about waste reduction, make plans to reduce waste, and enforce waste bylaws which can include fines for disposing of waste in inappropriate ways
- reduce energy use by delivering on our energy management programme for internal operations and for Council Controlled Organisations (CCOs), and to facilitate energy efficiency and renewable energy projects and developments with residents and businesses
- provide funding support to initiatives that directly result in energy and emissions savings for households and businesses.

From January 2013, our landfill activities will be included in the *Emissions Trading Scheme*. This will require us to measure the amount of greenhouse gas emissions produced by our landfills and purchase carbon credits to offset them. It will be important that we focus on cost effective ways to reduce the amount of organic materials disposed in landfills and improve our capture of the methane they produce.

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

There are no significant variances between the activities proposed in this draft long-term plan and our Waste Management and Minimisation Plan adopted under the Waste Minimisation Act 2008.

Key projects and proposals

[See report 5 on this agenda for a schedule of all proposed capital upgrades and savings options.]

Significant negative effects from our activities

The waste a city produces is in itself a negative effect on the environment. Our activity is aimed at dealing with these negative effects in ways that cause the least possible long-term harm.

Negative effects from landfills can include leachate and production of gases. We monitor these effects and we manage both open and closed landfills with the aim of reducing or mitigating these effects where possible. Hazardous wastes, for example, are collected and dealt with safely. We are taking steps to reduce the amount of waste disposed of at landfills, including education, price signals and sorting of rubbish at the landfill to remove recyclables and green waste.

How these activities are funded

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/ other
Energy efficiency and conservation							
Waste minimisation, disposal and recycling management							

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

What it will cost

[To be inserted]

How we'll measure our performance

See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets for this activity area.

2.6 CONSERVATION ATTRACTIONS

Nature is one of Wellingtons' biggest attractions

Our activities

- Wellington Zoo
- Zealandia

These facilities play important conservation roles, protecting native and exotic flora and fauna. They inform and educate, attract visitors, and their existence creates economic incentives for the city's environment to be protected and enhanced.

How these activities contribute to our community outcomes

Our activities contribute to the following community outcomes:

- **People-centred 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.

- **Eco-city**

These facilities play important conservation roles, protecting native and exotic flora and fauna.

What we'll provide - our levels of service

We provide funding support to the Zoo. It has more than 500 animals living in exhibits themed to provide the best experience to connect people with animals. The Zoo provides an attractive visitor and educational experience, with high levels of visitor satisfaction. Zoo, visitor numbers continue to increase to a record of 196,000 in 2010/11.

We support Zealandia - a unique eco-attraction that has a 500-year vision of restoring native forest and fauna life in a 225 hectare sanctuary. The sanctuary is located minutes from the city centre and tells the natural history of New Zealand through a state-of-the-art indoor exhibition. It has received numerous conservation and tourism awards for its work. We will work with Zealandia to improve the sanctuary's visitor numbers and the experience enjoyed by visitors. Zealandia attracts around 90,000 visitors per year.

Key projects and proposals

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

[See report 5 on this agenda for a schedule of all proposed capital upgrades and savings options.]

How these activities are funded

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/Other
Wellington Zoo							
Zealandia							

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

What it will cost

[To be inserted]

How we'll measure our performance

See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets for this activity area.

Economic Development

Our support for economic growth and development in Wellington includes but goes beyond providing sound and reliable infrastructure on which businesses can grow. We also ensure the city is vibrant, creative and has high quality events. We are the arts and events capital, and our recreation and social facilities are of a very high standard ensuring residents have a high quality of life. We also support visitor attractions and promote tourism for Wellington to overseas visitors and the rest of New Zealand.

The public sector currently accounts for nearly 20% of the jobs in the city. The business service sector is another significant employer, along with educational, research and financial organisations. Consequently, we have a very talented and knowledgeable workforce with educational attainment and GDP per person significantly higher in Wellington than the national average.

Wellington is also a business friendly city, where people and products can move around freely relative to other cities. People also find it easy to connect with each other, which is essential to innovation and the development of productive partnerships.

Currently however, the economy is fragile and significant effort is needed by all parties to regain our momentum. Investment in infrastructure will be essential to our economic future including investment in our airport, our transport networks and public transport.

Wellington Towards 2040; Smart Capital tells us that the economic future of cities is becoming more and more dependent on ideas and knowledge, much of which is driven by creative clusters and research organisations. Fortunately, we already have a creative and talented workforce and many new, innovative businesses are being establishing themselves here. However, we believe we can become more active in enabling Wellington's economy to take advantage of opportunities presented by the changing global economy, particularly in the "creative economy".

Consequently, in 2011 we adopted a new Digital Strategy and an updated Economic Development Strategy. These identify a number of areas and activities for Council and our partners, to focus on, particularly business, innovation and growth. Our response to these strategies is detailed later in this chapter and in other areas of Council activities throughout this plan.

APPENDIX 1

<p>What we do to support our aims</p>	<p>3.1 City promotions and business support</p>
<p>Links to our Community Outcomes</p>	<ul style="list-style-type: none"> ▪ A growing economy, which attracts and retains people and businesses, is key to us achieving our community outcomes. ▪ Enabling businesses to connect with each other locally, nationally and internationally will secure our future in a changing global environment. ▪ Our events and venues are key to Wellington’s appeal as a vibrant and inclusive place to live. ▪ Wellington’s story is promoted to the world through events and by Positively Wellington Tourism’s marketing programmes.
<p>What people have told us</p>	<ul style="list-style-type: none"> ▪ Council needs to keep its costs down and support small businesses. ▪ Better international air connections are needed. ▪ We need knowledge based employment opportunities in the city. ▪ Access to communications infrastructure (e.g. WiFi and broadband internet) is important. However, some people do not see it as Council’s role to provide cheap or free internet access. ▪ There are more tourism opportunities that could and need to be developed for economic reasons, including Maori cultural experiences.
<p>Challenges we face</p>	<ul style="list-style-type: none"> ▪ Connecting businesses internationally and capitalising on free-trade opportunities. ▪ Competing for talent and businesses. ▪ Connecting our businesses with each other and with opportunities. ▪ Ensuring central government recognises the value of the Wellington economy and businesses ▪ Timely investment in infrastructure. ▪ Harnessing the economic opportunities presented by new technologies.
<p>Three year focus given our priorities</p>	<ul style="list-style-type: none"> ▪ Better communicate Wellington’s strengths internationally to tourists, migrants, businesses and investors.

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

	<ul style="list-style-type: none">▪ Encourage links between Wellington’s tertiary education and research institutions and its business community.▪ Support the growth and development of our creative, knowledge intensive industries and firms.▪ Strengthen international business and trade connections, through both physical and virtual connectivity.▪ Adopt an ‘open for business’ attitude in the way Council works and interacts with the business community.▪ Strengthen the Council’s links with Wellington businesses and economic stakeholders, underpinned by a strong understanding of the Wellington economy, collective intelligence of developments, opportunities and issues.
Relevant Council Plans Policies and strategies	<ul style="list-style-type: none">▪ Economic Development Strategy▪ Digital Strategy

3.1 CITY PROMOTIONS AND BUSINESS SUPPORT

By supporting city promotions and major events, we underscore Wellington's reputation as a great place to live and visit.

Our activities

- Tourism promotions (Positively Wellington Tourism)
- Events attraction and support
- Convention venues
- Retail support (free weekend parking)
- Regional and external relations.

The economic prosperity of the city is closely linked to residents' quality of life. Our activities contribute to the city's economic wellbeing and take a lead in shaping Wellington's future prosperity.

Our activities in this area complement the work of Grow Wellington. Working alongside Grow Wellington and other institutions in the region means we can make the most effective use of our limited resources towards shared goals.

How these activities contribute to our community outcomes

Our city promotions and business support activities contribute to the following community outcomes:

- **People-centred City**

They connect people with places and ideas, make Wellington an attractive place to live and do business and attract tens of thousands of visitors to the city every year.

- **Connected City**

Major events, and our performance spaces and conference venues, connect us to artists and events of national and international significance, and Wellington's story is connected to the world by Positively Wellington Tourism's marketing and promotion.

- **Dynamic Central City**

Our events, festivals, spaces and venues anchor Wellington's appeal as a place of creativity, exploration, innovation and excitement. Events such as WOW, the International Festival of the Arts and the Hertz Sevens are an integral part of our Dynamic Central City.

