
ORDINARY MEETING

OF

WELLINGTON CITY COUNCIL

SUPPLEMENTARY AGENDA

Time: 9:30am
Date: Wednesday, 27 June 2018
Venue: Committee Room 1
Ground Floor, Council Offices
101 Wakefield Street
Wellington

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A. General Business

ADOPTION OF THE 2018-28 LONG-TERM PLAN

Purpose

1. This report provides for the adoption of the 2018-28 Long-term Plan.

Summary

The process

2. The Council's 2018-28 Long-term Plan is provided for adoption. This follows:
 - preparatory work including an early engagement process with the community
 - Revenue and Finance Working party consideration of the financial management principles, review of Councils funding and financial policies, asset management plans and performance measurement framework
 - a Special Consultative Procedure in April/May 2018
 - oral forums and oral hearings in May 2018
 - Long term and Annual Plan Committee consideration of all community / stakeholder feedback
 - Long term and Annual Plan Committee deliberation on changes and a recommendation to Council of a final 2018-28 Long-term Plan.

Audit review

3. Since the 6 June 2018 Long term and Annual Plan Committee deliberations, Audit New Zealand has completed its audit work. They will attend Council to provide their audit opinion.

Recommendation/s

That the Council:

1. Receive the information.
2. Note that the Long term and Annual Plan Committee considered the issues raised in written and oral submissions at its meeting of 6 June 2018.
3. Note that the 2018-28 Long-term Plan (attached as Attachment 1) has been prepared based on the decisions and recommendations of the Long term and Annual Plan Committee meetings of 6 June 2018.
4. Agree that, having regard to the requirements of section 100 of the Local Government Act 2002, the Council's forecasting assumptions and Revenue and Financing Policy, it is financially prudent not to set a level of operating revenue that meets the projected operating expenses of Council.
5. Agree that for 2018/19, it is financially prudent to forecast a surplus of \$17.8 million.
6. Agree total borrowings over the 10-Year plan of up to \$1.162 billion to fund capital expenditure and investment. This is an increase from the expected closing borrowings

in 2017/18 of \$506.5 million.

7. Agree the fee changes resulting from the Resource Legislation Amendment Act 2017 (RLAA), which are now included in the fees and user charges section of the 10-Year plan documentation.
8. Adopt the 2018-28 Long-term Plan (Attachment1) including:
 - Community outcomes and three year priorities
 - Statements of Service Provision (including performance measures)
 - A schedule covering the activities of Council's CCOs
 - A schedule of changes to fees and charges
 - Forecast Financial Statements
 - 2018-28 Long-term Plan disclosure statement for the period commencing 1 July 2018
 - Funding Impact Statement
 - Statement concerning the balancing of the budget
 - Project and Programme Budgets
 - Financial and Infrastructure Strategy
 - Funding and Financial Policies (Revenue and Financing Policy, Investment and Liability Management Policies, Rates Remission Policy, Rates Postponement Policy)
 - Statement of Significant Forecasting Assumptions
 - Three Year Waterfront Plan
 - Significance and Engagement Policy.
9. Note that having adopted the 2018-28 Long-term Plan (including the 2018-28 Funding Impact Statement), the rates for the year commencing on 1 July 2018 and concluding on 30 June 2019 will need to be set by Council in accordance with section 23 of the Local Government (Rating) Act 2002, as outlined in the 2018/19 Rates Setting paper.
10. Delegate to the Chief Executive and the Mayor the authority to make any editorial changes that may arise as part of the publication process, and any changes that occur as a result of decisions made at this Council meeting of 27 June 2018.

Background

4. The process for completing the Council's 2018-28 Long-term Plan has been comprehensive. To date, the Council has taken the following steps:
 - a series of councillor workshops to agree priority areas, projects and budgets.
 - a Revenue and Financing Working Party to consider funding of Council activities, asset management plans and the performance measurement framework
 - a Special Consultative Procedure in April/May 2018
 - oral forums and oral hearings in May 2018
 - Long-term and Annual Plan Committee consideration of all community / stakeholder feedback
 - Long term and Annual Plan Committee deliberation on changes and a recommendation to Council of a final 2018-28 Long-term Plan.

Discussion

5. Resource Management Act (RMA) - changes to fees

- The Resource Legislation Amendment Act 2017 (RLAA) represented the Government's second phase of reform of the Resource Management Act. The majority of changes to the resource consent process came into force six months after enactment, on 18 October 2017, some of which resulted in fee changes.
- These fee changes were consulted on in a Special Consultation Procedure (SCP) carried out from 27 November 2017 to 8 January 2018. No submissions were received on this SCP.
- The changes to fees following from this consultation will come into effect from 1 July 2018 and have been included in the 10-Year plan documentation. These were not included as part of the fee changes for consultation having already been subject to the above mentioned SCP.

6. Balanced Budget

- Under section 100 of the Local Government Act 2002, Councils are required to report a balanced budget. The Council's aim is to be as close to a 100% balanced budget as possible, where projected revenues are at a level sufficient to meet operating expenses. Large variances would indicate that ratepayers are either paying too much or too little rates which could lead to intergenerational issues in later years.
- Year 1 of the Long-term plan (2018/19) produces an underlying balanced budget.
- Despite the underlying balanced budget a surplus of \$17.8 million is projected. This is mainly due to accounting conventions requiring Council to record revenue received to fund capital expenditure as income, some of which is offset by specified depreciation not being funded by rates.

EXPLANATION OF SURPLUS

Items that are presented in the Prospective Statement of Comprehensive Revenue and Expense but do not offset rates.

	\$000's
Balanced Budget	0
Depreciation not funded by rates:	
<i>Depreciation collected for capital assets that will not be renewed</i>	
NZTA Transport funded projects	(15,437)
General	(70)
Moa Point sewerage treatment plant	(1,680)
Decommissioned Living Earth joint venture plant	(230)
Wellington Waterfront Limited Depreciation	(3,007)
Civic Campus	(702)
Total depreciation not funded by rates	(21,126)
Revenue received for capital purposes:	
<i>Funding received from external parties for major capital expenditure</i>	
NZTA capital funding	33,198
Housing ring-fenced surplus	(6,383)
Development contributions	2,000
Bequests, trust and other external funding	837
Total Revenue received for capital purposes	29,652
Items funded from prior year surpluses:	
City Growth Fund	(1,750)
Total items funded from prior year surplus	(1,750)
Additional operational expenditure items:	
<i>Operational expenditure items identified as equitable to be funded through other funding mechanisms</i>	
Alex Moore Park	55
Cable car	125
Odyssey - related	221
Roading projects	130
Toitu Pōneke	80
Weathertight Homes funding	7,447
Westpac Stadium	400
Reserves purchases and development fund	(11)
Lets Get Wellington Moving	(1,038)
Convention Centre & Movie Museum construction phase	(1,347)
Kilbirnie Bowling club demolition	177
Technology Infrastructure and Software	481
Unrealised fair value adjustment for loans and receivables	0
Fair value movement on investment property revaluation	4,262
Total additional items	10,981
Total Surplus	17,757

Options

7. NA

Next Actions

8. Once the 2018-28 Long-term Plan has been adopted, officers will publish and distribute the final document and make it available online and in council libraries and service centres.

Attachments

- Attachment 1. Volume 1 WCC Long-term Plan 2018-28 [↓](#)
Attachment 2. Volume 2 WCC Long-term Plan 2018-28 [↓](#)

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SUPPORTING INFORMATION

Engagement and Consultation

This final 2018-28 Long-term Plan has been subject to the Special Consultative Procedure and also included substantial pre-engagement before the draft was prepared. Updates to this long term plan will be made through subsequent annual plan processes which will also involve community consultation.

Treaty of Waitangi considerations

Mana Whenua were involved in the development of this 2018-28 Long-term Plan.

Financial implications

The Long-term Plan includes the full budget to run the city for the next ten years.

Policy and legislative implications

The Long-term Plan contains the Councils Funding and Financial Policies (with the exception of Development Contributions) and the Significance and Engagement policy. The budgets, plans activities, services and work programmes are developed alongside and in compliance with these policies.

Risks / legal

Significant forecasting assumptions and risks are explained within the plan.

Climate Change impact and considerations

Climate change considerations and responses are included within the plan.

Communications Plan

Once the Long-term Plan is published, its availability will be communicated through normal Council communication channels.

Health and Safety Impact considered

NA

Our 10-Year Plan 2018-28

Tō mātou mahere ngahuru tau

Wellington City Council

Volume 1 of Wellington City Council's Long-term Plan 2018-28

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Part A: Introduction

Volume 1 (this document) includes:

- an overview of the outcomes and priority areas we are working towards
- a description of our services and key projects
- how we will track performance against outcomes and performance targets for services.
- supporting and financial information on what it costs to deliver those services

Volume 2 includes:

- significant assumptions underpinning this plan
- financial policies and strategies that support this plan.

Building a better, stronger city

By Justin Lester
Mayor of Wellington

Wellington is a forward-looking city and Our 10-year Plan 2018-28 goes a long way towards shaping the capital's direction for the next 50 years.

The plan is based on resilience and our natural environment, affordable housing, a modern transport network, being New Zealand's cultural capital and maintaining a sustainable local economy.

Growing awareness of the challenges posed by climate change and events such as the Kaikoura earthquake remind us it's important to be prepared. We're investing \$2.31 billion in capital projects to ensure Wellington remains safe, inclusive, creative and sustainable.

This includes spending \$280 million on improving key transport corridors, wastewater and water infrastructure. We're budgeting \$511 million to protect Wellington's water supply.

We also want a better natural environment. We aim to spend \$3.6 million on making the Miramar Peninsula predator-free and will then turn our focus to the wider city.

We will invest heavily in social and affordable housing, and will also help establish Te Whare Okioki, a 24-hour supported living environment for our most vulnerable people.

Transport and urban design are closely connected in shaping a city. We've initially budgeted \$123 million to work with our partners to give the city a modern, future-focused transport network. Our plans include mass transit from the city centre to the southern and eastern suburbs, prioritisation for walking and cycling, and removing arterial routes from city streets.

To help ensure Wellington remains the cultural capital of New Zealand, \$15 million will be spent on arts and supporting events like the New Zealand Festival and Wellington on a Plate. We will also invest \$111 million on upgrading venues and create new funding streams for the performing arts. Over the next 10 years, we have also planned for a Movie Museum and Convention Centre, and an indoor arena to complement the cultural scene.

To do all this will require additional borrowing of \$655 million to fund capital expenditure. We've committed to an average rates increase of 3.8 percent for 2018/19 after growth and an average of 4.0 percent over the 10 years (after growth and excluding the impact of the proposed tourism targeted rate). Our AA credit rating and sound financial position means we can achieve this.

Thousands of Wellingtonians engaged in consultation on the 10-year plan. It's great to see there is overwhelming support for doing more for the city. Now it's time to get to work. There is plenty to do but also a great deal to look forward to – a better, stronger version of Wellington.

An ambitious plan for Wellington

By Kevin Lavery
Chief executive

On 15 April, the Council revealed an ambitious investment programme for Wellington that seeks to address some of the challenges the city faces. The projects and initiatives detailed in Our 10-Year Plan aim to prepare Wellington for change.

Between 15 April and 15 May, thousands of Wellingtonians provided their feedback on the proposed plan during a formal consultation process. The results show strong support for increased investment in five key areas.

Our 10-Year Plan focuses on investment in resilience and the environment, building more and better housing, developing our transport network, investing in sustainable growth and promoting arts and culture. Alongside these goals, we'll also be maintaining and renewing existing assets such as libraries and pools.

The focus areas are designed to respond to the challenges we know Wellington faces: significant population growth, which has an impact on housing and transport; growing competition from other cities that also invest in their arts and culture, and seek to attract skilled labour and visitors; the threat of another earthquake, and climate-change related events like rising sea levels.

The plan is ambitious because it means investing more while keeping rates manageable, at an average 4.0 percent over the next 10 years after growth and excluding the impact for the proposed tourism targeted rate. We will need to increase borrowing to pay for the infrastructure Wellington needs. But our prudent financial management, our strong balance sheet and AA credit rating means we can afford the borrowing.

The projects in this plan will help build a better, more resilient environment for Wellington's residents and communities. We will build 750 new homes as part of our wider efforts to provide safe, quality and affordable housing; help the city become more robust with emergency water supply, and protect animal species from predators. In transport, we will substantially improve the city's network to reduce congestion and pollution. We will work hard to support local businesses and artists, and to promote Wellington as a place where talent want to visit, work and live.

We've set out to do a great deal and have a dedicated and talented team of around 1,700 to make it happen.

Thank you for all your support. Our 10-Year Plan is a plan for Wellington's residents and communities. We will work hard to deliver it.

Consultation results - what people said

The following summarises how we consulted on Our 10-Year Plan 2018-28, the feedback we received (results) and the decisions made by the Council following consultation.

How the Council engaged and consulted

The Council's audited consultation document detailed Our 10-Year Plan strategic priorities, proposed initiatives (or proposals), options and projects for which the Council sought public feedback. A detailed analysis of the consultation feedback received on the plan's proposals and projects is available on our website page at <https://wellington.govt.nz/your-council/meetings/committees/long-term-and-annual-plan-committee/2018/06/6>.

Supporting information relating to the consultation document was also made available to the public to enable informed feedback to the Council. This information included financial statements, key strategies, development plans, Council services and performance measures.

The engagement and consultation programme occurred in three phases.

- **Phase one:** Early engagement and awareness raising on the 10-year plan's strategic priorities and challenges facing the city took place between 19 March and 13 April 2018. Early engagement comprised of community meetings; Māori, youth, and residents' associations workshops; key stakeholder and advisory group forums; as well as on-line and social media activities.
- **Phase two:** Formal consultation to gather public submissions on the consultation document proposals and projects took place between 15 April and 15 May 2018
- **Phase three:** Oral hearings and forums for those who wished to speak to their submission were held between 22 May and 29 May 2018. A total 155 individuals or organisations attended oral hearing or forums.

The response

In phase one (building awareness), 393 people completed the series of questions and 97 signed up to receive information on the formal consultation.

In phase two (formal consultation), there were 16,553 visits to the consultation website from 12,174 users, 1481 consultation document downloads and 2051 submissions received (89 from organisations, 1781 from individuals).

Total submission volumes, comments and the submitter age (for example) indicate that a cross section of the city's population participated in the consultation. Encouraging feedback from younger people was an objective of the consultation programme. While 19 to 30-year olds make up 19 per cent of Wellington's population, they accounted for 25 per cent of submissions.

The consultation was promoted through a range of broadcast media, social media channels, events and campaigns.

What people said

The strategic priorities

Overall, 72 percent (1473) of submitters agreed with spending more on the five Council priority areas, 7 percent (134) disagreed, 8 percent (166) were not sure and 13 percent (277) did not answer the question. There is a similar pattern of support when the feedback analysed is in relation to gender, age, ethnicity, individuals or organisations. In addition, 25 percent of submitters indicated that resilience and environment was the strategic priority they would tackle first, while 24 percent said they would place transport as the highest of the five priorities. A further 22 percent ranked housing first, while both sustainable growth, and arts and culture, came fourth equal, with 16 percent of submitters placing those two areas as their top priorities.

The consultation proposals

The consultation proposals for each of the strategic priorities comprised of two options.

* Option1 - increase levels of service by investing in the proposed initiatives

* Option 2 - keep current levels of service. The Council also indicated its preferred option in the consultation document.

Overall, a clear majority of respondents supported the preferred option for each priority area proposal, as the following statistics show

- 80 percent supported the resilience and environment preferred option (three initiatives)
- 81 percent supported the housing preferred option (one initiative)
- 52 percent supported the transport preferred option (two initiatives)
- 62 percent supported the sustainable growth preferred option (two initiatives)
- 78 percent supported the arts and culture preferred option (two initiatives).

Feedback on projects

In addition to feedback on the proposals, the Council also sought feedback on other related projects ("feedback projects") for each priority. Overall, most projects were supported by a majority of submissions although some projects received somewhat less support than others, for example the conservation upgrades for the Wellington Zoo and extending the life of Kiwi Point Quarry.

What was decided

The Council considered all of the consultation feedback at the June 2018 deliberations on Our 10-Year Plan 2018-28. In summary, the Council decided that the final 10-year plan document should include timing changes to some initiatives, should mention climate change and also include a review of some key strategies.

a) Changes to initiatives:

- bring forward the:
 - sewerage sludge project (2023) to year 4 of the 10-year plan, with \$1 million allocated in year 3 for planning and design
 - bring forward \$10 million flood reduction work in Tawa from year 7 to year 4
- safe cycling - In anticipation of the government's Policy Statement on Transport supporting the faster delivery of safe cycling infrastructure, continue to review the development of the

city's safe cycling infrastructure with a view to bringing forward delivery in the north and west of the city.

(b) Changes to the narrative of the plan and reviewing strategies:

- incorporating the impact of climate change - This includes waste reduction (for example, through the Regional Waste Management and Minimisation Plan), energy conservation and water sensitive design
- emphasising climate change and resulting funding implications to insurance, renewal of ageing infrastructure and making reference to critical assets and risks around them
- reflecting the Council's commitment to working in partnership with stakeholder groups to (for example) make Wellington more accessible
- exploring the development of a School Travel Plan for every school in the city
- requiring future Special Housing Areas (SHAs) to include full consultation on the nature of the SHA and the intended resource management outcomes.

The Council also reviewed requests from the community to fund various projects or activities and committed to continue working with each organisation at their request. Some requests could be considered as part of the grants funding round or existing grants, and some were better considered in conjunction with key decisions or plans currently being developed.

The Council also decided to review the arts and cultural strategy and make changes to the financial and infrastructure strategy in the first two years of the plan.

Part B: Summary of Our 10-Year Plan

Our long-term city outcomes

Wellington City Council is continuing to work towards our long-term strategic vision for the city, as defined by Wellington Towards 2040: Smart Capital. This vision sets out our aim to grow and sustain the city as “an inclusive place where talent wants to live”. A city that is dynamic, sustainable and connected, with people at its heart. As part of achieving this vision, and after listening to public feedback, we have made the city’s resilience a key priority as we meet the various challenges from earthquakes to climate change-related events.

The strategic vision is supported by four long-term city outcomes that determine our core activities and set the long-term vision:

- *People-centred city* - People are the city’s greatest asset. Wellington’s shape and character will continue to reflect the people who live in, work in, and visit the city. The city will be healthy, vibrant, affordable and resilient, with a strong sense of identity and place expressed through urban form, openness and accessibility to all abilities
- *Eco city* - Developing Wellington as an eco-city means proactively responding to environmental challenges and managing the just transition to becoming a low carbon city. It is important that Wellington takes an environmental leadership role as the capital city of clean and green Aotearoa New Zealand. Our many natural assets give the city a head start and opportunities as part of a green economy.
- *Connected city* – Wellington is a connected city, with easy access to regional, national and global networks. Connections are physical, allowing for ease of movement of people and goods; virtual, in the form of world-class ICT infrastructure; and social, enabling people to connect with each other and their communities.
- *Dynamic central city* – Wellington is a city with a dynamic centre, a place of creativity, exploration and innovation. The central city will be a vibrant and creative place, helping Wellington to offer the lifestyle, entertainment and amenity of a much bigger city. The city centre will continue to drive the regional economy.

These outcomes guide the Council’s core activities and projects.

Challenges that have informed our approach to this plan

By many standards, our city is doing well. Wellingtonians enjoy a quality of life that’s among the highest in New Zealand, and the capital consistently places among the world’s top cities in international studies that measure liveability and quality of life. In 2017, a Deutsche Bank study of 47 cities around the world rated Wellington number one for liveability. This result was repeated in their 2018 study.

We have low deprivation levels compared to other cities in New Zealand. Nationally, we also have the highest percentage of people with a tertiary education, and the highest average household incomes.

The Council's overall financial position is also healthy. This is reflected in our AA credit rating with Standard & Poor's, the highest for a public sector entity in New Zealand. Our services are also value for money. In 2018/19, it will cost residents about \$6.51 per day to deliver all Council services.

While there is much to celebrate, as with all cities, there are also challenges.

Wellington has some very specific challenges that we have decided to prioritise in this plan.

Managing the demands of growth. More people want to live here and our population is growing steadily. Up to 280,000 people are expected to call Wellington home by 2043. This will put pressure on transport, infrastructure, and housing – particularly in the inner city. The city will need up to 30,000 more housing units, along with investment in transport infrastructure, and higher capacity in water and wastewater infrastructure.

Making the city more resilient. In November 2016, we experienced a significant earthquake. Wellington responded well, but there is more work to do. The climate is also changing and we need to find ways of living with a higher frequency of extreme weather events. We also need to factor in rising sea levels. In this plan, one of the main priorities is to improve the city's resilience, which is why we're proposing increased investment in Council buildings and core infrastructure.

Developing areas where we have a competitive advantage. We've invested extensively in the arts over many decades and our city has an enviable reputation as a centre of culture. That didn't happen by accident: we, along with central government and others, have been supporting and investing in the sector for years. But other cities are also investing in these areas, and we need to make sure investment levels are high enough to support a thriving arts and culture sector in the city. In this plan, we're proposing to invest in earthquake strengthening cultural facilities such as the Town Hall and the St James Theatre, and to increase funding support for the city's arts and cultural activities.

Maintaining economic growth. Wellington offers a high quality of life, provides a good range of services and facilities, and looks after its people and the environment. All of this requires a healthy and strong economy. Our economy generally performs very well, but in terms of GDP growth it still lags behind the New Zealand average and other major cities. Our challenge is to maintain the current growth and support the diversification of our economy so that growth is sustainable. As a result, this plan includes proposed investment in an indoor arena and a Movie Museum and Convention Centre.

Our priorities in this 10-year plan

We want our city to continue to thrive. To achieve this, we need to understand and address the challenges we face and deliver our core services efficiently and effectively. With these challenges in mind, we identified five priority areas for this 10-year Plan. The key projects to deliver on these priorities are summarised here, and in more detail in the Activity Statements (Part D) – including budgets and timings.



Resilience and environment

We have obligations as kaitiaki (guardians) of this city. Preparing the city to better cope with shocks and making our infrastructure and communities more resilient is at the heart of this.

Investing in our environment – whether we’re dealing with predator species or coastal erosion, reducing waste, or strengthening core infrastructure such as pipes and heritage buildings – helps create stronger communities and a more resilient city. Consideration of the city’s carbon emissions and how they can be reduced sits across a number of our activities. When we make decisions on transport, the landfill, and how and where our city grows, climate change impacts are considered. The Low Carbon Capital Plan outlines how we will deliver on our emission reduction goals over time. More information can be found at [https://wellington.govt.nz/your-council/plans-policies-and-bylaws/policies/low-carbon-capital-plan-\(2016\)](https://wellington.govt.nz/your-council/plans-policies-and-bylaws/policies/low-carbon-capital-plan-(2016)).

Key projects over the next 10 years:

- *Security of water supply* – additional water storage capacity and network improvement projects throughout the city to support population growth and enhance the city’s resilience
- *Wastewater* – additional wastewater network improvements to increase the capacity of the wastewater network to accommodate growth and provide capacity to address future sewage sludge disposal
- *Stormwater* – additional investment to increase capacity in key parts of the city to reduce flooding events
- *Building accelerometers* – exploring options to install accelerometers in buildings across the city to provide us with better information immediately after an earthquake
- *Resilience of the transport corridor* – additional funding to strengthen infrastructure that support the transport corridor (tunnels, bridges, retaining walls)
- *Strengthening Council buildings* – earthquake strengthening a number of Council-owned buildings – including the Town Hall and the St James Theatre
- *Storm clean-up* – additional funding to respond to more frequent and severe weather events
- *Predator Free Wellington* – additional resourcing to deliver on the goal of making Wellington predator free
- *Bring forward the:*
 - sewerage sludge project (2023) to start in year 4 of the 10-year Plan with \$1 million allocated in year 3 for planning and design
 - \$10 million flood reduction work in Tawa (2029) from year 7 to year 4.



Housing

Our population has been growing steadily. Up to 280,000 people are expected to call Wellington home by 2043. This means we will need up to 30,000 more housing units to accommodate new arrivals.

We want people to have good housing choices and be able to afford to buy homes in our city. To make this possible, we propose to be more actively involved in making sure there is enough high-quality housing stock in the city in the future.

Key projects over the next 10 years:

- *A Strategic Housing Investment Programme* – as part of our existing housing upgrade programme, we will work with development partners to deliver more affordable housing in the city
- *Special Housing Areas (SHAs)* – we will work with central government to explore opportunities for developing new Housing Accord/Special Housing Areas in Wellington, with affordability as a component. Future Special Housing Areas (SHAs) will include full consultation on the nature of the SHA and the intended resource management outcomes
- *Inner-city building conversions* – we want to take a serious look at how we can make better use of the inner city for housing by working with commercial building owners on an exemplar project to convert them to residential apartments
- *Special Housing Vehicle (Urban Development Agency)* – we will consider establishing a Special Housing Vehicle to deliver our housing and urban regeneration plans
- *A rental warrant of fitness* – in the coming year, we will look at whether Wellington needs a housing standard to lift the quality of housing
- *Te Whare Oki Oki* – taking a Housing First approach, we are working in partnership with Housing NZ and the Ministry of Social Development to establish supported living options for our most vulnerable homeless population.



Transport

A good transport system should do more than just move people and goods efficiently. It should benefit people's overall quality of life, support economic productivity, help create healthy urban neighbourhoods that are people focused, and reduce the city's carbon emissions.

Wellington is starting from a reasonably strong position. We already have high public transport use and more people walk and cycle to work here than in any other city in New Zealand. Our low carbon use per person is in part due to how compact the city is and a high take-up of public and active transport modes.

But all of these transport modes rely on a network that is already significantly congested at peak times. As our population grows and more people start living in the inner city, the pressure will increase. Commuters and inner-city residents are already experiencing this, and public satisfaction with peak-hour traffic congestion is declining.

In the face of population growth and increasing transport demand, we need a joined-up solution that makes our network more efficient while also allowing for regeneration in parts of the inner city for more people to live in high-quality urban environments.

Key projects over the next 10 years:

- *Cycling Master Plan* – additional investment to deliver the Cycling Master Plan over a 20-year period (rather than 35 years)
- *safe cycling* - in anticipation of the Government's Policy Statement on Transport supporting the faster delivery of safe cycling infrastructure, continue to review of the development of the city's safe cycling infrastructure with a view to bringing forward delivery in the north and west of the city.
- *Let's Get Wellington Moving* – working in partnership with Greater Wellington Regional Council and the NZ Transport Agency on transport improvements from Ngauranga Gorge to Wellington International Airport. A decision will be made soon and budgets will be finalised in the next year, which will require some amendments to this long-term plan.



Sustainable growth

Up to 280,000 people are expected to call Wellington home by 2043. As the population grows, the commercial sector will also expand. We expect an extra 28,000 people to work here by 2047.

With much of the population growth predicted to be in the inner city, and the city centre being the economic hub of the region, good planning that accommodates for both while also taking into account the effects of climate change will be crucial.

We also need a sustainable economy to support our quality of life and provide jobs for our growing population. Our economy is generally doing well, but our growth is still behind that of the New Zealand average and other major cities in the country. We've started a programme to boost economic growth and need to continue building a resilient, sustainable and more diverse economy as a base to support our high quality of life.

Key projects over the next 10 years:

- *Strategic planning* – the development of a plan for growth that sets our policy direction and is the backbone for a District Plan review
- *Comprehensive District Plan review* – a comprehensive review of our plan (as opposed to the minimum legislative requirements) that takes into account our existing residential and business capacity across the city and what demand will be like over the next 3, 10 and 30 years
- *Streamlined consenting* – a new structure that makes consenting and compliance functions faster, easier, safer and more sustainable
- *Economic catalyst projects* – we will continue with our proposal to develop a Movie Museum and Convention Centre on land next to Te Papa, and progress will also continue on an indoor arena and on an airport runway extension plan led by Wellington International Airport Limited
- *Kiwi Point Quarry* – we will open up of another section of the quarry to access additional rock resources

- *Wellington Zoo upgrades* – improvements to facilities to house additional animal attractions (snow leopards in the first half of this plan, and cheetahs in the later half)
- *Funding of economic and tourism initiatives* – in the coming year, we will explore options around how Wellington's visitor industry might assist or contribute from year 3 of this plan to funding activities that support the tourism sector.



Arts and culture

Wellington is known as the cultural capital of New Zealand, reflecting the local presence of national arts organisations and vibrant arts and events. It is a city of unique cultural experiences for residents and visitors alike. This did not happen by accident. It is the result of deliberate investment over recent years by the Council and other partners.

But we can't stand still. Other cities are investing and Wellington is now facing increased competition to its reputation. To secure it, we need to build on our strengths and improve our offering.

Key projects over the next 10 years:

- *Earthquake strengthening cultural facilities* – strengthening Council cultural facilities such as the St James Theatre, the Town Hall and Wellington Museum, so they can continue to support our arts and culture sector
- *Additional support for the arts* – providing additional investment to support a coordinated programme of events, activities, theatre and public art to position the city as a global cultural destination, including growing festivals like Matariki into large-scale national festivals
- *Cultural strategy* - A review of the arts and cultural strategy in the first two years of the 10-year Plan

These projects and their associated costs are discussed in more detail in the Statements of Service Provision from pages x to x.

Part C: Summary of our financial approach

Introduction to our financial approach

This 10-year plan increases levels of service in our priority areas – resilience and environment, housing, transport, sustainable growth, and arts and culture. These priority areas are responding to the key challenges for the development of our city.

In preparing this investment programme, we have considered both our ability to deliver the planned capital programme and meet the on-going service level expectations of our residents and ratepayers.

The Council's financial position means we can afford to invest in the priority areas. The Council has an AA credit rating – the same as the New Zealand Government, and has the ability to service higher borrowing levels that will result from the investments outlined in this plan.

The Council manages a portfolio of \$3.71 billion of built assets (which doesn't include land) on behalf of the community. Our asset condition information shows our assets are well maintained and in reasonable condition. However, we have some challenges around accommodating the forecast growth and ensuring our assets are resilient to climate change-related events such as rising sea levels, earthquakes, and extreme weather events.

While our infrastructure strategy covers 30 years, the significant expenditure on capital upgrades to respond to growth and level of service demand that are planned, occur in the first 10 years. Years 11-30 are mainly concerned with capital expenditure on asset replacements (renewals) and their profile which is reflected in detail in section 8 of the 'Financial and infrastructure strategy' document.

We expect population growth to continue strongly over the short-to-medium term. We forecast a population of 250,000 to 280,000 by 2043. Over 40 percent of this growth is expected to be accommodated in the central city. As the city's population increases, the commercial sector will also expand.

We will cater for much of our inner city growth in conjunction with renewal and level of service upgrades and operationally through the review of our District Plan. As a result, the expenditure categorised as 'responding to growth' primarily relates to the Let's Get Wellington Moving programme (which primarily responds to growth but also contributes to improved levels of service) and other growth areas – such as development sites in the north of the city.

Over the 10 years of this plan, we propose to invest a similar amount each year in renewing our 'three waters' infrastructure (which appears in the 'Resilience and environment' section) and transport assets. Our capital expenditure renewal in the Social and Recreation Strategy is forecast to increase in the second half of our plan with our social housing renewal programme.

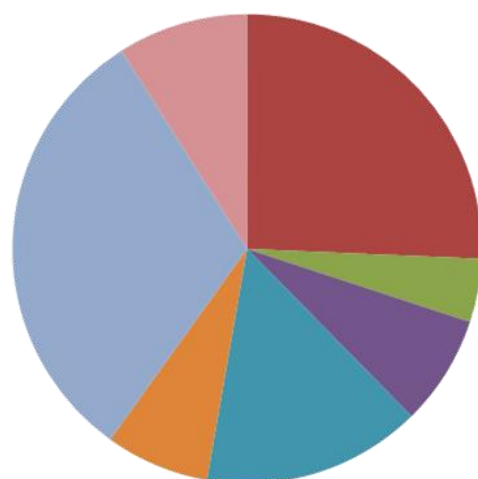
The challenges facing the city also signal demand for investment to improve levels of service in a number of areas and this plan includes investment in improving levels of service.

For details of our financial and infrastructure approach to this 10-year plan, refer to the Finance and Infrastructure Strategy in Part E Supporting Information.

Where the money will be spent

We will invest \$2.3 billion over the next 10 years in assets. This investment is spread across a range of activities, with the major spending areas being environment, social and recreation, and transport. In total, we will plan to spend \$6.3 billion of operational expenditure on delivering services and meeting the costs of funding depreciation of assets and interest from our borrowings.

Capital Expenditure Our 10-Year Plan 2018-28 by activity area



■ Governance 0%

■ Environment 26%

■ Economic development 4%

■ Cultural wellbeing 8%

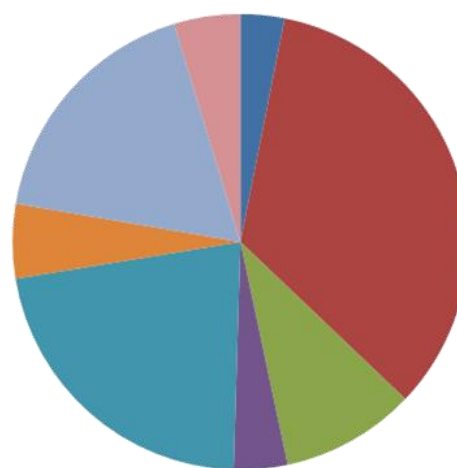
■ Social and recreation 15%

■ Urban development 7%

■ Transport 31%

■ Council 9%

Operational Expenditure Our 10-Year Plan 2018-28 by activity area



■ Governance 3%

■ Environment 34%

■ Economic development 10%

■ Cultural wellbeing 4%

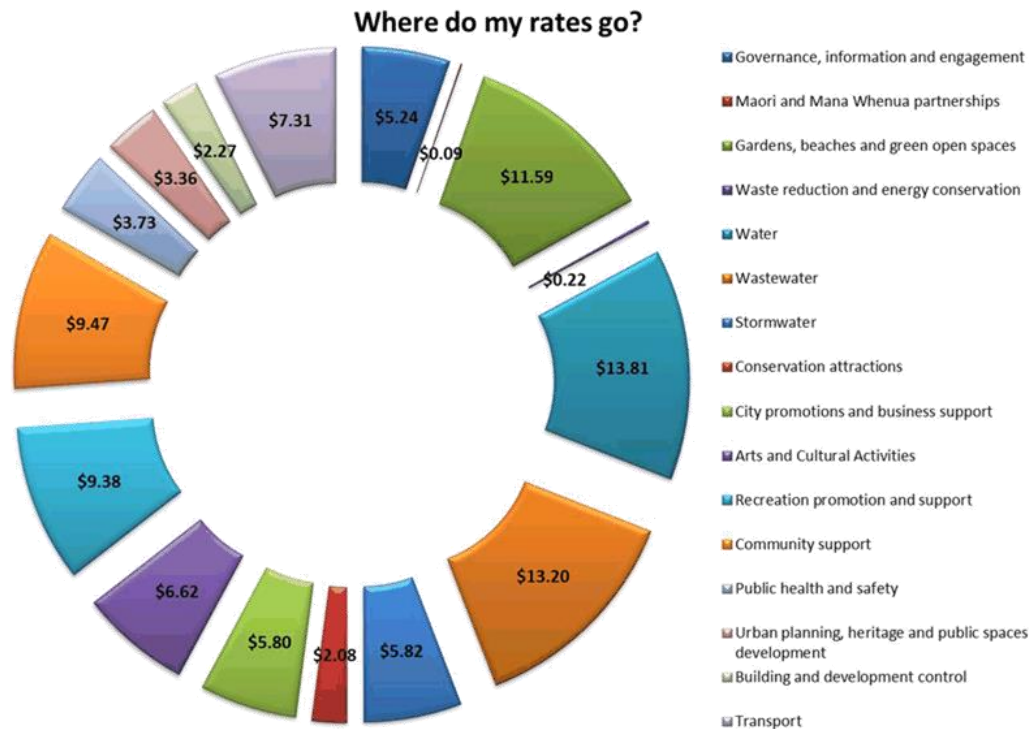
■ Social and recreation 22%

■ Urban development 5%

■ Transport 18%

■ Council 5%

The following graphic illustrates the proposed 2018/19 rates funding for the service areas the Council provides per \$100 of total rates.



Where the money comes from

Operational expenditure

The Council uses a number of mechanisms to fund operational expenditure. These include:

- General rates – mainly used to fund broad public good services such as playgrounds
- Targeted rates – where an activity benefits an easily identifiable group of ratepayers such as the commercial sector, for example business improvement districts
- Fees and charges – user charges where an identifiable benefit exists for users for certain Council services such as swimming pools
- Borrowings – in general, the Council does not fund operating expenditure by borrowing. The exception is to fund the impacts on ratepayers' intergenerational equity or to fund expenditure over the period during which benefits are received, such as weathertightness payments
- Grants and government subsidies – including income to maintain our transport networks from the New Zealand Transport Agency (NZTA)

- Other sources of funding – including income from interest and dividends from investments held by the Council, lease income and proceeds from asset sales, and prior year surpluses.

Capital expenditure

Capital expenditure is funded from new or extended borrowings, rating for depreciation, development contributions, capital funding from third parties like the NZTA, the sale of surplus assets, and restricted funds. Capital expenditure funding is further outlined below:

- **Renewal** – If the capital expenditure relates to the replacement (renewal) of an existing asset, that expenditure will be initially funded by borrowings. These borrowings will be repaid by rating for depreciation over the life of the asset. Any surplus rate funded depreciation, after paying for the replacement of Council assets, will be used to repay borrowings.
- **Upgrade** – If the capital expenditure relates to the construction or purchase of a new asset or to the upgrade or increase in service potential of an existing asset, that expenditure will usually be funded from new or extended borrowings. Borrowing is the most cost-effective and equitable way to do this as it spreads the cost of the asset over all the generations who will benefit from it, making it affordable to ratepayers today.
- **Growth** – Development contributions are to be used as the primary funding tool for capital expenditure to meet demand for population and employment growth for core infrastructure. Funds collected under the Development Contributions Policy will result in a corresponding decrease in the amount to be funded from new borrowings.

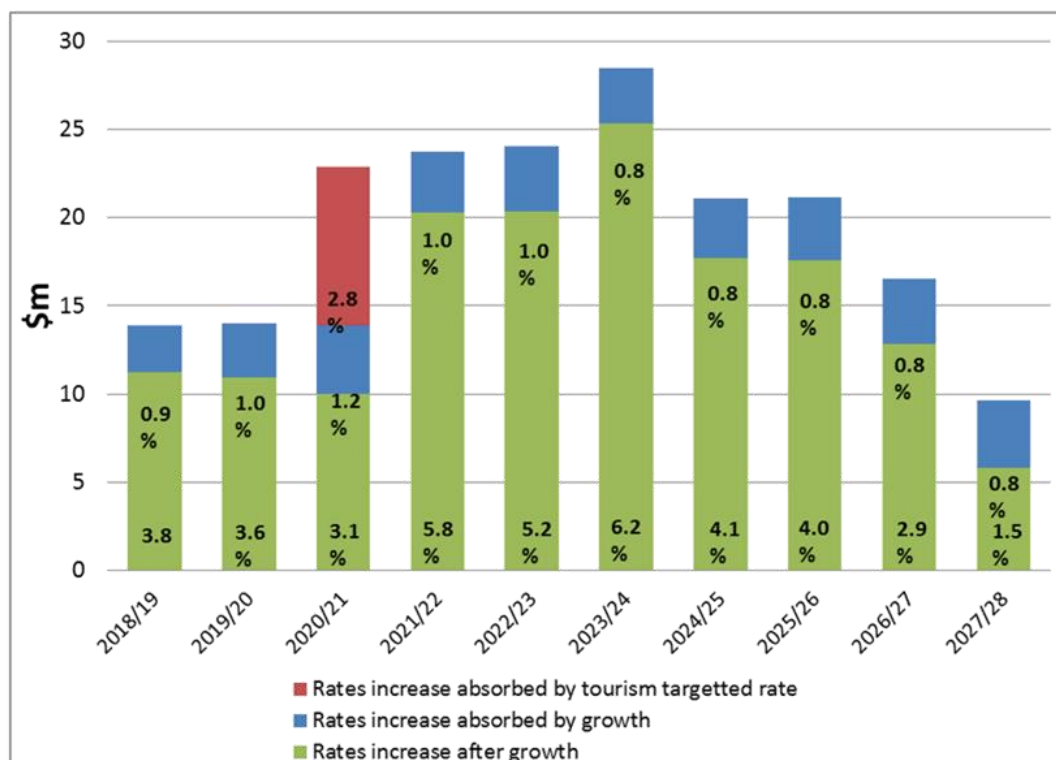
Explaining your rates

Funding rates over the next 10 years

The average rates increase is 3.5 percent over the first 3 years of this plan and an average of 4.0 percent over 10 years. This is after accounting for:

- Growth in the rating base which reduces the impact of the overall rates increase on existing ratepayers. We have assumed an average growth in the ratepayer base of 0.9 percent per year over the 10 years of the plan.
- The introduction of a targeted rate for the tourism sector from 2020/21. While the total amount of rates will be unchanged, the share of the rates paid by other (non-tourism sector) ratepayers will be lower by the equivalent of 2.8 percent of total rates.

Proposed year-on-year rates increase in value (\$m) and percentage



Indicative rates for the first year of this plan

The table on page 146 shows the indicative residential and commercial property rates (inclusive of GST) for 2018/19.

Making sure rates are kept affordable

We have set rates increase limits to ensure rates are kept affordable over time. These limits are:

- an annual limit of \$350 million of rates funding for each of the first 3 years of the plan
- an annual limit of \$495 million of rates funding for each of the 10 years of the plan
- The increase limit is to stay within the cap of \$350 million for years 1-3, and \$495 million for each of the 10 years of the plan. This can be calculated by taking the rates limit less the rates funding requirement from the prior financial year. Our forecast rates and rates increases are within these limits each year of the 10-year plan.

Explaining our borrowing position

Significant new investment in our priority areas

This plan includes increases in borrowing over the first 10 years of our 30-year infrastructure strategy. The key cost drivers for our increased borrowing is the significant upgrade programme for transport, resilience and economic growth programmes.

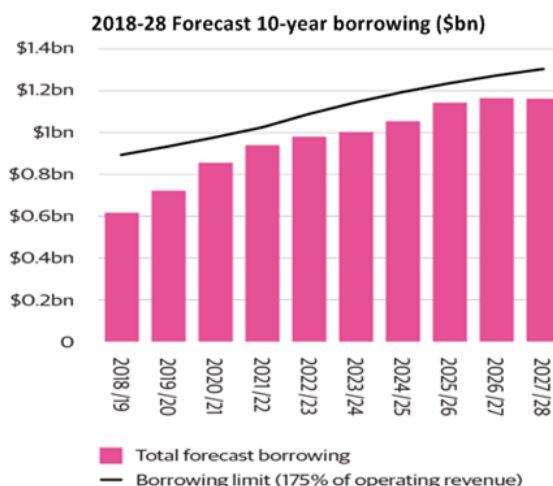
Our borrowing position is conservative

Our strong financial position means we can afford the projects outlined in this plan. Our approach is to keep borrowing levels within the 175 percent debt-to-income limit set out in our Financial Strategy.

We have far less debt (measured as debt to income) than most metropolitan local authorities. Our debt levels range from 120 percent to 167 percent of our annual income, which is below our limit of 175 percent.

Our starting borrowing position of \$507 million equates to \$2,400 per person in Wellington. This borrowing position will move to \$1.16 billion by year 10 and will equate to \$5,100 per person in Wellington.

Our forecast maximum ratio through the duration of Our 10-Year Plan 2018-28 is 167 percent and our limit is 175 percent. This level of borrowing still leaves approximately \$157 million of borrowing capacity in 2028 for use for example in the event of a natural disaster.



Capacity for more borrowing if required

Should demand for additional asset investment occur in subsequent plans, we expect the Council will have capacity to accommodate these within the limit. There is also sufficient balance sheet strength to amend the debt: income ratio limit to at least 200 percent without any anticipated effect on the credit rating. This level is still well below the allowance of up to 250 percent specified in our covenant with the Local Government Funding Agency (LGFA).

Part D: Statement of Service Provision

Our 10-Year Plan in detail

Introduction

Our work is divided into seven strategic areas. These areas represent how we work and are driven by our long-term goals for the city as well as the five priorities for this plan:

- **Governance** – information, consultation and decision-making, and engagement with Māori
- **Environment** – gardens and beaches, green open spaces, water, wastewater, waste reduction and energy conservation, environmental conservation attractions and the quarry
- **Economic development** – city promotions, events and attractions, and business support
- **Cultural wellbeing** – galleries and museums, community arts and cultural support, and arts partnerships
- **Social and recreation** – libraries, recreation facilities and programmes, public health and safety, housing, and community support
- **Urban development** – urban planning and policy, heritage and character protection, building control and facilitation, development control and facilitation, earthquake risk mitigation, and public spaces development
- **Transport** – transport planning and policy, transport networks, and parking

In each chapter you'll find information about the work we do, the reasons for doing that work and our goals in relation to it, any new proposals and key projects, outcomes we are working towards, and our performance targets.

The performance measures outlined in the plan broadly relate to maintaining existing levels of service.

Pārongo ā-tāone | Governance

We aim to build trust and confidence by being open, transparent and accountable.

In this section

This section includes, for the following groups of activities, what we do; the rationale – why we do it; the service offering; key projects and programmes; how the activities are funded and how much they cost; any significant negative effects; and the level of service we expect to provide, with performance measures that will demonstrate what you can expect as part of that level of service.

The key groups of activities under this strategic area are:

- 1.1 Governance, information and engagement
- 1.2 Māori and mana whenua partnerships

What we do – an overview

- Local elections
- Involving Wellingtonians in decision-making
- Council and committee meetings
- Communicating council services and decisions to the community
- Partnership with Māori and mana whenua
- Maintain our city archives as the primary information resource for the history of Wellington

Why we do it

Alignment with our long-term city outcomes

People-centred city	<p>Through governance and engagement, we enhance Wellingtonians' trust and confidence in civic decision-making, and encourage the community to participate in city governance. We provide information about the city and its services to allow Wellingtonians to use and enjoy it.</p> <p>We promote inclusiveness, we celebrate social and cultural diversity and we respond to the needs and aspirations of Māori. Part of this is in developing the capacity and capability of Māori to engage with Council decision-making.</p>
Eco city	<p>We acknowledge the importance of Wellington's unique natural environment in our governing role of the city. We take a lead in mitigating our effects on the environment by striving to reduce the emissions of our own buildings and services and involve everyone in a city-level approach to Wellington's future as an eco city.</p>
Connected city	<p>In making decisions on behalf of our city, we ensure our people can access networks regionally, nationally and globally, both physically and virtually. We establish city-to-city relationships that support international economic, social and cultural connections, and we provide an environment that encourages collaboration and partnership in the city and regionally.</p>

Dynamic central city

We strive to make decisions that enhance the city's vibrancy, reflect the diversity of cultures and tell Wellington's 'story', specifically the place of Māori in our story, through the built form and natural heritage of the city.

Snapshot of this activity

- 45.6% of Wellington residents voted in the local body election in 2017, up from 41.1% in 2013 and 38.5% in 2010
- 55% of Wellington residents are satisfied with the level of consultation
- 68% of Māori residents are satisfied with or neutral about their involvement in decision-making
- 51% of Wellington residents agree that decisions are made in the best interests of the city

Our direction

Outcome indicators

We use outcome indicators to monitor progress towards our outcomes over time. This provides us with information on trends that may influence our performance, including those outside our control. As these indicators are at least partially outside of our control, we do not set targets for outcome indicators but instead we will monitor and report on trends over time.

The below is a summary of the outcomes we are monitoring over time. The full list of indicators that inform these outcomes for the governance area are included at the end of the governance section.

- *Residents' confidence and engagement.* We monitor voter turn-out and residents' perceptions that they have the opportunity to participate in decision-making. This gives us the indication over time that residents are confident and engaged in Council decisions.
- *Māori and mana whenua engagement and confidence.* In order to monitor how engaged and confident Māori residents and mana whenua partners are in Council decisions, we ask what their perceptions are of Council decision-making, how well the city's resources are protected and whether Māori culture and te reo is appropriately recognised and visible in the city.
- *Diversity.* We will monitor how diverse the population is and residents' perceptions of the value of diversity in the city.

What this tells us:

Community involvement in decision-making is key to successful decisions. If residents are satisfied with the level of engagement, we can be confident we are making democratic decisions.

1.1 Governance, information and engagement

Our governance activities include managing local elections, informing residents about the city and the issues or challenges it faces, listening to residents' views and making decisions in the best interests of Wellingtonians.

Our information and engagement activities include being open and talking with people who live in Wellington about the plans and decisions we make for our city.

Activities in this group

- 1.1.1 City governance and engagement
- 1.1.2 Civic information
- 1.1.3 City archives

Rationale

- *To facilitate democratic decision-making.* In carrying out activities to ensure our decision-making is democratic, we aim to enhance residents' trust and confidence in the Council.
- *To provide open access to information.* Easily accessible information allows people to use the city's facilities. We also provide residents with a point of contact for service problems and other feedback.

Services we provide

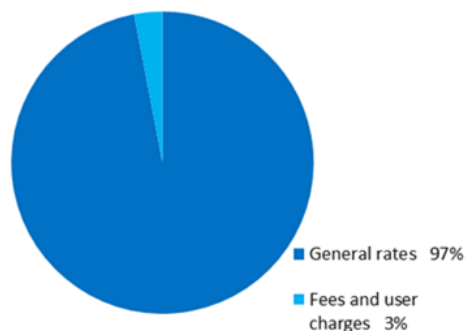
- Providing advice, research and administrative support to elected members and community boards
- Hosting local body elections, and encouraging all Wellingtonians to have their say on who will govern their city
- A contact centre and website providing 24/7 access to information and a place to log service faults
- Management of archival information in line with legislation
- Facilitating engagement on key issues and input from advisory groups

Key projects/programmes

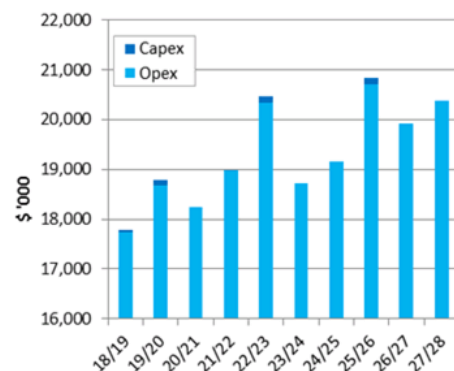
- *Expanding the Living Wage.* The New Zealand Living Wage is defined as the income necessary to provide workers and their families with the basic necessities of life that will allow them to participate actively in the community. The Council currently pays the Living Wage Aotearoa rate to its staff and to some contractors. In the Annual Plan 2016/17, it was agreed to expand this to wholly-owned Council-Controlled Organisations (CCOs) and core contractors for work on Council sites. These steps would allow the Council to become an accredited member of Living Wage Aotearoa – a goal we have set for the 2016–19 triennium. We've budgeted a total of \$3.4 million per year for the 10 years of the plan to implement these steps and make the necessary adjustments to the Living Wage rate over time. The additional costs relate to introducing the Living Wage rate to core contractors and applying movements to the Living Wage rate for Council staff and wholly-owned CCOs.
- *The Digihub.* Currently, the Land Information Management (LIM) process is heavily paper-based. There are many risks and issues with this being a paper-based process, including issues with preserving regularly used paper files and the risk of damage to these files. Approximately 7000 of the files are labelled 'at risk'. A programme is under way, at a budgeted cost of \$363,000 per year, to digitise LIM-related content. This will reduce the risk of relying on paper files and bring greater efficiency to the LIM process.

- *Engagement.* In 2017, we made the decision to invest more in a programme of community engagement. We agreed to invest \$75,000 per year in the programme, and this funding will continue throughout the 10 years of this plan.
- *Significance and Engagement Policy.* This policy sets out how we determine what decisions are significant, how and when the community can expect to be engaged on these matters, and what type of engagement methods will be used. The full policy is included in Volume 2 of this plan.

How it will be funded



What it will cost



How we will monitor performance

Performance measures

We use performance measures to track how well we are delivering services against targets.

Please note the following when reading these measures.

- These measures represent the range of data we collect, which will inform how well we are delivering our services. When we report on our performance, it may be on groups of measures rather than individual measures in order to clearly tell our performance story.
- The majority of measures have the same target for the 10 years of the plan. Where the target differs, it will be identified through footnotes.
- We have included the target for the previous year for context. However, as we have carried out a review of the performance measures we don't have previous year targets for all measures. Where there is a comparable measure we have included the target with a footnote explaining any difference between the measures.

1.1 Governance, information and engagement		
Performance measure	Previous year target (2017/18)	Target 2018-28
Facilitating democratic decision-making		
Meeting and committee agendas (%) made available to the public within statutory timeframes	100%	100%
Meeting and committee agendas (%) made available to the public at least 4 days	80% ¹	70%

¹ This measure has been revised since 2017/18 — previous measure included making the agenda available for elected members 5 days before and for public 4 days before the meeting.

1.1 Governance, information and engagement

Performance measure	Previous year target (2017/18)	Target 2018-28
prior to meetings		
Community engagement		
Residents (%) who believe they have adequate opportunities to have their say in Council activities	55% ²	45%
Residents (%) who state they are satisfied with how the Council makes decisions	75% ³	45%
Providing information and a point of contact		
Contact Centre - Contacts responded to within target timeframes (calls, emails, web form and FIXIT)	80% (calls within 30sec); 100% (emails within 24 hours) ⁴	80%
City Archives – users (%) satisfied with services and facilities	NEW	75%
Residents (%) who agree that Council information is easy to access (via website, libraries, social media, newspapers etc)	60%	55%
Residents (%) who agree that the Council is proactive in informing residents about their city	NEW	70%
Official information requests (%) handled within Local Government Official Information and Meetings Act legislative timeframe	NEW	Baseline

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
1.1 Governance, information and engagement	We do not anticipate any significant negative effects associated with the provision of these services.	

² This measure has been revised since 2017/18 – previous measure recorded satisfaction with the level of consultation.

³ This measure has been revised since 2017/18 – previous measure recorded residents who are satisfied or neutral with regard to their involvement with decision-making.

⁴ This measure has been revised since 2017/18 – previous measure recorded response to calls and emails separately.

1.2 Māori and mana whenua partnerships

We strive to develop Māori capacity to contribute to Council decisions.

Whai wāhitanga Māori (tae noa ki te mana whenua)

As part of our Treaty of Waitangi obligations, we need to ensure mana whenua and Māori meaningfully participate in, contribute to and inform Council decisions. Engagement with the wider Māori community recognises the special provisions for Māori within our legislative framework and their unique position as tangata whenua. Improved partnerships and capacity building are the cornerstones of this engagement.

We strive to ensure the views of mana whenua and Māori are recognised for the benefit of all Wellingtonians. We are guided by the He Waka Eke Noa – Effectiveness for Māori Framework. This establishes the principles of how the Council will work more effectively with and for iwi partners and Māori within the city.

We work with the city's two mandated mana whenua organisations, Taranaki Whānui ki te Upoko o te Ika and Te Rūnanga o Toa Rangatira Incorporated, to ensure their views are represented in decisions about the city and their contribution to Wellington's heritage is fully and publicly recognised. The relationship also extends to working together on projects, such as the Shelly Bay development.

Our responsibilities to these organisations are outlined in a recent memorandum of understanding (MOU), signed in March 2017, which focusses on strategic planning at a leadership level – standing side by side, looking to the future together.

Activities in this group

1.2.1 Māori and mana whenua partnerships

Rationale

- To strengthen our partnerships and recognise the special place of Māori and mana whenua in Council decision-making

Services we provide

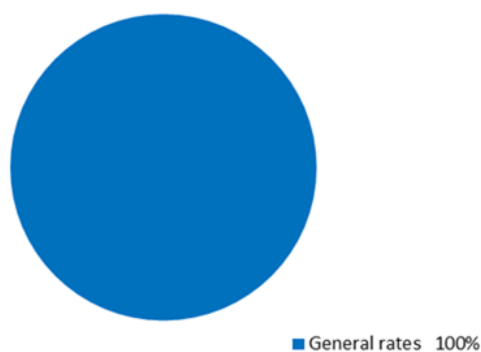
- Continuing to grow our relationship with two mana whenua partners, fulfilling our commitment under the MOU and continuing to develop Māori capacity to engage in Council decision-making
- Encouraging and providing opportunities for Māori to engage in dialogue with the Council, ensuring their perspective is reflected in Council decisions and actions
- Delivering several community events and engagements that serve to incorporate a Māori cultural perspective for the city
- Partnering with the Māori community and other agencies to deliver events, in line with our Effectiveness for Māori Framework, Te Taurapa Māori Growth Strategy and Te Tauihu Te Reo Māori Policy

Key projects/programmes

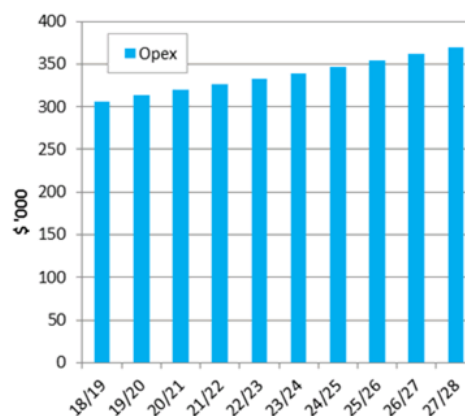
- *Te Tauihu (prow) Te Reo Māori Policy and action plan implementation.* The period 2018/19 will see the first year of implementation of our Te Reo Māori Policy, following consultation in February 2018. The policy aims to revitalise the use of te reo Māori, recognising that te reo is more than words and language. Te reo encompasses history, naming and titles, aspirations, performance, storytelling, behaviour, relationships and more. The policy has three objectives:
 - Strong and empowered communities

- Effective Māori participation
 - An empowered organisation
- *Te Taurapa (stern-post) Māori Growth Strategy*. This is to be developed in conjunction with the Wellington Regional Economic Development Agency (WREDA) and Greater Wellington Regional Council (GWRC). Broadly, the strategy is about Māori wellbeing, while also providing benefits for Wellington's arts, culture and tourism through:
 - improving quality of life (education, employment, socio-economic indicators) for those who live here
 - attracting international investment in local iwi development projects
 - attracting iwi from elsewhere investing in Wellington.
- *Matariki*. Celebration of the Māori new year. During 2018, the proposed theme is Ahi Kā – home fires burning.
- *Te Matatini*. Held at the end of February 2019, Te Matatini is a significant cultural festival of Māori performing arts. An additional 30,000 people are expected to come to Wellington for the national kapa haka competition, which will also be streamed live worldwide. How we manaaki our manuhiri (care for visitors) and showcase the city and the region to the world will include:
 - an international business symposium
 - an iwi leaders' forum
 - a festival, with coordinated events, activities, food, arts, crafts and performances throughout the city.

How it will be funded



What it will cost



How we will monitor performance

Performance measures

We use performance measures to track how well we are delivering services against targets.

Please note the following when reading these measures.

- These measures represent the range of data we collect, which will inform how well we are delivering our services. When we report on our performance, it may be on groups of measures rather than individual measures in order to clearly tell our performance story.
- The majority of measures have the same target for the 10 years of the plan. Where the target differs, it will be identified through footnotes.
- We have included the target for the previous year for context. However, as we have carried out a review of the performance measures we don't have previous year targets for all measures. Where there is a comparable measure we have included the target with a footnote explaining any difference between the measures.

1.2 Māori and mana whenua partnerships		
Performance measure	Previous year target (2017/18)	Target 2018-28
Relationship with mana whenua		
Mana whenua satisfaction with their relationship with Wellington City Council	Satisfied	Satisfied
The extent to which (how satisfied) mana whenua partners believe (are) that the Council is meeting its obligations under Te Tiriti o Waitangi with respect to Partnership, Protection and Participation (narrative-based measure based on interviews)	NEW	Satisfied
Engaging Māori residents in decisions		
Māori residents (%) who believe that they have adequate opportunities to have their say in decision-making	75% ⁵	75%
Promoting Māori culture		
Māori residents (%) who agree that the Council is taking an active role in revitalising te reo Māori and revitalising Māori cultural heritage	NEW	75%

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
1.2 Māori and mana whenua partnerships	We do not anticipate any significant negative effects associated with the provision of these services.	

⁵ This measure has been revised since 2017/18 – previous measure recorded Māori residents who are satisfied or neutral with regard to their involvement with decision-making.

Outcome indicators - detail

We use outcome indicators to monitor progress towards our outcomes over time. This provides us with information on trends that may influence our performance, including those outside our control. As these indicators are at least partially outside of our control, we do not set targets for outcome indicators but instead we will monitor and report on trends over time.

Outcomes - Governance	Desired Trend
<i>Residents' confidence and engagement</i>	
• Voter turnout in local elections, referendums and polls	Increasing
• Residents (%) who believe they have the opportunity to participate in city decision-making	Increasing
<i>Māori and mana whenua engagement and confidence</i>	
• Mana whenua partners agree that the use and protection of the city's resources for the future is appropriate (our kaitiaki role)	Increasing
• Māori residents (%) who feel that Māori culture and te reo is appropriately recognised and visible in the city	Increasing
• Māori residents (%) who believe they have the opportunity to participate in city decision-making	Increasing
<i>Diversity</i>	
• Diversity of population and residents valuing diversity	Increasing
What this tells us:	
Community involvement in decision-making is key to successful decisions. If residents are satisfied with the level of engagement, we can be confident we are making democratic decisions.	

Taiao | Environment

We aim to protect and enhance Wellington's natural environment.

In this section

This section includes, for the following groups of activities, what we do; the rationale – why we do it; the service offering; key projects and programmes; how the activities are funded and how much they cost; any significant negative effects; and the level of service we expect to provide, with performance measures that will demonstrate what you can expect as part of that level of service.

The key groups of activities under this strategic area are:

- | | |
|---|------------------------------|
| 2.1 Gardens, beaches and green open spaces | 2.4 Wastewater |
| 2.2 Waste reduction and energy conservation | 2.5 Stormwater |
| 2.3 Water | 2.6 Conservation attractions |

What we do – an overview

- Through Wellington Water Limited, a CCO, we supply drinking water to Wellington homes and businesses, wastewater services and stormwater services
- By providing these services, the Council reduces public health and environmental risks and meets its legislative and policy obligations
- Providing and maintaining open spaces, such as gardens, green open spaces, beaches and coastlines
- Waste reduction and disposal, guided by our waste management and minimisation plans, adopted under the Waste Minimisation Act 2008
- Providing funding to Wellington Zoo and Zealandia, enabling them to undertake their conservation and visitor attraction activities

Note: There are no material variations in this plan from our assessment of water and sanitary services and waste management plans.

Why we do it

Alignment with our long-term city outcomes

People-centred city

We fund these services because they are critical to the lives of individual Wellingtonians and the community as a whole.

We ensure that the city is safe and liveable, and that basic human needs are met. We also provide recreation opportunities, attract visitors, and make the city a beautiful place to live.

Eco city

Wellington is a city shaped by nature. As the city grows, we aim to preserve the city's natural beauty. To do this, we engage in activities that protect and enhance our natural environment.

We strive to dispose of waste in sustainable ways, to reduce the city's

greenhouse gas emissions and provide high-quality, accessible green spaces.

Alignment with the priorities in Our 10-year Plan

Resilience and environment

We've made resilience a priority. This means investing in our environment, whether we're dealing with predator species or coastal erosion, and in strengthening our infrastructure, be it pipes or heritage buildings. It means creating stronger communities.

Snapshot of this activity

- 6 tonnes of carbon emitted per person per year compared with 20.4 tonnes average carbon emissions for major cities in New Zealand and Australia
- 1 million visits to the Wellington Botanic Garden and Otari-Wilton's Bush per year
- 18,000 tonnes of waste diverted from the landfill per year
- 98% of Wellington residents regularly recycle
- 355,000 visits to conservation attractions of Wellington Zoo and Zealandia per year
- 364 litres of drinking water provided to the average Wellington resident per day

Our direction

Outcome indicators

We use outcome indicators to monitor progress towards our outcomes over time. This provides us with information on trends that may influence our performance, including those outside our control. As these indicators are at least partially outside of our control, we do not set targets for outcome indicators but instead we will monitor and report on trends over time.

The below is a summary of the outcomes we are monitoring over time. The full list of indicators that inform these outcomes for the environment area are included at the end of the environment section.

- *Access to green open spaces.* We monitor the total open space and open space per capita provided by the Council as well as residents' use of the city's open spaces. These indicators signal whether Wellingtonians have adequate access to green open spaces.
- *Environmental health.* We monitor the environmental health of our city through indicators that measure freshwater biological health, freshwater quality, native bird counts and areas that are predator free.
- *Resident engagement in environmental protection and restoration.* If residents are engaged in the protection and restoration of our natural environment, it will have a positive impact on the health of our environment. To understand the level of resident engagement in environmental protection we monitor indicators such as hours worked in environmental volunteer groups, number of residents engaged in predator control, and energy and water use by residents.

What this tells us:

Monitoring these trends will allow us to make judgements on how well we are doing in terms of protecting our environment and providing adequate green open spaces.

2.1 Gardens, beaches and green open spaces

The city's parks, gardens and coastlines are a precious resource. They provide spaces for recreation, community gatherings and events.

One-eighth of Wellington's area is reserve and has been protected for generations. It is a vital and iconic part of Wellington's landscape, and also supports the city's response to climate change by acting as a carbon sink.

To ensure these spaces continue to contribute to a high quality of life for all Wellingtonians, we invest to protect, maintain and develop these areas.

The work carried out in this area makes the city's environment greener and more pleasant for all Wellingtonians – it improves our quality of life and sense of pride in the city. These spaces also make Wellington an attractive place to visit.

Activities in this group

- 2.1.1 Local parks and open spaces
- 2.1.2 Botanical gardens
- 2.1.3 Beaches and coast operations
- 2.1.4 Roads open spaces
- 2.1.5 Town belts
- 2.1.6 Community environmental initiatives
- 2.1.7 Walkways
- 2.1.8 Biodiversity (pest management)
- 2.1.9 Waterfront public space

Rationale

- *To provide access to green open spaces.* High quality natural and green environments contribute to off-setting our carbon emissions and enhance Wellington's sense of place – making it a great place to live, work and play.
- *To provide public places to congregate.* Accessible and high-quality open spaces encourage people to gather together, share activities and connect with each other.
- *To provide access to recreational opportunities.* These activities provide high quality open spaces for a wide range of recreation activities, such as walking and mountain biking.
- *To enhance biodiversity.* By providing high-quality green open spaces and pest management activities we aim to protect biodiversity, improving the quality of our natural environment and making the city a better place to live, work and play.

Services we provide

Managing and maintaining:

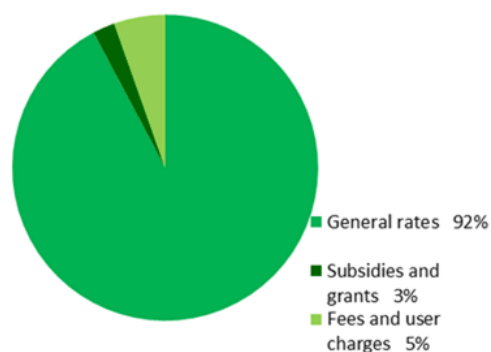
- 4000 hectares of parks, reserves and beaches
- the Wellington Botanic Garden and other Wellington gardens
- 120 buildings located in parks, reserves or beach areas for community use
- 340 kilometres of recreational walking and mountain bike tracks
- multiple boat ramps, wharves, seawalls and slipways

Key projects/programmes

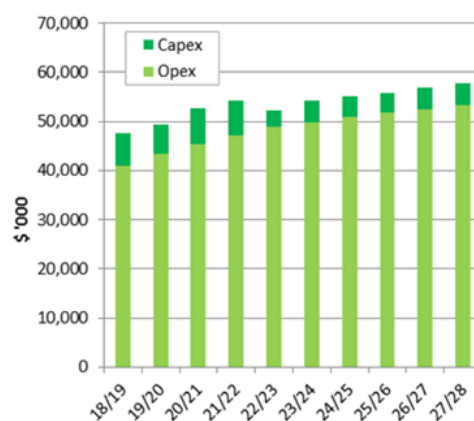
- *Regional Trails Framework.* A framework for the integrated development, management and promotion of regional trails was endorsed in 2017. The implementation of the framework will proceed in 2018 with Council investment of \$42,000 per year over the 10 years of this plan. This funding covers the coordination and implementation of priority regional projects. Funding will be matched by other councils in the region.

- *Predator Free Wellington.* This project aims to gradually eradicate predators across the city and create the world's first predator-free capital city. The programme starts on the Miramar Peninsula. We will fund the project in partnership with GWRC, the NEXT Foundation and central government, as well as other partners and contributors, via the Predator Free 2050 Fund. Our contribution is \$2.6 million over the next 10 years.
- *Community-led trapping.* We plan to increase our support for community groups active in predator control and provide compost subsidies to manage the impacts of poor food waste management (including residential composting) on rat populations. We have budgeted \$89,000 per year to support community groups installing and managing traps in our city's reserves, and \$22,000 a year in compost subsidies. This investment is necessary to support the goals of Predator Free Wellington.
- *Storm clean-up.* The climate is changing and this is resulting in more frequent and severe weather events. We have put a \$2 million capital fund aside for year 1 to address the impact of significant weather events on our parks, reserves and other network infrastructure. Altogether, \$404,000 of the capital expenditure will be allocated over the next 2 years to reduce the impact of erosion from last year's storms, and around \$100,000 of operational funding per year to support storm clean-ups for our roading team starting in 2021/22. A further \$300,000 of capital expenditure is budgeted for coastal resilience work in Worser Bay, Seatoun Beach and Evans Bay in the coming year.
- *Carbon emissions.* While adapting to a changing climate is a key part of this plan, we will also continue to pursue opportunities to reduce carbon emissions across the city through investment in sustainable transport, such as electric vehicle charging and car sharing, by supporting the city to grow in a compact and walkable way and through better managing the city's waste streams. We will be reviewing the Low Carbon Capital Plan, our carbon reduction strategy, in 2019.
- *Newlands Park development.* A study of parks in the Newlands and Paparangi areas has been undertaken to identify future community needs as the population grows. An upgrade to Newlands Park is planned which will include investment in a community play space. Investment of \$3.6 million of capital expenditure is budgeted to make improvements to the park in years 2–3 of this plan. Altogether, \$1.6 million of the required funding will be allocated from the Plimmer Trust.
- *Inner city pocket parks.* With more people expected to live and work in central Wellington, we need more green spaces if we want our city to remain liveable. The introduction of more pocket parks will be considered alongside the Let's Get Wellington Moving (LGWM) programme of work and associated urban development considerations.

How it will be funded



What it will cost

*What you can expect from us – performance measures*

We use performance measures to track how well we are delivering services against targets.

Please note the following when reading these measures.

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2.1 Parks, beaches and open spaces

Performance measure	Previous year target (2017/18)	Target 2018-28
Utilisation		
Number of visitors to the Wellington Botanic Gardens and Otari-Wilton's Bush	1,280,000	1,280,000
Number of formal education attendees at Council programmes (School & Community)	NEW	Baseline
Attractiveness		
Residents (%) satisfied with the quality and maintenance of green open spaces (local parks and reserves, playgrounds, botanic gardens, beaches and coastal areas, walkways and trails, waterfront, forested areas and green belts)	90%	90%
Protecting and enhancing our biodiversity		
Establish 2 million native plants by 2025	1,690,127 ⁶	1,850,990 ⁷

⁶ This measure has been revised since 2017/18 – previous measure recorded native trees established.

Hectares of high-value biodiversity sites covered by coordinated pest management	63% ⁸	Baseline
Affordability		
Cost to the ratepayer per visitor to the Wellington Botanic Gardens and Otari-Wilton's Bush	NEW	Baseline
Community engagement		
Proportion of households engaged in Council-coordinated pest trapping	NEW	Baseline
Number of plants supplied for community planting	NEW	35,000

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
2.1 Gardens, beaches and green open spaces	Recreational use of the city's green open spaces can have negative effects on the immediate environment. In most cases, these are not significant.	In our management of the city's green open spaces, we seek to balance recreation needs against environmental protection.
2.1 Gardens, beaches and green open spaces	Service delivery in a challenging natural environment and managing effects of climate change.	Further analysis and investigation needs to be undertaken to understand the effects over the next 11 to 30-year period. Assets at risk need to be identified and decisions made around reinforcing or removing these assets.

⁷ The target for this measure increases year by year, the targets for the first three years are 1.65 million plants by end of 2018/19, 1.75 million by end of 2019/20, 1,850,990 by the end of 2020/21, and so on with 2,000,000 plants targeted by 2025.

⁸ This measure has been revised since 2017/18 – previous measure recorded percentage of biodiversity sites covered by coordinated pest management.

2.2 Waste reduction and energy conservation

Wellington produces few emissions compared with major cities in New Zealand and Australia, but we can always do more to reduce them further. The Council is committed to being more sustainable. This means that we will reduce our environmental impact by making efficient use of energy, water, land and other resources, shifting towards renewable energy resources, conserving resources and minimising waste.

We manage and monitor landfill operations and composting waste at the Southern Landfill, undertake domestic recycling and rubbish collection services, limit the environmental impact of closed landfills, and undertake programmes to educate residents to manage and minimise waste effectively.

Activities in this group

- 2.2.1 Waste minimisation, disposal and recycling
- 2.2.2 Closed landfills aftercare
- 2.2.3 Energy efficiency and conservation

Rationale

- *Reducing environmental impacts.* We aim to reduce our impact on the environment by minimising and managing the disposal of waste, by making more efficient use of existing resources, and by shifting toward renewable energy resources.

Services we provide

- Domestic recycling and rubbish collection
- Green waste disposal and composting facilities
- Education and advocacy for greater waste minimisation practices in the homes of Wellingtonians
- Facilities for disposing of hazardous and industrial waste, waste from developments and construction activities, and waste from emergencies and disasters
- A recycling facility, including a shop for the sale of reusable goods
- Supporting programmes to reduce the organisation's and city's carbon emissions. Consideration of the city's carbon emissions and how they can be reduced doesn't sit in this activity alone. When we make decisions on transport, the landfill and how and where the city grows, climate change impacts are considered. The Low Carbon Capital Plan outlines how we will deliver on our emission reduction goals over time. More information can be found at [https://wellington.govt.nz/your-council/plans-policies-and-bylaws/policies/low-carbon-capital-plan-\(2016\)](https://wellington.govt.nz/your-council/plans-policies-and-bylaws/policies/low-carbon-capital-plan-(2016))

Key projects/programmes

- *Sewage sludge reduction.* We hold resource consent for landfill sewage sludge until 2026. We are looking into technologies to reduce the volume and lower the environmental impact before we renew our resource consents. Bio-solid disposal is problematic due to sheer volume, which will increase with population growth. Investment in this initiative will enable us to maintain the current level of service as our population grows.

We will undertake planning, design and community consultation in year 3 and have a capital budget allocation of \$30.4 million for years 4—5 to implement the preferred option from our investigations.

- *Landfill carbon emission charges.* We capture and destroy the methane that is a product of the landfill. This helps to reduce the cost from carbon charges and also produces some electricity

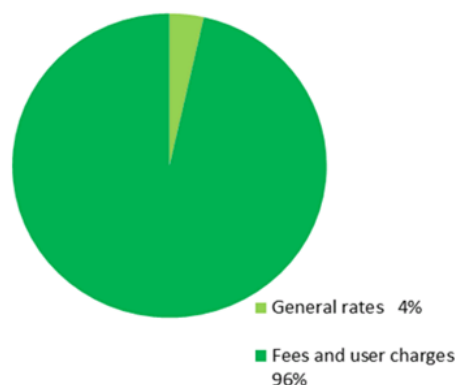
through gas conversion. However, some carbon does get released into the environment and so we have to account for carbon charges of \$17.8 million over the 10 years covered by this plan.

We are actively pursuing opportunities to reduce carbon emissions across the city through investment in sustainable transport, such as electric vehicle charging and car sharing, by supporting the city to grow in a compact and walkable way and through better managing the city's waste streams. We will be reviewing the Low Carbon Capital Plan, our carbon reduction strategy, in 2019.

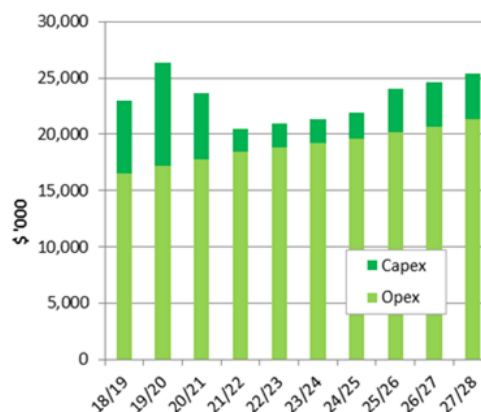
- *Southern Landfill extension.* The current landfill is expected to reach full capacity in 5 years. Extension of the landfill is required. We have budgeted \$22.7 million over the 10 years of the plan for the extension which would add 20 years to the expected life of the landfill, with potential to create further capacity if necessary. Future demand on the landfill will also be managed through continued efforts to reduce the waste that ends up in the landfill. This includes development of on-site infrastructure to support increased waste diversion, resource recovery, as well as replacement of plant and equipment for the compost operations at the landfill.
- *Waste management and minimisation.* Through the regional Waste Management and Minimisation Plan, Wellington is committed to reducing the volume of waste disposed of in landfills. The purpose of this plan, which involves all councils in the Wellington region, is to reduce the region's waste to landfill by one third over the next 9 years. This cannot occur in Wellington City until biosolids are removed from the Southern Landfill. We have allocated significant funds to resolving this issue.

In addition, we plan to use existing waste minimisation funding to investigate with our regional partners, how many landfills are needed to service the region and to run a trial of a kerbside organic collection in one part of the city as well as assessing options for processing and marketing processed organic waste. The Council will also develop a business case for a resource recovery centre at the Southern Landfill as well as options for the processing of organic materials. We will finally work with the transport and waste sectors, to improve the waste collection system recovery time following a natural disaster as well as developing a plan in partnership with Wellingtonians to ensure that Wellington households and businesses have resilient waste systems in the event of an emergency. There are no additional costs for this work at this time.

How it will be funded



What it will cost



The significant capital expenditure in years 2–4 relates to the landfill extension.
The capital expenditure for the sludge reduction project is included in the wastewater section.

What you can expect from us – performance measures

We use performance measures to track how well we are delivering services against targets.

Please note the following when reading these measures.

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2.2 Waste reduction and energy conservation		
Performance measure	Previous year target (2017/18)	Target 2018-28
Recycling		
Residents (%) who use recycling services regularly	90%	90%
Affordability		
Cost per household (per annum) for kerbside recycling	NEW	Baseline
Customer satisfaction		
Residents (%) satisfied with kerbside recycling service	85%	85%

Users (%) satisfied with waste collection service	90%	90%
Sustainable landfill operation		
Estimated efficiency of gas capture system (% of estimated gas produced that is captured and destroyed)	NEW	Baseline
Waste minimisation activities		
Volume of waste diverted from landfill	16,500 tonnes	20,000 tonnes ⁹
Number of participants in waste minimisation and education programmes	NEW	Baseline
Energy conservation		
Normalised energy cost (\$)	NEW	Baseline
Normalised amount of energy used (kWh)	Declining trend ¹⁰	Baseline
Estimated energy savings	NEW	Baseline
WCC corporate greenhouse gas emissions	Reduce emissions by 40%, compared to 2003 emissions	Achieve 2050 target

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
2.2 Waste reduction and energy conservation	Waste management has the potential to create leachates and gases.	The construction and management of the Southern Landfill is designed to minimise the impact of these. The service is subject to resource consent conditions and is monitored.
	Methane and carbon are products of the landfill.	We capture and destroy the methane which minimises the impact of the landfill on the environment and generates energy in the process. Some carbon is still released to the environment. We aim to reduce carbon emissions throughout the city and reduce the amount of waste generated through our Low Carbon Capital Plan. We will be reviewing this plan, our carbon reduction strategy, in 2019.

⁹ This target represents the target by 2020/21 and for remaining years of the long-term plan. Interim targets are set at 17,500, 2018/19 and 18,500 in 2019/20.

¹⁰ This is a revised measure since 2017/18 – previous measure recorded WCC corporate energy use

2.3 Water

A city needs a steady supply of clean, safe, drinkable water. It's a resource that's in limited supply. Before it can be supplied to Wellington households, it has to be gathered in rainwater catchments, stored and treated to ensure it's free of contamination. It is then piped to Wellington and distributed to every household and business through an extensive network.

This service is managed by Wellington Water Limited (WWL), a CCO, which controls and maintains the water network to supply 140 million litres of safe and reliable drinking water per day across the region. A key area of focus in the coming years is security of supply and new funding being proposed is aimed at increasing water storage in the city to increase our resilience and meet demand from population growth.

Wellington Water has already made a number of crucial investments and improvements after the 2016 earthquake. With funding support from central government, Wellington Water has made sure that key response equipment is now distributed more widely across the region on both sides of the major fault line.

Activities in this group

- 2.3.1 Water network
- 2.3.2 Water collection and treatment

Rationale

- *To increase security of potable and stored water.* A reliable, resilient, and adequate supply of clean and safe water is critical for the health, wellbeing and prosperity of all residents.

Services we provide

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

Key projects/programmes

Years 1–4

- *Water storage capacity and network improvements.* Areas of central Wellington are at risk of being without water for 100+ days after a major seismic event. We will progress the construction of two new reservoirs that will improve the level of service of our emergency water supply in central Wellington. Once these two reservoirs are built, it is expected that the volume of water storage will be increased to provide emergency water supply for 50 days.
- *Prince of Wales/Omāroro Reservoir project.* This reservoir will significantly reduce the time to restore water supply to the central city and Wellington Hospital. We have budgeted \$32.2 million, to complete the Omāroro Reservoir in years 1–4 of this plan. This is earlier than originally planned.
- *Existing reservoir upgrades.* Capital investment of \$26.4 million over 10 years is budgeted to improve the resilience of existing reservoirs in Wellington. This includes building a new reservoir in the first year of the plan to replace the existing Bell Road reservoir. This new reservoir will improve the resilience of water supply for Mt Cook, Aro Valley and parts of Kelburn.

Years 5–10

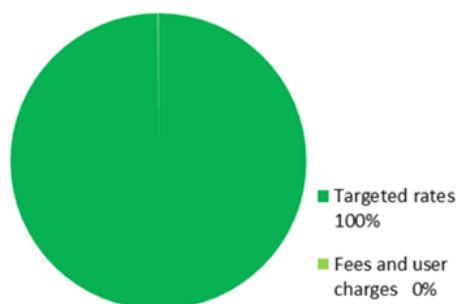
- *Upper Stebbings water storage.* To meet the resilience needs and expected growth in the northern suburbs, water storage in the Upper Stebbings development area is planned in years 4–7, at an estimated cost of \$12.4 million of capital expenditure.
- *Horokiwi.* We will also increase water storage in Horokiwi in years 5–8 with a further \$12.8 million of capital expenditure.

Ongoing programmes

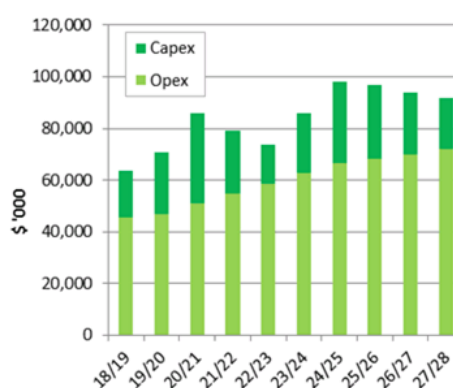
- *Water pipe network improvements.* Alongside the reservoir upgrades, \$39.3 million over 10 years is budgeted to increase capacity and improve resilience of the water pipe network. This includes \$4.5 million on water improvements for the Miramar Peninsula in years 4–7.
- *Water health standards.* As well as improving the resilience of the water network, we have also reviewed the Havelock North Water Enquiry findings. Wellington currently purchases water in bulk from GWRC. This water is chlorinated to meet water health standards. We anticipate that increased water standards are possible in the future, but are not in a position to make any provision in our plans until the standards and their potential impacts are known.
- *Security of water supply.* High-quality water is essential for the health and wellbeing of our residents. That is why we are investing in our water network and building new reservoirs.

Plans to make the regional network more resilient in coming years and to improve the security of supply for Wellington city means that the cost of bulk water is rising. There is planned investment in additional water sources from the aquifer under Wellington Harbour and/or cross harbour pipeline, as a back-up to the existing supply pipe network. While it is GWRC that is planning to make this investment, these costs are passed on to Wellington City Council as operational costs within the bulk water budgets. As a result the cost of supplying water to Wellington homes and businesses is expected to rise from \$17.5 million in year 1 to \$32 million by year 10. Overall, we expect to spend \$248.6 million over the 10 years for the supply of water to the city.

How it will be funded



What it will cost



What you can expect from us – performance measures

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2.3 Water		
Performance measure	Previous year target (2017/18)	Target 2018-28
Clean and safe		
Compliance with Drinking Water Standards for NZ 2005 (revised 2008) (Part 4 bacterial compliance criteria)*	100% ¹¹	Compliant
Compliance with Drinking Water Standards for NZ 2005 (revised 2008) (Part 5 protozoal compliance criteria)*	100% ¹²	Compliant
Meeting customer expectations		
Number of complaints about the drinking water's clarity, taste, odour, pressure or flow, continuity of supply, and supplier responsiveness, expressed per 1000 connections*	<13 (2015/16 baseline)	<20
Continuity of supply and resolution of faults		
Median response time for attendance for urgent call outs*	60 min	60 min
Median response time for resolution for urgent call outs*	4 hours	4 hours
Median response time for attendance for non-urgent call outs*	36 hours	36 hours
Median response time for resolution for non-urgent call outs*	15 days	5 days
Water supply interruptions (measured as customer hours)	<4 unplanned cuts per 1000 connections (count) ¹³	Baseline
Efficiency and sustainability		
Percentage of real water loss from networked reticulation system and description of methodology used*	<14%	<17%
Average drinking water consumption resident/day*	375L per day	365ltr
*denotes mandatory measures		

¹¹ This measure has been revised since 2017/18 – previous measure was an aggregate of the two drinking water standards compliance measures

¹² This measure has been revised since 2017/18 – previous measure was an aggregate of the two drinking water standards compliance measures

¹³ This measure has been revised since 2017/18 – previous measure recorded a count of unplanned cuts per 1000 connections

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
2.3 Water	<p>Our population is growing and demand on water is increasing.</p> <p>We do not anticipate any significant negative effects associated with the provision of these services.</p>	<p>Investment during the 10 years of this plan will provide additional water storage assets in growth areas. Water conservation methods, such as water use restrictions and education, are also under way to manage the growing demand for water.</p>

2.4 Wastewater

The sewage network, which carries about 30 million cubic metres of wastewater a year, protects human health and the environment by removing wastewater from homes and treating it to make it safe for disposal.

Our key aims are health, safety and sustainability – wastewater should be disposed of in ways that protect public health and don't compromise ecosystems.

Activities in this group

- 2.4.1 Sewage collection and disposal
- 2.4.2 Sewage treatment

Rationale

- *For public and environmental health.* The sewage network is crucial to our city's health. By providing safe and sanitary removal of sewage waste, and ensuring that the waste is disposed of in ways that minimise harm on the environment and protect public and environmental health.

Services we provide

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

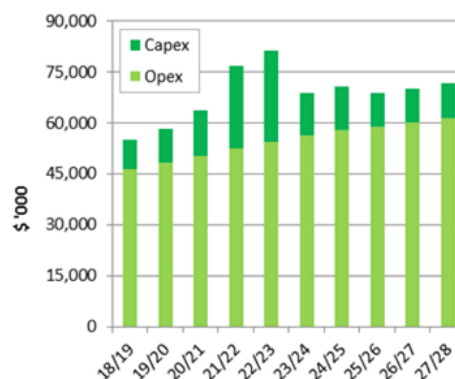
Key projects/programmes

- *Central city wastewater improvements.* Wellington's inner city has experienced strong population growth and this is projected to continue in the future. Improvements to parts of the central city wastewater network are required to accommodate growth and improve resilience. We have included a total of \$8.9 million in the 10 year budget in years 4–7.
- *Miramar Peninsula wastewater improvements.* Wastewater improvements for the Miramar Peninsula in years 4–7 of the plan are planned at a cost of \$3.4 million.
- *Karori outfall.* We had budgeted funding of \$38 million in the previous long-term plan to renew the Karori outfall network. Testing of the network has indicated that the useful life of the asset is longer than originally thought so we have re-programmed the work outside of the long-term plan period. Expenditure of \$5 million has been kept in the plan's budget to make sure the network meets the required standards.

How it will be funded



What it will cost



The significant capital expenditure in the final 2 years of this plan relates to sewage sludge reduction measures. For more information on this, see the 'Waste reduction and energy conservation' section in the 'Environment' chapter.

What you can expect from us – performance measures

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2.4 Wastewater		
Performance measure	Previous year target (2017/18)	Target 2018-28
Compliance and sustainability		
Dry weather wastewater overflows, expressed per 1000 connections*	0	0
Compliance with the resource consents for discharge from the sewerage system, measured by the number of:	0 breaches ¹⁴	
Abatement notices		0
Infringement notices		0
Enforcement orders		0

¹⁴ Revised measure from 2017/18 – previous measure recorded breaches as an aggregate of all abatement notices, infringement notices, enforcement orders and convictions.

2.4 Wastewater		
Performance measure	Previous year target (2017/18)	Target 2018-28
Convictions*		0
Meeting customer expectations		
Number of complaints about the wastewater odour, system faults, blockages, and supplier responsiveness, expressed per 1000 connections*	<22 (2015/16 baseline)	<30/1000
Continuity of service and resolution of faults		
Number of wastewater reticulation incidents per km of reticulation pipeline (blockages)	≤1.2	≤0.8
Median response time for wastewater overflows* (attendance time)	≤1 hour	≤1 hour
Median response time for wastewater overflows* (resolution time)	≤6 hours	≤6 hours
*denotes mandatory measures		

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
2.4 Wastewater	There is the risk of minor overflows into waterways during storm events.	The wastewater network and management of the Southern Landfill is designed to minimise the impact of these. The service is subject to resource consent conditions and is monitored.

2.5 Stormwater

Each year, Wellington's stormwater network carries around 80 million cubic metres of run-off through gutters and drains to the harbour and city streams. The drainage network, managed by Wellington Water, helps protect the city and personal property from flooding as well as protecting public health from the potentially adverse effects of stormwater run-off.

Because stormwater is discharged into the city's streams, harbour and coastal waters, it needs to be as clean as possible. While we do not treat stormwater run-off, we monitor stormwater discharge at more than 80 sites to ensure it meets the required standards.

As part of development planning and major renewal and upgrade work in the city, we also encourage and adopt as a Council the implementation of Water Sensitive Urban Design solutions to minimise the impact of stormwater runoff and to improve the amenity of the city.

Activities in this group

2.5.1 Stormwater management

Rationale

- *To protect people, property and the environment from flooding and storm runoff. A safe and reliable stormwater network prevents avoidable disruptions to community living and minimises the risk of injury, property damage, and environmental damage.*

Services we provide

- Managing and controlling stormwater flows, while minimising the risk of flooding and the impact of run-off on the environment
- Monitoring and maintaining the stormwater network, which includes 670 kilometres of pipes, one pump station and 870 culverts that allow stormwater to flow under roads and other infrastructure
- Monitoring stormwater outfalls to ensure that any threats to public health and the environment are minimised

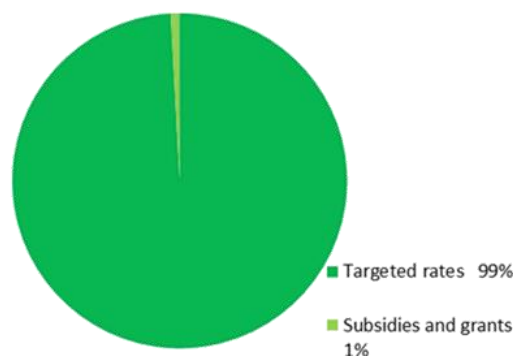
Key projects/programmes

The severity and frequency of storm events is increasing, and the resilience of our city is dependent on our ability to withstand and recover from these. Planned upgrades to our stormwater network in Tawa, Miramar and Kilbirnie will improve the level of service in these areas, reducing the frequency and severity of floods.

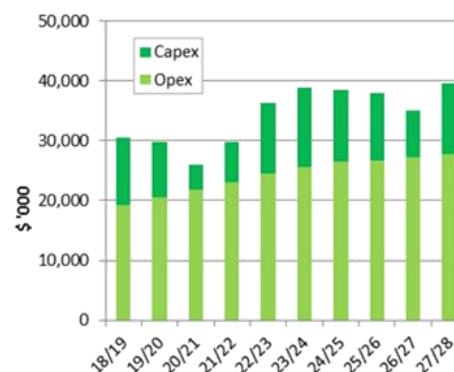
- *Tawa stormwater improvements.* Tawa has a history of stormwater- and flooding-related effects. We have budgeted \$9.98 million of capital expenditure to improve stormwater infrastructure in Tawa in years 4–6.
- *Miramar Peninsula stormwater improvements.* Stormwater improvements for the Miramar Peninsula in years 4–7 are planned at a cost of \$3.4 million.
- *Kilbirnie stormwater upgrade.* This suburb has recurring flooding issues, particularly in the low-lying areas of Kilbirnie Crescent and the Kilbirnie city centre. Flooding is primarily caused by undersized stormwater mains that are influenced by the tides. Phase 1 of the current Stormwater Upgrade project is now under way and aims to reduce flooding in Kilbirnie by upgrading the stormwater network capacity along Evans Bay Parade, Kilbirnie Crescent and Bay Road. This project is due to be completed in 2018/19.

- *Shelly Bay core infrastructure.* A further \$10 million is budgeted to support the development at Shelly Bay in years 2–5, ensuring the growth at this site is met with resilient infrastructure.

How it will be funded



What it will cost



What you can expect from us – performance measures

We use performance measures to track how well we are delivering services against targets.

Please note the following when reading these measures.

- These measures represent the range of data we collect, which will inform how well we are delivering our services. When we report on our performance, it may be on groups of measures rather than individual measures in order to clearly tell our performance story.
- The majority of measures have the same target for the 10 years of the plan. Where the target differs, it will be identified through footnotes.
- We have included the target for the previous year for context. However, as we have carried out a review of the performance measures we don't have previous year targets for all measures. Where there is a comparable measure we have included the target with a footnote explaining any difference between the measures.

2.5 Stormwater		
Performance measure	Previous year target (2017/18)	Target 2018-28
Continuity of service and resolution of faults		
Number of flooding events*	No previous target ¹⁵	Baseline
Number of pipeline blockages per km of pipeline	≤0.5	≤0.5
Number of habitable floors per 1000 connected homes per flooding event*	No previous target ¹⁶	Baseline
Median response time to attend a flooding event*	≤60 minutes	≤60 minutes
Days (%) during the bathing season (1 November to 31 March) that the monitored beaches are suitable for recreational use	90%	90%

¹⁵ The target has been revised – previously we tracked trend data without a target

¹⁶ The target has been revised – previously we tracked trend data without a target

2.5 Stormwater		
Performance measure	Previous year target (2017/18)	Target 2018-28
Monitored sites (%) that have a rolling 12 month median value for E.coli (dry weather samples) that do not exceed 1000 cfu/100ml	90%	90%
Compliance with the resource consents for discharge from the stormwater system, measured by the number of:	0 breaches ¹⁷	
Abatement notices		0
Infringement notices		0
Enforcement orders		0
Convictions*		0
Meeting customer expectations		
Number of complaints about stormwater system performance per 1000 connections*	<12 (2015/16 baseline)	<20/1000
Residents (%) satisfied with the stormwater system	75%	75%
*denotes mandatory measures		

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
2.5 Stormwater	The network can carry containments, such as oil from roads or run-off from developments, into waterways.	The stormwater network aims to minimise the impact of flooding. We want to reduce the containments that make it into waterways. We educate residents to change behaviours, such as pouring paint down drains, and we monitor our waterways.

¹⁷ Revised measure from 2017/18 – previous measure recorded breaches as an aggregate of all abatement notices, infringement notices, enforcement orders and convictions.

2.6 Conservation attractions

The Wellington Zoo Trust and Zealandia (Karori Sanctuary Trust) are both CCOs and are part-funded by the Council.

These attractions tell a story of our past and of our special wildlife. They attract visitors to our city and inform and educate about conservation and biodiversity.

Activities in this group

Rationale

- | | |
|--|---|
| 2.6.1 Conservation visitor attractions | <ul style="list-style-type: none"> • <i>For conservation and biodiversity.</i> These attractions inform and educate Wellingtonians and visitors about conservation and biodiversity. • <i>To attract visitors.</i> These facilities aim to attract tourists to the city, contributing to the local economy. • <i>To protect flora and fauna.</i> We strive to protect native and exotic flora and fauna, protecting our natural environment. |
|--|---|

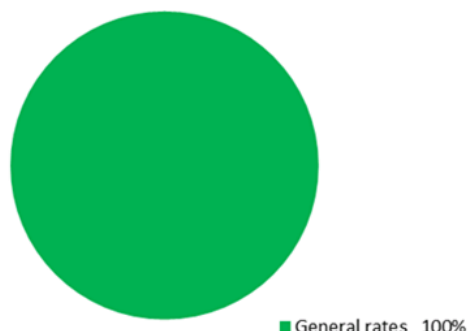
Services we provide

- Investment that supports the Wellington Zoo in their efforts to attract visitors and to inform and educate on the importance of conservation and biodiversity
- Investment that supports Zealandia to attract visitors and protect flora and fauna for the benefit of our natural environment

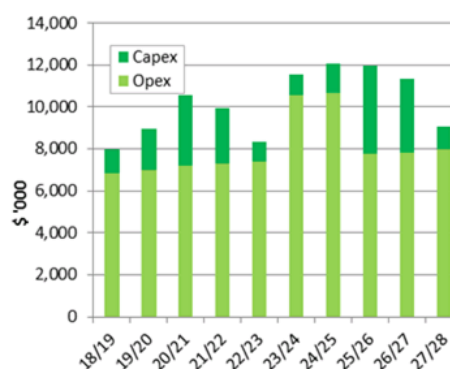
Key projects/programmes

- *Zoo upgrade.* Wellington Zoo is an important tourism and conservation attraction that has more than 200,000 visitors per year. The Zoo has completed stage 1 of its upgrade programme over the last few years. This has seen the Zoo transform itself into a vibrant attraction with facilities that meet modern standards. Stage 2 involves further improvements to facilities to house additional animal attractions – snow leopards in the first half of this plan and cheetahs in the later half. Investment of \$3.7 million of capital expenditure in years 2–4, and a further \$6 million in the last 3 years is planned to upgrade facilities at the Zoo to accommodate new attractions. The Zoo will contribute \$875,000 and \$1.25 million towards these projects, respectively.
- *Zealandia.* We will provide funding support to Zealandia for volunteer accommodation and improved research and learning facilities for staff and visitors. The improvements are expected to cost a total of \$1.6 million of capital expenditure over years 2–3. The Council's contribution is expected to be \$800,000, with the remainder funded by Zealandia.

How it will be funded



What it will cost



What you can expect from us – performance measures

We use performance measures to track how well we are delivering services against targets.

Please note the following when reading these measures.

- These measures represent the range of data we collect, which will inform how well we are delivering our services. When we report on our performance, it may be on groups of measures rather than individual measures in order to clearly tell our performance story.
- The majority of measures have the same target for the 10 years of the plan. Where the target differs, it will be identified through footnotes.
- We have included the target for the previous year for context. However, as we have carried out a review of the performance measures we don't have previous year targets for all measures. Where there is a comparable measure we have included the target with a footnote explaining any difference between the measures.

2.6 Conservation attractions		
Performance measure	Previous year target (2017/18)	Target 2018-21
Wellington Zoo		
Total number of visitors	240,854	244,420 ¹⁸
Education visitors	10,500	10,500
Visitor satisfaction (rating out of 10)	NEW	8.50
Conservation Programme Managed Species (% of total collection).	NEW	trend
Average WCC subsidy per visitor	no previous target	\$13.58 ¹⁹
WCC full subsidy per visitor	no previous target	\$21.73
Total ownership cost to Council	NEW	trend
Average income per visitor	no previous target	\$17.21

¹⁸ The targets for this measure increase year by year, targets for the first three years are 244,420, 246,864, and 249,333

¹⁹ The targets for this measure increase year by year, targets for the first three years are \$13.58, \$13.79, and \$14.01

2.6 Conservation attractions

Performance measure	Previous year target (2017/18)	Target 2018-21
Ratio of generated Trust income as % of WCC grant.	no previous target	127%
Zealandia		
Number of Visitors	96,500	99,300 ²⁰
Number of Education visits	no previous target	8,800
Number of Individual memberships	no previous target	10,800
Cash subsidy (grant) per visit	NEW	\$8.80 ²¹
Full cost per visitor	NEW	\$18.84
Average revenue per visitor	no previous target	\$26.48
Non-WCC grant revenue equating to >75% of overall income	no previous target	>75%
Non-Council donations & funding	no previous target	\$270,000
Membership subscription revenue	no previous target	\$312,100
Net surplus before depreciation and tax	no previous target	\$324,000

Trend target - Where the target is set as 'trend', this is an indicator that we will monitor over time but have not set a target

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
2.6 Conservation attractions	We do not anticipate any significant negative effects associated with the provision of these services.	

²⁰ The targets for this measure increase year by year, targets for the first three years are 99,300, 102,200, and 105,200

²¹ The targets for this measure decrease year by year, targets for the first three years are \$8.80, \$8.54, and \$8.28

Outcome indicators – detail

We use outcome indicators to monitor progress towards our outcomes over time. This provides us with information on trends that may influence our performance, including those outside our control. As these indicators are at least partially outside of our control, we do not set targets for outcome indicators but instead we will monitor and report on trends over time.

Outcome indicators – Environment	Desired Trend
<i>Access to green open spaces</i>	
<ul style="list-style-type: none"> Residents' self-reported use of the city's open spaces – local parks and reserves, botanic gardens, beaches and coastal areas, waterfront and walkways 	Increasing
<ul style="list-style-type: none"> Open space land owned or maintained by the Council – total hectares 	Increasing
<ul style="list-style-type: none"> Open space land owned or maintained by the Council – square metres per capita 	Maintain
<i>Environmental health</i>	
<ul style="list-style-type: none"> City Biodiversity Index indicators 	Improving
<ul style="list-style-type: none"> Freshwater biological health (macro invertebrates) – Makara, Karori, Kaiwharawhara, Owhiro and Porirua streams 	Improving
<ul style="list-style-type: none"> Freshwater quality – Makara, Karori, Kaiwharawhara, Owhiro and Porirua streams 	Improving
<ul style="list-style-type: none"> Native bird counts 	Increasing
<ul style="list-style-type: none"> % of city declared predator/pest-free (low density), by species 	Increasing
<ul style="list-style-type: none"> Waterway health – proportion of waterway monitoring reporting “good” or better 	Improving
<ul style="list-style-type: none"> Renewable energy generation in the city 	Increasing
<i>Resident engagement in environmental protection and restoration</i>	
<ul style="list-style-type: none"> Hours worked by recognised environmental volunteer groups and botanic gardens volunteers (survey based) 	Increasing
<ul style="list-style-type: none"> Residents engaged in trapping or other predator control 	Increasing
<ul style="list-style-type: none"> Water consumption (commercial and residential combined) 	Decreasing
<ul style="list-style-type: none"> Energy use per capita 	Decreasing
<ul style="list-style-type: none"> Total city greenhouse emissions per capita 	Decreasing
<ul style="list-style-type: none"> Residents who state they have taken regular action in the last year to reduce their emissions 	Increasing
<ul style="list-style-type: none"> Total kerbside recycling collected per capita (tonnes) 	Increasing
<ul style="list-style-type: none"> Tonnes of general waste to landfill per capita 	Decreasing

What this tells us:

Monitoring these trends will allow us to make judgements on how well we are doing in terms of protecting our environment and providing adequate green open spaces.

Whanaketanga ōhanga | Economic development

We aim to support economic growth to enhance quality of life.

In this section

This section includes, for the following groups of activities, what we do; the rationale – why we do it; the service offering; key projects and programmes; how the activities are funded and how much they cost; any significant negative effects; and the level of service we expect to provide, with performance measures that will demonstrate what you can expect as part of that level of service.

There is one activity grouping under this strategic area, it is:

3.1 City promotions and business support

What we do – an overview

In collaboration with the Wellington Regional Economic Development Agency (WREDA) we:

- support high-quality events
- support business growth and development
- promote tourism
- foster the development of the tech sector and of Wellington as a creative hub
- undertake major economic catalyst initiatives
- encourage business communities to work together through the Business Improvement Districts (BIDs)
- attract and support business activity
- work with education providers to attract students to Wellington
- improve the city's national and international connections
- maintain relationships with other agencies to foster economic growth
- operate convention centres and venues.

Why we do it

Alignment with our long-term city outcomes

People-centred city	A strong economy provides job and business opportunities for Wellingtonians, and enables people to have a high quality of life.
Eco city	We aim to grow the city's knowledge-based creative industries as part of a 'green, weightless' economy – developing the 'green dividend' for Wellington.
Connected city	Wellington has a growing knowledge economy based on ideas and innovation. A knowledge economy needs to be connected to other centres of creativity to thrive and attract investment, talent and visitors.
Dynamic central city	A dynamic central city is crucial for attracting talent, investment, visitors and jobs. It is a critical part of growing the city's economy and ensuring

Wellington remains vibrant and retains its competitive edge.

Alignment with the priorities in Our 10-Year Plan

Sustainable growth Wellington has been experiencing a period of strong growth. We now need to manage, enable and incentivise the growth in order to maintain and enhance the qualities that attract people to Wellington.

Snapshot of this activity

- 782,000 international visitors to Wellington
- 1.47 million domestic visitors to Wellington
- 38% of people have a bachelor's degree or higher
- 56% of all jobs in Wellington are in smart, knowledge-intensive industries compared with the 32% average for New Zealand (Infometrics)

Our direction

Outcome indicators

We use outcome indicators to monitor progress towards our outcomes over time. This provides us with information on trends that may influence our performance, including those outside our control. As these indicators are at least partially outside of our control, we do not set targets for outcome indicators but instead we will monitor and report on trends over time.

The below is a summary of the outcomes we are monitoring over time. The full list of indicators that inform these outcomes for the economic development area are included at the end of the economic development section.

- *Visitor and talent attraction.* We monitor how attractive Wellington is for visitors and talent through indicators such as the number of visitors and length of stay, number of airline passengers and the number of secondary and tertiary students enrolled with Wellington education providers.
- *Business support, attraction and retention.* It is important for Wellington to be attractive to businesses for the economic health, prosperity and vibrancy of our city. We monitor this through indicators such as how many of New Zealand's top 200 companies are based in Wellington and the growth of business enterprises.
- *City vibrancy.* We monitor this outcome through pedestrian counts in the central city and commercial building vacancy.
- *Economic performance.* We monitor a range of indicators that provide a picture of the health of Wellington's economy. Indicators include labour force participation, economic diversity, proportion of jobs in smart and knowledge-intensive industries, unemployment rate and GDP per capita.

What this tells us:

How Wellington performs economically contributes to our city's vibrancy and the quality of life it offers Wellingtonians. If we're attracting and retaining visitors, talented new residents and business, we can be confident that Wellington is a vibrant and desirable city to live in.

3.1 City promotions and business support

To maintain a city that is prosperous and facilitates a high quality of life for its residents, we need to stimulate and maintain a dynamic and growing economy.

To do this we fund tourism promotions and visitor attractions, support WREDA and maintain relationships with other agencies to foster economic growth.

Activities in this group	Rationale
3.1.1 WREDA and venues	<ul style="list-style-type: none"> <i>To attract and retain talented residents.</i> Attracting talent, visitors and jobs is critical to growing the city's economy and ensuring Wellington remains vibrant and retains its competitive advantage. <i>To grow tourism spend and economic returns from events.</i> We aim to attract and support major events that bring visitors and extra spending to the city. <i>To grow inward investment and exports.</i> Ensuring that the city has a presence internationally will be vital to attracting investment, talent, visitors and jobs. <i>To sustain city vibrancy.</i> City promotion and events build and retain city vibrancy. It is critical that Wellington remains vibrant and internationally relevant, and that people coming here have the best possible experience.
3.1.2 Wellington Convention Centre	
3.1.3 Retail support	
3.1.4 City Growth Fund	
3.1.5 Major economic projects	
3.1.6 International relations	
3.1.7 Business Improvement Districts (BIDs)	

Services we provide

- Promoting Wellington to visitors
- Supporting high-quality events, such as World of Wearable Art
- Promoting Wellington to the world to encourage tourism
- Offering convention and concert venues
- Improving the city's national and international connections
- Attracting and supporting business activity
- Providing venues for entertainment, performances and business events
- Exploring major economic development initiatives
- Providing free Wi-Fi in the central city

Key projects/programmes

We have enjoyed strong economic growth in recent years. While our economic performance has been good, in terms of overall GDP growth, Wellington still lags behind the New Zealand average and other major cities. This means we need to do more to diversify and strengthen our economy.

Projects include:

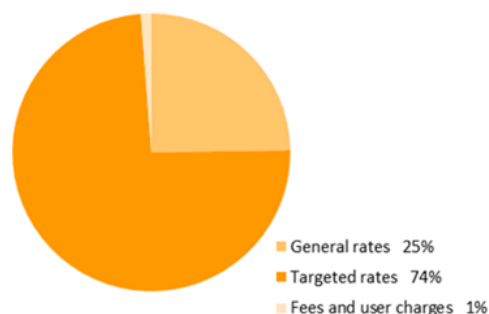
- *Economic catalyst projects.* These projects were a core component of our Long-term Plan 2015–25 and received strong community support. We are part-way through delivering these projects, which are at different stages of development:

- The Movie Museum and Convention Centre – construction is expected to cost a total of \$165.5 million, with \$25 million requested from central government for the convention centre. It is expected that construction will be carried out in years 2–5.
- The Indoor Arena, for which a feasibility study is currently being developed by WREDA. Delivering this project will require funding from a range of partners. The Council has included \$85.7 million of capital expenditure as its contribution in this plan.
- The airport runway extension, which is being progressed by Wellington International Airport Ltd. The Council has budgeted sufficient operational funding to service \$90 million of capital investment in this project. At this point, the Environment Court hearing for the runway extension consent application is on hold until the additional information on the safety area for the extended runway has been finalised.

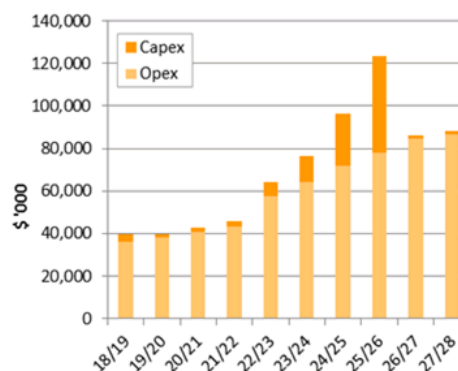
These projects are significant in scale and are being progressed in partnership with regional partners and the private sector. They are expected to draw visitors and boost economic growth, and also raise Wellington's profile as an arts and culture capital.

- *CBD Free wifi.* The Council has been providing free wifi since 2011 and it is becoming increasingly popular. Council funding for this service was initially due to end in 2018, but because of its growing use, the Council will continue to invest \$160,000 per year for the next 4 years.
- *Planning for growth.* The city is growing fast. We will be carrying out extensive planning on how we can accommodate population growth and expansion of the commercial sector as the city grows over time. We're also planning to extend the life of Kiwi Point Quarry so that we have the necessary materials available for core infrastructure. Refer to the 'Urban development' chapter from page 87 for more information on these projects.
- *City Growth Fund.* The Council continues to support business growth and initiatives through the City Growth Fund, which also supports cultural activities that draw visitors to the city. For more information, see the 'Cultural wellbeing' chapter from page 65.
- *Business Improvement Districts (BIDs).* We will continue to support the BIDs programme at \$275,000 per year. This will occur both through development of new BIDs and the support of current BIDs.
- *Other programmes.* We're also planning a broad range of other projects and programmes that will contribute towards sustainable growth. This includes the Decade of Culture programme of work, which will be attractive to visitors; the proposed Special Housing Vehicle, which will allow the Council to unlock land and support housing supply and city regeneration; the establishment of new Special Housing Areas (SHAs); significant investment in water and building infrastructure; and the LGWM programme of work, which will invest in improved transport infrastructure.
- *Funding of economic and tourism initiatives.* This plan includes a broad range of investments that will support economic growth. A number of these investments – the Movie Museum and Convention Centre, the planned indoor arena, and the Decade of Culture programme, for example – are strongly focused on the tourist economy. In the coming year we will explore options around how the Wellington visitor industry might assist or contribute financially from year 3 of this plan to fund activities that support the visitor economy. Consultation on this will be carried out when a detailed proposal has been developed, which is likely to be through the next annual plan.

How it will be funded



What it will cost



The major capital expenditure in this area is the indoor arena. Capital expenditure for the Movie Museum and Convention Centre sits under 'Cultural wellbeing'.

What you can expect from us – performance measures

We use performance measures to track how well we are delivering services against targets.

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3.1 City promotions and business support		
Performance measure	Previous year target (2017/18)	Target 2018-21
Business Improvement Districts		
Total voluntary rates collected (from Business Improvement Districts) and distributed	NEW	289,000
WREDA		
WREDA - Positively Wellington Tourism partnership funding	Maintain Council's funding at less than 50% of total income	Maintain Council's funding at less than 50% of total income
Value of business events (\$m)	No previous target	\$25m

3.1 City promotions and business support

Performance measure	Previous year target (2017/18)	Target 2018-21
Total number of events held in Wellington	No previous target	440 ²²
Wellington's share of the multi day conferences	No previous target	19%
Net permanent and long term arrivals	No previous target	3,650
Total visitor spend (\$m)	No previous target	\$2,640m
Return on Investment via out of Wellington spend	No previous target	20:1
Total event attendance	No previous target	700,000 ²³
Lightning Lab participant investment raised	NEW	Trend ²⁴
Non-council revenue (\$)	No previous target	Trend
WCC operating grants (\$)	No previous target	Trend
GWRC grants (\$)	No previous target	Trend
Total revenue (\$)	No previous target	Trend
Operating costs (\$)	No previous target	Trend
Net surplus /loss (\$)	No previous target	Trend
Number of actively supported businesses through regional business partner programme	NEW	445

Wellington Regional Stadium Trust

Total number of events	No previous target	45-50
Attendance	No previous target	Trend
Customer satisfaction	No previous target	Trend
Total revenue (000)	No previous target	Trend
Event revenue (000)	No previous target	Trend
Net surplus (000)	No previous target	Trend

Trend target - Where the target is set as 'trend', this is an indicator that we will monitor over time but have not set a target.

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
3.1 City promotions and business support	<p>The activities in this area facilitate and encourage growth in tourism and business, both of which result in more people in our city.</p> <p>Tourism, and the influx of additional people into the city, can bring many economic and social benefits. However,</p>	<p>We are building on our skilled knowledge base, creative industries and services sector to capitalise on a world economy that is becoming increasingly 'weightless' – with a focus on generating high-value, low-carbon products and services. Our</p>

²² The targets for this measure are 440 in 2018/19, 570 in 2019/20, and 650 in 2020/21

²³ The targets for this measure are 700,000 in 2018/19, and 750,000 in 2019/20 and following years

²⁴ Where the target is set as 'trend', this is an indicator that we will monitor over time but have not set a target.

these are also associated with negative effects.

More people in the city places additional pressure on our infrastructure networks (water and wastewater, for example) and more people travelling into and out of our city results in increased carbon emissions.

focus in these industries mitigates some of the negative effects associated with a growing economy.

