
ORDINARY MEETING OF WELLINGTON CITY COUNCIL AGENDA

Time: 9:30am
Date: Wednesday, 30 June 2021
Venue: Ngake (16.09)
Level 16, Tahiwi
113 The Terrace
Wellington

MEMBERSHIP

Mayor Foster (Chair)
Deputy Mayor Free (Deputy Chair)
Councillor Calvert
Councillor Condie
Councillor Day
Councillor Fitzsimons
Councillor Foon
Councillor Matthews
Councillor O'Neill
Councillor Pannett
Councillor Paul
Councillor Rush
Councillor Sparrow
Councillor Woolf
Councillor Young

Have your say!

You can make a short presentation to the Councillors at this meeting. Please let us know by noon the working day before the meeting. You can do this either by phoning 04-803-8334, emailing public.participation@wcc.govt.nz or writing to Democracy Services, Wellington City Council, PO Box 2199, Wellington, giving your name, phone number, and the issue you would like to talk about. All Council and committee meetings are livestreamed on our YouTube page. This includes any public participation at the meeting.

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4.1 Wellington Museums Trust board appointments

**4.2 Appointment of Mana Whenua Representatives to
Council Committees**

1. Meeting Conduct

1.1 Karakia

The Chairperson will open the meeting with a karakia.

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

At the appropriate time, the following karakia will be read to close the meeting.

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

1.2 Apologies

The Chairperson invites notice from members of:

1. Leave of absence for future meetings of the Wellington City Council; or
2. Apologies, including apologies for lateness and early departure from the meeting, where leave of absence has not previously been granted.

1.3 Announcements by the Mayor

1.4 Conflict of Interest Declarations

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

1.5 Confirmation of Minutes

The minutes of the meeting held on 26 May 2021 will be put to the Te Kaunihera o Pōneke | Council for confirmation.

1. 6 Items not on the Agenda

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

Matters Requiring Urgent Attention as Determined by Resolution of the Wellington City Council

The Chairperson shall state to the meeting.

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

The item may be allowed onto the agenda by resolution of the Wellington City Council.

Minor Matters relating to the General Business of the Wellington City Council

The Chairperson shall state to the meeting that the item will be discussed, but no resolution, decision, or recommendation may be made in respect of the item except to refer it to a subsequent meeting of the Wellington City Council for further discussion.

1. 7 Public Participation

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

2. General Business

ADOPTION OF THE 2021-31 LONG-TERM PLAN

Purpose

1. This report asks the Te Kaunihera o Pōneke | Council to adopt the 2021-31 Long-term Plan (LTP)

Summary

The process

2. The Council's process for the development of 2021-31 Long-term Plan included:
 - A series of preparatory and informing workshops with Councillors as well as Annual Plan Long-Term Plan and Finance Audit and Risk Committees.
 - An early engagement (pre-formal consultation) programme to obtain early feedback on LTP Outcomes and priorities and, socialise the likely LTP key issues with stakeholders and 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
 - Community consultation using the Special Consultative Procedure in the Local Government Act on the LTP decisions in the Audited Consultation Document during April/May 2021
 - Oral forums and oral hearings in May 2021
 - Annual Plan/Long-term Plan Committee consideration of all community / stakeholder feedback
 - Annual Plan/Long-term Plan Committee deliberations in May 2021 on the decisions, community funding bids (submitted as part of formal community consultation), budget changes for the preparation of the 2018-28 Long-term Plan for adoption; and
 - Audit of the final LTP documents by the Council's external Auditors.

Audit review

3. The Audit of the 2021LTP occurred in two phases - Phase one Audit of the Consultation document and, phase two Audit of the final LTP documents (following Council deliberations in May 2021). Both phases included external 'hot review' by the Office of the Auditor General. The Auditor's Opinion in the Consultation Document included three matters of emphasis and a qualified opinion on two issues.
4. The matters of emphasis drew the reader's attention to uncertainty over the:

- delivery of the 3 Waters capital programme
 - funding of wastewater treatment; and
 - the final shape of 3 Waters reform by the Government.
5. The matters receiving a qualified Auditor opinion in the Consultation Document related to infrastructure asset condition information and assumptions relation to the funding of City Housing.
 6. Since the May 2021 Annual Plan/Long-term Plan Committee deliberations, Audit New Zealand has completed its audit work. They will attend Council meeting to provide their audit opinion as part of the adoption process.
 7. At the time of publishing this report, the known audit issues of the final Long Term Plan include those detailed above with the addition of; growth forecasts and the National Policy Statement – Urban Development; broadening the scope of the capital programme deliverability issue to include cycleways; and certainty of Waka Kotahi funding.

Recommendation/s

That the Te Kaunihera o Pōneke | Council:

1. Receive the information.
2. Note that the Annual Plan/Long-term Plan Committee considered the issues raised in written and oral submissions at its meeting of 27 May 2021
3. Note that the 2021-31 Long-term Plan (attached as Attachment 1) has been prepared based on the decisions and recommendations of the Annual Plan/Long-term Plan Committee meeting of 27 May 2021.
4. Note that the potential total debt forecasted in the Long-term Plan exceeds the financial policy setting of 225% debt to income ratio in the first 6 years, reaching 236% in 2024/25 and returns to within policy by 2027/28.
5. Note that the draft budget prepared for 2022/23 proposes using debt to offset operating expenditure and that this is inconsistent with Council's Revenue and Financing Policy as further explained in sections 12 and 13.
6. Note that under Section 80 of the Local Government Act 2002, the Council can make decisions inconsistent with Council policy provided the inconsistency is identified, the reason for the inconsistency is explained, and how the Council will accommodate the inconsistency or modify the policy in future is outlined.
7. Note the nature of the inconsistency, the reason for the inconsistency, and how Council will accommodate the inconsistency as outlined in section 11 of this report.
8. Note that the 3 year rates limit in the Long-term Plan and Financial and Infrastructure Strategy is being set at \$475m.
9. Note the changes to Marina Fees and User charges. This change was done in consultation with the affected user group
10. 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.

11. Agree that for 2021/22 year, it is financially prudent to forecast a surplus \$15.7 million.
12. Note the closing borrowings over the 10-Year plan is expected to be \$1.5 billion
13. Adopt the 2021-31 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
 - 2021-31 Long-term Plan disclosure statement for the period commencing 1 July 2021
 - 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
 - Significance and Engagement Policy.
14. Note that having adopted the 2021-31 Long-term Plan (including the 2021-31 Funding Impact Statement), the rates for the year commencing on 1 July 2021 and concluding on 30 June 2022 will need to be set by Council in accordance with section 23 of the Local Government (Rating) Act 2002, as outlined in the 2021/22 Rates Setting paper.
15. 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 30 June 2021.

Background

8. The process for completing the Council's 2021-31 Long-term Plan has been comprehensive. To date, the Council has taken the following steps:
 - a series of councillor workshops to agree community outcomes (wellbeings) 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 May 2021
 - oral forums and oral hearings in May 2021
 - 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 2021-31 Long-term Plan.

9. At deliberations the Annual Plan/Long-term Plan Committee made the required decision for Officers to prepare the final plan (volumes 1 and 2 attached) and, external audit to occur. The formal Adoption of the LTP is now sought recognising that there is no scope for further changes to decisions (apart from minor editorial changes as part of the publishing process). Any changes to the decisions upon which the LTP has been developed would very likely trigger the development of a new budget, a re-audit of the LTP by the external auditors and, a failure of the Council to meet the statutory LTP adoption time requirements.

Discussion

Balanced Budget

10. Under section 100 of the Local Government Act 2002, Councils are required to report a balanced budget, 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 fairness and intergenerational issues over time.
11. Year 1 of the Long-term plan (2021/22) produces an underlying balanced budget.
12. Despite the underlying balanced budget a surplus of \$15.7 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.
13. The balanced budget requirement is met in all years except year 2, where there is a 1% inconsistency with the revenue and financing policy.
14. The variance is caused mainly by debt funding the operating expenditure for the planned demolition of MOB and CAB Council buildings. Debt funding of operational expenditure is usually only agreed in exceptional circumstances, and can be explained in this instance, as the insurance claim on the CAB building has reduced the debt balance in the 2019/20 year in excess of \$30m.

Kilbirnie Business Improvement District (BID)

15. The Kilbirnie BID is looking to expand the geographic area of its targeted rate. However, for timing reasons it was not able to be included in this year's LTP consultation document.
16. The process set out in the Business Improvement District Policy was followed for the proposed expansion of the Kilbirnie BID. This has included engagement by existing BID committee members with ratepayers in the proposed expansion area and a poll of the owners in the expansion area in March 2021. Despite this however, the poll results were not completed in time to be included in the consultation document as required by the Local Government Act.
17. The omission of this rate from the consultation document poses a risk of legal challenge as the new BID ratepayers have not been directly consulted by the Council.
18. The Annual Plan/Long-term plan Committee has recommended the Kilbirnie BID targeted rate expansion be adopted by Council.

Changes to fees and user charges

19. Since deliberations on 27 May, there have been changes to fees and user charges. These include some adjustments and rounding's but also includes adjustments to Marina fees. This change has been made in consultation with the affected user group (and has their support) and has no material impact on overall LTP revenue figures or budget.

Inconsistent decision with council policy - Debt Limit and Debt Levels

20. The debt planned in years 1-6 of the LTP may exceed the financial policy setting of 225% debt:Income. This means that by adopting this plan Council will make a decision that is inconsistent with Council policy.
21. The reason for this inconsistency is due to the recommendations from the Annual Plan/Long-term Plan Committee on 27 May 2021. The changes to the capital programme following consultation included further investment in cycleways, social housing, and re-phasing of the 'Let's Get Wellington Moving' programme which has increased the debt funding requirement.
22. The impact on the debt level is planned to be accommodated by a temporary breach of the policy for years 1 to 6 with the relevant revenue and debt ratios from year 7 being back within 225%.





Rates Limit

23. The draft budget used for consultation proposed a 3 year rates limit of \$465m. The final 3 year rates limit is now being set at \$475 due to post consultation decisions made by the Long-term Plan/Annual Plan Committee on 27 May 2021.

Next Actions

24. Once the 2021-31 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. Publication will also include feedback to submitters on the final Long-term Plan.

Attachments

- Attachment 1. 2021-31 Long Term Plan Volume 1  
- Attachment 2. 2021-31 Long Term Plan Volume 2  

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Authors	Lloyd Jowsey, Team Leader, Planning and Reporting Baz Kaufman, Manager Strategy and Research Geoffrey Coe, Senior Advisor Planning and Reporting Raina Kereama, Team Leader, Financial Planning Deirdre Reidy, Manager, Finance Business Partnering Sean Voigt, Funding Manager Martin Read, Manager Financial Strategy & Treasury
Authoriser	Stephen McArthur, Chief Strategy & Governance Officer Sara Hay, Chief Financial Officer

SUPPORTING INFORMATION

Engagement and Consultation

This final 2021-31 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 and this paper.

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

2021-2031 Long-Term Plan – Volume 1

Wellington City Council



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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.

Introduction

Mayor: Increasing investment for a city fit for the future

This Long-term Plan is ambitious. It is built on much-needed increased investment in infrastructure that our city is crying out for, and on solving resilience issues. It is investment we need to underpin a modern, dynamic, creative, sustainable city.

It is set in a uniquely challenging environment.

We know we need to invest more in three waters and waste infrastructure, several major civic buildings need strengthening or replacement because of seismic risk and damage, our transport system needs transformative investment, our social housing portfolio needs change to become economically viable, we must plan for the housing and supporting infrastructure needed by a growing population, and we are working hard, particularly with our business and arts and culture communities, to recover from the impacts of COVID-19 and ensure a vibrant future.

Collectively the proposed investment programme in this plan is the largest we have ever made in our city. It prioritises essential infrastructure and resilience while ensuring responsible debt levels and rates affordability.

This Long-term Plan provides the required increase in funding for renewals of our three waters infrastructure. Construction is also underway on our biggest ever reservoir, Omāroto, to provide a resilient water supply for our central city and lower-lying suburbs.

A major decision in this plan outlines the best option to treat sewage sludge. Dealing with sludge is essential to allowing us collectively to reduce waste to landfill and significantly reduce the scale of the pending landfill extension.

It includes funding to complete major civic projects that are currently well underway. The St James Theatre will reopen this coming summer, and the Town Hall, Tākina – Wellington Convention and Exhibition Centre, and Omāroto Reservoir will all be completed in 2023.

Alongside this is investment in the sustainability and efficiency of our transport system, and the strengthening and modernising of our Central Library.

We have also completed a Spatial Plan to better provide capacity for our growing population, and Arts and Culture, and Children and Young People's Strategies and consulted on a Framework to guide the redevelopment of Te Ngākau Civic Square. A new Economic Strategy is under development.

I want to thank all of our submitters who made an investment of time and ideas into the Long-term Plan consultation process. The changes we made because of your voice are outlined on pg X.

This is a bold ambitious plan. I believe the investment will lay the foundations for a dynamic, attractive city fit for the future.

Andy Foster

Mayor of Wellington

CEO: Delivering our ambitious plan

This Council has established a 2040 vision for the city of Wellington to be 'An inclusive, sustainable and creative capital for people to live, work and play'.

To deliver on this vision for the city and achieve the priorities set out in our Long-Term Plan, my focus is on ensuring that Me Hiki Ki Pōneke | Wellington City Council is a well led, high performing organisation set up to deliver results for the city at a time that our programme of work is the most demanding it has ever been.

Alongside the 400 plus services we provide to communities each day, there are significant areas of work to advance. Our debt will effectively double over the next six years as we begin the task of implementing the most ambitious capital works programme the city has ever seen.

There is significant increased investment in three waters infrastructure, our transport network and in community and cultural spaces and places (such as Te Matapihi ki te Ao Nui | Central Library). We are planning for significant population growth at a city and regional level, while working hard to help increase the supply of affordable housing. Implementing Te Atakura – First to Zero, which is a blueprint to make Wellington City a zero carbon capital (net zero emissions) by 2050, is a high priority.

In setting this plan, there are significant choices the Council has made to ensure our borrowing remains reasonable, while at the same time enabling a significant uplift in investment in the basics - our physical infrastructure. These limits are important to ensure that the affordability of rates is managed while leaving enough 'headroom' to repay our debt and respond to future events, opportunities and pressures.

The context in which we have made the decisions in this LTP is also unique – as we recover as a city and a community from COVID-19 and continue to manage the uncertainty the pandemic has created around the world.

For Wellington City Council, this means we need to work differently to be able to rise to these challenges and seize the opportunities they create. Our partnership with Mana Whenua, Central Government, other Councils in the region and many community groups and agencies has never been more important.

Me Hiki Ki Pōneke | Wellington City Council has been around for 150 years, so we have strong foundations to build from. We're continuing to build on those foundations as we work together across the city to ensure a successful future for Wellington.

Barbara McKerrow

Wellington City Council Chief Executive

What you said

The following summarises how we consulted on Our Long-term Plan 2021-31, the feedback we received 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's strategic priorities, proposals, options and key 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 online at <https://wgtn.cc/ltp>.

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 two phases.

- **Phase one (November 2020 to March 2021):** Early engagement and awareness raising on Our 10-Year Plan's strategic priorities and the challenges facing the city.
- **Phase two (6 April to 30 July):** Engagement to encourage formal public submissions on the consultation document proposals and projects, includes oral submissions and reporting back to submitters. The formal consultation period was from 6 April to 10 May 2021. Alongside the formal submissions, an independent survey was conducted about the Long-term Plan and the results have a margin of error of +/- 4.4%.

The response

In phase one

Overall, phase one of engagement activity has resulted in: 327 responses to the survey and about 250 people participating in an activity on the draft Community Outcomes, many of whom represented businesses, communities, or groups of residents.

The early engagement was deliberately light given the phase of the project, time of the year (leading into holidays), and the feedback Council had already received from engagements also conducted at the end of 2020.

The feedback received helped develop the city's six priority objectives for the next three years, see page X.

In phase two

18k unique visitors to LTP website homepage	180 requests to make an oral submission
51k pageviews on LTP website	77 organisations presented
1,963 submissions (1,845 individuals, 118 organisations)	103 individuals presented
2,512 downloads of full or part of the consultation document	3 hour-long forums
	18 hours of hearings

In phase two (formal consultation), there were more than 28,460 visits to the consultation website from 18,335 users, resulting in more than 51,000 page views. Overall, there were 4,180 downloads of LTP information from the website including of the consultation document and submission form.

This year, 1,963 submissions were received (118 from organisations, 1,845 from individuals, and excluding the 35 duplicate submissions). There were 927 respondents in the survey, which was weighted to be representative of Wellington's age, geographic area and gender.

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

We also held three expo style engagement hui with our mana whenua partners and our Māori community during the formal consultation period. Although the attendance numbers were low, the quality of positive conversations and engagement were high, with many staying for more than an hour to speak with subject matter experts from Wellington City and Greater Wellington Regional Councils.

What people said

The overall budget

Survey results show 29% support for the budget and 26% oppose. Many were neutral or didn't know. Submitters were more positive, with the majority in support of the budget (54.5%), and a quarter opposed to the budget (25.6%).

The big decisions

The seven main consultation proposals comprised of two to four options. The Council also indicated which was its preferred option

Overall, submitters said:

- A clear majority of respondents supported the preferred option on three of the seven decisions – Wastewater laterals, Te Atakura, and Central Library funding
- Increased investment options were preferred for two of the others – Three waters and Cycleways
- One option had just under majority support – Te Ngākau with 46% for the Council's preferred option
- One option was split between two choices – Sludge, where the Council's preferred option, Option 4: Minimisation at Moa Pt through alternate funding, and Option 3: Minimisation at Moa Pt through Council funding both received 39% support.

Feedback on other initiatives

In the consultation we also provided the opportunity for the public to comment on other area of the plan that weren't part of the seven key decisions.

Some of the topics mentioned were: parking and other fee increases, investment in skatepark facilities, the Wadestown Community Centre divestment, mana whenua partnerships, the biodiversity of the city, arts and cultural investment, and the need to improve city safety.

More information on the results of the Long-term Plan engagement process is available at www.wellington.govt.nz/ltp-committee-2021

What was decided

The Council deliberated on all of the consultation feedback and other changes to the plan at the 27 May 2021 Annual Plan/Long-term Plan committee meeting.

In summary, the Council decided that the final plan should include the following changes from the draft that was consulted on.

Changes to the budget:

- **Cycleways option:** After submitter feedback, an amended Option 4: \$226m¹ Accelerated investment, was adopted by the Council. This includes for refreshing the Cycleways masterplan

¹ Note that in the budget this accelerated investment is \$231m as a result of the inflation impacts of the agreed phasing changes to the programme.

from 2015 and reprioritise the priority order and cost of delivery of projects, bringing forward \$52m capex to years 1-3, a report back to the Council on options for accelerated delivery, such as more tactical low cost solutions, and a report back on the design and cost options for Island Bay by September 2021 to be included within the envelope of up to a budget of \$14m. This option focuses on accelerated delivery on the full cycleways programme while mitigating deliverability challenges of a constrained supplier market.

- **Central Library additional funding** – \$10.4m Capex: On April 15, the Strategy and Policy Committee agreed to progress sustainability initiatives within the design of the building, with the objective of obtaining a 5 Green Star rating (\$1.9m capex), and also agreed to extend levels 3 and 4 of the building across the existing roof line by adding an 8m extension for each floor (\$8.5m capex). Both these decisions required additional Long-term Plan funding.
- **Social Housing – \$446m capex over 10 years:** This funding is for the city housing upgrade programme, including Healthy Homes and general renewals. The Council noted that this is unsustainable over the medium to long term, and on June 2, 2021 resolved to move towards financial sustainability by seeking direct access to the Government's Income Related Rent Subsidy. As an alternative solution, the Council will also investigate establishing a Community Housing Provider (CHP) entity and a special-purpose vehicle for funding the second half of the housing upgrade programme. Any final decision in this area will be addressed either through a Long-term Plan amendment or the next plan.
- **Te Whaea mid-sized venue** – \$4.3m capex over Y1 to Y2, \$930k Opex debt funded: To convert space on the Te Whaea site to a mid-size venue and creative/studio space for the Wellington creative community. We have also provisioned \$930k opex for this solution, to be debt funded.
- **Pōneke Promise** – \$3.7m capex and \$4m opex over Y1 to Y3, 0.32% rates impact in Y1: Funding for city safety projects, including:
 - Community Harm reduction programme (annual cost \$400,000, noting this frees up approximately \$60,000 per annum in the Social Grants pool);
 - Take 10 funding for three years to ensure sustainability (\$190,000 in 2021/22 noting this will be drawn from the City Recovery Fund 2020/21). In following years officers are seeking alternative funding sources outside of rates funding.
 - Rental and fitout of community space for 3 years. \$925k opex over three years, with \$300,000 of 2021/22 funding to be drawn from the City Recovery Fund 2020/21 allocation;
 - Streetscape improvements: \$3.7m capex and \$1.2m opex, with \$500k in Y1, for improvements to Opera House Lane, Lukes Lane, Dixon St and additional connections to the Te Aro Park area as well as tactical interventions such as lighting at hotspots on Courtenay Place.
- **Children & Young People (CYP) Strategy initiatives** – \$4.44m opex over 10 years and \$1.15m capex for two initiatives:
 - Youth Hub in central city: \$2.97m opex over six years and \$1.1m capex for a large, covered area where young people can safely “hang out” in the city without having to pay anything. The CYP strategy engagement produced overwhelming support for more safe and inclusive youth spaces in the city. The funding will enable a suitable premises to be leased by the Council, and operational costs to support a third party youth service provider to run the premises. It assumes a suitable space will be available in Te Matapihi from 2026.
 - Youth engagement: \$147k pa opex and 50k capex to support better engagement with youth, including more diverse groups. This includes funding for a youth summit and a dedicated staff member to focus on relationship building with young people.
- **Aho-tini 2030 initiatives** – \$1m pa opex: Includes ongoing funding for the Venues support package, with \$545k for venues support in year 1 being funded through the City Recovery Fund. The remaining projects for the funding will be confirmed post the Aho Tini consultation, in collaboration with the sector.

- **Bulk water charges** – \$1.1m opex, 0.35% Y1 rates impact: Since the draft LTP budget was prepared Greater Wellington Regional Council has advanced their own planning and updated their forecast total Bulk Water Levy to \$39m for the region. The Council's contribution is estimated at 51.51 percent (\$20.1m), which is an increase on what was budgeted. The Council agreed to include an additional \$1.1m operating costs in year 1 of the plan.
- **St James extra funding** – \$4.3m Capex in Y1: Additional funding was needed for this project due to several substantial structural and building fabric issues only uncovered as the project has progressed. The most significant of these issues relates to the remediation of structural weaknesses and weathertightness issues identified by the construction team once the building was opened up. It was agreed to provide the \$4.3m needed to ensure that once the project is completed, there is confidence the building will stand with integrity against seismic, weather and fire risks for the next 50 years.
- **Kiwi Point Quarry** – \$9.5m capex over Y1 to Y3, \$1.2m opex in Y1 and \$0.2m ongoing opex, 0.35% Y1 rates impact: Funding is needed to cover transitional costs relating to procuring a new operator for the Kiwi Point Quarry.
- **Waste Grant Funding** – \$300k opex, net nil rates impact: On April 8, the Strategy and Policy Committee "agreed to allocate additional levy funding to the Waste Minimisation grant fund for a new fund to be set up - \$100,000 per annum for three years. This fund will focus on organics diversion."
- **Parking fee changes**: Two changes were made to the proposed parking fee increases. The Coupon parking increase was reduced to \$18 per day, instead of \$20. The weekend parking charge was increased to \$3 per hour instead of \$4.50 per hour.
- **Town Centre upgrades** – \$2.5m capex: For town centre upgrades in Berhampore and Island Bay that will include place making and safety improvements.
- **Skatepark facilities**: – \$1.5m capex reinstated in the Long-term Plan for upgrading skatepark facilities at Waitangi Park, Tawa, Ian Galloway Park, and Nairnville Park. This excludes funding for the \$3m Olympic level destination park planned for Kilbirnie. Council officers will report back on the costs and feasibility of the Kilbirnie facility for the 2022/23 Annual Plan.
- **Sky Stadium earthquake strengthening**: \$2.33m capex for seismic strengthening work needed at the stadium. The total cost is expected to be \$7.0m, which will be shared equally between the Wellington Regional Stadium Trust, Wellington City Council and Greater Wellington Regional Council.
- **Wadestown Community Centre divestment**: Delayed until year 2 to allow more community engagement about the divestment to take place.
- **Huetepara Park**: \$305k funding brought forward for the new Huetepara Park in Lyall Bay to deliver phase 1 in years 1 to 2 and \$1.1m in year 3 for phase 2.
- **Garden of Beneficence**: \$6.5m funding reinstated to 2024/25 for the garden at Frank Kitts Park.
- **CPI adjustment of grants**: Reinstated CPI adjustment of grants funding, \$100k operating expenditure and 0.03% rates impact in year 1.
- **Footpath upgrades**: Restore funding for footpath upgrades from years 4-8 to years 1-4 of the plan.
- **Makara Beach**: Officers will provide advice to enable the Council to consider including \$585k capital expenditure and \$20k operational expenditure in the 2022/23 Annual Plan for the construction and maintenance of a bund and associated civil works.
- **Kilbirnie BID target rate**: Engagement with the Kilbirnie business district showed 72% support from respondents for expansion of the Business Improvement District. Therefore, the Council agreed to increase the total targeted rate to \$150,000 + GST (from \$80,000 + GST), to be applied across the commercial rated properties in the Kilbirnie Business Improvement District Area.

Summary of our plan

As a city we're facing significant challenges from the effects of earthquakes and our aging three waters network to the current and future impacts of climate change. This plan is our response.

Through it, we will build the strong foundations that Wellington needs to meet the challenges of today and prepare it for the challenges of the future. Whether it be: building a more resilient three-waters network; earthquake strengthening our buildings; mitigating and preparing for climate change; or investing in our partnership with Māori and mana whenua; this plan lays the foundations for a dynamic, attractive city fit for the future.

City Outcomes

Our long-term strategic vision: "Wellington 2040 – An inclusive, sustainable and creative capital for people to live, work and play".

The vision is supported by four community outcomes that reflect each of the four dimensions of wellbeing and are at the centre of our long-term plan. Our outcomes are the basis for all of our activities, with the rationale for delivering each of our services connecting back to achieving of one or more of them.

Community Outcomes

Environmental	Social	Cultural	Economic
A sustainable, climate friendly eco capital	A people friendly, compact, safe, and accessible capital city	An innovative, inclusive, and creative city	A dynamic and sustainable economy
A city where the natural environment is being preserved, biodiversity improved, natural resources are used sustainably, and the city is mitigating and adapting to climate change – for now and future generations	An inclusive, liveable, and resilient city where people and communities can learn, are connected, well housed, safe, and healthy	Wellington is a vibrant, creative city with the energy and opportunity to connect, collaborate, explore identities, and openly express, preserve, and enjoy arts, culture, and heritage.	The city is attracting and developing creative talent to enterprises across the city, creating jobs through innovation and growth while working towards an environmentally sustainable future.

Priority Objectives

The outcomes present the long-term outlook for the city, and we have six priority objectives to focus on in the next three years. The priority objectives are a result of engagement with business groups, community groups, students, and the public, we heard that water, transport, and housing are particularly important and need to be a priority.

Priority Objectives for next three years*
A functioning, resilient and reliable three waters infrastructure - with improving harbour and waterway quality and, reducing water usage and waste
Wellington has affordable, resilient, and safe housing – within an inclusive, accessible, connected, and compact city
The city's core transport infrastructure is a safe, resilient, reliable network - that supports active and public transport choices, and an efficient, productive and an environmentally sustainable economy
The city has resilient and fit-for-purpose community, creative and cultural spaces – including libraries, marae, museums, and community halls, where people connect, develop, and express their arts, culture, and heritage
An accelerating zero-carbon and waste-free transition - with communities and the city economy adapting to climate change, development of low carbon infrastructure and buildings, and increased waste minimisation.

Priority Objectives for next three years*

Strong partnerships with mana whenua – upholding Te Tiriti o Waitangi, weaving Te Reo Māori and Te Ao Māori into the social, environmental, and economic development of our city, and restoring the city's connection with Papatūānuku (nature).

*The Appendix, pg X, shows the suite of measures that we will track to monitor progress on priority objectives and outcomes overtime.

Kia eke panuku | Māori Strategic Direction within our City

The Council is committed to ensuring mana whenua and Māori meaningfully participate in, contribute to, and inform Council decisions. Improved partnerships and capacity building are the cornerstones of this new strategic direction.

We are dedicated to a continued effort to build our relationships with the city's two mandated mana whenua organisations, Taranaki Whānui ki Te Upoko o Te Ika and Ngāti Toa Rangatira. At the forefront of our intentions is the notion of providing opportunities for these iwi and Māori to have leadership roles in the decision-making process for our city.

Taranaki Whānui ki Te Upoko o Te Ika

Taranaki Whānui ki Te Upoko o Te Ika is the collective group of individuals who descend from one or more of the ancestors of the following Iwi: Te Atiawa; Ngāti Tama; Taranaki; Ngāti Ruanui; and other Taranaki iwi such as Ngāti Mutunga. The takiwa for Taranaki Whānui ki Te Upoko o Te Ika was recounted to the New Zealand Company by the Rangatira Te Wharepouri in 1839 and followed the Māori tradition of marking a takiwa by tracing from headland to headland. The eastern boundary was established by the kāinga at Mukamuka on the stream of the same name. The takiwā included the catchments of the Orongorongo, Wainuiomata, Te Awakairangi (Hutt) Rivers and Makara Stream along with Te Whanganui-a-Tara and the three islands in the harbour. The western boundary was established at Pipinui Point and included the pā of Ngutu Kākā on the Northwestern side.

Ngāti Toa Rangatira

The Ngāti Toa Rangatira area of interest spans the Cook Strait. It covers the lower North Island from the Rangitikei in the north and includes the Kāpiti Coast, Hutt Valley, and Wellington areas, as well as Kāpiti and Mana Islands. It includes large areas of the Marlborough Sounds and much of the northern South Island. The main areas of Ngāti Toa Rangatira occupation in the Wellington Region were the lands on the south-west coast of Wellington at Ōhāriu, Porirua, Kāpiti Island and at locations on the Horowhenua coast.

Within these iwi are multiple hapū to which we will work to establish formal partnerships with over coming years. For Wellington to be an inclusive, sustainable and creative capital for all our people to live, work and play, we need to ensure that these iwi and Māori from our wider community are contributing to the decision making in our city. To ensure we successfully achieve this we have a new strategic focus on three key priorities:

- Māori Partnerships - inspiring meaningful relationships so that our partnerships are mana enhancing
- Māori Strategy - weaving te ao Māori knowledge and research together so that Māori prosper as Māori
- Māori Capability and Success - providing Māori organisational leadership so that Māori are empowered to engage with the Council

Together with strong, open and transparent relationships, these priorities will provide the platform for further opportunities for Māori to participate in and create a positive future for Wellington. We have set a

new strategic direction which will strengthen our relationships, presence and intelligence so that Māori are engaged in Wellington's future.

We already have in place several strategic and operational commitments, which align to these priorities. Council staff will continue to work alongside Māori in our city to enhance effective engagement of Māori in decision-making, we have committed staff and other resources to support, advocate on behalf of, and guide the Council's interactions with Māori.

To further strengthen our capacity as an organisation to respond to the needs of Māori we are dedicated to building the staff capability and cultural intelligence of our organisation. This includes building staff capability in basic te reo Māori (language), tikanga (practices) and developing staff knowledge and understanding of Māori concepts, values, histories and experiences. It also includes enhancing staff confidence and skills in engaging with Māori to establish and manage effective relationships.

We have recently taken some key first steps in building Māori capacity to contribute through changes in our representation arrangements at Council. From July 2021 mana whenua will have full voting rights and will sit on nearly all council committee and sub committees. Council has also agreed to establish a Māori ward at the 2022 election. Increasing the range of ways in which Council involve mana whenua and Māori in the formal governance of the Council are key steps toward achieving meaningful partnership with Māori in shaping the future of Wellington City.

Our Plan

In working toward our priority objectives, we face challenges and opportunities in the areas of Infrastructure, Housing and Urban Development, Resilience, and the Environment. Our response to these challenges sum up the key areas of change in our plan.

Infrastructure

One of the Council's primary roles is providing core infrastructure – the foundations that allow communities, the environment, and businesses to thrive. However, much of our infrastructure, particularly our three waters and transport networks, requires additional investment to make it more reliable and to meet the needs of our growing city. Our plan marks a significant increase in the level of investment directed toward the city's infrastructure, including upgrades and increased renewals of existing infrastructure.

Water

Our three waters infrastructure also needs to be improved to better recognise the significance of our waterways. This means minimising environmental impacts through the management of storm and waste water and responsibly managing drinking water as a valuable resource. We want to work in partnership with mana whenua and the city to create a radical and meaningful shift and ensure active kaitiakitanga of our waterways.

This will involve spending more than \$2 billion on our three waters network over the next ten years, an increase of 23 percent in operating expenditure and 41 percent in capital expenditure compared with our previous Long-term Plan. It will also involve a change in how we manage water in the city. For example, incorporating the use of green infrastructure and mātauranga Māori into how the city manages stormwater.

Transport

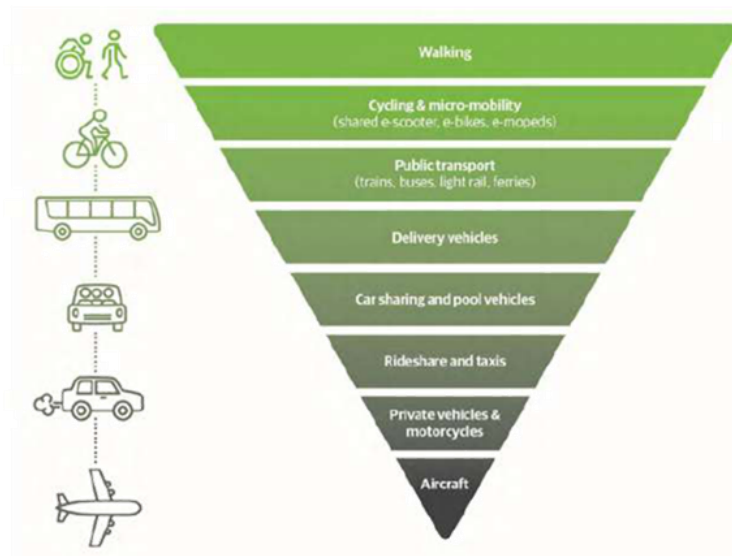
We will continue our journey to transform the city's transport infrastructure, to reduce the level of emissions from the network through encouraging mode-shift away from private vehicles, enhancing urban amenity, enabling urban development outcomes, and improving access, safety and resilience.

Our decisions across our transport infrastructure will be guided by our transport hierarchy (shown below) that shows the relative priority of different forms of transport. This hierarchy will shape both day to day

and significant decision making in the coming years in managing how the different transport modes use our limited road space.

New transport infrastructure investment and significant changes will mainly be delivered through our continued support of the transformational **Let's Get Wellington Moving programme (LGWM)**.

We have committed \$283m² in this plan for the programme, which includes improvements on Thorndon Quay and Hutt Rd, the Golden Mile as well as several pedestrian, cycling, public transport and amenity improvements across the city.



Additional investment beyond this initial \$283m is likely, and will be decided as business cases for projects such as mass rapid transport, state highway and city street improvements are completed and presented to the Council.

In addition to the changes planned by LGWM, we are also planning significant growth to the **cycling infrastructure** of the city. We plan to spend \$231m over the next ten years to create better streets for people and active transport.

This involves accelerating the development of a network of safe bike paths, lanes and connections so it is possible for more Wellingtonians of all ages and abilities to make some trips by bike, or choose cycling as their main mode of transport. This investment will have multiple benefits for all users including new crossings and other pedestrian improvements, better lighting, seats, plants, landscaping, and in coastal locations, more resilient infrastructure such as sea walls to adapt for climate change. Delivery of this ambitious programme of work will be a step up and so will be done in a way to grow supplier market capacity over time. In order to make immediate progress on the network, in the short-term parts of the programme may be delivered through tactical lower cost solutions as market capacity grows.

Housing and Urban Development

Our city is growing, and we need to plan for it. Housing affordability is already a key concern for Wellingtonians and will continue to be stretched as the city grows. The Council will contribute through a range of housing interventions including through our enabling role in Spatial and District Planning, through the provision of sustainable and quality social housing and by ensuring the availability of infrastructure in place for a growing city.

Planning

The review of our **District Plan** will be a significant focus for us over the coming years as we support our communities to make choices about how and where Wellington will grow. Central to these considerations will be the development of an affordable, accessible city for all Wellingtonians.

Housing

² The \$283m provisioned for Let's Get Wellington Moving is higher than the \$270m included in consultation. This is to allow for the additional funding required to progress other parts of the LGWM programme beyond the city streets improvements included within the original \$270m.

Access to affordable, warm, dry and safe accommodation is a fundamental enabler of wellbeing and work to manage housing affordability needs to be a continued area of focus for the Council. Beyond our role in setting the rules for growth we also plan to continue to take a more active role in the supply of affordable housing in the city.

This includes the continued upgrade of our more than 1,900 **social housing** units across the city, as well as continued work through our **Housing Action Plan** on partnerships to **address homelessness** in the city.

We will also increasingly look at facilitating the **supply of affordable housing opportunities** by working with commercial providers on providing affordable and stable housing for key workers in the city (with a goal of 1,000 units over five years) and exploring development opportunities for delivering affordable housing on underperforming City Housing sites.

City Safety

Safety in the central city is also a key issue and we plan on delivering on our commitments to keep the city safe through the **Pōneke Promise**. This will include public space improvements around Courtenay Place and Te Aro Park, supporting harm reduction programmes, continued funding of Take 10 and providing a community space for inner city residents. The first part of this project, Te Wāhi Āwhina, opened in May 2021, and provides an inner-city presence for key social agencies.

Resilience

The impact that earthquakes and other natural disaster events can have on Wellington is not a new phenomenon. However, with every shake or storm we learn more about our infrastructure, our land, our coast, and their vulnerabilities. The Council has been proactively making the city more resilient to these events for decades. We are currently strengthening our Town Hall and St James Theatre and have already completed or supported other strengthening projects.

Seismic strengthening

As a result of the 2016 Kaikoura earthquake and others in the past decade, we need to do significant earthquake strengthening work across the city, including on our infrastructure and many venues.

A significant portion of new spend in our long-term plan relates to resilience, this includes responding to the effects of the 2016 Kaikoura earthquake through addressing the earthquake damaged and vacant buildings in **Te Ngākau Civic Precinct** (including the **Te Matapihi Central Library**). We also will continue to prepare the city for the next big event through investments like the **Omārore reservoir** and strengthening of the **priority transport routes** in and out of the city.

Strong communities

Resilience is also about more than buildings and infrastructure. It is also about the resilience of our communities to come together and respond to the challenges and opportunities they face.

We will continue to support strong communities through everything from the provision of high-quality community facilities across the city to funding community arts, environmental and other local groups, to supporting Wellington's economy and business community through WellingtonNZ and supporting a strong arts, culture and creative sector guided by **Aho-tini 2030** our Arts, Culture and Creativity Strategy.

Environment

We are in a climate and ecological emergency and we need to take action now to adapt to the changing climate, and to lessen the extent of the impacts through supporting the city to radically lower emissions. In addition, the city has ongoing ambitions to protect and enhance the city's indigenous biodiversity, outlined in **Our Natural Capital – Wellington's Biodiversity Strategy and Action Plan**, that will require continued Council investment.

Climate change

A major change in focus since our last Long-term Plan is climate change action.

The Council has been a climate leader since 2007 when we produced our first Low Carbon Capital plan. However, it became clear that a much greater level of action was required.

Therefore, in June 2019 the Council declared a climate and ecological emergency and adopted Te Atakura – First to Zero, which sets the City's target of net zero carbon by 2050. It also outlines the work we plan to undertake across our

operations to reduce Council's emissions, support the City carbon reduction target, and work with local communities to plan ahead for climate change impacts.

Te Atakura – First to Zero is our response to the climate emergency. The target of reducing our emissions significantly in this decade (the national target is half by 2030) is essential to ensuring Wellington (and indeed anywhere) is a place human society can flourish in future decades and centuries.

One of the largest actions we can take to reduce the city's emissions will be shifting transport modes (from petrol/diesel cars to electric cars, public transport, cycling and walking). LGWM, Planning for Growth and cycleways, mentioned earlier in our infrastructure plans, all contribute to this, however the full benefits of these won't occur this decade.

Beyond this we are planning a \$47m programme of work (including the additional \$30m investment included in our consultation) intended to ensure that sufficient reduction activity is undertaken in this decade. This will be through:

- supporting the transport mode shift projects,
- encouraging the uptake of electric cars,
- providing seed funding to leverage impact by businesses and community groups,
- supporting residents to be motivated to take action,
- advocating for supportive central government policies, and
- investigating other potential initiatives.

We are also focused on reducing Council's carbon footprint, including that of our suppliers, and on supporting residents to adapt to increased risks from the change in climate we will experience over the coming decades.

Waste Minimisation

Through the **Regional Waste Minimisation and Management Plan** we have formally committed to reducing carbon emissions and reducing waste by a third by 2026. We are investing \$187m to reduce sewerage sludge as a key enabling step in reducing waste.

Beyond this, we also plan to work on other waste minimisation actions with a focus on food waste, biosolids and green waste in order to complement central government interventions on other types of waste. This will include the outcome of the current organic waste trial and food sustainability plan, and provisioning funding for Resource Recovery to ensure that the Council is ready to accelerate its waste minimisation efforts and scale up to a waste free economy as soon as the Sludge Treatment Plant is operational.

Te Atakura – WCC's Climate Change Response



Water quality

Finally, people's expectations for water quality are increasing and the National Policy Statement on Freshwater Management 2020 sets higher standards for freshwater quality.

More locally, Wellingtonians' expectations are increasing as evidenced through the increasing community concerns around wastewater overflow events around Te Whanganui-a-Tara and the aspiration for water quality expressed through the Whaitua te Whanganui-a-Tara Committee. Updating rules in our District Plan and our increased level of investment in three waters infrastructure are key steps forward in meeting these expectations, but sustained effort will be required to fully meet these growing expectations.

Planning for the future

The planned investments and activity across all our challenges are about building a capital city that is inclusive, sustainable and creative not just for residents today, but for future generations of Wellingtonians too.

Our proposed **Children and Young People Strategy** (due to be adopted in August 2021) helps to set that context for our decision making by putting the needs of children and young people at the centre of our thinking. We want our children and young people to feel connected to Wellington with a strong sense of belonging and across our activities we plan on investing in the needs of children and young people. Notable in the early years of our plan will be investment in a central city youth hub to provide a safe and inclusive space for young people in the heart of the city.

Delivering on our plan

The planned level of investment within this Long-Term Plan is bold and ambitious as it is our highest ever level of capital investment in Wellington. The plan will see significant investment across the range of Council infrastructure including the three-waters, cycleways, transport, public spaces, venues and Council buildings. With such ambition comes risks, particularly in ours and the market's ability to step up to deliver, especially as other Councils and central government also look to significantly lift their investment in the region at the same time.

We are however putting in place responses to actively manage these risks through changes to how we work- lifting our Strategic Asset Management and Project and Programme capability; developing alternative contracting models, for example alliance models; and through the careful design of projects and programmes to minimise reliance on constrained resources. For example, as shown through the use of tactical design options in our cycleways programme to reduce reliance on a small number of large-scale civic infrastructure providers.

Summary of financials

In developing this plan, the Council has needed to face and balance significant financial pressures.

The Council's current financial position is strong with a healthy balance sheet and manageable levels of debt (\$730m) relative to assets (\$7.8bn) including income generating investments (\$470m).

Growing costs of delivering services, increasing asset values and new cost pressures from managing the effects of the 2016 Kaikoura earthquakes and COVID-19 have collectively added significant pressure on operating budgets.

Equally, growth pressures, increasing capital investment requirements for new and existing infrastructure and high costs in improving the resilience of council assets has created significant additional capital costs. In addition to this, community demand for increased levels of service in areas like cycleways have added further expenditure into the budget.

The resulting budgets across the next ten years show a significant increase in spending with operational costs increasing by 63% over the ten years from \$594m to \$966m. A big driver of this increase is the cost of owning a significant and increasing asset base. The capital costs to invest in assets will be \$3.2bn across the ten years, averaging \$320m per year.

The increase in expenditure means that funding requirements have also had to increase to enable these outcomes. This has resulted in an average of 5.5% rates increase over the ten years (after growth) with the first three years averaging a 10.5% increase.

Debt funding to enable the capital program is forecast to increase by 93% from \$0.88bn to \$1.7bn.

The funding limits in this Long-term Plan have been increased to accommodate extra spending with the debt to income ratio limit at 225%, and the rates limit at \$475m over the first 3 years and \$630m over the ten years.

The increased spending results in a debt to income ratio peaking in year 4 at 236%, reducing to 189% by year 10.

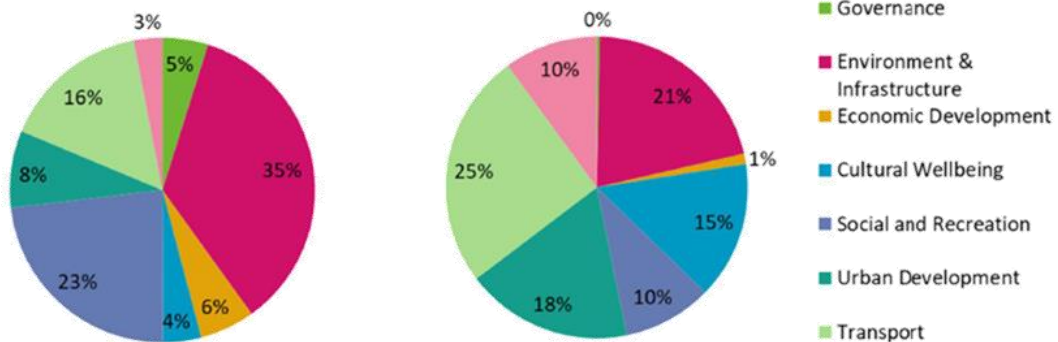
The rates funding requirement reaches \$469m in year 3 and \$608m in year 10. The following sections outline what spending is included and information on what this means for rates and borrowings. Further detail on our financial position can be found in our Financial and Infrastructure Strategy.

What is Council spending money on?

We plan to spend \$11b in total over the next ten years, \$8bn in operating costs and \$3bn in capital expenditure. A significant proportion of Council operating expenditure relates to the management of city infrastructure with 22% being directed to the management of three waters services and 16% on transport. Community Support is the other large area of operating expenditure and this activity covers services including social housing and libraries.

In terms of capital spending, over the next ten years 52% (\$1.7bn) is targeted toward the renewal of existing city assets, most of which being transport and three waters infrastructure. A further 33% (\$1bn) is related to building new or upgrading existing Council assets, large projects such as the Central Library remediation, Tākina Wellington Convention and Exhibition Centre, cycleways and LGWM make up a significant proportion of these upgrades.