What we'll provide - our levels of service

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

Positively Wellington Tourism markets Wellington as a vibrant visitor destination both domestically and internationally. Operating the Wellington i-SITE Visitor Centre, the Trust has a strong city focus in all its activities and works in partnership with other Council organisations and industry partners to ensure that Wellington lives up to its recognition by *Lonely Planet* as the world's 'Coolest Little Capital'. They are funded from rates collected from commercial ratepayers.

We will support a wide range of festivals and events every year, including the Hertz Sevens and WOW, to raise Wellington's profile, attract visitors and spending to the city, and help increase the city's economic competitiveness. Wellington's vibrant central city and events scene are at the heart of the city's distinctive character.

We support the Positively Wellington Venues Trust. Its 22 venues over three sites are flexible enough to cater for small groups or up to 4500 people at a time. The main auditoriums of the Town Hall and the Michael Fowler Centre are two of New Zealand's premier concert halls and the TSB Bank Arena is the city's largest indoor concert venue.

We will help keep the city centre lively on weekends and support the service and retail sectors by providing free weekend parking. Time restrictions still apply but on-street parking is free.

We'll also maintain relationships with key institutions towards the common goal of attracting and retaining a skilled workforce. And we'll retain our sister city relationships with Beijing and Xiamen in the People's Republic of China and with Sakai, Japan. These formal, long term relationships are based on diverse links - including cultural, educational and business links. They involve hosting and taking part in international delegations. The number of events can fluctuate from year to year.

We have worked with sponsors to provide free wifi on waterfront and through the CBD and will continue to provide this service. Over the next three years we will also continue to work with the Government on the roll-out of ultra-fast broadband to businesses, schools, hospitals and 75 per cent of homes.

Key proposals for the next three years

[See report 5 on this agenda for a schedule of all proposed capital upgrades and savings options.]

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

Significant negative effects from our activities

We do not anticipate any significant negative effects arising from our economic development activities.

How these activities are funded

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/Other
Tourism promotion							
Events attraction and support							
Convention venues ²		-					
Retail support (free weekend parking)							
Grants and Creative workforce							
Regional and external relations							

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

² Although we no longer fund the Convention Centre directly through rates, Wellington Venues Ltd, as a CCTO, remains a key part of the Council's strategy for running city promotions and events activity. The Council continues to own the building and fund costs relating to maintenance and renewal.

What it will cost

[To be inserted]

How we'll measure our performance

See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets for this activity area.

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

Cultural Wellbeing

Though Wellington is a relatively young city, it is filled with its own stories – from its history, from the people of diverse cultures who have settled here, and from Wellingtonians’ own sense of creativity. Consequently our culture, heritage and arts contribute significantly to Wellington’s sense of identity and give our city its own flavour and distinctiveness.

They tell us what we all have in common and what makes us unique. They give us a sense of continuity, reminding us where we have come from, and a sense of confidence, even as we look towards the future.

As cities become more global and increasingly uniform, such characteristics will make Wellington stand out. In addition to this, they also attract more creative people, who will be critical drivers of our future prosperity.

Wellington is renowned for its arts and creativity but we do not want to stand still. In December 2011, we adopted a new Arts and Culture Strategy which identified a number of challenges and opportunities for the future. A key challenge is how to maintain those foundations of our cultural capital status at a time of financial constraints and uncertainty. In this plan we have identified a number of activities to help support those key entities that contribute to our cultural ecology and support the aims of our new strategy.

In terms of new opportunities, *Towards 2040: Smart Capital* and our new Arts & Culture Strategy highlight areas for future focus including raising the visibility of Māori in the city, supporting activities that connect people within their neighbourhoods as well as profiling and increasing the use of new technology for creative purposes. Actions we are taking in response to these priorities are also outlined in the following pages.

What we do in this area	3.1 Arts and cultural activities
Links to our Community Outcomes	<ul style="list-style-type: none">Active participation in the arts promotes inclusive, tolerant, connected and strong communities.Our arts and culture activities shape Wellington’s sense of place and identity.

APPENDIX 1

	<ul style="list-style-type: none"> ▪ They tell Wellington’s diverse stories, in particular those of Māori, and help us understand ourselves and each other. ▪ They enhance Wellington’s vibrancy as a diverse, creative, active and eventful place where people want to visit, live, work and play. ▪ They enhance and support Wellington’s sustainable clean creative economy.
<p>What people have told us</p>	<ul style="list-style-type: none"> ▪ People see Council facilitating connections between cultures, especially between Māori and other communities. ▪ Council should continue to support arts activity and events that reflect diversity. ▪ Local events and activities should be encouraged and supported this should include providing information, guidance and advice. ▪ A combination of suburban and central city events/acts and facilities are all essential to increase connections between people and build a vibrant city.
<p>Challenges we face</p>	<ul style="list-style-type: none"> ▪ Developing a new relationship with both local iwi and the wider Māori population in Wellington, which will enable Māori to fulfil their obligations as kaitiaki (cultural guardians) towards their taonga. ▪ Developing responses that meet the needs of increasingly diverse communities. ▪ Responding to concerns that the city is not moving forward as a centre for cultural activity as: <ul style="list-style-type: none"> ○ many arts and cultural organisations struggle to attract funding and maintain levels of service ○ key cultural events and activities not taking place or being reduced in scale ○ changes in technology challenging the traditional role of cultural entities ○ the attraction and retention of talent, particularly young people ○ the continuing relocation of creative industry infrastructure

APPENDIX 1

	<p>(such as television production, music recording, advertising and publishing services) to Auckland and resulting diminished employment and development opportunities in Wellington.</p>
<p>Three year focus given our priorities</p>	<ul style="list-style-type: none"> ▪ Support and undertake projects to increase the visibility of Māori culture and history in the city. ▪ Support activity that increases young and creative people’s access to, and training in the use of, technology for creative purposes. ▪ Support and undertake arts activity that builds connections within communities, particularly at a neighbourhood level. ▪ Advocate and work more in partnership to achieve the goals of the Arts & Culture Strategy.
<p>Relevant Council Plans Policies and strategies</p>	<ul style="list-style-type: none"> ▪ Arts and Culture Strategy (December 2011) http://www.wellington.govt.nz/plans/policies/artsculture/index.html

4.1 ARTS AND CULTURE ACTIVITIES

Supporting arts activity adds vibrancy to the city as well as promoting inclusive, tolerant and strong communities.

Our activities

- Galleries and museums
- Visitor attractions (Carter Observatory)
- Arts and cultural festivals
- Cultural grants
- Access and support for community arts
- Arts partnerships.

Our arts activities ensure Wellington builds on its reputation as New Zealand's arts and culture capital by continuing to be home to top-class museums and art galleries, orchestras, dance and theatre companies. A strong arts and culture sector contributes to a diverse economy, healthy and connected communities and high quality of life. Wellingtonians also tell us that 'creativity' is an important part of Wellington's identity and an important reason for why they choose to live here.

How these activities contribute to our community outcomes

Our arts and culture activities contribute to the following community outcomes:

- **People-centred City**
They shape Wellington's sense of place and identity. They celebrate creativity and ideas and increase our understanding of culture and history. By enabling Wellington's creative communities to thrive, they promote inclusive, tolerant and strong communities.
- **Connected City**
They provide ideas and places where people can connect, share what is common and explore what is different and new. Through events and collaborations they connect us with people, places and ideas here and abroad.
- **Dynamic Central City**
They enhance Wellington's vibrancy as a diverse and eventful place where people want to live work and play.