We support a range of initiatives to reduce the emission profile of the city and are working with partners on making the transport system more sustainable.

We also dispose of waste in sustainable ways; we capture gas at the landfill and have funding in the out years of the long-term plan to reduce sewage sludge.

Outcome indicators – detail

We use outcome indicators to monitor progress towards our outcomes over time. This provides us with information on trends that may influence our performance, including those outside our control. As these indicators are at least partially outside of our control, we do not set targets for outcome indicators but instead we will monitor and report on trends over time.

Outcome indicators – 3.1 City promotions and business support	Desired Trend
<i>Visitor and talent attraction:</i>	
• Number of domestic and international visitors (guest nights) and average length of stay – international and domestic	Increasing
• Domestic and international airline passengers entering Wellington International Airport	Increasing
• Secondary (international) and tertiary (international and domestic) students enrolled	Increasing
• International air destinations	Increasing
<i>Business support, attraction and retention</i>	
• Number of companies that are in New Zealand's top 200 companies based in Wellington	Increasing
• Business enterprises – births and growths (net growth in business)	Increasing
<i>City vibrancy and economic performance</i>	
• Pedestrian counts – average of various Golden Mile sites	Increasing
• Commercial building vacancy rates (80% code +)	Decreasing
<i>Economic performance</i>	
• Labour force participation – this indicator measures the proportion of the working-age population that is in the labour force. The labour force includes all people who are either employed, or unemployed and looking for work.	Increasing

- | | |
|---|------------|
| • Economic diversity – indicator to be determined | Increasing |
| • Proportion of jobs in smart, knowledge-intensive industries | Increasing |
| • Unemployment rate – Wellington and New Zealand | Decreasing |
| • Access to, and uptake of, fibre broadband | Increasing |
| • GDP per capita | Increasing |
| • Deprivation index – city residents and New Zealand average (most deprived deciles) | Decreasing |
| • Income (average annual earnings) – income (\$) per annum and percent growth | Increasing |
| • Youth NEET (not in education, employment or training) – as a proportion of 15– 24 year-olds | Decreasing |

What this tells us:

How Wellington performs economically contributes to our city's vibrancy and the quality of life it offers Wellingtonians. If we're attracting and retaining visitors, talented new residents and business we can be confident that Wellington is a vibrant and desirable city to live in.

Oranga ahurea | Cultural wellbeing

We aim to strengthen and promote Wellington's unique cultural identity.

In this section

This section includes, for the following groups of activities, what we do; the rationale – why we do it; the service offering; key projects and programmes; how the activities are funded and how much they cost; any significant negative effects; and the level of service we expect to provide, with performance measures that will demonstrate what you can expect as part of that level of service.

There is one activity grouping under this strategic area, it is:

4.1 Arts and cultural activities

What we do – an overview

- Manage Toi Pōneke Arts Centre and the City Art Collection
- Support major events and festivals, such as Diwali, a Christmas festival and Matariki (the Māori New Year)
- Public art installations
- Through the Museums Trust, a CCO, we provide Wellington Museum, City Gallery, Capital E, the Cable Car Museum, Carter Observatory (Space Place) and Nairn Street Historic Cottage
- Provide funding support to Te Papa Tongarewa

Why we do it

Alignment with our long-term city outcomes

People-centred city

Arts and cultural activities anchor Wellington's appeal as a place of creativity, exploration, innovation and excitement, and add to residents' quality of life.

These activities build a sense of place and provide a welcoming environment for the city's increasingly diverse population.

Dynamic central city

Our cultural activities enhance Wellington's vibrancy as a diverse, inclusive, creative, active and eventful place.

Alignment with the priorities in Our 10-Year Plan

Arts and culture

Wellington has a reputation as the cultural capital of New Zealand. However, it faces increasing competition from other cities. To retain our reputation as a cool, edgy capital, we need to reinvigorate our arts and culture scene.

Snapshot of this activity

660,000 visits to our museums and galleries annually

1,578,292 visits to Te Papa annually

90% of Wellingtonians agree that Wellington has a rich and culturally diverse arts scene

64% of Wellingtonians agree that Wellington is the arts capital of New Zealand

Our direction

Outcome indicators

We use outcome indicators to monitor progress towards our outcomes over time. This provides us with information on trends that may influence our performance, including those outside our control. As these indicators are at least partially outside of our control, we do not set targets for outcome indicators but instead we will monitor and report on trends over time.

The below is a summary of the outcomes we are monitoring over time. The full list of indicators that inform these outcomes for the cultural wellbeing area are included at the end of the cultural wellbeing section.

- *Cultural reputation, participation and vibrancy.* We want to be recognised as a capital of culture. We monitor the perceptions of Wellington residents and New Zealanders on Wellington's arts, culture and events scene; we also monitor the proportion of out-of-town visitors to arts and cultural events.
- *Cultural attraction and event investment success.* We want to attract visitors to our museums, events and other attractions. We monitor the total visitors to Te Papa and other museums and galleries; we also monitor the success, in terms of total tickets sold, customer satisfaction and economic return, of the New Zealand Festival.

What this tells us:

If our city's events are well attended by both Wellingtonians and visitors, it is an indicator that our city is vibrant and providing opportunities for people to connect with each other. This in turn leads to a city that provides a high quality of life.

4.1 Arts and cultural activities

Our city has traditionally been recognised as the cultural capital of New Zealand. This reflects a mix of factors, including the presence of national arts organisations in the city, funding support from the Council, the sense of a supportive citizenry, and a reputation for edgy and interesting arts in the city.

Activities in this group	Rationale
4.1.1 City galleries and museums (Wellington Museums Trust)	<ul style="list-style-type: none"> • <i>For city vibrancy and cultural expression.</i> The arts contribute to a vibrant city and provide opportunities for cultural expression, enhancing Wellington's vibrancy as a diverse, active and eventful place attractive to visitors.
4.1.2 Visitor attractions (Te Papa / Carter Observatory)	
4.1.3 Arts and cultural festivals	<ul style="list-style-type: none"> • <i>To build and maintain a sense of place and identity.</i> Our museums, visitor attractions and events shape Wellington's sense of place and identity. They celebrate creativity and ideas and increase our understanding of culture, our shared history, science, ourselves and each other.
4.1.4 Cultural grants	
4.1.5 Access and support for community arts	<ul style="list-style-type: none"> • <i>To grow visitation and exposure to creativity and innovation.</i> We aim to grow the numbers of visitors to our attractions, providing ideas and places where people can connect, share what is common and explore what is different and new.
4.1.6 Arts Partnerships	
4.1.7 Regional amenities fund	

Services we provide

- Delivering a wide variety of free public events, such as ReCut, A Very Welly Christmas, Summer City including Gardens Magic, Te Rā o Waitangi, Pasifika Festival, Matariki, Sky Show, Diwali and more throughout the calendar year
- Advising on and supporting a range of community events, including the Newtown Festival, Chinese New Year and Africa Day
- Supporting and delivering a range of public art, including Art on Walls, the Courtenay Place Park Light Boxes and a programme of temporary public art
- Running Toi Pōneke Arts Centre, which houses a community of practitioners, arts organisations and creative businesses
- Giving arts advice and support, maintaining an art collection of more than 500 artworks, and running the young people's arts festival Artsplash
- Funding the Wellington Museums Trust, which operates:
 - Wellington Museum
 - City Gallery Wellington
 - Wellington Cable Car Museum
 - Nairn Street Cottage
 - Space Place at Carter Observatory
 - Capital E
 - Hannah Playhouse

Key projects/programmes

We want to maintain our reputation as the cultural capital of New Zealand, and to achieve this in the face of increasing competition from other cities will require investment. We will invest in a programme – a Decade of Culture – that will emphasise and enhance the city's unique creative strengths. This coordinated programme will be built around new and existing opportunities and will help the city compete as a cultural destination. Securing this reputation is important to help us continue:

- improving residents' quality of life
- attracting more overseas visitors
- creating a sense of excitement in the city
- creating high-quality jobs
- attracting and retaining talent in the cultural sector
- telling our story to the world.

This programme of infrastructure, art, events, theatre, urban design and festivals will ensure all residents can experience the city's cultural offering. The following will be included:

- *Strengthening cultural facilities.* A thriving art and culture sector requires the right facilities to showcase talent. Some of Wellington's facilities are not fit for purpose and require upgrading, and key facilities are missing from the city's repertoire. As part of the Long-term Plan 2015–25, we agreed – after receiving positive feedback from the community – to invest in the Movie Museum and Convention Centre and an indoor arena to host major events and musical acts. These projects are discussed further in the 'Economic development' chapter from page 57.

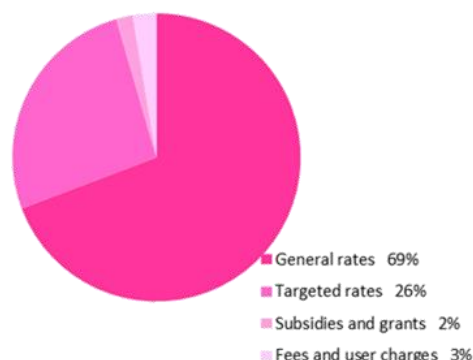
In this plan, we will also carry out a number of upgrades to existing venues, such as the St James Theatre (\$11.8 million of capital expenditure in years 1–2) and the Town Hall (\$91.2 million of capital expenditure in years 1–3) to provide the platform for cultural activity in the city. Once these venues have been reinstated the upgrades will present an improved level of service, establishing a music hub for the public in the Town Hall.

We have also budgeted to earthquake strengthen the Bond Store, home of the Wellington Museum, in years 3–4 at an estimated cost of \$10 million of capital expenditure. The strengthening work will also include the remodelling of the ground floor of the museum to improve customer experience.

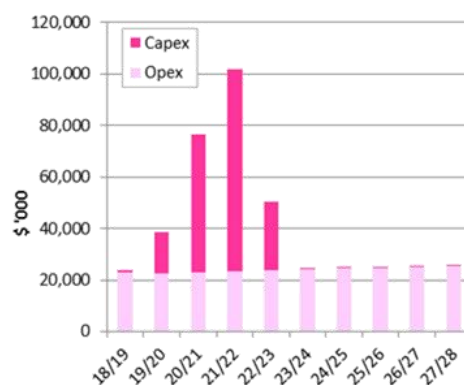
- *Expanding the reach of our major events.* Wellington has a strong reputation for arts, festivals and events, but is facing tougher competition from other cities that are increasing their spending on culture and attracting visitors. In the coming 3 years, we aim to grow our annual cultural celebration of Matariki and help improve the reach of existing events, such as World of WearableArt, CubaDupa and the New Zealand Festival. We will allocate \$16 million over 10 years from the City Growth Fund and other sources of funding, including the Wellington Regional Amenities Fund, to support the delivery of the Decade of Culture programme.
- *Investment in the arts.* We will continue our investment in professional and community arts and cultural projects. This includes:
 - Te Whare Hēra: This is an international artist residency programme that brings artists to live, work and exhibit in Wellington for 3–6 months at a time. This programme has been carried out in collaboration with Te Whiti o Rehua (Massey University School of Art) since 2014. This programme will continue to be delivered at a cost of \$45,000 per year.
 - Arts and Culture Fund: We will maintain our support for important arts organisations with 3-year funding contracts. This fund currently supports Orchestra Wellington, Circa Theatre, Kia Mau Festival and others.

- *Review of Arts and Cultural Strategy.* In the first two years of this long term plan we will review the Arts and Culture Strategy and explore opportunities with the arts community to create pathways for artists in the city.

How it will be funded



What it will cost



The significant capital expenditure in this area is for the Movie Museum and Convention Centre. Capital expenditure for earthquake strengthening of existing cultural facilities is included in 'Urban development'.

What you can expect from us – performance measures

We use performance measures to track how well we are delivering services against targets.

Please note the following when reading these measures.

- These measures represent the range of data we collect, which will inform how well we are delivering our services. When we report on our performance, it may be on groups of measures rather than individual measures in order to clearly tell our performance story.
- The majority of measures have the same target for the 10 years of the plan. Where the target differs, it will be identified through footnotes.
- We have included the target for the previous year for context. However, as we have carried out a review of the performance measures we don't have previous year targets for all measures. Where there is a comparable measure we have included the target with a footnote explaining any difference between the measures.

4.1 Arts and cultural activities		
Performance measure	Previous year target (2017/18)	Target 2018-21
High quality events		
Attendees (%) satisfied with Council-delivered arts and cultural festivals	90%	90%
Estimated attendance at WCC-supported and delivered events.	500,000	trend
Arts and cultural sector support		
Users (%) satisfied with Toi Pōneke facilities and services	90%	90%
Funding Success		

4.1 Arts and cultural activities

Performance measure	Previous year target (2017/18)	Target 2018-21
Grant outcomes (%) achieved (through funded outcomes – four out of five - being met) - Arts and Culture Fund	95% ²⁵	80%
Wellington Museums Trust²⁶		
Total visitors:	661,500	753,500
City Gallery Wellington	143,000	170,000
Wellington Museum	137,000	132,000
Cable Car Museum	237,000	237,000
Nairn Street Cottage	2,500	2,000
Capital E	90,000	157,500
Space Place	52,000	55,000
Full WCC subsidy per visit:		
City Gallery Wellington	18	16
Museums Wellington (including Wellington Museum, Cable Car Museum and Nairn St Cottage)	7	7
Capital E	15	15
Space Place	14	14
Total Revenue (trading and fundraising 000)	3,644	4,079
Total ownership cost to Council	NEW	trend
Percentage of visitors who rate the quality of their experience (good or very good)	No previous target	90%
Trend target — where the target is set as 'trend', this is an indicator that we will monitor over time but have not set a target.		

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
4.1	We do not anticipate any significant negative effects associated with the provision of these services.	

²⁵ This measure has been revised since 2017/18 – previous measure recorded proportion of grants funds successfully allocated (through milestones being met)

²⁶ The targets for these measures displayed in the main table are for 2018/19, the year by year targets for the first three years of the plan are as follows:

	2018/19 (\$)	2018/19 visitors	2019/20 (\$)	2019/20 visitors	2020/21 (\$)	2020/21 visitors
City Gallery Wellington	16.05	170,000	16.06	175,000	16.10	178,000
Museums Wellington	7.42	371,000	7.41	374,000	7.84	377,000
Capital E	14.91	157,500	14.61	110,000	10.61	160,000
Space Place	14/22	55,000	13.78	57,000	13.61	59,000

Outcome indicators – detail

We use outcome indicators to monitor progress towards our outcomes over time. This provides us with information on trends that may influence our performance, including those outside our control. As these indicators are at least partially outside of our control, we do not set targets for outcome indicators but instead we will monitor and report on trends over time.

Outcome indicators – 4.1 Arts and cultural activities	Desired Trend
<i>Cultural reputation, participation and vibrancy</i>	
• Residents' frequency of engagement in cultural and arts activities	Increasing
• New Zealanders' and residents' perceptions that "Wellington has a culturally rich and diverse arts scene"	Increasing
• New Zealanders' and residents' perceptions that "Wellington is the events capital of New Zealand"	Increasing
• Proportion of out-of-town (domestic and international) visitors at arts and cultural events and attractions (this measure requires scoping)	Increasing
<i>Cultural attraction and event investment success</i>	
• Te Papa visitors – total visitors, overseas visitors and New Zealand visitors from outside the region	Increasing
• Customer (%) satisfaction with the New Zealand Festival	Increasing
• Total tickets sold to the New Zealand Festival and the proportion sold to customers outside the region	Increasing
• New Zealand Festival economic return	Increasing
• Total visits to museums and galleries (including Carter Observatory)	Increasing
• Community access to venues subsidy: Total numbers of performers at supported events	Increasing
• Community access to venues subsidy: Total numbers of attendees at supported events	Increasing

What this tells us:

If our city's events are well attended by both Wellingtonians and visitors, it is an indicator that our city is vibrant and providing opportunities for people to connect with each other. This in turn leads to a city that provides a high quality of life.

Pāpori me te hākinakina | Social and recreation

We aim for strong, healthy communities.

In this section

This section includes, for the following groups of activities, what we do; the rationale – why we do it; the service offering; key projects and programmes; how the activities are funded and how much they cost; any significant negative effects; and the level of service we expect to provide, with performance measures that will demonstrate what you can expect as part of that level of service.

The key groups of activities under this strategic area are:

5.1 Recreation promotion and support

5.2 Community support

5.3 Public health and safety

What we do – an overview

- Provide housing for people in need
- Support the development of strong, resilient communities that are safe, tolerant and help those in need
- Ensure effective citywide welfare and response for people in an emergency
- Facilitate, through regulation, a safe and enjoyable food and alcohol scene
- Support the Basin Reserve
- Ensure infrastructure and community assets meet community needs by promoting and facilitating strong, safe and happy communities. This includes:
 - libraries
 - community centres and halls
 - public toilets
 - sport and recreation facilities
 - cemeteries
 - neighbourhood playgrounds

Why we do it

Alignment with our long-term city outcomes

People-centred city

A city is only as strong as its people. Wellington is built on strong communities. It's a safe city where people have plenty of opportunities to fulfil their potential and connect with each other.

As the city's biggest provider of recreation facilities and social housing, we aim to promote healthy lifestyles and build strong communities.

We want Wellington to be an inclusive, safe city where participation in city life can be achieved by all.

Alignment with the priorities in Our 10-Year Plan

Housing

We want a city where everyone is well housed. For some sectors in society

it is becoming increasingly difficult to live in the city because of housing cost and quality. We can do more. Initiatives in this area aim to reduce street homelessness and improve provision of social housing for those who struggle to find and afford appropriate housing in the market.

Snapshot of this activity

- 7.8% of people aged 15–24 are not employed or engaged in education or training, compared with 12.1% nationally (Youth NEET – Infometrics)
- 99% of people feel safe in the city during the day
- 81% of people feel safe in the city at night
- 2,159,555 physical visits to the libraries annually, 3,939,631 online visits
- 100% of public toilet urgent requests attended to within 4 hours
- 85% of residents who agree that Wellington offers a wide range of recreation activities

Our direction

Outcome indicators

We use outcome indicators to monitor progress towards our outcomes over time. This provides us with information on trends that may influence our performance, including those outside our control. As these indicators are at least partially outside of our control, we do not set targets for outcome indicators but instead we will monitor and report on trends over time.

The below is a summary of the outcomes we are monitoring over time. The full list of indicators that inform these outcomes for the social and recreation area are included at the end of the social and recreation section.

- *Access to and participation in recreation and leisure.* We want all Wellington residents to have access to recreation and leisure. We monitor the use of Council pools, libraries and other recreation and leisure facilities, and Wellington residents' perceptions of the range of recreation activities available and whether there are any barriers to participating in recreation activities. We also monitor residents' self-reported frequency of physical activity.
- *Residents' health and wellbeing outcomes.* We want Wellingtonians to have a high quality of life. We monitor the number of people who are known to be homeless in the city, activity levels and levels of obesity in Wellington residents, youth participation in sport, and self-reported quality of life of social housing tenants.
- *Resilient and cohesive communities and neighbourhoods.* Social connection is important to achieving a high quality of life. We monitor how many residents engage in neighbourly actions and the perceptions of the importance of having a sense of community; the diversity of the city; and the proportion of residents who feel they could rely on their neighbours for support following a natural disaster.
- *Public health and safety.* We monitor indicators that provide us with a view of the public health and safety of our city; resident perceptions of city safety issues; the number of food and water-borne diseases; and residents' access to emergency items at home.

What this tells us:

Desirable trends in these outcome indicators would mean that Wellingtonians have access to recreation opportunities, safe and affordable housing, and feel the benefits of living in a connected and resilient community. We could be confident that Wellingtonians have a high quality of life, are fit, happy and accepted.

5.1 Recreation promotion and support

Wellington City Council provides a range of recreation and leisure facilities to encourage active and healthy lifestyles and enable participation in sporting and other group activities. Through the promotion and support of recreation opportunities we contribute to the development of strong, healthy communities and a high quality of life for Wellingtonians.

Activities in this group	Rationale
5.1.1 Swimming pools	<ul style="list-style-type: none"> <i>To encourage active and healthy lifestyles.</i> Our swimming pools, sportsfields and other recreation centres provide access to sport and recreation opportunities, which are important for people's health and wellbeing.
5.1.2 Sportsfields	
5.1.3 Recreation programmes	
5.1.4 Recreation centres	<ul style="list-style-type: none"> <i>To enable participation in sporting and other group activities.</i> Our recreation facilities give sporting and recreation groups a space to organise sport and recreation programmes.
5.1.5 Recreation partnerships	
5.1.6 Playgrounds	<ul style="list-style-type: none"> <i>For social cohesion and connectedness.</i> Our recreation facilities provide important community focal points and recreation opportunities that bring people together.
5.1.7 Marinas	
5.1.8 Golf course	

Services we provide

- Managing, maintaining and servicing seven swimming pools, four multi-purpose recreation centres and the ASB Sports Centre – these facilities provide places for people to learn and participate in sports (including swimming), exercise and have fun
- Managing and maintaining outdoor sports facilities in the city, including 44 natural and 11 artificial sports turfs (two in partnership with schools), which provide year-round venues for recreation and competitive sport for people of all ages
- Managing and maintaining more than 100 neighbourhood playgrounds, which give families a safe place to play near home
- Maintaining other Council-owned recreational facilities, including two marinas, the Berhampore golf course, two croquet facilities, and tennis and netball courts
- Supporting the Basin Reserve Trust, a CCO that manages and operates the Basin Reserve to continue to attract national and international events to Wellington

Key projects/programmes

Year 1–4

- Karori Pool car park.* The existing Karori Pool car park has capacity issues. The Council has purchased additional land to address these issues at a greater cost than initially planned for. An additional \$300,000 is budgeted to complete the car park extension in 2018/19.
- Worser Bay Boat Club.* The club is planning to rebuild its facilities. Investment by the Council in the surrounding infrastructure in year 1 is planned to support the resilience of the site and

clubrooms. The investment by the Council will include rock protection to the existing sea wall to the north, a new boat ramp, and new sea walls to the south of the boat club. Estimated cost of this work is \$1.1 million of capital expenditure.

- *Khandallah Pool/Park.* We are exploring options for making improvements to the Khandallah Pool/Park area. Further work is to be carried out with the community in the coming years and provisional capital budget of \$1.1 million is included in year 4 of this plan for improvements.
- *High-performance sport unit.* The Council is working with Upper Hutt City Council and a range of our key sporting bodies to deliver a high-performance sport unit at the CIT in Upper Hutt. This would become a regional base for athletes to train and improve their performance with modern dedicated facilities, as well as facilities to support youth development squads. It would free up capacity across the city's grounds for increased community access and usage. The Council will invest \$200,000 per annum toward to the operations of this facility, to be funded from existing City Growth Fund budgets. The two councils will jointly underwrite the investment in the facility.

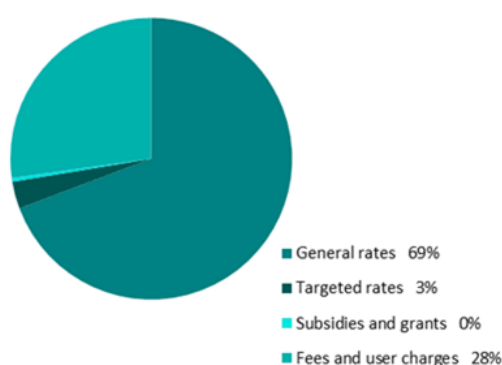
Year 5–10

- *Grenada North community sports hub.* The current Grenada North Park has the size and potential to become a multi-functional sport and active recreation hub as residential development and transport links grow over the next 10–20 years. This would improve access to high-quality sports and recreation facilities in the northern suburbs. We are planning to spend \$10.4 million of capital expenditure in years 5-8 to establish the Grenada North community sports hub.

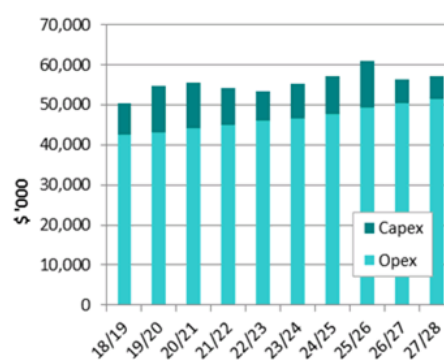
Ongoing programmes

- *Play spaces programme.* We have included a total budget of \$18.5 million in capital expenditure and \$13.5 million in operational expenditure over the next 10 years. This investment allows for all play spaces to be renewed after 12–15 years. Part of the funds will be spent on the provision of shade and drinking fountains.

How it will be funded



What it will cost



What you can expect from us

Performance measures

We use performance measures to track how well we are delivering services against targets.

Please note the following when reading these measures.

- These measures represent the range of data we collect, which will inform how well we are delivering our services. When we report on our performance, it may be on groups of measures rather than individual measures in order to clearly tell our performance story.
- The majority of measures have the same target for the 10 years of the plan. Where the target differs, it will be identified through footnotes.
- We have included the target for the previous year for context. However, as we have carried out a review of the performance measures we don't have previous year targets for all measures. Where there is a comparable measure we have included the target with a footnote explaining any difference between the measures.

5.1 Recreation promotion and support		
Performance measure	Previous year target (2017/18)	Target 2018-28
High quality experience		
User satisfaction (%) - pools	90%	90%
User satisfaction (%) - recreation centres including ASB Sports Centre	90%	90%
User satisfaction (%) - sportsfields (grass & artificial)	85%	85%
Scheduled sports games and trainings (%) that take place (all sportsfields)	80% (winter); 90% (summer) ²⁷	Baseline
Utilisation		
Artificial sports-field (%) utilisation - peak winter	80%	80%
Artificial sports-field (%) utilisation - peak summer	40%	40%
Artificial sports-field (%) utilisation - off-peak winter	25%	25%
Artificial sports-field (%) utilisation - off-peak summer	20%	20%
Swimming pool visits (by facility)	1,277,000	1,318,000 ²⁸
Marinas occupancy (%)	96%	96%
Recreation centre visits (including ASB Sports Centre)	1,070,000	1,155,000 ²⁹
ASB Sports Centre court space utilisation (%) - peak	46% (peak and off-peak) ³⁰	65%
ASB Sports Centre court space utilisation (%) - off-peak	46% (peak and off-peak) ³¹	50%
Number of uses of Leisure Card	NEW	145,000 ³²
Berhampore Golf course users (TBC)	NEW	Baseline
Affordability		
Residents' perception that pool admission charges are affordable	NEW	Baseline
Ratepayer subsidy per swim	NEW	Baseline
Ratepayer subsidy per court/hour (ASB Sports Centre)	NEW	Baseline

²⁷ This measure has been revised – previously recorded on summer and winter results separately

²⁸ The targets for this measure are 1,318,000 in 2018/19, 1,321,000 in 2019/20 and 1,305,000 in 2020/21

²⁹ The targets for this measure are 1,155,000 in 2018/19, 1,165,000 in 2019/20 and 1,178,000 in 2020/21

³⁰ This measure has been revised – previously recorded peak and off-peak as a single utilisation figure

³¹ This measure has been revised – previously recorded peak and off-peak as a single utilisation figure

³² The targets for this measure are 142,000 in 2018/19, 148,000 in 2019/20 and 151,000 in 2020/21

5.1 Recreation promotion and support		
Performance measure	Previous year target (2017/18)	Target 2018-28
City recreation promotion		
Number of international and national events at Council recreation facilities and estimated attendees	NEW	Baseline
Basin Reserve Trust		
Basin Reserve - Total event days (excluding practice days)	88 (forecast actual 2017/18)	96
Attendance at all events	40,000 (forecast actual 2017/18)	41,000
Practice facility usage days	100	100
Number of function days	25	25
Event income	No previous target	Trend
Operational grant per attendance	No previous target	Trend
Non-council revenue earned (\$)	No previous target	Trend
Council operating grant (\$000)	No previous target	659
Total revenue earned (\$000)	No previous target	1,005

Baseline targets – as some of these measures are new, the first year of the plan will be used to establish a ‘baseline,’ which will then allow us to set targets.
Trend targets – where the target is set as ‘trend’, this is an indicator that we will monitor over time but have not set a target.

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
5.1 Recreation promotion and support	There are negative effects from owning and managing buildings and other assets to deliver these services. These include waste, direct energy use to operate the buildings, indirect energy use, and emissions from people using private transport to access our facilities.	Our operations are managed so that waste is minimised or recycled and energy and water is conserved. We also encourage the use of public transport, walking and cycling as a means of getting to places of recreation
	Our swimming pools pose the additional risks of drowning.	We manage this risk through a number of steps, most notably through the continuous presence of trained lifeguards. We also offer learn to swim programmes.

5.2 Community support

By providing libraries, community centres and social housing we foster diverse and inclusive communities and enable people to connect with information and each other.

We provide a wide range of facilities forming part of the city's 'hard' social infrastructure that support community wellbeing. These include libraries, community spaces and social housing.

Activities in this group	Rationale
5.2.1 Libraries	<ul style="list-style-type: none"> <i>To foster diverse and inclusive communities.</i> Our community facilities are places for groups to come together – strengthening social cohesion, celebrating diversity and making the city a more appealing and welcoming place to live.
5.2.2 Access support (Leisure Card)	
5.2.3 Community advocacy	<ul style="list-style-type: none"> <i>To enable people to connect with information and with each other.</i> Our community facilities are places of discovery and learning that allow people to connect with others and exchange knowledge through events and other activities.
5.2.4 Grants (social and recreation)	
5.2.5 Social housing	
5.2.6 Community centres and halls	

Services we provide

- Access for all Wellingtonians to a wide array of books, magazines, DVD, e-books, e-audio, online journals and e-music tracks through 12 libraries around Wellington
- Access to community spaces, including a citywide network of 25 community centres
- Ensuring residents have the opportunity to participate in communities of choice, accessing support through a variety of mechanisms, including community grants
- Support for community groups, ensuring Wellington's diverse population is supported and embraced by a tolerant, caring and welcoming community
- Subsidised rental for low-income Wellingtonians whose housing is not met by the private sector – we currently house over 4000 people in 2200 units

Key projects/programmes

Housing supply

- *Housing Strategy.* We have developed a Housing Strategy that sets a framework for all housing in Wellington. The broad aim of the strategy is for all Wellingtonians to be well housed. The strategy covers the full spectrum of housing – from emergency housing, social housing, assisted rental, private rental and assisted ownership through to private ownership. It sets four goals to be achieved over a 10-year period:

- Wellington has a well-functioning housing system
- Homes in Wellington are of good quality and are resilient
- Homes meet the needs of Wellingtonians
- The housing system supports sustainable, resilient and connected communities

The strategy provides a framework for the strategic housing investment plan, as discussed below, as well as housing development initiatives, as discussed in the urban development

chapter from page 87. The full strategy can be found online at <https://wellington.govt.nz/your-council/plans-policies-and-bylaws/policies/housing-strategy>

- *The Strategic Housing Investment Plan (SHIP)*. This programme of work includes the redevelopment and intensification of Council-owned land or existing social housing sites to increase the supply and quality of affordable and social housing in Wellington. This work will deliver towards our goal of providing 750 new social and affordable housing units over the next 10 years.
 - We have a programme to upgrade existing Council social housing throughout the city. We are approximately halfway through this programme of work and have \$146 million of capital expenditure in the budget over the next 10 years to upgrade our remaining social housing units. As we progress this work, we propose to leverage a proportion of those land/sites we own – either through lease arrangements or disposal – to attract investment from other housing providers, central government and developers to deliver affordable housing (in conjunction with the Council's social housing).
 - We have budgeted an additional \$22 million of capital expenditure and \$10.7 million of operational expenditure over the next 10 years to catalyse SHIP's development programme. Funding will be used for master planning, geotechnical work, developing partnership proposals and preparing sites ready for development. The overall objective will be to recover some of this through increasing land value prior to disposal and/or by maximising the land for optimal development.
 - Construction of the Council's *social* housing units will be funded through the existing Social Housing Upgrade Programme (and revenue from any disposal / lease of surplus land). The assumption is that construction of *affordable* housing units will be funded and delivered by development partners.

Housing quality

- *The rental warrant of fitness for housing*. Housing quality is not always great in Wellington, particularly in the rental market. Last year, we initiated a voluntary rental warrant of fitness system in partnership with the University of Otago, Wellington. Central government has also recently passed its Healthy Homes legislation, which requires higher standards from rental homes. In the coming year, we will evaluate the results of the rental warrant of fitness. Taking the government's changes into account, we will look at whether Wellington needs a standard to lift the quality of housing. There are no cost implications for the Council at this time.

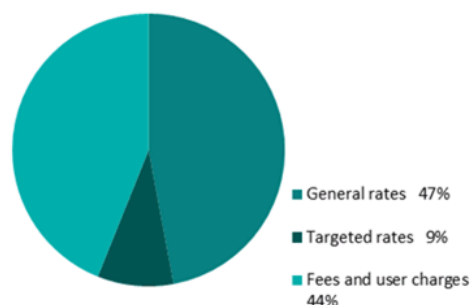
Community support

- *Te Whare Okioki*. Taking a Housing First approach, we are working in partnership with Housing New Zealand and the Ministry of Social Development to establish supported living options for our most vulnerable homeless population. This initiative will align with and add to the work we are already supporting across the city to reduce homelessness. This year, though our grants funding, we will continue to support agencies such as the Night Shelter. We also take a collaborative approach towards reducing homelessness through tenancy support and street outreach services. There are no funding implications for the Council as we are supporting and facilitating the work. We will also review our Te Mahana Strategy (Ending Homelessness in Wellington) to ensure we align with a Housing First approach and are able to respond to current trends.
- *Johnsonville Library*. The construction of the new Johnsonville Library has started and is due to be completed in 2019/20 at an estimated capital expense of \$17.6 million over the first 2 years of this plan. Once complete, the new library will result in an improved level of service – providing

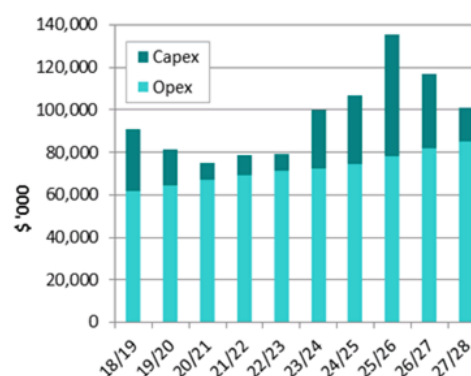
an enhanced facility for greater opportunities for education, community events, and knowledge sharing for the community.

- *Leisure Card review.* This card helps people access Council recreational services when price might otherwise be a barrier. In the coming year we will undertake a review of the Leisure Card and explore options for increasing use of the Council's facilities by marginalised and hard-to-reach groups through this programme.
- *Antisocial behaviour.* We plan to provide additional funding support of \$100,000 per year towards programmes that address antisocial behaviour and street begging in the city. A key area of focus will be providing funding support for programmes that provide purposeful day activity for people on the street.

How it will be funded



What it will cost



What you can expect from us

Performance measures

We use performance measures to track how well we are delivering services against targets.

Please note the following when reading these measures.

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5.2 Community Support		
Performance measure	Previous year target (2017/18)	Target 2018-28
Libraries experience		
User satisfaction (%) with library services	90% (satisfaction with services and facilities) ³³	90%
User satisfaction (%) with library facilities	90% (satisfaction with services and facilities) ³⁴	Baseline
User satisfaction (%) with library collection (physical)	NEW	75%
User satisfaction (%) with library collection (e-library)	75%	80%
Libraries utilisation		
Library items issued (physical)	3,000,000 (total items issued) ³⁵	Baseline
Library items issued (e-library)	3,000,000 (total items issued) ³⁶	320,000 ³⁷
Estimates of attendees of library programmes	NEW	74,000 ³⁸
Library physical visits	2,400,000	2,500,000 ³⁹
Library website visits	2,500,000	3,200,000 ⁴⁰
Residents (%) who are active library users	75% (registered members) ⁴¹	75%
Libraries amenity		
Customers (%) who think the library helped them to gain new knowledge and skills	NEW	Baseline
Customers (%) who think the library helped them to connect with others and ideas	NEW	Baseline
Customers (%) who think the library helped them to improve their job and earning potential	NEW	Baseline
Customers (%) who think the library contributed to their sense of belonging in the community	NEW	Baseline
Libraries affordability		
Cost to the ratepayer per library transaction	NEW	Baseline
Community centres utilisation		
Occupancy (%) of Council community centres and halls	45%	45%
Community advocacy		
Homelessness - % of known street homeless people supported by agencies	NEW	Baseline
Funding success		
Grants outcomes (%) achieved (through funded outcomes – four out of five – being met) - Social and Recreation Fund	95% ⁴²	80%

³³ This measure has been revised – previously recorded satisfaction with both services and facilities together

³⁴ This measure has been revised – previously recorded satisfaction with both services and facilities together

³⁵ This measure has been revised – previously recorded both physical and e-library items issued together

³⁶ This measure has been revised – previously recorded both physical and e-library items issued together

³⁷ The targets for this measure are 320,000 in 2018/19, 340,000 in 2019/20 and 360,000 in 2020/21

³⁸ The targets for this measure are 74,000 in 2018/19, 75,000 in 2019/20 and 76,000 in 2020/21

³⁹ The targets for this measure are 2.5m in 2018/19, 2.4m in 2019/20 and 2.3m in 2020/21

⁴⁰ The targets for this measure are 3.2m in 2018/19, 3.3m in 2019/20 and 3.4m in 2020/21

⁴¹ This measure has been revised – previously recorded 'registered members'

⁴² This measure has been revised – previously recorded proportion of grants funding successfully allocated (through milestones being met)

5.2 Community Support		
Performance measure	Previous year target (2017/18)	Target 2018-28
Housing quality and usage		
Tenant satisfaction (%) with services and facilities	90%	90%
Tenant rating (%) of the overall condition of their house/apartment (average, good, and very good)	90%	90%
Tenant (%) sense of safety in their complex at night	75%	75%
Occupancy rate of available housing facilities	90%	90%
All tenants (existing and new) housed within policy	98%	98%
Housing upgrade project		
Agreed milestones, design standards and budgets are met in accordance with the agreed works programme and Deed of Grant between the Crown and the Council	To achieve	To achieve

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
5.2 Community support	There are negative effects from owning and managing buildings and other assets to deliver these services. These include waste and direct water and energy use to operate buildings.	We seek to minimise these negative effects by ensuring our operations are managed effectively, waste is minimised or recycled, and water and energy are conserved.

5.3 Public health and safety

The health and safety of our city are crucial to enabling our city and our people to thrive.

We deliver services that support the health and safety of the city's communities, and also provide for dignified bereavement and resting places.

We plan for and deliver a citywide welfare response for people during a civil defence emergency.

Activities in this group

Rationale

- | | |
|---|--|
| 5.3.1 Burials and cremations | <ul style="list-style-type: none"> <i>To maintain health standards.</i> We promote and maintain health standards through public health regulations and maintenance of our own facilities, such as public toilets. <i>To help people feel safe.</i> We engage in activities that promote individual wellbeing, safe neighbourhoods and a safe inner city. We engage with communities to ensure the city is well prepared for earthquakes and other natural disasters. |
| 5.3.2 Public toilets | |
| 5.3.3 Public health regulations | |
| 5.3.4 City safety | |
| 5.3.5 Wellington Regional Emergency Management Office (WREMO) | |

Services we provide

- Ensuring everyone has access to clean and safe public toilets and changing rooms/pavilions
- Ensuring through Council regulations that Wellington's thriving food and alcohol scene contributes to the health and safety of our people
- Ensuring Wellington is a safe and tolerant city
- City leadership in city safety programmes that link interagency programmes, such as alcohol harm reduction, management of graffiti, support for the city's youth, and programmes that eliminate sexual violence
- A coordinated and planned approach to local welfare arrangements for both people and animals in the city following an emergency event
- 'City hosts' around Wellington who manage graffiti and support community initiatives
- Managing and maintaining two cemeteries, including providing cremation services

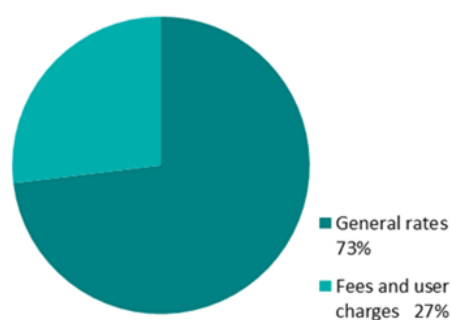
Key new projects/programmes

The safety of Wellingtonians during and following a seismic event is crucial to a fast recovery following an event. The 2016 earthquake highlighted some gaps in our ability to recover from an earthquake, and the following safety initiatives are driven by our resilience priority:

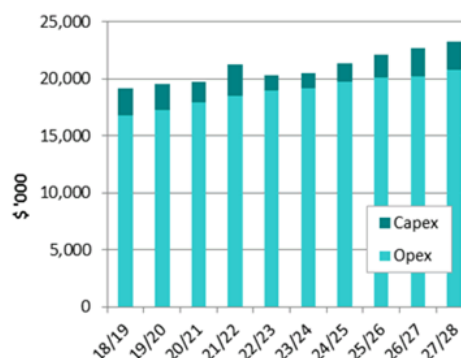
- Building accelerometers.* An accelerometer is a device that can measure the movement of buildings. Installing accelerometers in buildings across the city would provide us with better information immediately after an earthquake. This would mean decisions about the safety of buildings could be made more quickly, and would inform the initial response phase and subsequent recovery phase. We would not own the hardware, but some resourcing would be needed for us to monitor and analyse data. We're developing a detailed business case in the coming year. Funding implications have not yet been determined and will likely be confirmed in year 2. We will consult further on this proposal through the annual plan process.

- *Facilities in northern growth areas.* Suburban growth is expected in areas, such as Stebbings Valley and Lincolnshire Farm. Public toilet facilities will be required to support these developments. Investment of \$603,000 of capital expenditure in years 9–10 would allow for the provision of these facilities. An additional \$452,000 in 2018/19 will be spent on upgrading existing facilities on Bay Road and Constable Street.

How it will be funded



What it will cost



What you can expect from us

Performance measures

We use performance measures to track how well we are delivering services against targets.

Please note the following when reading these measures.

- These measures represent the range of data we collect, which will inform how well we are delivering our services. When we report on our performance, it may be on groups of measures rather than individual measures in order to clearly tell our performance story.
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5.3 Public health and safety		
Performance measure	Previous year target (2017/18)	Target 2018-28
Compliance		
Food registrations - premises (%) inspected within Food Act regulation required timeframes (new business and existing businesses)	NEW	100%
Efficiency		

5.3 Public health and safety		
Performance measure	Previous year target (2017/18)	Target 2018-28
Alcohol licences - high risk premises (%) inspected	100% (medium, high and very high) ⁴³	100%
Alcohol licences - high to very high premises (%) inspected during peak time	25% (medium, high and very high) ⁴⁴	50%
Alcohol licences - very high risk premises (%) inspected twice during the year	NEW	100%
Timeliness		
Graffiti removal – response time frames (%) met	80%	80%
Dog control - urgent requests (%) responded to within 1 hour	100%	100%
Dog control - non-urgent requests (%) responded to within 24 hours	99%	99%
Public toilets - urgent requests (%) responded to within 4 hours	100%	100%
Public toilets - non-urgent requests (%) responded to within 3 days	95%	95%
Hygiene standard		
Toilets (%) that meet required cleanliness and maintenance performance standards	95%	95%

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
5.3 Public health and safety	We do not anticipate any significant negative effects associated with the provision of these services.	

⁴³ This measure has been revised – previously recorded % of medium, high and very high risk premises inspected

⁴⁴ This measure has been revised – previously recorded % of medium, high and very high risk premises inspected during peak time

Outcome indicators – detail

We use outcome indicators to monitor progress towards our outcomes over time. This provides us with information on trends that may influence our performance, including those outside our control. As these indicators are at least partially outside of our control, we do not set targets for outcome indicators but instead we will monitor and report on trends over time.

Outcome indicators – Social and recreation	Desired Trend
<i>Access to and participation in recreation and leisure</i>	
• % of residents who use Council pools, recreation centres, libraries or other leisure facilities	Increasing
• Residents' perceptions that Wellington offers a wide range of recreation activities	Maintain
• Residents' frequency of physical activity	Increasing
• Residents' perceptions that there are barriers to participating in recreation activities	Decreasing
<i>Residents' health and wellbeing outcomes</i>	
• Social housing tenants who report good quality of life	Increasing
• Number of people who are known to be homeless in the city	Decreasing
• Activity levels, obesity/health	Increasing
• Youth participation in sport and recreation	Increasing
<i>Resilient and cohesive communities and neighbourhoods</i>	
• Residents' importance of sense of community in local neighbourhood	Increasing
• Residents' engaging in neighbourly actions	Increasing
• Proportion of residents who feel they could rely on their neighbours for support following a natural disaster or other significant event	Increasing
• Diversity (tolerance measure)	Increasing
• Social capital – residents' response to "I have strong social or community networks that I can draw on in Wellington"	Increasing
<i>Public health and safety</i>	
• Residents' perceptions – city and community safety issues of most concern	Decreasing safety issues
• Number of notifications of the most prevalent food and water-borne diseases	Decreasing
• Food premises – number of cleaning notices and closures per year	Decreasing
• Residents with access to emergency items at home and workplace/place of education/other daily destination	Increasing

What this tells us:

Desirable trends in these outcome measures would mean that Wellingtonians have a high quality of life, are fit, happy and accepted.

Tāone tupu ora | Urban development

We aim for a compact, resilient and attractive city.

In this section

This section includes, for the following groups of activities, what we do; the rationale – why we do it; the service offering; key projects and programmes; how the activities are funded and how much they cost; any significant negative effects; and the level of service we expect to provide, with performance measures that will demonstrate what you can expect as part of that level of service.

The key groups of activities under this strategic area are:

6.1 Urban planning, heritage and public services development (including waterfront development)

6.2 Building and development control

What we do – an overview

- Assess earthquake-prone buildings and set times for strengthening work
- Plan for future growth of the city in ways that cause least harm and provide the most benefit
- Undertake building and resource consent work
- Carry out suburban centre upgrades and laneway improvements
- Continue to improve the quality of urban design and public open spaces
- Support the protection of heritage buildings in the city

Why we do it

Alignment with our long-term city outcomes

People-centred city	We seek to ensure that the city has a high-quality urban form that promotes vibrancy and adds to quality of life, while remaining affordable and resilient. We aim to design a city that has space to enhance people's enjoyment of the city and contributes to our 'sense of place'.
Eco city	Wellington is a compact and dynamic city. We aim to retain and develop our compact urban form to prevent sprawl that leads to greater transport emissions.
Dynamic central city	We strive to develop a city form that promotes prosperity, allows for sustainable growth and protects our built heritage.

Alignment with the priorities in Our 10-Year Plan

Sustainable growth	We want to grow and accommodate more people in the city in a way that retains its unique 'sense of place' and overall liveability. The proposed urban development initiatives will work to ensure that the growth is accommodated while retaining Wellington's natural and built qualities that attract people to our city.
Housing	Our population has been growing steadily and more people are calling Wellington home than ever before. We want to take a more active role

in the provision of housing for our growing population to avoid an Auckland-style housing crisis.

Snapshot of this activity

700 number of earthquake-prone buildings in the city

565 number of heritage buildings in the city

95% of residents agree that Wellington is a great place to live, work and play

91% of residents agree that heritage items contribute to the city's character

750 new social housing units over the next 10 years

Our direction

Outcome indicators

We use outcome indicators to monitor progress towards our outcomes over time. This provides us with information on trends that may influence our performance, including those outside our control. As these indicators are at least partially outside of our control, we do not set targets for outcome indicators but instead we will monitor and report on trends over time.

The below is a summary of the outcomes we are monitoring over time. The full list of indicators that inform these outcomes for the urban development area are included at the end of the urban development section.

- *Housing affordability and supply.* We will monitor housing affordability and availability over time, by monitoring the net number of housing units and proportion of housing stock that is classed as 'affordable'.
- *Growth and density.* We want to retain a compact urban form as our city grows. We will monitor population growth and the density of that growth in the central city and growth areas.
- *High-quality urban form.* We want to see our city continue to thrive as it grows. We will monitor perceptions of residents and visitors to the city as an easy, attractive and safe place to get to, use and enjoy.
- *Heritage protection.* We will monitor perceptions of how well heritage items contribute to the city and local communities' unique character.
- *Resilience.* We want the resilience of our city and our people to continue to improve. We will monitor how safe residents feel at home, at work or school, or other daily destinations; the number of buildings that are strengthened, and whether residents are checking their own dwellings; and whether residents recall receiving resilience information.

What this tells us:

These indicators, if they track in a positive direction, will give us confidence that we are living in a city that is thriving; Wellingtonians have access to affordable housing; our city is growing at a sustainable rate; we have the necessary infrastructure; and we are protecting the natural beauty and heritage of our city.

6.1 Urban planning, heritage and public spaces development (including waterfront development)

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

Activities in this group	Rationale
6.1.1 Urban planning and policy development	<ul style="list-style-type: none"><i>To enable smart growth/urban containment.</i> Through these activities we ensure that the city grows in a controlled way that is environmentally sustainable, enhances community cohesion and encourages high-quality developments.<i>For open public spaces.</i> We provide spaces where people can come together, relax and enjoy the natural environment of our city.<i>For character protection.</i> We work to help protect and restore the city's heritage and character assets – including buildings, trees, monuments, and sites of significance to tangata whenua. Heritage is important in telling the shared history of the city and adds to its 'sense of place'.
6.1.2 Waterfront development	
6.1.3 Public spaces and centres development	
6.1.4 Built heritage development	
6.1.5 Housing development	

Services we provide

- Carrying out urban planning work to guide how the city will grow over time
- Reviewing the District Plan to ensure the city grows in line with our agreed plans
- Ensuring infrastructure is in place to provide for current and future housing and business demand
- Maintaining Wellingtonians' sense of place and pride by preserving the city's character heritage and developing public spaces, including the waterfront
- Preserving the city's heritage for future generations by assisting building owners to strengthen at-risk buildings

Key projects/programmes

Planning for growth

- Up to 280,000 people are expected to call Wellington home by 2043, so we need to plan for how we will accommodate that growth and adapt to climate change. We will need to review our existing policy and District Plan settings to be able to direct growth into the most appropriate places, and to attract meaningful investment. This would mean responding more efficiently to residential and commercial demand across the city, and reviewing our processes to make sure they are set up to provide the best results and customer service. The programme has three work streams:

- *Strategic planning.* The development of a plan for growth that sets our policy direction and is the backbone for a District Plan review. This will make the District Plan process simpler to navigate.
- *Comprehensive District Plan review.* A comprehensive review of our plan (as opposed to the minimum legislative requirements) that takes into account our existing residential and business capacity across the city and what demand will be like over the next 3, 10 and 30 years. This way, we have a really clear picture of what we need to do to provide for growth and decisions will be better informed.
- *Streamlined consenting.* We plan to establish a customer-focused consenting and compliance system, including a one-stop shop for customers, that encourages and enables positive built environment outcomes. This new structure will seek to make consenting and compliance functions faster, easier, safer and more sustainable.

We've budgeted \$15.1 million of operating expenditure over the next 10 years to review the Urban Growth Plan and the District Plan, and to make changes to our consenting processes that will make us more responsive to growth issues and customer needs. There are no cost implications from streamlining consenting.

In addition, we will be undertaking a review of suburban centres, including:

- *Review of the Wellington Town Centres Policy.* This review will include Kilbirnie, within the context of resilience requirements. Decisions on future priorities and work programme will be determined following growth and capacity work.
- *Development of Karori Town Centre.* Design proposals during year 1 are expected to support a vibrant, inviting, main street that is well connected and reflects the character of Karori.
- *Extend the life of Kiwi Point Quarry.* This quarry provides rocks and aggregate for the maintenance and construction of core infrastructure in the city – everything from retaining walls to footpaths. Estimates suggest that in the area we are currently quarrying, rock resources will run out in the next 3 to 4 years, so we're proposing a District Plan change to open up another section of the quarry to access additional rock resources. We're budgeting \$266,000 in operational expenditure and \$2.3 million in capital expenditure over the next 10 years. The funding will go towards consents, planning, planting, visual screening (from the highway), fencing and development of an access road and bridge to the new quarry area.

Housing

- *Housing.* This plan includes a number of initiatives to increase housing supply and quality. These are guided by the Wellington Housing Strategy, discussed in the social and recreation chapter from page 72. In addition to the projects identified in the social and recreation chapter, which support housing initiatives, we will also advance the following projects:
 - *Stakeholder partnerships.* In the coming year we will undertake an audit of Council-owned land to identify opportunities to use land for housing development. This work will be done within existing budgets.
 - *Special Housing Areas (SHAs).* In the coming year, we will work with central government to explore opportunities for developing new Housing Accord/SHAs in Wellington. SHAs are areas where we can offer qualifying developments a streamlined resource consenting path and several incentives. We believe that additional SHAs are crucial to fast-track the supply of extra housing in Wellington. We will explore an accord with housing affordability as a component and an approach that speeds up consent processes. SHAs will only be established following community consultation about the

nature of SHAs and the resource management outcomes that are intended. This work will be delivered from within existing budgets.

- *Inner city building renovations.* Our approach to growth has always focused on the intensification of existing urban areas. As part of this plan we want to take a serious look at how we can make better use of the inner city for housing by working with commercial building owners on an exemplar project to convert their properties to residential apartments. The first step is to explore options. This will be carried out in year 1 of this plan and we only propose to continue with specific proposals if we are confident it will not impact on rates.
- *Special Housing Vehicle (Urban Development Agency).* In recent years, we've consulted with the community on taking a more active approach to housing and city shaping. The feedback was positive. As part of this plan, we are considering the establishment of a Special Housing Vehicle to deliver our housing and urban regeneration plans.

The purpose of the Special Housing Vehicle is to enable us to take a more active approach towards delivering major housing capital projects, and more broadly urban regeneration projects in our city. This agency's establishment is still under consideration. Central government is currently considering legislation relating to urban development authorities. Once this legislation is introduced, more detailed funding and operating models will be considered and consulted on with the community.

Waterfront

Upgrade projects on the waterfront are guided by the Wellington Waterfront Framework. The following work is programmed over the next 10 years:

- *Frank Kitts Park.* As Wellington continues to grow, so too does the need for well-designed, fit-for-purpose, high-quality public space and parks. A makeover of the 25-year-old Frank Kitts Park has been planned for the past decade, which includes the following:
 - *Playground.* The first stage of the makeover is to upgrade the playground, at an estimated cost of \$2.5 million in year 1.
 - *Garden redevelopment.* This stage is currently with the High Court, after the initial ruling in favour of this project progressing has been appealed. The Council's contribution is currently estimated at \$6.3 million in year 7 of this plan.
- *Maintaining our waterfront.* The past 25 years has seen significant development on the waterfront. Following a review of the renewals programme, additional funding is budgeted to ensure we maintain the waterfront as a major destination for local events, tourism and recreation. Capital expenditure of \$13 million over 10 years is budgeted to cover renewals and strengthening of seawalls and wharves, renewals for Waitangi Park, restoration and preservation of the heritage crane, earthquake strengthening and replacement of the shade sails at TSB Bank Arena.
- *North Kumutoto waterfront space.* Construction by Willis Bond in this space is currently under way and is due to be completed in early 2019. We are expected to contribute toward the upgrade to the public space, as well as wharf structure repairs. An additional \$90,000 is budgeted, for a total Council investment of \$946,000, to proceed with these works.

Laneways

- Laneways are an important part of Wellington's inner city. \$3.3 million of capital expenditure has been budgeted in year 1 and \$500,000, on average, per year from year 2 to upgrade

laneways in the city. These include: Garrett Street and Swan Lane, Grey Street, and York Street in year 1; St James and Feltex Lane in year 2; and Wigan Street and Bond Street in year 3.

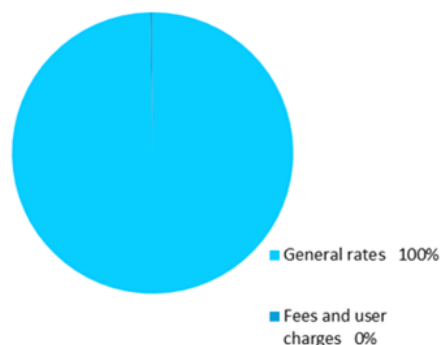
Heritage

Built Heritage Incentive Fund (BHIF). This fund helps owners maintain their heritage buildings. We have allocated \$450,000 per year over the next 3 years for this fund.

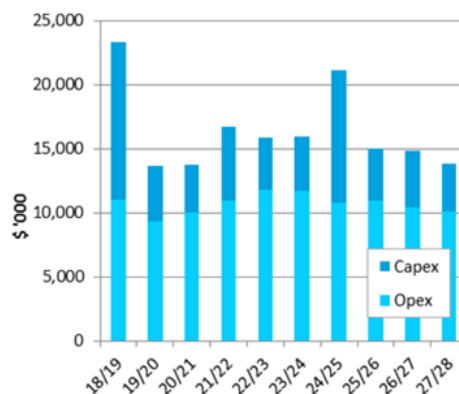
Making Wellington more Accessible

- We are committed to making Wellington more accessible. In partnership with Council's Accessibility Advisory Group, in the coming year we will finalise a new three year Accessible Action Plan for the city. While some actions will be funded from existing work programmes, others may require additional funding. Any new funding requirements will be considered as part of the 2019/20 annual plan process.

How it will be funded



What it will cost



The significant capital expenditure in the later years for this activity relate to the LGWM programme of work. For more information on this programme see the 'Transport' chapter.

What you can expect from us

Performance measures

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- The majority of measures have the same target for the 10 years of the plan. Where the target differs, it will be identified through footnotes.
- We have included the target for the previous year for context. However, as we have carried out a review of the performance measures we don't have previous year targets for all

measures. Where there is a comparable measure we have included the target with a footnote explaining any difference between the measures.

6.1 Urban planning, heritage and public spaces development		
Performance measure	Previous year target (2017/18)	Target 2018-28
High-quality development		
Residents (%) who agree that new buildings constructed in the city maintain or enhance the city's attractiveness	NEW	Baseline
Residents (%) who agree that regeneration of areas of the city adds to its vibrancy (e.g. laneways)	NEW	Baseline
Residents (%) who agree that the public areas of their suburban centre - encourage use, feel safe and are well designed	60% (lively and attractive suburban centre)* ⁴⁵	Baseline
Economic impact of urban regeneration projects (specific methodology to be scoped)	NEW	Baseline
Protecting heritage		
Residents (%) who agree that heritage items are adequately valued and protected in the City	65%	65% ⁴⁶
Number of heritage-listed buildings that are earthquake prone	NEW	baseline ⁴⁷
Residents (%) who agree that the character of historic suburbs is adequately retained	NEW	70%
Baseline targets – as some of these measures are new, the first year of the plan will be used to establish a 'baseline' which will then allow us to set targets.		

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
6.1 Urban planning, heritage and public spaces development (including waterfront development)	<p>Up to 280,000 people are expected to call Wellington home by 2043. New housing development has been lagging behind population growth and demand in recent years, with an estimated shortfall of nearly 4000 houses over the last 10 years. House prices have also risen significantly in recent years.</p> <p>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 reduction of open and green spaces with consequences for recreational opportunities, amenity and even some ecosystems.</p> <p>Development in the wrong areas or the wrong types of development can place a strain on</p>	<p>Enabling more housing supply and business development through the District Plan is important to accommodating our growing population, while also helping to improve housing affordability.</p> <p>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.</p> <p>The tools we use include planning, working with landowners, direct investment</p>

⁴⁵ This measure has been revised – previous measure recorded residents who agree that their local suburban centre is lively and attractive

⁴⁶ This target represents the target for 2018/19 only, all years after that will have a target of 70%

⁴⁷ 2018/19 will be treated as a baseline for this measure, in years following 2018/19 the target will be a 10% reduction in the overall number of earthquake prone heritage buildings

	infrastructure and reduce people's ability to access to services and enjoy the opportunities the city offers. Poorly-planned growth and poor development and construction of individual buildings can reduce the attractiveness and the 'sense of place' that people identify with and it can have a direct impact on people's safety.	in the development of public spaces and using our regulatory powers under legislation, such as the Building Act 2004 and Resource Management Act 1991.
6.1 Urban planning, heritage and public spaces development (including waterfront development)	<p><i>Heritage.</i> There are currently 565 heritage buildings in Wellington City, of which 157 require earthquake strengthening. Lack of progress by owners to strengthen their building 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.</p> <p>The main barrier to the strengthening process is cost. This is worsened by limited access to finance from both public and private sources.</p>	We are aim to avoid the negative effects on heritage buildings by providing financial incentives for heritage building owners to undertake comprehensive earthquake strengthening.

6.2 Building and development control

By regulating building and developments we ensure buildings are safe and do not threaten environmental quality or public health. We also ensure developments are safe, sustainable and meet public expectations.

Activities in this group	Rationale
6.2.1 Building control and facilitation	<ul style="list-style-type: none"> <i>To protect public health and safety.</i> We carry out building and development control and facilitation activities to protect public and environmental health and safety and to protect future users of land and buildings. <i>For resilience.</i> Ensuring buildings and developments are built to withstand natural events is a critical element of our building and development control and facilitation activities. We engage in earthquake risk mitigation to protect public safety, as well as preserving the city's heritage and the economic investment made in buildings and infrastructure.
6.2.2 Development control and facilitation	
6.2.3 Earthquake risk mitigation – built environment	
6.2.4 Regulator – building control and facilitation (Weathertight homes)	

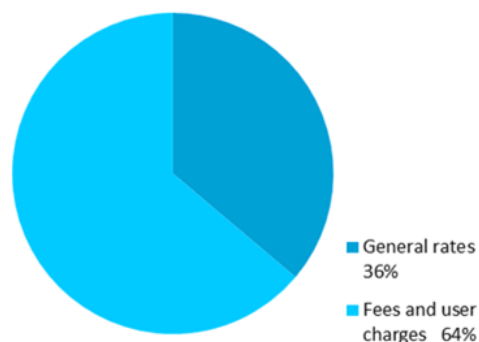
Services we provide

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

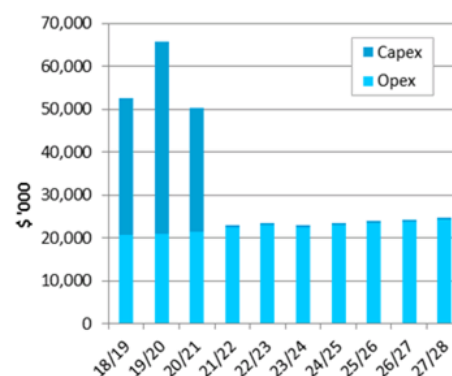
Key projects/programmes

- *Streamlined consenting.* We are planning to establish a customer-focused consenting and compliance system that encourages and enables positive built environment outcomes, which would include a one-stop shop for customers. This new structure will seek to make consenting and compliance functions faster, easier, safer and more sustainable.
- *Support for owners of earthquake-prone buildings.* There are around 700 earthquake-prone buildings in Wellington. Owners of these buildings are required to undertake work to bring them to a satisfactory level of structural integrity. Experience from Christchurch and overseas indicates that taking a precinct approach can result in better safety and financial outcomes. We plan to investigate options for a pilot to grow our resilience to a seismic event in the city centre.
- *Strengthening Council buildings.* During the first years of this plan, a number of Council facilities will be earthquake strengthened. Many of these facilities support civic and cultural activities and this work is discussed further in the 'Cultural wellbeing' chapter of this plan. Staff will also be moving to temporary office accommodation on The Terrace to allow for strengthening work to happen and to ensure we occupy accommodation that is able to continue to function following a significant natural event, such as an earthquake.

How it will be funded



What it will cost



The significant capital expenditure in the first 3 years under this activity relate to earthquake strengthening of the Town Hall and St James Theatre.

For more information on these projects see the 'Cultural wellbeing' chapter.

What you can expect from us

Performance measures

We use performance measures to track how well we are delivering services against targets.

Please note the following when reading these measures.

- These measures represent the range of data we collect, which will inform how well we are delivering our services. When we report on our performance, it may be on groups of measures rather than individual measures in order to clearly tell our performance story.
- The majority of measures have the same target for the 10 years of the plan. Where the target differs, it will be identified through footnotes.
- We have included the target for the previous year for context. However, as we have carried out a review of the performance measures we don't have previous year targets for all measures. Where there is a comparable measure we have included the target with a footnote explaining any difference between the measures.

6.2 Building and development		
Performance measure	Previous year target (2017/18)	Target 2018-28
Effective planning		
Residents' agreement that our building and development control settings strike the right balance between allowing development and preserving the character of the city	NEW	Baseline
Timeliness		
Building consents (%) issued within 20 workings days	100%	100%
Code of compliance certificates (%) issued within 20 working days	100%	100%

6.2 Building and development		
Performance measure	Previous year target (2017/18)	Target 2018-28
Land Information Memorandums (LIMs) (%) issued within 10 working days	100%	100%
Resource consents (non-notified) (%) issued within statutory time frames	100%	100%
Resource consents (%) that are monitored within 3 months of project commencement	90%	100%
Subdivision certificates – Section 223 certificates (%) issued within statutory timeframes	100%	100%
Noise control (excessive noise) complaints (%) investigated within 1 hour	90%	90%
Customer focus		
Customers (%) who rate building control service as good or very good	70%	70%
Customers (%) who rate resource consent service as good or very good	NEW	Baseline
Compliance		
Building Consent Authority (BCA) accreditation retention	Retain	Retain
Baseline targets – as some of these measures are new, the first year of the plan will be used to establish a ‘baseline,’ which will then allow us to set targets.		

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
6.2 Building and development control	<p>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.</p> <p>Development in the wrong areas or the wrong types of development can place a strain on infrastructure and reduce people's ability to access services and enjoy the opportunities the city offers.</p> <p>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.</p>	<p>The activities in this group exist to mitigate and manage risks from development, construction, weather-tight building problems and earthquakes.</p> <p>Our earthquake-prone building assessment programme is focused on ensuring these buildings are strengthened to the required standards.</p>

Outcome indicators – detail

We use outcome indicators to monitor progress towards our outcomes over time. This provides us with information on trends that may influence our performance, including those outside our control. As these indicators are at least partially outside of our control, we do not set targets for outcome indicators but instead we will monitor and report on trends over time.

Outcome indicators – Urban development	Desired Trend
Housing affordability and supply	

Outcome indicators – Urban development	Desired Trend
<ul style="list-style-type: none"> Overall housing affordability and proportion of housing stock classed as ‘affordable’ (methodology to be scoped) 	Increasing
<ul style="list-style-type: none"> Net number of new housing units 	Increasing
<ul style="list-style-type: none"> Value of residential and commercial building consents 	Increasing
<ul style="list-style-type: none"> Median house price and housing affordability 	Decreasing median house price
<ul style="list-style-type: none"> Healthy housing stock – residents who report their home is insulated (floor and ceiling); home is warm and dry 	Increasing
<i>Growth and density</i>	
<ul style="list-style-type: none"> Proportion of houses within 100 metres of a public transport stop 	Increasing
<ul style="list-style-type: none"> City population, central city population, and proportion of new development in the city 	Increasing
<i>High-quality urban form</i>	
<ul style="list-style-type: none"> Residents’ perceptions of the city centre as an easy place to get to, use and enjoy 	Increasing
<ul style="list-style-type: none"> New Zealanders’ perceptions that Wellington is an attractive destination 	Increasing
<ul style="list-style-type: none"> Residents’ perceptions of urban design/urban form safety issues (ie graffiti, vandalism, poorly-lit public spaces etc.) 	Increasing
<ul style="list-style-type: none"> Residents’ perceptions of the attractiveness of the central city and their local suburbs 	Increasing
<ul style="list-style-type: none"> Residents’ perceptions of safety – feelings of safety in the city at night and during the day; in home after dark; in the city centre during the day; walking alone in their neighbourhood at night; in the city centre after dark. 	Increasing
<i>Heritage protection</i>	
<ul style="list-style-type: none"> Residents’ perceptions that heritage items contribute to the city and local communities’ unique character 	Increasing
<i>Resilience</i>	
<ul style="list-style-type: none"> Proportion of residents who feel safe in the event of a moderate earthquake at home, at workplace/place of education/other daily destination 	Increasing
<ul style="list-style-type: none"> Proportion of residents who have checked their dwelling or taken action to improve its seismic resilience in the past year 	Increasing
<ul style="list-style-type: none"> Number of earthquake-prone buildings and number strengthened – whole city and lifeline routes 	Number of EQP buildings – decreasing Number strengthened –

Outcome indicators – Urban development	Desired Trend
	increasing
<ul style="list-style-type: none"> Residents who recall receiving Wellington-specific resilience information in the past year (eg earthquake preparedness via digital, media or community channels) 	Increasing
<ul style="list-style-type: none"> Residents (%) who believe that Wellington City Council is making adequate progress on addressing building resilience-related issues in the city 	Increasing
<ul style="list-style-type: none"> Seismic resilience index (new indicator combining measures of household readiness, community connectedness, residential housing stock, commercial building stock). 	Increasing

What this tells us:

These indicators, if they track in a positive direction, will give us confidence that we are living in a city that is thriving; Wellingtonians have access to affordable housing; our city is growing at a sustainable rate; we have the necessary infrastructure; and we are protecting the natural beauty and heritage of our city.

Waka | Transport

Connecting people and places.

In this section

This section includes, for the following groups of activities, what we do; the rationale – why we do it; the service offering; key projects and programmes; how the activities are funded and how much they cost; any significant negative effects; and the level of service we expect to provide, with performance measures that will demonstrate what you can expect as part of that level of service.

The key groups of activities under this strategic area are:

7.1 Transport

7.2 Parking

What we do – an overview

- Maintain, develop and improve infrastructure to support different forms of transport
- Encourage more sustainable and cost-effective transport options, such as walking, cycling and public transport
- Make ongoing improvements to the safety of our transport network
- Plan our transport network to work as efficiently as possible linking to urban development
- Manage traffic flows through traffic light controls to minimise congestion at busy periods
- Support the Wellington Cable Car

Note: GWRC manages the Metlink public transport network with support from central government. Wellington City Council supports public transport options by maintaining and developing bus routes and bus shelters.

Why we do it

Alignment with our long-term city outcomes

People-centred city	We strive to enable Wellingtonians to travel by their choice of mode and experience a high level of safety and convenience.
Eco city	We encourage walking, cycling and public transport use to reduce the impact of our transport system on the environment.
Connected city	A high-quality and efficient transport system means people and goods can get where they need to be, when they need to be there.
Dynamic central city	We strive to deliver a transport system that enables people from around the Wellington region to access our compact central city – a system that allows Wellingtonians and visitors to walk around, explore and enjoy the vibrant nature of our city.

Alignment with the priorities in Our 10-Year Plan

Resilience and environment	A transport system that is resilient to earthquakes and storm events is essential to a thriving city that recovers quickly after an event.
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Transport

World-class cities have effective and efficient transport systems. It is for this reason that transport is one of our five priorities for this plan. The initiatives driven by this priority aim to improve our productivity, enhance our 'sense of place' as a city, add to our quality of life and reduce our carbon footprint.

Snapshot of this activity

30 kilometres of cycleways/8063 cycling trips into the city on weekdays

885 kilometres of pedestrian paths/55,128 walking trips into the city on weekdays

93% of Wellingtonians think it's easy to go by foot

42% of Wellingtonians agree that peak traffic volumes are acceptable

83% average car park occupancy

Our direction

Outcome indicators

We use outcome indicators to monitor progress towards our outcomes over time. This provides us with information on trends that may influence our performance, including those outside our control. As these indicators are at least partially outside of our control, we do not set targets for outcome indicators but instead we will monitor and report on trends over time.

The below is a summary of the outcomes we are monitoring over time. The full list of indicators that inform these outcomes for the transport area are included at the end of the transport section.

- *Network efficiency and reliability.* An efficient and reliable transport network is critical to our city's liveability. We monitor indicators such as residents' perceptions of peak traffic and whether the transport system allows easy access to and around the city.
- *Active mode promotion and public transport support.* We want a greater share of active modes and public transport, to ease the pressure on the road network – improving the efficiency of the transport network and reducing emissions. We monitor residents' perceptions of cycling safety in the city and the quality of public transport services; we also monitor the proportion of school children using active modes to get to school.
- *Environmental impact and safety.* We aim to reduce the impact of our transport network on our environment and public safety. We monitor indicators such as air quality, fatal or serious road crashes, the social cost of crashes, and residents' perceptions of safety issues.

What this tells us:

Positive trends in the results of these outcome indicators will give us assurance that people are able to get around the city safely, efficiently and reliably and that they have a choice of viable modes by which to travel. A successful transport system is one that facilitates a healthy and happy Wellington.

7.1 Transport

An efficient transport network that gives our people choices about how to get where they need to go is critical to the city's economy and quality of life.

A priority for this plan will be implementing the preferred options from the LGWM programme, which is focused on the inner city – the Ngauranga-to-airport corridor. Together with our partners – GWRC and the NZ Transport Agency (NZTA) – we aim to create a transport system that:

- enhances the liveability of our central city
- provides more efficient and reliable access for people and goods
- reduces the reliance on private vehicle travel
- improves safety for everyone
- is adaptable to disruptions and future uncertainty.

Continuing our active transport programme and providing essential services will support the LGWM programme to achieve these objectives.

Activities in this group

Rationale

7.1.1	Transport planning	• <i>So our transport networks are reliable.</i> We aim to provide a transport network that provides people with accessible, safe and reliable transport choices.
7.1.2	Vehicle network	
7.1.3	Cycle network	• <i>To increase mode share and reduce emissions.</i> We strive to encourage and enable greater use of active modes and passenger transport – increasing the efficiency of the network and reducing the impact of emissions from the transport system.
7.1.4	Passenger transport network	
7.1.5	Pedestrian network	
7.1.6	Network-wide control and management	• <i>For road safety.</i> Delivering a safe road network is a fundamental goal of our transport strategy. We provide and maintain safety assets as well as leading road education and promotion activities.
7.1.7	Road safety	

Services we provide

- Planning our future transport system, hand in hand with our urban development planning
- Managing and maintaining our existing transport network, which is made up of 970 kilometres of footpaths and access ways, 697 kilometres of roads, and 2363 metres of bridges and tunnels, and which enables Wellingtonians, workers from the wider region and visitors to move around the city every day
- Supporting the city's public transport network by providing space for the network to run and encouraging people to use it
- Ensuring our transport network is safe for all users by making ongoing improvements and educating and promoting safe behaviours
- Supporting Wellington Cable Car Limited – a CCO that owns, operates and maintains the Cable Car and associated track, plant, tunnels, bridges and buildings

Key projects/programmes

Driven by our priority to improve the transport system, we will deliver on the LGWM programme, continue to improve infrastructure for people walking or cycling, while also delivering our essential services well.

Let's Get Wellington Moving

Through this programme, which we're delivering in partnership with GWRC and NZTA, we've engaged with the community on scenarios to improve all forms of transport in the city. The community was consulted on four scenarios in late 2017. Detailed information on these scenarios can be found at <http://getwellymoving.co.nz/our-scenarios/>

The choices are:

- providing more safe space for people walking and cycling around the central city
- focusing on public transport through the central city to the airport
- a range of roading improvements
- a mix of the above.

The programme is expected to be supported by a minor safety improvements and safe speed limits programme at an estimated cost of \$13.3 million over 10 years, further details on this programme is included below; and travel demand management measures. The programme of travel demand management measures has not been confirmed, but aims to influence travel behaviour to optimise the transport system through a mix of potential measures, such as:

- education and promotion to improve the use of active modes, public transport and travel planning
- provision of space in the network to enable and influence different ways to travel, including our programmes of cycling improvements and bus priority improvements. The cycling programme is discussed below and we have also budgeted \$36 million of capital expenditure over 10 years to fund a programme of bus priority improvements. The areas that will be included in our bus priority programme will be informed by and align with the LGWM and cycling programmes of work
- charging road users to manage demand on parts of the network.

The feedback received from the community to date will be worked through in the coming months and a preferred option presented to decision-makers in May. The investment is likely to set a new level of service, and what this service looks like will depend on which option is progressed.

We're including a provisional figure in Our 10-Year Plan budget. This would see \$3.3 million of operational expenditure over the next 3 years for design and feasibility work, as well as a provisional \$122.8 million of capital expenditure from 2022 to 2028. Once a final decision has been made later in 2018, and we've worked out the funding in detail, we will amend Our 10-Year Plan accordingly.

Cycling programme

We will invest \$74.6 million to deliver the Cycling Master Plan over a 20-year period. This will result in a higher level of service for people on bikes – encouraging more people to cycle and get active, and help reduce congestion. We expect a contribution from NZTA of around \$33 million.⁴⁸

⁴⁸ NZTA funding for the first 3 years of the programme, across all activities, will be confirmed in August 2018. For years 4–10, we have made assumptions on the level of NZTA funding toward transport activities based on

It is expected that the Government Policy Statement on Land Transport, which is due to be 30 June 2018, will support and encourage faster delivery of safe cycling infrastructure. This programme will continue to be reviewed particularly with a view to bringing forward delivery in the north and west of the city.

As cycling improvements in the city centre are being considered as part of the LGWM programme, this project relates to cycling improvements outside the city centre only. The work includes:

- *Years 1–3:* Completion of the current Urban Cycleway Improvement plans, including Hutt Road, Evans Bay, Cobham Drive, Kilbirnie and Miramar, completion of The Parade redesign, commencement of the Berhampore, Newtown and Mt Cook network, and engagement on projects to be completed in years 4–10
- *Years 4–10:* Subject to Councillors prioritising the order in which we approach the remainder of the network, we could expect to see work on Evans Bay stage 2, Newtown, Brooklyn and Miramar Avenue stage 2
- *Years 10+:* The remaining parts of the network would be completed beyond the 10 years covered by this plan, including routes to and networks within Wadestown, Ngaio, Khandallah, Johnsonville, Newlands, Tawa and Middleton Road.

We're also contributing \$5 million of funding in years 2–3 towards the Great Harbour Way project, which is being led by NZTA.

Transport network – resilience

Being able to get goods and people around, in and out of our city after seismic or storm events is part of being a resilient city. Parts of the transport network are on steep hills that require substantial retaining structures and tunnels, and our transport network is also susceptible to damage from storm events. Strengthening our infrastructure and clean-ups following storms are projects driven by our resilience priority.

- Over the 10-year period, \$2.5 million per year, on average, of additional funding will be invested to strengthen essential transport infrastructure, making the transport system more resilient. This will include strengthening tunnels and bridges, as well as retaining walls to protect roads and walkways from potential slips. Strengthening these structures will allow us to maintain the existing level of service in the face of natural events.
- Storm clean-ups. With more frequent storm events we need to spend more on securing land and cleaning up slip debris on our transport network. We have budgeted an estimated \$100,000 per year, from 2021/22, of operational expenditure to support storm clean-ups immediately following storm events.

Transport network

- *Lambton Quay bus interchange public toilets upgrade.* The cost to maintain and upgrade the interchange is shared between GWRC and Wellington City Council. The toilets will be upgraded at an estimated cost of \$200,000 in 2018/19.
- *Shelly Bay development.* To facilitate the development at Shelly Bay, an upgrade to the transport network from the Miramar Cutting through to Shelly Bay is required. Our contribution toward uplifting the existing road is \$2.2 million in year 4 of the plan.
- *New roads/links.* An investment of \$24.6 million over the period of this plan is budgeted. This will continue work on uncompleted sections of the Northern Growth Management Plan,

future funding assistance rates of 51% for eligible expenditure. See the 'Significant forecasting assumptions', as part of Our 10-year Plan supporting documents for further detail on these assumptions.

previously approved by the Council. This programme, expected to deliver local connectivity and alternative routes in the northern growth area, includes key routes through the Lincolnshire development and work on a local link road along the eastern side of the motorway between Newlands and Tawa. This programme also includes our contribution of \$1.2 million to the planning and consultancy work for Petone to Grenada North link road.

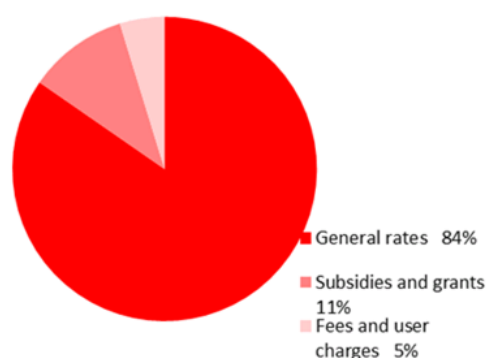
Safer roads – minor safety improvements and safe speed limits

- We consider safety of our roads through all improvement projects. In addition, we have allocated \$13.3 million over 10 years, toward lower-cost initiatives that deliver road safety benefits. The annual programme of work is developed using a risk-based prioritisation process.

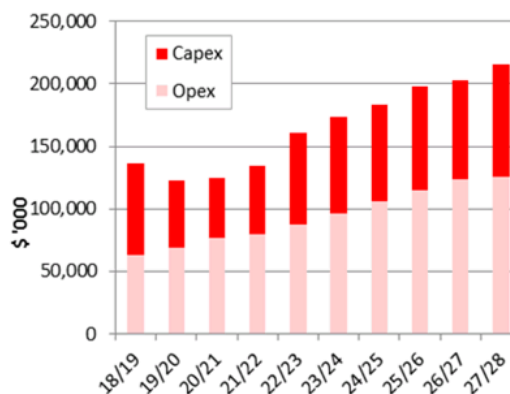
As this is an annual fund that is used to address safety risks, this programme may adapt as safety issues arise. The following are examples of potential initiatives being considered for years 1–3 of the plan:

- Intersection improvements in Hataitai, Brooklyn and Te Aro
- Introduction of safer speed limits for shopping areas in Tawa, Linden, Karori and Marsden Village
- Pedestrian crossing improvements for Featherston/Ballance streets
- Traffic calming measures in Island Bay

How it will be funded



What it will cost



Capital expenditure associated with the LGWM programme is included in the 'Urban development' chapter.

What you can expect from us

Performance measures

We use performance measures to track how well we are delivering services against targets.

Please note the following when reading these measures.

- These measures represent the range of data we collect, which will inform how well we are delivering our services. When we report on our performance, it may be on groups of measures rather than individual measures in order to clearly tell our performance story.
- The majority of measures have the same target for the 10 years of the plan. Where the target differs, it will be identified through footnotes.
- We have included the target for the previous year for context. However, as we have carried out a review of the performance measures we don't have previous year targets for all measures. Where there is a comparable measure we have included the target with a footnote explaining any difference between the measures.

7.1 Transport network

Performance measure	Previous year target (2017/18)	Target 2018-28
Network condition and maintenance		
Roads (%) that meet smooth roads standards* - high volume and regional roads	70% (all roads) ⁴⁹	85%
Roads (%) which meet smooth roads standards* - all other roads	70% (all roads) ⁵⁰	75%
Structures (%) that have been condition rated in the past five years - walls	NEW	100%
Structures (%) that have been condition rated in the past five years - bridges and tunnels	NEW	100%
Structures (%) in serviceable (average) condition or better - walls	90% ⁵¹	97%
Structures (%) in serviceable (average) condition or better - bridges and tunnels	NEW	100%
Residents (%) satisfied with street lighting in the central city	85%	85%
Residents (%) satisfied with street lighting in suburbs	75%	75%
Requests for service (%) response rate - urgent within 2 hours*	100%	98%
Requests for service (%) response rate - non-urgent within 15 days*	100%	98%
Footpaths (%) in average condition or better (measured against WCC condition standards*)	97%	96%
Sealed local road network (%) that is resurfaced*	10%	target range 8.9-9.9%
Residents (%) satisfaction with the condition of local roads in their neighbourhood	75%	75%
Active modes promotion		
Number of pedestrians entering and leaving the CBD	NEW	inc on last year
Number of cyclists entering and leaving the CBD	NEW	inc on last year
Network safety		
Residents (%) who are satisfied with walking on the transport network	NEW	75%
Residents (%) who are satisfied with cycling on the transport network	NEW	75%
Network efficiency and congestion		
Residents (%) who think peak travel times are acceptable	NEW	majority
Peak travel times between CBD and suburbs (Kaori, Johnsonville, Island Bay and Miramar)	NEW	Each route <25min

⁴⁹ This measure has been revised – previous measure recorded % of all roads (high volume, regional and all other roads) that meet smooth road standards

⁵⁰ This measure has been revised – previous measure recorded % of all roads (high volume, regional and all other roads) that meet smooth road standards

⁵¹ This measure has been revised – previously recorded sea wall and retaining wall condition rating – walls rated 3 or better

7.1 Transport network		
Performance measure	Previous year target (2017/18)	Target 2018-28
PT enablement		
Inbound bus stops (%) that have a shelter (co-delivered with GWRC)	NEW	Baseline
Wellington Cable Car Limited		
Total passenger trips	1,091,928	1,135,246
Cable car user satisfaction survey - tourist (%) satisfaction (respondents who provide a rating greater than 6 on a 1-10 scale)	NEW	91%
Total income (\$)	\$3,050,749	\$3,520,749
Cable Car reliability (%)	99%	99%
Non-council revenue earned (\$)	No previous target	Trend
Council capital grant (\$)	No previous target	Trend
Total cost to Council incl. grant + property costs (\$)	No previous target	Trend

Baseline targets – as some of these measures are new, the first year of the plan will be used to establish a ‘baseline,’ which will then allow us to set targets.

Trend targets — where the target is set as ‘trend’, this is an indicator that we will monitor over time but have not set a target.

*denotes mandatory measures

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
7.1 Transport	<p>With any transport network there are potential negative effects:</p> <ul style="list-style-type: none"> - <i>Environmental effects.</i> These range from carbon emissions to air and noise pollution to surface water run-off from roads that may carry contaminants into the stormwater system. These impacts are directly linked to the number of vehicles on the road and to the availability of options others than using the private car, such as public transport, walking and cycling. - <i>Construction effects.</i> Individual projects, such as the construction of a new road, can affect public transport and general traffic flows, neighbouring properties (noise, dust) and nearby businesses (access to car parking and premises). - <i>Development effects.</i> The timing of transport investment can affect growth opportunities, such as new residential development. - <i>Safety.</i> The transport network brings pedestrians, cyclists and vehicles together, 	<p>We mitigate the environmental effects of transport by ensuring walking, cycling and public transport are appropriately catered for so that our residents and visitors have choices other than the private car.</p> <p>We monitor the effects of stormwater run-off on aquatic environments.</p> <p>We communicate with businesses and affected communities to minimise disturbances due to roadworks.</p> <p>Through our land use planning, we make sure more people can live close to services and places of employment, thus reducing their need to travel. We also work with developers to coordinate investment in roads with new residential and other developments, particularly in growth areas.</p> <p>We have developed road safety programmes and design solutions to</p>

which presents hazards to users.

reduce the likelihood and severity of accidents.

7.2 Parking

We provide parking to facilitate convenient access to the city by vehicle for residents, local businesses and customers.

Activities in this group

7.2.1 Parking

Rationale

- *To enable people to shop, work and access recreation activities.* Central city car and motorbike parking is important for people accessing the city. The provision of parking helps make Wellington a liveable and prosperous city.

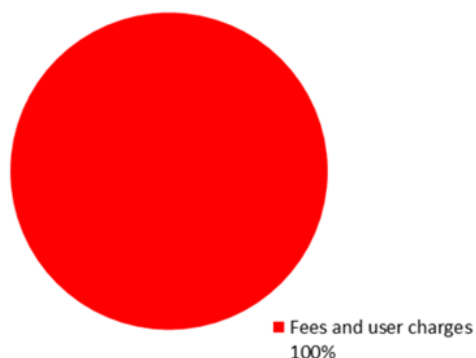
Services we provide

- Around 10 percent of the public parking in central Wellington – this consists mainly of on-street parking spaces, of which 3400 are metered
- On-street spaces for taxis, couriers, people with disabilities, bus stops and diplomatic services
- Managing off-street parking at Clifton Terrace, the Michael Fowler Centre, and beneath Civic Square

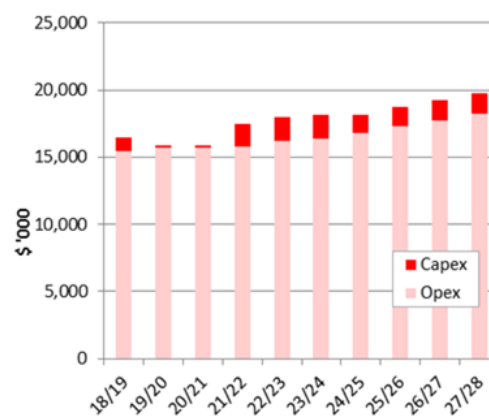
Key projects/programmes

- *City centre weekend parking.* We currently provide free on-street parking in the city centre during the weekend. This was put in place to support the Wellington retail sector, as malls in Porirua and Lower Hutt offered free parking. To offset any resulting parking revenue losses, a special rate (Downtown Levy) of \$1.4 million is charged to city centre businesses. We are planning to move away from this regime and introduce discounted parking charges of \$2.50 per hour in the city centre during the weekend. The reasons for this are:
 - the central city retail sector has a unique offering in the Wellington region, is attractive to shoppers and there is significant demand for parking spaces
 - we want to encourage greater use of public transport and active transport modes in the weekend
 - we are not currently fully recovering lost parking revenue through the special rate.

How it will be funded



What it will cost



What you can expect from us

Performance measures

We use performance measures to track how well we are delivering services against targets.

Please note the following when reading these measures.

- These measures represent the range of data we collect, which will inform how well we are delivering our services. When we report on our performance, it may be on groups of measures rather than individual measures in order to clearly tell our performance story.
- The majority of measures have the same target for the 10 years of the plan. Where the target differs, it will be identified through footnotes.
- We have included the target for the previous year for context. However, as we have carried out a review of the performance measures we don't have previous year targets for all measures. Where there is a comparable measure we have included the target with a footnote explaining any difference between the measures.

7.2 Parking		
Performance measure	Previous year target (2017/18)	Target 2018-28
Efficiency		
Gross profit (%) used to fund wider transport services	NEW	100%
Equity		
Residents (%) who perceive that parking enforcement is fair	Increase from previous year	>50%
Availability		

Parking areas with 85% or less car park occupancy during weekdays	75% (on-street car-park average occupancy) ⁵²	<85%
Parking areas with 85% or less car park occupancy during weekends	75% (on-street car-park average occupancy) ⁵³	<85%
Residents (%) satisfaction with the availability of on-street car parking	NEW	70%

Key challenges and negative effects

Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key challenges and/or negative effects	Mitigation
7.2 Parking	We do not anticipate any significant negative effects associated with the provision of these services.	-

⁵² This measure has been revised – previously recorded on-street car-park average occupancy

⁵³ This measure has been revised – previously recorded on-street car-park average occupancy

Outcome indicators – detail

We use outcome indicators to monitor progress towards our outcomes over time. This provides us with information on trends that may influence our performance, including those outside our control. As these indicators are at least partially outside of our control, we do not set targets for outcome indicators but instead we will monitor and report on trends over time.

Outcome indicators – Transport	Desired Trend
<i>Network efficiency and reliability</i>	
• Residents' perceptions that peak traffic volumes are acceptable	Increasing
• Residents' perceptions that the transport system allows easy access to the city	Increasing
• Residents (%) who agree the transport system allows easy movement around the city – vehicle users and pedestrians	Increasing
• Mode of resident travel – daily commute (car, motorbike, bus, train, bicycle, walk, scooter)	Commute by car — decreasing Commute by other modes – increasing
<i>Active mode promotion and public transport support</i>	
• Residents' perceptions that cycling is safe in the city: 1) for themselves; 2) for their children (if applicable)	Increasing
• Residents' perceptions of quality, reliability and affordability of public transport services	Increasing
• Proportion of school children walking, cycling or scooting to school	Increasing
<i>Environmental impact and safety</i>	
• Air quality monitoring (i.e nitrogen dioxide, carbon monoxide and particulate matter peaks)	Increasing
• Change from previous year in the number of road crashes resulting in fatalities and serious injury*	Decreasing
• Social cost of crashes	Decreasing
• Personal risk of serious injury or fatality for all road users, pedestrians, and cyclists	Decreasing
• Residents' perceptions of transport-related safety issues (ie issues of most concern)	Decreasing

*denotes mandatory indicators

What this tells us:

Positive trends in the results of these outcome indicators will give us assurance that people are able to get around the city safely, efficiently and reliably and that they have a choice of viable modes by which to travel. A successful transport system is one that facilitates a healthy and happy Wellington.

Ngā rōpū e here ana ki te Kaunihera | Council-Controlled Organisations (CCOs)

To achieve our objectives for Wellington, we have established several companies and trusts. These were set up to independently manage Council facilities, or to deliver significant services and undertake development on behalf of the Wellington community.

Where necessary, we provide funding to support their operations and capital investment requirements.

The following pages provide a summary of what the organisations do, their objectives, structure, and how their performance is measured. For detail on the performance measures that WCC will be reporting on, see the relevant chapters in this document.

Wellington Regional Stadium Trust



The Trust owns, operates and maintains the Stadium as a high-quality multi-purpose sporting venue. All of its trustees are jointly appointed by the Council and GWRC.

Objectives	Activities	Performance measures
The Wellington Regional Stadium Trust owns, operates and maintains the Stadium as a high-quality multi-purpose sporting and cultural venue. It provides facilities to be used for rugby, cricket and other sports codes, musical and cultural events, and other users, including sponsors and event and fixture organisers.	<p>Operates the Stadium</p> <p>Manages the event programme and seeks opportunities to provide regular quality events</p> <p>Ensures the Stadium is provided to the community for appropriate usage</p> <p>Administers the Trust assets and the Stadium on a prudent commercial basis</p>	<p>Total revenue</p> <p>Net surplus</p> <p>Number of events</p>

For performance measures and targets, go to the Economic Development chapter, from page 57.

Note: The Wellington Regional Stadium Trust is not formally defined as a CCO. This plan for its activities is presented to recognise the interest that Wellington City ratepayers have in the Trust and its activities.

Wellington Museums Trust



The Trust, which trades as Experience Wellington, operates six institutions on behalf of Wellington City Council. These are Capital E, Space Place at Carter Observatory, City Gallery Wellington, Nairn Street Cottage, Wellington Museum and the Cable Car Museum. All trustees are appointed by the Council.

Objectives	Activities	Performance measures
<p>The Wellington Museums Trust (WMT) was established in 1995 to promote and manage the City Gallery Wellington, the Museum of Wellington City and Sea, the Colonial Cottage, Capital E, the Wellington Cable Car Museum and the Carter Observatory (Space Place).</p> <p>Experience Wellington manages its facilities, establishes exhibition programmes and education policies for its facilities, and develops acquisition, de-accession and collection development policies for its collections and artefacts.</p>	<p>Delivers high-quality experiences, events and exhibitions at its facilities</p> <p>Manages conservation and care for the objects of its collections, and conduct research and development to enhance visitors' experiences</p> <p>Offers quality education experiences to children and young people</p> <p>Promotes and protect the heritage of venues</p> <p>Works with national and international artists and collectors</p>	<p>Total visitor to our museums</p> <p>WCC subsidy per visitor</p>

For performance measures and targets, go to the Cultural wellbeing chapter, from page 65.

Wellington Regional Economic Development Agency (WREDA)



WREDA combines the economic development activities of Wellington City Council and GWRC into one organisation. Wellington City Council is an 80 percent shareholder.

Objectives	Activities	Performance measures
<p>WREDA is an economic development agency that brings together the region's economic development agencies (city tourism, Creative HQ, venues (Positively Wellington Venues), and the Council's major event activities.</p>	<p>Markets and promotes Wellington as a destination for tourists, migrants, students, businesses and investors</p> <p>Helps businesses grow and innovate</p> <p>Advocates for Wellington's economy</p> <p>Attracts and promotes conferences, performances and major events</p> <p>Operates the civic venues</p>	<p>Venue utilisation / number of events</p> <p>Return on Investment via out-of-Wellington spend (events)</p> <p>Total event attendance</p>

For performance measures and targets, go to the Economic Development chapter from page 57.

Wellington Zoo Trust



The Trust manages the Zoo's assets and operations. All trustees are appointed by the Council.

Objectives	Activities	Performance measures
The Wellington Zoo Trust manages the assets and operations of Wellington Zoo for the benefit of the residents of Wellington and visitors to the city. It promotes species conservation, educates the community by building an awareness of plant and animal species, and supports the conservation and educational activities of other organisations.	<ul style="list-style-type: none"> Cares for resident animals and manages the animal collection Provides a high-quality visitor experience Participates in captive management breeding and breed-for-release programmes Develops and maintains high-quality animal exhibits Delivers educational material and learning experiences Contributes to zoological, conservation and facilities management research projects 	<ul style="list-style-type: none"> Number of visitors Average Council subsidy per visitor Average income per visitor Maintain carbonZero certification

For performance measures and targets, go to the Environment chapter from page 31.

Basin Reserve Trust



The Trust has four trustees – two are appointed by the Council and two by Cricket Wellington.

Objectives	Activities	Performance measures
The Basin Reserve Trust manages and operates the Basin Reserve to continue to attract national and international sporting events to Wellington.	<ul style="list-style-type: none"> Manages the Basin Reserve for recreational activities and the playing of cricket for the residents of Wellington Contributes to the events programme for Wellington Operates as a successful not-for profit undertaking Preserves and enhances the heritage value of the Basin Reserve Provides the home for the NZ Cricket Museum 	<ul style="list-style-type: none"> Number of event days (Basin Reserve usage) Attendance at events

For performance measures and targets, go to the Social and Recreation chapter from page 72.

Karori Sanctuary Trust



The Trust became a CCO on 1 October 2016. The Council has the overall responsibility for appointing members to the Trust board.

Objectives	Activities	Performance measures
To connect people with our unique natural heritage, and inspire actions that transform how people live with nature in our cities, towns and beyond.	<p>Manages ongoing conservation and restoration work in the sanctuary</p> <p>Works with organisations and community groups to support local biodiversity</p> <p>Provides educational experiences</p> <p>Connects people to New Zealand's unique heritage</p>	<p>Visitor numbers</p> <p>Average Council subsidy per visitor</p>

For performance measures and targets, go to the Environment chapter from page 57.

Wellington Cable Car Limited



Wellington City Council is the 100 percent shareholder and appoints all the directors.

Objectives	Activities	Performance measures
Wellington Cable Car Limited owns and operates the Cable Car.	<p>Maintains the cable cars and associated track, plant, tunnels, bridges and buildings in accordance with best engineering practice, and to meet the certification requirements of the NZTA</p> <p>Markets and manages the cable car passenger service operation</p>	<p>Cable car passenger trips</p> <p>Total revenue earned</p> <p>User satisfaction survey</p> <ul style="list-style-type: none"> • Tourist satisfaction • Local resident utilisation

For performance measures and targets, go to the Transport chapter from page 101.

Wellington Water



Wellington Water is owned by the Hutt, Porirua, Upper Hutt and Wellington City councils and GWRC. The councils are all equal shareholders and each council owns its respective water, stormwater and wastewater assets.

Objectives	Activities	Performance measures
<p>To manage the provision of water services (water supply, stormwater and wastewater) to the residents and businesses in the areas served by its customers.</p> <p>Wellington Water's customers are Wellington City Council, Hutt City Council, Porirua City Council and Upper Hutt City Council.</p>	<p>Provides high-quality, safe and environmentally sustainable services to shareholding councils and other customers with a focus on contracted service delivery for the operation, maintenance and ongoing development of drinking water, stormwater and wastewater assets and services, and asset management planning</p>	<p>Provide a reliable water supply, wastewater and stormwater management service</p> <p>Deliver budgeted capital expenditure projects for its shareholding councils</p> <p>Deliver budgeted operating and maintenance activities for its shareholding councils</p> <p>Comply with relevant standards, legislation and resource consents</p>

For performance measures and targets, go to the Environment chapter from page 31.

Part E Supporting and financial information

Forecast financial statements

FORECAST STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	AP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	\$000s	\$000s	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
REVENUE											
Revenue from rates	296,806	310,705	324,747	347,623	371,361	395,413	423,905	444,977	466,136	482,692	492,353
Revenue from development contributions	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Revenue from grants, subsidies and reimbursements	55,913	40,708	30,382	26,849	55,953	25,147	24,952	25,843	25,487	24,628	24,777
Revenue from operating activities	130,702	142,965	145,521	148,254	152,016	169,767	173,837	180,055	185,212	191,682	198,106
Investments	22,454	24,196	25,861	26,123	27,050	28,129	28,415	28,715	29,015	29,315	29,640
Fair value movement on investment property revaluation	3,058	4,262	4,820	5,408	5,527	5,649	6,036	6,443	6,598	7,037	7,502
Other revenue	1,050	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Finance revenue	704	13	13	13	60	154	201	201	201	221	238
TOTAL REVENUE	512,687	525,949	534,444	557,370	615,067	627,359	660,446	689,334	715,749	738,675	755,716
EXPENSE											
Finance expense	25,420	24,918	30,902	38,175	44,412	50,655	55,155	58,146	62,161	65,378	65,841
Expenditure on operating activities	348,489	366,116	377,785	387,208	397,185	419,962	425,806	439,196	449,541	461,637	471,766
Depreciation and amortisation	106,417	117,158	121,962	133,748	140,387	151,155	166,203	179,400	190,887	199,990	207,160
TOTAL EXPENSE	480,326	508,192	530,649	559,131	581,984	621,772	647,164	676,742	702,589	727,005	744,767
NET SURPLUS FOR THE YEAR	32,361	17,757	3,795	(1,761)	33,083	5,587	13,282	12,592	13,160	11,670	10,949
OTHER COMPREHENSIVE REVENUE											
Fair value movement - property, plant and equipment - net	122,876	-	166,987	62,166	-	202,142	81,983	-	241,633	99,911	-
Share of equity accounted surplus from associates	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER COMPREHENSIVE REVENUE	122,876	-	166,987	62,166	-	202,142	81,983	-	241,633	99,911	-
TOTAL COMPREHENSIVE REVENUE FOR THE YEAR	155,237	17,757	170,782	60,405	33,083	207,729	95,265	12,592	254,793	111,581	10,949

FORECAST STATEMENT OF FINANCIAL POSITION

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	AP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	\$000s	\$000s	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
ASSETS											
Current assets											
Cash and cash equivalents	1,144	440	279	298	481	336	475	193	425	496	390
Derivative financial assets	-	-	-	-	-	-	-	-	-	-	-
Receivables and recoverables	48,542	50,140	51,288	52,765	54,554	60,347	62,363	64,782	66,877	69,213	71,345
Prepayments	13,414	13,530	13,975	14,320	14,676	15,683	15,873	16,445	16,853	17,351	17,737
Inventories	932	974	996	1,012	1,041	1,065	1,093	1,118	1,142	1,178	1,211
Total current assets	64,032	65,084	66,538	68,395	70,752	77,431	79,804	82,538	85,297	88,238	90,683
Non-current assets											
Other financial assets	17,016	14,315	16,020	18,151	19,644	20,615	21,074	21,888	23,251	23,251	23,251
Intangibles	28,306	31,072	34,507	37,237	38,696	37,763	36,472	34,711	34,984	40,821	43,931
Investment properties	221,512	241,013	245,833	251,241	256,768	262,417	268,453	274,896	281,494	288,531	296,033
Property, plant & equipment	7,004,869	7,224,938	7,484,255	7,667,490	7,782,681	8,036,126	8,152,496	8,215,558	8,553,581	8,636,096	8,611,274
Investment in subsidiaries	5,071	5,071	5,071	5,071	5,071	5,071	5,071	5,071	5,071	5,071	5,071
Investment in associates	19,465	19,465	19,465	19,465	19,465	19,465	19,465	19,465	19,465	19,465	19,465
Total non-current assets	7,296,239	7,535,874	7,805,151	7,998,655	8,122,325	8,381,457	8,503,031	8,571,589	8,917,846	9,013,235	8,999,025
TOTAL ASSETS	7,360,271	7,600,958	7,871,689	8,067,050	8,193,077	8,458,888	8,582,835	8,654,127	9,003,143	9,101,473	9,089,708
LIABILITIES											
Current liabilities											
Derivative financial liabilities	-	-	-	-	-	-	-	-	-	-	-
Trade and other payables	62,060	72,154	71,484	76,981	77,516	73,446	72,745	79,305	87,072	76,797	76,076
Revenue in advance	13,132	14,388	14,645	14,920	15,298	17,085	17,494	18,120	18,639	19,290	19,937
Borrowings	269,984	125,000	153,000	126,500	181,000	105,000	115,000	115,000	105,000	100,000	100,000
Employee benefit liabilities and provisions	7,807	8,416	8,661	8,884	9,133	9,390	9,566	9,749	9,945	10,142	10,356
Provision for other liabilities	12,028	8,882	6,746	4,131	3,214	2,593	2,303	2,288	2,309	2,356	2,408
Total current liabilities	365,011	228,840	254,536	231,416	286,161	207,514	217,108	224,462	222,965	208,585	208,777
Non-current liabilities											
Derivative financial liabilities	-	-	-	-	-	-	-	-	-	-	-
Trade and other payables	630	630	630	630	630	630	630	630	630	630	630
Borrowings	258,167	506,309	584,863	744,561	783,391	920,059	938,740	989,595	1,084,773	1,085,338	1,061,849
Employee benefit liabilities	1,467	1,311	1,350	1,384	1,423	1,463	1,491	1,519	1,550	1,580	1,613
Provisions for other liabilities	28,110	23,384	19,044	17,388	16,718	16,739	17,118	17,581	18,092	18,626	19,176
Total non-current liabilities	288,374	531,634	605,887	763,963	802,162	938,891	957,979	1,009,325	1,105,045	1,106,174	1,083,268
TOTAL LIABILITIES	653,385	760,474	860,423	995,379	1,088,323	1,146,405	1,175,087	1,233,787	1,328,010	1,314,759	1,292,045
EQUITY											
Accumulated funds and retained earnings	5,077,829	5,111,217	5,114,243	5,111,693	5,143,975	5,148,742	5,161,185	5,172,917	5,185,199	5,195,968	5,205,996
Revaluation reserves	1,611,454	1,716,629	1,883,616	1,945,782	1,945,782	2,147,924	2,229,907	2,229,907	2,471,540	2,571,451	2,571,451
Hedging reserve	-	-	-	-	-	-	-	-	-	-	-
Fair value through other comprehensive revenue and expense reserve	1,648	2,888	2,888	2,888	2,888	2,888	2,888	2,888	2,888	2,888	2,888
Restricted funds	15,955	9,750	10,519	11,308	12,109	12,929	13,768	14,628	15,506	16,407	17,328
TOTAL EQUITY	6,706,886	6,840,484	7,011,266	7,071,671	7,104,754	7,312,483	7,407,748	7,420,340	7,675,133	7,786,714	7,797,663
TOTAL EQUITY AND LIABILITIES	7,360,271	7,600,958	7,871,689	8,067,050	8,193,077	8,458,888	8,582,835	8,654,127	9,003,143	9,101,473	9,089,708

FORECAST STATEMENT OF CASH FLOWS

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	AP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	\$000s	\$000s	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES											
Receipts from rates - Council	278,112	321,022	323,473	345,825	369,312	390,367	421,547	442,530	463,951	480,460	490,466
Receipts from rates - Greater Wellington Regional Council	60,573	64,436	67,395	72,095	77,026	82,000	87,954	92,269	96,782	100,292	102,241
Receipts from activities and other revenue	140,506	132,378	149,004	151,950	155,754	173,907	177,688	183,809	188,921	195,329	201,608
Receipts from grants and subsidies - operating	9,600	6,673	(3,318)	(787)	6,701	6,691	6,717	6,714	6,700	6,693	6,696
Receipts from grants and subsidies - capital	46,313	34,035	33,700	27,636	49,252	18,456	18,235	19,129	18,787	17,935	18,081
Receipts from investment property lease rentals	11,214	11,215	11,215	11,215	11,215	11,215	11,215	11,215	11,215	11,215	11,215
Cash paid to suppliers and employees	(317,801)	(333,722)	(341,385)	(342,870)	(354,462)	(377,620)	(380,627)	(386,814)	(396,569)	(414,817)	(419,103)
Rates paid to Greater Wellington Regional Council	(60,573)	(64,436)	(67,395)	(72,095)	(77,026)	(82,000)	(87,954)	(92,269)	(96,782)	(100,292)	(102,241)
Grants paid	(45,651)	(38,777)	(42,801)	(45,427)	(43,651)	(44,402)	(45,207)	(48,180)	(48,110)	(51,144)	(52,080)
NET CASH FLOWS FROM OPERATING ACTIVITIES	122,293	132,824	129,888	147,542	194,121	178,614	209,568	228,403	244,895	245,671	256,883
CASH FLOWS FROM INVESTING ACTIVITIES											
Dividends received	11,240	12,981	14,646	14,908	15,835	16,914	17,200	17,500	17,800	18,100	18,425
Interest received	704	13	13	13	60	154	201	201	201	221	238
Proceeds from sale of property, plant and equipment	10,350	2,000	8,000	9,500	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Purchase of intangibles	(8,162)	(6,918)	(7,822)	(7,641)	(6,485)	(4,259)	(4,293)	(4,324)	(5,081)	(7,472)	(4,818)
Purchase of property, plant and equipment	(187,584)	(239,010)	(218,833)	(257,195)	(252,773)	(202,610)	(197,604)	(235,957)	(281,237)	(188,636)	(183,504)
NET CASH FLOWS FROM INVESTING ACTIVITIES	(173,452)	(230,934)	(203,996)	(240,415)	(241,363)	(187,801)	(182,496)	(220,580)	(266,317)	(175,787)	(167,659)
CASH FLOWS FROM FINANCING ACTIVITIES											
New borrowings	313,020	250,815	376,538	258,198	246,330	187,168	209,681	155,855	200,178	110,565	81,511
Repayment of borrowings	(224,977)	(126,000)	(269,984)	(125,000)	(153,000)	(126,500)	(181,000)	(105,000)	(115,000)	(115,000)	(105,000)
Interest paid on borrowings	(26,863)	(26,915)	(32,607)	(40,306)	(45,905)	(51,626)	(55,614)	(58,960)	(63,524)	(65,378)	(65,841)
NET CASH FLOWS FROM FINANCING ACTIVITIES	61,180	97,900	73,947	92,892	47,425	9,042	(26,933)	(8,105)	21,654	(69,813)	(89,330)
Net increase/(decrease) in cash and cash equivalents	10,021	(210)	(161)	19	183	(145)	139	(282)	232	71	(106)
Cash and cash equivalents at beginning of year	(8,877)	650	440	279	298	481	336	475	193	425	496
CASH AND CASH EQUIVALENTS AT END OF YEAR	1,144	440	279	298	481	336	475	193	425	496	390

FORECAST STATEMENT OF CHANGES IN RESTRICTED / RESERVE FUNDS

	OPENING BALANCE	DEPOSITS	EXPENDITURE	CLOSING BALANCE	
	2018/19			2027/28	
	\$000	\$000	\$000	\$000	Purpose
SPECIAL RESERVES AND FUNDS					
Reserve purchase and development fund	782	0	0	782	Used to purchase and develop reserve areas within the city.
City growth fund	2,862	19,338	(19,338)	2,862	
Insurance reserve	4,906	16,577	(8,291)	13,192	Allows the Council to meet the uninsured portion of insurance claims
Total special reserves and funds	8,550	35,915	(27,629)	16,836	
TRUSTS AND BEQUESTS					
A Graham Trust	3	1	-	4	For the upkeep of a specific area of Karori Cemetery
A W Newton Bequest					For the benefit of art (Fine Arts Wellington), education (technical and other night schools) and athletics (rowing)
	334	172	(150)	356	
E A McMillan Estate	6	-	-	6	For the benefit of the public library
E Pengelly Bequest	16	5	-	21	For the purchase of children's books
F L Irvine Smith Memorial	7	2	-	9	For the purchase of books for the Khandallah Library
Greek NZ Memorial Association	5	2	-	7	For the maintenance and upgrade of the memorial
Kidsarus 2 Donation	4	1	-	5	For the purchase of children's books
Kirkaldie and Stains Donation	17	-	-	17	For the beautification of the BNZ site
QEll Memorial Book Fund	22	10	-	32	For the purchase of books on the Commonwealth
Schola Cantorum Trust	8	3	-	11	For the purchase of musical scores
Terawhiti Grant	10	-	-	10	To be used on library book purchases
Wellington Beautifying	14	-	-	14	To be used on library book purchases
Total trusts and bequests	446	196	(150)	492	
Total restricted funds	8,996	36,111	(27,779)	17,328	

Funding impact statements

FOR WHOLE OF COUNCIL

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000s	\$000s	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	170,671	176,468	185,248	200,332	216,056	230,316	250,274	263,853	281,995	294,714	299,657
Targeted rates (other than a targeted rate for water supply)	126,095	134,237	139,499	147,291	155,305	165,097	173,631	181,124	184,141	187,978	192,696
Subsidies and grants for operating purposes	9,601	6,673	6,682	6,712	6,700	6,692	6,718	6,714	6,701	6,692	6,695
Fees and charges	134,044	146,430	149,063	151,822	155,605	173,379	177,465	183,700	188,861	195,326	201,753
Interest and dividends from investments	11,253	12,994	14,659	14,921	15,895	17,068	17,401	17,701	18,001	18,321	18,663
Local authorities fuel tax, fines, infringement fees, and other receipts	8,963	8,850	8,774	8,748	8,725	8,703	8,684	8,668	8,668	8,668	8,668
Total operating funding (A)	460,627	485,652	503,925	529,826	558,286	601,255	634,173	661,760	688,367	711,699	728,132
Applications of operating funding											
Payments to staff and suppliers	302,601	327,074	334,718	341,516	353,284	375,312	380,347	390,764	401,177	410,233	419,428
Finance costs	25,420	24,918	30,902	38,175	44,412	50,655	55,155	58,146	62,161	65,378	65,841
Other operating funding applications	45,849	39,042	43,068	45,692	43,899	44,651	45,456	48,429	48,366	51,400	52,337
Total applications of operating funding (B)	373,869	391,034	408,688	425,383	441,595	470,618	480,958	497,339	511,704	527,011	537,606
Surplus (deficit) of operating funding (A - B)	86,758	94,618	95,237	104,443	116,691	130,637	153,215	164,421	176,663	184,688	190,526
Sources of capital funding											
Subsidies and grants for capital expenditure	46,313	34,035	23,700	20,136	49,252	18,456	18,234	19,128	18,786	17,935	18,081
Development and financial contributions	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Increase (decrease) in debt	88,044	124,816	106,552	133,196	93,328	60,665	28,684	50,854	85,181	(4,439)	(23,490)
Gross proceeds from sales of assets	10,350	2,000	12,000	9,500	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	146,707	162,851	144,252	164,832	146,580	83,121	50,918	73,982	107,967	17,496	(1,409)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	1,810	1,843	261	2,044	2,159	24,141	34,356	37,466	31,864	24,254	28,390
- to improve the level of service	79,445	109,488	117,486	150,473	153,174	87,277	58,452	75,230	93,866	39,731	45,701
- to replace existing assets	101,217	131,989	112,156	109,331	103,318	98,934	108,898	123,981	157,619	137,363	114,636
Increase (decrease) in reserves	50,993	14,149	9,586	7,427	4,620	3,405	2,427	1,726	1,281	836	390
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	233,465	257,469	239,489	269,275	263,271	213,757	204,133	238,403	284,630	202,184	189,117
Surplus (deficit) of capital funding (C - D)	(86,758)	(94,618)	(95,237)	(104,443)	(116,691)	(130,636)	(153,215)	(164,421)	(176,663)	(184,688)	(190,526)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	1	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	106,417	117,158	121,962	133,748	140,387	151,155	166,203	179,400	190,887	199,990	207,160
Notes:											
1. Variances for these operating expenditure items can be found in the Funding Impact Statement for each activity over the following 18 pages.											
2. Variances for these capital expenditure items can be found in the Funding Impact Statement for each activity over the following 18 pages.											