Operating Expenditure (excl Revenue) Capital Expenditure



Balanced Budget

The Council maintains a balanced budget throughout this long-term plan. That means our operating income is equal to operating expenditure.

There are situations where some operating funding is financed by debt initially and subsequently that debt is repaid by rates over time. Examples of this would be where the benefit of that expenditure occurs over multiple years (e.g. grant funding for a long term asset owned by another entity) or where it is more affordable to ratepayers to fund it over time e.g. Debt incurred during COVID-19 lockdown due to loss of fees and charges.

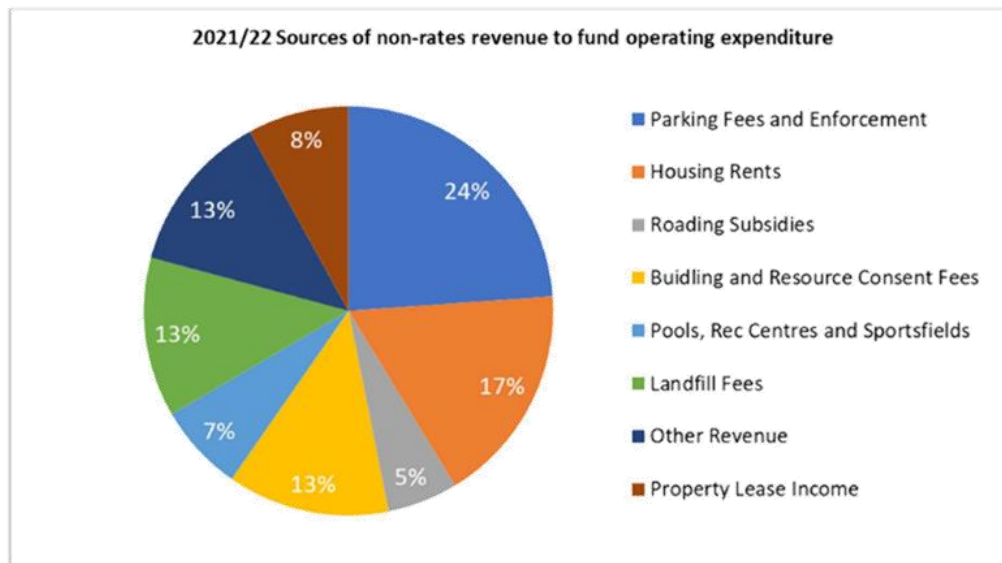
Where does the money come from?

The money for operating expenses comes mainly from rates, fees, and charges from those using the services, revenue from investment income e.g. ground lease income and any Wellington International Airport dividend.

Debt funds the majority of our capital projects – our development projects and renewing and upgrading our assets and infrastructure. We borrow for these expenses as they are often quite large, and this means we can spread the cost of paying for the projects over time and make sure generations that benefit from the asset also pay their share of the costs. This happens by the borrowings being repaid over time through funding depreciation. More information on the planned borrowing for this plan is included in the borrowing section below.

Waka Kotahi NZ Transport Agency also provides funding for parts the transport network, such as cycleways.

For some projects, for example a new housing development, the Council will provide roading or water pipes as a contribution to the development. We recover some of these costs by requiring the developer to reimburse the Council. These are development contributions.



What is the plan for rates?

Our budget has an average rates increase for the average ratepayer of 5.5 percent per year after growth across the 10 years of the plan. It also sets a rates limit across the first 3 years of the plan of \$475m, and across years four to ten at \$630m. In addition to these increases in rates, the financing of a sludge treatment plant through external funding enabled by the Infrastructure Funding and Financing Act, will result in a levy being charged to ratepayers. Work is continuing with Crown Infrastructure Partners to investigate the potential for accessing funding through the Infrastructure Funding and Financing Act for the sewage sludge minimisation plant.

The average rates increase assumes average growth in the ratepayer base of 0.6 percent per year across the 10 years of the plan.

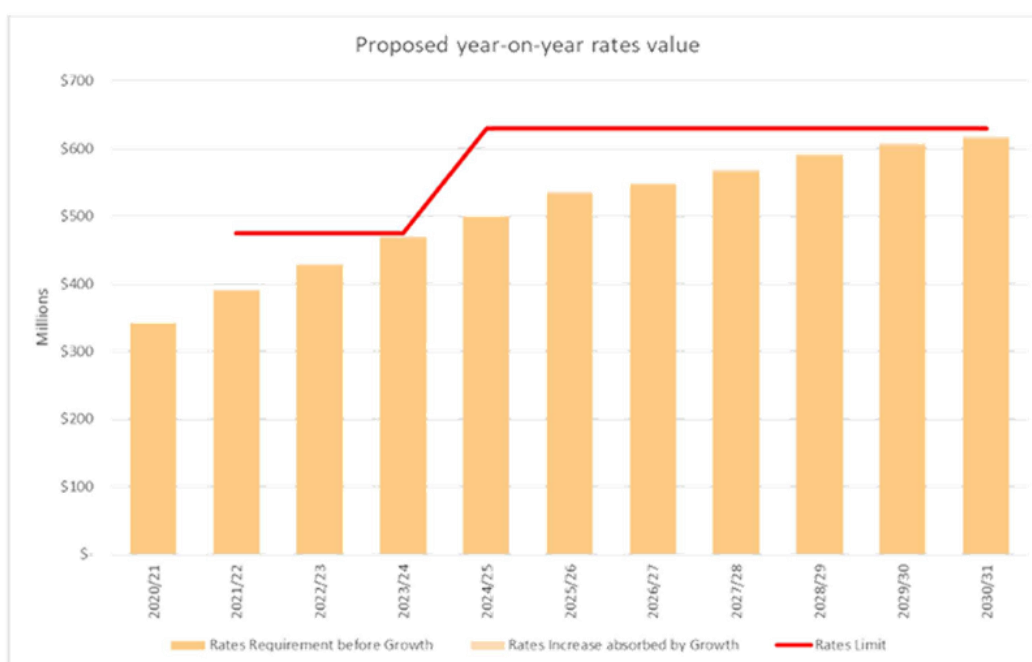
The first year of the plan has a rates increase of 13.5 percent (after growth of 0.7 percent) and there is an average of 10.5 percent (after growth) over the first three years. This is higher than previous plans because of the cost pressures described at the beginning of this section, including earthquake strengthening, a growing and aging asset base, and COVID-19 impacts. Therefore we now require a step up in the level of rates we charge.

Last year, our costs increased, and revenues decreased, but we recognised that many households and businesses were in uncertain times because of COVID-19. Council decided to keep rates low for 2020/21 as an economic and affordability response to the pandemic and debt funded the difference between our costs and the reduced revenue coming in.

We highlighted at the time that this would mean rates needed to catch up in 2021 so we can begin to pay back that debt and remain in a sustainable financial position into the future.



The graph above illustrates the planned increase in rates requirement year-on-year in percentage terms, including the increase from the 2020/21 Annual Plan.



The graph illustrates the proposed total year-on-year rates requirement in dollar terms, including the rates requirement from the 2020/21 Annual Plan.

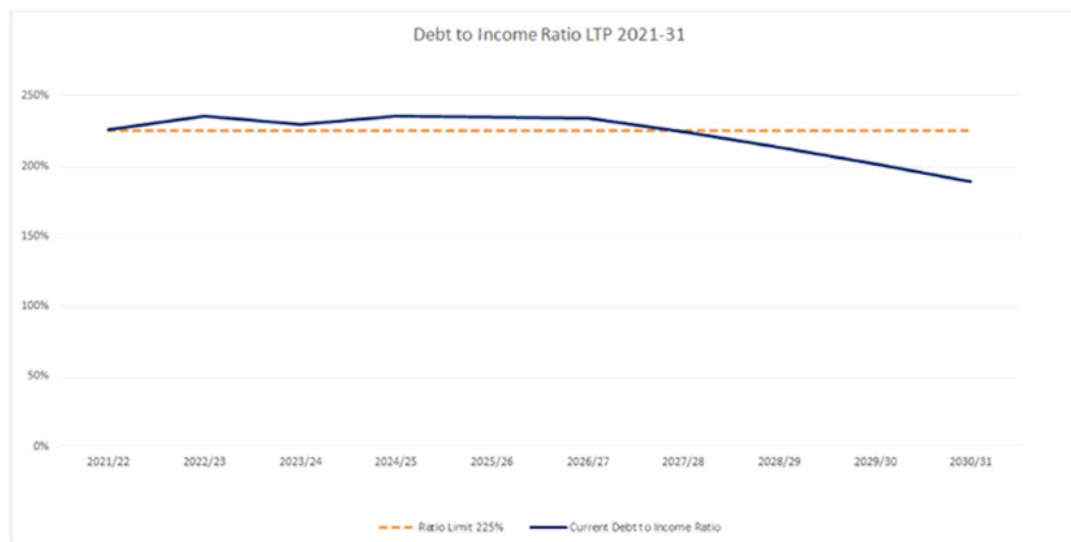
What is the plan for borrowing?

Our plan and budget represent our highest ever level of capital investment in Wellington. It addresses the need for increased investment in our three waters infrastructure and transport network and seismic strengthening of key buildings, along with making progress against all our other priority community objectives.

In setting this plan there are significant choices we have made to ensure that Council finances remain within sensible financial limits and are affordable for Wellingtonians. We have raised our borrowing limit from 175 percent to 225 percent of our annual income to address needed investment while leaving borrowing capacity for future needs.

Our debt levels for this plan, including the value of uninsured assets, range from 139 percent to 236 percent of our annual income. Our debt limit is 225 percent of our income. Our starting borrowing position of \$876m equates to \$11,830 per household in Wellington.

While our policy is to fund new capital expenditure through borrowings, we have constraints on how much we can borrow. As such we have assumed alternative funding sources for sludge minimisation (financed through Infrastructure Financing Fund legislation).



The graph above shows the level of debt breaches the limit of 225% up until 2026/27 when the debt to income reduces, mainly due to a surplus of depreciation funding that is not spent on renewals.

Why we need headroom for the future

It is important we have sensible limits on our borrowing to ensure that the impact on affordability of rates is maintained and leaves enough 'headroom' to ensure we can repay our debt, and respond to future events, opportunities and pressures.

The Local Government Funding Agency (LGFA), through which we borrow most of our money, has a covenant for Councils that sets a hard limit where no lending will be possible above a 285 percent debt to income ratio (from 2025). To facilitate further spending on planned future programmes that we do not know the cost of yet, we have decided to leave room between our debt limit and the LGFA covenant – this is called 'headroom' above the limit.

The headroom is required to cover unknown costs from unexpected future events. For example, another COVID-19 lockdown, another earthquake, or any other event or issue that future generations may have to grapple with, especially ones that impact our revenue streams.

We also need to leave room for future costs risks that are known – insurance, water reform, interest rate changes, the price of carbon, and the need to adapt to climate change.

Other known risks are projects for which alternative funding sources have been identified, but not confirmed. Uncertainty of these funding sources means there remains a risk to Council's financial position and therefore it makes sense to leave some headroom should alternative funding models fail to be secured. Without headroom they would not be able to be progressed.

This includes projects like:

- **Sewage sludge** – the proposed plan assumes the ability to identify alternative funding models necessary for \$147m to \$208m for building a new sewage sludge plant in the first ten years of the plan. Our preferred option is that Council will use the new Infrastructure Funding and Financing Legislation to finance the investment. This tool, developed by Central Government, allows investment in the plant to be made through a special purpose vehicle (SPV) where the debt sits, and the SPV collects an annual levy from ratepayers to service the asset and loan.
- **Let's Get Wellington Moving** — the full costs of LGWM have also not been included in this budget. We have \$283m included for early projects, but council's contribution could be more than \$1.4b. This will require additional funding and financing mechanisms to be identified for this to progress alongside the planned investment in this draft budget.
- **Growth** – The infrastructure requirements of our review of our Spatial Plan and District Plan have also not been fully accommodated into the capital growth budgets. In this plan we have only accommodated for growth in the central city. Once we have a clearer picture of the other parts of the city where growth will happen, funding allocations can then be made. This is expected to be a key part of the 2024 Long-term Plan.

Statement of Service Provision

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:

- **Governance** – information, consultation and decision-making, and public engagement, including engagement with Māori residents and mana whenua partners
- **Environment and Infrastructure** – 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, and outcomes we are working towards.

Pārongo ā-tāone | Governance

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

The key groups of activities under this strategic area are:

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

1.1 Kāwanatanga, Pārongo me ngā mahi whai wāhi | 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	Rationale
1.1.1 City governance and engagement	<i>This activity grouping primarily contributes to the community outcome: A people friendly, compact, safe and accessible capital city</i>
1.1.2 Civic information	<ul style="list-style-type: none">• <i>To facilitate democratic decision-making.</i> In carrying out activities to ensure our decision-making is democratic, we aim to enhance residents' trust and confidence in the Council.
1.1.3 City archives	<ul style="list-style-type: none">• <i>To provide open access to information.</i> 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.
1.1.4 Climate insights and engagement	<ul style="list-style-type: none">• <i>Engaging residents.</i> Providing good quality information and engaging residents in the key issues facing Wellington

Services we provide

- Providing accurate and professional advice, research and administrative support to elected members and community boards
- Organising 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 community engagement and consultation on key decisions facing the city, including facilitating input from Council advisory groups
- Setting policy and bylaws, carrying out planning and budgeting and reporting our performance
- Providing insights, data and analysis and engaging the City on the challenge of climate action³.
- Supporting communities to plan for climate change impacts

³ Note that 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. Te Atakura – First to Zero outlines how we will deliver on our emission reduction goals over time

Key projects/programmes

- Our City Archives hold physical and digitised records dating back to 1842, when Wellington became the first site of local government in New Zealand. We plan to invest \$7.6m over the first 3 years of this plan invest to accelerate the digitisation of our City Archives collection. This will increase access to archival information through the searchable Archives Online. It will also help to mitigate the risks of damage to important historical collection maintaining its availability for future generations.
- We currently have five Advisory groups that support Council through providing advice from different perspectives (Accessibility, Environmental, Pacific, Youth Council and the recently added Rainbow group). We will be implementing changes to how these groups work in line with our recent review of advisory groups. This will include increased support for the groups to deliver better proactive advice, improved means for Council to consider and incorporate advice from the groups and an increase Youth Council remuneration to be more equitable with other groups.
 - In addition to improvements to existing groups, Council has also agreed to establish a Rainbow Advisory group that will assist and advise the City Council on how to help grow a great City where diverse rainbow people and communities thrive and contribute to the city's priorities; and bring knowledge and insight to Council to ensure rainbow inclusion in our City.
- In line with our commitments in *Te Atakura – First to Zero* we will be investing \$47m in climate action included within our Te Atakura action plan over the coming ten years. Commentary on the actions that will be progressed are discussed throughout the relevant activity areas of this plan This includes measuring our emissions, engaging residents, and developing climate action initiatives in partnership with a range of stakeholders.
 - Developing a framework for measuring our emissions to keep us on track for our goal and to be accountable for our work is critical to our overall success. Engaging and partnering with others on climate change is also critical given achievement of our first to zero aspirations will require the collective effort of Wellington.
- *Adapting to the impacts of a changing climate* Wellington is facing increased risk of coastal inundation and flooding, exacerbated by sea level rise, and a variety of other risks that are still being evaluated in terms of what that will mean for our communities. The Government is currently developing a strategy that is expected to provide national direction on key aspects of adapting to the changing climate, such as 'who pays?' and 'who decides?'. These are significant questions of public policy, and we have established a team to examine these issues, form an agreed approach, and engage with impacted communities.

Key negative effects

Council activities are carried out 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 negative effects	Mitigation
1.1 Governance, information and engagement	We do not anticipate any significant negative effects associated with the provision of these services.	

Operating and capital budgets



What you can expect of 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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- 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.

Performance measure	Previous target (2020/21)	Target 2021-31
Facilitating democratic decision-making		
Meeting and committee agendas (%) made available to the public within statutory timeframes	100%	100%
Percentage of residents who have adequate opportunities to have their say in Council activities	changed	Baseline
Percentage of residents satisfied with the process by which Council makes decisions	changed	Baseline
Providing information and a point of contact		
Percentage of residents that can easily access Council information (via website, libraries, social media, newspapers etc)	55%	55%
Contact Centre – Contacts responded to within target timeframes (all)	90%	90%
Official information requests (%) handled within Local Government Official Information and Meetings Act legislative timeframe	90%	95%

1.2 Rangapū Māori/Mana Whenua | Māori and mana whenua partnerships

The Council is committed to ensuring mana whenua and Māori meaningfully participate in, contribute to, and inform Council decisions. Improved partnerships and capacity building are the cornerstones of this new strategic direction.

For Wellington to be an inclusive, sustainable, and creative capital for all our people to live, work and play, we need to ensure that iwi and Māori from our wider community are contributing to the decision making in our city. To ensure we successfully achieve this we have a new strategic focus on three key priorities:

- Māori Partnerships - inspiring meaningful relationships so that our partnerships are mana enhancing
- Māori Strategy - weaving te ao Māori knowledge and research together so that Māori prosper as Māori
- Māori Capability and Success - providing Māori organisational leadership so that Māori are empowered to engage with the Council

Together with strong, open and transparent relationships, these priorities will provide the platform for further opportunities for Māori to participate in and create a positive future for Wellington. We have set a new strategic direction which will strengthen our relationships, presence, and intelligence so that Māori are engaged in Wellington's future.

We have recently taken some key first steps in building Māori capacity to contribute through changes in our representation arrangements at Council. From July 2021 mana whenua will have full voting rights and will sit on nearly all council committee and sub committees. Council has also agreed to establish a Māori ward at the 2022 election. Increasing the range of ways in which Council involve mana whenua and Māori in the formal governance of the Council are key steps toward achieving meaningful partnership with Māori in shaping the future of Wellington City

More context on our commitment to Māori and mana whenua partnerships can be found at the beginning of this plan on page 12.

Activities in this group	Rationale
1.2.1 Māori and mana whenua partnerships	<p><i>This activity grouping primarily contributes to the community outcome: An innovative, inclusive and creative city</i></p> <ul style="list-style-type: none">• To develop, maintain and inspire meaningful partnerships so that our partnerships with mana whenua, tangata whenua and Māori within our community are mana enhancing• To weave te ao Māori knowledge and research together so that Māori are empowered by Council to prosper and succeed as Māori• To provide Māori organisational leadership so that Māori are empowered to engage with the Council

Services we provide

- Continuing to grow our relationship with mana whenua and Māori in the city as authentic partners, 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 initiatives and engagements that serve to incorporate a Māori cultural perspective for the city

Key projects/programme

- *Investing in the partnership.* We will develop and implement an action plan designed by Māori in the community that will enable our strategic vision for partnership to be realised. We will invest \$2 million of additional operational funding in Year 1 and \$3 million per annum thereafter into the growth of Māori Strategic Relations, so that we can ensure Māori contribute to the decision-making process of the city and fostering the development of Māori to do so.
- We are in the process of developing the specific actions and investments required as part of a 10-year Māori Strategic Plan. We are building this plan in partnership with Māori, we had five huiinga in late 2020/21 from which we will confirm the priorities for change with Māori and mana whenua early in 2021/22. The proposed focus areas of work are based on the following:
 - *Build Council Capabilities.* Alongside mana whenua, we aim to develop and implement a training pathway and mentoring system aimed at supporting and improving cultural competencies and leadership.
 - *Build Iwi Capabilities.* We plan to create opportunities for iwi to increase their capabilities and consistent investment approach so that their reach and influence on decision-making can be widely visible across Council.
 - *Engagement with Māori.* We aim to work alongside mana whenua and iwi to develop and implement an Iwi Relationship Model that supports and encourage strong and constructive relationships between Council, mana whenua and iwi. We are focused on improving ways to support and promote wānanga, forums and networks that bring Māori and Council together.
 - *Māori Strategic Direction.* We work to influence thought leadership that underpins te ao Māori views to various stakeholders, we drive and incorporate an evidence and researched based approaches to strategies that accurately reflect our communities.

Key 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 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.	

Operating and capital budgets



Comment

The lift in operating expenditure reflects the significant additional investment in Māori strategic partnerships outlined in the key projects and programmes,

What you can expect of us – performance measures

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Performance measure	Previous target (2020/21)	Target 2021-31
Customer focus		
Number of annual initiatives delivered that strengthen WCC relationships, presence and intelligence so that Māori are engaged in Wellington's future	new	Measure to be defined

Taiao | Environment

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

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 |

2.1 Ngā Māra, Tātahi, Whenua Pārae, Ngahere | Gardens, beaches and green open spaces

The city's parks, gardens and coastlines are a precious resource. They are integral to the health of the city and Wellingtonians by providing 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 supports the city's response to climate change by acting as a carbon sink, supplementing the stormwater network especially in severe weather events and enhancing biodiversity in the city.

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

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

Activities in this group	Rationale
2.1.1 Local parks and open spaces	<i>This activity grouping primarily contributes to the community outcome: A sustainable, climate friendly eco capital</i> <ul style="list-style-type: none">• <i>To provide access to green open spaces.</i> 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.• <i>To provide public places to congregate.</i> Accessible and high-quality open spaces encourage people to gather, share activities and connect with each other.• <i>To provide access to recreational opportunities.</i> These activities provide high quality open spaces for a wide range of recreation activities, such as walking and mountain biking.• <i>Water sensitive urban design</i> - The green network and spaces throughout the City are an important part of the stormwater network and will increasingly be used to supplement the underground network of pipes.• <i>To enhance biodiversity.</i> By providing high-quality green open spaces and pest management activities we aim to protect biodiversity and increase local carbon sinks, improving the quality of our natural environment and making the city a better place to live, work and play.
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	

Services we provide

Managing and maintaining:

- 4,146 hectares of parks, reserves and beaches

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

Key projects/programmes

- *Botanical gardens buildings* – There are resilience issues with some buildings in the Botanical Gardens. We will progress two key upgrades over the next ten years that will improve sustainability and enhance customer experience:
 - Botanical Gardens Begonia House Precinct - This includes renewals and refurbishments at the Botanical Gardens Begonia House, café and associated service buildings in order to meet levels of service and visitor expectations. By investing in this significant destination, it will ensure it remains relevant and meets the agreed levels of service, and public perception of the quality of the most visited site at the Botanical Gardens will improve. \$8.5m in years 2-5
 - Redevelopment of the plant nursery and laboratory at Otari-Wilton's Bush – Facilities need to be developed in line with Otari Landscape Development Plan and to continue to meet levels of service, support plant conservation work and meet outcomes of the Botanic Gardens of Wellington Management Plan, Our Capital Spaces and Our Natural Capital. \$3.1m in years 5-9
- *Predator Free Wellington*. We will continue our support for the Predator Free Wellington City Project (PFWCP), a visionary project that will create the world's first predator free capital city by 2050. The Predator Free Wellington City Project was launched in September 2016 with the signing of a Memorandum of Understanding between the three founding partners – Wellington City Council (WCC), Greater Wellington Regional Council (GW) and the NEXT Foundation. This includes a financial contribution to Predator Free Wellington alongside existing investment in pest control. These initiatives will not only help us achieve significant ecological gains, such as increasing bird and lizard populations, but also assist the city to become a leader in predator control and management. This initiative will involve a range of other partners as it progresses.
- *Huetepara Park*. We will progress the community proposed plan for Huetepara Park at the eastern end of Lyall Bay. This will be a new public space offering public toilets and an improved visitor experience. Funding includes \$305K to deliver phase 1 in years 1 to 2 and \$1.1m in year 3.

Key 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 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

Activity	Key negative effects	Mitigation
		need to be identified and decisions made around reinforcing or removing these assets.

Operating and capital budgets



What you can expect of us – performance measures

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Performance measure	Previous target (2020/21)	Target 2021-31
Utilisation		
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%
Affordability		
Cost to the ratepayer per visitor to the Wellington Botanic Gardens and Otari-Wilton's Bush	<\$4.20	<\$7.00
Protect and enhance our biodiversity		
Plant 3 million native plants by December 2030	2 million by 2025	Y1: 2,107,000 Y2: 2,213,000 Y3: 2,319,000
Hectares of high-value biodiversity sites covered by coordinated pest management	296	Y1: 371 Y2: 386 Y3: 426

2.2 Tiaki Pūngao, Whakaheke Para | Waste reduction and energy conservation

Wellington produces few emissions compared with major cities in New Zealand and Australia, but we need to do more to achieve our target of being net zero emission city by 2050 as set out in Te Atakura – First to Zero, our blueprint for becoming a zero carbon capital. 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. Our Regional Waste Management and Minimisation Plan commits us to reducing the total quantity of waste sent to landfill by one third by 2026 with a longer-term aspiration to achieve a waste-free future for Wellington.

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 on how to manage and minimise waste effectively.

Activities in this group	Rationale
2.2.1 Waste minimisation, disposal and recycling	<p><i>This activity grouping primarily contributes to the community outcome: A sustainable, climate friendly eco capital</i></p> <ul style="list-style-type: none"> • <i>Reducing environmental impacts.</i> 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, measuring and reducing our carbon footprint, and by shifting toward renewable energy resources.
2.2.2 Closed landfills aftercare	
2.2.3 Energy efficiency and conservation	

Services we provide

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

Key projects/programmes

- *Sewage sludge treatment.* Through Te Atakura (our Zero Carbon Plan) and our Regional Waste Minimisation and Management Plan we've formally committed to reducing carbon emissions and reducing waste by a third by 2026. Minimising wastewater sludge is a necessary first step to achieving these objectives.
- We will invest in improving the existing wastewater treatment plant site at Moa Point to minimise the amount of sludge produced. This will mean the sludge would not need to be pumped to the Southern Landfill and would help the city meet its environmental objectives. This will come at a cost of \$147-208m in years 2-5 and be financed through a 'Special Purpose Vehicle' and delivered through the Infrastructure Funding and Financing Act. While there is no impact on rates, on completion, households will be charged a levy to repay the borrowing required to fund the project.
- *Waste minimisation.* In addition to the minimisation of sludge going to the Southern Landfill, we will also implement a series of initiatives that will keep waste minimisation in the public profile as the Council works towards the objective of reducing the total quantity of waste sent to municipal landfills by one third by 2026. Sludge diversion will remove significant volume of the waste currently entering the Southern Landfill and will clear the way for a more intensive focus on minimising other

waste streams. We will prioritise waste minimisation activities on food waste, biosolids and green waste in order to complement central government interventions on other types of waste. Other waste minimisation activities, such as the Tip Shop and other community shops, event waste diversion initiatives and other behaviour change initiatives will continue as they successfully imbued waste minimisation thinking into Wellingtonians' consciousness.

- We have provisioned \$2.2m in year 4 of this plan toward Resource Recovery to ensure that the Council is ready to accelerate its waste minimisation efforts and scale up to a waste free economy as soon as the Sludge Treatment Plant is operational. A business case for this resource recovery investment will be developed in the first year of this plan.
- *WCC carbon reduction programme.* As a part of our Te Atakura first to zero plan we will invest \$5.2m over ten years to electrify our Council vehicle fleet and develop our Climate Smart building policy which will further reduce the emission profile of Council buildings (this is in addition to our energy management programme that is cost-neutral).

Key negative effects

Council activities support improvements in 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 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.

Operating and capital budgets



Comment

The increase in Operating expenditure is due to the increase in the cost of carbon and recycling costs.

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Performance measure	Previous target (2020/21)	Target 2021-31
Waste minimisation activities		
Volume of waste diverted from landfill (tonnes)	20,000	20,000
Residents (%) satisfied with kerbside recycling service	85%	85%
Users (%) satisfied with waste collection service	90%	90%
Energy conservation		
WCC Group GHG emissions (tCo2-e) decreasing	Achieve 2050 target	Achieve 2050 target
Progress on achievement of Te Atakura implementation plan	new	Measure to be defined

2.3 Waimāori | 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. The city shares its water supply with the region's other main metropolitan areas utilising water collection, bulk storage, treatment and transportation assets owned by Greater Wellington Regional Council.

This complete water supply service, including the bulk water, is managed, controlled and maintained for the councils by Wellington Water Limited, a CCO.

Focus is also on managing the significant renewal requirements of the drinking water network, much of which is expected to require replacement within the next 30 years. As Council manages this aging network it also needs to ensure that bursts and leakages are being proactively managed and responded to.

The other key area of focus in the coming years is security of supply and funding is included in this plan aimed at increasing water storage in the city to increase our resilience and meet demand from population growth.

Central Government's three waters reform programme will impact how water services are managed in the future. Wellington City Council is an active participant in those reforms and will be engaging with the public on decisions on reform in the coming year.

Activities in this group	Rationale
2.3.1 Water network	<i>This activity grouping primarily contributes to the community outcome: A sustainable, climate friendly eco capital</i> <ul style="list-style-type: none"> 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.
2.3.2 Water collection and treatment	

Services we provide

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

Key projects/programmes

The 2020 Mayoral Taskforce: Three Waters found that our drinking water pipes are old and we lose up to 30 percent of our water through leaks. However, the Taskforce also found that we cannot be exactly sure of our water loss levels as we do not measure it as a city, instead rely on high level regional information. Of these pipes, 30 percent have already passed their expected useful economic life, and 50 to 60 percent of pipes require replacement in the next 30 years. As these assets age they are becoming increasingly prone to failure. To make progress on these issues we will:

- Increase our level of maintenance services, including the identification and repair of leaks
- Undertake a programme of work to inspect critical assets across the network. Where these inspections identify issues, the relevant assets will be prioritised for early renewal from August 2021.

- Invest \$38m to complete the Omāroro reservoir to accommodate growth and increase resilience in Central Wellington and also invest \$8m for various other resilience enhancements to existing reservoirs and the network
- Replace the Highland Park reservoir
- Invest \$3.5m over 10 years for growth planning (across all three waters) and some targeted upgrades in identified growth areas (including Central Wellington).
- Invest \$5m over 10 years improving network management through pressure management and network-level meters.

Key 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 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 an additional water storage asset serving central Wellington and the CBD. An increased investment in network leakage and repair will have some impact on overall demand.</p>

Operating and capital budgets



Comment

The increase in Operating expenditure is due to an increase in the Capital Programme and the associated depreciation cost.

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Performance measure	Previous target (2020/21)	Target 2021-31
Clean and safe		
Compliance with Drinking Water Standards for NZ 2005 (revised 2008) (Part 4 bacterial compliance criteria and Part 5 protozoal compliance criteria)	Part 4 compliant; Part 5 compliant	Both 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*	<20/1000	<20/1000
Continuity of water supply and resolution of faults		
Water supply interruptions (measured as customer hours)	Baseline	Monitor trend
Median response time for attendance for urgent call outs* (a) attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site	≤60 min	≤60 min
Median response time for resolution for urgent call outs* (b) resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption.	4 hours	4 hours
Median response time for attendance for non-urgent call outs* (c) attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site	36 hours	36 hours
Median response time for resolution for non-urgent call outs* (d) resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption	5 days	5 days
Efficiency and sustainability		
The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this). Calculated as a regional mean value	<17%	<17%
Average drinking water consumption resident/day* The average consumption of drinking water per day per resident within the territorial authority district	365ltr	365ltr
*denotes mandatory measures		

2.4 Waipara | Wastewater

The wastewater network, which carries about 30 million cubic metres of wastewater a year, protects human health and the environment by removing wastewater from homes and businesses and treating it to make it safe for disposal. The cleaned and treated wastewater is discharged into the ocean and the biosolids removed in the treatment process are currently disposed of in the Southern Landfill.

Our key aims are health, safety and sustainability – wastewater should be disposed of in ways that protect public health and don't compromise ecosystems. Many parts of Wellington's wastewater network are aging and in poor condition and susceptible to failures, blockages and overflows. A key focus needs to be on improving the network to minimise failures as new and tighter discharge requirements will be set regionally within the 10-year period of this Plan. Significant additional investment is expected to be required for these limits to be achieved. The city's anticipated population growth will also put pressure on this infrastructure.

Central Government's three waters reform programme will impact how wastewater services are managed in the future. Wellington City Council is an active participant in those reforms and will be engaging with the public on decisions on reform in the coming year.

Activities in this group	Rationale
2.4.1 Sewage collection and disposal	<p><i>This activity grouping primarily contributes to the community outcome: A sustainable, climate friendly eco capital</i></p> <ul style="list-style-type: none"> For public and environmental health. The wastewater network is crucial to our city's health. By providing safe and sanitary removal of wastewater and ensuring that the waste is disposed of in ways that minimise harm on the environment and protect public and environmental health.
2.4.2 Sewage treatment	

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

The 2020 Mayoral Taskforce: Three Waters identified found that all of the streams in Wellington City are polluted with wastewater, and none of the city's water bodies meet the environmental limits anticipated under the National Policy Statement for Freshwater Management 2020. This is mainly due to 20 percent of our wastewater pipes being beyond their expected life, and the recent failures in the Mt Albert tunnel, Victoria St and Willis St laid bare the state of our pipes. To begin to address these issues we will:

- Increase the City's wastewater renewal programme, including \$40m to replace ageing wastewater pipes and to construct new infrastructure in and around the CBD. This is mostly focused around the pipes that run along Taranaki, Wakefield, Victoria and Dixon Streets, and Kent Terrace, and includes a new pump station in Taranaki Street and new pipes to provide better redundancy in the case of a pipeline failure.
- Undertake a programme of work to inspect critical assets across the network. Where these inspections identify issues, the relevant assets will be prioritised for early renewal from August 2021
- Invest \$3.5m over 10 years for growth planning (across all three waters) and some targeted upgrades in identified growth areas (central Wellington, Te Aro and Stebbings Valley)
- Establish additional crews to detect faults in the public wastewater network.

We will also progress the policy change on the ownership of wastewater laterals (private wastewater drains) consulted on for this plan. This will see Council take responsibility for the renewal and maintenance of the section of the wastewater lateral beneath the legal road to the property boundary. This will take effect in the first year of this plan following formal Council adoption of the policy change.

Key negative effects

Council activities are carried out 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 negative effects	Mitigation
2.4 Wastewater	There is the risk of overflows into waterways during high rainfall events and from infrastructure failures.	<p>The wastewater network is designed to minimise the impact of these overflows. The service is subject to resource consent conditions and is monitored.</p> <p>This LTP includes budget for a significant uplift in wastewater infrastructure renewals.</p>

Operating and capital budgets



Comment

The increase in Operating expenditure is due to an increase in the Capital Programme and the associated depreciation cost.

What you can expect of 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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- 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.

Performance measure	Previous target (2020/21)	Target 2021-31
Compliance and sustainability		
Dry weather wastewater overflows, expressed per 1000 connections* The number of dry weather sewerage overflows from the territorial authority's sewerage system expressed per 1000 sewerage connections to that sewerage system.	0	0
Compliance with the resource consents for discharge from the sewerage system, measured by the number of: a) abatement notices, b) infringement notices, c) enforcement orders and d) convictions received by the territorial authority in relation to those resource consents*	Nil	Nil
Meeting customer expectations		
The total number of complaints received by the territorial authority about any of the following: (a) sewage odour (b) sewerage system faults (c) sewerage system blockages, and (d) the territorial authority's response to issues with its sewerage system, expressed per 1000 connections to the territorial authority's sewerage system*	<30/1000	<30/1000
Continuity of service and resolution of faults		
Median response time for wastewater overflows* (attendance time) Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured: (a) attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site	≤1 hour	≤1 hour
Median response time for wastewater overflows* (resolution time) (b) resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault.	≤6 hours	≤6 hours
Number of wastewater reticulation incidents per km of reticulation pipeline (blockages)	≤0.8	≤0.8
*denotes mandatory measures		

2.5 Waiāwhā | Stormwater

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

Contaminants that are hazardous to the ecosystems in our streams, harbour and coastal waters can enter the stormwater system from our streets, homes and businesses. We generally do not currently treat stormwater run-off but we do monitor stormwater discharge at more than 80 sites to ensure it meets the required standards. These standards are expected to become tighter within the 10-year period of this Plan as national legislation is applied across the region. These new, higher standards are expected to require the city to invest further in stormwater treatment infrastructure. A key focus needs to be on water quality including minimising contamination from the wastewater network.

As part of development planning and major renewal and upgrade work in the city, we also encourage and will 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.

Central Government's three waters reform programme will impact how stormwater services are managed in the future. Wellington City Council is an active participant in those reforms and will be engaging with the public on decisions on reform in the coming year.

Activities in this group	Rationale
2.5.1 Stormwater management	<i>This activity grouping primarily contributes to the community outcome: A sustainable, climate friendly eco capital</i> <ul style="list-style-type: none">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 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

Traditionally stormwater has been associated with drainage. While this is still true, there is now a further dimension – stormwater needs to be of a better quality – this has become a legal requirement. Investment in sewage pipes has also fallen off, so the network is ageing and deteriorating, leading to increases in pipe breakages and leakage. To begin to address this we will:

- Increase the City's pipe renewal programme, with a particular focus on the CBD, including Hunter St and Jervois Quay.
- Invest \$3.5m over 10 years for growth planning (across all three waters) and some targeted upgrades in identified growth areas (including central Wellington)
- Improvements in stormwater quality may result from wastewater network improvements planned for Te Aro, Stebbings Valley, and Karori.
- Undertake a programme of work to inspect critical assets across the network. Where these inspections identify issues, the relevant assets will be prioritised for early renewal from August 2021

- Invest \$18m over 10 years for upgrades to reduce flooding risks in Tawa.
- Make investment in green infrastructure 'business as usual' with mātauranga Māori guiding delivery where it is practicable in relation to the impacts of stormwater.

Key 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 negative effects	Mitigation
2.5 Stormwater	The network can carry containments, such as oil from roads or run-off from developments, into waterways.	<p>The principal objective of the stormwater network has historically been to minimise the impact of flooding. It has not been designed to provide treatment. We want to reduce the contaminants that make it into waterways. We educate residents to change behaviours, such as pouring paint down drains, and will be adopting regulatory and non-regulatory measures to increase the uptake of water sensitive design in new developments.</p> <p>The investment in stormwater network renewals is increasing, with a focus on critical assets and the CBD area.</p>

Operating and capital budgets



Comment

The increase in Operating expenditure is due to an increase in the Capital Programme and the associated depreciation cost.

What you can expect of us – performance measures

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

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Performance measure	Previous target (2020/21)	Target 2021-31
Continuity of service and resolution of faults		
Number of flooding events*	Baseline	2
Number of habitable floors per 1000 connected homes per flooding event* For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system.) * The regional consistency for habitable floors affected in a flooding event is 10 per event, however as the DIA measure is per 1000 properties connected, we have calculated this based on connections in 20/21.	Baseline	0.13
Median response time to attend a flooding event* The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.	≤60 minutes	≤60 minutes
Compliance with the resource consents for discharge from the stormwater system, measured by the number of: a) abatement notices, b) infringement notices, c) enforcement orders and d) convictions*	Nil	Nil
Days (%) during the bathing season (1 November to 31 March) that the monitored beaches are suitable for recreational use	90%	90%
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%
Meeting customer expectations		
Number of complaints about stormwater system performance per 1000 connections* The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system.	<20/1000	<20/1000
Residents (%) satisfied with the stormwater system	75%	75%

2.6 Ngā painga kukume Papa Atawha | Conservation attractions

The Wellington Zoo Trust and Zealandia (Karori Sanctuary Trust) are both Council-controlled Organisations (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	<p><i>This activity grouping primarily contributes to the community outcome: A sustainable, climate friendly eco capital</i></p> <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 to attract visitors and to inform and educate on the importance of conservation and biodiversity
- Investment that supports Zealandia to attract visitors, educate, and protect flora and fauna, improving biodiversity for the benefit of our natural environment

Key projects/programmes

- *Zealandia.* Zealandia is a world recognised attraction in the heart of Wellington city and sits at the centre of the City's ecological restoration. Zealandia has strong local support as seen through a flourishing volunteer programme and growing membership base. The Council support Zealandia through provision of funding support including for the construction of Tanglewood House, Zealandia's purpose-built hub for volunteer accommodation and improved research and learning facilities for staff and visitors. Construction is expected to commence during the latter part of 2021 and to be completed in late 2022.
- *Zoo upgrades.* Wellington Zoo is an important tourism and conservation attraction for the city with more than 200,000 visitors per year. The zoo's Strategic Plan for Wellington Zoo is to be the zoo with the biggest heart: a creative, innovative and progressive zoo.

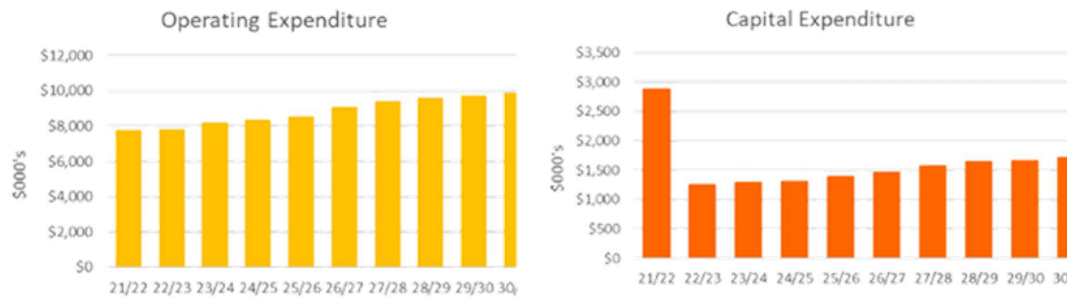
The zoo has continued to transform itself into a vibrant attraction with facilities that meet modern standards. This will continue in the coming years through further improvements to facilities including addition of snow leopards early in this Long-term Plan. The Council is contributing \$1.7m to support the development of a dedicated habitat and the welcoming of snow leopards into the Zoo early in 2022.

Key negative effects

Council activities are carried out 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 negative effects	Mitigation
2.6 Conservation attractions	We do not anticipate any significant negative effects associated with the provision of these services.	

Operating and capital budgets



What you can expect of us – performance measures

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Performance measure	Previous target (2020/21)	Target 2021-31
Wellington Zoo and Zealandia		
Achievement of measures within Wellington Zoo's Statement of Intent	Refer SOI	Achieved
Achievement of measures within Karori Sanctuary Trust (Zealandia) Statement of Intent.	Refer SOI	Achieved

Whanaketanga ōhanga | Economic development

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

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

3.1 City promotions and business support

3.1 Whakatairanga Tāone / Tautoko ā Pākihi | 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, visitor attractions and Wellington venues, support WellingtonNZ, the Wellington region's economic development agency, deliver significant economic development projects, and maintain relationships with other agencies, domestically and internationally, to foster economic growth.

Activities in this group	Rationale
3.1.1 WellingtonNZ and Venues Wellington	<p><i>This activity grouping primarily contributes to the community outcome: A dynamic and sustainable economy</i></p> <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 (cultural, sporting and business) 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. <i>To support businesses wanting to take climate action.</i> Wellington has a reputation as a climate leader with a strong community of innovative sustainable businesses.
3.1.2 Tākina Wellington Convention & Exhibition Centre	
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

- Supporting development of the city's Economic Strategy and projects and initiatives that drive investment in our economy
- Promoting Wellington to domestic and international visitors to encourage the growth of the tourism sector
- Supporting high-quality events, such as World of Wearable Art, which generate cultural and economic benefits for the city
- Improving the city's national and international connections
- Attracting and supporting business activity across Wellington

- Operating civic venues for entertainment, performances and business events
- Delivering programmes that support businesses to reduce their carbon emissions, and innovators to develop new climate reduction business opportunities

Key projects/programmes

- *Tākina*. A key milestone in the early years of this plan will be the completion and operation of Tākina- the Wellington Convention and Exhibition Centre from mid- 2023. Tākina will have 10,000sqm of conference space for up to 1,600 people, including a 2,500 sqm exhibition floor, two large, flexible plenary halls and meeting rooms, and a gala dinner capacity of 1,400 people. There will be a vibrant ground floor public exhibition gallery and café space with two main entrances on Cable and Wakefield streets to ensure a warm welcome to all visitors. Completion of Tākina will cost \$82m in years 1-2 of this plan.
- *Economic strategy*. an Economic Strategy for Wellington City is currently being developed and will identify the city's areas of competitive advantage and will drive the Council's economic development investment and priorities. The strategy will also shape Council's activity in areas including Wellington's role in the regional economy, Maori economic development, the night-time economy, and circular economy.
- *Venues upgrades*. We will re-prioritise \$45m of funding previously intended for an Indoor Arena toward seismic strengthening and upgrading some Council venues. The Council venues that need an investment include the Michael Fowler Centre, TSB Arena and the Opera House, and it makes sense to ensure these venues are fit for purpose before pursuing an indoor arena.
- *Te Atakura*. our zero carbon climate goal is for the whole city and we will support city wide action through business focused seed funding programmes including the Wellington Climate Lab, Business Energy Saver and workplace travel planning support.
- *Living Wage*. We are proud to be a Living Wage accredited employer. We want to build on that through supporting those we work with to pay the Living Wage. To work toward this, we are introducing a \$300k grants fund available for non-Council event organisers in Wellington City to apply to be Living Wage events (also noted in Activity 4.1 – Arts and Cultural Activities).

Key negative effects

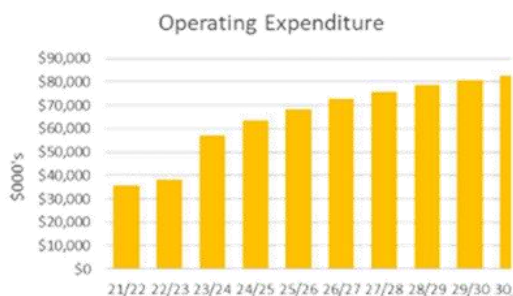
Council activities are carried out in order to maintain or improve the wellbeing of Wellingtonians and visitors to Wellington. Some of these activities may have some negative effects that need to be managed or mitigated.

Activity	Key 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, these are also associated with negative effects.</p> <p>More people in the city places additional pressure on our infrastructure networks (water and wastewater, for example) and</p>	<p>We are building on our skilled knowledge base, creative industries and services sector to capitalise on an economy that is becoming increasingly 'weightless' – with a focus on generating high-value, low-carbon products and services. Our focus in these industries mitigates some of the negative effects associated with a growing economy.</p> <p>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.</p>

more people travelling into and out of our city results in increased carbon emissions.

We also dispose of waste in sustainable ways; we capture gas at the landfill and are working to reduce sewage sludge.

Operating and capital budgets



Comment

The increase in operating expenditure from year 2 reflects the additional costs of operating Tākina once it is opened.