APPENDIX 1

What we'll provide - our level of service

We will:

- Provide funding to support the work of the Wellington Museums Trust (a Council controlled organisation). This work includes providing access to high-quality experiences, events and exhibitions at the Museum of Wellington City and Sea, the City Gallery, Capital E, the Cable Car Museum, Carter Observatory and Colonial Cottage Museum. The Trust also provides services to the New Zealand Cricket Museum, which occupies the ground floor of the Old Stand at the Basin Reserve. These institutions provide exhibitions, events, public programmes and live performances targeted at a wide audience, including international and domestic tourists, students, residents and family groups.
- Support a wide range of cultural and arts events/festivals including: the Diwali Festival of Lights, Chinese New Year celebrations, Summer City, Santa Parade, Pasifika, Waitangi Day celebrations, the Sky Show, and dozens of other suburban fairs, cultural events, parades and community festivals.
- Provide grants to support community-based arts and culture organisations and initiatives – such as Arts Access Aotearoa, Eko Theatre, Vincent's Art Workshop, Fringe Festival, Wellington professional theatres, and many more.
- Provide support to the cultural sector through our cultural grants. These will be split between one-off grants for special projects that meet our criteria and longer-term grants that contribute to our strategic objectives.
- Provide advice and guidance on funding arts and cultural projects.
- Support community groups through subsidised access to Wellington's venues through Positively Wellington Venues for their performances and events. The number of groups assisted by the subsidy can vary from year to year. We aim to support as many groups as possible within our budgetary limits.
- Provide access to rehearsal, meeting and exhibition spaces and arts programmes at Toi Pōneke – the Wellington Arts Centre.
- Support numerous community festivals and events, including the Diwali Festival of Lights, the Pasifika Festival, and celebrations for the Chinese New Year. We'll commemorate Waitangi Day and provide public entertainment events such as Summer City, the Teddy Bears Picnic, the Santa Parade and Carols at the Basin. Public sports events will include Culture Kicks - an annual community football tournament - and Beach Volleyball. Arts events include the popular Artsplash Festival – involving thousands of primary aged

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

students from across the Wellington Region. Over 700,000 people attend the festivals and events each year.

- Provide advice both internally and externally on all arts-related activity from exhibitions and performances to funding and policy.
- Facilitate relationships that allow art and business collaborations.

Key projects and proposals:

- An annual grant to the NZ International Arts Festival. Held every two years, the country's premier arts festival attracts world class dance and opera companies, performers, singers, visual artists and theatre groups. The festival generates substantial funding from sponsors and ticket sales but it also offers a range of free events in the city.
- A contribution to the public art fund for the research, development, commissioning and installation of art in public spaces. This fund is distributed by the Public Art Panel – a group of professional contemporary arts advocates. Projects and organisations supported through the fund include the Wellington Sculpture Trust, *One Day Sculpture* project – a Litmus Research Initiative, Massey University, Michel Tuffery – *Newlands Community Centre Mural* and *Sound Circuits* – Adam Art Gallery.
- A review and update of the Public Art Policy is planned for completion this year. The Public Art Fund will ensure the objectives of this policy are implemented.
- Coordinate and fund the Wellington Asia Residency Exchange (WARE) programme in partnership with Council's International Relations team and the Asia NZ Foundation. We support one resident artist (from Asia) and one exchange artist (a Wellington-based artist going to Asia) each year.

[See report 5 on this agenda for a schedule of all proposed capital upgrades and savings options.]

Significant negative effects from our activities

We do not anticipate any negative effects from our arts and culture activities.

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

How these activities are funded

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/Other
City galleries and museums							
Visitor attractions (Carter Observatory/Te Papa)			1				
Arts and cultural festivals							
Cultural grants							
Access and support for community arts							
Arts partnerships (professional)							

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

What it will cost

[To be inserted]

How we'll measure our performance

See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets for this activity area.

Social and Recreation

Cities are made up of communities – friends and families; people who share a neighbourhood; people who share common interests (such as sports, recreational interests, intellectual pursuits, creative endeavours, political beliefs); or people with a common occupation or professional interest, faith, or culture.

These communities hold a city together. They provide a sense of belonging and common purpose. They are the basis of ‘social cohesion’ – which is, put simply, that people care about each other and act accordingly. Experience shows that when times are tough, such as following the Canterbury earthquakes, those people with strong neighbourhood and community links are able to get by for longer without external assistance and are likely to be more resilient, even in the face damaged infrastructure and disruption.

Wellington Towards 2040: Smart Capital suggests that transport and technology changes may change the nature of ‘community’ – for example, by making communities of interest more global as technology allows real-time conversation and collaboration with others around the world. Yet, at the same time, face-to-face contact and spontaneous exchanges will still be important for developing networks of trust within communities.

Wellington already stands out for its warmth, openness, friendliness and expressiveness of its people; and for its powerful sense of shared identity. Our aim is to continue to support or provide social and recreation services (and the necessary corresponding facilities) which build on these strengths to enhance or protect our sense of community, neighbourliness and identity.

In addition to this, we know that being a safe city is important to Wellingtonians and will be an important consideration for people thinking about moving here. We work to maintain the high sense of safety that people have within Wellington and continue to implement public health programmes.

What we do in this area	5.1 Community facilities 5.2 Community support 5.3 Public health and safety
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APPENDIX 1

<p>Links to our Community Outcomes</p>	<ul style="list-style-type: none"> ▪ Our community facilities and programmes bring people and communities together, enhance neighbourhoods and support whanaungatanga. ▪ They also promote informed communities, with active and healthy lifestyles. ▪ Through community support activities, we promote individual well-being as well as connected, engaged and inclusive communities. ▪ Our public health and safety activities make Wellington a safe place for people to live and work.
<p>What people have told us</p>	<ul style="list-style-type: none"> ▪ Involve communities as volunteers given the diverse talent and capability within the city. There need to be clearer avenues for people to direct their energy and expertise. ▪ Libraries are important as community spaces. ▪ Inclusive communities and safe neighbourhoods are important. ▪ Community resilience is important to prepare for emergencies & climate change. ▪ People want strong communities where members feel a strong sense of attachment and are committed to its development. ▪ The provision of services, facilities and information, as well as the encouragement of local initiatives, enable community members to come together, develop solid relationships and build dynamic communities.
<p>Challenges we face</p>	<ul style="list-style-type: none"> ▪ Ensuring social and recreation services / facilities continue to be fit for purpose in the face of technological changes and increasing community expectations. ▪ Developing volunteer programmes that deliver outcomes for the Council and communities while also meeting the needs of the participants. ▪ Forging new relationships with central government in response to its withdrawn or reprioritised support for social and recreation programmes. ▪ Implementing public health, and other central government led, regulatory changes in an efficient manner that retains our high level of public health and safety.
<p>3 year focus given our</p>	<ul style="list-style-type: none"> ▪ Maintain a range of leisure and recreation opportunities that contribute to Wellington's attractiveness as a place to live.

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

priorities	<ul style="list-style-type: none">▪ Maintain a sense of safety within the central city and suburban centres.▪ Use our social programmes and infrastructure to better facilitate connections and resilience within communities.▪ Support & undertake activity that builds connections within communities, particularly at a neighbourhood level.▪ Provide integrated services and facilities that target the social and recreational needs of Wellington’s diverse communities.▪ Continue with our upgrade of the city’s social housing portfolio
Relevant Council Plans Policies and strategies	<ul style="list-style-type: none">▪ Community Facilities Policy (June 2010) http://www.wellington.govt.nz/plans/policies/commfacilities/index.html▪ Housing (Social) Services Policy (May 2010) http://www.wellington.govt.nz/plans/policies/housing/index.html

5.1 RECREATION PROMOTION AND SUPPORT

We provide a wide variety of community and recreation facilities throughout the city to encourage quality of life and healthy lifestyles.

Our activities

- Swimming pools
- Sportsfields
- Synthetic sportsfields
- Recreation centres
- ASB Sports Centre
- Recreation partnerships
- Recreation programmes
- Playgrounds
- Marinas.

To encourage people of all ages to engage in social and recreational activities that help them live more active and healthy lives, we provide a wide range of high quality sporting and recreation facilities throughout the city. A number of facilities also attract visitors, and raise the city's profile, by hosting national and international events.

How these activities contribute to our community outcomes

Our activities contribute to the following community outcomes:

- **People-centred City**

Access to recreation opportunities is important for people's health and wellbeing.

- **Connected City**

Recreation and sport activities also bring people together, strengthening social cohesion, and by offering a wide range of facilities, the city becomes a more appealing place for people to live.