FOR GOVERNANCE, INFORMATION AND ENGAGEMENT (1.1)

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	18,122	17,209	17,751	17,684	18,420	19,378	18,127	18,559	19,714	19,294	19,756
Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	536	535	924	555	565	954	587	599	989	624	638
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	18,658	17,744	18,675	18,239	18,985	20,332	18,714	19,158	20,703	19,918	20,394
Applications of operating funding											
Payments to staff and suppliers	11,265	10,416	11,483	10,842	11,204	12,321	11,651	11,878	13,067	12,392	12,680
Finance costs	15	15	19	24	28	33	36	37	38	38	37
Internal charges and overheads applied	7,309	7,262	7,143	7,348	7,737	7,963	7,012	7,231	7,588	7,478	7,667
Other operating funding applications	10	10	10	10	10	10	10	10	10	10	10
Total applications of operating funding (B)	18,599	17,703	18,655	18,224	18,979	20,327	18,709	19,156	20,703	19,918	20,394
Surplus (deficit) of operating funding (A - B)	59	41	20	15	6	5	5	2	-	-	-
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(59)	10	103	(15)	(6)	126	(5)	(2)	140	-	-
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	(59)	10	103	(15)	(6)	126	(5)	(2)	140	-	-
Applications of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	-	51	123	-	-	131	-	-	140	-	-
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	-	51	123	-	-	131	-	-	140	-	-
Surplus (deficit) of capital funding (C - D)	(59)	(41)	(20)	(15)	(6)	(5)	(5)	(2)	-	-	-
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	59	41	20	15	6	5	5	2	-	-	-

FOR MAORI AND MANA WHENUA PARTNERSHIPS (1.2)

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	300	306	314	320	326	332	339	346	354	361	370
Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	300	306	314	320	326	332	339	346	354	361	370
Applications of operating funding											
Payments to staff and suppliers	272	277	283	288	293	300	307	313	321	326	335
Finance costs	1	1	1	1	1	1	1	1	1	1	1
Internal charges and overheads applied	15	16	16	16	17	17	17	18	18	19	19
Other operating funding applications	10	10	10	10	10	10	10	10	10	10	10
Total applications of operating funding (B)	298	304	310	315	321	328	335	342	350	356	365
Surplus (deficit) of operating funding (A - B)	2	2	4	5	5	4	4	4	4	5	5
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(2)	(2)	(4)	(5)	(5)	(4)	(4)	(4)	(4)	(5)	(5)
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	(2)	(2)	(4)	(5)	(5)	(4)	(4)	(4)	(4)	(5)	(5)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	-	-	-	-	-	-	-	-	-	-	-
Surplus (deficit) of capital funding (C - D)	(2)	(2)	(4)	(5)	(5)	(4)	(4)	(4)	(4)	(5)	(5)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	2	2	4	5	5	4	4	4	4	5	5

FOR GARDENS, BEACHES AND GREEN OPEN SPACES (2.1)

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	AP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	35,994	38,056	40,308	42,443	44,191	45,939	46,866	47,790	48,725	49,331	50,210
Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	671	966	969	952	918	919	919	920	917	916	917
Fees and charges	1,825	2,097	2,119	2,030	2,052	2,071	2,094	2,119	2,145	2,171	2,200
Internal charges and overheads recovered	5,287	5,719	6,022	6,185	6,358	6,536	6,660	6,787	6,922	7,061	7,209
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	43,777	46,838	49,418	51,610	53,519	55,465	56,539	57,616	58,709	59,479	60,536
Applications of operating funding											
Payments to staff and suppliers	20,806	22,553	24,049	24,718	25,304	26,001	26,570	27,144	27,701	28,355	29,050
Finance costs	2,443	2,818	3,446	4,072	4,512	5,039	5,273	5,258	5,163	4,959	4,697
Internal charges and overheads applied	13,528	14,454	14,851	15,175	15,913	16,261	16,314	16,643	17,086	17,182	17,614
Other operating funding applications	115	165	166	166	166	167	167	167	116	116	116
Total applications of operating funding (B)	36,891	39,990	42,512	44,131	45,895	47,468	48,324	49,212	50,066	50,612	51,477
Surplus (deficit) of operating funding (A - B)	6,886	6,848	6,906	7,479	7,624	7,997	8,215	8,404	8,643	8,867	9,059
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	183	183	183	183	183	183	183	183	183	183	183
Increase (decrease) in debt	(2,932)	(314)	(1,081)	(527)	(829)	(4,971)	(3,954)	(4,364)	(4,769)	(4,700)	(4,917)
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	(2,749)	(131)	(898)	(344)	(646)	(4,788)	(3,771)	(4,181)	(4,586)	(4,517)	(4,734)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	2,029	-	-	-	-	-	-	-
- to improve the level of service	50	3,675	3,042	2,417	1,889	616	1,362	757	763	769	776
- to replace existing assets	4,087	3,042	2,966	2,689	5,089	2,593	3,082	3,466	3,294	3,581	3,549
Increase (decrease) in reserves	-	(0)	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	4,137	6,717	6,008	7,135	6,978	3,209	4,444	4,223	4,057	4,350	4,325
Surplus (deficit) of capital funding (C - D)	(6,886)	(6,848)	(6,906)	(7,479)	(7,624)	(7,997)	(8,215)	(8,404)	(8,643)	(8,867)	(9,059)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	7,058	6,670	6,906	7,479	7,624	7,997	8,215	8,404	8,643	8,867	9,059

FOR WASTE REDUCTION AND ENERGY CONSERVATION (2.2)

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	982	708	727	771	740	583	488	416	377	238	125
Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	13,632	15,833	16,500	16,965	17,728	18,256	18,693	19,236	19,855	20,476	21,189
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	14,614	16,541	17,227	17,736	18,468	18,839	19,181	19,652	20,232	20,714	21,314
Applications of operating funding											
Payments to staff and suppliers	12,786	14,104	14,669	14,936	15,365	15,738	16,122	16,521	16,972	17,422	17,897
Finance costs	665	742	773	808	842	883	906	917	922	921	916
Internal charges and overheads applied	544	1,054	1,019	1,052	1,167	1,183	1,143	1,164	1,226	1,235	1,279
Other operating funding applications	210	180	180	120	120	120	120	120	137	137	137
Total applications of operating funding (B)	14,205	16,080	16,641	16,916	17,494	17,924	18,291	18,722	19,257	19,715	20,229
Surplus (deficit) of operating funding (A - B)	409	461	586	820	974	915	890	930	975	999	1,085
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	1,662	5,201	7,763	5,097	1,083	1,228	1,311	1,332	2,876	2,957	2,982
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	1,662	5,201	7,763	5,097	1,083	1,228	1,311	1,332	2,876	2,957	2,982
Applications of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- to replace existing assets	2,071	5,662	8,349	5,917	2,057	2,143	2,201	2,262	3,851	3,956	4,067
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	2,071	5,662	8,349	5,917	2,057	2,143	2,201	2,262	3,851	3,956	4,067
Surplus (deficit) of capital funding (C - D)	(409)	(461)	(586)	(820)	(974)	(915)	(890)	(930)	(975)	(999)	(1,085)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	409	461	586	820	974	915	890	930	975	999	1,085

FOR WATER (2.3)

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates (other than a targeted rate for water supply)	41,713	45,330	46,941	51,090	54,716	58,677	62,573	66,588	68,325	69,957	72,174
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	35	37	38	39	40	41	42	43	44	45	46
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	41,748	45,367	46,979	51,129	54,756	58,718	62,615	66,631	68,369	70,002	72,220
Applications of operating funding											
Payments to staff and suppliers	24,257	25,783	27,473	29,167	31,395	33,878	36,643	39,656	40,352	41,691	43,018
Finance costs	2,039	2,342	2,946	3,617	4,266	5,031	5,476	5,686	5,790	5,759	5,664
Internal charges and overheads applied	1,912	1,923	1,980	2,030	2,125	2,174	2,184	2,224	2,295	2,350	2,413
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	28,208	30,048	32,399	34,814	37,786	41,083	44,303	47,566	48,437	49,800	51,095
Surplus (deficit) of operating funding (A - B)	13,540	15,319	14,580	16,315	16,970	17,635	18,312	19,065	19,932	20,202	21,125
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	671	671	671	671	671	671	671	671	671	671	671
Increase (decrease) in debt	1,319	2,436	8,696	17,627	6,774	(3,118)	4,432	11,636	7,794	3,155	(2,224)
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	1,990	3,107	9,367	18,298	7,445	(2,447)	5,103	12,307	8,465	3,826	(1,553)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	501	-	-	-	1,502	3,517	7,549	11,787	5,339	-	-
- to improve the level of service	4,747	9,553	17,216	27,645	15,985	4,078	6,427	8,532	8,752	8,986	9,552
- to replace existing assets	10,282	8,873	6,731	6,968	6,928	7,593	9,439	11,053	14,306	15,042	10,020
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	15,530	18,426	23,947	34,613	24,415	15,188	23,415	31,372	28,397	24,028	19,572
Surplus (deficit) of capital funding (C - D)	(13,540)	(15,319)	(14,580)	(16,315)	(16,970)	(17,635)	(18,312)	(19,065)	(19,932)	(20,202)	(21,125)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	13,540	15,319	14,580	16,315	16,970	17,635	18,312	19,065	19,932	20,202	21,125

FOR WASTEWATER (2.4)

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates (other than a targeted rate for water supply)	39,540	43,333	45,194	47,081	49,165	51,347	53,235	54,817	55,696	56,881	58,101
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	1,293	1,237	1,267	1,296	1,327	1,359	1,393	1,429	1,467	1,507	1,550
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	40,833	44,570	46,461	48,377	50,492	52,706	54,628	56,246	57,163	58,388	59,651
Applications of operating funding											
Payments to staff and suppliers	21,123	23,205	23,848	24,435	25,145	25,782	26,482	27,210	27,308	27,942	28,615
Finance costs	3,427	4,046	4,760	5,565	6,326	7,234	7,781	8,012	8,104	8,052	7,924
Internal charges and overheads applied	5,166	5,095	5,220	5,348	5,595	5,717	5,748	5,858	6,048	6,199	6,370
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	29,716	32,346	33,828	35,348	37,066	38,733	40,011	41,080	41,460	42,193	42,909
Surplus (deficit) of operating funding (A - B)	11,117	12,224	12,633	13,029	13,426	13,973	14,617	15,166	15,703	16,195	16,742
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	549	549	549	549	549	549	549	549	549	549	549
Increase (decrease) in debt	3,826	(4,035)	(3,316)	(54)	10,344	12,199	(2,986)	(3,002)	(6,575)	(6,807)	(7,147)
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	4,375	(3,486)	(2,767)	495	10,893	12,748	(2,437)	(2,453)	(6,026)	(6,258)	(6,598)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	375	-	-	-	322	989	1,014	1,040	-	-	-
- to improve the level of service	2,801	3,406	901	2,498	17,310	18,827	3,244	3,326	1,040	1,068	1,097
- to replace existing assets	12,316	5,332	8,965	11,026	6,687	6,905	7,922	8,347	8,637	8,869	9,047
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	15,492	8,738	9,866	13,524	24,319	26,721	12,180	12,713	9,677	9,937	10,144
Surplus (deficit) of capital funding (C - D)	(11,117)	(12,224)	(12,633)	(13,029)	(13,426)	(13,973)	(14,617)	(15,166)	(15,703)	(16,195)	(16,742)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	14,470	14,134	14,543	14,933	15,309	15,848	16,489	17,038	17,574	17,994	18,521

FOR STORMWATER (2.5)

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates (other than a targeted rate for water supply)	17,986	19,097	20,359	21,635	22,975	24,336	25,408	26,300	26,596	27,157	27,658
Subsidies and grants for operating purposes	131	153	153	154	154	155	155	155	155	155	155
Fees and charges	10	10	10	11	11	11	11	12	12	12	13
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	18,127	19,260	20,522	21,800	23,140	24,502	25,574	26,467	26,763	27,324	27,826
Applications of operating funding											
Payments to staff and suppliers	6,993	6,973	7,223	7,458	7,761	7,991	8,249	8,519	8,264	8,420	8,584
Finance costs	2,707	2,493	3,136	3,850	4,540	5,354	5,828	6,052	6,162	6,129	6,028
Internal charges and overheads applied	1,938	1,857	1,924	1,975	2,068	2,117	2,128	2,165	2,230	2,282	2,340
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	11,638	11,323	12,283	13,283	14,369	15,462	16,205	16,736	16,656	16,831	16,952
Surplus (deficit) of operating funding (A - B)	6,489	7,937	8,239	8,517	8,771	9,040	9,369	9,731	10,107	10,493	10,874
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	58	58	58	58	58	58	58	58	58	58	58
Increase (decrease) in debt	874	3,343	1,050	(4,327)	(2,184)	2,792	3,874	2,176	1,019	(2,730)	863
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	932	3,401	1,108	(4,269)	(2,126)	2,850	3,932	2,234	1,077	(2,672)	921
Applications of capital funding											
Capital expenditure											
- to meet additional demand	236	-	-	-	322	989	1,014	1,040	-	-	-
- to improve the level of service	4,524	7,729	902	554	2,767	7,256	8,554	7,101	7,283	3,815	7,681
- to replace existing assets	2,661	3,609	8,445	3,694	3,556	3,645	3,733	3,824	3,901	4,006	4,114
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	7,421	11,338	9,347	4,248	6,645	11,890	13,301	11,965	11,184	7,821	11,795
Surplus (deficit) of capital funding (C - D)	(6,489)	(7,937)	(8,239)	(8,517)	(8,771)	(9,040)	(9,369)	(9,731)	(10,107)	(10,493)	(10,874)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	6,489	7,937	8,239	8,517	8,771	9,040	9,369	9,731	10,107	10,493	10,874

FOR CONSERVATION ATTRACTIONS (2.6)

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	6,970	6,829	7,001	7,183	7,298	7,401	7,555	7,663	8,625	8,676	8,831
Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	6,970	6,829	7,001	7,183	7,298	7,401	7,555	7,663	8,625	8,676	8,831
Applications of operating funding											
Payments to staff and suppliers	187	171	174	176	179	182	184	186	189	192	195
Finance costs	721	627	689	762	828	908	969	996	1,009	1,017	1,020
Internal charges and overheads applied	-	-	-	-	-	-	-	-	-	-	-
Other operating funding applications	4,303	4,327	4,438	4,550	4,676	4,807	7,953	8,085	5,222	5,368	5,526
Total applications of operating funding (B)	5,211	5,125	5,301	5,488	5,683	5,897	9,106	9,267	6,420	6,577	6,741
Surplus (deficit) of operating funding (A - B)	1,759	1,704	1,700	1,695	1,615	1,504	(1,551)	(1,604)	2,205	2,099	2,090
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	475	800	400	-	-	83	667	500	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(918)	(554)	(217)	879	623	(559)	2,546	2,927	1,341	917	(980)
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	(918)	(554)	258	1,679	1,023	(559)	2,546	3,010	2,008	1,417	(980)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	-	-	1,076	2,463	1,717	-	-	385	3,164	2,438	-
- to replace existing assets	841	1,150	882	911	921	945	995	1,021	1,049	1,078	1,110
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	841	1,150	1,958	3,374	2,638	945	995	1,406	4,213	3,516	1,110
Surplus (deficit) of capital funding (C - D)	(1,759)	(1,704)	(1,700)	(1,695)	(1,615)	(1,504)	1,551	1,604	(2,205)	(2,099)	(2,090)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	1,759	1,704	1,700	1,695	1,615	1,504	1,449	1,396	1,345	1,239	1,230

FOR CITY PROMOTIONS AND BUSINESS SUPPORT (3.1)

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	4,982	4,865	4,701	6,146	6,129	6,623	14,897	18,786	22,227	25,890	26,549
Targeted rates (other than a targeted rate for water supply)	15,253	14,160	14,318	14,383	15,001	16,952	18,334	19,132	18,981	19,281	19,829
Subsidies and grants for operating purposes	2,090	-	-	-	-	-	-	-	-	-	-
Fees and charges	13,587	14,643	14,953	15,264	15,636	30,124	33,522	36,729	39,481	41,752	42,934
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	35,912	33,668	33,972	35,793	36,766	53,699	66,753	74,647	80,689	86,923	89,312
Applications of operating funding											
Payments to staff and suppliers	18,870	17,784	18,279	18,801	19,838	31,660	33,726	36,945	38,743	40,567	41,680
Finance costs	1,771	1,323	2,124	3,798	4,963	5,252	5,927	6,484	7,915	9,505	10,042
Internal charges and overheads applied	1,230	1,292	1,342	1,386	1,439	1,774	1,682	1,732	1,806	1,837	1,887
Other operating funding applications	20,013	14,252	14,547	14,843	15,152	15,474	15,823	18,352	20,895	23,451	23,867
Total applications of operating funding (B)	41,884	34,651	36,292	38,828	41,392	54,160	57,158	63,513	69,359	75,360	77,476
Surplus (deficit) of operating funding (A - B)	(5,972)	(983)	(2,320)	(3,035)	(4,626)	(461)	9,595	11,134	11,330	11,563	11,836
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	25,000	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	10,988	4,340	4,168	5,005	(17,678)	7,293	2,403	13,144	33,917	(9,996)	(10,230)
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	10,988	4,340	4,168	5,005	7,322	7,293	2,403	13,144	33,917	(9,996)	(10,230)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	2,777	-	511	521	1,065	5,439	11,684	22,776	43,717	-	-
- to replace existing assets	2,239	3,357	1,337	1,449	1,631	1,393	314	1,502	1,530	1,567	1,606
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	5,016	3,357	1,848	1,970	2,696	6,832	11,998	24,278	45,247	1,567	1,606
Surplus (deficit) of capital funding (C - D)	5,972	983	2,320	3,035	4,626	461	(9,595)	(11,134)	(11,330)	(11,563)	(11,836)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following											
depreciation/amortisation charge	1,628	1,713	1,829	1,981	1,935	3,361	7,300	8,639	8,835	9,068	9,341

FOR ARTS AND CULTURE ACTIVITIES (4.1)

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	14,272	15,761	15,632	15,918	16,259	16,620	16,850	17,170	17,445	17,739	18,117
Targeted rates (other than a targeted rate for water supply)	5,559	5,979	5,927	5,991	6,073	6,142	6,233	6,301	6,335	6,397	6,477
Subsidies and grants for operating purposes	924	424	424	424	424	424	424	424	424	424	424
Fees and charges	599	602	606	610	614	618	623	628	633	638	644
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	21,354	22,766	22,589	22,943	23,370	23,804	24,130	24,523	24,837	25,198	25,662
Applications of operating funding											
Payments to staff and suppliers	5,195	6,359	5,975	6,091	6,214	6,344	6,471	6,601	6,743	6,886	7,039
Finance costs	260	260	263	268	269	276	276	264	250	235	219
Internal charges and overheads applied	1,208	1,385	1,392	1,438	1,527	1,557	1,500	1,539	1,587	1,577	1,617
Other operating funding applications	13,990	14,012	14,214	14,426	14,647	14,876	15,115	15,353	15,563	15,819	16,102
Total applications of operating funding (B)	20,653	22,016	21,844	22,223	22,657	23,053	23,362	23,757	24,143	24,517	24,977
Surplus (deficit) of operating funding (A - B)	701	750	745	720	713	751	768	766	694	681	685
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	557	156	15,242	52,926	77,924	25,938	(734)	(731)	(691)	(678)	(682)
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	557	156	15,242	52,926	77,924	25,938	(734)	(731)	(691)	(678)	(682)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	1,247	759	15,987	53,646	78,637	26,689	34	35	3	3	3
- to replace existing assets	11	147	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	1,258	906	15,987	53,646	78,637	26,689	34	35	3	3	3
Surplus (deficit) of capital funding (C - D)	(701)	(750)	(745)	(720)	(713)	(751)	(768)	(766)	(694)	(681)	(685)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	867	750	745	720	713	751	768	766	694	681	685

FOR RECREATION PROMOTION AND SUPPORT (5.1)

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	27,963	29,449	29,576	30,567	31,341	31,561	31,810	32,428	33,987	34,636	35,261
Targeted rates (other than a targeted rate for water supply)	1,325	1,330	1,419	1,453	1,661	1,765	1,816	1,864	1,898	1,943	1,990
Subsidies and grants for operating purposes	187	184	191	195	195	195	195	205	193	193	193
Fees and charges	11,523	11,557	11,854	11,840	11,856	12,526	12,922	13,279	13,135	13,516	14,012
Internal charges and overheads recovered	1,192	1,076	1,133	1,163	1,196	1,229	1,252	1,276	1,302	1,328	1,356
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	42,190	43,596	44,173	45,218	46,249	47,276	47,995	49,052	50,515	51,616	52,812
Applications of operating funding											
Payments to staff and suppliers	19,955	20,365	20,747	21,424	22,225	22,493	22,885	23,217	23,898	24,428	24,987
Finance costs	3,330	2,748	2,875	3,065	3,262	3,479	3,594	3,554	3,487	3,413	3,314
Internal charges and overheads applied	10,336	11,308	11,352	11,583	12,309	12,546	12,455	12,722	13,100	13,123	13,451
Other operating funding applications	696	864	727	742	757	772	788	806	824	842	863
Total applications of operating funding (B)	34,317	35,285	35,701	36,814	38,553	39,290	39,722	40,299	41,309	41,806	42,615
Surplus (deficit) of operating funding (A - B)	7,873	8,311	8,472	8,404	7,696	7,986	8,273	8,753	9,206	9,810	10,197
Sources of capital funding											
Subsidies and grants for capital expenditure	50	50	700	750	1,000	-	1,000	500	500	500	500
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	672	(434)	2,520	2,291	332	(774)	(673)	161	1,986	(4,190)	(4,846)
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	722	(384)	3,220	3,041	1,332	(774)	327	661	2,486	(3,690)	(4,346)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	2,502	646	387	290	1,184	336	3,624	3,536	5,948	129	133
- to replace existing assets	6,093	7,281	11,305	11,155	7,844	6,876	4,976	5,878	5,744	5,991	5,718
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	8,595	7,927	11,692	11,445	9,028	7,212	8,600	9,414	11,692	6,120	5,851
Surplus (deficit) of capital funding (C - D)	(7,873)	(8,311)	(8,472)	(8,404)	(7,696)	(7,986)	(8,273)	(8,753)	(9,206)	(9,810)	(10,197)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	7,873	8,311	8,472	8,404	7,696	7,986	8,273	8,753	9,206	9,810	10,197

FOR COMMUNITY SUPPORT (5.2)

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	AP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP	LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	24,653	26,086	27,202	28,820	30,272	31,591	32,278	32,226	32,509	32,968	33,737
Targeted rates (other than a targeted rate for water supply)	4,624	5,008	5,341	5,658	5,714	5,878	6,032	6,122	6,310	6,362	6,467
Subsidies and grants for operating purposes	937	-	-	-	-	-	-	-	-	-	-
Fees and charges	24,042	23,761	24,385	25,349	26,263	26,302	24,961	25,403	25,294	27,024	29,091
Internal charges and overheads recovered	917	450	474	490	530	545	555	565	564	575	587
Local authorities fuel tax, fines, infringement fees, and other receipts	516	545	469	443	420	398	379	363	363	363	363
Total operating funding (A)	55,689	55,850	57,871	60,760	63,199	64,714	64,205	64,679	65,040	67,292	70,245
Applications of operating funding											
Payments to staff and suppliers	26,821	28,136	29,176	29,806	30,332	30,984	31,743	32,258	32,991	33,670	34,413
Finance costs	(1,983)	(888)	(757)	(738)	(898)	(1,109)	(904)	16	1,799	3,617	4,244
Internal charges and overheads applied	11,592	13,714	13,932	14,421	15,298	15,600	15,193	15,601	16,011	15,767	16,130
Other operating funding applications	4,902	4,582	4,636	4,685	4,721	4,775	4,830	4,886	4,949	5,007	5,066
Total applications of operating funding (B)	41,332	45,544	46,987	48,174	49,453	50,250	50,862	52,761	55,750	58,061	59,853
Surplus (deficit) of operating funding (A - B)	14,357	10,306	10,884	12,586	13,746	14,464	13,343	11,918	9,290	9,231	10,392
Sources of capital funding											
Subsidies and grants for capital expenditure	11,790	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(397)	19,093	5,736	(4,624)	(4,236)	(6,125)	13,893	20,663	48,224	26,021	5,572
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	11,393	19,093	5,736	(4,624)	(4,236)	(6,125)	13,893	20,663	48,224	26,021	5,572
Applications of capital funding											
Capital expenditure											
- to meet additional demand	694	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	7,641	13,978	3,877	-	-	-	-	-	-	-	-
- to replace existing assets	5,625	15,421	12,743	7,962	9,510	8,339	27,236	32,581	57,514	35,252	15,964
Increase (decrease) in reserves	11,790	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	25,750	29,399	16,620	7,962	9,510	8,339	27,236	32,581	57,514	35,252	15,964
Surplus (deficit) of capital funding (C - D)	(14,357)	(10,306)	(10,884)	(12,586)	(13,746)	(14,464)	(13,343)	(11,918)	(9,290)	(9,231)	(10,392)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	17,259	16,624	18,009	19,531	20,427	21,472	22,153	22,251	22,890	24,285	25,893

FOR PUBLIC HEALTH AND SAFETY (5.3)

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	11,765	12,246	12,687	13,229	13,696	14,121	14,156	14,668	14,871	14,899	15,324
Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	4,151	4,440	4,533	4,611	4,708	4,808	4,916	5,029	5,151	5,272	5,403
Internal charges and overheads recovered	687	705	742	762	784	806	821	837	853	870	889
Local authorities fuel tax, fines, infringement fees, and other receipts	39	79	79	79	79	79	79	79	79	79	79
Total operating funding (A)	16,642	17,470	18,041	18,681	19,267	19,814	19,972	20,613	20,954	21,120	21,695
Applications of operating funding											
Payments to staff and suppliers	9,917	9,418	9,748	9,931	10,067	10,327	10,543	10,902	11,067	11,309	11,592
Finance costs	128	135	170	208	246	290	315	328	333	332	326
Internal charges and overheads applied	5,767	6,669	6,790	7,007	7,375	7,538	7,397	7,588	7,781	7,757	7,938
Other operating funding applications	54	54	54	54	54	54	54	54	54	54	54
Total applications of operating funding (B)	15,866	16,276	16,762	17,200	17,742	18,209	18,309	18,872	19,235	19,452	19,910
Surplus (deficit) of operating funding (A - B)	776	1,194	1,279	1,481	1,525	1,605	1,663	1,741	1,719	1,668	1,785
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	1,354	1,172	977	298	1,261	(293)	(314)	(203)	320	795	711
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	1,354	1,172	977	298	1,261	(293)	(314)	(203)	320	795	711
Applications of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	298	306
- to improve the level of service	44	603	260	255	468	147	150	193	88	161	214
- to replace existing assets	2,086	1,763	1,996	1,524	2,318	1,165	1,199	1,345	1,951	2,004	1,976
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	2,130	2,366	2,256	1,779	2,786	1,312	1,349	1,538	2,039	2,463	2,496
Surplus (deficit) of capital funding (C - D)	(776)	(1,194)	(1,279)	(1,481)	(1,525)	(1,605)	(1,663)	(1,741)	(1,719)	(1,668)	(1,785)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	776	1,194	1,279	1,481	1,525	1,605	1,663	1,741	1,719	1,668	1,785

FOR URBAN PLANNING, HERITAGE AND PUBLIC SPACES DEVELOPMENT (6.1)

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	7,632	11,044	9,363	9,994	10,986	11,811	11,668	10,731	10,935	10,430	10,071
Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	21	21	22	22	22	23	24	24	25	25	26
Internal charges and overheads recovered	42	309	264	272	215	221	225	230	132	134	137
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	7,695	11,374	9,649	10,288	11,223	12,055	11,917	10,985	11,092	10,589	10,234
Applications of operating funding											
Payments to staff and suppliers	4,137	7,961	6,203	6,748	7,449	7,993	8,002	6,935	6,844	6,271	5,798
Finance costs	14	15	19	23	27	32	35	36	37	37	36
Internal charges and overheads applied	2,483	2,907	2,896	2,953	3,139	3,203	2,935	3,010	3,146	3,156	3,239
Other operating funding applications	1,050	450	450	450	450	450	450	450	450	450	450
Total applications of operating funding (B)	7,684	11,333	9,568	10,174	11,065	11,678	11,422	10,431	10,477	9,914	9,523
Surplus (deficit) of operating funding (A - B)	11	41	81	114	158	377	495	554	615	675	711
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	141	12,222	4,208	3,636	5,568	3,672	3,783	9,835	3,422	3,713	3,032
Gross proceeds from sales of assets	3,250	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	3,391	12,222	4,208	3,636	5,568	3,672	3,783	9,835	3,422	3,713	3,032
Applications of capital funding											
Capital expenditure											
- to meet additional demand	-	1,585	-	-	-	-	-	-	-	-	-
- to improve the level of service	1,683	8,841	2,549	2,602	4,893	2,717	2,777	9,097	2,845	2,913	2,988
- to replace existing assets	1,719	1,837	1,740	1,148	833	1,332	1,501	1,292	1,192	1,475	755
Increase (decrease) in reserves	-	-	-	-	-	-	0	0	0	(0)	(0)
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	3,402	12,263	4,289	3,750	5,726	4,049	4,278	10,389	4,037	4,388	3,743
Surplus (deficit) of capital funding (C - D)	(11)	(41)	(81)	(114)	(158)	(377)	(495)	(554)	(615)	(675)	(711)
Funding balance ((A - B) + (C - D))	-	-	(0)	(0)	0	0	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	11	41	81	114	158	377	495	554	615	675	711

FOR BUILDING AND DEVELOPMENT CONTROL (6.2)

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	8,705	7,466	8,363	8,637	9,192	9,442	8,655	8,849	9,103	8,948	9,111
Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	12,922	13,210	12,598	12,860	13,133	13,418	13,727	14,048	14,381	14,726	15,095
Internal charges and overheads recovered	-	191	201	206	212	218	222	226	231	235	240
Local authorities fuel tax, fines, infringement fees, and other receipts	24	24	24	24	24	24	24	24	24	24	24
Total operating funding (A)	21,651	20,891	21,186	21,727	22,561	23,102	22,628	23,147	23,739	23,933	24,470
Applications of operating funding											
Payments to staff and suppliers	13,254	12,549	12,925	13,202	13,536	13,894	14,159	14,431	14,724	15,019	15,338
Finance costs	3	2	3	4	4	5	5	6	6	6	6
Internal charges and overheads applied	8,114	8,165	8,177	8,474	8,980	9,162	8,423	8,669	8,968	8,873	9,091
Other operating funding applications	135	35	35	35	35	35	35	35	35	35	35
Total applications of operating funding (B)	21,506	20,751	21,140	21,715	22,555	23,096	22,622	23,141	23,733	23,933	24,470
Surplus (deficit) of operating funding (A - B)	145	140	46	12	6	6	6	6	6	-	-
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	17,227	31,867	44,625	28,823	509	505	498	472	584	602	616
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	17,227	31,867	44,625	28,823	509	505	498	472	584	602	616
Applications of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	17,372	19,090	44,054	28,349	-	-	-	-	-	-	-
- to replace existing assets	-	12,917	617	486	515	511	504	478	590	602	616
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	17,372	32,007	44,671	28,835	515	511	504	478	590	602	616
Surplus (deficit) of capital funding (C - D)	(145)	(140)	(46)	(12)	(6)	(6)	(6)	(6)	(6)	-	-
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	145	140	46	12	6	6	6	6	6	-	-

FOR TRANSPORT (7.1)

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	37,626	39,479	46,852	53,899	62,276	69,080	78,894	86,731	96,038	104,496	106,124
Targeted rates (other than a targeted rate for water supply)	95	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	4,576	4,946	4,945	4,987	5,009	4,999	5,025	5,010	5,012	5,004	5,006
Fees and charges	1,996	2,215	2,253	2,293	2,336	2,382	2,429	2,478	2,533	2,589	2,649
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	44,293	46,640	54,050	61,179	69,621	76,461	86,348	94,219	103,583	112,089	113,779
Applications of operating funding											
Payments to staff and suppliers	13,842	16,013	16,372	16,822	16,098	16,450	16,894	17,258	17,706	18,191	18,694
Finance costs	5,232	6,491	8,238	10,150	12,011	14,193	15,550	16,258	16,826	17,063	17,140
Internal charges and overheads applied	6,742	7,515	7,706	7,925	8,224	8,413	8,430	8,629	8,908	8,965	9,171
Other operating funding applications	260	-	2,500	2,500	-	-	-	-	-	-	-
Total applications of operating funding (B)	26,076	30,019	34,816	37,397	36,333	39,056	40,874	42,145	43,440	44,219	45,005
Surplus (deficit) of operating funding (A - B)	18,217	16,621	19,234	23,782	33,288	37,405	45,474	52,074	60,143	67,870	68,774
Sources of capital funding											
Subsidies and grants for capital expenditure	34,473	26,110	16,931	16,291	15,357	16,161	14,939	16,250	15,324	14,640	15,286
Development and financial contributions	539	539	539	539	539	539	539	539	539	539	539
Increase (decrease) in debt	6,721	30,031	16,843	7,157	5,160	18,686	15,702	8,664	6,970	(3,506)	4,582
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	41,733	56,680	34,313	23,987	21,056	35,386	31,180	25,453	22,833	11,673	20,407
Applications of capital funding											
Capital expenditure											
- to meet additional demand	4	258	261	15	13	18,646	24,779	23,599	26,525	23,956	28,084
- to improve the level of service	18,793	38,317	22,834	14,941	22,487	20,771	20,073	18,956	19,831	19,006	22,802
- to replace existing assets	41,153	34,726	30,452	32,813	31,844	33,374	31,802	34,972	36,620	36,581	38,295
Increase (decrease) in reserves	-	-	0	0	-	-	-	-	0	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	59,950	73,301	53,547	47,769	54,344	72,791	76,654	77,527	82,976	79,543	89,181
Surplus (deficit) of capital funding (C - D)	(18,217)	(16,621)	(19,234)	(23,782)	(33,288)	(37,405)	(45,474)	(52,074)	(60,143)	(67,870)	(68,774)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	26,600	32,840	34,629	39,703	43,823	48,969	55,822	63,600	71,561	78,986	80,790

FOR PARKING (7.2)

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	(14,875)	(15,474)	(17,545)	(20,164)	(20,724)	(20,988)	(21,617)	(21,965)	(22,296)	(22,760)	(23,170)
Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges	21,385	23,821	26,135	28,788	29,450	30,139	30,880	31,649	32,472	33,347	34,274
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	7,334	7,102	7,102	7,102	7,102	7,102	7,102	7,102	7,102	7,102	7,102
Total operating funding (A)	13,844	15,449	15,692	15,726	15,828	16,253	16,365	16,786	17,278	17,689	18,206
Applications of operating funding											
Payments to staff and suppliers	10,970	11,044	11,224	11,429	11,649	11,880	12,097	12,302	12,517	12,746	12,991
Finance costs	4	18	23	28	33	39	43	45	45	45	44
Internal charges and overheads applied	2,816	3,581	3,584	3,695	3,901	3,981	3,735	3,825	3,973	4,014	4,124
Other operating funding applications	1	1	1	1	1	1	1	1	1	1	1
Total applications of operating funding (B)	13,791	14,644	14,832	15,153	15,584	15,901	15,876	16,173	16,536	16,806	17,160
Surplus (deficit) of operating funding (A - B)	53	805	860	573	244	352	489	613	742	883	1,046
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	244	219	(673)	(452)	1,429	1,360	1,265	717	734	633	512
Gross proceeds from sales of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	244	219	(673)	(452)	1,429	1,360	1,265	717	734	633	512
Applications of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	113	171	130	121	136	139	142	146	149	153	157
- to replace existing assets	184	853	57	-	1,537	1,573	1,612	1,184	1,327	1,363	1,401
Increase (decrease) in reserves	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	297	1,024	187	121	1,673	1,712	1,754	1,330	1,476	1,516	1,558
Surplus (deficit) of capital funding (C - D)	(53)	(805)	(860)	(573)	(244)	(352)	(489)	(613)	(742)	(883)	(1,046)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	53	805	860	573	244	352	489	613	742	883	1,046

FOR ORGANISATIONAL (10.1)

	2017/18 AP	2018/19 LTP	2019/20 LTP	2020/21 LTP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	(14,420)	(17,562)	(17,545)	(20,164)	(20,724)	(20,988)	(21,617)	(21,965)	(22,296)	(22,760)	(23,170)
Targeted rates (other than a targeted rate for water supply)	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	85	-	-	-	-	-	-	-	-	-	-
Fees and charges	37,740	45,405	26,135	28,788	29,450	30,139	30,880	31,649	32,472	33,347	34,274
Internal charges and overheads recovered	31,528	30,826	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	1,050	1,100	7,102	7,102	7,102	7,102	7,102	7,102	7,102	7,102	7,102
Total operating funding (A)	55,983	59,769	15,692	15,726	15,828	16,253	16,365	16,786	17,278	17,689	18,206
Applications of operating funding											
Payments to staff and suppliers	81,951	93,958	11,224	11,429	11,649	11,880	12,097	12,302	12,517	12,746	12,991
Finance costs	4,643	1,730	23	28	33	39	43	45	45	45	44
Internal charges and overheads applied	(41,047)	(48,921)	3,584	3,695	3,901	3,981	3,735	3,825	3,973	4,014	4,124
Other operating funding applications	100	100	1	1	1	1	1	1	1	1	1
Total applications of operating funding (B)	45,647	46,867	14,832	15,153	15,584	15,901	15,876	16,173	16,536	16,806	17,160
Surplus (deficit) of operating funding (A - B)	10,336	12,902	860	573	244	352	489	613	742	883	1,046
Sources of capital funding											
Subsidies and grants for capital expenditure	-	7,875	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	46,767	20,065	(673)	(452)	1,429	1,360	1,265	717	734	633	512
Gross proceeds from sales of assets	7,100	2,000	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Total sources of capital funding (C)	53,867	29,940	(673)	(452)	1,429	1,360	1,265	717	734	633	512
Applications of capital funding											
Capital expenditure											
- to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- to improve the level of service	15,151	2,720	130	121	136	139	142	146	149	153	157
- to replace existing assets	9,849	25,968	57	-	1,537	1,573	1,612	1,184	1,327	1,363	1,401
Increase (decrease) in reserves	39,203	14,154	-	-	-	-	-	-	-	-	-
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	64,203	42,842	187	121	1,673	1,712	1,754	1,330	1,476	1,516	1,558
Surplus (deficit) of capital funding (C - D)	(10,336)	(12,902)	(860)	(573)	(244)	(352)	(489)	(613)	(742)	(883)	(1,046)
Funding balance ((A - B) + (C - D))	-	-	-	-	-	-	-	-	-	-	-
Expenses for this activity grouping include the following depreciation/amortisation charge	7,419	8,472	860	573	244	352	489	613	742	883	1,046

Funding impact statement - rating mechanisms

Rates

Rates are a property tax to fund local government activities. Rates are assessed under the Local Government (Rating) Act 2002 (the Act) on rating units in the Rating Information Database. Where rates requirements are allocated based on a rating unit's value, the rateable value will be the capital value as assessed by the Council's valuation services provider. The latest city-wide revaluation was carried out as at 1 September 2015. This revaluation remains effective for the 2018/19 rating year, except where subsequent maintenance valuations have been required under valuation rules or the Council's rating policies.

City-wide revaluations are performed every three years. The next city-wide revaluation will be carried out as at 1 September 2018 and will be effective for the 2019/20 rating year and the two consecutive rating years (subject again to subsequent maintenance valuations).

Policy objective:

- To provide the Council with adequate income to carry out its mission and objectives.
- To support the Council's achievement of its strategic objectives.
- To be simply administered, easily understood, allow for consistent application and generate minimal compliance costs.
- To spread the incidence of rates as equitably as possible by balancing the level of service provided by the Council with ability to pay and the incidence of costs in relation to benefits received.
- To be neutral in that it does not encourage people to redirect activity in order to avoid its impact.
- To reflect the decisions of the Council's policies and rating reviews.

General Rates

General rates are set under section 13 of the Act on all rateable rating units in the City of Wellington.

The Council has set a general rate based on the capital value of each rating unit within the city.

The general rate is set on a differential basis, based on the use to which the land is put and/or the zoning. All rating units (or part thereof) will be classified for the purposes of general rates within one of the following differential rating categories.

Differential Rating Categories

Base Differential

The Base differential rating category shall be applied to the following rating units:

- Separately rateable land used for one or more household units; excluding those properties that provide short stay (28 days or less) commercial accommodation for which a tariff is charged
- Vacant land zoned residential
- Land used as farmland and lifestyle blocks which is included in the rural activity area in the District Plan

Farmland is defined as land used exclusively or principally for agricultural, horticultural, pastoral or silvicultural purposes, or for the keeping of bees or poultry or other livestock but excluding commercial dog kennels or catteries.

- Separately rateable land occupied by a charitable organisation which is deemed by the Council to be used exclusively or principally for sporting, recreation or community purposes and that does not generate any private pecuniary benefit.

This category has a general rate differential rating factor of 1.0.

Commercial, Industrial and Business Differential

The Commercial, Industrial and Business differential rating category shall be applied to the following rating unit:

- Separately rateable land used for a commercial or industrial purpose
- Vacant land zoned commercial, industrial or business
- Land used for offices, administrative and/or associated functions
- Land used for commercial accommodation for which a tariff is charged and where the principal purpose is the provision of short stay (28 days or less) accommodation
- Business-related premises used principally for private pecuniary benefit
- Any rating unit not otherwise categorised within the Base Differential.

This category has a general rate differential rating factor of 2.8.

Differential Rating Category Conditions

Differential rating 2.8:1 Commercial, Industrial and Business Base

- The differential apportionment for the Commercial, Industrial and Business differential is 2.8 times the rate per dollar of capital value payable by those properties incorporated under the Base differential.
- Where a rating unit has more than one land use the rating unit may be 'divided' so that each part may be differentially rated based on the land use of each part.

A rating unit will be differentially rated where a division of the rating unit is established, based on the use to which the land is put and / or the zoning. A division will be established where:

- a rating unit has a value of greater than \$800,000 or
- the minority use(s) account for more than 30 percent of the total capital value of the rating unit

If neither of these criteria are met no division will take place, and the rating category will be established on the primary use of the rating unit.

In any other case, the general rate differential is determined by principal use.

- In regard to the rates attributable to a rating unit during the transition period between two differential rating categories, a ratepayer may apply for a change in rating category at any time between the lodgement of a building consent application with the Council (on the condition that the principal prior use has ended) and the earlier of either:
 - a) The time at which the Council gives final approval of the completed works, or
 - b) The property is deemed (by the Council) to be available for its intended use.
- In situations where the change in land use does not require a Council consent, but warrants a change in differential rating category, the onus is on the ratepayer to inform the Council prior to the property being utilised under the new use.
- The differential rating category of all rating units must be set prior to the commencement of a rating year and will remain in place for that entire rating year. Any change in circumstances that results in a change of differential rating category during a rating year will apply from 1 July of the following rating year.
- Any property eligible for mandatory 50 percent non-rateability under Part 2, Schedule 1, of the Act, will be first classified under the appropriate general rate differential classifications and the non-rateability applied to that rate.

Uniform Annual General Charge

The Council does not assess a uniform annual general charge.

Non-rateable land

Non-Rateable

Any land referred to in Part 1, Schedule 1 of the Act is non-rateable with the exception of targeted rates solely for sewerage and water where the service is provided.

50 Percent Non-Rateable

All land referred to in Part 2, Schedule 1 of the Act is 50 percent non-rateable in respect of the rates that apply, with the exception of targeted rates for sewerage and water for which the land is fully rateable if the service is provided.

Targeted Rates

Targeted rates are set under section 16, 17, 18 and 19, and schedules 2 and 3 of the Act.

The Council has not adopted any lump sum contribution schemes under part 4A of the Act in respect of its targeted rates, and will not accept lump sum contributions in respect of any targeted rate.

The differential rating categories described above are unitised and referred to in a number of targeted rates.

Sewerage Targeted Rate

Targeted sewerage rates are to be apportioned 60 percent:40 percent of rates between properties incorporated under the Base differential and the Commercial, Industrial and Business differential in accordance with the Revenue and Financing Policy.

This rate is set to pay for the cost of the provision and maintenance of the sewage collection and disposal network, and sewage treatment facilities for the city. This rate is assessed on all rating units connected to the public sewerage drain.

For the purposes of these rates the sewage collection, and disposal and treatment service is treated as being provided to a rating unit if the rating unit is connected to a public sewerage drain (either directly or indirectly), irrespective of whether the property is considered fully rateable or is mandatory non-rateable or 50 percent non-rateable under Schedule 1 of the Act.

Sewerage targeted rate is calculated as follows:

- a) For rating units incorporated in the Commercial, Industrial and Business differential rating category:
 - A rate per dollar of capital value on all rating units connected to a public sewerage drain, to collect 40 percent of the required rates funding, after having deducted the total dollar amount budgeted to be collected through Trade Waste Charges (excluding consent fees).
- b) For rating units incorporated in the Base differential rating category:
 - A fixed amount per annum per rating unit, plus a rate per dollar of capital value on all rating units connected to a public sewerage drain, to collect 60 percent of the required rate funding.

Water Targeted Rate

A targeted rate for water is to be apportioned with the aim of achieving a 60 percent:40 percent split between properties incorporated under the Base differential rating category and the Commercial, Industrial and Business differential rating category in accordance with the Revenue and Financing Policy.

This rate is set to pay for the provision and maintenance of water collection and treatment facilities, the water distribution network and water conservation for the city. This rate is assessed on all rating units connected to the public water supply.

For the purposes of these rates, the water service is treated as being provided to a rating unit if the rating unit is connected to the public water supply (either directly or indirectly), irrespective of whether the property is considered fully rateable or is mandatorily non-rateable or 50 percent non-rateable under Schedule 1 of the Act.

Water targeted rate is calculated as follows:

For rating units incorporated in the Commercial, Industrial and Business differential rating category, either:

- a) A consumption unit rate per cubic metre of water used for all rating units connected to the public water supply with a water meter installed, plus a fixed amount per annum per rating unit.

Or

- b) A rate per dollar of capital value on all rating units connected to the public water supply, without a water meter installed.

For rating units rated incorporated in the Base differential rating category, either:

- a) A consumption unit rate per cubic metre of water used for all rating units connected to the public water supply with a water meter installed, plus a fixed amount per annum per rating unit.

Or

- b) A fixed amount per annum per rating unit, plus a rate per dollar of capital value on all rating units connected to the public water supply without a water meter installed.

Stormwater Targeted Rate

A targeted stormwater rate is to be apportioned 77.5 percent to the non-rural rating units incorporated under the Base differential and 22.5 percent to the non-rural rating units incorporated under the Commercial, Industrial and Business differential in accordance with the Revenue and Financing Policy.

This rate is set to pay for the provision and maintenance of the stormwater collection/disposal network for the city. Properties classified in the rural area in the Council’s District Plan are excluded from the liability of this rate.

Stormwater targeted rate is calculated as follows:

For the Commercial, Industrial and Business differential rating category:

- A rate per dollar of rateable capital value to collect 22.5 percent of the required rates funding.

For the Base differential rating category:

- A rate per dollar of rateable capital value to collect 77.5 percent of the required rates funding.

Base Sector Targeted Rate

This rate is set to pay for activities where the Council’s Revenue and Financing Policy identifies that the benefit can be attributed to properties incorporated under the Base differential rating category.

This incorporates the following activities:

- 100 percent of the facilitation of cultural grants, facilitation of recreation partnerships and community advocacy activities.
- 95 percent of the provision of community centres and halls activities.

This rate is assessed on all properties incorporated in the Base differential rating category and is calculated on a rate per dollar of rateable capital value.

Commercial Sector Targeted Rate

This rate is set to pay for activities where the Council’s Revenue and Financing Policy identifies that the benefit can be attributed to properties incorporated in the Commercial, Industrial and Business differential rating category.

This incorporates the following activity:

- Approximately 30 percent of the cost of the Wellington Regional Economic Development Agency (WREDA) and Venues. This is the equivalent of 100 percent funding of the events attraction and support activity within WREDA.

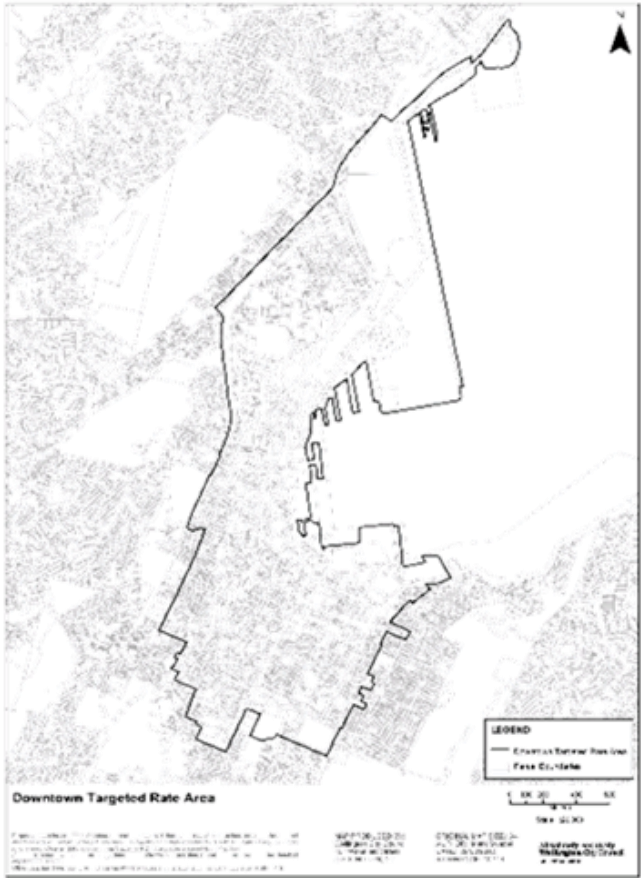
This rate is assessed on all properties incorporated in the Commercial, Industrial and Business differential rating category and is calculated on a rate per dollar of rateable capital value.

Downtown Targeted Rate

This rate is set to pay for tourism promotion. This incorporates the following activities:

- 50 percent of the cost of the Wellington Regional Economic Development Agency (WREDA) and Venues activities
- 40 percent of the cost of the Wellington Convention Centre activity
- 70 percent of the visitor attractions activity
- 25 percent of galleries and museums activity.

This rate is assessed on all properties incorporated in the Commercial, Industrial and Business differential rating category in the downtown area and is calculated on a rate per dollar of rateable capital value. For the purposes of this rate, the downtown area refers to the area as described by the Downtown Area map as follows:



Tawa Driveways Targeted Rate

This rate is set to pay for the maintenance of a specified group of residential access driveways in the suburb of Tawa, overseen by the Council.
This rate is assessed on a specific group of rating units that have shared access driveway that are maintained by Council in the former Tawa Borough
The rate is calculated at a fixed amount per annum per rating unit.

Marsden Village Targeted Rate

This rate is set to fund activities of the Marsden Village Association.
The rate is assessed on all rating units in the Commercial, Industrial and Business differential rating category in the Marsden shopping village (see map below).
The rate is calculated on a rate per dollar of rateable capital value.

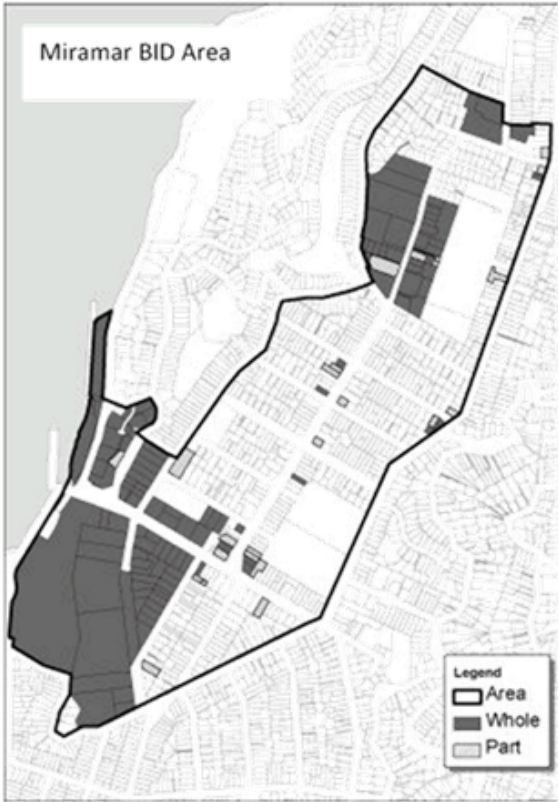


Miramar Business Improvement District Targeted Rate

This rate is set by Council to fund the Business Improvement District activities of Enterprise Miramar Peninsula Incorporated.

This rate is set is on all rating units within the Miramar Business Improvement District (see map) which are subject to the Commercial, Industrial and Business differential rating category.

This rate is calculated as a fixed amount per rating unit, plus a rate per dollar of rateable capital value.



Khandallah Business Improvement District Targeted Rate

This rate is set by Council to fund the Business Improvement District activities of the Khandallah Village Business Association.
This rate is assessed on all rating units within the Khandallah Business Improvement District (see map) which are subject to the Commercial, Industrial and Business differential rating category.

This rate is calculated as a rate per dollar of rateable capital value.

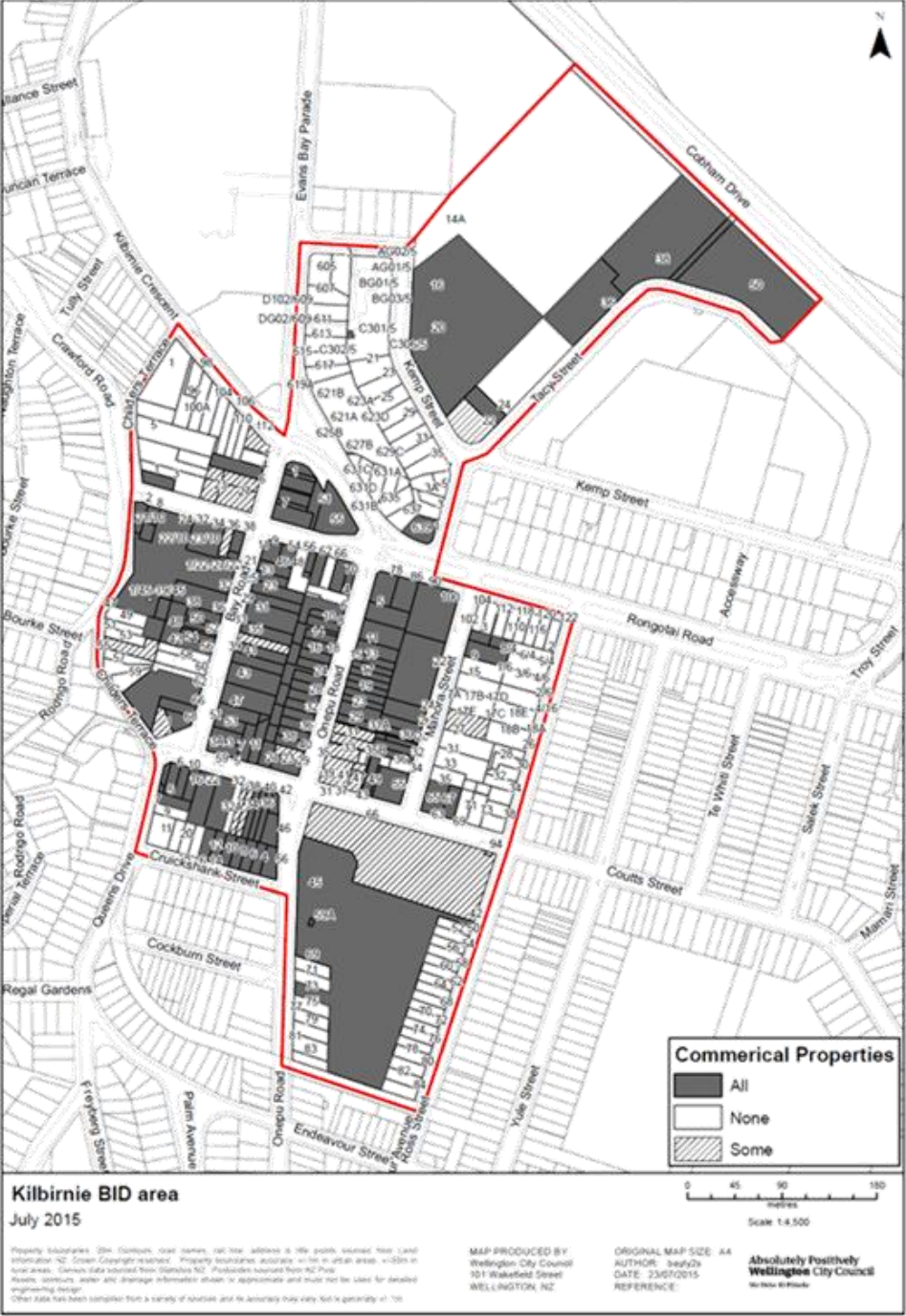


Kilbirnie Business Improvement District Targeted Rate

This rate is set by Council to fund the Business Improvement District activities of the Kilbirnie Business Network.

This rate is set on all rating units within the Kilbirnie Business Improvement District (see map) which are subject to the Commercial, Industrial and Business differential rating category.

This rate is calculated as a fixed amount per rating unit, plus a rate per dollar of rateable capital value.



Tawa Business Improvement District Targeted Rate

This rate is set by Council to fund the Business Improvement District activities of the Tawa Business Network.
This rate is assessed on all rating units within the Tawa Business Improvement District area (see map) which are subject to the Commercial, Industrial and Business differential rating category.

This rate is calculated as a fixed amount per rating unit, plus a rate per dollar of rateable capital value.



Indicative Rates

The following table shows the indicative residential and commercial property rates inclusive of GST for a selection of billing categories, based on the 2018-19 budget:

Indicative residential property rates (for properties without a water meter)			Indicative suburban commercial property rates (for properties with a water meter). This excludes water by consumption which is charged on actual usage.			Indicative downtown commercial property rates (for properties with a water meter). This excludes water by consumption which is charged on actual usage.		
Capital Values \$	2018/19 Proposed Rates \$	Increase over 2017/18 %*	Capital Values \$	2018/19 Proposed Rates \$	Increase over 2017/18 %*	Capital Values \$	2018/19 Proposed Rates \$	Increase over 2017/18 %*
200,000	1,211	4.73%	1,000,000	10,778	4.73%	1,000,000	12,714	2.38%
300,000	1,657	4.35%	1,250,000	13,435	4.72%	1,250,000	15,855	2.36%
400,000	2,103	4.13%	1,500,000	16,092	4.71%	1,500,000	18,995	2.35%
500,000	2,548	3.99%	1,750,000	18,749	4.71%	1,750,000	22,136	2.35%
600,000	2,994	3.89%	2,000,000	21,405	4.70%	2,000,000	25,277	2.34%
700,000	3,440	3.82%	2,250,000	24,062	4.70%	2,250,000	28,418	2.34%
800,000	3,886	3.76%	2,500,000	26,719	4.70%	2,500,000	31,558	2.34%
900,000	4,332	3.72%	2,750,000	29,376	4.70%	2,750,000	34,699	2.33%
1,000,000	4,778	3.68%	3,000,000	32,033	4.70%	3,000,000	37,840	2.33%
1,100,000	5,223	3.65%	3,250,000	34,690	4.69%	3,250,000	40,981	2.33%
1,200,000	5,669	3.62%	3,500,000	37,346	4.69%	3,500,000	44,121	2.33%
1,300,000	6,115	3.60%	3,750,000	40,003	4.69%	3,750,000	47,262	2.33%
1,400,000	6,561	3.58%	4,000,000	42,660	4.69%	4,000,000	50,403	2.32%
1,500,000	7,007	3.57%	4,250,000	45,317	4.69%	4,250,000	53,544	2.32%
1,600,000	7,452	3.55%	4,500,000	47,974	4.69%	4,500,000	56,684	2.32%
1,700,000	7,898	3.54%	4,750,000	50,630	4.69%	4,750,000	59,825	2.32%
1,800,000	8,344	3.53%	5,000,000	53,287	4.69%	5,000,000	62,966	2.32%

*This is the indicative percentage rates increase, taking into account average increases in property valuations for the relevant billing category

2018/19 FUNDING IMPACT STATEMENT - RATES FUNDING STATEMENT (excluding GST)						
Rate	Category	Factor	Differential Charge Type	Total Value of Factor*	Rate/ charge*	Rates yield GST Exclusive
General Rate	Base	Capital Value	Base differential	\$40,289,118,000	¢0.239314	\$96,417,500
	Commercial, Industrial & Business	Capital Value	Commercial, industrial & business differential	\$11,762,518,000	¢0.669636	\$78,766,055
	TOTAL					\$175,183,555
Sewerage targeted rate	Base	Fixed amount / rating unit	Base differential per connection status	68,668 properties	\$116.36	\$7,990,208
		Capital Value	Base differential per connection status	\$42,867,202,000	¢0.043744	\$18,751,829
	Commercial, Industrial & Business	Capital Value	Commercial, industrial and business differential per connection status	\$9,866,355,000	¢0.168157	\$16,590,967
	TOTAL					\$43,333,004
Water targeted rate	Base	Fixed amount / rating unit	Base differential per connection status without a water meter	60,498 properties	\$161.24	\$9,754,778
		Capital Value	Base differential per connection status without a water meter	\$34,857,953,000	¢0.047980	\$16,724,846
	Base	Consumption unit charge	Base differential per connection	n/a	2.243 / m3	\$632,424

2018/19 FUNDING IMPACT STATEMENT - RATES FUNDING STATEMENT (excluding GST)						
			status with a water meter			
		Fixed amount / rating unit	Base differential per connection status with a water meter	n/a	\$131.05	\$85,314
	Commercial, Industrial & Business	Capital Value	Commercial, industrial and business differential per connection status without a water meter	\$552,530,000	¢0.459523	\$2,539,002
	Commercial, Industrial & Business	Consumption unit charge	Commercial, industrial and business differential per connection status with a water meter	n/a	2.243 / m3	\$15,178,183
		Fixed amount / rating unit	Commercial, industrial and business differential per connection status with a water meter	n/a	\$131.05	\$414,904
	TOTAL					\$45,329,452
Stormwater targeted rate	Base	Capital Value	Base differential (excluding land defined in the rural activity area)	\$39,737,495,000	¢0.037244	\$14,799,833
	Commercial, Industrial & Business	Capital Value	Commercial, industrial and business differential (excluding land defined in the rural	\$10,236,725,000	¢0.041976	\$4,296,968

2018/19 FUNDING IMPACT STATEMENT - RATES FUNDING STATEMENT (excluding GST)						
			activity area)			
	TOTAL					\$19,096,800
Base sector targeted rate	Base	Capital Value	Base differential	\$40,260,041,000	¢0.019394	\$7,808,032
Commercial sector targeted rate	Commercial, Industrial & Business	Capital Value	Commercial, industrial & business differential	\$11,730,418,000	¢0.044346	\$5,201,971
Downtown targeted rate	Commercial, Industrial & Business	Capital Value	Commercial, industrial & business differential located in the downtown area	\$7,829,568,000	¢0.168323	\$13,178,964
Tawa driveways targeted rate	Base	Fixed amount / rating unit	Shared residential access driveways maintained by Council in the suburb of Tawa (extent of provision of service)	252 properties	\$133.33	\$33,599
Marsden Village targeted rate	Commercial, Industrial & Business	Capital Value	Commercial, industrial & business differential located in Marsden shopping village area	\$11,840,000	¢0.118243	\$14,000
Khandallah Business Improvement District targeted rate	Commercial, Industrial & Business	Capital Value	Commercial, industrial & business differential located in the Khandallah Business Improvement District area	\$13,200,000	¢0.151515	\$20,000

2018/19 FUNDING IMPACT STATEMENT - RATES FUNDING STATEMENT (excluding GST)						
Kilbirnie Business Improvement District targeted rate	Commercial, Industrial & Business	Fixed amount / rating unit	Commercial, industrial & business differential located in the Kilbirnie Business Improvement District area	106 properties	\$500.00	\$53,000
		Capital Value	Commercial, industrial & business differential located in the Kilbirnie Business Improvement District area	\$143,438,000	¢0.018824	\$27,000
	TOTAL					\$80,000
Tawa Business Improvement District targeted rate	Commercial, Industrial & Business	Fixed amount / rating unit	Commercial, industrial & business differential located in the Tawa Business Improvement District area	72 properties	\$520.00	\$37,440
		Capital Value	Commercial, industrial & business differential located in the Tawa Business Improvement District area	\$100,310,000	¢0.057382	\$57,560
	TOTAL					\$95,000
Miramar Business Improvement District targeted rate	Commercial, Industrial & Business	Fixed amount / rating unit	Commercial, industrial & business differential located in the Miramar Business Improvement District area	124 properties	\$365.00	\$45,260

2018/19 FUNDING IMPACT STATEMENT - RATES FUNDING STATEMENT (excluding GST)						
		Capital Value	Commercial, industrial & business differential located in the Miramar Business Improvement District area	\$180,285,000	c0.019270	\$34,740
	TOTAL					\$80,000
TOTAL RATES REQUIREMENT (excluding GST)					\$	309,454,377

Note:

When rates for 2018/19 are assessed, GST will be applied to the final rates. The total rates requirement includes rates remissions but excludes rates penalties which are budgeted separately.

The total rates requirement (excluding GST) differs from the revenue from rates in the Forecast Statement of Comprehensive Revenue and Expense as the revenue from rates includes rates penalties not included in this statement.

2018-28 Long-term Plan disclosure statement for the period Commencing 1 July 2018

Purpose of this statement

This statement is to disclose the council's financial performance in relation to various benchmarks to enable the assessment of whether the council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings. The council is required to include this statement in its long-term plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

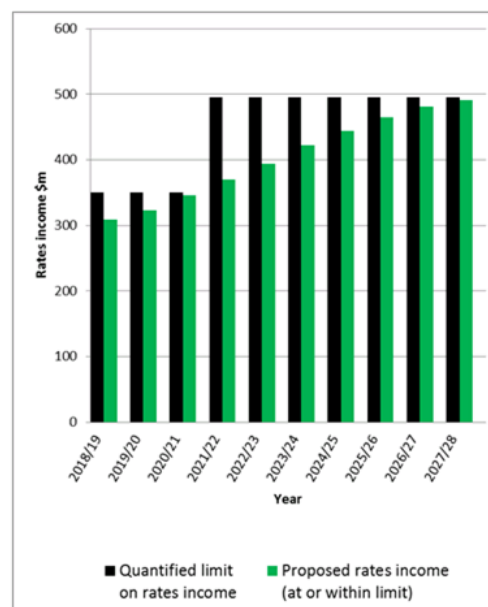
Rates affordability benchmark

The council meets the rates affordability benchmark if:

- its planned rates income equals or is less than each quantified limit on rates; and
- its planned rates increases equal or are less than each quantified limit on rates increases.

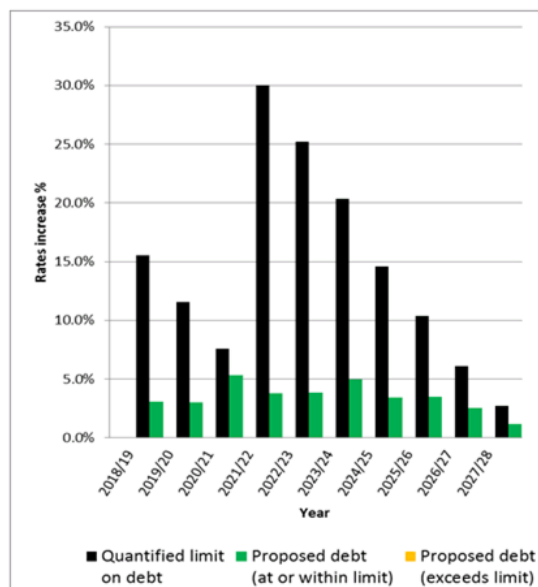
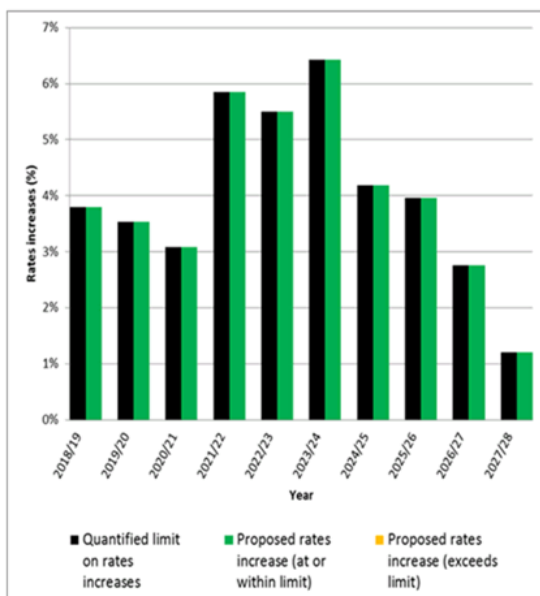
Rates (income) affordability

The following graph compares the council's actual rates increases with a quantified dollar limit on rates increases included in the financial strategy included in the council's long-term plan. The quantified limit for the first three years of the Long-term Plan is \$350,000,000 and is \$495,000,000 for the last seven years of the Long-term Plan .



Rates (increases) affordability

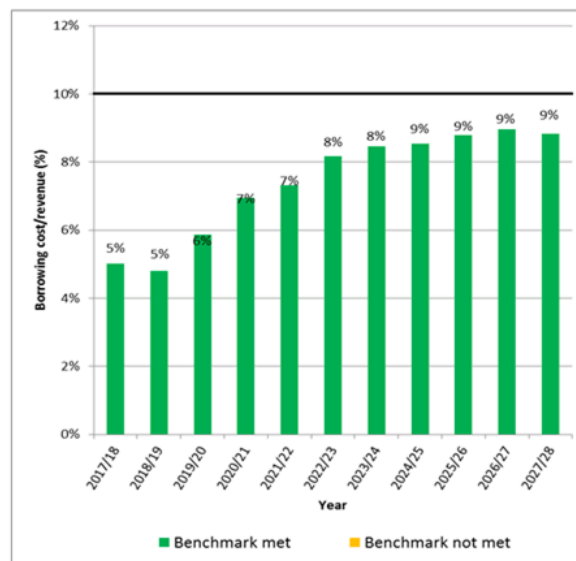
The following graph compares the council's planned rates increases with a quantified limit on rates increases included in the financial strategy in the council Long-term Plan. The quantified limit for the annual rates increase is the difference between the rates limit for the year and the previous year's rates income expressed as a percentage. Growth in the rating base reduces the impact of the overall rates increase on existing ratepayers. We have assumed an average growth in the ratepayer base of 0.9 percent per year over the 10 years of the plan. After accounting for growth and excluding the impact of the proposed tourism targeted rate (which, if introduced, will be rated on the tourism sector), the annual rates increase limit is the equivalent of an average rates increase of 3.5 percent over the first 3 years of this plan and an average of 4.0 percent over 10 years.



Debt affordability benchmark

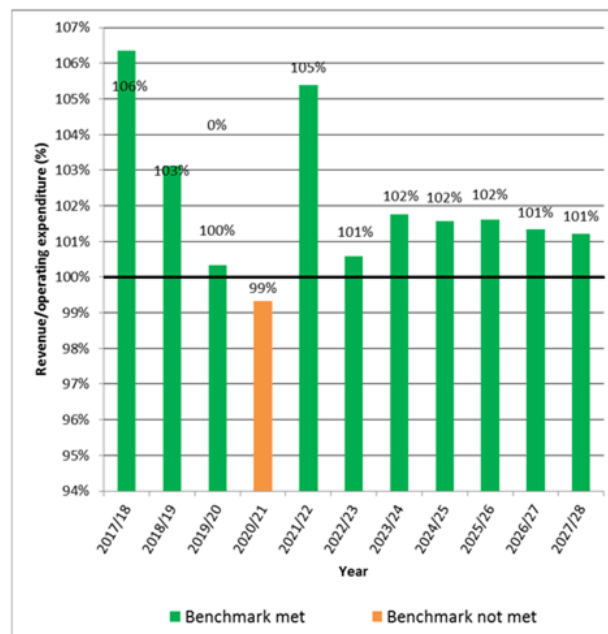
Net borrowing as a percentage of income

The following graph compares the council's proposed borrowing with a quantified limit on borrowing stated in the financial strategy included in the council's long-term plan. The quantified limit is net borrowings, comprised of borrowings less cash and cash equivalents, being less than or equal to 175% of income. For this measure income is defined as total revenue less vested assets and development contribution income. The council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowings.



Balanced budget benchmark

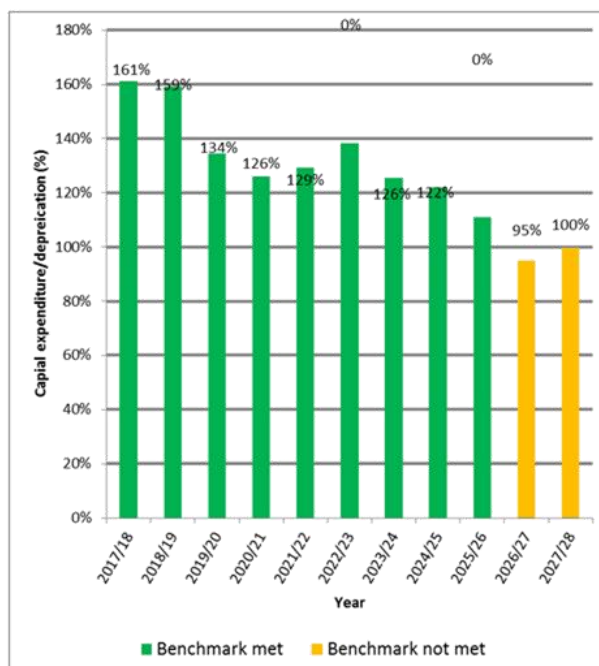
The following graph displays the council's revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment) as a proportion of operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant, or equipment). The council meets this benchmark if its planned revenue equals or is greater than its planned operating expenses. In 2020/21 the planned revenue falls below the planned operating expenditure (99%).



This has occurred because some of the planned operating expenditure is initially debt funded and then is rate funded to repay the debt for the purposes of inter-generational equity. The difference in timing between funding and expenditure has caused the balanced budget % to go below 100% in 2020/21.

Essential services benchmark

The following graph displays the council's planned capital expenditure on network services as a proportion of expected depreciation on network services. Essential services comprise expenditure on the three waters and transport.

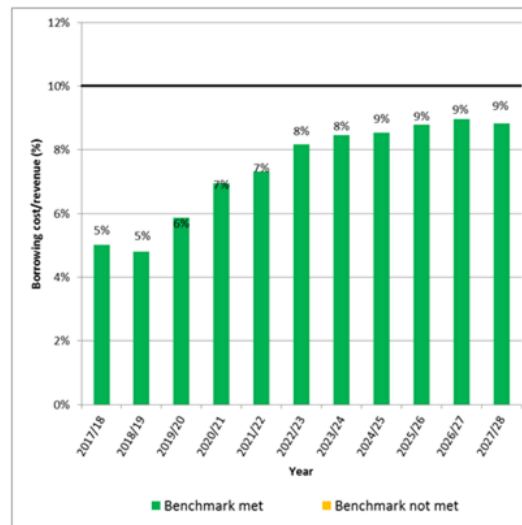


The council meets the essential services benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services. In years 9 and 10 of the plan the level of capital expenditure on network services falls below depreciation. This is driven by capital expenditure to improve levels of service occurring in the later years; the depreciation impact from this capital expenditure lags behind the investment. The depreciation is only for the existing assets in commission and is not related to the capital expenditure of assets yet to be commissioned.

Debt servicing benchmark

The following graph displays the council's planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment).

Because Statistics New Zealand projects the council's population will grow more slowly than the national population growth rate, it meets the debt servicing benchmark if its borrowing costs equal or are less than 10% of its revenue.



Financial prudence

Financial Prudence

The Local Government (Financial Reporting and Prudence) Regulations 2014 have a series of measures and benchmarks, disclosed in the following pages. These measures highlight the financial performance of Council in a way that is consistent and standardised.

These measures allow for comparison of financial performance with other Councils. However, readers are urged to read the commentary and explanations provided to give context to the information, as it is not always possible to compare Wellington City Council's results with other Councils due to their size, location and provision of services.

The Council considers there are three key financial areas that demonstrate whether a Council is being managed in a

- prudent manner:
- the level of rate increases
- level of borrowings
- the balancing of the budget

Borrowing levels

The Financial Strategy outlines its guiding principles on the level of borrowing the Council may undertake, and in broad terms:

- a) Debt cannot be used to fund operations, and
- b) The current level of debt will not restrict a future Council's ability to fund new assets through debt.

The Council has met all of its borrowing measures set out in the following pages, as the Council continues to be prudent in carefully managing its debt levels and ensuring that future generations are not impeded in their ability to borrow to fund future capital expenditure.

Balanced Budget

This measure is designed to highlight whether a Council has achieved a balanced budget as discussed in the financial overview. The Council's aim is to be as close to the 100% as possible, as large variances would indicate that ratepayers are either paying too much or too little rates that could lead to intergenerational issues in later years.

Fees and user charges

Our Revenue and Financing Policy guides our decisions on how to fund Council services. Under the policy, we take into account who benefits from a service (individuals, parts of the community, or the community as a whole) to help us determine how the service should be funded. The policy set targets for each Council activity, determining what proportion should be funded from each of user charges, general rates, targeted rates and other sources of income.

In line with that policy, we have made some changes to fees and charges in the following areas:

- Waste minimisation, disposal and recycling management
- Sewage Collection and Disposal Network
- Sportsfields
- Marinas
- Municipal Golf Course
- Burials and Cremations
- Development Control and Facilitation
- Parking

Proposed changes to fees are to be implemented as of 1 July 2018 and are inclusive of GST. For more information see www.Wellington.govt.nz

Waste minimisation, disposal and recycling management

Listed below are the increases to some of our fees for waste minimisation, disposal and recycling management:

Waste minimisation, disposal and recycling management	Current Fee	Proposed Fee
General Waste		
General waste per tonne - Commercial	\$121.80	\$126.00*

- This change will result in a corresponding increase to the value of the minimum charge for commercial operators, which remains at 50% of the per tonne fee.

Sewage Collection and Disposal Network

Listed below are the increases to some of our fees for sewage collection and disposal network:

Sewage collection and disposal network	Current Fee	Proposed Fee
Conveyance & Transport of Trade Waste		
Volume		
Up to 100m ³ /day	\$0.30/m ³	\$0.31/m ³
Above 7000m ³ /day	\$0.93/m ³	\$0.95/m ³
B.O.D (Biochemical Oxygen Demand)		
Up to 3150kg/day	\$0.32/m ³	\$0.33/m ³
Above 3150kg/day	\$0.71/m ³	\$0.73/m ³
Suspended Solids		
Up to 1575kg/day	\$0.31/m ³	\$0.32/m ³
Above 1575kg/day	\$0.57/m ³	\$0.58/m ³

Sportsfields

Listed below are the following changes to fees for sportsfields – both natural and synthetic:

Sportsfields (synthetic)	Current Fee	Proposed Fee
Synthetic Turf (full size)		
Peak	\$75.00	\$77.50
Junior/College	\$37.00	\$38.00
Weekend/Tournament/Event daily rate	\$750.00	\$800.00
Nairnville Park/Terawhiti turf		
Peak	\$51.50	\$54.00
Off peak	\$32.00	\$33.00
Junior/College	\$25.50	\$27.00
National Hockey Stadium	\$34,485.00	\$36,210.00

Sportsfields	Current Fee	Proposed Fee
Cricket		
Seasonal		
Level 1	\$2,930.00	\$3,000.00
Level 2	\$2,440.00	\$2,500.00
Rugby, League, Soccer/Football, Aussie Rules		
Casual		
Level 1	\$142.00	\$145.00
Level 2	\$108.00	\$110.00
Softball		
Casual		
Level 1	\$178.00	\$180.00
Level 2	\$125.00	\$130.00
Seasonal		
Level 1	\$750.00	\$780.00
Level 2	\$500.00	\$520.00
Touch, 5-a-side, Ultimate, Gridiron		
Casual		
Level 1	\$187.00	\$190.00
Level 2	\$150.00	\$155.00
Seasonal		
Level 1	\$1,560.00	\$1,600.00
Netball – per Court		
Court per season	\$144.00	\$150.00
Casual	\$44.00	\$45.00
Tennis		
Court per season	\$195.00	\$200.00
Casual	\$44.00	\$45.00
Athletics		
Casual	\$634.00	\$650
Seasonal	\$10,568.00	\$10,750.00
Croquet – One Lawn		

Sportsfields	Current Fee	Proposed Fee
Seasonal	\$803.00	\$850.00
Training		
Ground Only (Unserviced)		
1 night (season)	\$386.50	\$390.00
Ground and Changing Rooms		
1 night	\$195.00	\$200.00
1 night (season)	\$818.00	\$840.00
Elite Parks		
Rugby League Park	\$642.00	\$650.00
Newtown Park	\$642.00	\$650.00
Tournament Fee		
Base fee – field/day	POA	\$300-\$500

Marinas

Listed below are the increases to some of our fees for marinas:

Marinas	Current Fee	Proposed Fee
Clyde Quay		
Mooring	\$1,075.00	\$1,105.00
Boat Shed (2 to 13)	\$2,262.00	\$2,320.00
Boat Shed (14 to 27)	\$2,036.00	\$2,087.00
Boat Shed (28, 29)	\$2,826.00	\$2,897.00
Boat Shed (38B)	\$1,634.00	\$1,675.00
Boat Shed (38A to 42B, 48A, 48B)	\$2,348.00	\$2,407.00
Boat Shed (43A to 47B)	\$2,716.00	\$2,785.00
Dinghy Rack	\$189.00	\$194.00
Evans Bay		
Berth	\$2,712.00	\$2,780.00
Berth (Sea Rescue Jetty)	\$1,594.00	\$1,634.00
Boat Shed (8 to 11)	\$1,067.00	\$1,094.00
Boat Shed (1 to 7, 12 to 32)	\$2,135.00	\$2,189.00
Boat Shed (33 to 46)	\$3,200.00	\$3,280.00
Dinghy Locker	\$319.00	\$327.00
Live-Aboard fee	\$558.00	\$572.00
Trailer Park	\$121.00	\$124.00

Municipal Golf Course

Listed below are the changes to some of our fees for municipal golf course:

Municipal Golf Course	Current Fee	Proposed Fee
Adult round – 18 holes	\$20	Removed
Adult round – 9/18 holes	\$15	\$20
Junior round (under 14 years)	\$10	\$15
Gold Card round (ID may be required)	\$10	\$15

Burials and Cremations

Listed below are the increases to some of our fees for burial and crematorium:

Burials and Cremations	Current Fee	Proposed Fee
All Cemeteries		
Interment Fees		
Ashes (both Cemeteries)	\$158.00	\$163.00
Niche placement/removal	\$158.00	\$163.00
Service section ash plots	\$158.00	\$163.00
Disinterment		
Disinterment	\$1,933.00	\$2,033.00
Makara Cemetery		
Adult Plot: Plaque Lawn		
Plot	\$935.00	\$985.00
All Sections (adult)		
Interment fee	\$641.00	\$656.00
Beam fee	\$166.00	\$175.00
Denominational Areas		
Plot	\$1,156.00	\$1,206.00
Maintenance fee	\$801.00	\$821.00
Natural Burial		
Plot	\$1,287.00	\$1,351.00
Interment fee	\$966.00	\$976.00

Development Control and Facilitation

As part of recent changes to the Resource Management Act 1991, Wellington City Council engaged with the public in a consultation process and is introducing changes to the following fees:

Development Control and Facilitation	Current Fee	Proposed Fee
Service		
Boundary activities – deposit fee	-	\$465.00
Marginal or temporary activities	-	\$310.00
Other Approvals		
Existing use certificate (s139A)	-	\$1,040.00
Fast Track – non-notified consents only – issued within 10 days (conditions apply, applications will be accepted on a case-by-case basis)*	2 x normal fee	-
Premium consents – non-notified consents only – issued within 10 days (conditions apply, applications will be accepted on a case-by-case basis)*	-	2 x normal fee
Fast Track – non-notified consents only – issued within 5 days (conditions apply, applications will be accepted on a case-by-case basis)*	3 x normal fee	-
Premium consents – non-notified consents only – issued within 5 days (conditions apply, applications will be accepted on a case-by-case basis)*	-	3 x normal fee

*Description change only

Parking

Changes to parking fees for coupon parking and permit parking and the introduction of a weekend parking fee will be progressed by the City Strategy Committee in accordance with Council's separate process for developing resolutions under the Traffic Bylaw. The changes in fees are:

Parking	Current Fee	Proposed Fee
Coupon Parking		
Coupon parking – monthly	\$120.00	\$135.00
Coupon parking – daily	\$7.50	\$8.50
Coupon parking – trade 1 day	\$40.00	\$45.00
Coupon parking – trade ½ day	\$20.00	\$22.50
Coupon parking – trade	\$7.50	\$8.50
Permit Parking		
Resident (12 months)	\$115.00	\$126.50
Exemption	\$65.00	\$71.50
Guest	\$17.00	\$18.70
Loading zone	\$55.00	\$60.50
Weekend Parking		
Weekend parking (inner city) – hourly	-	\$2.50
Weekend parking (periphery) – hourly	-	\$1.50

Projects and programme budgets

Summary by Operational Expenditure by Activity (Inflated) - 10 year

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Governance	1.1	1000	Annual Planning	Operating Costs	777	796	815	834	854	868	883	898	914	931	8,571
				Allocations	387	387	401	426	434	395	406	422	421	432	4,110
Total - 1000 Annual Planning					1,164	1,183	1,215	1,260	1,288	1,263	1,289	1,320	1,335	1,363	12,682
Governance	1.1	1001	Policy	Operating Costs	843	864	886	909	933	951	969	988	1,008	1,029	9,381
				Interest	0	0	0	0	0	0	0	0	0	0	0
				Depreciation	0	0	0	0	0	0	0	0	0	0	1
				Allocations	478	476	494	522	532	470	484	505	503	516	4,981
Total - 1001 Policy					1,321	1,341	1,380	1,431	1,466	1,421	1,453	1,493	1,511	1,546	14,363
Governance	1.1	1002	Committee & Council Process	Income	(13)	(391)	(13)	(14)	(392)	(14)	(15)	(393)	(15)	(16)	(1,275)
				Operating Costs	4,345	5,272	4,481	4,682	5,631	4,833	4,928	5,975	5,156	5,289	50,594
				Interest	0	1	1	1	1	1	1	1	1	1	9
				Depreciation	21	8	7	6	5	5	1	0	0	0	53
				Allocations	2,893	2,955	3,009	3,152	3,280	2,721	2,818	3,021	2,945	3,023	29,816
Total - 1002 Committee & Council Process					7,246	7,844	7,484	7,826	8,526	7,546	7,734	8,605	8,087	8,298	79,197
Governance	1.1	1003	Strategic Planning	Operating Costs	416	426	436	447	458	467	476	486	496	507	4,616
				Allocations	268	269	280	295	301	267	277	285	276	282	2,800
Total - 1003 Strategic Planning					685	695	716	742	759	734	753	771	773	790	7,416
Governance	1.1	1004	Tawa Comm Brd - Discretionary	Operating Costs	11	11	12	12	12	12	13	13	13	14	122
Total - 1004 Tawa Comm Brd - Discretionary					11	11	12	12	12	12	13	13	13	14	122
Governance	1.1	1005	Smart Capital - Marketing	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
Total - 1005 Smart Capital - Marketing					0	0	0	0	0	0	0	0	0	0	0
Governance	1.1	1007	WCC City Service Centre	Income	(134)	(135)	(137)	(138)	(140)	(142)	(143)	(145)	(147)	(149)	(1,410)
				Operating Costs	1,929	1,999	2,053	2,111	2,170	2,210	2,251	2,294	2,339	2,386	21,743

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				Interest	0	0	0	0	0	0	0	0	0	0	0
				Depreciation	0	0	0	0	0	0	0	0	0	0	0
				Allocations	1,015	1,009	1,041	1,123	1,144	1,102	1,124	1,169	1,174	1,207	11,108
		Total - 1007 WCC City Service Centre			2,810	2,873	2,958	3,096	3,174	3,170	3,231	3,318	3,365	3,444	31,440
Governance	1.1	1008	Call Centre SLA	Income	0	0	0	0	0	0	0	0	0	0	0
				Operating Costs	4	4	4	4	5	5	5	5	5	5	46
				Depreciation	0	0	0	0	0	0	0	0	0	0	0
				Allocations	223	2	2	2	3	2	2	2	2	3	245
		Total - 1008 Call Centre SLA			227	6	7	7	7	7	7	7	7	8	291
Governance	1.1	1009	Valuation Services Contract	Income	(227)	(232)	(237)	(242)	(247)	(252)	(257)	(263)	(269)	(275)	(2,501)
				Operating Costs	703	718	733	749	765	782	801	820	839	860	7,771
				Allocations	51	50	51	55	56	55	56	59	61	63	558
		Total - 1009 Valuation Services Contract			527	536	548	563	574	586	599	615	631	648	5,827
Governance	1.1	1010	Lands Information	Operating Costs	627	643	660	679	697	711	724	739	754	770	7,005
				Interest	0	0	0	0	0	0	0	0	0	0	1
				Depreciation	2	1	0	0	0	0	0	0	0	0	3
				Allocations	679	682	710	743	759	648	674	697	680	695	6,967
		Total - 1010 Lands Information			1,308	1,327	1,371	1,421	1,456	1,359	1,398	1,436	1,434	1,465	13,975
Governance	1.1	1011	Archives	Income	(161)	(165)	(169)	(172)	(176)	(180)	(184)	(188)	(193)	(197)	(1,784)
				Operating Costs	1,222	1,251	1,280	1,312	1,344	1,370	1,397	1,426	1,455	1,487	13,544
				Interest	15	19	23	27	32	35	36	37	37	36	296
				Depreciation	18	11	8	0	0	0	0	0	0	0	37
				Allocations	817	819	852	896	915	803	833	860	838	856	8,488
		Total - 1011 Archives			1,910	1,935	1,995	2,063	2,115	2,028	2,082	2,134	2,137	2,181	20,581
Total - 1.1 Governance information and engagement					17,210	17,751	17,684	18,420	19,378	18,127	18,560	19,714	19,294	19,756	185,895
Governance	1.2	1012	Funding agreements – Maori	Operating Costs	197	202	206	210	215	220	225	230	236	242	2,181

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				Interest	1	1	1	1	1	1	1	1	1	1	12
				Depreciation	2	4	5	5	4	4	4	4	5	5	43
		Total - 1012 Funding agreements – Maori			200	207	212	216	220	225	231	236	242	248	2,236
Governance	1.2	1013	Maori Engagement	Operating Costs	101	103	104	106	107	109	111	113	115	117	1,087
				Allocations	4	4	4	4	5	4	4	5	5	5	45
		Total - 1013 Maori Engagement			105	107	108	110	112	114	115	118	120	122	1,131
	Total - 1.2 Maori and mana whenua partnerships				306	314	320	326	332	339	346	354	361	370	3,367
					17,515	18,065	18,005	18,746	19,710	18,466	18,906	20,068	19,656	20,126	189,262
	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Environment	2.1	1014	Parks and Reserves Planning	Income	(5)	(5)	(5)	(5)	(3)	(3)	(3)	(3)	(3)	(3)	(38)
				Operating Costs	525	545	546	565	587	597	611	622	636	648	5,882
				Interest	2	3	4	4	5	6	6	6	6	6	48
				Allocations	293	291	299	319	326	310	319	328	320	328	3,134
		Total - 1014 Parks and Reserves Planning			816	834	843	883	916	910	932	953	959	979	9,025
Environment	2.1	1015	Reserves Unplanned Maintenance	Operating Costs	168	186	190	195	205	209	214	219	224	230	2,039
				Allocations	23	24	25	27	27	26	27	28	28	29	265
		Total - 1015 Reserves Unplanned Maintenance			191	210	214	221	232	236	241	247	252	259	2,304
Environment	2.1	1016	Turf Management	Income	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(83)
				Operating Costs	946	978	1,002	1,028	1,060	1,080	1,102	1,125	1,148	1,173	10,642
				Interest	1	1	1	2	2	2	2	2	2	2	18
				Depreciation	27	24	12	12	11	5	1	0	0	0	91
				Allocations	432	430	446	482	491	486	498	511	499	511	4,785
		Total - 1016 Turf Management			1,397	1,426	1,452	1,515	1,555	1,565	1,595	1,630	1,641	1,678	15,454
Environment	2.1	1017	Park Furniture and	Income	(10)	(10)	(10)	(11)	(11)	(11)	(11)	(12)	(12)	(12)	(110)

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
			Infrastructure Maintenance												
				Operating Costs	712	761	776	795	824	842	861	880	900	922	8,273
				Interest	46	58	71	83	98	107	111	113	113	111	911
				Depreciation	804	910	991	912	1,006	1,083	1,124	1,168	1,231	1,308	10,537
				Allocations	166	167	173	185	189	182	187	193	190	195	1,826
		Total - 1017 Park Furniture and Infrastructure Maintenance			1,718	1,885	2,000	1,965	2,107	2,203	2,271	2,343	2,421	2,524	21,437
Environment	2.1	1018	Parks and Buildings Maint	Income	(237)	(238)	(238)	(238)	(238)	(238)	(239)	(239)	(239)	(240)	(2,384)
				Operating Costs	480	504	506	503	493	522	524	550	562	576	5,220
				Interest	42	53	65	76	90	98	102	104	103	101	833
				Depreciation	581	644	639	676	718	733	758	790	814	854	7,208
				Allocations	98	98	101	107	107	104	106	111	109	111	1,050
		Total - 1018 Parks and Buildings Maint			963	1,062	1,072	1,124	1,170	1,218	1,251	1,315	1,349	1,403	11,928
Environment	2.1	1019	Horticultural Operations	Income	(32)	(32)	(32)	(32)	(32)	(32)	(32)	(32)	(32)	(32)	(323)
				Operating Costs	1,430	1,478	1,513	1,569	1,607	1,652	1,669	1,712	1,731	1,781	16,141
				Interest	1	1	1	1	1	1	1	1	1	1	11
				Depreciation	17	14	8	0	0	0	0	0	0	0	39
				Allocations	613	609	629	681	693	681	695	720	717	737	6,774
		Total - 1019 Horticultural Operations			2,028	2,070	2,118	2,218	2,269	2,301	2,333	2,401	2,417	2,486	22,641
Environment	2.1	1020	Arboricultural Operations	Income	(184)	(188)	(192)	(196)	(200)	(204)	(209)	(214)	(219)	(225)	(2,032)
				Operating Costs	1,009	1,062	1,087	1,116	1,156	1,178	1,201	1,226	1,252	1,279	11,566
				Interest	5	7	8	10	12	13	13	13	13	13	108
				Depreciation	151	119	89	69	63	23	20	18	18	18	588
				Allocations	414	413	426	461	470	461	472	487	482	494	4,580
		Total - 1020 Arboricultural Operations			1,396	1,414	1,419	1,460	1,500	1,471	1,498	1,531	1,545	1,579	14,811
Environment	2.1	1021	Botanic Gardens Services	Income	(556)	(562)	(530)	(497)	(505)	(513)	(521)	(530)	(539)	(550)	(5,303)
				Operating Costs	3,224	3,178	3,265	3,247	3,333	3,403	3,463	3,542	3,616	3,695	33,967
				Interest	202	254	312	367	433	472	490	499	496	488	4,012

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				Depreciation	896	711	1,040	1,076	1,169	1,217	1,253	1,268	1,328	1,386	11,345
				Allocations	1,198	1,188	1,219	1,298	1,321	1,309	1,341	1,379	1,350	1,383	12,985
				Total - 1021 Botanic Gardens Services	4,965	4,769	5,307	5,491	5,751	5,887	6,026	6,157	6,250	6,403	57,006
Environment	2.1	1022	Coastal Operations	Income	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(529)
				Operating Costs	640	659	673	688	704	718	732	748	764	781	7,107
				Interest	69	87	106	125	148	161	167	170	169	166	1,369
				Depreciation	364	462	535	544	548	543	547	508	508	487	5,045
				Allocations	161	161	166	179	182	176	181	187	183	188	1,764
				Total - 1022 Coastal Operations	1,181	1,316	1,428	1,483	1,528	1,545	1,574	1,560	1,572	1,570	14,756
				Total - 1023 Open Space Vegetation Mgmt	0	0	0	0	0	0	0	0	0	0	0
Environment	2.1	1024	Road Corridor Growth Control	Income	(506)	(505)	(518)	(518)	(518)	(519)	(519)	(520)	(519)	(520)	(5,162)
				Operating Costs	1,186	1,217	1,275	1,306	1,339	1,373	1,409	1,447	1,485	1,528	13,566
				Allocations	122	121	126	136	138	135	138	145	149	154	1,366
				Total - 1024 Road Corridor Growth Control	802	833	883	925	959	990	1,028	1,073	1,115	1,162	9,770
Environment	2.1	1025	Street Cleaning	Income	(378)	(381)	(391)	(397)	(397)	(397)	(397)	(393)	(393)	(393)	(3,918)
				Operating Costs	7,438	7,686	8,066	8,364	8,566	8,778	9,001	9,141	9,377	9,638	86,054
				Interest	0	0	0	0	0	0	0	0	0	0	1
				Depreciation	0	0	0	0	0	0	0	0	0	0	1
				Allocations	711	706	739	807	818	800	815	851	873	905	8,024
				Total - 1025 Street Cleaning	7,772	8,011	8,413	8,775	8,987	9,181	9,419	9,599	9,857	10,149	90,163
Environment	2.1	1026	Hazardous Trees Removal	Income	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(60)
				Operating Costs	386	397	406	416	425	434	444	454	464	475	4,301
				Allocations	90	90	93	100	102	99	102	105	104	107	992
				Total - 1026 Hazardous Trees Removal	470	481	493	510	521	528	539	553	562	577	5,233
Environment	2.1	1027	Town Belts Planting	Operating Costs	868	867	884	922	941	975	986	1,020	1,029	1,069	9,562
				Allocations	137	137	141	152	155	151	155	159	156	160	1,503
				Total - 1027 Town Belts	1,005	1,004	1,025	1,074	1,097	1,126	1,141	1,179	1,185	1,229	11,065

Strategy		Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
			Planting													
Environment	2.1	1028	Townbelt-Reserves Management	Income	(303)	(303)	(304)	(304)	(304)	(304)	(305)	(305)	(305)	(305)	(305)	(3,043)
				Operating Costs	1,599	2,421	2,440	2,474	2,520	2,552	2,587	2,623	2,660	2,701	24,579	
				Interest	1,495	1,880	2,308	2,722	3,210	3,494	3,629	3,694	3,675	3,614	29,722	
				Depreciation	304	330	327	290	341	386	344	354	352	338	3,365	
				Allocations	315	370	377	404	412	394	405	417	410	421	3,924	
		Total - 1028 Townbelt-Reserves Management			3,409	4,698	5,148	5,587	6,178	6,522	6,659	6,784	6,792	6,769	58,547	
Environment	2.1	1030	Community greening initiatives	Operating Costs	470	510	496	509	549	543	555	574	587	600	5,394	
				Allocations	190	190	194	207	212	202	207	214	209	214	2,038	
		Total - 1030 Community greening initiatives			660	700	689	717	761	745	762	788	796	814	7,432	
Environment	2.1	1031	Environmental Grants Pool	Operating Costs	100	101	101	101	102	102	102	101	101	101	101	1,012
		Total - 1031 Environmental Grants Pool			100	101	101	101	102	102	102	101	101	101	101	1,012
Environment	2.1	1032	Walkway Maintenance	Operating Costs	309	340	350	363	381	392	403	416	428	440	3,822	
				Interest	20	26	32	37	44	48	50	50	50	49	406	
				Depreciation	266	294	330	350	374	411	433	451	465	472	3,845	
				Allocations	155	157	163	175	179	174	179	184	180	185	1,731	
		Total - 1032 Walkway Maintenance			751	817	875	925	978	1,024	1,064	1,101	1,123	1,146	9,804	
Environment	2.1	1033	Weeds & Hazardous Trees Monit	Income	(75)	(77)	(79)	(80)	(82)	(85)	(87)	(89)	(91)	(94)	(839)	
				Operating Costs	561	592	606	624	652	664	677	691	705	720	6,492	
				Interest	1	2	2	2	3	3	3	3	3	3	24	
				Depreciation	61	17	6	2	2	2	2	1	1	1	95	
				Allocations	316	313	324	350	357	349	357	368	362	371	3,466	
		Total - 1033 Weeds & Hazardous Trees Monit			864	847	859	898	931	933	952	974	979	1,001	9,238	
Environment	2.1	1034	Animal Pest Management	Income	(106)	(109)	0	0	0	0	0	0	0	0	0	(215)
				Operating Costs	1,382	1,464	1,432	1,469	1,516	1,553	1,592	1,633	1,677	1,723	15,441	
				Allocations	244	247	190	205	209	201	206	215	216	223	2,158	

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Total - 1034 Animal Pest Management					1,520	1,603	1,622	1,674	1,725	1,754	1,798	1,849	1,893	1,947	17,384
Environment	2.1	1035	Waterfront Public Space Management	Income	(604)	(610)	(617)	(624)	(632)	(640)	(648)	(657)	(666)	(675)	(6,373)
				Operating Costs	2,108	2,150	2,194	2,240	2,288	2,338	2,389	2,392	2,447	2,506	23,052
				Interest	934	1,076	1,162	1,080	993	868	685	506	327	142	7,773
				Depreciation	3,199	3,381	3,504	3,694	3,765	3,812	3,923	4,084	4,149	4,194	37,705
				Allocations	232	230	237	255	259	247	253	263	261	268	2,506
Total - 1035 Waterfront Public Space Management					5,870	6,227	6,480	6,645	6,673	6,625	6,601	6,588	6,519	6,435	64,664
Total - 2.1 Gardens, beaches and green open spaces					37,878	40,307	42,441	44,189	45,938	46,867	47,788	48,726	49,330	50,209	453,673
Environment	2.2	1036	Landfill Operations & Maint	Income	(6,914)	(7,086)	(7,245)	(7,417)	(7,595)	(7,787)	(7,985)	(8,197)	(8,422)	(8,659)	(77,307)
				Operating Costs	4,146	4,464	4,565	4,748	4,865	4,985	5,110	5,244	5,386	5,536	49,050
				Interest	274	304	338	370	408	430	441	446	444	440	3,895
				Depreciation	339	500	740	906	860	858	898	944	971	1,056	8,072
				Allocations	346	328	337	364	370	363	370	387	393	406	3,662
Total - 1036 Landfill Operations & Maint					(1,809)	(1,490)	(1,265)	(1,029)	(1,093)	(1,151)	(1,166)	(1,176)	(1,227)	(1,221)	(12,628)
Environment	2.2	1037	Suburban Refuse Collection	Income	(3,525)	(3,613)	(3,694)	(3,782)	(3,874)	(3,972)	(4,073)	(4,182)	(4,297)	(4,418)	(39,429)
				Operating Costs	2,981	3,055	3,123	3,197	3,274	3,356	3,442	3,533	3,629	3,731	33,321
				Allocations	190	187	192	207	210	206	210	221	229	238	2,089
Total - 1037 Suburban Refuse Collection					(354)	(371)	(379)	(378)	(389)	(409)	(422)	(428)	(439)	(450)	(4,019)
Environment	2.2	1038	Domestic Recycling	Income	(4,360)	(4,741)	(5,004)	(5,483)	(5,716)	(5,836)	(6,051)	(6,302)	(6,553)	(6,872)	(56,918)
				Operating Costs	5,030	5,157	5,274	5,401	5,533	5,671	5,815	5,968	6,130	6,302	56,282
				Interest	0	0	0	0	0	0	0	0	0	0	2
				Depreciation	5	0	0	0	0	0	0	0	0	0	7
				Allocations	514	507	520	562	571	561	573	600	613	635	5,655

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
		Total - 1038 Domestic Recycling			1,190	923	791	481	388	397	337	266	191	65	5,029
Environment	2.2	1039	Waste Minimisation Info	Income	(975)	(999)	(1,022)	(1,046)	(1,071)	(1,099)	(1,127)	(1,157)	(1,189)	(1,222)	(10,907)
				Operating Costs	1,397	1,431	1,464	1,500	1,536	1,566	1,596	1,628	1,661	1,697	15,477
				Interest	6	7	9	10	12	13	13	14	14	13	110
				Depreciation	113	81	76	64	51	27	28	28	25	26	520
				Allocations	446	446	461	499	508	501	511	529	525	539	4,965
		Total - 1039 Waste Minimisation Info			987	966	987	1,026	1,036	1,008	1,022	1,042	1,037	1,054	10,165
Environment	2.2	1040	Litter Enforcement	Operating Costs	6	6	6	6	6	6	7	7	7	7	63
				Allocations	3	3	3	3	3	3	3	3	3	4	33
		Total - 1040 Litter Enforcement			9	9	9	10	10	10	10	10	10	10	96
Environment	2.2	1041	Closed Landfill Gas Migr Monit	Operating Costs	5	6	6	6	6	6	6	6	6	6	59
				Interest	462	462	462	462	462	462	462	462	462	462	4,622
				Depreciation	4	4	4	4	4	4	4	2	2	2	37
		Total - 1041 Closed Landfill Gas Migr Monit			471	472	472	472	472	473	472	471	471	471	4,717
Environment	2.2	1042	Smart Energy	Income	(60)	(60)	0	0	0	0	0	(17)	(17)	(17)	(171)
				Operating Costs	267	270	149	150	152	153	155	202	204	206	1,908
				Allocations	7	7	8	8	8	7	8	8	8	8	77
		Total - 1042 Smart Energy			214	218	156	158	160	161	162	192	195	197	1,814
Total - 2.2 Waste reduction and energy conservation					708	726	771	740	583	487	416	378	238	126	5,174
Environment	2.3	1043	Water - Meter Reading	Operating Costs	138	142	146	149	153	157	160	164	169	173	1,551
				Allocations	21	21	22	23	24	23	24	25	26	27	235
		Total - 1043 Water - Meter Reading			159	163	167	173	177	180	184	189	194	200	1,786
Environment	2.3	1044	Water - Network Maintenance	Operating Costs	4,103	4,450	4,551	4,661	4,774	4,892	5,013	5,143	5,280	5,425	48,292
				Allocations	401	399	408	442	449	440	447	471	486	504	4,447

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
		Total - 1044 Water - Network Maintenance			4,504	4,848	4,959	5,103	5,223	5,332	5,461	5,614	5,766	5,929	52,738
Environment	2.3	1045	Water - Water Connections	Income	(37)	(38)	(39)	(40)	(41)	(42)	(43)	(44)	(45)	(46)	(414)
				Operating Costs	0	0	0	0	0	0	0	0	0	0	1
		Total - 1045 Water - Water Connections			(37)	(38)	(39)	(40)	(41)	(42)	(43)	(44)	(45)	(46)	(414)
Environment	2.3	1046	Water - Pump Stations Maintenance-Ops	Operating Costs	984	1,011	1,034	1,059	1,085	1,112	1,140	1,169	1,201	1,234	11,029
				Allocations	54	54	55	60	61	60	60	63	65	68	600
		Total - 1046 Water - Pump Stations Maintenance-Ops			1,037	1,065	1,089	1,119	1,146	1,172	1,200	1,233	1,266	1,301	11,628
Environment	2.3	1047	Water - Asset Stewardship	Operating Costs	3,044	3,306	3,539	3,895	4,132	4,413	4,704	4,057	4,122	4,191	39,404
				Interest	2,342	2,946	3,617	4,266	5,031	5,476	5,686	5,790	5,759	5,664	46,579
				Depreciation	15,319	14,580	16,315	16,970	17,635	18,312	19,065	19,932	20,202	21,125	179,455
				Allocations	10	10	10	11	11	10	10	11	11	11	104
		Total - 1047 Water - Asset Stewardship			20,715	20,843	23,482	25,142	26,809	28,212	29,466	29,789	30,094	30,991	265,543
Environment	2.3	1048	Water - Reservoir-Dam Maintenance	Operating Costs	89	93	95	98	100	103	105	107	110	112	1,012
				Allocations	23	23	23	25	26	25	26	27	28	28	254
		Total - 1048 Water - Reservoir-Dam Maintenance			112	116	119	123	126	128	130	134	137	141	1,265
Environment	2.3	1049	Water - Monitoring & Investigation	Operating Costs	680	700	716	734	752	770	789	809	831	854	7,635
				Allocations	70	70	72	78	79	77	79	83	85	88	782
		Total - 1049 Water - Monitoring & Investigation			751	770	788	812	831	848	868	892	916	942	8,417
Environment	2.3	1050	Water - Asset Management	Operating Costs	498	517	529	542	555	565	576	587	599	612	5,579
				Allocations	107	108	111	120	123	120	121	127	130	135	1,202
		Total - 1050 Water - Asset Management			605	625	640	662	677	685	697	714	729	746	6,781
Environment	2.3	1051	Water - Bulk Water Purchase	Operating Costs	17,473	18,539	19,874	21,612	23,717	26,048	28,613	29,791	30,886	31,957	248,509
				Allocations	10	11	11	12	12	12	12	12	13	13	118

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
		Total - 1051 Water - Bulk Water Purchase			17,484	18,549	19,885	21,623	23,729	26,060	28,625	29,803	30,899	31,970	248,627
		Total - 2.3 Water			45,330	46,942	51,091	54,717	58,678	62,573	66,588	68,325	69,957	72,174	596,373
Environment	2.4	1052	Wastewater - Asset Stewardship	Income	(677)	(694)	(709)	(726)	(744)	(763)	(782)	(803)	(825)	(848)	(7,572)
				Operating Costs	4,899	5,114	5,305	5,585	5,776	5,999	6,231	5,800	5,876	5,956	56,542
				Interest	2,707	3,405	4,180	4,930	5,814	6,328	6,571	6,690	6,655	6,545	53,824
				Depreciation	11,104	11,513	11,909	12,306	12,854	13,500	14,048	14,587	15,126	15,687	132,634
				Allocations	7	7	8	8	8	7	8	8	8	8	77
		Total - 1052 Wastewater - Asset Stewardship			18,040	19,345	20,692	22,103	23,708	25,071	26,076	26,282	26,840	27,348	235,505
Environment	2.4	1053	Wastewater - Trade Waste Monitoring & Investigation	Operating Costs	199	209	215	221	227	231	236	240	245	251	2,273
				Allocations	70	71	72	79	80	78	79	83	85	88	785
		Total - 1053 Wastewater - Trade Waste Monitoring & Investigation			269	280	287	299	307	309	315	323	331	339	3,058
Environment	2.4	1055	Wastewater - Network Maintenance	Operating Costs	2,274	2,345	2,401	2,460	2,522	2,582	2,644	2,710	2,780	2,854	25,573
				Allocations	323	323	331	359	364	357	362	381	392	406	3,597
		Total - 1055 Wastewater - Network Maintenance			2,597	2,668	2,731	2,819	2,886	2,939	3,006	3,091	3,172	3,260	29,170
Environment	2.4	1057	Wastewater - Asset Management	Operating Costs	1,192	1,212	1,226	1,240	1,255	1,268	1,281	1,295	1,310	1,326	12,605
				Allocations	96	97	100	109	110	108	109	115	118	121	1,083
		Total - 1057 Wastewater - Asset Management			1,288	1,310	1,326	1,349	1,365	1,376	1,390	1,410	1,428	1,447	13,688
Environment	2.4	1058	Wastewater - Monitoring & Investigation	Operating Costs	1,684	1,744	1,787	1,832	1,879	1,922	1,966	2,013	2,063	2,115	19,006
				Allocations	277	279	286	311	316	309	313	328	338	349	3,106
		Total - 1058 Wastewater - Monitoring & Investigation			1,961	2,023	2,073	2,143	2,195	2,231	2,279	2,342	2,400	2,464	22,112
Environment	2.4	1059	Wastewater - Pump Station Maintenance-	Operating Costs	1,235	1,269	1,298	1,329	1,362	1,395	1,430	1,468	1,507	1,549	13,842

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
			Ops												
				Allocations	98	98	100	108	110	108	110	116	119	124	1,091
		Total - 1059 Wastewater - Pump Station Maintenance- Ops			1,334	1,367	1,398	1,438	1,472	1,503	1,540	1,583	1,626	1,673	14,933
Environment	2.4	1060	Wastewater - Treatment Plants	Operating Costs	13,363	13,695	13,994	14,317	14,654	15,010	15,381	15,775	16,194	16,636	149,020
				Interest	1,324	1,336	1,361	1,368	1,387	1,416	1,403	1,375	1,359	1,341	13,668
				Depreciation	2,800	2,800	2,800	2,799	2,798	2,794	2,794	2,792	2,672	2,638	27,687
				Allocations	988	975	997	1,079	1,094	1,074	1,094	1,154	1,193	1,239	10,887
		Total - 1060 Wastewater - Treatment Plants			18,475	18,806	19,152	19,564	19,933	20,295	20,671	21,096	21,417	21,854	201,262
Environment	2.4	1062	Sewerage Disposal	Income	(560)	(574)	(587)	(601)	(615)	(631)	(647)	(664)	(682)	(702)	(6,261)
				Operating Costs	1,588	1,624	1,658	1,695	1,733	1,774	1,816	1,860	1,906	1,956	17,610
				Interest	16	20	24	29	34	37	38	39	38	38	311
				Depreciation	230	230	224	203	196	196	196	196	196	196	2,061
				Allocations	7	7	8	8	8	7	8	8	8	8	77
		Total - 1062 Sewerage Disposal			1,281	1,307	1,327	1,334	1,355	1,383	1,410	1,439	1,466	1,496	13,798
	Total - 2.4 Wastewater				45,244	47,105	48,986	51,048	53,222	55,107	56,688	57,566	58,680	59,880	533,526
Environment	2.5	1063	Stormwater - Asset Stewardship	Operating Costs	3,998	4,034	4,067	4,103	4,140	4,180	4,222	4,267	4,314	4,363	41,688
				Interest	2,493	3,136	3,850	4,540	5,354	5,828	6,052	6,162	6,129	6,028	49,572
				Depreciation	7,937	8,239	8,517	8,771	9,040	9,369	9,731	10,107	10,493	10,874	93,078
				Allocations	7	7	8	8	8	7	8	8	8	8	77
		Total - 1063 Stormwater - Asset Stewardship			14,435	15,416	16,441	17,422	18,543	19,385	20,013	20,543	20,944	21,273	184,416
Environment	2.5	1064	Stormwater - Network Maintenance	Operating Costs	1,693	1,749	1,791	1,835	1,882	1,926	1,971	2,020	2,071	2,125	19,064
				Allocations	269	269	276	300	304	298	302	318	327	338	3,002
		Total - 1064 Stormwater - Network Maintenance			1,962	2,018	2,067	2,135	2,186	2,224	2,274	2,338	2,398	2,464	22,066
Environment	2.5	1065	Stormwater - Monitoring &	Income	(10)	(10)	(11)	(11)	(11)	(11)	(12)	(12)	(12)	(13)	(113)