Comment

Wellington Convention Centre is included within the capital budget for 4.1

What you can expect of us – performance measures

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Performance measure	Previous target (2020/21)	Target 2021-31
WREDA -WellingtonNZ		
WellingtonNZ is delivering direct value/ROI on our shareholders investment -Direct Economic Impact of WellingtonNZ's activities and interventions	\$86m	\$150m
WellingtonNZ is shaping and amplifying the regional destination/brand story		
Equivalent Advertising Value (EAV) from media activity	\$10m	\$25m
Value of expenditure generated from events (including business, performance and major events)	\$40m	\$75m
The number of Wellington Region residents that attend events	475,000	500,000
WellingtonNZ is supporting businesses to upskill and grow -Number of different business engagements in WellingtonNZ programmes	3,789	2,000
Financial health -% of Revenue from commercial/non council funding and commercial activity (combined WellingtonNZ and CHQ)	30%	30%
Achievement of measures within Wellington Regional Stadium Trust (Sky Stadium) Statement of Intent.	Refer SOI	Achieved

Oranga ahurea | Cultural wellbeing

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

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

4.1 Arts and cultural activities

4.1 Ngohe Toi, Ahurea Hoki | Arts and cultural activities

Our city is 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 trading as Experience Wellington)	<i>This activity grouping primarily contributes to the community outcome: An innovative, inclusive and creative city</i>
4.1.2 Visitor attractions (Te Papa / Carter Observatory)	<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.
4.1.3 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. • <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.
4.1.4 Cultural grants	
4.1.5 Access and support for community arts	
4.1.6 Arts Partnerships	
4.1.7 Regional amenities fund	

Services we provide

- Delivering a wide variety of free public events throughout the year, such as Gardens Magic, Te Rā o Waitangi, Pasifika Festival, Matariki and Diwali
- Advising on and supporting a range of community events, including the Newtown Festival and Chinese New Year
- Supporting and delivering a range of public art around Wellington
- Running Toi Pōneke Arts Centre, which houses a community of practitioners, arts organisations and creative businesses
- Providing arts advice and support to arts organisations and maintaining an art collection of more than 500 artworks
- Funding the Wellington Museums Trust, which operates:
 - Wellington Museum
 - City Gallery Wellington
 - Cable Car Museum
 - Nairn Street Cottage
 - Space Place at Carter Observatory
 - Capital E

Key projects/programmes

- *Aho-Tini 2030.* Arts, Culture and Creativity Strategy –Wellington is New Zealand’s creative capital for good reason. Wellingtonians love arts and culture, and the city attracts thinkers, creators and innovators. We’re developing Aho-Tini 2030 (due to be adopted in August 2021), which will be a bold strategy to lead us through the next ten years of innovation and creation in our city.
 - Aho-Tini 2030 will guide the shape of all our arts, cultural and creative activities over the next ten years, connecting communities through arts and culture, ensuring places and spaces for art and creativity and supporting a successful arts and creative sector.
 - Central to the proposed strategy will be Aho Hononga, our partnership with Māori and mana whenua, which will enable mana whenua to tell their stories and ensure ngā toi Māori and te reo Māori are highly visible and part of the artistic, cultural and creative fabric of the city.
 - In order to deliver on Aho-Tini 2030 we have provisioned an additional \$1m annually to fund relevant projects and to allow for additional funding for venues support.
- *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 including completion of the strengthening of the St James Theatre and the Town Hall 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. The budget for St James and Town Hall upgrades are included in activity 6.2 Building and Development control but included here given the venues’ contribution to Arts and Culture.
- *Wellington Museum.* We will provide support (\$16m) to earthquake strengthening at the building that houses the Wellington Museum, giving new life to this category one heritage building, and ensuring its landmark status on the city’s world-renowned waterfront.
- *Living Wage.* We are proud to be a Living Wage accredited employer. We want to build on that through supporting those we work with to pay the Living Wage. To work toward this, we are introducing a \$300k grants fund available for non-Council event organisers in Wellington City to apply to be Living Wage events (also noted in Activity 3.1 – City Promotions and Business Support).

Key negative effects

Council activities are carried out 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 negative effects	Mitigation
4.1	We do not anticipate any significant negative effects associated with the provision of these services.	

Operating and capital budgets



Comment
Wellington Convention Centre is included within the capital budget for 4.1 but commentary is within Economic Development

What you can expect of us – performance measures

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Performance measure	Previous target (2020/21)	Target 2021-31
High quality experience		
Attendees (%) satisfied with Council-delivered arts and cultural festivals	90%	90%
Achievement of measures within Wellington Museums Trust (Experience Wellington) Statement of Intent.	Refer SOI	Achieved
Experience Wellington - Percentage of visitors who rate the quality of their experience (good or very good)	90%	90%

Pāpori me te hākinakina | Social and recreation

We aim for strong, healthy communities.

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

5.1 Whakatairanga Mahi ā Rēhia | 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	<i>This activity grouping primarily contributes to the community outcome: A people friendly, compact, safe and accessible capital city</i> <ul style="list-style-type: none">• To encourage active and healthy lifestyles. Our swimming pools, sportsfields and other recreation centres provide access to sport and recreation opportunities, which are important for people's health and wellbeing.• To enable participation in sporting and other group activities. Our recreation facilities give sporting and recreation groups a space to organise sport and recreation programmes.• For social cohesion and connectedness. Our recreation facilities provide important community focal points and recreation opportunities that bring people together.
5.1.2 Sportsfields	
5.1.3 Recreation programmes	
5.1.4 Recreation centres	
5.1.5 Recreation partnerships	
5.1.6 Playgrounds	
5.1.7 Marinas	
5.1.8 Golf course	

Services we provide

- Managing, maintaining and servicing seven pool facilities, five indoor and two outdoor multi-purpose recreation centres and the ASB Sports Centre (a 12 court facility) – these facilities provide places for people to learn and participate in sports and recreation, exercise, build social connections and improve health and wellbeing
- 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 107 playgrounds, which give families free and accessible spaces to play and socialise
- Maintaining other Council-owned recreational facilities, including marinas, the Berhampore golf course, croquet facilities, tennis, netball and basketball half courts, skateparks and a mountain bike trail and walking network
- 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

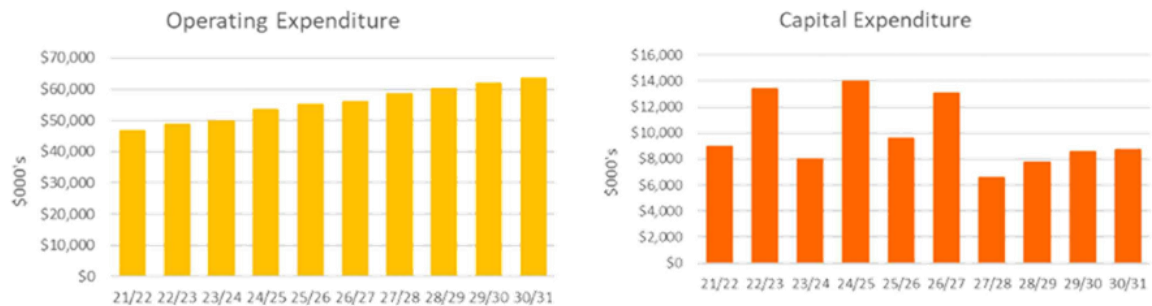
- *Pools strengthening.* We will continue to invest in addressing seismic compliance and resilience issues with some pools. This will include \$3.3m investment at Freyberg Pool for earthquake strengthening in year 2 of this plan which will require an extended closure for asbestos removal and a roof replacement.
- *Community asset renewals.* we will continue to invest to ensure that our existing recreation facilities across the city are high quality spaces for sport and play. This includes investing in synthetic turf renewals and Hataitai netball courts resurfacing at \$10.9m over 10 years.
- *Community facilities planning.* With the development of our Spatial Plan, now is a good time to look at our current network of community facilities to ensure they are in the right places to best meet community needs now and for the future. We'll do this work alongside development of our Spatial Plan over the coming year and may lead to changes to the mix of community assets that we have in different parts of Wellington. In anticipation of the work being completed, we have provisioned \$12m for future growth investment in Recreation and Community facilities in the Northern suburbs.
- *Grenada North community sports hub and turf.* The current Grenada North Park has the size and potential to become a multi-function 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 \$13.2 million in years 3 to 6 to establish the Grenada North community sports hub and turf.
- *Khandallah Pool.* We will invest \$1.2 million in the Khandallah Summer Pool in year 3 to improve resilience, operating equipment and facilities.
- *Skate parks.* In response to community feedback, both on this Long-Term Plan and to the earlier community engagement with the skating community, we will be investing \$1.5m in expanding and upgrading skate parks around Wellington. Priorities for investment are Tawa skate park, Waitangi Park and Ian Galloway Park.

Key negative effects

Council activities are carried out 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 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

Operating and capital budgets



What you can expect of 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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Performance measure	Previous target (2020/21)	Target 2021-31
High quality experience		
User satisfaction (%) - pools	revised measure	Baseline
User satisfaction (%) - rec centres including ASB Sports Centre	revised measure	Baseline
User satisfaction (%) - sportsfields	85%	85%
Affordability		
Ratepayer subsidy per swim	<\$13.60	< \$15.00
Achievement of measures within Basin Reserve Trust Statement of Intent.	Refer SOI	Achieved

5.2 Tautoko Hāpori | 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	<p><i>This activity grouping primarily contributes to the community outcome: A people friendly, compact, safe and accessible capital city</i></p> <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. • <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. • <i>To support warmer, drier, healthier homes.</i> The quality of Wellington homes is improved. • <i>To support communities to take climate action</i> Climate actions that can be undertaken by community groups are supported and enabled.
5.2.2 Access support (Leisure Card)	
5.2.3 Community advocacy	
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 libraries around Wellington
- Access to community spaces, including a citywide network of 25 community centres
- Ensuring residents can participate in communities of choice, accessing support through a variety of mechanisms, including community grants
- Work with external agencies and support outreach programmes to end street homelessness
- Support for community groups, ensuring Wellington's diverse population is supported and embraced by an inclusive, caring and welcoming community
- Subsidised rental for low-income Wellingtonians whose housing is not met by the private sector – we currently own over 1,900 units
- Facilitation of affordable rental housing in the city through the Te Kainga programme of CBD apartment conversions
- Subsidised Home Energy Saver assessments for Wellington home owners
- Climate and Sustainability Fund to support community groups wanting to take climate action locally

Key projects/programmes

- *Te Matapihi Central Library.* Wellington's much-loved Te Matapihi Central Library was closed in March 2019 following an engineering assessment. Following consultation with the community on the future of the library we are underway with a high-level remediation of the building, costing \$201m, and will open a strengthened and redeveloped library, Te Matapihi, in early 2026.
 - At the same time as remediating the building we are taking the opportunity to extend levels three and four to improve the layout of the building and add an additional 880 square meters to the building. The Te Matapihi Central Library works are likely to be completed in early 2026, this is later than 2025 which was the date in consultation, this relates to the additional time required to complete the extension.

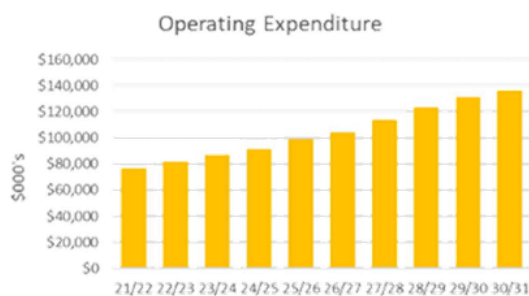
- *Social Housing.* We will continue to improve the quality of our social housing to bring all Council social housing stock up to the requirements of the Healthy Homes Standards (costing \$16.6m over years 1 to 3). Beyond Healthy Housing we also plan to continue to upgrade our City Housing stock in line with our Deed of Grant with the Government. The full capital programme will cost approximately \$446m over ten years.
 - Over the long term, the level of investment required in our housing, along with the discounted rents that we are able to recover, means that our social housing portfolio is financially unsustainable. We are progressing negotiations with central government on seeking direct access to the Government's Income Related Rent Subsidy as a solution to this.
 - As an alternative solution we will also investigate establishing a Community Housing Provider (CHP) entity and a special-purpose vehicle for funding the second half of the housing upgrade programme. Any change to ownership of our social housing, as may be required through establishing a CHP, will be consulted on with the community before any decision is made.
- *Home Energy Saver assessments.* Expanding the Home Energy Saver Programme to an additional 25% of Wellington homes over 10yrs and promoting the Warmer Kiwi Homes scheme will help to ensure that Wellingtonians, especially our most vulnerable populations, have comfortable, healthy homes to live in.
- *Climate and Sustainability Fund.* This new fund will provide support to community projects that reduce carbon emissions in Wellington. Feedback received on Te Atakura shows that Wellington residents are eager to take action and create change on the ground. This fund is a way to harness that energy and support climate mitigation efforts at the neighbourhood, community and business levels.
- *Community facility upgrades.* We will continue to invest in renewing and upgrading existing community facilities to ensure they meet community needs. In this LTP, this will include Strathmore, Newtown, Aro Valley and Karori community centres and an additional \$1.7m for an upgrade of Tawa/Linden community facilities in Year 1.
- *Community facilities planning.* With the development of our Spatial Plan, now is a good time to look at our current network of community facilities to ensure they are in the right places to best meet community needs now and for the future.
 - We'll do this work alongside development of our Spatial Plan over the coming year and it may lead to changes to the mix of community assets that we have in different parts of Wellington. In anticipation of the work being completed, we have provisioned \$28m in Years 11-13 and \$15.6m in Years 11-12 for community facility upgrades and \$16.4m for future growth investment in Community facilities in the Northern suburbs
- *Sustainable food.* The Council is working to support a more sustainable and resilient food system in Wellington. The food system ties into the economic, environmental, and social health of the city. We are investing \$500k through years 1-3 of this plan to implement programmes from the Sustainable Food Network Action Plan including new approaches to household composting and enhancing food security.
 - We will be working with communities of interest to facilitate the use of road reserve and open space land for the activities of composting and community gardening as governed by relevant policy and plans
- *Wadestown Community Centre.* We will explore divestment of the community centre in Wadestown, given the relative low use of the centre and its close proximity to the Wadestown Library.
 - The potential divestment is an example of the type of decision about our network of facilities that we may need to look at to manage a growing costs of large asset base. Before making a decision we will consult with the local community in the coming year.

Key negative effects

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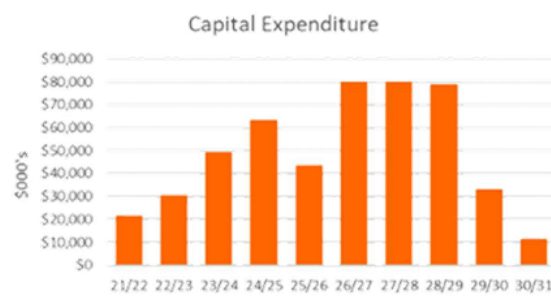
Activity	Key negative effects	Mitigation
5.2 Community support	There are negative effects from owning and managing buildings and other assets to deliver these services. These include waste and direct water and energy use to operate buildings.	We seek to minimise these negative effects by ensuring our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

Operating and capital budgets



Comment

The increase in Operating expenditure is due to an increase in the Capital Programme and the associated depreciation cost.



Comment

The Central Library budget is held at the organisational level rather than in this activity area and that is why it is not shown in this chart.

What you can expect of us – performance measures

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Performance measure	Previous target (2020/21)	Target 2021-31
Affordability		
Cost to the ratepayer per library transaction	Baseline	Baseline
Utilisation		
Utilisation of Leisure Card (increase in number of active users)	changed	Baseline
Customer focus		
User satisfaction (%) with community centres and halls	new	Baseline
User satisfaction (%) with library services	90%	90%
Occupancy rate of available housing facilities	90%	95%
Tenant satisfaction (%) with services and facilities (includes neutral)	90%	90%

5.3 Hauora/Haumaru Tūmatanui | 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	<p><i>This activity grouping primarily contributes to the community outcome: A people friendly, compact, safe and accessible capital city</i></p> <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 accessible clean and safe public toilets and changing rooms/pavilions
- Ensuring, through food and alcohol licencing, that Wellington's hospitality sector contributes to the health and safety of our community
- Ensuring Wellington is a safe and inclusive city where people know their neighbours and are safe
- 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
- Work in partnership with agencies to deliver programmes that reduce harm including CCTV, Graffiti management and initiatives that prevent sexual and domestic violence.
- Managing and maintaining two cemeteries, including providing cremation services

Key new projects/programmes

- Mākara Cemetery expansion.** Mākara Cemetery is predicted to reach capacity for ash and burial interments between 2038 and 2047. We are planning for the expansion of Mākara Cemetery to ensure that we can continue to provide burial services for Wellington into the future. The initial development plans will come at a cost of around \$7m in Years 3-5 of the plan.
- 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 \$602k of capital expenditure in years 6-7 would allow for the provision of these facilities. An additional \$697k in Years 3-4 will be available for upgrading other conveniences including a new toilet in Linden.
- Improving safety in the central city.** There has been a heightened public concern around safety in the central city. In response, alongside our partners, we have developed a Social Contract for Wellington (the Pōneke Promise).
 - While many of the interventions will be through partnerships there are a number of programmes we will deliver to affect a positive change and improved safety outcomes. These include public space improvements around Te Aro Park including relocating the Te Aro Park public toilets, streetscape

improvements to Opera House Lane, Lukes Lane, Dixon Street and other tactical improvements such as to lighting along Courtenay Place.

- We are also supporting harm reduction programmes focused on reducing sexual violence and reducing harm related to alcohol. Initiatives include Don't Guess the Yes campaign and working with partners to develop a Safer Bars Action Plan. We will also establish a managed community centre for city residents in the Te Aro Park area to support programmes and activities for local residents.

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

Operating and capital budgets



What you can expect of us – performance measures

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Please note the following when reading these measures.

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Performance measure	Previous target (2020/21)	Target 2021-31
Timeliness		
Licences –premises inspected within target timeframes (%)	new	100%
Food registrations - premises (%) inspected within Food Act regulation required timeframes (new business and existing businesses)	100%	100%
Graffiti removal – response time frames (%) met	80%	80%

Dog control - response time frames (%) met	100%	100%
Public toilets – response time frames (%) met	100%	95%
Hygiene standard		
Toilets (%) that meet required cleanliness performance standards	95%	95%

Tāone tupu ora | Urban development

We aim for a compact, resilient and attractive city.

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

6.1 Whakamahere Tāone / Whakawhanake Wāhi Tuku Iho Tūmatanui | 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	<i>This activity grouping primarily contributes to the community outcome: A people friendly, compact, safe and accessible capital city</i>
6.1.2 Waterfront 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 and reduces the city's carbon footprint through reducing the need to travel long distances. <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, restore and develop 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'.
6.1.3 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 embracing the city's character heritage and public spaces, including the waterfront
- Preserving the city's heritage for future generations by assisting building owners to strengthen at-risk buildings and including heritage and storytelling of Wellington's history in new developments.
- Ensuring residents can live, work and play without travelling long distances by car

Key projects/programmes

- Planning for growth.* We are expecting 50,000 to 80,000 more people to call Wellington home over the next 30 years, so we need to plan for how we will accommodate that growth and adapt to climate change. Following extensive consultation with the community, in June 2021 we adopted a revised Spatial Plan which sets out the overarching direction for where and how the City will grow over the next 30 years while

ensuring we continue to protect the things the community values and making the City more resilient to natural hazards. The Spatial Plan aligns with the requirements of the National Policy Statement on Urban Development 2020 which the Council is required to give effect to under the RMA. The NPS-UD requires the Council to provide sufficient capacity for residential and business needs over the next 3, 10 and 30 years.

- Based on this Spatial plan, we are now reviewing our District Plan to ensure future development occurs in the most appropriate places, and to achieve the policy aims of our Spatial Plan while ensuring we meet our statutory requirements under the RMA 1991.
- The review of the District Plan is a key city shaping exercise setting the rules about how the city will grow, we will work in partnership with mana whenua all the way through the process to ensure their unique voices are heard and used to shape our growing city. A non-statutory draft District Plan is scheduled for consultation in October 2021, with public notification of a Proposed District Plan (statutory) scheduled for May 2022.
- *Wellington Regional Growth Framework.* We are working with other councils in the Wellington-Wairarapa-Horowhenua region, Iwi and central government agencies to develop and implement a 30 years regional strategy for infrastructure, services and investments.
 - The Framework contains a number of region-wide and location-specific initiatives which deliver on the Government's Urban Growth Agenda – this requires an integrated approach to urban development and infrastructure planning. The Framework was consulted on in early 2021 and is expected to be adopted in June 2021.
- *Waterfront.* The past 25 years has seen significant development on the waterfront. Following a review of the renewals and upgrade programme, additional funding is budgeted to ensure we maintain the waterfront as a major destination for local events, tourism and recreation. Capital expenditure of over \$9 million over 10 years is budgeted to cover investment in upgrading waterfront facilities, including upgrades of Shed 1 and Shed 5 in the first years of the plan.
 - We have funded the \$1.5m upgrade of the playground at Frank Kits Park in 2021/22. This will update and improve the play facilities available in the park. We also have budgeted \$6.5m for wider park development including the Garden of Beneficence. Further work is required to fully cost and plan this development and we will work with the Chinese Garden Society and Fale Malae Trust in the first year of this plan to do so.
- *Let's Get Wellington Moving.* This is noted in detail in 7.1 Transport. It will deliver a significant level of urban development in central city and along key routes.
- *Investing in central city.* Our Spatial Plan clearly lays out that our CBD will be a focus for growth. In support of this we plan on beginning to invest in an improved range of public spaces in the central city including an ongoing programme of laneways investment in the central city (\$1.8m over 10 years) and CBD greening/pocket park development of \$5.1m over 10 years.
- *Council's Housing Action Plan.* We will continue to deliver on our Housing Action Plan which identifies five priority areas to deliver solutions across the housing continuum: taking a partnership approach to addressing homelessness; stabilising Council's City Housing service; proactive development of affordable housing supply; and enabling the market to deliver through improved efficiency of consenting and planning for growth through District Plan provisions. You can read more about our Housing Action Plan on our website.
- *Affordable housing supply.* As a key priority of the Housing Action Plan, Council is increasing its delivery of affordable housing solutions in the city through two key programmes of work which are to be delivered at net neutral cost to Council.
 - Affordable rentals: the Te Kāinga programme provides affordable and stable rentals to key workers. More than 300 units in the city will be delivered in the city within the next three years, through existing agreements. The programme will be grown to 1,000 units committed within five years.
 - Affordable purchase: Council is looking at its underperforming City Housing sites for development of housing, delivered through partnerships. Council is in the investigation stage on the initial four to five sites to understand the feasibility of the programme. Both programmes are supported by a

collaborative relationship with Kāinga Ora, HUD and Iwi. Where Kāinga Ora is focused on delivery of state housing, Council is seen as a partner for delivery of affordable housing.

Key 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 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 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.</p>	<p>Enabling more housing supply and business development through the District Plan review 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 in the development of green and open spaces and using our regulatory powers under legislation, such as the Building Act 2004 and Resource Management Act 1991.</p>
6.1 Urban planning, heritage and public spaces development (including waterfront development)	<p><i>Heritage.</i> There are currently a number of heritage buildings in Wellington City, which 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>	<p>We are aiming to avoid the negative effects on heritage buildings by providing financial incentives for heritage building owners to undertake comprehensive earthquake strengthening.</p>

Operating and capital budgets



Comment

The increase in Operational expenditure in Year 2 is due to the demolition costs of the Municipal Office Building and the civic Administration Building.

What you can expect of us – performance measures

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Performance measure	Previous target (2020/21)	Target 2021-31
Protecting heritage		
Number of heritage-listed buildings that are earthquake prone	-10% reduction in overall number of EQP heritage buildings	-10% reduction in overall number of EQP heritage buildings

Note that other measures of Urban planning, heritage and public spaces development are included within our community outcome measures. Results from these activities are long-term in nature and monitored as improving trends over time.

6.2 Whakahaere Hanga Whare | 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	<p><i>This activity grouping primarily contributes to the community outcome: A people friendly, compact, safe and accessible capital city</i></p> <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. We also work with communities to support them in planning for future changes to Wellington's climate.
6.2.2 Development control and facilitation	
6.2.3 Earthquake risk mitigation – built environment	
6.2.4 Regulatory – 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

- *One-Stop Shop Programme.* The programme is helping the public interact with various Council services including starting and running a business, developing land, constructing a home or commercial building or making alterations to one. The programme will give our customers and staff the right information, advice and digital tools they need to easily flow between one process, consent or service to another. So far, we have completed business improvements, a residential consent checker and updates to our website content and building consent software. The focus is now on reviewing and updating the aging technology that underpin our current services to ensure that they are fit for future consenting services.
- *Te Ngākau Civic Precinct.* Te Ngākau Civic Precinct is the musical, creative, and democratic heart of Wellington, but it has significant resilience challenges, including to the Town Hall discussed in activity 4.1 Arts and Cultural activities. We plan to progress with the demolition and replacement of the two Council office buildings in Te Ngākau Civic Precinct that have resilience issues – the Civic Administration Building (CAB) and Municipal Office Building (MOB).
 - We will also continue to progress plans for the development of the Michael Fowler Centre carpark as consulted through the 2015 Long-Term Plan. Each of these developments is intended be progressed through the sale of a long-term ground lease and partnership with private investment to build the new or replacement building. MOB is considered a significant asset and a contributory building to the Heritage Civic Precinct therefore permission to demolish and for a replacement to be built will require a resource consent.
 - All development in the Precinct will be done within a Te Ngākau Civic Precinct Framework. The Framework, to be adopted in August 2021, will outline the vision, objectives and principles for the

whole precinct and would ensure the Council and city shape any developments that would happen in this key public space. Mana whenua will be partners in shaping the future of the precinct through the framework and the integration of mana whenua values into design and delivery processes, such as through the incorporation of Te Aranga Māori Design Principles, is an integral part of the proposed framework.

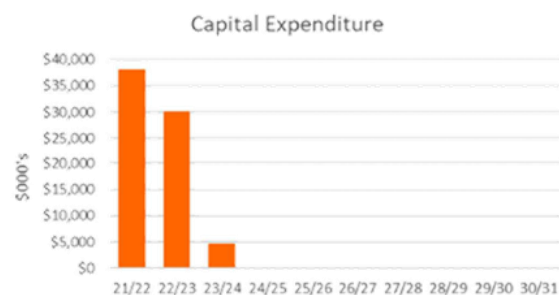
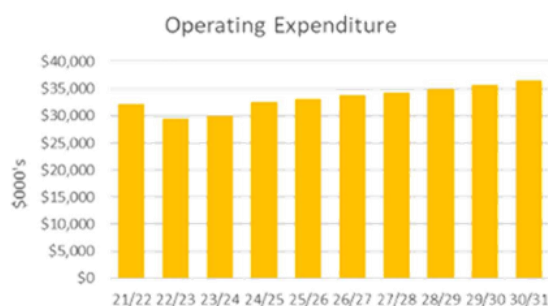
- The framework will likely emulate the self-funding model used on the Waterfront and like the Waterfront, any developments that would happen would be done under the implementation of the framework. In addition to framework objectives, the Council has also committed to returning the main Council premises to the square as part of its redevelopment.
- Future decisions will be required to be made on the other remaining structures with resilience issues in Te Ngākau Civic Precinct, including the Capital E building, the City to Sea bridge and the underground carpark.

Key negative effects

Council activities are carried out 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 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>

Operating and capital budgets



Comment

The budget for St James and Town Hall strengthening are included in activity 6.2 Building and Development control, commentary is in 4.1 given the venues contribution to Arts and Cultural activities

What you can expect of 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.

Performance measure	Previous target (2020/21)	Target 2021-31
Timeliness		
Building consents (%) issued within 20 working days	100%	100%
Code of compliance certificates (%) issued within 20 working days	100%	100%
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	100%	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	90%	90%
Compliance		
Building Consent Authority (BCA) accreditation retention	Retain	Retain

Waka | Transport

Connecting people and places

The key groups of activities under this strategic area are:

7.1 Transport

7.2 Parking

7.1 Waka | 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.

Wellington City Council adopted the Sustainable Transport Hierarchy together with Te Atakura, which places walking, cycling and public transport as the top of the transport hierarchy for the city. To implement this, the city's transport programmes and projects focus on enabling active and public transport solutions through investment in new infrastructure and our rolling maintenance and renewals programmes.

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 – Greater Wellington Regional Council (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>This activity grouping primarily contributes to the community outcome: A dynamic and sustainable economy</i>
7.1.2 Vehicle network	
7.1.3 Cycle network	<ul style="list-style-type: none"> • <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.
7.1.4 Passenger transport network	
7.1.5 Pedestrian network	<ul style="list-style-type: none"> • <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.
7.1.6 Network-wide control and management	
7.1.7 Road safety	<ul style="list-style-type: none"> • <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.
7.1.8 Let's Get Wellington Moving	

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, 700 kilometres of roads, and 2 kilometres of bridges and tunnels, and which enables Wellingtonians, workers from the wider region and visitors to move around the city every day
- Supporting the city's public transport network by providing space for the network to run and encouraging people to use it
- Enhancing the attractiveness of walking or cycling around the city, through urban design, new infrastructure and promotion of active transport

- 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

- *Let's Get Wellington Moving.* The Let's Get Wellington Moving programme (LGWM) is a joint initiative between Waka Kotahi NZ Transport Agency, Wellington City Council, and Greater Wellington Regional Council. Its vision for Wellington is a great harbour city, accessible to all, with attractive places, shared streets, and efficient local and regional journeys. The objectives of the programme are to enhance liveability, provide efficient and reliable access across the City to support growth, reduce reliance on private vehicles by improving access to public transport, walking and cycling transport options, promote environmental sustainability, and improve safety and resilience of the wider transport network.
 - The programme is made up of several projects which cover the area from Ngauranga Gorge to Miramar including the Wellington Urban Motorway, access to the port, and connections to the central city, Wellington Hospital, and the airport. It includes all the ways we get to, and around our city, and how the city develops alongside its transport system. A recent review into the programme found that for the LGWM programme to be delivered successfully, some improvements are needed to the programme's governance structure as well as ensuring the programme is adequately resourced with effective systems implemented and an increased focus on people and culture. There will also be an enhanced focus on delivery of several of the projects over the next three years.
 - The funding included in the Long-term Plan covers our share of the cost of planned improvements on Thorndon Quay and Hutt Road, the Golden Mile as well as several other pedestrian, cycling, public transport and amenity improvements across the city. These projects are in various stages of planning and investigation with delivery planned to commence in 2022. There will also be a series of ongoing decisions over the early years of the Long-term Plan as business cases for projects such as mass rapid transport, state highway and city street improvements state highway improvements and bus priority are completed and presented to Council. We have included initial budget of \$283m for the programme, but council's contribution for the whole programme could be more than \$1.4b. For more information on planned LGWM projects please visit www.lgwm.nz
- *Investment in cycleways.* We will invest \$231 million to deliver the Cycling Master Plan over a 10-year period (assuming co-funding from Waka Kotahi of approximately half this amount). This will accelerate the development of a citywide network of safe bike paths, lanes and connections so it is possible for more Wellingtonians of all ages and abilities to make some trips by bike or choose cycling as their main mode of transport. At the same time, investing in cycleways will help to create more pleasant streets for people and is a fairer way of sharing the public space on and around roads across transport modes. This is because some of the projects will have wider benefits including new crossings and other pedestrian improvements, better lighting, seats, plants, landscaping, and in coastal locations, more resilient infrastructure such as seawalls to adapt for climate change.
 - Our investment will complete the eastern connection route, minor improvements and tactical urbanism projects to encourage mode-shift, as well as the completion of the full set of route connections within our cycleways master plan that are not included in LGWM. We will review the cycleways master plan to prioritise the order of the routes that we deliver over the next 10 years. Given known constraints in the supplier market for delivery of cycleways, we will be examining the practical options for accelerating the delivery of cycleways in the first years of this plan such as through lower cost tactical solutions.
- *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.

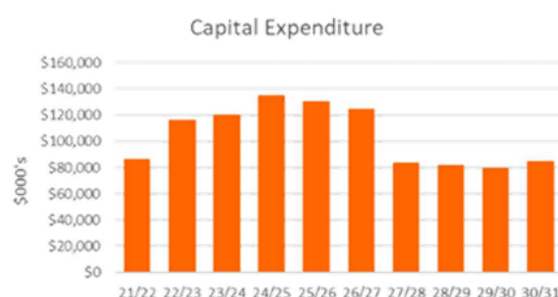
- Over the 10-year period \$21.8m of additional funding will be invested to strengthen essential transport infrastructure, making the transport system more resilient. This will include strengthening tunnels and bridges, as well as retaining walls to protect roads and walkways from potential slips. Strengthening these structures will allow us to maintain the existing level of service in the face of natural events.
- *Transport upgrade works.* We will progress a range of other minor upgrade works across our transport network covering safer speeds initiatives, bus priority works, footpaths, cycleways, and accessibility investment.

Key negative effects

Council activities are carried out 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 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, which presents hazards to users. 	<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 reducing their need to travel. We also work with developers to coordinate investment in streets with new residential and other developments, particularly in growth areas.</p> <p>We have developed road safety programmes and design solutions to reduce the likelihood and severity of accidents.</p>

Operating and capital budgets



Comment

The increase in Operating expenditure is due to an increase in the Capital Programme (including LGWM) and the associated depreciation cost.

What you can expect of us – performance measures

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Performance measure	Previous target (2020/21)	Target 2021-31
Network condition and maintenance		
Roads (%) that meet smooth roads standards*	70%	70%
Residents (%) satisfaction with the condition of local roads in their neighbourhood	75%	75%
Structures (%) in serviceable (average) condition or better	97%	97%
Customer service requests (%) relating to roads and footpaths that are responded to within timeframe (urgent within 2 hours and non-urgent within 15 days)	98%	98%
Footpaths (%) in average condition or better (measured against WCC condition standards*)	96%	96%
Residents (%) satisfied with street lighting	75%	75%
Sealed local road network (%) that is resurfaced*	target range 8.9–9.9%	target range 8.9–9.9%
Active modes promotion		
Kilometres of cycle paths and lanes in the city (increasing)	new	Baseline
Residents (%) who are satisfied with the transport network - walking	75%	75%
Achievement of measures within Wellington Cable Car Limited Statement of Intent	Refer SOI	Achieved

7.2 Tūnga Waka | Parking

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

Activities in this group	Rationale
7.2.1 Parking	<p><i>This activity grouping primarily contributes to the community outcome:</i> <i>A dynamic and sustainable economy</i></p> <ul style="list-style-type: none"> <i>To manage parking in line with the aims and objectives of the 2020 parking policy that maximises the opportunity for people to access parking for the purpose for which it is being provided.</i> <i>To support people to access the city using cars in a lower-carbon way. Car sharing reduces the number of cars competing for parking in the city, and providing electric vehicle charging infrastructure ensures that car owners are supported to change to electric cars.</i>

Services we provide

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

Key projects/programmes

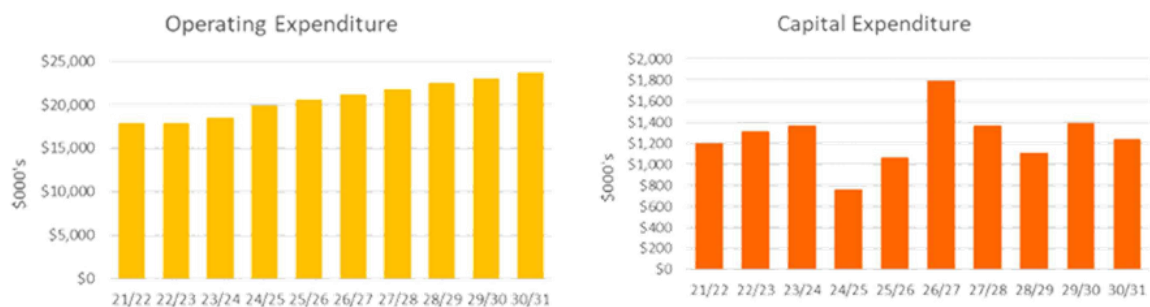
- Over this plan, we will deliver the following parking service improvements:
 - Improve Parking enforcement outside of the city centre to better manage increasing demand for parking and to allow for timely responses to requests for service from the public
 - Expand enforcement to selected Council facilities to ensure that parking is available to those using those facilities such as pools and parks and reserves
 - Invest in improved technology to improve enforcement consistency across the city and surrounding suburbs and supports the implementation of the 2020 Parking Policy and other road space usage initiatives
- Adapting parking for changing technology.* We will increase the provision of parking spaces for car sharing services (\$260k over 5yrs) and purchasing and installing over 60 electric vehicle chargers on Council owned land to support the transition from petrol and diesel vehicles to electric vehicles, in particular supporting residents who are unable to charge their vehicles in their homes. The costs of installing and operating the chargers will be partially offset by the expected revenue generation of charging for the electricity consumed (\$3.5 capex over 5 years)

Key negative effects

Council activities are carried out 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 negative effects	Mitigation
7.2 Parking	As transport mode shift is achieved (in support of the City's First to Zero goal) parking will be reduced to make way for active and public transport options, reducing revenue to Council. For example, providing spaces for car sharing vehicles is estimated to reduce parking revenue by \$2.8m over 10 years.	Reductions in Council revenue through parking will need to be offset through cost savings or alternative revenue sources

Operating and capital budgets



What you can expect of 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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Performance measure	Previous target (2020/21)	Target 2021-31
Availability		
City parking peak occupancy (utilisation)	New measure	70-80%
Residents (%) who perceive that parking enforcement is fair	>50%	>50%

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 to independently manage Council facilities, or to deliver significant services and activities for 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 and structure, and how their performance is measured. For detail on the performance measures that WCC will be reporting on, see the relevant chapter of this document.

Wellington Museums Trust

The Wellington Museums Trust was established in 1995 and now trades as Experience Wellington. The Trust operates six visitor experiences for the Council. These are Capital E, Space Place at Carter Observatory, City Gallery Wellington, Nairn Street Cottage, Wellington Museum (including the Plimmer's Ark display in the Old Bank Arcade) and the Cable Car Museum.

Objectives	Activities	Performance measures
Experience Wellington brings to life the city's arts, culture and heritage taonga on Council's behalf.	Deliver high-quality experiences, events and exhibitions at its facilities.	Visitation. Council support.
Its year-round programme of exhibitions, events and experiences deliver a constant heartbeat of activity to the capital: enriching the lives of its visitors and strengthening the city.	Manage conservation and care for its collections and artefacts.	Non-council revenue Satisfaction.
	Conduct research and development to enhance visitors' experiences.	
	Offer education experiences to children and young people.	
	Work with national and international artists and collectors.	

Wellington Regional Economic Development Agency Ltd

The Wellington Regional Economic Development Agency Limited, trading as WellingtonNZ, supports economic performance across the region to enhance prosperity, vibrancy and liveability for the people who live and work in the region.

Objectives	Activities	Performance measures
WellingtonNZ markets Wellington as a destination for visitors, migrants and investors; it helps businesses grow and innovate; it advocates for Wellington's economy and attracts and promotes major events and runs our civic venues.	Markets and promotes Wellington as a destination for tourists, migrants, students, businesses and investors.	Economic impact Engagement with programmes Value generation
The WellingtonNZ teams work across regional development, destination and attraction; events and experience; and marketing and communications.	Helps businesses grow and innovate.	Attendances
WellingtonNZ's vision for Wellington; to make the Wellington region wildly famous.	Advocates for Wellington's economy.	Indirect measures of impact
Its programmes, projects and initiatives are designed to act as catalysts, helping Wellington to unlock more of its economic potential.	Attracts and promotes conferences, performances and major events.	
	Operates the civic venues	

Wellington Zoo Trust

The Wellington Zoo Trust manages Wellington's Zoo, home to native and exotic animals, and is recognised for expertise in animal welfare, conservation, visitor experience and sustainability.

Objectives	Activities	Performance measures
The 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.	Deliver learning sessions to children to grow their understanding of animals and the natural world.	Visitation Council support Non-council revenue Financial health
	Partner with conservation organisations for at-risk species from New Zealand and around the world and to advocate for animals and save wildlife and wild places. Treat native animals at The Nest Te Kōhanga the Zoo's animal hospital and centre for wildlife health services. Care for resident animals and provide high-quality visitor experiences. Participate in captive management breeding and breed-for-release programmes. Develop and maintain high- quality animal exhibits. Contribute to zoological, conservation and facilities management research projects.	Conservation, research and animal care Satisfaction

Basin Reserve Trust

The Basin Reserve Trust is responsible for the operation and management of Wellington's Basin Reserve.

The day to day operational activities are carried out by Cricket Wellington under a management agreement with the Trust. The Trust is comprised of four members, two elected by Wellington City Council including the chairperson and two members elected by Cricket Wellington.

Objectives	Activities	Performance measures
The Basin Reserve Trust manages and operates the Basin Reserve	The day to day operational activities are carried out by Cricket Wellington under a management agreement with the Trust.	Utilisation Attendance Council support
to continue to attract national and international sporting events to Wellington.		Non-council revenue
The overall vision is that the ground remains highly valued locally as a public reserve of unique character and is recognized as the premier International Cricket venue in New Zealand.	Manage the Basin Reserve for recreational activities and the playing of cricket.	
	Contribute to the events programme for Wellington.	
	Preserve and enhance the heritage value of the Basin Reserve.	
	Provide the home for the New Zealand Cricket Museum.	
	Promote and coordinate fund raising to support the Trust's activities.	

Karori Sanctuary Trust

The Karori Sanctuary Trust (trading as ZEALANDIA) manages ongoing conservation and restoration work at the sanctuary, works with local organisations and community groups to support local biodiversity, provides educational experiences, and connects people to New Zealand's unique natural heritage.

Objectives	Activities	Performance measures
To connect people with New Zealand's unique natural heritage and inspire actions that transform how people live with nature in our cities, towns and beyond.	Manage a 225ha conservation estate, home to dozens of native species	Visitation Council support
	Promote conservation and advocate for New Zealand's native wildlife	Non-council revenue Financial health Conservation Satisfaction.
	Work with local groups to improve biodiversity across the Wellington region	
	Partner with leading educational institutions to facilitate world-class environmental research	
	Facilitate educational programmes and resources to young people around the Wellington region.	

Wellington Cable Car Limited

Wellington Cable Car Ltd owns and operates Wellington's iconic cable car, a funicular railway situated at the end of the Cable Car Lane, off Lambton Quay in the heart of Wellington city.

The cable car provides a unique form of public transport from the city to the suburb of Kelburn.

Objectives	Activities	Performance measures
Wellington Cable Car Limited owns and operates the Cable Car.	Maintain the cable cars and associated plant, the railway tracks, tunnels, bridges and buildings in accordance with best engineering practice, and to meet all legislative compliance. Market and manage the cable car passenger service.	Utilisation Revenues Satisfaction Reliability

Wellington Water

Wellington Water is owned by the Hutt, Porirua,

Upper Hutt and Wellington city councils, South Wairarapa District Council and Greater Wellington Regional Council. The councils are all equal shareholders.

The role of Wellington Water is to manage the drinking water, wastewater and stormwater services of its shareholder council owners.

The Wellington Water Committee provides overall leadership and direction for the company. A representative from each authority sits on the Committee.

Wellington Water Ltd is governed by a board of independent directors.

Objectives	Activities	Performance measures
The role of Wellington Water is to manage the drinking water, wastewater and stormwater services of its shareholder council owners.	Provide high-quality, safe and environmentally sustainable services to shareholding councils and other customers, with a focus on: <ul style="list-style-type: none"> contracted service delivery for the operation, maintenance and ongoing development of drinking water, stormwater and wastewater assets and services, and asset management planning. 	Provide a reliable water supply, wastewater and stormwater management service. Deliver budgeted capital expenditure projects for its shareholding councils. Deliver budgeted operating and maintenance activities for its shareholding councils. Comply with relevant standards, legislation and resource consents.
Wellington Water is owned by the Hutt, Porirua, Upper Hutt and Wellington city councils, South Wairarapa District Council and Greater Wellington Regional Council. The councils are all equal shareholders.		

Wellington Regional Stadium Trust

The Trust owns, operates and manages Sky Stadium, which provides high-quality facilities for a range of sports. The stadium also hosts a range of musical and cultural sponsored events, it hosts a variety of trade shows plus various community events.

The Trust's board of trustees is jointly appointed by Greater Wellington Regional Council and this Council.

The Trust is not a Council Controlled Organisation, for the purposes of the Local Government Act 2002. However, the Trustees have agreed to be subject to the reporting requirements and monitoring procedures of both Councils to acknowledge the value of each Council's investment in the stadium.