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

What we'll provide – our level of service

We'll provide:

- Seven swimming pools (five indoor and two outdoor) throughout the city that offer the opportunity to learn to swim, exercise, participate in aquatic sports, or simply have fun. Two of the pools — the Wellington Regional Aquatic Centre and the Freyberg Pool — provide fitness centres. The pools together attract more than 1.3 million visits each year.
- 46 sports grounds throughout the city that offer year-round opportunities for recreation and competitive sport for people of all ages. We manage and maintain a wide range of sportsfields, as well as pavilions and grandstands. We also have a number of synthetic sportsfields that are widely used, including two fields installed in partnership with schools and the community. The fields are mainly used for cricket, softball, rugby, league, hockey, soccer and netball. Some of the facilities are also used for golf, athletics, American Football, touch, croquet and ultimate frisbee, as well as for training. High-use facilities include the National Hockey Stadium, Rugby League Park, Newtown Park and Hataitai Park.
- Four multi-purpose recreation centres along with the newly completed ASB Sports Centre that together attract more than 730,000 visits each year. They provide a range of recreation, sport and leisure opportunities. The Tawa facility is owned by Tawa College and is leased by the Council for community use out of school hours.
- Over 100 neighbourhood playgrounds and skate parks throughout the city, giving families and young people safe places to play near home. Playgrounds are managed according to our Playgrounds Policy, which aims to ensure all communities have access to safe, enjoyable and stimulating playgrounds.
- Two marinas - the Evans Bay Marina and the Clyde Quay Boat Harbour. These provide public boat ramp access to the harbour as well as supporting the recreational activities of a large number of boat owners.
- We'll host the Wellington Sports and Recreation Forum each year. This event brings together national, regional and local sporting codes, clubs, recreational organisations and sporting enthusiasts in a workshop environment to discuss demands on recreation facilities, trends in participation rates, and any proposals for enhancing recreation facilities and programmes that are being considered at that time.

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APPENDIX 1

Our work in this activity also includes liaising with national and regional sporting codes, and providing funding support to the Basin Reserve Trust to help ensure the Hawkins Basin remains New Zealand's premier test cricket venue.

We also provide dozens of sports, fitness and leisure programmes for children and adults, as well as informing residents about recreation opportunities through our website and guides.

We also look after the more than 335km of tracks extending throughout the city's open spaces that offer opportunities for leisure and recreation. (More information on the tracks network can be found under activity 2.1 Gardens, Beaches and Green Open Spaces.)

Key projects and proposals

[See report 5 on this agenda for a schedule of all proposed capital upgrades and savings options.]

Significant negative effects from our activities

Our social wellbeing activities are often delivered through buildings and other assets such as swimming pools and recreation centres. There are negative effects from owning and managing buildings and other assets. These include waste (solid, liquid), direct energy use to operate the building, indirect energy use from people using transport to access the building/facility, the embodied energy of materials (lifecycle costs - e.g. the environmental cost of importing materials).

We seek to minimise these negative effects by ensuring our operations are managed effectively and that waste is minimised or recycled and energy and water is conserved. We also encourage the use of public transport and alternative modes of transport to the private motor vehicle such as walking and cycling as a means of getting around the city.

Our swimming pools pose the additional risks of drowning. We manage this through a number of steps, most notably through the continuous presence of trained lifeguards. We also offer learn to swim programmes.

APPENDIX 1

How these activities are funded

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/ Other
Swimming pools							
Sports fields							
Synthetic sports fields							
Recreation centres							
Recreation partnerships							
Playgrounds							
Marinas							
ASB Sports Centre							
Golf Course							

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

What it will cost

[To be inserted]

How we'll measure our performance

See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets for this activity area.

5.2 COMMUNITY SUPPORT

We provide support for all communities and affordable housing for those in need.

Our activities

- Libraries
- Access support (Leisure Card)
- Community advocacy
- Grants (social and recreation)
- Community centres and halls
- Housing.

We want Wellington to be a people-centred city where people feel welcomed - a city that supports diverse and inclusive communities.

To enable this we provide libraries, halls and community centres to enhance social connectedness and provide focal points for community events.

Our grant programmes enable the community to undertake a wide range of initiatives that respond to identified needs and align with the Council's strategies and priorities.

By providing social housing, we ensure the basic housing needs of many people are met. This service also builds social cohesion and contributes to Wellington's reputation as a close, caring community.

How these activities contribute to our community outcomes

Our community support activities contribute to the following community outcomes:

- **People-centred City**

They promote individual wellbeing, safe neighbourhoods and cohesive, engaged and inclusive communities. They reflect and respond to a diversity of needs and promote active and healthy lifestyles. They provide an opportunity for a home and a better quality of life for those less well-off without unreasonable hardship.

APPENDIX 1

- **Connected City**

They help people and communities connect and engage with each other and foster the exchange of knowledge and ideas through social, physical and virtual networks.

- **Dynamic Central City**

They respond to the diversity of individual and community needs and promote a diverse, safe and vibrant city.

What we'll provide – our level of service

Libraries

Our library services provide:

- Access to over 625,000 books, 139,000 magazines, and 98,000 CDs, DVDs, videos and other items through the Central Library, 11 branch libraries and virtual website branch. The central library is our largest, with a substantial collection of reference information and a large and frequently updated selection of books, magazines and audio-visual material.
- Outreach programmes, including services to the housebound, to ensure that the benefits of libraries can be experienced by everyone.
- An online Migrant Communities Library Guide in over 20 different languages. We also have a dedicated staff member to liaise with these groups to encourage people from different backgrounds to make use of our library facilities.
- A range of library programmes designed to introduce children to the pleasure of reading. These include events such as our free preschool story time, Baby Rock and Rhyme sessions and book-based holiday programmes.

Community advocacy and support

- We'll offer Leisure Card holders reduced entry to our facilities and programmes. The scheme is available to Community Services Card holders, superannuitants, people with physical disabilities, mental health consumers, Green Prescription referrals, City Housing tenants and refugees. The scheme reduces cost as a barrier to participation in recreation and other programmes by those who otherwise might not be able to afford it and improves their health and wellbeing. Cardholders also get discounts at some non-Council facilities such as cinemas, theatres and video stores.
- We will support and build community resilience and capacity. This includes the development and implementation of projects that strengthen and support volunteers and local

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

neighbourhoods as well as our diverse communities. The work aims to deal with homelessness and settlement issues, while population action plans help older persons and accessibility.

- We will provide and facilitate access to community spaces and resources including helping communities to access support through a variety of mechanisms including information and advice to a wide range of people and community groups.
- Provide a range of community centres and halls throughout the city. We also support community-owned centres in several suburbs. All community centres are run by independent management committees and operate in ways that meet the needs of their communities. We also assist some community groups by subsidising accommodation costs.
- We work with local organisations to respond to community needs. Through contract funding we support key organisations that contribute to our strategic objectives, for example those working with youth, disadvantaged communities and the homeless. These contracts are reviewed annually. Our one-off project grants support a range of projects which contribute to social and recreation outcomes.

We will continue to partner with police and key social and health agencies to ensure there is a coordinated and sustainable city-wide approach to homelessness.

We continue to manage partnerships that support the Council's outcomes through funding streams that do not draw on the rates dollar. These include:

- The Departments of Labour's Settlement Support Initiative
- Hosting the Neighbourhood Support officer (a partnership with police)
- Partners with Creative New Zealand for Creative Communities' Wellington local funding scheme.

Housing

We provide housing to people whose needs are not met by other housing providers. We have more than 2000 housing units and we allocate these homes according to need. To be eligible, applicants must have modest incomes and assets, their current housing must be inadequate for their needs, and they must be in one of the following priority groups: the fit elderly, refugees and migrants,

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

people with a physical or psychiatric disability or people with multiple disadvantages. The housing is provided at below market rates and rental income is ring-fenced for reinvestment in social housing.

We are part way through a 20-year upgrade programme of our housing units aimed at improving the health, safety and security of our tenants including increasing the energy efficiency of our housing stock. A funding partnership with the Government has made the upgrade programme possible and ongoing development at this time will benefit the local economy.

Overall, our work makes the city more liveable and the dwellings safer and healthier.

Key projects and proposals

- Our housing programme for the next three years includes upgrading the Central Park Flats and Berkeley Dallard Apartments. Preliminary survey and design work has started and is being progressed at the Kotuku Flats and Marshall Court sites. Future projects will include Granville Flats, Whare Ahuru Flats and our 'standalone' houses.

In addition to upgrading our housing portfolio, we'll work with Housing New Zealand Corporation, the Ministry of Social Development and other social housing providers in the region on ways we can work together to provide services more effectively for low income residents in housing need.

[See report 5 on this agenda for a schedule of all proposed capital upgrades and savings options.]