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
			Investigation												
				Operating Costs	752	779	798	818	839	858	878	899	921	945	8,487
				Allocations	124	125	128	139	142	138	140	147	151	156	1,391
			Total - 1065 Stormwater - Monitoring & Investigation		866	893	915	946	969	985	1,006	1,034	1,060	1,088	9,765
Environment	2.5	1066	Stormwater - Asset Management	Operating Costs	736	906	1,046	1,258	1,394	1,548	1,707	1,334	1,365	1,399	12,694
				Allocations	158	159	164	178	181	177	179	188	193	199	1,774
			Total - 1066 Stormwater - Asset Management		893	1,066	1,210	1,436	1,575	1,725	1,886	1,522	1,558	1,597	14,467
Environment	2.5	1067	Drainage Maintenance	Income	(153)	(153)	(154)	(154)	(155)	(155)	(155)	(155)	(155)	(155)	(1,542)
				Operating Costs	965	989	1,024	1,048	1,074	1,102	1,131	1,162	1,194	1,229	10,918
				Allocations	71	70	73	79	80	78	80	84	87	91	794
			Total - 1067 Drainage Maintenance		884	907	942	973	999	1,026	1,056	1,091	1,127	1,164	10,169
Environment	2.5	1068	Stormwater - Pump Station Maintenance-Ops	Operating Costs	51	53	54	55	57	58	60	61	63	64	577
				Allocations	6	6	6	6	6	6	6	7	7	7	63
			Total - 1068 Stormwater - Pump Station Maintenance-Ops		57	59	60	62	63	64	66	68	70	72	640
			Total - 2.5 Stormwater		19,098	20,359	21,635	22,974	24,336	25,408	26,301	26,596	27,157	27,659	241,523
Environment	2.6	1069	Karori Sanctuary	Operating Costs	1,023	1,048	1,072	1,097	1,123	1,151	1,180	1,211	1,244	1,279	11,427
				Interest	445	460	481	497	517	543	554	559	569	579	5,204
				Depreciation	29	29	36	46	49	50	50	51	39	39	419
			Total - 1069 Karori Sanctuary		1,497	1,538	1,589	1,640	1,689	1,744	1,784	1,820	1,852	1,897	17,051
Environment	2.6	1070	Wellington Zoo Trust	Operating Costs	3,475	3,564	3,654	3,758	3,865	3,986	4,092	4,200	4,316	4,443	39,353
				Interest	182	229	281	332	391	426	442	450	448	440	3,620
				Depreciation	1,674	1,670	1,659	1,569	1,455	1,400	1,345	1,295	1,201	1,191	14,459
			Total - 1070 Wellington Zoo Trust		5,332	5,463	5,594	5,659	5,711	5,811	5,879	5,945	5,964	6,074	57,432

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Environment	2.6	1071	Marine Conservation Centre	Operating Costs	0	0	0	0	0	3,000	3,000	0	0	0	6,000
		Total - 1071 Marine Conservation Centre			0	0	0	0	0	3,000	3,000	0	0	0	6,000
Total - 2.6 Conservation attractions					6,829	7,001	7,183	7,298	7,401	10,555	10,663	7,765	7,816	7,971	80,482
					155,086	162,440	172,106	180,968	190,157	200,998	208,445	209,356	213,177	218,019	1,910,751
	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Economic Development	3.1	1073	Positively Wellington Tourism	Operating Costs	5,630	5,749	5,869	5,994	6,124	6,265	6,411	6,563	6,721	6,889	62,216
		Total - 1073 Positively Wellington Tourism			5,630	5,749	5,869	5,994	6,124	6,265	6,411	6,563	6,721	6,889	62,216
Economic Development	3.1	1074	Events Fund	Operating Costs	4,773	4,874	4,976	5,082	5,192	5,311	5,436	5,564	5,698	5,840	52,746
		Total - 1074 Events Fund			4,773	4,874	4,976	5,082	5,192	5,311	5,436	5,564	5,698	5,840	52,746
Economic Development	3.1	1075	Wellington Venues	Income	(14,643)	(14,953)	(15,264)	(15,589)	(15,928)	(16,294)	(16,675)	(17,070)	(17,480)	(17,917)	(161,814)
				Operating Costs	16,701	16,785	16,698	17,565	17,865	17,891	19,045	19,129	19,587	20,075	181,342
				Interest	294	305	318	328	342	359	366	370	376	383	3,442
				Depreciation	1,713	1,816	1,963	1,916	3,342	3,845	3,931	4,015	4,132	4,278	30,952
				Allocations	48	52	54	57	58	52	53	55	54	56	540
		Total - 1075 Wellington Venues			4,114	4,004	3,769	4,278	5,680	5,853	6,721	6,498	6,670	6,875	54,462
Economic Development	3.1	1076	Destination Wellington	Operating Costs	1,775	1,813	1,850	1,890	1,931	1,975	2,021	2,069	2,119	2,172	19,615
		Total - 1076 Destination Wellington			1,775	1,813	1,850	1,890	1,931	1,975	2,021	2,069	2,119	2,172	19,615
Economic Development	3.1	1077	City Innovation	Operating Costs	715	741	760	780	632	644	656	669	683	697	6,978
				Allocations	331	333	345	366	361	327	336	350	350	359	3,459
		Total - 1077 City Innovation			1,047	1,074	1,105	1,146	993	971	992	1,019	1,033	1,056	10,437
Economic Development	3.1	1078	Wellington Convention Centre	Income	(0)	0	0	(47)	(11,196)	(13,928)	(16,754)	(19,110)	(20,971)	(21,575)	(103,580)
				Operating Costs	54	299	618	602	12,137	14,138	16,160	17,832	19,152	19,729	100,720
				Interest	371	652	1,242	1,671	1,769	1,893	1,811	1,785	1,963	2,113	15,268
				Depreciation	0	13	18	19	19	1,256	1,708	1,748	1,790	1,836	8,408

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				Allocations	0	11	24	17	332	338	353	380	399	415	2,268
		Total - 1078 Wellington Convention Centre			424	975	1,902	2,261	3,061	3,697	3,278	2,634	2,334	2,519	23,084
Economic Development	3.1	1079	CBD Weekend Parking	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
				Allocations	0	0	0	0	0	0	0	0	0	0	0
		Total - 1079 CBD Weekend Parking			0	0	0	0	0	0	0	0	0	0	0
Economic Development	3.1	1080	Economic Development Grant Pool	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
		Total - 1080 Economic Development Grant Pool			0	0	0	0	0	0	0	0	0	0	0
Economic Development	3.1	1081	Economic Growth Strategy	Operating Costs	272	279	285	292	299	305	311	317	323	330	3,014
				Allocations	68	67	69	75	76	74	75	79	81	84	750
		Total - 1081 Economic Growth Strategy			340	346	354	367	376	379	386	396	404	414	3,763
Economic Development	3.1	1082	City Growth Fund	Operating Costs	1,750	1,787	1,824	1,863	1,904	1,947	1,993	2,040	2,089	2,141	19,339
		Total - 1082 City Growth Fund			1,750	1,787	1,824	1,863	1,904	1,947	1,993	2,040	2,089	2,141	19,339
Economic Development	3.1	1083	Airport Runway Extension	Operating Costs	0	0	0	0	0	0	2,167	4,334	6,500	6,500	19,501
		Total - 1083 Airport Runway Extension			0	0	0	0	0	0	2,167	4,334	6,500	6,500	19,501
Economic Development	3.1	1084	Indoor Arena	Interest	0	9	29	60	205	590	1,360	2,865	3,989	4,135	13,242
		Total - 1084 Indoor Arena			0	9	29	60	205	590	1,360	2,865	3,989	4,135	13,242
Economic Development	3.1	1085	Film Museum	Income	(0)	0	0	0	(3,000)	(3,300)	(3,300)	(3,300)	(3,300)	(3,442)	(19,642)
				Operating Costs	96	251	508	672	803	829	857	885	915	945	6,760
				Interest	659	1,159	2,209	2,903	2,936	3,085	2,946	2,896	3,177	3,411	25,381
				Depreciation	0	0	0	0	0	2,199	3,000	3,071	3,146	3,227	14,643
		Total - 1085 Film Museum			754	1,410	2,716	3,576	739	2,813	3,503	3,553	3,937	4,141	27,141
Economic Development	3.1	1086	Westpac Stadium	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
		Total - 1086 Westpac Stadium			0	0	0	0	0	0	0	0	0	0	0
Economic Development	3.1	1087	International Relations	Operating Costs	488	498	508	518	529	537	545	554	563	572	5,312

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				Allocations	338	340	353	367	376	308	320	334	331	339	3,406
		Total - 1087 International Relations			826	837	861	885	905	845	865	888	894	912	8,718
Economic Development	3.1	1088	Marsden Village	Operating Costs	14	14	14	14	14	14	14	14	14	14	140
		Total - 1088 Marsden Village			14	14	14	14	14	14	14	14	14	14	140
Economic Development	3.1	1089	Business Improvement Districts	Operating Costs	275	275	275	275	275	275	275	275	275	275	2,750
		Total - 1089 Business Improvement Districts			275	275	275	275	275	275	275	275	275	275	2,750
Total - 3.1 City promotions and business support					21,723	23,169	25,544	27,691	27,398	30,936	35,423	38,712	42,676	43,883	317,155
					21,723	23,169	25,544	27,691	27,398	30,936	35,423	38,712	42,676	43,883	317,155

	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Cultural Wellbeing	4.1	1090	Wellington Museums Trust	Operating Costs	8,789	8,968	9,155	9,352	9,556	9,769	9,999	10,237	10,484	10,757	97,065
				Interest	79	74	70	64	61	55	45	36	28	19	529
				Depreciation	339	334	320	314	407	424	422	419	419	416	3,813
		Total - 1090 Wellington Museums Trust			9,207	9,376	9,545	9,729	10,024	10,247	10,465	10,692	10,930	11,192	101,407
Cultural Wellbeing	4.1	1091	Museum of Conflict	Operating Costs	500	0	0	0	0	0	0	0	0	0	500
		Total - 1091 Museum of Conflict			500	0	0	0	0	0	0	0	0	0	500
Cultural Wellbeing	4.1	1092	Te Papa Funding	Operating Costs	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	22,500
		Total - 1092 Te Papa Funding			2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	22,500
Cultural Wellbeing	4.1	1093	Carter Observatory	Operating Costs	384	392	400	409	418	427	437	448	458	470	4,243
				Interest	29	37	45	53	62	68	71	72	72	70	579
				Depreciation	312	311	299	304	250	255	259	262	249	256	2,757
		Total - 1093 Carter Observatory			725	740	744	766	730	750	766	782	779	796	7,578
Cultural Wellbeing	4.1	1095	City Events Programme	Income	(424)	(424)	(424)	(424)	(424)	(424)	(424)	(424)	(424)	(424)	(4,241)
				Operating Costs	2,582	2,629	2,676	2,725	2,776	2,825	2,876	2,930	2,985	3,044	28,048

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				Interest	2	3	4	4	5	6	6	6	6	6	47
				Depreciation	24	24	24	24	22	17	13	12	12	12	184
				Allocations	542	539	557	595	605	569	585	606	600	615	5,814
		Total - 1095 City Events Programme			2,726	2,770	2,836	2,924	2,984	2,993	3,056	3,130	3,179	3,253	29,852
Cultural Wellbeing	4.1	1097	Citizen's Day - Mayoral Day	Operating Costs	23	23	24	24	25	25	26	26	27	28	251
		Total - 1097 Citizen's Day - Mayoral Day			23	23	24	24	25	25	26	26	27	28	251
Cultural Wellbeing	4.1	1098	Cultural Grants Pool	Operating Costs	1,462	1,481	1,501	1,521	1,541	1,562	1,565	1,530	1,534	1,537	15,235
				Allocations	8	8	8	9	9	9	9	10	10	10	92
		Total - 1098 Cultural Grants Pool			1,470	1,490	1,509	1,530	1,550	1,571	1,574	1,540	1,544	1,547	15,326
Cultural Wellbeing	4.1	1099	Wgtn Conv Cntr Comm Subsidy	Operating Costs	200	200	200	200	200	200	200	200	200	200	2,000
		Total - 1099 Wgtn Conv Cntr Comm Subsidy			200	200	200	200	200	200	200	200	200	200	2,000
Cultural Wellbeing	4.1	1100	City Arts Programme	Income	(65)	(67)	(68)	(70)	(71)	(73)	(75)	(76)	(78)	(80)	(724)
				Operating Costs	325	333	340	348	357	364	372	380	388	397	3,602
				Allocations	128	127	132	141	144	137	142	146	142	145	1,383
		Total - 1100 City Arts Programme			387	393	404	420	429	429	439	449	452	462	4,262
Cultural Wellbeing	4.1	1101	NZSO Subsidy	Operating Costs	216	216	216	216	216	216	216	216	216	216	2,160
		Total - 1101 NZSO Subsidy			216	216	216	216	216	216	216	216	216	216	2,160
Cultural Wellbeing	4.1	1102	Toi Poneke Arts Centre	Income	(537)	(539)	(542)	(544)	(547)	(550)	(553)	(557)	(560)	(564)	(5,493)
				Operating Costs	1,198	1,225	1,253	1,281	1,313	1,339	1,368	1,400	1,432	1,467	13,275
				Interest	3	4	5	6	7	7	8	8	8	8	63
				Depreciation	74	75	76	71	71	73	72	1	1	1	515
				Allocations	261	260	270	289	295	282	290	298	291	298	2,835
		Total - 1102 Toi Poneke Arts Centre			999	1,025	1,062	1,103	1,138	1,151	1,185	1,150	1,171	1,209	11,194
Cultural Wellbeing	4.1	1103	Public Art Fund	Operating Costs	395	402	406	411	416	420	424	428	432	437	4,172
				Interest	0	0	1	1	1	1	1	1	1	1	8
				Depreciation	1	1	1	0	0	0	0	0	0	0	4

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				Allocations	101	102	105	113	115	110	113	116	114	117	1,107
Total - 1103 Public Art Fund					498	505	513	525	532	531	538	546	548	555	5,291
Cultural Wellbeing	4.1	1104	New Zealand Ballet	Operating Costs	100	100	100	100	100	100	100	100	100	100	1,000
				Interest	146	144	144	142	140	139	134	128	122	116	1,355
Total - 1104 New Zealand Ballet					246	244	244	242	240	239	234	228	222	216	2,355
Cultural Wellbeing	4.1	1105	Orchestra Wellington	Operating Costs	80	82	83	85	87	89	91	93	96	98	884
				Allocations	6	6	6	6	6	6	6	7	7	7	64
Total - 1105 Orchestra Wellington					86	87	89	92	93	95	98	100	102	105	948
Cultural Wellbeing	4.1	1106	Regional Amenities Fund	Operating Costs	625	626	627	627	628	628	628	629	629	629	6,276
				Allocations	8	8	8	9	9	9	9	9	9	10	89
Total - 1106 Regional Amenities Fund					633	634	635	636	637	637	637	638	638	639	6,365
Cultural Wellbeing	4.1	1207	Capital of Culture	Operating Costs	1,500	1,532	1,564	1,597	1,632	1,669	1,708	1,749	1,791	1,835	16,576
				Allocations	74	72	74	80	81	79	80	85	87	90	802
Total - 1207 Capital of Culture					1,574	1,604	1,638	1,677	1,712	1,748	1,789	1,833	1,878	1,926	17,378
Total - 4.1 Arts and cultural activities					21,740	21,558	21,910	22,333	22,762	23,083	23,473	23,779	24,136	24,594	229,367
					21,740	21,558	21,910	22,333	22,762	23,083	23,473	23,779	24,136	24,594	229,367

	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Social and Recreation	5.1	1107	Swimming Pools Operations	Income	(7,206)	(7,455)	(7,327)	(7,281)	(7,829)	(8,165)	(8,387)	(8,172)	(8,410)	(8,822)	(79,054)
				Operating Costs	14,790	14,956	15,490	16,142	16,287	16,560	16,738	17,245	17,625	18,020	163,853
				Interest	365	459	563	664	783	853	885	901	897	882	7,251
				Depreciation	3,545	3,517	3,394	2,524	2,596	2,650	2,704	2,693	2,674	2,754	29,050
				Allocations	4,908	4,867	5,016	5,431	5,512	5,414	5,529	5,722	5,692	5,846	53,936
Total - 1107 Swimming Pools Operations					16,401	16,344	17,135	17,480	17,349	17,312	17,469	18,389	18,477	18,680	175,036

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Social and Recreation	5.1	1108	Sportsfields Operations	Income	(329)	(336)	(343)	(358)	(366)	(374)	(383)	(392)	(402)	(412)	(3,696)
				Operating Costs	2,226	2,272	2,316	2,378	2,435	2,484	2,537	2,592	2,648	2,709	24,597
				Interest	43	54	66	78	91	100	103	105	105	103	847
				Depreciation	828	835	836	805	777	761	1,011	1,300	1,620	1,663	10,434
				Allocations	557	551	567	612	622	607	621	641	635	651	6,064
		Total - 1108 Sportsfields Operations			3,324	3,376	3,442	3,514	3,559	3,578	3,889	4,245	4,605	4,714	38,246
Social and Recreation	5.1	1109	Synthetic Turf Sport Operations	Income	(614)	(626)	(639)	(653)	(667)	(682)	(698)	(715)	(732)	(751)	(6,776)
				Operating Costs	559	573	581	595	610	622	636	650	664	679	6,169
				Interest	303	294	298	327	360	353	317	277	239	199	2,969
				Depreciation	695	714	677	624	701	792	807	846	964	1,046	7,865
				Allocations	172	170	174	187	191	185	189	195	194	199	1,856
		Total - 1109 Synthetic Turf Sport Operations			1,116	1,125	1,091	1,081	1,194	1,270	1,250	1,253	1,328	1,373	12,082
Social and Recreation	5.1	1110	Recreation Centres	Income	(879)	(866)	(916)	(903)	(956)	(943)	(1,000)	(989)	(1,048)	(1,039)	(9,538)
				Operating Costs	1,914	2,020	2,028	2,072	2,101	2,123	2,170	2,243	2,289	2,338	21,297
				Interest	43	55	67	79	93	101	105	107	107	105	863
				Depreciation	355	352	346	348	357	346	342	336	307	312	3,400
				Allocations	740	737	755	816	828	810	828	859	854	877	8,105
		Total - 1110 Recreation Centres			2,173	2,297	2,280	2,411	2,424	2,437	2,446	2,556	2,509	2,594	24,127
Social and Recreation	5.1	1111	ASB Sports Centre	Income	(2,023)	(2,051)	(2,080)	(2,111)	(2,143)	(2,177)	(2,213)	(2,251)	(2,290)	(2,333)	(21,671)
				Operating Costs	2,389	2,441	2,482	2,543	2,604	2,658	2,713	2,768	2,827	2,891	26,317
				Interest	1,943	1,947	1,963	1,958	1,965	1,991	1,945	1,883	1,837	1,792	19,224
				Depreciation	1,647	1,679	1,710	1,716	1,720	1,760	1,798	1,839	1,883	1,935	17,686
				Allocations	773	764	785	848	862	844	865	892	881	904	8,419
		Total - 1111 ASB Sports Centre			4,728	4,781	4,860	4,954	5,008	5,077	5,108	5,132	5,138	5,189	49,976
Social and Recreation	5.1	1112	Basin Reserve Trust	Operating Costs	696	710	725	741	757	774	792	811	830	852	7,688
				Interest	68	85	104	123	145	158	164	167	166	163	1,343
				Depreciation	519	577	576	750	816	838	861	873	899	928	7,638

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Total - 1112 Basin Reserve Trust					1,283	1,372	1,406	1,614	1,718	1,769	1,817	1,851	1,896	1,943	16,669
Social and Recreation	5.1	1113	Recreational NZ Academy Sport	Operating Costs	47	47	47	47	47	47	47	47	47	47	470
Total - 1113 Recreational NZ Academy Sport					47	47	47	47	47	47	47	47	47	47	470
Social and Recreation	5.1	1114	PlayGnd & Skate Facility Mtnc	Operating Costs	345	372	385	400	415	435	461	477	494	512	4,295
				Interest	16	21	25	30	35	39	40	41	41	40	328
				Depreciation	453	540	582	616	684	781	878	962	1,067	1,137	7,700
				Allocations	112	113	117	126	129	125	130	134	133	136	1,255
Total - 1114 PlayGnd & Skate Facility Mtnc					926	1,045	1,110	1,172	1,263	1,379	1,509	1,614	1,734	1,825	13,578
Social and Recreation	5.1	1115	Marina Operations	Income	(607)	(619)	(632)	(645)	(659)	(674)	(690)	(706)	(723)	(742)	(6,698)
				Operating Costs	346	355	363	371	379	387	395	404	412	422	3,834
				Interest	(33)	(40)	(23)	1	3	(3)	(8)	3	20	27	(53)
				Depreciation	241	234	262	298	323	337	348	354	394	421	3,212
				Allocations	99	98	102	109	111	108	111	114	111	114	1,076
Total - 1115 Marina Operations					46	29	71	134	157	155	156	168	214	242	1,373
Social and Recreation	5.1	1116	Municipal Golf Course	Income	(60)	(61)	(63)	(64)	(65)	(67)	(68)	(70)	(72)	(74)	(664)
				Operating Costs	163	167	171	175	179	183	187	191	195	199	1,811
				Interest	1	1	1	2	2	2	2	2	2	2	19
				Depreciation	29	25	22	15	13	9	5	2	2	2	123
				Allocations	56	56	58	63	64	63	64	66	64	66	621
Total - 1116 Municipal Golf Course					189	188	190	191	193	190	190	192	191	195	1,910
Social and Recreation	5.1	1117	Recreation Programmes	Income	(24)	(31)	(35)	(35)	(35)	(35)	(45)	(33)	(33)	(33)	(338)
				Operating Costs	448	301	299	306	314	320	327	334	340	348	3,337
				Interest	0	0	0	0	0	0	0	0	0	0	0
				Depreciation	0	0	0	0	0	0	0	0	0	0	1
				Allocations	122	120	123	131	133	126	129	133	131	135	1,284
Total - 1117 Recreation Programmes					546	391	387	403	413	411	411	434	439	449	4,284

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
	Total - 5.1 Recreation promotion and support				30,780	30,995	32,019	33,001	33,326	33,626	34,292	35,883	36,578	37,251	337,751
Social and Recreation	5.2	1118	Library Network - Wide Operation	Income	(775)	(617)	(582)	(512)	(453)	(405)	(374)	(376)	(372)	(371)	(4,837)
				Operating Costs	7,908	8,099	8,305	8,536	8,749	8,926	9,099	9,284	9,472	9,676	88,055
				Interest	254	320	393	463	546	595	617	629	625	615	5,057
				Depreciation	3,109	3,337	3,648	3,784	4,394	4,592	3,987	3,729	4,173	4,438	39,192
				Allocations	3,970	3,953	4,106	4,435	4,513	4,484	4,612	4,714	4,553	4,653	43,992
		Total - 1118 Library Network - Wide Operation			14,465	15,092	15,869	16,706	17,749	18,191	17,943	17,980	18,451	19,011	171,459
Social and Recreation	5.2	1119	Branch Libraries	Income	(591)	(590)	(596)	(603)	(610)	(618)	(626)	(634)	(643)	(653)	(6,164)
				Operating Costs	4,025	4,238	4,291	4,394	4,509	4,671	4,690	4,812	4,912	5,019	45,561
				Interest	87	110	134	159	187	204	211	215	214	211	1,731
				Depreciation	1,044	1,238	1,840	2,043	2,063	2,081	2,101	2,109	2,139	2,182	18,841
				Allocations	2,632	2,624	2,724	2,941	2,993	2,986	3,071	3,133	3,008	3,071	29,186
		Total - 1119 Branch Libraries			7,198	7,620	8,393	8,935	9,142	9,323	9,448	9,635	9,630	9,831	89,155
Social and Recreation	5.2	1120	Passport to Leisure Programme	Operating Costs	65	68	70	72	74	75	76	78	79	81	738
				Allocations	52	52	53	57	58	55	57	59	57	58	558
		Total - 1120 Passport to Leisure Programme			117	120	123	129	132	130	134	137	136	139	1,296
Social and Recreation	5.2	1121	Community Advice & Information	Operating Costs	1,218	1,273	1,306	1,340	1,375	1,402	1,429	1,458	1,488	1,520	13,810
				Interest	0	0	0	0	0	0	0	0	0	0	1
				Depreciation	0	0	0	0	0	0	0	0	0	0	1
				Allocations	658	664	689	740	753	725	745	767	751	769	7,262
		Total - 1121 Community Advice & Information			1,876	1,938	1,995	2,080	2,129	2,127	2,174	2,226	2,240	2,290	21,074
Social and Recreation	5.2	1122	Community Grants	Operating Costs	208	212	213	215	217	219	220	222	223	225	2,176
				Allocations	36	36	38	40	41	38	39	41	41	42	393
		Total - 1122 Community			244	248	251	256	259	257	260	263	264	267	2,569

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Grants															
Social and Recreation	5.2	1123	Support for Wgtn Homeless	Operating Costs	205	208	211	214	217	220	223	226	229	232	2,183
Total - 1123 Support for Wgtn Homeless					205	208	211	214	217	220	223	226	229	232	2,183
Social and Recreation	5.2	1124	Social & Recreational Grant Pool	Operating Costs	3,791	3,839	3,888	3,938	3,989	4,041	4,093	4,147	4,201	4,257	40,186
Total - 1124 Social & Recreational Grant Pool					3,791	3,839	3,888	3,938	3,989	4,041	4,093	4,147	4,201	4,257	40,186
Social and Recreation	5.2	1125	Housing Operations and Mtce	Income	(22,658)	(23,358)	(24,320)	(25,270)	(25,334)	(24,010)	(24,454)	(24,327)	(26,047)	(28,099)	(247,877)
				Operating Costs	15,060	15,646	15,943	16,244	16,564	16,883	17,219	17,580	17,943	18,340	167,422
				Interest	(1,449)	(1,463)	(1,605)	(1,920)	(2,313)	(2,215)	(1,346)	413	2,238	2,888	(6,772)
				Depreciation	11,821	12,656	13,174	13,707	14,100	14,549	15,213	16,087	16,989	18,280	146,575
				Allocations	2,427	2,557	2,646	2,792	2,846	2,512	2,588	2,701	2,703	2,777	26,549
Total - 1125 Housing Operations and Mtce					5,202	6,038	5,838	5,552	5,862	7,719	9,221	12,454	13,824	14,187	85,896
Social and Recreation	5.2	1126	Housing Upgrade Project	Income	0	0	0	0	0	0	0	0	0	0	0
				Operating Costs	812	819	837	855	874	891	910	929	949	971	8,846
				Interest	0	0	0	0	0	0	0	0	0	0	1
				Depreciation	2	2	0	0	0	0	0	0	0	0	4
				Allocations	367	341	354	369	377	315	328	341	335	343	3,470
Total - 1126 Housing Upgrade Project					1,181	1,162	1,191	1,224	1,251	1,207	1,238	1,270	1,285	1,314	12,322
Social and Recreation	5.2	1127	Cmty Props Programmed Maint	Income	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(37)
				Operating Costs	534	591	613	497	486	569	546	600	614	630	5,678
				Interest	2	3	3	4	5	5	5	5	5	5	43
				Depreciation	24	31	40	50	65	74	81	87	94	106	652
				Allocations	55	60	62	57	56	57	56	61	62	64	590
Total - 1127 Cmty Props Programmed Maint					612	681	715	604	608	701	684	750	772	800	6,927
Social and Recreation	5.2	1128	Community Halls Ops and Maint.	Income	(42)	(43)	(43)	(44)	(45)	(46)	(47)	(48)	(49)	(51)	(459)
				Operating Costs	305	308	352	310	315	329	329	351	358	366	3,323

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				Interest	15	19	23	27	32	35	36	37	36	36	294
				Depreciation	78	91	91	92	94	96	98	100	103	105	947
				Allocations	123	124	131	137	139	135	138	143	140	144	1,354
		Total - 1128 Community Halls Ops and Maint.			479	499	553	521	535	547	553	582	588	600	5,458
Social and Recreation	5.2	1129	Community Prop & Facility Ops	Income	(237)	(243)	(246)	(250)	(254)	(258)	(262)	(267)	(271)	(277)	(2,565)
				Operating Costs	956	984	1,004	1,025	1,047	1,066	1,086	1,106	1,127	1,150	10,551
				Interest	202	255	313	369	435	473	492	500	498	490	4,026
				Depreciation	545	654	737	751	756	762	772	778	786	782	7,322
				Allocations	343	343	356	383	390	381	392	402	390	399	3,778
		Total - 1129 Community Prop & Facility Ops			1,809	1,992	2,163	2,277	2,374	2,425	2,479	2,520	2,530	2,544	23,113
Social and Recreation	5.2	1130	Accommodation Assistance Fund	Operating Costs	232	232	232	232	232	232	232	232	232	232	2,320
		Total - 1130 Accommodation Assistance Fund			232	232	232	232	232	232	232	232	232	232	2,320
Total - 5.2 Community participation and support					37,412	39,669	41,423	42,667	44,477	47,120	48,680	52,420	54,383	55,705	463,958
Social and Recreation	5.3	1131	Burial & Cremation Operations	Income	(848)	(866)	(883)	(902)	(921)	(941)	(962)	(985)	(1,008)	(1,033)	(9,348)
				Operating Costs	1,109	1,157	1,183	1,180	1,209	1,235	1,295	1,322	1,350	1,380	12,419
				Interest	30	38	47	55	65	71	74	75	75	74	605
				Depreciation	272	316	334	333	349	371	385	400	429	476	3,667
				Allocations	469	468	485	522	531	526	543	557	541	554	5,195
		Total - 1131 Burial & Cremation Operations			1,032	1,114	1,166	1,189	1,233	1,263	1,335	1,370	1,387	1,450	12,539
Social and Recreation	5.3	1132	Contracts - Public Conveniences	Operating Costs	2,465	2,532	2,585	2,559	2,644	2,698	2,861	2,867	2,935	3,029	27,175
				Interest	77	97	119	140	165	180	187	190	189	186	1,529
				Depreciation	741	741	886	931	994	1,028	1,066	1,049	1,052	1,128	9,617
				Allocations	279	277	284	299	305	296	310	318	318	330	3,015

Strategy		Activity Group		Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
			Total - 1132 Contracts - Public Conveniences				3,562	3,647	3,874	3,929	4,109	4,201	4,423	4,424	4,495	4,673	41,336
Social and Recreation	5.3	1133	Public Health	Income	(3,653)	(3,728)	(3,803)	(3,881)	(3,962)	(4,050)	(4,142)	(4,237)	(4,336)	(4,441)	(40,234)		
				Operating Costs	3,767	3,874	3,958	4,058	4,160	4,241	4,324	4,414	4,504	4,601	41,902		
				Interest	0	0	0	0	1	1	1	1	1	1	5		
				Depreciation	9	4	4	4	4	4	3	0	0	35			
				Allocations	2,077	2,074	2,153	2,302	2,345	2,218	2,286	2,350	2,291	2,343	22,440		
			Total - 1133 Public Health				2,201	2,224	2,313	2,482	2,547	2,413	2,472	2,531	2,460	2,505	24,148
Social and Recreation	5.3	1134	Noise Monitoring	Operating Costs	630	710	710	754	771	788	806	806	824	844	7,643		
				Interest	0	0	0	0	0	0	0	0	0	0	1		
				Allocations	176	180	185	198	202	182	187	194	193	199	1,896		
			Total - 1134 Noise Monitoring				806	890	895	952	974	970	993	999	1,018	1,043	9,540
Social and Recreation	5.3	1135	Anti-Graffiti Flying Squad	Operating Costs	675	696	712	728	745	761	778	796	814	834	7,540		
				Interest	0	0	0	0	0	0	0	0	0	0	4		
				Depreciation	7	7	7	3	0	0	0	0	0	0	24		
				Allocations	169	169	175	188	191	185	190	196	194	199	1,858		
			Total - 1135 Anti-Graffiti Flying Squad				851	872	894	920	937	947	969	993	1,009	1,033	9,425
Social and Recreation	5.3	1136	Safe City Project Operations	Operating Costs	1,326	1,383	1,417	1,452	1,489	1,517	1,546	1,576	1,607	1,641	14,955		
				Interest	1	1	2	2	2	2	2	3	2	2	20		
				Depreciation	45	56	60	44	51	61	70	82	93	103	663		
				Allocations	670	676	701	753	767	738	759	781	764	782	7,390		
			Total - 1136 Safe City Project Operations				2,042	2,116	2,179	2,251	2,308	2,319	2,377	2,441	2,466	2,529	23,029
Social and Recreation	5.3	1137	Civil Defence	Income	(14)	(14)	0	0	0	0	0	(4)	(4)	(4)	(40)		
				Operating Costs	1,425	1,461	1,488	1,522	1,552	1,588	1,623	1,658	1,695	1,735	15,746		
				Interest	25	32	39	46	54	59	61	62	62	61	501		
				Depreciation	120	155	190	210	208	199	216	186	94	77	1,654		
				Allocations	161	142	145	158	160	157	159	167	172	177	1,597		
			Total - 1137 Civil Defence				1,717	1,776	1,862	1,935	1,974	2,003	2,059	2,069	2,018	2,046	19,458
Social and	5.3	1138	Rural Fire	Income	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(36)

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Recreation															
				Operating Costs	34	44	43	37	37	37	38	42	42	43	398
				Interest	1	1	1	2	2	2	2	2	2	2	18
				Depreciation	1	0	0	0	0	0	0	0	0	0	3
				Allocations	2	3	3	3	3	3	3	3	3	3	28
		Total - 1138 Rural Fire		35	45	44	38	38	39	39	43	44	45	411	
Social and Recreation	5.3	1997	Business Recovery	Operating Costs	1	1	1	1	1	1	1	1	1	1	11
		Total - 1997 Business Recovery			1	1	1	1	1	1	1	1	1	1	11
		Total - 5.3 Public health and safety			12,246	12,686	13,229	13,697	14,120	14,155	14,668	14,870	14,899	15,324	139,895
					80,438	83,350	86,671	89,365	91,923	94,902	97,640	103,174	105,861	108,280	941,604

	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Urban Development	6.1	1139	District Plan	Income	(21)	(22)	(22)	(22)	(23)	(24)	(24)	(25)	(25)	(26)	(233)
				Operating Costs	3,376	1,744	2,766	3,364	3,834	3,761	2,609	2,667	2,129	1,566	27,817
				Allocations	653	618	640	677	691	613	631	657	656	673	6,510
		Total - 1139 District Plan			4,008	2,340	3,384	4,018	4,502	4,351	3,216	3,300	2,760	2,213	34,093
Urban Development	6.1	1140	Growth Spine Centres	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
		Total - 1140 Growth Spine Centres			0	0	0	0	0	0	0	0	0	0	0
Urban Development	6.1	1141	Build Wellington Developments	Operating Costs	2,165	2,225	1,901	2,015	2,068	2,109	2,151	2,058	2,100	2,145	20,936
				Depreciation	0	0	0	0	172	234	240	246	253	260	1,405
				Allocations	672	687	685	764	777	755	769	818	824	848	7,599
		Total - 1141 Build Wellington Developments			2,837	2,912	2,585	2,779	3,017	3,098	3,160	3,123	3,177	3,253	29,941
Urban Development	6.1	1142	Public Art and Sculpture Maintenance	Operating Costs	286	294	300	307	314	321	328	335	343	352	3,180
				Interest	14	18	22	26	30	33	34	35	35	34	279

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				Depreciation	12	12	12	7	0	0	0	0	0	0	43
				Allocations	68	68	70	75	76	73	75	78	76	78	739
		Total - 1142 Public Art and Sculpture Maintenance			381	391	404	415	421	427	437	448	454	464	4,241
Urban Development	6.1	1143	Public Space-Centre Devl. Plan	Operating Costs	1,439	1,292	1,326	1,362	1,366	1,392	1,418	1,447	1,475	1,507	14,024
				Interest	1	1	1	2	2	2	2	2	2	2	19
				Depreciation	29	38	30	34	42	49	52	54	52	23	405
				Allocations	924	914	948	989	1,009	838	867	908	908	932	9,239
		Total - 1143 Public Space-Centre Devl. Plan			2,394	2,246	2,306	2,387	2,419	2,282	2,340	2,411	2,439	2,463	23,687
Urban Development	6.1	1145	City Heritage Development	Operating Costs	775	784	793	802	812	818	825	833	841	849	8,131
				Allocations	113	112	115	125	127	123	125	131	134	138	1,242
		Total - 1145 City Heritage Development			888	896	908	927	938	941	950	964	975	987	9,373
Urban Development	6.1	1206	Housing Investment Programme	Operating Costs	500	511	313	319	326	334	342	350	239	245	3,478
				Depreciation	0	31	73	117	163	211	262	314	370	428	1,969
				Allocations	37	36	22	24	24	24	24	25	17	18	252
		Total - 1206 Housing Investment Programme			537	577	408	460	514	569	627	690	626	691	5,699
	Total - 6.1 Urban development, heritage and public spaces development				11,044	9,363	9,994	10,985	11,811	11,668	10,732	10,935	10,430	10,072	107,033
Urban Development	6.2	1146	Building Control-Facilitation	Income	(10,114)	(9,435)	(9,631)	(9,836)	(10,050)	(10,281)	(10,521)	(10,770)	(11,029)	(11,304)	(102,972)
				Operating Costs	8,287	8,502	8,721	8,953	9,193	9,367	9,546	9,736	9,931	10,140	92,376
				Interest	2	3	3	4	5	5	5	5	5	5	43
				Depreciation	135	44	11	5	5	5	5	5	0	0	213
				Allocations	4,903	4,894	5,073	5,398	5,505	5,054	5,199	5,386	5,325	5,458	52,195
		Total - 1146 Building Control-Facilitation			3,213	4,008	4,177	4,524	4,657	4,150	4,234	4,362	4,232	4,299	41,855
Urban Development	6.2	1147	Weathertight Homes	Operating Costs	34	34	35	36	36	37	37	38	39	39	364
				Allocations	27	28	29	29	30	19	20	21	22	22	247

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
		Total - 1147 Weathertight Homes			61	62	64	64	66	56	57	59	60	61	611
Urban Development	6.2	1148	Development Cntrl Facilitation	Income	(3,121)	(3,187)	(3,253)	(3,322)	(3,393)	(3,471)	(3,552)	(3,635)	(3,722)	(3,815)	(34,470)
				Operating Costs	3,804	3,904	4,005	4,112	4,221	4,301	4,384	4,474	4,564	4,661	42,431
				Interest	0	0	0	0	0	0	0	0	0	0	3
				Depreciation	5	1	1	1	1	1	1	1	0	0	15
				Allocations	2,548	2,550	2,647	2,803	2,860	2,579	2,662	2,754	2,706	2,770	26,880
		Total - 1148 Development Cntrl Facilitation			3,236	3,269	3,401	3,595	3,690	3,411	3,497	3,594	3,549	3,618	34,859
Urban Development	6.2	1149	Earthquake Assessment Study	Operating Costs	64	68	70	72	74	75	76	78	79	81	737
				Allocations	36	36	38	40	41	37	38	39	40	41	386
		Total - 1149 Earthquake Assessment Study			100	104	107	112	114	112	114	117	119	122	1,123
Urban Development	6.2	1151	Earthquake Risk Building Proj.	Operating Costs	745	808	773	774	790	807	824	842	860	880	8,103
				Allocations	112	111	115	123	125	121	124	128	127	130	1,215
		Total - 1151 Earthquake Risk Building Proj.			857	919	888	897	916	927	947	970	987	1,011	9,319
	Total - 6.2 Building and development control				7,467	8,362	8,637	9,192	9,443	8,656	8,849	9,102	8,948	9,110	87,767
					18,511	17,725	18,631	20,177	21,253	20,324	19,581	20,037	19,379	19,182	194,800

	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Transport	7.1	1152	Ngauranga to Airport Corridor	Operating Costs	1,608	1,653	1,691	569	597	609	636	661	668	681	9,373
				Allocations	270	270	277	213	221	214	222	237	241	248	2,412
		Total - 1152 Ngauranga to Airport Corridor			1,878	1,922	1,968	782	818	823	857	899	909	929	11,785
Transport	7.1	1153	Transport Planning and Policy	Operating Costs	1,068	1,116	1,148	1,179	1,210	1,234	1,260	1,285	1,298	1,324	12,121
				Allocations	390	392	403	437	444	429	436	457	464	478	4,330
		Total - 1153 Transport Planning and Policy			1,458	1,507	1,551	1,615	1,654	1,663	1,697	1,742	1,762	1,802	16,451

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Transport	7.1	1154	Road Maintenance and Storm Clean Up	Income	(904)	(903)	(914)	(914)	(915)	(915)	(916)	(916)	(915)	(915)	(9,128)
				Operating Costs	1,882	1,927	1,995	2,041	2,091	2,142	2,196	2,253	2,308	2,371	21,204
				Allocations	208	206	213	230	233	227	232	244	249	257	2,298
				Total - 1154 Road Maintenance and Storm Clean Up	1,186	1,230	1,293	1,357	1,409	1,454	1,512	1,580	1,641	1,713	14,374
Transport	7.1	1155	Tawa Shared Driveways Maintenance	Operating Costs	36	37	38	39	40	41	42	43	44	45	404
				Allocations	7	7	8	8	8	8	8	9	9	9	81
				Total - 1155 Tawa Shared Driveways Maintenance	43	44	46	47	48	49	50	51	52	53	485
Transport	7.1	1156	Wall, Bridge and Tunnel Maintenance	Income	(96)	(96)	(96)	(96)	(96)	(97)	(97)	(97)	(97)	(97)	(965)
				Operating Costs	232	237	243	248	254	260	267	273	279	287	2,580
				Allocations	23	23	24	26	26	25	26	27	28	29	258
				Total - 1156 Wall, Bridge and Tunnel Maintenance	159	164	170	178	184	189	196	204	211	219	1,873
Transport	7.1	1157	Drains & Walls Asset Stewardship	Income	(81)	(81)	(81)	(81)	(81)	(81)	(81)	(81)	(80)	(80)	(805)
				Operating Costs	738	754	771	789	807	827	847	869	892	917	8,212
				Interest	985	1,239	1,521	1,794	2,115	2,302	2,391	2,434	2,421	2,381	19,584
				Depreciation	4,529	4,763	5,118	5,403	5,627	5,909	6,198	6,486	6,857	7,243	58,133
				Allocations	15	14	15	16	16	16	16	17	17	18	160
				Total - 1157 Drains & Walls Asset Stewardship	6,186	6,690	7,344	7,921	8,485	8,973	9,372	9,726	10,108	10,479	85,284
Transport	7.1	1158	Kerb & Channel Maintenance	Income	(386)	(385)	(391)	(391)	(391)	(391)	(392)	(392)	(391)	(391)	(3,901)
				Operating Costs	766	785	814	834	854	875	897	920	941	967	8,653
				Allocations	95	94	98	105	107	104	106	112	113	117	1,052
				Total - 1158 Kerb & Channel Maintenance	475	494	521	548	570	588	611	639	664	693	5,804
Transport	7.1	1159	Vehicle Network Asset Stewardship	Income	(462)	(472)	(470)	(472)	(459)	(483)	(460)	(468)	(463)	(462)	(4,671)
				Operating Costs	3,534	3,639	3,713	3,801	3,858	3,994	4,031	4,145	4,232	4,336	39,281

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				Interest	4,471	5,624	6,904	8,143	9,603	10,453	10,854	11,051	10,992	10,811	88,905
				Depreciation	14,251	16,526	19,340	22,251	26,088	31,261	37,295	43,508	48,878	48,632	308,031
				Allocations	229	230	238	257	259	254	255	268	269	276	2,536
			Total - 1159 Vehicle Network Asset Stewardship		22,023	25,548	29,724	33,979	39,348	45,479	51,975	58,504	63,908	63,593	434,082
Transport	7.1	1160	Port and Ferry Access	Operating Costs	65	66	67	69	71	72	74	76	78	80	718
				Allocations	5	5	5	5	5	5	5	6	6	6	52
			Total - 1160 Port and Ferry Access		69	71	72	74	76	77	79	82	84	86	770
Transport	7.1	1161	Cycleways Maintenance	Income	(72)	(73)	(82)	(79)	(82)	(83)	(84)	(79)	(79)	(79)	(792)
				Operating Costs	143	147	168	166	177	183	189	184	189	194	1,739
				Allocations	13	13	14	15	16	16	16	16	17	17	153
			Total - 1161 Cycleways Maintenance		83	87	101	102	111	116	122	121	126	132	1,101
Transport	7.1	1162	Cycleway Asset Stewardship	Operating Costs	1	1	1	1	1	1	1	1	1	2	14
				Interest	0	0	0	0	0	0	0	0	0	0	0
				Depreciation	371	2,129	3,661	4,354	4,890	5,453	6,041	6,670	7,348	8,070	48,986
				Allocations	0	0	0	0	0	0	0	0	0	0	1
			Total - 1162 Cycleway Asset Stewardship		373	2,130	3,662	4,355	4,891	5,454	6,043	6,671	7,349	8,072	49,001
Transport	7.1	1163	Cycleways Planning	Operating Costs	213	2,719	2,724	230	236	241	247	253	259	265	7,387
				Allocations	34	34	35	38	38	37	38	40	41	42	377
			Total - 1163 Cycleways Planning		247	2,753	2,759	268	274	278	285	292	299	307	7,764
Transport	7.1	1164	Passenger Transport Facilities	Income	(286)	(286)	(286)	(286)	(286)	(286)	(286)	(286)	(286)	(286)	(2,860)
				Operating Costs	572	585	588	616	621	631	649	679	695	713	6,351
				Interest	29	37	46	54	63	69	72	73	72	71	586
				Depreciation	3	3	3	3	3	3	3	0	0	0	23
				Allocations	60	60	55	65	62	59	61	70	71	74	638
			Total - 1164 Passenger Transport Facilities		379	399	406	452	464	477	499	536	553	572	4,738
Transport	7.1	1165	Bus Shelter Contract	Income	(780)	(796)	(812)	(831)	(849)	(869)	(889)	(912)	(935)	(960)	(8,633)

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
			Income												
				Operating Costs	1	1	1	1	1	1	1	1	1	1	10
				Allocations	0	0	0	0	0	0	0	0	0	0	0
			Total - 1165 Bus Shelter Contract Income		(779)	(795)	(812)	(830)	(848)	(868)	(888)	(911)	(934)	(959)	(8,623)
Transport	7.1	1166	Passenger Transport Asset Stewardship	Operating Costs	35	35	36	37	38	39	40	41	42	43	384
				Interest	308	460	601	749	912	1,093	1,247	1,542	1,860	2,188	10,959
				Depreciation	521	518	571	587	608	631	654	678	709	742	6,220
				Allocations	0	0	0	0	0	0	0	0	0	0	0
			Total - 1166 Passenger Transport Asset Stewardship		863	1,014	1,209	1,373	1,558	1,763	1,940	2,261	2,610	2,973	17,564
Transport	7.1	1167	Bus Priority Plan	Operating Costs	57	58	60	61	62	64	65	67	68	70	632
				Allocations	4	4	4	5	5	5	5	5	5	5	46
			Total - 1167 Bus Priority Plan		61	62	64	65	67	68	70	72	73	75	678
Transport	7.1	1168	Cable Car	Operating Costs	1	1	1	1	1	1	1	1	1	1	9
				Interest	1	1	2	2	2	2	3	3	3	2	21
				Depreciation	10	10	10	10	10	10	10	10	10	10	104
			Total - 1168 Cable Car		12	13	13	13	14	14	14	14	14	14	134
Transport	7.1	1170	Street Furniture Maintenance	Income	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(64)
				Operating Costs	351	359	375	384	393	403	413	424	435	447	3,984
				Allocations	37	37	38	41	42	41	42	44	45	47	414
			Total - 1170 Street Furniture Maintenance		382	390	407	419	429	438	449	462	473	487	4,334
Transport	7.1	1171	Footpaths Asset Stewardship	Operating Costs	340	348	356	364	373	382	391	401	411	423	3,791
				Interest	400	503	618	728	859	935	971	988	983	967	7,952
				Depreciation	5,265	5,826	6,294	6,731	6,916	7,321	7,789	8,292	8,794	9,188	72,415
				Allocations	15	15	15	17	17	16	17	17	18	18	165
			Total - 1171 Footpaths Asset Stewardship		6,020	6,692	7,283	7,840	8,165	8,654	9,168	9,699	10,207	10,596	84,324
Transport	7.1	1172	Pedestrian Network Maintenance	Income	(34)	(35)	(36)	(37)	(37)	(38)	(39)	(40)	(41)	(43)	(381)

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				Operating Costs	814	834	863	884	905	927	951	975	998	1,025	9,175
				Allocations	99	98	101	109	111	108	110	115	118	122	1,090
		Total - 1172 Pedestrian Network Maintenance			879	897	928	956	978	997	1,021	1,050	1,074	1,104	9,884
Transport	7.1	1173	Pedestrian Network Structures Maintenance	Operating Costs	155	159	163	167	171	175	179	183	188	193	1,731
				Allocations	19	19	19	21	21	21	21	22	22	23	208
		Total - 1173 Pedestrian Network Structures Maintenance			174	178	182	187	192	195	200	205	210	216	1,939
Transport	7.1	1174	Traffic Signals Maintenance	Income	(697)	(690)	(695)	(699)	(698)	(699)	(703)	(702)	(705)	(708)	(6,996)
				Operating Costs	1,357	1,387	1,430	1,473	1,509	1,543	1,588	1,624	1,669	1,717	15,298
				Allocations	240	238	246	267	271	262	268	279	281	289	2,642
		Total - 1174 Traffic Signals Maintenance			900	936	982	1,041	1,082	1,107	1,153	1,201	1,245	1,299	10,944
Transport	7.1	1175	Traffic Control Asset Stewardship	Income	(87)	(87)	(87)	(87)	(87)	(87)	(87)	(87)	(87)	(87)	(869)
				Operating Costs	312	319	326	334	341	350	358	367	376	386	3,469
				Interest	103	129	158	187	220	240	249	254	252	248	2,040
				Depreciation	2,493	2,566	2,169	1,815	2,033	2,339	2,661	3,001	3,333	3,698	26,107
				Allocations	27	27	27	29	30	29	30	31	32	33	294
		Total - 1175 Traffic Control Asset Stewardship			2,847	2,953	2,594	2,278	2,537	2,871	3,211	3,566	3,906	4,278	31,042
Transport	7.1	1176	Road Marking Maintenance	Income	(688)	(688)	(697)	(697)	(697)	(698)	(698)	(698)	(698)	(699)	(6,959)
				Operating Costs	1,354	1,385	1,433	1,467	1,502	1,540	1,579	1,620	1,663	1,709	15,252
				Allocations	117	115	119	129	131	128	131	138	141	147	1,296
		Total - 1176 Road Marking Maintenance			783	813	856	899	936	970	1,011	1,059	1,106	1,157	9,589
Transport	7.1	1177	Traffic Signs Maintenance	Income	(160)	(159)	(161)	(161)	(161)	(161)	(161)	(161)	(160)	(160)	(1,604)
				Operating Costs	379	388	400	410	420	430	441	451	461	473	4,253
				Allocations	53	52	54	59	59	58	59	62	63	65	583
		Total - 1177 Traffic Signs Maintenance			272	281	294	308	319	327	339	352	364	378	3,232

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Transport	7.1	1178	Network Activity Management	Income	(930)	(949)	(969)	(990)	(1,013)	(1,036)	(1,060)	(1,087)	(1,115)	(1,144)	(10,292)
				Operating Costs	1,148	1,193	1,231	1,263	1,296	1,320	1,351	1,374	1,371	1,395	12,943
				Allocations	503	502	519	561	569	550	561	586	586	602	5,540
		Total - 1178 Network Activity Management			721	746	781	834	853	834	852	873	843	853	8,190
Transport	7.1	1179	Street Lighting Maintenance	Income	(1,121)	(1,123)	(1,126)	(1,148)	(1,151)	(1,155)	(1,158)	(1,160)	(1,163)	(1,167)	(11,471)
				Operating Costs	2,736	2,799	2,862	2,982	3,052	3,126	3,204	3,279	3,362	3,454	30,858
				Allocations	93	92	95	107	108	105	107	112	113	116	1,048
		Total - 1179 Street Lighting Maintenance			1,709	1,769	1,831	1,941	2,009	2,077	2,153	2,231	2,312	2,403	20,435
Transport	7.1	1180	Transport Education & Promotion	Income	(234)	(234)	(234)	(234)	(234)	(234)	(234)	(234)	(234)	(234)	(2,341)
				Operating Costs	461	473	482	490	500	507	515	523	532	541	5,024
				Interest	0	0	0	0	0	0	0	0	0	0	0
				Depreciation	0	0	0	0	0	0	0	0	0	0	1
				Allocations	78	78	80	87	89	87	88	92	94	98	870
		Total - 1180 Transport Education & Promotion			305	318	328	344	354	360	369	381	392	404	3,554
Transport	7.1	1181	Fences & Guardrails Maintenance	Income	(132)	(132)	(134)	(134)	(134)	(134)	(134)	(134)	(134)	(134)	(1,337)
				Operating Costs	372	381	396	405	415	425	436	447	458	471	4,205
				Allocations	39	38	40	43	43	42	43	45	47	48	429
		Total - 1181 Fences & Guardrails Maintenance			279	287	301	314	324	333	345	358	371	385	3,297
Transport	7.1	1182	Safety Asset Stewardship	Income	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(32)
				Operating Costs	120	122	125	128	130	133	137	140	143	147	1,324
				Interest	195	245	301	355	418	455	473	481	479	471	3,872
				Depreciation	5,397	2,288	2,536	2,669	2,793	2,895	2,947	2,915	3,056	3,205	30,702
				Allocations	3	3	3	3	3	3	3	3	3	3	31
		Total - 1182 Safety Asset Stewardship			5,711	2,655	2,961	3,151	3,341	3,483	3,556	3,537	3,678	3,823	35,897
Total - 7.1 Transport					55,698	62,247	69,819	72,811	80,642	89,243	98,260	107,457	115,611	118,140	869,928
Transport	7.2	1184	Parking	Income	(30,305)	(32,604)	(35,244)	(35,891)	(36,565)	(37,289)	(38,041)	(38,845)	(39,699)	(40,606)	(365,089)

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
			Services & Enforcement												
				Operating Costs	11,750	11,945	12,168	12,408	12,660	12,894	13,118	13,352	13,601	13,867	127,764
				Interest	18	23	28	33	39	43	45	45	45	44	365
				Depreciation	802	857	570	240	348	486	610	739	880	1,043	6,574
				Allocations	2,756	2,741	2,831	3,016	3,074	2,811	2,880	3,008	3,028	3,115	29,260
		Total - 1184 Parking Services & Enforcement			(14,979)	(17,039)	(19,646)	(20,193)	(20,442)	(21,055)	(21,388)	(21,702)	(22,145)	(22,536)	(201,125)
Transport	7.2	1185	Waterfront Parking Services	Income	(618)	(632)	(646)	(661)	(676)	(693)	(710)	(729)	(749)	(770)	(6,883)
				Operating Costs	108	109	111	112	113	114	115	116	118	119	1,135
				Depreciation	3	3	3	3	3	3	3	3	3	3	31
				Allocations	13	13	13	14	14	14	14	14	14	15	138
		Total - 1185 Waterfront Parking Services			(494)	(507)	(519)	(532)	(546)	(562)	(578)	(595)	(614)	(633)	(5,580)
	Total - 7.2 Parking				(15,474)	(17,546)	(20,165)	(20,725)	(20,988)	(21,617)	(21,965)	(22,296)	(22,760)	(23,170)	(206,705)
					40,225	44,701	49,654	52,087	59,654	67,626	76,294	85,161	92,851	94,970	663,224
Council	10.1	1186	Waterfront Commercial Property Services	Income	(2,385)	(2,389)	(2,392)	(2,396)	(2,400)	(2,404)	(2,409)	(2,414)	(2,418)	(2,424)	(24,030)
				Operating Costs	2,496	2,548	2,600	2,654	2,710	2,769	2,830	2,893	2,959	3,029	27,488
				Interest	0	0	0	0	0	0	0	0	0	0	0
				Depreciation	1,095	1,162	1,252	1,280	1,308	1,337	1,368	1,337	1,369	1,402	12,909
				Allocations	169	168	174	186	189	180	185	190	187	191	1,819
		Total - 1186 Waterfront Commercial Property Services			1,375	1,490	1,634	1,724	1,807	1,881	1,974	2,007	2,096	2,199	18,185
Council	10.1	1187	Commercial Property Man & Serv	Income	(2,374)	(2,134)	(2,134)	(2,394)	(2,635)	(2,636)	(2,636)	(2,637)	(2,637)	(2,638)	(24,854)
				Operating Costs	1,644	2,047	1,751	1,731	1,753	2,140	1,779	1,810	2,154	2,037	18,846
				Interest	1,572	1,977	2,428	2,863	3,376	3,675	3,816	3,886	3,865	3,801	31,260
				Depreciation	1,372	1,444	1,425	1,442	1,477	1,474	1,512	1,511	1,544	1,582	14,784
				Allocations	211	249	234	244	248	250	229	238	259	255	2,416
		Total - 1187 Commercial Property Man & Serv			2,426	3,584	3,704	3,886	4,219	4,903	4,700	4,808	5,185	5,038	42,453

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Council	10.1	1191	NZTA Income on Capex Work	Income	(33,198)	(21,738)	(18,586)	(17,652)	(18,456)	(17,235)	(18,546)	(17,620)	(16,935)	(17,581)	(197,547)
Total - 1191 NZTA Income on Capex Work					(33,198)	(21,738)	(18,586)	(17,652)	(18,456)	(17,235)	(18,546)	(17,620)	(16,935)	(17,581)	(197,547)
Council	10.1	1193	Self Insurance Reserve	Income	(3,600)	(1,838)	0	0	0	0	0	0	0	0	(5,438)
				Operating Costs	1,500	1,532	1,564	1,597	1,632	1,669	1,708	1,749	1,791	1,835	16,576
				Allocations	111	109	111	120	121	119	121	127	131	136	1,203
Total - 1193 Self Insurance Reserve					(1,989)	(198)	1,674	1,717	1,753	1,788	1,829	1,876	1,921	1,971	12,341
Council	10.1	1196	External Capital Funding	Income	0	(475)	(800)	(30,600)	0	0	(83)	(667)	(500)	0	(33,125)
Total - 1196 External Capital Funding					0	(475)	(800)	(30,600)	0	0	(83)	(667)	(500)	0	(33,125)
Council	10.1	1197	Plimmer Bequest Project Expend	Income	(50)	(700)	(750)	(1,000)	0	(1,000)	(500)	(500)	(500)	(500)	(5,500)
Total - 1197 Plimmer Bequest Project Expend					(50)	(700)	(750)	(1,000)	0	(1,000)	(500)	(500)	(500)	(500)	(5,500)
Council	10.1	1198	Waterfront Utilities Management	Income	(406)	(414)	(423)	(432)	(441)	(451)	(462)	(473)	(484)	(497)	(4,481)
				Operating Costs	543	550	557	565	572	580	588	596	605	615	5,772
				Allocations	14	14	15	16	16	15	16	16	16	17	157
Total - 1198 Waterfront Utilities Management					152	151	150	149	147	144	142	140	137	135	1,447
Council	10.1	1199	Civic Project Funding	Income	0	0	(7,500)	0	0	0	0	0	0	0	(7,500)
Total - 1199 Civic Project Funding					0	0	(7,500)	0	0	0	0	0	0	0	(7,500)
Council	10.1	1204	Sustainable Parking Infrastructure	Income	153	156	160	163	166	170	174	178	183	187	1,691
				Operating Costs	0	0	0	0	0	0	0	0	0	0	3
Total - 1204 Sustainable Parking Infrastructure					153	156	160	163	167	170	174	179	183	188	1,694
Council	10.1	1200	Organisation	Income	(324,858)	(336,971)	(326,698)	(327,978)	(329,382)	(329,999)	(330,641)	(331,178)	(331,844)	(332,559)	(3,302,108)
				Operating Costs	65,212	65,692	67,790	70,989	72,100	64,605	65,192	67,639	69,397	70,895	679,510
				Interest	157	198	243	286	337	367	381	388	386	380	3,123
				Depreciation	6,005	6,826	8,772	9,866	10,544	11,689	13,026	13,190	11,223	11,829	102,969
				Allocations	(57,590)	(57,427)	(59,198)	(63,288)	(64,794)	(61,166)	(62,759)	(65,153)	(64,601)	(66,318)	(622,295)

Strategy		Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
			Total - 1200 Organisation			(311,074)	(321,683)	(309,092)	(310,125)	(311,196)	(314,504)	(314,801)	(315,114)	(315,439)	(315,774)	(3,138,801)
		Total - 10.1 Organisational Projects				(342,206)	(339,412)	(329,407)	(351,738)	(321,559)	(323,853)	(325,111)	(324,891)	(323,851)	(324,325)	(3,306,352)
Total – 10 Council						(342,206)	(339,412)	(329,407)	(351,738)	(321,559)	(323,853)	(325,111)	(324,891)	(323,851)	(324,325)	(3,306,352)
Grand total						13,032	31,595	63,114	59,629	111,299	132,482	154,651	175,396	193,883	204,729	1,139,810

Summary by Capital Expenditure by Activity (Inflated) - 10 year

	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Governance	1.1	2000	Committee & Council Processes	2000002000	Democratic Services - Mayoral Vehicle / Committee Room Renew	51	123	0	0	131	0	0	140	0	0	444
		Total - 2000 Committee & Council Processes				51	123	0	0	131	0	0	140	0	0	444
	Total - 1.1 Governance information and engagement					51	123	0	0	131	0	0	140	0	0	444
						51	123	0	0	131	0	0	140	0	0	444

	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Environment	2.1	2001	Property Purchases - Reserves	2008132001	Belmont Gully Lincolnshire Farms Reserve Property Purchase	0	0	2,029	0	0	0	0	0	0	0	2,029
		Total - 2001 Property Purchases - Reserves				0	0	2,029	0	0	0	0	0	0	0	2,029
Environment	2.1	2003	Parks Infrastructure	2000022003	PSR Parks Infrastructure - Renewals (CX)	251	248	253	285	291	297	304	376	385	395	3,084
				2000032003	PSR Parks Infrastructure - Upgrades (CX)	31	31	32	33	34	35	35	36	37	38	342
				2005932003	Parks infrastructure General Upgrades	25	26	26	0	0	0	0	0	0	0	77
				2005942003	Dog Exercise Area Improvements	86	31	32	11	11	11	11	12	12	12	229
				2005952003	Playground Landscape Upgrades	25	26	26	27	27	28	28	29	30	31	276
				2006962003	PSR Labour Allocations	17	18	19	19	20	20	20	21	21	22	196
				2007922003	Alex Moore carpark	0	0	0	479	0	0	0	0	0	0	479
				2008442003	Reserves resilience	200	204	0	0	0	0	0	0	0	0	404
				2008672003	Parks Infrastructure Renewals	200	204	208	213	217	222	227	233	238	245	2,208
		Total - 2003 Parks Infrastructure				835	787	596	1,066	600	613	627	706	723	742	7,295
Environment	2.1	2004	Parks Buildings	2000042004	PSR Parks Buildings - Renewals (CX)	267	354	459	697	301	253	816	555	568	583	4,853
				2005972004	Building Renewals Not FM	116	147	150	0	0	0	0	0	0	0	412
				2006972004	PSR Labour Allocations	12	13	13	13	14	14	14	15	15	15	137
		Total - 2004 Parks Buildings				395	513	622	710	315	267	830	569	583	598	5,403
Environment	2.1	2005	Plimmer Bequest Project	2000062005	PSR Plimmer Bequest Expenditure (CX)	0	0	0	0	0	0	500	500	500	500	2,000
				2005982005	Newlands Park	90	714	781	0	0	0	0	0	0	0	1,586

				2008812005	Watts Peninsula Plimmer Bequest	0	0	0	1,064	0	1,111	0	0	0	0	2,175
Total - 2005 Plimmer Bequest Project						90	714	781	1,064	0	1,111	500	500	500	500	5,761
Environment	2.1	2006	Botanic Garden	2000072006	PSR Botanic Garden - Renewals (CX)	265	238	416	1,037	434	1,055	836	605	829	728	6,443
				2006392006	PSR Botanic Wayfinding Signs & Interpret	43	31	83	0	0	0	0	0	0	0	156
				2006412006	PSR Bolton St Grave & Memorial Repairs	20	20	21	0	0	0	0	0	0	0	61
				2006422006	PSR Botanic Garden Treehouse Upgrade	200	0	0	0	0	0	0	0	0	0	200
				2006492006	PSR Botanic Collections Renewals	20	20	0	0	0	0	0	0	0	0	40
				2006502006	PSR Botanic Decks, bridges, boardwalks renewals	10	10	10	0	0	0	0	0	0	0	31
				2006512006	PSR Botanic Hard surfaces, Tracks renewals	60	36	52	0	0	0	0	0	0	0	148
				2006522006	PSR Botanic Seats Renewals	10	10	10	0	0	0	0	0	0	0	31
				2006802006	PSR Children's Gardens	20	20	0	0	0	0	0	0	0	0	40
				2006812006	PSR Fences	15	5	0	0	0	0	0	0	0	0	20
				2006822006	PSR Lights, Bollards	10	5	5	0	0	0	0	0	0	0	20
				2006832006	PSR Allocation P&D	1	1	1	1	1	1	1	1	1	1	8
				2006852006	PSR Allocation - Property (Architects)	28	30	30	31	32	33	33	34	35	35	322
				2006992006	PSR Allocation - Labour	64	67	69	71	73	75	76	78	79	81	733
				2007882006	Botanic Gardens FM Discretionary renewals	30	20	3	0	0	0	0	0	0	0	54
				2007892006	Otari Walkway upgrades	0	0	0	106	0	0	0	0	0	0	106
				2007902006	Botanic Gardens Toilets Upgrades	0	0	156	0	0	0	0	0	0	0	156
				2007912006	Otari Visitor Centre	0	153	0	0	0	0	0	0	0	0	153
Total - 2006 Botanic Garden						795	668	858	1,247	540	1,163	946	718	943	845	8,723
Environment	2.1	2007	Coastal - upgrades	2000092007	PSR Coastal - Upgrades (CX)	831	53	55	56	57	58	60	61	63	64	1,357
				2007002007	PSR Allocation - Labour	5	5	6	6	6	6	6	6	6	6	59
				2007872007	Coastal Resilience - Lyall Bay	768	436	0	0	0	0	0	0	0	0	1,204
				2009042007	Freedom Camping	60	296	0	0	0	0	0	0	0	0	356
Total - 2007 Coastal - upgrades						1,664	791	60	62	63	64	66	67	69	71	2,976
Environment	2.1	2008	Coastal	2000102008	PSR Coastal - Renewals (CX)	123	125	128	131	133	136	140	143	146	150	1,355
				2007012008	PSR Labour Allocations	9	9	9	10	10	10	10	10	11	11	98
				2008432008	Coastal resilience	300	0	0	0	0	0	0	0	0	0	300
				2008582008	Worser Bay Yacht Club Resilience	1,100	0	0	0	0	0	0	0	0	0	1,100
Total - 2008 Coastal						1,531	134	137	140	143	146	150	153	157	161	2,853

Environment	2.1	2009	Town Belt & Reserves	2000112009	PSR Town Belt & Reserves - Renewals (CX)	30	32	33	1,345	271	277	283	462	473	486	3,694
				2005992009	Reserve Development	171	152	156	0	0	0	0	0	0	0	479
				2006002009	Outer Green Belt Fencing	28	29	29	0	0	0	0	0	0	0	86
				2006012009	Signage	40	41	42	0	0	0	0	0	0	0	122
				2007022009	PSR Labour Allocations	88	93	95	98	101	103	105	107	109	111	1,009
				2007862009	Makara Peak master plan (move from Walkways)	385	393	0	0	0	0	0	0	0	0	778
				2008752009	PSR Newlands Development	0	1,020	1,042	0	0	0	0	0	0	0	2,062
Total - 2009 Town Belt & Reserves						742	1,760	1,396	1,443	372	380	388	569	582	597	8,229
Environment	2.1	2010	Walkways renewals	2000132010	PSR Walkways - Renewals (CX)	146	118	152	1,082	515	527	539	574	588	603	4,845
				2000142010	PSR Walkways - Upgrades (CX)	(0)	30	(0)	108	111	113	116	119	122	125	843
				2006042010	Community Special Trail Initiatives	80	82	83	0	0	0	0	0	0	0	245
				2006052010	Harbour Escarpment	0	0	0	0	44	0	0	0	0	0	44
				2006062010	Makara Peak Master Plan	102	104	106	0	0	0	0	0	0	0	312
				2006072010	Townbelt Trails	80	82	83	0	0	0	0	0	0	0	245
				2006082010	Outer Green Belt Trails	50	51	52	0	55	0	0	8	9	9	234
				2006092010	Northern Reserve Trails	50	51	52	0	66	0	0	10	10	11	251
				2006102010	Makara Peak Upgrade Supporters Priorities	28	29	29	0	0	0	0	0	0	0	86
				2006112010	Suburban Reserve Trails	40	41	42	0	0	0	0	0	0	0	122
				2007032010	PSR Labour Allocations	52	54	56	57	59	60	61	62	64	65	589
				2007852010	Skyline Extension	0	0	0	0	326	0	0	0	0	0	326
				2008802010	Abel Smith St Park Track	37	0	0	0	0	0	0	0	0	0	37
Total - 2010 Walkways renewals						664	641	655	1,247	1,176	699	716	774	792	812	8,178
Total - 2.1 Gardens, beaches and green open spaces						6,716	6,009	7,135	6,978	3,209	4,444	4,222	4,057	4,350	4,326	51,447
Environment	2.2	2011	Southern Landfill Improvement	2000152011	2011 Southern Landfill Improvement - Stage 4 Landfill Ext	4,639	7,092	4,631	180	221	231	241	1,776	1,824	1,875	22,709
				2000172011	2011 Southern Landfill Improvement - Carbon Unit Purchases	1,022	1,258	1,286	1,877	1,922	1,971	2,021	2,075	2,132	2,192	17,756
Total - 2011 Southern Landfill Improvement						5,662	8,349	5,917	2,057	2,143	2,201	2,262	3,851	3,956	4,067	40,465
Total - 2.2 Waste reduction and energy conservation						5,662	8,349	5,917	2,057	2,143	2,201	2,262	3,851	3,956	4,067	40,465
Environment	2.3	2013	Water - Network renewals	2000242013	Water - Network renewal Sub-Projects	774	0	0	0	0	0	0	0	0	0	774
				2008002013	WCC PW Network Renewals	6,592	4,783	5,076	5,023	5,736	7,536	9,104	12,307	12,990	7,912	77,059
Total - 2013 Water - Network renewals						7,366	4,783	5,076	5,023	5,736	7,536	9,104	12,307	12,990	7,912	77,833

Environment	2.3	2014	Water - Pump Station renewals	2008012014	WCC PW Pump Station Renewals	141	542	451	431	348	356	365	374	384	395	3,788
Total - 2014 Water - Pump Station renewals						141	542	451	431	348	356	365	374	384	395	3,788
Environment	2.3	2015	Water - Water Meter upgrades	2008022015	WCC PW Water Meter Upgrades	25	26	513	524	537	550	564	577	592	608	4,516
Total - 2015 Water - Water Meter upgrades						25	26	513	524	537	550	564	577	592	608	4,516
Environment	2.3	2016	Water - Network upgrades	2000322016	Water - Network Upgrades Sub-Projects	244	0	0	0	0	0	0	0	0	0	244
				2008032016	WCC PW Water Network Upgrades	5,964	5,716	5,119	2,020	1,789	1,832	1,876	1,926	1,978	2,035	30,256
				2008282016	PW Miramar Peninsular Upgrades	0	0	0	429	1,319	1,352	1,387	0	0	0	4,487
Total - 2016 Water - Network upgrades						6,208	5,716	5,119	2,449	3,108	3,184	3,263	1,926	1,978	2,035	34,986
Environment	2.3	2018	Water - Network renewals	2008042018	WCC PW Network Renewals (reactive)	1,366	1,406	1,441	1,474	1,510	1,547	1,584	1,624	1,668	1,713	15,332
Total - 2018 Water - Network renewals						1,366	1,406	1,441	1,474	1,510	1,547	1,584	1,624	1,668	1,713	15,332
Environment	2.3	2019	Water - Reservoir renewals	2008092019	WCC PW Reservoir renewals	319	144	148	151	901	3,981	4,075	4,180	4,292	4,722	22,913
Total - 2019 Water - Reservoir renewals						319	144	148	151	901	3,981	4,075	4,180	4,292	4,722	22,913
Environment	2.3	2020	Water - Reservoir upgrades	2000392020	Water - Reservoir Upgrade Sub-projects	271	0	0	0	0	0	0	0	0	0	271
				2008102020	WCC PW Reservoir upgrades	1,380	1,081	6,878	7,710	850	64	2,017	2,069	2,125	2,186	26,360
				2008312020	PW Upper Stebbings Reservoir	0	0	0	1,073	1,099	5,071	5,200	0	0	0	12,443
				2008322020	PW Horokiwi Reservoir	0	0	0	0	1,099	1,127	5,200	5,339	0	0	12,765
				2008762020	PW Omororo Reservoir	1,350	10,250	14,987	5,580	0	0	0	0	0	0	32,167
Total - 2020 Water - Reservoir upgrades						3,001	11,331	21,866	14,363	3,048	6,261	12,418	7,407	2,125	2,186	84,005
Total - 2.3 Water						18,426	23,947	34,613	24,415	15,187	23,416	31,372	28,396	24,029	19,572	243,374
Environment	2.4	2023	Wastewater - Network renewals	2008072023	WCC WW Network renewals	3,954	7,919	9,954	5,591	5,782	6,772	7,168	7,408	7,606	7,750	69,903
				2008302023	WW CBD Wastewater Pipework	0	0	0	2,146	2,198	2,254	2,311	0	0	0	8,909
				2008342023	WW Sludge Reduction	0	0	1,048	13,949	15,386	0	0	0	0	0	30,383
Total - 2023 Wastewater - Network renewals						3,954	7,919	11,002	21,686	23,365	9,025	9,480	7,408	7,606	7,750	109,195
Environment	2.4	2024	Wastewater - Network upgrades	2003092024	Wastewater - Network Upgrades Sub - Projects	431	0	0	0	0	0	0	0	0	0	431
				2008052024	WCC WW Network upgrades	2,975	901	1,450	1,215	1,244	991	1,014	1,040	1,068	1,097	12,997

				2008292024	WW Miramar Peninsular Upgrades	0	0	0	322	989	1,014	1,040	0	0	0	3,365
					Total - 2024 Wastewater - Network upgrades	3,406	901	1,450	1,537	2,233	2,005	2,054	1,040	1,068	1,097	16,793
Environment	2.4	2026	Wastewater - Pump Station renewals	2008112026	WCC WW Pump Station renewals	1,378	1,046	1,072	1,096	1,123	1,151	1,178	1,230	1,262	1,297	11,833
					Total - 2026 Wastewater - Pump Station renewals	1,378	1,046	1,072	1,096	1,123	1,151	1,178	1,230	1,262	1,297	11,833
					Total - 2.4 Wastewater	8,739	9,866	13,524	24,319	26,721	12,181	12,712	9,678	9,937	10,144	137,821
Environment	2.5	2028	Stormwater - Network upgrades	2000572028	SW - Network Upg - SW Upgrade	1,269	0	0	0	0	0	0	0	0	0	1,269
				2008062028	WCC SW Network upgrades	6,460	902	554	621	5,058	2,920	7,101	7,283	3,815	7,681	42,395
				2008272028	SW Miramar Peninsular Upgrades	0	0	0	322	989	1,014	1,040	0	0	0	3,365
					Total - 2028 Stormwater - Network upgrades	7,729	902	554	943	6,047	3,934	8,141	7,283	3,815	7,681	47,029
Environment	2.5	2029	Stormwater - Network renewals	2000652029	SW - Network renewal	528	0	0	0	0	0	0	0	0	0	528
				2008082029	WCC SW Network renewals	3,081	8,445	3,694	3,556	3,645	3,733	3,824	3,901	4,006	4,114	42,000
				2008332029	SW Tawa Flood Reduction	0	0	0	2,146	2,198	5,634	0	0	0	0	9,978
					Total - 2029 Stormwater - Network renewals	3,609	8,445	3,694	5,702	5,843	9,367	3,824	3,901	4,006	4,114	52,506
					Total - 2.5 Stormwater	11,338	9,347	4,248	6,645	11,890	13,302	11,965	11,185	7,821	11,796	99,535
Environment	2.6	2033	Zoo renewals	2000672033	Zoo renewals - Zoo Renewals	1,150	882	911	921	945	995	1,021	1,049	1,078	1,110	10,061
					Total - 2033 Zoo renewals	1,150	882	911	921	945	995	1,021	1,049	1,078	1,110	10,061
Environment	2.6	2034	Zoo upgrades	2008522034	Animal habitat & sustainability projects Upgrade	0	308	1,677	1,717	0	0	385	3,164	2,438	0	9,688
					Total - 2034 Zoo upgrades	0	308	1,677	1,717	0	0	385	3,164	2,438	0	9,688
Environment	2.6	2135	Zealandia	2008532135	Zealandia staff accommodation upgrades	0	769	786	0	0	0	0	0	0	0	1,555
					Total - 2135 Zealandia	0	769	786	0	0	0	0	0	0	0	1,555
					Total - 2.6 Conservation attractions	1,150	1,959	3,373	2,638	945	995	1,406	4,212	3,516	1,110	21,304
						52,030	59,477	68,811	67,053	60,095	56,539	63,940	61,379	53,609	51,015	593,946
	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Economic Development	3.1	2035	Wellington Venues renewals	2000692035	Venues property renewals - Town Hall	0	0	0	0	0	0	0	0	0	0	0
				2000712035	Venues property renewals - General capex	917	1,222	1,296	1,467	1,183	203	1,328	741	1,404	1,439	11,199

				2000772035	Venues property renewals - Opera House HVAC	340	0	0	0	0	0	0	0	0	0	340
				2000782035	Venues property renewals - St James Lifts	293	0	0	0	0	0	0	147	0	0	440
				2000792035	Venues property renewals - St James HVAC - Carry-fwd.	528	0	0	0	0	0	0	264	0	0	792
				2000802035	Venues property renewals - Internal FM allocations	155	66	104	112	157	57	119	104	106	109	1,090
				2000812035	Venues property renewals - Internal labour allocations	46	49	50	51	53	54	55	56	57	58	528
				2007162035	Venues property renewals - Opera House Interior Finishes	96	0	0	0	0	0	0	0	0	0	96
				2007172035	Venues property renewals - St James Theatre and Counties Bui	441	0	0	0	0	0	0	220	0	0	661
				2007242035	Venues property renewals - MFC	540	0	0	0	0	0	0	0	0	0	540
Total - 2035 Wellington Venues renewals						3,357	1,337	1,449	1,631	1,393	314	1,502	1,530	1,567	1,606	15,684
Economic Development	3.1	2037	Indoor Arena	2007272037	Indoor Arena	0	511	521	1,065	5,439	11,684	22,776	43,717	0	0	85,713
Total - 2037 Indoor Arena						0	511	521	1,065	5,439	11,684	22,776	43,717	0	0	85,713
Total - 3.1 City promotions and business support						3,357	1,847	1,971	2,695	6,831	11,998	24,278	45,248	1,567	1,606	101,397
						3,357	1,847	1,971	2,695	6,831	11,998	24,278	45,248	1,567	1,606	101,397

	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Cultural Wellbeing	4.1	2038	Gallery & Museum Upgrades	2008392038	Bond Store Upgrade	0	0	5,000	5,000	0	0	0	0	0	0	10,000
Total - 2038 Gallery & Museum Upgrades						0	0	5,000	5,000	0	0	0	0	0	0	10,000
Cultural Wellbeing	4.1	2039	Museum of Conflict	2003482039	Museum of Conflict	0	0	0	0	0	0	0	0	0	0	0
Total - 2039 Museum of Conflict						0	0	0	0	0	0	0	0	0	0	0
Cultural Wellbeing	4.1	2041	Te ara o nga tupuna - Maori heritage trails	2000832041	Toa Pou	147	0	0	0	0	0	0	0	0	0	147
Total - 2041 Te ara o nga tupuna - Maori heritage trails						147	0	0	0	0	0	0	0	0	0	147
Cultural Wellbeing	4.1	2042	Arts Installation	2000842042	Arts Installation - Arts Installation 1	59	32	32	33	34	34	35	3	3	3	269
Total - 2042 Arts Installation						59	32	32	33	34	34	35	3	3	3	269
Cultural Wellbeing	4.1	2129	Wellington Convention Centre and Movie Museum	2002982129	Convention Centre & Movie Museum	700	15,955	48,614	73,604	26,655	0	0	0	0	0	165,528

			Total - 2129 Wellington Convention Centre and Movie Museum			700	15,955	48,614	73,604	26,655	0	0	0	0	0	165,528
			Total - 4.1 Arts and cultural activities			906	15,987	53,646	78,637	26,689	34	35	3	3	3	175,945
						906	15,987	53,646	78,637	26,689	34	35	3	3	3	175,945
	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Social and Recreation	5.1	2043	Aquatic Facility upgrades	2006862043	PSR Aquatic Facility Upgrades	(0)	0	0	0	0	0	0	0	0	0	(0)
				2007842043	Karori Pool carpark Upgrade	189	0	0	0	0	0	0	0	0	0	189
				2008642043	Karori Pool Car Park	111	0	0	0	0	0	0	0	0	0	111
				2008782043	Khandallah Swimming Pool Upgrade	0	0	0	1,064	0	0	0	0	0	0	1,064
			Total - 2043 Aquatic Facility upgrades			300	0	0	1,064	0	0	0	0	0	0	1,364
Social and Recreation	5.1	2044	Aquatic Facility renewals	2000862044	PSR Aquatic Facility - Renewals (CX)	1,024	204	208	1,831	1,880	1,912	1,957	2,022	2,070	2,124	15,233
				2007042044	PSR Labour Allocations	65	69	70	72	74	76	77	79	80	82	746
				2007792044	Freyberg Pool Roof asbestos	0	0	0	0	544	0	0	0	0	0	544
				2007802044	Tawa Pool 5 Yr. closure	700	0	0	0	0	0	0	0	0	0	700
				2007812044	Keith Spry Spas	0	612	0	0	0	0	0	0	0	0	612
				2007822044	WRAC Spray & Programmes	0	854	0	0	0	0	0	0	0	0	854
				2007832044	WRAC Main Pool	0	0	1,354	0	0	0	0	0	0	0	1,354
			Total - 2044 Aquatic Facility renewals			1,790	1,739	1,633	1,903	2,498	1,988	2,034	2,100	2,151	2,206	20,042
Social and Recreation	5.1	2045	Sportsfields upgrades	2000872045	PSR Sportsfields - Renewals (CX)	0	52	11	427	436	446	457	467	479	491	3,267
				2006152045	Kilbirnie Gravel Banding	100	0	0	0	0	0	0	0	0	0	100
				2007052045	PSR Labour Allocations	29	31	32	32	33	34	35	35	36	37	334
				2007712045	Lyndhurst Field renovation	0	153	0	0	0	0	0	0	0	0	153
				2007722045	Polo - drainage & irrigation	0	204	0	0	0	0	0	0	0	0	204
				2007732045	Sportsfields Lighting renewals	35	0	0	0	0	0	0	0	0	0	35
				2007742045	Wicket cover renewals	16	0	0	0	0	0	0	0	0	0	16
				2007752045	Helston Field renovation	0	0	125	0	0	0	0	0	0	0	125
				2007762045	Nairnville gravel banding	0	0	156	0	0	0	0	0	0	0	156
				2007772045	Hard court renewals	0	0	126	0	0	0	0	0	0	0	126
				2007782045	Rugby League Park field	250	0	0	0	0	0	0	0	0	0	250
				2008602045	Grenada North Community Sports Hub	0	0	0	0	217	3,334	3,412	3,493	0	0	10,456

		Total - 2045 Sportsfields upgrades				431	440	450	460	687	3,814	3,903	3,996	515	528	15,223
Social and Recreation	5.1	2046	Synthetic Turf Sportsfields renewals	2000892046	PSR Artificial Turfs - Renewals (CX)	61	632	32	1,908	672	34	35	35	36	37	3,481
				2007682046	Te Whaea Synthetic renewal	0	31	645	0	0	0	0	0	0	0	675
				2008682046	Alex Moore Park Synthetic Turf Renewal	0	0	0	0	0	0	569	35	715	428	1,747
		Total - 2046 Synthetic Turf Sportsfields renewals				61	662	676	1,908	672	34	603	70	751	465	5,903
Social and Recreation	5.1	2047	Synthetic Turf Sportsfields upgrades	2000902047	PSR Artificial Turfs - Upgrades (CX)	5	5	6	6	6	6	6	6	6	6	59
				2008712047	Synthetic Turf Tawa/Grenada	0	0	0	0	0	0	0	0	2,329	0	0
		Total - 2047 Synthetic Turf Sportsfields upgrades				5	5	6	6	6	6	6	2,335	6	6	2,388
Social and Recreation	5.1	2048	Recreation Centre Renewal	2000912048	PSR Recreation Centres - Renewals (CX)	293	2	5	322	49	50	256	58	109	112	1,258
				2006202048	Nairnville Recreation Centre	41	2	9	0	0	0	0	0	0	0	52
				2006212048	Karori Recreation Centre	1	12	36	0	0	0	0	0	0	0	50
				2006222048	Kilbirnie Recreation Centre	5	6	6	0	0	0	0	0	0	0	18
				2007062048	PSR Labour Allocations	5	5	6	6	6	6	6	6	6	6	59
		Total - 2048 Recreation Centre Renewal				346	27	63	328	55	56	262	64	116	119	1,436
Social and Recreation	5.1	2049	ASB Sports Centre	2000932049	PSR ASB Sports Centre - Renewals (CX)	32	119	310	124	162	165	169	174	178	182	1,614
				2007072049	PSR Labour Allocations	5	5	6	6	6	6	6	6	6	6	59
		Total - 2049 ASB Sports Centre				37	125	315	130	167	171	175	180	184	189	1,673
Social and Recreation	5.1	2050	Basin Reserve	2000942050	Basin Reserve (Balance of Master Plan)	3,119	6,714	5,125	266	326	389	739	466	477	489	18,110
		Total - 2050 Basin Reserve				3,119	6,714	5,125	266	326	389	739	466	477	489	18,110
Social and Recreation	5.1	2051	Playgrounds renewals & upgrades	2000972051	PSR Playgrounds - Renewals (CX)	488	356	364	372	380	388	397	472	484	496	4,198
				2000982051	PSR Playgrounds - Upgrades (CX)	240	176	107	109	112	284	117	120	123	126	1,514
				2006282051	Wakefield	254	0	0	0	0	0	0	0	0	0	254
				2007082051	PSR Labour Allocations	21	22	22	23	24	24	24	25	25	26	236
				2008122051	Newlands Park Play Area	157	0	0	0	0	0	0	0	0	0	157
				2008652051	Playground Playspace Policy Renewals and Upgrades	229	647	692	1,026	1,048	653	471	449	460	411	6,087
				2008732051	Playground Playspace Policy 12-15 Year Cycle	229	637	692	1,026	1,048	653	471	449	460	411	6,077
		Total - 2051 Playgrounds renewals & upgrades				1,617	1,838	1,877	2,556	2,612	2,003	1,481	1,516	1,552	1,470	18,523
Social and Recreation	5.1	2052	Evans Bay Marina - Renewals	2000992052	PSR Evans Bay Marina - Renewals (CX)	103	60	713	268	113	68	125	694	234	240	2,617

				2007092052	PSR Labour Allocations	5	5	6	6	6	6	6	6	6	6	59
Total - 2052 Evans Bay Marina - Renewals						108	65	719	274	118	74	131	700	240	246	2,676
Social and Recreation	5.1	2053	Clyde Quay Marina - Upgrade	2001002053	PSR Clyde Quay Marina - Upgrade (CX)	1	1	22	5	1	1	1	0	0	0	32
				2003012053	PSR Clyde Quay Marina - Renewal (CX)	84	50	256	123	63	59	72	258	121	125	1,210
				2007102053	PSR Labour Allocations	5	5	6	6	6	6	6	6	6	6	59
				2007662053	PSR Clyde Quay Marina - FM renewals	24	20	299	0	0	0	0	0	0	0	343
Total - 2053 Clyde Quay Marina - Upgrade						114	77	582	133	70	66	79	265	128	131	1,644
Total - 5.1 Recreation promotion and support						7,928	11,692	11,445	9,027	7,212	8,600	9,414	11,693	6,121	5,850	88,983
Social and Recreation	5.2	2054	Upgrade Library Materials	2001012054	Upgrade Library Materials - Library Collection	2,016	2,261	2,204	2,251	2,300	2,351	2,406	2,464	2,523	2,589	23,365
Total - 2054 Upgrade Library Materials						2,016	2,261	2,204	2,251	2,300	2,351	2,406	2,464	2,523	2,589	23,365
Social and Recreation	5.2	2055	Upgrade Computer Replacement	2001022055	Library Computer System Upgrade	0	0	0	2,126	0	0	0	0	2,771	0	4,897
				2003372055	Upgrade Computer Replacement	81	83	85	87	88	90	93	95	97	100	898
Total - 2055 Upgrade Computer Replacement						81	83	85	2,213	88	90	93	95	2,868	100	5,796
Social and Recreation	5.2	2056	Central Library upgrades	2001042056	Central Library upgrades - Furniture Renewals	17	17	18	18	19	19	19	20	20	21	189
				2005862056	Central Library Refresh 3.0	291	0	0	0	0	0	0	0	0	0	291
Total - 2056 Central Library upgrades						308	17	18	18	19	19	19	20	20	21	480
Social and Recreation	5.2	2057	Branch Library upgrades	2001052057	Branch Library upgrades - Johnsonville Library Redevelopment	13,687	3,877	0	0	0	0	0	0	0	0	17,564
Total - 2057 Branch Library upgrades						13,687	3,877	0	0	0	0	0	0	0	0	17,564
Social and Recreation	5.2	2058	Branch Libraries renewals	2001062058	Branch Library Renewals - Central Cluster	5	8	25	40	7	2	13	15	16	16	147
				2001072058	Branch Library Renewals - Western Cluster	174	302	294	150	53	11	69	161	165	170	1,550
				2005702058	Branch Library Renewals - Northern Cluster	2	4	4	2	1	0	1	2	2	2	20
Total - 2058 Branch Libraries renewals						181	314	323	192	61	14	83	179	183	188	1,716
Social and Recreation	5.2	2059	Housing upgrades	2001082059	Housing upgrades - Community Action Programme	125	0	0	0	0	0	0	0	0	0	125
				2001092059	Housing upgrades - Arlington Site 2 (Phase 1)	3,126	(0)	0	0	(0)	0	0	0	0	0	3,126
				2001102059	Housing upgrades - Arlington Site 1 (Phase 2)	36	5,157	427	0	0	0	0	0	0	0	5,620
				2001122059	Housing upgrades - Project Mgmt. Labour	450	474	490	530	545	555	565	564	575	587	5,334

				2001132059	Housing upgrades - Salary Allocation	127	134	137	141	145	148	151	154	157	160	1,452
				2007982059	Housing Upgrade Project - Phase 2	0	0	0	840	2,336	21,102	26,226	49,002	23,767	7,028	130,301
		Total - 2059 Housing upgrades				3,864	5,764	1,054	1,511	3,026	21,805	26,942	49,719	24,498	7,774	145,958
Social and Recreation	5.2	2060	Housing renewals	2001182060	Housing renewals - BAU Capex	3,773	3,124	4,013	3,146	2,749	2,827	2,933	4,854	4,971	5,100	37,490
				2001212060	Housing renewals - Other	200	111	50	39	33	33	36	60	61	63	685
				2001222060	Housing renewals - Insulation	200	0	0	0	0	0	0	0	0	0	200
				2001252060	Housing renewals - Daniell St 181 Concrete remediation	249	0	0	0	0	0	0	0	0	0	249
				2007352060	Project management labour recharge – Housing Renewals	32	33	34	35	36	37	38	38	39	40	363
		Total - 2060 Housing renewals				4,454	3,268	4,097	3,220	2,818	2,896	3,007	4,952	5,071	5,203	38,987
Social and Recreation	5.2	2061	Community Halls - upgrades & renewals	2001312061	Community Services - Discretionary Renewals	26	27	29	24	24	25	26	28	29	30	268
				2001322061	Community Services - Other Renewals	25	82	150	80	2	35	5	56	58	59	553
				2001362061	Community Services - Aro Valley Community Centre Upgrade	1,062	0	0	0	0	0	0	0	0	0	1,062
				2001372061	Community Services - Kilbirnie Community Centre Upgrade	98	0	0	0	0	0	0	0	0	0	98
				2001382061	Community Services - Newtown Community Centre Upgrade	3,281	0	0	0	0	0	0	0	0	0	3,281
				2001392061	Community Services - Strathmore Community Centre Upgrade	316	925	0	0	0	0	0	0	0	0	1,242
				2001402061	Community Halls - upgrades & renewals	0	1	2	1	0	0	0	1	1	1	7
		Total - 2061 Community Halls - upgrades & renewals				4,808	1,035	181	105	26	60	31	85	88	90	6,510
		Total - 5.2 Community participation and support				29,399	16,620	7,962	9,510	8,339	27,236	32,581	57,514	35,252	15,964	240,377
Social and Recreation	5.3	2062	Burial & Cremations	2001412062	PSR Burial & Cremations - Renewals (CX)	148	21	24	143	114	49	132	365	380	310	1,687
				2006902062	PSR Upgrades Headstone Beams Makara Cemetery	55	56	57	64	92	94	102	76	78	80	754
				2006912062	PSR Upgrades Investigation into future use of cemeteries	71	82	0	0	0	0	0	12	84	135	383
				2006922062	PSR Grave Restoration Renewals	20	5	16	11	11	11	34	12	12	12	143
				2006932062	PSR Furniture and Signage	20	0	0	0	0	0	0	0	0	0	20
				2007112062	PSR Labour Allocations	25	26	27	28	28	29	29	30	31	31	285
				2007382062	Cemetery Roading Makara	25	122	0	53	54	56	0	0	0	0	311

				2007622062	Makara Depot improvements	0	0	146	0	0	0	0	0	0	0	146
				2007632062	Public Shelter Makara	0	0	52	0	0	0	0	0	0	0	52
				2007642062	Karori Admin Office upgrade	0	0	0	106	0	0	0	0	0	0	106
				2007652062	Public Toilet Makara	0	0	0	0	0	0	91	0	0	0	91
				2007672062	Cemetery FM Renewals	25	53	48	0	0	0	0	0	0	0	126
Total - 2062 Burial & Cremations						389	365	370	405	300	240	389	494	584	568	4,104
Social and Recreation	5.3	2063	Public Convenience and pavilions	2001432063	PSR Public Conv/Pavilions – renewals (CX)	157	980	479	1,695	718	791	840	1,219	1,249	1,281	9,409
				2006292063	Architects Fees	28	30	30	31	32	33	33	34	35	35	322
				2006302063	Ben Burn Pavilion Renewal	350	0	0	0	0	0	0	0	0	0	350
				2006322063	Alexmoore Partnership	0	0	0	351	0	0	0	0	0	0	351
				2006332063	FM Model	23	31	46	76	26	43	26	42	43	44	399
				2006342063	FM Renewals and Discretionary	616	636	632	0	0	0	0	0	0	0	1,884
				2007122063	PSR Labour Allocations	29	31	32	32	33	34	35	35	36	37	334
				2007602063	Constable St toilet Upgrade	226	0	0	0	0	0	0	0	0	0	226
				2007612063	Bay Rd toilet Upgrade	226	0	0	0	0	0	0	0	0	0	226
				2008612063	Lincolnshire Stebbings Public Convenience	0	0	0	0	0	0	0	0	298	306	604
Total - 2063 Public Convenience and pavilions						1,655	1,707	1,219	2,186	810	901	933	1,330	1,660	1,703	14,105
Social and Recreation	5.3	2064	Safety Initiatives	2005782064	Community Services - CCTV Renewals	134	107	111	115	120	125	130	127	130	133	1,232
Total - 2064 Safety Initiatives						134	107	111	115	120	125	130	127	130	133	1,232
Social and Recreation	5.3	2065	Emergency Management renewals	2001452065	2065 Civil Defence Deployable Assets	50	51	52	53	54	55	57	58	59	61	549
				2003802065	2065 Civil Defence EOC	138	26	26	27	28	28	29	30	30	31	394
Total - 2065 Emergency Management renewals						188	77	78	80	82	83	85	87	90	92	942
Total - 5.3 Public health and safety						2,366	2,256	1,779	2,786	1,312	1,349	1,538	2,039	2,463	2,496	20,382
						39,693	30,569	21,186	21,323	16,862	37,185	43,534	71,245	43,835	24,310	349,742
	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Urban Development	6.1	2067	Wgtn Waterfront Development	2001482067	Build Wellington - Kumututo Site 10 PS	946	0	0	0	0	0	0	0	0	0	946
				2001492067	Build Wellington - FKP Playground	2,557	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	2,557
				2008512067	Build Wellington - FKP	0	0	0	0	0	0	6,255	0	0	0	6,255

					Garden Development											
					Total - 2067 Wgtn Waterfront Development	3,503	(0)	(0)	(0)	(0)	(0)	6,255	(0)	(0)	(0)	9,759
Urban Development	6.1	2068	Waterfront Renewals	2001532068	PSR Waterfront Renewals (CX)	1,151	1,006	(1,253)	833	1,332	1,501	1,292	1,192	1,475	755	9,285
				2006442068	PSR Waterfront Jetty & Wharf Structure Renewals	0	0	750	0	0	0	0	0	0	0	750
				2006462068	PSR Waterfront Artworks	20	408	42	0	0	0	0	0	0	0	470
				2006472068	PSR Waterfront Seawalls	20	20	21	0	0	0	0	0	0	0	61
				2006952068	PSR Misc. provisions	203	0	0	0	0	0	0	0	0	0	203
				2007522068	Waitangi Park Kiosk Painting	61	0	0	0	0	0	0	0	0	0	61
				2007532068	Shed 1 Asbestos	102	0	0	0	0	0	0	0	0	0	102
				2007552068	Frank Kitts Park renewal	198	0	0	0	0	0	0	0	0	0	198
				2007932068	FKP Carpark Building Seismic Strengthening	0	306	0	0	0	0	0	0	0	0	306
				2007942068	Outer Tee wharf structure	0	0	990	0	0	0	0	0	0	0	990
				2007952068	Shed 6 Main & Lower Wharf Structure	0	0	187	0	0	0	0	0	0	0	187
				2007962068	Te Papa Wharf Structure	0	0	219	0	0	0	0	0	0	0	219
				2007972068	TSW Wharf Structure	0	0	193	0	0	0	0	0	0	0	193
					Total - 2068 Waterfront Renewals	1,755	1,740	1,148	833	1,332	1,501	1,292	1,192	1,475	755	13,025
Urban Development	6.1	2070	Central City Framework	2001552070	Laneways	2,257	449	458	469	479	490	501	513	525	538	6,678
				2003332070	Victoria Street Upgrade	82	0	0	0	0	0	0	0	0	0	82
				2003852070	North Lambton Quay upgrade	935	0	0	0	0	0	0	0	0	0	935
					Total - 2070 Central City Framework	3,274	449	458	469	479	490	501	513	525	538	7,695
Urban Development	6.1	2073	Suburban Centres upgrades	2003142073	Tawa Town Centre Upgrade	650	0	0	0	0	0	0	0	0	0	650
				2003812073	Karori Upgrade	983	0	0	0	0	0	0	0	0	0	983
					Total - 2073 Suburban Centres upgrades	1,633	0	0	0	0	0	0	0	0	0	1,633
Urban Development	6.1	2074	Minor CBD Enhancements	2001582074	Minor CBD Enhancements - Minor CBD Enhancements	98	59	61	62	63	65	66	3	3	3	484
					Total - 2074 Minor CBD Enhancements	98	59	61	62	63	65	66	3	3	3	484
Urban Development	6.1	2136	Housing Investment Programme	2008252136	Build Wellington - Housing Investment Programme Cpx	2,000	2,041	2,083	2,128	2,174	2,222	2,275	2,329	2,385	2,447	22,084
					Total - 2136 Housing Investment Programme	2,000	2,041	2,083	2,128	2,174	2,222	2,275	2,329	2,385	2,447	22,084
Urban Development	6.1	2137	Build Wellington Developments	2008542137	Build Wellington - Great Harbour way - Carriageway	0	0	0	2,234	0	0	0	0	0	0	2,234
					Total - 2137 Build Wellington Developments	0	0	0	2,234	0	0	0	0	0	0	2,234

		Total - 6.1 Urban development, heritage and public spaces development				12,263	4,289	3,751	5,725	4,049	4,278	10,390	4,037	4,389	3,744	56,913
Urban Development	6.2	2076	Earthquake Risk Mitigation	2001592076	EQS - Labour allocations	411	123	110	129	115	100	66	169	172	176	1,572
				2001602076	EQS - Assessments	122	125	127	130	133	136	139	142	146	149	1,347
				2001642076	EQS - St James	11,678	127	0	0	0	0	0	0	0	0	11,805
				2001652076	EQS - Zoo	475	0	0	0	0	0	0	0	0	0	475
				2001672076	EQS - Town Hall	117	123	126	130	133	136	138	141	144	147	1,334
				2001702076	EQS - Management fee	114	120	123	126	130	132	135	138	140	143	1,302
				2003102076	Building Resilience - General Capex	187	0	0	0	0	0	0	0	0	0	187
				2003202076	Build Wellington - EQS - Town Hall	17,500	44,054	28,349	0	0	0	0	0	0	0	89,902
				2003342076	EQS - Central Library Stairs	562	0	0	0	0	0	0	0	0	0	562
			2003542076	EQS - WRAC	841	0	0	0	0	0	0	0	0	0	841	
		Total - 2076 Earthquake Risk Mitigation				32,008	44,671	28,835	515	511	504	478	590	602	616	109,329
		Total - 6.2 Building and development control				32,008	44,671	28,835	515	511	504	478	590	602	616	109,329
						44,270	48,960	32,585	6,240	4,560	4,782	10,867	4,626	4,991	4,360	166,242
	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Transport	7.1	2075	Urban Regeneration Projects	2008492075	2075 Let's Get Wellington Moving (CC114)	250	255	0	0	0	0	0	0	0	0	505
				2008502075	2075 Let's Get Wellington Moving (CC297)	0	0	0	0	18,481	18,891	20,472	20,960	21,465	22,023	122,292
		Total - 2075 Urban Regeneration Projects				250	255	0	0	18,481	18,891	20,472	20,960	21,465	22,023	122,797
Transport	7.1	2077	Wall, Bridge & Tunnel Renewals	2001722077	2077 Project Management	152	158	163	168	172	175	180	183	182	186	1,719
				2001732077	2077 Walls	200	0	0	0	0	0	0	0	0	0	200
				2003792077	2077 Other	5,536	3,727	3,808	3,895	3,986	4,084	4,186	4,613	4,737	4,869	43,442
				2008152077	2077 Chaytor Street (Karori) Retaining Wall	0	307	2,297	0	0	0	0	0	0	0	2,604
		Total - 2077 Wall, Bridge & Tunnel Renewals				5,889	4,192	6,268	4,063	4,158	4,260	4,366	4,796	4,919	5,054	47,965
Transport	7.1	2078	Road Surface Renewals	2001772078	2078 Road Surface Renewals	1,925	1,782	1,894	1,930	2,149	2,087	2,033	2,186	2,244	2,308	20,538
		Total - 2078 Road Surface Renewals				1,925	1,782	1,894	1,930	2,149	2,087	2,033	2,186	2,244	2,308	20,538
Transport	7.1	2079	Reseals	2001782079	2079 Reseals	2,811	2,323	2,555	2,582	3,376	2,788	2,669	3,021	3,100	3,186	28,412
		Total - 2079 Reseals				2,811	2,323	2,555	2,582	3,376	2,788	2,669	3,021	3,100	3,186	28,412
Transport	7.1	2080	Preseal Preparations	2001792080	2080 Preseal Preparations	3,515	3,647	3,891	3,983	4,080	4,180	4,287	4,398	4,508	4,633	41,121

		Total - 2080 Preseal Preparations				3,515	3,647	3,891	3,983	4,080	4,180	4,287	4,398	4,508	4,633	41,121
Transport	7.1	2081	Shape & Camber Correction	2001802081	2081 Shape & Camber Correction	4,441	4,527	4,706	4,815	4,936	5,058	5,620	5,386	5,533	5,690	50,711
		Total - 2081 Shape & Camber Correction				4,441	4,527	4,706	4,815	4,936	5,058	5,620	5,386	5,533	5,690	50,711
Transport	7.1	2082	Sumps Flood Mitigation	2001812082	2082 Sumps Flood Mitigation	160	233	239	245	251	256	262	541	556	571	3,314
		Total - 2082 Sumps Flood Mitigation				160	233	239	245	251	256	262	541	556	571	3,314
Transport	7.1	2083	Road Corridor New Walls	2001822083	2083 Project Management	128	133	137	140	144	147	150	153	153	156	1,441
				2001832083	2083 Walls	2,139	2,186	1,972	2,018	1,791	995	2,455	1,325	756	155	15,793
				2008242083	2083 Birdwood Street Retaining Wall	0	0	0	0	1,093	1,120	0	0	0	0	2,213
				2008402083	2083 Grafton Rd (Roseneath) Retaining Walls	0	0	104	107	109	112	115	0	0	0	547
				2008412083	2083 Onslow Rd (Khandallah) Retaining Walls	0	0	0	0	0	840	861	0	0	0	1,701
				2008422083	2083 Horokiwi Rd Retaining Walls	0	0	261	267	273	280	287	294	302	311	2,276
		Total - 2083 Road Corridor New Walls				2,267	2,319	2,474	2,532	3,411	3,495	3,868	1,773	1,211	622	23,971
Transport	7.1	2084	Service Lane Improvements	2001872084	2084 Ohariu Valley Rd Legalisation	0	7	55	0	0	0	0	0	0	0	62
				2001892084	2084 Widen Drummond St Service Lane	21	0	0	0	0	0	0	0	0	0	21
				2001902084	2084 25 & 31 Cleveland St Legalisation	79	12	0	0	0	0	0	0	0	0	91
				2003382084	2084 Christeson Lane Extension	0	0	0	668	0	0	0	0	0	0	668
				2003422084	2084 Road Legalisation	0	0	0	0	58	59	61	65	67	68	377
				2003772084	2084 Makara Road No.819	0	27	0	0	0	0	0	0	0	0	27
				2003782084	2084 Halleys Lane	0	9	0	0	0	0	0	0	0	0	9
		Total - 2084 Service Lane Improvements				100	54	55	668	58	59	61	65	67	68	1,254
Transport	7.1	2085	Tunnel & Bridge Improvements	2001912085	2085 Bridges	0	511	522	534	547	560	574	589	605	622	5,063
				2001922085	2085 Tunnels & Subways	0	409	418	0	0	0	0	0	0	0	827
				2001932085	2085 Project Management	64	66	69	70	72	74	75	77	77	78	723
				2001942085	2085 Northland Tunnel	0	409	0	0	0	0	0	0	0	0	409
				2001952085	2085 Seatoun Tunnel	1,500	307	0	0	0	0	0	0	0	0	1,807
				2003762085	2085 Other	900	920	522	961	547	560	574	589	605	622	6,799
				2008182085	2085 Kelburn Viaduct	0	0	0	0	0	0	0	0	605	4,351	4,956
		Total - 2085 Tunnel & Bridge Improvements				2,464	2,622	1,530	1,566	1,165	1,194	1,223	1,255	1,891	5,672	20,582
Transport	7.1	2086	Kerb & Channel Renewals	2001962086	2086 Kerb & Channel Renewals	2,196	2,247	2,326	2,382	2,457	2,524	3,224	2,734	2,805	2,884	25,779

		Total - 2086 Kerb & Channel Renewals				2,196	2,247	2,326	2,382	2,457	2,524	3,224	2,734	2,805	2,884	25,779
Transport	7.1	2087	Vehicle Network New Roads	2001972087	2087 Woodridge to Lincolnshire	0	0	0	0	0	0	172	4,711	0	0	4,883
				2003742087	2087 Mark Ave to Lincolnshire	0	0	0	0	165	5,607	64	12	12	12	5,873
				2003752087	2087 NW Connector Roads	0	0	0	0	0	0	14	0	0	0	14
				2007472087	2087 Petone to Grenada Link	51	52	53	535	548	0	0	0	0	0	1,240
				2007482087	2087 Mark Ave to Grenada North	0	0	0	0	0	281	2,877	0	0	0	3,158
				2007492087	2087 John Sims Connection	0	0	1	6	0	0	0	336	1,814	0	2,158
				2007502087	2087 McLintlock St Link	2	6	12	0	0	0	0	177	605	2,568	3,369
				2007512087	2087 Ohariu to Westchester	6	0	1	6	0	0	0	330	60	3,481	3,884
		Total - 2087 Vehicle Network New Roads				59	58	68	548	713	5,888	3,127	5,565	2,492	6,061	24,579
Transport	7.1	2088	Road Risk Mitigation	2001982088	2088 Project Management	30	31	32	33	34	35	36	36	36	37	342
				2001992088	2088 Ngaio Gorge New Walls	1,132	1,157	1,022	565	798	447	838	0	0	0	5,959
				2008192088	2088 Ngaio Gorge Rock Bluffs	4,000	2,910	0	0	0	0	0	0	0	0	6,910
				2008202088	2088 Ngaio Gorge Retaining Wall Strengthening	47	0	0	0	0	0	0	0	0	0	47
				2008212088	2088 Jervois Quay Retaining Wall Strengthening	0	0	0	0	0	0	0	47	242	2,188	2,477
				2008222088	2088 Wadestown Retaining Wall Strengthening	0	0	0	0	1,502	0	1,549	2,332	1,210	0	6,593
		Total - 2088 Road Risk Mitigation				5,209	4,098	1,055	599	2,334	482	2,422	2,416	1,488	2,225	22,328
Transport	7.1	2089	Road Capacity Projects	2003722089	2089 Te Aro Improvements	0	0	104	1,068	1,093	0	0	0	0	0	2,266
				2003732089	2089 Other	0	3	0	0	0	0	0	0	0	0	3
				2006602089	2089 Johnsonville	350	0	0	534	547	0	0	0	0	0	1,431
				2007422089	2089 Intersection Improvements	0	6	0	0	0	1,008	1,205	1,237	605	1,492	5,553
				2007432089	2089 Glenmore-Upland Road Improvements	0	0	0	53	547	0	0	0	0	0	600
				2007442089	2089 Curtis-Chaytor Street Improvements	0	51	261	0	0	0	0	0	0	0	312
				2007452089	2089 Suburban Centre Improvements	0	0	0	0	0	56	1,205	1,304	674	0	3,239
				2007462089	2089 Kilbirnie	500	0	0	0	0	0	0	0	0	0	500
		Total - 2089 Rooding Capacity Projects				850	61	365	1,656	2,186	1,064	2,411	2,541	1,279	1,492	13,904
Transport	7.1	2090	Area Wide Road Maintenance	2002012090	2090 Area Wide Road Maintenance	896	918	974	997	1,020	1,046	1,072	1,100	1,130	1,162	10,315
		Total - 2090 Area Wide Road Maintenance				896	918	974	997	1,020	1,046	1,072	1,100	1,130	1,162	10,315
Transport	7.1	2091	Port and Ferry	2003702091	2091 Hutt Road	0	0	0	0	165	3,373	0	0	0	0	3,539

			Access													
				2003712091	2091 Aotea Quay	0	0	158	5,342	2,199	0	0	0	0	0	7,699
			Total - 2091 Port and Ferry Access			0	0	158	5,342	2,365	3,373	0	0	0	0	11,238
Transport	7.1	2094	Cycling Improvements	2002042094	2094 Cycleways Minor Works	0	0	1	1	1	1	1	1	1	1	7
				2003672094	2094 East Corridor - Cobham Drive	2,000	0	0	0	0	0	0	0	0	0	2,000
				2006662094	2094 Cycleways Minor Works	1,485	1,028	1,051	1,076	1,102	1,128	1,155	1,184	1,214	1,246	11,668
				2006672094	2094 Northern Corridor - Hutt Road	395	0	0	0	0	0	0	0	0	0	395
				2006682094	2094 South Corridor – Berhampore, Newtown	1,500	4,093	0	537	1,274	3,374	2,880	0	0	0	13,660
				2006692094	2094 East Corridor - Evans Bay	4,896	1,547	1,267	3,215	373	0	0	0	0	0	11,299
				2006702094	2094 East Corridor - Cobham Drive	4,110	0	0	0	0	0	0	0	0	0	4,110
				2006712094	2094 East Corridor - Miramar Town Centre	1,530	0	0	0	0	0	345	3,543	2,910	0	8,329
				2006722094	2094 East Corridor Miramar Residential	0	1,445	2,400	0	0	0	0	0	0	0	3,845
				2006732094	2094 East Corridor - Kilbirnie	1,524	1,535	0	0	2,194	0	0	0	0	0	5,253
				2006742094	2094 North Corridor - Thorndon	400	0	0	0	0	0	0	0	0	0	400
				2008552094	2094 Island Bay Cycleway 2018 (CC297)	6,020	0	0	0	0	0	0	0	0	0	6,020
				2008822094	2094 Western Corridor	0	0	0	0	0	560	804	589	1,330	4,356	7,639
			Total - 2094 Cycling Improvements			23,860	9,648	4,718	4,829	4,945	5,063	5,185	5,317	5,456	5,603	74,625
Transport	7.1	2095	Bus Priority Planning	2002102095	2095 Bus Shelters	178	183	187	192	197	201	206	346	352	361	2,403
				2002112095	2095 Bus Priority Improvements	1,975	1,751	1,214	1,366	1,392	1,424	1,461	4,651	4,770	4,896	24,899
				2003832095	2095 Bus Priority (Urban Growth Plan)	0	1,311	1,301	1,292	1,280	1,269	1,157	1,148	1,178	1,209	11,145
			Total - 2095 Bus Priority Planning			2,153	3,245	2,702	2,850	2,868	2,894	2,824	6,145	6,299	6,466	38,446
Transport	7.1	2096	Pedestrian Network Structures	2002132096	2096 Pedestrian Network Structures	276	282	288	295	302	309	317	511	524	539	3,643
				2002142096	2096 Project Management	28	29	30	31	32	32	33	34	34	34	317
				2008232096	2096 Featherston Street Subway	0	0	0	1,282	0	0	0	0	0	0	1,282
			Total - 2096 Pedestrian Network Structures			304	311	318	1,608	333	342	350	544	558	573	5,242
Transport	7.1	2097	Pedestrian Network Renewals	2002152097	2097 Footpath Renewals	3,856	3,793	3,913	4,002	4,186	4,217	4,324	4,470	4,589	4,718	42,067
			Total - 2097 Pedestrian Network Renewals			3,856	3,793	3,913	4,002	4,186	4,217	4,324	4,470	4,589	4,718	42,067
Transport	7.1	2098	Walking Improvements	2002162098	2098 Safer Routes to Schools	204	209	213	218	223	229	234	0	0	0	1,531
Transport	7.1	2098	Walking	2002172098	2098 Walking Improvements	122	275	302	317	325	333	341	483	496	510	3,505

			Improvements													
		Total - 2098 Walking Improvements				326	484	516	535	548	562	576	483	496	510	5,035
Transport	7.1	2099	Street Furniture	2002182099	2099 Street Furniture	172	170	322	182	187	192	196	228	233	240	2,120
		Total - 2099 Street Furniture				172	170	322	182	187	192	196	228	233	240	2,120
Transport	7.1	2100	Pedestrian Network Access ways	2002192100	2100 Pedestrian Network Access ways	252	256	262	269	278	282	343	305	312	321	2,880
		Total - 2100 Pedestrian Network Access ways				252	256	262	269	278	282	343	305	312	321	2,880
Transport	7.1	2101	Traffic & Street Signs	2002202101	2101 Traffic and Street Signs	1,337	1,190	1,316	1,348	1,381	1,414	1,450	1,487	1,522	1,564	14,009
				2006632101	2101 Electric Vehicles and Car Sharing	65	0	0	0	0	0	0	0	0	0	65
		Total - 2101 Traffic & Street Signs				1,402	1,190	1,316	1,348	1,381	1,414	1,450	1,487	1,522	1,564	14,074
Transport	7.1	2102	Traffic Signals	2002212102	2102 Project Management	1	1	1	1	1	1	1	1	1	1	10
				2002222102	2102 Signals Equipment Upgrading	303	310	317	324	332	340	348	357	367	377	3,377
				2002232102	2102 Signals Recabling	312	319	326	333	341	349	358	367	377	387	3,469
				2002242102	2102 CCTV and Comms Upgrading	142	145	148	152	155	159	163	167	171	176	1,579
				2002252102	2102 N2A Quick Wins	3	3	3	3	3	4	4	4	4	4	35
		Total - 2102 Traffic Signals				761	778	795	813	832	853	874	897	920	946	8,469
Transport	7.1	2103	Street Lights	2002282103	2103 Street Light Renewals	1,022	1,046	1,069	613	628	643	659	675	690	708	7,754
				2008262103	2103 LED Street Light Transition	2,200	0	0	0	0	0	0	0	0	0	2,200
		Total - 2103 Street Lights				3,222	1,046	1,069	613	628	643	659	675	690	708	9,954
Transport	7.1	2104	Rural Road Improvements	2002302104	2104 Rural Road Improvements	182	109	112	114	117	120	123	126	129	133	1,264
		Total - 2104 Rural Road Improvements				182	109	112	114	117	120	123	126	129	133	1,264
Transport	7.1	2105	Minor Works Projects	2002312105	2105 Minor Works Projects	597	617	650	678	695	711	729	874	890	913	7,354
				2006592105	2105 Minor Works (Assets Team)	798	559	588	618	632	648	664	681	700	719	6,607
		Total - 2105 Minor Works Projects				1,394	1,176	1,238	1,296	1,327	1,359	1,393	1,556	1,590	1,632	13,961
Transport	7.1	2106	Fences & Guardrails	2002322106	2106 Fences and Guardrails	638	652	673	689	705	723	734	759	779	801	7,153
		Total - 2106 Fences & Guardrails				638	652	673	689	705	723	734	759	779	801	7,153
Transport	7.1	2107	Safer Roads Projects	2002332107	2107 Safer Speeds	1,546	1,355	1,256	1,285	1,315	1,347	1,381	1,249	1,283	1,318	13,335
		Total - 2107 Safer Roads Projects				1,546	1,355	1,256	1,285	1,315	1,347	1,381	1,249	1,283	1,318	13,335
Transport	7.1	2134	Lambton Quay Bus Interchange	2008562134	2134 Lambton Quay Bus Interchange Toilets	200	0	0	0	0	0	0	0	0	0	200
		Total - 2134 Lambton Quay Bus Interchange				200	0	0	0	0	0	0	0	0	0	200

Total - 7.1 Transport						73,301	53,547	47,769	54,343	72,791	76,655	77,527	82,976	79,544	89,181	707,634
Transport	7.2	2108	Parking Asset renewals	2002342108	Parking Meter Renewals	853	57	0	1,101	1,127	1,155	1,184	847	870	894	8,088
				2008572108	Parking Sensor Renewals	0	0	0	436	446	457	0	481	493	507	2,820
		Total - 2108 Parking Asset renewals				853	57	0	1,537	1,573	1,612	1,184	1,327	1,363	1,401	10,908
Transport	7.2	2109	Roadside Parking Improvements	2002362109	2109 Parking Improvements	171	130	121	136	139	142	146	149	153	157	1,443
		Total - 2109 Roadside Parking Improvements				171	130	121	136	139	142	146	149	153	157	1,443
	Total - 7.2 Parking					1,024	187	121	1,673	1,712	1,754	1,329	1,477	1,516	1,558	12,351
						74,324	53,735	47,890	56,016	74,503	78,409	78,856	84,453	81,060	90,739	719,985
Council	10.1	2111	Capital Replacement Fund	2003132111	Corp Finance Capital Replacement Fund - Unallocated	3,460	4,775	4,873	4,938	5,045	5,161	5,282	5,436	5,566	5,705	50,243
		Total - 2111 Capital Replacement Fund				3,460	4,775	4,873	4,938	5,045	5,161	5,282	5,436	5,566	5,705	50,243
Council	10.1	2112	Information Management	2002452112	Strategic Initiatives - Trove	659	466	316	418	428	508	337	626	641	657	5,055
				2002482112	Strategic Initiatives - Orth photography	0	0	104	319	0	0	114	350	0	0	887
		Total - 2112 Information Management				659	466	420	738	428	508	451	975	641	657	5,943
Council	10.1	2114	ICT Infrastructure	2002502114	Infrastructure Upgrade - Hardware Upgrades	816	833	851	869	888	908	929	951	974	998	9,017
		Total - 2114 ICT Infrastructure				816	833	851	869	888	908	929	951	974	998	9,017
Council	10.1	2116	Strategic Initiatives	2002522116	Strategic Initiatives - Peripheral App Support	246	251	257	262	268	274	280	287	294	301	2,721
		Total - 2116 Strategic Initiatives				246	251	257	262	268	274	280	287	294	301	2,721
Council	10.1	2117	Unscheduled infrastructure renewals	2003112117	Unscheduled Infrastructure Renewals	2,000	2,042	2,085	2,129	2,175	2,226	2,278	2,332	2,388	2,447	22,102
		Total - 2117 Unscheduled infrastructure renewals				2,000	2,042	2,085	2,129	2,175	2,226	2,278	2,332	2,388	2,447	22,102
Council	10.1	2118	Health & Safety - Legislation Compliance	2003122118	HS Legislative Compliance CAPEX - Unallocated	329	336	343	350	358	366	375	383	393	402	3,634
		Total - 2118 Health & Safety - Legislation Compliance				329	336	343	350	358	366	375	383	393	402	3,634
Council	10.1	2119	Civic Property renewals	2002532119	Civic Property Renewals - Civic Switchboard - Carry-fwd.	75	0	0	0	0	0	0	0	0	0	75
				2002552119	Civic Property Renewals - Civic Lights - Carry-fwd.	0	99	0	0	0	0	0	0	0	0	99
				2002592119	Civic Property Renewals - Central Library carpet	346	0	0	0	0	0	0	0	0	0	346
				2002602119	Civic Property Renewals -	(0)	0	278	0	0	0	0	0	0	0	278

				2002612119	CAB roof											
				2002612119	Civic Property Renewals - CAB Mechanical	0	0	1,127	0	0	0	0	0	0	0	1,127
				2002632119	Civic Property Renewals - General capex	2,059	2,689	1,416	1,955	1,063	646	2,604	2,901	2,971	3,048	21,352
				2002642119	Civic Property Renewals - Internal FM allocations	308	104	78	97	60	13	160	162	166	170	1,319
				2002652119	Civic Property Renewals - Internal labour allocations	18	19	20	20	21	21	22	22	22	23	208
				2007192119	Civic Property Renewals – Central Library	100	0	0	0	0	0	0	0	0	0	100
				2007222119	Civic Property Renewals – Civic Centre Basement	206	0	0	0	0	0	0	0	0	0	206
				2007232119	Civic Property Renewals – Civic Square & City to Sea Bridge	0	53	0	0	0	0	0	0	0	0	53
				2007252119	Civic Property Renewals – MOB	0	0	0	0	0	0	0	0	0	0	0
Total - 2119 Civic Property renewals						3,112	2,964	2,919	2,073	1,144	680	2,786	3,085	3,160	3,241	25,164
Council	10.1	2120	Commercial Properties renewals	2002662120	Commercial property renewals - Te Whaea HVAC renewals	166	0	0	0	0	0	0	0	0	0	166
				2002672120	Commercial property renewals - Arun Crescent renewals	92	0	0	0	0	0	0	0	0	0	92
				2002692120	Commercial property renewals - Chest Hospital	166	0	0	0	0	0	0	0	0	0	166
				2002702120	Commercial property renewals - General capex	218	365	437	448	589	165	451	406	416	427	3,922
				2002712120	Commercial property renewals - Internal FM allocations	25	17	30	30	66	22	34	27	28	29	309
				2002722120	Commercial property renewals - Internal labour allocations	121	127	130	134	138	140	143	146	149	152	1,380
				2007182120	Commercial Property Renewals – WEMO Building - Murphy Street	35	0	0	0	0	0	0	0	0	0	35
				2007212120	Commercial Property Renewals – City to Sea Building	120	0	0	0	0	0	0	0	0	0	120
				2007262120	Commercial Property Renewals – Te Whaea	3,223	0	0	0	0	0	0	0	0	0	3,223
Total - 2120 Commercial Properties renewals						4,165	508	598	612	793	328	628	580	593	607	9,412
Council	10.1	2121	Community & Childcare Facility renewals	2002772121	Community property renewals - General capex	433	381	503	875	163	167	203	431	441	453	4,050
				2002782121	Community property renewals - Internal FM allocations	19	18	36	60	18	25	16	30	31	31	283
				2002792121	Community property renewals - Internal labour allocations	63	66	68	70	72	73	75	76	78	79	721

		Total - 2121 Community & Childcare Facility renewals				515	465	607	1,005	253	265	293	537	550	564	5,054
Council	10.1	2125	IT Response to Legislative Changes	2002852125	IT Response to Legislative Changes	319	325	332	339	347	355	363	372	380	390	3,522
		Total - 2125 IT Response to Legislative Changes				319	325	332	339	347	355	363	372	380	390	3,522
Council	10.1	2126	Business Unit Support	2002862126	Business Support - Support for BU Initiatives	601	615	628	641	655	670	686	702	719	736	6,653
				2002892126	Business Support - Internet Site Support	(0)	0	0	0	0	0	0	0	0	0	(0)
				2002912126	Digital - Internet / Intranet	0	0	0	0	0	0	0	0	0	0	0
		Total - 2126 Business Unit Support				601	615	628	641	655	670	686	702	719	736	6,653
Council	10.1	2127	Workplace	2002932127	Workplace - CAB capex	7,940	0	0	5,897	7,653	0	0	0	0	0	21,490
				2002962127	Workplace - Internal labour recharges	113	119	122	125	129	131	134	137	139	142	1,291
				2008772127	Workplace – Library Refurbishment	0	0	10,340	4,380	0	0	0	0	0	0	14,720
		Total - 2127 Workplace				8,053	119	10,462	10,402	7,782	131	134	137	139	142	37,501
Council	10.1	2128	Civic Campus Resilience and Improvements	2002972128	Build Wellington - Civic Campus Project	585	600	7,380	1,890	97	99	101	0	0	0	10,751
		Total - 2128 Civic Campus Resilience and Improvements				585	600	7,380	1,890	97	99	101	0	0	0	10,751
Council	10.1	2131	Smart Council	2005802131	Business transformation	2,720	3,760	3,675	0	0	0	0	0	0	0	10,155
		Total - 2131 Smart Council				2,720	3,760	3,675	0	0	0	0	0	0	0	10,155
Council	10.1	2132	Digital - Internet Intranet	2007992132	Digital – Internet Intranet	242	156	159	163	166	170	174	178	183	187	1,780
		Total - 2132 Digital - Internet Intranet				242	156	159	163	166	170	174	178	183	187	1,780
Council	10.1	2133	Quarry Renewals and Upgrades	2008452133	2133 Kiwi Point Quarry Renewals	80	204	16	16	16	241	17	18	18	19	645
				2008462133	2133 Kiwi Point Quarry Upgrades	0	0	157	43	44	45	46	47	48	50	479
				2008472133	2133 New Quarry	0	0	0	214	219	336	344	236	242	249	1,839
		Total - 2133 Quarry Renewals and Upgrades				80	204	172	272	279	622	408	300	308	317	2,963
Council	10.1	2138	Permanent Forest Sink Fund Initiative - Credits	2009052138	Permanent Sink Fund Initiative – Credit Purchases	787	787	0	0	0	0	0	0	0	0	1,574
		Total - 2138 Permanent Forest Sink Fund Initiative - Credits				787	787	0	0	0	0	0	0	0	0	1,574
		Total - 10.1 Organisational Projects				28,688	19,208	35,760	26,684	20,679	12,763	15,167	16,255	16,287	16,697	208,188
						28,688	19,208	35,760	26,684	20,679	12,763	15,167	16,255	16,287	16,697	208,188

				243,319	229,905	261,849	258,648	210,350	201,709	236,677	283,350	201,352	188,729	2,315,888
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Part F Appendices

Independent Auditor's report

<Insert Auditor report>

Elected Members

Your Mayor and Councillors

Citywide  Justin Lester (Mayor) 04 499 4444 mayor@wcc.govt.nz Chair: Council Portfolio Leader: Arts and Culture, Major City Projects	Northern Ward  Jill Day (Deputy Mayor) 027 262 3131 jill.day@wcc.govt.nz Chair: Long-term and Annual Plan Committee Portfolio Leader: Māori Partnerships, Governance, Children and Young People	Onslow-Western Ward  Diane Calvert 029 971 8944 diane.calvert@wcc.govt.nz Portfolio Leader: Community Planning, Community Engagement	Eastern Ward  Chris Calvi-Freeman 027 803 0085 chris.calvi-freeman@wcc.govt.nz Portfolio Leader: Transport Strategy and Operations
Lambton Ward  Brian Dawson 027 433 5809 brian.dawson@wcc.govt.nz Portfolio Leader: Housing, Social Development	Eastern Ward  Sarah Free 021 321 6432 sarah.free@wcc.govt.nz Chair: Grants Subcommittee Portfolio Leader: Public Transport, Cycling, Walking	Southern Ward  Fleur Fitzsimons 027 803 0515 fleur.fitzsimons@wcc.govt.nz Portfolio Leader: Living Wage, Recreation, Social Development, City Safety, Community Facilities	Onslow-Western Ward  Andy Foster 021 227 8537 andy.foster@wcc.govt.nz Chair: Finance, Audit and Risk Management Subcommittee Portfolio Leader: Urban Development, Finance, Predator Free Wellington, Karori Framework
Northern Ward  Peter Gilbert 027 433 4416 peter.gilbert@wcc.govt.nz Portfolio Leader: City Scientist, Natural Environment	Southern Ward  David Lee 021 220 2157 david.lee@wcc.govt.nz Portfolio Leader: Technology, Innovation and Enterprise (TIE), Climate Change	Eastern Ward  Simon Marsh 021 922 196 simon.marsh@wcc.govt.nz Portfolio Leader: Economic Development, Small Business (joint), Events	Lambton Ward  Iona Pannett 021 227 8509 iona.pannett@wcc.govt.nz Chair: City Strategy Committee Portfolio Leader: Infrastructure and Sustainability
Northern Ward  Malcolm Sparrow 027 232 2320 malcolm.sparrow@wcc.govt.nz Chair: Regulatory Process Committee Portfolio Leader: Community Resilience	Onslow-Western Ward  Simon Woolf 027 975 3136 simon.woolf@wcc.govt.nz Chair: Council Controlled Organisations Subcommittee Portfolio Leader: Wellington Ambassador, Tourism, Small Business (joint), Sport	Lambton Ward  Nicola Young 021 654 844 nicola.young@wcc.govt.nz Portfolio Leader: Central City Projects, Education Partnerships, Associate Arts	

Our 10-Year Plan

Tō mātou mahere ngahuru tau

Wellington City Council

**Volume 2 of Wellington City Council's Long-term Plan
2018-28**

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Part G: Policies and Strategies

Volume 2 (this document) includes:

- significant assumptions underpinning this plan
- financial policies and strategies that support this plan.