Objectives	Activities	Performance measures
<p>The objectives as set out in the founding Trust Deed are:</p> <ul style="list-style-type: none"> To own, operate and maintain the Stadium as a high-quality multi-purpose sporting and cultural venue. To provide high quality facilities to be used by rugby, cricket and other sports codes, musical, cultural and other users including sponsors, event and fixture organisers and promoters so as to attract to the Stadium high quality and popular events for the benefit of the public of the region. To administer the Trust's assets on a prudent commercial basis so that the Stadium is a successful, financially autonomous community asset. 	<p>Owens and operates the Stadium.</p> <p>Manages the event programme and seeks opportunities to provide a full and balanced event calendar.</p> <p>Ensures the Stadium is provided to the community for appropriate usage.</p> <p>Operates the Stadium on a prudent commercial basis.</p>	<p>Total revenue. Event revenue. Net surplus.</p> <p>Bank borrowing to total assets</p> <p>Capital expenditure.</p>

Forecast financial statements

Forecast Statement of Comprehensive Revenue and Expense - Wellington City Council

	2020/21 AP \$000's	2021/22 LTP \$000's	2022/23 LTP \$000's	2023/24 LTP \$000's	2024/25 LTP \$000's	2025/26 LTP \$000's	2026/27 LTP \$000's	2027/28 LTP \$000's	2028/29 LTP \$000's	2029/30 LTP \$000's	2030/31 LTP \$000's
REVENUE											
Revenue from rates	343,988	392,812	430,663	471,231	501,990	537,171	550,431	569,938	593,469	609,517	619,180
Revenue from development contributions	2,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Revenue from grants, subsidies and reimbursements	34,334	49,667	43,471	42,419	48,290	45,754	46,785	46,690	45,929	45,421	47,877
Revenue from operating activities	144,229	154,615	170,600	195,340	205,383	216,194	229,007	237,546	247,243	256,161	263,959
Investments	11,705	10,503	12,606	21,839	25,281	25,528	25,777	26,031	26,292	26,558	26,831
Fair value movement on investment property revaluation	6,075	10,386	8,256	7,457	7,457	7,990	7,990	8,522	9,321	9,321	9,321
Vested asset revenue	0	0	0	0	187,000	0	0	0	0	0	0
Other revenue	1,850	1,100	1,100	1,885	1,500	1,512	1,100	1,100	1,100	1,100	3,444
Finance Revenue	13	13	13	13	14	14	14	14	9	9	10
TOTAL REVENUE	544,193	622,596	670,209	743,684	980,415	837,663	864,604	893,341	926,863	951,587	974,122
EXPENSE											
Finance expense	25,718	23,323	32,026	40,695	44,946	51,182	54,088	53,109	52,653	51,235	48,356
Expenditure on operating activities	430,131	436,870	472,188	497,683	504,647	519,684	529,968	533,281	548,903	563,630	578,710
Depreciation and amortisation	137,869	146,736	168,381	191,116	219,717	242,896	262,968	287,271	311,402	329,125	339,203
TOTAL EXPENSE	593,717	606,929	672,595	729,494	769,310	813,762	847,024	873,661	912,958	943,990	966,269
NET SURPLUS FOR THE YEAR	(49,524)	15,667	(2,386)	14,190	211,105	23,901	17,580	19,680	13,905	7,597	7,853
OTHER COMPREHENSIVE INCOME											
Fair value movement - property, plant and equipment (net)	86,710	0	305,266	150,516	0	578,378	205,436	0	666,525	248,023	0
Share of equity accounted surplus from associates											
TOTAL OTHER COMPREHENSIVE INCOME	86,710	0	305,266	150,516	0	578,378	205,436	0	666,525	248,023	0
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	37,186	15,667	302,880	164,706	211,105	602,279	223,016	19,680	680,430	255,620	7,853

Forecast Balance Sheet - Wellington City Council

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
ASSETS											
Current Assets											
Cash and cash equivalents	4,767	21,419	20,657	12,268	10,761	14,182	4,008	4,153	4,106	7,347	4,776
Other financial assets	120,000	209,000	135,500	144,000	170,500	118,000	143,000	129,000	130,000	96,000	68,000
Receivables and recoverables	55,488	64,708	71,232	80,576	84,912	89,622	94,287	97,797	101,990	105,113	107,993
Inventories	998	1,549	1,549	1,549	1,549	1,549	1,549	1,549	1,549	1,549	1,549
Other financial asset	0	0	0	0	0	0	0	0	0	0	0
Prepayments	17,179	14,379	15,837	16,994	17,100	17,713	18,039	18,021	18,568	19,064	19,591
Non-current assets classified as held for sale	0	0	0	0	0	0	0	0	0	0	0
Total Current Assets	198,433	311,055	244,775	255,387	284,882	241,066	260,882	250,520	256,214	229,073	201,909
Non Current Assets											
Other financial assets	14,844	16,131	16,131	16,131	16,131	16,131	16,131	16,131	16,131	16,131	16,131
Intangible Assets	34,178	84,353	116,789	117,314	115,508	113,412	117,318	122,136	127,244	131,212	134,925
Investment Properties	270,225	274,309	282,565	290,022	297,479	305,469	313,459	321,981	331,302	340,623	349,944
Property, plant and equipment	7,713,969	8,182,726	8,621,764	8,939,899	9,304,469	9,991,167	10,261,903	10,238,796	10,874,988	11,054,733	10,971,174
Investment in subsidiaries	5,071	5,998	5,998	5,998	5,998	5,998	5,998	5,998	5,998	5,998	5,998
Investment in associates	19,465	19,033	19,033	19,033	19,033	19,033	19,033	19,033	19,033	19,033	19,033
Total Non Current Assets	8,057,752	8,582,550	9,062,279	9,388,398	9,758,618	10,451,210	10,733,843	10,724,076	11,374,696	11,567,730	11,497,205
Total Assets	8,256,185	8,893,605	9,307,054	9,643,785	10,043,500	10,692,276	10,994,725	10,974,596	11,630,909	11,796,803	11,699,115
LIABILITIES											
Current Liabilities											
Derivative financial liabilities	985	709	709	709	709	709	709	709	709	709	709
Trade and other payables	57,135	64,761	68,939	70,107	72,922	70,198	67,375	62,139	63,598	62,681	62,369
Revenue in advance	13,749	16,092	17,755	20,330	21,376	22,501	23,834	24,723	25,732	26,660	27,472
Borrowings	132,000	209,000	135,500	144,000	170,500	118,000	143,000	129,000	130,000	96,000	68,000
Provisions for other liabilities	4,597	4,058	4,627	5,203	6,107	7,033	7,986	9,042	10,155	10,903	11,912
Employee benefit liabilities and provisions	10,237	12,262	12,390	12,542	12,765	13,044	13,351	13,661	13,991	14,363	14,731
Total Current Liabilities	218,703	306,882	239,920	252,891	284,379	231,486	256,254	239,275	244,185	211,316	185,193
Non Current Liabilities											
Derivative financial liabilities	67,153	106,331	106,331	106,331	106,331	106,331	106,331	106,331	106,331	106,331	106,331
Trade and other payables	231	0	0	0	0	0	0	0	0	0	0
Borrowings	847,445	1,070,401	1,249,394	1,409,752	1,568,103	1,668,642	1,724,374	1,702,606	1,674,659	1,618,498	1,539,627
Provisions for other liabilities	29,643	34,995	33,307	31,985	30,732	29,552	28,450	27,353	26,236	25,497	24,909
Employee benefit liabilities and provisions	1,156	1,174	1,400	1,417	1,442	1,473	1,508	1,543	1,580	1,622	1,664
Total Non Current Liabilities	945,628	1,212,901	1,390,432	1,549,486	1,706,608	1,805,998	1,860,663	1,837,833	1,808,806	1,751,948	1,672,531
Total Liabilities	1,164,330	1,519,783	1,630,352	1,802,377	1,990,987	2,037,484	2,116,917	2,077,108	2,052,991	1,963,264	1,857,724
Net Assets	7,091,855	7,373,822	7,676,702	7,841,408	8,052,513	8,654,792	8,877,808	8,897,488	9,577,918	9,833,538	9,841,391
Equity											
Accumulated funds and retained earnings	4,994,275	5,044,157	5,041,757	5,055,932	5,267,020	5,290,905	5,308,468	5,328,133	5,342,033	5,349,627	5,357,470
Revaluation reserves	2,145,774	2,415,427	2,720,693	2,871,209	2,871,209	3,449,587	3,655,023	3,655,023	4,321,548	4,569,571	4,569,571
Hedging Reserve	-68,138	-107,041	-107,041	-107,041	-107,041	-107,041	-107,041	-107,041	-107,041	-107,041	-107,041
Fair value through other comprehensive income reserve	4,290	5,085	5,085	5,085	5,085	5,085	5,085	5,085	5,085	5,085	5,085
Restricted funds	15,654	16,194	16,208	16,223	16,240	16,256	16,273	16,288	16,293	16,296	16,306
Total Equity	7,091,855	7,373,822	7,676,702	7,841,408	8,052,513	8,654,792	8,877,808	8,897,488	9,577,918	9,833,538	9,841,391

Forecast Equity Statement - Wellington City Council

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Equity - opening balances											
Accumulated funds and retained earnings	5,043,799	5,028,502	5,044,157	5,041,757	5,055,932	5,267,020	5,290,905	5,308,468	5,328,133	5,342,033	5,349,627
Revaluation reserves	2,059,064	2,415,427	2,415,427	2,720,693	2,871,209	2,871,209	3,449,587	3,655,023	3,655,023	4,321,548	4,569,571
Hedging reserve	(68,138)	(107,041)	(107,041)	(107,041)	(107,041)	(107,041)	(107,041)	(107,041)	(107,041)	(107,041)	(107,041)
Fair value through other comprehensive revenue and expense reserve	4,290	5,085	5,085	5,085	5,085	5,085	5,085	5,085	5,085	5,085	5,085
Restricted funds	14,865	16,182	16,194	16,208	16,223	16,240	16,256	16,273	16,288	16,293	16,296
Total Equity - opening balances	7,053,880	7,358,155	7,373,822	7,676,702	7,841,408	8,052,513	8,654,792	8,877,808	8,897,488	9,577,918	9,833,538
Changes in Equity											
<i>Retained earnings</i>											
Net surplus for the year	(49,524)	15,667	(2,386)	14,190	211,105	23,901	17,580	19,680	13,905	7,597	7,853
Transfer to restricted funds	-	3,346	3,490	3,618	3,743	3,871	4,004	4,145	4,292	4,431	4,558
Transfer from restricted funds	-	(3,358)	(3,504)	(3,633)	(3,760)	(3,887)	(4,021)	(4,160)	(4,297)	(4,434)	(4,568)
Transfer from revaluation reserves	-	-	-	-	-	-	-	-	-	-	-
Transfer to revaluation reserves	-	-	-	-	-	-	-	-	-	-	-
<i>Revaluation reserves</i>											
Fair value movement - property, plant and equipment - net	86,710	-	305,266	150,516	-	578,378	205,436	-	666,525	248,023	-
Transfer to retained earnings	-	-	-	-	-	-	-	-	-	-	-
<i>Hedging reserve</i>											
Movement in hedging reserve	-	-	-	-	-	-	-	-	-	-	-
<i>Fair value through other comprehensive revenue and expense reserve</i>											
Movement in fair value	-	-	-	-	-	-	-	-	-	-	-
<i>Restricted Funds</i>											
Transfer to retained earnings	(797)	(3,346)	(3,490)	(3,618)	(3,743)	(3,871)	(4,004)	(4,145)	(4,292)	(4,431)	(4,558)
Transfer from retained earnings	1,586	3,358	3,504	3,633	3,760	3,887	4,021	4,160	4,297	4,434	4,568
Total comprehensive revenue and expense	37,975	15,667	302,880	164,706	211,105	602,279	223,016	19,680	680,430	255,620	7,853
Net Equity - Closing Balances											
Accumulated funds and retained earnings	4,994,275	5,044,157	5,041,757	5,055,932	5,267,020	5,290,905	5,308,468	5,328,133	5,342,033	5,349,627	5,357,470
Revaluation reserves	2,145,774	2,415,427	2,720,693	2,871,209	2,871,209	3,449,587	3,655,023	3,655,023	4,321,548	4,569,571	4,569,571
Hedging reserve	(68,138)	(107,041)	(107,041)	(107,041)	(107,041)	(107,041)	(107,041)	(107,041)	(107,041)	(107,041)	(107,041)
Fair value through other comprehensive revenue and expense reserve	4,290	5,085	5,085	5,085	5,085	5,085	5,085	5,085	5,085	5,085	5,085
Restricted funds	15,654	16,194	16,208	16,223	16,240	16,256	16,273	16,288	16,293	16,296	16,306
Total Equity - closing balances	7,091,855	7,373,822	7,676,702	7,841,408	8,052,513	8,654,792	8,877,808	8,897,488	9,577,918	9,833,538	9,841,391

Forecast Statement of Cash Flows - Wellington City Council

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Cash flows from operating activities											
Receipts from rates - Council	344,102	391,452	429,608	470,101	501,133	536,191	550,061	569,394	592,813	609,070	618,911
Receipts from rates - Greater Wellington Regional Council	71,540	82,205	90,217	98,722	105,238	112,600	115,513	119,573	124,490	127,905	129,972
Receipts from activities and other income	145,989	154,314	169,366	192,288	205,480	236,145	248,474	257,933	267,202	276,858	284,565
Receipts from grants and subsidies - operating	8,972	8,616	10,148	9,311	9,731	9,309	9,450	9,617	9,894	10,178	10,467
Receipts from grants and subsidies - capital	28,112	44,551	36,824	37,393	42,459	40,357	40,835	40,573	39,535	38,743	43,255
Receipts from investment property lease rentals	10,797	10,376	10,706	10,939	11,181	11,428	11,677	11,931	12,192	12,458	12,731
Cash paid to suppliers and employees	(325,628)	(380,985)	(418,147)	(443,956)	(449,297)	(494,310)	(503,731)	(508,304)	(516,978)	(533,194)	(546,846)
Rates paid to Greater Wellington Regional Council	(71,540)	(82,205)	(90,217)	(98,722)	(105,238)	(112,600)	(115,513)	(119,573)	(124,490)	(127,905)	(129,972)
Grants paid	(53,485)	(49,052)	(50,526)	(52,922)	(51,905)	(47,855)	(48,591)	(49,399)	(50,219)	(51,055)	(51,908)
Net GST (paid) / received	-	-	-	-	-	-	-	-	-	-	-
Net cash flows from operating activities	158,859	179,272	187,979	223,154	268,782	291,265	308,175	331,745	354,439	363,058	371,175
Cash flows from investing activities											
Dividends received	908	127	1,900	10,900	14,100	14,100	14,100	14,100	14,100	14,100	14,100
Interest received	13	13	13	13	14	14	14	14	9	9	10
Loan repayments	-	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of investment properties	-	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of property, plant and equipment	-	2,000	30,400	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Proceeds from sale of intangibles	-	-	-	-	-	-	-	-	-	-	-
Increase / (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Purchase of investment properties	-	-	-	-	-	-	-	-	-	-	-
Purchase of intangibles	(9,508)	(4,252)	(4,136)	(3,816)	(3,136)	(1,030)	(662)	(2,256)	(2,454)	(1,123)	(727)
Purchase of property, plant and equipment	(280,115)	(331,760)	(363,885)	(360,303)	(396,672)	(352,285)	(335,445)	(270,581)	(287,541)	(267,407)	(261,901)
Net cash flows from investing activities	(288,702)	(333,872)	(335,708)	(351,206)	(383,694)	(337,201)	(319,993)	(256,723)	(273,886)	(252,421)	(246,518)
Cash flows from financing activities											
New borrowings	277,149	325,565	387,993	295,858	302,351	271,039	173,732	121,232	101,053	73,839	17,129
Repayment of borrowings	(125,000)	(132,000)	(209,000)	(135,500)	(144,000)	(170,500)	(118,000)	(143,000)	(129,000)	(130,000)	(96,000)
Interest paid on borrowings	(25,718)	(23,323)	(32,026)	(40,695)	(44,946)	(51,182)	(54,088)	(53,109)	(52,653)	(51,235)	(48,357)
Net cash flows from investing activities	126,431	170,242	146,967	119,663	113,405	49,357	1,644	(74,877)	(80,600)	(107,396)	(127,228)
Net increase/(decrease) in cash and cash equivalents	(3,412)	15,642	(762)	(8,389)	(1,507)	3,421	(10,174)	145	(47)	3,241	(2,571)
Cash and cash equivalents at beginning of year	8,179	5,777	21,419	20,657	12,268	10,761	14,182	4,008	4,153	4,106	7,347
Cash and cash equivalents at end of year	4,767	21,419	20,657	12,268	10,761	14,182	4,008	4,153	4,106	7,347	4,776

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Forecast statement of changes in restricted / reserve funds - Wellington City Council

	Opening balance	Deposits	Expenditure	Closing balance	
	2021/22			2030/31	
	\$000	\$000	\$000	\$000	Purpose
Special reserves and funds					
Reserve purchase and development fund	782	-	-	782	Used to Purchase and develop reserve areas within the city
City growth fund	2,441	23,339	(23,339)	2,441	Used to support projects, partnerships and programmes that contribute to the economic growth of the city
Insurance reserve	12,490	16,129	(16,129)	12,490	Allows the Council to meet the uninsured portion of insurance claims
Total special reserves and funds	15,713	39,468	(39,468)	15,713	
Trusts and bequests					
A Graham Trust	4	2	-	6	For the upkeep of a specific area of Karori Cemetery
A W Newton Bequest	350	128	(30)	448	For the benefit of art (Fine Arts Wellington), education (technical and other night schools) and athletics (rowing)
E A McMillan Estate	6	-	-	6	For the benefit of the public library
E Pengelly Bequest	18	5	-	23	For the purchase of children's books
F L Irvine Smith Memorial	9	2	-	11	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	2	-	6	For the purchase of children's books
Kirkaldie and Stains Donation	17	-	-	17	For the beautification of the BNZ site
QEII Memorial Book Fund	24	10	-	34	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 Society Bequest	14	-	-	14	To be used on library book purchases
Total trusts and bequests	469	154	(30)	593	
Total restricted funds	16,182	39,622	(39,498)	16,306	

Funding Impact Statements

FUNDING IMPACT STATEMENT FOR WHOLE OF COUNCIL

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	196,248	227,390	255,176	281,121	300,298	324,566	335,278	350,378	366,628	376,340	381,725
Targeted rates (other than a targeted rate for water supply)	147,738	165,415	175,481	190,097	201,685	210,599	215,143	219,548	226,830	233,169	237,445
Subsidies and grants for operating purposes	8,972	8,616	10,148	9,311	8,731	8,309	9,450	9,617	9,894	10,178	10,467
Fees and charges	147,779	155,430	168,109	192,687	202,405	213,035	225,666	234,009	243,503	252,210	259,796
Interest and dividends from investments	921	140	1,913	10,913	14,114	14,114	14,114	14,114	14,109	14,110	14,110
Local authorities fuel tax, fines, infringement fees, and other receipts	8,347	10,662	14,297	14,692	15,263	15,687	16,118	16,568	17,032	17,509	17,994
Total operating funding (A)	510,004	567,653	625,124	698,822	743,490	789,309	815,769	844,234	877,996	903,516	921,536
Applications of operating funding											
Payments to staff and suppliers	376,461	387,684	421,510	444,583	452,546	471,611	481,141	483,620	498,402	512,268	526,473
Finance costs	25,718	23,323	32,026	40,695	44,946	51,182	54,088	53,109	52,653	51,235	48,357
Other operating funding applications	53,671	49,187	50,671	53,077	52,063	48,018	48,759	49,571	50,395	51,236	52,093
Total applications of operating funding (B)	455,850	460,194	504,207	538,355	549,556	570,811	583,988	586,300	601,450	614,739	626,923
Surplus (deficit) of operating funding (A-B)	54,153	107,459	120,917	160,467	193,935	218,499	231,781	257,934	276,546	288,777	294,613
Sources of capital funding											
Subsidies and grants for capital expenditure	26,112	41,051	33,324	33,899	38,959	36,857	37,335	37,073	36,035	35,243	39,755
Development and financial contributions	2,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Increase (decrease) in debt	233,417	188,802	174,626	156,214	154,299	96,095	50,872	(27,143)	(33,846)	(62,638)	(85,550)
Gross proceeds from sales of assets	2,000	2,000	30,400	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	263,529	235,353	241,849	195,606	198,758	138,452	93,707	15,428	7,689	(21,895)	(40,295)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	7,641	42,822	42,766	41,783	66,559	61,986	67,049	25,953	29,116	52,831	59,195
- to improve level of service	161,666	173,973	165,135	152,873	150,221	137,602	67,239	53,369	51,285	50,909	57,262
- to replace existing assets	129,823	126,228	154,781	161,321	175,797	157,226	191,052	193,870	203,646	162,929	137,632
Increase (decrease) in reserves	18,351	(212)	84	96	116	136	148	169	188	213	229
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	317,682	342,812	362,766	356,073	392,693	356,950	325,488	273,362	284,235	266,882	254,318
Surplus (deficit) of capital funding (C-D)	(54,153)	(107,459)	(120,917)	(160,467)	(193,935)	(218,499)	(231,781)	(257,934)	(276,546)	(288,777)	(294,613)
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge											
	137,869	146,736	168,381	191,116	219,717	242,896	262,968	287,271	311,402	329,125	339,203
Internal charges and overheads recovered	49,325	37,952	38,038	39,670	39,421	40,127	41,035	41,608	42,433	43,452	44,769
Internal charges and overheads applied	35,008	29,307	29,815	30,416	31,062	31,768	32,474	33,237	34,201	35,082	35,996
Total of internal charges	14,317	8,645	8,223	9,254	8,358	8,359	8,560	8,371	8,233	8,370	8,773

FUNDING IMPACT STATEMENT
Governance information and engagement (1.1)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	19,125	23,676	24,857	24,569	26,380	27,982	26,516	26,626	27,729	27,358	27,752
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	516	528	727	554	566	771	588	600	818	624	637
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total operating funding (A)	19,740	24,204	25,584	25,123	26,946	28,753	27,104	27,226	28,547	27,982	28,389
Applications of operating funding											
Payments to staff and suppliers	11,820	15,131	16,283	15,320	15,259	16,418	14,544	14,532	15,773	15,216	15,598
Finance costs	15	11	16	21	23	26	27	25	34	22	20
Internal charges and overheads applied	7,961	8,475	8,564	8,642	10,102	10,462	10,455	10,494	10,697	10,844	11,041
Other operating funding applications	5,010	2,075	75	75	75	75	75	75	75	75	75
Total applications of operating funding (B)	24,806	25,692	24,938	24,058	25,458	26,981	25,101	25,127	26,569	26,156	26,733
Surplus (deficit) of operating funding (A-B)	(5,066)	(1,488)	646	1,066	1,487	1,772	2,003	2,099	1,978	1,826	1,656
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	5,065	2,675	1,136	574	190	(363)	(1,297)	(2,069)	(1,510)	(1,797)	(1,402)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	5,065	2,675	1,136	574	190	(363)	(1,297)	(2,069)	(1,510)	(1,797)	(1,402)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve level of service	0	1,187	1,649	1,641	1,678	1,257	706	30	469	29	253
- to replace existing assets	0	0	135	0	0	153	0	0	0	0	0
Increase (decrease) in reserves	(0)	0	(1)	(1)	(1)	(1)	0	1	(1)	0	(0)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	(0)	1,187	1,782	1,640	1,677	1,410	706	30	468	29	253
Surplus (deficit) of capital funding (C-D)	5,066	1,488	(646)	(1,066)	(1,487)	(1,772)	(2,003)	(2,099)	(1,978)	(1,826)	(1,656)
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge	25	6	141	561	982	1,267	1,497	1,592	1,473	1,320	1,150

FUNDING IMPACT STATEMENT
Maori and mana whenua partnerships (1.2)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	317	3,717	5,000	5,075	5,402	5,520	5,640	5,764	5,900	6,046	6,185
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total operating funding (A)	317	3,717	5,000	5,075	5,402	5,520	5,640	5,764	5,900	6,046	6,185
Applications of operating funding											
Payments to staff and suppliers	297	3,067	4,177	4,250	4,329	4,415	4,508	4,605	4,706	4,814	4,927
Finance costs	1	0	1	1	1	1	1	1	1	1	1
Internal charges and overheads applied	16	625	796	797	1,044	1,076	1,102	1,129	1,164	1,202	1,226
Other operating funding applications	0	20	20	20	20	20	20	20	20	20	20
Total applications of operating funding (B)	313	3,713	4,993	5,067	5,399	5,512	5,631	5,754	5,891	6,037	6,174
Surplus (deficit) of operating funding (A-B)	4	4	7	8	9	8	9	10	9	9	11
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	(4)	(4)	(7)	(8)	(8)	(9)	(9)	(9)	(10)	(10)	(10)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	(4)	(4)	(7)	(8)	(8)	(9)	(9)	(9)	(10)	(10)	(10)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve level of service	0	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	(0)	0	(0)	(0)	0	(0)	(0)	0	(0)	(0)	0
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	(0)	0	(0)	(0)	0	(0)	(0)	0	(0)	(0)	0
Surplus (deficit) of capital funding (C-D)	(4)	(4)	(7)	(8)	(8)	(9)	(9)	(10)	(9)	(9)	(11)
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge	4	4	7	8	8	9	9	9	10	10	10

FUNDING IMPACT STATEMENT
Gardens, beaches and green open spaces (2.1)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	44,073	45,362	48,814	50,780	54,095	56,393	57,849	59,258	60,208	61,539	62,588
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	1,180	1,322	1,351	1,392	1,434	1,452	1,496	1,541	1,588	1,635	1,684
Fees and charges	1,427	1,844	1,973	2,130	2,177	2,239	2,302	2,365	2,443	2,518	2,576
Internal charges and overheads recovered	6,298	5,758	5,875	5,964	6,104	6,238	6,378	6,527	6,686	6,859	7,045
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total operating funding (A)	52,977	54,285	58,014	60,266	63,811	66,323	68,025	69,691	70,924	72,552	73,894
Applications of operating funding											
Payments to staff and suppliers	26,461	29,757	31,104	31,942	32,806	33,732	34,507	35,557	36,267	37,312	38,193
Finance costs	2,082	2,044	2,895	3,584	3,810	4,317	4,291	3,877	3,468	3,014	2,552
Internal charges and overheads applied	16,091	14,224	14,279	14,493	16,349	16,747	17,041	17,333	17,814	18,342	18,752
Other operating funding applications	147	167	167	168	169	170	170	171	172	173	174
Total applications of operating funding (B)	44,781	46,193	48,446	50,187	53,133	54,965	56,009	56,938	57,722	58,841	59,670
Surplus (deficit) of operating funding (A-B)	8,196	8,093	9,568	10,060	10,677	11,358	12,016	12,753	13,202	13,711	14,224
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	183	320	320	320	320	320	320	320	320	320	320
Increase (decrease) in debt	(2,038)	(4,213)	(3,893)	(2,121)	4,206	(2,464)	(7,499)	(5,302)	(7,611)	(8,605)	(7,639)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	(1,855)	(3,894)	(3,573)	(1,801)	4,526	(2,144)	(7,179)	(4,982)	(7,292)	(8,286)	(7,319)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	0	177	1,727	2,600	7,686	142	741	3,055	786	810	34
- to improve level of service	3,036	408	706	956	724	565	157	162	770	372	2,759
- to replace existing assets	3,302	3,612	3,561	4,704	6,792	8,506	3,939	4,553	4,354	4,246	4,111
Increase (decrease) in reserves	2	2	1	(2)	1	0	(1)	1	0	(1)	(0)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	6,341	4,199	5,995	8,259	15,203	9,213	4,837	7,770	5,911	5,426	6,904
Surplus (deficit) of capital funding (C-D)	(8,196)	(8,093)	(9,568)	(10,060)	(10,677)	(11,358)	(12,016)	(12,753)	(13,202)	(13,711)	(14,224)
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge	8,913	8,787	9,514	10,008	10,623	11,304	11,964	12,699	13,149	13,680	14,171

FUNDING IMPACT STATEMENT
Waste reduction and energy conservation (2.2)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	1,228	815	851	878	915	924	946	966	1,016	1,044	1,073
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	21,053	22,337	25,579	29,031	30,945	33,302	35,552	37,952	40,380	43,250	46,146
Internal charges and overheads recovered	501	618	634	643	654	667	682	698	714	733	753
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total operating funding (A)	22,782	23,770	27,064	30,551	32,514	34,894	37,179	39,616	42,111	45,027	47,971
Applications of operating funding											
Payments to staff and suppliers	18,011	18,449	21,606	24,548	27,158	28,580	29,959	31,495	33,092	34,885	37,129
Finance costs	765	995	1,086	1,163	1,214	1,279	1,312	1,332	1,345	1,356	1,368
Internal charges and overheads applied	3,235	3,448	3,447	3,538	4,175	4,332	4,464	4,595	4,777	4,971	5,138
Other operating funding applications	210	6	191	188	191	189	189	190	190	190	189
Total applications of operating funding (B)	22,221	22,899	26,331	29,438	32,739	34,380	35,931	37,612	39,405	41,401	43,825
Surplus (deficit) of operating funding (A-B)	561	871	734	1,114	(225)	514	1,248	2,004	2,708	3,625	4,146
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	6,203	516	4,243	10,205	7,988	5,179	4,712	4,198	8,741	9,542	2,932
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	6,203	516	4,243	10,205	7,988	5,179	4,712	4,198	8,741	9,542	2,932
Applications of capital funding											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve level of service	0	0	0	0	0	0	0	0	0	0	0
- to replace existing assets	6,764	1,387	4,977	11,319	7,763	5,693	5,960	6,202	11,448	13,168	7,078
Increase (decrease) in reserves	0	(0)	1	0	(1)	0	(0)	(1)	0	(1)	(1)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	6,764	1,387	4,977	11,319	7,763	5,693	5,960	6,202	11,448	13,168	7,078
Surplus (deficit) of capital funding (C-D)	(561)	(871)	(734)	(1,114)	225	(514)	(1,248)	(2,004)	(2,708)	(3,625)	(4,146)
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge	501	699	686	685	692	791	1,390	1,745	1,822	1,995	2,022

FUNDING IMPACT STATEMENT
Water (2.3)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	0	0	0	0	0	0	0	0	0	0	0
Targeted rates (other than a targeted rate for water supply)	53,247	55,579	58,586	62,332	65,873	69,342	71,682	74,608	77,740	79,564	79,035
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	39	45	47	48	50	51	53	54	56	58	59
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total operating funding (A)	53,286	55,624	58,633	62,380	65,922	69,393	71,735	74,662	77,796	79,622	79,094
Applications of operating funding											
Payments to staff and suppliers	29,475	32,658	32,971	34,036	35,101	36,093	37,176	38,291	39,440	40,623	41,841
Finance costs	2,383	2,065	3,064	3,952	4,361	4,991	5,182	4,852	4,514	4,125	3,736
Internal charges and overheads applied	2,510	786	774	787	1,049	1,085	1,124	1,164	1,210	1,256	1,287
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total applications of operating funding (B)	34,368	35,510	36,809	38,774	40,511	42,168	43,482	44,307	45,163	46,004	46,864
Surplus (deficit) of operating funding (A-B)	18,918	20,114	21,824	23,606	25,412	27,225	28,253	30,355	32,633	33,618	32,230
Sources of capital funding											
Subsidies and grants for capital expenditure	0	5,200	0	0	0	0	0	0	0	0	0
Development and financial contributions	671	1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,175
Increase (decrease) in debt	6,985	7,481	4,409	(2,373)	(7,052)	(5,226)	(4,990)	(4,598)	(3,117)	(1,973)	(7,977)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	7,656	13,856	5,584	(1,198)	(5,877)	(4,051)	(3,816)	(3,423)	(1,942)	(2,799)	(6,802)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	0	24,389	15,145	708	1,251	1,166	1,277	7,513	10,212	9,666	3,221
- to improve level of service	19,649	2,097	3,865	11,507	5,753	5,791	5,802	6,598	6,929	6,816	7,190
- to replace existing assets	6,926	7,485	8,398	10,196	12,570	16,216	17,358	12,821	13,551	14,337	15,017
Increase (decrease) in reserves	(0)	0	(0)	(0)	0	0	0	0	(1)	0	(0)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	26,574	33,970	27,408	22,407	19,574	23,173	24,437	26,932	30,690	30,819	25,428
Surplus (deficit) of capital funding (C-D)	(18,918)	(20,114)	(21,824)	(23,606)	(25,412)	(27,225)	(28,253)	(30,355)	(32,633)	(33,618)	(32,230)
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge	19,842	19,929	21,639	23,421	25,227	27,039	28,253	30,355	32,633	33,617	32,231

FUNDING IMPACT STATEMENT
Wastewater (2.4)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	0	0	0	0	0	0	0	0	0	0	0
Targeted rates (other than a targeted rate for water supply)	47,481	50,551	54,548	59,399	62,994	66,163	66,543	66,781	69,252	71,853	74,938
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	694	835	868	894	921	949	977	1,007	1,037	1,068	1,100
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total operating funding (A)	48,175	51,386	55,417	60,294	63,916	67,112	67,520	67,788	70,289	72,921	76,038
Applications of operating funding											
Payments to staff and suppliers	21,769	23,444	24,490	26,472	27,223	27,759	28,592	29,450	30,333	31,243	32,312
Finance costs	3,981	3,667	4,857	5,912	6,381	7,120	7,324	6,890	6,475	6,001	5,525
Internal charges and overheads applied	5,788	1,751	1,693	1,792	2,394	2,465	2,555	2,646	2,752	2,858	2,939
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total applications of operating funding (B)	31,537	28,861	31,040	34,176	35,998	37,345	38,471	38,985	39,561	40,102	40,776
Surplus (deficit) of operating funding (A-B)	16,638	22,525	24,376	26,117	27,918	29,767	29,049	28,802	30,728	32,819	35,262
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	549	961	961	961	961	961	961	961	961	961	961
Increase (decrease) in debt	(3,647)	1,219	(4,629)	(9,217)	(11,462)	(10,596)	5,503	2,733	2,465	26,294	33,932
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	(3,098)	2,180	(3,668)	(8,256)	(10,501)	(9,635)	6,464	1,234	3,426	27,255	34,894
Applications of capital funding											
Capital expenditure											
- to meet additional demand	0	3,951	4,673	3,181	775	2,111	16,112	8,659	10,863	35,778	45,744
- to improve level of service	2,501	2,430	2,070	798	0	0	0	0	0	0	0
- to replace existing assets	11,039	18,325	13,966	13,882	16,642	18,021	19,401	21,377	23,290	24,296	24,412
Increase (decrease) in reserves	(1)	0	(0)	1	(0)	0	(0)	(0)	0	0	0
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	13,540	24,705	20,709	17,861	17,417	20,132	35,513	30,036	34,154	60,075	70,156
Surplus (deficit) of capital funding (C-D)	(16,638)	(22,525)	(24,376)	(26,117)	(27,918)	(29,767)	(29,049)	(28,802)	(30,728)	(32,819)	(35,262)
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge											
	20,140	21,101	22,952	24,692	26,494	28,343	31,359	32,398	34,465	36,705	39,296

FUNDING IMPACT STATEMENT
Stormwater (2.5)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	0	0	0	0	0	0	0	0	0	0	0
Targeted rates (other than a targeted rate for water supply)	21,938	28,420	31,139	33,547	35,494	37,465	39,015	40,109	41,277	42,489	44,020
Subsidies and grants for operating purposes	193	159	166	171	176	182	187	193	199	205	211
Fees and charges	11	3	3	3	3	3	3	3	3	3	3
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total operating funding (A)	22,142	28,582	31,307	33,720	35,673	37,649	39,205	40,305	41,479	42,677	44,234
Applications of operating funding											
Payments to staff and suppliers	7,384	13,728	14,403	14,910	15,358	15,649	16,119	16,604	17,102	17,615	18,143
Finance costs	2,610	2,591	3,844	4,958	5,472	6,262	6,502	6,088	5,683	5,176	4,688
Internal charges and overheads applied	2,465	644	639	652	813	827	853	880	912	944	967
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
Total applications of operating funding (B)	12,459	16,964	18,886	20,520	21,643	22,738	23,475	23,573	23,677	23,735	23,798
Surplus (deficit) of operating funding (A-B)	9,683	11,618	12,421	13,200	14,030	14,912	15,730	16,732	17,802	18,942	20,436
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	58	102	102	102	102	102	102	102	102	102	102
Increase (decrease) in debt	(1,940)	(6,621)	(4,734)	(4,540)	(4,000)	(4,340)	(7,940)	(10,483)	(11,237)	(9,143)	(10,710)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	(1,882)	(6,519)	(4,632)	(4,438)	(3,898)	(4,239)	(7,838)	(10,381)	(11,135)	(9,041)	(10,608)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	0	162	168	174	179	184	190	195	201	3,108	3,201
- to improve level of service	4,101	1,115	3,587	4,339	5,336	5,523	2,528	456	489	483	0
- to replace existing assets	3,701	3,822	4,035	4,230	4,616	4,967	5,174	5,700	5,997	6,309	6,627
Increase (decrease) in reserves	(1)	(0)	(1)	(0)	0	(1)	0	(0)	(0)	0	(0)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	7,801	5,099	7,789	8,762	10,132	10,673	7,892	6,351	6,667	9,901	9,828
Surplus (deficit) of capital funding (C-D)	(9,683)	(11,618)	(12,421)	(13,200)	(14,030)	(14,912)	(15,730)	(16,732)	(17,802)	(18,942)	(20,436)
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge	10,303	11,494	12,298	13,077	13,905	14,789	15,730	16,733	17,802	18,942	20,436

FUNDING IMPACT STATEMENT
Conservation attractions (2.6)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	6,988	7,376	7,836	8,201	8,361	8,562	9,070	9,420	9,618	9,730	9,870
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	0	0	0	0	0	0	0	0	0	0	0
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total operating funding (A)	6,988	7,376	7,836	8,201	8,361	8,562	9,070	9,420	9,618	9,730	9,870
Applications of operating funding											
Payments to staff and suppliers	179	140	144	147	150	153	157	160	164	167	171
Finance costs	588	451	531	630	601	656	677	693	639	619	594
Internal charges and overheads applied	0	196	200	208	222	228	232	236	241	247	253
Other operating funding applications	4,550	5,112	4,874	5,042	5,187	5,327	5,475	5,636	5,749	5,864	5,981
Total applications of operating funding (B)	5,317	5,898	5,749	6,022	6,161	6,364	6,542	6,686	6,793	6,898	6,999
Surplus (deficit) of operating funding (A-B)	1,671	1,478	2,087	2,179	2,200	2,198	2,528	2,734	2,825	2,832	2,871
Sources of capital funding											
Subsidies and grants for capital expenditure	280	429	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	1,902	970	(834)	(887)	(889)	(808)	(1,067)	(1,168)	(1,177)	(1,169)	(1,159)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	2,182	1,399	(834)	(887)	(889)	(808)	(1,067)	(1,168)	(1,177)	(1,169)	(1,159)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve level of service	2,899	1,716	0	0	0	0	0	0	0	0	0
- to replace existing assets	955	1,161	1,253	1,292	1,311	1,390	1,462	1,566	1,648	1,663	1,713
Increase (decrease) in reserves	(0)	(0)	(0)	0	0	(0)	(0)	(0)	0	0	(0)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	3,854	2,877	1,253	1,292	1,311	1,389	1,461	1,566	1,648	1,663	1,712
Surplus (deficit) of capital funding (C-D)	(1,671)	(1,478)	(2,087)	(2,179)	(2,200)	(2,198)	(2,528)	(2,734)	(2,825)	(2,832)	(2,871)
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge											
	1,671	1,858	2,049	2,141	2,162	2,160	2,491	2,697	2,787	2,794	2,834

FUNDING IMPACT STATEMENT
City promotions and business support (3.1)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	8,808	7,800	8,447	14,704	14,384	14,051	13,293	13,247	13,148	13,259	13,394
Targeted rates (other than a targeted rate for water supply)	12,442	15,647	15,490	18,539	21,104	20,907	20,770	21,134	21,335	21,741	21,865
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	15,277	8,326	10,667	25,208	29,497	34,574	40,252	42,862	45,452	47,349	48,635
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total operating funding (A)	36,527	31,774	34,605	58,447	64,984	69,532	74,316	77,243	79,935	82,349	83,894
Applications of operating funding											
Payments to staff and suppliers	18,394	13,472	15,308	28,538	32,790	36,049	40,041	42,145	44,142	45,742	46,940
Finance costs	2,623	2,700	2,705	3,401	3,621	3,565	3,507	3,445	3,386	3,326	3,265
Internal charges and overheads applied	2,127	1,308	1,372	1,664	2,121	2,209	2,270	2,317	2,382	2,451	2,498
Other operating funding applications	15,980	15,461	15,817	18,563	16,634	17,017	17,415	17,838	18,186	18,541	18,903
Total applications of operating funding (B)	39,124	32,942	35,202	52,165	55,166	58,840	63,233	65,746	68,096	70,060	71,606
Surplus (deficit) of operating funding (A-B)	(2,597)	(1,168)	(598)	6,282	9,818	10,692	11,083	11,497	11,839	12,289	12,288
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	15,405	5,000	9,833	(2,020)	(5,062)	7,731	(5,230)	(5,593)	(5,777)	(6,171)	(2,298)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	15,405	5,000	9,833	(2,020)	(5,062)	7,731	(5,230)	(5,593)	(5,777)	(6,171)	(2,298)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve level of service	0	1,000	2,060	2,101	2,143	16,396	3,345	3,412	3,480	3,549	7,241
- to replace existing assets	12,809	2,832	7,175	2,161	2,614	2,027	2,508	2,493	2,582	2,566	2,750
Increase (decrease) in reserves	(1)	(0)	(0)	(1)	(1)	0	(0)	0	0	2	(0)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	12,808	3,832	9,235	4,261	4,756	18,423	5,853	5,905	6,062	6,117	9,990
Surplus (deficit) of capital funding (C-D)	2,597	1,168	598	(6,282)	(9,818)	(10,692)	(11,083)	(11,497)	(11,839)	(12,289)	(12,288)
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge	1,619	2,373	2,859	4,614	8,150	9,023	9,415	9,829	10,170	10,619	10,620

FUNDING IMPACT STATEMENT
Arts and cultural activities (4.1)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	14,522	17,543	18,111	18,964	19,236	19,649	19,896	20,320	20,656	20,984	21,612
Targeted rates (other than a targeted rate for water supply)	5,689	5,966	6,025	6,128	6,243	6,351	6,530	6,687	6,798	6,908	6,881
Subsidies and grants for operating purposes	224	324	334	340	347	354	361	369	376	383	391
Fees and charges	552	643	671	700	725	757	785	821	845	869	886
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total operating funding (A)	20,986	24,476	25,141	26,133	26,551	27,112	27,572	28,197	28,670	29,139	29,770
Applications of operating funding											
Payments to staff and suppliers	4,836	5,767	5,534	6,164	5,968	6,213	6,056	6,193	6,334	6,482	6,939
Finance costs	89	54	54	53	49	51	53	49	46	42	38
Internal charges and overheads applied	898	1,809	1,775	1,839	2,121	2,186	2,182	2,195	2,240	2,295	2,363
Other operating funding applications	14,911	16,228	17,045	17,344	17,644	17,934	18,235	18,562	18,831	19,104	19,383
Total applications of operating funding (B)	20,734	23,858	24,408	25,399	25,783	26,384	26,525	27,000	27,451	27,923	28,723
Surplus (deficit) of operating funding (A-B)	252	618	733	733	768	727	1,047	1,196	1,219	1,216	1,048
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	52,377	49,898	31,938	7,851	5,121	250	(1,044)	(1,195)	(1,216)	(1,214)	(1,045)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	52,377	49,898	31,938	7,851	5,121	250	(1,044)	(1,195)	(1,216)	(1,214)	(1,045)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve level of service	52,630	50,495	32,670	8,585	5,889	977	2	2	2	2	2
- to replace existing assets	0	20	0	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	(1)	1	1	(0)	0	(1)	1	(1)	0	(0)	0
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	52,629	50,516	32,670	8,585	5,890	977	3	1	2	2	3
Surplus (deficit) of capital funding (C-D)	(252)	(618)	(733)	(733)	(768)	(727)	(1,047)	(1,196)	(1,219)	(1,216)	(1,048)
Funding balance ((A-B) + (C-D))	0	(0)	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge	715	729	694	696	730	690	1,009	1,159	1,181	1,178	1,009

FUNDING IMPACT STATEMENT
Recreation promotion and support (5.1)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	31,490	32,463	34,120	34,261	37,460	38,989	39,316	41,452	42,151	43,413	45,129
Targeted rates (other than a targeted rate for water supply)	1,534	2,283	2,523	2,553	2,658	2,772	2,880	2,967	3,045	3,140	3,127
Subsidies and grants for operating purposes	15	20	21	21	22	22	17	18	18	19	19
Fees and charges	9,333	12,232	12,289	13,351	13,629	13,585	14,161	14,295	15,169	15,684	15,491
Internal charges and overheads recovered	1,155	1,152	1,180	1,198	1,223	1,248	1,277	1,307	1,338	1,373	1,410
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total operating funding (A)	43,517	48,150	50,133	51,384	54,992	56,616	57,652	60,038	61,742	63,629	65,177
Applications of operating funding											
Payments to staff and suppliers	22,073	22,821	23,517	23,839	24,504	25,051	25,671	26,612	27,078	27,883	28,651
Finance costs	2,537	2,546	2,546	2,684	2,704	2,835	2,844	2,706	2,630	2,542	2,455
Internal charges and overheads applied	12,703	12,527	12,533	12,701	14,924	15,282	15,439	15,610	15,993	16,445	16,757
Other operating funding applications	892	915	932	951	971	989	1,008	1,029	1,046	1,063	1,080
Total applications of operating funding (B)	38,204	38,623	39,528	40,175	43,103	44,156	44,962	45,957	46,747	47,933	48,943
Surplus (deficit) of operating funding (A-B)	5,312	9,528	10,605	11,209	11,890	12,460	12,690	14,081	14,995	15,697	16,234
Sources of capital funding											
Subsidies and grants for capital expenditure	748	0	0	785	400	412	0	0	0	0	2,344
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	4,511	(563)	2,779	(4,019)	1,699	(3,255)	353	(7,515)	(7,272)	(7,138)	(9,860)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	5,258	(563)	2,779	(3,234)	2,099	(2,842)	353	(7,515)	(7,272)	(7,138)	(7,516)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve level of service	259	105	413	1,380	4,051	3,587	6,760	0	148	152	155
- to replace existing assets	10,312	8,861	12,971	6,595	9,933	6,029	6,283	6,566	7,575	8,406	8,564
Increase (decrease) in reserves	0	(1)	0	(0)	(1)	1	1	0	(0)	(0)	(1)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	10,570	8,965	13,384	7,975	13,983	9,618	13,044	6,567	7,723	8,559	8,718
Surplus (deficit) of capital funding (C-D)	(5,312)	(9,528)	(10,605)	(11,209)	(11,890)	(12,460)	(12,690)	(14,081)	(14,995)	(15,697)	(16,234)
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge	8,586	9,155	10,232	10,836	11,517	12,085	12,317	13,708	14,622	15,324	15,861

FUNDING IMPACT STATEMENT
Community participation and support (5.2)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	31,207	33,651	35,213	36,637	35,607	37,039	36,712	40,017	42,535	43,138	43,161
Targeted rates (other than a targeted rate for water supply)	5,382	6,969	7,170	7,596	7,319	7,598	7,723	7,262	7,368	7,500	7,579
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	26,838	27,836	28,161	28,898	29,882	30,425	31,580	32,553	33,465	34,365	35,199
Internal charges and overheads recovered	448	870	839	863	635	611	756	622	636	554	569
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	271	407	420	432	608	626	639	658	678	698	712
Total operating funding (A)	64,146	69,734	71,802	74,428	74,051	76,299	77,410	81,112	84,683	86,255	87,221
Applications of operating funding											
Payments to staff and suppliers	32,339	36,055	36,805	37,940	34,956	35,967	36,735	37,206	38,235	39,324	40,209
Finance costs	(1,218)	(612)	120	1,057	2,124	3,396	5,009	6,887	9,220	10,992	11,340
Internal charges and overheads applied	15,424	16,008	16,178	16,599	19,105	19,584	19,359	19,190	19,555	20,065	20,378
Other operating funding applications	5,277	4,720	4,788	4,856	4,926	4,998	5,070	5,145	5,222	5,301	5,380
Total applications of operating funding (B)	51,823	56,171	57,891	60,453	61,111	63,944	66,173	68,428	72,232	75,682	77,307
Surplus (deficit) of operating funding (A-B)	12,323	13,563	13,912	13,975	12,940	12,355	11,236	12,684	12,451	10,573	9,914
Sources of capital funding											
Subsidies and grants for capital expenditure	1,211	300	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	5,642	7,183	16,367	35,173	50,077	31,032	68,416	66,973	66,273	22,205	1,110
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	6,852	7,483	16,367	35,173	50,077	31,032	68,416	66,973	66,273	22,205	1,110
Applications of capital funding											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve level of service	1,220	3,378	0	212	0	0	0	0	0	0	0
- to replace existing assets	17,955	17,668	30,278	48,937	63,017	43,387	79,653	79,659	78,723	32,777	11,024
Increase (decrease) in reserves	(0)	(1)	1	(2)	1	0	(1)	(1)	1	(1)	(0)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	19,175	21,045	30,279	49,148	63,017	43,387	79,652	79,658	78,724	32,776	11,024
Surplus (deficit) of capital funding (C-D)	(12,323)	(13,563)	(13,912)	(13,975)	(12,940)	(12,355)	(11,236)	(12,684)	(12,451)	(10,573)	(9,914)
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge	18,986	20,509	23,832	26,944	30,449	35,301	38,344	45,240	50,950	55,099	58,801