Significant negative effects from our activities

We undertake these activities to enhance the quality of life of the city's residents and mitigate social harm.

While there are negative effects from owning and managing buildings and other assets through which the majority of these services are provided – we seek to minimise these negative effects by ensuring our operations are managed effectively and that waste is minimised or recycled and energy and water is conserved.

APPENDIX 1

How these activities are funded

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/ Other
Libraries							
Access support							
Community advocacy							
Grants (social and recreation)							
Housing							
Community centres and halls							

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

City Housing is 100% funded from rental income and the Crown grant. The Crown grant funds are drawn down on an annual basis as determined by the construction programme for that year.

What it will cost

[To be inserted]

How we'll measure our performance

See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets for this activity area.

5.3 PUBLIC HEALTH AND SAFETY

We work to protect Wellingtonians from threats to their health and safety.

Our activities

- Burials and cremations
- Public toilets
- Public health regulations
- City safety
- Wellington Emergency Management Office (WEMO).

Public confidence in the safety of the city's streets and suburbs is a top priority. Wellington enjoys a reputation as a safe city with a vibrant CBD.

Wellington's location makes earthquake-preparedness particularly important, though the city is also at risk of other civil emergencies such as flooding and tsunami. WEMO works with all sectors of the community to ensure the city is well-prepared for such events.

We also have legislative requirements to maintain public health standards by regulating food and liquor outlets, animals, trade waste and managing environmental noise problems.

We also provide public toilets, cemeteries and crematorium services as a vital public health function.

How these activities contribute to our community outcomes

Our public health and safety activities contribute to the following community outcomes:

- **People-centred City**
They make Wellington a safe city that is better able to cope with change.
- **Dynamic Central City**
They make the central city a safe place for people to live work and play.

What we'll provide – our level of service

We operate two cemeteries, at Karori and Makara. There is also a crematorium at Karori Cemetery. 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

APPENDIX 1

importance to the community. We also keep Wellington cemetery records dating back to 1849 available for public viewing.

We provide more than 60 public toilets throughout the city (and another 50 in sportsfield pavilions). They are cleaned daily. High-use facilities are cleaned more than once a day.

We regulate public health activities in accordance with legislation, bylaws and Council policies. We aim to do this in a way that is solution focused and demonstrates that Wellington is 'open for business'. This work includes licensing of food premises, licensing of liquor outlets, registration of dogs, licensing of businesses that discharge trade waste, and inspection of these activities to ensure compliance with standards.

We have over 1600 food and other registered health premises in Wellington. We ensure these premises are producing safe food for consumption. Our environmental health officers undertake investigations of infectious diseases, provide advice and investigate around 500 complaints each year, including those regarding odours, nuisances, and unsanitary buildings.

We license premises that sell liquor and issue certificates to the people who manage liquor sales. We ensure that licensed liquor premises have host-responsibility practices in place, and that people managing liquor sales have adequate knowledge of legal requirements for liquor sales.

We register close to 10,000 dogs every year and enforce Council bylaws that relate to animals in the city. Activities in the animal control area include providing advice to dog owners, promoting responsible dog ownership and providing enforcement measures where dogs and/or other animals are creating a nuisance or are a danger to the public.

We provide a 24/7 response to noise complaints from residential and commercial activities. We assess, monitor and resolve noise problems and ensure measures are taken to reduce or eliminate noise sources. We respond to around 6000 complaints annually.

Wellingtonians live with the risk of emergencies such as earthquake, fire and flooding. WEMO undertakes response and recovery planning activities and manages a network of volunteers and response agencies including emergency service providers, government agencies and lifeline utility providers. It regularly runs emergency training exercises and has ongoing public education and awareness programmes with all sectors of the community.

APPENDIX 1

Key projects and proposals

Public health

The Government is reviewing the Sale of Liquor Act - introduction of Sale and Supply of Alcohol Act, and the Food Act - introduction of new Food Act. Any legislative changes may impact on our work and how we provide these services.

City safety programme

In the coming months we'll review our Walkwise service. The contract term for the service expires in July 2012 and cannot be rolled over for another term. The review will be comprehensive and will consider all options on how to meet our city safety objectives.

WEMO

Local authorities in the region are planning to amalgamate the region's emergency management offices into a single organisation to coordinate emergency management services for the region. The new organisation will be administered under the Regional Council and governed by the Joint Committee of Councils (mayors).

[See report 5 on this agenda for a schedule of all proposed capital upgrades and savings options.]

Significant negative effects from our activities

These activities exist to mitigate and manage significant risks - from natural disasters, personal safety in the city, to unhealthy food preparation practices.

These activities are necessary to ensure negative effects from other people's activities or from a natural disaster are controlled and managed.

How these activities are funded

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown /Other
Burials and cremations							
Public toilets							
Public health							
City safety							
WEMO							

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

What it will cost

[To be inserted]

How we'll measure our performance

See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets for this activity area.

Urban Development

Wellington is recognised as being unique among New Zealand cities in the compactness and character of its urban form. The city centre is vibrant, attractive, walkable and easily accessible from all parts of the city. It is the heart of our city – a place of business and entertainment; a place where people come together. People particularly love the waterfront as a favoured place for recreation and celebrations, as well as an integral element of our urban space.

Recognising this, we have developed and consulted on a Central City Framework. Its aim is to create the physical environment to support our 'dynamic central city' Community Outcome; a city that's attractive and sustainable, with high quality buildings, parks and squares.

Surrounding the city centre, Wellington has neighbourhoods of various sizes, each with its distinct character – from heritage suburbs to areas of new growth; from vibrant inner-city suburbs to thriving suburban areas. Many of these neighbourhoods have diverse populations, with a wide range of ages, cultures and professions. It's not rare, for example, for growing families, retired people, and students to share the same street.

Wellington Towards 2040: Smart Capital tells us this is exactly the type of urban form that makes cities stand out. Vibrant, distinctive, highly walkable, easily accessible and attractive urban spaces encourage the type of networking and creativity on which the knowledge economy thrives, both to attract more people and to spark new ideas and creativity. This in turn attracts more retail and business, which attracts more people.

While Wellington has a head start in terms of its urban form, we also face significant challenges. The impacts of the earthquakes in Christchurch have focussed our efforts to mitigate and prepare for the impact of earthquakes and other natural hazards. This will be a focus for us as we assess and prioritise our own assets for strengthening. We will also assist others to address earthquake prone structures across the city.

Beyond this, we will continue to invest in the form and function of the Central Business District in line with the Central City Framework, as outlined later in this chapter.

In terms of suburban centres, we will continue to invest in centres that require improvements to meet the needs of the people living there. We have highlighted our future plans for this investment

APPENDIX 1

in this chapter. In addition to this, Council will continue to refresh each suburban centre over time through its renewal of paved areas, gardens, street furniture etc.

A further focus of our work this year will be to implement ways we can use technology to make our building and resource consent processes more efficient and user-friendly.

What we do in this area	<p>6.1 Urban planning, heritage and public spaces development</p> <p>6.2 Building and development control</p>
Links to our Community Outcomes	<ul style="list-style-type: none"> ▪ We shape a city where people can safely be themselves, where creativity and ideas can flourish and business can thrive. ▪ We make it easy for people to move around the city. ▪ We connect people with spaces where people can meet and play. ▪ We ensure development work complies with the Resource Management Act and does not harm the environment.. ▪ We encourage the incorporation of sustainable design features and principles into residential and commercial buildings. ▪ We protect our unique buildings and places, and consequently, Wellington’s sense of place and heritage.
What people have told us	<ul style="list-style-type: none"> ▪ The waterfront is very important to people’s experience of the city. The connections between it and the city need further development. ▪ People want Wellington to be a pedestrian friendly city. ▪ The city should be designed to meet needs of disabled people and there needs to be more spaces for young people. ▪ People want their local suburban centres to be more lively and attractive. ▪ There should be emphasis on planning and preparing for the impacts of natural hazards and climate change. ▪ New housing development needs to be good quality and contribute to the city’s attractiveness and diversity.
Challenges we face	<ul style="list-style-type: none"> ▪ Ensuring the built environment supports the economic needs of the city. ▪ Increasing the resilience of the city’s built environment (its buildings, infrastructure, places and spaces, connections) to earthquakes and other natural hazards.