Volume 1 includes:

- an overview of the outcomes and priority areas we are working towards
- a description of our services and key projects
- how we will track performance against outcomes and performance targets for services.
- supporting and financial information on what it costs to deliver those services

Significant Forecasting Assumptions

The following tables detail and summarise the significant forecasting assumptions (assumptions) used in developing financial estimates for Our 10-Year Plan 2018-28, including assumptions concerning sources of funding for the future replacement of significant assets. Also included are the risks underlying each assumption, as well as:

- an assessment of the level of uncertainty
- an estimate of the potential effects of that uncertainty on the financial estimates.

These assumptions cover a 10-year period to ensure there is a consistent and justifiable basis for the preparation of financial forecasts and strategies for the LTP.

Summary

Assumption	Level of uncertainty	Risk level (Likelihood that risk will occur)	Consequence (or effects of the uncertainty or risk)
General assumptions			
1. Strategic direction	Low	Low	Minor
2. Key challenges	Moderate	High	Moderate
3. 10-year plan priorities	Low	Low	Minor
4. Economic growth	Moderate	Moderate	Moderate
5. Population growth	Moderate	Low	Moderate
6. Growth in ratepayer base	Moderate	Moderate	Moderate
7. Levels of service	Moderate	Moderate	Moderate
8. Cost savings and efficiencies	Moderate	Moderate	Moderate
9. Cost of major projects	High	Moderate	Moderate
10. Resource consents	Low	Moderate	Low
11. Civil defence and emergency	Moderate	Low	High
12. Urban development	Moderate	Low	Low
13. Housing – Strategic Housing Investment Programme (SHIP)	Moderate	Moderate	Moderate

Assumption	Level of uncertainty	Risk level (Likelihood that risk will occur)	Consequence (or effects of the uncertainty or risk)
14. Housing - Strategic Housing Investment Programme	Low	Low	Low (reassessed once standards detail is known)
Financial assumptions			
15. Inflation	Low	Low	Moderate
16. Expected interest rates on borrowings	Low	Low	Moderate
Expected return on investments			
17. Wellington International Airport Limited shareholding	Low	Low	Low
18. Wellington Cable Car Limited	Low	Low	Low
19. Wellington Regional Stadium Trust loan	Low	Low	Low
20. Targeted accommodation rate	Moderate	Moderate	Moderate
21. Convention Centre	Moderate	Low	Low
22. New Zealand Transport Agency (NZTA) funding	Low	Low	Low
23. Vested assets	High	Low	Moderate
24. Sale of assets	Moderate	Moderate	Moderate
25. Sources of funds for the future replacement of significant assets	Low	Low	Low
26. Useful lives of significant assets	Low	Low	Low
27. Depreciation and revaluation of property, plant and equipment (including water and transport assets)	Moderate	Low	Low
28. Revaluation of investment properties	Moderate	Low	Low

Assumption	Level of uncertainty	Risk level (Likelihood that risk will occur)	Consequence (or effects of the uncertainty or risk)
29. Insurance	Moderate	Moderate	Moderate
30. LGFA Guarantee	Low	Low	Low
31. Renewal of external funding	Low	Moderate	Moderate
32. Weathertight homes	Low	Moderate	Low
33. General rates differential	Low	Moderate	Low

Detailed assumptions

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
	L M H		L M H		
General assumptions					
1.Strategic direction <p>A key assumption guiding the development of Our 10-Year Plan is that the strategic direction set out in the strategy Wellington Towards 2040: Smart Capital will remain and continue to be supported by Wellington residents.</p> <p>The strategy focuses on ensuring Wellington prospers and is resilient against threats, both natural and economic. It has four long-term city outcomes:</p> <ul style="list-style-type: none"> • A people city • An eco city • A connected city • A dynamic central city <p>These outcomes will continue to be the long-term goals for our city and influence the Council's funding and delivery of its services and infrastructure development. This strategy and its goals have also been integrated with the Council's 3-year work programme (Triennium Plan), and consulted on with residents as part of the Annual Plan 2016/17.</p>	L	That the strategy Wellington Towards 2040: Smart Capital does not enable Wellington to sustain progress towards its goals.	L	An erosion of resident support for the strategic goals, supporting strategies and underlying strategic investment programmes.	<p>The Council will continue to:</p> <ul style="list-style-type: none"> • review performance data and local and global trends to ensure the foundations underpinning the strategy remain relevant for Wellington • provide ongoing reporting and engagement (for example, through its annual plans) with residents to communicate our progress towards the long-term outcomes.

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
	L M H		L M H		
2. Key challenges The key challenges in our operating environment that are the focus of this plan: <ul style="list-style-type: none"> • <i>Managing the demands of growth</i> – More people want to live here. Statistics NZ estimate that Wellington will have a population of between 250,000 to 280,000 by the year 2043. A growing population puts pressure on transport, infrastructure, and housing – particularly in Wellington, which has a constrained urban environment. • <i>Making the city more resilient</i> – In November 2016, we experienced a significant earthquake that tested our city. It responded well, but there is more work to do. The climate is also changing and we need to find ways of living with rising sea levels and more frequent and extreme weather events (a 1 in 50 year event is now likely to occur 1 in 20 years.). In this 10-year plan, one of the key challenges will be to improve core infrastructure and invest in the city's resilience. • <i>Developing areas where we have a competitive advantage</i> – We've invested 	M	The key challenges will increase beyond the Council's ability to fund and or deliver programmes that enhance the city's ability to cope with these challenges.	M	Quality of life in Wellington will not meet residents' expectations.	Implementing programmes that are well researched, integrated and effectively managed to mitigate the undesirable impacts of these challenges. The strategy Wellington Towards 2040: Smart Capital includes a focus on ensuring that the Council continues to develop its capacity to mitigate in advance.

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
	L M H		L M H		
<p>extensively in the arts over many decades and our city has an enviable reputation as a centre of culture. That didn't happen by accident: we, along with central government and others, have been supporting and investing in the sector for years. We will need to ensure investment levels are sufficient to retain our status as the capital of culture.</p> <ul style="list-style-type: none"> • <i>Making sure we operate from a position of strength</i> – We want a city that offers a high quality of life, good services and facilities, and that looks after its people and the environment. All of this requires a healthy and strong economy. <p>Our economy generally performs very well, but in terms of GDP growth still lags behind the New Zealand average. Our challenge is to maintain the current growth and support the diversification of the economy so that it is strong and sustainable.</p>					
<p>3. 10-year plan priorities</p> <p>To meet these challenges we have established five priorities for this plan. They provide focus for the activities in the plan, guide the funding</p>	L	That the 10-year plan priorities do not adequately address the current challenges.	L	<p>If the priorities do not adequately address the identified challenges then:</p> <ul style="list-style-type: none"> • risks inherent in the 	<p>Before it can be approved, each business case for the funding of a new project needs to identify where and</p>

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<p>of our programmes and support progress towards our long-term outcomes.</p> <ul style="list-style-type: none"> • <i>Housing</i> – We propose to continue investing in social housing and increase our involvement in a range of housing options, including affordable housing and facilitating accommodation of our growing population. • <i>Transport</i> – We propose investing in transport initiatives to maintain easy access in, out and around our city, promoting alternatives to the private car, and reducing congestion. • <i>Resilience and environment</i> – We propose investing in core infrastructure and making our city more resilient against future shocks. In preparing for future risks, we assess the likelihood and its estimated impact on the community. We assume the likelihood of a tsunami occurring once every 2,500 years and there is a 10 percent chance of a major earthquake on the Wellington Fault in the next 100 years. Our planning for future events will continue to be informed by regional event forecasts by organisations such as GEONET (see https://www.geonet.org.nz/earthquake/forecast/kaikoura). • <i>Sustainable growth</i> – We propose investing in economic catalyst projects to continue to stimulate economic growth and 				<p>challenges are likely to increase and erode Wellington's liveability</p> <ul style="list-style-type: none"> • progress towards the long-term outcomes and <i>Smart City</i> vision is likely to slow. 	<p>how it:</p> <ul style="list-style-type: none"> • aligns with the priority area • aligns with the long-term city outcomes • mitigates issues/risks relating to the challenges and/or priority areas.

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
	L M H		L M H		
diversification, and undertaking comprehensive spatial planning for how and where the city will grow to accommodate a growing population. • <i>Arts and culture</i> – We propose investing in arts and culture in a context of increasing global competition to maintain our position as a vibrant, edgy capital.					
4. Economic growth The development of Our 10-Year Plan 2018-28 reflects a local economy that is growing, with that expansion remaining broad-based across a range of economic indicators. Strong population growth from overseas migration continues to drive activity, growth and consumption. The population is currently growing at around 2.0 percent per annum, which is double the 10-year average. (See item five below for more details on population growth.) <i>Tourism</i> continues to rebound after the November 2016 earthquake, with guest nights in the city recovering due mainly to strong international tourism growth. The <i>labour market</i> is tightening, with unemployment continuing to trend downwards and demand for highly skilled	M	Economic growth is lower than forecast due to: • external market factors • strategies not developed to diversify the economy to improve productivity and make the city more resilient • insufficient investment in infrastructure/services constraining city development • strategies not developed to attract and retain highly skilled workers in the information services sector • a reduction in the recent above average growth in overseas migration.	M	A strong economy supports a growing ratepayer base, which in turn provides the means for the Council to invest in the city. The economic outlook also affects local businesses, the level of employment and the rate of urban development, which is closely aligned to the level of growth in the ratepayer base. A significant decline in economic growth could impact on the level of unemployment, wage growth and business performance, which may require the Council to reduce its investment programme in some areas.	Ensure economic catalyst projects proceed and support the Wellington Regional Economic Development Agency (WREDA) in growing Wellington's economy.

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labour continuing to increase. The majority of jobs are being created across the professional services, finance, health, construction and hospitality sectors. The tightening in the labour market has yet to be reflected in wage growth. We project that positive GDP growth will continue – within the range of the last 3 years at 1-3 percent.					
5. Population growth City growth assumptions underpin the Council's Asset Management Plans, capital expenditure budgets, and level of services in the 10-year plan. Population and demographic assumptions are provided by Informed Decisions (.id) for Wellington City modelling population growth, demographic changes and housing demand at a neighbourhood and city level. Forecast inputs are based on Statistics NZ data and detailed information from the Council about current and planned residential activity in the city. They were last updated in November 2016. See our website (wellington.govt.nz) for the population, household and dwelling forecasts for the city and each neighbourhood, together	M	Population forecast growth assumptions are conservative, which may lead to an underestimation of population growth. A risk exists that total population growth continues to track higher than average.	L	If population growth is higher than forecast, added pressure will be put on Council infrastructure and service provision, leading to possible failure to meet expected levels of service or constraining growth.	Moderate growth can be accommodated within the present level of Council infrastructure. Where higher levels of growth create demand for new infrastructure, the Council will collect development contributions to meet a portion of the costs of new or upgraded investment.

Assumption				Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
				L M H		L M H		
with a list of assumptions that have been incorporated into the forecast. The population forecasts for this plan are:								
Year	Wellington City (forecast.id Medium Projection)	Wellington City (SNZ High Projection)	Central Wellington (forecast.id Medium Projection)					
2018	211,811	217,770	16,426					
2019	213,846	221,270	17,107					
2020	215,892	224,430	17,877					
2021	218,084	227,360	18,680					
2022	220,137	229,900	19,467					
2023	222,341	232,400	20,336					
2024	224,050	234,900	21,042					
2025	225,689	237,610	21,571					
2026	227,049	240,100	22,040					
2027	228,108	242,740	22,411					
2028	229,236	245,340	22,757					
Annual average	0.8%	1.2%	3.3%					
The city's population is expected to grow to between 250,000 to 280,000 people by 2043.								
6. Growth in ratepayer base The Council plans to invest in a range of initiatives that will provide an economic catalyst for the city, which we forecast will				M	The growth in the ratepayer base is higher or lower than projected.	M	The Council has used current property information from its valuation service provider (Quotable Value Ltd), forward looking consenting, further	We will measure and report on growth in the rating base and review the projections and underlying strategy on a regular basis.

Assumption	Level of uncertainty (High, moderate, low)			Risk	Risk level (How likely risk will occur - high, moderate, low)			Effects of the uncertainty/risk	Mitigation
	L	M	H		L	M	H		
provide ratepayer growth of:								expected negative revaluations as a result of the November 2016 earthquake and historic trends to assess the growth in the ratepayer base. If growth is higher than forecasted, average rates funding increase will be reduced by an equivalent amount as there is a greater number of ratepayers across which the rates funding requirement will be allocated. If growth is lower than forecasted, the average rates increase for the ratepayer will be higher. The annual impact of a 1 percent of variance in growth in the ratepayer base is equivalent to approximately \$3.5 million of rates.	
Year	Capital Value growth	Rate Units*							
2018/19	0.9%	78,354							
2019/20	1.0%	79,138							
2020/21	1.2%	80,088							
2021/22	1.0%	80,889							
2022/23	1.0%	81,698							
2023/24	0.8%	82,352							
2024/25	0.8%	83,011							
2025/26	0.8%	83,675							
2027/28	0.8%	84,344							
2029/30	0.8%	85,019							
* The rate units are stated at the end of the preceding financial year									
7. Levels of service	M			That there are significant changes in the impact of pressures on the demand for services or levels of service beyond those planned in this plan.	M			If customers begin to expect a higher level of service, we either risk decreasing residents’ satisfaction or an increase in ongoing costs to maintain a higher level of	<ul style="list-style-type: none">• The Council has well defined service levels for its planned activities, which have been reviewed as part of the 10-year plan process.• Customer satisfaction surveys and other
Overall, 70 percent of residents consider that the Council provides value for money services. However, overall pressures on maintaining levels of service delivery (and value for money services to residents) are expected to increase.									

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
	L M H		L M H		
<p>These pressures are expect to flow from:</p> <ul style="list-style-type: none"> • accommodating a growing population – particularly in the central city (see also item 5) • an increasing volume of people accessing Council services (demand) • maintaining infrastructure upgrade and renewal cycles for significant assets • increasing regulatory demands – particularly for the built environment, for example building code changes. <p>For this 10-year plan we assume that:</p> <ul style="list-style-type: none"> • the current demand for Council services and customer expectations regarding business as usual levels of service will not significantly decrease during the planning period • beyond what is specifically planned for and identified in this LTP, there will be no significant additional impact from above pressures on asset requirements or operating expenditure. 				service.	engagement strategies generally support the key assumptions made within the 10-year plan and therefore there are currently no known additional areas of the Council's service that require significant modification.
<p>8. Cost savings and efficiencies</p> <p>The Council has reviewed its services and explored a range of efficiencies in the preparation of this 10-year plan. Many cost savings from the Long-term Plan 2015–25 have also been carried through, such as increased</p>	M	That forecast of position vacancies is too high.	M	Increased costs.	The Council will monitor budget settings on a quarterly basis and can adjust budget requirements through the annual plan process.

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
	L M H		L M H		
asset utilisation, shared service models and organisational alignment. For this 10-year plan we have made additional assumptions around the Council's forecast position vacancies for the 10-year duration of the plan.					
9. Cost of major projects This LTP identifies a number of projects that are likely to have substantial financial implications during the 10-year period of the plan. They are at different stages of development and the specific costs and timing are uncertain but will become clearer as we work through the planning phases. The financial strategy will detail the capacity of the Council to invest in these projects over the 10-year period of the plan. Major projects to be progressed within the 10-year period are as follows. <ul style="list-style-type: none"> • <i>Economic catalyst projects</i> – This series of projects includes the Movie Museum and Convention Centre, a new indoor arena, and an extension to the airport runway. The Council is working with partners and other stakeholders to fund and deliver these projects. Funding is already budgeted, however there is some uncertainty around the timing and total costs to complete these 	H	<p>The construction market is tight reflecting a strong economy, significant investment in transport infrastructure in the region, a housing shortage, and the recovery phase to the last earthquake still underway.</p> <p>There is a risk that that if our work is not appropriately phased the budget allocated will be insufficient to fund the projects identified. There is also a risk that partnership funding (such as regional contribution towards the indoor arena) does not eventuate or is less than assumed.</p>	M	<p>We expect to be able to manage increases in costs of these major projects within existing budgets – through rephasing of the project itself or of other projects to free up the required funding.</p> <p>This would lead to a delay to some projects. For specific service level impacts, refer to alternative options contained in the proposals in <i>Priority Areas</i> section of the consultation document for Our 10-Year Plan 2018-28. Any changes to budget or increased costs will be communicated through annual reports and plans.</p>	Continue to monitor the construction market and rephase work as necessary through future annual plans.

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<p>projects. Budget rephasing may be required to continue to accommodate these projects within budgets. There is also a requirement for central government to contribute funding to the Movie Museum and Convention Centre.</p> <ul style="list-style-type: none"> • <i>Let's Get Wellington Moving</i> – This programme of work has a number of options out for consultation. A provisional figure is included in the 10-year plan budget. This funding provision may have to be scaled up or down depending on decisions made. • <i>Resilience projects</i> – A number of large infrastructure projects are programmed in the plan to make our underground infrastructure more resilient. This includes \$32 million for construction of the new Prince of Wales/Omārore reservoir. • <i>Earthquake strengthening</i> – A number of Council buildings will be strengthened during the 10-year period of this plan. This includes the Town Hall (\$88.7 million), the Bond Store (Wellington Museum), the St James Theatre and Opera House. 					
<p>10. Resource consents</p> <p>Conditions for existing resource consents held by the Council will not be significantly altered.</p>	L	Conditions of resource consents are altered significantly.	M	The financial effect of any change to resource consent requirements would depend upon the extent of the change.	Generally, the Council considers that it is fully compliant with existing resource consents and does

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
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Any resource consents due for renewal during the 10-year period of this plan will be renewed accordingly.		The Council is unable to renew existing resource consents upon expiry.		A significant change in requirements could result in the Council needing to spend additional funds to enable compliance.	not contemplate any material departure from these requirements over the next 10 years.
11. Civil defence and emergency (a) The 10-year plan is prepared on the basis that the city is continually improving its emergency preparedness, and whilst the impact of a major natural disaster cannot be accurately predicted (and therefore the response required), increased community preparedness and regional consistency will continue to be cornerstones of our approach. (b) In line with the rest of New Zealand, we will continue to follow the '4Rs' to underpin our emergency preparedness and resilience strategy. The '4Rs' refer to: <ul style="list-style-type: none"> • reduction of risk • readiness for an event • response when it occurs • recovery, post-event. For details on our Resilience Strategy see https://wellington.govt.nz/about-wellington/wellington-resilience-strategy . (c) The focus areas for continuously	L	That a significant event occurs (such as a major earthquake) and: <ul style="list-style-type: none"> • insufficient risk reduction measures are in place to prevent large numbers of casualties and/or • inadequate response mechanisms are not suitably prepared to effectively manage an emergency to prevent large numbers of casualties. 	M	The city is unable to recover sufficiently or quickly enough in order to prevent long-term adverse effects on the population or local economy.	Although the probability of a major earthquake or other natural disaster within the lifespan of this plan is low, we take emergency preparedness very seriously. We believe that preparedness activities are never finished and therefore aim for continuous improvement. The Council is prepared to respond to large events, as some response plans are in place and staff members are regularly trained. However, work is needed to ensure that learnings from any activation are captured and contribute to the ongoing improvement of the city's preparedness. A key focus for this plan will be improving the city's resilience. There will be a

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
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improving our disaster preparedness within our plan are and will continue to be: <ul style="list-style-type: none">improving our emergency response mechanismsearthquake-prone buildingswater and wastewatertransportationwelfarecommunity preparedness. (d) In any major event where our capacity is exceeded, we assume that regional and national entities and international assistance can be called upon when required. (e) The financial impact of a significant event is difficult to estimate before it happens; however, we can consider the direct and indirect financial impact of previous significant events when planning our long-term budget. Our work to improve the city’s resilience and emergency preparedness should also lessen the impact of such events in the future, although a large event will have a significant impact on the expenditure programme in this plan.				number of earthquake strengthening and resilience projects aimed at helping us mitigate the adverse impact of a significant event and manage our event insurance costs.	

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
	L M H		L M H		
12. Urban development A staged review of our District Plan is assumed for this LTP period to guide how and where the city will grow over time. The review will incorporate our response to the Government's National Policy Statement on Urban Development Capacity as well as setting a clear direction for growth in the city and ensuring capacity and feasibility for development. Making space for growth while also maintaining and protecting our natural environment will be crucial to a thriving Wellington. To complete both stages of work and implement District Plan changes we will be making provision in the budget for operational funding over the 10 years of the plan.	M	That there is a lack of community consensus on how and where the city will grow over time, that this delays District Plan changes, while population growth continues strongly.	L	The city lacks a comprehensive plan for how and where it will accommodate future growth. This could create uncertainty for developers, delay infrastructure investment and impact on housing supply.	A strong communication and engagement programme to articulate the issue and the options. This work has already started with the Our City Tomorrow programme.
13. Housing - Strategic Housing Investment Programme The Council is proposing to take a more active role to avoid an Auckland style housing crisis in Wellington. The programme involves: <ul style="list-style-type: none"> identifying new land for development and existing Council housing sites for redevelopment and 	M	The main area of uncertainty relates to the timing and quantity of any revenue from disposal or lease arrangements. This can only be determined as business cases for specific sites are looked at in detail, and after discussions with development partners.	M	Consequently, no specific funding has been included in our 10 year budgets allocated in the forecasts at this time.	It is assumed any divestment revenue goes towards supporting the delivery of the Housing Upgrade Programme. Specific sites and proposals will be subject to further consultation through the annual plan process.

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	L M H		L M H		
<p>intensification</p> <ul style="list-style-type: none"> undertaking master planning work, geotechnical work, and site clearance for redevelopment leveraging surplus land / sites to attract investment from other housing providers, developers and/or central government to deliver affordable housing. <p>We have assumed that:</p> <ul style="list-style-type: none"> the development of social and affordable housing is likely to involve partnering with developers and other housing providers construction of the Council's social housing units will be funded through the existing Housing Upgrade Programme (and any disposal / lease of surplus land) the construction of affordable housing units will be funded and delivered by development partners. 					
<p>14. Water treatment (Havelock North Drinking Water Inquiry)</p> <p>Increased treatment standards (particularly related to the treatment of water from previously 'secure' sources and chlorination)</p>	L	Any increase in the standards relating to the treatment of water from previously 'secure' sources and chlorination that requires a material change to our current approach. All the	L	Undetermined until standards known.	

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<p>are going to gain strong support and are likely to be implemented as a result of the Havelock North Drinking Water Inquiry.</p> <p>The OAG's auditors, as part of their audit, will be specifically asking councils what the impact is and how it has been addressed in the LTP.</p> <p>The SOLGM Business Performance Working Party has recommended that it is likely stricter treatment standards will result from the enquiry. In particular, standards related to the treatment of water from previously considered 'secure' sources of drinking water. For this LTP we are assuming that more stringent Drinking Water Standards are "more likely".</p>		water that Wellington Water supply to Wellington, Porirua, Lower Hutt and Upper Hutt is chlorinated.			
Financial assumptions					
<p>15. Inflation</p> <p>The Council has adjusted base financial projections to reflect the estimated impact of inflation.</p>	L	That actual inflation will be significantly different from the assumed inflation.	L	<p>Inflation is affected by external economic factors, most of which are outside of the Council's control and influence.</p> <p>The Council's costs and the income required to fund those costs will increase by the rate of inflation unless efficiency gains can be made.</p>	Annual review through the annual plan process.
Inflation rates applied – Inflation rates have been estimated using the BERL Forecasts of	L	Inflation exceeds forecasts. The BERL personnel forecast is for	L	The Council's costs increase faster than planned.	

Assumption	Level of uncertainty (High, moderate, low)			Risk	Risk level (How likely risk will occur - high, moderate, low)			Effects of the uncertainty/risk	Mitigation	
	L	M	H		L	M	H			
Price level Change Adjustors to 2028. We also assume that the Reserve Bank will use monetary controls to keep CPI within the 1.5 percent to 3 percent range.				New Zealand as a whole, and not specific to Wellington. The city currently enjoys low unemployment and with central government departments also a significant employer in the city, the labour market is tight.						
2018/19 2019/20 2020/21 2021/22 2022/23 2023/24 2024/25 2025/26 2026/27 2027/28										
Planning and regulation	1.96%	2.12%	2.08%	2.13%	2.17%	2.30%	2.34%	2.37%	2.40%	2.50%
Roading	2.06%	2.21%	2.16%	2.30%	2.34%	2.46%	2.49%	2.60%	2.69%	2.78%
Transport	2.06%	2.02%	2.07%	2.22%	2.26%	2.30%	2.33%	2.53%	2.55%	2.65%
Community Activities	1.67%	2.03%	2.09%	2.14%	2.18%	2.22%	2.35%	2.38%	2.41%	2.60%
Water and Environmental Management	2.36%	2.50%	2.25%	2.38%	2.42%	2.53%	2.56%	2.66%	2.75%	2.83%
Personnel	1.60%	1.60%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%	2.10%
The inflation rates above have been applied across all items included in the Long-term Plan budgets with the exception of:										
Personnel Costs – An additional provision of 1 percent increase in personnel costs has been included for each of the first five years to address the gap between Council average				That the market median moves at a higher or lower rate than forecast.				Further adjustments to personnel cost budgets and/or staffing levels may be required		

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	L M H		L M H		
remuneration and the local government market median.				in future plans.	
Revenue from investment properties – not inflated as most ground leases are subject to fixed rentals across the period.		The relevant revenue streams identified are influenced by changes in prices or the rate of inflation.			
Petrol tax – forecast to remain constant. Revenue from petrol tax is driven by tax rates and volumes – both of which are expected to remain constant over the 10-year period of this plan.		That the revenue streams identified fluctuate annually as a result of external factors outside the control of the Council.		Although the revenue streams may vary annually due to factors outside the control of the Council (e.g. petrol consumption may vary and therefore affect the revenue received from Petrol Tax) it is not considered that annual variances will have a material effect on the financial forecasts in the plan.	
Interest revenue – forecast to remain constant. Interest rates do not increase annually in line with rates of inflation. Refer section below.		N/A			
Dividends – Although rates of inflation will affect the revenues and expenditures of those entities distributing dividends to the Council it is not anticipated that the level of dividend will be influenced by rates of inflation in the future.		N/A			
16. Expected interest rates on borrowings	L	That prevailing interest rates will differ significantly from	L	Based on the minimum hedging profile, a 0.1%	Interest rates are largely driven by factors external to

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation																						
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Interest is calculated using the following interest rates: <table><tr><th>Year</th><th>Interest rate %</th></tr><tr><td>2018/19</td><td>4.30% per annum</td></tr><tr><td>2019/20</td><td>4.45% per annum</td></tr><tr><td>2020/21</td><td>4.65% per annum</td></tr><tr><td>2021/22</td><td>4.80% per annum</td></tr><tr><td>2022/23</td><td>5.00% per annum</td></tr><tr><td>2023/24</td><td>5.25% per annum</td></tr><tr><td>2024/25</td><td>5.35% per annum</td></tr><tr><td>2025/26</td><td>5.40% per annum</td></tr><tr><td>2026/27</td><td>5.45% per annum</td></tr><tr><td>2027/28</td><td>5.60% per annum</td></tr></table>	Year	Interest rate %	2018/19	4.30% per annum	2019/20	4.45% per annum	2020/21	4.65% per annum	2021/22	4.80% per annum	2022/23	5.00% per annum	2023/24	5.25% per annum	2024/25	5.35% per annum	2025/26	5.40% per annum	2026/27	5.45% per annum	2027/28	5.60% per annum		those estimated.		movement in interest rates will increase/decrease annual interest expense by between \$200,000 and \$1,000,000 per annum across the 10-year period of this LTP.	the New Zealand economy. The Council manages its exposure to adverse changes in interest rates through the use of interest rate swaps. At any time Council policy is to have a minimum level of interest rate hedging equivalent to 50 percent of core borrowings.
Year	Interest rate %																										
2018/19	4.30% per annum																										
2019/20	4.45% per annum																										
2020/21	4.65% per annum																										
2021/22	4.80% per annum																										
2022/23	5.00% per annum																										
2023/24	5.25% per annum																										
2024/25	5.35% per annum																										
2025/26	5.40% per annum																										
2026/27	5.45% per annum																										
2027/28	5.60% per annum																										
Expected return on investments – the Council has forecast the following returns for significant investments:																											
17. Wellington International Airport Limited shareholding It is assumed that the Council will retain its existing investment in WIAL of 34 percent and that a regular flow of revenue will be received by way of dividend.	L	That the Council receives less than the forecast level of dividend.	L	The level of dividend is dependent on the financial performance of the company. If the actual returns are significantly less than forecast, the Council will need to look for alternative funding through rates or borrowings.	Regular monitoring of the financial performance of WIAL.																						
18. Wellington Cable Car Limited It is assumed that the Council will retain its existing investment at current levels. No dividends are assumed across the 10-year	L	That the financial performance of the company declines.	L	The level of dividend is dependent on the financial performance of the company. If the actual returns are significantly less than forecast, the Council will need to look	Regular monitoring of the financial performance of the company.																						

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
	L M H		L M H		
period of this plan.				for alternative funding through rates or borrowings.	
19. Wellington Regional Stadium Trust loan In accordance with the terms of the loan, no interest has been forecast across the 10-year period of this plan. The loan is due to be repaid once the Trust has repaid all of its other liabilities and borrowings. The Trust may return part of its annual operating surplus to the Council to repay all or part of the outstanding loan. We assume no interest or loan repayment for this plan.	L	No interest or loan repayments are forecast in this plan.	L	None, as the assumption in this LTP is for no interest or loan repayments.	Regular monitoring of the financial performance of the Trust.
20. Targeted accommodation rate This plan includes a broad range of investments that will support the visitor economy. In the coming year we will explore options around introducing a visitor based targeted rate from year 3 of this plan. We are including the rate in the out-years because we want to go through detailed analysis and talk to a wide range of stakeholders to make sure the new rate is fair and equitable.	M	The targeted rate is not approved or approved at a lower rate than planned.	M	In the event that the targeted rate does not eventuate or is set in place at a lower level than assumed, then there would be a consequential increased rates impost.	
21. Convention Centre	M	That operating surpluses returned to the Council are	L	In the event that operating surpluses do not eventuate or	Operating forecasts assume a mid-case scenario based on a

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
	L M H		L M H		
<p>We have assumed:</p> <ul style="list-style-type: none"> a \$25 million government contribution for the Convention Centre. 		lower than forecast.		operating losses are incurred then there would be a consequential increased rates impost.	<p>business case with robust and sound assumptions. A range of industry experts (including PricewaterhouseCoopers, BERL Economics, Howarth HTL Ltd, and Covec Ltd) were engaged in preparing and reviewing the business case. The business case has been prepared in full knowledge of the planned developments in other regions.</p> <p>Regular monitoring of the financial performance of the Convention Centre will enable the management of any operating risks.</p>
<p>22. New Zealand Transport Agency (NZTA) funding</p> <p>The Council has made assumptions on the level of subsidies it expects to receive from central government through the NZTA over the period of the plan. The NZTA's funding assistance system was reviewed during 2012–14 resulting in a revised normal funding assistance rate (FAR). Since 2015 we have been on a transition toward the normal FAR. We have now reached the normal FAR so is expected to remain at 51</p>	L	That the NZTA makes further changes to the subsidy rate, the funding cap or the criteria for inclusion in the subsidised works programme.	L	Variations in the subsidy rates of approximately 1 percent would not impact the Council's funding income stream due to current eligible expenditure being in excess of the current funding cap.	

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
	L M H		L M H		
percent for the period of the plan.					
23. Vested assets No vesting of assets is forecast across the 10-year period of this plan.	H	That Council will have assets vested thereby increasing the depreciation expense in subsequent years.	L	The level of vested assets fluctuates considerably from year to year and is unpredictable. Historical levels have not been material. The recognition of vested assets in the income statement is non-cash in nature and will have no effect on rates. The financial effect of the uncertainty is expected to be low.	
24. Sale of assets We have assumed asset sales of \$35.2m will be realised to repay borrowings across the 10-year period of this LTP.	M	That the sale of assets do not occur at forecasted levels.	M	If the level of asset sales is less than forecasted, either our level of debt will increase by the relevant amount or the Council may consider revising its level of asset investment. The interest cost of servicing this debt will be lower or higher depending on the level of asset sales.	
25. Sources of funds for the future replacement of significant assets Sources of funds for operating and capital	L	That sources of funds are not achieved.	L	User charges have been set at previously achieved levels. Depreciation is funded through rates. The Council is able to	

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
	L M H		L M H		
expenditure are obtained in accordance with the Revenue and Financing Policy.				access borrowings at levels forecast within the plan.	
26. Useful lives of significant assets The estimated useful lives of significant assets will be as shown in the Statement of Accounting Policies.	L	That assets wear out earlier or later than estimated.	L	Depreciation and interest costs would increase if capital expenditure was required earlier than anticipated. The financial effect of the uncertainty is likely to be immaterial.	
The majority of the significant assets will continue to be revalued every 3 years.	L	That Council activities change, resulting in decisions not to replace existing assets.	L		These impacts could be mitigated as capital projects could be reprioritised in the event of early expiration of assets.
It is assumed that assets will be replaced at the end of their useful life.	L	That the Council replaces assets before the end of useful life.	L		The Council has a comprehensive asset management planning process. Where a decision is made not to replace an asset, this will be factored into capital projections.
Planned asset acquisitions (as per the capital expenditure programme) shall be depreciated on the same basis as existing assets.	L	That more detailed analysis of planned capital projects may alter the useful life and therefore the depreciation expense.	L		Asset capacity and condition is monitored, with replacement works being planned accordingly. Depreciation is calculated in accordance with accounting and asset

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
	L M H		L M H		
					management requirements.
27. Depreciation and revaluation of property, plant and equipment (including water and transport assets) These forecasts include a 3-yearly estimate to reflect the change in asset valuations for property, plant and equipment in accordance with the Council's accounting policies. The following assumptions have been made for this LTP: <ul style="list-style-type: none"> • The Council will continue its policy of fully funding depreciation • Revaluation movements shall equate the inflation rates applied for all depreciable property, plant and equipment (refer to the "Inflation" section) • The depreciation impact of inflation shall be in the year following revaluation • The value of non-depreciable assets (e.g. land) is forecast to remain constant 	L	That actual revaluation movements are significantly different from those forecast.	L		The majority of the Council's depreciable property, plant and equipment assets are valued on a depreciated replacement cost basis. Therefore, using the projected inflation rate as a proxy for revaluation movements is appropriate and consistent with the treatment of price changes generally within the LTP. For land assets valued at market value (based on sales evidence), values have been assumed to remain constant. This reflects the wide disparity in views on the sustainability of current residential market prices.
28. Revaluation of investment properties It is assumed that the value of investment properties accounted for at fair/market value will and will change in by the Local Government Cost Index (LGCI) across the 10	M	That actual revaluation movements will be significantly different from those forecast	L		For assets valued at market value (based on sales evidence), values have been assumed to remain constant. This assumption has no impact on depreciation as

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
	L M H		L M H		
year plan.					these assets are not depreciated.
29. Insurance The Council will maintain asset insurance sufficient to indemnify itself against the expected damage caused in a one in one thousand year earthquake event. In November 2016 the Civic Administration building (CAB) suffered significant damage during the 14 November 2016 earthquake. The building was immediately closed and has remained closed since the event. This building is subject to an insurance claim, which covers both the repair costs and the relocation costs.	M	The CAB insurance claim is still in progress. The Council's preliminary assessment of earthquake repairs is in the region of \$33.0 million. The indemnity value of CAB under Council's insurance value is \$48.7 million. The insurance policy has a deductible of \$5.0 million. While an estimate of the repair and relocation costs has been obtained by the Council and provided to the insurer there are still subject to discussion and agreement with the insurer.	M	This means that the amount that the Council will receive cannot be reliably measured.	The Council has maintains a sensitivity analysis of the estimated building impairment while Insurer discussions proceed.
30. LGFA Guarantee Each of the shareholders of the LGFA is a party to a Deed of Guarantee, whereby the parties to the deed guarantee the obligations of the LGFA and the guarantee obligations of other participating local authorities to the LGFA, in the event of default.	L	In the event of a default by the LGFA, each guarantor would be liable to pay a proportion of the amount owing. The proportion to be paid by each respective guarantor is set in relation to each guarantor's relative rates income.	L	The Council believes the risk of the guarantee being called on and any financial loss arising from the guarantee is low. The likelihood of a local authority borrower defaulting is extremely low and all of the borrowings by a local authority from the LGFA are secured by a rates charge.	

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
	L M H		L M H		
31. Renewal of external funding It is assumed that the Council will be able to renew existing borrowings on equivalent terms.	L	That new borrowings cannot be accessed to fund future capital requirements.	M	Future capital programmes may be delayed and the Council improvement programmes/infrastructure assets may not receive the required investment.	The Council minimises its liquidity risk by maintaining a mix of current and non-current borrowings in accordance with its Investment and Liability Management Policy.
32. Weathertight homes The Council will continue to spread the cost incurred by settling weathertight homes claims by funding claims from borrowings and spreading the rates funded repayment across a number of years. This LTP assumes that the Council's weathertight homes liability will be fully settled and the associated borrowing repaid over the 10-year period of this LTP.	L	That the level of the claims and settlements is higher than provided for within the LTP.	M	The weathertight homes liability is an actuarial calculation based on the best information currently available. The liability provided for within the Council's financial statements is \$50m, a 1% change in this figure would equate to \$0.5m.	
33. General rates differential It is assumed that the general rates differential will remain at 2.8:1 Commercial: Base/Residential over the 10-year period of this LTP.	L	That the Council makes the decision to change the general rates differential from forecast.	M	Should the Council decide to change the general rate differential, the maximum it could be expected to move would be from 2.8:1 to 1:1 Commercial: Base/Residential. This could potentially transfer the rates impost from Commercial ratepayers back to Base/Residential ratepayers of	

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - high, moderate, low)	Effects of the uncertainty/risk	Mitigation
	L M H		L M H		
				approximately \$35m-\$57m per annum.	

Financial and Infrastructure strategy 2018-48

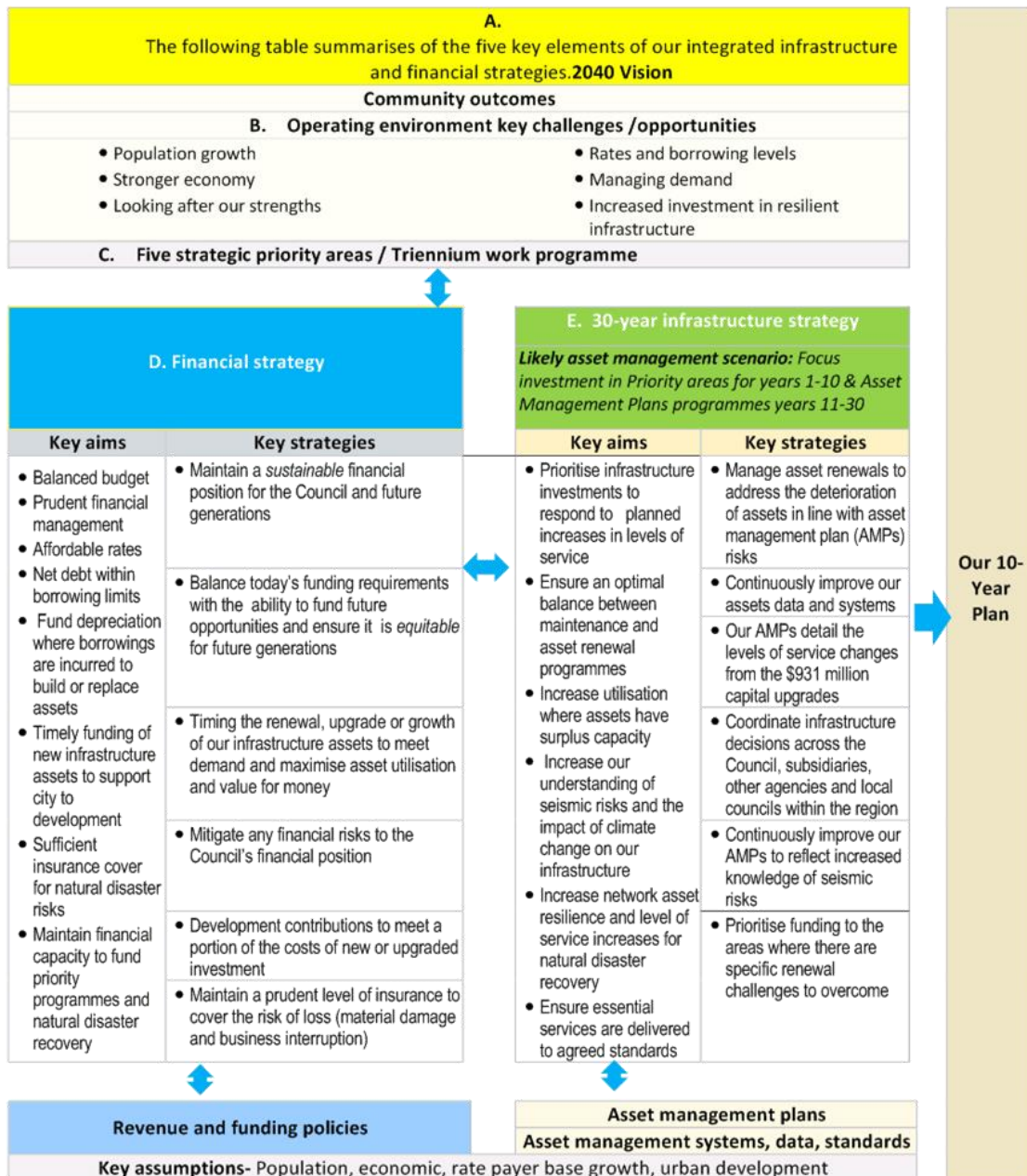
Section 1: Overview - our integrated infrastructure and financial strategy

This strategy has been directly guided by the city's vision *Wellington towards 2040: smart capital* and asset management plans. It aligns with the 10-year priorities that are the foundation for Our 10-Year Plan 2018-28, and underpins progress towards our city's vision and long-term city outcomes.

The integrated infrastructure and financial strategy describes how the Council intends to manage its infrastructure assets over 30 years and how our financial settings will allow for the required investment on our infrastructure. We have significant investment planned over the next 30 years, integration with our financial strategy is crucial to maintaining a healthy financial position while delivering on our long-term city outcomes.

The purpose of the integrated strategy is to:

- identify significant infrastructure challenges for the city and any options for managing those challenges
- enable prudent and sustainable financial management by forecasting future costs (30 years), showing how it is intended to fund these, and setting limits to the funding
- provide a context for consulting with the community on the Council's proposals for expenditure, and how this will be funded.

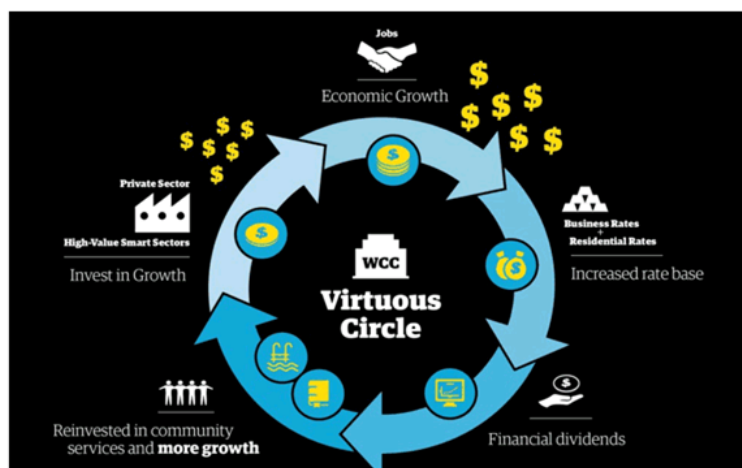


Section 2: Component A - strategic direction, challenges and priorities

What's changing?

Our current context

The challenges the Council is facing are evolving. Three years ago, when we last reviewed our infrastructure and financial strategies and produced a 10-year plan, our strategies and plan focused around stimulating growth. We focused on projects that would have a 'catalyst' effect on improving the economy while ensuring we continued to maintain our assets and existing service levels. Some of our major projects like the Movie Museum and Convention Centre and airport runway extension are yet to be realised, but both the economy and population are growing, and delivering on what we term the 'virtuous circle'.



Our 2018 Financial and Infrastructure Strategy continues to focus on investment in priority areas that will help us grow while also ensuring we have the resources and financial capacity to consider, and where prudent address, the challenges we face.

Our 10-Year Plan, underpinned by this strategy, incorporates an ambitious capital expenditure programme. A programme that focuses on resilience of buildings and our water network provides a transport system that allows for easy access in, out and around our city, and manages and maintains its growth. It also ensures we continue to do the basics well; we maintain and renew our assets across the existing transport and water networks as well as our networks of community facilities like libraries, parks and playgrounds.

In response to a range of challenges (which we discuss in section 3 of this document), we are planning to deliver improvements to our levels of services both in operational areas and in provision of supporting infrastructure (see section 8). In areas not specifically referenced in this document, we plan to maintain levels of service at current levels.

Increasing our asset investment puts extra pressure on the Council's finances and results in an increase in debt. This is because we fund investment in assets to improve our infrastructure by borrowing - we then spread the cost via rates across the years the asset is utilised - ensuring that those who use the asset pay for the asset. We have the balance sheet capacity to undertake this investment while remaining within prudent debt parameters. From an affordability perspective, we are in a strong position because we already fund depreciation over the life of the assets we have built (and initially funded through debt).

This means the increased rates impact of the planned investment is included in the 4 percent average rates increase (after growth and excluding the tourism targeted rate) forecast across the 10 years of our long-term plan. It also means that by funding depreciation, we will have the capacity to fund the asset renewals that are forecast in the later years of our 30-year infrastructure strategy.

Our 10-Year Plan 2018-28 is not without risk, both in our ability to deliver the prodigious capital programme planned and to meet growing service level expectations, but it is backed by a sound financial and infrastructure strategy – we think we have the balance right.

Section 3: Component B - Operating environment challenges and opportunities

The following outlines the challenges and opportunities that we face as a city and organisation and how we plan to respond.

Managing the demand for increasing levels of service

The challenge	<p>Wellington has made significant investment in its facilities over many years. There has been a new indoor community centre, investment in our sports fields, the rollout of artificial playing surfaces and investment in pools. Funding has also gone to other areas of Council activity including core infrastructure, the arts, and the environment.</p> <p>And, as with many other Councils in New Zealand, and indeed abroad, community expectations for improving services is constant and the willingness to pay for ever increasing / improving services is low.</p> <p>Overall 70 percent of Wellington residents consider that the Council provides value for money services. However, pressures on maintaining levels of service delivery (and value for money services to residents) are expected to increase. These pressures are expected to come from:</p> <ul style="list-style-type: none">• the need to accommodate an increasing population - and more people in the central city• awareness of risk from natural disasters• changing lifestyles and transport modes• more people accessing Council services• maintaining infrastructure upgrade and renewal cycles for significant assets; and• increasing regulatory demands – particularly for the built environment.
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Our response	<p>Our approach is to ensure essential services are delivered to agreed standards (do the basics well) and prioritise funding to the areas where there are specific renewal challenges to overcome.</p> <p>We have also reviewed our performance measures and targets to ensure we are able to tell a cohesive story about our performance, being clear about how well we are delivering our services and whether we are meeting community expectations. We have allocated more funding, in our Plan to those areas where we think we are not currently meeting expected levels of service, including playgrounds, housing, arts & culture, waste management, cycling and our transport network. This also includes an extra \$0.8bn extra capital funding for new asset based responses to increase levels of service.</p> <p>We assume that:</p> <ul style="list-style-type: none"> the current demand for Council services and customer expectations regarding business as usual levels of service will not significantly decrease during the planning period; and beyond that specifically planned and identified later in this Strategy, there will be no significant additional impact from above pressures on asset requirements or operating expenditure.
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Cost pressures

The challenge	<p>Costs are currently increasing at a faster rate than both CPI (the general consumer inflation index) and LGCI (local government inflation index) due to a combination of resource constraints for specific services and level of service increases.</p> <p>We have identified a number of cost pressures and initiatives, reflecting increased asset ownership (construction and purchase), community demand for increased / improved services, the need to invest in Council infrastructure and facilities to earthquake strengthen them, new health and safety standards, and increasing unplanned costs that arise from more severe and frequent storm events as a consequence of climate change.</p>
Our response	<p>Cost pressures– apart from those that relate to levels of service –are largely unavoidable. We have made provision for inflation and will revisit these assumptions on an annual basis, to test whether the budgets we have indicated remain achievable. We will continue to manage the city's assets prudently, fund their replacement (through depreciation) and meet the other associated operating costs relating to responsible asset stewardship so that future generations inherit city assets in a good condition.</p>

Managing the demands of population and ratepayer base growth

The challenge	<p>As the city's population increases, the commercial sector will also expand. We expect an additional 28,000 people to work in the city by 2047. With much of the population growth predicted to be in the inner city, and the city centre being the economic hub of the region, good planning that accommodates for both, while also taking into account the effects of climate change will be crucial.</p>
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Our response	<p>We're planning the following response:</p> <ul style="list-style-type: none"> • <i>Asset management planning</i> – City growth assumptions and district plan settings underpin the Council's asset management plans, and direct capital expenditure on network infrastructure and facilities toward growth areas. Infrastructure and facility investment related to growth will continue to be provided for through development contributions. • <i>Council investment in housing</i> – We plan to invest to deliver 750 new social and affordable homes in the city over the next 10 years and will take an active role in improving residents' housing choices, by working with central government and other partners on a range of projects to improve housing standards and supply in the city. • <i>Further detailed planning for growth</i> – New housing is limited by topography, knowledge of likely sea level rise impacts, ground quality and space to put pipes and roads in. Consequently, to accommodate a growing population we are focusing growth towards existing urban areas and the inner city. An initial 3-year focus on a city planning review will respond to forecast levels of population growth and intensification. This will be through the review of the district plan settings, and spatial planning which will model needs and include impact assessments. This will better inform the decisions on requirements in the future. • <i>Investment in new infrastructure in the 'Northern Growth' greenfields development areas.</i> This includes new water reservoirs for Horokiwi and Stebbings, and \$24 million of new roads. It also includes public space development to provide extra capacity in Newlands. • <i>Ratepayer base growth</i> – A growing population also results in a growing ratepayer base, which provides the ability to spread increased costs in future years across a bigger rating base. We have conservatively forecast average growth in the ratepayer base (increase in capital value of the city as a result of development) of 0.9 percent per year.
The challenge	<p>Making the city more resilient</p> <p>In November 2016, we experienced a significant earthquake that tested our city. It responded well, but there is more work to do to improve the city's resilience. With the climate also changing, we need to find ways of living with more severe and frequent extreme weather events. We also need to factor in rising sea levels.</p>

Our response	<p>Were planning the following response:</p> <ul style="list-style-type: none"> • Regulate and facilitate strengthening work in the city – In addition to the Resilience Strategy, in July 2017 timelines for strengthening priority earthquake-prone buildings were shortened from 15 to 7 ½ years. Earthquake-prone buildings on strategic routes must also be strengthened within 7 ½ years. Other earthquake-prone buildings must be strengthened within 15 years. The Council monitors the strengthening programme of earthquake-prone buildings in the city and provides funding support. • Congruent with the regionally set Wellington Resilience Strategy, we plan to strengthen Council infrastructure through the renewal programme – Wellington has been strengthening buildings for over 20 years and each year a proportion of our underground pipes for water, stormwater and sewage pipes are renewed using ductile (earthquake resilient) materials. We have provided the financial capacity within Our 10-Year Plan to continue this work. • Focusing on critical lifeline areas – We are also planning to fund increased water storage in the city and secure water supply to the central city following a natural disaster event. Two key reservoirs are the new Prince of Wales/Omāroto Reservoir and the upgraded replacement of the existing reservoir in Bell Rd at a cost of \$58.5 million. Both situated in the Prince of Wales Park in Mt Cook, these reservoirs will significantly increase the resilience and capacity of stored water volumes for the central city, the Wellington Regional Hospital and the areas of Mt Cook, Aro Valley and Kelburn. • Most of the Council's buildings are not earthquake prone, but some are, and require strengthening. We have provided \$91.2 million in the 10-year plan to strengthen the Town Hall and \$11.8 million for St James Theatre in the next few years. We have also sourced alternative office accommodation for the next 5 years to allow time for a permanent solution to be found for the Council's Civic Administration Building, which was damaged in the 2016 earthquake and for the adjacent Municipal Office Building which the Council will be exiting in late 2018 to allow for the Town Hall strengthening work to commence. <p>Additional funding to respond to climate change impacts – We have provided a new \$2 million dollar capital fund in our plan to respond to the impacts of more severe weather events on our land and assets and included additional funding for coastal resilience work.</p>
Maximising our cultural advantage and tourism attractions	
The challenge	<p>We have invested extensively in the arts over many decades and our city has an enviable reputation as the capital of culture – it is one of the areas that sets us apart from other cities and provides us with a competitive advantage in terms of visitor attraction.</p> <p>Other cities are also investing in these areas, and we need to make sure investment levels are high enough to support a thriving arts and culture sector in the city. At the same time, much of our cultural sector relies on facilities that we own as a Council – and some of these are earthquake prone.</p>

Our response	We're planning the following response:
	Investment in tourism facilities – We are planning to invest in facilities to increase Wellington's visitor offering and this includes construction of a Movie Museum and Convention Centre, and an indoor arena. We are also planning to help part-fund investment in other infrastructure like the airport runway extension. This would help facilitate the growth and diversification of Wellington's economy.
	Investment in the arts – To maintain and strengthen the reputation of Wellington as the cultural capital of New Zealand, we are promoting a 'decade of culture'. Capital funding related to the cultural outcomes is designed to support the sector with high quality venues. The strengthening and refurbishment to allow for future use of the Town Hall and St James Theatre, and \$85.7 million of funding towards construction of an indoor arena will provide a significant boost for this sector.
	Funding of economic and tourism initiatives – The 10-year plan includes a broad range of investments that will support economic growth. A number of these investments, as mentioned above are strongly focused on the tourist economy. In the coming year, we will explore options around how Wellington's visitor industry might assist or contribute financially from year 3 of the plan to fund activities that support the visitor economy.

Transport - Getting Wellington Moving

The challenge	Wellington's current transport network is already significantly congested at peak times. And as our population grows over time and more people start living in the inner city, the pressure on our network and inner city neighborhoods' will increase. Commuters and inner city residents are already experiencing this, and public satisfaction with peak-hour traffic congestion is declining.
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Our response	<p>We're planning the following response:</p> <ul style="list-style-type: none"> • <i>Let's Get Wellington Moving (LGWM)</i> - We are working with the Greater Wellington Regional Council and the NZ Transport Agency on the Let's Get Wellington Moving programme of work. This work is taking a holistic look at how improve traffic along the Ngauranga to airport corridor. Four separate scenarios were consulted on with the community in late 2017 and these included a range of active travel mode solutions coupled with better public transport and roading improvements along the network. Decisions on a preferred scenario will not occur until later in 2018 and consequently we have provided provisional funding of \$123 million in the later years of this plan only at this time. Depending on the final scenario that is adopted, funding levels and the timing for when it will be required may have to change. Should this be the case, further consultation may be required. • <i>Cycling Master Plan</i> – As cycling improvements in the city centre are being considered a part of LGWM, this project relates to cycling improvements outside of the city centre only. We are proposing a budget of \$74.6 million of capital funding over the next 10 years, which is expected to continue and see the full city cycling programme completed in 20 years. • <i>A more resilient network</i> – We support a more resilient transport network in the region that provides more resilient critical and alternative routes in, out and around the city. We support both Transmission Gully and the proposed Petone to Grenada link road, which are being delivered by the NZ Transport Agency. Additionally, we are proposing to increase funding for our transport network in the coming year to strengthen retaining walls below and above roads throughout the network, as well as tunnel and bridge strengthening work.
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Managing the rates and borrowing impact of improving the city's infrastructure

The challenge	<p>Our 10-Year Plan 2018-28 outlines some significant investments that we believe are necessary to make. They include, at a high level:</p> <ul style="list-style-type: none"> • Strengthening civic and city venues such as the Town Hall and St James Theatre • Improving the resilience of the three waters network • Investment in cycling and transport infrastructure as part of Let's Get Wellington Moving • Economic development and visitor attraction projects such as the Movie Museum and Convention Centre, and an indoor arena • A new library and community centre in Johnsonville <p>The Council is also committed to ensuring we continue to maintain and renew the assets we already have.</p> <p>As a result, the most significant driver of rates increases across the 10 years of the plan is the funding of the Council's capital investment programme of \$2.3 billion.</p>
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Our response	We're planning the following response:
	<ul style="list-style-type: none"> The Council has one of the strongest balance sheets of any Council in New Zealand, reflected in its AA credit rating. This means we have the ability to borrow to fund this capital expenditure programme and remain within the key limits the Council set in its last long-term plan. Our debt to income ratio is expected to peak at 167 percent, within our existing financial strategy threshold of 175 percent and significantly below that of other metropolitan councils, some of whose ratios exceed 200 percent. By borrowing for the upfront cost, we can then spread the impact across those who use the asset over its life. We do this by including funding depreciation and interest costs through rates. This funding is included in the average 4 percent rates increase (after growth and excluding the tourism targeted rate) forecast across the 10 years of the plan. This funding repays the borrowings incurred to build new assets. This means we are funding the true cost of the investment and not delaying costs for future ratepayers. We are also putting greater focus on ensuring we can deliver the capital investment programme we set in our plan and have reforecast the deliverability of our existing capex programme. This has seen some projects being phased over later years of the plan, reflecting realistic deliverability and as a result, we have lowered our starting borrowing position and therefore our interest budgets for Our 10-Year Plan 2018-28. We will only start to fund capital projects through rates once construction is completed and the facility is in use. We are also reviewing the make-up of our budget for bulk water supply from Greater Wellington Regional Council and exploring options around how the Wellington visitor industry might be able to contribute to the costs of some of our investments in projects that will benefit the tourism economy, as a means of reducing the impact on rates increases across the term of the plan.

Our strategic priorities have planned investment in projects that target these challenges. Some of these investments – particularly in the resilience priority, have renewals or upgrades to infrastructure assets.

Table 1: Summary - our response to challenges

Challenges	Levels of service – increased demands	Cost pressures	Managing for a growing population	Making the city more resilient	Maximising our economic and cultural advantage	Getting to, from, and around the city	Funding improved infrastructure
Strategic priorities	Strategic Housing investment Plan (SHIP)		Development Partnerships				
Housing	Rental warrant of fitness		New Housing Accord				
	Te Whare Okioki – supported living options for the most vulnerable		Inner-city building Conversions Urban Development Agency (UDA)				

Challenges	Levels of service – increased demands	Cost pressures	Managing for a growing population	Making the city more resilient	Maximising our economic and cultural advantage	Getting to, from, and around the city	Funding improved infrastructure
	Housing upgrades						
Transport	Bus planning - bus shelters, priority planning	Storm clean-up		Road corridor improvements - strengthening road walls, tunnel, bridges		Let's Get Wellington Moving Cycling improvements – Northern, southern eastern corridors; Island Bay	
Resilience and environment	Waste management and minimisation Sludge reduction	Water reservoir renewals Wastewater Network renewals		Water reservoir upgrades Wastewater network upgrades Earthquake and road risk Mitigation Predator control support and community-led trapping			Strengthen the Town Hall and St James Theatre, Wellington Gallery and Museum upgrade
Sustainable growth	Kiwi Point Quarry Upgrades Zoo habitat sustainability upgrades	City centre weekend parking fees			Movie Museum and Convention Centre Indoor arena		Airport runway
Arts and Culture	Expanding the reach of major festival events Invest in community arts projects						Strengthened facilities (theatre, Town Hall, Museum) – see also resilience

Section 3: Component C - How will we get there

Our 10-year plan priorities

We have set five priorities to make sure our decisions continue to contribute to a city that is dynamic, sustainable and connected, with people at its heart. For more information on these priorities and the key projects that will deliver on these priorities, see the consultation document for Our 10-year Plan 2018-28. The five priority areas are:

Housing – investing in quality and affordable housing to accommodate our growing population.

Transport – investing in good transport options to maintain easy access in and out and around our city, promoting alternatives to private car usage, and reducing congestion.

Resilience and environment – investing in core infrastructure, looking after the environment and making our city more resilient against future shocks and stresses.

Sustainable growth – investing in economic projects that stimulate growth and diversification, and plan for population growth in ways that recognises the special character of the city.

Decade of Culture – investing in arts and culture to maintain our position internationally as a vibrant, edgy capital.

These priorities guide our core activities and drive our new activities.

Section 5: Component D - Financial strategy settings

Overview – our financial strategy

Our financial strategy provides a guide against which consideration of proposals for funding and expenditure can occur.

Financial health

Wellington is in a strong financial position

Our financial position can be measured in a number of ways but will include an assessment of income and borrowing levels. Our level of borrowings compares favourably with other metropolitan councils whose equivalent ratios range from over 175 percent to around 200 percent. Our debt-to-income ratio is currently 103 percent and is expected to peak at 167 percent over the course of the long-term plan, this is within our limit of 175 percent. The Council also holds investments in Wellington Airport and a substantial ground lease portfolio that are valued at nearly our \$425 million level of borrowings. So the Council could theoretically sell these assets and have minimal debt.

Highest possible credit rating

In its 2017 review of the Council's credit rating, the independent credit rating agency Standard & Poor's judged Wellington's long-term issuer credit rating at AA, meaning we have a very strong capacity to meet our financial obligations and commitments. Our stand-alone credit profile is the highest of local government in New Zealand, and even higher than the government, but has been capped by the government level. The assessment states that the Council has 'very strong financial management and budgetary flexibility, strong budgetary performance and liquidity and low contingent liabilities.' This supports our view that our credit strength and institutional framework will allow higher debt burdens as we progress our strategy to invest in projects to grow the capital's economy.

Financial policies and assumptions

To ensure the continuation of robust and prudent financial management, the policies that underpin our financial strategy are based on being:

Affordable

The Council experiences significant and unrelenting demand from the community (and through legislative requirements) to increase the service offering and to increase the levels of service. It would be imprudent to attempt to do everything to meet this level of demand, as the cost of all the additional initiatives would be unaffordable when rate funding is used to pay for the majority of the expense. The strategy attempts to narrow the focus to areas of greatest effect after reviewing the current level of investment, outcomes and value for money. Expenditure levels are moderated and projects are prioritised to the most beneficial areas. Limits are set on the key funding tools (rates and debt) to ensure expenditure and funding controls are in place.

Fair – achieving intergenerational equity

Debt is initially used to fund asset construction or purchase. This debt is repaid over the life of the asset through depreciation funding. This ensures that ratepayers only pay the cost of a service when they benefit from a service. This is an equitable approach that effectively pays for the assets as they are being used, by those who are using them.

Sustainable

Economic sustainability is based on investment priorities being included in areas that grow the economy and rating base. This enables growth of the Council's rating revenue base. This growth of the capital value of rateable properties (adding new developments and rating units) reduces the cost allocation over each rating unit.

Maintaining a balanced budget

The Council will maintain a balanced budget by raising sufficient income each year to fund the costs of providing services for Wellington that year. No profit is budgeted or rated for. Note that our financial statements will show a surplus because revenue received for capital expenditure is required to be shown as income.

We will continue to fund depreciation to repay borrowings on assets that the Council will be responsible for renewing when they reach the end of their useful life. This is an important pillar of our financial strategy as it helps ensure we have sufficient financial capacity to pay for asset renewal in the future.

Managing our investments and equity securities

The Council currently maintains equity interests valued at \$407 million.

The primary objective of holding and managing investments and equity securities is to optimise the return on the overall investment portfolio. Investments are also held for achieving the Council's strategic objectives and to provide diversity in its revenue sources. For non-strategic investments, the target return for investment is to achieve an average return over time greater than the Council's long-term cost of funds, currently forecast at 4.9 percent per year. The Council's investment policy sets out the mix of investments, strategies and other policy considerations in detail.

The Council operates on a "net debt" basis, and does not separately maintain significant long-term cash investments. The general policy with respect to surplus short-term cash is to invest any short-term surplus cash or to temporarily reduce borrowings.

Equity and financial investments are divided into five categories:

Cash and cash equivalents

- Cash is held for liquidity purposes like the pre-funding of debt maturing within 12 months, or short-term cash surplus investments.
- Income-generating commercial debt instruments

These are principally loans to other organisations (on commercial terms) to deliver a cash-flow return to the Council.

- Income-generating commercial equity investments

The Council currently maintains a 34 percent shareholding in Wellington International Airport Limited (WIAL).

- Income-generating commercial property investments

The Council's ground leases and land and buildings are held primarily for investment purposes. The Council periodically reviews its continued ownership of investment properties by assessing the benefits of continued ownership in reference to strategic benefit, financial return, risk and opportunity cost.

The Council does not target a financial return from its strategic investments. These are divided into two categories:

- Non-income generating investments

This includes loans to other organisations, and equity investments in Council-Controlled Organisations. The Council's non-income generating investments are held for strategic or ownership reasons.

- New Zealand Local Government Funding Agency Limited

The Council invests in shares and other financial instruments (including borrower notes) of the New Zealand Local Government Funding Agency Limited (LGFA) and may borrow to fund that investment. The Council's objective is to ensure that the LGFA has sufficient capital to remain viable, enabling it to continue as a source of debt funding for the Council. The Council may also subscribe for uncalled capital in the LGFA and be a Guarantor.

The Council's investment policy sets out the mix of investments, strategies and other policy considerations in greater detail.

Operate a policy on securities

To be able to borrow money we need to offer security to the lenders. Security is a guarantee that can be redeemed in case of default, in the sense that a house is a mortgage security. Our borrowings are secured by creating a charge over our rates revenue. This security relates to any borrowing and to the performance of any associated obligations to borrowing. As a shareholder and borrower from the New Zealand Local Government Funding Agency we also use rates revenue as security over all borrowing from the agency.

Manage risk

Our insurance policy aims to achieve an adequate level of insurance with a balance of insurers from New Zealand and international markets. Our insurance is mainly for material damage and business interruption. Material damage covers catastrophe losses only, with an internal \$10 million insurance reserve fund (being increased over time) to cover excesses and day-to-day working losses. The insurance coverage includes natural disasters to a limit of liability of \$563 million material damage (buildings, infrastructural assets and contents) and Business Interruption combined over an asset portfolio of \$5.8 billion. Our earthquake cover and other natural disasters are informed by Geological and Nuclear Sciences (GNS) on potential losses caused by these events.

Maintain transparency

A key outcome of the 10-year plan and integrated financial and infrastructure strategy is that they make the Council's plans simple to understand. The plans are costed, and the methods and tools for funding the plans are made clear. This enables an informed process of engagement with the community on these proposals, and their implications.

We have been able to limit the impact of depreciation and interest on rates increases by reviewing the timing and delivery of our capex programme. In some cases, we have brought capex forward, such as the new Prince of Wales/Omārore Reservoir, which will improve the city's water resilience. In others, like the Movie Museum and Convention Centre, and the indoor arena, we have pushed budgets out to indicate a more realistic delivery timeline.

How we fund capital expenditure

Capital expenditure represents expenditure on property, plant and equipment. Property, plant and equipment are tangible assets that are held by the Council for use in the provision of its goods and services (for example: bridges, libraries, swimming pools), for rental to others or for administrative purposes, and may include items held for the maintenance or repair of such assets.

Capital expenditure is funded from rating for depreciation, development contributions, capital funding, and restricted funds or through new or extended borrowings as outlined below:

- If the capital expenditure relates to the replacement (renewal) of an existing asset, that expenditure will be temporarily funded by borrowings. These borrowings will be repaid by rating for depreciation over the life of the asset. Any surplus rate funded depreciation, after paying for the replacement of Council assets, will be used to repay borrowings.
- If the capital expenditure relates to the construction or purchase of a new asset or to the upgrade or increase in service potential of an existing asset, that expenditure will usually be funded from new or extended borrowings. Borrowing is the most cost-effective and equitable way to do this as it spreads the cost of the asset over all the generations who will benefit from it, making it affordable to ratepayers today.
- On projects where based on financial prudence, the Council may impose a targeted rate to repay borrowings on an asset at a faster rate than over the full life of the asset based on financial prudence considerations.
- The Council will use capital funding from third parties to fund investment in new or upgraded assets (such as funding received from the NZ Transport Agency).
- The funding of capital expenditure from the sale of surplus assets is decided on a case-by-case basis. Funds received from the sale of surplus assets that are not applied to the funding of capital expenditure shall be used to repay borrowings.
- The funding of capital expenditure from restricted or special funds is decided on a case-by-case basis and is subject to the specified purposes and conditions governing the use of those restricted funds.
- If an approved capital expenditure project is not completed by the end of the financial period, the unspent funds may be carried forward to the next financial period to enable the project to be completed.
- The Council has agreed that Development Contributions are to be used as the primary funding tool for capital expenditure for population and employment growth for water, wastewater, stormwater, roads, and reserves. The Council will continue to collect residual RMA based Financial Contributions on developments consented prior to 2005/06. In some circumstances, funds collected under either the Development Contributions Policy or the Financial Contributions Policy in the District Plan will result in a corresponding decrease in the amount to be funded from new borrowings.

How we fund operating expenditure

Establishing the level of operating revenue required to fund operating expenditure

Operating expenditure pays for the Council's day-to-day operations and services, from collecting rubbish and providing street lighting to maintaining gardens and issuing building consents. The Council will set its projected operating revenue at a level sufficient to meet the current year's projected operating expenditure, except where the Council resolves that it is financially prudent not

to do so. When setting projected operating revenue at a level that is different from the level of projected operating expenditure the Council will have regard to:

- the estimated expenses of achieving and maintaining the predicted levels of service provision set out in the 10-year plan, including the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life
- the projected revenue available to fund the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life
- the equitable allocation of responsibility for funding the provision and maintenance of assets and facilities throughout their useful life
- the funding and financial policies adopted under section 102 of the Local Government Act 2002.

In accordance with these principles, the Council has determined that the following items will not be funded:

** Accounting for fair value changes. Under New Zealand International Financial Reporting Standards (NZIFRS), changes in the fair value of certain assets must be accounted for within the Statement of Financial Performance. In accordance with Section 100 of the Local Government Act 2002, the Council does not consider it financially prudent to fund changes in the fair value of assets or liabilities as these are essentially unrealised accounting adjustments.*

- **Non-funding of depreciation on Council assets.** The Council may elect not to fund all or part of the depreciation expenditure on specific assets in those circumstances where it is not financially prudent to do so. In accordance with section 100 of the Local Government Act 2002, the Council considers that it is not financially prudent to fund depreciation in the following circumstances:
 - where the original asset purchase was not funded by borrowings, or the original borrowings have been repaid, and
 - where, on an ongoing basis, the replacement of the asset at the end of its useful life will be funded by a third party, or
 - where the Council has elected not to replace the asset at the end of its useful life.
 - where a third party has a contractual obligation to either maintain the service potential of the asset throughout all or part of its useful life (or to replace the asset at the end of its useful life) and the Council already effectively funds this through operating grants/tariffs payable to the third party.
- **Non-funding of depreciation on waterfront assets.** The Council has transitioned the waterfront project 'in-house' during 2014/2015. This acquisition has necessitated a transition toward funding the depreciation of all waterfront assets by 2024/25. This transition funding will link the cost of funding to the benefits received over time.

Options available for funding Council services

- The Council uses the following mechanisms to fund operational expenditure requirements: **General rates.** General rates are used to fund public goods where it is not possible and/or practical to clearly identify customers or users. The general rate is also used to fund activities where, for reasons of fairness, equity and consideration of the wider community good it is considered that this is the most appropriate way in which to fund an activity.
- **Targeted rates.** This form of rate is used where an activity benefits an easily identifiable group of ratepayers (such as the commercial or residential sectors) and where it is appropriate that only this group be targeted to pay for some or all of a particular service. For example, sewage disposal, water supply and the downtown targeted rate.

- **Fees and charges.** User charges are direct charges to people and/or groups who use certain Council services such as swimming pools. In these instances, an identifiable benefit exists to clearly identifiable people and/or groups and they are required to pay for all or part of the cost of using that service. It is noted that, since 2006, councils have been required to inflation adjust all income and expenditure within their 10-year plans. Where appropriate and with consideration to 'ability to pay' principles, user charges will be increased by the rate of inflation to achieve continued alignment with the funding policy targets. Grants and subsidies apply to some activities when income from external agencies is received to support that particular activity.
- **Borrowings.** In general, the Council does not fund operating expenditure by borrowing. The exception is to fund the impacts on ratepayer's intergenerational equity or to fund expenditure over the period which benefits are received, such as weathertightness payments. Any borrowings associated with these expenses will be repaid over time.
- **Other sources of funding.** The Council also funds operating expenditure from other sources, including income from interest and dividends from investments held by the Council, lease income and proceeds from asset sales.

Other sources of funding include the use of surpluses from previous financial periods. Where the Council has recorded an actual surplus in one financial period, it may pass this benefit on to ratepayers in a subsequent financial period. A surplus arises from the recognition of additional income or through savings in expenditure. The Council considers that passing this benefit on to ratepayers in future financial periods improves the principle of intergenerational equity, in that any financial benefit is passed on to those ratepayers who shared the rates-funding burden in the financial period that the surplus was generated.

The amount of any surplus carried forward from previous financial periods will be accounted for as an operating deficit in the year the benefit is passed on to ratepayers. A surplus will be available for use in future financial periods if the actual surplus/(deficit) is improved when compared to the budgeted surplus/ (deficit). In calculating the level of surplus to be carried forward, consideration will be given to the nature of the factors giving rise to the surplus (for example, whether they are cash or non-cash in nature). Generally, only those factors that are cash in nature will be available for use in determining the level of surplus to be carried forward.

The Council will not carry forward surpluses in relation to:

- the sale of assets. Such surpluses shall be used for repayment of borrowings.
- trust and bequest revenue. Such surpluses shall be applied in accordance with the terms on which they are provided.
- revenue received for capital purposes. Such surpluses shall be retained to fund the associated capital expenditure.
- unrealised gains arising from fair value adjustments to assets and liabilities. These gains are unrealised accounting adjustments in the period in which they are recognised.

Uncertainty and risk

Every 3 years, we are required to revalue our assets. Because revaluation is based on what it would cost to replace the asset in its current state, a buoyant construction market with high inflationary pressures pushes up asset values. This in turn increases depreciation, which is funded through rates. There is a risk that higher inflation might push up amount of depreciation required to be funded by rates in the later years of the plan. Our 10-year plan carefully balances the provision of funding to renew existing assets with funding to pay for new or improved assets that increase service levels. Overall, our asset management plans show that our existing city infrastructure is in reasonable shape which means over the next 10 years we have the financial capacity to fund some crucial service level increases that improve the city's resilience. Beyond the 10 years of the plan, we will

likely have to review our 175 percent debt to income policy limit as asset renewal requirements increase. The most significant impact is out beyond 30 years, when our ageing underground infrastructure will need to be renewed.

Section 6: Component E - Maintaining and improving infrastructure

This section forms part of the 30-year infrastructure strategy however, the significant expenditure on capital upgrades to respond to growth and level of service demand that are planned occur in the first ten years. Years 11-30 are mainly concerned with capital expenditure on asset replacements (renewals) and their profile, which is reflected in detail in section 8 across the key infrastructure network assets.

Summary of key strategies and likely asset management scenario

The following table summarises the most likely scenario that the Council expects to adopt in managing its asset portfolio over the next 30 years. The table also summarises the key aims of our asset management programme and the main supporting strategies. The key inputs to infrastructure decisions come from our asset management plans (AMPs).

30-year infrastructure strategy	
<i>Likely asset management scenario: Focus investment in priority areas for years 1-10 and asset management plans programmes years 11-30</i>	
Key aims	Key strategies
<ul style="list-style-type: none"> • Priority infrastructure investments achieve approved increased levels of service • Maintenance and renewal programmes are optimally set • maximise benefits from any under-utilised assets • increase our understanding of seismic risks climate change on our infrastructure • Improve resilience in network infrastructure • core essential services are delivered to agreed standards 	Manage asset renewals to address the deterioration of assets in line with asset management plans (AMPs) risks
	Continuously improve our assets data and systems
	Unless otherwise stated in our AMPs all levels of service remain unchanged
	coordinate infrastructure decisions are across the Council, subsidiaries, other agencies and local councils within the region
	Continuously improve our AMPs to reflect increased knowledge of seismic risks
	Prioritise funding to the areas where there are specific renewal challenges to overcome Plan for changes in population and demand

Context

Collectively, the Council has over \$6.9 billion invested in physical assets (\$3.72 billion excluding land)— everything from waste, roads and footpaths (network infrastructure) through to libraries, pools and social housing (social infrastructure). Our infrastructure strategy consists of two key strands:

- investment to maintain and renew our existing infrastructure

- investment in new and upgraded infrastructure in response to growth and meet demand for increased service levels.

Our infrastructure programme is linked to our strategic priority areas where we have a number of projects (particularly resilience-related projects) where we plan to invest in core infrastructure to make our city more resilient against future shocks. Other infrastructure-related projects in strategic priority areas include Housing and Transport (see Table 1: Summary - our response to challenges page 43 for further details).

In areas we have not raised a specific service level improvement or growth response, we plan to maintain current network infrastructure at existing levels of service. This involves replacing assets in the network as the old ones become redundant (unfit for their purpose).

The replacement of assets (components within the network) depends on a number of factors. Things like condition, utilisation, capacity and criticality help determine when to replace individual assets. Therefore, the replacement rate is not a constant amount each year but fluctuates based on the need to replace at the end of their useful lives, which is the most cost effective approach.

We have been improving the quality of our asset data to help us make better decisions on when to replace assets, to become more cost effective.

We are also in the process of implementing a new system to better convert the improved data into information for decision-making. This is referred to as Strategic Asset Management. This enables us to have better confidence in our asset replacement programme (renewal profile). Greater confidence in the renewal profile, in turn, enables us to better forecast the timing and cost of asset replacements. We currently have in place 30-year asset management plans for our Three waters and transport assets. Once established, this will provide us with similar clarity across our social infrastructure providing a greater level of accuracy in determining and managing our replacement cycles and ensuring sustainable asset management across generations.

How we manage our assets

Our approach to managing our infrastructure asset portfolio is guided by the following principles:

Principle	Descriptions
Fit for purpose	<i>What:</i> Provide quality infrastructure that can deliver services in a manner that meets the community expectations now and into the future <i>How:</i> we will maintain and renew infrastructure and facilities against best practice.
Asset utilisation	Improve our understanding of the capacity and utilisation of our assets. Where assets are under-utilised, we will develop strategies to increase utilisation to maximise benefits derived from our investment. This will be done by utilising technology like hydraulic modelling of the waters networks.
Long-term view	<i>What:</i> We will consider the long-term implications of investment in infrastructure and make sure the level of contribution from each generation is set at a fair and reasonable level. <i>How:</i> Continually scrutinise our asset performance with an eye on service outcomes and investment value, with a distinct focus on whole-of-life costs and long-term affordability.
Improved knowledge and data	<i>What:</i> Continually increase the level of understanding of our assets to ensure maintenance and renewal programmes are optimally set. <i>How:</i> Quality information and data will enable us to accurately link the relationships between costs, benefits and risks.
Coordinated	<i>How:</i> Ensure infrastructure decisions are coordinated across the Council, its subsidiaries,

Principle	Descriptions
approach	other agencies and local councils within the region.
Resilient	<p><i>What:</i> Ensure our infrastructure can deal with significant disruption of natural hazards. We have a good understanding of seismic risk to Council assets from earthquakes.</p> <p>We will continue to utilise technological advances like accelerometers, to both measure the impact of events on our infrastructure and to increase the resilience of assets, using more ductile materials, as we renew and add. We will increase our understanding of climate change on our infrastructure networks to improve management of our assets and guide future infrastructure investment.</p>
Managed risk	<p><i>What:</i> Maintain an insurable risk management strategy to appropriately manage the physical and financial impacts of potential damage to our infrastructure. Improve resilience across the network infrastructure.</p> <p><i>How:</i> Comply with all national standards that apply to infrastructure and service provision.</p>

We structure our operations into eight strategy areas. In these areas, there is responsibility for managing particular assets. (Each year in our annual report, we report our overall performance in these strategy areas).

Strategy area	Asset management plans
1. Governance	Corporate property
2. Environment	Water supply, wastewater, stormwater (incl. flood protection), southern landfill, and parks and open spaces
3. Economic development	Venues
4. Cultural wellbeing	Corporate property
5. Social & recreation	City housing, libraries, community services, pools and recreation, cemeteries and crematorium, public toilets and pavilions, and outdoor sports facilities
6. Urban development	Corporate property and waterfront
7. Transport	Transport (including roads, footpaths and cycling)
8. Corporate	Corporate property

We have continued our substantial data collection programme across all core infrastructure assets (Transport, Three waters). This information has been used to determine asset value, asset life and the forecast renewal programmes which are captured in the expenditure graphs on the following pages. Our forecasting assumptions are based on deterministic modelling on available information on asset quantity, condition, life and value to inform our depreciation and renewal programme (*based on the previous strategy*).

We have maintained a prudent approach in continuing to fund depreciation where it is anticipated that Council will be responsible for renewing the asset in future. We have also mitigated the risk that if there is a need for renewal expenditure above that determined by our models, to respond to urgent or emergency situations. We have achieved this by maintaining 8 percent capacity within our debt to income ratio threshold, whereby our forecast maximum ratio through the duration of Our 10-Year Plan 2018-28 is 167 percent and our limit is 175 percent. This equates to approximately

\$157 million of borrowing capacity in 2028. This is in addition to the insurance cover we have on our assets and available government assistance. We also maintain bank standby facilities in excess of this amount to ensure the Council has sufficient liquidity if this situation were to arise.

Lifecycle Management

The life cycle management approach, guided by our asset management plans, covers the full life of our assets. It defines the monitoring, operations and maintenance of our assets, as well as renewal and upgrade of assets at the end of their useful lives. The objective is to strike the right balance between maintaining ageing assets and renewing or replacing those assets, to achieve the lowest long-term cost.

Asset data

Good quality asset management relies on good quality asset knowledge. It is important that asset managers can analyse how particular assets perform, understand the lifecycle costs and the risks associated with failure. Uncertainty about data for an asset can impact on financial sustainability.

Data confidence gives us the ability to quantify the relationship between any given levels of service (benefit), its associated funding requirements (cost).

Renewals cycle

Renewals address deterioration of assets, toward the end of their useful life. Prioritisation for renewals is established using a risk-based approach. In general terms, assets are maintained and rehabilitated until they reach the end of their useful life. Assumptions about an asset's useful life are made upon construction and consequently updated periodically based on:

- age and condition profile
- performance and customer service issues
- growth and changing demands
- criticality and risk
- ongoing maintenance requirements
- the differing economic lives of individual assets.

The Council uses updated condition and performance assessment data with relevant asset life expectancy rates to forecast an asset's likely end of life.

Asset criticality

Asset criticality is a fundamental driver of the renewal cycle of an asset. It determines whether an asset can continue being used until signs of failure are present or if the asset must be renewed before failure can occur. Put simply, the criticality of an asset is a measure of the consequence of the asset's failure to deliver its expected level of service.

For non-critical assets, where failure has a minimal impact on the level of service, the asset can be allowed to fail before renewal is required. Whereas, for critical assets, renewal of the asset will be carried out prior to the end of its useful life, in order to avoid its failure. As a result critical assets must be assessed regularly and their useful lives updated based on current state, in order to reduce the risk of failure.

Detail on the criticality of each of our assets can be found within individual asset management plans. Criticality is assessed based on the risk and impact of asset failure. It takes into account issues like health and safety, the number of customers impacted and the environment. This is important to enable targeting investment and renewal timing of highly critical assets.

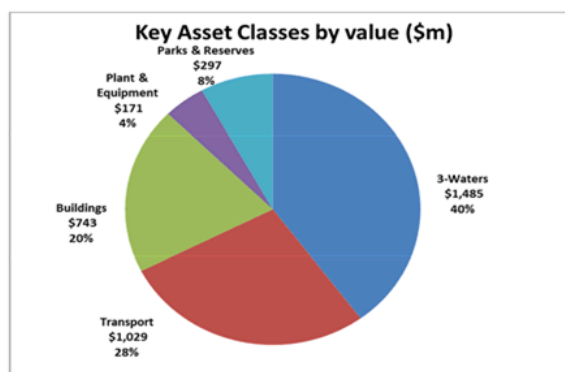
Lifecycle management risks

There are risks associated with our lifecycle management approach. The asset management plans assess the risks, management and mitigation measures associated with specific assets.

The condition of assets must be managed effectively for the assets to continue delivering services. Long-term deferring of asset maintenance and renewals can lead to more breakdowns and service disruption, substandard services, and, in the end, failure of services.

The state of assets

The following graphs detail our main assets classes by proportion and value



According to the best information we have, our assets are well maintained and in reasonable condition. However, as noted in section 3, we have some challenges around accommodating the forecast growth and ensuring our assets are resilient to earthquakes and storms. Further details of these are discussed in section 8.

	Value \$000s ODRC	Condition	Performance	Data confidence	AM Maturity
Transport	\$1,029m	3 -Maintenance required	2 –Good minor shortcomings	B-Reliable	Intermediate
Water	\$377m	2- Minor defects only	2- Good	B–Reliable	Intermediate
Stormwater	\$419m	3- maintenance required	3 Moderate	B-Reliable	Intermediate
Wastewater	\$689m	4- Assets require renewal/ upgrade	3 Moderate	B-Reliable	Intermediate
Parks, sport and recreation	\$187m	2- Minor defects only	2- Good	B-Reliable/ C - uncertain	Core
Waste operations	\$84m	3 -Maintenance required	2 - Good minor shortcomings	B-Reliable / C - uncertain	Basic
City Housing*	\$369m	3 -Maintenance required	3 Moderate	B-Reliable	Basic

	Value \$000s ODRC	Condition	Performance	Data confidence	AM Maturity
Corporate property **	\$553m	3 -Maintenance required	2- Good	B-Reliable / C - uncertain	Core
Community centres, halls and childcare facilities	\$1m	3 -Maintenance required	3 Moderate	B-Reliable / C - uncertain	Basic
Libraries	\$17m	2 - Minor defects Only	2 -Good minor shortcomings	B-Reliable	Basic

*This reflects average condition score for the social housing portfolio. Some housing units will require upgrading /renewing.

**Corporate property excludes the Civic Administration Building, which was damaged in the November 2016 earthquake and is subject to a claim with insurers.

The scale and measures in the above table have been taken from the international infrastructure asset management manual (2015):

Scale	Condition	Performance	Data confidence	A.M Maturity
High	1 Very Good	1 Very Good	A-Highly reliable	Advanced
	2 Good	2 Good	B -Reliable	Intermediate
	3 Fair	3 Moderate		Core
	4 Poor	4 Poor	C-Uncertain	Basic
Low	5 Very Poor	5 Very poor	D-Very uncertain	Aware

Levels of service

Service levels for the Council's assets are agreed through the development of the 10-year plan, as informed by asset management plans for each group of assets. Asset management plans set the maintenance, renewal and upgrade programmes for our assets. These plans detail the levels of service from a technical and operational perspective. They link levels of service to performance measures that will inform how well we are delivering against these stated levels of service.

Planned programmes of improvements have been identified as part of our plan. The improvements align to the five priority areas of housing, transport, resilience and environment, sustainable growth, and arts and culture. Some of the projects require service level increases in some areas. Unless otherwise stated in our asset management plans, all other levels of service remain unchanged.

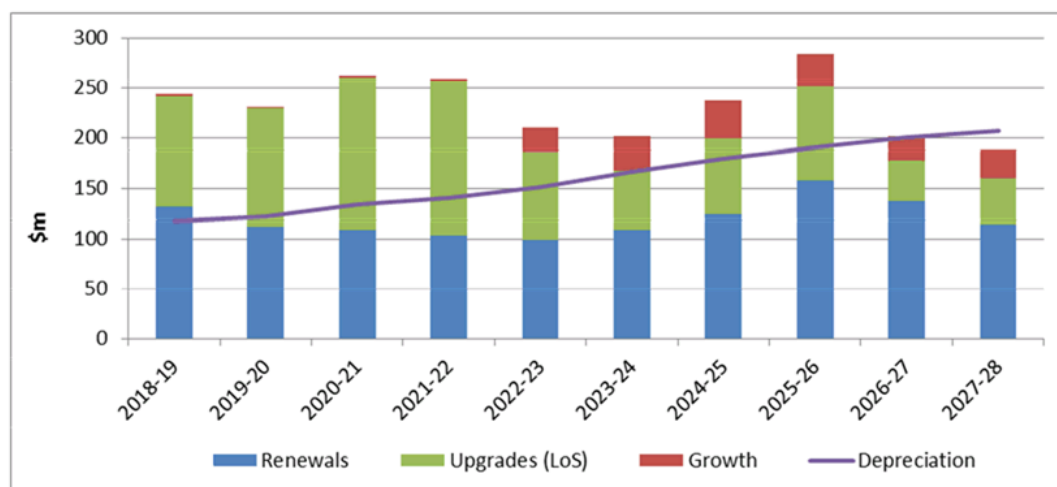
In reviewing levels of service, through development of the asset management plans, the Council has considered changes in demand based on predicted growth, within the context of expected economic and urban growth. Through the first 10 years of the strategy (2018-28), we expect to meet required levels of service, community expectations, and regulation requirements, as well as provide well-maintained, fit-for-purpose assets.

Investment snapshot –balancing renewals, service level improvements and response to growth

Projected capital expenditure

Over the period of Our 10-Year Plan 2018-28, the Council plans to invest a total of \$2.31 billion of capital expenditure, including \$1.2 billion for core transport and three waters infrastructure. Approximately \$1.2 billion of the total investment will go towards renewing existing assets, \$931 million towards improving service levels and \$187 million towards responding to the city's growth needs.

Figure 1: 2018-28 projected total capital expenditure.

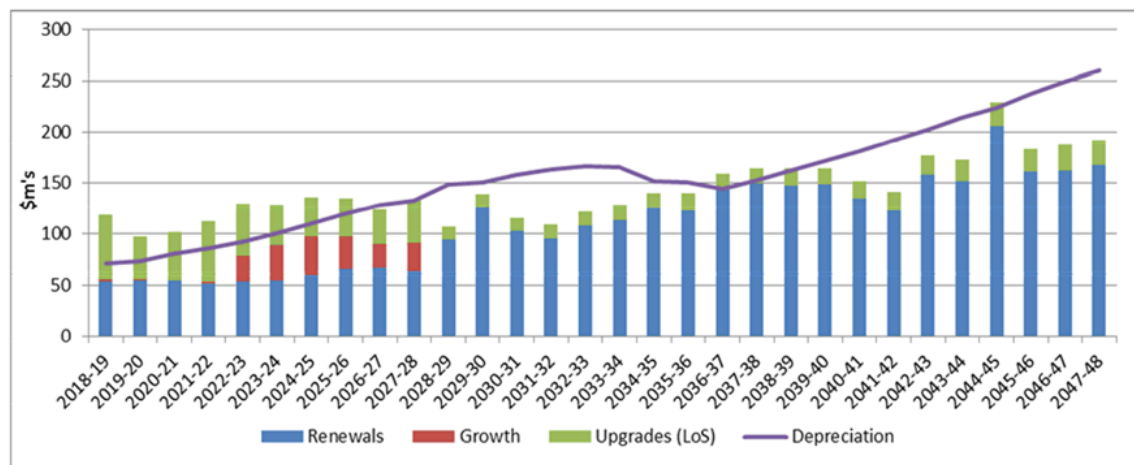


Over the period of the plan, the amount we provide for depreciation is expected to grow significantly. This is mainly because we are planning significant investment in new assets. We have budgeted for ratepayers and users of our assets to continue to fund depreciation on assets that the Council has initially funded through borrowings. We see this as the fairest way to spread the cost of the asset across those who use an asset over its life. Exactly who pays for each asset/ service is set out in our Revenue and Financing Policy.

2018-2048 Projected Core Infrastructure Capital Expenditure

The capital expenditure on core infrastructure (three waters and Transport) is focused on the renewal programme to maintain the level of service from the network of assets. The investment programme in new assets is more certain in the first 10 years of the plan in response to current challenges as detailed below. Over the 30 years covered by this strategy we plan to spend \$4.3 billion on core transport and three waters infrastructure, incorporating \$3.3 billion for renewing assets and \$981 million upgrading and improving and service levels.

Figure 2: 2018 – 2048 Projected core infrastructure capital expenditure



The graph illustrates the relationship between anticipated renewal and upgrade requirements and depreciation over the 30 years of our infrastructure strategy.

In years 11-30, there is increased expenditure on renewing three waters and transport infrastructure assets. This is because there is a higher proportion of the existing infrastructure is forecast to be getting to the end of its useful life.

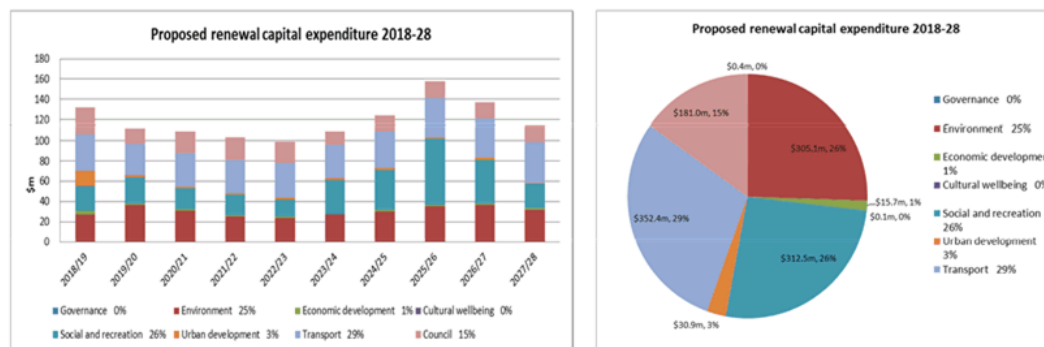
There are some annual spikes in capital expenditure renewals for three waters infrastructure across years 11 to 30 as specific network components are renewed, but overall capital expenditure is relatively in line with the cost of depreciation over those years for three waters assets, with both increasing gradually as the cost of replacement increases.

Depreciation costs for transport assets are increasing in years 11-15 because of increased capital investment in Let's Get Wellington Moving (LGWM) and cycleways. At this stage, we do not know what specific type of assets (such as road surfaces or earthworks) the Council will be investing in as part of the LGWM programme, but we have initially assumed a depreciation funding with an average life of 10 years. As yet we do not know what the subsequent asset renewal requirements will be, so have assumed we will replace 50 percent of these assets after 10 years and a further 25 percent after 20 years, with 25 percent not renewed within the 30 years of our current strategy. Accordingly, depreciation expense may be lower than shown in the graph above after 2030. This will be modified in future Infrastructure strategies once the capital expenditure requirements of LGWM programme are confirmed.

In most years, depreciation is above the level of renewals, because our long-life assets are expected to continue to meet service level requirements with modest renewal expenditure over the term covered by this strategy. We are not forecasting any major renewals expenditure on any individually significant asset. This provides some financial flexibility to invest in upgrades to level of service particularly in the first 10 years covered by this strategy. In years 11 to 20, depreciation funding exceeds renewals due to extra depreciation from new assets built in the first 10 years, including indicative investment in the Let's Get Wellington Moving project. Assumptions made on both asset life and renewal requirements for this project will be reviewed once we have more certainty over the physical works the Council will be funding.

Our response to asset renewal requirements

The renewal of assets is heavily guided by our asset management plans. Over the period of Our 10-Year Plan 2018-28, we plan to invest \$1.2 billion in renewing our assets, of which \$576 million is for core three waters and transport infrastructure. These account for 25 percent and 29 percent respectively of total renewals. Over the 30 years covered by this infrastructure strategy we plan to spend a total of \$3.3 billion renewing this core infrastructure. This renewal expenditure is spread across the various assets in similar proportions to their overall value. The main exception to this is the housing upgrade programme, which is forecast to increase in the 2nd five years of our plan with stage two of our social housing renewal programme and peaks in year 8 with \$55 million.



Our response to demands for improved service levels

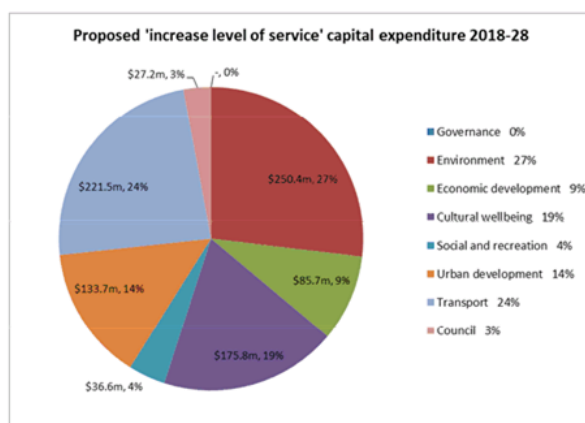
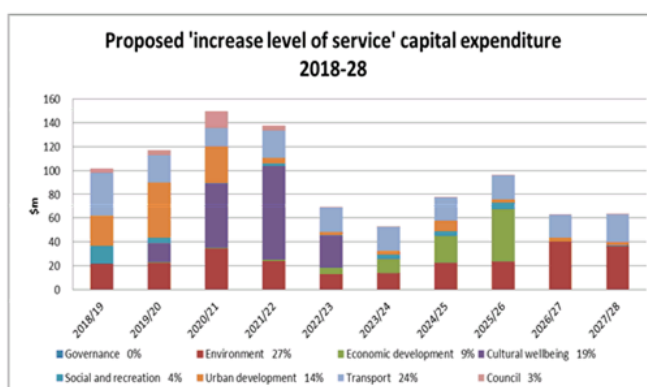
The challenges identified earlier in this document and highlighted in the Council's 10-year plan consultation document signal demand for investment to improve the level of service in a number of strategy areas. We plan to spend \$931 million over the next 10 years on improving levels of service in the city. Of this, \$453 million is planned to be invested in improving core transport and three waters infrastructure. We plan to invest a total of \$797 million of capital expenditure in core infrastructure over the 30 years of this strategy.

Significant investment in Our 10-Year Plan 2018-28 is planned in:

Activity area	Investment	Level of service impacts
Environment	\$119 million for upgrading water reservoirs over 10 years	Improved level of service – once new and upgraded reservoirs are built, it is expected that the volume of water storage will increase, including providing emergency water supply for 50 days.
	\$52.5 million for stormwater improvements	Improved level of service – stormwater infrastructure improvements in Miramar (years 4-7) Kilbirnie (year 1) and Tawa (in years 4-6) and a range of upgrades when we renew pipes across the city will reduce the frequency and severity of flood damage.
	\$30 million in years 3 and 5 for an initiative to deal with sewage sludge	Maintain level of service – with the predicted increase in population and the limitations of our current consent, our landfill will not be able to deal with the level of sewage sludge in 10 years. Alternative means of dealing with this sludge is required to maintain the level of service.
	\$343 million for upgrades to three	Increase level of service to improve resilience of the

Activity area	Investment	Level of service impacts
	waters infrastructure in years 11-30. This will be carried out in conjunction with asset renewals.	water, stormwater and wastewater pipe network, and increased capacity to respond to infill housing in the city.
Economic Development / Culture	\$165 million for the Movie Museum and Convention Centre in years 2-5 (of the \$165 million, \$25 million of funding support has been requested from central government), and \$85 million for an indoor arena in years 5-8. In addition, a \$10 million Wellington Museum building upgrade in years 3 and 4.	Improved service level to attract visitors to the city, boost economic growth and raise Wellington's profile as an arts and culture capital.
Social and recreation	\$17m to complete the new Johnsonville library and community hub (Years 1 and 2)	Improved level of service – the new library and community hub will provide an enhanced community facility in Johnsonville. It will provide greater capacity and enhanced opportunities for education, community events, and knowledge sharing.
Urban Development	Wellington Town Hall (\$91.2 million in years 1-3), St James Theatre (\$11.8 million in year 1)	Improved level of service – allowing public access to be reinstated, a music hub to be established in the Town Hall and continued use of the St. James Theatre.
Transport	Lets Get Wellington Moving programme (years 5 - 10). Note \$123 million is incorporated within the "Responding to Growth" section of this plan. It is recognised that this initiative has both growth and improved service level outcomes.	Improved level of service – the new level of service will depend on which package of options is progressed; this will be confirmed later in 2018. The programme is seeking to provide a transport system that: <ul style="list-style-type: none"> • enhances liveability of the central city • provides more efficient and reliable access • reduces reliance on private vehicle travel • improves safety for everyone • is adaptable to disruptions and future uncertainty.
	\$74.6 million to improve the cycleway network (\$33.5 million in year 1 and 2, and \$5 million per year across years 3-10)	Improved level of service – the Council has developed a plan for active transport infrastructure which, at the level of funding, will be completed in 20 years. The level of service for those using the active transport infrastructure will improve, as the programme is progressed. The improved level of service will see: <ul style="list-style-type: none"> • safe connections between suburbs and the central city • safe spaces for people on bikes, that are separated if the traffic speeds and volumes are high – in line with NZTA guidelines • good signage to facilitate wayfinding for people on bikes

Activity area	Investment	Level of service impacts
		<ul style="list-style-type: none"> • good lighting to facilitate cycling at night • safe clean and comfortable riding surfaces.
	\$38.4 million for bus priority improvements (across years 1- 10)	Improved level of service – bus priority routes will facilitate the stated outcomes of the Let's Get Wellington Moving programme of work and the routes for bus priority improvements will be confirmed later in 2018.
	\$36 million for retaining walls and structures to strengthen our roadways (across years 1- 10)	Maintain level of service – with the increase in frequency and severity of severe storms, additional funding is required to ensure we maintain the level of service provided by our retaining structures and roads.
	\$13 million allocated to improve the resilience of the Ngaio Gorge roadway (years 1 – 3)	Maintain level of service – with the increase in frequency and severity of severe storms, additional funding is required to ensure we maintain the level of service provided by our retaining structures and roads.