FUNDING IMPACT STATEMENT
Public health and safety (5.3)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	12,894	13,725	14,158	14,555	16,138	16,622	17,056	17,454	17,763	18,219	18,665
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	10	12	12	13	13	13	14	14	14	15	15
Fees and charges	3,256	4,824	4,959	5,069	5,172	5,287	5,393	5,513	5,643	5,768	5,884
Internal charges and overheads recovered	751	664	680	690	701	726	742	751	778	798	819
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	63	23	23	24	24	25	25	26	26	27	27
Total operating funding (A)	16,974	19,247	19,832	20,350	22,049	22,674	23,230	23,758	24,224	24,827	25,431
Applications of operating funding											
Payments to staff and suppliers	10,214	10,461	10,775	10,931	11,346	11,589	11,802	12,074	12,304	12,555	12,841
Finance costs	152	108	161	207	229	262	272	255	237	217	196
Internal charges and overheads applied	7,510	6,903	6,904	6,987	8,006	8,225	8,323	8,404	8,541	8,743	8,918
Other operating funding applications	55	56	57	58	60	61	62	64	65	65	66
Total applications of operating funding (B)	17,931	17,528	17,897	18,183	19,640	20,137	20,459	20,796	21,146	21,580	22,021
Surplus (deficit) of operating funding (A-B)	(957)	1,719	1,934	2,167	2,408	2,537	2,771	2,962	3,078	3,247	3,410
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	4,267	1,118	1,160	2,723	1,951	2,064	(164)	(308)	(661)	(748)	(839)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	4,267	1,118	1,160	2,723	1,951	2,064	(164)	(308)	(661)	(748)	(839)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	0	0	0	1,379	2,543	2,229	296	306	0	0	0
- to improve level of service	1,524	51	58	65	72	80	87	96	105	114	123
- to replace existing assets	1,785	2,788	3,036	3,446	1,744	2,291	2,224	2,253	2,313	2,385	2,448
Increase (decrease) in reserves	0	(1)	1	(0)	1	1	(1)	0	(1)	(0)	(0)
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	3,309	2,837	3,095	4,890	4,360	4,600	2,606	2,654	2,417	2,499	2,570
Surplus (deficit) of capital funding (C-D)	957	(1,719)	(1,934)	(2,167)	(2,408)	(2,537)	(2,771)	(2,962)	(3,078)	(3,247)	(3,410)
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge	1,257	1,548	1,762	1,995	2,235	2,364	2,600	2,790	2,906	3,075	3,238

FUNDING IMPACT STATEMENT

Urban development, heritage and public spaces development (6.1)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	9,953	14,173	15,317	14,894	14,063	13,741	13,663	13,841	13,865	14,170	14,532
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	1,031	2,594	5,812	8,595	8,767	8,943	9,121	9,304	9,490	9,710	9,904
Internal charges and overheads recovered	1,156	574	604	687	390	453	379	259	266	273	280
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total operating funding (A)	12,140	17,340	21,733	24,176	23,220	23,136	23,163	23,404	23,620	24,153	24,716
Applications of operating funding											
Payments to staff and suppliers	8,656	14,075	27,681	18,817	17,021	16,825	16,730	16,848	16,899	17,283	17,669
Finance costs	26	(30)	(34)	(21)	(10)	(5)	(2)	(2)	(2)	(2)	(1)
Internal charges and overheads applied	2,828	3,366	4,031	3,276	4,060	4,101	4,161	4,227	4,314	4,371	4,449
Other operating funding applications	503	503	508	513	514	514	514	514	514	515	515
Total applications of operating funding (B)	12,013	17,914	32,196	22,586	21,585	21,436	21,402	21,588	21,726	22,167	22,632
Surplus (deficit) of operating funding (A-B)	126	(574)	(10,463)	1,590	1,635	1,700	1,761	1,816	1,894	1,986	2,084
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	4,486	23,840	20,030	7,306	9,900	4,560	3,765	2,522	2,551	2,566	2,551
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	4,486	23,840	20,030	7,306	9,900	4,560	3,765	2,522	2,551	2,566	2,551
Applications of capital funding											
Capital expenditure											
- to meet additional demand	455	7,046	285	66	1,049	2,111	1,462	0	180	0	189
- to improve level of service	2,872	9,521	3,894	6,659	9,202	2,886	2,774	3,006	2,893	3,139	3,015
- to replace existing assets	1,286	6,700	5,387	2,173	1,282	1,264	1,290	1,332	1,372	1,413	1,431
Increase (decrease) in reserves	(0)	(1)	0	(2)	2	(0)	0	(1)	0	(0)	1
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	4,612	23,266	9,567	8,896	11,535	6,261	5,526	4,338	4,445	4,552	4,635
Surplus (deficit) of capital funding (C-D)	(126)	574	10,463	(1,590)	(1,635)	(1,700)	(1,761)	(1,816)	(1,894)	(1,986)	(2,084)
Funding balance ((A-B) + (C-D))	0	0	0	(0)	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge	127	177	352	434	476	543	603	659	736	828	926

FUNDING IMPACT STATEMENT
Building and development control (6.2)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	11,378	11,568	11,373	11,781	14,041	14,496	14,638	14,657	15,103	15,546	15,868
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	10,099	17,809	18,665	18,779	18,980	19,272	19,661	20,132	20,366	20,773	21,267
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	19	11	11	11	12	12	12	12	12	13	13
Total operating funding (A)	21,496	29,387	30,049	30,571	33,012	33,779	34,310	34,801	35,481	36,332	37,148
Applications of operating funding											
Payments to staff and suppliers	16,321	20,712	18,208	18,520	18,869	19,271	19,715	20,187	20,674	21,209	21,775
Finance costs	1	1	1	1	1	2	2	1	1	1	1
Internal charges and overheads applied	10,393	11,229	11,081	11,289	13,379	13,743	13,832	13,850	14,047	14,369	14,618
Other operating funding applications	536	21	22	22	22	23	23	24	24	25	25
Total applications of operating funding (B)	27,252	31,963	29,312	29,832	32,271	33,039	33,572	34,062	34,747	35,604	36,420
Surplus (deficit) of operating funding (A-B)	(5,756)	(2,575)	737	739	741	740	738	739	735	728	728
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	47,765	40,533	29,255	3,720	(740)	(741)	(738)	(738)	(735)	(728)	(728)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	47,765	40,533	29,255	3,720	(740)	(741)	(738)	(738)	(735)	(728)	(728)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve level of service	37,920	33,657	29,992	4,459	0	0	0	0	0	0	0
- to replace existing assets	4,090	4,300	0	0	0	0	0	0	0	0	0
Increase (decrease) in reserves	1	(0)	0	(0)	1	(1)	0	1	(0)	0	0
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	42,010	37,957	29,993	4,459	1	(1)	0	1	(0)	0	0
Surplus (deficit) of capital funding (C-D)	5,756	2,575	(737)	(739)	(741)	(740)	(738)	(739)	(735)	(728)	(728)
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge	29	21	34	36	36	37	34	34	31	24	25

FUNDING IMPACT STATEMENT
Transport (7.1)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	42,133	51,961	71,305	84,595	91,742	108,721	117,084	124,664	135,491	141,989	143,469
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	7,070	6,350	8,264	7,374	7,738	7,285	7,375	7,482	7,699	7,921	8,146
Fees and charges	2,357	3,530	3,636	3,714	3,794	3,875	3,958	4,043	4,130	4,219	4,310
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total operating funding (A)	51,560	61,841	83,206	95,683	103,273	119,882	128,417	136,189	147,320	154,128	155,925
Applications of operating funding											
Payments to staff and suppliers	25,263	24,377	36,094	44,759	31,173	35,124	32,185	21,688	22,286	22,897	23,520
Finance costs	7,101	5,325	7,829	10,094	11,079	12,688	13,219	12,456	11,689	10,799	9,895
Internal charges and overheads applied	8,733	9,092	9,616	10,235	10,651	11,198	11,133	10,398	10,690	11,005	11,274
Other operating funding applications	2,500	2,647	3,350	1,200	1,600	400	200	0	0	0	0
Total applications of operating funding (B)	43,597	41,442	56,889	66,288	54,504	59,410	56,738	44,543	44,665	44,701	44,690
Surplus (deficit) of operating funding (A-B)	7,964	20,399	26,316	29,395	48,770	60,471	71,679	91,646	102,655	109,427	111,235
Sources of capital funding											
Subsidies and grants for capital expenditure	25,362	35,851	33,324	33,108	38,559	36,445	37,335	37,073	36,035	35,243	37,411
Development and financial contributions	539	942	942	942	942	942	942	942	942	942	942
Increase (decrease) in debt	36,412	28,379	55,253	56,059	46,071	32,132	14,525	(46,661)	(58,251)	(65,979)	(64,878)
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	62,313	65,173	89,520	90,109	85,573	69,519	52,802	(8,646)	(21,275)	(29,793)	(26,525)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	7,186	7,097	20,767	33,680	53,077	54,043	46,971	6,226	6,874	3,469	6,805
- to improve level of service	25,763	48,198	60,382	54,842	47,282	41,924	42,213	39,322	35,726	35,949	36,212
- to replace existing assets	37,327	30,277	34,686	30,980	33,985	34,022	35,297	37,455	38,785	40,215	41,692
Increase (decrease) in reserves	0	(2)	1	2	(1)	1	(1)	(1)	(2)	1	1
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	70,276	85,572	115,836	119,504	134,342	129,990	124,481	83,001	81,382	79,634	84,709
Surplus (deficit) of capital funding (C-D)	(7,964)	(20,399)	(26,316)	(29,395)	(48,770)	(60,471)	(71,679)	(91,646)	(102,655)	(109,427)	(111,235)
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge											
	34,726	35,780	44,856	54,135	66,517	77,506	88,130	99,938	111,024	117,885	119,784

FUNDING IMPACT STATEMENT

Parking (7.2)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	[19,037]	[23,531]	[28,195]	[29,010]	[29,022]	[29,843]	[31,315]	[31,722]	[32,652]	[33,908]	[34,966]
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	22,225	33,136	34,130	35,148	36,197	37,290	38,997	39,573	40,760	41,983	43,243
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Interest and dividends from investments	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	6,894	9,122	12,743	13,125	13,519	13,924	14,342	14,772	15,216	15,672	16,142
Total operating funding (A)	10,082	18,726	18,677	19,263	20,694	21,371	22,024	22,623	23,324	23,747	24,419
Applications of operating funding											
Payments to staff and suppliers	12,752	13,190	13,147	13,454	13,804	14,160	14,542	14,920	15,509	15,893	16,386
Finance costs	13	7	11	14	16	18	18	17	16	15	13
Internal charges and overheads applied	4,023	4,283	4,213	4,279	5,122	5,272	5,352	5,414	5,523	5,661	5,782
Other operating funding applications	1	2	2	2	2	2	2	2	2	2	2
Total applications of operating funding (B)	16,790	17,481	17,373	17,749	18,943	19,452	19,914	20,353	21,049	21,571	22,183
Surplus (deficit) of operating funding (A-B)	[6,707]	1,245	1,304	1,514	1,751	1,919	2,111	2,270	2,274	2,176	2,236
Sources of capital funding											
Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	7,268	[53]	[2]	[149]	[998]	[863]	[324]	[905]	[1,172]	[787]	[1,005]
Gross proceeds from sales of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	7,268	[53]	[2]	[149]	[998]	[863]	[324]	[905]	[1,172]	[787]	[1,005]
Applications of capital funding											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve level of service	123	181	190	197	206	215	225	235	242	248	256
- to replace existing assets	438	1,009	1,113	1,167	546	841	1,562	1,131	861	1,140	975
Increase (decrease) in reserves	[0]	1	0	[0]	[0]	0	0	[0]	[0]	0	0
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	561	1,192	1,303	1,365	752	1,056	1,786	1,366	1,102	1,389	1,230
Surplus (deficit) of capital funding (C-D)	6,707	[1,245]	[1,304]	[1,514]	[1,751]	[1,919]	[2,111]	[2,270]	[2,274]	[2,176]	[2,236]
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following depreciation/amortisation charge	549	353	413	623	860	1,028	1,220	1,380	1,384	1,285	1,392

FUNDING IMPACT STATEMENT
Organisational Projects (10.1)

	2020/21 AP	2021/22 LTP	2022/23 LTP	2023/24 LTP	2024/25 LTP	2025/26 LTP	2026/27 LTP	2027/28 LTP	2028/29 LTP	2029/30 LTP	2030/31 LTP
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Sources of operating funding											
General rates, uniform annual general charges, rates penalties	(18,897)	(12,910)	(12,033)	(9,742)	(8,503)	(6,280)	(5,085)	(5,586)	(5,903)	(6,187)	(6,627)
Targeted rates (other than a targeted rate for water supply)	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	280	429	0	0	0	0	0	0	0	0	0
Fees and charges	33,072	18,908	19,922	20,569	21,118	21,712	22,281	22,933	23,445	23,968	24,454
Internal charges and overheads recovered	36,182	28,317	28,227	29,626	29,711	30,184	30,820	31,444	32,015	32,662	33,898
Interest and dividends from investments	921	140	1,913	10,913	14,114	14,114	14,114	14,114	14,109	14,109	14,110
Local authorities fuel tax, fines, infringement fees, and other receipts	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Total operating funding (A)	54,658	35,985	39,129	52,466	57,540	60,829	63,230	64,005	64,767	65,852	66,930
Applications of operating funding											
Payments to staff and suppliers	110,117	90,378	89,262	89,997	104,732	108,562	112,103	115,052	118,085	121,125	123,227
Finance costs	1,968	1,585	2,329	2,966	3,269	3,720	3,843	3,575	3,301	2,988	2,672
Internal charges and overheads applied	(68,453)	(67,367)	(68,281)	(69,359)	(84,575)	(87,254)	(87,404)	(86,846)	(88,653)	(90,987)	(92,645)
Other operating funding applications	3,100	1,254	2,824	4,074	4,050	300	300	300	300	300	300
Total applications of operating funding (B)	46,832	25,850	26,134	27,698	27,476	25,327	28,842	32,082	33,013	33,425	33,555
Surplus (deficit) of operating funding (A-B)	7,827	10,135	12,995	24,768	30,064	35,503	34,389	31,923	31,754	32,426	33,375
Sources of capital funding											
Subsidies and grants for capital expenditure	(1,488)	(729)	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	42,758	31,444	12,322	57,997	57,272	41,812	(16,098)	(14,569)	(14,131)	(15,781)	(16,524)
Gross proceeds from sales of assets	2,000	2,000	30,400	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Total sources of capital funding (C)	43,269	32,715	42,722	59,997	59,272	43,812	(14,098)	(12,569)	(12,131)	(13,781)	(14,524)
Applications of capital funding											
Capital expenditure											
- to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
- to improve level of service	7,171	18,434	23,600	55,131	67,884	58,401	2,640	51	53	54	56
- to replace existing assets	11,136	15,982	23,812	20,218	12,980	12,419	8,941	10,781	11,146	10,008	9,792
Increase (decrease) in reserves	32,790	8,433	8,304	9,356	8,472	8,494	8,710	8,542	8,423	8,584	9,004
Increase (decrease) in investments	0	0	0	0	0	0	0	0	0	0	0
Total applications of capital funding (D)	51,096	42,850	55,716	84,705	89,336	79,314	20,290	19,354	19,622	18,645	18,851
Surplus (deficit) of capital funding (C-D)	(7,827)	(10,135)	(12,995)	(24,768)	(30,064)	(35,503)	(34,389)	(31,923)	(31,754)	(32,426)	(33,375)
Funding balance ((A-B) + (C-D))	0	0	0	0	0	0	0	0	0	0	0
Expenses for this activity grouping include the following											
depreciation/amortisation charge	9,877	12,211	14,060	16,210	18,653	18,617	16,606	14,308	14,257	14,768	15,397

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 2018. This revaluation remains effective for the 2021/22 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 2021 and will be effective for the 2022/23 rating year and the two consecutive rating years, 2023/24 and 2024/25 (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:

- a. 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
- b. Vacant land zoned residential
- c. 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.
- d. 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:

- a. Separately rateable land used for a commercial or industrial purpose
- b. Vacant land zoned commercial, industrial or business
- c. Land used for offices, administrative and/or associated functions
- d. 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
- e. Business-related premises used principally for private pecuniary benefit
- f. Any rating unit not otherwise categorised within the Base Differential.

This category has a general rate differential rating factor of 3.25.

Differential Rating Category Conditions

Differential rating 3.25:1 Commercial, Industrial and Business:Base

- The differential apportionment for the Commercial, Industrial and Business differential is 3.25 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:

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).

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.

Downtown Targeted Rate

This incorporates the following activities:

- 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:



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.

This rate is set by Council to fund the Business Improvement District activities of the Karori Business Association.

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

[illegible]

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.

Kilbirnie BID Expansion

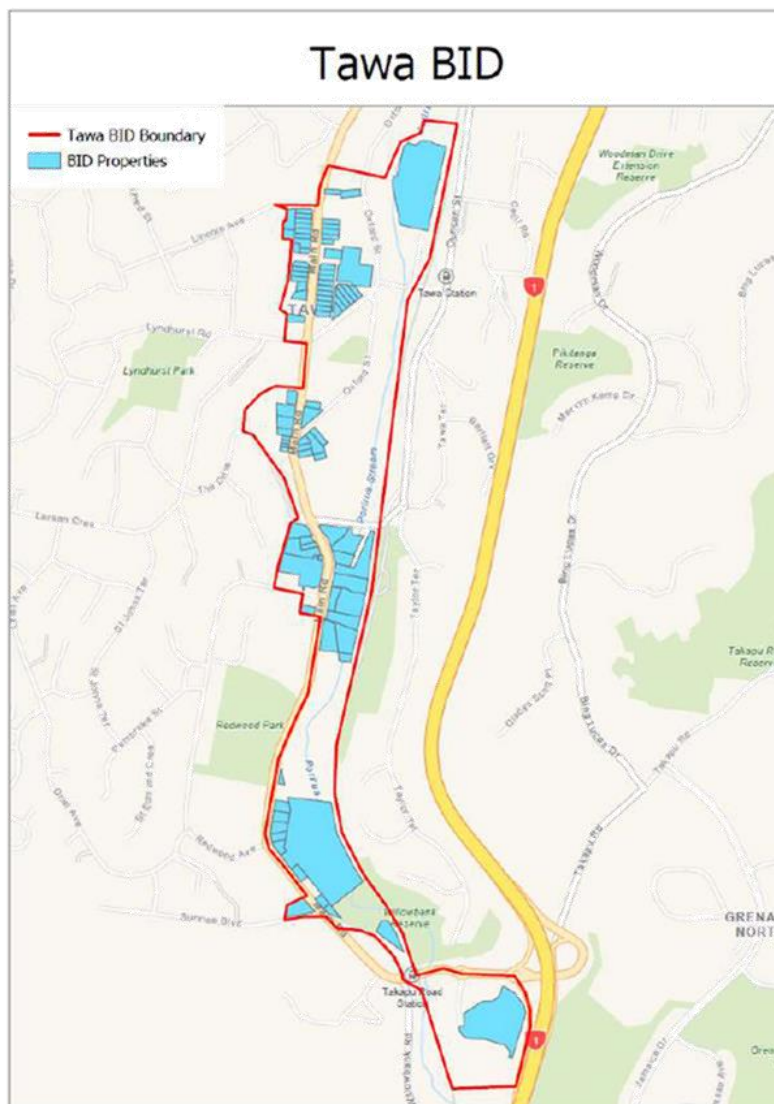


Tawa Business Improvement District Targeted Rate

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 2021-22 budget:

Indicative residential property rates (for properties without a water meter)		
Capital Values \$	2021/22 Proposed Rates \$	Increase over 2020/21 %*
200,000	1,149	10.82%
300,000	1,542	11.86%
400,000	1,936	12.48%
500,000	2,330	12.90%
600,000	2,724	13.19%
700,000	3,117	13.42%
800,000	3,511	13.59%
900,000	3,905	13.73%
1,000,000	4,298	13.84%
1,100,000	4,692	13.94%
1,200,000	5,086	14.02%
1,300,000	5,480	14.09%
1,400,000	5,873	14.15%
1,500,000	6,267	14.20%
1,600,000	6,661	14.25%
1,700,000	7,054	14.29%
1,800,000	7,448	14.32%

Indicative suburban commercial property rates (for properties with a water meter). This excludes water by consumption which is charged on actual usage.		
Capital Values \$	2021/22 Proposed Rates \$	Increase over 2020/21 %*
1,000,000	10,958	14.38%
1,250,000	13,651	14.42%
1,500,000	16,345	14.44%
1,750,000	19,038	14.46%
2,000,000	21,731	14.48%
2,250,000	24,424	14.49%
2,500,000	27,118	14.49%
2,750,000	29,811	14.50%
3,000,000	32,504	14.51%
3,250,000	35,198	14.51%
3,500,000	37,891	14.52%
3,750,000	40,584	14.52%
4,000,000	43,277	14.52%
4,250,000	45,971	14.53%
4,500,000	48,664	14.53%
4,750,000	51,357	14.53%
5,000,000	54,051	14.53%

Indicative downtown commercial property rates (for properties with a water meter). This excludes water by consumption which is charged on actual usage.		
Capital Values \$	2021/22 Proposed Rates \$	Increase over 2020/21 %*
1,000,000	12,624	14.76%
1,250,000	15,734	14.79%
1,500,000	18,844	14.82%
1,750,000	21,954	14.83%
2,000,000	25,064	14.84%
2,250,000	28,174	14.85%
2,500,000	31,284	14.86%
2,750,000	34,394	14.87%
3,000,000	37,504	14.87%
3,250,000	40,614	14.88%
3,500,000	43,724	14.88%
3,750,000	46,834	14.88%
4,000,000	49,944	14.89%
4,250,000	53,054	14.89%
4,500,000	56,163	14.89%
4,750,000	59,273	14.89%
5,000,000	62,383	14.90%

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

2021/22 FUNDING IMPACT STATEMENT - RATES FUNDING STATEMENT (excluding GST)						
<i>Rate</i>	<i>Category</i>	<i>Factor</i>	<i>Differential Charge Type</i>	<i>Total Value of Factor*</i>	<i>Rate/ charge*</i>	<i>Rates yield GST Exclusive</i>
General Rate	Base	Capital Value	Base differential	\$59,622,358,000	¢0.211957	\$126,373,761
	Commercial, Industrial & Business	Capital Value	Commercial, industrial & business differential	\$14,493,542,000	¢0.688113	\$99,731,947
	TOTAL					\$226,105,708
Sewerage targeted rate	Base	Fixed amount / rating unit	Base differential per connection status	70331 properties	\$116.36	\$8,183,715
		Capital Value	Base differential per connection status	\$62,743,491,000	¢0.036096	\$22,647,891
	Commercial, Industrial & Business	Capital Value	Commercial, industrial and business differential per connection status	\$12,369,710,000	¢0.159422	\$19,720,039
	TOTAL					\$50,551,645
Water targeted rate	Base	Fixed amount / rating unit	Base differential per connection status without a water meter	61552 properties	\$197.70	\$12,168,729
		Capital Value	Base differential per connection status without a water meter	\$51,664,470,000	¢0.039290	\$20,298,970
	Base	Consumption unit charge	Base differential per connection status with a water meter	n/a	\$2.435 / m3	\$791,500

		Fixed amount / rating unit	Base differential per connection status with a water meter	n/a	\$135.96	\$88,510
	Commercial, Industrial & Business	Capital Value	Commercial, industrial and business differential per connection status without a water meter	\$681,557,000	¢0.456895	\$3,114,000
	Commercial, Industrial & Business	Consumption unit charge	Commercial, industrial and business differential per connection status with a water meter	n/a	\$2.435 / m3	\$18,688,046
		Fixed amount / rating unit	Commercial, industrial and business differential per connection status with a water meter	n/a	\$135.96	\$430,449
	TOTAL					\$55,580,205
Stormwater targeted rate	Base	Capital Value	Base differential (excluding land defined in the rural activity area)	\$58,871,261,000	¢0.037412	\$22,024,916
	Commercial, Industrial & Business	Capital Value	Commercial, industrial and business differential (excluding land defined in the rural activity area)	\$12,888,766,000	¢0.049609	\$6,393,988
	TOTAL					\$28,418,904
Base sector targeted rate	Base	Capital Value	Base differential	\$59,681,435,000	¢0.017614	\$10,512,288
Commercial sector targeted rate	Commercial, Industrial & Business	Capital Value	Commercial, industrial & business differential	\$14,419,804,000	¢0.039654	\$5,718,029

Downtown targeted rate	Commercial, Industrial & Business	Capital Value	Commercial, industrial & business differential located in the downtown area	\$9,814,718,000	¢0.144915	\$14,222,999
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)	257 properties	\$133.33	\$34,266
Marsden Village targeted rate	Commercial, Industrial & Business	Capital Value	Commercial, industrial & business differential located in Marsden shopping village area	\$55,438,000	¢0.108229	\$60,000
Khandallah Business Improvement District targeted rate	Commercial, Industrial & Business	Capital Value	Commercial, industrial & business differential located in the Khandallah Business Improvement District area	\$17,325,000	¢0.115440	\$20,000
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	105 properties	\$500.00	\$52,500
		Capital Value	Commercial, industrial & business differential located in the Kilbirnie Business Improvement District area	\$168,517,000	¢0.057858	\$97,500
	TOTAL					\$150,000

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	71 properties	\$520.00	\$36,920
		Capital Value	Commercial, industrial & business differential located in the Tawa Business Improvement District area	\$117,275,000	¢0.049525	\$58,080
	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	122 properties	\$365.00	\$44,530
		Capital Value	Commercial, industrial & business differential located in the Miramar Business Improvement District area	\$267,546,000	¢0.015874	\$42,470
	TOTAL					\$87,000
TOTAL RATES REQUIREMENT (excluding GST)						\$ 391,556,044

Note:

When rates for 2021/22 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.

Disclosure Statement for the period commencing 1 July 2021

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.

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

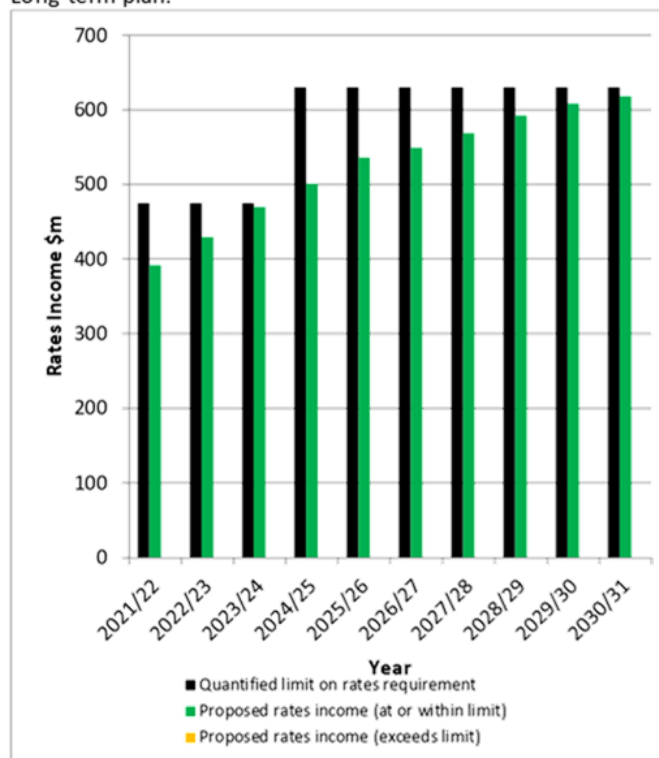
Rates affordability benchmark

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.

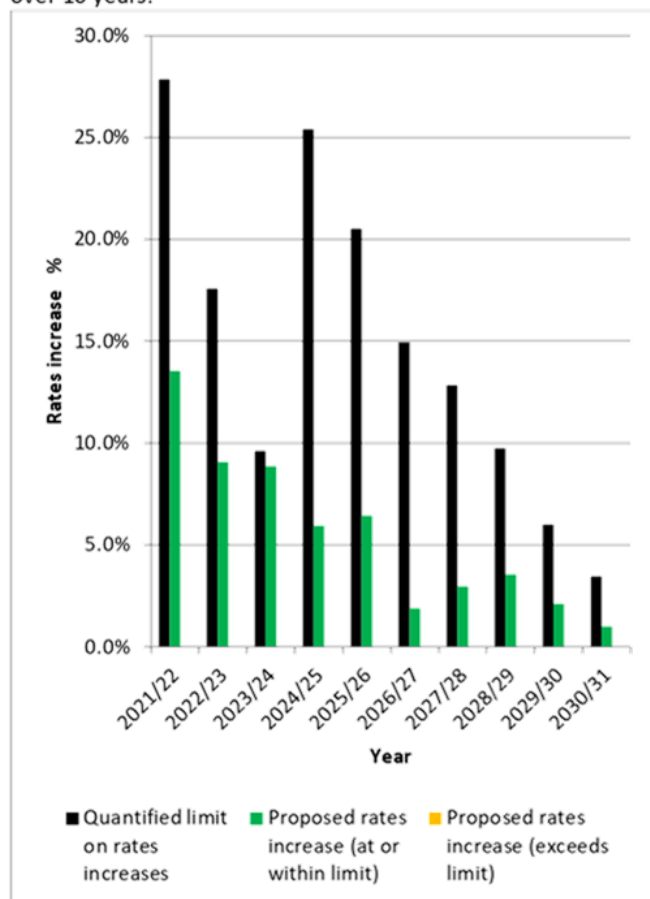
Rates (income) affordability

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 \$475,000,000 and is \$630,000,000 for the years 4 – 10 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 0.6 percent per year over the 10 years of the plan. After accounting for growth, the annual rates increase limit is the equivalent of an average rates increase of 10.5 percent over the first 3 years of this plan and an average of 5.5 percent over 10 years.

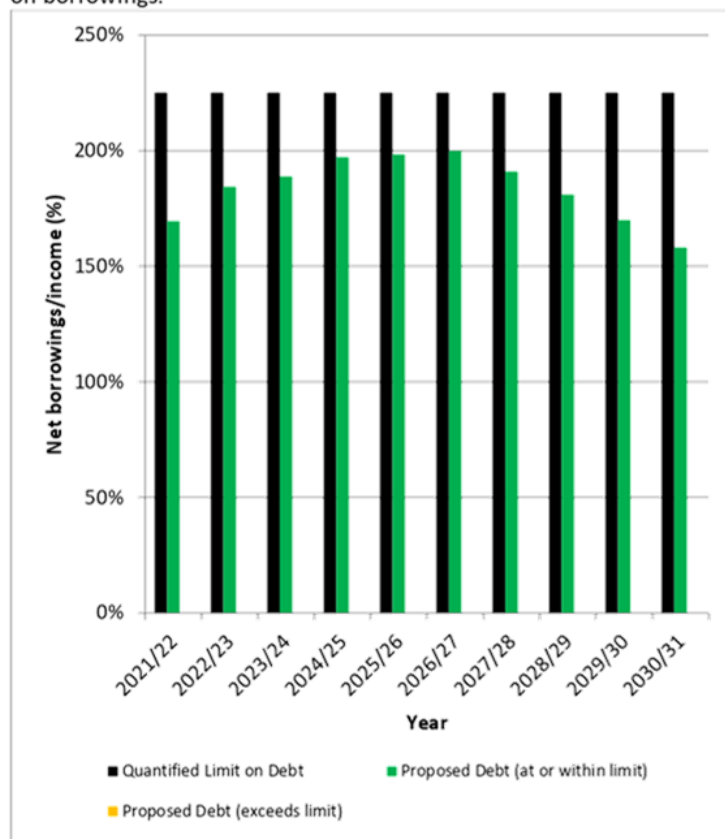


Debt affordability benchmark

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 225% of income. For this measure income is defined as total revenue less vested assets and development contribution income.

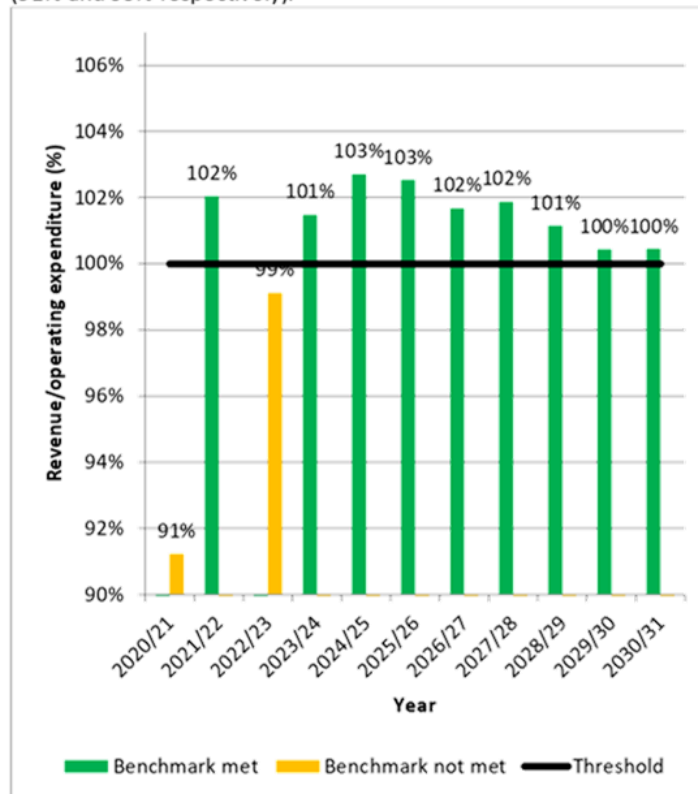
The council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowings.



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 and 2022/23 the planned revenue falls below the planned operating expenditure (91% and 99% respectively).

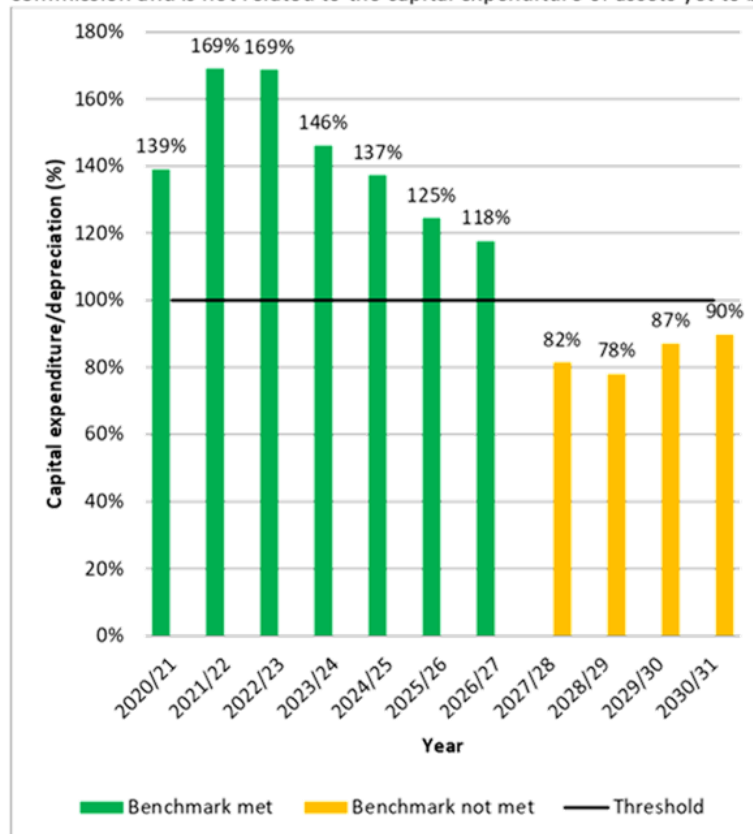


This has occurred because some of the planned operating expenditure is initially debt funded and then is rate funded to repay the debt for the purposes of inter-generational equity. The difference in timing between funding and expenditure has caused the balanced budget % to go below 100%.

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.

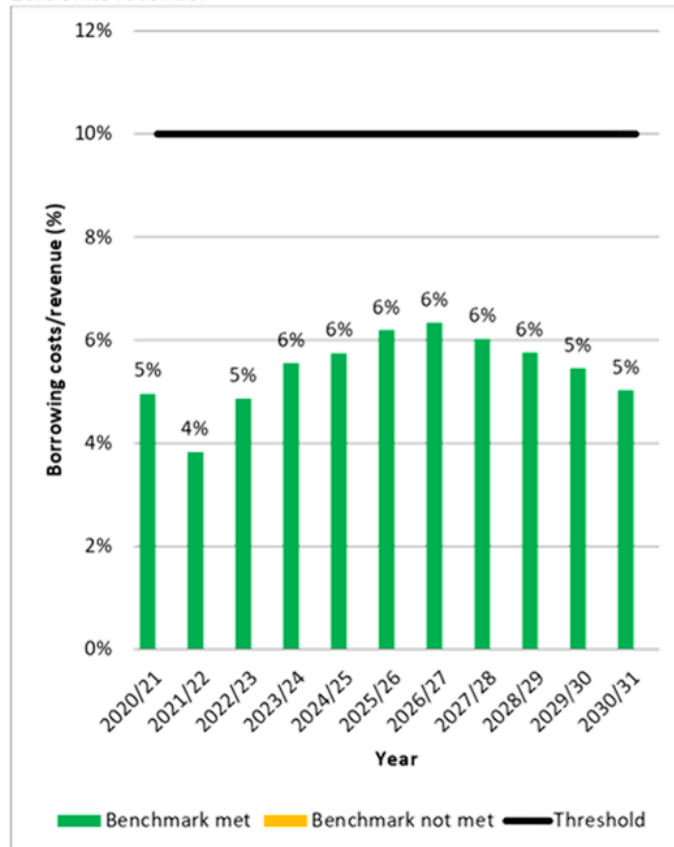
The council meets the essential services benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services. In years 7 to 10 of the plan the level of capital expenditure on network services falls below depreciation. This is driven by capital expenditure to improve levels of service occurring in the later years; the depreciation impact from this capital expenditure lags behind the renewal/replacement 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.



Fees and Charges

Introduction

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, fees and charges will be increased in the following areas:

- Botanic Gardens
- Waterfront Public Spaces
- Sewerage Collection and Disposal Network
- Arts Partnerships
- Swimming Pools
- Sportsfields
- Recreation Centres
- Municipal Golf Course
- Community Centres & Halls
- Burials and Cremations
- Building Control & Facilitation
- Public Health Regulations
- Development Control & Facilitation
- Network-wide control & Management
- Marinas
- Parking
- Waste minimisation, disposal and recycling management

The resulting changes to fees will be implemented as of 1 July 2021 and are inclusive of GST. Where Bylaw changes are required, the start date of the new charge or user fee will be once the new bylaw has been adopted. For more information see www.wellington.govt.nz

Botanic Gardens 2.1.2	Current Fee	Proposed Fee
Soundshell/The Dell/Leonard Cockayne Lawn/Magpie lawn sites	\$180 non-refundable booking fee	\$200
Begonia House	\$700 (4hrs) - \$1,000 (full evening)	\$750 - \$1,100
Leonard Cockayne/Treehouse seminar room	½ day \$280, Full day \$480, \$40 - \$80/hr	½ day \$300, Full day \$500
Discovery Garden group visits*	\$2.50 - \$4 per school student visits	\$4 - \$5
Commercial filming in gardens	\$120 - \$400	\$150 - \$430

2.1.9 Waterfront Public Spaces	Current Fee	Proposed Fee
Harbourside Market Monthly Fee Small Unpowered	\$165.00	\$175.00
Harbourside Market Monthly Fee Medium Unpowered	\$235.00	\$248.00

Harbourside Market Monthly Fee Large Unpowered	\$1,050.00	\$1,100.00
Harbourside Market Monthly Fee Small Powered	\$200.00	\$210.00
Harbourside Market Monthly Fee Medium Powered	\$285.00	\$300.00
Waterfront Food Trucks Daily Unpowered	\$45.00	\$50.00
Waterfront Food Trucks Daily Powered	\$50.00	\$55.00

Outdoor Licences

Outdoor Licence	Range \$5m2-\$75m2 *1	\$75/m2
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*1 Dependant on lease, operating hrs, sun hrs, wind etc

2.4.1 Sewerage collection and disposal network	Current Fee	Proposed Fee
Volume - Up to 100m3/day	\$0.32	\$0.34
Volume - above 100m3/day, but below 7,000 m3	\$0.14	\$0.15
Volume - above 7,000 m3	\$0.98	\$1.04
Biochemical Oxygen Demand - Up to 3,150kg/day	\$0.34	\$0.36
Biochemical Oxygen Demand - above 3,150kg/day	\$0.75	\$0.79
Suspended solids - up to 1,575kg/day	\$0.33	\$0.35
Suspended solids - above 1,575kg/day	\$0.66	\$0.63

4.1.6 Arts Partnerships

5% price increase on Leases.

5.1.1 Swimming Pools	Current Fee	Proposed Fee
General Entry		
Adult Swim	\$6.30	\$6.60
Adult Concession Pass (10 trip)	\$56.70	\$59.40
Child Swim	\$3.70	\$3.90
Child Concession Pass (10 trip)	\$33.30	\$35.10
Under 5	Free	Free
Family Pass	\$16.50	\$17.00
Hotspots (Spa, Sauna & Steam)		
Spa & Sauna (Freyberg, Keith Spry & WRAC)	\$6.00	\$6.40
Spa, Sauna & Swim (Freyberg, Keith Spry & WRAC)	\$10.00	\$10.00
Steam room (Freyberg only)	\$5.00	\$5.00
Spa – Medium (Thorndon & Tawa)	\$5.00	\$5.00
Spa & Swim – Medium (Thorndon & Tawa)	\$7.50	\$8.50

Spa – Large (Karori)	\$5.00	\$5.40
Spa & Swim – Large (Karori)	\$7.50	\$8.40
Child Spa only (all pools)	\$2.60	\$3.00
Child Spa & Swim (all pools)	\$4.90	\$5.40
Spa or Sauna Top Up	\$1.20	Discontinued
WRAC - Child Hot Spot Top Up	\$1.00	Discontinued
Hotspots 10 Trip Concessions		
Spa & Sauna (Freyberg, Keith Spry & WRAC) – 10 trip	\$54.00	\$57.60
Spa, Sauna & Swim (F'berg, Keith Spry & WRAC) – 10 trip	\$90.00	\$93.60
Steam room (Freyberg only) – 10 trip	\$45.00	\$45.00
Spa – Medium (Thorndon & Tawa) – 10 trip	\$45.00	\$45.00
Spa & Swim – Medium (Thorndon & Tawa) – 10 trip	\$67.50	\$72.00
Spa – Large (Karori) – 10 trip	\$45.00	\$48.60
Spa & Swim – Large (Karori) – 10 trip	\$67.50	\$75.60
Child Spa only (all pools) – 10 trip	\$23.40	\$27.00
Child Spa & Swim (all pools) – 10 trip	\$44.10	\$48.60
Swim Memberships		
Swim Membership Adult - Direct Debit (Fortnightly)	\$28.62	\$29.98
Swim Membership Adult - Direct Debit (Monthly)	\$62.00	\$64.96
Swim Membership Adult - Upfront (Yearly)	\$740.00	\$775.00
Swim Membership Child - Direct Debit (Fortnightly)	\$16.70	\$17.50
Swim Membership Child - Direct Debit (Monthly)	\$36.20	\$37.90
Swim Membership Child - Upfront (Yearly)	\$434.80	\$455.50
Leisurecard (policy is 50% discount of entry fees)		
Adult Swim	\$3.00	\$3.30
Child Swim	\$1.90	\$1.90
Under 5	Free	Free
Family Pass	\$8.30	\$8.50
Spa & Sauna (Freyberg, Keith Spry & WRAC)	\$3.00	\$3.20
Spa, Sauna & Swim (Freyberg, Keith Spry & WRAC)	\$5.00	\$5.00
Steam room (Freyberg only)	\$2.50	\$2.50
Spa – Medium (Thorndon & Tawa)	\$2.50	\$2.50
Spa & Swim – Medium (Thorndon & Tawa)	\$3.80	\$4.30

Spa – Large (Karori)	\$2.50	\$2.70
Child Spa only (all pools)	\$1.30	\$1.50
Child Spa & Swim (all pools)	\$2.50	\$2.70
Swim Membership Adult - Direct Debit (Fortnightly)	\$14.31	\$14.99
Swim Membership Adult - Direct Debit (Monthly)	\$31.00	\$32.48
Swim Membership Adult - Upfront (Yearly)	\$370.00	\$387.50
Swim Membership Child - Direct Debit (Fortnightly)	\$8.36	\$8.75
Swim Membership Child - Direct Debit (Monthly)	\$18.10	\$18.95
Swim Membership Child - Upfront (Yearly)	\$217.40	\$227.75

Note: SuperGold Card, Community Services Card and Student ID received 20% discount to General Entry, Hotspots fees and Swim Memberships.

Lane & Pool Hire

Pools - KSP Dive Well	\$16.40	\$17.20
Pools - KSP Dive Well Commercial	\$33.00	\$60.00
Pools - Lane Hire 25m	\$8.20	\$8.60
Pools - Lane Hire 25m Commercial	\$16.40	\$30.00
Pools - Lane Hire 25m Half	\$4.10	\$4.30
Pools - Lane Hire 25m Half Commercial	\$8.20	\$15.00
Pools - Tawa Pool Teaching Pool	\$25.50	\$27.00
Pools - Tawa Pool whole	\$51.00	\$55.00
Pools - Whole (excl WRAC)	\$85.20	\$90.00
Pools - Whole (excl WRAC) Commercial	\$170.40	\$200.00
Pools - WRAC 25m Section	\$82.00	\$90.00
Pools - WRAC 25m Section Commercial	\$164.00	\$300.00
Pools - WRAC 50m Section	\$164.00	\$180.00
Pools - WRAC 50m Section Commercial	\$367.20	\$600.00
Pools - WRAC Hydro Lane Hire Commercial	\$20.00	\$30.00
Pools - WRAC Hydro Whole Commercial	\$80.00	\$120.00
Pools - WRAC Lane Hire 50m	\$16.40	\$18.00
Pools - WRAC Lane Hire 50m Commercial	\$32.80	\$60.00
Pools - WRAC Small 2m pool whole	\$32.80	\$36.00

Swim Programmes (per lesson)

School Swim	\$1.30	\$1.60
SwimWell – Infant	\$10.80	\$12.50
SwimWell – Preschool	\$12.00	\$12.50
SwimWell – School Age (Jellyfish to Bronze Sharks)	\$14.00	\$14.50
SwimWell – Silver & Gold Sharks	\$15.00	\$15.50

SwimWell – Platinum & Taniwha	\$15.50	\$15.50
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Note: LeisureCard 20% discount will be applied to SwimWell fees as per the agreed scheme.