APPENDIX 1

	<ul style="list-style-type: none"> ▪ Maintaining the quality of the city’s built environment and its contribution to the city’s character, attractiveness, diversity and uniqueness. ▪ Managing pressures facing the city’s diverse heritage resource, and ensuring heritage is appropriately valued and protected in place and in time. ▪ An economic outlook where growth and development prospects are low. ▪ Responding to changes to key legislation like the Resource Management Act and Building Act. ▪ Promoting greater collaboration between councils on a range of planning and regulatory activities, including consenting and licencing information.
<p>Three year focus given our priorities</p>	<ul style="list-style-type: none"> ▪ Ensure quality of place which retains and attracts people and businesses. ▪ Continue to invest in the vibrant urban environment of the central city. ▪ Increase the resilience of the city’s urban form. ▪ Maintain and enhance the role, character and distinctiveness of Wellington’s suburbs and communities. ▪ Strengthen and refine the Council’s regulatory and approval processes to assist business efficiency and affordability. ▪ Ensure our key policies and plans support good quality urban development. ▪ Respond to central government led regulatory changes.
<p>Relevant Council Plans Policies and strategies</p>	<ul style="list-style-type: none"> ▪ Earthquake Prone Buildings Policy http://www.wellington.govt.nz/services/earthquake/policy.html ▪ Heritage Policy (September 2010) http://www.wellington.govt.nz/plans/policies/heritage/index.html ▪ Johnsonville Town Centre Plan (November 2008) http://www.wellington.govt.nz/plans/policies/jville/index.html ▪ Kilbirnie Town Centre Revitalisation Plan (August 2010) http://www.wellington.govt.nz/plans/policies/kilbirnie-revitalisation/index.html ▪ Newlands Centre Plan (April 2010)

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

<http://www.wellington.govt.nz/plans/policies/newlandsplan/index.html>

- Public Space Design Policy (2010)

<http://www.wellington.govt.nz/plans/policies/publicspace/index.html>

- Waterfront Development Plan 2011/12

<http://www.wellington.govt.nz/plans/policies/waterfront/index.html>

6.1 BUILDING AND DEVELOPMENT CONTROL

We ensure developments do not harm the environment and building works are safe and comply with the Building Code.

Our activities

- Building control and facilitation (building consents)
- Development control and facilitation (resource consents)
- Earthquake risk mitigation.

All cities control building and development work according to the provisions of the Building Act, the Resource Management Act and their District Plans. These controls are necessary to ensure buildings are safe and comply with the Building Code, and resources are used sustainably to protect public health and safety and to protect future users of land and buildings. They're also needed to protect urban character and to preserve the city's heritage.

We also administer an Earthquake-prone Buildings Policy. The policy sets in place processes to identify buildings that are below the required earthquake standards and the requirements and timeframes for building owners to bring them up to the necessary standard. Implementation of the policy is a statutory requirement.

How these activities contribute to our community outcomes

Our activities contribute to the following community outcomes:

- **People-centred City**
They promote the adequacy and safety of our homes and buildings and reduce the risks of injury and damage from earthquakes.
- **Eco-city**
They encourage the incorporation of green design features and principles into urban development and promote the preservation and greening of character built landscape rather than destruction and redevelopment
- **Dynamic Central City**
They contribute to Wellington being a safe and good place to do business through continuously reviewed and informed policy and cost-effective and timely services.

APPENDIX 1

What we'll provide – our level of service

Resource consents

We'll ensure resource consents are considered in a consistent way and to a high standard. This means ensuring developments are in line with the policy goals of the District Plan. These are to contain urban form, with intensification in appropriate areas, concentrate mixed land activities around a vibrant city centre, key suburban centres and major transport corridors. Our aim is to be efficient in the way we process consents.

The work also includes ensuring landowners comply with resource consent conditions. These can include height restrictions and reducing noise or other nuisances that arise from development and construction work that can impact on neighbours.

As part of our commitment to ensure developments are of a quality that meet the District Plan and can be processed on time, we offer pre-application meetings. Our staff meet with applicants to discuss requirements and the reasons for them. They are designed to facilitate the smooth processing of applications.

Building consents

We regulate building activity in the city to ensure it complies with the Building Act, the Building Code and other requirements. We aim to do this in a way that is solution focused and demonstrates that we are 'here to help'. This work includes approving building consents, inspections, issuing code compliance certificates, running the building warrants of fitness process and investigating building-related complaints.

Our work programme over the next three years is based on expected demands and set at a level to continue existing levels of service taking into account possible changes in legislation.

Our work also includes providing information to raise public awareness of the need for and benefits of the consenting processes. We will ensure that our published material reflects any changes to legislation and provides clear guidance to lead customers through the building consent and inspection processes.

We'll also continue to offer homebuyers and others access to land information memoranda (LIMs) and other property information. LIMs are comprehensive reports containing everything the Council knows about a property or section. Our archives also offer building plan search services online.

Earthquake-prone buildings

We assess earthquake-prone buildings in line with the Building Act and the Council's Earthquake-prone Building Policy. Changes to the Act arising from the 2010 and 2011 Christchurch earthquakes are expected to expand the requirements for strengthening buildings. The expected changes are

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

likely to reflect the significant advances in building techniques in the past few decades. The impact is that a number of existing buildings may now fall short of the standards required for new buildings. This may mean additional buildings will have to be checked and, where necessary, strengthened.

In certain circumstances this will place substantial costs on property owners. We are reviewing our policy to reach a suitable balance between ensuring at-risk buildings are identified and that owners have sufficient time to plan and undertake the strengthening work.

While not required by legislation, we are also looking to increase the level of advice and guidance we provide for residential home owners. There are some potential quake-prone features on residential homes (eg chimneys) that can be relatively quickly and cheaply fixed (by the owner) with significant benefit in terms of safety.

The Council's buildings are also subject to the policy. We have not yet completed assessments of all our buildings, however we know that the Town Hall, Thistle Hall in Upper Cuba Street, Municipal Office Building in Civic Square, the Opera House, and the Old Stand at the Basin Reserve among others require strengthening ahead of 2020.

Weathertight homes

We will work with home owners to fix their leaky homes through the Financial Assistance Package. The draft long-term plan has made provision of \$52 million for the next 10 years to go towards settlement costs associated with the repair of leaky homes.

Key projects and proposals

- *Preparing for Building Act changes* - we will be preparing to implement any changes that come out of the proposed amendments to the Building Act that are being considered by Parliament. Changes being considered would see a move towards a risk-based approach to building control with more emphasis placed on licensed building practitioners taking responsibility for the work they carry out. Council officers will have less involvement in building projects for low-risk residential work and large commercial projects involving industry professionals. These changes may mean the Council becomes more involved in enforcement action where licensed building practitioners have failed to meet their responsibilities.
- *Online building consent system* – customers will be able to apply for building consents and make payments online in coming years. Automating these transactions will provide savings and efficiencies for applicants.
- *Improved building inspection processes* – new technology will allow our building inspectors access to records, to capture the result of inspections electronically and notify customers of the

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

result of the inspection. This will reduce administration and improve customer knowledge of the process.

- *Regional consistency* in building consents – we will continue to work alongside other councils to minimise the impact on customers of councils having different requirements and systems.

[See report 5 on this agenda for a schedule of all proposed capital upgrades and savings options.]

Significant negative effects from our activities

These activities exist to mitigate and manage risks from development, construction, weathertight homes issues and from earthquakes.

Development and construction, if not well managed, can have negative effects on a city's environment and on social wellbeing, and on the safety of individuals.

Development in the wrong areas, or the wrong types of development, can place strain on infrastructure and reduce people's ability to access services and enjoy the opportunities the city offers.

Poorly-planned growth, and poor development and construction of individual buildings, can reduce the attractiveness of the city and the 'sense of place' that people identify with and it can have a direct impact on people's safety.

Our quake-prone building assessment programme is focused on ensuring quake-prone buildings are strengthened to required standards to ensure the safety of those that occupy the building and its surrounds.

How these activities are funded

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown /Other
Earthquake risk mitigation							
Building control and facilitation							
Development control and facilitation							

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

Officer advice awaiting Council / Committee decision. Refer minutes for decisions.

APPENDIX 1

What it will cost

[To be inserted]

How we'll measure our performance

See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets for this activity area.