Our response to population growth

Wellington's population is currently growing at around 2.0 percent per annum, which is double the 10 year average. We expect growth to continue over the next 10 years but to scale back towards historical rates. It is expected that Wellington will have a population of 250,000 to 280,000 by 2043. Demographically, Wellington has a relatively young population compared to other New Zealand cities, with only 6.2 percent over the age of 70. We are expecting a slow increase of around 0.3 percent per year over the 30 years covered by this strategy and do not think we need specific strategies to address this change.

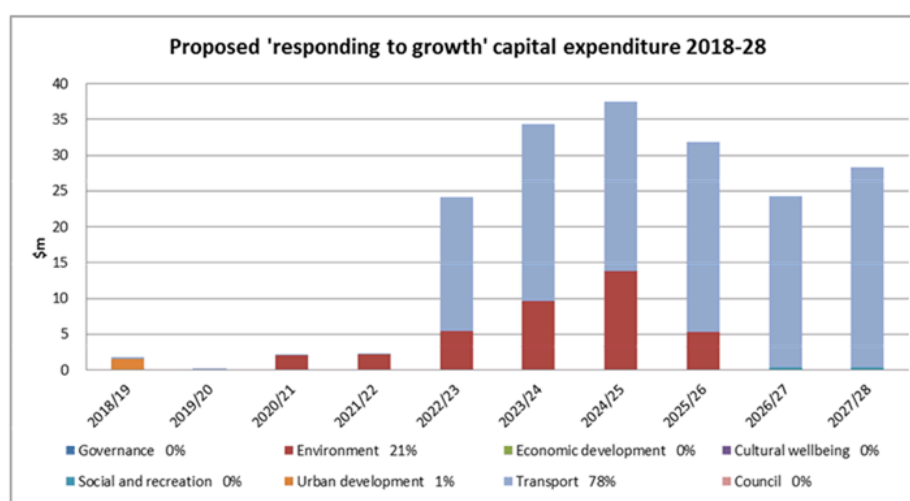
Over 40 percent of the city's growth is expected to be accommodated in the central city. As the city's population increases, the commercial sector will also expand. We expect an additional 28,000 people to work in the city by 2047.

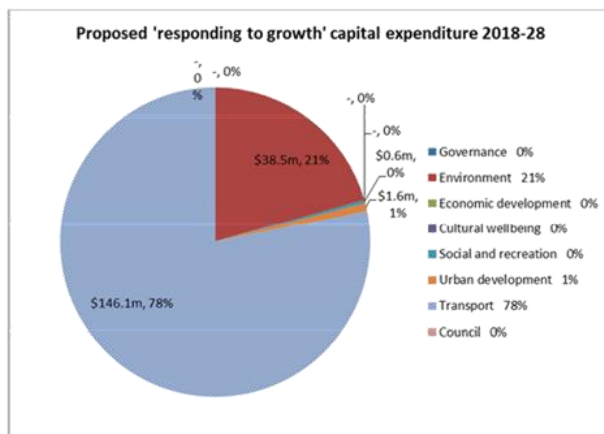
We will cater for much of our inner city growth in conjunction with renewal and level of service upgrades and operationally through the review of our District Plan. As a result the expenditure categorised as 'responding to growth' primarily relates to the Let's Get Wellington Moving programme (which responds to growth and demand for improved level of service and other growth areas – such as the 'greenfields' area, which is bare land to the north of the city being developed and requiring all services to the new subdivided properties. It includes:

- \$25 million for new water reservoirs in Howikiwi and Stebbings
- \$11.2 million for water infrastructure in Miramar
- \$1.5 million for public space development in Newlands
- \$123 million for Let's Get Wellington Moving
- \$24.6 million for new roads in the northern suburbs

As current planning assumes that the majority of growth will occur within existing urban areas, we plan to cater for growth in the later years (11-30) covered by this infrastructure strategy as we renew our assets.

The capital expenditure on asset growth for the plan is \$187 million over 10 years, of which \$184 million is for core water and transport infrastructure. In the latter years (11-30) covered by this infrastructure strategy, current planning assumes growth will occur within existing urban areas. We propose to cater for growth as we renew our assets.

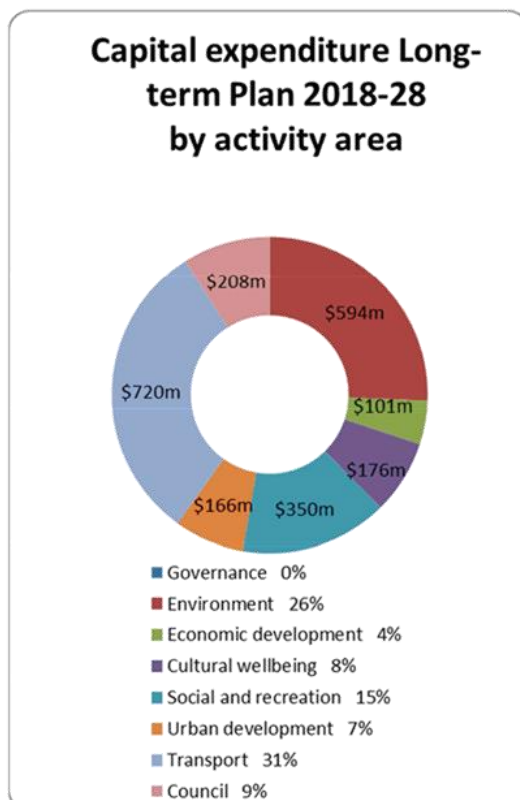




Investment in our key strategic areas

The previous section illustrated our planned balance of investment between renewal and responding to demand for increased level of service and population. Below, we consider that investment by key strategic area.

We plan to invest over half of our capital expenditure in Environment (which incorporates, water, wastewater and stormwater) and in strategic Transport areas.



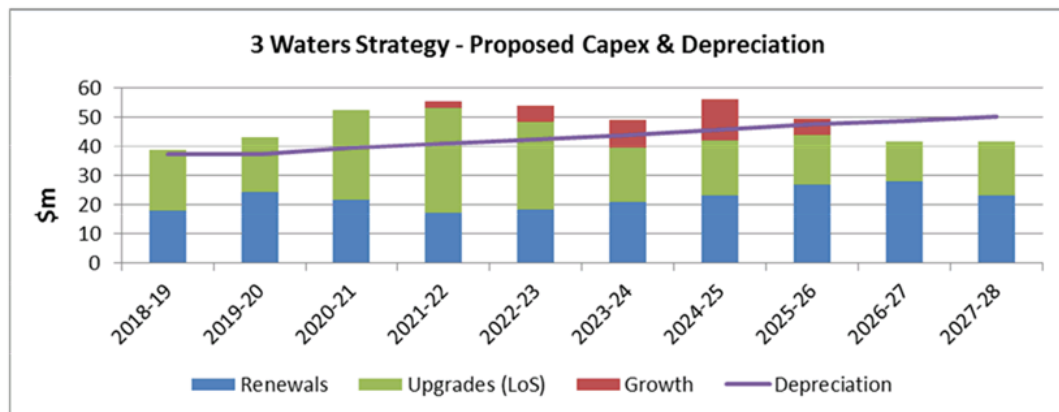
Investment in three waters

Community demand for safe, reliable infrastructure has increased because of the November 2016 earthquake, and remains high, with Wellington's current earthquake risk, recent storms, commuter transport congestion, and experience of failures in the railway network.

Resilience to natural disasters is a top priority for the Council due to community demand and heightened awareness since the November 2016 earthquake. Better resilience means the network infrastructure is more reliable and the city can bounce back faster following significant natural events. Investment is planned to strengthen Council-owned buildings like the Town Hall (\$91.2 million) and St James Theatre (\$11.8 million). Also, we plan to invest in new infrastructure to:

- increase water storage and therefore water supply to the central city following a natural disaster event. Two key reservoirs are the new Prince of Wales/Omāroto Reservoir and the upgraded replacement reservoir in Bell Rd at a cost of \$55.3 million – both in the Prince of Wales Park in Mt Cook, which will significantly increase stored water volumes for the central city and Wellington Regional Hospital.
- invest \$53 million in increasing the capacity and management of the stormwater network, particularly in areas that are currently incurring more frequent flooding events due to increased storm frequency and severity. This includes targeted projects on the Miramar Peninsula and Tawa, as well as general upgrades to improve drainage across the city.

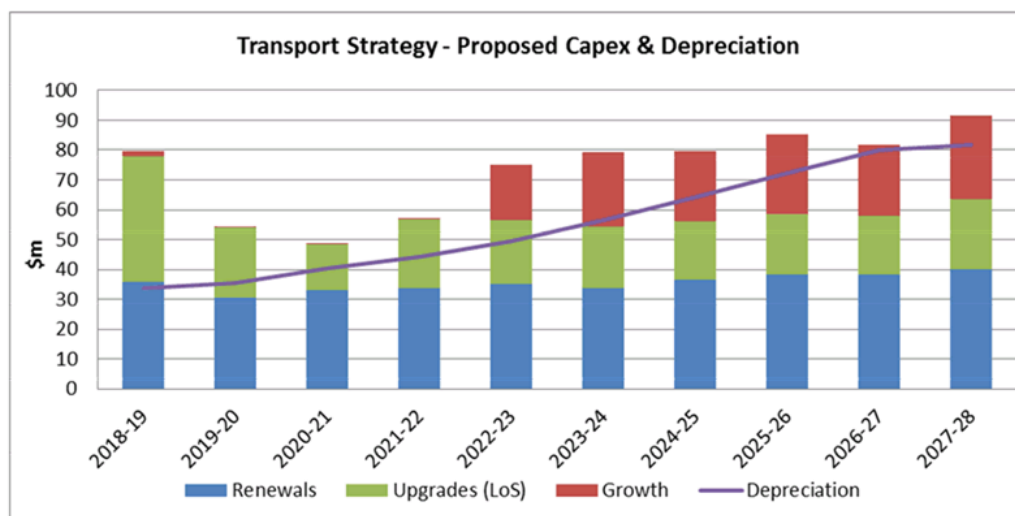
These increases in levels of service have a significant impact on debt levels and therefore flow on impacts on operational costs and rates funding.



A significant number of new assets will be added to the waters networks for resilience and to cater for population growth. This will impact on the level of depreciation required to be funded. This operating cost will increase from \$37 million to \$50 million over the 10 years of the plan.

Investment in transport

There is \$231 million of investment planned to increase the utilisation and the capacity of transport across and throughout the city. This investment focuses on changing transport modes, with mechanisms to assist greater utilisation of more effective public transport (provided by Greater Wellington Regional Council) and a \$75 million investment in the provision of new cycleways. In the latter half of the 10-year plan, \$123 million will be provided for Let's Get Wellington Moving, the project alliance between Greater Wellington Regional Council, the NZ Transport Agency and Wellington City Council.



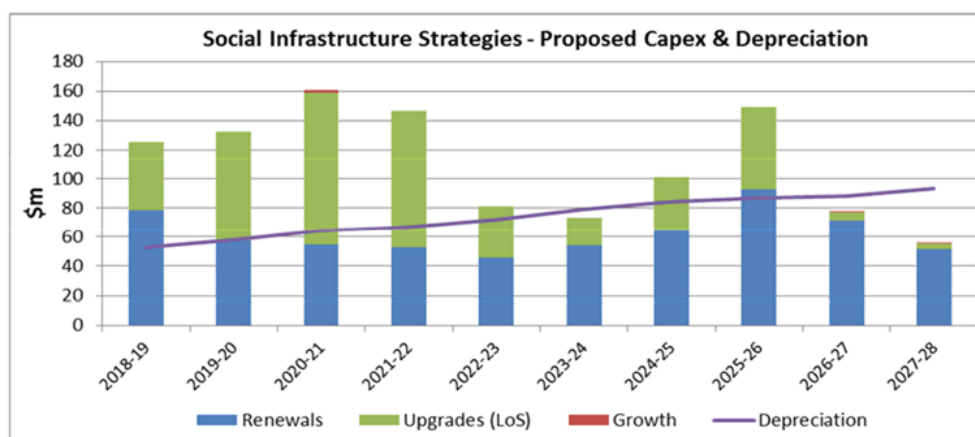
The impact of this significant investment programme is that the level of depreciation significantly increases to over \$82 million from \$34 million due to the extra value of the assets added to increase service levels. This will provide for the replacement of the new assets when they come to the end of their useful lives.

Investment in social infrastructure (all other assets not in three waters and transport)

Wellington is currently experiencing a reasonable level of population growth of 2 percent per annum, which is well above the long-term average of 0.7 percent per annum. As a result, up to 280,000 people are expected to call Wellington home by 2043. This requires new and greater capacity infrastructure to enable new developments to house and support this level of population.

There is a big push in this plan to build community infrastructure assets to support this growth and meet demands for increased levels of service with planned spending of \$478 million. There is also a focus on city planning in the next 3 years focusing on how to facilitate this level of population growth and intensification. This will be through mechanisms of a review of the district plan settings, and spatial planning including modelling of needs and impact assessments. This will better inform the decisions of requirements in the future.

We also plan to spend \$620 million renewing social infrastructure assets over the next 10 years.



Note: For the purposes of the above graph, refer to all non-water and transport capital expenditure.

Section 7: Impact on borrowings and rates

Borrowing

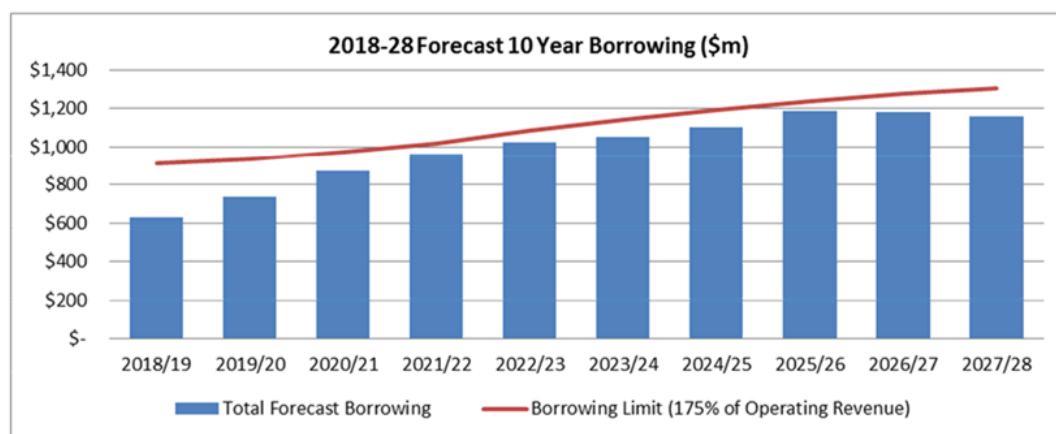
Our debt position is conservative. We have far less debt (measured as debt to income) than most metropolitan local authorities. Our debt levels range from 121 percent to 167 percent of our annual income, which is below our limit of 175 percent. Our starting borrowing position of \$507 million equates to \$2,394 per person in Wellington. This borrowing position will move to \$1.16 billion by year 10 and will equate to \$5,477 per person in Wellington.

This plan includes increases in rates and a significant increase in borrowing over the first 10 years of our 30-year infrastructure strategy. The key cost drivers for our increased borrowing is the significant upgrade programme for transport, resilience and economic growth programmes.

Our strong financial position means we can afford the projects outlined in this plan. Our approach is to keep borrowing levels within the 175 percent debt-to-income limit set out in our financial strategy.

We have achieved this by maintaining 8 percent capacity within our debt to income ratio threshold, whereby our forecast maximum ratio through the duration of Our 10-Year Plan 2018-28 is 167 percent and our limit is 175 percent. This equates to approximately \$157 million of borrowing capacity in 2028. This provides further capacity to borrow in the event of a natural disaster. This is in addition to the insurance cover we have on our assets and available government assistance. We also maintain bank standby facilities in excess of this amount to ensure the Council has sufficient liquidity if this situation were to arise.

Based on current asset upgrade, renewal and depreciation funding assumptions for our core infrastructure, we will reduce borrowing by approximately \$340 million over the 30 years of this strategy. This will occur as the forecast revenue received from funding of depreciation is in excess of the capital expenditure (renewals and upgrades). We will therefore maintain sufficient capacity to remain within our 175 percent debt to income ratio limit. Should demand for additional asset investment occur in subsequent plans, we expect the Council will have capacity to accommodate these within the limit. There is also sufficient balance sheet strength to amend the debt: income ratio limit to at least 200 percent without affecting the credit rating. This level is still well below the allowance of up to 250 percent specified in our covenant with the Local Government Funding Agency (LGFA).



This strategy ensures we retain financial capacity throughout the 10-year period. The first three years of the plan is detailed and reflects a work programme that is deliverable within the timeframe.

A rolling 3-year forecast provides flexibility for the Council to respond to unanticipated changes, new opportunities and to accommodate projects we know will require funding, such as the Let's Get Welly Moving project, but the level is not yet decided.

Investments

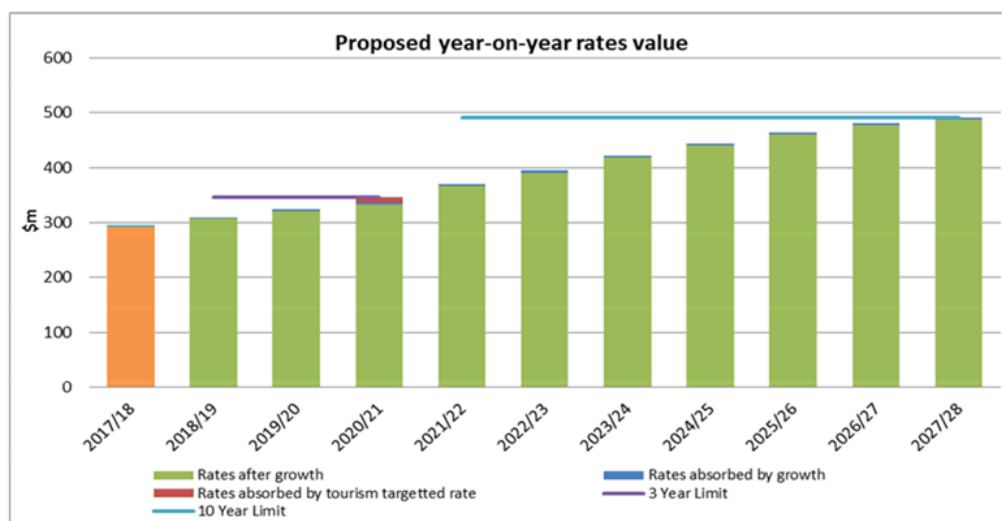
The Council holds equity investments to the value of \$407 million. The two most significant holdings are a 34 percent shareholding in Wellington International Airport Limited and a wholly owned portfolio of ground lease properties. These investments are held to diversify the Council's income and reduce its reliance on rates, with the aim of providing a return on investment greater than the Council's cost of funds. A secondary benefit of this investment portfolio is that its semi-liquid nature provides a notional offset to the Council's borrowing.

Rates limits

Our financial and infrastructure strategy provides limits to rates increases. These limits are:

- An annual limit of \$350 million of rates funding for each of the 10 years of Our 10-Year Plan 2018-28.
- An annual limit of \$495 million of rates funding for years 4 to 10 of the plan.
- The increase limit is to stay within the cap of \$350 million for years 1-3 and \$495 million for each of the 10 years of the plan. This can be calculated by taking the rates limit less rates funding requirement from the previous financial year. Our forecast rates and rates increases are within these limits for each year of the 10-year plan.

This annual rates limit and rates increase limit are the equivalent of an average rates increase of 3.5 percent over the first 3 years and 4.0 percent over the first 10 years. The average rates increase assumes average growth in the ratepayer base of 0.9 percent per year across the 10 years of the plan. If there was no growth in the ratepayer base the average rates increase would be 5.4 percent for the first 3 years and an average of 5.2 percent over 10 years.

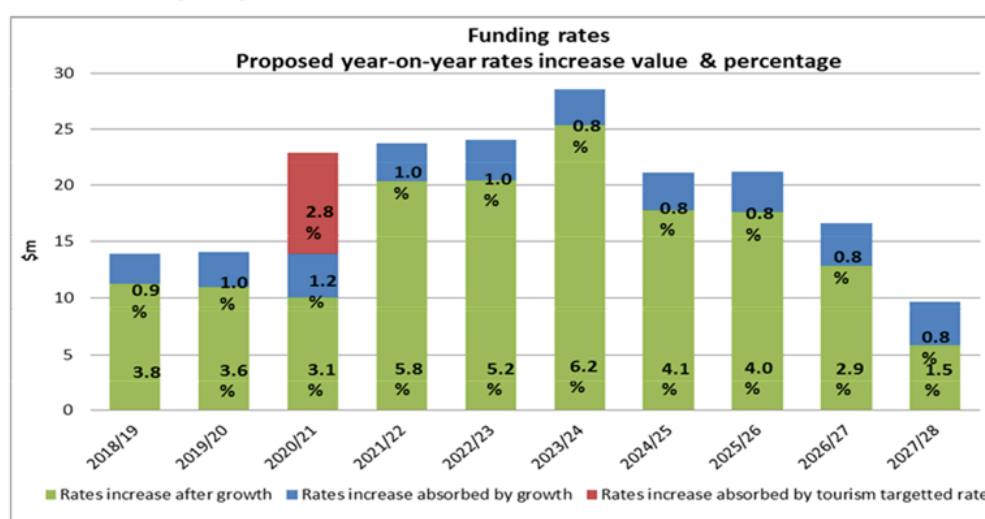


We have planned for the introduction of a targeted rate for the tourism sector from 2020/21. The details of the targeted rate for the tourism sector are yet to be worked through, however further consultation will occur on any specific proposal in the relevant annual plan year before implementation. If introduced, while the total amount of rates will be unchanged, the share of the

rates paid by other (non-tourism sector) ratepayers will be lower by the equivalent of 2.8 percent of total rates.

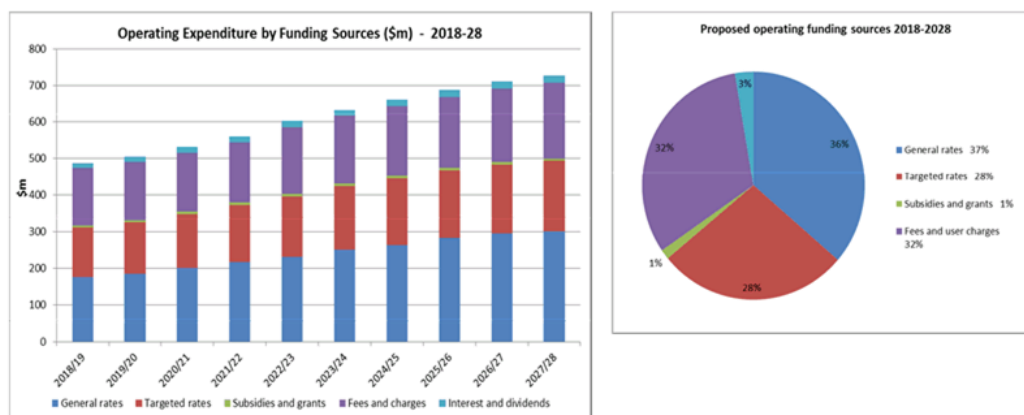
Growth in the rating base reduces the impact of the overall rates increase on existing ratepayers. We have assumed an average growth in the ratepayer base of 0.9 percent per year over the 10 years of the plan. After accounting for growth and excluding the impact of the tourism targeted rate (which, if introduced, will be rated on the tourism sector), the annual rates increase limit is the equivalent of an average rates increase of 3.5 percent over the first 3 years of this plan and an average of 4.0 percent over 10 years.

The rates increases presented in \$ millions and percentage terms are summarised in the graph below. The specific impact of rates on properties is relative to their capital value and their differential rating category.



Note: The graph above shows the increase in the total year-on-year rates requirement in dollar terms. The percentage impact of the average rates increase (after growth) and the planned tourism sector targeted rate in year 3 are included for information purposes.

The Council uses debt to spread the cost of buying assets and services across those who will benefit from the use of the asset over its life. This means we also need to consider the impact of servicing debt on the affordability of rates. In developing the financial strategy, we have ensured that the cost of servicing and repaying borrowing for each asset is catered for within the rating limits.



Section 8: Key strategies for significant assets – three waters

Introduction

Clean, reliable water is essential for the city's quality of life, wellbeing and prosperity. This service is delivered by Wellington Water Ltd (WWL), a Council-Controlled Organisation (CCO). WWL supplies about 140 million litres of safe and reliable drinking water per day (on average) for Upper Hutt, Lower Hutt, Porirua and Wellington.

The Council provides services that help manage and control stormwater flows, while minimising the risk of flooding and the impact of runoff on the environment.

The stormwater network helps keep people and property safe from flooding and weather events. Stormwater catchment planning and water sensitive urban design aims to maintain and improve fresh and coastal water quality and ecology.

Collection, treatment and disposal of the city's sewage minimises the public health risks and environmental harm that would arise without collection and treatment. The Council provides efficient wastewater services, while protecting our waterways from these harmful effects.

As with all our core infrastructure services, we have a large inventory of physical assets and therefore a large funding requirement for operation, renewal and development.

Asset condition and data confidence

The current condition of our three waters assets is reasonable and the quality of our data of these assets is graded as reliable. Our existing assets are being managed and renewed in line with our asset management plans. Accordingly, we have no backlog of renewal works. We have sufficient operating budgets in place to ensure assets are maintained at least to current service levels.

The table reflects the quantities and costs of the assets by sub-group. These contribute to the confidence in the longer range forecasting that informs this strategy.

Asset Group	Asset Sub-group	Asset Class	Cost Rate	Quantity	Total Life	Remaining Life	Current Value (ODRC)
3 WATERS	Water	Pipework	A	A	A	B	A
		Fittings & Fixtures	A-B	A	A	B	A-B
		Pump Stations	A-B	A	A	A-B	A-B
		Reservoirs	A-B	A	A	B	A-B
	Wastewater	Pipework	A	A	A	B	A-B
		Fittings & Fixtures	A	A	A	B	A-B
		Pump Stations	A-B	A	A	A-B	A-B
		Reservoirs	A-B	A	A	B	A-B
	Stormwater	Pipework	A	A	A	B	A-B
		Fittings & Fixtures	A-B	A	A	B	A-B
		Pump Stations	A-B	A	A	A-B	A-B
	Treatment Plants, and other assets	WW Treatment Plants, and Drainage Tunnels and Outfall	B	B	A-B	A-B	B

Confidence Ratings

Grade	Label	Description	Accuracy
A	Accurate	Data based on reliable documents	±5%
B	Minor inaccuracies	Data based on some supporting documentation	±15%
C	Significant data estimated	Data based on local knowledge	±30%
D	All data estimated	Data based on best guess of experienced person	±40%

Issues, options and responses

Where specific challenges and risks to the provision of three waters infrastructure do exist, these are largely being managed through the high prioritisation given to resilience within Our 10-Year Plan 2018-28. These are specifically identified in the Council's asset management plans and in section 3 of this document.

Summary of issues and options for three waters assets:

Asset group	Level of service	Issues	Options	Most likely scenario	Impact on levels of service
Water	Security of supply of potable water and firefighting supply for public safety	Our assets are in reasonable condition and are performing to agreed levels of service, but their age will mean an increased investment in renewals from 2030 through to 2050.	We have the option of advancing the renewals programme, but risking not getting full value from our past investment or maintaining our water supply at current service levels and renewing assets once they near the end of their useful life	We plan to renew our water assets based on age, condition and performance	Maintain

Asset group	Level of service	Issues	Options	Most likely scenario	Impact on levels of service
		We rely on water sourced and piped from outside the city's boundary. Areas of the city could be without water for 100+ days following a severe earthquake. Few houses are self-sufficient in terms of rainwater collection.	We can respond by investing in new reservoirs and water supply network infrastructure, accept the risk of major water outages or ask private property owners to invest in their own resilience solutions.	We plan increased investment in the new Prince of Wales/Omāroto Reservoir and a replacement and upgrade of the Bell Road reservoir. Increased investment in water supply infrastructure by Greater Wellington Regional Council, reflected through Wellington City Council's bulk water supply project.	Improve
		Maintaining public health and environmental outcomes	Our water supply is currently treated using chlorination and ultraviolet treatment to provide a safe and healthy water supply.	We will maintain current service levels	Maintain
	Responding to increased water network requirement as a result of population growth	We are forecasting increasing population growth in the northern and eastern suburbs of city.	We can either respond to these growth requirements by increasing the provision of water infrastructure or risk limiting growth by delaying investment.	We plan to invest in new growth related infrastructure including in Shelly Bay, and through reservoirs in Upper Stebbings and Horokiwi. We will also continue to assess future requirements in Karori & Kilbirnie.	Improve
Wastewater	Collection, treatment and disposal of the city's wastewater to minimise the public and environmental health risks that would arise without it.	Greater intensification of population in the central city and new developments increasing the demand on the wastewater networks.	We can upgrade our CBD network which is nearing capacity and reduce overflows and we can continue to develop our flow modelling to ensure we prioritise our asset upgrade programme.	We plan to: <ul style="list-style-type: none"> • Ensure urban development planning is cognisant of current and future infrastructure limitations and compliance with legislation. • Complete hydraulic modelling to 	Maintain/Improve

Asset group	Level of service	Issues	Options	Most likely scenario	Impact on levels of service
			Alternatively, we could allow service levels to decline.	<p>prioritise upgrade projects.</p> <ul style="list-style-type: none"> • Maintain our infrastructural renewal programme and target CBD improvement • We will continue to ensure the quantity and quality of the discharge effluent is monitored, along with beach water and stream water quality and overflows volume occurrences. 	
		The sludge that remains following our wastewater treatment and dewatering process is currently landfilled. The impending end of the current resource consent means we need to seek an alternative means of disposal.	We can either work towards an alternative to landfill disposal for wastewater bio solids or risk not complying with our consent in from 2026.	We plan to develop and invest in an alternative to landfill disposal of wastewater sludge.	Maintain/improve
Stormwater	Keep people and property safe from flooding, while maintaining fresh and coastal water quality.	<p>Urban growth will create more run off and place pressure on aquatic receiving environments.</p> <p>Our growth agenda and a healthy environment (natural capital) are not mutually exclusive, but do pose urban planning</p>	We can minimise impacts to exist stormwater infrastructure through planning controls in moving towards a more water sensitive city and continue with our hydraulic modelling programme to assess risk and prioritise projects. We can also address specific flooding issues in	<p>We plan to limit the impact of flooding over time through our planning controls.</p> <p>We will reduce flooding risk by constructing a new stormwater pump station in Kilbirnie and upgrading the stormwater network in Tawa.</p>	Improve

Asset group	Level of service	Issues	Options	Most likely scenario	Impact on levels of service
		challenges.	Kilbirnie and Tawa. Alternatively, we could defer upgrade work and accept a lower level of service.	We will also maintain our asset renewal programme to ensure we maintain current levels of service in other areas	

Further details including costings and timing of these options can be seen on page 27 in the 'Our response to demands for increased service levels' section.

Contribution to city priorities

We have comprehensive asset management plans for our water, wastewater and stormwater networks. These drive our maintenance and asset renewal plans for our existing assets. In addition, we plan to respond to a number of issues and challenges that contribute to the Housing and Resilience priorities highlighted in the Council's consultation document for Our 10-Year Plan 2018-28.

Resilience

Water

Areas of Wellington are at risk of being without water for 100+ days after a major earthquake so we are increasing water storage and availability to increase our level of service should this be called upon. We have several projects planned to reduce risk.

- *The anticipated Prince of Wales/Omāroro Reservoir* is one significant project to provide a more resilient water supply for the central city and Newtown; it also caters for increased population in the central city. Construction of the 35ML capacity reservoir is planned for 2018/19 – 2022/23.
- *The Bell Road Reservoir* project involves the replacement and slight upsizing of an existing reservoir in poor condition (100 years old). This reservoir will provide a more resilient water supply to lower Karori and the central city.
- *The Community Infrastructure Resilience (CIR)* project will create 12 community water stations in city by July 2018. This will supply 20 litres per person from day 8 onwards within a maximum 1 km walking distance. The project is funded in partnership with central government.
- *Alternative water sources.* Over the last two years, Greater Wellington Regional Council (GWRC) has been investigating alternative water source options to provide water to the Eastern Suburbs of Wellington after a seismic event. The final decision between drilling of harbour bores as an alternative water source or constructing a pipeline across the harbour will be made mid-2018. Although this is a GWRC project, there are significant benefits to Wellington. Wellington City Council pays for this project through the payment of the bulk water levy, which is an operational cost, based on actual water use.
- *Renewals programme* – Improving the overall network resilience by using advanced technology and materials, for example by replacing brittle pipes with ductile pipes

Reduction of wastewater overflows

Wastewater overflows generally occur when stormwater or ground water enters the wastewater system as well as wastewater. This results in the pipe reaching capacity and needing to overflow into the environment. There are constructed overflows to reduce the direct impact on people from this diluted wastewater. As our city's population grows, more wastewater needs to enter the pipes, resulting in more overflows. We have a work programme included in the 10-year plan and infrastructure strategy to reduce these occurrences.

- Completion of the hydraulic model and associated flow monitoring – Completion of this model will help prioritise projects by understanding the worst affected areas and enabling targeting of work.
- Wastewater upgrades in the central city – This area is experienced high growth and the current wastewater system is at capacity. Upgrading areas of this network will reduce overflows as well as cater for growth. The specific projects will be identified once modelling has been completed but provision has been allowed for.

Sludge Reduction

Sludge is a by-product of the wastewater treatment process from Moa Point Wastewater Treatment Plant. Once the sludge is dewatered (some of the water removed) it is landfilled. This is becoming an issue for the landfill as our objective to reduce waste to landfill means that future we have an insufficient proportion of landfill waste to mix with the sludge and the associated resource consent expires in 2026. We have set aside \$30.3 million in our plan to implement a solution.

Reducing the effect of flooding

The changes in climate include more intense rain events and there are areas in Wellington where the impact from these events has a significant effect on the community. There are multiple solutions to addressing these problems from infrastructure construction, planning changes or operational solutions. There are projects identified to reduce the impacts of these events.

- Completion of hydraulic modelling to identify areas of risk and to prioritise projects.
- *Kilbirnie Stormwater Upgrade* - Construction in 2018/19 of a stormwater pump station in Kilbirnie, this following on from the pipeline construction in 2017/18. This project addresses flooding near the Kilbirnie Recreation Centre.
- *Tawa Stormwater Upgrade* – This suite of projects is scheduled to reduce the incidence of flooding in Tawa during rain events.

Supporting housing growth

To address growth it is important to have an understanding of the effects on the network. To help guide these decisions, hydraulic modelling is being undertaken on all three water networks. This work will improve our ability to assess the effects of population growth on our network as well as helping prioritise projects. There are two areas we have specifically provided for in our current plans.

- *Horokiwi and Upper Stebbings reservoirs* – This is where we intend to provide additional water storage in response to planned growth. These projects will be primarily funded by development contributions.
- *Miramar Peninsular Upgrades* - When development occurs in this area, upgrades to downstream wastewater infrastructure and additional water supply infrastructure are required. The specific timing of this work is dependent on when growth starts to occur. We have provisionally included \$8 million within the next 10 years of our plan for this.

Financial impacts

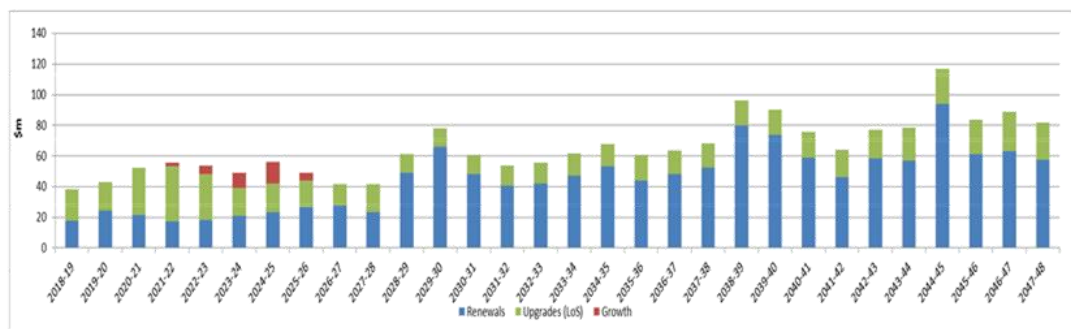
The combined value of the Council's three waters assets is \$1.485 billion. Over the period of Our 10-Year Plan 2018-28, the Council plans to spend \$934 million on maintaining these assets and ensuring the provision of the related services. We also plan to spend \$221 million on renewing existing assets, \$223 million on improving the level of service we provide and \$36 million on building network capacity to respond to population growth.

	2019 \$m	2020 \$m	2021 \$m	2022-28 \$m	LTP Total	2029-33 \$m	2034-38 \$m	2039-43 \$m	2044-48 \$m	30 Year Financials
Operating Expenditure	72.106	76.860	81.756	703.688	934.410	543.436	602.983	671.015	748.741	3,500.586
Income	(0.877)	(0.895)	(0.913)	(6.957)	(9.642)	(5.802)	(6.519)	(7.338)	(8.273)	(37.573)
Total Operating Projects	71.230	75.966	80.843	696.731	924.769	537.634	596.464	663.677	740.467	3,463.012
Capital Activity Renewals	17.814	24.141	21.688	157.574	221.217	245.038	244.647	317.333	332.811	1,361.046
Capital Activity Upgrades (LoS)	20.688	19.019	30.697	152.683	223.088	64.357	77.126	85.761	116.097	566.429
Capital Activity Growth	0.000	0.000	0.000	36.425	36.425	0.000	0.000	0.000	0.000	36.425
Total Capital Activities	38.502	43.160	52.385	346.682	480.730	309.395	321.774	403.094	448.908	1,963.899

In the first 10 years covered by this infrastructure strategy, the planned capex has been managed to enable a pragmatic mix of renewal work that ensures existing service levels are maintained and risks managed, while also addressing the priority areas that will result in improvement to service levels. The capital expenditure renewal profile for years 11-30 is based on a combination of known condition and information based on asset age, quality and performance data.

As we continuously improve our condition data, so will our understanding of the condition of the assets increase. This will further improve our ability to identify, reforecast the renewals, and balance the risks of not replacing the asset with renewals investment. Improving condition information also underpins confident renewal or upgrade decision making when balancing the remaining asset life with asset performance, material, location and consequence of failure.

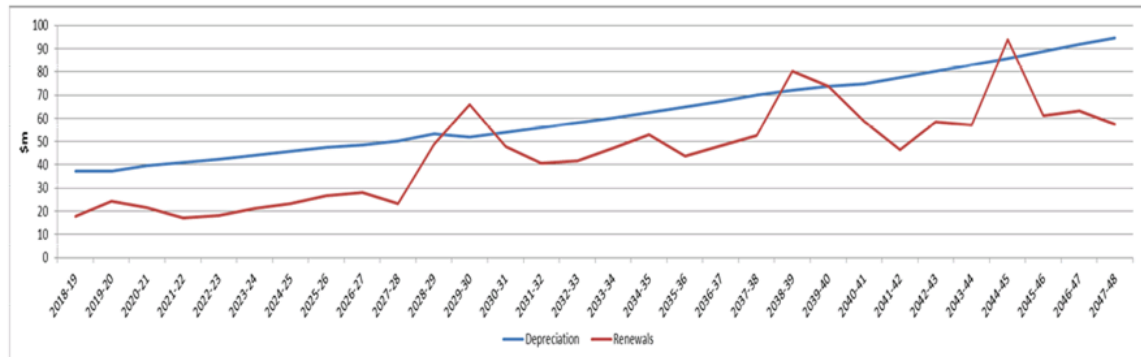
Figure 3: Prospective 30-year capital expenditure – three waters assets



Note: The 5-year units of cost have been annualised.

The prospective forecasts for asset renewal and depreciation across the three waters network over the 30 years of this strategy are indicative of the age of our network. A comparatively low level of investment is required over the first 10 years, with increases forecast to reflect the periodic installation dates of the existing network. It is expected that this capital expenditure profile will be smoothed over time as we continue to monitor the performance of the network as it ages and improve the quality of our asset information.

Prospective three waters renewal and depreciation 2018-48



30-year projections

Stormwater

Over the period of Our 10-Year Plan 2018-28, the Council plans to spend \$150 million on maintaining these assets and ensuring the provision of the related services. We also plan to invest \$42m in renewing existing assets, \$54 million in improving the level of service we provide and \$3 million in building network capacity to respond to population growth.

	2019 \$m	2020 \$m	2021 \$m	2022-28 \$m	LTP Total	2029-33 \$m	2034-38 \$m	2039-43 \$m	2044-48 \$m	30 Year Financials
Operating Expenditure	11.323	12.282	13.283	113.211	150.100	82.127	88.436	95.643	103.878	520.184
Income	(0.163)	(0.163)	(0.165)	(1.165)	(1.656)	(0.842)	(0.852)	(0.863)	(0.876)	(5.088)
Total Operating Projects	11.161	12.120	13.118	112.046	148.444	81.285	87.584	94.780	103.002	515.096
Capital Activity Renewals	3.609	8.445	3.694	26.780	42.528	36.492	38.542	102.224	62.196	281.982
Capital Activity Upgrades (LoS)	7.729	0.902	0.554	44.458	53.642	37.795	44.734	53.517	64.227	253.914
Capital Activity Growth	0.000	0.000	0.000	3.365	3.365	0.000	0.000	0.000	0.000	3.365
Total Capital Activities	11.338	9.347	4.248	74.603	99.535	74.286	83.276	155.741	126.423	539.262

There are key elements of work identified to be completed in years 1-10 predominantly to address known flooding issues and to complete high priority renewals. There is an element of information collection involved, especially at the start of the 10-year plan period as this information will help prioritise both upgrade and renewal projects throughout the 30-year timeframe. Specific projects that will be under in years 1-10 include:

- completion of hydraulic modelling to identify areas of risk and to prioritise projects.
- *Kilbirnie Stormwater Upgrade* - Construction in 2018/19 of a stormwater pump station in Kilbirnie, this following on from the pipeline construction in 2017/18. This project addresses flooding near the Kilbirnie Recreation Centre.
- *Tawa Stormwater Upgrade* – This suite of projects is scheduled to reduce the incidence of flooding in Tawa during rain events.

The majority of the work in years 11-30 is at this stage targeted at renewals. This data shows three distinct peaks where the model has predicted end of life of large stormwater assets. More information will be gathered over the next few years to understand more around the condition of the asset to reforecast the renewals requirement and the risks of not replacing the asset.

In years 11-30, a potential funding requirement has been identified to upgrade the stormwater system based on the results of the hydraulic modelling that will be completed in first few years of the 10-year plan. As a result, a consistent investment in improvements is shown in the budget.

Figure 4: Stormwater - prospective capital expenditure 2018-48

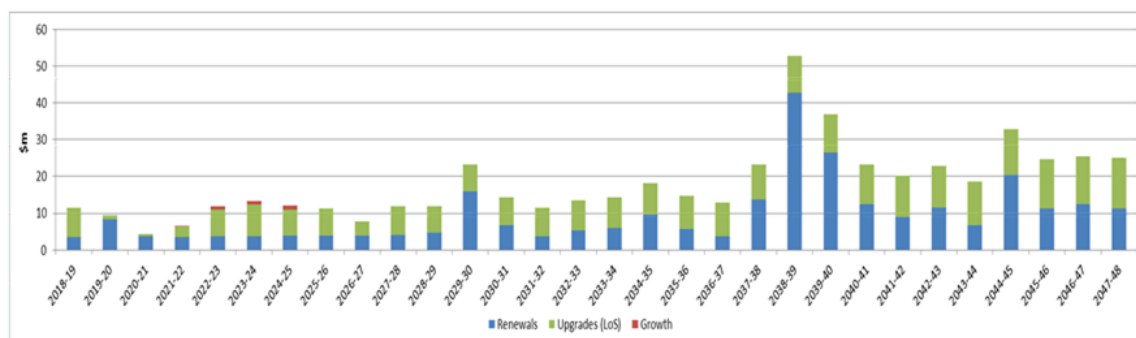
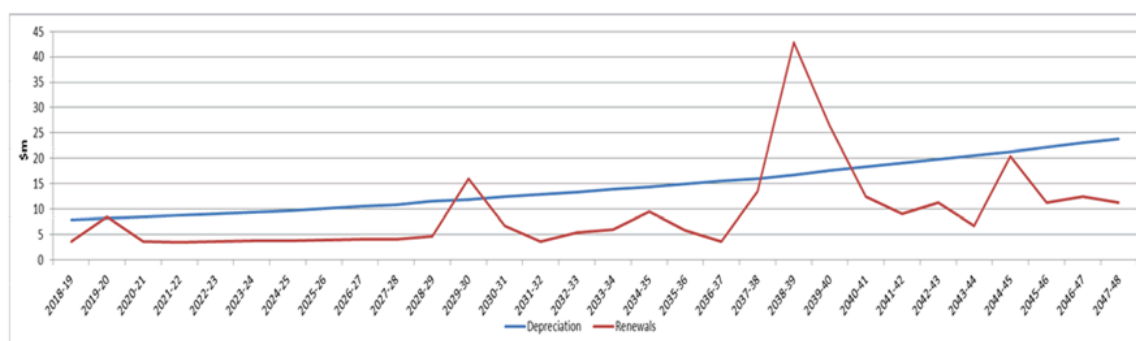


Figure 5: Stormwater – prospective renewals vs. depreciation 2018-48



Wastewater

Over the period of Our 10-Year Plan 2018-28, the Council plans to spend \$367 million on maintaining these assets and ensuring the provision of the related services. We also plan to invest \$82 million in renewing existing assets, \$53 million in improving the level of service we provide and \$3 million in building network capacity to respond to population growth.

	2019 \$m	2020 \$m	2021 \$m	2022-28 \$m	LTP Total	2029-33 \$m	2034-38 \$m	2039-43 \$m	2044-48 \$m	30 Year Financials
Operating Expenditure	30.735	32.178	33.658	270.406	366.978	213.076	235.511	261.142	290.426	1,367.132
Income	(0.677)	(0.694)	(0.709)	(5.492)	(7.572)	(4.703)	(5.373)	(6.139)	(7.013)	(30.800)
Total Operating Projects	30.058	31.485	32.949	264.914	359.406	208.373	230.138	255.003	283.412	1,336.332
Capital Activity Renewals	5.332	8.965	11.026	56.414	81.737	92.909	100.892	118.006	143.728	537.271
Capital Activity Upgrades (LoS)	3.406	0.901	2.498	45.914	52.720	6.925	7.912	9.040	11.882	88.479
Capital Activity Growth	0.000	0.000	0.000	3.365	3.365	0.000	0.000	0.000	0.000	3.365
Total Capital Activities	8.739	9.866	13.524	105.692	137.821	99.835	108.804	127.046	155.609	629.115

Key elements of work have been identified that need to be completed in years 1-10 predominantly to address growth, reduce wastewater overflows and complete high priority renewals. One significant renewal is the required replacement of the Western (Karori) Wastewater Treatment Plant outfall. There is also an element of information collection involved, especially at the start of the 10-year plan period, as this information will help prioritise both upgrade and renewal projects throughout the 30-year timeframe. Specific projects that will be under in years 1-10 include:

- Completion of the hydraulic model and associated flow monitoring – Completion of this model will help prioritise projects by understanding the worst affected areas and enabling targeting of work.
- Wastewater upgrades in the central city – This area is experienced high growth and the current wastewater system is at capacity. Upgrading areas of this network will reduce overflows as well

as cater for growth. The specific projects will be identified once modelling has been completed but provision has been allowed for.

- *Miramar Peninsular Upgrades* - When development occurs in this area upgrades to downstream wastewater infrastructure and additional water supply infrastructure is required. The timing of this work is dependent on when growth starts to occur.
- *Sludge minimisation project* – To reduce the volume of wastewater sludge that goes to landfill.

The majority of the work in years 11-30 is at this stage targeted at renewals. This data shows four peaks where the model has predicted end of life of larger volume of wastewater assets. More information will be gathered over the next few years to improve understanding around the condition of the asset to reforecast the renewals requirement and the risks of not replacing the asset.

In years 11-30, a funding requirement has been identified to upgrade the wastewater system based on the results of the hydraulic modelling being completed in the first few years of the plan.

Figure 6: Wastewater - prospective capital expenditure 2018-48

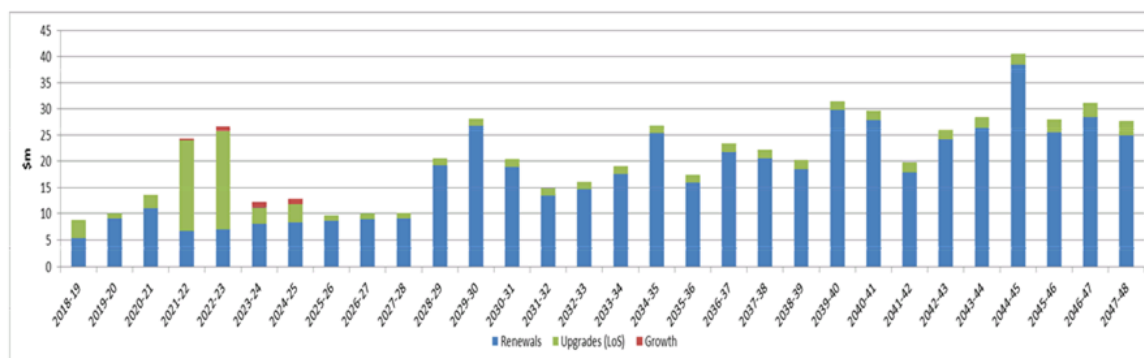
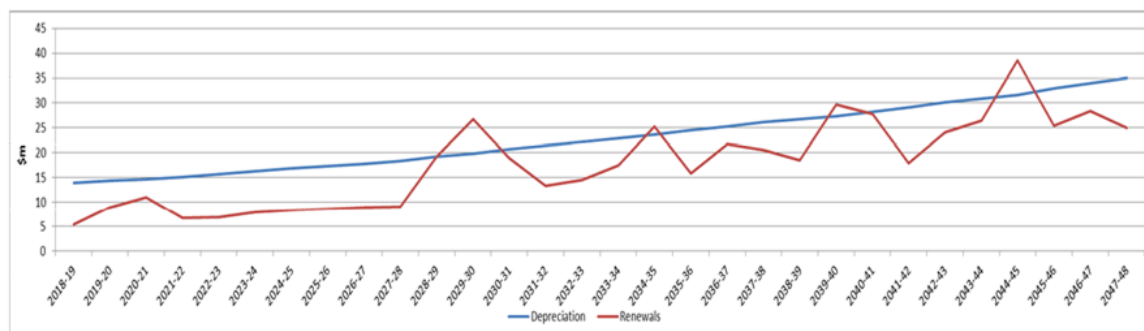


Figure 7: Wastewater - prospective renewals vs. depreciation 2018-48



Water

Over the period of Our 10-Year Plan 2018-28, the Council plans to spend \$417 million on maintaining these assets and ensuring the provision of the related services. We also plan to invest \$97m in renewing existing assets, \$117m in improving the level of service we provide and \$30 million in building network capacity to respond to population growth.

	2019 \$m	2020 \$m	2021 \$m	2022-28 \$m	LTP Total	2029-33 \$m	2034-38 \$m	2039-43 \$m	2044-48 \$m	30 Year Financials
Operating Expenditure	30.048	32.399	34.814	320.071	417.332	248.233	279.037	314.230	354.437	1,613.269
Income	(0.037)	(0.038)	(0.039)	(0.301)	(0.414)	(0.257)	(0.294)	(0.336)	(0.384)	(1.686)
Total Operating Projects	30.011	32.361	34.776	319.770	416.918	247.976	278.743	313.894	354.053	1,611.584
Capital Activity Renewals	8.873	6.731	6.968	74.381	96.953	115.637	105.213	97.103	126.887	541.792
Capital Activity Upgrades (LoS)	9.553	17.216	27.645	62.312	116.726	19.637	24.480	23.204	39.988	224.036
Capital Activity Growth	0.000	0.000	0.000	29.694	29.694	0.000	0.000	0.000	0.000	29.694
Total Capital Activities	18.426	23.947	34.613	166.387	243.374	135.274	129.693	120.307	166.875	795.523

Key elements of work have been identified that need to be completed in years 1-10 predominantly to address resilience, growth and to complete high priority renewals. The construction of two reservoirs in central Wellington is planned to improve resilience and to cater for growth in the central city. There is also an element of information collection involved especially at the start of the 10-year plan period as this information will help prioritise both upgrade and renewal projects throughout the 30-year timeframe. Specific projects that will be under in years 1-10 include:

- *The Prince of Wales/Omāroro Reservoir* is one significant project to provide a more resilient water supply for the central and Newtown; it also caters for increased population in the central city. Construction of the 35ML capacity reservoir is planned for 2018/19 – 2012/22.
- *The Bell Road Reservoir* project involves the replacement and slight upsizing of an existing reservoir in poor condition (100 years old). This reservoir will provide a more resilient water supply to lower Karori and the central city.
- *The Community Infrastructure Resilience (CIR)* project will create 12 community water stations in city by July 2018. This will supply 20 litres per person from day 8 onwards within a maximum 1 km walking distance. The project is funded in partnership with central government.
- Over the last 2 years, Greater Wellington Regional Council (GWRC) has been investigating alternative water source options to provide water to the Eastern Suburbs of Wellington after a seismic event. The final decision between drilling of harbour bores as an alternative water source or constructing a pipeline across the harbour will be made mid-2018. Although this is a GWRC project, there are significant benefits to Wellington. WCC pays for this project through the payment of the bulk water levy, which is an operational cost, based on actual water use.
- *Horokiwi and Upper Stebbings reservoirs* - Due to the increasing growth in these areas, additional water storage is required. As growth projects, they would be subject to development contributions.
- *Miramar Peninsular Upgrades* - When development occurs in this area upgrades to downstream wastewater infrastructure and additional water supply infrastructure is required. The timing of this work is dependent on when growth starts to occur.

The majority of the work in years 11-30 is at this stage targeted at renewals. This data shows the forecast level of investment is reducing in the outer 20 years with one peak of expenditure in 2044/45. This is due to a forecast reservoir renewal and a large quantity of water pipes due for replacement. More information will be gathered over the next few years to understand more about the condition of the assets to reforecast the renewals requirement and the risks of not replacing the asset.

Figure 8: Water - prospective capital expenditure 2018-48

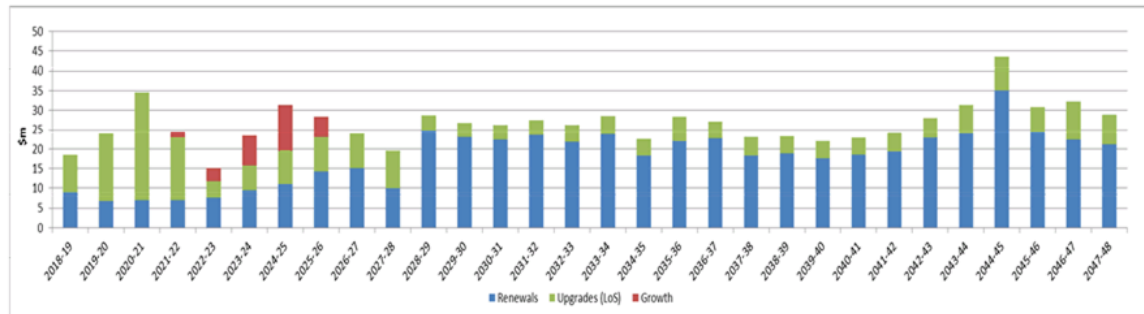
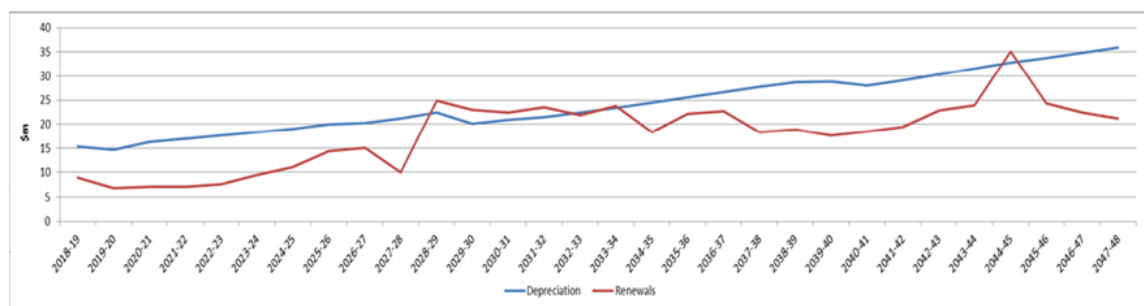


Figure 9: Water – prospective renewals vs. depreciation 2018-48



Section 9: Key strategies for significant assets – Transport

Introduction

With our partners, we help provide a safe, efficient and reliable transport system for people who travel in and out of, and around Wellington.

Structures

Retaining walls and sea walls support and protect transport corridors. Tunnels and bridges enable safe and efficient connections. Shelters provide weather protection for pedestrians and people waiting for buses.

Network control and management

Signs, markings, traffic lights and street lighting services are very high value for money provisions, which significantly enhance safety, and efficiency for users of our transport networks.

Parking meters enable valuable space to be shared and generate over \$26 million in annual revenue, which significantly offsets the cost of our transport system.

Vehicle and Pedestrian network

The road network accommodates more than 40,000 people driving to work and generally travelling around the city each day.

Kerbs and channels perform a vital function in managing stormwater so that it does not damage the underlying pavement or neighbouring property.

The pedestrian network accommodates nearly 25,000 walking or cycling commuters each day, and allows people to get around our city safely and easily.

Asset condition and data confidence

Asset condition is assessed on a cyclic basis depending on the asset type and whole of life investment decisions are made with regard to the information provided from these surveys, assessment of risk profiles and economic benefits. Our current operations and renewal programmes are adequate to sustain at least the current level of service over the short and medium-term (a 10-30 year horizon).

The current condition of our transport assets is reasonable and the quality of our data of these assets is graded as reliable. We have sufficient operating budgets in place to ensure assets are maintained at least to current service levels.

The table reflects the quantities and costs of the assets by sub-group. These contribute to the confidence in the longer range forecasting that informs this strategy.

Asset Group	Asset Sub-group	Asset Class	Cost Rate	Quantity	Total Life	Remaining Life	Current Value (ODRC)
ROADS	Structures	Bridges	A	A	A	A	A
		Tunnels	A-B	A	A	A-B	A-B
		Shelters	A	A	A	A-B	A-B
		Retaining Walls	A	A	B	A-B	A-B
		Sea Walls	A	A	B	A-B	A-B
		Accessway Walls	A	A	B	A-B	A-B
		Culverts	A	A-B	B	A-B	A-B
	Vehicle Network	Carriageway (formation)	A	A	n/a	n/a	A
		Top surface	A	A	B	B	B
		Subsurface	A-B	A	B	B	B
		Kerbs and Channels	A	A	B	B	A-B
		Sumps & Leads	A	A-B	B	A-B	A-B
	Pedestrian/ Cycleway	Footpaths & Boardwalks	A	A	B	A-B	A
		Cycleways	n/a	n/a	n/a	n/a	n/a
		Access paths	A	A	B	A-B	A
	Network	Handrails and fences	A-B	A	A-B	A	A-B
		Pedestrian ramps	A	B	A-B	A-B	B
		Street furniture	A	A	B	A-B	A
	Parking Network	Parking Facilities	A	A	A	A	A
	Network Control & Management	Traffic signals	A	A	A	A	A
		Road Marking	A	B	A	A	A-B
		Signs & Posts	A	A	A-B	A	A
		Street lights	A	A	A-B	A	A
		Guardrails	A	A	A-B	A	A-B
		Traffic Control	A	A	A-B	A	A-B

Issues, options and responses

Summary of issues and options for transport assets

Asset group	Level of service	Issues	Options	Most likely scenario	Impact on levels of service
Vehicle and pedestrian network	The road network accommodates people driving to work and generally travelling around the city each day on a safe and reliable network.	Growing traffic congestion and unreliable journey times	Accept declining levels of service	We plan to invest in the Let's Get Wellington Moving.	Maintain / Improve
			Let's Get Wellington Moving investment programme		
			Multi-modal transport <ul style="list-style-type: none">• Cycleways• Walking• Bus priority lane		
			Accept declining level of service		
			Optimise renewals programme		
	The pedestrian and cycleway network accommodates walking or cycling commuters each day, and allows people to get around our city safely and easily.	Poor and declining levels of service	Increase investment in renewals	We plan to continue with our optimised renewals programme.	
			Let's Get Wellington Moving investment programme to create a safe space relevant to the mode of transport	We plan to continue with a strong focus on Education programmes.	
			Education/Partnership with communities	We plan to continue to invest in our safety programmes.	
			Investment in additional traffic calming measures such as safer speed zones		

Asset group	Level of service	Issues	Options	Most likely scenario	Impact on levels of service
Structures	<p>Retaining walls, sea walls and access way walls support and protect transport corridors.</p> <p>Tunnels and bridges enable safe and efficient connections.</p> <p>Shelters provide weather protection for pedestrians and people waiting for buses.</p>	<p>Vulnerability to disruption from unplanned events such as storms</p> <p>Route reliability and resilience of;</p> <ul style="list-style-type: none"> failed slopes and high risk walls bridges and tunnels 	<p>Accept risk of disruption</p> <p>Invest in coastal protection of roads and walls, and increasing need for road drainage</p> <p>Invest in the management of increased soil erosion and slips</p> <p>Accept increase in poor condition structures and risk of asset failure</p> <p>Optimise renewals programme prioritising investment in poorer condition assets.</p>	<p>We plan to target investment in coastal protection of roads and walls.</p> <p>We plan to continue with our optimised renewals programme.</p>	Maintain/ Improve
Network control and management	Signs, traffic lights and street lighting services significantly enhance safety and efficiency for users of our transport networks.	Deteriorating condition of signage, streetlights and traffic light assets.	<p>Accept declining levels of service</p> <p>Optimise renewals programme prioritising investment in poorer condition assets.</p>	We plan to continue with our optimised renewals programme.	Maintain

Contribution to city priorities

We have comprehensive asset management plans for our transport assets. These drive our maintenance and asset renewal plans for our existing assets. In addition, we plan to respond to a number of issues and challenges that contribute to the Housing and Resilience priorities highlighted in the Council's consultation document for Our 10-Year Plan 2018-28.

There is \$231 million of investment planned to increase the utilisation and the capacity of transport across and throughout the city. This investment focuses on changing transport modes, with mechanisms to assist greater utilisation of more effective public transport (provided by Greater Wellington Regional Council), and a \$75 million investment in the provision of new cycleways. In the latter half of the 10-year plan, there is \$123 million provided for Let's Get Wellington Moving, the project alliance between Wellington City Council, the New Zealand Transport Agency and Greater Wellington Regional Council.

The impact of this significant investment programme is that the level of depreciation significantly increases to over \$80 million from \$31 million due to the extra value of the assets added to increase service levels. This will provide for the replacement of the new assets when they come to the end of their useful lives.

Transport is itself a priority for the Council. Our priorities within this enable us to address the challenges of population growth, stimulating economic growth and increasing the resilience of core infrastructure to shocks.

Our transport infrastructure is in good condition. Growth and demand in the transport service is very closely aligned with population and economic growth, which are expected to moderately increase in the future. Greater demand is putting pressure on our current levels of service.

Summary of financial impacts

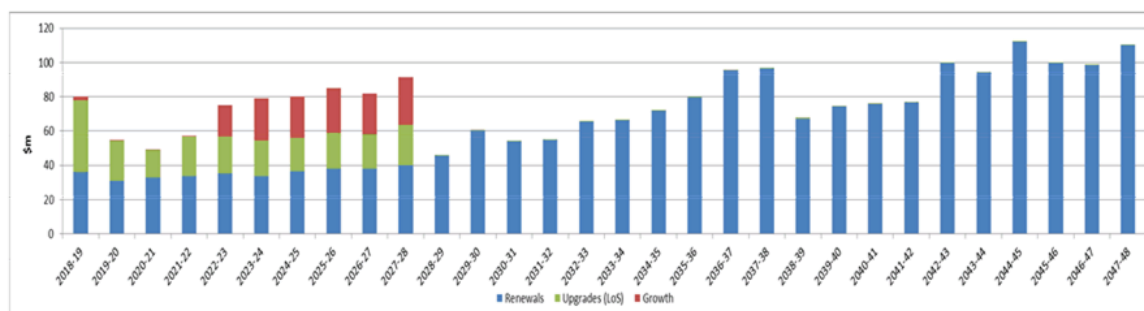
The combined value of the Council's transport assets is \$1.029 billion. Over the period of Our 10-Year Plan 2018-28, the Council plans to spend \$683 million on maintaining these assets through operating expenditure and ensuring the provision of the related services. Of these operating costs, \$197 million is forecast to be funded by the NZ Transport agency (NZTA). We also plan to invest \$355 million in renewing existing assets, \$230 million in improving the level of service we provide and \$148 million in building network capacity to respond to population growth. Of these capital costs, \$170 million is forecast to be funded from the NZTA.

	2019 \$m	2020 \$m	2021 \$m	2022-28 \$m	LTP Total	2029-33 \$m	2034-38 \$m	2039-43 \$m	2044-48 \$m	30 Year Financials
Operating Expenditure	56,364	61,461	64,903	500,234	682,961	401,715	446,472	497,606	556,026	2,584,780
Income	(71,395)	(62,271)	(61,859)	(448,600)	(644,125)	(347,721)	(375,671)	(407,603)	(444,085)	(2,219,204)
Total Operating Projects	(15,031)	(0,810)	3,044	51,633	38,837	53,994	70,801	90,003	111,941	365,577
Capital Activity Renewals	35,983	30,693	33,002	254,965	354,643	280,167	409,266	393,788	514,946	1,952,811
Capital Activity Upgrades (LoS)	41,825	23,472	15,581	148,729	229,607	0,086	0,098	0,810	0,156	230,757
Capital Activity Growth	1,843	0,261	0,015	145,602	147,721	0,000	0,000	0,000	0,000	147,721
Total Capital Activities	79,651	54,426	48,598	549,295	731,971	280,253	409,364	394,598	515,102	2,331,288

In the first 10 years covered by this infrastructure strategy, the planned capex has been managed to enable a pragmatic mix of renewal work that ensures existing service levels are maintained and risks managed while also addressing the priority areas that will result in service level improvements.

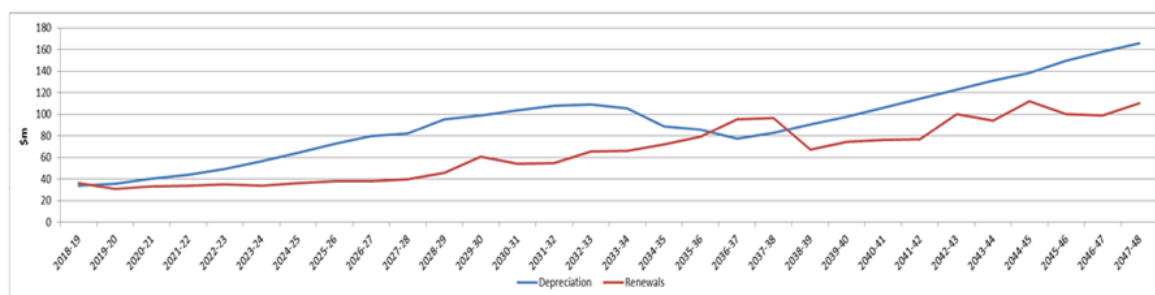
The majority of the expenditure signalled in years 11-30 are renewals. These renewal figures have been generated using a model that forecasts asset renewal based on life. We will continue to improve our understanding of the condition of the asset to reforecast the renewals requirement and the risks of not replacing the asset. This will include condition information to provide more confidence in the remaining asset life, which will be linked to asset performance, material, location and consequence of failure, which builds on existing asset knowledge.

Figure 10: Transport - Prospective 30-year capital expenditure



The prospective forecasts for asset renewal and depreciation across the transport network over the 30 years of this strategy are indicative of the age of our network. Because of significant investment in transport assets in the first 10 years in Let's Get Wellington Moving (LGWM) and cycleways, the depreciation increases to reflect this investment. These renewals are planned from year 11 onwards. It is expected that this capital expenditure profile will be smoothed over time as we continue to monitor the performance of the network as it ages and improve the quality of our asset information.

Figure 11: Transport - Prospective renewal and depreciation 2018-48



30-year projections

Structures

Over the period of Our 10-Year Plan 2018-28, the Council plans to spend \$100 million on maintaining these assets and ensuring the provision of the related services. We also plan to invest \$71 million in renewing existing assets and \$29 million in improving the level of service.

	2019 \$m	2020 \$m	2021 \$m	2022-28 \$m	LTP Total	2029-33 \$m	2034-38 \$m	2039-43 \$m	2044-48 \$m	30 Year Financials
Operating Expenditure	8.090	8.516	9.021	74.685	100.313	59.052	65.923	73.773	82.741	381.801
Income	(2.380)	(2.374)	(2.386)	(16.971)	(24.111)	(12.108)	(12.241)	(12.394)	(12.568)	(73.422)
Total Operating Projects	5.711	6.142	6.635	57.714	76.202	46.944	53.682	61.379	70.173	308.379
Capital Activity Renewals	8.991	7.466	8.472	45.816	70.744	41.182	49.048	55.586	58.230	274.790
Capital Activity Upgrades (LoS)	2.267	2.319	2.474	21.867	28.927	0.000	0.000	0.000	0.000	28.927
Capital Activity Growth	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Total Capital Activities	11.257	9.784	10.946	67.684	99.671	41.182	49.048	55.586	58.230	303.717

Key elements have been identified that need to be completed in years 1-10 predominantly to complete high priority renewals within walls, tunnels and bridges. There is an element of information collection involved especially at the start of the 10-year plan period as this information to help prioritise both upgrade and renewal projects throughout the 30-year timeframe. Specific projects included in years 1-10 include:

- ongoing priority renewals of significant retaining walls across the city
- a 10-year, \$5 million programme of resilience work to renew high-risk failing seawall
- the Kelburn viaduct and other ongoing programme of bridges informed by the 5-yearly survey in accordance with the NZTA bridge inspection and maintenance guide.

The majority of the work in years 11-30 is at this stage targeted at renewals, which includes an upgrade component. More information will be gathered over the next few years to understand more around the condition of the asset to reforecast the renewals requirement and the risks of not replacing the asset.

Figure 12: Structures – Prospective capital expenditure 2018-48

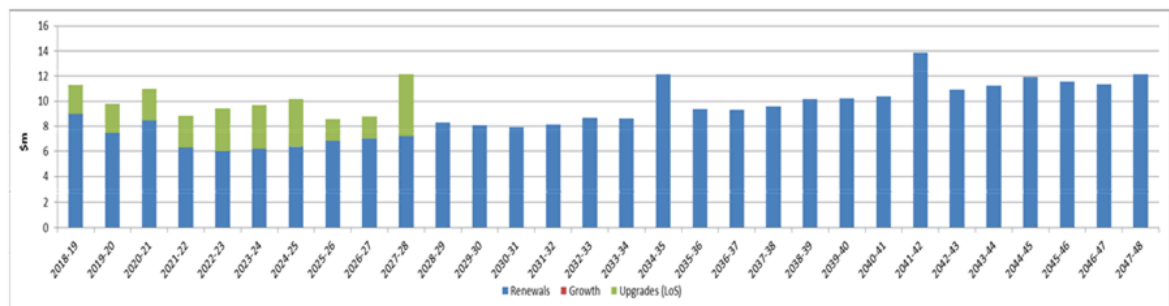


Figure 13: Structures –prospective renewals vs. depreciation 2018-48



Network control and management

Over the period of Our 10-Year Plan 2018-28, the Council plans to spend \$396 million on maintaining these assets and ensuring the provision of the related services. We also plan to invest \$45 million in renewing existing assets and \$2 million in improving the level of service.

	2019 \$m	2020 \$m	2021 \$m	2022-28 \$m	LTP Total	2029-33 \$m	2034-38 \$m	2039-43 \$m	2044-48 \$m	30 Year Financials
Operating Expenditure	36.042	39.125	40.333	280.324	395.824	241.939	273.432	309.412	350.519	1,571.127
Income	(66.994)	(57.850)	(57.396)	(416.536)	(598.776)	(323.842)	(350.851)	(381.710)	(416.965)	(2,072.145)
Total Operating Projects	(30.951)	(18.725)	(17.063)	(136.212)	(202.952)	(81.902)	(77.419)	(72.298)	(66.446)	(501.017)
Capital Activity Renewals	6.494	3.255	3.370	32.396	45.514	21.336	22.708	28.518	22.614	140.690
Capital Activity Upgrades (LoS)	0.236	0.130	0.121	1.022	1.508	0.000	0.000	0.000	0.000	1.508
Capital Activity Growth	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Total Capital Activities	6.730	3.384	3.491	33.417	47.022	21.336	22.708	28.518	22.614	142.198

Key elements of work have been identified that need to be completed in years 1-10 predominantly to focus on the poor condition assets and assets reaching end of life. The key assets are traffic signals, signs and street lights. There is an element of information collection involved especially at the start of the 10-yearplan period as this information to help prioritise both upgrade and renewal projects throughout the 30-year timeframe. Specific projects included in years 1-10 include:

- ongoing renewals of traffic signals across the city informed by condition

- a programme for signage replacement as a result of defective, damaged, missing and end of life signage
- streetlights renewals to fund the replacement of poles, outreach arms, lanterns and luminaires.

The majority of the renewals programme is relatively flat in profile and the condition assessments inform the programme.

The majority of the work in years 11-30 is at this stage targeted at renewals, which includes an upgrade component.

Figure 14: Network control and management– prospective capital expenditure 2018-48

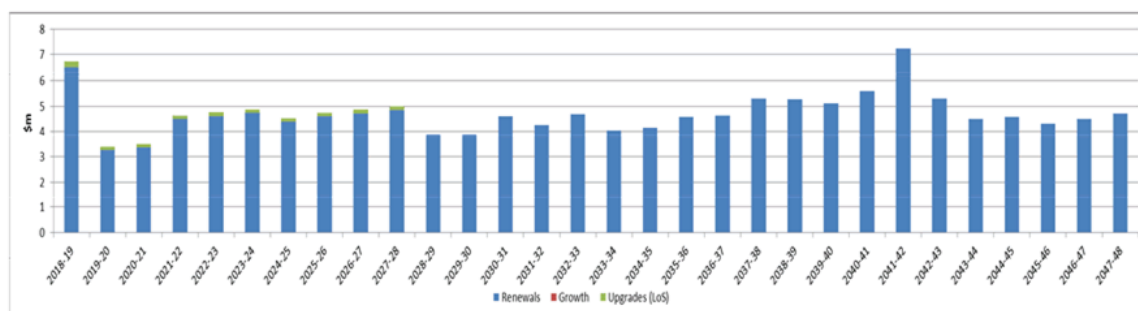
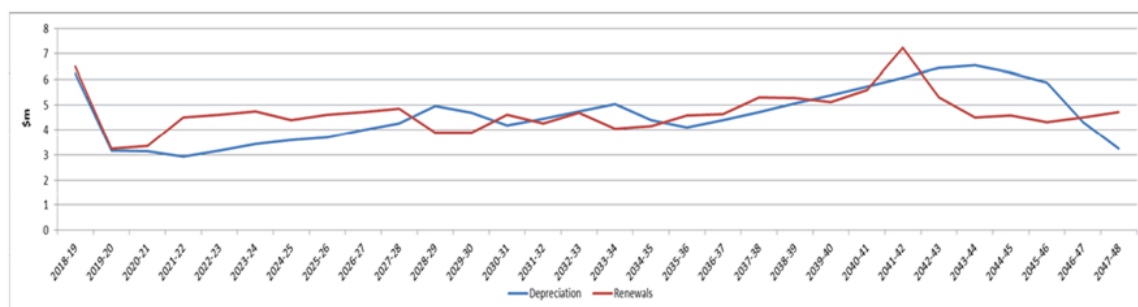


Figure 15: Network control and management – prospective renewals vs. depreciation 2018-48



Vehicle and pedestrian network

Over the period of Our 10-Year Plan 2018-28, the Council plans to spend \$187 million on maintaining these assets and ensuring the provision of the related services. We also plan to invest \$238 million in renewing existing assets, \$199 million in improving the level of service and \$148 million in building network capacity to respond to population growth.

	2019 \$m	2020 \$m	2021 \$m	2022-28 \$m	LTP Total	2029-33 \$m	2034-38 \$m	2039-43 \$m	2044-48 \$m	30 Year Financials
Operating Expenditure	12.231	13.820	15.549	145.224	186.824	100.723	107.117	114.421	122.766	631.852
Income	(2.021)	(2.047)	(2.077)	(15.093)	(21.238)	(11.771)	(12.578)	(13.499)	(14.552)	(73.637)
Total Operating Projects	10.210	11.773	13.472	130.131	165.586	88.952	94.539	100.922	108.215	558.215
Capital Activity Renewals	20.498	19.973	21.161	176.753	238.385	217.649	337.511	309.684	434.102	1,537.330
Capital Activity Upgrades (LoS)	39.323	21.024	12.986	125.839	199.172	0.086	0.098	0.810	0.156	200.322
Capital Activity Growth	1.843	0.261	0.015	145.602	147.721	0.000	0.000	0.000	0.000	147.721
Total Capital Activities	61.664	41.258	34.161	448.194	585.278	217.735	337.609	310.494	434.258	1,885.373

The renewals work identified to be completed in years 1-10 will predominantly focus on assets reaching end of life. The key assets are road corridor and pavement, kerb and channel, street furniture and footpaths. There is an element of information collection involved especially at the start of the 10-year plan period as this information to help prioritise both upgrade and renewal

projects throughout the 30-year timeframe. The majority of the renewals programme is relatively flat in profile and the condition assessments inform the programme.

Specific upgrade projects that are included in years 1-10 include:

- Let's Get Wellington Moving (LGWM) – This is the most significant decision for transport assets. It will increase levels of service for capacity, efficiency and reliability. The majority of the renewals programme is relatively flat in profile and the condition assessments inform the programme. This is planned from 2022/23.
- Cycleways development - Improvement of the level of service through the establishment of a safe, connected network of cycleways, and continued development of priority routes.

The majority of the work in years 11-30 is at this stage targeted at renewals, which includes an upgrade component.

Figure 16: Vehicle and pedestrian Network – prospective capital expenditure 2018-48

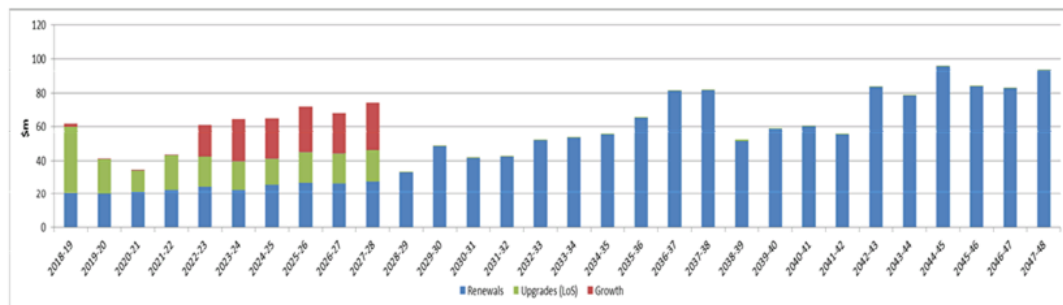
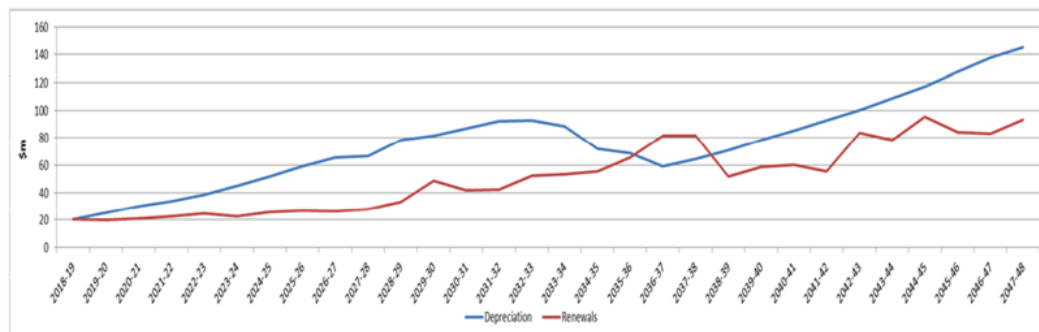


Figure 17: Vehicle and pedestrian network – prospective renewals vs. depreciation 2018-48



At this stage, we do not know what specific type of assets (such as road surfaces or earthworks) the Council will be investing in as part of the LGWM programme because a final option has not been prepared and this will be subject to negotiations with LGWM partners – the NZ Transport Agency and Greater Wellington Regional Council.

Because the nature of the assets that the Council will invest in for LGWM is not yet known, we have initially assumed depreciation funding based on an average life of 10 years for the 10-year plan. This is conservative, but appropriate considering the information available at this time.

As yet, we do not know what the subsequent asset renewal requirements will be. We have assumed in the longer term forecasts that we will replace 50 percent of these assets after 10 years, and a further 25 percent after 20 years, with 25 percent not renewed within the 30 years of our current strategy. This will be reviewed in the 2021/22 Infrastructure Strategy.

The depreciation may be lower than shown in the graph by \$1.2 million over the first 3 years and an average of \$1.5 million per year over the 10 years of the plan based on the renewal profile outline above. This will be modified in the next update of the 10-year plan in 2021/22, when the capital expenditure requirements of the LGWM programme of work are confirmed.

Wellington Waterfront Development Plan

Introduction

Wellington's waterfront is one of the most popular, easily recognised and frequently photographed parts of our city.

The Waterfront Development Plan (WDP) is a programme for ongoing development of this space. The plan ties in with our resilience and sustainable growth priorities for Wellington.

Implementation of the plan is primarily the responsibility of Build Wellington (previously Wellington Waterfront Limited). Waterfront Operations, a Council division, is responsible for the waterfront's management and maintenance.

This plan covers the 3-year period from 1 July 2018 and will be reviewed annually as part of the 2019/20 and 2020/21 Annual Plans.

What is planned for the next 3 years

The WDP implements the vision and objectives laid out in the Wellington Waterfront Framework (2001)¹. A number of waterfront-related projects have been completed, or are in the process of being completed. Key projects are also planned for the next 3 years. They are:

North Kumutoto. Developer Willis Bond & Co is progressing plans for a five-level building on site 9 at North Kumutoto. The developer is proposing to lodge its resource consent application by mid-2018 and it is likely to be granted direct referral to the Environment Court later in 2018. In the event consent is granted, construction will begin by mid-2019. Completion of the building in 2020 will complement both the new PWC building and north Kumutoto public space (programmed for completion by late 2018) and draw hundreds of workers to the area.

Queens Wharf. An exploration of opportunities to breathe new life into Shed 1 on the outer-T of Queens Wharf was delayed as a result of the 2016 earthquake. Remedial work is currently planned to allow displaced tenant Wellington Helicopters Limited back into the building by mid-2018. Plans to investigate a purpose-built helicopter facility on the southern end of the outer-T will be advanced once Wellington Helicopters is ready to do so.

Frank Kitts Park precinct. As Wellington's population grows, so too does the need for well designed, fit-for-purpose, high quality public space and parks. Frank Kitts Park is more than 25 years old and a comprehensive makeover has been planned for the past decade. Redevelopment of the playground, with \$2.5 million in capital expenditure, is planned for year 1 of Our 10-Year Plan 2018-28. The garden redevelopment stage is currently with the High Court, after the initial ruling in favour of progressing this project was appealed. The Council's contribution is currently estimated at \$6.3

¹ The Council reviewed the principles and objectives of the Wellington Waterfront Framework in 2011 and endorsed these as still forming a relevant and appropriate blueprint for the waterfront's future.

²

million in year 7 of the 10-year plan. This contribution is for work on the surrounding Frank Kitts precinct, not the proposed Chinese garden itself.

Construction can commence at the beginning of 2018 provided:

- the court upholds the resource consent
- detailed planning and design is completed
- external funding commitments for the proposed Chinese garden are attained
- the Council approves an increase in budget to reflect escalation costs since the park's redevelopment proposal was last costed.

Capex Budget (\$000):	2018/19	2019/20	2020/21
Option 'A' (1st stage - playground only)	\$2,500	\$0	\$0
Option 'B' (All FKP) – subject to Chinese garden fundraising.	-	-	-

Waitangi precinct. The site situated between Waitangi Park to the east and Te Papa to the west (home to the Sunday Harbourside Market) is the last remaining undeveloped site on the waterfront. The Council continues to scope opportunities for its development.

Maintaining our waterfront. While the waterfront did not experience as much damage or disruption as CentrePort in the November 2016 earthquake, that event necessitated a programme of wharf repair work that will continue over the 3 years of this plan. This is in addition to regular maintenance to address general wear and tear of wharves and seawalls.

Maintenance and renewal funding is budgeted to ensure we maintain the waterfront as a major destination for local events, tourism and recreation. Capital expenditure of \$13 million over 10 years is budgeted to cover renewals and strengthening of seawalls and wharves, renewals for Waitangi Park, restoration and preservation of the heritage crane, earthquake strengthening and replacement of the shade sails at TSB Bank Arena.

How we'll measure our performance

The overall success of the waterfront will be measured by the achievement of the principles and objectives outlined in the Waterfront Framework.

The framework has set seven objectives for the waterfront:

- The waterfront is locally and internationally recognised for its design.
- The waterfront is readily accessible to all people.
- The waterfront is and is perceived to be, safe at all times.
- The waterfront is seen as an attractive place by Wellingtonians and visitors.
- The waterfront successfully caters for a wide range of events and activities.
- Significant heritage buildings are protected on the waterfront.
- Activities on the waterfront are integrated with those on the harbour.

Periodic independent surveys of public opinion have consistently shown satisfaction and approval ratings in excess of 90 percent. We will strive to maintain and improve these ratings. Design outcomes will continue to be monitored by the Council's Technical Advisory Group (TAG) – an independent provider of design advice.

Summary of Significant Accounting policies

Reporting entity

Wellington City Council is a territorial local authority governed by the Local Government Act 2002.

The primary objective of the Council is to provide goods or services for community or social benefits rather than making a financial return. As a defined public entity under the Public Audit Act 2001, for the purposes of financial reporting, the Council is audited by the Auditor General, and is classed as a Public Sector Public Benefit Entity.

These forecast financial statements are for Wellington City Council (the Council) as a separate legal entity. Consolidated forecast financial statements comprising the Council and its controlled entities, joint ventures and associates have not been prepared.

Basis of preparation

Statement of compliance

The forecast financial statements have been prepared in accordance with the requirements of the Local Government Act 2002, which includes the requirement to comply with New Zealand Generally Accepted Accounting Practice (NZ GAAP).

The forecast financial statements have been prepared to comply with Public Benefit Entity Accounting Standards (PBE Accounting Standards) for a Tier 1 entity. A Tier 1 entity is defined as being either publicly accountable or large (ie. expenses over \$30m).

The reporting period for these forecast financial statements is the 10 year period ending 30 June 2028. The forecast financial statements are presented in New Zealand dollars, rounded to the nearest thousand (\$000), unless otherwise stated.

The accounting policies set out below have been applied consistently to all periods presented in these forecast financial statements.

Measurement base

The measurement basis applied is historical cost, modified by the revaluation of certain assets and liabilities as identified in this summary of significant accounting policies. The accrual basis of accounting has been used unless otherwise stated.

For the assets and liabilities recorded at fair value, fair value is defined as the amount for which an item could be exchanged, or a liability settled, between knowledgeable and willing parties in an arm's-length transaction. For investment property, non-current assets classified as held for sale and items of property, plant and equipment which are revalued, the fair value is determined by reference to market value. The market value of a property is the estimated amount for which a property could be exchanged on the date of valuation between a willing buyer and a willing seller in an arm's-length transaction.

Amounts expected to be recovered or settled more than one year after the end of the reporting period are recognised at their present value. The present value of the estimated future cash flows is calculated using applicable inflation factors and a discount rate. The inflation rates used and the discount rate for forecasting the long-term cost of borrowing are as per the “Significant forecasting assumptions” which are disclosed from page 4 of this volume of the LTP.

Judgements and estimations

The preparation of forecast financial statements using PBE accounting standards requires the use of judgements, estimates and assumptions. Where material, information on the main assumptions is provided in the relevant accounting policy.

The estimates and assumptions are based on historical experience as well as other factors that are believed to be reasonable under the circumstances. Subsequent actual results may differ from these estimates and these variations may be material.

The estimates and assumptions are reviewed on an ongoing basis and adjustments are made where necessary.

Judgements that have a significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are discussed in the relevant notes. Significant judgements and estimations include landfill post-closure costs, asset revaluations, impairments, certain fair value calculations and provisions.

Revenue

Revenue comprises rates, revenue from operating activities, investment revenue, gains, finance and other revenue and is measured at the fair value of consideration received or receivable.

Revenue may be derived from either exchange or non-exchange transactions.

Revenue from exchange transactions

Revenue from exchange transactions arises where the Council provides goods or services to another entity or individual and directly receives approximately equal value in a willing arm’s length transaction (primarily in the form of cash in exchange).

Revenue from non-exchange transactions

Revenue from non-exchange transactions arises from transactions that are not exchange transactions. Revenue from non-exchange transaction arises when the Council receives value from another party without giving approximately equal value directly in exchange for the value received.

An inflow of resources from a non-exchange transaction recognised as an asset, is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As the Council satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

Approximately equal value

Approximately equal value is considered to reflect a fair or market value, which is normally commensurate with an arm's length commercial transaction between a willing buyer and willing seller. Some goods or services that the Council provides (eg the sale of goods at market rates) are defined as being exchange transactions. Only a few services provided by the Council operate on a full user pays, cost recovery or breakeven basis and these are considered to be exchange transactions unless they are provided at less than active and open market prices.

Most of the services that the Council provides for a fee are subsidised by rates and therefore do not constitute an approximately equal exchange. Accordingly most of the Council's revenue is categorised as non-exchange.

Specific accounting policies for major categories of revenue are outlined below:

Rates

Rates are set annually by resolution from the Council and relate to a particular financial year. All ratepayers are invoiced within the financial year for which the rates have been set. Rates revenue is recognised in full as at the date when rate assessment notices are sent to the ratepayers. Rates are a tax as they are payable under the Local Government Ratings Act 2002 and are therefore defined as non-exchange.

Water rates by meter are regulated in the same way as other rates and are taxes that use a specific charging mechanism to collect the rate. However as the water rates are primarily charged on a per unit of consumption basis, water rates by meter are considered to be more in the nature of an exchange transaction. Revenue from water rates by meter is recognised on an accrual basis based on usage.

Operating activities

Revenue from operating activities is generally measured at the fair value of consideration received or receivable.

The Council undertakes various activities as part of its normal operations, some of which generate revenue, but generally at below market rates. The following categories (except where noted) are classified as transfers, which are non-exchange transactions other than taxes.

Grants, subsidies and reimbursements

Grants and subsidies are recognised as revenue immediately except to the extent a liability is also recognised in respect of the same grant or subsidy. A liability is recognised when the grant or subsidy received are subject to a condition such that the Council has the obligation to return those funds received in the event that the conditions attached to them are breached. As the Council satisfies the conditions, the carrying amount of the liability is reduced and an equal amount is recognised as revenue.

Reimbursements (e.g. NZ Transport Agency roading claim payments) are recognised upon entitlement, which is when conditions relating to the eligible expenditure have been fulfilled.

Development contributions

Development contributions are recognised as revenue when the Council provides, or is able to provide, the service for which the contribution was charged. In the event that the Council is unable to provide the service immediately, or the development contribution is refundable, the Council will recognise an asset and a liability and only recognise revenue when the Council has met the obligation for which the development contribution was charged.

Rendering of services

Revenue from exchange transactions is recognised by reference to the stage of completion of the transaction at the reporting date.

Revenue from the rendering of services where the service provided is non-exchange is recognised when the transaction occurs to the extent that a liability is not also recognised.

Fines and penalties

Revenue from fines and penalties (eg traffic and parking infringements, library overdue book fines) is recognised when infringement notices are issued or when the fines/penalties are otherwise imposed. In particular the fair value of parking related fines is determined based on the probability of collection considering previous collection history and a discount for the time value of money.

Sale of goods

The sale of goods is classified as exchange revenue. Sale of goods is recognised when products are sold to the customer and all risks and rewards of ownership have transferred to the customer.

Investment revenues

Dividends

Dividends from equity investments, other than those accounted for using equity accounting, are classified as exchange revenue and are recognised when the Council's right to receive payment has been established.

Investment property lease rentals

Lease rentals (net of any incentives given) are classified as exchange revenue and recognised on a straight line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which benefits derived from the leased asset is diminished

Other revenue

Donated, subsidised or vested assets

Where a physical asset is acquired for nil or nominal consideration, with no conditions attached, the fair value of the asset received is recognised as non-exchange revenue when the control of the asset is transferred to the Council.

Gains

Gains include additional earnings on the disposal of property, plant and equipment and movements in the fair value of financial assets and liabilities.

Finance revenue

Interest

Interest revenue is exchange revenue and recognised using the effective interest rate method.

Donated services

The Council benefits from the voluntary service of many Wellingtonians in the delivery of its activities and services (eg beach cleaning and Otari-Wilton's Bush guiding and planting). Due to the

difficulty in determining the precise value of these donated services with sufficient reliability, donated services are not recognised in these forecast financial statements.

Expenses

Specific accounting policies for major categories of expenditure are outlined below:

Operating activities

Grants and sponsorships

Expenditure is classified as a grant or sponsorship if it results in a transfer of resources (eg cash or physical assets) to another entity or individual in return for compliance with certain conditions relating to the operating activities of that entity. It includes any expenditure arising from a funding arrangement with another entity that has been entered into to achieve the objectives of the Council. Grants and sponsorships are distinct from donations that are discretionary or charitable gifts. Where grants and sponsorships are discretionary until payment, the expense is recognised when the payment is made. Otherwise, the expense is recognised when the specified criteria have been fulfilled.

Finance expense

Interest

Interest expense is recognised using the effective interest rate method. All borrowing costs are expensed in the period in which they are incurred.

Depreciation and amortisation

Depreciation of property, plant and equipment and amortisation of intangible assets are charged on a straight-line basis over the estimated useful life of the associated assets.

Taxation

The Council, as a local authority, is only liable for income tax on the surplus or deficit for the year derived from any Council controlled trading organisations and comprises current and deferred tax.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the end of the reporting period, plus any adjustment to tax payable in respect of previous periods.

Deferred tax is provided using the balance sheet liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and amounts used for taxation purposes. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the assets and liabilities, and the unused tax losses using tax rates enacted or substantively enacted at the end of the reporting period. Deferred income tax assets are recognised to the extent that it is probable that future taxable profit will be available against which they can be utilised.

Goods and Services Tax (GST)

All items in the forecast financial statements are exclusive of GST, with the exception of receivables and payables, which are stated as GST inclusive. Where GST is not recoverable as an input tax, it is recognised as part of the related asset or expense.

Financial instruments

Financial instruments include financial assets (loans and receivables and financial assets at fair value through other comprehensive revenue and expense), financial liabilities (payables and borrowings) and derivative financial instruments. Financial instruments are initially recognised on trade-date at their fair value plus transaction costs. Subsequent measurement of financial instruments depends on the classification determined by the Council. Financial assets are derecognised when the rights to receive cash flows have expired or have been transferred and the Group has transferred substantially all of the risks and rewards of ownership.

Financial instruments are classified into the categories outlined below based on the purpose for which they were acquired. The classification is determined at initial recognition and re-evaluated at the end of each reporting period.

Financial assets

Financial assets are classified as loans and receivables or financial assets at fair value through other comprehensive revenue and expense.

Loans and receivables comprise cash and cash equivalents, trade and other receivables and loans and deposits.

Cash and cash equivalents comprise cash balances and call deposits with maturity dates of 3 months or less.

Receivables and recoverables have fixed or determinable payments. They arise when the Group provides money, goods or services directly to a debtor, and has no intention of trading the receivable or recoverable.

Loans and deposits include loans to other entities (including subsidiaries and associates), and bank deposits with maturity dates of more than 3 months.

Financial assets in this category are recognised initially at fair value plus transaction costs and subsequently measured at amortised cost using the effective interest rate method. Fair value is estimated as the present value of future cash flows, discounted at the market rate of interest at the reporting date for assets of a similar maturity and credit risk. Receivables and recoverables due in less than 12 months are recognised at their nominal value. A provision for impairment is recognised when there is objective evidence that the asset is impaired. As there are statutory remedies to recover unpaid rates, rates penalties and water meter charges, no provision has been made for impairment in respect of these receivables.

Financial assets at fair value through other comprehensive revenue and expense relate to equity investments that are held by the Council for long-term strategic purposes and therefore are not intended to be sold. Financial assets at fair value through other comprehensive revenue and expense are initially recorded at fair value plus transaction costs. They are subsequently measured at fair value and changes, other than impairment losses, are recognised directly in a reserve within equity. On disposal, the cumulative fair value gain or loss previously recognised directly in other comprehensive revenue and expense is recognised within surplus or deficit.

Financial liabilities

Financial liabilities comprise payables under exchange transactions, taxes, transfers and borrowings. Financial liabilities with duration of more than 12 months are recognised initially at fair value plus transaction costs and subsequently measured at amortised cost using the effective interest rate

method. Amortisation is recognised within surplus or deficit. Financial liabilities with duration of less than 12 months are recognised at their nominal value.

On disposal any gains or losses are recognised within surplus or deficit.

Derivatives

Derivative financial instruments include interest rate swaps used to hedge exposure to interest rate risk on borrowings. Derivatives are initially recognised at fair value, based on quoted market prices, and subsequently re-measured to fair value at the end of each reporting period. Fair value is determined by reference to quoted prices for similar instruments in active markets. Derivatives that do not qualify for hedge accounting are classified as non-hedged and fair value gains or losses are recognised within surplus or deficit.

Recognition of fair value gains or losses on derivatives that qualify for hedge accounting depends on the nature of the item being hedged. Where a derivative is used to hedge variability of cash flows (cash flow hedge), the effective part of any gain or loss is recognised within other comprehensive revenue and expense while the ineffective part is recognised within surplus or deficit. Gains or losses recognised in other comprehensive revenue and expense transfer to surplus or deficit in the same periods as when the hedged item affects the surplus or deficit. Where a derivative is used to hedge variability in the fair value of the Council's fixed rate borrowings (fair value hedge), the gain or loss is recognised within surplus or deficit.

As per the International Swap Dealers' Association (ISDA) master agreements, all swap payments or receipts are settled net.

Investment properties

Investment properties are properties that are held primarily to earn rental revenue or for capital growth or both. These include the Council's ground leases, and certain land and buildings.

Investment properties exclude those properties held for strategic purposes or to provide a social service. This includes properties that generate cash inflows as the rental revenue is incidental to the purpose for holding the property. Such properties include the Council's social housing assets, which are held within operational assets in property, plant and equipment. Borrowing costs incurred during the construction of investment property are not capitalised.

Investment properties are measured initially at cost and subsequently measured at fair value, determined annually by an independent registered valuer. Any gain or loss arising is recognised within surplus or deficit. Investment properties are not depreciated.

Non-current assets classified as held for sale

Non-current assets held for sale are separately classified as their carrying amount will be recovered through a sale transaction rather than through continuing use. A non-current asset is classified as held for sale where:

- the asset is available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such assets
- a plan to sell the asset is in place and an active programme to locate a buyer has been initiated
- the asset is being actively marketed for sale at a price that is reasonable in relation to its current fair value

- the sale is expected to occur within 1 year or beyond 1 year where a delay has occurred that is caused by events beyond the Group's control and there is sufficient evidence the Group remains committed to sell the asset
- actions required to complete the sale indicate it is unlikely that significant changes to the plan will be made or the plan will be withdrawn.

A non-current asset classified as held for sale is recognised at the lower of its carrying amount or fair value less costs to sell. Impairment losses on initial classification are included within surplus or deficit.

Property, plant and equipment

Property, plant and equipment consists of operational assets, restricted assets and infrastructure assets.

Operational assets include land, the landfill post-closure asset, buildings, the Civic Centre complex, the library collection, and plant and equipment.

Restricted assets include art and cultural assets, zoo animals, restricted buildings, parks and reserves and the Town Belt. These assets provide a benefit or service to the community and in most cases cannot be disposed of because of legal or other restrictions.

Infrastructure assets include the roading network, water, waste and drainage reticulation networks, service concession assets and infrastructure land (including land under roads). Each asset type includes all items that are required for the network to function.

Vested assets are those assets where ownership and control is transferred to the Council from a third party (eg infrastructure assets constructed by developers and transferred to the Council on completion of a subdivision). Vested assets are recognised within their respective asset classes as above.

Heritage assets are tangible assets with historical, artistic, scientific, technological, geophysical or environmental qualities that are held and maintained principally for their contribution to knowledge and culture. The Council recognises these assets within these forecast financial statements to the extent their value can be reliably measured.

Recognition

Expenditure is capitalised as property, plant and equipment when it creates a new asset or increases the economic benefits of an existing asset. Costs that do not meet the criteria for capitalisation are expensed.

Measurement

Property, plant and equipment is recognised initially at cost, unless acquired for nil or nominal cost (e.g. vested assets), in which case the asset is recognised at fair value at the date of transfer. The initial cost of property, plant and equipment includes the purchase consideration (or the fair value in the case of vested assets), and those costs that are directly attributable to bringing the asset into the location and condition necessary for its intended purpose. Subsequent expenditure that extends or expands the asset's service potential is capitalised.

Borrowing costs incurred during the construction of property, plant and equipment are not capitalised.

After initial recognition, certain classes of property, plant and equipment are revalued to fair value. Where there is no active market for an asset, fair value is determined by optimised depreciated replacement cost. Specific measurement policies for categories of property, plant and equipment are shown below:

Operational assets

Plant and equipment and the Civic Centre complex are measured at historical cost and not revalued.

Library collections are valued at depreciated replacement cost on a 3 year cycle by the Council's library staff in accordance with guidelines outlined in Valuation Guidance for Cultural and Heritage Assets, published by the Treasury Accounting Team, November 2002.

Land and buildings are valued at fair value on a 3 year cycle by independent registered valuers.

Restricted assets

Art and cultural assets (artworks, sculptures and statues) are valued at historical cost. Zoo animals are stated at estimated replacement cost. All other restricted assets (buildings, parks and reserves and the Town Belt) were valued at fair value as at 30 June 2005 by independent registered valuers. The Council has elected to use the fair value of other restricted assets at 30 June 2005 as the deemed cost of the assets. These assets are no longer revalued. Subsequent additions have been recorded at cost.

Infrastructure assets

Infrastructure assets (the roading network, water, waste and drainage reticulation networks including service concession arrangement assets (waste water treatment plants) are valued at optimised depreciated replacement cost on a regular basis or, whenever the carrying amount differs materially to fair value, by independent registered valuers. Infrastructure valuations are based on current quotes from actual suppliers. As such, they include ancillary costs such as breaking through seal, traffic control and rehabilitation. Between valuations, expenditure on asset improvements is capitalised at cost.

Infrastructure land (excluding land under roads) is valued at fair value on a regular basis or, whenever the carrying amount differs materially to fair value.

Land under roads, which represents the corridor of land directly under and adjacent to the Council's roading network, was valued as at 30 June 2005 at the average value of surrounding adjacent land discounted by 50 percent to reflect its restricted nature. The Council elected to use the fair value of land under roads at 30 June 2005 as the deemed cost of the asset. Land under roads is no longer revalued. Subsequent additions have been recorded at cost.

The service concession arrangement assets consist of the Moa Point, Western (Karori) and Carey's Gulley wastewater treatment plants, which are owned by the Council but operated by Veolia Water under agreement. These assets are included within and valued consistently with waste infrastructure network assets.

The carrying values of revalued property, plant and equipment are reviewed at the end of each reporting period to ensure that those values are not materially different to fair value.

Revaluations

The result of any revaluation of the Council's property, plant and equipment is recognised within other comprehensive revenue and expense and taken to the asset revaluation reserve. Where this results in a debit balance in the reserve for a class of property, plant and equipment, the balance is included in the surplus or deficit. Any subsequent increase on revaluation that offsets a previous decrease in value recognised within surplus or deficit will be recognised firstly, within surplus or deficit up to the amount previously expensed, with any remaining increase recognised within other comprehensive revenue and expense and in the revaluation reserve for that class of property, plant and equipment.

Accumulated depreciation at the revaluation date is eliminated so that the carrying amount after revaluation equals the revalued amount.

While assumptions are used in all revaluations, the most significant of these are in infrastructure. For example where stormwater, wastewater and water supply pipes are underground, the physical deterioration and condition of assets are not visible and must therefore be estimated. Any revaluation risk is minimised by performing a combination of physical inspections and condition modelling assessments.

Impairment

The Council's assets are defined as cash generating if the primary purpose of the asset is to provide a commercial return. Non-cash generating assets are assets other than cash generating assets.

The carrying amounts of cash generating property, plant and equipment assets are reviewed at least annually to determine if there is any indication of impairment. Where an asset's, or class of assets', recoverable amount is less than its carrying amount it will be reported at its recoverable amount and an impairment loss will be recognised. The recoverable amount is the higher of an item's fair value less costs to sell and value in use. Losses resulting from impairment are reported within surplus or deficit, unless the asset is carried at a revalued amount in which case any impairment loss is treated as a revaluation decrease and recorded within other comprehensive revenue and expense.

The carrying amounts of non-cash generating property, plant and equipment assets are reviewed at least annually to determine if there is any indication of impairment. Where an asset's, or class of assets', recoverable service amount is less than its carrying amount it will be reported at its recoverable service amount and an impairment loss will be recognised. The recoverable service amount is the higher of an item's fair value less costs to sell and value in use. A non-cash generating asset's value in use is the present value of the asset's remaining service potential. Losses resulting from impairment are reported within surplus or deficit, unless the asset is carried at a revalued amount in which case any impairment loss is treated as a revaluation decrease and recorded within other comprehensive revenue and expense.

Disposal

Gains and losses arising from the disposal of property, plant and equipment are recognised within surplus or deficit in the period in which the transaction occurs. Any balance attributable to the disposed asset in the asset revaluation reserve is transferred to retained earnings.

Work in progress

The cost of projects within work in progress is transferred to the relevant asset class when the project is completed and then depreciated.

Depreciation

Depreciation is provided on all property, plant and equipment, with certain exceptions. The exceptions are land, restricted assets other than buildings, and assets under construction (work in progress). Depreciation is calculated on a straight-line basis, to allocate the cost or value of the asset (less any assessed residual value) over its estimated useful life. The estimated useful lives and depreciation rate ranges of the major classes of property, plant and equipment are as follows:

Asset Category	2018	
	Useful Life (years)	Amortisation Rate
Land	unlimited	not depreciated
Buildings	2 - 320	0.31 - 50%
Civic Centre Complex	2 - 67	1.49 - 50%
Plant and equipment	1 - 296	0.34 - 100%
Library collection	4 - 11	9.09 - 25%
Restricted assets (excluding buildings)	unlimited	not depreciated
Infrastructure assets:		
Land (including land under roads)	unlimited	not depreciated
Roading	2 - 266	0.38 - 50%
Drainage, waste and water	7 - 402	1.74 - 14.29%

The landfill post closure asset is depreciated over the life of the landfill based on the capacity of the landfill.

Variation in the range of lives for infrastructural assets is due to these assets being managed and depreciated by individual component rather than as a whole asset.

Intangible assets

Intangible assets predominantly comprise computer software and carbon credits. They are recorded at cost less any subsequent amortisation and impairment losses.

Computer software has a finite economic life and amortisation is charged to surplus or deficit on a straight-line basis over the estimated useful life of the asset. Typically, the estimated useful lives and depreciation rate range of these assets are as follows:

Asset Category	2018	
	Useful Life (years)	Amortisation Rate
Computer software	2 - 11	9.09 - 50%

Carbon credits comprise either allocations of emission allowances granted by the Government related to forestry assets or units purchased in the market to cover liabilities associated with landfill operations. Carbon credits are recognised at cost at the date of allocation or purchase.

Gains and losses arising from disposal of intangible assets are recognised within surplus or deficit in the period in which the transaction occurs. Intangible assets are reviewed at least annually to determine if there is any indication of impairment. Where an intangible asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. Losses resulting from impairment are reported within surplus or deficit.

Research and Development

Research costs are expensed as incurred. Development expenditure on individual projects is capitalised and recognised as an asset when it meets the definition and criteria for capitalisation as an asset and it is probable that the Council will receive future economic benefits from the asset. Assets which have finite lives are stated at cost less accumulated amortisation and are amortised on a straight-line basis over their useful lives.

Leases

Operating leases as lessee

Leases where the lessor retains substantially all the risks and rewards of ownership of the leased items are classified as operating leases. Payments made under operating leases are recognised within surplus or deficit on a straight-line basis over the term of the lease. Lease incentives received are recognised within surplus or deficit over the term of the lease as they form an integral part of the total lease payment.

Operating leases as lessor

The Group leases investment properties and a portion of land and buildings. Rental revenue is recognised on a straight-line basis over the lease term

Finance leases

Finance leases transfer to the Group (as lessee) substantially all the risks and rewards of ownership of the leased asset. Initial recognition of a finance lease results in an asset and liability being recognised at amounts equal to the lower of the fair value of the leased property or the present value of the minimum lease payments.

The finance charge is released to surplus or deficit over the lease period and the capitalised values are amortised over the shorter of the lease term and the useful life of the leased item.

Employee benefit liabilities

A provision for employee benefit liabilities (holiday leave, long service leave and retirement gratuities) is recognised as a liability when benefits are earned but not paid.

Holiday leave

Holiday leave includes: annual leave, long service leave, statutory time off in lieu and ordinary time off in lieu. Annual leave is calculated on an actual entitlement basis in accordance with section 21(2) of the Holidays Act 2003.

Retirement gratuities

Retirement gratuities are calculated on an actuarial basis based on the likely future entitlements accruing to employees, after taking into account years of service, years to entitlement, the likelihood that employees will reach the point of entitlement, and other contractual entitlements information.

Other contractual entitlements

Other contractual entitlements include termination benefits, which are recognised within surplus or deficit only when there is a demonstrable commitment to either terminate employment prior to normal retirement date or to provide such benefits as a result of an offer to encourage voluntary redundancy. Termination benefits settled within 12 months are reported at the amount expected to be paid, otherwise they are reported as the present value of the estimated future cash outflows.

Provisions

Provisions are recognised for future liabilities of uncertain timing or amount when there is a present obligation as a result of a past event, it is probable that expenditure will be required to settle the obligation and a reliable estimate of the obligation can be made. Provisions are measured at the expenditure expected to be required to settle the obligation. Liabilities and provisions to be settled beyond 12 months are recorded at their present value.

Landfill post-closure costs

The Council, as operator of the Southern Landfill, has a legal obligation to apply for resource consents when the landfill or landfill stages reach the end of their operating life and are to be closed. These resource consents will set out the closure requirements and the requirements for ongoing maintenance and monitoring services at the landfill site after closure. A provision for post-closure costs is recognised as a liability when the obligation for post-closure arises, which is when each stage of the landfill is commissioned and refuse begins to accumulate.

The provision is measured based on the present value of future cash flows expected to be incurred, taking into account future events including known changes to legal requirements and known improvements in technology. The provision includes all costs associated with landfill post-closure including final cover application and vegetation; incremental drainage control features; completing facilities for leachate collection and monitoring; completing facilities for water quality monitoring; completing facilities for monitoring and recovery of gas.

Amounts provided for landfill post-closure are capitalised to the landfill asset. The capitalised landfill asset is depreciated over the life of the landfill based on the capacity used.

The Council has a 21.5 percent joint venture interest in the Spicer Valley landfill. The Council's provision for landfill post-closure costs includes the Council's proportionate share of the Spicer Valley landfill provision for post-closure costs.

Net assets/equity

Net assets or equity is the community's interest in the Council and Group and is measured as the difference between total assets and total liabilities. Net assets or equity is disaggregated and classified into a number of components to enable clearer identification of the specified uses of equity within the Council and the Group.

The components of net assets or equity are accumulated funds and retained earnings, revaluation reserves, a hedging reserve, a fair value through other comprehensive revenue and expense reserve and restricted funds (special funds, reserve funds, trusts and bequests).

Restricted funds are those reserves that are subject to specific conditions of use, whether under statute or accepted as binding by the Council, and that may not be revised without reference to the Courts or third parties. Transfers from these reserves may be made only for specified purposes or when certain specified conditions are met.

Forecast statement of cash flows

Cash and cash equivalents for the purposes of the cash flow statement comprise bank balances, cash on hand and short-term deposits with a maturity of 3 months or less. The forecast statement of cash flows has been prepared using the direct approach subject to the netting of certain cash flows. Cash flows in respect of investments and borrowings that have been rolled-over under arranged finance facilities have been netted in order to provide more meaningful disclosures.

Operating activities include cash received from all non-financial revenue sources of the Council and the Group and record the cash payments made for the supply of goods and services. Investing activities relate to the acquisition and disposal of assets and investment revenue. Financing activities relate to activities that change the equity and debt capital structure of the Council and Group and financing costs.

Related parties

Related parties arise where one entity has the ability to affect the financial and operating policies of another through the presence of control or significant influence. Related parties include members of the Group and key management personnel. Key management personnel include the Mayor and Councillors as Directors, the Chief Executive and all members of the Executive Leadership Team being key advisors to the Directors and Chief Executive.

The Mayor and Councillors are considered Directors as they occupy the position of a member of the governing body of the Council reporting entity. Directors' remuneration comprises any money, consideration or benefit received or receivable or otherwise made available, directly or indirectly, to a Director during the reporting period. Directors' remuneration does not include reimbursement of authorised work expenses or the provision of work-related equipment such as cellphones and laptops.

Cost allocation

The Council has derived the cost of service for each significant activity (as reported within the Statements of Service Performance). Direct costs are expensed directly to the activity. Indirect costs relate to the overall costs of running the organisation and include staff time, office space and information technology costs. These indirect costs are allocated as overheads across all activities.

Comparatives

To ensure consistency with the current year, certain comparative information has been reclassified where appropriate. This has occurred:

- where classifications have changed between periods
- where the Council has made additional disclosure in the current year, and where a greater degree of disaggregation of prior year amounts and balances is therefore required
- where there has been a change of accounting policy.

Public Benefit Entity Financial Reporting

Standard 42 Forecast Financial Statements (PBE FRS 42)

The Council has complied with PBE FRS 42 in the preparation of these forecast financial statements. In accordance with PBE FRS 42, the following information is provided:

(i) Description of the nature of the entity's current operation and its principal activities

The Council is a territorial local authority, as defined in the Local Government Act 2002. The Council's principal activities are outlined within this annual plan.

(ii) Purpose for which the forecast financial statements are prepared

It is a requirement of the Local Government Act 2002 to present forecast financial statements that span 1 year and include them within the Long-term Plan. This provides an opportunity for ratepayers and residents to review the projected financial results and position of the Council. Forecast financial statements are revised annually to reflect updated assumptions and costs.