5.1.2 Sportsfields	Current Fee	Proposed Fee
NATURAL TURF SPORTSFIELDS		
Rugby, League, Soccer/Football, Aussie Rules		
Casual		
Level 1	\$145.00	\$150.00
Level 2	\$110.00	\$115.50
Seasonal		
Level 1	\$2,425.00	\$2,546.25
Level 2	\$1,625.00	\$1,706.25
Level 3	\$1,300.00	\$1,365.00
Softball/Baseball		
Casual		
Level 1	\$180.00	\$185.00
Level 2	\$130.00	\$135.00
Seasonal		
Level 1	\$780.00	\$819.00
Level 2	\$520.00	\$546.00
Cricket		
Casual		
Level 1	\$388.00	\$400.00
Level 2	\$256.00	\$268.80
Seasonal		
Level 1	\$3,000.00	\$3,150.00
Level 2	\$2,500.00	\$2,625.00
Training		
Ground Only (Unserviced)		
1 night	\$108.00	\$110.00
1 night (season)	\$400.00	\$420.00
2 nights (season)	\$770.00	\$800.00
3 nights (season)	\$1,170.00	\$1,200.00
Ground and Changing Rooms		
1 night	\$200.00	\$210.00
1 night (season)	\$850.00	\$880.00
2 nights (season)	\$1,650.00	\$1,700.00
3 nights (season)	\$2,480.00	\$2,580.00

Newtown Park/Athletics track (School use)- 1/2day NEW	\$-	\$60.00
Newtown Park Function room/Hr (School use) NEW	\$-	\$20.00

Synthetic Turf (Full size)	Current Fee	Proposed Fee
Peak (mon-Fri after 4pm, Sat 8am - 5pm, Sun 7am - 9pm)	\$77.50	\$82.50
Off peak (Mon-Fri anytime before 4pm, Sat before 8am and after 5pm)	\$50.00	\$52.00
Junior/College per hr	\$38.00	\$40.00
Weekend Daily rate/Tournament/Events	\$800.00	\$825.00

Naimville & Terawhiti Turfs		
Peak (mon-Fri after 4pm, Sat 8am - 5pm, Sun 7am - 9pm)	\$54.00	\$56.50
Off peak (Mon-Fri anytime before 4pm, Sat before 8am and after 5pm)	\$33.00	\$34.50
Junior/College per hr	\$27.00	\$28.00

National Hockey Stadium (per Turf)	\$36,210.00	\$37,100.00
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5.1.4 Recreation Centres	Current Fee	Proposed Fee
Facility Hire Hourly Rates		
ASBSC Court Hire	\$60.00	\$64.00
ASBSC Hall Hire	\$360.00	\$384.00
ASBSC Meeting Room Large	\$41.00	\$45.00
ASBsC Meeting Room Small	\$20.50	\$25.00
ASBSC Table Tennis	\$16.00	\$18.00
ASBSC Third Hall Hire	120.00	\$128.00
ASBSC Volley Ball	\$38.00	\$41.00
Commuity ReC Centre Whole Court Hire	\$50.00	\$55.00
Commuity Rec Centre Whole Court Hire (off peak)	\$30.00	\$33.00
Commuity Rec Centre Half Court Hire	\$28.50	\$31.00
Commuity Rec Centre - 1/4 Gym Hire (Badminton/Volley Ball)	\$16.00	\$18.00
Commuity Rec Centre - Squash Court	\$8.50	\$9.00
Commuity Rec Centre - Tabe Tennis	\$16.00	\$18.00
Commuity Rec Centre - Meeting Room Commercial	\$37.00	\$45.00

Community Rec Centre - Meeting Room Non Commercial	\$18.00	\$20.00
Community Rec Centre - Meeting Room Semi Commercial	\$25.00	\$30.00
Kilbirnie Rec Centre - Hire	\$60.00	\$70.00
Admissions		
Casual use entry - Adult	\$3.50	\$4.00
Casual use entry - Child	\$2.00	\$3.00
ASBsC - Have A Go	\$4.00	\$4.50
ASBSC - Youth Night	\$2.00	\$2.00
Kilbirnie Rec Centre - Child on Wheels	\$3.50	\$4.00
Kilbirnie Rec Centre - Adult on Wheels	\$5.00	\$6.00
Kilbirnie Rec Centre - Tintown Earlybird	\$6.80	\$7.00
Kilbirnie Rec Centre - Tintown Entry	\$4.50	\$5.00
Kilbirnie Rec Centre - Skate Hire	\$3.50	\$4.00
Leagues & Programmes (Examples)		
Adult Basketball League	\$80.00	\$85.00
Adult Netball League	\$55.00	\$60.00
Kids Basketball League	\$28.00	\$30.00
Kids Miniball League	\$22.50	\$25.00
Pakour School Age	\$10.50	\$11.50
Parkout Adult/Advanced School Age	\$12.50	\$13.50
Preschool Baby Jam (Casual)	\$4.20	\$4.50
Preschool Programme Casula 30 mins	\$7.50	\$8.00
Preschool Programme Casula 45 mins	\$9.50	\$10.00
ASBSC - School Programme (per child)	\$1.50	\$1.70

5.1.8 Golf	Current Fee	Proposed Fee
LeisureCard/Junior	\$15.00	\$15.75
Adults: Round Weekdays	\$20.00	\$21.00
Adults: Round Weekends	\$20.00	\$21.00
Disc Golf	\$5.00	\$5.50

5.2.6 Community Centres and Halls	Current Fee	Proposed Fee
Community groups (per hour)	\$17.90	\$19.00
Commercial (per hour)	\$23.50	\$25.00
Private event (per hour)	\$29.10	\$30.00
Commercial private (per hour)	\$39.90	\$42.00
Venue security check fee (one off)	\$50.90	\$50.90

Burials and Cremations 5.3.1	Current Fee	Proposed Fee
Karori & Makara Cemetery		
Cremation:		
Delivery Only	\$692.00	\$726.00
Committal Service	\$846.00	\$888.00
Full Service (1 Hour)	\$902.00	\$947.00
Child	\$190.00	\$200.00
Ash Interments	\$163.00	\$173.00
Ash disinterment	\$263.00	\$289.00
Ash plot maintenance fee	\$163.00	\$179.30
Cremation overtime	\$311.00	\$342.00
Public Holiday fee (Cremations)	\$592.00	\$621.00
Outside District Casket Interment	\$1,020.00	\$1,071.00
Burials:		
Denominational Plots	\$1,206.00	\$1,266.00
Plot maintenance	\$821.00	\$903.00
Interment Fee	\$656.00	\$688.00
Beam fee	\$175.00	\$183.75
Lawn Cemetery plot maintenance	\$574.00	\$631.40
Public Holiday fee (Burials)	\$864.00	\$907.00
Seaforth Memorial plots	\$946.00	\$990.00
Natural Burials:		
Plot	\$1,351.00	\$1,500.00
Interment Fee	\$976.00	\$1,025.00
Maintenance Fee	\$643.00	\$700.00
Miscellaneous:		
Chapel Hire (Full service)	\$210.00	\$250.00
Chapel Hire for cremation elsewhere	\$-	\$250.00
Plot Search - 4 & over (per search)	\$15.00	\$20.00
Permits	\$84.00	\$92.00
Temporary Grave markers	\$142.00	\$149.00
Change of Deed	\$70.00	\$77.00
Bronze Plaques	\$1,200.00	\$1,260.00
Rimu Urn - Adult	\$90.00	\$94.50
Rimu Urn - Adult Half Size	\$75.00	\$78.75
Ash Scattering overtime	\$195.00	\$214.50
Funerals booked from 3:30pm	\$195.00	\$214.50
Viewing casket charge	\$82.00	\$90.00
Late for Service fee (hr)	NEW	\$50.00
Cleaning Fee (hr)	NEW	\$50.00

Public Health Regulations 5.3.3	Current Fee	Proposed Fee
Application Fee - High	\$1,351	\$2,351
Application Fee - Very high	\$1,594	\$3,594
Annual Fee - High	\$1,366	\$2,366
Annual Fee - Very high	\$1,898	\$3,898
Alcohol fees bylaw	76%	85%

6.2.1 Building control and facilitation		
Fee / Charge Name	Current Fee	Proposed Fee
Building Consent Fees		
Administration and pre-application meetings		
Pre-application meetings: consent officer / expert / compliance officer (2 hours total officer time free, then a charge per hour thereafter).	\$163.50	\$209.00
Administration fee for refunds on cancelled, lapsed or superseded consents	\$103.00	\$132.00
Administration fee (other) - hourly rate	\$103.00	\$132.00
Time extension		
Time extension fee (based on actual Admin & Inspector time).	\$133.25	\$170.50
Time extension - additional inspectors time, hourly rate	\$163.50	\$209.00
Restricted building work check		
Restricted building work check (per notification)	\$51.50	\$66.00
Applications		
Simpli online applications	\$51.75	\$51.75
Paper applications	\$10.00	\$12.75
Minor Works		
Drainage/Plumbing (val less than \$5000)	\$307.50	\$393.50
Free Standing Fireplace	\$204.00	\$261.00
In-built fireplace	\$430.00	\$550.50
Additional Inspection fee (per hour)	\$163.50	\$209.00
Lodgement Fee		
All applications (except minor works)	-	-
Lodging Fee for Building Consents	\$103.00	\$132.00
Plan Check		
Less than \$10,000 (Residential 1, 2 and 3)	\$367.00	\$469.75
Less than \$10,000 (Commercial 1 and 2 buildings)	\$570.75	\$730.50
Less than \$10,000 (Commercial 3 buildings)	\$734.00	\$939.50
\$10,001 - \$20,000 (Residential 1, 2 and 3)	\$815.50	\$1043.75
\$10,001 - \$20,000 (Commercial 1 and 2 buildings)	\$815.50	\$1043.75
\$10,001 - \$20,000 (Commercial 3 buildings)	\$815.50	\$1043.75

\$20,001 - \$100,000 (Residential 1, 2 and 3)	\$897.25	\$1148.50
\$20,001 - \$100,000 (Commercial 1 and 2 buildings)	\$897.25	\$1148.50
\$20,001 - \$100,000 (Commercial 3 buildings)	\$897.25	\$1148.50
\$100,001 - \$500,000 (Residential 1, 2 and 3)	\$979.00	\$1253.00
\$100,001 - \$500,000 (Commercial 1 and 2 buildings)	\$1,468.50	\$1879.75
\$100,001 - \$500,000 (Commercial 3 buildings)	\$1,468.50	\$1879.75
\$500,001 - \$1,000,000 (Residential 1, 2 and 3)	\$2,283.75	\$2923.25
\$500,001 - \$1,000,000 (Commercial 1 and 2 buildings)	\$2,609.75	\$3340.50
\$500,001 - \$1,000,000 (Commercial 3 buildings)	\$2,935.75	\$3757.75
\$1,000,000 + (Residential 1, 2 and 3)	\$3,018.00	\$3863.00
\$1,000,000 + (Commercial 1 and 2 buildings)	\$3,018.00	\$3863.00
\$1,000,000 + (Commercial 3 buildings)	\$3,018.00	\$3863.00
for each \$500,000 or part thereof over \$1,000,000	\$774.75	\$991.75
Consent Suspend Fee (to review additional information), charge per additional hour of officer re-assessment time.	\$163.50	\$209.00
Plan check for fast track consents		
Fast Track - consents only - issued within 10 days (criteria applies, and applications will only be accepted on a case by case basis)	2 x consent approval charges	2 x consent approval charges
Fast Track - consents only - issued within 5 days (criteria applies, and applications will only be accepted on a case by case basis).	3 x consent approval charges	3 x consent approval charges
Multi-proof Consent		
Multi-proof consent (applications using a national multi-use approvals (NMUA) as means of compliance)	-	-
Lodgement fee	\$103.00	\$132.00
Plan check - est 3 hours	\$489.50	\$627.00
Additional time per hour	\$163.50	\$209.00
Code Compliance Certificate		
All applications (except minor works)	-	-
Residential 1, 2 and 3	\$103.00	\$132.00
Commercial 1 and 2 buildings	\$103.00	\$132.00
Commercial 3 buildings	\$129.75	\$166.00
Building Inspections		
Hourly charge: the initial payment is based on estimate of inspections required. The final charges are based on actual time.	\$163.50	\$209.00
Structural Check & Additional Charges		
Structural fee for checking elements of specific design on projects comprising structural works, supported by a producer statement from a Chartered professional engineer	-	-

Residential 1, 2 and 3 structural work (on plan reviews)	\$291.50	\$373.00
Commercial 1 and 2 structural work (on plan reviews)	\$397.25	\$508.50
Commercial 3 structural work (on plan reviews)	\$725.75	\$929.00
Residential 1, 2 and 3 structural work (for amended plans)	\$328.50	\$420.50
Commercial 1 and 2 structural work (for amended plans)	\$328.50	\$420.50
Commercial 3 structural work (for amended plans)	\$434.25	\$555.75
Engineer's hourly charge (including internal overheads and contract management) over and above deposit	\$293.00	\$375.00
Contract management hourly charge, over and above deposit	\$139.75	\$179.00
Deposit for all levels of buildings requiring structural checking not supported by a producer statement from a chartered professional engineer	\$725.75	\$929.00
Levies		
BRANZ and Dept of Building and Housing (DBH) levies apply to all work valued at \$20,000 or more. For staged projects the levies are to be assessed on the total project value	\$1.00	\$1.00
MBIE levy per \$1,000 (of project value)	\$1.75	\$1.75
Compliance Schedule		
New compliance schedule (linked with Building Consent). This is the minimum charge (based on one hour of processing), additional charges will apply for time taken over this, at \$209 per hour for additional hours	\$244.75	\$313.25
Additional charge per hour for new compliance schedule (linked with Building Consent)	\$163.50	\$209.00
Alterations and amendments to compliance schedule (linked to building consent or application for amendment to CS Form 11) will be charged on a time-taken basis at \$209.00 per hour of officer time.	\$163.50	\$209.00
Minor compliance schedule amendments - change of owner/ agent, minor changes to Compliance Schedule requested by owner/ agent. This is the minimum charge (based on 15 min of processing). Additional charges will apply for time taken over this, at \$209 per hour for additional hours. (Application for amendment to Compliance Schedule required Form 11).	\$41.00	\$52.50
Additional processing time per hour	\$163.50	\$209.00

Certificate Lodgement		
Processing time per hour	\$163.50	\$209.00
Preparation of legal documents (covers first two hours of processing time)	\$308.50	\$395.00
Certificate of Public use (CPU)		
Initial fee (includes 1 hour processing time)	\$163.50	\$209.00
Processing time over 1 hour	\$163.50	\$209.00
Lodgement fee	\$77.00	\$98.50
Amended Plan		
Initial fee (includes 1 hour processing time)	\$163.50	\$209.00
Processing time over 1 hour	\$163.50	\$209.00
Lodgement fee	\$77.00	\$98.50
PIM (additional resource & Vehicle Access fees may apply)		
Single residential dwelling including accessory buildings	\$408.25	\$522.50
Other	\$489.50	\$627.00
Certificates of Acceptance		
Includes deposit for inspections. Additional inspections charged at \$209 per hour.	-	-
<i>Urgent</i>	-	-
Lodgement fee	\$103.00	\$132.00
Less than \$10,000 (Residential 1, 2 and 3)	\$693.50	\$887.75
Less than \$10,000 (Commercial 1 and 2 buildings)	\$897.25	\$1,148.50
Less than \$10,000 (Commercial 3 buildings)	\$1,060.75	1,357.75
\$10,001 - \$20,000 (Residential 1, 2 and 3)	\$1,142.00	1,461.75
\$10,001 - \$20,000 (Commercial 1 and 2 buildings)	\$1,142.00	1,461.75
\$10,001 - \$20,000 (Commercial 3 buildings)	\$1,142.00	1,461.75
\$20,001 - \$100,000 (Residential 1, 2 and 3)	\$1,549.75	1,983.75
\$20,001 - \$100,000 (Commercial 1 and 2 buildings)	\$1,549.75	1,983.75
\$20,001 - \$100,000 (Commercial 3 buildings)	\$1,549.75	1,983.75
\$100,001 - \$500,000 (Residential 1, 2 and 3)	\$1,631.50	2,088.25
\$100,001 - \$500,000 (Commercial 1 and 2 buildings)	\$2,120.25	2,714.00
\$100,001 - \$500,000 (Commercial 3 buildings)	\$2,120.25	2,714.00
\$500,001 - \$1,000,000 (Residential 1, 2 and 3)	\$2,935.75	3,757.75
\$500,001 - \$1,000,000 (Commercial 1 and 2 buildings)	\$3,262.25	4,175.75
\$500,001 - \$1,000,000 (Commercial 3 buildings)	\$3,588.75	4,593.50
\$1,000,000 + (Residential 1, 2 and 3)	\$3,670.00	4,697.50
\$1,000,000 + (Commercial 1 and 2 buildings)	\$3,670.00	4,697.50
\$1,000,000 + (Commercial 3 buildings)	\$3,670.00	4,697.50
for each \$500,000 or part thereof over \$1,000,000	\$774.75	991.75

Consent Suspend Fee (to review additional information), charge per additional hour of officer re-assessment time.	\$163.50	209.00
<i>Non-Urgent</i>	-	-
Lodgement fee	\$154.50	198.00
Less than \$10,000 (Residential 1, 2 and 3)	\$1,040.25	1,331.63
Less than \$10,000 (Commercial 1 and 2 buildings)	\$1,347.00	1,722.75
Less than \$10,000 (Commercial 3 buildings)	\$1,591.13	2,036.63
\$10,001 - \$20,000 (Residential 1, 2 and 3)	\$1,713.00	2,192.63
\$10,001 - \$20,000 (Commercial 1 and 2 buildings)	\$1,713.00	2,192.63
\$10,001 - \$20,000 (Commercial 3 buildings)	\$1,713.00	2,192.63
\$20,001 - \$100,000 (Residential 1, 2 and 3)	\$2,324.63	2,975.63
\$20,001 - \$100,000 (Commercial 1 and 2 buildings)	\$2,324.63	2,975.63
\$20,001 - \$100,000 (Commercial 3 buildings)	\$2,324.63	2,975.63
\$100,001 - \$500,000 (Residential 1, 2 and 3)	\$2,447.26	3,132.38
\$100,001 - \$500,000 (Commercial 1 and 2 buildings)	\$3,180.38	\$4,071.00
\$100,001 - \$500,000 (Commercial 3 buildings)	\$3,180.38	\$4,071.00
\$500,001 - \$1,000,000 (Residential 1, 2 and 3)	\$4,403.64	\$5,636.63
\$500,001 - \$1,000,000 (Commercial 1 and 2 buildings)	\$4,893.38	\$6,263.63
\$500,001 - \$1,000,000 (Commercial 3 buildings)	\$5,383.13	\$6,890.25
\$1,000,000 + (Residential 1, 2 and 3)	\$5,504.99	\$7,046.25
\$1,000,000 + (Commercial 1 and 2 buildings)	\$5,504.99	\$7,046.25
\$1,000,000 + (Commercial 3 buildings)	\$5,504.99	\$7,046.25
for each \$500,000 or part thereof over \$1,000,000	\$1,162.13	\$1,487.63
Consent Suspend Fee (to review additional information), charge per additional hour of officer re-assessment time.	\$245.25	\$313.50
MBIE levy per \$1,000 (of project value)	\$2.01	\$1.75
Health Assessment		
Building Consent base fee	\$260.00	\$332.75
Additional charge for over 2 hours processing time	\$130.00	\$166.50
Tradewaste management		
Accessing building consent including trade waste element	\$135.00	\$172.75
Building Warrant of Fitness		
Independent Qualified Person (IQP) Registration Fee (New & Renewal)	\$163.50	\$209.00
Additional charge for each new competency registered	\$77.00	\$98.50
Building Warrant of Fitness - Audit Fees. This is the base charge for 1 specified system.	\$81.75	\$209.00

Additional charges will apply for time over 1 hour		
Building Warrant of Fitness - Audit Fees. This is the base charge for 2 - 10 specified systems. Additional charges will apply for time taken over 2 hours	\$163.50	\$418.00
Building Warrant of Fitness - Audit Fees. This is the base charge for 11+ specified systems. Additional charges will apply for time taken over 3 hours	\$244.75	\$627.00
Building Warrant of Fitness Inspection (per hour)	\$163.50	\$209.00
Change of Use		
Lodgement fee	\$103.01	\$132.00
Initial fee (includes 2 hour processing time)	\$327.00	\$418.00
Processing over 2 hours - per hour	\$163.50	\$209.00
Swimming Pool		
Pool fencing inspection per hour.	\$163.50	\$209.00
Special Activity and Monitoring		
Hourly charge for officer time considering proposals and monitoring compliance	\$163.50	\$209.00
LIM and Information Services		
LIMs : Residential	\$333.25	\$426.50
Fast track residential LIMs	\$499.50	\$639.25
LIMs: Commercial Base Fee	\$777.75	\$995.50
LIMs : Per hour after 7 hrs	\$103.01	\$132.00
Property Reports: Building Consents	\$155.50	\$199.00
Property Reports: Multi-residential 3-8 unit property	\$227.00	\$290.50
Property Reports: Multi-residential 9+ unit property	\$241.01	\$308.50
Accreditation Levy		
Accreditation levy – payable on all building consents to cover costs of meeting criteria under the Building (Accreditation of Building Consent Authorities) Regulations 2006 (per \$1000 value of works)	-	0.5 per \$1,000 project value

6.2.2 Development Control and Facilitation		
Fee / Charge Name	Current Fee	Proposed Fee
Resource Consent Fees		
Pre-application meetings: this will instead be invoiced as an additional charge on a per hour basis for the time spent by the Council officer/s involved.		
Non-notified consent: land use	\$1,650.00	\$2,145.00
Non-notified consent: subdivision	\$2,000.00	\$2,600.00

Non-notified consent: subdivision and land use / Notice of Requirement	\$2,700.00	\$3,510.00
Limited notified consent: subdivision and/or land use / Notice of Requirement	\$8,400.00	\$10,920.00
Fully notified consent: subdivision and/or land use / Notice of Requirement	\$16,000.00	\$20,800.00
All other approvals including:		
Outline plan approval	\$1,040.00	\$1,352.00
Certificate of compliance	\$1,040.00	\$1,352.00
Existing use certificates	\$1,040.00	\$1,352.00
Extension of time (s125)	\$1,040.00	\$1,352.00
Change or cancellation of conditions (s127)	\$1,040.00	\$1,352.00
Consents notices (s221)	\$1,040.00	\$1,352.00
Amalgamations (s241)	\$1,040.00	\$1,352.00
Easements (s243), right of way or similar	\$1,040.00	\$1,352.00
Outline plan waiver	\$300.00	\$390.00
Certificates: Town Planning, Sale of Liquor, Overseas Investments, LMVD - up to 2 hrs planner / advisor, 1 hr admin	\$385.00	\$500.50
Premium consent - non-notified consents only - issued within 10 working days (conditions apply, applications will be accepted on a case-by-case basis)	2 x normal fee	2 x normal fee
Premium consent - non-notified consents only - issued within 5 working days (conditions apply, applications will be accepted on a case-by-case basis)	3 x normal fee	3 x normal fee
Boundary activity	\$465.00	\$604.50
Marginal or temporary activities (fixed fee)	\$310.00	\$403.00
Additional Charges	-	-
Additional hours (per hour):	\$155.00	\$201.50
All pre-application meetings and consents: additional processing hours ('per hr) planner / advisor / compliance officer	\$155.00	\$201.50
Councillor costs per hour for any hearing:	-	-
Chairperson	\$87.00	\$113.10
Other	\$70.00	\$91.00
Bylaw Application	-	-
Applications relating to signs (eg commercial sex premises) - up to 6 hrs	\$900.00	\$1,170.00
Compliance Monitoring		
Monitoring administration of Resource Consents: subdivision or land use - minimum of 1 hr, then based on actual time over and above that	\$155.00	\$201.50
Additional hours (per hr):	-	-
planner / expert / compliance officer	\$155.00	\$201.50

administrative officer	\$90.00	\$117.00
Subdivision Certificate		
<i>Certification for s224(c):</i>	-	-
up to 6 hrs	\$900.00	\$1,170.00
<i>Certification for s223, s224(f), s226 etc:</i>	-	-
up to 2 hrs	\$310.00	\$403.00
combination of 2 or more - up to 6 hrs	\$900.00	\$1,170.00
All other RMA, Building Act, Unit Titles Act and LGA certificates, sealing, transfer documents etc - up to 2 hrs (disbursements, eg photocopying will be charged separately)	\$310.00	\$403.00
Bonds: preparation and/or release - up to 2 hrs	\$310.00	\$403.00
Additional hours (per hour)		
Planner/expert/compliance staff	\$155.00	\$201.50
Administrative officer	\$90.00	\$117.00
Vehicle Access		
Plan check linked to a building consent or resource consent	\$310.00	\$403.00
Received independently (small)	\$315.00	\$409.50
Received independently (multiple)	\$530.00	\$689.00
Initial inspection fee	\$155.00	\$201.50
Vehicle crossing inspection fee over 1 hour	\$155.00	\$201.50
District Plan Check		
Building consents with a project value under \$20,000. Initial charge for the first 30 minutes, then additional charges (\$201.50 per hour) for processing time above this.	\$80.00	\$104.00
Building consents with a project value over \$20,001. Initial charge for the first hour, then additional charges (\$201.50 per hour) for processing time above this.	\$155.00	\$201.50
Refunds issued if LIM cancelled		
Within 1 working day	\$242.60	\$310.50
Between 1 and 3 working days	\$183.90	\$235.50
After 3 working days	\$105.60	\$135.25

7.1.6 – Network-wide control and management		
Fee	Current Charge	Proposed Charge
CAR fee – standard processing	\$65	\$75
CAR fee – extra processing	\$80	\$95
CAR fee – overdue penalty	N/A	\$40
CAR fee – inspection	\$90	\$100
CAR fee – re-inspection	\$90	\$120
CAR fee - callout inspection	N/A	\$150
CAR fee – late notice	\$400	\$440

CAR fee – further delay	\$30	\$35
CAR fee – texturizing (per m2)	\$6 per m2	\$7 per m2
Prior approvals - processing fee	\$80	N/A
TMP fee – processing fee	\$80	\$95
TMP fee - extra processing	N/A	\$95

5.1.7 Marinas				
Fee / Charge Name	Marina	Current Fee	Proposed Fee	Movement
Visitor Day	Evans Bay	\$15.00	\$30.00	\$15.00
Visitor Month	Evans Bay	\$307.00	\$630.00	\$323.00
Non tenant use of Breastwork (daily)	Evans Bay	\$70.00	\$75.00	\$5.00
Berth	Evans Bay	\$2,928.00	\$3,133.00	\$205.00
Berth (Sea Rescue Jetty)	Evans Bay	\$1,721.00	\$1,841.00	\$120.00
Boat Shed (8 to 11)	Evans Bay	\$1,154.00	\$1,235.00	\$81.00
Boat Shed (1 to 7, 12 to 32)	Evans Bay	\$2,304.00	\$2,465.00	\$161.00
Boat Shed (33 to 46)	Evans Bay	\$3,449.00	\$3,690.00	\$241.00
Dinghy Locker	Evans Bay	\$344.00	\$368.00	\$24.00
Live-Aboard fee	Evans Bay	\$603.00	\$645.00	\$42.00
Trailer Park	Evans Bay	\$131.00	\$140.00	\$9.00
Mooring	Clyde Quay	\$1,165.00	\$1,293.00	\$128.00
Boat Shed (2 to 13)	Clyde Quay	\$2,443.00	\$2,712.00	\$269.00
Boat Shed (14 to 27)	Clyde Quay	\$2,199.00	\$2,441.00	\$242.00
Boat Shed (28, 29)	Clyde Quay	\$3,053.00	\$3,389.00	\$336.00
Boat Shed (38B)	Clyde Quay	\$1,763.00	\$1,957.00	\$194.00
Boat Shed (38A to 42B, 48A, 48B)	Clyde Quay	\$2,531.00	\$2,809.00	\$278.00
Boat Shed (43A to 47B)	Clyde Quay	\$2,933.00	\$3,256.00	\$323.00
Dinghy Rack	Clyde Quay	\$204.00	\$226.00	\$22.00

2.2.1 Waste minimisation (Per Metric Tonne)	Current Fee	Proposed Fee
Commercial General Rubbish	\$138.00	\$175.38
Domestic General Rubbish	\$170.00	\$216.00
Green Waste	\$58.10	\$69.00
Sewerage Sludge	\$230.00	\$253.00
Special waste -asbestos	\$208.50	\$253.00
Special waste -other	\$167.40	\$210.45
Contaminated Soil	\$87.00	\$92.00

7.2.1 Parking		
	Current	Proposed
Daily Coupon Fee	\$12.00	\$18.00
Monthly Coupon Fee	\$200.00	\$300.00

Loading Zone Parking Permits	\$60.50	\$80.00
Suburban Trade Parking	\$12.00	\$18.00
City Wide Parking fees – Weekdays	<p>Ranges from \$2.50-\$4.50 per hour</p> <p>\$2.50 \$3.50 \$4.50</p>	<p>Increase by \$0.50 per hour across the board to:</p> <p>\$3.00 \$4.00 \$5.00</p>
CBD Trade Coupons	<p>Full Day \$45.00 Half Day \$22.50 Weekend \$22.50</p>	<p>\$50.00 \$25.00 \$30.00</p>
City Wide Parking fees - Weekends	\$2.50 per hour	Increase by \$0.50 to \$3.00 per hour

Operating Expenditure by Activity

**SUMMARY BY OPEX ACTIVITY (INFLATED)
LONG TERM PLAN BUDGET REPORT**

Strategy	Activity Group	Activity	Activity Description		2021/22 Budget \$'000s	2022/23 Budget \$'000s	2023/24 Budget \$'000s	2024/25 Budget \$'000s	2025/26 Budget \$'000s	2026/27 Budget \$'000s	2027/28 Budget \$'000s	2028/29 Budget \$'000s	2029/30 Budget \$'000s	2030/31 Budget \$'000s	TOTAL \$'000s
Governance		1000	Annual Planning	Operating Costs	1,539	1,539	1,582	1,714	1,732	1,763	1,816	1,855	1,901	1,947	17,445
			Total - 1000 Annual Planning		1,539	1,539	1,582	1,714	1,732	1,763	1,816	1,855	1,901	1,947	17,445
Governance	1.1	1001	Policy	Operating Costs	1,473	1,495	1,518	1,619	1,690	1,716	1,741	1,776	1,821	1,862	16,739
			Total - 1001 Policy		1,473	1,495	1,518	1,619	1,690	1,716	1,741	1,776	1,821	1,862	16,739
Governance	1.1	1002	Committee & Council Process	Income	(29)	(29)	(29)	(27)	(22)	(26)	(28)	(29)	(30)	(30)	(99)
			Operating Costs		2,702	2,733	2,990	3,690	3,829	3,912	3,935	3,934	3,977	3,970	30,565
			Total - 1002 Committee & Council Process		2,673	2,704	2,961	3,663	3,807	3,886	3,907	3,905	3,947	3,940	29,466
Governance	1.1	1003	Strategic Planning	Operating Costs	470	305	310	362	375	367	366	361	373	383	3,490
			Total - 1003 Strategic Planning		470	305	310	362	375	367	366	361	373	383	3,490
Governance	1.1	1004	Tawa Community Board - Discretionary	Operating Costs	21	21	22	22	23	23	24	24	25	26	229
			Total - 1004 Tawa Community Board - Discretionary		21	21	22	22	23	23	24	24	25	26	229
Governance	1.1	1005	Smart Capital - Marketing	Operating Costs	3	3	3	3	3	3	3	3	4	4	33
			Total - 1005 Smart Capital - Marketing		3	3	3	3	3	3	3	3	4	4	33
Governance	1.1	1007	WCC City Service Centre	Income	(108)	(108)	(111)	(113)	(115)	(117)	(120)	(122)	(125)	(127)	(1,163)
			Operating Costs		4,900	5,093	4,900	5,299	5,360	5,427	5,471	5,509	5,602	5,605	53,513
			Total - 1007 WCC City Service Centre		4,792	4,985	4,789	5,186	5,245	5,310	5,351	5,387	5,477	5,478	52,350
Governance	1.1	1009	Rating Property Valuations	Income	(212)	(219)	(244)	(249)	(264)	(299)	(294)	(299)	(275)	(290)	(2,900)
			Operating Costs		795	815	830	854	862	900	916	937	957	975	8,873
			Total - 1009 Rating Property Valuations		583	596	586	605	598	601	622	638	682	685	5,973
Governance	1.1	1010	Rateable property data & valuation management	Operating Costs	1,104	1,125	1,147	1,261	1,282	1,301	1,317	1,335	1,359	1,399	12,634
			Total - 1010 Rateable property data & valuation management		1,104	1,125	1,147	1,261	1,282	1,301	1,317	1,335	1,359	1,399	12,634
Governance	1.1	1011	AICWes	Income	(160)	(170)	(174)	(177)	(181)	(184)	(185)	(192)	(195)	(199)	(1,825)
			Operating Costs		1,734	1,800	1,899	2,107	2,182	2,224	2,261	2,300	2,340	2,387	21,265
			Total - 1011 AICWes		1,574	1,630	1,725	1,930	2,001	2,039	2,076	2,105	2,145	2,188	19,440
Governance	1.1	1216	COVID-19 Response Support	Operating Costs	2,000	0	0	0	0	0	0	0	0	0	2,000
			Total - 1216 COVID-19 Response Support		2,000	0	0	0	0	0	0	0	0	0	2,000
Governance	1.1	1220	Climate change response	Operating Costs	2,310	2,431	2,704	2,790	2,979	2,995	2,995	2,716	2,719	2,997	26,973
			Total - 1220 Climate change response		2,310	2,431	2,704	2,790	2,979	2,995	2,995	2,716	2,719	2,997	26,973
Governance	1.1	1221	Business Climate Action Support	Operating Costs	300	690	695	699	734	379	0	0	0	0	3,671
			Total - 1221 Business Climate Action Support		300	690	695	699	734	379	0	0	0	0	3,671
Governance	1.1	1222	Workplace Travel Planning	Operating Costs	136	136	136	0	0	0	0	0	0	0	410
			Total - 1222 Workplace Travel Planning		136	136	136	0	0	0	0	0	0	0	410
Governance	1.1	1223	Home Energy Audits	Operating Costs	315	323	330	355	366	372	390	402	414	426	5,099
			Total - 1223 Home Energy Audits		315	323	330	355	366	372	390	402	414	426	5,099
Governance	1.1	1224	Future Living Skills	Operating Costs	92	96	63	69	70	0	0	0	0	0	367
			Total - 1224 Future Living Skills		92	96	63	69	70	0	0	0	0	0	367
Governance	1.1	1225	Climate and Sustainability Fund	Operating Costs	307	287	293	301	307	0	(5)	0	(5)	0	1,496
			Total - 1225 Climate and Sustainability Fund		307	287	293	301	307	0	(5)	0	(5)	0	1,496
			Total - 1.1 Governance infrastructure and engagement		25,079	24,552	24,064	25,875	27,477	28,019	28,116	27,224	28,852	27,248	280,589
Governance	1.2	1012	Māori Partnerships	Operating Costs	1,380	1,551	1,576	1,696	1,692	1,728	1,796	1,807	1,850	1,891	16,890
			Total - 1012 Māori Partnerships		1,380	1,551	1,576	1,696	1,692	1,728	1,796	1,807	1,850	1,891	16,890
Governance	1.2	1013	Māori Strategic Advice	Operating Costs	1,454	1,512	1,654	1,951	2,003	2,042	2,031	2,125	2,174	2,221	19,757
			Total - 1013 Māori Strategic Advice		1,454	1,512	1,654	1,951	2,003	2,042	2,031	2,125	2,174	2,221	19,757
Governance	1.2	1218	Māori Capability and Success	Operating Costs	883	1,617	1,638	1,785	1,826	1,870	1,916	1,967	2,023	2,073	17,595
			Total - 1218 Māori Capability and Success		883	1,617	1,638	1,785	1,826	1,870	1,916	1,967	2,023	2,073	17,595
			Total - 1.2 Māori and mana whenua partnerships		3,717	5,080	5,075	5,492	5,529	5,869	5,894	6,005	6,125	6,185	54,242
			Total - 1 Governance		28,796	29,632	29,139	31,367	33,006	33,888	34,010	34,229	34,927	33,433	314,831

Strategy	Activity Group	Activity	Activity Description		2021/22 Budget \$000s	2022/23 Budget \$000s	2023/24 Budget \$000s	2024/25 Budget \$000s	2025/26 Budget \$000s	2026/27 Budget \$000s	2027/28 Budget \$000s	2028/29 Budget \$000s	2029/30 Budget \$000s	2030/31 Budget \$000s	TOTAL \$000s
Enviroment	2.1	1014	Parks and Reserves Planning	Income	0	0	0	0	0	0	0	0	0	0	0
			Operating Costs		1,811	1,806	1,113	1,224	1,269	1,250	1,299	1,285	1,331	1,366	12,333
			Total - 1014 Parks and Reserves Planning		1,811	1,806	1,113	1,224	1,269	1,250	1,299	1,285	1,331	1,366	12,333
Enviroment	2.1	1015	Reserves Unplanned Maintenance	Operating Costs	219	262	249	261	270	276	283	294	303	309	2,798
			Total - 1015 Reserves Unplanned Maintenance		219	262	249	261	270	276	283	294	303	309	2,798
Enviroment	2.1	1016	Parks Mowing - Open Space & Reserve Land	Income	(44)	(44)	(49)	(50)	(52)	(53)	(54)	(56)	(58)	(59)	(524)
			Operating Costs		1,476	1,511	1,520	1,640	1,717	1,767	1,812	1,853	1,889	1,942	17,066
			Total - 1016 Parks Mowing - Open Space & Reserve Land		1,432	1,467	1,471	1,590	1,665	1,714	1,758	1,797	1,831	1,883	16,542
Enviroment	2.1	1017	Park Furniture and Infrastructure Maintenance	Income	(34)	(37)	(38)	(39)	(40)	(41)	(42)	(44)	(46)	(48)	(479)
			Operating Costs		1,071	2,191	2,460	2,619	2,782	2,938	3,044	3,111	3,167	3,208	29,061
			Total - 1017 Park Furniture and Infrastructure Maintenance		1,037	2,154	2,422	2,580	2,742	2,897	3,001	3,067	3,113	3,160	28,582
Enviroment	2.1	1018	Parks and Buildings Maint	Income	(30)	(32)	(33)	(34)	(35)	(36)	(37)	(38)	(40)	(41)	(334)
			Operating Costs		1,624	1,754	1,815	1,905	1,968	2,037	2,101	2,177	2,200	2,229	19,811
			Total - 1018 Parks and Buildings Maint		1,594	1,722	1,782	1,871	1,933	1,995	2,064	2,132	2,160	2,188	19,477
Enviroment	2.1	1019	CEC and Suburban Gardens	Income	(34)	(36)	(37)	(38)	(39)	(40)	(41)	(43)	(44)	(46)	(402)
			Operating Costs		2,423	2,405	2,407	2,479	2,740	2,784	2,834	2,904	2,966	3,050	27,341
			Total - 1019 CEC and Suburban Gardens		2,389	2,369	2,370	2,441	2,701	2,744	2,793	2,861	2,910	2,994	26,939
Enviroment	2.1	1020	Arbicultural Operations	Income	(54)	(56)	(56)	(56)	(56)	(56)	(57)	(57)	(57)	(57)	(580)
			Operating Costs		1,904	1,915	1,990	2,046	2,088	2,144	2,199	2,244	2,283	2,333	21,004
			Total - 1020 Arbicultural Operations		1,850	1,859	1,934	1,990	2,032	2,088	2,146	2,187	2,230	2,276	20,424
Enviroment	2.1	1021	Wellington Gardens (Banks, Otari etc)	Income	(40)	(42)	(43)	(43)	(43)	(43)	(43)	(43)	(43)	(43)	(402)
			Operating Costs		6,326	6,495	6,775	7,322	7,836	8,149	8,411	8,634	8,971	9,196	77,821
			Total - 1021 Wellington Gardens (Banks, Otari etc)		6,286	6,453	6,732	7,279	7,793	8,106	8,368	8,591	8,914	9,153	77,419
Enviroment	2.1	1022	Coastal Operations	Income	(44)	(50)	(52)	(53)	(54)	(55)	(56)	(57)	(58)	(59)	(554)
			Operating Costs		1,291	1,460	1,589	1,725	1,739	1,794	1,844	1,904	1,951	1,987	17,271
			Total - 1022 Coastal Operations		1,247	1,410	1,537	1,672	1,685	1,739	1,788	1,841	1,889	1,926	16,717
Enviroment	2.1	1024	Road Control Growth Control	Income	(44)	(46)	(47)	(47)	(47)	(47)	(47)	(47)	(47)	(47)	(479)
			Operating Costs		2,704	2,794	2,872	3,025	3,117	3,211	3,308	3,410	3,515	3,618	31,074
			Total - 1024 Road Control Growth Control		2,660	2,748	2,825	2,978	3,070	3,164	3,255	3,357	3,462	3,565	30,595
Enviroment	2.1	1025	Street Cleaning	Income	(34)	(35)	(36)	(36)	(36)	(36)	(36)	(36)	(36)	(36)	(3,914)
			Operating Costs		8,444	8,962	9,301	9,383	9,664	9,861	10,160	10,460	10,801	11,118	97,374
			Total - 1025 Street Cleaning		8,410	8,927	9,265	9,347	9,628	9,825	10,126	10,496	10,837	11,154	93,460
Enviroment	2.1	1026	Hazardous Trees Removal	Income	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(44)
			Operating Costs		395	405	397	465	457	465	477	490	506	515	4,963
			Total - 1026 Hazardous Trees Removal		391	401	393	461	453	461	473	486	502	509	4,919
Enviroment	2.1	1027	Town Bells Planting	Operating Costs	849	874	909	940	960	995	1,034	1,001	1,028	1,020	9,628
			Total - 1027 Town Bells Planting		849	874	909	940	960	995	1,034	1,001	1,028	1,020	9,628
Enviroment	2.1	1028	Townbell Reserves Management	Income	(24)	(26)	(26)	(26)	(26)	(26)	(26)	(26)	(26)	(26)	(3,314)
			Operating Costs		5,207	5,397	5,546	5,804	6,136	6,577	7,066	7,514	7,874	8,269	69,470
			Total - 1028 Townbell Reserves Management		5,183	5,371	5,520	5,778	6,110	6,551	7,040	7,480	7,850	8,243	66,156
Enviroment	2.1	1030	Community greening initiatives	Operating Costs	446	487	486	733	760	772	794	776	797	813	7,464
			Total - 1030 Community greening initiatives		446	487	486	733	760	772	794	776	797	813	7,464
Enviroment	2.1	1031	Environmental Grants Pool	Operating Costs	806	806	807	806	810	811	813	814	816	817	8,104
			Total - 1031 Environmental Grants Pool		806	806	807	806	810	811	813	814	816	817	8,104
Enviroment	2.1	1032	Walkway Maintenance	Operating Costs	1,214	1,275	1,361	1,472	1,543	1,596	1,627	1,600	1,638	1,673	15,032
			Total - 1032 Walkway Maintenance		1,214	1,275	1,361	1,472	1,543	1,596	1,627	1,600	1,638	1,673	15,032
Enviroment	2.1	1033	Weeds & Hazardous Trees Monitoring	Operating Costs	390	1,629	1,040	1,127	1,144	1,167	1,176	1,199	1,234	1,261	11,340
			Total - 1033 Weeds & Hazardous Trees Monitoring		390	1,629	1,040	1,127	1,144	1,167	1,176	1,199	1,234	1,261	11,340
Enviroment	2.1	1034	Animal Pest Management	Operating Costs	1,818	2,105	2,217	2,333	2,405	2,470	2,551	2,609	2,644	2,618	23,089
			Total - 1034 Animal Pest Management		1,818	2,105	2,217	2,333	2,405	2,470	2,551	2,609	2,644	2,618	23,089
Enviroment	2.1	1035	Waterfront Public Space Management	Income	(44)	(46)	(47)	(47)	(47)	(47)	(47)	(47)	(47)	(47)	(479)
			Operating Costs		8,520	8,305	8,396	8,408	8,582	8,902	9,396	9,921	9,991	9,593	95,469
			Total - 1035 Waterfront Public Space Management		8,476	8,259	8,349	8,361	8,535	8,855	9,349	9,874	9,944	9,546	94,990
Enviroment	2.1	1217	P&R Nursery Operations	Income	(44)	(46)	(47)	(47)	(47)	(47)	(47)	(47)	(47)	(47)	(479)
			Operating Costs		294	283	272	361	357	363	341	405	416	426	3,484
			Total - 1217 P&R Nursery Operations		250	237	225	314	310	316	294	358	369	379	3,005
			Total - 2.1 Gardens, beaches and green open spaces		48,787	48,789	52,709	54,061	56,540	57,797	58,204	60,155	61,497	62,535	587,854