6.2 URBAN PLANNING, HERITAGE AND PUBLIC SPACES DEVELOPMENT (INCLUDING WATERFRONT DEVELOPMENT)

Our focus is on enhancing Wellington as a compact, vibrant, attractive and safe city that is built on a human scale and is easy to navigate.

Our activities

- Built heritage development
- Urban planning and policy development
- Public space and centre developments
- Waterfront development.

Our urban planning and policy development work provides guidance on how and where the city should grow. It's important this happens in a way that retains the things residents like about Wellington – such as its compact nature, the fact that it has a true 'heart' around the city centre and harbour, and the character of its hillside residential areas.

The Council is required to prepare a District Plan under the Resource Management Act 1991. The District Plan is the primary document that manages land use and development within the Council's territorial boundaries.

We also look after and develop public spaces – including the development of the waterfront. Development of public squares and parks enhances people's enjoyment of the city and contributes to our civic pride and our 'sense of place'.

Contribution to community outcomes

Our activities contribute towards the following community outcomes:

- **People-centred City**

They promote built form and safe open spaces that welcome and engage people and encourage them to stay. They tell our stories and reflect who we are and the things we care about, helping us understand ourselves and each other.

- **Connected City**

They connect people with places and make them easy to find and functional.

APPENDIX 1

- **Eco-city**

They promote intensive development, rather than sprawl into green spaces, and encourage the greening of streets, buildings and places. They promote walking and riding on buses and bikes.

- **Dynamic Central City**

They promote accessible and safe places where people want to live, work, and play, and where they can meet to share events and ideas. They encourage a built form and urban culture that reflects the energy of diversity, and they shape a place where ideas, innovation and difference can be expressed and supported.

What we'll provide – our level of service

Our overall aim is to develop high-quality urban areas by ensuring we focus growth in a way that makes the city more sustainable, while also preserving the city's character.

We do this by ensuring that future development is planned to be along the 'growth spine' of the city which runs from the north through the city and Kilbirnie. We're aiming to cluster development around the key town/suburban centres along this 'spine' to ensure the city's land is used wisely and its transport systems are as efficient as possible. This vision will help make the city more sustainable, as well as helping us to preserve the character of other parts of the city.

We will also start work on implementing the Central City Framework. The framework plans for the growth and enhancement of the CBD for the next 30 years. The central city is a vital 'economic engine' to both the city and the region and we have to plan properly for its future.

While growth is focused in those two key areas, our suburban centres are also important parts of the city fabric. Where there are opportunities to co-invest with partners – such as the planned work in the Johnsonville town centre – we will contribute and help revitalise the area to secure third party investment.

We will continue to look after the city's heritage by continuing our review of the city's heritage lists to make sure they're up to date and by providing heritage grants.

The city's heritage lists are a record of items that have an official heritage status with the Council. These are protected under the District Plan. The list contains items that have significant aesthetic, historic, scientific or social value, or are significant to tangata whenua and other Māori. Heritage preservation is also supported by the Council through heritage grants.

APPENDIX 1

We also look after the city's public spaces. These are important elements of any city – they make it more liveable, help retain its character, and provide a 'sense of place'.

Wellington Waterfront Limited – the Council agency charged with looking after the development of the waterfront – will continue to consult with the public through the Waterfront Development Plan on the development of this space. The Council-appointed Technical Advisory Group (TAG) will ensure that any development along the waterfront adheres to the values, principles and objectives of the Waterfront Framework.

Key projects and proposals

[See report 5 on this agenda for a schedule of all proposed capital upgrades and savings options.]

Significant negative effects from our activities

Population growth and urban development, if not well managed, can have negative effects on a city's environment and on social wellbeing. Left unchecked, growth can result in a reduction of open and green spaces with consequences for recreational opportunities, amenity and even some ecosystems.

Development in the wrong areas, or the wrong types of development, can place strain on infrastructure and reduce people's ability to access services and enjoy the opportunities the city offers. Poorly-planned growth and poor development and construction of individual buildings can reduce the attractiveness of the city and the 'sense of place' that people identify with and it can have a direct impact on people's safety. As explained above, we aim to avoid or mitigate these negative effects by guiding future development into areas where the benefits are greatest and the negative effects least.

The tools we use include planning, working with landowners, direct investment in development of public spaces, and using our regulatory powers under legislation such as the Building Act and Resource Management Act.

APPENDIX 1

How these activities are funded

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/Other
Waterfront development							
Public space and centres developments							
Built heritage development							
Urban planning and policy development							

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

What it will cost

[To be inserted]

How we'll measure our performance

See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets for this activity area.

Transport

Wellington Towards 2040: Smart Capital tells us that as economies become more and more dependent on knowledge and creativity, the cities that are most likely to succeed will be those where it's easy for people to get together - because that is how innovation occurs - as well as those cities with strong connections for moving people and goods.

Wellington already has a well-performing transport network. The inner city is pedestrian-friendly, and by national standards residents are high users of public transport. Rail and road provide connections from the city to other parts of the Wellington region. The port, airport and state highway network provide connections to other cities and regions throughout New Zealand and to other countries for goods and visitors.

We undertake much of our transport work in partnership with others. During the timeframe of this plan, the New Zealand Transport Agency (NZTA) will undertake significant work across our region on the State Highway network. The Agency will also provide funding for much of the work Council undertakes to improve our local network including our efforts to provide walking and cycling infrastructure. We will also work with the Greater Wellington Regional Council to provide an efficient and attractive public transport system.

In keeping with our priorities, increasing the resilience of our transport infrastructure will be a key focus for investment as we try and ensure our network continues to operate in the case of earthquakes and slips. Another challenge is to ensure people can travel safely around our network. Again in partnership with NZTA, we will invest in safety measures and education programmes to help achieve this goal.

<p>What we do in this area</p>	<p>7.1 Transport 7.2 Parking</p>
<p>Links to our Community Outcomes</p>	<ul style="list-style-type: none"> ▪ Provides a network of accessible and safe transport choices that connect people with each other and with places locally, nationally and internationally, including for business. ▪ Reflects a commitment to sustainable, safe and efficient transport choices including, walking and cycling.

APPENDIX 1

	<ul style="list-style-type: none"> ▪ Parking allows people choosing to travel by car to connect with people and places in the central city for businesses, work or leisure.
What people have told us	<ul style="list-style-type: none"> ▪ Reliable and efficient transport options are important. ▪ Create a streamlined & integrated system for efficiency & simplicity. ▪ Walking and cycling options need to be developed and integrated with public transport. ▪ Council should lobby central government for resources. ▪ Council should pull resources together with other Councils. ▪ Invest in public transport. ▪ Increase the resilience of infrastructure including by investigating regional alternatives. ▪ Make most of green technology and renewable energy. ▪ Provide education on reducing emissions.
Challenges we face	<ul style="list-style-type: none"> ▪ As the city grows congestion is likely to become a concern, particularly if levels of car ownership increase or remain as they are. ▪ We are experiencing increasing numbers of cyclists on our roads and potentially more public transport. Therefore we need to manage and balance the needs of different users of the road corridor. ▪ Safety, particularly for cyclists and pedestrians, is a growing issue. ▪ Natural hazards can occur at any time with little or no warning. Our challenge is to create a transport network which is resilient to unexpected events.
3 year focus given our priorities	<ul style="list-style-type: none"> ▪ Align transport infrastructure with areas of growth. ▪ Continue to encourage a shift towards public transport and other alternatives to private cars, and provide infrastructure that supports a range of different modes. ▪ Manage assets effectively, including a focus on increasing the resilience of the transport network to natural hazards. ▪ Work with NZTA to achieve appropriate capacity in the state highway network and ensure that the city transport system functions effectively.
Relevant Council Plans Policies and strategies	<ul style="list-style-type: none"> ▪ Transport Asset Management Plan Summary 2010/11 - 2019/20 http://www.wellington.govt.nz/plans/policies/transportation/index.html

7.1 TRANSPORT

We manage the transport network so it is sustainable, safe and efficient.

Our activities

- Transport planning
- Vehicle network
- Passenger transport network
- Pedestrian and cycle network
- Network-wide control
- Road safety.

A well-planned, efficient transport system, which allows for the easy movement of people and goods to and through the city, is critical for economic growth and for residents' quality of life. Between 200,000 and 300,000 people use some form of the city's transport network every day. This number includes city residents, workers commuting from neighbouring cities, and visitors to the city. Wellingtonians are enthusiastic users of public transport and an effective public transport network helps reduce congestion and reduces the city's carbon emissions. A high proportion of the city's residents also walk and cycle to work instead of using private cars.