(iii) Bases for assumptions, risks and uncertainties

The financial information has been prepared on the basis of best estimate assumptions as the future events which the Council expects to take place. The Council has considered factors that may lead to a material difference between information in the forecast financial statements and actual results. These factors, and the assumptions made in relation to the sources of uncertainty and potential effect, are outlined within this Long-term Plan.

(iv) Cautionary note

The financial information is forecast. Actual results are likely to vary from the information presented, and the variations may be material.

(iv) Other disclosures

These forecast financial statements were adopted as part of the assumptions that form the LTP 2018-28 for issue on 27 June 2018 by Wellington City Council. The Council is responsible for the forecast financial statements presented, including the assumptions underlying forecast financial statements and all other disclosures. The LTP is forecast and as such contains no actual operating results.

Revenue and Financing Policy

Introduction

The Local Government Act 2002 (the Act) requires Councils to adopt a Revenue and Financing Policy that provides detail on the funding of operational and capital expenditure. This policy illustrates which parts of the community contribute to paying for Council's activities.

We have set out our policy under the following headings:

1. Policy statement on the funding of operating expenditure.
2. Policy statement on the funding of capital expenditure.
3. Setting the level of revenue from rates.
4. Council's application of the requirements of the Act.
5. The commercial and residential rating differential and the modifier.
6. Summary of operating revenue funding sources by activity.
7. Individual activity analysis by activity group.

1. Policy Statement on the funding of operational expenditure

Establishing the level of operating revenue required to fund operating expenditure

Operating expenditure pays for the Council's day-to-day operations and services, from collecting rubbish and providing street lighting to maintaining gardens and issuing building consents.

The Council will set its projected operating revenue at a level sufficient to meet the current year's projected operating expenditure, except where the Council resolves that it is financially prudent not to do so.

When setting projected operating revenue at a level that is different from the level of projected operating expenditure the Council will have regard to:

- The estimated expenses of achieving and maintaining the predicted levels of service provision set out in the LTP, including the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life.
- The projected revenue available to fund the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life.
- The equitable allocation of responsibility for funding the provision and maintenance of assets and facilities throughout their useful life.
- The funding and financial policies adopted under section 102 of the Local Government Act 2002.

In accordance with these principles, the Council has determined that the following items will not be funded:

Accounting for fair value changes: Under New Zealand International Financial Reporting Standards (NZIFRS), changes in the fair value of certain assets must be accounted for within the Statement of Financial Performance. In accordance with Section 100 of the Local Government Act 2002, the Council does not consider it financially prudent to fund changes in the fair value of assets or liabilities as these are essentially unrealised accounting adjustments.

Non-funding of depreciation on Council assets: The Council may elect not to fund all or part of the depreciation expenditure on specific assets in those circumstances where it is not financially prudent to do so. In accordance with section 100 of the Local Government Act 2002, the Council considers that it is not financially prudent to fund depreciation in the following circumstances:

- Where the original asset purchase was not funded by borrowings, or the original borrowings have been repaid, and
- Where, on an ongoing basis, the replacement of the asset at the end of its useful life will be funded by a third party, or
- Where the Council has elected not to replace the asset at the end of its useful life.
- Where a third party has a contractual obligation to either maintain the service potential of the asset throughout all or part of its useful life (or to replace the asset at the end of its useful life) and the Council already effectively funds this through operating grants/tariffs payable to the third party.

Non-funding of depreciation on waterfront assets: The Council transitioned the waterfront project 'in-house' during 2014/2015. This acquisition has necessitated a transition toward fully funding the depreciation of waterfront assets by 2024/25. This transition funding links the cost of funding to the benefits received over time.

Options available for funding Council services

The Council uses the following mechanisms to fund operational expenditure requirements:

- **General rates.** General rates are used to fund public goods where it is not possible and/or practical to clearly identify customers or users. This rate is also used where, for reasons of fairness, equity and consideration of the wider community good it is considered that this is the most appropriate way in which to fund an activity.
- **Targeted rates.** This form of rate is used where an activity benefits an easily identifiable group of ratepayers (such as the commercial or residential sectors) and where it is appropriate that only this group be targeted to pay for some or all of a particular service. For example, sewage disposal, water supply and the downtown targeted rate.
- **Fees and charges.** User charges are direct charges to people and/or groups who use certain Council services such as swimming pools. In these instances, an identifiable benefit exists to clearly identifiable people and/or groups and they are required to pay for all or part of the cost of using that service. It is noted that since 2006 Councils have been required to adjust all income and expenditure within their LTP in line with inflation. Where appropriate and with consideration to 'ability to pay' principals, user charges will be increased by the rate of inflation to achieve continued alignment with the funding policy targets.

- **Grants and subsidies.** Grants and subsidies apply to some activities when income from external agencies is received to support that particular activity.
- **Borrowings.** In general Council does not fund operating expenditure by borrowing. The exception is to fund the impacts on ratepayer's intergenerational equity or to fund expenditure over the period which benefits are received, such as weathertightness payments. Any borrowings associated with these expenses will be repaid over time.
- **Other sources of funding.** The Council also funds operating expenditure from other sources, including income from interest, dividends from investments held by the Council, lease income and proceeds from asset sales. Other sources of funding include:

Use of surpluses from previous financial periods

Where the Council has recorded an actual surplus in one financial period it may pass this benefit on to ratepayers in a subsequent financial period. A surplus arises from the recognition of additional income or through savings in expenditure. Council considers that passing this benefit on to ratepayers in future financial periods improves the principle of intergenerational equity, in that any financial benefit is passed on to those ratepayers who shared the rates-funding burden in the financial period that the surplus was generated.

The amount of any surplus carried forward from previous financial periods will be accounted for as an operating deficit in the year the benefit is passed on to ratepayers. A surplus will be available for use in future financial periods if the actual surplus/ (deficit) is improved when compared to the budgeted surplus/ (deficit). In calculating the level of surplus to be carried forward, consideration will be given to the nature of the factors giving rise to the surplus (for example, whether they are cash or non-cash in nature). Generally, only those factors that are cash in nature will be available for use in determining the level of surplus to be carried forward.

The Council will not carry forward surpluses in relation to:

- The sale of assets. Such surpluses shall be used for repayment of borrowings.
- Trust and bequest revenue. Such surpluses shall be applied in accordance with the terms on which they are provided.
- Revenue received for capital purposes. Such surpluses shall be retained to fund the associated capital expenditure.

- Unrealised gains arising from fair value adjustments to assets and liabilities. These gains are unrealised accounting adjustments in the period in which they are recognised.

Funding of expenditure from restricted or special funds

Certain operating and capital expenditure may be funded from restricted or special funds. Restricted and special funds are those reserves within the Council's equity that are subject to special conditions of use, whether under statute or accepted as binding by the Council, and that may not be revised without reference to the courts or a third party.

Transfers may be made only for specified purposes or when specified conditions are met.

The following restricted and special funds are available for use by Council:

- *Self-insurance reserve.* The self-insurance reserve is used to fund any damages or losses that would otherwise be covered by the Council's insurance policies except for the fact that the Council has elected to set an insurance excess at a level greater than the damage or loss suffered. Each financial period the Council will provide, through funding from rates and levies, an amount intended to reimburse estimated damages or losses not otherwise covered by the Council's insurance policies. Actual expenditure incurred as a result of damages or losses where no claim is made under the Council's insurance policies as a result of the level of excess set will be transferred from retained earnings to the self-insurance reserve at the end of the financial period.
- *Trusts and bequests.* The Council is the recipient/holder of a number of trusts and bequests. These funds can only be used for the express purposes for which they were provided to the Council. Each year, the Council may expend money, of an operating or capital nature, from its trusts and bequests in accordance with the specified conditions of those funds. For the avoidance of doubt, the Council does not fund the expenditure from its trusts and bequests from any of the sources of operating revenue.
- *NZTA funding.* Each year the Council receives funding from NZTA as part of the overall replacement and renewal programme for the City's roading infrastructure. The Council recognises the funding as income in accordance with GAAP. As the funding is received for capital purposes, it cannot be used to offset the rates requirement. Therefore the Council shall recognise a surplus equivalent to the amount of NZTA funding for capital purposes, to be applied against funding the depreciation expense that results on completion of the associated asset.
- *Development contributions.* In accordance with the Council's Development Contributions Policy, development contributions are required to fund capital expenditure where development requires the construction of additional assets or increased capacity in network infrastructure, community infrastructure and reserves. Development contributions will result in an operating surplus being generated for the year. This shall flow through to a development reserve within the Council's equity.

- *Other reserves and ring-fenced funds.* Restricted funds also include other reserves, reserve purchase and development reserve, any sub-division development reserve and ring-fenced cumulative surpluses/deficits from City Housing and Marina Operations activities. Subject to meeting any specified conditions associated with these reserves the Council may expend money, of an operating or capital nature, from these reserves.
- *Regional amenities:* Local authorities in the Wellington region operate a regional amenities fund. The fund is a resource for entities that provide regional benefits in the arts, culture and environmental attractions and events sectors. The fund is a partnership between Wellington City Council, Hutt City Council, Upper Hutt City Council, Porirua City Council and Kapiti District Council. The fund ensures that regionally significant entities can be developed or sustained. The source of funds for Wellington City Council's contributions will be drawn in line with the activity rationale outlined in this policy. For example, any contribution to Te Papa from the Council as part of the regional amenities fund would be drawn from the sources outlined in section 4.1.7.

Having established its sources of operating revenue, the Council has determined that operational expenditure will be funded through the following mechanisms:

Operating expenditure Funding mechanism	Approximate proportion of funding for 2018/19
General Rate	36%
Targeted rates	
• Sewerage targeted rate	9%
• Water targeted rate	9%
• Stormwater targeted rate	4%
• Base targeted rate	1%
• Commercial sector targeted rate	1%
• Downtown targeted rate	3%
• Business Improvement District and other minor targeted rates	1%
Total targeted rates	28%
Total fees and charges	22%
Other sources	
• Ground and commercial lease	8%
• Dividends	3%

• Miscellaneous	3%
Total other income	14%
Note: Decisions on the use of other funding sources i.e. use of prior period surpluses, non-funded depreciation, special and other reserves are project-specific are made on an annual basis. In such circumstances, revenue from these sources reduces the level of funding provided through the General Rate.	

2. Policy Statement on the funding of capital expenditure

Capital expenditure represents expenditure on property, plant and equipment. Property, plant and equipment are tangible assets that are held by the Council for use in the provision of its goods and services (for example: bridges, libraries, swimming pools), for rental to others or for administrative purposes, and may include items held for the maintenance or repair of such assets.

Capital expenditure is funded from depreciation, development contributions, capital funding, and restricted funds or through new or extended borrowings as outlined below:

- If the capital expenditure relates to the replacement (renewal) of an existing asset, that expenditure will be funded by depreciation. Funding for depreciation comes from rates. Any surplus depreciation, after paying for the replacement of Council assets, will be used to repay borrowings.
- If the capital expenditure relates to the construction or purchase of a new asset or to the upgrade or increase in service potential of an existing asset, that expenditure will usually be funded from new or extended borrowings. Borrowing is the most cost-effective and equitable way to do this as it spreads the cost of the asset over all the generations who will benefit from it, making it affordable to ratepayers today.
- On projects where on the basis of financial prudence, the Council considers it appropriate to do so, it may impose a targeted rate to repay borrowings on an asset at a faster rate than over the full life of the asset.
- The Council will use capital funding from third parties to fund investment in new or upgraded assets (e.g. funding received from NZTA).
- The funding of capital expenditure from the sale of surplus assets is decided on a case-by-case basis. Funds received from the sale of surplus assets that are not applied to the funding of capital expenditure shall be used to repay borrowings.
- The funding of capital expenditure from restricted or special funds is decided on a case-by-case basis and is subject to the specified purposes and conditions governing the use of those restricted funds.
- If an approved capital expenditure project is not completed by the end of the financial period, the unspent funds may be carried forward to the next financial period to enable the project to be completed.

- The Council has agreed that Development Contributions are to be used as the primary funding tool for capital expenditure resulting from population and employment growth for water, wastewater, stormwater, roads, and reserves. The Council will continue to collect residual RMA based financial contributions on developments consented prior to 2005/06. In some circumstances, funds collected under either the Development Contributions Policy or the Financial Contributions Policy in the District Plan will result in a corresponding decrease in the amount to be funded from new borrowings.

Capital expenditure Funding mechanism	Approximate proportion of funding for 2018/19
Rates funded depreciation	42%
NZTA transport subsidies	10%
External grants	2%
Development contributions	1%
Borrowings	45%

3. Setting the level of revenue from rates

The total level of revenue from rates will be established as the total revenue required to cover all projected operating expenditure after taking into account:

- The projected operating revenue from those sources of other revenue identified above.
- The level of operating surpluses carried forward from previous financial periods and agreed to by Council.
- The level of revenue received for capital purposes is (including development contributions) recognised as income for accounting purposes but required to be made available for the funding of capital expenditure.
- An amount equal to the level of depreciation expenditure on Council assets where the Council considers that it is not financially prudent to pass the funding requirement on to ratepayers.
- An amount equal to the level of reimbursement of the Council's self-insurance reserve.
- An amount equal to the projected level of repayment of borrowings which funded operational expenditure e.g. the settlement of liabilities for weathertightness payments.
- Any other amount that the Council considers not financially prudent to pass (the funding requirement) on to ratepayers.

4. The Council's application of the requirements of the Act

This section shows how the operating expenditure associated with each of the Council's activities are funded through applying the requirements of section 101 (3) of the Local Government Act 2002. Our activity analysis is organised under the following headings:

- **Community outcome.** The Council has four community outcomes:
 - Connected city
 - Dynamic central city
 - People centred city
 - Eco City

We make reference to the community outcome to which each activity relates in our analysis.

- **Activity Area.** The Council's activity areas are consolidated into seven strategic areas in which we provide a service to the community. These are:
 - Governance
 - Environment
 - Economic development
 - Cultural wellbeing
 - Social and recreation
 - Urban development
 - Transport.
- **Activity Group.** The Council's activity groups are those areas in which we provide a service to the community. Our activity analysis starts with a statement of what activity we are assessing, and a brief description of the service provided by the Council.
- **Activity.** A summary of all operating projects that the Council delivers within a particular activity. Any one activity may have more than one operating project which, when combined, provides the total level of service provided by the Council.
- **Who Benefits?** This analysis looks at the benefits that flow from the activity to individuals, identifiable parts of the community and the community as a whole. The Council acknowledges that this analysis is in part subjective, and that it has used some basic principles to assist in its decision making.

- When discussing benefits to the whole community, we are referring to all members, ratepayers and the general public of the city. Benefits to the whole community accrue when individual users cannot be easily identified or cannot be easily excluded from entry (such as the use of the Town Belt and other open spaces), or where the community in general derives benefit from our activities (such as the provision of citizen information and advice). While it is not possible to charge for some activities, it is also not appropriate to charge for certain activities that benefit the community as a whole. In instances such as these, it is considered appropriate that funding is predominantly provided through the general rate.
- Where individuals or an identifiable part of the community can be identified, it is then possible to consider the use of targeted rates or user charges. Obvious examples of this include services such as pools and recreation centres, but also include activities such as our building consent and licensing services and many of our waste management services. In these instances, it is possible to exclude users who do not wish to use and pay for an activity. Those users who choose to pay accrue a particular level of service over and above that available to the community as a whole.
- **Who should pay?** This section of our analysis looks at a variety of factors that may influence our decision-making when establishing a final decision as to who should pay for an activity. Through this analysis it is possible for the nominal funding split derived under the Who Benefits? analysis to be 'modified' based on a consideration of factors including:
 - The period of benefit provided by each activity. For instance, investment in the city's roading and stormwater infrastructure provides a long-term and ongoing benefit to the city, whereas a one-off grant for a particular activity will typically be short-term and temporary in nature.
 - Whether or not there is an identifiable exacerbator who should pay ('polluter pays' principle).
 - The costs and benefits of distinct funding. This includes an assessment of how we fund each individual activity taking into account issues such as transparency and accountability, and the impacts of a chosen funding mechanism. For instance, where a service is deemed to be essential or very important in terms of contributing to the general health and wellbeing of the community, consideration will be given to ensuring that people are not excluded from access to the service because they cannot afford to pay.
 - The overall impact of the funding of the activity on the current and future social, economic, environmental and cultural well-being of the community.

While each of these areas were considered when assessing who should pay, not all were relevant to each activity, while some had more weight than others in relation to a certain activity.

- **Our funding targets.** This provides the final analysis of how we will fund our activities after consideration of the issues outlined under “Who should pay?”

5. The general rates differential

The general rate is split between the base differential rating category and the commercial, industrial and business differential rating category.

Historically, the Council has applied a modifier to alter the rates differential (the rates split) that decides the share of general rate paid by residents (base differential rating category) and by businesses (commercial, industrial and business differential rating category). In setting the level of the differential, the Council has considered the requirements of the Local Government Act and number of factors including:

- The benefits each sector derives
- The ability of ratepayers within each sector to pay
- The historic relationship between various groups of ratepayers and the existing level of the differential
- Ensuring any change to the differential, or rate of any change, does not impact unreasonably on any particular group of ratepayers
- To determine equity and fairness, the entire rating system for Wellington City must be considered and it is not appropriate to focus on the differential only
- The impact on the social, cultural, economic and environmental well-being of the community.

In 2018/19 the Council proposes no change in the rates differential. This means that a commercial, industrial and business differential rating category ratepayer will contribute 2.8 times more to the general rate than a base differential rating category ratepayer for each dollar of rateable property capital value.

6. Summary of operating expenditure funding by activity

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Levy/Other
Governance	Governance, information and engagement	1.1.1 City governance and engagement	0%	0%	100%	100%	0%	0%	0%
		1.1.2 Civic information	5%	0%	95%	95%	0%	0%	0%
		1.1.3 City Archives	10%	0%	90%	90%	0%	0%	0%
	Maori and Mana Whenua partnerships	1.2.1 Maori and Mana Whenua partnerships	0%	0%	100%	100%	0%	0%	0%
Environment	Gardens, beaches and green open spaces	2.1.1 Local parks and open spaces	5%	0%	95%	95%	0%	0%	0%
		2.1.2 Botanical gardens	10%	0%	90%	90%	0%	0%	0%
		2.1.3 Beaches and coast operations	0%	5%	95%	95%	0%	0%	0%
		2.1.4 Roads open spaces	0%	5%	95%	95%	0%	0%	0%
		2.1.5 Town belts	0%	5%	95%	95%	0%	0%	0%
		2.1.6 Community environmental initiatives	0%	0%	100%	100%	0%	0%	0%
		2.1.7 Walkways	0%	0%	100%	100%	0%	0%	0%
		2.1.8 Biodiversity (pest management)	0%	0%	100%	100%	0%	0%	0%
		2.1.9 Waterfront Public Space	5%	5%	90%	90%	0%	0%	0%
	Waste reduction and energy conservation	2.2.1 Waste minimisation, disposal and recycling management	100%	0%	0%	0%	0%	0%	0%
		2.2.2 Closed Landfills Aftercare	0%	0%	100%	100%	0%	0%	0%
		2.2.3 Energy efficiency and conservation	0%	0%	100%	100%	0%	0%	0%
	Water	2.3.1 Water network	0%	0%	100%	0%	60%	40%	0%
		2.3.2 Water collection and treatment	0%	0%	100%	0%	60%	40%	0%
	Wastewater	2.4.1 Sewage collection and disposal network	5%	0%	95%	0%	60%	35%	0%
		2.4.2 Sewage treatment	5%	0%	95%	0%	60%	35%	0%
	Stormwater	2.5.1 Stormwater management	0%	0%	100%	0%	77.5%	22.5%	0%
	Conservation Attractions	2.6.1 Conservation Visitor Attractions	0%	0%	100%	100%	0.0%	0.0%	0%
Economic Development	City promotions and business support	Wellington Regional Economic Development Agency (WREDA) and Venues	0%	0%	100%	20%	0%	30%	50%
		3.1.2 Wellington Convention Centre	0%	0%	100%	60%	0%	0%	40%
		3.1.3 Retail support (free weekend parking)	-	-	-	-	-	-	-
		Wellington Economic Initiatives Development Fund (WEID) and Economic Grants	0%	0%	100%	100%	0%	0%	0%
		3.1.5 Major Projects	0%	0%	100%	100%	0%	0%	0%
		3.1.6 International relations	0%	0%	100%	100%	0%	0%	0%
		3.1.7 Business Improvement Districts	0%	0%	100%	0%	0%	100%	0%
Cultural Wellbeing	Arts and Culture Activities	4.1.1 Galleries and museums (WMT)	0%	0%	100%	75%	0%	0%	25%
		4.1.2 Visitor attractions (Te Papa/Carter Observatory)	0%	0%	100%	30%	0%	0%	70%
		4.1.3 Arts and cultural festivals	0%	10%	90%	90%	0%	0%	0%
		4.1.4 Cultural grants	0%	0%	100%	0%	100%	0%	0%
		4.1.5 Access and support for community arts	0%	10%	90%	90%	0%	0%	0%
		4.1.6 Arts partnerships	0%	25%	75%	75%	0%	0%	0%
		4.1.7 Regional amenities	0%	0%	100%	100%	0%	0%	0%
Social and Recreation	Recreation promotion and support	5.1.1 Swimming Pools	30%	0%	70%	70%	0%	0%	0%
		5.1.2 Sportsfields	20%	0%	80%	80%	0%	0%	0%
		5.1.3 Recreation programmes	5%	0%	95%	95%	0%	0%	0%
		5.1.4 Recreation Centres	25%	0%	75%	75%	0%	0%	0%
		5.1.5 Recreation partnerships	0%	0%	100%	0%	100%	0%	0%
		5.1.6 Playgrounds	0%	0%	100%	100%	0%	0%	0%
		5.1.7 Marinas	100%	0%	0%	0%	0%	0%	0%
		5.1.8 Golf Course	30%	0%	70%	70%	0%	0%	0%
	Community support	5.2.1 Libraries	5%	0%	95%	95%	0%	0%	0%
		5.2.2 Access support (Leisure Card)	0%	0%	100%	100%	0%	0%	0%
		5.2.3 Community advocacy	0%	0%	100%	0%	100%	0%	0%
		5.2.4 Grants (Social and Recreation)	0%	0%	100%	100%	0%	0%	0%
		5.2.5 Housing	100%	0%	0%	0%	0%	0%	0%
	Public health and safety	5.2.6 Community centres and halls	5%	0%	95%	0%	95%	0%	0%
		5.3.1 Burials and cremations	50%	0%	50%	50%	0%	0%	0%
		5.3.2 Public toilets	0%	0%	100%	100%	0%	0%	0%
		5.3.3 Public health regulations	60%	0%	40%	40%	0%	0%	0%
		5.3.4 City safety	0%	0%	100%	100%	0%	0%	0%
		5.3.5 WREMO	5%	0%	95%	95%	0%	0%	0%
		6.1.1 Urban planning and policy	0%	0%	100%	100%	0%	0%	0%
Urban Development	Urban planning, heritage and public spaces development	6.1.2 Waterfront development	0%	0%	100%	100%	0%	0%	0%
		6.1.3 Public spaces and centres development	0%	0%	100%	100%	0%	0%	0%
		6.1.4 Built heritage development	0%	0%	100%	100%	0%	0%	0%
		6.1.5 Housing development	0%	0%	100%	100%	0%	0%	0%
	Building and development control	6.2.1 Building control and facilitation	65%	0%	35%	35%	0%	0%	0%
		6.2.2 Development control and facilitation	50%	0%	50%	50%	0%	0%	0%
		6.2.3 Earthquake risk mitigation - built environment	0%	0%	100%	100%	0%	0%	0%
Transport	Transport	6.2.4 Regulator - Building Control and Facilitation Weatheright Homes	0%	0%	100%	100%	0%	0%	0%
		7.1.1 Transport planning	0%	0%	100%	100%	0%	0%	0%
		7.1.2 Vehicle network	0%	5%	95%	95%	0%	0%	0%
		7.1.3 Cycle network	0%	0%	100%	100%	0%	0%	0%
		7.1.4 Passenger transport network	0%	65%	35%	35%	0%	0%	0%
		7.1.5 Pedestrian network	0%	0%	100%	100%	0%	0%	0%
	Parking	7.1.6 Network-wide control and management	15%	15%	70%	70%	0%	0%	0%
		7.1.7 Road safety	0%	20%	80%	80%	0%	0%	0%
		7.2.1 Parking	100%	0%	0%	0%	0%	0%	0%

7. Individual activity analysis by key achievement area

Governance

Delivering confidence in civic decision-making

One of our key responsibilities is to ensure that decisions about the city are made in ways that are democratic and inclusive. This means making sure residents are kept informed about what we're doing, are able to have their say, and feel confident that their views and votes count.

Operating activities

The funding sources for this area are illustrated in the graph below.

Activity Area	Activity Grouping	Activity	Activity Component Name	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted / Other
Governance	Governance, information and engagement	1.1.1	City governance and engagement	0%	0%	100%	100%	0%	0%	0%
		1.1.2	Civic information	5%	0%	95%	95%	0%	0%	0%
		1.1.3	City Archives	10%	0%	90%	90%	0%	0%	0%
	Maori and Mana Whenua partnerships	1.2.1	Maori and Mana Whenua partnerships	0%	0%	100%	100%	0%	0%	0%

Capital expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity.

Governance capital expenditure projects are funded through a combination of rates funded depreciation and borrowings.

Governance – activity commentary

1.1 Governance, Information and Engagement

Activity 1.1.1: City governance and ENGAGEMENT

This covers our decision-making and accountability processes. It includes managing the local elections every three years, and holding meetings of the Council and its committees. It also includes developing plans and strategies to promote the city's well-being, such as the Annual Plan and Long-term Plan.

Community outcome

This activity contributes to the following community outcome:

- *People-centred city* – this activity enhances trust and confidence in civic decision-making and encourages the community to participate in city governance.

Who benefits?	
Whole community	100%

The whole community benefits from this activity. Policy formulation, consultation and planning are essential Council services. They enable elected members to set policies and manage resources to benefit the whole community. Along with elections, they also allow people to influence the Council. These decision-making and accountability processes enhance residents' well-being by improving the

quality of Council decisions and by giving them a sense of empowerment arising from the fact they can have their voices heard.

Who should pay?	
Whole community	100%

Since this activity benefits the community as a whole, the fairest and most effective way to fund it is from general rates.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 1.1.2: Civic information

This activity provides for the community to easily access Council information and services such as the Council's 24 hour call centre, the city's service centres, and maintenance of the property system. It also includes the cost of the contract for valuation services.

Community outcome

This activity contributes to the following community outcome:

- *People-centred city* - this activity provides information about the city and its services, allows people to use the city's facilities and provides access to information.

Who benefits?	
Whole community	50%
Individuals	50%

The whole community benefits from this activity. Providing information and services to the community and having points of contact where residents can contact us are essential Council services. They enable Council to rapidly respond to information received from the public regarding service problems and other customer feedback.

Individuals may also benefit from access to Council information like valuation and property systems. But these remain core components of the Council's ratings systems and are utilised by the Greater Wellington Regional Council.

Who should pay?	
Individual	5%
Identifiable part of the community	5%
Whole community	90%

The Council receives revenue from the Greater Wellington Regional Council for access to our property and valuation databases. This data sharing arrangement provides cost savings for both organisations.

Although individuals receive significant benefits from this activity and it would be possible to increase user fees, the Council believes the benefit to the community as a whole out-weighs this. For the city to run efficiently it is important there is a constant two-way flow of information and the Council does not wish to limit this with the introduction of further charges. It is therefore appropriate that this activity is mostly funded by the general rate.

Our funding targets: operating expenses	
User charges	5%
Other revenue	0%
Targeted rate	0%
General rate	95%
Total	100%

Activity 1.1.3: City Archives

This activity covers the operations of and community access to the City Archives.

Community outcome

This activity contributes to the following community outcome:

- *People-centred city* – the City Archives is a guardian of Wellington's memory. It preserves and makes available a huge range of primary information about the city's history. This is valuable for historians, genealogists, students and other members of the public. It is also valuable for businesses and property owners.

Who benefits?	
Whole community	50%
Individuals	50%

The whole community benefits from this activity. Maintaining the City Archives collection for posterity and ensuring that it can be easily accessed is an important community service. The City Archives contribute to our understanding of the past and to forging a strong local community – it contributes to our sense of place.

Individuals who choose to use the City Archives can be seen to benefit directly from their access to the collection. The collection is used for private study and for research. Staff support people using the Archives, including assistance with searching and providing reproductions, and promoting the wider use and access of our collections.

Who should pay?	
Whole community	90%
Individuals	10%

Although the individuals that access the collection receive benefits from this activity, the Council believes that preserving aspects of the city's past are of significant benefit to the community as a whole.

Nevertheless it is considered appropriate that individual users should bear a small cost for any staff research and associated copying costs that they may generate.

The user charges for these services are broadly in line with those charged by the Alexander Turnbull Library and Archives New Zealand.

Our funding targets: operating expenses	
User charges	10%
Other revenue	0%
Targeted rate	0%
General rate	90%
Total	100%

1.2 Māori and Mana Whenua Partnerships

Activity 1.2.1: Māori and Mana Whenua Partnerships

The Council recognises and acts on its obligations under the Treaty of Waitangi (Te Tiriti) and its specific responsibilities under the Local Government Act and other legislation. We foster partnerships with Mana Whenua (local Iwi) and consultation relationships with the wider Māori community. The relationship between the Council and Māori is supported by a dedicated directorate which provides us with advice and administrative support on Te Tiriti-based relationships.

Community outcome

This activity contributes to the following community outcome:

- *People-centred City* - this activity promotes inclusiveness, celebrates social and cultural diversity and enables 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.

Who benefits?	
Whole community	50%
Individuals	50%

The benefits of this activity are equally spread between the whole community and the Council's Mana Whenua partners. Mana Whenua partners benefit by having a direct input into Council decisions and therefore the future direction of the city. The community benefits because the partnership leads to better understanding and cooperation between local Māori and the wider community. These benefits contribute to the general cultural, economic, social and environmental wellbeing of the city.

Who should pay?	
Whole community	100%

Māori have a unique relationship with Council as 'tangata whenua' and through their ancestors as a partner to the signing of Te Tiriti. The benefits of the relationship and activity accrue to both Māori and the whole community, and as such it is appropriate for this activity to be funded from general rates.

Our statutory obligations may be the foundations for organisational policy and delivery but on their own they don't adequately emphasise the importance of Te Tiriti, the partnership with Māori and the critical value that his unique relationship can bring to the city both domestically and internationally.

Our funding targets: operating expenses

User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Environment

Protecting and enhancing our natural environment

Under this area of activity we seek to protect and enhance our natural environment. Wellington is a city shaped by nature. From bush-clad hills to sparkling harbour to rugged coastline, the city's unique character derives from the land. As the city grows, the challenge is to preserve this natural beauty and drama. Part of protecting the environment is looking after the city's water supply, rubbish and recycling operations, and sewage and stormwater networks. This is by far our biggest area of operation.

Operating activities

The funding sources for this area are illustrated in the graph below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Levy/Other
Environment	Gardens, beaches and green open spaces	2.1.1 Local parks and open spaces	5%	0%	95%	95%	0%	0%	0%
		2.1.2 Botanical gardens	10%	0%	90%	90%	0%	0%	0%
		2.1.3 Beaches and coast operations	0%	5%	95%	95%	0%	0%	0%
		2.1.4 Roads open spaces	0%	5%	95%	95%	0%	0%	0%
		2.1.5 Town belts	0%	5%	95%	95%	0%	0%	0%
		2.1.6 Community environmental initiatives	0%	0%	100%	100%	0%	0%	0%
		2.1.7 Walkways	0%	0%	100%	100%	0%	0%	0%
		2.1.8 Biodiversity (pest management)	0%	0%	100%	100%	0%	0%	0%
		2.1.9 Waterfront Public Space	5%	5%	90%	90%	0%	0%	0%
	Waste reduction and energy conservation	2.2.1 Waste minimisation, disposal and recycling management	100%	0%	0%	0%	0%	0%	0%
		2.2.2 Closed Landfills Aftercare	0%	0%	100%	100%	0%	0%	0%
		2.2.3 Energy efficiency and conservation	0%	0%	100%	100%	0%	0%	0%
	Water	2.3.1 Water network	0%	0%	100%	0%	60%	40%	0%
		2.3.2 Water collection and treatment	0%	0%	100%	0%	60%	40%	0%
	Wastewater	2.4.1 Sewage collection and disposal network	5%	0%	95%	0%	60%	35%	0%
		2.4.2 Sewage treatment	5%	0%	95%	0%	60%	35%	0%
	Stormwater	2.5.1 Stormwater management	0%	0%	100%	0%	77.5%	22.5%	0%
	Conservation Attractions	2.6.1 Conservation Visitor Attractions	0%	0%	100%	100%	0.0%	0.0%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity.

Environmental capital expenditure projects are funded through a combination of rates funded depreciation, and borrowings.

Environment – activity commentary

2.1 Gardens, Beaches and Green Open Spaces

Activity 2.1.1: Local parks and open spaces

The Council owns and looks after the city's parks and reserves, horticultural plantings and street trees. We aim to provide a high-amenity, safe open space environment that gives people a wide range of recreation opportunities. Our work includes the upkeep of gardens, grass areas, trees, sports pavilions and other buildings on reserve land, park furniture and infrastructure. (For information on sports fields, see activities 5.1.2).

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – local parks and open spaces enhance Wellington's unique 'sense of place', making it a great place to live, work and play.
- *Connected City* - accessible and high quality natural and green environments encourage people to gather together, share activities and connect with each other.
- *Eco-city* - high quality natural and green environments protect and enhance our biodiversity and contribute to off-setting our carbon emissions.

Who benefits?	
Whole community	90%
Individuals	10%

The city's parks and reserves benefit the whole community. They give all residents and visitors access to high-quality open spaces for a wide range of recreation activities, such as walking or mountain biking. This encourages healthy lifestyles. They also make the city's environment greener and more pleasant for all residents, and provide focal points for communities. This not only improves quality of life but also adds to people's sense of pride in the city and makes it an attractive place to live and visit.

While those who choose to use the city's open spaces receive a direct benefit, they cannot be readily identified or excluded from these areas. From time to time our park pavilions are leased to sports and community groups who benefit from their exclusive use.

The provision of parks and reserves brings long-term benefits to the city, which is reflected in the Council's commitment to fund this activity on an ongoing basis.

Who should pay?	
Whole community	95%
Individuals	5%

Since the community as a whole is the main beneficiary from this activity, it should bear most of the costs through general rates. These costs reflect the enhanced social and environmental well-being through the existence of parks and reserves and the opportunity for residents to use them for recreational activities.

The exception is the lease of park pavilions to sports and community groups. In these situations, the group concerned receives an exclusive benefit and therefore should bear a share of the cost. While our analysis suggests these groups receive 10 percent of the benefit, we have decided they should bear only 5 percent of the cost. This is because the Council wants to ensure that the pavilions are not priced out of reach of these groups. We want to see high levels of participation in recreation activities and encourage people to use the city's open spaces, and we believe raising user charges on the parks and pavilions could work against that outcome.

Our funding targets: operating expenses	
User charges	5%
Other revenue	0%
Targeted rate	0%
General rate	95%
Total	100%

Activity 2.1.2: Botanical gardens

Wellington has four botanic gardens: Wellington Botanic Garden, Otari-Wilton's Bush, Bolton Street Cemetery and Truby King Park (Melrose). The Council maintains these gardens with the help of community groups and trusts that provide voluntary guides, fund new development and carry out practical work such as planting.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – botanical gardens enhance Wellington's unique 'sense of place'
- *Connected City* – the botanical gardens encourage people to gather together, share activities and connect with each other.
- *Eco-city* - the botanical gardens enhance our biodiversity and contribute to off-setting our carbon emissions.
- *Dynamic Central City* – Wellington Botanic Garden is accessible within minutes from the central business district, is important for residents' quality of life, and attracts visitors.

Who benefits?	
Whole community	90%
Individuals	10%

The city's four botanic gardens benefit the whole community. They are of international quality, providing residents and visitors with access to open spaces for recreation and relaxation, as well as opportunities to learn. They play a valuable conservation role, preserving native and exotic plants. By attracting visitors to Wellington they help its economy, and by making the city's environment more pleasant for all residents they improve quality of life and add to people's sense of pride in the city.

While those who choose to use the gardens receive the most direct benefit, in most instances these people cannot be identified and nor can they be excluded from these areas.

The gardens do provide a few services which exclusively benefit individual people or organisations. These include:

- the retail shop and cafe at the Begonia House in the Botanic Garden
- function rooms/facilities at Begonia House, Treehouse and Otari-Wilton's Bush
- sale of plants at the Otari-Wilton's Bush annual open day
- lease of a house at Truby King Park to Conservation Volunteers and lease of 2 other properties to private tenants (non-profit organisations)
- provision of memorial seats in the botanic gardens.

The gardens also provide educational seminars and programmes which have some private benefit. The newly established Discovery Garden opened in 2017. It is a living classroom, and its role is to provide environmental and botanical awareness for visitors and residents with a strong focus on children. However, as these programmes help people learn about the environment, the Council believes the principal benefit is to the community as a whole.

The provision of the botanic gardens brings long-term benefits to the city, which is reflected in the Council's commitment to fund them on an ongoing basis.

Who should pay?	
Whole community	90%
Individuals	10%

Since the principal benefits of the city's botanic gardens are to the community as a whole, it is appropriate for general ratepayers to bear the majority of costs. The Council views the gardens as public amenities and is committed to maintaining free public access.

These costs are offset by some income-generating activities (as above). These are generally commercial activities; the beneficiaries include souvenir hunters, tourists and groups renting function rooms and education institutes. It is appropriate that these activities are carried out on a user-pays basis.

Our funding targets: operating expenses	
User charges	10%
Other revenue	0%
Targeted rate	0%
General rate	90%
Total	100%

Activity 2.1.3: Beaches and coast operations

A well maintained coast, with strong natural values and secure structures, is important for public safety and enjoyment. The Council is responsible for the upkeep of many of the city's wharves, breakwaters, jetties and public boat ramps, as well as the Carter Fountain in Oriental Bay.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – Wellington's beaches and coastal areas provide high quality natural environments for leisure and recreation.

Who benefits?	
Whole community	100%

Wellington's coastline is a distinct part of the city's identity. By ensuring people have safe access to the coast, the Council is increasing the range of recreation opportunities available to people and encouraging healthy lifestyles, as well as protecting public safety. By beautifying the coast and protecting it from erosion, the Council is enhancing the city's environment, improving quality of life and adding to people's sense of the city as an attractive place to live.

While those who use the city's wharves, jetties and breakwaters receive a direct benefit, in most instances these people cannot be identified. Nor can they be excluded from using the coast. The one exception is boat ramps, which directly benefits an identifiable part of the community: recreational boat users. However, the Council regards these facilities as part of its provision of safe, secure access to the coast and encouraging outdoor recreation.

The Council's work on the city's beaches and coastline brings long-term benefits to the city, which is reflected in the Council's commitment to fund this activity on an ongoing basis.

Who should pay?	
Whole community	100%

Since the whole community benefits from this activity, it is appropriately funded through general rates.

This activity also derives modest rents from club houses on or adjacent to beaches and that revenue is reflected here.

Our funding targets: operating expenses	
User charges	0%
Other revenue	5%
Targeted rate	0%
General rate	95%
Total	100%

Activity 2.1.4: Roads open spaces

Roads that are clean and have clear edges help to make the city attractive and safe. We look after the city's roadside plants, removing or pruning hazardous or overgrown vegetation, spraying weeds and supplying free plants to residents to plant on road reserves. We also clean city and residential streets, empty rubbish bins in the central city and remove spills and litter.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – our road network safely and efficiently accommodates more than 40,000 people driving around the city each day, for work and recreation. Our pedestrian and cycle networks deliver the same outcomes for more than 25,000 walking and cycling commuters each day.

Who benefits?	
Whole community	100%

Management of roadside vegetation reduces hazards and makes the road corridor safe and accessible for vehicles and pedestrians. It improves sight lines for drivers, maintains clearance from overhead utilities and prevents growth from blocking natural run off channels or damaging structures such as retaining walls.

This work benefits anyone who lives in or moves around the city by ensuring that footpaths, roadside verges and open spaces are safe and attractive. It helps to maintain the city's environment and residents' safety, health and enjoyment of their surroundings.

Who should pay?	
Whole community	95%
Identifiable part of the community	5%

Because the community as a whole benefits, the fairest approach is to fund costs in this activity from general rates.

However, a small percentage of our costs are actually funded by the New Zealand Transport Agency (NZTA) through National Land Transport Fund (NLTF) subsidies, which pass on funding from fuel taxes gathered by Central Government. The amount subsidised by NZTA varies from year to year depending on the work programme (which affects eligibility for subsidy) and the amount of funding that NZTA has made available for qualifying activities. This income is leveraged to reduce the rates funding requirement for the roads open spaces activity.

Our funding targets: operating expenses	
User charges	0%
Other revenue	5%

Our funding targets: operating expenses	
Targeted rate	0%
General rate	95%
Total	100%

Activity 2.1.5: Town belts

Wellington's Town Belt, Outer Green Belt and reserves offer fantastic recreation venues for the public, but they need a lot of care. The Council manages the Town Belt, the Outer Green Belt and other reserves to ensure they are maintained to high standards. This includes custodial duties, operational planning and implementation, hazardous tree management, leases and licenses and reserve upgrade projects.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – a high quality natural environment enhances the city's unique 'sense of place' and provides attractive, safe and accessible opportunities for leisure and recreation.
- *Eco-city* - the Town Belt enhances our biodiversity and contributes to off-setting our carbon emissions.

Who benefits?	
Whole community	100%

The Town Belt and Outer Green Belt benefit the whole community. They give all residents and visitors access to high-quality open spaces for recreation activities, encouraging healthy lifestyles. They also make the city's environment greener and more pleasant for all residents, and provide focal points for communities. This not only improves quality of life but also adds to people's sense of pride in the city and makes it an attractive place to live, play and visit.

While those who choose to use the Town Belt and Outer Green Belt receive a direct benefit, in most instances these people cannot be practically identified and nor can they be excluded from these areas.

The provision of the Town Belt and Outer Green Belt brings long-term benefits to the city, which is reflected in the Council's commitment to fund this activity on an ongoing basis.

Who should pay?	
Whole community	100%

Since the community as a whole benefits from the provision of the Town Belt and Outer Green Belt, it should bear the costs through general rates. These costs reflect the enhanced social and environmental well-being through the existence of these open space areas and the opportunity for residents to use them for recreational activities.

Through this activity we receive modest revenue from the rental we charge for leasing buildings, ground leases, or licenses on reserve land.

Our funding targets: operating expenses	
User charges	0%
Other revenue	5%
Targeted rate	0%
General rate	95%
Total	100%

Activity 2.1.6: Community environmental initiatives

This activity covers initiatives that directly support the community's engagement in advancing environmental well-being. The Council provides grants for projects that promote environmental sustainability or greater understanding of environmental issues. It also provides for training and capacity building of volunteers working on environmental projects throughout the City and environmental research and monitoring.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – community environmental initiatives improve the quality of our natural environment, making the city a better place to live, work and play.
- *Connected City* – by supporting community environmental initiatives we support bringing people together and encouraging community spirit.
- *Eco-city* – community environmental initiatives raise awareness of environmental issues and improve environmental outcomes.

Who benefits?	
Whole community	100%

This activity benefits the community as a whole. While individuals or groups can apply for the grants, the work they fund helps enhance the environment and provides educational benefits for all city residents.

The activity has long-term benefits, as the projects it funds are aimed at ensuring future generations can enjoy a cleaner and more pleasant environment.

This work contributes directly to the Council's long term goal of pursuing a collaborative, participatory approach towards environmental kaitiakitanga (guardianship), by sharing information within the community and establishing partnerships to achieve environmental goals.

Who should pay?	
Whole community	100%

Since this activity benefits the community as a whole, the fairest and most effective way to fund it is from general rates.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 2.1.7: Walkways

The Council encourages public use of the Town Belt and reserves, and recognises that tracks are important for people's access to and enjoyment of the city's bush and open spaces. Tracks also contribute to the integration of active transport modes throughout the city. We currently maintain over 300km of track.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – walkways allow residents to explore Wellington's beautiful natural environment improving the quality of life of the city's residents
- *Connected City* – walkways provide attractive, safe and accessible opportunities for leisure and recreation, connecting people with each other and the environment.

Who benefits?	
Whole community	100%

The whole community benefits from the Council's provision of walkways. The walkways give all residents and visitors access to the Town Belt and reserves, encouraging them to enjoy the city's bush and lead healthy lifestyles. They also provide key linkages to transport modes throughout the city.

While those who choose to use the walkways receive a direct benefit, in most instances these people cannot be practically identified and nor can they be excluded from these areas.

The provision of walkways brings long-term benefits to the city, which is reflected in the Council's commitment to fund this activity on an ongoing basis.

Who should pay?	
Whole community	100%

Since the community as a whole benefits from the provision of the walkways, it should bear the costs through general rates. These costs reflect the enhanced social and environmental well-being through the existence of the walkways and the opportunity for residents to use them.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 2.1.8: Biodiversity (pest management)

The Council runs programmes to control and manage pest animals and weeds on the 4,000 plus hectares of open space land we own and manage. Our programmes align with the Central Government Predator Free 2050, an ambitious goal to rid New Zealand of the most damaging introduced predators that threaten our nation's natural taonga, our economy and primary sector.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – protecting biodiversity improves the quality of our natural environment, making the city a better place to live, work and play.
- *Eco-city* – pest management is important for biodiversity and protects native fauna and flora.

Who benefits?	
Whole community	100%

This activity benefits the whole community by helping ensure the city's open space land is safe and pleasant to use. While there are direct benefits to those who choose to use the city's open spaces, these people cannot easily be identified or excluded from using those areas. There may also be benefits to certain communities within the city – for example, a programme to eradicate pest animals from a particular suburb – but, in general, the benefits of this activity are to the community as a whole.

This activity has long-term benefits. For example, eliminating a pest from an area means future generations are less likely to have to deal with the problems that pests cause. The work aids the health of the environment by protecting and restoring land, water-based ecosystems to sustain their natural processes, and to provide habitats for a range of indigenous and non-indigenous plants and animals.

The long-term nature of these benefits is reflected in the Council's decision to fund this activity on an ongoing basis.

Who should pay?	
Whole community	100%

This activity benefits the community as a whole. Therefore, the fairest and most effective way of funding it is from general rates.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 2.1.9: WATERFRONT PUBLIC SPACE

This activity relates to the management and maintenance of the public space on the Wellington Waterfront, and includes the operation and maintenance of a wide range of assets which includes wharves, seawalls, bridges, parks, promenades, laneways and lighting.

Community outcome

This activity contributes towards the following outcomes:

- *Dynamic Central City* – the waterfront is readily accessible and is a very important area of the central city. An attractive, clean and safe waterfront will undoubtedly contribute to a dynamic centre, is important for resident's quality of life and attracts visitors to Wellington.
- *People Centred City* – a clean inner harbour and waterfront area enhance Wellington's unique 'sense of place', making it a great place to live.

Who benefits?	
Whole community	80%
Individuals/Users	20%

The city's waterfront area benefits the whole community. Access to the waterfront and the open spaces near the harbour is generally unrestricted and available to all – residents and visitors alike. A clean and vibrant waterfront area encourages healthy lifestyles and makes the city's environment more pleasant for all residents. This not only improves quality of life but also adds to people's sense of pride in the city and makes it an attractive place to live and visit.

An activity that occurs on the waterfront that provides direct identifiable benefit is the weekly Underground Market and Harbourside Market. This activity does provide a private benefit and the user is charged directly.

The provision of public spaces on the waterfront brings long-term benefits to the city, which is reflected in the Council's commitment to fund this activity on an ongoing basis.

Who should pay?	
Whole community	90%
Individuals	10%

With the exception of the provision of market stalls, the community as a whole is the main beneficiary from this activity, it is appropriate for general ratepayers to bear the majority of the costs.

Our funding targets: operating expenses	
User charges	5%
Other revenue	5%
Targeted rate	0%
General rate	90%
Total	100%

2.2 Waste Reduction and Energy Conservation

Activity 2.2.1: Waste minimisation, disposal and recycling MANAGEMENT

The Council operates the Southern Landfill. As well as the day-to-day management of the landfills, we are involved in landscaping, erosion control, resource consent compliance and water quality monitoring. The Council also collects refuse and household hazardous waste which is sent for safe disposal. This ensures hazardous wastes such as oils and solvents do not contaminate the landfills.

We encourage recycling by providing most residents with recycling bins and bags for weekly kerbside collection.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - 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.

Who benefits?	
Whole community	10%
Individuals/Users	90%

People using the landfills receive the main benefit from this activity, as they are able to dispose of their waste in a safe and efficient manner that also ensures the harm to the environment is kept to a minimum.

There are also benefits to the whole community. Without the landfills, people would have nowhere safe to dispose of their waste. That would clearly pose a major hazard to public health and harm the city's environment.

In 2003 the Council adopted the Life Cycle Costing Model for Landfills. This model is designed to deliver a full cost recovery system over a landfill's life.

Also the direct beneficiaries of this work are the householders who have recyclable goods collected or who use our recycling stations. These people are able to dispose of their recyclable and reusable waste in a safe, efficient and environmentally-friendly manner.

The whole community receives the environmental benefits from having less waste deposited in landfills.

Who should pay?	
User	100%

Though the benefits of this activity are split between the community and individuals, the Council believes it is appropriate for users of the city's landfills to bear the costs. The Council believes it is appropriate to take a "polluter pays" approach to its solid waste operations, meaning landfill fees should be set at levels that discourage waste. This approach is justified by the significant benefits to the city's environment from reducing the amount of waste dumped in landfills.

The Council has adopted a Life Cycle Costing Model for Landfills. This model is designed to deliver a full cost recovery system over a landfill's life.

The Council also receives a small amount of income from the sale of recycling bins.

Our funding targets: operating expenses	
User charges	100%
Other revenue	0%
Targeted rate	0%
General rate	0%
Total	100%

Activity 2.2.2: Closed landfills Aftercare

We provide aftercare of our closed land fill sites.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – the majority of closed landfills are green open spaces enjoyed by local communities for leisure and recreation. Looking after these sites provides a valuable community asset for community enjoyment.

Who benefits?	
Whole community	100%

This activity benefits the whole community. Without the safe management of the closed landfills, it would potentially pose a major hazard to public health and harm the city's environment.

The whole community receives the environmental benefits from having close and safe management of the cities closed landfills

Who should pay?	
Whole community	100%

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 2.2.3: Energy Efficiency and Conservation

One of the Council's long term aims is for it and Wellington to be more sustainable – as reflected in our strategies like Wellington Towards 2040: Smart Capital, Wellington Resilience Strategy, and Low Carbon Capital. This means that Wellington will reduce its environmental impact by making efficient use of energy, water, land and other resources; shifting towards renewable energy resources; conserving resources; and minimising waste. Our immediate focus is on three pillars of activity – Greening Wellington's growth, Changing the way we move, and Leading by example. Each of these areas contributes to making either the Council itself or the whole community more sustainable.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - developing funding partnerships with key stakeholders to improve the resilience, sustainability and the quality of life of Wellington residents. Facilitating home energy evaluations through our Home Energy Saver programme to meet people where they are – at home – is a core part of supporting people to make sustainable decisions.

- *Eco-city* - a focus on energy efficiency and fuel switching for the city's households and business will reduce costs and reduce its greenhouse gas emissions. Developing partnerships to deliver on the varied outcomes of the Resilience Strategy and Low Carbon Capital – including electric vehicle charging, car sharing and renewable energy will be crucial for the Council's Eco-City aspirations.
- *Dynamic Central City* - facilitating construction of Green Star-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.

Who benefits?	
Whole community	100%

The whole community benefits from the Council's commitment to and promotion of sustainability. By definition the work is of benefit to current and future generations. By reducing environmental impacts and making more efficient use of existing resources more opportunities will be open to the whole community in the future.

Who should pay?	
Whole community	100%

Since the community as a whole benefits from this activity, it is considered appropriate that it be funded from the general rate.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

2.3 Water

Activity 2.3.1: Water network

The Council owns a water network of over 80 reservoirs, 30 pumping stations, more than 7,000 hydrants and about 900 odd kilometres of underground pipes. We maintain this network to ensure Wellingtonians have high-quality drinking water available at all times. Our work includes monitoring water quality to ensure it meets the required standards, and cleaning reservoirs and pipes.

Community outcome

This activity contributes towards the following outcomes:

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

Who benefits?	
Whole community	25%
Identifiable parts of the community	75%

Water supply is a fundamental Council service. Residents need clean drinking water, as well as water for washing. Water is also vital for industry and commerce. The benefits to commercial users are entirely private and exclusive. The benefits to individual people are mainly private, but there are also significant benefits to the community as a whole in terms of public health and safety, and economic well-being.

Who should pay?	
Identifiable parts of the community:	
Base (residential) sector	60%
Commercial sector	40%

While it is recognised that there is a whole community benefit from the provision of the water supply activity, this, along with the benefit received by individuals is best reflected through a targeted rate imposed on those properties connected to the public water supply.

The division of costs between the two sectors is based on a water consumption split, modified on the basis of the additional maintenance and service response required in the commercial sector, to a 60% residential 40% commercial split.

The 60% residential share is funded through a targeted rate. The majority of properties (those that do not have a water meter) are charged a fixed amount, to reflect the fixed cost component of funding these activities, with the balance of the sector share funded through a rate per dollar of capital value. Those properties that have elected to have a water meter contribute to the targeted rate through a consumption charge.

The 40% of costs funded through the Commercial sector is drawn from a targeted rate primarily through a consumption charge per cubic metre of water consumed. The balance of commercial properties without a water meter, pay their share of the targeted rate through a rate per dollar of capital value.

Our funding targets: operating expenses

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Residential 60%, Commercial 40%)	100%
General rate	0%
Total	100%

Activity 2.3.2: Water collection and treatment

We buy water for the city in bulk from the Greater Wellington Regional Council. The regional council treats the water at four sites in the Hutt Valley – Te Marua, Waterloo, Gear Island and Wainuiomata – to ensure it meets New Zealand drinking water standards. We pay based on how much water the city uses. Some of our costs are recovered from customers with water meters, while the rest is covered by water rates. Responsibility for water supply is vested in the Council under the Local Government Act.

Community outcome

This activity contributes towards the following outcomes:

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

Who benefits?	
Whole community	25%
Identifiable parts of the community	75%

Water supply is a fundamental Council service. Residents need clean drinking water, as well as water for washing. Water is also vital for industry and commerce. Though water supply is essential in a modern city, the benefits are largely private.

There is also some benefit to the community as a whole from the Council's provision of clean, drinkable water. This includes public health benefits, provision of water for fire-fighting, and the benefits of a reliable water supply for the economy.

Who should pay?	
Identifiable parts of the community:	
Base (residential) sector	60%
Commercial sector	40%

While it is recognised that there is a whole community benefit from the provision of the water supply activity, this, along with the benefit received by individuals is best reflected through a targeted rate imposed on those properties connected to the public water supply.

The division of costs between the two sectors is based on a water consumption split, modified on the basis of the additional maintenance and service response required in the commercial sector, to a 60% residential 40% commercial split.

The 60% residential share is funded through a targeted rate. The majority of properties (those that do not have a water meter) are charged a fixed charge, to reflect the fixed cost component of funding these activities, with the balance of the sector share funded through a rate per dollar of capital value. Those properties that have elected to have a water meter contribute to the targeted rate through a consumption charge.

The 40% of costs for activities funded through the Commercial sector is drawn from a targeted rate primarily through a consumption charge of per cubic metre of water consumed and an administration fee. The balance of commercial properties without a water meter, pay their share of the targeted rate through a rate per dollar of capital value.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Residential 60%, Commercial 40%)	100%
General rate	0%
Total	100%

2.4 Wastewater

Activity 2.4.1: Sewage collection AND disposal network

The Council is responsible for more than 1,000 kilometres of sewer pipes and tunnels, of which almost half are over 50 years old. The sewage network also includes 62 pumping stations which need regular maintenance and ultimately replacement once they have come to the end of their economic life.

Community outcome

This activity contributes towards the following 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 that will function effectively and not cause disruptions to inner city living and business activities is a core component of every successful city in the 21st Century.

Who benefits?	
Whole community	20%
Identifiable parts of the community	80%

The sewage network mainly benefits individuals by providing for the safe, sanitary removal of sewage waste from their homes and businesses, and ensuring that waste is treated and disposed of in ways that do not harm the environment. Though these benefits are private they are not exclusive – all homes and businesses use the system, and it would have to exist for public good reasons regardless of the individual benefits.

The sewage system benefits the whole community by protecting public health and the overall state of the environment. The system is a fundamental part of the city's infrastructure. Without it Wellington could not operate as a modern efficient city.

Who should pay?	
Identifiable parts of the community:	
Base (residential) sector	60%
Commercial sector	35%
User charges	5%

While it is recognised that there is a whole community benefit from this activity, this, along with the benefit received by individuals is best reflected through a targeted rate imposed on those properties with sewer connections.

The division of costs between the two sectors is based on a 'water in, water out' concept. As a result the sector split for this targeted rate is the same as for water supply. The cost of network installation and maintenance in the commercial area is more expensive due to its size, pressures, standards and service levels. This is reflected in the 60%/40% split.

The 60% residential share is collected through a targeted rate. This rate incorporates a fixed charge, with the balance of the sector share funded through a rate per dollar of capital value.

The 40% commercial sector share is collected through a targeted rate based on a rate per dollar of capital value (35%) and trade waste charges (5%).

Our funding targets: operating expenses	
User charges	5%
Other revenue	0%
Targeted rate (Residential 60%, Commercial 35%)	95%
General rate	0%
Total	100%

Activity 2.4.2: Sewage treatment

Sewage is treated at three plants: Moa Point, Karori, and Porirua. The waste treatment plants at Moa Point and Karori are financed by the Council and operated by Veolia. Sewage from Wellington's northern suburbs is transferred to the Porirua plant, in which the Council has a 27.6% stake. Once sewage is treated at Moa Point and Karori, waste water is piped into the Cook Strait and the sludge is taken to the Southern Landfill.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - a safe and reliable wastewater network and treatment facility provides protection against public health risks.
- *Eco-city* - a safe and reliable wastewater network and treatment facility provides protection against environmental harm.
- *Dynamic Central City* - a safe, reliable and well maintained wastewater network and appropriate treatment of waste is a core component of every successful city in the 21st Century.

Who benefits?	
Whole community	20%
Identifiable parts of the community	80%

The sewage treatment system mainly benefits individuals by ensuring the waste removed from their homes and businesses is disposed of in ways that do not harm the environment. Though these benefits are private they are not exclusive – all homes and businesses use the sewerage system, and sewage would have to be treated for public good reasons regardless of the individual benefits.

The sewage treatment system benefits the whole community by protecting public health and the overall state of the environment. The system is a fundamental part of the city's infrastructure. Without it, Wellington could not operate as a modern, efficient city.

Who should pay?	
Identifiable parts of the community:	
Base (residential) sector	60%
Commercial sector	35%
User	5%

While it is recognised that there is a whole community benefit from the provision of this activity, this, along with the benefit received by individuals is best reflected through a targeted rate imposed on those properties with sewer connections.

The division of costs between the two sectors is based on a 'water in, water out' concept. As a result the sector split for this targeted rate is the same as for water supply. The cost of network installation and maintenance in the commercial area is more expensive due to its size, pressures, standards and service levels. This is reflected in the 60%/40% split.

The 60% residential share is collected through a targeted rate. This rate incorporates a fixed amount per property, with the balance of the sector share funded through a rate per dollar of capital value.

The 40% commercial sector share is collected through a targeted rate based on a rate per dollar of capital value (35%) and trade waste charges (5%).

Our funding targets: operating expenses

Our funding targets: operating expenses	
User charges	5%
Other revenue	0%
Targeted rate (Residential 60%, Commercial 35%)	95%
General rate	0%
Total	100%

2.5 Stormwater

Activity 2.5.1: Stormwater management

Each year, Wellington's stormwater network carries around 80 million cubic metres of runoff from gutters and drains to the harbour and city streams. This drainage network helps protect the city from flooding. This network is made up of over 600 kilometres of stormwater pipes and tunnels.

Because stormwater is discharged into the city's streams, harbour and coastal waters, it needs to be as clean as possible. Stormwater can be contaminated by sewage leaking from sewerage pipes, runoff from roads, and by waste such as oil, paint and litter being tipped or washing into drains. The Council has resource consents from the Greater Wellington Regional Council for our stormwater discharges, and we are required to meet the standards set out in these consents. While we do not treat stormwater runoff, we monitor stormwater quality at more than 80 sites, to ensure it meets the required standards.

Community outcome

This activity contributes towards the following 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.

Who benefits?	
Whole community	50%
Identifiable parts of the community	50%

The stormwater system provides significant benefits to individual property owners by protecting their property from flooding. Though these benefits are private, they are not exclusive – all homes and businesses benefit, and the network would have to exist for public good reasons regardless of the individual benefits.

The stormwater system benefits the whole community, both by protecting public property and by protecting public health and safety. The system is a fundamental part of the city's infrastructure. Without it, Wellington could not operate as a modern, efficient city, and both economic and social well-being would suffer.

Who should pay?	
Identifiable parts of the community:	
Residential (urban) sector	77.5%
Commercial sector	22.5%

While it is recognised that there is a whole community benefit from this activity, this, along with the benefit received by individuals is best reflected through a targeted rate imposed on the residential (urban) sector and the commercial sector.

Some stormwater runoff may be the direct result of new developments or other land works, or individual actions such as people tipping paint down drains. In these cases, there is a clear "polluter pays" argument for the people or businesses responsible to meet some of the costs. However, identifying those responsible and assessing the costs are difficult.

The Council has decided to exclude rural areas from paying for this activity as this service is not provided to them and as a result they receive no individual benefit. It is therefore appropriate to fund this activity from targeted rates, excluding the rural sector.

The 77.5% residential share is collected through a targeted rate. This rate is funded through a rate per dollar of capital value.

The 22.5% commercial sector share is collected through a targeted rate based on a rate per dollar of capital value.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Residential 77.5%, Commercial 22.5%)	100%
General rate	0%
Total	100%

2.6 Conservation Attractions

Activity 2.6.1: Conservation visitor attractions

The Council funds the Wellington Zoo Trust and the Karori Sanctuary Trust. While each of these organisations has specific goals and approaches to conservation and education they provide attractions for residents and visitors.

Community outcome

This activity contributes towards the following 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.

Who benefits?	
Whole community	40%
Individuals	40%
Identifiable part of the community	20%

These facilities benefit the individuals that choose to attend by providing them with a high-quality recreational and educational experience. These benefits are private and exclusive.

These facilities provide significant benefits to the whole community. They play a major conservation role by protecting endangered species and educating the public about conservation and biodiversity issues.

These facilities also attract tourists to the city, contributing to the local economy.

Who should pay?	
Whole community	100%

Each of these trusts operates separately from the Council. User charges take the form of entry fees to visit these facilities, which account for about a significant proportion of their income and reflect the private benefits to people who visit these facilities. These user charges do not appear in the Council's books.

The Council's contribution to these facilities reflects the benefits to the community as a whole. For this reason, it is appropriate for the Council's contribution to be funded from general rates.

These facilities contribute to the Council's long term goal that the city's high quality natural environment will attract visitors, residents and visitors.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Economic Development

Growing the regional economy for a prosperous community

The Economic Development Activity is about achieving long-term and sustainable growth in Gross Domestic Product per capita. With a dynamic growing economy, Wellington is able to offer residents prosperity and an outstanding quality of life. Our economic activities include funding tourism promotions and visitor attractions, support for the regional economic development agency, and maintaining relationships with other agencies to foster economic growth.

Operating activities

The funding sources for this area are illustrated in the following table.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Levy/Other
Economic Development	City promotions and business support	Wellington Regional Economic Development Agency (WREDA) and Venues	0%	0%	100%	20%	0%	30%	50%
		3.1.1 Wellington Convention Centre	0%	0%	100%	60%	0%	0%	40%
		3.1.2 Retail support (free weekend parking)	-	-	-	-	-	-	-
		Wellington Economic Initiatives Development Fund (WEID) and Economic Grants	0%	0%	100%	100%	0%	0%	0%
		3.1.4 Major Projects	0%	0%	100%	100%	0%	0%	0%
		3.1.5 International relations	0%	0%	100%	100%	0%	0%	0%
		3.1.6 Business Improvement Districts	0%	0%	100%	0%	0%	100%	0%
		3.1.7							

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity.

Economic development capital expenditure projects generally relate to renewals and are funded through rates funded depreciation and borrowings.

Economic development – activity funding commentary

3.1 City Promotions and Business Support

Activity 3.1.1: WELLINGTON REGIONAL ECONOMIC DEVELOPMENT AGENCY (WREDA) AND VENUES

This activity covers the Council's funding of the Wellington Regional Economic Development Agency (WREDA), the costs of owning and maintaining a number of venue buildings and managing the use of the venues and innovation activities.

WREDA combines the economic development activities of Wellington City Council and the Greater Wellington Regional Council into one organisation.

The aim of a single development agency is to unlock the region's economic potential by providing:

- Clear strategic focus
- Strong economic leadership that prioritises business success
- One voice when dealing with government, businesses, investors and research providers
- Effective use of resources and talent, and leverage of scale

The Council's funding will be used to support its activities in the following areas:

- Major events – attract and support major events that bring visitors and extra spending to the city.
- Tourism – to promote and market the city to visitors
- Sector support to attract business, talent and investment to the Wellington region and accelerate economic growth.
- Maintain the portfolio of civic buildings (the Michael Fowler Centre, TSB Arena, St James Centre, and the Opera House) to support the Venues operations in providing a full calendar of entertainment and business events.
- Provision of CBD free Wi-Fi, a 'point of difference' for visitors to the city and user experience through free public access Wi-Fi network.

Also included in this activity is the expenditure and revenues of promoting and operating the venues (which WREDA undertakes on behalf of Council). This specific activity operates without direct Council funding.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - promotion of the city as an attractive place to live and do business, works to attract talent to the city and attracts tens of thousands of visitors every year.
- *Connected City* - ensuring that the city has a presence internationally will be vital to attracting investment, talent, visitors and jobs.
- *Dynamic Central City* - attracting talent, investment, visitors and jobs will be critical to growing the city's economy and ensuring Wellington remains vibrant and retains its competitive advantage.

Who benefits?	
Whole Community	10%
Individuals	45%
Identifiable part of the community	45%

Individual users of the venues derive considerable benefit from these activities. In most cases users themselves provide the funding for the benefits they derive through ticketing charges. For example, people attending a show or an event that WREDA has brought to the city will generally need to pay an entry fee.

The business sector is a significant beneficiary of this activity –and in particular businesses in the central city area where generally a large proportion of visitors spend most of their time and the majority of business activity occurs.

Residents benefit through the provision of incremental job growth, increasing incomes, an increased range of career choices, and importantly making the city more vibrant and prosperous. Particular commercial sectors, such as education and creative industries, also benefit through elevating their profile and helping build the investor base and potential business partnerships.

The benefits from the WREDA funding are distributed widely across hospitality providers, job seekers, and businesses needing to employ and retain skilled workers. Also, a vibrant and growing economy benefits homeowners by supporting high levels of employment and steady population growth in the City which in turn underpin a stable housing market.

It is estimated that the benefits from the expenditure in these areas accrues to a mix of the business community, the downtown businesses and the whole community.

Who should pay?	
Users	45%
Identifiable part of the community	45%
Whole Community	10%

Part of this activity includes the running of the Venues day to day operations, where users fully pay the cost of this activity and there is no rates funding requirement. As the level of venue activity may change on a year to year basis, there is an underlying principle that any costs associated with the promotion or operating of venues is 100% user funded and not funded through rates.

The funding policy excludes the venues operations and is focused on the remaining elements in the activity, and it is recommended that they should be 100% rates funded. This funding is proposed to be spread across the sectors that benefit from the activity. This approach attributes the main benefits to the business community and in particular the businesses in the CBD. There is a small component of funding attributed to general rates covering residential and commercial ratepayers.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Commercial)	30%
Targeted rate (Downtown)	50%
General rate	20%
Total	100%

Activity 3.1.2: WELLINGTON Convention CENTRE

This activity relates to the funding required for the provision of facilities to the City

The policy around the funding of convention centre activities was consulted on as part of the Council's initial decision to support investment in upgraded convention centre facilities for the city. The policy of 60% general rates and 40% funding through the downtown levy was proposed. This delivers a broad funding split of one third residential sector and two thirds commercial sector in terms of contribution to the cost.

Community outcome

This activity contributes towards the following outcomes:

- *Connected City* - The Wellington Convention Centre would offer a convention and event space that is not currently available in the city. This space provides for networking opportunities and the ability for organisations to share the latest industry trends and innovations.

- *Dynamic Central City* – convention venues are places of events, festivals, and conferences. They anchor Wellington’s appeal as a place of creativity, exploration, innovation and excitement and will bring more business visitation to our downtown area.

Who benefits?	
Whole community	60%
Identifiable parts of the community	40%

The beneficiaries of this activity are predominantly the business sector through expenditure generated in the economy from this activity, potential new expenditure from any growth in this area from investment in upgraded facilities and flow on effects to other indirect supporting services. An improved economy also provides benefits to residents through improved employment opportunities, growth in demand to live and work in the city and the flow on effects that can have to property valuations and business opportunities outside of the downtown area of the city.

It is therefore appropriate for this type of economic development project to be funded, in part, from the general rate to reflect the wider community benefits of an improved economy. Recognising that the general rate covers both residential and commercial ratepayers.

Who should pay?	
Identifiable parts of the community	40%
Whole community	60%

While the hospitality and entertainment sector receives a part of the benefit, the Council’s view is that general ratepayers should also bear a portion of the costs. This is because of the benefit to the community as a whole, through an enhanced cultural offering and stronger economy.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Downtown)	40%
General rate	60%
Total	100%

Activity 3.1.3: Retail support (FREE WEEKEND PARKING)

The activity used to be funded from the downtown targeted rate in 2017-18 financial year and from 2018-19 onwards it is to be funded entirely from user charges.

Activity 3.1.4: CITY GROWTH FUND (CGW) AND ECONOMIC GRANTS

This activity covers both the organisational support required to deliver the Council's economic development strategy, as well as the funding mechanism Council provides to support economic growth initiatives. These funds being the City Growth Fund (CGW) and the Economic Development Grant Pool.

The core aim of this activity is to facilitate and support economic growth in the city.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – our grants support the attraction and retention of talented people, and support the creative business sector in Wellington.
- *Dynamic Central City* – attracting talent, investment, visitors and jobs will be critical to growing the city's economy and ensuring Wellington remains vibrant and retains its competitive edge.
- *Connected City* – ensuring the city has a presence internationally will be vital to attracting investment, talent, visitors and jobs.

Who benefits?	
Whole community	100%

The groups and organisations that receive grants clearly benefit from this activity. But the community as a whole also benefits. Funding grants are not exclusive, as they are open for anyone to apply. The projects of the successful applicants are expected to have flow on benefits for the wider community.

Individuals and employers are also likely to receive benefits as a result of the programme.

Who should pay?	
Whole community	100%

These activities support economic growth for Wellington which will generally benefit the whole community. Where specific grants are provided the recipients benefit directly from this activity, however seeking to recoup the cost from them would defeat the purpose. The nature of the activities and specific outcomes from funded grant activities are not known at the point of the application and it is therefore appropriate that the funding is spread across the whole community through the general rate.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%

Our funding targets: operating expenses	
Total	100%

Activity 3.1.5: MAJOR PROJECTS – FUNDING ENVELOPE FOR POSSIBLE IMPLEMENTATION

The Council has a growth agenda that includes a number of major projects to support economic growth. The overall aim of these projects is to realise Wellington’s economic potential by:

- Growing the local economy, making it more diverse and resilient, and less reliant on the government sector
- Building sectors of the economy where we have a competitive advantage e.g. tourism, smart economy
- Building better connections between the tertiary sector and businesses to boost the knowledge economy
- Removing barriers to growth by improving our connections to the region and to the rest of the world and by making it easier to do business in the city

This activity provides a funding envelope that would allow major projects to be implemented, should council ultimately decide to proceed with the project.

This activity makes provision for potential funding so that major projects can move to an implementation phase, but only if Council is satisfied that the business case for an investment by Council justifies it.

We have a clear idea of the potential major projects that should be investigated and in broad terms we generally know the order of magnitude of any possible council contribution to these projects. This information has been used to establish the size of the potential funding envelope. However, the Council has made no final commitments to fund the implementation of any of the major projects included under the funding envelope and the final funding requirements may differ.

Such commitments will only be made following the consideration of a business case for each possible project. Each business case will include more precise estimates of the risks and cost of the project, how it would be funded (including the size and nature of any Council contribution), how it will be procured, implemented and managed and what benefits it will create. Only then will the Council be able to consider committing specific funds to a project.

In terms of transparency of future costs, if and when the Council decides to commit funds to a project, that project will be given its own activity class and will be reported on separately.

The major projects that could potentially be funded from the envelope include:

- Airport runway extension
- Indoor arena

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – these projects will promote the city as an attractive place to do business and attract visitors to the city every year.
- *Connected City* - improving direct access internationally will provide local businesses with new opportunities to access large markets.

- *Dynamic Central City* – attracting visitors, investment and jobs will be critical to growing the city's economy and ensuring Wellington remains vibrant and retains its competitive advantage.

Who benefits?	
Whole community	100%

The core aim of the major projects is to drive and support economic growth. This is especially important given that many of the people we seek to attract have choices to live in or visit other cities around New Zealand and the world. It is critical Wellington remains vibrant and internationally relevant, and that people coming here have the best possible experience.

Economic growth benefits residents by providing jobs, raising incomes, providing a wider range of career choices, making the city more vibrant, prosperous and supporting a robust property market.

The major projects covered by this activity, if justified based on a future business cases, also have the potential to benefit commercial sectors, such as export education, hospitality, retail, and professional service businesses.

At this stage it is not possible to estimate how benefits of any future Council investment in major projects will be distributed across the community as a whole, the commercial sectors and possibly the Government sector. This is because it is not certain which major projects will be implemented until business cases are completed and decisions are made on whether or not to proceed. It is also possible that some beneficiaries of a major project will contribute to its implementation, in which case the 'who benefits' from the Council's contribution may differ.

Who should pay?	
Whole community	100%

Decisions on who should pay for the Council's contribution to each major project cannot be made at this stage. Options include use of the downtown targeted rate, the commercial sector generally, and the whole community through general rates. Who should pay depends on a range of factors such as which projects are implemented, where they are located, and what funding is provided from external sources. In the meantime we intend to apply a proxy/default assumption that 100% general rates funding is used.

Ultimately, as each potential project reaches the stage where the Council is completing the process of deciding to proceed to the implementation stage, part of the process will include consideration of what the particular Revenue & Financing policy should be for that specific project and in particular who should pay, based on the comprehensive information available at that stage.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%

Our funding targets: operating expenses	
General rate	100%
Total	100%

Activity 3.1.6: INTERNATIONAL relations

The Council works to make Wellington's economy more competitive and innovative by maintaining relationships internationally to promote the city and the region's interests.

Community outcome

This activity contributes towards the following outcome:

- *Connected City* - Improving access to international markets is particularly important as it provides local businesses with new opportunities to access large markets

Who benefits?	
Whole community	50%
Identifiable part of the community	50%

The benefits of this activity are split between the community as a whole and institutions that benefit from our efforts. The core aim of this work is to help the city and regional economy grow through international engagement. This benefits residents by providing jobs, raising incomes, providing a wider range of career choices, making the city more prosperous, and supporting a robust property market. Our work in this activity also benefits some business sectors, such as tourism, export, education and creative industries, by boosting their profile and helping build the investor base and potential business partnerships in foreign markets.

Though the benefits to the community are immediate and relate to economic well-being, our efforts to improve the city's prosperity and in particular any partnerships with the training and educational sector have positive, long-term spin-offs both for the economy and social well-being.

Who should pay?	
Whole community	100%

Though the benefits are split between the community and certain sectors, the Council believes this activity is most appropriately funded from general rates. This is because in most situations it would be impractical to identify the individuals or business that benefit directly from our activity. For example, it would not be possible to identify the direct beneficiaries of a sister city relationship. Furthermore, the Council's and relationship-building efforts complement the efforts of businesses or institutions themselves.

Our funding targets: operating expenses	
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Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 3.1.7: BUSINESS IMPROVEMENT DISTRICTS

Under this activity the Council provides a mechanism that allows local businesses to work together as Business Improvement Districts (BIDs). BIDs provide a vehicle for local business-led initiatives that support key city objectives of vibrant centres, business creation and development, and increased employment.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – vibrant suburban centres make Wellington an attractive place to live and help form a local sense of community.

Who benefits?	
Whole community	20%
Identifiable part of the community	80%

In terms of funding for BIDs, the commercial interests within each BID are the principal beneficiaries. There are also likely benefits to the community surrounding the BID, since a BID can also improve vibrancy and environs of the public space within a business area.

Who should pay?	
Identifiable part of the community	100%

Since the beneficiaries of the Business Improvement Districts policy are principally the businesses covered by each individual BID, it is appropriate that they should bear the cost of the policy. This will be done by establishing targeted rates on relevant commercial properties in each area where establishing a BID has the broad support of the business in that area.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Commercial)	100%

Our funding targets: operating expenses	
General rate	0%
Total	100%

Cultural Well-being

Shaping Wellington's unique identity

The Council supports a wide range of cultural and artistic activity in Wellington. The aim is to foster a lively and creative city that offers rich and varied cultural experiences to residents and visitors. We fund galleries, museums, arts organisations, and art and sculpture in public spaces. We also provide grants to community programmes that foster diversity and encourage people to participate in the arts.

Operating activities

The funding sources for this area are illustrated in the table below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Levy/Other
Cultural Wellbeing	Arts and Culture Activities	4.1.1 Galleries and museums (WMT)	0%	0%	100%	75%	0%	0%	25%
		4.1.2 Visitor attractions (Te Papa/Carter Observatory)	0%	0%	100%	30%	0%	0%	70%
		4.1.3 Arts and cultural festivals	0%	10%	90%	90%	0%	0%	0%
		4.1.4 Cultural grants	0%	0%	100%	0%	100%	0%	0%
		4.1.5 Access and support for community arts	0%	10%	90%	90%	0%	0%	0%
		4.1.6 Arts partnerships	0%	25%	75%	75%	0%	0%	0%
		4.1.7 Regional amenities	0%	0%	100%	100%	0%	0%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity.

Cultural wellbeing capital expenditure projects are funded through a combination of rates funded depreciation and borrowings.

Cultural well-being – activity commentary

4.1 Arts and Cultural Activities

Activity 4.1.1: Galleries and museums

The Council is the main funder of the Wellington Museums Trust, which operates the Wellington Museum, the City Gallery, Capital E, the Wellington Cable Car Museum, Carter Observatory and the Colonial Cottage Museum. This activity also includes Council's contribution towards a continued programme of World War I commemorative activities.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – museums shape Wellington's sense of place and identity. They celebrate creativity and ideas and increase our understanding of culture and science. They tell Wellington's diverse stories and help us understand ourselves and each other.
-

- *Connected City* - museums provide ideas and places where people can connect, share what is common and explore what is different and new. They connect us with people, places and ideas here and abroad.
- *Dynamic Central City* – museums enhance Wellington’s vibrancy as a diverse, active and eventful place attractive to visitors.

Who benefits?	
Whole community	15%
Individuals	70%
Identifiable part of the community	15%

The individuals who attend the exhibitions and shows at the galleries and museums clearly benefit from their attendance. The exhibitions and shows are a mix of free entry and charged admissions.

The various venues and the associated exhibitions and events are important attractions for visitors and residents alike. The location of these draws people into the downtown area and boosts local businesses, particularly those in the tourism, hospitality and retail sectors.

The museums and galleries funded by this activity also benefit the whole community in many ways. They help make the city vibrant, diverse and interesting, preserve its heritage, form a vital part of Wellington’s image as a creative city, and are a source of civic pride. The exhibitions and events run by the galleries and museums also foster community identity. These benefits are felt even by people who choose not to visit the facilities.

Who should pay?	
Whole community	75%
Downtown sector	25%

The Council funds the museums and galleries to encourage greater participation in the arts and because it believes that high quality cultural amenities add to a vibrant city life and contribute strongly to Wellington as a place to live, work and play. Wellingtonians enjoy access to a wide range of institutions generally without admission charges, this aligns with a strong community bias and the funding policy of Council reflects this with three quarters of the funding being through the general rate. The balance of the funding reflects the benefits to the businesses located in the CBD area and funding through the downtown levy is appropriate to contribute to this activity.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Downtown)	25%
General rate	75%
Total	100%

Activity 4.1.2: Visitor attractions (TE Papa)

Through this activity the Council funds attractions and facilities that bring visitors to the city, principally Te Papa.

Community outcome

This activity contributes towards the following 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 science. They tell Wellington’s diverse stories, in particular those of our Māori, and help us understand ourselves and each other.
- *Connected City* – they provide ideas and places where people can connect, share what is common and explore what is different and new.
- *Dynamic Central City* – museums enhance Wellington’s vibrancy as a diverse, inclusive, creative, active and eventful place attractive to visitors.

How we approach funding this activity

The overarching purpose of this activity is to support visitor attractions. The principal expenditure under this activity is the funding which the Council provides to Te Papa.

External attractions

Who benefits?	
Whole community	30%
Individuals	50%
Identifiable part of the community	20%

The direct beneficiaries are those who visit the attractions and attend other events funded through this activity.

Attractions like Te Papa bring visitors to the city and boost the economy, increasing prosperity for residents. They also play vital roles in Wellington’s vibrant cultural life, contributing to its image as New Zealand’s arts and cultural capital.

There are also direct benefits to the businesses located in the downtown area. The attractions funded by this activity bring people into the city, providing customers for hotels, restaurants, retailers and other city businesses. These benefits can be measured through increases in the number of “visitor nights” spent in the city during major events.

Who should pay?	
Identifiable parts of the community	70%
Whole community	30%

Though a group of beneficiaries of this activity are the individuals who choose to visit Te Papa, the Council does not believe it is viable or appropriate to charge them directly for these benefits.

Wellingtonians have largely unrestricted access to Te Papa and it is appropriate that they contribute to the funding of this activity through general rates.

However, the downtown sector should continue to fund a significant portion of the cost of this activity as they benefit directly. The venue, events and attraction of Te Papa brings people and visitors into the city. These people provide business for the retailers, and the wider hospitality sector in the city. The projects funded by this activity make major contributions to the Council's goal that Wellington will be a prime tourist destination.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Downtown)	70%
General rate	30%
Total	100%

Activity 4.1.3: Arts and cultural festivals

The Council runs and supports events that encourage Wellingtonians to participate in, learn about and enjoy creative, innovative and diverse arts and cultural experiences. These include Summer City (Gardens' Magic, Pacifika Festival Te Rā o Waitangi) the Sky Show, the Diwali festival, Matariki festival, Re-Cut series, Very Welly Christmas and New Year and more, all of which are provided free to the public.

We aim to establish Wellington as a world-leading city of contemporary culture through an integrated programme of investment in, and promotion of, our unique strengths as an arts, events and culture capital.

Community outcome

- *People-centred City* – cultural festivals shape Wellington's sense of identity. They bring people together and celebrate creativity.
- *Connected City* – festivals provide ideas and places where people can connect, share what is common and explore what is different and new. They connect us with people, places and ideas from here and abroad.
- *Dynamic Central City* – museums and festivals enhance Wellington's vibrancy as a diverse, inclusive, creative, active and eventful place attractive to residents

Who benefits?	
Whole community	100%

The events are generally run outdoors in public areas making it impossible to identify individual beneficiaries. The benefits, in any case, are not exclusive.

There are generally no limits on the number of people who attend these events and, as the intention is to encourage participation, vibrancy and liveability of the city, it would not be appropriate or acceptable to charge for entry.

The principal benefits are to the community as a whole. These events bring people together, encouraging community identity and cohesion. They help build a sense of pride in the city and add to Wellington's reputation as an "events capital". Many events attract people to the city centre, bringing economic benefits.

Who should pay?	
Whole community	100%

Since this activity benefits the community as a whole, the fairest and most effective way to fund the net cost is from general rates.

The Council receives significant sponsorship for this activity from organisations such as the New Zealand Community Trust.

Our funding targets: operating expenses	
User charges	0%
Other revenue	10%
Targeted rate	0%
General rate	90%
Total	100%

Activity 4.1.4: Cultural grants

The Council maintains a cultural grants pool to allow community organisations access to funding.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* –cultural grants support the creative sector of Wellington ensuring that the city is lively and full of festivals, performances and shows throughout the year.
- *Dynamic Central City* –cultural grants support Wellington cultural institutions that are integral to our cultural and events capital status. They provide shows and performances that make the central city a lively place to visit, play and do business.

Who benefits?	
Whole community	50%
Individuals and identifiable part of the community	50%

The direct beneficiaries of this activity are the individuals and groups who receive funding. The grants provide them with opportunities for artistic and cultural expression. This activity gives

individuals the opportunity to participate, even though they may choose not to. Though these benefits are private, they are not exclusive – all residents are able to apply for funding.

Funding cultural initiatives also benefits all city residents by making the city a more vibrant place, enhancing community identity, and contributing to the city's reputation as New Zealand's arts and culture capital.

Who should pay?	
Whole community	100%

The purpose of this activity is to add to the mix of cultural events in the city and to encourage participation. Clearly, this means that someone other than the grant recipients has to pay. This activity has no benefit, economic or otherwise, to the commercial sector. Funding is directed to residents, and as such, the Council believes it is appropriate to fund the cost of this activity from rates targeted to the residential sector.

The people and groups who receive funding also contribute their own resources to initiatives that benefit the city's cultural and social well-being.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Residential)	100%
General rate	0%
Total	100%

Activity 4.1.5: Access and support for community arts

This activity addresses a range of community arts projects that the Council supports every year. It also covers a subsidy for non-profit community groups using Wellington Venues, ensuring that they are accessible to a wide range of organisations.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – support for community arts projects and venues enables Wellington's creative communities to create work and produce festivals and performances throughout the year.

Who benefits?	
Whole community	50%
Individuals	50%

Both the individuals that take part in the arts projects and the non-profit groups that make use of the venue subsidy directly benefit from this activity. The activity also benefits the community as a whole. The art projects and groups supported by the subsidy help make the city a vibrant place and foster cultural identity.

Who should pay?	
Whole community	90%
Identifiable parts of the community	10%

The purpose of this activity is to promote cultural diversity and tolerance and, celebrate through the arts, people's differences to create a sense of identity and of belonging to place. The provision of community art projects eliminates cost as a barrier as does the venue subsidy. Clearly, the cost of this support has to be met elsewhere. The Council believes the cost is most appropriately funded from general rates.

Our funding targets: operating expenses	
User charges	0%
Other revenue	10%
Targeted rate	0%
General rate	90%
Total	100%

Activity 4.1.6: Arts partnerships

The Council maintains a number of partnerships with artistic organisations that call Wellington home.

The Council also houses a number of independent artists, art organisations, music studios and a gallery at the Toi Pōneke Arts Centre, which is covered by this activity. This activity also includes the fund which is used to manage the city's art collection (acquisition, conservation and exhibiting of artworks) and support development and delivery of public art in the city.

Community outcome

This activity contributes towards the following outcomes:

- *People centred City* – Our partnership with organisations such as the NZ Symphony Orchestra means residents have the option of attending concerts on a regular basis, and have far greater access to world-class music than would otherwise be the case. Toi Pōneke Arts Centre is a creative space where the city's arts communities interact, produce innovative works, teach and exhibit in the heart of Wellington. It provides a place where people can connect, share and collaborate creatively
- *Dynamic Central City* - We support these institutions as they build on the city's reputation as New Zealand's arts and culture capital and they attract thousands of visitors to the

city. Public sculpture and art displays, and exhibitions add to the vibrancy and liveability of the city.

Who benefits?	
Whole community	30%
Identifiable part of the community	60%
Downtown sector	10%

The artists and organisations are clearly direct beneficiary of these partnerships. These benefits are private and exclusive to the extent that the Council's support cannot be transferred. Toi Pōneke exhibitions are free and accessible to all. Public art is a most accessible form of art and the whole community benefits from it as well as visitors to the city.

The community also benefits from this activity in many ways. Through our support we help ensure these organisations remain viable and based in Wellington. In the example of the orchestra this means the city is home to one of the nation's foremost arts institutions, which contributes to Wellington's vibrancy and its image as a creative city. It also means residents have the option of attending concerts on a regular basis, and have far greater access to world-class music than would otherwise be the case.

These partnerships add to the city's exceptional range of artistic and cultural amenities that cater to all tastes, which in turn add to an environment that fosters a vibrant city life and boosts the local economy.

Who should pay?	
Whole community	75%
Individuals	25%

The overall aim of this activity is to encourage greater engagement and participation in the arts. By supporting these organisations and artists we are ensuring that their work continues and can be experienced by residents and visitors. The Council believes that the majority of the cost is most appropriately funded from general rates.

It is also considered appropriate that those art organisations, artists and users of Toi Pōneke Arts Centre should make a contribution to the cost of the space that they have use over.

Our funding targets: operating expenses	
User charges	0%
Other revenue	25%
Targeted rate	0%
General rate	75%
Total	100%

Activity 4.1.7: REGIONAL AMENITIES FUND

The Wellington Regional Amenities Fund has been set up to support eligible entities of regional significance with day-to-day operational expenses and new innovative projects that will achieve identified priorities for the region.

The fund is focused on arts, cultural and environmental attractions and events to support and add to the attractiveness and vitality of the Wellington region.

The fund is a partnership between Wellington City Council, Hutt City Council, Upper Hutt City Council, Porirua City Council and Kapiti District Council.

Community outcome

This activity contributes towards the following outcomes:

- *People centred City* – arts, culture and environmental attractions and events make Wellington a more attractive place to live and do business, and attract thousands of visitors to the city every year.
- *Connected City* – attractions and events provide ideas and places where people can connect and explore what is different and new, from both here and overseas.
- *Dynamic Central City* – arts, culture and environmental attractions and events anchor Wellington's appeal as a place of creativity, exploration, innovation, and excitement. They also enhance Wellington's vibrancy as a diverse, active and eventful place attractive to visitors.
- *Eco City* – environmental attractions and events raise awareness of environmental issues and improves environmental outcomes.

Who benefits?	
Whole community	100%

The direct beneficiaries are those who attend the events and attractions funded through this activity.

The community as a whole benefits in a number of ways. They have the opportunity to enjoy high-quality art, cultural and environment attractions and events that arguably won't happen without the Council's support which contributes to social cohesion as they are an opportunity for people to engage in their communities.

These events also create economic benefits to the city as they attract out of region visitors, and contribute millions of dollars to Wellington's economy (e.g. New Zealand Festival). These bring people into the city, providing customers for city businesses as well as enhancing Wellington City's place as New Zealand's arts capital, attracting people to the City to live, work and play.

Who should pay?	
Whole community	100%

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Social and Recreation

Building strong, safe and healthy communities for a better quality of life

A city is only as strong as its people. Wellington is built on strong communities. It's a safe city where people have plenty of opportunities to fulfil their potential and engage with each other. As the city's biggest provider of recreation facilities and social housing, we aim to promote healthy lifestyles and build strong communities.

Operating activities

The funding sources for this activity area are illustrated in the graph below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Levy/Other
Social and Recreation	Recreation promotion and support	5.1.1 Swimming Pools	30%	0%	70%	70%	0%	0%	0%
		5.1.2 Sportsfields	20%	0%	80%	80%	0%	0%	0%
		5.1.3 Recreation programmes	5%	0%	95%	95%	0%	0%	0%
		5.1.4 Recreation Centres	25%	0%	75%	75%	0%	0%	0%
		5.1.5 Recreation partnerships	0%	0%	100%	0%	100%	0%	0%
		5.1.6 Playgrounds	0%	0%	100%	100%	0%	0%	0%
		5.1.7 Marinas	100%	0%	0%	0%	0%	0%	0%
		5.1.8 Golf Course	30%	0%	70%	70%	0%	0%	0%
		5.2.1 Libraries	5%	0%	95%	95%	0%	0%	0%
		5.2.2 Access support (Leisure Card)	0%	0%	100%	100%	0%	0%	0%
	Community support	5.2.3 Community advocacy	0%	0%	100%	0%	100%	0%	0%
		5.2.4 Grants (Social and Recreation)	0%	0%	100%	100%	0%	0%	0%
		5.2.5 Housing	100%	0%	0%	0%	0%	0%	0%
		5.2.6 Community centres and halls	5%	0%	95%	0%	95%	0%	0%
	Public health and safety	5.3.1 Burials and cremations	50%	0%	50%	50%	0%	0%	0%
		5.3.2 Public toilets	0%	0%	100%	100%	0%	0%	0%
		5.3.3 Public health regulations	60%	0%	40%	40%	0%	0%	0%
		5.3.4 City safety	0%	0%	100%	100%	0%	0%	0%
		5.3.5 WREMO	5%	0%	95%	95%	0%	0%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity.

Social and recreation capital expenditure projects are funded through a combination of grants/subsidies, rates funded depreciation and borrowings.

Social and recreation – activity commentary

5.1 Recreation Promotion and Support

Activity 5.1.1: Swimming pools

This activity covers the cost of providing the Council's seven swimming pools: Wellington Regional Aquatic Centre (WRAC, Kilbirnie), Freyberg Pool (Oriental Bay), Karori Pool, Keith Spry Pool (Johnsonville), Tawa Pool, Thorndon Pool (summer only) and Khandallah Pool (summer only). They provide a range of recreational opportunities while also helping build a sense of community. They host college, intermediate and primary school swimming events and WRAC also hosts national events.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - they provide access to sport and recreation opportunities which is important for people's health and wellbeing.
- *Connected City* – they bring people together, strengthening social cohesion, and the city becomes a more appealing place for people to live.

Who benefits?	
Whole community	20%
Individuals	80%

Our swimming pools mainly benefit the people who use them. These people gain access to high-quality facilities for recreation, fitness and relaxation. The benefits are private and exclusive. It is appropriate and acceptable to charge people to use the pools.

However, there are also benefits to the community as a whole. By providing recreation facilities, the pools help increase the overall levels of residents' health, providing economic and social benefits. They help increase community knowledge of water safety and improve swimming skills. Pools also provide important community focal points as well as health and recreation programmes that bring people together.

Most people regard the pools as important facilities and are prepared to contribute to the costs through their rates. Many people also like to have the option of using the pools even if they do not choose to do so.

Who should pay?	
Whole community	70%
Individuals	30%

While individuals receive the direct benefits, the Council believes it is appropriate for the community as a whole to bear most of the costs of running the city's swimming pools.

The benefits to the community as a whole and the widespread community support for the facilities justify a significant ratepayer contribution. Though there are other pools in the city, the Council-operated ones are unique for the size and scale of their operations; they are not in direct competition with the private sector and can legitimately be seen as public facilities.

It would not be desirable to raise fees to levels that discouraged people from using them or provided barriers to people on low incomes. Ability to pay issues limits the opportunity to recover the cost of this activity through user charges.

Our funding targets: operating expenses	
User charges	30%
Other revenue	0%
Targeted rate	0%
General rate	70%
Total	100%

Activity 5.1.2: Sportsfields

This activity covers the costs of providing the city's sportsfields, including synthetic artificial surfaces. These provide year-round venues for recreation and competitive sport for people of all ages.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - sportsfields provide access to sport and recreation opportunities which is important for people's health and wellbeing.
- *Connected City* – sportsfields bring people together, strengthening social cohesion, and the city becomes a more appealing place for people to live.

Who benefits?	
Whole community	30%
Individuals	35%
Identifiable part of the community	35%

The city's sportsfields provide significant benefits for private individuals and sports clubs. For individuals, they provide facilities for recreation, fitness and relaxation. These benefits are private and partially exclusive. While the fields are booked out at certain times for organised sports such as club football, they are also often available for members of the public to use for informal recreation.

The Council estimates individual people receive about 35% of the benefits from sportsfields and sports clubs receive about the same benefit.

The sportsfields also benefit the community as a whole. By providing recreation facilities they help increase the overall levels of residents' health, providing economic and social benefits. They also provide important community focal points and recreation programmes that bring people together. Most people recognise them as important facilities and are prepared to contribute to the costs through their rates.

Who should pay?	
Whole community	80%
Individuals	20%

While individuals and sports clubs receive significant direct benefits, the Council believes it is appropriate for the community as a whole to bear some of the costs of operating the city's sportsfields.

The benefit to the community as a whole and the widespread community support for the facilities justifies a ratepayer contribution. The Council-operated sportsfields are not in competition with private sector providers and can legitimately be seen as public facilities.

It is not always possible or desirable to identify individual users. While sports clubs who book sportsfields can be identified and are charged, many other people use the fields informally and cannot be charged. It would not be desirable to raise fees to levels that discouraged organised sports. Nor would it be desirable to raise fees to levels that provided barriers to people on low incomes taking part in organised sports.

Previously sportsfields were in two separate activities, natural (grass) and synthetic. This was initially driven by the development of artificial turfs (a new service) and the difference in who benefits and who should pay. This has changed overtime as the use of synthetics has integrated with natural fields, which has seen individuals, sporting clubs and the communities utilise the provision of these fields as one service. This has led to a review of these activities, and combining them into one. It has seen changes to the 'who benefits' and 'who should pay' % to recognise the service as a whole.

Our funding targets: operating expenses	
User charges	20%
Other revenue	0%
Targeted rate	0%
General rate	80%
Total	100%

Activity 5.1.3: RECREATION PROGRAMMES

The Council organises programmes and works with stakeholders to deliver programmes to encourage people's participation in leisure activities. These include organised walks and recreation activities such as Push Play. The key sectors include schools and tertiary providers, environmental groups, sports, clubs and health & well-being providers. This activity covers the cost of providing these services.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – this activity supports access to sport and recreation opportunities which is important for people's health and wellbeing.
- *Connected City* – this activity brings people together, strengthening social cohesion, and makes the city a more appealing place for people to live.

Who benefits?	
Whole community	50%
Individuals	50%

The Council's recreation programmes benefit the individuals who take part by providing them with access to recreation and leisure opportunities. The programmes not only promote health but can also boost participants' overall sense of well-being.

The recreation programmes also benefit the community as a whole. They not only encourage recreation and healthy lifestyles but also operate as community events, helping bring people together. The programmes are targeted at people who may have difficulty organising their own recreation activities.

Who should pay?	
Whole community	95%
Individuals	5%

While individuals receive significant direct benefits, the Council believes it is appropriate for the community as a whole to bear the costs of running these programmes.

The benefits to the community as a whole justify ratepayer funding and it would not be desirable to impose fees as that may discourage participation and provide barriers to people on low incomes taking part.

Our funding targets: operating expenses	
User charges	5%
Other revenue	0%
Targeted rate	0%
General rate	95%
Total	100%

Activity 5.1.4: Recreation centres (Including ASB sports centre)

This activity covers the costs of providing the Council recreation centres in Karori, Kilbirnie, Khandallah (Nairnville), Tawa and the ASB Sports Centre. These multi-purpose centres provide a range of recreational opportunities while also helping build a sense of community. They host inter-club competitive leagues and social leagues as well as college, intermediate and primary school sport and activities. The ASB Sports Centre also hosts national and international events.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - this activity provides access to sport and recreation opportunities which are important for people's health and wellbeing.
- *Connected City* – this activity brings people together, strengthening social cohesion, and as a result the city becomes a more appealing place for people to live.

Who benefits?	
Whole community	20%
Individuals	80%

Our recreation centres mainly benefit the people who use them. These people gain access to high-quality facilities for sports, recreation and fitness. These benefits are private and exclusive. It is appropriate and acceptable to charge people to use the centres.

However, there are also benefits to the community as a whole from our provision of recreation centres. These facilities help increase overall levels of residents' health, providing economic and social benefits. Recreation centres also provide community focal points and recreation programmes that bring people together.

Who should pay?	
Whole community	75%
Individuals	25%

While individuals receive most of the benefits, the Council believes it is appropriate for the community as a whole to bear most of the costs of running the city's recreation centres.

The benefit to the community and the significant role these centres play in their local areas justifies a significant ratepayer contribution. The accumulated health benefits to the community as a whole from organised and recreational physical activities at their centres also suggests the whole community should bear the majority of the cost.

In addition, it would not be desirable to raise fees to levels that discouraged people from using the centres or provided barriers to people on low incomes. Ability to pay issues limits the opportunity to recover the cost of this activity through user charges.

Our funding targets: operating expenses	
User charges	25%
Other revenue	0%
Targeted rate	0%
General rate	75%
Total	100%

Activity 5.1.5: Recreation partnerships

The Council maintains relationships with a number of groups that seek to provide publicly accessible facilities that contribute to both passive and active recreation.

Community outcome

This activity contributes towards the following outcomes:

- People-centred City – this activity supports access to sport and recreation opportunities which is important for people's health and wellbeing.
- Connected City – this activity bring people together, strengthening social cohesion, and the city becomes a more appealing place for people to live.

Who benefits?	
Whole community	20%
Individuals	80%

The organisations we fund and the people that take part in their programmes also receive direct benefits.

Through the development of recreational partnerships, the Council aims to promote the benefits of sport and recreation to Wellingtonians. This has benefits for residents' overall levels of health and fitness, which in turn helps economic and social well-being. In addition, by supporting recreation partners, the city receives the economic benefits from having sport and recreation organisations located here.

Who should pay?	
Whole community	100%

While the individuals who choose to access these facilities receive some benefits, the Council believes it is appropriate for the residential sector to bear the costs of our recreation partnerships.

The Council is just one source of funding for its recreation partners. The Council's contribution represents the public benefits to Wellington residents while the other funding sources represent the private benefits to participants and other organisations.

In this context the benefits to the community clearly outweigh the benefits to individuals. These benefits include healthier lifestyle and overall additions to social wellbeing.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Residential)	100%
General rate	0%
Total	100%

Activity 5.1.6: Playgrounds

The Council provides more than 100 neighbourhood playgrounds across the city to give families a safer place to play near home. This activity covers the cost of providing those.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – this activity supports access to recreation opportunities and physical play for younger people that are important for their development and their health and wellbeing.
- *Connected City* – these facilities bring people together, provide a place where parents with young children can connect and provide support, hence making the city a more appealing place for people to live.

Who benefits?	
Whole community	20%
Individuals	80%

The city's playgrounds provide safe, entertaining places for children to play. The benefits to the children and their families are significant. These benefits are private but not exclusive. It would not be desirable or acceptable to charge people for using playgrounds. The Council's Play Spaces Policy states that in February 2013, the United Nations Committee on the Rights of the Child, adopted a General Comment that "children have a right to relax and play, and to join in a wide range of cultural, artistic and other recreational activities."

The playgrounds also benefit the community as a whole. Playgrounds not only encourage recreation and healthy lifestyles but are also important community focal points. Most people recognise them as important facilities and are prepared to contribute to the costs through their rates.

Who should pay?	
Whole community	100%

While individuals receive significant direct benefits, the Council believes it is appropriate for the community as a whole to bear the costs of running the city's playgrounds.

Even if the individual beneficiaries could be identified it would not be desirable or acceptable to charge them. The Council believes access to playgrounds is a fundamental right for children.

The benefits to the community as a whole and the widespread community support for the playgrounds justifies ratepayer funding. The Council believes the vast majority of ratepayers would strongly support ratepayer funding of this activity. The playgrounds are public facilities and are not in competition with private sector providers.

Playgrounds make a significant contribution to our goal that Wellington will offer excellent access to a sound social infrastructure that supports high levels of social cohesion.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%

Our funding targets: operating expenses	
Targeted rate	0%
General rate	100%
Total	100%

Activity 5.1.7: Marinas

The Council owns two marinas at Evans Bay and Clyde Quay. These provide private storage and live-aboard facilities for boat owners as well as supporting the recreational activities of a large number of boat owners. This activity covers the cost of providing these services.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – this activity supports access to the harbour and the coast for recreation, fishing and enjoyment

Who benefits?	
Individuals	100%

The marinas benefit the people who use them by providing boat sheds for safe storage, moorings and access by marina piers. These benefits are private and exclusive and it is appropriate and acceptable to charge for this service.

Who should pay?	
Individuals	100%

As identifiable individuals receive private benefits from this activity, it is appropriate for them to meet the costs. The benefits accrue to a narrow sector of the community who use these facilities and the user charges are set at appropriate market rates.

Our funding targets: operating expenses	
User charges	100%
Other revenue	0%
Targeted rate	0%
General rate	0%
Total	100%

Activity 5.1.8: Golf Course

This activity covers the costs of providing the city's municipal golf course

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – this activity supports access to sport and recreation opportunities which is important for people's health and wellbeing.
- *Connected City* – this activity brings people together, strengthening social cohesion, and makes the city a more appealing place for people to live.

Who benefits?	
Whole community	20%
Individuals	40%
Identifiable parts of the community	40%

The city's municipal golf course in Berhampore provides significant benefits for private individuals and the club itself. For individuals, they provide facilities for recreation, fitness and relaxation. These benefits are private and partially exclusive. While the course is booked out at certain times for organised club competitions, they are also often available for members of the public to use for informal recreation.

The Council estimates individual people and identifiable parts of the community each receive about 40% of the benefits from the golf course.

The golf course also benefits the community as a whole. By providing recreation facilities and open space it helps increase the overall levels of residents' health, providing social benefits. It also provides an important community focal point.

Who should pay?	
Whole community	70%
Individuals	30%

While individuals receive significant direct benefits, the Council believes it is appropriate for the community as a whole to bear some of the costs of operating the city's municipal golf course, the main reason being that the golf course is located on Town Belt land with free public access to the area. The user funded portion relates to costs specific to the provision of the Golf Course.

The benefit to the community as a whole and the widespread community support for the facility justifies a ratepayer contribution.

Our funding targets: operating expenses	
User charges	30%
Other revenue	0%
Targeted rate	0%
General rate	70%

Our funding targets: operating expenses	
Total	100%

5.2 Community support

Activity 5.2.1: Libraries

The Council provides a network of libraries including the Central Library, branch libraries, and a popular website.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - libraries are more than just places to borrow books. They are neighbourhood institutions that anchor community life and bring people together.
- *Connected City* - libraries are places of discovery and learning which allow readers to connect with others and exchange knowledge both online, and through events and other activities.

Who benefits?	
Whole community	20%
Individuals	80%

Libraries provide significant benefits to the community as a whole. By providing community support and access to information, the libraries enhance the overall levels of skill, literacy and knowledge in the city, providing economic and social benefits. They act as important digital hotspots and community centres. And they host events and outreach services that bring people together, as well as provide information for migrants and residents about local communities and their history.

The library network adds to residents' quality of life. The vast majority of Wellingtonians are library members or users - even those who are not regular users generally like to have the option of using library services. Libraries enhance social inclusion and equity of access to services. The branch libraries draw people in to suburban centres bringing vitality to those areas and added custom to local businesses. The Central Library is a significant city landmark which contributes to civic pride.

Libraries also benefit the people who use them. People gain free or low-cost access to books, DVDs, magazines, music and other items. The breadth of the network means that the services it provides are easily accessed by those opting to use it. They use these services for recreation or work/business and to enhance their knowledge, digital literacy and overall well-being right across the age span.

We monitor the use of our libraries. Our indicators suggest that the vast majority of use is for recreational and personal use while up to 30 percent is in part used for work purposes (e.g. job seeking).

Who should pay?	
Whole community	95%

Who should pay?	
Individuals	5%

While individuals receive many of the direct benefits, the Council believes it is appropriate that most of the cost of running libraries should be met by the wider community. Some user charges will apply for some 'added' services and through penalty fines for late returns.

The community benefits as a whole and the widespread community support for the facilities justifies a significant ratepayer contribution. Libraries are among the most popular of Council services and there is strong support for them to be free at the point of use. The libraries are significant public facilities that are generally not in direct competition with the private sector.

It would not be desirable to raise fees to levels that further discouraged people from using the library services or provided barriers to people on low incomes. It would not be desirable or acceptable to Wellingtonians to impose user charges for entry to the libraries or basic book lending services.

Fees are imposed on services that are provided in addition to the core services of the library. For instance modest fees apply for the rental of DVDs. Penalty fees also apply to the late return of items, although this is less relevant as an income stream in an increasingly digital environment.

Since the vast majority of residents are also library users, the application of a uniform targeted rate is considered an effective way of funding the portion of the service that is known to be used by residents.

As it is not possible to distinguish a direct beneficiary of the remaining portion of users, it is considered fair and efficient that a significant portion of the library service be paid for by the whole community.

Our funding targets: operating expenses	
User charges	5%
Other revenue	0%
Targeted rate	0%
General rate	95%
Total	100%

Activity 5.2.2: Access support (Leisure Card)

The Council offers discounted access to recreation facilities for holders of our Passport to Leisure card, which is issued free to all residents on low incomes.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – this activity provides a subsidised access to our recreation programmes and facilities through our Leisure Card programme to encourage active and healthy lifestyles for all Wellingtonians without unreasonable hardship.

Who benefits?	
Whole community	25%
Individuals	75%

The Passport to Leisure programme benefits individual participants by giving them affordable access to recreation and leisure opportunities. The programme helps boost participants' health, fitness and overall well-being.

The programme also benefits the wider community by encouraging healthy lifestyles, which enhances social and economic well-being. It adds to social cohesion by reducing barriers to people on low incomes.

Who should pay?	
Whole community	100%

While the programme mainly benefits individuals the Council believes it is appropriate for the whole community to share the costs.

The programme is aimed at increasing access to recreation and leisure for people on low incomes, by making facilities available at reduced cost. Clearly, this means someone else has to pay. The benefits to all wider community justify the costs being drawn from the general rate.

This programme makes a significant contribution to the Council's goal that Wellington residents will be more actively engaged in their communities, and in recreation and leisure activities.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 5.2.3: Community advocacy

We encourage people to contribute to their community and participate in city activities. Our City Communities advisors support a wide range of community groups such as senior citizens, Māori, youth, Pacific Islanders, refugees and migrants, and people with disabilities. This work aims to ensure that Wellington's diverse population is supported and embraced by a tolerant, caring and welcoming community.

We also support the development of community and neighbourhood resilience to ensure communities are connected, vibrant and participatory. Ensure Wellington is a safe, tolerant and healthy city with a strong social infrastructure supporting people. There is an effective city wide welfare and social recovery response for people and animals in an emergency

Community Services take the lead in maintaining and developing partnerships and/or collaborations with community groups, government departments, agencies and sector organisations to improve community wellbeing and to ensure local services meet local needs.

Community outcome

This activity contributes towards the following outcomes:

- *People Centred-City*: A city that offers an outstanding quality of life and strong sense of place and leaves no-one behind; provides outstanding recreational opportunities (active and passive) that are accessible and inclusive and a safe and healthy city to live in and visit.
- *Dynamic Central City*: Residents know their neighbours and have a strong sense of community and of public pride; retailers and residents in the CBD have a voice and can be heard.
- *Connected City*: Engaged community where people and communities feel connected; welcoming and diverse city tolerant of diversity

Who benefits?	
Whole community	80%
Individuals	20%

The projects funded under this activity benefit all Wellingtonians and communities. The build community and neighbourhood resilience supporting the development of connected, vibrant and participatory communities. The outcomes include ensuring residents being able to access information and resources and participate in communities/activities of choice. These projects also ensure Wellington is a safe, tolerant and healthy city with a strong social infrastructure supporting people. There is an effective city wide welfare and social recovery response for people and animals in an emergency.

Who should pay?	
Whole community	100%

The Council believes it is appropriate to fund the majority of costs for this activity from rates targeted to the residential sector. This is because the benefits accrue to all residents.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Residential)	100%
General rate	0%
Total	100%

Activity 5.2.4: Grants (social and recreation)

The Council maintains four grants pools. This activity covers the grants to community groups and organisations whose projects seek to promote recreational activity and overall social wellbeing. The grants process is overseen by a subcommittee of Council.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* - our grants support community groups that promote individual wellbeing, safe neighbourhoods and cohesive, engaged and inclusive communities. The grants also support active and healthy lifestyles through support of recreation and sporting groups.

Who benefits?	
Whole community	50%
Identifiable part of the community	50%

The groups and organisations that receive grants clearly benefit from this activity. But the community as a whole also benefits. The grants pool itself is not exclusive - it is open so that anyone has the opportunity to apply. And the projects of the successful applicants will have flow on benefits for the community.

Who should pay?	
Whole community	100%

While grants recipients benefit directly from this activity, seeking to recoup the cost from them would defeat the purpose of the grants pool. Given this and that there are benefits to the community as a whole, the Council believes the fairest and most effective way to fund it is from general rates.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 5.2.5: Housing

The Council owns over 2000 housing units, which we rent to low income people whose housing needs are not met by the private sector. We allocate these homes according to need. Tenants are charged 70 percent of the estimated market rent for their property.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* - the activity provides an opportunity for a home and a better quality of life for those less well-off without unreasonable hardship.

Who benefits?	
Individuals	90%
Whole community	10%

The main beneficiaries of this activity are the tenants, who receive accommodation at below market rent. Their benefits are private and exclusive. While the Council's rental housing units are aimed at meeting needs that the market does not or cannot meet, to some extent these housing units are in competition with properties provided by private landlords.

However, there are some benefits to the community as a whole. By providing homes for people who otherwise may be unable to afford them, the Council also contributes to community cohesion and may have benefits for public health and safety.

Who should pay?	
Individuals	100%

As the main beneficiaries, it is appropriate for tenants to pay all of the costs involved in providing community housing. The Council's current policy is to provide homes at 70 percent of market rent. The City Housing activity is ring-fenced with user charges through rent income funding 100% of operating expenses. The opportunity cost of not obtaining market rentals is not included in this funding analysis.

Our funding targets: operating expenses	
User charges	100%
Other revenue	0%
Targeted rate	0%
General rate	0%
Total	100%

Activity 5.2.6: Community centres and halls

This activity supports the delivery of services/activities from community centres and halls. The Council directly delivers services to the community from two halls and five centres. Community organisations are contracted to deliver services from our assets or from non- council assets (22 centres in total) and are funded through three-year contracts (Social Grants). This includes scenarios

where Council owns the asset, community owns the asset, and community leases a space for delivery of services.

We also maintain an accommodation assistance fund that provides community groups with access to subsidised office space.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – these facilities are important anchors in our communities. They are places for groups to come together, strengthening social cohesion, and making the city a more appealing place for people to live.

Who benefits?	
Whole community	70%
Individuals and identifiable part of the community	30%

The people and groups who use community facilities receive a clear and direct benefit. Though the facilities are available to all, this benefit is private and exclusive – only one group can use a room in a community centre at any one time.

However, the provision of these facilities also has benefits for the wider community. Not only do the facilities help bring people together, the groups that use them often make significant voluntary contributions to community well-being.

Who should pay?	
Whole community	95%
Individuals and identifiable part of the community	5%

These community spaces cover a wide range of facilities forming part of the city's 'hard' social infrastructure that supports community wellbeing. Services and activities developed and delivered locally from these assets help bring people together, improve and strengthen neighbourhoods, community resilience and community safety. These assets are also important gathering points during civil defence emergencies.

Community centres make a significant contribution to community wellbeing by providing an anchor for the local community as well as a city-wide network of community resources. They also provide opportunities for social interaction, events, activities and interest and needs based courses/activities that benefit and respond to the local community needs and interests.

Our funding targets: operating expenses	
User charges	5%
Other revenue	0%

Our funding targets: operating expenses	
Targeted rate (Residential)	95%
General rate	0%
Total	100%

5.3 Public Health and Safety

Activity 5.3.1: Burials and cremations

We operate a crematorium and cemetery at Karori and a cemetery at Makara. We also manage Wellington cemetery records dating back to 1849 available for public viewing. Karori Cemetery is now managed as a closed cemetery for burials, unless interred in an existing family plot. All other burials, including Natural burials are undertaken at Makara Cemetery.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – the cemeteries provide sensitive and respectful bereavement services catering for a wide range of communities and beliefs. We maintain the cemetery sites to a good standard, reflecting their importance to the community.