Enroement	2.2	1036	Landfill Operations & Maint	Income	(11,904)	(11,688)	(15,827)	(16,063)	(14,942)	(17,869)	(18,946)	(20,079)	(21,267)	(22,529)	(175,111)
				Operating Costs	8,192	10,511	12,586	14,479	15,223	16,118	17,302	18,041	18,994	20,134	161,783
			Total - 1036 Landfill Operations & Maint		(3,711)	(1,168)	(3,241)	(1,593)	(1,719)	(1,751)	(1,643)	(2,078)	(2,382)	(2,494)	(2,328)
Enroement	2.2	1037	Suburban Refuse Collection	Income	(6,536)	(5,161)	(5,706)	(6,394)	(6,866)	(7,361)	(7,732)	(8,154)	(8,642)	(9,132)	(70,247)
				Operating Costs	4,633	4,520	5,073	5,593	5,975	6,406	6,807	7,208	7,664	8,197	61,479
			Total - 1037 Suburban Refuse Collection		(1,903)	(641)	(647)	(891)	(890)	(955)	(975)	(946)	(1,178)	(1,234)	(8,768)
Enroement	2.2	1038	Domestic Recycling	Income	(6,413)	(5,062)	(5,696)	(6,528)	(7,344)	(8,019)	(8,754)	(9,527)	(10,335)	(11,183)	(76,879)
				Operating Costs	7,136	7,484	7,907	8,524	9,018	9,538	10,083	10,674	11,298	11,966	93,610
			Total - 1038 Domestic Recycling		2,723	2,424	2,211	1,995	1,674	1,519	1,329	1,149	987	783	(16,731)
Enroement	2.2	1039	Waste Minimisation	Income	(1,486)	(1,649)	(1,794)	(1,960)	(2,132)	(2,283)	(2,446)	(2,620)	(2,805)	(3,002)	(22,176)
				Operating Costs	2,704	2,894	2,933	3,163	3,230	3,295	3,362	3,463	3,547	3,629	32,201
			Total - 1039 Waste Minimisation		1,218	1,245	1,139	1,193	1,099	1,012	918	834	742	627	(10,025)
Enroement	2.2	1040	Water Enhancement	Operating Costs	99	901	803	712	614	516	417	319	222	124	1,128
			Total - 1040 Water Enhancement		99	901	803	712	614	516	417	319	222	124	1,128
Enroement	2.2	1041	Closed Landfill Gas Migration Monitoring	Operating Costs	712	739	761	790	814	838	861	886	911	937	8,260
			Total - 1041 Closed Landfill Gas Migration Monitoring		712	739	761	790	814	838	861	886	911	937	8,260
Enroement	2.2	1042	EV Charging & Home Energy Audits	Income	0	0	0	0	(176)	(20)	(214)	0	0	0	(60)
				Operating Costs	103	112	117	125	129	128	126	130	134	136	1,240
			Total - 1042 EV Charging & Home Energy Audits		103	112	117	125	109	108	106	130	134	136	1,180
			Total - 2.2 Waste reduction and energy conservation		847	854	449	1,832	1,282	1,087	708	131	(968)	(1,091)	5,218
Enroement	2.3	1043	Water - Meter Reading	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1043 Water - Meter Reading		0	0	0	0	0	0	0	0	0	0	0
Enroement	2.3	1044	Water - Network Maintenance	Operating Costs	8,721	9,239	9,573	10,091	10,363	10,670	10,996	11,336	11,683	12,028	104,695
			Total - 1044 Water - Network Maintenance		8,721	9,239	9,573	10,091	10,363	10,670	10,996	11,336	11,683	12,028	104,695
Enroement	2.3	1045	Water - Water Connections	Income	(61)	(67)	(68)	(50)	(51)	(53)	(54)	(56)	(58)	(59)	(520)
				Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1045 Water - Water Connections		(61)	(67)	(68)	(50)	(51)	(53)	(54)	(56)	(58)	(59)	(520)
Enroement	2.3	1046	Water - Pump Stations Maintenance-Operations	Operating Costs	687	728	754	795	815	840	864	893	920	947	8,244
			Total - 1046 Water - Pump Stations Maintenance-Operations		687	728	754	795	815	840	864	893	920	947	8,244
Enroement	2.3	1047	Water - Asset Stewardship	Operating Costs	25,568	28,417	31,197	33,531	36,091	37,617	39,516	41,583	42,312	40,673	366,602
			Total - 1047 Water - Asset Stewardship		25,568	28,417	31,197	33,531	36,091	37,617	39,516	41,583	42,312	40,673	366,602
Enroement	2.3	1048	Water - Reservoir Dam Maintenance	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1048 Water - Reservoir Dam Maintenance		0	0	0	0	0	0	0	0	0	0	0
Enroement	2.3	1049	Water - Monitoring & Investigation	Operating Costs	807	855	886	935	968	988	1,018	1,049	1,082	1,114	9,693
			Total - 1049 Water - Monitoring & Investigation		807	855	886	935	968	988	1,018	1,049	1,082	1,114	9,693
Enroement	2.3	1050	Water - Asset Management	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1050 Water - Asset Management		0	0	0	0	0	0	0	0	0	0	0
Enroement	2.3	1051	Water - Bulk Water Purchase	Operating Costs	19,666	19,209	19,786	20,379	20,990	21,620	22,268	22,936	23,624	24,333	214,802
			Total - 1051 Water - Bulk Water Purchase		19,666	19,209	19,786	20,379	20,990	21,620	22,268	22,936	23,624	24,333	214,802
			Total - 2.3 Water		55,394	58,491	62,147	65,608	68,157	71,082	74,608	77,741	78,984	78,036	893,418

Environment	2.4	1052	Wastewater - Asset Stewardship	Income	(525)	(590)	(694)	(921)	(949)	(977)	(1,005)	(1,037)	(1,065)	(1,100)	(9,857)
				Operating Costs	18,375	20,955	23,310	25,577	27,349	29,093	30,434	31,893	33,449	35,420	275,453
			Total - 1052 Wastewater - Asset Stewardship		17,589	20,117	22,415	24,255	26,490	28,193	29,427	30,859	32,372	34,320	285,098
Environment	2.4	1053	Wastewater - Trade Waste Monitoring & Investigation	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1053 Wastewater - Trade Waste Monitoring & Investigation		0	0	0	0	0	0	0	0	0	0	0
Environment	2.4	1055	Wastewater - Network Maintenance	Operating Costs	5,407	5,514	6,051	6,382	6,453	6,951	6,854	7,096	7,314	7,590	65,443
			Total - 1055 Wastewater - Network Maintenance		5,407	5,514	6,051	6,382	6,453	6,951	6,854	7,096	7,314	7,590	65,443
Environment	2.4	1057	Wastewater - Asset Management	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1057 Wastewater - Asset Management		0	0	0	0	0	0	0	0	0	0	0
Environment	2.4	1058	Wastewater - Monitoring & Investigation	Operating Costs	853	915	995	1,043	1,094	1,096	1,130	1,165	1,209	1,241	10,734
			Total - 1058 Wastewater - Monitoring & Investigation		853	915	995	1,043	1,094	1,096	1,130	1,165	1,209	1,241	10,734
Environment	2.4	1059	Wastewater - Pump Station Maintenance-Ops	Operating Costs	1,170	1,225	1,328	1,362	1,420	1,463	1,500	1,534	1,603	1,657	14,325
			Total - 1059 Wastewater - Pump Station Maintenance-Ops		1,170	1,225	1,328	1,362	1,420	1,463	1,500	1,534	1,603	1,657	14,325
Environment	2.4	1060	Wastewater - Treatment Plants	Operating Costs	24,120	25,251	27,185	28,320	29,372	30,094	30,696	31,444	32,226	33,024	273,913
			Total - 1060 Wastewater - Treatment Plants		24,120	25,251	27,185	28,320	29,372	30,094	30,696	31,444	32,226	33,024	273,913
Environment	2.4	1062	Sewerage Disposal	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1062 Sewerage Disposal		0	0	0	0	0	0	0	0	0	0	0
Environment	2.4	1219	Sludge Utilization	Operating Costs	0	0	0	0	0	3,445	4,732	4,674	5,020	5,170	23,241
			Total - 1219 Sludge Utilization		0	0	0	0	0	3,445	4,732	4,674	5,020	5,170	23,241
			Total - 2.4 Wastewater		48,127	53,124	57,674	61,579	64,739	68,812	70,577	72,639	74,738	78,672	853,487
Environment	2.5	1063	Stormwater - Asset Stewardship	Operating Costs	22,892	25,290	27,465	29,084	31,095	32,340	33,437	34,800	36,381	38,724	308,289
			Total - 1063 Stormwater - Asset Stewardship		22,892	25,290	27,465	29,084	31,095	32,340	33,437	34,800	36,381	38,724	308,289
Environment	2.5	1064	Stormwater - Network Maintenance	Operating Costs	3,710	3,996	4,140	4,319	4,319	4,451	4,507	4,720	4,874	5,017	44,130
			Total - 1064 Stormwater - Network Maintenance		3,710	3,996	4,140	4,319	4,319	4,451	4,507	4,720	4,874	5,017	44,130
Environment	2.5	1065	Stormwater - Monitoring & Investigation	Income	0	0	0	0	0	0	0	0	0	0	0
			Operating Costs	332	354	370	399	399	399	410	423	436	445	3,945	3,945
			Total - 1065 Stormwater - Monitoring & Investigation		332	354	370	399	399	410	423	436	445	3,945	3,945
Environment	2.5	1066	Stormwater - Asset Management	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1066 Stormwater - Asset Management		0	0	0	0	0	0	0	0	0	0	0
Environment	2.5	1067	Stormwater - Drainage Maintenance	Income	(162)	(165)	(174)	(179)	(185)	(190)	(196)	(202)	(205)	(214)	(1,670)
			Operating Costs	1,401	1,444	1,453	1,571	1,610	1,667	1,717	1,770	1,824	1,876	1,876	16,371
			Total - 1067 Stormwater - Drainage Maintenance		1,239	1,279	1,279	1,392	1,425	1,477	1,574	1,622	1,619	1,662	14,701
Environment	2.5	1068	Stormwater - Pump Station Maintenance-Ops	Operating Costs	124	133	139	145	145	149	154	155	163	165	1,479
			Total - 1068 Stormwater - Pump Station Maintenance-Ops		124	133	139	145	145	149	154	155	163	165	1,479
			Total - 2.5 Stormwater		22,892	31,078	33,423	35,379	37,542	38,915	40,106	41,277	42,489	44,020	372,337
Environment	2.6	1069	Zealandia	Operating Costs	1,903	1,992	1,764	1,796	1,810	1,837	1,896	1,937	1,977	2,006	15,621
			Total - 1069 Zealandia		1,903	1,992	1,764	1,796	1,810	1,837	1,896	1,937	1,977	2,006	15,621
Environment	2.6	1070	Wellington Zoo Trust	Operating Costs	5,801	6,136	6,399	6,357	6,714	7,125	7,499	7,643	7,714	7,820	69,462
			Total - 1070 Wellington Zoo Trust		5,801	6,136	6,399	6,357	6,714	7,125	7,499	7,643	7,714	7,820	69,462
			Operating Costs	##REF	##REF	##REF	##REF	##REF	##REF	##REF	##REF	##REF	##REF	##REF	##REF
			Total - 1071 Marine Conservation Centre		0	0	0	0	0	0	0	0	0	0	0
			Total - 2.6 Conservation attractions		7,704	7,740	8,163	8,332	8,524	8,962	9,395	9,692	9,826	9,832	82,093
			Total - 2 Environment		187,873	198,804	212,865	228,823	237,392	247,485	254,333	261,872	268,382	273,544	2,389,589

Strategy	Activity Group	Activity	Activity Description		2021/22 Budget \$000's	2022/23 Budget \$000's	2023/24 Budget \$000's	2024/25 Budget \$000's	2025/26 Budget \$000's	2026/27 Budget \$000's	2027/28 Budget \$000's	2028/29 Budget \$000's	2029/30 Budget \$000's	2030/31 Budget \$000's	TOTAL \$000's
Economic Develop	3.1	1073	Wellington NZ Tourism	Operating Costs	6,066	6,210	6,378	6,560	6,695	6,855	7,027	7,167	7,311	7,457	67,705
			Total - 1073 Wellington NZ Tourism		6,066	6,210	6,378	6,560	6,695	6,855	7,027	7,167	7,311	7,457	67,705
Economic Develop	3.1	1074	Events Fund	Operating Costs	5,143	5,265	5,407	5,564	5,676	5,812	5,957	6,076	6,195	6,322	57,399
			Total - 1074 Events Fund		5,143	5,265	5,407	5,564	5,676	5,812	5,957	6,076	6,195	6,322	57,399
Economic Develop	3.1	1075	Wellington Venues	Income	(6,126)	(10,723)	(13,039)	(13,300)	(13,966)	(13,337)	(14,114)	(14,396)	(14,684)	(14,973)	(130,962)
			Operating Costs		13,624	15,277	17,960	19,917	19,979	20,536	21,116	21,585	22,161	22,287	194,641
			Total - 1075 Wellington Venues		5,497	4,554	4,922	6,617	6,414	6,899	7,002	7,189	7,477	7,389	63,879
Economic Develop	3.1	1076	Destination Wellington	Operating Costs	1,912	1,958	2,011	2,062	2,111	2,161	2,215	2,260	2,305	2,351	21,346
			Total - 1076 Destination Wellington		1,912	1,958	2,011	2,062	2,111	2,161	2,215	2,260	2,305	2,351	21,346
Economic Develop	3.1	1077	CBD Free Will	Operating Costs	201	30	31	32	34	35	37	37	37	39	613
			Total - 1077 CBD Free Will		201	30	31	32	34	35	37	37	37	39	613
Economic Develop	3.1	1078	Wellington Convention & Exhibition Centre (WCEC)	Income	0	56	(12,854)	(16,197)	(21,008)	(26,415)	(28,748)	(31,096)	(32,665)	(33,667)	(201,957)
			Operating Costs		3,794	5,069	18,324	24,671	28,723	32,621	34,414	36,239	37,663	38,671	260,288
			Total - 1078 Wellington Convention & Exhibition Centre (WCEC)		3,794	5,125	6,180	8,474	7,715	6,106	5,668	5,182	4,997	5,014	58,432
Economic Develop	3.1	1081	Economic Growth Strategy	Operating Costs	939	956	972	1,058	1,082	1,096	1,111	1,139	1,169	1,196	10,717
			Total - 1081 Economic Growth Strategy		939	956	972	1,058	1,082	1,096	1,111	1,139	1,169	1,196	10,717
Economic Develop	3.1	1082	City Growth Fund	Operating Costs	2,041	2,089	2,144	2,200	2,262	2,316	2,372	2,420	2,469	2,519	22,842
			Total - 1082 City Growth Fund		2,041	2,089	2,144	2,200	2,262	2,316	2,372	2,420	2,469	2,519	22,842
			Operating Costs		REF	REF	REF	REF	REF	REF	REF	REF	REF	REF	REF
			Total - 1083 Airport Seawalls		0	0	0	0	0	0	0	0	0	0	0
Economic Develop	3.1	1086	Bay Stadium	Operating Costs	0	0	2,330	0	0	0	0	0	0	0	2,330
			Total - 1086 Bay Stadium		0	0	2,330	0	0	0	0	0	0	0	2,330
Economic Develop	3.1	1087	International Relations	Operating Costs	776	790	803	863	882	895	907	923	945	965	8,749
			Total - 1087 International Relations		776	790	803	863	882	895	907	923	945	965	8,749
Economic Develop	3.1	1089	Business Improvement Districts	Operating Costs	420	420	420	420	420	420	420	420	420	420	4,200
			Total - 1089 Business Improvement Districts		420	420	420	420	420	420	420	420	420	420	4,200
			Total - 3.1 City Programs and Business Support		26,889	27,394	31,578	33,820	33,290	32,395	32,713	32,814	33,329	33,991	317,911
			Total - 3 Economic Development		26,889	27,394	31,578	33,820	33,290	32,395	32,713	32,814	33,329	33,991	317,911

Strategy	Activity Group	Activity	Activity Description		2021/22 Budget \$000's	2022/23 Budget \$000's	2023/24 Budget \$000's	2024/25 Budget \$000's	2025/26 Budget \$000's	2026/27 Budget \$000's	2027/28 Budget \$000's	2028/29 Budget \$000's	2029/30 Budget \$000's	2030/31 Budget \$000's	TOTAL \$000's
Cultural Wellbeing	4.1	1090	Wellington Museums Trust	Operating Costs	9,804	10,095	10,329	10,359	10,534	11,414	11,899	12,116	12,369	12,620	112,133
			Total - 1090 Wellington Museums Trust		6,884	10,094	10,328	10,358	10,533	11,413	11,898	12,115	12,368	12,619	112,133
Cultural Wellbeing	4.1	1092	Ta 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 Ta 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	909	910	906	955	991	995	1,012	1,032	1,052	1,074	9,715
			Total - 1093 Carter Observatory		889	819	838	885	891	895	1,012	1,032	1,052	1,074	8,715
Cultural Wellbeing	4.1	1095	City Events Programme	Income	(104)	(134)	(140)	(147)	(154)	(161)	(169)	(176)	(183)	(191)	(3,300)
			Operating Costs		4,305	3,896	4,499	4,354	4,503	4,395	4,957	4,762	4,950	4,999	45,390
			Total - 1095 City Events Programme		4,201	3,762	4,359	4,207	4,349	4,234	4,788	4,586	4,767	4,808	41,879
Cultural Wellbeing	4.1	1097	Citizens Day - Mayoral Day	Operating Costs	24	25	25	26	26	27	27	28	28	29	289
			Total - 1097 Citizens Day - Mayoral Day		24	25	25	26	26	27	27	28	28	29	289
Cultural Wellbeing	4.1	1098	Cultural Grants Pool	Operating Costs	1,265	1,255	1,316	1,383	1,374	1,405	1,436	1,467	1,499	1,532	13,922
			Total - 1098 Cultural Grants Pool		1,265	1,255	1,316	1,383	1,374	1,405	1,436	1,467	1,499	1,532	13,922
Cultural Wellbeing	4.1	1099	Subsidised Venue Hire For Community Groups	Operating Costs	200	776	767	820	832	834	892	791	757	743	7,345
			Total - 1099 Subsidised Venue Hire For Community Groups		200	776	767	820	832	834	892	791	757	743	7,345
Cultural Wellbeing	4.1	1100	City Arts Programme	Income	(71)	(71)	(62)	(67)	(95)	(100)	(107)	(109)	(111)	(113)	(600)
			Operating Costs		927	997	1,015	967	976	991	1,006	1,025	1,047	1,067	10,010
			Total - 1100 City Arts Programme		856	926	953	899	881	891	899	916	936	954	9,410
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	Ta Pōneke Arts Centre	Income	(572)	(594)	(616)	(637)	(664)	(693)	(714)	(736)	(758)	(779)	(6,762)
			Operating Costs		1,890	1,991	2,041	2,086	2,307	2,638	2,693	2,134	2,193	2,363	21,276
			Total - 1102 Ta Pōneke Arts Centre		1,318	1,397	1,425	1,449	1,643	1,943	1,979	1,398	1,435	1,605	14,514
Cultural Wellbeing	4.1	1103	Public Art Fund	Operating Costs	349	354	361	365	390	604	609	615	626	637	5,946
			Total - 1103 Public Art Fund		349	354	361	365	390	604	609	615	626	637	5,946
Cultural Wellbeing	4.1	1104	New Zealand Ballet	Operating Costs	161	164	163	165	166	162	169	171	172	174	1,674
			Total - 1104 New Zealand Ballet		161	164	163	165	166	162	169	171	172	174	1,674
Cultural Wellbeing	4.1	1105	Orchestra Wellington	Operating Costs	295	304	311	315	325	332	339	347	354	362	3,291
			Total - 1105 Orchestra Wellington		295	304	311	315	325	332	339	347	354	362	3,291
Cultural Wellbeing	4.1	1106	Regional Amateurs Fund	Operating Costs	609	609	609	609	609	609	609	609	609	609	6,090
			Total - 1106 Regional Amateurs Fund		609	609	609	609	609	609	609	609	609	609	6,090
Cultural Wellbeing	4.1	1207	Capital of Culture	Operating Costs	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	10,651
			Total - 1207 Capital of Culture		1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	1,065	10,651
Cultural Wellbeing	4.1	1214	UNESCO Strategic City of Film	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1214 UNESCO Strategic City of Film		0	0	0	0	0	0	0	0	0	0	0
			Total - 4.1 Arts and cultural activities		21,607	24,097	25,054	25,411	25,983	26,317	26,679	27,411	27,849	28,455	281,247
			Total - 4 Cultural Wellbeing		21,607	24,097	25,054	25,411	25,983	26,317	26,679	27,411	27,849	28,455	281,247

Energy	Activity Group	Activity	Activity Description		2021/22 Budget \$000's	2022/23 Budget \$000's	2023/24 Budget \$000's	2024/25 Budget \$000's	2025/26 Budget \$000's	2026/27 Budget \$000's	2027/28 Budget \$000's	2028/29 Budget \$000's	2029/30 Budget \$000's	2030/31 Budget \$000's	TOTAL \$000's
Social and Recreational	5.1	1107	Swimming Pools Operations	Income	(7,736)	(7,634)	(8,949)	(8,787)	(8,597)	(9,058)	(9,034)	(9,750)	(10,087)	(9,774)	(89,008)
				Operating Costs	25,930	26,504	26,873	28,849	29,611	29,959	30,669	31,484	32,241	33,103	299,324
Total - 1107 Swimming Pools Operations					18,193	18,870	18,924	20,062	21,014	20,901	21,635	21,734	22,154	23,329	208,216
Social and Recreational	5.1	1108	Natural Turf Sport Operations	Income	(356)	(365)	(376)	(389)	(401)	(415)	(432)	(446)	(463)	(481)	(4,104)
				Operating Costs	3,733	4,066	4,360	4,784	5,054	5,151	6,013	6,462	6,731	7,069	53,412
Total - 1108 Natural Turf Sport Operations					3,377	3,701	3,984	4,395	4,653	4,736	5,581	6,008	6,272	6,589	49,308
Social and Recreational	5.1	1109	Synthetic Turf Sport Operations	Income	(836)	(872)	(893)	(913)	(934)	(959)	(978)	(1,001)	(1,026)	(1,051)	(7,514)
				Operating Costs	1,476	1,651	1,722	1,774	1,849	1,900	1,994	2,072	2,100	2,124	18,752
Total - 1109 Synthetic Turf Sport Operations					599	779	829	861	915	941	1,016	1,071	1,074	1,073	11,238
Social and Recreational	5.1	1110	Recreation Centres	Income	(926)	(954)	(982)	(1,002)	(1,032)	(1,053)	(1,084)	(1,117)	(1,150)	(1,173)	(10,473)
				Operating Costs	3,741	3,845	3,901	4,209	4,446	4,513	4,596	4,665	4,771	4,881	43,558
Total - 1110 Recreation Centres					2,815	2,891	2,919	3,207	3,414	3,460	3,512	3,548	3,621	3,708	33,085
Social and Recreational	5.1	1111	ASB Sports Centre	Income	(1,742)	(1,804)	(1,866)	(1,895)	(1,952)	(1,991)	(2,051)	(2,113)	(2,176)	(2,220)	(19,812)
				Operating Costs	6,753	6,965	6,913	7,300	7,319	7,422	7,736	7,749	8,163	8,159	74,544
Total - 1111 ASB Sports Centre					5,011	5,161	5,047	5,405	5,367	5,431	5,685	5,636	5,987	5,939	54,732
Social and Recreational	5.1	1112	Basin Reserve Trust	Income	2,236	2,476	2,506	2,611	2,725	2,833	2,920	3,018	3,093	3,080	27,497
				Operating Costs	2,228	2,478	2,508	2,611	2,723	2,833	2,920	3,018	3,093	3,080	27,497
Total - 1112 Basin Reserve Trust					47	47	47	47	47	47	47	47	47	47	470
Social and Recreational	5.1	1113	Recreational NZ Academy Sport	Income	47	47	47	47	47	47	47	47	47	47	470
				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	470	
Social and Recreational	5.1	1114	Playground and Skate Facility Maintenance	Income	1,035	1,368	1,765	1,967	2,106	2,279	2,435	2,536	2,654	2,790	20,927
				Operating Costs	1,035	1,368	1,765	1,967	2,106	2,279	2,435	2,536	2,654	2,790	20,927
Total - 1114 Playground and Skate Facility Maintenance					1,035	1,368	1,765	1,967	2,106	2,279	2,435	2,536	2,654	2,790	20,927
Social and Recreational	5.1	1115	Marina Operations	Income	(896)	(926)	(948)	(971)	(996)	(1,022)	(1,049)	(1,076)	(1,103)	(1,130)	(7,967)
				Operating Costs	770	834	893	951	970	1,020	1,067	1,109	1,154	1,200	9,969
Total - 1115 Marina Operations					74	108	145	180	184	218	241	250	278	308	2,002
Social and Recreational	5.1	1116	Municipal Golf Course	Income	(74)	(74)	(74)	(80)	(82)	(84)	(86)	(88)	(91)	(93)	(832)
				Operating Costs	251	256	260	271	282	286	293	301	310	316	2,832
Total - 1116 Municipal Golf Course					177	182	186	191	200	202	207	212	219	223	1,999
Social and Recreational	5.1	1117	Recreation Programmes	Income	(77)	(79)	(82)	(82)	(82)	(82)	(82)	(82)	(82)	(82)	(772)
				Operating Costs	565	564	573	574	584	591	598	605	617	626	5,891
Total - 1117 Recreation Programmes					488	485	491	492	502	509	516	520	529	538	5,119
Total - 5.1 Recreation Promotion and Support					34,374	35,278	36,441	38,749	41,387	41,822	44,048	44,847	46,185	47,884	412,997

Social and Recre	5.2	1118	Library Network - Wide Operation	Income	(208)	(242)	(248)	(894)	(509)	(519)	(536)	(551)	(567)	(579)	(4,392)
				Operating Costs	15,055	15,590	16,363	16,882	17,629	17,840	21,795	23,873	24,170	24,076	193,024
			Total - 1118 Library Network - Wide Operation		14,847	15,348	16,115	16,976	17,120	17,321	21,259	23,322	23,637	23,500	188,632
Social and Recre	5.2	1119	Branch Libraries	Income	(534)	(551)	(569)	(873)	(678)	(693)	(715)	(739)	(764)	(784)	(6,644)
				Operating Costs	9,673	10,012	10,381	11,093	11,405	11,435	11,448	11,730	11,914	12,034	111,124
			Total - 1119 Branch Libraries		9,139	9,461	9,812	10,220	10,727	10,742	10,733	10,992	11,152	11,250	104,480
Social and Recre	5.2	1120	Passport to Leisure Programme	Operating Costs	115	121	123	134	137	138	140	143	146	149	1,349
			Total - 1120 Passport to Leisure Programme		115	121	123	134	137	138	140	143	146	149	1,349
Social and Recre	5.2	1121	Community Advice & Information	Operating Costs	2,243	1,953	2,032	2,203	2,275	2,309	2,214	2,251	2,303	2,362	22,186
			Total - 1121 Community Advice & Information		2,243	1,953	2,032	2,203	2,275	2,309	2,214	2,251	2,303	2,362	22,186
Social and Recre	5.2	1122	Community Group Relationship Management	Operating Costs	176	175	177	188	192	195	199	202	207	210	1,921
			Total - 1122 Community Group Relationship Management		176	175	177	188	192	195	199	202	207	210	1,921
Social and Recre	5.2	1123	Support for Wellington Homeless	Operating Costs	220	224	229	234	240	245	250	256	261	267	2,427
			Total - 1123 Support for Wellington Homeless		220	224	229	234	240	245	250	256	261	267	2,427
Social and Recre	5.2	1124	Social & Recreational Grant Pool	Operating Costs	4,120	4,185	4,249	4,312	4,376	4,442	4,509	4,577	4,647	4,719	44,149
			Total - 1124 Social & Recreational Grant Pool		4,120	4,185	4,249	4,312	4,376	4,442	4,509	4,577	4,647	4,719	44,149
Social and Recre	5.2	1125	Housing Operations and Maintenance	Income	(27,113)	(27,363)	(28,094)	(28,666)	(29,203)	(30,317)	(31,312)	(32,202)	(33,076)	(33,969)	(301,378)
				Operating Costs	34,361	37,615	41,386	46,908	52,490	57,756	64,120	70,955	77,853	82,915	665,954
			Total - 1125 Housing Operations and Maintenance		7,248	10,252	13,292	18,242	23,287	27,339	32,808	38,753	44,779	48,946	264,576
Social and Recre	5.2	1126	Housing Upgrade Project	Operating Costs	0	1	1	1	1	1	1	1	1	1	7
			Total - 1126 Housing Upgrade Project		0	1	1	1	1	1	1	1	1	1	7
Social and Recre	5.2	1127	Community Property Programmed Maintenance	Income	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(62)
				Operating Costs	640	673	799	811	905	945	992	1,032	1,065	1,094	8,917
			Total - 1127 Community Property Programmed Maintenance		634	667	793	805	899	939	986	1,038	1,071	1,088	8,855
Social and Recre	5.2	1128	Community Halls Operations and Maintenance	Income	(84)	(84)	(87)	(85)	(49)	(50)	(52)	(53)	(55)	(56)	(502)
				Operating Costs	847	858	896	962	1,012	1,030	1,044	1,064	1,074	1,066	9,641
			Total - 1128 Community Halls Operations and Maintenance		763	774	809	877	963	980	992	1,017	1,029	1,021	9,139
Social and Recre	5.2	1129	Community Prop & Facility Ops	Income	(279)	(204)	(317)	(323)	(333)	(340)	(360)	(360)	(371)	(376)	(3,376)
				Operating Costs	3,343	3,780	4,004	3,465	3,649	3,600	3,184	3,215	3,261	3,273	34,689
			Total - 1129 Community Prop & Facility Ops		3,064	3,576	3,687	3,142	3,316	3,260	2,824	2,855	2,890	2,897	31,313
Social and Recre	5.2	1130	Rest Grants For Community Welfare Groups	Operating Costs	232	232	232	232	232	232	232	232	232	232	2,320
			Total - 1130 Rest Grants For Community Welfare Groups		232	232	232	232	232	232	232	232	232	232	2,320
Social and Recre	5.2	1208	CBD Library Services Network	Income	(96)	(87)	(84)	(276)	(274)	(266)	(243)	(234)	(227)	(220)	(1,889)
				Operating Costs	4,769	5,433	5,671	4,879	4,181	3,593	2,959	3,024	3,097	3,150	39,955
			Total - 1208 CBD Library Services Network		4,673	5,346	5,587	4,603	3,907	3,327	2,716	2,791	2,870	2,930	38,066
			Total - 5.2 Community participation and support		47,987	52,354	57,205	65,424	67,583	71,547	78,624	86,407	95,164	99,827	719,685

Social and Recreational	5.3	1131	Burial & Cremation Operations	Income	(1,048)	(1,100)	(1,113)	(1,157)	(1,192)	(1,216)	(1,253)	(1,297)	(1,336)	(1,363)	(12,115)
				Operating Costs	2,079	2,151	2,274	2,523	2,665	2,891	3,067	3,134	3,255	3,374	27,404
			Total - 1131 Burial & Cremation Operations		1,031	1,051	1,161	1,366	1,473	1,675	1,815	1,837	1,917	2,011	15,289
Social and Recreational	5.3	1132	Public Toilet Cleaning And Maintenance	Operating Costs	3,394	4,271	4,476	4,861	4,936	5,015	5,133	5,209	5,379	5,512	48,795
			Total - 1132 Public Toilet Cleaning And Maintenance		3,394	4,271	4,476	4,861	4,936	5,015	5,133	5,209	5,379	5,512	48,795
Social and Recreational	5.3	1133	Public Health (Pools & Alcohol Premises, Dog Registration)	Income	(3,775)	(3,878)	(3,954)	(4,034)	(4,116)	(4,197)	(4,281)	(4,367)	(4,454)	(4,543)	(41,601)
				Operating Costs	5,802	5,996	6,080	6,147	6,745	6,820	6,935	7,089	7,207	7,365	66,595
			Total - 1133 Public Health (Pools & Alcohol Premises, Dog Registration)		2,027	2,118	2,126	2,113	2,629	2,625	2,654	2,722	2,753	2,822	24,993
Social and Recreational	5.3	1134	Issue Monitoring	Income	(2)	(2)	(2)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(26)
				Operating Costs	722	739	754	796	814	830	845	862	880	898	8,139
			Total - 1134 Issue Monitoring		720	737	752	793	811	827	842	859	877	895	8,113
Social and Recreational	5.3	1135	Anti-Crime Flying Squad	Operating Costs	1,409	1,415	1,446	1,564	1,591	1,615	1,637	1,664	1,700	1,734	15,767
			Total - 1135 Anti-Crime Flying Squad		1,409	1,415	1,446	1,564	1,591	1,615	1,637	1,664	1,700	1,734	15,767
Social and Recreational	5.3	1136	Safe City Project Operations	Operating Costs	2,107	2,093	2,091	2,371	2,452	2,495	2,526	2,575	2,634	2,698	24,046
			Total - 1136 Safe City Project Operations		2,107	2,093	2,091	2,371	2,452	2,495	2,526	2,575	2,634	2,698	24,046
Social and Recreational	5.3	1137	Civil Defence	Income	(194)	(194)	(175)	(175)	(176)	(176)	(176)	(177)	(177)	(177)	(156)
				Operating Costs	2,259	2,271	2,328	2,479	2,537	2,592	2,643	2,693	2,752	2,807	25,361
			Total - 1137 Civil Defence		2,065	2,077	2,153	2,304	2,361	2,416	2,467	2,516	2,575	2,624	25,205
Social and Recreational	5.3	1138	Rural Fire	Operating Costs	39	40	40	42	47	48	49	50	51	52	456
			Total - 1138 Rural Fire		39	40	40	42	47	48	49	50	51	52	456
			Total - 5.3 Public Health and safety		13,964	13,959	14,387	15,959	16,449	16,895	17,282	17,592	18,047	18,517	162,898
Total - 5 Social and Recreation					95,404	102,559	108,029	116,149	125,419	130,251	141,182	150,630	158,391	166,025	1,295,317

Strategy	Activity Group	Activity	Activity Description		2021/22 Budget \$000's	2022/23 Budget \$000's	2023/24 Budget \$000's	2024/25 Budget \$000's	2025/26 Budget \$000's	2026/27 Budget \$000's	2027/28 Budget \$000's	2028/29 Budget \$000's	2029/30 Budget \$000's	2030/31 Budget \$000's	TOTAL \$000's
Urban Development	6.1	1139	District Plan	Income	0	0	0	0	0	0	0	0	0	(31)	(62)
				Operating Costs	5,989	6,610	5,818	4,130	4,121	3,728	3,519	3,276	3,298	3,369	43,868
			Total - 1139 District Plan		5,989	6,610	5,818	4,130	4,121	3,728	3,519	3,276	3,298	3,338	43,796
Urban Development	6.1	1141	Build Wellington Developments	Operating Costs	2,206	1,973	1,801	2,538	2,337	2,383	2,431	2,492	2,556	2,617	23,337
			Total - 1141 Build Wellington Developments		2,206	1,973	1,801	2,538	2,337	2,383	2,431	2,492	2,556	2,617	23,337
Urban Development	6.1	1142	Public Art and Sculpture Maintenance	Operating Costs	401	414	434	463	478	491	496	513	525	540	4,754
			Total - 1142 Public Art and Sculpture Maintenance		401	414	434	463	478	491	496	513	525	540	4,754
Urban Development	6.1	1143	Public Space-Centre Development Plan	Operating Costs	3,071	3,054	3,172	3,013	2,640	2,836	3,046	3,117	3,205	3,276	30,491
			Total - 1143 Public Space-Centre Development Plan		3,071	3,054	3,172	3,013	2,640	2,836	3,046	3,117	3,205	3,276	30,491
Urban Development	6.1	1145	City Heritage Development	Operating Costs	1,240	1,255	1,173	1,263	1,209	1,270	1,280	1,300	1,322	1,342	12,691
			Total - 1145 City Heritage Development		1,240	1,255	1,173	1,263	1,209	1,270	1,280	1,300	1,322	1,342	12,691
Urban Development	6.1	1206	Housing Investment Programme	Income	(2,594)	(5,812)	(5,991)	(5,767)	(5,943)	(9,121)	(9,304)	(9,490)	(9,680)	(9,873)	(82,179)
				Operating Costs	3,853	7,104	9,334	10,285	10,649	10,918	11,196	11,499	11,814	12,134	99,389
			Total - 1206 Housing Investment Programme		1,259	1,292	3,343	4,518	4,706	1,797	1,892	2,009	2,134	2,261	17,210
Urban Development	6.1	1215	Tē ngakau Programme	Operating Costs	760	11,531	0	0	0	0	0	0	0	0	0
			Total - 1215 Tē ngakau Programme		760	11,531	0	0	0	0	0	0	0	0	12,291
			Total - 6.1 Urban development, heritage and public spaces development		14,804	28,132	13,738	12,907	12,987	12,895	12,864	12,787	12,912	13,373	144,981
Urban Development	6.2	1146	Building Control and Facilitation	Income	(13,344)	(14,132)	(14,213)	(14,360)	(14,577)	(14,868)	(15,239)	(15,469)	(15,778)	(16,172)	(148,152)
				Operating Costs	18,975	19,333	19,660	21,293	21,790	22,126	22,435	22,877	23,424	23,951	216,872
			Total - 1146 Building Control and Facilitation		5,631	5,201	5,447	6,933	7,214	7,287	7,196	7,408	7,646	7,779	87,720
Urban Development	6.2	1147	Weatheright Homes	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1147 Weatheright Homes		0	0	0	0	0	0	0	0	0	0	0
Urban Development	6.2	1148	Development Control and Facilitation	Income	(6,473)	(6,541)	(6,574)	(6,606)	(6,703)	(6,801)	(6,902)	(6,996)	(7,094)	(7,196)	(47,618)
				Operating Costs	8,340	8,540	8,702	9,405	9,641	9,814	9,972	10,172	10,430	10,683	95,708
			Total - 1148 Development Control and Facilitation		1,867	1,999	2,128	2,799	2,938	3,113	3,070	3,176	3,336	3,487	48,090
Urban Development	6.2	1149	Earthquake Assessment Study	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1149 Earthquake Assessment Study		0	0	0	0	0	0	0	0	0	0	0
Urban Development	6.2	1151	Earthquake Risk Building Project	Income	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(4)	(4)	(13)
				Operating Costs	4,661	1,472	1,497	1,630	1,644	1,667	1,690	1,728	1,772	1,811	19,562
			Total - 1151 Earthquake Risk Building Project		4,658	1,469	1,494	1,627	1,641	1,664	1,687	1,725	1,768	1,807	19,549
			Total - 6.2 Building and development control		14,184	10,669	11,077	13,738	13,793	13,974	13,992	14,799	14,642	15,194	135,730
			Total - 6 Urban Development		28,988	38,801	24,815	26,645	26,780	26,869	26,856	27,586	27,554	28,567	278,690

Energy	Activity Group	Activity	Activity Description		2021/22 Budget \$000's	2022/23 Budget \$000's	2023/24 Budget \$000's	2024/25 Budget \$000's	2025/26 Budget \$000's	2026/27 Budget \$000's	2027/28 Budget \$000's	2028/29 Budget \$000's	2029/30 Budget \$000's	2030/31 Budget \$000's	TOTAL \$000's
Transport	7.1	1152	Ngauranga to Airport Corridor	Operating Costs	7,431	12,792	11,962	4,396	3,990	4,068	554	565	580	593	46,562
			Total - 1152 Ngauranga to Airport Corridor		7,431	12,792	11,962	4,396	3,990	4,068	554	565	580	593	46,562
Transport	7.1	1153	Transport Planning and Policy	Income	(239)	(276)	(282)	(289)	(295)	(302)	(309)	(317)	(323)	(330)	(2,962)
			Operating Costs		1,051	1,182	1,196	1,307	1,338	1,370	1,402	1,444	1,484	1,521	13,296
			Total - 1153 Transport Planning and Policy		813	906	914	1,018	1,043	1,068	1,094	1,127	1,161	1,191	10,334
Transport	7.1	1154	Road Maintenance	Income	(995)	(1,015)	(1,047)	(1,053)	(1,095)	(1,118)	(1,152)	(1,187)	(1,222)	(1,259)	(11,123)
			Operating Costs		2,465	2,725	2,798	2,872	2,960	3,050	3,142	3,237	3,334	3,432	30,217
			Total - 1154 Road Maintenance		1,470	1,710	1,751	1,819	1,865	1,932	1,990	2,050	2,112	2,173	19,094
Transport	7.1	1155	Tawa Shared Driveways Maintenance	Operating Costs	25	26	27	28	29	30	31	32	33	34	295
			Total - 1155 Tawa Shared Driveways Maintenance		25	26	27	28	29	30	31	32	33	34	295
Transport	7.1	1156	Wall, Bridge & Tunnel Maintenance	Income	(194)	(197)	(111)	(114)	(118)	(121)	(125)	(128)	(132)	(136)	(1,196)
			Operating Costs		366	374	383	407	418	430	443	456	470	483	4,230
			Total - 1156 Wall, Bridge & Tunnel Maintenance		172	177	272	293	300	309	318	328	338	347	3,034
Transport	7.1	1157	Drains & Walls Asset Management	Income	(152)	(157)	(162)	(167)	(172)	(177)	(182)	(188)	(193)	(199)	(1,749)
			Operating Costs		8,066	9,183	10,299	11,362	11,523	12,547	13,033	13,564	14,073	14,631	117,361
			Total - 1157 Drains & Walls Asset Management		7,914	9,026	10,137	11,195	11,351	12,370	12,851	13,382	13,876	14,430	115,612
Transport	7.1	1158	Kerb & Channel Maintenance	Income	(360)	(361)	(372)	(384)	(396)	(408)	(420)	(433)	(446)	(459)	(4,027)
			Operating Costs		889	909	934	960	1,019	1,050	1,082	1,115	1,149	1,182	10,316
			Total - 1158 Kerb & Channel Maintenance		529	548	562	576	623	642	662	682	702	723	6,289
Transport	7.1	1159	Vehicle Network Asset Management	Income	(304)	(306)	(312)	(318)	(324)	(330)	(336)	(342)	(348)	(354)	(3,360)
			Operating Costs		26,139	32,384	37,861	42,997	48,738	53,765	59,377	64,722	69,954	75,076	493,676
			Total - 1159 Vehicle Network Asset Management		25,835	32,078	37,549	42,679	48,414	53,435	58,941	64,384	69,610	74,722	490,316
Transport	7.1	1160	Port and Ferry Access Planning	Operating Costs	72	76	80	86	91	96	101	104	108	111	924
			Total - 1160 Port and Ferry Access Planning		72	76	80	86	91	96	101	104	108	111	924
Transport	7.1	1161	Cycleways Maintenance	Income	(85)	(74)	(95)	(94)	(92)	(95)	(99)	(101)	(104)	(107)	(921)
			Operating Costs		169	181	221	256	231	238	245	253	261	268	2,303
			Total - 1161 Cycleways Maintenance		84	107	126	162	139	143	146	152	157	162	1,382
Transport	7.1	1162	Cycleway Asset Management	Income	(8)	(5)	(7)	(7)	(7)	(7)	(7)	(8)	(8)	(8)	(71)
			Operating Costs		1,101	4,042	7,216	12,478	15,952	18,712	21,639	24,771	27,703	30,615	164,259
			Total - 1162 Cycleway Asset Management		1,093	4,037	7,209	12,471	15,945	18,705	21,632	24,763	27,695	30,607	164,188
Transport	7.1	1163	Cycleways Planning	Income	(279)	(267)	(275)	(228)	(276)	(242)	(249)	(256)	(264)	(272)	(2,547)
			Operating Costs		3,433	577	593	627	646	663	681	701	722	743	9,336
			Total - 1163 Cycleways Planning		3,154	310	318	399	370	421	432	445	458	471	6,789
Transport	7.1	1164	Lambton Quay Interchange Maintenance	Income	(447)	(461)	(476)	(479)	(489)	(498)	(508)	(519)	(529)	(540)	(4,939)
			Operating Costs		817	847	870	911	937	968	993	1,004	1,018	1,035	9,325
			Total - 1164 Lambton Quay Interchange Maintenance		370	387	394	432	449	469	485	485	489	495	4,386
Transport	7.1	1165	Street Furniture Advertising	Income	(1,309)	(1,349)	(1,376)	(1,403)	(1,431)	(1,460)	(1,489)	(1,519)	(1,549)	(1,580)	(14,464)
			Operating Costs		3	3	3	3	3	3	3	3	3	4	32
			Total - 1165 Street Furniture Advertising		(1,306)	(1,346)	(1,373)	(1,400)	(1,428)	(1,457)	(1,486)	(1,516)	(1,546)	(1,576)	(14,432)
Transport	7.1	1166	Passenger Transport Asset Management	Income	(2)	(2)	(2)	(2)	(3)	(3)	(3)	(3)	(3)	(3)	(26)
			Operating Costs		879	953	1,123	1,362	1,246	1,345	1,432	1,538	1,644	1,741	13,076
			Total - 1166 Passenger Transport Asset Management		877	951	1,121	1,360	1,243	1,342	1,429	1,535	1,641	1,738	13,050
Transport	7.1	1167	Bus Priority Plan	Operating Costs	107	131	133	145	148	149	151	155	159	162	1,439
			Total - 1167 Bus Priority Plan		107	131	133	145	148	149	151	155	159	162	1,439
Transport	7.1	1168	Cable Car	Income	(7)	(1,760)	(643)	(874)	(223)	(114)	0	0	0	0	(3,689)
			Operating Costs		161	3,366	1,217	1,637	418	218	19	19	19	19	7,072
			Total - 1168 Cable Car		154	1,606	574	763	195	104	19	19	19	19	3,383
Transport	7.1	1170	Street Furniture Maintenance	Income	(24)	(24)	(25)	(26)	(27)	(27)	(28)	(29)	(30)	(31)	(271)
			Operating Costs		318	326	334	365	366	377	389	400	412	424	3,701
			Total - 1170 Street Furniture Maintenance		294	302	309	339	339	350	367	371	382	395	3,430
Transport	7.1	1171	Footpaths Asset Management	Income	(75)	(80)	(83)	(86)	(89)	(91)	(94)	(96)	(99)	(102)	(897)
			Operating Costs		5,959	6,606	7,345	8,280	9,264	10,247	11,120	12,001	12,894	13,785	97,782