How these activities contribute to our community outcomes

Our transport activities contribute to the following community outcomes:

- **People-centred City**

They provide people with accessible and safe transport choices, from their homes to shops, for work, recreation and pleasure, including walkways and bikeways.

- **Connected City**

They provide a fit-for-purpose transport network and accessible and safe transport choices that connect people with each other and with places locally, nationally and internationally, including for commerce and trade.

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APPENDIX 1

- **Eco-city**

They reflect a commitment to sustainable, safe and efficient transport choices including walking and biking.

- **Dynamic Central City**

They provide for easy and affordable movement to and around the central city, especially by walking. They link people with places, events and activities and with commerce, business and trade.

What we'll provide - our level of service

We manage the existing transport network to ensure it meets the needs of the city. The transport network consists of 684km of urban and rural roads, 858km footpaths, 24km of cycleways, 67km accessways, 130km handrails, 88 bridges, 5 tunnels, 2566 retaining walls, 638 culverts, 111 traffic signals, 21,860 traffic signs, 1323 bus stops and 17,359 street lights.

Our work to look after the network includes:

- Maintaining and renewing existing roading infrastructure to the required standards. This - over the next three years - will include 10.5km of thin asphaltic sealing, 18km of slurry sealing, and 111km of chip sealing.
- Managing traffic flow to increase the efficiency of the road network and minimise congestion at busy periods. Our traffic control system includes traffic lights, closed circuit television camera systems and a central traffic control computer system. This system is integrated with the NZ Transport Authority traffic monitoring system.
- Keeping roadside retaining walls structurally sound and remove all graffiti from such walls within 48 hours of notification (offensive material is normally removed within two hours).
- Providing and maintaining bus shelters, bus stops and park and ride areas (commuter car parks alongside bus and train stations leading to the central city).
- Maintaining our footpaths and accessways, steps, subways, bridges, canopies, seats, bollards, and pedestrian malls, all of which require regular attention and eventual renewal. We will maintain them to recognised national standards for the safety and convenience of pedestrians and other users.
- Improving kerb installations at intersections to make crossing easier for the sight-impaired and those in wheelchairs or pushing prams.

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APPENDIX 1

- Improving road safety in the city through various programmes. We will use a combination of education, enforcement and traffic calming measures to achieve safety improvements. We will use infrastructure changes such as installation of traffic lights, pedestrian crossings, guardrails, traffic islands and roundabouts to moderate traffic and protect pedestrians. We will encourage use of safe walking routes around schools. Also under this activity, we will provide and maintain street lighting which helps to keep people safe and discourage street crime. We will provide and maintain guardrails and handrails to assist and protect pedestrians.

While the transport network is performing well, in Wellington as in any city, there are challenges. Our roads are near capacity at peak times and building new roads isn't a viable or desirable option, so other ways have to be found to maintain the efficiency of the roading system. Our work in this area includes:

- working to reduce demand by encouraging use of alternative transport modes to the private car such as cycling, walking, and the use of public transport.
- working with the Greater Wellington Regional Council, the Government and other agencies to ensure Wellington's transport needs are taken into account in regional and national transport decisions.
- working to enhance the public transport network through implementing bus priority measures.
- Ensuring the transport network is well integrated with the wider regional networks through long-term planning and co-ordination with the Regional Council and central government agencies.
- Planning for improvements to the transport network to ensure it develops in ways that meet future needs. This work includes traffic modelling, identifying factors that affect travel mode choices and any long-term trends that would impact on the mix of roading network services we provide.

Key projects and programmes

[See report 5 on this agenda for a schedule of all proposed capital upgrades and savings options.]

Significant negative effects from our activities

With any transport system, the potential negative effects are significant. In particular, there are environmental costs, ranging from air and noise pollution to runoff of contaminants from roads into

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APPENDIX 1

stormwater drains. There are also potential negative effects from individual projects: for example, construction of any new road has effects on neighbours and neighbourhoods.

Dealing with these effects is complex. Some issues, such as vehicle emission standards, are properly dealt with at a national level. Others, such as air and water quality, are regional issues. Of those issues that can be dealt with at a local level, we seek to reduce the cause of the negative effects where possible.

In other cases, we monitor the effects and seek to mitigate them where possible. Stormwater runoff from roads is monitored to ensure it complies with environmental standards, as is air quality in the city. Many of our activities are subject to Resource Management Act controls that seek to ensure that resources are managed sustainably and that adverse effects on the environment are avoided, remedied or mitigated.

Other potentially significant negative effects we must consider include:

- The timing of road works and other improvements. These can impact on local businesses but may also affect growth opportunities. Our transport planning is designed to minimise the impact and focus our work in growth areas.
- Safety. The transport network brings pedestrians, cyclists and vehicles together. This presents hazards to users. We've developed road safety programmes and design solutions reduce the likelihood and severity of accidents.

How these activities are funded

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/Other
Transport planning							
Ports access							
Vehicle network.							
Passenger transport network							
Network-wide control and management							
Cycle network							
Pedestrian network							
Road safety							

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APPENDIX 1

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

What it will cost

[To be inserted]

How we'll measure our performance

See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets for this activity area.

7.2 PARKING

Parking in the CBD is important for shoppers, tourists, and those working and visiting the city

Our activity

- Parking

We provide about 10% of the parking in central Wellington. This includes on-street parking spaces and off-street parking at various sites. Parking is important for shoppers, people working in the city, visitors to the city, and people coming in to the city for recreational activities.

How this activity contributes to our community outcomes

Our parking services contribute to the following community outcomes:

- **People-centred City**

Through short term parking they promote convenience for people choosing to travel by car to shop, visit or do business. Through long term parking they provide convenience for people choosing to travel by car for work or extended business or leisure in the city.

- **Connected City**

They allow people choosing to travel by car to connect with people and places in the central city for businesses, work or leisure.

- **Dynamic Central City**

By encouraging people to travel into the central city, they enhance its vibrancy and promote retail and other business activity.

What we'll provide - our level of service

We'll continue to provide more than 12,000 on-street parking spaces in the CBD and surrounds. In addition we'll provide off-street parking at Clifton Terrace, the Michael Fowler Centre and beneath Civic Square.

We regulate and enforce parking provision through pay-and-display machines and fees/permits to ensure as many people as possible can access parking spaces, and that the roading network is free

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APPENDIX 1

of obstructions. The revenue derived from parking fees contributes to maintenance and improvements to the roading network.

On the fringes of the CBD, we'll continue to operate coupon parking zones and resident parking areas to balance the needs of residents, visitors, shoppers and commuters.

Key projects over the next three years

- We'll implement Smartpark Mark 2, an independent personal parking meter device. The current Smartpark device uses a pre-paid card to pay for parking. The Smartpark Mk 2 device uses a USB cable and the user goes on line to top up the account, using a credit card.
- We'll trial in-ground sensors. Three types are currently available, which would initially be trialled to get data of traffic volumes and time periods of stay in certain areas around the CBD and in the suburbs.
- We'll implement Snapper cards into all pay and display machines as a further alternative option to pay for parking.
- We'll review our parking services, including on street enforcement, back office processing of infringements and permits, and contract management.

Key proposals

[See report 5 on this agenda for a schedule of all proposed capital upgrades and savings options.]

Significant negative effects from our activities

The primary significant negative effects we consider under the parking activity are safety congestion and inconvenience to the public. Some driver behaviour when waiting for, entering, or exiting a car park can present a hazard or cause delay and inconvenience to other motorists, cyclists or pedestrians. We've developed road safety programmes and design solutions to reduce the likelihood and severity of accidents. We also ensure safe practices through enforcement by issuing fines to motorists who park illegally. Setting our parking charges and time limits properly can reduce street congestion and maximise the turnover/availability of parking.

APPENDIX 1

How this activity is funded

Activity component	User fees	Other income	Rates	General rate	Residential target	Commercial target	Downtown/ Other
Parking							

[See the report from the Funding and Activity Review Working Party on this agenda for funding sources for each activity]

What it will cost

[To be inserted]

How we'll measure our performance

See the report from the Funding and Activity Review Working Party on this agenda for performance measures and targets