Who benefits?	
Whole community	50%
Identifiable part of the community	50%

The cemeteries provide families of the deceased with access to appropriate burial or cremation facilities, allowing them to farewell their loved ones with dignity.

They also provide significant benefits to the community as a whole. These include the public health benefits of ensuring burials and cremations are conducted appropriately, the contribution made by the cemeteries to the city's heritage, the social benefits of ensuring a wide range of religious and cultural needs are catered for, and the provision of park-like surroundings that benefit not only families of the deceased but also all members of the community. Members of the public expect cemeteries to be properly maintained and accessible to all.

The provision of these services can also be seen to benefit funeral homes and other private businesses in this field.

Who should pay?	
Whole community	50%
Identifiable part of the community	50%

Since the benefits of this activity are split between individuals and the community as a whole, it is appropriate for the costs to also be split.

It should be noted that historically we have been able to recover less than 50 percent of the cost of this activity through user charges. Recent efforts to improve this rate of cost recovery have resulted in some improvements; however due to price elasticity we anticipate that on occasions we will not always meet this target. The remaining costs are appropriately met through general rates.

Our funding targets: operating expenses	
User charges	50%
Other revenue	0%
Targeted rate	0%
General rate	50%
Total	100%

Activity 5.3.2: Public toilets

We own and maintain around 100 public toilets throughout the city, located at public places such as parks, playgrounds, sports fields, and shopping centres and in the central business district. This activity includes ensuring they are kept clean and maintained fit for public use.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – these facilities are located conveniently throughout the city protecting against public health risks.

Who benefits?	
Whole community	60%
Individuals	40%

Council-owned public toilets clearly benefit people who use them. Their provision also benefits everyone who lives and works in the city, by protecting people in public places from the health hazards that would arise if there were no facilities or if facilities were not kept clean.

Who should pay?	
Whole community	100%

Since this activity benefits the whole community, the fairest and most effective way to fund it is through the general rate. Though individuals also benefit, the Council does not believe it would be appropriate to refuse access to people who cannot or will not pay.

Our funding targets: operating expenses	
User charges	0%

Our funding targets: operating expenses	
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 5.3.3: Public health regulations

This activity covers the Council's role in licensing and monitoring food outlets, licensing liquor outlets, registering and impounding dogs, responding to noise, nuisance, animal and litter complaints, and handling infectious disease investigations and the sorting and processing of dangerous goods.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – this activity protects against public health risks.

Who benefits?	
Whole community	75%
Individuals	25%

The Council's public health work is required under several laws including the Liquor Act, the Resource Management Act and legislation covering hazardous substances. It provides significant benefits to the community as a whole, including protection of the public from hazards such as dangerous chemicals, unsafe food, excessive noise and diseases.

Most of this work involves protecting the public from hazards created or potentially created by identifiable businesses and people. There are benefits to individual businesses which could not legally operate without the Council providing these services, and there are benefits to individuals who have their complaints dealt with or otherwise are protected from a hazard or nuisance.

There are also a number of users who benefit from this activity. Businesses use Council services to monitor and licence their food and liquor outlets. Dog owners benefit from the dog licensing scheme. These users are charged a fee for the benefits they receive.

Who should pay?	
Whole community	40%
Individuals	60%

As this work largely protects the community from harm, it is appropriate that the people or businesses causing the harm should pay. The Council's public health activities include a range of user charges. For example, licensing and monitoring of food outlets is carried out on a full cost-recovery basis, while user charges recover about 75 percent of animal control costs. Some charges, such as those for liquor licensing, are determined by statute.

For some services, it is not appropriate or possible to charge users. For example, the cost of responding to public complaints about noise, nuisance, litter, animals and other public health issues cannot be recovered as it would not be appropriate to charge those making the complaints and it is not always possible to identify the person or business responsible for the hazard. Overall, user charges recover about 60 percent of the cost of providing these public health services. Accordingly, the Council's target is to fund 60 percent of the cost of this activity through user charges.

Since the benefits to the community as a whole are significant, it is appropriate for the remaining costs to be funded from general rates.

Our funding targets: operating expenses	
User charges	60%
Other revenue	0%
Targeted rate	0%
General rate	40%
Total	100%

Activity 5.3.4: City safety

This activity covers our efforts that are directed at making the city safe and ensuring people feel safe. This includes patrols by city safety officers, closed circuit television monitoring of some inner-city streets, and safety audits which identify necessary improvements such as better street lighting.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – this activity promotes individual wellbeing, safe neighbourhoods and a safe inner city.

Who benefits?	
Whole community	100%

Our city safety initiatives benefit the whole community. By preventing crime, these initiatives have a clear and tangible effect on residents' well-being. This, in turn, has several other positive spin-offs. Increased safety levels encourage people into the city centre, which makes the city more vibrant and also benefits retailers and other businesses. These efforts also contribute to civic pride by enhancing Wellington's reputation as a very safe city by national and international standards.

Though individuals benefit from reduced crime, the benefits are felt community-wide and are not exclusive to individuals. As a lot of this work is directed at the inner city it may be argued that there are greater benefits to those who live and work in the city than to residents who do not use the inner city often. However, making the city safer means even those who don't use the inner city are more likely to feel they have the option to safely access the inner city.

Who should pay?	
Whole community	100%

Since this activity benefits the community as a whole, the fairest and most effective way to fund it is from general rates.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 5.3.5: WELLINGTON REGIONAL EMERGENCY MANAGEMENT OFFICE (WREMO) AND RURAL FIRE

Wellington Regional Emergency Management Office (WREMO) provides a shared service to all the councils within the region. Its role is to help the city prepare for disasters such as earthquakes and floods, and to maintain the Council's Emergency Operations Centre at a state of readiness for response. WREMO works with government agencies, other councils in the region and international agencies.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – this agency works with all sectors of the community to ensure the city is well-prepared for earthquakes and other natural disasters.

Who benefits?	
Whole community	90%
Individuals	10%

All residents and businesses benefit from preparation work to alleviate and cope with disasters like storms, floods and earthquakes. WREMO is a focal point for help and gives the entire community some comfort that a ready response is available to cope with disasters and quickly recover.

From time to time, WREMO may receive income in the form of grants from the Ministry of Civil Defence and Emergency Management, and other sources. However, this income varies significantly from year to year. We anticipate 5 percent revenue over the foreseeable future

Rural Fire and Fire Prevention

WCC contributes to the Wellington Rural Fire Authority (WRFA) which incorporates the rural fire capabilities and responsibilities of the Wellington, Kapiti, Upper Hutt, Lower Hutt and Porirua city councils.

Many Wellington properties back onto large areas of vegetation which can present a significant fire risk. The ability to provide fire suppression and prevention mechanisms benefits both the property owner and wider community through enhanced resilience.

Who should pay?	
Whole community	95%
User	5%

While individual property owners benefit from this work in the event of a large vegetation fire, the benefit to the whole community far outweighs this. The Council believes the fairest and most effective way to fund this activity is from general rates.

From time to time, WRFA may receive income in the form of grants from the New Zealand Fire Service Commission via the National Rural Fire Authority. This income varies significantly from year to year. We anticipate 5 percent revenue over the foreseeable future

Our funding targets: operating expenses	
User charges	5%
Other revenue	0%
Targeted rate	0%
General rate	95%
Total	100%

Urban Development

Directing growth and delivering quality

Nestled between harbour and hills, Wellington is a compact and dynamic city. We aim to preserve its special character, making sure developments are safe and in harmony with the environment. Our work in this area includes urban planning, building and development regulation, heritage protection and the development of public spaces.

Operating activities

With the exception of regulatory services, the majority of activities in this area are funded by the whole community via the General Rate. The funding sources are illustrated in the graph below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Levy/Other
Urban Development	Urban planning, heritage and public spaces development	6.1.1 Urban planning and policy	0%	0%	100%	100%	0%	0%	0%
		6.1.2 Waterfront development	0%	0%	100%	100%	0%	0%	0%
		Public spaces and centres development	0%	0%	100%	100%	0%	0%	0%
		6.1.3 development	0%	0%	100%	100%	0%	0%	0%
		6.1.4 Built heritage development	0%	0%	100%	100%	0%	0%	0%
	Building and development control	6.1.5 Housing development	0%	0%	100%	100%	0%	0%	0%
		6.2.1 Building control and facilitation	65%	0%	35%	35%	0%	0%	0%
		6.2.2 Development control and facilitation	50%	0%	50%	50%	0%	0%	0%
		Earthquake risk mitigation - built environment	0%	0%	100%	100%	0%	0%	0%
		6.2.3 Regulator - Building Control and Facilitation Weathertight Homes	0%	0%	100%	100%	0%	0%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity.

Urban development capital expenditure projects are funded through a combination of rates funded depreciation and borrowings.

Urban development – activity funding commentary

6.1 Urban Planning, Heritage and Public Spaces Development

Activity 6.1.1: Urban planning and policy

The Council wants to ensure the city grows in ways that encourage high-quality development and produce the best long-term result for everyone. To do this, we will use appropriate controls to guide development, particularly in key areas of the city. This includes guiding development in the northern part of the city where rapid growth is expected in the coming years. Implementing and updating the District Plan to respond to key issues such as resilience and facilitate growth are high priorities.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – this activity ensures the city's built form is developed appropriately
- *Eco-city* – urban planning is focused on intensive urban development and alongside our urban containment policies are designed to prevent sprawls and enhance our transport and lifestyle choices.
- *Dynamic Central City* - this activity shapes how the built form and urban culture of the city is developed into the future

Who benefits?	
Whole community	100%

Urban planning ensures the city grows in a controlled way that is environmentally sustainable, enhances community cohesion, and encourages high-quality developments. While the Northern Growth Management Framework is obviously specific to that area, the benefits of improved infrastructure and co-ordinated growth will be felt city-wide.

Who should pay?	
Whole community	100%

The Council seeks to build stronger communities through funding this activity. Our aim is to make Wellington even more liveable – making it a great place to be by offering a variety of places to live, work and play within a high quality public environment. Since the community as a whole benefits from this work, it is appropriate for general ratepayers to bear the costs.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 6.1.2: WATERFRONT development

The Wellington waterfront is a key area of the city. We oversee its development in line with a guiding policy, the Wellington Waterfront Framework. Management of waterfront development is carried out by a Council controlled organisation, Wellington Waterfront Limited.

Our role includes preparing an annual work plan that outlines short and long- term development proposals for the waterfront and funding the operations of Wellington Waterfront Limited.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* - the waterfront offers safe open spaces that welcome and engage people and encourage them to stay.
- *Dynamic Central City* – the waterfront is an accessible and unique component of the inner city that offers opportunities for relaxation, recreation and leisure.

Who benefits?	
Whole community	100%

This work benefits the whole community by making the city more attractive and vibrant, and providing valuable recreation opportunities. Through development of public spaces that complement the natural beauty of the waterfront, the image and the “sense of place” that people have for the city is enhanced. Waterfront development attracts people into the city, supporting social cohesion and aiding the economy.

While the direct beneficiaries are mainly people who choose to visit the waterfront, these benefits are not exclusive. When one person visits Queen’s Wharf or Frank Kitts Park, that doesn’t stop anyone else from being in the area too. Nor would it be practical or acceptable to identify users of

the waterfront and require them to pay. Similarly, though people living in the inner city benefit from better access to the waterfront, this is outweighed by the benefits to all people in the city.

The operational spending for this activity covers planning and public consultation. All residents benefit from the opportunity to have their views heard.

Who should pay?	
Whole community	100%

Since the community as a whole benefits from this work, it is appropriate for general ratepayers to bear the costs.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 6.1.3: Public spaces and centres development

We fund work to develop the street environments, urban parks and squares, and other public areas in the city and suburban centres. We aim to make these areas safe, accessible and attractive, with plenty of green space. This activity includes facilitation of the city's public artworks and consultation, planning and co-ordination of suburban centre upgrades.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – development of public squares and parks enhances people's enjoyment of the city and contributes to our civic pride and our 'sense of place'.
- *Dynamic Central City* – public spaces are an important component of the inner city providing accessible opportunities for relaxation, recreation and leisure for residents and visitors. High-quality developments make the city a more attractive place to live, attract visitors and support business opportunities.

Who benefits?	
Whole community	100%

This activity benefits the whole community by enhancing the urban environment, making the city safer and contributing to the vibrancy of Wellington. All residents and visitors to the city are able to enjoy its public spaces. While those who use city or suburban shopping areas, urban parks, squares and other public areas receive direct benefits, these benefits are not exclusive and it would not be desirable or acceptable to require people to pay for them directly. Similarly, though individual

suburbs benefit from work on suburban centres, these upgrades are not restricted to particular areas of the city – upgrades either have been carried out recently or are timetabled across many suburbs.

As well as enhancing the environment, development of city and suburban centres benefits the economy and enhances people's pride in the city.

Who should pay?	
Whole community	100%

While centre development provides a clear benefit to geographical suburban areas, targeted rates to fund these activities are not considered appropriate given the broad benefit to the community as a whole, and that centre upgrades are scheduled to occur throughout the city. The public good benefit over-rides any direct benefit to individual communities. However, if a suburban community asks for a higher standard of upgrade, or an earlier timeline than the Council has planned, the Council may consider imposing a targeted rate.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 6.1.4: Built heritage development

In order to promote Wellington as a place that celebrates its landmarks and heritage, we work to help protect and restore the city's heritage assets.

The District Plan ensures heritage buildings, trees, monuments and other assets, and sites of significance to tangata whenua, are recognised and that controls are in place to manage changes to or removal of these assets.

Our work in this area includes maintaining an inventory of heritage sites, restoring significant heritage buildings in public ownership and upgrading heritage sites.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – heritage buildings contribute to the city's distinct identity and enhance its sense of place.

Who benefits?	
Whole community	100%

This activity benefits the whole community by protecting the city's heritage. Preservation of city landmarks enhances the city's image, makes it more attractive, and contributes to people's sense of history and community pride. The community also benefits from enhancement of publicly-owned heritage assets.

Who should pay?	
Whole community	100%

Since the community as a whole benefits from this work, it is appropriate for general ratepayers to bear the costs.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 6.1.5: HOUSING DEVELOPMENT

Council has developed a Housing Strategy which aims to ensure that all Wellingtonians are well housed with four key outcomes met:

- Wellington has a well-functioning housing system
- Homes in Wellington are of good quality high quality and are resilient
- Homes meet the needs of Wellingtonians
- The Wellington housing system supports sustainable, resilient, and connected communities

Delivery of this strategy would include activities such as:

- Building conversions in the Central Business District.
- Establishing partnerships with Community Housing Providers (CHP's).
- Working effectively with property developers to create opportunities to alleviate pressure on the housing market.
- Through various acquisitions and disposals, maximise the use of Council assets.

As part of the wider housing strategy and work programme, Council would work to identify appropriate Council assets which can be disposed of so that the proceeds can be utilised and directed toward new housing developments that better meet the needs of the community.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred city* – Encouraging Housing initiatives so that Wellingtonians can enjoy quality Housing at a level which is affordable.

- *Eco City* – Housing in Wellington is sustainable so that the impact on the environment and infrastructure networks is minimised without compromising on comfort and quality of life.

Who benefits?	
Whole community	50%
Individuals	50%

Work funded by this activity would benefit individuals who currently cannot access quality affordable housing. Developments arising from this activity would allow more affordable housing to be available on a greater scale than is currently the case.

However the community as a whole also benefits through improving the overall availability and quality of the city's housing stock.

Who should pay?	
Whole community	100%

Council is seeking to ensure that all Wellingtonians are well housed. As much of the work in this activity is strategic in nature with broadly delivered benefits through a quality framework it is appropriate for general rate payers to bear the cost.

While the private market does provide housing, this activity seeks to encourage development which would not occur without Council's support. This activity is therefore Council's input and support over and above the costs incurred by the private market and to seek to recoup the cost would defeat the purpose of Council support.

Given this and the benefits to the community as a whole, the fairest and most effective way to fund it is from general rates.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

6.2 Building and Development Control

Activity 6.2.1: Building control and facilitation

The Council has a statutory responsibility under the Building Act and the Resource Management Act to control building developments. This includes ensuring buildings are safe and sanitary, and do not threaten environmental quality or public health.

Work includes issuing and monitoring building consents - we have building guidelines to make sure buildings meet the required standards. The Fencing of Swimming Pools Act 1987 has been repealed and its functions now fit under Building Act 2004. The responsibilities under the Building Act ensure there is protection in place for unsupervised children of 5 years old or younger gaining access to private residential swimming pools.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* - All cities control building work according to the provisions of the Building Act and codes. These controls are necessary to protect public health and safety, and to protect future users of land and buildings.

Who benefits?	
Whole community	20%
Individuals	80%

Our building control work benefits private individuals – the people and companies that build or redevelop homes, offices and other buildings. Our work ensures these buildings are safe and meet legal requirements. These benefits apply to buildings which, in almost all cases, are for private and exclusive use. The people who use our building consent services are clearly identifiable and can be stopped from using the service if they refuse to pay.

Similarly, the beneficiaries of our efforts to ensure swimming pools are adequately fenced are private individuals – those people who own and use private swimming pools and those who are kept safe because pools are fenced.

Who should pay?	
Individuals	65%
Whole community	35%

While individuals receive the benefits of our building control work, we are constrained in our ability to recover costs from those individuals. User charges for some activities are set by law or regulation. For some activities, the law prevents us from charging at all.

In addition, to meet all the costs of building consents through user charges we would need to raise the charges to a level that may create an incentive for homeowners to avoid the consent process and carry out illegal building work.

Our funding targets: operating expenses	
User charges	65%
Other revenue	0%

Our funding targets: operating expenses	
Targeted rate	0%
General rate	35%
Total	100%

Activity 6.2.2: Development control and facilitation

The Council has a statutory responsibility under the Resource Management Act to ensure land and other resources are used sustainably. The District Plan, adopted in 2001 after public consultation, contains specific policies relating to land and resource use in the city. We administer the District Plan, regulating developments to ensure they are safe, sustainable and meet public expectations. Specific activities, including issuing resource consents, monitoring compliance and dealing with complaints about environmental matters, are covered by this activity.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* - All cities control development work according to the provisions of the Resource Management Act and District Plan. These controls are necessary to ensure 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.

Who benefits?	
Whole community	40%
Individuals	60%

The main beneficiaries of this work are the individual people and businesses involved in land subdivision and development or use of other resources. This work helps ensure the developments are safe, sustainable and meet legal obligations.

There is also a significant public benefit. By controlling the safety and environmental effects of developments, we help prevent harm to members of the public both now and in the future.

Who should pay?	
Whole community	50%
Individuals	50%

While individuals receive an estimated 60 percent of the benefit from the Council's development control work, our ability to recover costs from those individuals is limited. User charges for some activities are set by law or regulation. For some activities, the law prevents us from charging at all. In addition, while individuals causing damage to the environment should bear the costs of dealing with their actions, it is not always possible to identify them.

To meet 60 percent of the costs of resource consents through user charges would require raising them to a level that may create a disincentive for growth and development of the city, potentially harming the economy.

These factors mean that, historically, we have been able to recover only about a third of the cost of this activity through user charges.

Our funding targets: operating expenses	
User charges	50%
Other revenue	0%
Targeted rate	0%
General rate	50%
Total	100%

Activity 6.2.3: Earthquake risk mitigation – built environment

Earthquake Resilience is a key focus for Wellington City Council. The Council has a statutory responsibility under the Building Act to mitigate the risks that earthquakes may have on structures. This activity covers that work and also the contribution that the Council may make to localised earthquake assessments.

Community outcome

This activity contributes towards the following outcome

- *People-centred City* - Wellington's high earthquake risk means this work is critical. It protects public safety, as well as preserving the city's heritage and the economic investment made in buildings and infrastructure.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 6.2.4: building Control and facilitation – weathertiGht homes

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* - by providing resolution to the weathertight homes issue, by supporting repairs to provide healthier and more resilient homes.

Who benefits?	
Whole community	100%

Resolving weathertight homes issues provides benefits to the Community as a whole. Through no fault of their own, individuals are stuck with leaky homes which can, in the worst circumstances, affect the health and well-being of those living there. Ensuring homes get fixed improves the health and well-being of individuals and reduces the call on the Community's health services. It also ensures the quality of housing stock available to residents in the City.

It is not considered that the actions or inactions of any individuals or group have directly contributed to the requirement to address the resolution of weathertight homes issues.

Who should pay?	
Whole community	100%

Since the activity benefits the community as a whole, the fairest and most effective way to ultimately fund it is from general rates. The quantum of the liability required to be funded will likely necessitate the use of borrowings to spread the cost and ensure that the affordability of any rates funding requirement is considered and managed.

Given the specific nature of the cost it is important that any borrowing and rate funding associated with this activity are transparent and that these funds are effectively ring fenced and only used for the specific purpose of settling weathertight homes claims and the associated interest costs from any related borrowings. There are minimal costs associated with a decision to fund this activity distinctly from other activities.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Transport

Providing quality connections

We're responsible for Wellington's extensive transport network, and for planning for the city's future transport needs. We see a high-quality transport system as critical to the city's economy and quality of life. Our transport activities include looking after hundreds of kilometres of city roads, as

well as accessways, footpaths, cycleways, parking facilities, traffic signs and signals, street lighting and pedestrian crossings. We also manage parking areas and have an ongoing programme of safety promotion.

Operating activities

The funding sources for this area are illustrated in the table below.

Activity Area	Activity Grouping	Activity	User Fees		Other Income		Rates		Residential Target	Commercial Targeted	Downtown Levy/Other
Transport	Transport	7.1.1 Transport planning	0%	0%	100%	100%	0%	0%	0%	0%	0%
		7.1.2 Vehicle network	0%	5%	95%	95%	0%	0%	0%	0%	0%
		7.1.3 Cycle network	0%	0%	100%	100%	0%	0%	0%	0%	0%
		7.1.4 Passenger transport network	0%	65%	35%	35%	0%	0%	0%	0%	0%
		7.1.5 Pedestrian network	0%	0%	100%	100%	0%	0%	0%	0%	0%
		7.1.6 Network-wide control and management	15%	15%	70%	70%	0%	0%	0%	0%	0%
		7.1.7 Road safety	0%	20%	80%	80%	0%	0%	0%	0%	0%
	Parking	7.2.1 Parking	100%	0%	0%	0%	0%	0%	0%	0%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity.

Transport capital expenditure projects are funded through a combination of NZTA subsidies, rates funded depreciation and borrowings.

Transport – activity funding commentary

7.1 Transport

Activity 7.1.1: Transport planning

The mixed modes and changing demands on transportation means that transportation planning becomes increasingly important. The Council's work in this area is closely linked to the work that we carry out under urban development. We also incorporate travel demand management planning as a component part of our overall transport and urban planning work.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – the transport network provides people with accessible and safe transport choices, from their homes to shops, for work, recreation and pleasure, including walkways and bikeways.
- *Connected City* – the transport network provides accessible and safe transport choices that connect people with each other and with places locally, nationally and internationally, including for commerce and trade.
- *Eco-city* – a network that is efficient means fewer cars are stuck in traffic meaning less emissions are produced
- *Dynamic Central City* – A network that allows easy movement of people and goods is vital for business and a significant competitive advantage.

Who benefits?	
Whole community	100%

This activity is of benefit to the whole community.

A well planned transportation network plays an important part in making the city more liveable. It provides for the efficient movement of freight and it allows for people to be better connected, aiding social cohesion.

Who should pay?	
Whole community	100%
Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 7.1.2: Vehicle network

We manage a vehicle network that includes 699 kilometres of urban and rural roads, 1,236 kilometres of kerbs and channels, 76 bridges and large culverts and four tunnels, as well as all related pavements and service lanes. As steward of the roads in a hilly harbour city, we are also responsible for maintaining more than 3,200 retaining walls, sea walls and accessway walls that support and protect transport corridors. Network maintenance activities include planned work as well as responding to unexpected events, such as removing debris and returning roads to service after storms or slips.

Port access is also part of our vehicle network management activities, as the efficient movement of freight to and from the port is an important contributor to the city's economy. We work with port authorities to find appropriate solutions to the movement of freight which minimise negative impacts for other users of the vehicle network.

Community outcome

This activity contributes towards the following outcome

- *People-centred City* – our road network safely and efficiently accommodates more than 40,000 people driving around the city each day, for work and recreation.

Who benefits?	
Whole community	100%

The city's vehicle network is a vital public asset. Roads are available for all residents and visitors to use. It benefits all residents by providing the means for safe, efficient travel. This benefits the economy and is also important for social reasons. An efficient vehicle network allows people to travel to work, visit friends and family, and get their children to school.

This 'public good' aspect of the vehicle network is reflected in the fact that Council's responsibility for providing and maintaining the network is enshrined in law. Under the current law, we cannot charge anyone for using it. The vehicle network is not in competition with any privately-provided alternative.

The direct beneficiaries of the vehicle network are road users. This includes everyone who drives private cars, as well as businesses that use roads for commercial purposes such as transporting goods. There are also many indirect beneficiaries, including people who do not often leave their homes but receive road-based services like meals on wheels or mail deliveries.

Who should pay?	
Whole community	95%
Other	5%

It could be argued that the commercial sector receives a higher direct benefit than city residents, and that heavy commercial vehicles also cause more wear and tear on the roading network than private cars. However, it's not possible to reasonably assess how much cost and benefit is directly attributable to different groups of road users, and Council currently has no legal means to impose direct costs on road users.

This means that because the community as a whole benefits, the fairest approach is to fund costs in this activity from general rates.

However, a small percentage of our costs are actually funded by the New Zealand Transport Agency (NZTA) through National Land Transport Fund (NLTF) subsidies, which pass on funding from fuel taxes gathered by Central Government. The amount subsidised by NZTA varies from year to year depending on the work programme (which affects eligibility for subsidy) and the amount of funding that NZTA has made available for qualifying activities. This income is leveraged to reduce the rates funding requirement for the vehicle network activity.

Our funding targets: operating expenses	
User charges	0%
Other revenue	5%
Targeted rate	0%
General rate	95%
Total	100%

Activity 7.1.3: Cycle network

Council has committed to an extensive cycleways improvement programme to improve access for people on bikes in the city and suburbs. Over the past 15 years, six out of ten new commuters have chosen to walk or cycle to work. With as many as 50,000 to 80,000 additional people expected to settle in Wellington by 2043, continuing this trend is vital if we want to minimise the need for costly road capacity improvements.

Cycleways require regular maintenance to remain safe – surfaces need to be smooth, lanes need to be clearly marked, and cycle stands and maintenance stations need to be provided at appropriate parking points. Maintaining cycleways to a high standard is critical if we want more people to see cycling as a safe and attractive transport choice.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – our cycle and pedestrian networks accommodate nearly 25,000 walking and cycling commuters each day and provide for easy and affordable movement to and around the city.
- *Eco-city* - the cycle network reflects our commitment to sustainable, safe and efficient transport choices.

Who benefits?	
Whole community	100%

Cycleways are available to all and provide significant benefits to the whole community, supporting the health, wellbeing and prosperity of the people who live, work, play and invest in our city.

The direct beneficiaries of the city's cycleways are the people who use them. This includes cyclists and pedestrians who use the cycleways as de facto walkways. Cycleways provide these users with both transport and recreational opportunities. There are also many indirect beneficiaries, because as part of a multi-model transport network, cycleways contribute towards reducing the amount of vehicle traffic, which in turn makes the city's roads safer and less congested.

Who should pay?	
Whole community	100%

Because the community as a whole benefits from our provision of the cycleway network, the fairest approach is to fund costs in this activity from general rates.

Identifying and charging individual users would be both inefficient and impractical. It's likely that imposing a user charge would discourage people from using cycleways, meaning that the health, sustainability and transport benefits of cycleways would be lost.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 7.1.4: Passenger transport network

While Greater Wellington Regional Council (GWRC) is responsible for the provision of public transport services, Council is committed to playing a key role in supporting the city's public transport network. Our aim is to encourage greater use of the bus and rail networks, as this delivers social and sustainability benefits, including improved energy efficiency and reduced pollution.

The Lambton Quay Bus Interchange is owned and operated by Council (this is because legislation in force at the time prevented GWRC from owning this asset). GWRC contributes a capped amount of funding towards the operation and maintenance of the Bus Interchange. Subsidised expenditure includes utilities costs, cleaning, maintenance and security services.

Council provides and maintains the special bus lane markings on roads throughout the city. Council has also committed to a significant programme of local bus priority capex improvements (which will affect this activity through higher interest charges).

Council was previously responsible for managing the cleaning and maintenance of bus shelters, bus stops and bus signs, with costs being reimbursed by GWRC. Responsibility for this work was transitioned across to GWRC in 2016, at which time we removed both the expenditure and the income (GWRC cost recoveries) from the LTP. This change had a net nil impact on the amount of rates funding required for this activity.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – our passenger transport network safely and efficiently accommodates people using public transport services to travel around the city each day, for work and recreation.

Who benefits?	
Whole community	100%

The city's public transport network is a vital public asset which is available for all residents and visitors to use. It benefits the whole community by providing the means for safe, efficient travel. This benefits the economy and is also important for social reasons. An efficient public transport network allows people to travel to work, visit friends and family, and get their children to school.

While individual users of public transport receive the most direct benefit, there are also many indirect beneficiaries. As part of a multi-modal transport network, public transport services contribute towards reducing the amount of vehicle traffic, which in turn makes the city's roads safer and less congested. Encouraging the use of public transport also has wider sustainability benefits for the community, including improved energy efficiency and reduced pollution.

Who should pay?	
Whole community	35%
Other	65%

Because the community as a whole benefits, the fairest approach is to fund costs in this activity from general rates.

However, Council receives a share of the revenue generated from Adshel advertising on bus shelters and pedestrian canopies in the city. This income is leveraged to reduce the rates funding requirement for the passenger transport activity.

Our funding targets: operating expenses	
User charges	0%
Other revenue	65%
Targeted rate	0%
General rate	35%
Total	100%

Activity 7.1.5: Pedestrian network

Over the past 15 years, six out of ten new commuters have chosen to walk or cycle to work. With as many as 50,000 to 80,000 additional people expected to settle in Wellington by 2043, continuing this trend is vital if we want to minimise the need for costly road capacity improvements.

Maintaining a safe and connected pedestrian network is an important part of our transport strategy. We maintain more than 893 kilometres of footpaths as well as pedestrian (street) furniture such as canopies, seats, bollards and fountains.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – our cycle and pedestrian networks accommodate nearly 25,000 walking and cycling commuters each day and provide for easy and affordable movement to and around the city.
- *Eco-city* - the pedestrian network reflects our commitment to sustainable, safe and efficient transport choices

Who benefits?	
Whole community	100%

The pedestrian network is available to all and provides significant benefits to the whole community, supporting the health, wellbeing and prosperity of the people who live, work, play and invest in our city.

The direct beneficiaries of the city's pedestrian network are the people who use them. Footpaths and access ways provide these users with both transport and recreational opportunities. There are also many indirect beneficiaries, because as part of a multi-modal transport network, the pedestrian network contributes towards reducing the amount of vehicle traffic, which in turn makes the city's roads safer and less congested.

Who should pay?

Who should pay?	
Whole community	100%

Because the community as a whole benefits from our provision of the pedestrian network, the fairest approach is to fund costs in this activity from general rates.

Identifying and charging individual users would be both inefficient and impractical. It's likely that imposing a user charge would discourage people from using footpaths and accessways, meaning that the health, sustainability and transport benefits of cycleways would be lost.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Activity 7.1.6: Network-WIDE control and management

Network management is crucial in a modern, efficient vehicle network.

Our traffic control system includes 117 sets of traffic lights, closed circuit television cameras and a central traffic computer system which allows us to optimise traffic flows to ensure the safe, efficient and balanced flow of traffic. This minimises safety risks, congestion, delays and pollution.

Road markings and signs provide information and guidance to drivers and assist with traffic flow, traffic control and traffic safety, especially at night and in poor weather conditions. This significantly enhances safety for all users of our transport networks, and also supports efficient parking management.

Other network management activities include the administration of National legislation and Council's bylaws and policies relating to the non-ordinary, temporary use of the transport network.

We manage Corridor Access Requests (around 6,000 per year) for works in the Transport Corridor (now mainly utility works approvals under the National Code of Practice for Utility Access to Transport Corridors), as well as monitoring, inspecting and auditing these works to ensure compliance during the work and reinstatement.

We also review and approve Temporary Traffic Management Plans (around 1,000 per year), as well as managing delegations for self-approvals, which are administered in line with NATA's Code of Practice for Temporary Traffic Management.

Other network management activities include issuing and managing licences and permits for other uses of the transport network, such as for construction loading zones, trading, sandwich boards, events, busking, street appeals, temporary signage and overweight vehicles.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – our road network safely and efficiently accommodates more than 40,000 people driving around the city each day, for work and recreation. Our pedestrian and cycle networks deliver the same outcomes for more than 25,000 walking and cycling commuters each day.
- *Connected City* – the network provides transport choices that connect people with each other and with places locally.
- *Eco-city* – the network reflects our commitment to sustainable, safe and efficient transport choices

Who benefits?	
Whole community	100%

Traffic control, signs and marking work allows for better traffic flows. Controlling traffic flows allows us to manage the diverse and competing demands of motorists, pedestrians, cyclists and public transport users. It improves the safety and efficiency of our transport system, which delivers social and commercial benefits by improving connections between communities and the city.

Network management activities optimise accessibility and utilisation of the transport network for a wide variety of activities and users, while minimising the adverse effects on other users of the network. This enables the city to remain internationally competitive by accommodating world class activities and events and promoting vibrancy, innovation and ongoing development of the city and its infrastructure.

Who should pay?	
Whole community	70%
User charges	15%
Other	15%

The cost of administering network management activities such as Corridor Access Requests, Temporary Traffic Management Plans, and other approvals or licences for uses of the transport network is largely recovered through user charges. Note that we are constrained by legislation as to what costs we are able to recover for this work. Also note that both the costs and the revenue for this work is a relatively small percentage of the total cost for the network control activity.

Because the community as a whole benefits, the fairest approach is to fund the remaining costs in this activity from general rates.

However, a small percentage of our costs are actually funded by the New Zealand Transport Agency (NZTA) through National Land Transport Fund (NLTF) subsidies, which pass on funding from fuel taxes gathered by Central Government. The amount subsidised by NZTA varies from year to year depending on the work programme (which affects eligibility for subsidy) and the amount of funding that NZTA has made available for qualifying activities. This income is leveraged to reduce the rates funding requirement for the network control activity.

Our funding targets: operating expenses

Our funding targets: operating expenses	
User charges	15%
Other revenue	15%
Targeted rate	0%
General rate	70%
Total	100%

Activity 7.1.7: Road safety

Delivering a safe road network is a fundamental goal of our Transport strategy. Providing and maintaining safety assets such as street lighting, safety fences and rails, as well as leading road education and promotion activities, significantly enhances safety for all users of our transport networks.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – our road network safely and efficiently accommodates more than 40,000 people driving around the city each day, for work and recreation. Our pedestrian and cycle networks deliver the same outcomes for more than 25,000 walking and cycling commuters each day.

Who benefits?	
Whole community	100%

Work funded by this activity reduces accidents and promotes the safety of the transport network. The benefits are felt by the whole community, including road users (private and commercial), pedestrians, cyclists, residents and tourists.

Street and pathway lighting improves safety and personal security through increased visibility. Safety fences and rails protect pedestrians from lateral falls of more than 1 metre, provide assistance to pedestrians negotiating hilly paths, highlight hazards for drivers, and act as protective barriers to ensure the safe and convenient use of the transport network.

Who should pay?	
Whole community	80%
Other	20%

Because the community as a whole benefits, the fairest approach is to fund costs in this activity from general rates.

However, a small percentage of our costs are actually funded by the New Zealand Transport Agency (NZTA) through National Land Transport Fund (NLTF) subsidies, which pass on funding from fuel taxes gathered by Central Government. The amount subsidised by NZTA varies from year to year depending on the work programme (which affects eligibility for subsidy) and the amount of funding

that NZTA has made available for qualifying activities. This income is leveraged to reduce the rates funding requirement for the road safety activity.

Our funding targets: operating expenses	
User charges	0%
Other revenue	20%
Targeted rate	0%
General rate	80%
Total	100%

7.2 Parking

Activity 7.2.1: Parking

The Council provides short-term, metered roadside car parks in the city centre. We aim to have a high turnover of these parks. We also operate coupon and resident parking in areas to give city dwellers on the fringe of the central business district some relief from the daily influx of commuters.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – central city car and motorbike parking is important for shoppers, people working in the city, visitors to the city, and people coming in to the city for recreational activities. It is also necessary to allow for goods to be picked up and delivered throughout the city. The provision of car parking helps make Wellington a liveable, prosperous city.

Who benefits?	
Whole community	25%
Individuals	75%

The direct beneficiaries of the Council's parking services are clearly those people who use car parks. These benefits are private and exclusive. Two people cannot use the same car park at the same time and it is appropriate to charge people for using car parks. The Council's parking services operate in competition with other private sector providers.

It might also be argued that retailers benefit directly from the Council's provision of car parks. However, there is no practical way of assessing whether people are using car parks to go shopping or for other purposes such as recreation.

The community as a whole also receives benefits from the Council's parking activities. On-street car parking is time limited to encourage a high turnover of parks, as this helps bring people into the city and benefits the commercial sector. All ratepayers benefit from the income derived from this activity, as it offsets the cost of providing the vehicle network.

Who should pay?	
Individuals	100%

Since the principal benefit from the Council's parking services is to identifiable individuals it is appropriate for them to bear the costs through user charges.

While it might be argued general ratepayers should meet 25 percent of the costs, reflecting the benefit to the community as a whole, this would be inappropriate for a number of reasons. First, the level of demand for car parks suggests people using them believe they represent good value. As the principal benefit is to these individuals, it is appropriate to set user charges at a level the market will accept. Second, the Council's parking services operate in competition with private car park operators and setting lower fees would unfairly disadvantage those operators and potentially reduce the supply of off-street parking in the city. Third, the individuals using car parking spaces also benefit through being able to use ratepayer-funded roads and footpaths, and their contribution through parking fees offsets the cost of providing these services.

This activity recovers significantly more revenue, through enforcement and meter charges than the operating costs. The Council believes this is appropriate as it supports our transport and retail policies. These policies aim to improve access to on-street parking and increase turnover of parking.

Our funding targets: operating expenses	
User charges	100%
Other revenue	0%
Targeted rate	0%
General rate	0%
Total	100%

Investment and Liabilities Management Policies

General policy objectives

The Council's general policy objectives relating to its investment and liability management are to:

- Minimise the Council's overall costs and risks associated with its borrowing activities and the general management of its other liabilities.
- Manage its borrowings and cash assets on a "net debt" basis in order to reduce the overall net cost to the Council.
- Optimise the return on its investment portfolio and other financial assets.
- Manage the Council's exposure to adverse interest rate movements.
- Borrow and invest funds and transact risk management instruments within an environment of control and compliance.
- Regularly review and consider the performance of the Council's financial assets and investments. Where appropriate, the Council will dispose of under performing assets or those assets and investments that are not essential to the delivery of services and activities set out in the Council's Long Term Plan (LTP).

More detail on the Council's investment and borrowing policies, operating procedures and associated internal controls is contained in the Treasury Management Policy.

Investment policy

Policy Statement

The Council operates on a "net debt" basis, and does not separately maintain significant long term cash investments. The general policy with respect to surplus short term cash is to invest any short term surplus cash or to utilise it to reduce borrowings.

The Council currently maintains an equity interest in Wellington International Airport Limited (WIAL) and an ownership and financial interest in ground leases and investment properties. The Council will continue to review the level of investment as well as the return it receives on these investments.

Where appropriate, the Council may choose to dispose of investments/financial assets that no longer meet our investment objectives.

Investment Mix and Associated Objectives

The Council categorises its investments into 5 broad categories:

(a) Cash and Cash Equivalents

The Council may invest funds with approved registered banking institutions. These investments generally mature in less than one year, and are held primarily for working capital/liquidity purposes or the pre-funding of debt maturing within twelve months.

(b) Income generating commercial debt instruments

These are principally loans to other organisations (on commercial terms) which deliver a cash-flow return to the Council.

(c) Income generating commercial equity investments

Equity investments arise from the Council owning or controlling an equity holding (e.g. shares) in another entity. The Council currently maintains a 34 percent shareholding in Wellington International Airport Limited (WIAL).

(d) Income generating commercial property investments

Investment properties are the Council's ground leases and land and buildings held primarily for investment purposes. The Council periodically reviews its continued ownership of investment properties by assessing the benefits of continued ownership in comparison to other arrangements that could deliver similar benefits. Any assessment is based on both the strategic benefit of the investment/ownership to the City and in terms of the most financially viable method of achieving the delivery of Council services.

(e) Non income generating investments

This includes loans to other organisations, and equity investments in Council Controlled Organisations. The Council may consider the provision of loans to Community groups but only in exceptional circumstances. The Council's non income generating investments are held for strategic or ownership reasons.

In addition to the above investment categories, the Council may assume financial risk associated with providing contributions, guarantees and underwrites, where these meet the Council's strategic objectives and outcomes. Such undertakings require a Council resolution.

New Zealand Local Government Funding Agency Limited

Despite anything earlier in this policy, the Council may invest in shares and other financial instruments (including borrower notes) of the New Zealand Local Government Funding Agency Limited (LGFA) and may borrow to fund that investment.

The Council's objective in making any such investment is to:

- a. obtain a return on the investment; and
- b. ensure that the LGFA has sufficient capital to remain viable, meaning that it continues as a source of debt funding for the Council.

Because of this dual objective, the Council has invested in LGFA shares in circumstances in which the return on that investment is potentially lower than the return it could achieve with alternative investments. If required in connection with the investment, the Council may also subscribe for uncalled capital in the LGFA and be a Guarantor.

Investment Acquisition/Addition/Disposal

With the exception of the day to day investment of short term cash and cash equivalents, all new investments, additions to existing investments, and/or disposals of existing investments must be approved by the Council. The day to day management and investment of short term cash and cash equivalents may be made by Council officers in accordance with the Treasury Management Policy. The Council will continue to maintain its current level of investment in WIAL until it considers that it is strategically, financially and economically prudent to dispose of the investment.

Proceeds from the sale of investments will be used to repay existing borrowings, unless the Council specifically directs that the funds be put to another use.

Reporting

Investments in CCOs

Monitoring of the Council's equity investment and ownership interest in Council Controlled Organisations (CCOs) is undertaken by the Council Controlled Organisations Subcommittee. The Subcommittee reports to the City Strategy Committee and is responsible for:

- communicating the Council's priorities and strategic outcomes to Council Controlled Organisations (CCOs)
- ensuring delivery through the development of Statements of Intent and integration of CCO outcomes with the Council's Long-term Plan and Annual Plan funding processes and decisions, and
- monitoring the financial performance and delivery on strategic; and
- outcomes of the Council's CCOs.

All other investments

The City Strategy Committee is responsible for monitoring all other investments and providing recommendations to the Council in regard to strategies, policy and guidelines in relation to those investments. The City Strategy Committee will receive and review the quarterly Treasury report contained within the consolidated quarterly report.

Risk Management

The Council's principal exposure on its financial investments is credit risk. Credit risk is minimised by the Council investing in approved institutions with satisfactory credit ratings which are assessed and reviewed by independent credit rating organisations. Limits are spread amongst a number of counterparties to avoid concentrations of credit exposure.

Assessment and management of specific risks associated with the Council's investment in WIAL, LGFA and investment properties will be performed on a regular basis. Any significant changes in the risk profile for these investments will be reported to the City Strategy Committee.

Investment Ratios

For the purposes of setting its Borrowing and Investment Ratios, the Council defines investments as assets which are cash or readily convertible to cash (either through fixed repayment and maturity profiles, or through sale or exchange) and assets which are held primarily for investment purposes (either for capital growth, commercial rental or interest). This is likely to include:

- Cash and cash equivalents (e.g. term deposits),
- Income generating commercial debt instruments
- Income generating commercial equity instruments
- Income generating commercial property instruments

Liability management policy

In broad terms, the Council manages both current and term liabilities.

Current liabilities

Current liabilities reflect those obligations, expressed in monetary terms, which the Council has to meet within relatively short timeframes, at a maximum within the next 12 months. In respect of its day to day obligations for both operational and capital expenditure, the Council's policy is to pay these liabilities in full by the due date. This eliminates any credit exposure or risk. Current liabilities

also include the maturing portions of any term liabilities that are due for repayment within the following 12 months.

Term liabilities

Term liabilities represent the Council's obligations which, in general terms, are not immediately payable, i.e. not due within the following 12 months. Borrowings comprise the majority of the Council's term liabilities.

The Council approves the borrowing programme for each financial year as part of the LTP or Annual Plan. Additional borrowings may be approved by Council on a case by case basis. The Council primarily borrows to fund its new and upgraded capital expenditure programme. In approving new borrowings the Council considers the impact of the level of borrowings on its overall borrowing limits and impact on rates and rates limits.

Policy objectives

The Council primarily borrows to pay for the upgrading of existing assets and the construction/purchase of new assets. These assets generally provide new or enhanced benefits to Wellington for many years. Borrowing is therefore considered the most cost-effective and equitable way to fund these assets as it spreads the cost of the asset over the future generations of ratepayers who will benefit from the use of the asset. In addition, Council borrows to meet the costs associated with settling liabilities arising with respect to weathertight homes issues, and the borrowings are repaid from future rates revenues. Accordingly, borrowings have a strategic benefit of making the cost of the asset investment or weathertight homes liabilities affordable to today's ratepayers. Borrowings are maintained at a prudent level, in accordance with the Council's overall financial strategy and specific borrowing limits.

Power to borrow

The Council borrows as it considers appropriate and in accordance with the provisions of the Local Government Act 2002 and its Treasury Management Policy. The Council approves the level of new borrowing in general terms as part of the LTP or Annual Plan. The Council delegates the authority to officers to raise the approved borrowing during the financial year as and when the funding is required. Any additional borrowing beyond that approved in the LTP or Annual Plan must be approved by the Council.

INTEREST RATE RISK MANAGEMENT LIMITS

Borrowings issued at variable (floating) interest rates expose the Council to a cash flow interest-rate risk. The Council manages its cash flow interest-rate risk by using floating to fixed interest rate swaps. Such interest rate swaps have the economic effect of converting borrowings from floating rates to fixed rates.

Council debt/borrowings must be within the following fixed/floating interest rate risk control limits:

Debt Interest Rate Policy Parameters (calculated on rolling monthly basis)		
Debt Period Ending	Minimum Fixed Rate	Maximum Fixed Rate
Year 1	50%	80%
Year 2	45%	80%
Year 3	40%	80%
Year 4	35%	75%
Year 5	30%	70%
Year 6	20%	65%

Debt Interest Rate Policy Parameters (calculated on rolling monthly basis)		
Debt Period Ending	Minimum Fixed Rate	Maximum Fixed Rate
Year 7	10%	60%
Year 8	0%	55%
Year 9	0%	50%
Year 10	0%	45%
Year 11	0%	40%
Year 12	0%	35%
Year 13	0%	30%
Year 14	0%	30%
Year 15	0%	30%
Year 16	0%	30%

“Fixed Rate” is defined as an interest rate repricing date beyond 3 months forward on a continuous rolling basis.

The “Fixed Rate” percentage is based on the projected gross debt level on a rolling forward basis. Gross debt is the amount of total borrowing. This allows for pre-hedging in advance of projected physical drawdowns of new debt. When forecasts are changed, the amount of fixed rate cover in place may have to be adjusted to comply with the policy minimums and maximums. In the event of one-off significant changes caused by asset sales/purchases or capital expenditure in advance of the forecast, then a 3 month period of adjustment is permitted.

Liquidity

The Council minimises its liquidity risk by avoiding concentration of debt maturity dates and by maintaining committed borrowing facilities at a level that exceeds 115% of the existing external net debt level. The Council will only drawdown or borrow against these facilities as required.

Where special funds are maintained to repay borrowings, these investments are held for maturities not exceeding borrowing repayment dates.

The Council avoids exposure to liquidity risk by managing the maturity of its borrowing programme within the following maturity limits:

BORROWING MATURITY PROFILE LIMITS

Period	Minimum	Maximum
0 to 3 years	15%	60%
3 to 5 years	15%	60%
5 years plus	15%	60%

Credit exposure

The Council borrows from approved institutions with satisfactory credit ratings. Borrowings are managed to ensure the Council is not exposed to material concentrations of credit risk. Limits are spread amongst a number of counterparties to avoid concentrations of credit exposure.

Local government funding agency

Despite anything earlier in this Policy, the Council may borrow from the New Zealand Local Government Funding Agency Limited (LGFA) and, in connection with that borrowing, will enter into the following related transactions to the extent it considers necessary or desirable:

- a. contribute a portion of its borrowing back to the LGFA as an equity contribution to the LGFA (for example borrower notes that may convert into redeemable preference shares).
- b. provide guarantees of the indebtedness of other local authorities to the LGFA and of the indebtedness of the LGFA itself
- c. commit to contributing additional equity (or subordinated debt) to the LGFA if required
- d. secure its borrowing from the LGFA, and the performance of other obligations to the LGFA or its creditors with a charge over the Council's rates and rates revenue.
- e. Subscribe for shares and uncalled capital in the LGFA

Borrowing repayment

The Council will repay borrowings from a combination of excess depreciation over and above renewals, sale of surplus or underperforming assets, operating surpluses, and any rates specifically set to repay borrowings, including those associated with settling weathertight homes liabilities, or from the renewal of borrowings.

Specific borrowing limits

In determining a prudent level of borrowings the Council assesses the level of net borrowing against the Council's operating income.

Total Council Net Borrowings will be managed within the following macro limits:

RATIO	LIMIT
Net borrowing as a percentage of income	<175%
Net Interest as a percentage of income	<15%
Net Interest as a percentage of annual rates income	<20%
Liquidity (Term borrowing + committed loan facilities to existing external net debt)	>115%

Security

Council borrowings are secured by way of a Debenture Trust Deed (representing a charge over Council rates revenue). This security relates to any borrowing and to the performance of any obligation under any incidental arrangement. However, if it is considered advantageous, the Council's borrowings and other financial arrangements may be undertaken on an unsecured basis, or secured by way of a charge over its physical assets.

Credit rating

To provide an independent assessment of the Councils' credit quality, Council maintains a credit rating with an independent rating agency.

Carbon price risk

Council maintains a stock of NZU credits and is projected to remain a net holder of carbon credits for the foreseeable future. Within this context, Council manages its annual carbon liabilities through surrendering existing holdings and purchasing NZUs in the spot/forward market, where required. The Treasury Management Committee is responsible for carbon strategies/decisions and the CFO has responsibility for implementing the strategies.

Rates Remission Policy

Introduction

In accordance with section 85 of the Local Government (Rating) Act, 2002:

- i. A local authority may remit all or part of the rates on a rating unit (including penalties for unpaid rates) if –
 - a. the local authority has adopted a remissions policy under section 109 of the Local Government Act 2002, and
 - b. the local authority is satisfied that the conditions and criteria in the policy are met.
- ii. The local authority must give notice to the ratepayer identifying the remitted rates.

Circumstances where a remission may apply

Rural open space remission

Remission statement

The Council may grant a 50 percent remission of Base general rate on land classified as rural under the District Plan where the rating unit is rated under the Base differential and used principally for farming or conservation purpose

Policy objective

To provide rates relief for rural, farmland and open spaces.

Conditions and criteria

Land used principally for farming or conservation purposes.

A rates remission of 50 percent of the Base general rate will be granted to rating units that are classified as rural under the District Plan and used principally for farming or conservation purposes. Under this policy, 'principally for farming or conservation purposes' is defined as where:

- i. the rating unit (or property) exceeds 30 hectares in area; and
- ii. 50 percent or more of the rateable capital value of the property is made up of the land value; and
- iii. the principal use of the land is for conservation, agriculture, horticulture, pastoral or silviculture purposes, or for the keeping of bees, poultry or other livestock excluding commercial dog kennels or catteries.

Remissions on land used principally for games or sport

Remission statement

Where the Council considers a rating unit is used principally for games or sport, it will apply a 50 percent remission of Base general rate where the rating unit:

- i. has a club licence under the Sale and Supply of Alcohol Act 2012; and
- ii. would otherwise qualify as 50 percent non-rateable under Part 2, Schedule 1, of the Local Government (Rating) Act 2002; and

- iii. the property is rated at the Base differential.

Policy objective

To reduce the adverse financial impact of the Local Government (Rating) Act 2002 on land used principally for games or sports, occupied by clubs that hold a club licence and no longer qualify as 50 percent non-rateable.

Conditions and criteria

This policy specifically excludes chartered clubs and clubs holding permanent charters.

Remission of targeted rates on property under development or earthquake strengthening

Remission statement

The Council may remit part or all of the commercial sector targeted rate, Business Improvement District targeted rate and downtown targeted rate on land classified under the Council's commercial, industrial and business differential as defined within our Funding Impact Statement Rating Mechanisms, where the property is deemed to be 'not fit for purpose' due to the property being under development or due to the existing building being earthquake strengthened.

The Council may remit part or all of the Base sector targeted rate on land classified under the Council's Base differential (including residential) as defined within our Funding Impact Statement Rating Mechanisms, where the property is deemed to be 'not fit for purpose' due to earthquake strengthening.

Policy objective

To provide rates relief for property temporarily not fit for purpose due to the property undergoing development or earthquake strengthening and therefore not receiving the benefits derived by contributing to the commercial, residential or downtown targeted rates.

Conditions and criteria

To enable the remission statement above, 'not fit for purpose' is defined in this policy as where:

- i. the property (rating unit) will not hold sufficient consents to permit occupation; and
- ii. the property (rating unit) will not be used for any purpose, apart from the construction of buildings, premises or associated works, or earthquake strengthening works; and
- iii. the property (rating unit) will not generate any revenue stream.

The above criteria apply to, and must be met by, an entire rating unit as identified in the Council's rating information database (RID) and apply only for the period the building is not 'fit for purpose'.

Remission of metered water rates

Remission statement

The Council may grant a remission on a water targeted rate (with water meter) where excess water consumption has occurred due to a leak beyond the point of supply on the ratepayer's property. The excess water consumption may only be remitted to the level of the current Greater Wellington Regional Council bulk water rate.

Policy objective

The objective of this remission policy is to provide a measure of rates relief where a water leak has been detected on the ratepayer's property with a water meter, and prompt remedial action to repair the leak has been undertaken. The ratepayer remains responsible for water leaks, the pipes and the usage of water on their property in accordance with the Water Services Bylaw.

Conditions and criteria

A remission of the water targeted rate (with a meter) may be granted for excess water consumption where the leak is the rate payer's responsibility (beyond the point of supply). Excess water consumption will be calculated as the difference between actual metered usage on the latest reading and the average daily metered usage over the last four readings prior to the leak. The full water rate will be charged on the average daily usage over the last four readings and the excess water consumption (as calculated above) will be charged at the current Greater Wellington Regional Council bulk water rate. Where sufficient information is not available on historic readings, excess water consumption will be calculated as the difference between the latest reading prior to the fault being remedied, and the average daily metered usage over the last three monthly readings after the fault is remedied. This remission should only be applied for if:

- i. the leak occurred on a metered water property; and
- ii. excess water consumption has occurred through a broken or leaking pipe; and
- iii. evidence is provided that the fault has been remedied within a reasonable time period and prior to the application for a remission.

In the event of a recurrence of a water leak, Council would require the ratepayer to get a condition assessment of the pipes on the property prior to any decisions to remit a subsequent remission.

Remission of rates for buildings removed from the earthquake prone buildings list

Remission statement

The Council may grant a remission on a property's rates where the property was on the Council's Earthquake Prone Building List and the ratepayer has taken action to remove that building from the list (either by strengthening that building to above 33 percent of the New Building Standard (NBS) or by removing the building from the site).

The ratepayer may qualify for this remission for a period of rating years after the removal of the building from the Earthquake Prone Building list³, or up until the building is sold (whichever comes first).

The terms of remission that apply are as follows:

- a. a remission period of 3 years for all buildings (not applicable to the heritage remissions below) that are removed from the earthquake prone list; or
- b. a remission period of 5 years for all buildings removed from the earthquake prone list that are listed on the Wellington City District Plan Heritage List; or
- c. a remission period of 10 years for all buildings as per (b) and are identified by Heritage New Zealand as Category I on the New Zealand Heritage list; or

³ As maintained by Wellington City Council

- d. a remission period of 8 years for all buildings as per (b) and are identified by Heritage New Zealand as Category II on the New Zealand Heritage list.

The ratepayer must apply for this remission within 12 months of the removal of the building from the earthquake prone building list (by issuance of a code of compliance for work performed).

For earthquake-prone buildings that have been seismically strengthened to > 33 percent NBS the following will apply:

- the remission application will be accepted after the code of compliance has been issued for the building following completion of the seismic strengthening project;
- the remission shall equate to the rates (general rate, downtown targeted rate, commercial industrial and business sector or base sector targeted rates, stormwater network and sewerage rates) payable due to any rating valuation uplift⁴ that may arise from seismic strengthening works; if there has been no rating valuation uplift on the property as a result of seismic strengthening work then no remission will apply.

The valuation uplift from seismic strengthening works will be calculated as:

Final Improvement Value \$ per m2 (A)	-	Initial Improvement Value \$ per m2 (B)	x	Initial floor area of earthquake prone building (C)
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A = This is the total improvement value portion of the revaluation of the whole rating unit (after issuance of the code of compliance and after removal of building from the Earthquake Prone Building List) divided by the floor area at the time of issuance of the code of compliance, after removal of the building from the Earthquake Prone Building List.

B = This is the total improvement value portion of the rateable value of the earthquake prone building at the time the building consent for earthquake strengthening work is approved, divided by the floor area of the earthquake prone building at the time the building consent for earthquake strengthening work is approved.

C = This is the floor area of the earthquake prone building at the time the building consent for earthquake strengthening work is approved.

The valuation uplift amount that has been calculated using the above methodology will be used to calculate the rates remission for the duration of the remission. The valuation uplift amount will not be re-calculated to take into account any future changes to the building's valuation post the first valuation assessment carried out after removal from the Earthquake Prone Building List (by issuance of a code of compliance). For clarity, changes in land value are excluded from the above calculations and any remission calculation.

⁴ Rating valuation adjustments will occur either as part of the Council's three-yearly city wide revaluation cycle, or through adjustments that occur in between cycles where improvement works have taken place resulting in a measurable value change. Ratepayers will be notified of any valuation change in both circumstances. Under both circumstances rates are not impacted until the next rating year commencing 1 July. Officers reserve the right to use their discretion in determining valuation changes that may arise from, and relate to, seismic strengthening under this policy.

For earthquake prone buildings that have been removed from the site the following will apply:

- a. the remission application will be accepted after evidence of the building removal has been provided to Council and the building has been removed from the earthquake prone building list; and
- b. the remission will be calculated as 10 percent of the rates (general rate, downtown targeted rate, commercial industrial and business sector or base sector targeted rates, stormwater network and sewerage rates) payable on the property, on the valuation post removal of the earthquake-prone building from the site, for each of the three years following the acceptance of the remission application.

Policy objective

The objective of this remission policy is to minimise the rates impact of valuation increases arising for ratepayers who have taken positive action to address the structural safety of their earthquake-prone buildings, or remove their unsafe buildings.

Conditions and criteria

A remission of rates may apply under the following conditions and criteria:

- i. the building must have been on the Earthquake Prone Buildings list;⁵
- ii. the ratepayer must have taken action to remove their building from this list either through seismic strengthening or building removal;
- iii. the remission must be applied for within 12 months of the building being removed from the Earthquake Prone Buildings list and will relate to the following specified number of rating years only (the ratepayer does not need to re-apply in subsequent years). The terms of remission that apply are as follows:
 - a. for all buildings (not applicable to the heritage remissions below) that are removed from the earthquake prone list, the ratepayer may apply for this remission for a total period of 3 years; or
 - b. for all buildings removed from the Earthquake Prone Building List that are listed on the Wellington City District Plan Heritage List, the ratepayer may apply for this remission for a total period of 5 years after the removal of the building from the Earthquake Prone Building List; or
 - c. for all buildings as per (b) and are identified by Heritage New Zealand as Category I on the New Zealand Heritage list, the ratepayer may apply for this remission for a total period of 10 years after the removal of the building from the Earthquake Prone Building List; or
 - d. for all buildings as per (b) and are identified by Heritage New Zealand as Category II on the New Zealand Heritage list, the ratepayer may apply for this remission for a total period of 8 years after the removal of the building from the Earthquake Prone Building List.
- iv. the remission will not be available retrospectively for buildings already removed from the Earthquake Prone Building List prior to this policy being implemented;
- v. the remission is only available to a ratepayer who has taken action to remedy their building. It will not be available to a third-party purchaser of the building even if a sale took place

⁵ As maintained by Wellington City Council

- within the remission period applicable to that building being removed from the Earthquake Prone Buildings list; and
- vi. for earthquake prone buildings that have been removed from the site, evidence must be provided to Council of the building removal and the building must have been removed from the Earthquake Prone Building List.

Valuation changes

Wellington City Council is currently on a three-yearly valuation cycle for all properties in the city. The next city-wide valuation will occur as at 1 September 2018 and will be used to calculate rates for the next three rating years commencing 1 July 2019.

Rating valuations are also subject to adjustments at any time between the valuation cycles when there has been a measurable value change, usually triggered by consented improvement works.

Ratepayers will be notified when the capital value of their property has changed. Rates will be calculated using the new capital value from the next rating year commencing 1 July.

Application

This remission may be applied for at any time during the year. If approved by Council officers the remission will take effect either from the next rating year (1 July), or will be backdated to take effect from the start of the current rating year at the nomination of the ratepayer and agreement of Council officers. The remission will cease after the specified number of years from the agreed effective start date, or up until the building is sold (whichever comes first).

Remission for natural disasters and emergencies

Remission statement

In order to provide relief to ratepayers where a natural disaster or other type of emergency affects one or more rating unit's capacity to be inhabited, used or otherwise occupied for an extended period of time, Council may remit all or part of any rate or charge where it considers it fair to do so, based on the criteria below. Individual events causing a disaster or emergency are to be identified by Council resolution. Council may develop further guidance as to how it implements the criteria below at that time depending on the nature and severity of the event and available funding at the time. Council will exercise its discretion depending on the nature and severity of the event. Note that Greater Wellington Regional Council rates will still apply.

Policy objective

The objective of this remission policy is to provide a measure of rates relief where a natural disaster or other type of emergency affects one or more rating units' capacity to be inhabited, used or otherwise occupied for an extended period of time.

Conditions and criteria

The Council may remit all or part of any rate or charge assessed in relation to a particular rating unit where:

- i. a natural disaster or other type of emergency has affected its capacity to be inhabited, used or otherwise occupied for an extended period of time
- ii. Council considers it fair to do so and has identified the individual event causing a disaster or emergency through Council resolution

- iii. it meets any further guidance provided by Council as to how Council will implement the above criteria for the particular event, depending on the nature and severity of the event and available funding at the time

Remission for new residential greenfield developments

Remission statement

The Council may grant a remission on a new residential greenfield development of 30 or more allotments (or dwellings where it is proposed that the dwellings will be unit-titled) in the following Special Housing Areas:

- Lower Stebbings
- Lincolnshire-Woodridge
- 30 White Pine Avenue, Woodridge
- The Reedy Land, 28 Westchester Drive, Glenside

The ratepayer may qualify for this remission for a period of 2 years after a section 224(c) certificate and new titles are issued, or until the allotment or title is sold (whichever comes first).

The remission shall equate to the approximate increase in rates (general rate, Base sector targeted rate, and stormwater network rate) payable due to the increase in land value that may arise from a residential greenfield subdivision.

The remission may be applied for once a section 224(c) certificate and new titles have been issued, and only within the duration of the Housing Accord which ends on 30 June 2019. The remission will apply for two rating years and the ratepayer does not need to reapply in year two.

The remission will be calculated on the uplift in rates from subdividing greenfield land into residential lots. The amount is calculated as the land value of each allotment (after title is issued) less the equivalent land value for the allotment before subdivision. The 'equivalent' value before subdivision is calculated as \$20 per m² multiplied by the allotment area.

Policy objective

The objective of this remission policy is to minimise the rates impact of valuation increases arising for developers from new residential greenfield developments in the Special Housing Areas, to promote the supply of land for housing.

Conditions and criteria

A remission of rates may apply under the following conditions and criteria:

- i. the new residential development must be within the following Special Housing Areas⁶
 - a) Lower Stebbings
 - b) Lincolnshire-Woodridge
 - c) 30 White Pine Avenue, Woodridge
 - d) The Reedy Land, 28 Westchester Drive, Glenside
- ii. the development must be of 30 or more allotments (or dwellings where it is proposed that the dwellings will be unit titled)

⁶ As defined by the legislative instrument 'Housing Accords and Special Housing Areas (Wellington) Order 2014'

- iii. the remission must be applied for within the duration of the Housing Accord. No application will be eligible for this remission after 30 June 2019
- iv. the remission will apply to the general rate, Base sector targeted rate, and stormwater network rates
- v. the remission will not be available retrospectively for residential greenfield developments that are already completed
- vi. the remission will apply for a maximum of two years; commencing when the new allotment titles are issued and ending two years later, or when the new allotment or title is sold (whichever comes first)

Remission for first home builders

Remission statement

The Council may grant a rate remission on a new residential dwelling (including apartments) on a separate rating unit, where construction is completed after 01 July 2017 within the boundaries of Wellington City Council.

The remission will be up to a maximum of \$5,000 (including GST). To qualify for this remission, the applicant must meet the following criteria:

- be a New Zealand permanent resident or citizen;
- this will be their first home and
- the home must be a new build.

The earliest the remission can be applied for is after a building code compliance certificate has been issued by the Council for the rating unit. The remission will end once the \$5,000 (including GST) has been remitted or when the rating unit is sold (whichever comes first).

The remission shall apply to all Wellington City Council rates assessed on the rating unit. Note that Greater Wellington Regional Council rates will still apply.

Applications must be received prior to the commencement of the rating year the remission is being applied for (1 July).

Policy objective

The objective of this remission policy is to assist new first home builders and promote the supply of housing in Wellington city.

Conditions and criteria

A remission of rates may apply if all of the following conditions and criteria are met:

- i. the new residential dwelling must be within the Wellington City Council district;
- ii. the new residential dwelling must be on a separate rating unit;
- iii. the ratepayer must be a New Zealand permanent resident or citizen and provide evidence of this;
- iv. the property must be the first residential dwelling owned by the applicant;
- v. the property must be a new residential dwelling (including apartments);
- vi. the ratepayer uses the property as their primary residential dwelling;
- vii. the property must be either built for the first owner or purchased within six months of construction;
- viii. the ratepayer must provide evidence that they own the property;
- ix. application can be made by the ratepayer after a building code compliance certificate has been issued by the Council for the rating unit;

- x. the remission will not be available retrospectively for residential dwellings (including apartments) that are already completed before 1 July 2017;
- xi. once granted, the remission will apply for a set period; commencing from the start of the following rating year and ending when the total amount of Wellington City Council rates remitted on the property reaches the \$5,000 (including GST) limit or when the rating unit is sold (whichever comes first); and
- xii. trusts, businesses and companies are not eligible for the remission.

Special circumstances remission

Remission statement

It is recognised that not all situations in which it may be appropriate for the Council to remit rates will necessarily be known in advance and/or provided for in specific rating policies. In circumstances where the rating policy is deemed by the Council to unfairly disadvantage an individual ratepayer, the Council may grant a one-off remission of part or all Wellington City Council rates assessed for a rating unit. Note that Greater Wellington Regional Council rates will still apply.

Policy objective

To provide for the possibility of a rates remission in circumstances that have not been specifically addressed in other parts of the Council's Rates Remission and Postponement Policies.

Conditions and criteria

The Council may remit part or all of the rates assessed in relation to a particular rating unit where:

- i. the rates on that rating unit are disproportionate to those assessed in respect of comparable rating units; or
- ii. the rating policy is determined by the Council to unfairly disadvantage an individual ratepayer.

The approval of the remission does not set a precedent that application of the usual rates unfairly disadvantages other ratepayers.

Applying for a rates remission

All applications must be in writing and set out the reasons for the request using the Wellington City Council 'Application for Remission' form.

Each remission application is applicable to a single rating year, except the Remission of Rates for Buildings Removed from the Earthquake Prone Buildings List, the Remission for New Greenfield Developments and the Remission for First Home Builders, which may apply to multiple rating years.

Applications must be received prior to the commencement of the rating year the remission is being applied for (1 July), with the exception of the following remission applications which may be received after the start of a rating year:

- i. the Special Circumstances Remission;
- ii. the Metered Water Rates Remission;
- iii. the Remission of Rates for Buildings removed from the Earthquake Prone Buildings List and
- iv. the Remission for New Greenfield Developments.

No applications will be backdated beyond the current rating year.

All applications for a remission on a rating unit that has previously received a remission or remissions, must be re-submitted annually for consideration of further remissions prior to the commencement of the rating year (1 July), with the exception of the Remission of Rates for Buildings removed from the Earthquake Prone Buildings List, the Remission for New Greenfield Developments and the Remission for First Home Builders.

The determination of eligibility and approval of any remission is at the absolute discretion of Wellington City Council.

If Council is satisfied that the relevant criteria in the policy are met, it will give the applicant ratepayer notice of the remitted rates.

Applications made for a remission will be considered on their own merits on a case-by-case basis. Any previous decisions of the Council do not create a precedent.

Approval of a remission does not set a precedent that application of the usual rates unfairly disadvantages other ratepayers.

Rates penalty remission

Policy objective

To enable the Council to act fairly and reasonably when rates have not been received by the due date and a penalty has been applied.

Conditions and criteria

Upon receipt of an application from the ratepayer, or as identified by the Council, the Council may remit all or part of a penalty where it considers that it is fair and equitable to do so.

Matters that will be taken into consideration by the Council include the following:

- i. this is the first time a penalty is applied during a prior three year period and either:
 - a) the payment of the full amount of rates due within 14 days of due date; or
 - b) the ratepayer enters into a suitable agreement with the Council for the payment of rates within a reasonable timeframe; or
- ii. there was an extraordinary event leading to the late payment of the instalment and either:
 - a) the payment of the full amount of rates due within 14 days of due date; or
 - b) the ratepayer enters into a suitable agreement with the Council for the payment of rates within a reasonable timeframe; or
- iii. the ratepayer has agreed to pay future rates by direct debit.

The Council reserves the right to impose conditions on the remission of penalties.

Applying for a rates penalty remission

A Rates Penalty Remission application must be in writing, setting out the reasons for the request with enough information and proof for officers to evaluate the request. No special remission form is required. The written request will be accepted by post, fax or email (rates@wcc.govt.nz).

Non- rateable land

In addition to rates remissions, some types of property are not rateable or are partly non-rateable under Schedule 1 or Schedule 2 of the Local Government Rating Act (2002). For details of non-rateable property uses refer to this legislation and the Council's website.

Remission of rates on Maori freehold land

The Council's objectives in relation to rates remission and postponement apply equally to Maori Freehold land. Therefore the rates remission and postponement policies applicable to Maori Freehold land are identical to those

Rates Postponement Policy

Policy objective

To assist ratepayers experiencing extreme financial hardship that affects their ability to pay rates.

Conditions and criteria

For residential and other land rated at the Base differential:

The postponement of rates in cases of financial hardship is a last resort to assist residents who own their own home, after all other avenues to meet rates commitments have been exhausted.

The financial hardship must be caused by circumstances beyond the ratepayer's control. Criteria for the postponement of rates for residential ratepayers in cases of hardship are as follows:

- i) the applicant is unable to pay their rates bill because of personal circumstances;
- ii) the applicant has tried all other avenues (including seeking a reverse mortgage from their bank) to fund their rates;
- iii) the applicant has no significant assets (other than their family home); and
- iv) the applicant accepts a legal charge to the Council over the property.

Approval of rates postponement is for one year only.

The applicant must reapply annually for the continuation of a rates postponement using the Council's 'Application for Postponement' form. An application fee of \$200 (including GST) will be charged and added to the total value of rates postponed on the first successful postponement application granted on each rating unit.

Applicants will be provided with information that clearly sets out the long term effect of postponing rates on their estate. Annually on 30 June interest will be charged in arrears on rates postponed, at a rate equal to the Council's average cost of borrowing at that date.

For land rated at the Commercial, Industrial and Business differential

The postponement of rates is a last resort to assist commercial, industrial and business ratepayers after all other avenues to meet rate commitments have been exhausted.

The financial hardship must be caused by circumstances outside the business' control.

Criteria for the postponement of rates for commercial, industrial and business ratepayers in cases of hardship are as follows:

- i) the applicant is unable to pay their rates because of business circumstances,
- ii) the applicant has tried all other avenues (including obtaining a loan from their bank) to fund their rates;
- iii) the net value of an applicant's property (after the value of all mortgages on the property and the total value of the rates postponed) exceeds 10 percent of the market value of the property i.e. the Council will not postpone rates where there is a significant risk that the rates will not be paid at some time in the future; and
- iv) the applicant accepts the Council's legal charge over the property.

Approval of rates postponement is a one-off event. A one-off application fee of \$200 (including GST) will be charged on all successful postponement applications. Rates postponed on commercial, industrial or business property must be paid in full by the start of the Council's next financial year (1 July).

Annually on 30 June interest will be charged in arrears on rates postponed, at a rate equal to the Council's average cost of borrowing at that date.

Significance and Engagement Policy

Introduction

Wellington City Council (the Council) is responsible for making decisions on behalf of its communities. The Council considers community views and preferences when making decisions and has flexibility about how to engage with its communities⁷. Council gathers information about the views and preferences from Wellington's diverse communities in many ways and uses this information to inform its decisions.

The Council aspires to actively engage with and work collaboratively with its communities within the decision making roles. Engaging early and well, enables better decisions by ensuring that final decisions take into account or have regard to the views of the community and those affected by the decision. At times (and subject to unique circumstances), engagement activities may need to go beyond the Council's standard approach.

The purpose of this policy is to explain how the community might be engaged in various types of decisions. This policy is required under the Local Government Act 2002 (the Act). It includes:

- The general approach to determining the degree of significance of proposals and decisions (Parts 2, 3 and 4 of the Policy);
- The criteria used to determine the extent to which proposals and decisions are of significance (Schedule 1);
- Information on when, how and to what extent communities can expect to be engaged in decision-making processes and other matters; (Parts 5 and 6); and
- A list of strategic assets owned by Council (Part 10 and Part 11).

Making it work in practice

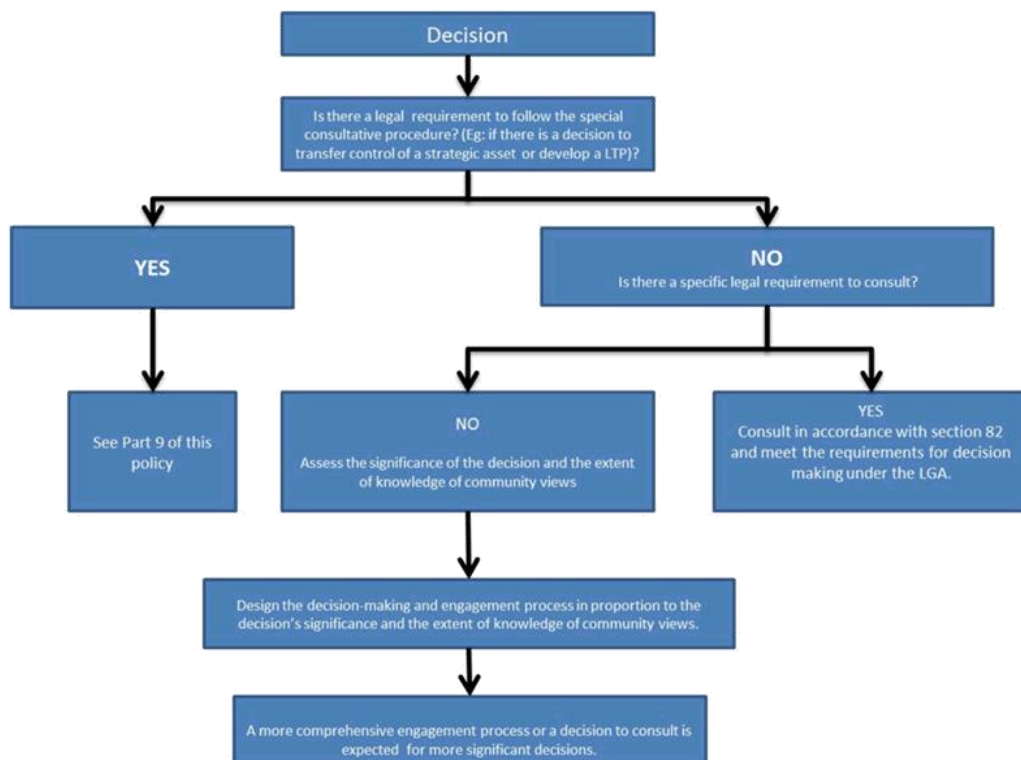
There are some key questions for Council officers to answer in making this work in practice. Some decisions require the use of the Special Consultative Procedure under the Act. See Part 7 of this policy about the requirements for these decisions.

For all other decisions, Council is required to:

- Identify the objective – what is being sought to be achieved and why?
- Identify all reasonably practicable options for achieving the objective
- Assess their advantages and disadvantages
- Design the decision-making and engagement process taking into account:
 - Sufficient knowledge of community views on the matter? If not, further engagement/consultation is appropriate.
 - Significance (see Schedule 1)
- If Council has decided to consult, or is otherwise legally required to, ensure that consultation complies with consultation principles (see Part 8).

This can be illustrated in the following flowchart.

⁷ Unless the special consultative procedure must be followed, which prescribes a process.



1. General approach

Consultation vs engagement

Consultation involves obtaining public feedback on proposals; it is one form of engagement. The Council regularly consults communities through process such as the long-term plan which determine Council's strategic direction as well as how it sets budgets and prioritises projects.

The Council will consult the community on significant decisions, following the principles set out in section 82 of the Act (see Part 9). Council can also decide to consult at any time on a decision, where it considers that appropriate. For most Council decisions, there is no express requirement to consult the public, but we will consider people's views and preferences.

Engagement is a broader and ongoing process of sharing information with the community and seeking its feedback, with the purpose of involving the community in the process of decision making. This process may include a more formal consultation process to meet legal requirements. Our approach to engagement is set out in section 6.

There is a general expectation of officers that for more significant decisions they will have a communication and engagement plan which will apply the principles of IAP2 engagement spectrum. Business units should work with engagement staff on how this can be applied to specific decisions.

The details of this are not included in this policy.

Assessment criteria

The Council must determine the level of significance of a decision based on criteria identifying the level of significance and the likely impact of the decision on the current and future wellbeing of the city. It must also take into account any persons likely to be particularly affected by or interested in the decision and the capacity of the Council to perform its role, as well as the financial and other costs of doing so.

The criteria for assessing the degree of significance

The Council's criteria for assessing the degree of significance of a decision are:

- the level of importance to Wellington City
- the level of community interest
- the consistency of the proposed decision with existing policy and strategy; and
- the impact on the Council's capacity and capability.

The key factors to consider under each criteria are set out in Schedule One, on the following page. When a decision is indicated as "high" on two or more criteria it is likely to be highly significant.

2. Factors that guide the Council's decision making process

Decisions of high significance in the Long-term Plan

Decisions assessed to be of high significance to the Council and the community should normally be included in the Long-term Plan (LTP) process. This will ensure that they are linked to community outcomes, proposed in context with other major decisions, and put before the community within this planning and consultation process and timing.

Making decisions of high significance outside of the Long-term Plan

There will be decisions of high significance that must be made outside of the Long-term Plan process. The Council will ensure an appropriate engagement and decision-making process is followed and that this is addressed in a report to the Council. The Council will use the special consultative procedure when it is legally required to. Part 8 sets this out in more detail.

Reporting of decisions

All reports by officers to Council or a Council Committee which are seeking a decision will include a statement addressing the issue of significance. If the proposal is considered to be of high significance the report will describe how the relevant sections of the Act and this policy have been addressed.

When might the Council not carry out engagement?

There may be occasions when the Council may not follow this policy, for example where failure to make a decision urgently would result in unreasonable or significant damage to property, risk to people's health and safety, or the loss of a substantial opportunity to achieve the Council's strategic objectives. The Act sets out a process for the Council to follow if the Council has a good reason to make a decision outside of this policy.

Other Council decisions and levels of reporting

For decisions of low or medium significance, the Council will comply with sections 76 to 82 of the Act. For decisions to be made under delegated authority and for which there is no Council or

committee report, the Council will not necessarily formally document the assessment of significance or the Council's compliance with sections 76 to 82.

The Council will ensure that, in fulfilling the above requirements, the level of attention, consideration, disclosure, and engagement taken is in proportion to the significance of the decision.

The Council will continue to make available all information regarding the decisions it makes in response to all written and verbal submissions from individuals and groups in the community.

Schedule 1: The criteria and factors for assessing significance

Rating	Criteria	Key factors to be considered	Engagement ⁸
High <i>Eg: The Long-term Plan, decisions to transfer strategic assets to or from Council or to significantly alter the level of service provided by the Council of a significant activity (including to stop or start a new group of activity), major new roads, Local Alcohol Policy.</i>	When a decision is indicated as high on two or more criteria it is likely to be highly significant.		Large-scale publicity and promotion. This may include an informal phase followed by more formal forms of engagement. Promotion through a range of channels and events, potentially including hui, a focus on online activities, newsletters and publications.
	Importance to Wellington City	<ul style="list-style-type: none"> Any decision that would significantly alter the level of service provided by the Council of a significant activity (including a decision to commence or cease such an activity) Extent of costs, opportunity costs, externalities and subsidies Uncertainty, irreversibility, and the impact of the decision in terms of the community's sustainability and resilience 	
	Community interest	<ul style="list-style-type: none"> High levels of prior public interest or the potential to generate interest or controversy Large divisions in community views on the decision A moderate impact on a large proportion of the community or a high impact on a moderate number of persons 	
	Consistency with existing policy and strategy	<ul style="list-style-type: none"> Decisions that are substantially inconsistent with current policies and strategies 	
Medium <i>Eg: Works on main roads and action plans</i>	The impact on Council's capacity and capability	<ul style="list-style-type: none"> High capital or operational expenditure A financial transaction with a value of greater than 10% of rates revenue in the year of the decision 	If the Council chooses to conduct engagement, targeted engagement with the affected audience, online engagement with surveys or social media, information through libraries or service centres, or promotion through local media.
		<ul style="list-style-type: none"> Relationship to factors under high and low significance criteria 	
Low <i>Eg: Redevelopment of community halls, park improvements, footpath and road works</i>		<ul style="list-style-type: none"> Affects a limited number of individuals, to a low degree Has very little public interest Low consequence for Wellington City Low impact on the Council being able to perform its role Able to be reversed Is a strong logical step from a prior decision 	If the Council chooses to conduct engagement it might include localised promotion (eg display boards and local media) briefings, the website or social media. Targeted engagement, for example through service users where appropriate. Information online and in local libraries and service centres, surveys and open days may be appropriate.

⁸ The type and nature of the decision will guide how Council will go about communicating and engaging with its communities. Council will consider the extent to which community views and preferences are already known in designing the engagement process. This table provides an indicative guide to this.

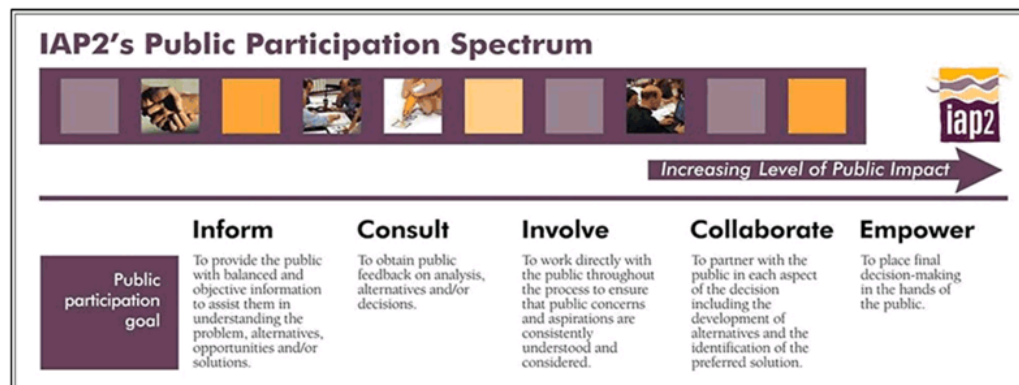
3. The Council's approach to engagement

Early engagement

The assessment of the significance of proposals and decisions, and the level of community engagement, will be considered in the early stages of a proposal before decision making occurs and, if necessary, reconsidered as a proposal develops. The aim is to engage early so that the decision-making process is well informed by those impacted by any decision.

Informed engagement

The Council uses the International Association of Public Participation (IAP2) spectrum and decision-orientation approach which indicates different engagement approaches on a spectrum from providing information through to community empowerment.



The IAP2 Spectrum allows for different levels of engagement depending on the decision; it does not intend for all of the levels of engagement captured on the spectrum to be applied.

How does the Council engage?

The Council actively seeks to improve opportunities for engagement and ensure that final decisions take into account or have regard to the views of the community and those affected by the decision. The Council will monitor and report on how public input has influenced decisions. The Council works with communities on a number of levels including as customers, stakeholders, citizens, ratepayers, subject matter experts and partners. It views engagement as a genuine dialogue with its diverse communities to help Council make better decisions. Council has working relationships with groups including:

- mana whenua, iwi and Māori organisations
- community and business organisations
- government and education sectors
- residents and ratepayers.

The Mayor and Councillors have a responsibility to ensure there is effective community engagement. The Council's Community Boards are also responsible for communicating with local communities to help inform and communicate local communities' views.

As well as consulting on certain decisions we will seek to establish ongoing relationships with our communities to provide opportunities for matters to be raised which are not currently under consultation. We may do this in a variety of ways such as having a presence at markets and public spaces, through our ongoing conversation

channels, front line staff, workshops and community events. The following diagram illustrates the many channels the Council uses to have conversations with the community.



In any engagement programme the Council will consider how to meet the needs of our communities in respect of language, accessibility and cultural expectations. When the Council identifies a group that it believes should be involved but which is less able to participate due to capacity or skills required it may provide assistance to enable the group to participate.

We will involve participants who can provide information and expertise the Council may not otherwise have access to.

The Council will work with groups that represent a community or sector recognising that early engagement can facilitate improved mutual understanding between groups with different aspirations and perspectives.

Engagement with Māori

The Council acknowledges the unique status of Māori and the wider Māori community and is committed to ensuring that it provides opportunities for Māori to contribute to in the decision-making process. The Council is committed to providing relevant information to inform Māori contribution and improve Māori access to the Council's engagement and decision-making processes, as set out in section 81 of the Act.

The Council will 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 contributions are represented and their status is publicly recognised. Council recognises that early engagement with iwi is often the most effective - in particular for those decisions which have greater significance.

The Council affirms its obligations to involving Māori in decision-making processes as set down in the Act, which includes recognition of the Treaty of Waitangi.

4. Policy review

The Council will review the Significance and Engagement Policy every three years or as required. This will be amended and confirmed through public consultation if necessary, separately or as part of the Long-term Plan.

5. Special Consultative Procedure (SCP)

The special consultative procedure requires the Council to prepare a statement of proposal and make this publically available (and make the summary or a full proposal widely available). It must allow feedback of at least 1 month. Council must ensure people are given an opportunity to present their views to Council through spoken interaction (or using sign language).

The Council must use the special consultative procedure for some plans and processes including:

- adopting or amending a Long-term Plan;
- adopting, amending, or revoking bylaws of significant interest to or impact on the public (for all other bylaw matters Council will consult following the principles in section 82 of the LGA);
- adopting, amending or revoking a Local Alcohol Policy; and
- setting rates.

Unless already explicitly provided for in the Long-term Plan, we will seek to amend the Long-term Plan using a special consultative procedure, when proposing to alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of Council, including commencing or ceasing such an activity; and when transferring the ownership or control of strategic assets, as listed in Part 11.

In these circumstances the Council will develop information that meets the requirements of section 82A of the Act, making this available to the public, allowing submissions for a period of at least 1 month, and will consider all submissions prior to making decisions.

6. Principles of consultation

When carrying out consultation, Council will follow these principles of consultation (from section 82 of the Act)

- a) identify people who will or may be affected by, or have an interest in, the decision;
- b) provide them with reasonable access to relevant information in an appropriate format on the process and scope of the decision;
- c) encourage people to give their views;
- d) give people a reasonable opportunity to present their views in an appropriate way;
- e) listen to, and consider those views, with an open mind; and
- f) after the decision, provide access to the decision and any other relevant material.

Where the Act requires Council to consult on a particular draft policy or decision, Council will prepare and make available:

- a description of what it intends to do, and why;
- an analysis of the practical options (with advantages and disadvantages); and
- a draft of the policy or relevant document (or details of the changes to any policy or document).

7. Strategic assets

The Act requires that any decision that significantly alters the level of service provided by the Council of a significant activity (including a decision to commence or cease such an activity) or transfers ownership or control of a strategic asset to or from the Council must be explicitly provided for in the Long-term Plan and can only be consulted on in the Long-term Plan, in accordance with section 93E of the Act⁹.

Legal framework Strategic assets are defined in section 5 of the Act as: "...an asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community; and includes:

- a) any asset or group of assets listed in accordance with section 76AA(3) by the local authority; and*
- b) any land or building owned by the local authority and required to maintain the local authority's capacity to provide affordable housing as part of its social policy; and*
- c) any equity securities held by the local authority in:*
 - I. a port company within the meaning of the Port Companies Act 1988:*
 - II. an airport company within the meaning of the Airport Authorities Act 1966."*

Section 76AA (3) of the Act requires that the Council "must list the assets considered by the local authority to be strategic assets." These assets are determined to be important to achieving the Council's community outcomes. In addition, assets or groups of assets are listed as strategic if the Council ownership or control is essential to the long-term provision of the associated service.

Group or Whole-of-Asset Approach

The Council takes a group or whole-of-asset approach¹⁰ i.e. it means the group assets as a whole and not each individual asset within the group. Without limiting the application of this provision to other assets, the following examples of the application of this policy to group assets are given:

- "Water supply network assets" means those group assets as a whole and not each individual pipeline, reservoir, and pump station. The Council does not consider that the addition or deletion of parts of that group asset (being a part of the group asset as a whole) will affect the overall group asset's strategic nature.
- "Roading assets" and "reserve assets" mean those group assets as a whole. Therefore, if the Council acquires land for a new road (or the formed road itself) or new reserve lands as a result of subdivision, those additions are part of the day-to-day business of managing the roading and reserves assets.
- Decisions that involve the transfer of ownership or control of an element of a group strategic asset where the remaining assets of the group still enable the Council to meet its strategic outcome will not on their own be regarded as a strategic asset. Examples include:
 - decisions to facilitate the development of the waterfront in accordance with the Waterfront Framework (April 2001) or other similar policy for the waterfront
 - disposal of former roads, provided that the Council has followed the road stopping processes under the Public Works Act 1981
 - disposal of individual reserves, provided that the Council has followed the procedures in the Reserves Act 1977 or the Local Government Act 2002 for areas managed as reserve but not

⁹ Section 93E of the Local Government Act 2002 covers the additional content of consultation documents for adoption or amendment of a Long-term Plan where section 97 applies to proposed decision.

¹⁰ Does not apply to equity securities in Wellington International Airport Limited

covered by the Reserves Act. The Wellington Town Belt Act 2016 does not allow removal of land from the Wellington Town Belt except under the provisions of the Public Works Act 1981.

8. Schedule of Strategic Assets

Assets the Council owns that are strategic assets under section 5 of the Local Government Act 2002:

- equity securities in Wellington International Airport Limited¹¹
- the public rental housing held by the Council to maintain affordable housing

Assets the Council has determined to be strategic assets:

- the sewage collection, treatment and disposal system, including the sewer network, pump stations and treatment works
- the land drainage system, including the stormwater pipe network, waterways, and retention areas.
- the water supply system, including reservoirs, pump stations and reticulation
- the roading network, including the public transport infrastructure system and pedestrian networks
- the shareholding in Wellington Cable Car Limited
- the library service
- swimming pool facilities
- the ASB Sports Centre and network of recreation centres
- community centres
- waterfront land and assets held on trust by Wellington Waterfront Limited for the Council
- all of the land and buildings in the area within the Civic Square Heritage Area, as defined in the Design Guide in the District Plan (Volume 2 - Area 5)
- the Wellington Town Hall
- the Michael Fowler Centre
- the buildings and collections of the Wellington Museum, City Gallery, Colonial Cottage Museum, Wellington Cable Car Museum and the Carter Observatory
- St James Theatre, Opera House, and the Embassy Theatre
- artwork and literature collections, including public art and collections held by libraries
- reserves lands, including the Wellington Town Belt, land held under the Reserves Act and land used for parks, cemeteries, gardens, sports fields and recreational areas
- the core data set used to deliver Council services
- the Council's brand, Absolutely Positively Wellington - Me Heke ki Pōneke
- Wellington Zoo
- the assets of Zealandia – the Karori Sanctuary Trust that are owned by the Council
- Kiwi Point quarry
- Southern Landfill.

¹¹ The Council's group or whole-of-asset approach does not apply to these assets

SETTING OF RATES FOR 2018/19

Purpose

1. To set the rates for Wellington City for the year commencing on 1 July 2018 and ending on 30 June 2019, under the Local Government (Rating) Act 2002 (LGRA).

Summary

2. Under section 23 of the LGRA, the Council is required to set its rates by resolution.
3. This paper provides for the Council to set rates for the year commencing on 1 July 2018 and ending on 30 June 2019.

Recommendation/s

That the Council:

1. Receive the information.
2. Having adopted the 2018-28 10-year Plan (including the 2018-28 Funding Impact Statements), resolve under section 23 of the Local Government (Rating) Act 2002 (LGRA) to set the following rates for the year commencing on 1 July 2018 and concluding on 30 June 2019:
 - a. General Rate

A differential general rate under section 13 of the LGRA as an amount per dollar of capital value on each rating unit as follows:

 - A rate of 0.239314 cents per dollar of capital value on every rating unit in the Base differential rating category.
 - A rate of 0.669636 cents per dollar of capital value on every rating unit in the Commercial, Industrial and Business differential rating category.
 - b. Targeted rate for water supply

A targeted rate for water supply under section 16 and section 19 of the LGRA as follows:

 - For rating units incorporated in the Base differential rating category, either:
 - i. For rating units connected to the public water supply with a water meter installed, a consumption unit rate of \$2.243 per cubic metre of water used, and a fixed amount per rating unit of \$131.05, or
 - ii. For rating units connected to the public water supply without a water meter installed, a fixed amount of \$161.24 per rating unit, and a rate of 0.047980 cents per dollar of capital value.
 - For rating units incorporated in the Commercial, Industrial and Business differential rating category, either:
 - i. For rating units connected to the public water supply with a water meter installed, a consumption unit rate of \$2.243 per cubic metre of water used, and a fixed amount per rating unit of \$131.05, or
 - ii. For rating units connected to the public water supply without a water

meter installed, a rate of 0.459523 cents per dollar of capital value.

c. Targeted rate for sewerage

A targeted rate for sewerage under section 16 of the LGRA on each rating unit connected to the Council sewerage system as follows:

- For rating units incorporated in the Base differential rating category:
 - i. A fixed amount of \$116.36 per rating unit, and a rate of 0.043744 cents per dollar of capital value.
- For rating units incorporated in the Commercial, Industrial and Business differential rating category:
 - ii. A rate of 0.168157 cents per dollar of capital value.

d. Targeted rate for stormwater

A targeted rate for stormwater under section 16 of the LGRA as follows:

- For rating units incorporated in the Base differential rating category but excluding those rating units classified in the rural area under the Council's operative District Plan:
 - i. A rate of 0.037244 cents per dollar of capital value.
- For rating units incorporated in the Commercial, Industrial and Business differential rating category but excluding those rating units classified in the rural area under the Council's operative District Plan:
 - ii. A rate of 0.041976 cents per dollar of capital value.

e. Targeted rate for the Commercial sector

A targeted rate under section 16 of the LGRA as follows for rating units incorporated in the Commercial, Industrial and Business differential rating category:

- i. A rate of 0.044346 cents per dollar of capital value.

f. Targeted rate for the Base sector

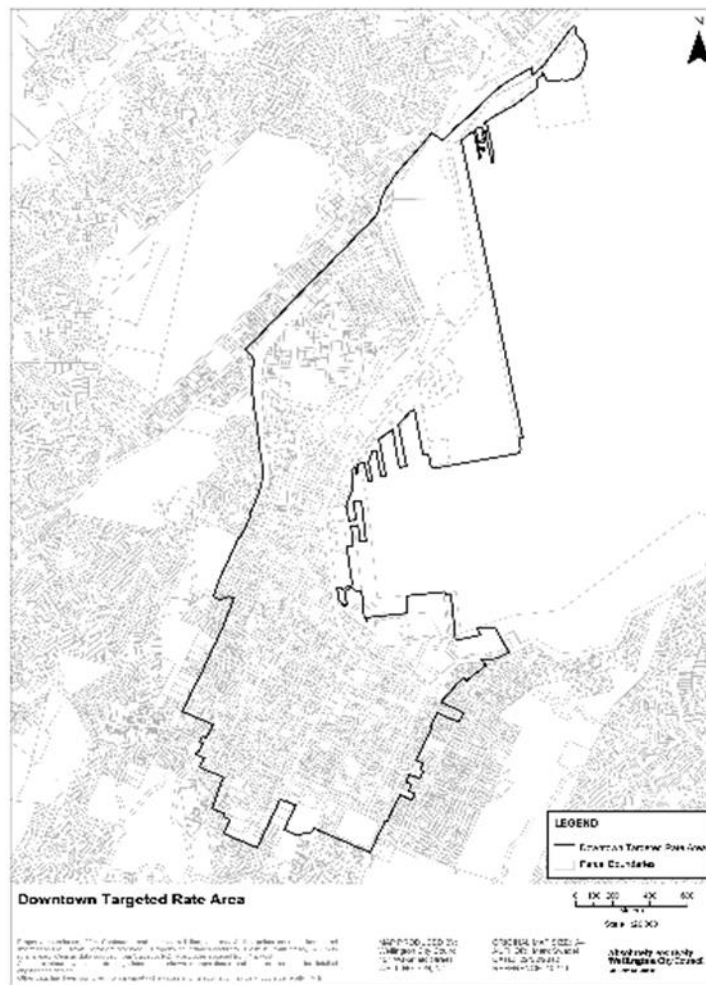
A targeted rate under section 16 of the LGRA as follows for rating units incorporated in the Base differential rating category:

- i. A rate of 0.019394 cents per dollar of capital value.

g. Targeted rate for Downtown Area

A targeted rate for the Downtown Area under section 16 of the LGRA on each rating unit incorporated in the Commercial, Industrial and Business differential rating category and located within the area designated as downtown, as described by the Downtown Targeted Rate Area map as approved on 27/06/2012 as part of the 2012-22 10-Year Plan.

- i. A rate of 0.168323 cents per dollar of capital value.



h. Targeted rate for Tawa Driveways

A targeted rate for Tawa Driveways under section 16 of the LGRA on each rating unit identified as being one of a specific group of rating units with shared residential access driveways in the suburb of Tawa, that are maintained by the Council as follows:

- i. A fixed amount of \$133.33 per rating unit.

i. Targeted rate for Marsden Village

A targeted rate under section 16 of the LGRA on all rating units incorporated in the Commercial, Industrial and Business differential rating category that are located in the Marsden Village area (refer map) as follows:

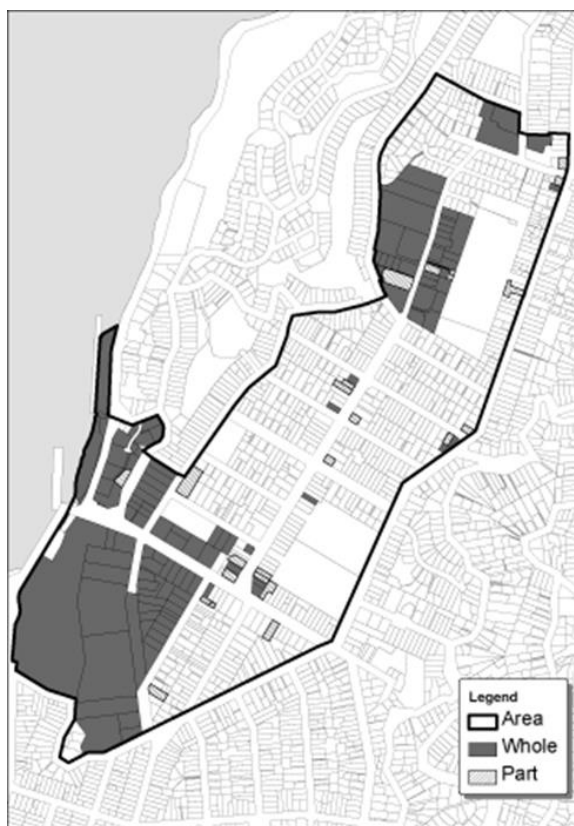
- i. A rate of 0.118243 cents per dollar of rateable capital value.



j. Targeted rate for Miramar Business Improvement District Area

A targeted rate under section 16 of the LGRA to fund the Business Improvement District activities of Enterprise Miramar Peninsula Incorporated on all rating units within the Miramar Business Improvement District (refer map) which are subject to the Commercial, Industrial and Business differential rating category as follows:

- i. A fixed amount of \$365.00 per rating unit, and
- ii. A rate of 0.019270 cents per dollar of rateable capital value.



k. Targeted rate for Khandallah Business Improvement District Area

A targeted rate under section 16 of the LGRA to fund the Business Improvement District activities of the Khandallah Village Business Association on all rating units within the Khandallah Business Improvement District (refer map) which are subject to the Commercial, Industrial and Business differential rating category as follows:

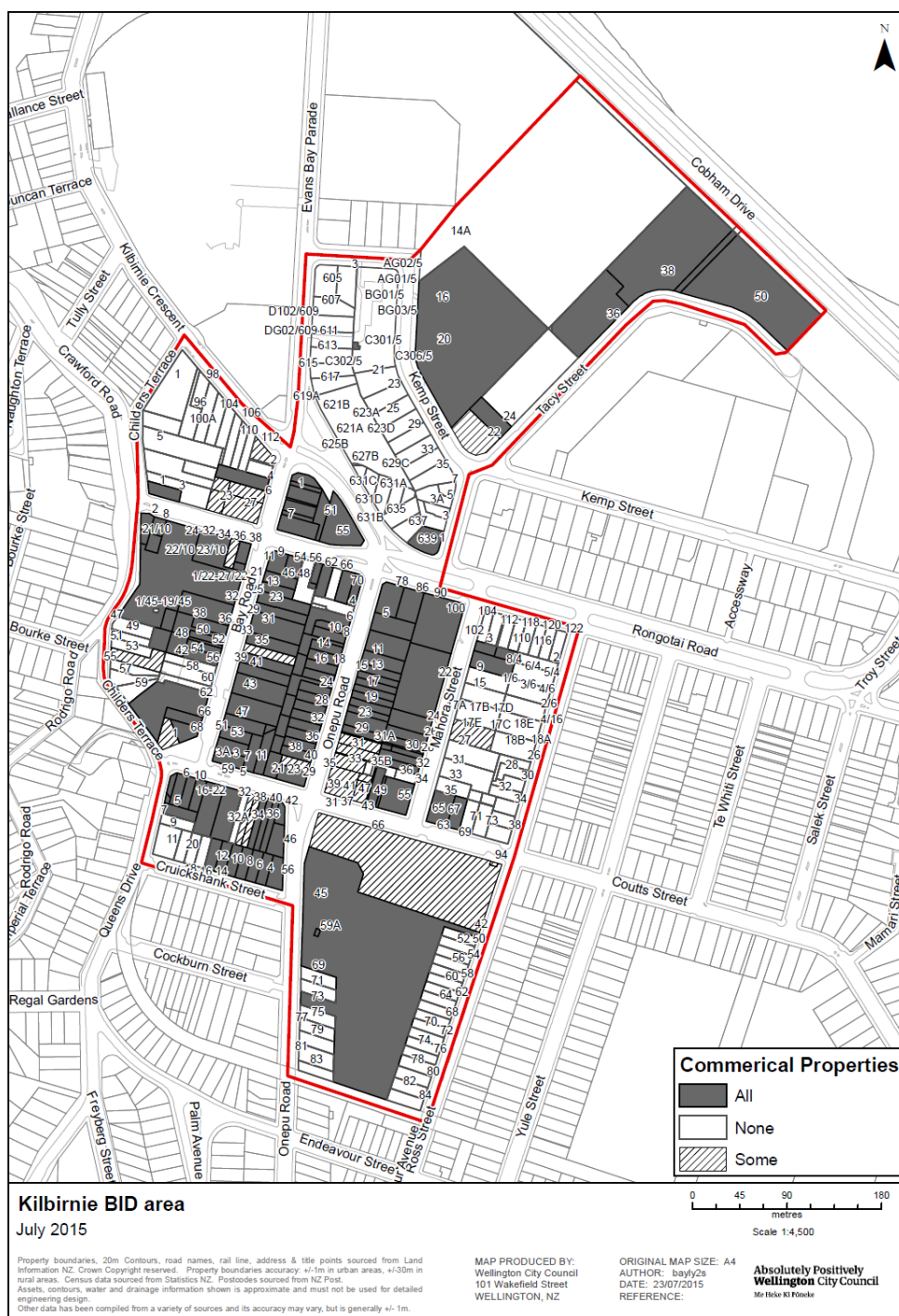
- i. A rate of 0.151515 cents per dollar of rateable capital value.



I. Targeted rate for Kilbirnie Business Improvement District Area

A targeted rate under section 16 of the LGRA to fund the Business Improvement District activities of Kilbirnie Business Network on all rating units within the Kilbirnie Business Improvement District (refer map) which are subject to the Commercial, Industrial and Business differential rating category as follows:

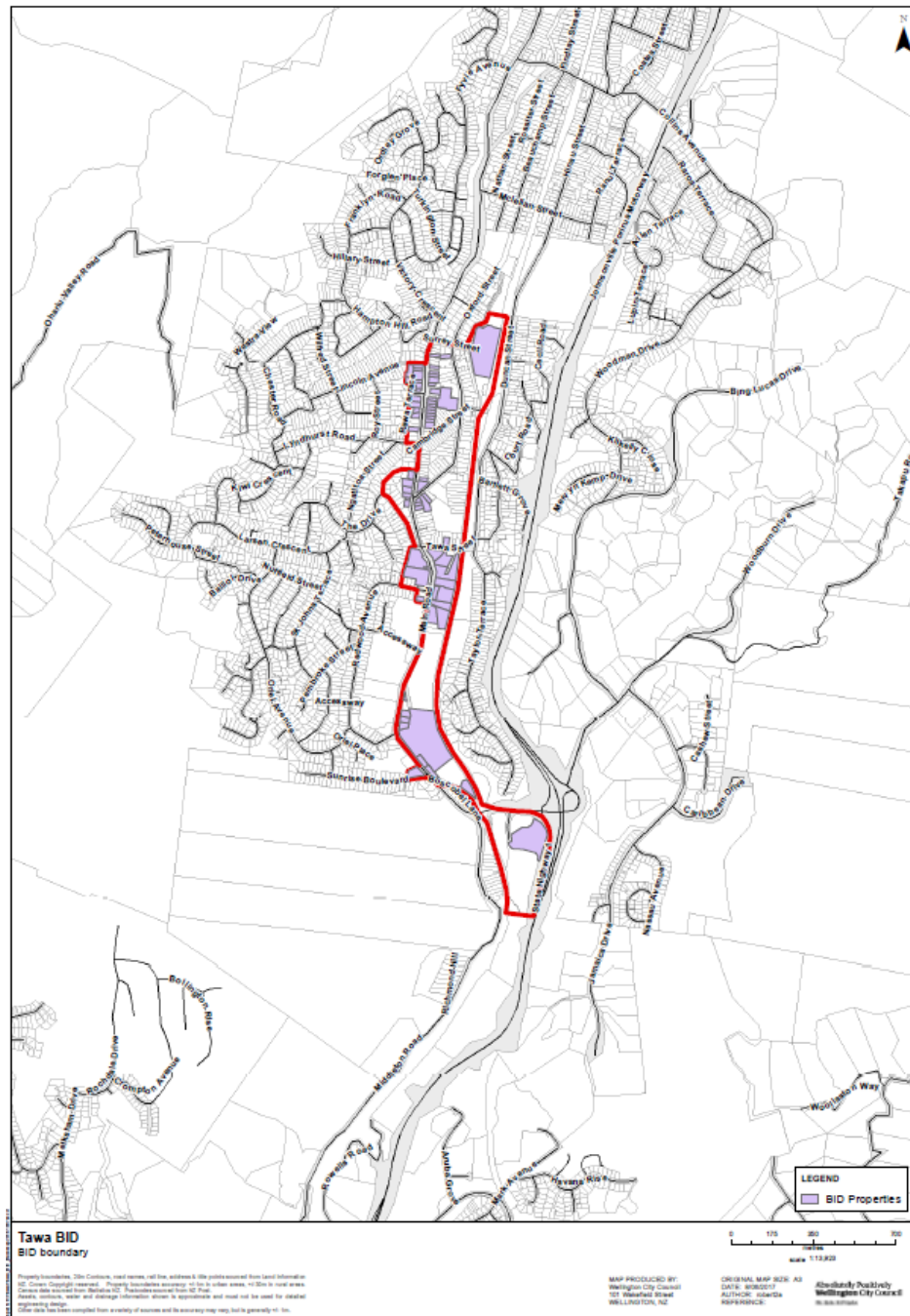
- i. A fixed amount of \$500.00 per rating unit, and
- ii. A rate of 0.018824 cents per dollar of rateable capital value.



m. Targeted rate for Tawa Business Improvement District Area

A targeted rate under section 16 of the LGRA to fund the Business Improvement District activities of Tawa Business Group on all rating units within the Tawa Business Improvement District (refer map) which are subject to the Commercial, Industrial and Business differential rating category as follows:

- i. A fixed amount of \$520.00 per rating unit, and
- ii. A rate of 0.057382 cents per dollar of rateable capital value.



3. Resolve under section 24 of the Local Government (Rating) Act 2002 (LGRA) to set the following due dates for the payment of rates for the 2018/19 year:

With the exception of targeted water rates which are charged via a water meter, all rates will be payable in four equal instalments, with due dates for payment being:

Instalment Number:	Due Date:
Instalment One	1 September 2018
Instalment Two	1 December 2018
Instalment Three	1 March 2019
Instalment Four	1 June 2019

Targeted water rates that are charged via a water meter on rating units incorporated under the Commercial, Industrial and Business differential will be invoiced on a one or two-month cycle, and are due at the date one month after the invoice date, as specified on the invoice.

Targeted water rates that are charged via a water meter on rating units incorporated under the Base differential will be invoiced on a three-month cycle, and are due at the date one month after the invoice date, as specified on the invoice.

Provided that, where the due date falls on a weekend or public holiday, the due date is the next working day.

4. Resolve under sections 57 and 58 of the Local Government (Rating) Act 2002 (LGRA) to apply penalties to unpaid rates as follows:
 - a. A penalty of 10 percent on the amount of any part of an instalment remaining unpaid after a due date in recommendation (3) above, to be added from the day outlined as the relevant penalty date shown below,

Instalment Number:	Due Date:	Penalty Date:
Instalment One	1 September 2018	7 September 2018
Instalment Two	1 December 2018	7 December 2018
Instalment Three	1 March 2019	7 March 2019
Instalment Four	1 June 2019	7 June 2019
 - b. An additional penalty of 10 percent on any amount of rates assessed in previous years and remaining unpaid at 5 July 2018. The penalty will be applied on 5 July 2018.
 - c. A further additional penalty of 10 percent on rates to which a penalty has already been added under recommendation 4(b) if the rates remain unpaid on 5 January 2019. The penalty will be applied on 7 January 2019.
 - d. A penalty of 10 percent on the amount of any part of water meter charges remaining unpaid after a due date in recommendation (3) above, to be added from the day following the due date.
 - e. An additional penalty of 10 percent on any amount of water charges from previous years that remain unpaid at 1 July 2018.
 - f. A further additional penalty of 10% on water meter charges to which a penalty has already been added under recommendation 4(e) if the charges remain unpaid on 1 January 2019.
 - g. A penalty is calculated on the GST inclusive portion of any instalments unpaid after the due date. GST is not charged on the actual penalty itself.
5. Note that the Council's policy on remission of rates penalties is included in the Council's Rates Remission Policy and that the authority to remit penalties is delegated to the Chief Executive, Chief Financial Officer, Manager Financial Accounting, and the Rates Team Leader.
6. Note that the rates for the year commencing 1 July 2018 and concluding on 30 June 2019 are set excluding GST. GST will be applied when rates are assessed for 2018/19.
7. Rates shall be payable:
 - By cash, cheque or eftpos at the City Service Centre, 101 Wakefield Street, 9am to 5pm Monday to Friday.
 - By cash or cheque at any Post Shop or selected New Zealand Post outlets using

a bar coded rates invoice, 9am to 5pm Monday to Friday.

- By posting a cheque through to our processing centre at the address provided on the rates notice.
- Using our “rates easipay” direct debit system. Quarterly, monthly, fortnightly and weekly options are available by phoning 04 499 4444 for a set-up form or download from the Council website.
- Through internet banking and telephone banking options.
- By credit card on the Council website.

Background

4. The Long-term and Annual Plan Committee resolved to recommend to Council the adoption of the 2018-28 10-year Plan (including the 2018-28 Funding Impact Statements) at its meeting of 06 June 2018.
5. Under section 23 of the LGRA the Council is required to set its rates by resolution. This paper provides for the Council to set rates for the year commencing on 1 July 2018 and ending on 30 June 2019.
6. Section 57 of the LGRA states that a local authority may, by resolution, authorise penalties to be added to rates that are not paid by the due date. The resolution must state how the penalty is calculated and the date the penalty is to be added to the amount of unpaid rates. Section 58 of the LGRA sets out the penalties that may be imposed.
7. Section 24 of the LGRA requires that the Council state the due date for payment of the rates in its resolution setting rates.
8. Rates for the 2018/19 year are set out on a GST exclusive basis. GST will be added when rates are assessed for 2018/19 to provide the total instalment amount.
9. Pursuant to section 23 (5) of the LGRA, within 20 working days of the making of this resolution, a copy will be sent to the Secretary of Local Government.

Attachments

Nil

Authors	Deirdre Reidy, Specialist Funding Advisor Alina Manko, Funding Analyst
Authoriser	Martin Read, Manager Financial Strategy & Treasury Andy Matthews, Chief Financial Officer

SUPPORTING INFORMATION

Engagement and Consultation

The impact of the 2018-28 10-year Plan budgets on Council's rates has been consulted on through the 2018-28 10-year Plan special consultative procedure as required by the Local Government Act 2002.

Treaty of Waitangi considerations

Targeted consultation on the Council's rates funding requirement was undertaken with Iwi as part of the 2018-28 10-year Plan consultation process using existing relationship channels.

Financial implications

This report discusses setting of rates for the 2018/19 financial year. The impacts of the recommendations in this report are significant as it determines Council's ability to collect rates and reach its revenue requirements.

Policy and legislative implications

This report meets all statutory requirements under the Local Government (Rating) Act 2002, and is consistent with Council policy.

Risks / legal

This report meets all statutory requirements under the Local Government (Rating) Act 2002.

Climate Change impact and considerations

Implications of climate change have been considered through the 2018-28 10-year Plan, and therefore funding implications as related to the financial strategy, policies, and rates.

Communications Plan

Pursuant to section 23 (5) of the Local Government (Rating) Act, a copy of the rates resolution will be sent to the Secretary of Local Government within 20 working days of Council making this resolution.

Health and Safety Impact considered

There are no Health and Safety implications arising from this paper.