Transport	7.1	1172	Footpaths & Accessway Maintenance	Income	(362)	(394)	(404)	(419)	(431)	(446)	(463)	(472)	(486)	(501)	(4,393)
				Operating Costs	994	1,017	1,046	1,105	1,119	1,174	1,210	1,246	1,284	1,322	11,538
			Total - 1172 Footpaths & Accessway Maintenance		632	624	642	687	788	728	751	773	798	821	7,145
Transport	7.1	1173	Footpaths Structures Maintenance	Income	(94)	(96)	(99)	(102)	(94)	(97)	(100)	(103)	(106)	(109)	(961)
				Operating Costs	204	209	215	225	232	239	246	254	261	269	2,354
			Total - 1173 Footpaths Structures Maintenance		110	113	116	123	137	142	146	151	155	160	1,393
Transport	7.1	1174	Traffic Signals Maintenance	Income	(643)	(665)	(687)	(710)	(730)	(754)	(779)	(806)	(831)	(856)	(7,460)
				Operating Costs	1,562	1,539	1,583	1,677	1,722	1,777	1,834	1,895	1,958	2,015	17,602
			Total - 1174 Traffic Signals Maintenance		899	874	897	967	992	1,023	1,058	1,091	1,127	1,159	10,047
Transport	7.1	1175	Traffic Control Asset Management	Income	(196)	(192)	(198)	(204)	(211)	(217)	(224)	(230)	(237)	(244)	(2,144)
				Operating Costs	2,960	3,126	3,495	3,995	4,360	4,626	4,908	5,195	5,500	5,741	40,739
			Total - 1175 Traffic Control Asset Management		2,764	2,934	3,293	3,791	4,149	4,409	4,684	4,925	5,237	5,485	38,595
Transport	7.1	1176	Road Marking Maintenance	Income	(711)	(733)	(754)	(779)	(803)	(828)	(853)	(878)	(905)	(932)	(8,178)
				Operating Costs	1,791	1,834	1,885	1,990	2,051	2,113	2,178	2,245	2,313	2,381	20,781
			Total - 1176 Road Marking Maintenance		1,080	1,101	1,131	1,211	1,248	1,285	1,325	1,363	1,409	1,449	12,603
Transport	7.1	1177	Traffic & Street Sign Maintenance	Income	(153)	(167)	(182)	(198)	(213)	(228)	(243)	(259)	(274)	(290)	(2,507)
				Operating Costs	403	412	423	449	462	476	490	505	520	536	4,677
			Total - 1177 Traffic & Street Sign Maintenance		250	245	241	251	249	248	247	245	246	246	2,170
Transport	7.1	1178	Network Planning & Coordination	Income	(1,306)	(1,346)	(1,373)	(1,400)	(1,426)	(1,447)	(1,466)	(1,484)	(1,501)	(1,517)	(14,436)
				Operating Costs	2,919	2,944	2,995	3,292	3,368	3,450	3,536	3,630	3,732	3,825	33,680
			Total - 1178 Network Planning & Coordination		1,613	1,598	1,622	1,892	1,942	1,997	2,070	2,146	2,233	2,307	19,244
Transport	7.1	1179	Street Lighting Maintenance	Income	(1,468)	(1,513)	(1,563)	(1,623)	(1,689)	(1,759)	(1,771)	(1,824)	(1,878)	(1,939)	(16,968)
				Operating Costs	2,489	2,765	2,845	3,011	3,093	3,185	3,280	3,379	3,480	3,583	31,312
			Total - 1179 Street Lighting Maintenance		1,021	1,252	1,282	1,388	1,404	1,426	1,507	1,555	1,602	1,644	14,344
Transport	7.1	1180	Transport Education & Promotion	Income	(279)	(276)	(282)	(294)	(306)	(322)	(334)	(344)	(355)	(366)	(3,660)
				Operating Costs	989	1,117	1,163	1,281	1,282	1,304	1,327	1,369	1,393	1,424	12,607
			Total - 1180 Transport Education & Promotion		710	841	881	987	976	982	993	1,023	1,048	1,058	9,947
Transport	7.1	1181	Fences & Guardrails Maintenance	Income	(172)	(178)	(183)	(189)	(196)	(203)	(213)	(219)	(226)	(234)	(1,981)
				Operating Costs	434	445	457	483	498	513	529	545	562	578	5,043
			Total - 1181 Fences & Guardrails Maintenance		262	267	274	294	302	310	322	334	342	352	3,062
Transport	7.1	1182	Safety Asset Management	Income	(152)	(156)	(160)	(165)	(170)	(175)	(177)	(182)	(187)	(194)	(1,682)
				Operating Costs	3,492	3,475	3,813	4,139	4,450	4,801	5,091	5,400	5,724	6,068	46,443
			Total - 1182 Safety Asset Management		3,340	3,319	3,653	3,974	4,280	4,626	4,918	5,222	5,541	5,862	44,761
Transport	7.1	1209	LOWM - Mass Rapid Transit	Operating Costs	0	5,479	15,064	8,116	8,388	8,561	0	0	0	0	45,808
			Total - 1209 LOWM - Mass Rapid Transit		0	5,479	15,064	8,116	8,388	8,561	0	0	0	0	45,808
Transport	7.1	1210	LOWM - State Highway Improvements	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1210 LOWM - State Highway Improvements		0	0	0	0	0	0	0	0	0	0	0
Transport	7.1	1211	LOWM - Travel Demand Management	Operating Costs	0	360	369	85	4,028	0	0	0	0	0	4,923
			Total - 1211 LOWM - Travel Demand Management		0	360	369	85	4,028	0	0	0	0	0	4,923
Transport	7.1	1212	LOWM - City Streets	Operating Costs	0	15	50	222	1,029	2,133	3,191	3,669	3,702	3,860	17,750
			Total - 1212 LOWM - City Streets		0	15	50	222	1,029	2,133	3,191	3,669	3,702	3,860	17,750
Transport	7.1	1213	LOWM - Early Delivery	Operating Costs	0	96	431	92	1,139	1,197	1,246	1,295	1,347	1,401	9,013
			Total - 1213 LOWM - Early Delivery		0	96	431	92	1,139	1,197	1,246	1,295	1,347	1,401	9,013
Total - 7.1 Transport					77,202	101,745	120,423	121,021	136,917	144,858	144,459	155,888	162,589	164,474	1,214,501

Transport	7.2	1154	Parking Services & Enforcement	Income	(61,158)	(45,741)	(47,113)	(45,126)	(49,952)	(52,061)	(51,621)	(55,232)	(56,889)	(58,599)	(58,920)
				Operating Costs	17,594	17,538	18,116	19,536	20,206	20,857	21,486	22,178	22,594	23,306	203,408
			Total - 1154 Parking Services & Enforcement		(43,564)	(63,279)	(65,229)	(64,662)	(70,158)	(72,918)	(73,107)	(77,830)	(79,483)	(81,905)	(205,511)
Transport	7.2	1155	Waterfront Parking Services	Income	(1,099)	(1,132)	(1,164)	(1,189)	(1,232)	(1,275)	(1,275)	(1,344)	(1,344)	(1,344)	(10,114)
				Operating Costs	241	241	256	268	274	276	288	295	295	270	2,998
			Total - 1155 Waterfront Parking Services		(858)	(991)	(908)	(921)	(958)	(1,051)	(1,051)	(1,639)	(1,639)	(1,639)	(7,112)
			Total - 7.2 Parking		(44,422)	(73,270)	(76,137)	(75,583)	(79,116)	(83,969)	(84,158)	(89,469)	(91,122)	(93,544)	(212,623)
Total - 7 Transport					42,913	68,759	78,424	78,676	95,082	101,329	100,342	110,316	110,648	116,809	901,554

Energy	Activity Group	Activity	Activity Description		2021/22 Budget \$000's	2022/23 Budget \$000's	2023/24 Budget \$000's	2024/25 Budget \$000's	2025/26 Budget \$000's	2026/27 Budget \$000's	2027/28 Budget \$000's	2028/29 Budget \$000's	2029/30 Budget \$000's	2030/31 Budget \$000's	TOTAL \$000's
Council	10.1	1186	Waterfront Commercial Property Services	Income	(2,138)	(2,425)	(2,492)	(2,547)	(2,637)	(2,710)	(2,797)	(2,876)	(2,954)	(3,037)	(26,831)
				Operating Costs	4,979	5,172	5,334	5,511	5,538	5,632	5,666	5,756	5,852	5,951	56,390
			Total - 1186 Waterfront Commercial Property Services		2,841	2,747	2,842	2,964	2,901	2,922	2,869	2,880	2,897	2,914	28,559
Council	10.1	1187	Commercial Property Management & Services	Income	(2,914)	(3,211)	(3,307)	(3,373)	(3,474)	(3,544)	(3,650)	(3,760)	(3,872)	(3,950)	(35,064)
				Operating Costs	5,394	5,520	5,776	5,918	6,044	6,176	6,302	6,431	6,563	6,698	76,461
			Total - 1187 Commercial Property Management & Services		2,480	2,309	2,469	2,545	2,570	2,632	2,652	2,673	2,711	2,748	41,397
Council	10.1	1190	Information Services SLA	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1190 Information Services SLA		0	0	0	0	0	0	0	0	0	0	0
Council	10.1	1191	NZTA Income on Capex Work	Income	(15,861)	(13,324)	(13,108)	(13,559)	(14,446)	(17,336)	(17,073)	(16,936)	(16,243)	(17,411)	(160,383)
				Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1191 NZTA Income on Capex Work		(15,861)	(13,324)	(13,108)	(13,559)	(14,446)	(17,336)	(17,073)	(16,936)	(16,243)	(17,411)	(160,383)
Council	10.1	1193	Self Insurance Reserve	Operating Costs	1,566	1,602	1,634	1,700	1,736	1,771	1,807	1,844	1,882	1,919	17,459
			Total - 1193 Self Insurance Reserve		1,566	1,602	1,634	1,700	1,736	1,771	1,807	1,844	1,882	1,919	17,459
Council	10.1	1196	External Capital Funding	Income	(5,928)	(85)	(89)	(91)	(93)	(95)	(97)	(99)	(101)	(103)	(6,783)
				Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1196 External Capital Funding		(5,928)	(85)	(89)	(91)	(93)	(95)	(97)	(99)	(101)	(103)	(6,783)
Council	10.1	1197	Planner Request Project Expenditure	Income	0	0	(751)	(600)	(412)	0	0	0	0	(2,344)	(3,942)
				Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1197 Planner Request Project Expenditure		0	0	(751)	(600)	(412)	0	0	0	0	(2,344)	(3,942)
Council	10.1	1198	Waterfront Utilities Management	Income	(254)	(262)	(270)	(288)	(297)	(302)	(312)	(323)	(333)	(340)	(2,905)
				Operating Costs	573	772	987	1,101	1,195	1,191	1,234	1,276	1,320	1,368	10,969
			Total - 1198 Waterfront Utilities Management		319	510	717	813	898	891	922	953	1,027	1,028	7,064
Council	10.1	1200	ORO	Income	(410,821)	(445,285)	(501,332)	(535,681)	(571,276)	(584,962)	(604,919)	(620,761)	(645,131)	(655,196)	(5,589,286)
				Operating Costs	5,877	7,131	8,830	9,080	5,563	5,787	6,038	6,102	6,203	6,314	66,924
			Total - 1200 ORO		(404,944)	(438,154)	(492,502)	(526,601)	(565,713)	(578,179)	(598,881)	(616,859)	(651,334)	(661,510)	(5,656,210)
Council	10.1	1204	Sustainable Parking Infrastructure	Income	167	172	175	179	182	186	190	193	197	201	1,642
				Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1204 Sustainable Parking Infrastructure		167	172	175	179	182	186	190	193	197	201	1,642
			Total - 10.1 Organisational Projects		(478,551)	(478,229)	(511,649)	(555,959)	(592,280)	(605,908)	(620,252)	(645,085)	(667,600)	(676,122)	(6,795,224)
Total - 10 Council					(478,551)	(478,229)	(511,649)	(555,959)	(592,280)	(605,908)	(620,252)	(645,085)	(667,600)	(676,122)	(6,795,224)
Grand total					(5,381)	18,842	(6,733)	(16,648)	(15,911)	(8,590)	(11,168)	(4,540)	1,724	1,489	(56,871)

Capital Expenditure by Activity

SUMMARY BY CAPEX ACTIVITY BY PROJECT (INFLATED) LONG TERM PLAN BUDGET REPORT															
Strategy	Activity Group	Activity	Activity Description	Project	Project Description	2021/22 Budget (\$000s)	2022/23 Budget (\$000s)	2023/24 Budget (\$000s)	2024/25 Budget (\$000s)	2025/26 Budget (\$000s)	2026/27 Budget (\$000s)	2027/28 Budget (\$000s)	2028/29 Budget (\$000s)	2029/30 Budget (\$000s)	Total (\$000s)
Overseas	1.1	200	Committee & Council Processes	20000200	Democratic Services - Mayor's Vehicle / Committee Room Renovation	0	135	0	0	16.5	0	0	0	0	251
			Total - 200 Committee & Council Processes			0	135	0	0	16.5	0	0	0	0	251
Overseas	1.1	213	EV Fleet Transformation	20101213	EV Fleet Transformation	475	915	893	915	475	254	30	469	25	5,166
			Total - 213 EV Fleet Transformation			475	915	893	915	475	254	30	469	25	5,166
Overseas	1.1	214	Public EV Chargers	20101214	Public EV Chargers	662	662	695	709	704	0	0	0	0	3,472
			Total - 214 Public EV Chargers			662	662	695	709	704	0	0	0	0	3,472
Overseas	1.1	215	Car sharing enhancement	20101215	Car sharing enhancement	50	52	53	54	55	0	0	0	0	262
			Total - 215 Car sharing enhancement			50	52	53	54	55	0	0	0	0	262
			Total - 1.1 Governance Information and engagement			1,187	1,364	1,641	1,678	1,411	254	30	469	25	9,167
			Total - 1 Governance			1,187	1,364	1,641	1,678	1,411	254	30	469	25	9,167

Strategy	Activity Group	Activity	Activity Description	Project	Project Description	2021/22 Budget (\$000s)	2022/23 Budget (\$000s)	2023/24 Budget (\$000s)	2024/25 Budget (\$000s)	2025/26 Budget (\$000s)	2026/27 Budget (\$000s)	2027/28 Budget (\$000s)	2028/29 Budget (\$000s)	2029/30 Budget (\$000s)	2030/31 Budget (\$000s)	Total (\$000s)
Environment	2.1	2001	Property Purchases - Reserves	2001/12/2001	Redmont Outly Unincorporated Farms Reserve Property Purchase	0	0	0	4,411	0	0	0	0	0	0	4,411
				2010/10/2001	Cemetery Land	0	1,546	0	0	0	0	0	0	0	0	1,546
				2010/10/2001	Land Purchases	0	0	1,511	0	0	0	0	0	0	0	1,511
				2010/09/2001	Inner City Parks - Urban	0	0	0	3,246	0	0	0	0	0	0	3,246
			Total - 2001 Property Purchases - Reserves			0	1,546	1,511	7,657	0	0	0	0	0	0	10,713
Environment	2.1	2003	Parks Infrastructure	2009/02/2003	PBR Parks Infrastructure - Renewals (City)	334	370	332	349	418	437	460	463	613	475	4,221
				2009/03/2003	Parks Infrastructure General Upgrades	60	62	64	66	68	70	72	74	76	78	676
				2009/04/2003	Dog Exercise Area Improvements	11	11	11	12	12	12	13	13	14	14	121
				2009/07/2003	Parks Infrastructure Renewals	214	201	207	204	206	208	209	206	207	204	2,476
				2009/07/2003	Reserves RB Right of Way - Road and Footpath Upgrade	270	128	0	89	0	0	0	0	0	0	1,375
			Total - 2003 Parks Infrastructure			879	772	614	617	703	729	752	756	904	876	8,699
Environment	2.1	2004	Parks Buildings	2009/04/2004	PBR Parks Buildings - Fit Renewals	166	164	161	159	152	149	147	143	144	141	4,176
				2009/08/2004	Building Renewals Not Fit	163	168	163	161	164	160	154	146	141	134	1,720
			Total - 2004 Parks Buildings			329	332	324	320	316	309	301	289	285	275	5,896
Environment	2.1	2005	Palmier Bayside Project	2009/06/2005	PBR Palmier Bayside Expenditure (City)	0	0	304	400	411	0	0	0	0	0	2,504
			Total - 2005 Palmier Bayside Project			0	0	304	400	411	0	0	0	0	0	4,209
Environment	2.1	2006	Botanic Garden	2009/07/2006	Botanic Garden Citywide Renewals	447	465	470	461	468	491	488	493	434	505	4,778
				2009/10/2006	PBR Botanic Wayfinding Signs & Interpret	31	11	11	11	11	0	0	0	0	0	206
				2009/11/2006	PBR Botanic & Orkney & Memorial Reserves	20	21	22	22	23	23	24	26	26	21	231
				2009/11/2006	Botanic Garden Asset Renewals	277	324	405	474	536	389	388	399	472	430	4,063
				2009/11/2006	PBR Allocation - PGD	1	1	1	1	1	1	1	0	0	0	10
				2009/06/2006	PBR Allocation - Property (Unbuilt)	16	14	14	20	27	28	28	30	30	30	321
				2009/09/2006	Orkney Walkway Upgrades	0	101	0	0	0	0	0	0	0	0	101
				2010/12/2006	Orkney Centre	0	0	0	0	0	0	0	0	0	0	0
				2010/12/2006	Orkney Landscape Development	0	0	0	0	111	711	732	754	776	0	1,044
				2010/12/2006	Botanic House and Cafe	0	144	144	2,190	4,712	0	0	0	0	0	5,601
			Total - 2006 Botanic Garden			811	1,005	1,001	4,044	5,887	1,842	1,861	1,860	1,736	1,086	21,234
Environment	2.1	2007	Coastal - upgrades	2009/09/2007	Coastal Beautification	68	70	70	74	76	77	80	82	84	86	774
			Total - 2007 Coastal - upgrades			68	70	70	74	76	77	80	82	84	86	774
Environment	2.1	2008	Coastal	2009/10/2008	PBR Coastal - Renewals (City)	444	332	307	417	320	514	521	651	411	339	4,963
			Total - 2008 Coastal			444	332	307	417	320	514	521	651	411	339	4,963
Environment	2.1	2009	Town Bell & Reserves	2009/11/2009	PBR Town Bell & Reserves - Renewals (City)	347	375	368	464	470	476	545	610	526	440	4,046
				2010/03/2009	Outer Bell Suburban Allocation Property Urban Design	36	37	0	0	0	0	0	0	0	0	73
				2010/03/2009	PBR Town Bell & Reserves - Upgrades	190	190	1,001	0	0	0	1,272	0	0	0	2,463
				2010/03/2009	Rich Pastures	10	10	10	10	17	17	18	18	18	18	170
				2010/03/2009	Blightage	12	12	13	13	13	14	14	14	14	14	136
				2010/03/2009	Reserve Mgt Plan Overhaul	0	0	0	0	0	0	0	0	0	0	0
			Total - 2009 Town Bell & Reserves			585	605	1,481	497	500	500	1,852	642	548	502	7,682
Environment	2.1	2010	Walkways Renewals	2009/11/2010	Walkway Renewals General	227	264	113	262	263	264	413	262	270	252	2,644
				2009/04/2010	Community Special Trail Initiatives	84	87	89	91	94	96	99	102	105	107	951
				2009/07/2010	Town Bell Trails	82	84	87	89	91	93	96	99	102	104	920
				2009/08/2010	Outer Green Bell Trails	53	55	57	58	59	61	62	64	66	68	603
				2009/09/2010	Reserve Reserve Trails	53	55	57	58	59	61	62	64	66	68	603
				2009/10/2010	Reserve Park Upgrade Initiatives Profiles	30	31	32	33	34	35	36	37	38	39	339
				2009/11/2010	Reserve Reserve Trails	63	64	65	66	67	68	69	70	71	72	603
				2009/12/2010	Reserve Extension	0	0	0	0	0	0	0	0	0	0	0
				2010/01/2010	Unincorporated Belmont	0	0	0	0	0	0	1,019	0	0	0	1,019
				2010/02/2010	Reserve Park Trails	109	112	115	117	121	125	127	131	135	138	1,228
			Total - 2010 Walkways Renewals			681	1,085	665	732	754	759	1,963	859	832	892	5,125
			Total - 2.1 Gardens, beaches and green open spaces			4,187	5,994	8,201	15,202	9,231	4,837	7,770	5,911	5,427	6,904	73,718

Environment	2.2	2011	Southern Landfill Improvement	2009/10/2011	2011 Southern Landfill Improvement - Stage 4 Landfill Exit	1,110	4,894	7,397	1,408	1,480	1,523	1,967	6,580	8,096	1,710	34,997
				2009/10/2011	2011 Southern Landfill Exit Purchase	0	0	3,840	4,034	4,126	4,340	4,943	4,772	5,014	5,288	34,944
				2009/10/2011	Southern Landfill Infrastructure Renewals	77	80	52	2,391	87	95	93	96	96	101	1,094
Total - 2011 Southern Landfill Improvement						1,187	4,974	11,289	7,783	5,893	5,860	6,203	11,448	13,186	7,099	74,998
Total - 2012 Energy Management Plan						0	0	0	0	0	0	0	0	0	0	0
Environment	2.3	2013	Water - Network renewals	2009/10/2013	WCC FW Network Renewals	1,387	4,879	11,719	7,783	5,893	5,860	6,203	11,448	13,186	7,099	74,998
				2009/10/2013	Water - Network renewals	2,405	8,394	18,195	12,975	16,214	17,305	12,021	13,951	14,337	15,017	122,992
Environment	2.3	2016	Water - Network upgrades	2009/10/2016	FW Network Upgrades	1,813	1,345	5,364	491	0	0	521	536	963	569	12,042
				2009/10/2016	WCC FW Network Upgrades - Growth	424	418	303	1,351	1,364	1,277	7,913	10,242	9,646	3,221	34,090
Total - 2016 Water - Network upgrades						2,237	1,863	5,667	1,897	1,897	1,782	8,054	10,748	10,247	2,790	46,032
Environment	2.3	2019	Water - Reservoir renewals	2009/10/2019	WCC FW Reservoir renewals	186	881	4,343	4,402	4,318	4,872	5,640	5,906	5,813	6,118	43,048
				2009/10/2019	Water - Reservoir renewals	186	881	4,343	4,402	4,318	4,872	5,640	5,906	5,813	6,118	43,048
Environment	2.3	2020	Water - Reservoir upgrades	2009/10/2020	WCC FW Reservoir upgrades	99	1,719	1,211	696	412	420	438	438	460	503	6,495
				2009/10/2020	WCC FW Reservoir upgrades - Growth	23,964	14,527	0	0	0	0	0	0	0	0	34,482
Total - 2020 Water - Reservoir upgrades						24,063	16,246	1,211	696	412	420	438	438	460	503	40,977
Total - 2020 Water						33,910	22,450	22,450	19,574	21,773	24,477	26,922	30,891	30,810	26,428	264,640
Environment	2.4	2023	Wastewater - Network renewals	2009/10/2023	WCCWW Network renewals	10,124	13,946	13,882	16,442	16,021	19,401	21,577	23,290	24,296	24,412	191,613
				2009/10/2023	Wastewater - Network renewals	13,946	13,882	13,882	16,442	16,021	19,401	21,577	23,290	24,296	24,412	191,613
Environment	2.4	2024	Wastewater - Network upgrades	2009/10/2024	WCCWW Network upgrades	2,430	2,070	799	0	0	0	0	0	0	0	5,246
				2009/10/2024	WCCWW Network upgrades - Growth	3,951	4,073	3,816	770	2,111	6,112	5,899	10,163	36,778	40,744	13,164
Total - 2024 Wastewater - Network upgrades						6,381	6,143	3,816	770	2,111	6,112	5,899	10,163	36,778	40,744	13,164
Total - 2024 Wastewater						24,799	22,999	17,698	17,412	20,112	25,513	26,091	34,454	61,034	75,156	204,774
Environment	2.5	2025	Sludge - Network upgrades	2009/10/2025	WCC SW Network upgrades	1,111	3,187	4,318	5,104	5,523	2,520	466	469	463	0	23,157
				2009/10/2025	WCC SW Network upgrades - Growth	162	162	84	89	164	89	201	1,169	1,389	1,389	2,762
Total - 2025 Sludge - Network upgrades						1,273	3,349	4,362	5,193	5,687	2,709	667	670	602	2,758	25,919
Environment	2.5	2029	Sludge - Network renewals	2009/10/2029	WCC SW Network renewals	3,122	4,030	4,200	4,416	4,917	5,074	5,700	5,997	6,309	6,627	51,497
				2009/10/2029	Sludge - Network renewals	3,822	4,816	4,200	4,416	4,917	5,074	5,700	5,997	6,309	6,627	51,497
Total - 2029 Sludge - Network renewals						5,099	2,790	8,792	18,121	18,874	7,892	6,391	6,887	8,809	8,809	82,096
Environment	2.6	2013	Zoo renewals	2009/10/2013	Zoo renewals - Zoo Renewals	1,164	1,363	1,292	1,311	1,392	1,462	1,966	1,648	1,643	1,713	14,449
				2009/10/2013	Zoo renewals	1,164	1,363	1,292	1,311	1,392	1,462	1,966	1,648	1,643	1,713	14,449
Environment	2.6	2014	Zoo upgrades	2009/10/2014	Shaw Teapots Habitat	1,716	0	0	0	0	0	0	0	0	0	1,716
				2009/10/2014	Zoo upgrades	1,716	0	0	0	0	0	0	0	0	0	1,716
Total - 2014 Zoo upgrades						1,716	0	0	0	0	0	0	0	0	0	1,716
Total - 2014 Conservation attributes						2,877	1,363	1,292	1,311	1,392	1,462	1,966	1,648	1,643	1,713	16,165
Total - 2014 Environment						7,223	16,130	18,982	21,399	21,274	21,911	26,899	26,919	28,052	28,141	242,979
Energy	Activity Group	Activity	Activity Description	Project	Project Description	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	Total
Economic Development	3.1	2016	Wellington Venues renewals	2007/10/2016	Venues property renewals - General Capital	1,549	6,014	1,022	1,381	965	1,239	1,690	1,624	1,710	1,972	18,995
				2007/10/2016	Venues property renewals - Internal labour allocations	44	44	44	44	47	48	49	50	52	53	479
				2007/10/2016	B21 200 Venues Operational Assets	1,219	1,116	1,114	1,304	1,116	1,222	754	911	722	726	10,241
Total - 2016 Wellington Venues renewals						2,812	7,174	2,180	2,729	2,128	2,989	2,493	2,661	2,484	2,751	29,715
Economic Development	3.1	2016	Venues upgrades	2007/10/2016	Venues Upgrades	1,000	2,040	2,101	2,143	6,136	3,340	3,412	3,440	3,549	7,341	44,727
				2007/10/2016	Venues Upgrades	1,000	2,040	2,101	2,143	6,136	3,340	3,412	3,440	3,549	7,341	44,727
Total - 2016 Venues upgrades						1,000	2,040	2,101	2,143	6,136	3,340	3,412	3,440	3,549	7,341	44,727
Total - 2016 City promotions and business support						3,812	9,214	4,281	4,797	18,264	5,697	5,905	6,882	6,119	9,990	74,442
Total - 2016 Economic Development						3,812	9,214	4,281	4,797	18,264	5,697	5,905	6,882	6,119	9,990	74,442
Energy	Activity Group	Activity	Activity Description	Project	Project Description	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	Total
Cultural Wellbeing	4.1	2016	Gallery & Museum upgrades	2008/10/2016	Bund Store Upgrade	0	901	5,306	5,114	976	0	0	0	0	0	16,047
				2008/10/2016	Galleries & Museum Upgrades	0	901	5,306	5,114	976	0	0	0	0	0	16,047
Cultural Wellbeing	4.1	2041	Tea and coffee house - Maori heritage trails	2008/10/2041	The Poi	20	0	0	0	0	0	0	0	0	0	20
				2008/10/2041	Tea and coffee house - Maori heritage trails	20	0	0	0	0	0	0	0	0	0	20
Cultural Wellbeing	4.1	2042	Tea and coffee house - Maori heritage trails	2008/10/2042	Maori Installation - Maori Installation 1	64	447	716	73	2	2	2	2	2	2	2,088
				2008/10/2042	Maori Installation - Maori Installation 1	64	447	716	73	2	2	2	2	2	2	2,088
Cultural Wellbeing	4.1	2129	Wellington Convention & Exhibition Centre (WCCEC)	2008/10/2129	Wellington Convention & Exhibition Centre	92,411	11,701	800	0	0	0	0	0	0	0	104,912
				2008/10/2129	Wellington Convention & Exhibition Centre	92,411	11,701	800	0	0	0	0	0	0	0	104,912
Total - 2029 Wellington Convention & Exhibition Centre (WCCEC)						92,411	11,701	800	0	0	0	0	0	0	0	104,912
Total - 4.1 Arts and cultural activities						92,411	12,608	6,116	5,887	978	2	2	2	2	2	96,646
Total - 4 Cultural Wellbeing						92,411	12,608	6,116	5,887	978	2	2	2	2	2	96,646

Strategy	Activity Group	Activity	Activity Description	Project	Project Description	2021/22 Budget (\$000s)	2022/23 Budget (\$000s)	2023/24 Budget (\$000s)	2024/25 Budget (\$000s)	2025/26 Budget (\$000s)	2026/27 Budget (\$000s)	2027/28 Budget (\$000s)	2028/29 Budget (\$000s)	2029/30 Budget (\$000s)	2030/31 Budget (\$000s)	2031/32 Budget (\$000s)	Total (\$000s)				
Social and Recreation	5.1	2043	Aquatic Facility upgrades	2001702043	Shuntashu Swimming Pool Upgrade	0	0	1,187	0	0	0	0	0	0	0	0	1,187				
		Total - 2043 Aquatic Facility upgrades					0	0	1,187	0	0	0	0	0	0	1,187					
		2044	Aquatic Facility renewals	2001802044	P3 Aquatic Facility - Renewals (C)	2,066	2,597	2,010	2,060	2,115	2,251	2,359	2,499	2,781	2,837	21,738					
						2010502044	Earthquake Resilience			0	1,294	0	0	0	0	0	1,294				
						Total - 2044 Aquatic Facility renewals					2,066	3,891	2,010	2,060	2,115	2,251	2,499	2,781	2,837	23,032	
Social and Recreation	5.1	2045	Sportsfields upgrades	2001872045	P3 Sportsfields - Renewals (C)	564	563	579	681	700	715	681	618	636	660	6,277					
							2004602045	Omaha North Community Sports Hub			0	215	1,369	1,471	1,569	0	0	10,620			
		Total - 2045 Sportsfields upgrades					564	563	792	4,049	4,174	4,284	681	636	660	16,897					
Social and Recreation	5.1	2046	Synthetic Turf Sportsfields renewals	2010412046	Natural Wetland Costs	2,000	0	0	0	0	0	0	0	0	0	2,000					
							2010422046	Synthetic Turf Renewals			82	1,767	1,366	882	0	711	1,238	1,852	1,116	9,909	
		Total - 2046 Synthetic Turf Sportsfields renewals					2,082	1,767	1,366	882	0	711	1,238	1,852	1,116	10,809					
Social and Recreation	5.1	2047	Synthetic Turf Sportsfields upgrades	2001712047	Synthetic Turf Grass/Omaha	0	0	0	0	0	2,622	0	0	0	0	2,622					
		Total - 2047 Synthetic Turf Sportsfields upgrades					0	0	0	0	0	2,622	0	0	0	2,622					
		2048	Recreation Centre Renewal	2001912048	P3 Recreation Centres - Renewals (C)	308	1,090	136	1,468	262	199	168	129	163	147	6,780					
						2010432048	Rev Centre Upgrades			0	0	0	0	0	0	0	0				
						Total - 2048 Recreation Centre Renewal					308	1,090	136	1,468	262	199	168	129	147	6,780	
Social and Recreation	5.1	2049	P38 Sports Centre Renewal	2001912049	P3 RAB Sports Centre - Renewals (C)	442	677	145	717	119	785	166	197	210	220	3,718					
		Total - 2049 ASB Sports Centre					442	677	145	717	119	785	166	197	220	3,718					
		2050	Basin Reserve	2001912050	Basin Reserve (Balance of Master Plan)	264	329	396	396	421	486	550	514	530	540	4,813					
						Total - 2050 Basin Reserve					264	329	396	396	421	486	550	514	540	4,813	
Social and Recreation	5.1	2051	Playgrounds renewals & upgrades	2001912051	P3 Playgrounds - Renewals (C)	2,488	2,144	1,791	1,395	1,405	1,514	1,395	1,578	1,628	1,696	12,395					
							2001912051	P3 Playgrounds - Upgrades (C)			100	412	0	69	114	60	148	82	186	238	
		Total - 2051 Playgrounds renewals & upgrades					2,588	2,556	1,791	2,009	1,519	1,522	1,730	1,764	1,882	14,533					
Social and Recreation	5.1	2052	Tea Bay Marina - Renewals	2001912052	P3 Tea Bay Marina - Renewals (C)	111	112	73	100	672	289	362	251	264	276	3,117					
		Total - 2052 Tea Bay Marina - Renewals					531	112	73	100	672	289	362	251	264	276	3,117				
		2053	Chyde Quay Marina - Upgrades	2001912053	P3 Chyde Quay Marina - Upgrades (C)	5	1	1	1	0	0	0	0	0	0	0	8				
						2001912053	P3 Chyde Quay Marina - Renewal (C)			123	74	69	72	361	121	134	167	82	417	1,932	
						Total - 2053 Chyde Quay Marina - Upgrades					128	75	70	73	362	121	134	167	82	1,940	
Total - 5.1 Recreation provision and support						8,958	12,364	7,378	12,954	9,816	12,067	6,888	7,722	8,598	9,715	96,938					
Social and Recreation	5.2	2054	Library Materials Upgrade	2001012054	Library Materials Upgrade - Library Collection	2,364	2,465	2,878	1,018	2,364	2,694	2,764	2,848	2,931	2,990	28,033					
		Total - 2054 Library Materials Upgrade					2,364	2,465	2,878	1,018	2,694	2,764	2,848	2,931	2,990	28,033					
		2055	Library Computer and Systems Replacement	2001022055	Library Computer System Upgrade	0	0	0	0	1,145	0	0	0	0	0	1,145					
						2001722055	Computer Renewals			364	158	230	787	204	264	106	109	113	116	2,444	
						Total - 2055 Library Computer and Systems Replacement					364	158	230	787	204	264	106	109	113	116	2,444
Social and Recreation	5.2	2056	Central Library - Upgrades and Renewals	2010342056	Central Library - Upgrades & Renewals	19	20	20	21	21	22	22	23	26	26	218					
		Total - 2056 Central Library - Upgrades and Renewals					19	20	20	21	21	22	22	23	26	218					
		2057	Branch Library - Upgrades	2010782057	Branch Library - Upgrades	0	0	0	0	0	0	0	0	0	0	0	0				
						Total - 2057 Branch Library - Upgrades					0	0	0	0	0	0	0	0	0	0	
Social and Recreation	5.2	2058	Branch Library - Renewals	2001702058	Branch Library - Renewals - Northern Cluster	367	140	147	0	0	0	0	0	0	0	1,078					
							2010422058	Branch Library - Renewals - Southern Cluster			286	391	397	391	396	401	415	429	438	3,990	
							2010432058	Branch Library - Western Cluster			10	0	22	0	13	13	14	0	84	94	
						Total - 2058 Branch Library - Renewals					663	531	534	397	401	415	429	438	438	5,187	
Social and Recreation	5.2	2059	Housing upgrades	2009062059	Housing upgrades - Outlets	63	0	0	0	0	0	0	0	0	0	63					
							2010222059	Healthy Homes Standard Programme			5,306	5,529	5,691	0	0	0	0	0	0	16,526	
		Total - 2059 Housing upgrades					5,369	5,529	5,691	0	0	0	0	0	0	0	16,589				
Social and Recreation	5.2	2060	Housing renewals	2001102060	Housing renewals - BNZ Capital	6,174	11,186	7,462	26,092	6,193	10,037	11,342	8,384	28,178	7,300	121,798					
							2009062060	Housing renewals - BNZ Capital - OIA			63	0	0	0	0	0	0	63			
							2010282060	BNZ Capital Programme			2,148	9,697	31,961	52,620	33,997	63,007	66,896	66,842	0	354,788	
						Total - 2060 Housing renewals					8,385	20,883	39,423	36,712	74,034	78,239	75,227	38,178	7,300	406,649	
Social and Recreation	5.2	2061	Community Centres and Halls - Upgrades and Renewals	2001112061	Community Services - Renewals	104	86	89	91	93	95	97	101	104	108	967					
							2001122061	Community Services - Other Renewals			1,678	0	0	0	0	0	0	1,678			
							2001402061	Community Halls - Upgrades & Renewals			1	0	0	0	0	0	0	1	7		
						2010222061	Community Services - Karori Event Centre Hub			400	0	0	0	0	0	0	0	400			
						2010702061	Community Services - Community Centre Upgrades			0	0	0	0	0	0	0	0	0			
						2010262061	Who's In - Venues Programme			200	0	212	0	0	0	0	0	412			
						2010272061	Children and Young People Policy - Youth Spaces			1,100	0	0	0	0	0	0	0	1,100			
						Total - 2061 Community Centres and Halls - Upgrades and Renewals					2,478	212	212	91	94	95	97	101	108	4,584	
Total - 5.2 Community participation and support						21,468	79,278	48,469	62,017	41,387	79,887	79,889	78,722	32,777	11,034	488,712					

Social and Recreation	5.3	206.2	Build & Cremations	2004412062	PBR Matariki Ash Plot Development	215	2	5	10	7	7	7	0	0	0	0	247
				2009302062	PBR Squares Headstone Beams Matariki Cem	51	56	65	72	80	87	96	105	114	123	131	881
				2009352062	PBR Cemetery Open Space Renewals	109	322	497	487	953	346	344	412	422	437	1079	
				2010722062	Cemetery Plot Renewals	15	27	27	33	45	46	54	70	76	80	84	446
				2010462062	Cemetery Renewals	46	0	0	0	0	55	0	0	0	0	0	96
				2010572062	Matariki Cemetery Expansion	0	0	1,061	2,364	2,229	0	0	0	0	0	0	5,454
Total - 206.2 Build & Cremations						434	493	1,632	2,776	2,857	538	911	978	908	938	10,924	
Social and Recreation	5.3	206.3	Public Convenience and parking	2004432063	PBR Pub & Bar New NOW Pub Depot	1,107	900	902	523	664	635	669	689	710	734	678	
				2006332063	Pub Model	77	27	46	28	47	49	52	0	0	0	326	
				2006342063	Pub Renewals and Accessibility	704	342	515	440	623	863	887	915	959	960	7,385	
				2006612063	Uncollected Buildings Public Convenience	0	0	0	0	0	296	306	0	0	0	602	
				2010462063	Pub-Conversion Full Day	0	0	316	379	0	0	0	0	0	0	697	
				Total - 206.3 Public Convenience and parking		1,888	1,269	1,781	1,370	1,542	1,549	1,593	1,692	1,649	1,694	11,728	
Social and Recreation	5.3	206.4	Safety Initiatives	2001752064	Community Services - Safety Initiatives	121	120	124	126	130	132	134	140	141	147	1,325	
				2010012064	Community Services - Te Aro Park Safety	110	1,419	1,467	0	0	0	0	0	0	0	3,601	
Total - 206.4 Safety Initiatives						439	1,539	1,591	126	132	132	134	140	141	147	4,926	
Social and Recreation	5.3	206.5	Emergency Management Renewals	2004462065	2006 Civil Defence Deployable Assets	60	62	65	67	69	91	94	97	99	101	905	
				2004462065	2006 Civil Defence Deployable Assets	60	62	65	67	69	91	94	97	99	101	905	
Total - 206.5 Emergency Management Renewals						120	124	130	132	132	134	140	141	147	1,810		
Total - 5.3 Public Health and safety						2,679	2,894	4,005	4,399	4,600	2,892	2,864	2,497	2,499	2,971	32,939	
Total - 5 Social and Recreation						72,950	46,795	82,264	61,359	57,803	36,264	65,679	65,684	42,635	22,714	819,779	
Strategy	Activity Group	Activity	Activity Description	Project	Project Description	2021/22 Budget (\$000s)	2022/23 Budget (\$000s)	2023/24 Budget (\$000s)	2024/25 Budget (\$000s)	2025/26 Budget (\$000s)	2026/27 Budget (\$000s)	2027/28 Budget (\$000s)	2028/29 Budget (\$000s)	2029/30 Budget (\$000s)	2030/31 Budget (\$000s)	2031/32 Budget (\$000s)	Total (\$000s)
Urban Development	6.1	206.7	High Waterfront Development	2004492067	Built Wellington - RSP Playground	1,500	0	0	0	0	0	0	0	0	0	0	1,500
				2006512067	Built Wellington - RSP Garden Development	0	0	0	6,537	0	0	0	0	0	0	6,537	
				2010422067	Built Wellington - RSP Upgrade	14,133	764	0	0	0	0	0	0	0	0	2,199	
				2010712067	Waterfront Upgrade	160	0	0	0	0	0	0	0	0	0	160	
				Total - 206.7 High Waterfront Development		15,293	764	0	6,537	0	0	0	0	0	0	10,356	
Urban Development	6.1	206.8	Waterfront Renewals	2004432068	PBR Waterfront Public Space Renewals	619	591	442	410	421	430	447	459	473	472	4,704	
				2004482068	PBR Waterfront Jetty & Water Structure Renewals	562	579	596	608	627	639	668	685	695	712	6,340	
				2004492068	PBR Waterfront Amenities	20	21	22	22	23	23	24	26	26	26	231	
				2004472068	PBR Waterfront Benches	20	21	22	22	23	23	24	26	26	26	231	
				2004492068	PBR Waterfront Building Renewals	153	165	163	200	171	174	180	186	190	194	1,789	
				2009752068	Waterfront Carpark Renewals	0	0	0	0	0	0	0	0	0	0	398	
				2010492068	Built	0	0	630	0	0	0	0	0	0	0	630	
				2010492068	Built	250	0	0	0	0	0	0	0	0	0	250	
				2010512068	Service Pipes	70	0	0	0	0	0	0	0	0	0	70	
				2010522068	Built 5	1,000	4,017	0	0	0	0	0	0	0	0	5,017	
				2010532068	Built 1	1,000	0	0	0	0	0	0	0	0	0	1,000	
				Total - 206.8 Waterfront Renewals		8,700	5,287	2,172	1,262	1,264	1,260	1,372	1,372	1,413	1,421	23,644	
Urban Development	6.1	206.9	Central City Framework	2001962070	Lanesways	0	0	0	162	333	170	360	180	370	189	1,753	
				2010462070	Podiat paths - 50-Orangery Street	0	0	0	0	0	0	0	0	0	0	0	
				2010462070	ORP - Central City Overlay	0	164	0	162	0	170	0	180	0	189	960	
				2010462070	Podiat paths - 44-Edenburgh Street	0	0	0	521	2,111	1,292	0	0	0	0	4,223	
				2010472070	Podiat paths - 113-City Street	0	0	0	0	0	0	0	0	0	0	0	
				2010482070	Podiat paths - 135-Victoria Street	0	0	0	0	0	0	0	0	0	0	0	
				2010482070	Podiat paths - 135-Victoria Street	0	0	0	0	0	0	0	0	0	0	0	
				2010482070	Podiat paths - 135-Victoria Street	1,400	721	1,497	0	0	0	0	0	0	0	3,618	
				Total - 206.9 Central City Framework		1,400	881	1,697	1,544	2,444	1,632	360	360	370	378	10,699	
Urban Development	6.1	207.3	Suburban Overlay upgrades	2001962073	Small Centre Development	2,400	0	0	0	0	0	0	0	0	0	2,400	
				2001962073	Small Centre Development	2,400	0	0	0	0	0	0	0	0	0	2,400	
Urban Development	6.1	207.4	Minor CBD Enhancements	2001962074	Minor CBD Enhancements - Minor CBD Enhancements	48	49	50	51	52	53	54	55	56	57	58	
				2001962074	Minor CBD Enhancements - Minor CBD Enhancements	48	49	50	51	52	53	54	55	56	57	58	
Urban Development	6.1	2136	Housing Investment Programme	2009262136	Built Wellington - Housing Investment Programme Q1s	2,282	2,340	2,396	2,443	2,492	2,542	2,594	2,648	2,703	2,758	25,201	
				2009262136	Built Wellington - Housing Investment Programme Q1s	2,282	2,340	2,396	2,443	2,492	2,542	2,594	2,648	2,703	2,758	25,201	
				2009262136	Built Wellington - Housing Investment Programme Q1s	2,282	2,340	2,396	2,443	2,492	2,542	2,594	2,648	2,703	2,758	25,201	
				2009262136	Built Wellington - Housing Investment Programme Q1s	2,282	2,340	2,396	2,443	2,492	2,542	2,594	2,648	2,703	2,758	25,201	
				2009262136	Built Wellington - Housing Investment Programme Q1s	2,282	2,340	2,396	2,443	2,492	2,542	2,594	2,648	2,703	2,758	25,201	
				2009262136	Built Wellington - Housing Investment Programme Q1s	2,282	2,340	2,396	2,443	2,492	2,542	2,594	2,648	2,703	2,758	25,201	
				2009262136	Built Wellington - Housing Investment Programme Q1s	2,282	2,340	2,396	2,443	2,492	2,542	2,594	2,648	2,703	2,758	25,201	
Urban Development	6.1	2137	Built Wellington Developments	2009262137	Built Wellington - Great Harbour Way - Canterbury Shy Bay	0	0	2,107	0	0	0	0	0	0	0	2,107	
				2009262137	Built Wellington - Great Harbour Way - Canterbury Shy Bay	0	0	2,107	0	0	0	0	0	0	0	2,107	
Total - 2137 Built Wellington Developments				0	0	2,107	0	0	0	0	0	0	0	0	2,107		
Total - 6.1 Urban development, heritage and public space development						23,257	9,986	8,898	11,803	6,281	5,529	4,739	4,495	4,592	4,934	83,022	

Urban Development	6.2	2016	Earthquake Risk Mitigation	2016/17	B2B - St James	4,300	0	0	0	0	0	0	0	0	0	0	4,300
				2017/18	B2B - Wellington - B2B - Town Hall	33,607	28,992	4,409	0	0	0	0	0	0	0	0	66,909
Urban Development	6.2	2019	Earthquake Risk Mitigation	2019/20	B2B - New Vehicles	77,907	28,992	4,409	0	0	0	0	0	0	0	0	72,399
				2020/21	B2B - New Vehicles	50	0	0	0	0	0	0	0	0	0	0	50
				2021/22	B2B - New Vehicles	50	0	0	0	0	0	0	0	0	0	0	50
				Total - B2B Building and development control		78,957	28,992	4,409	0	0	0	0	0	0	0	0	72,409
				Total - B Urban Development		81,224	28,992	13,307	11,072	6,281	5,520	4,729	4,445	4,592	4,634	155,471	

Strategy	Activity Group	Activity	Activity Description	Project	Project Description	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	Total
Transport	7.1	2017	Wall, Bridge & Tunnel Renewals	2017/18	2017 Sea Wall Renewals	1,738	2,879	2,879	1,879	2,385	2,348	2,418	2,499	2,566	2,642	24,084
				2017/19	2017 Retaining Wall Renewals	1,479	1,746	2,205	2,271	2,338	2,407	2,479	2,553	2,629	2,707	23,813
				2017/20	2017 Bridges Renewals	209	216	201	208	204	209	204	206	202	207	2,389
				Total - 2017 Wall, Bridge & Tunnel Renewals		5,426	5,841	5,285	4,357	4,927	4,961	5,099	5,262	5,407	5,551	55,286
Transport	7.1	2018	Asphalt & Other Road Renewals	2017/19	2018 Asphalt & Other Road Renewals	1,562	1,579	949	1,071	1,121	1,181	1,238	1,400	1,476	1,554	13,036
				Total - 2018 Asphalt & Other Road Renewals		1,562	1,579	949	1,071	1,121	1,181	1,238	1,400	1,476	1,554	13,036
Transport	7.1	2019	Chippings Renewals	2017/20	2019 Chippings Renewals	1,648	4,696	5,415	6,104	6,443	6,768	7,060	8,096	8,462	8,890	66,181
				Total - 2019 Chippings Renewals		1,648	4,696	5,415	6,104	6,443	6,768	7,060	8,096	8,462	8,890	66,181
Transport	7.1	2020	Reseal Preparations	2017/21	2020 Reseal Preparations	1,887	4,005	4,125	4,250	4,376	4,510	4,646	4,784	4,926	5,073	44,582
				Total - 2020 Reseal Preparations		1,887	4,005	4,125	4,250	4,376	4,510	4,646	4,784	4,926	5,073	44,582
Transport	7.1	2021	Shape & Camber Correction	2018/21	2021 Shape & Camber Correction	1,647	3,360	2,202	2,622	2,647	2,779	3,146	3,356	3,470	3,584	30,649
				Total - 2021 Shape & Camber Correction		1,647	3,360	2,202	2,622	2,647	2,779	3,146	3,356	3,470	3,584	30,649
Transport	7.1	2022	Drainage Renewals	2018/22	2022 Drainage Renewals	277	277	277	277	277	277	277	277	277	277	4,902
				Total - 2022 Drainage Renewals		277	277	277	277	277	277	277	277	277	277	4,902
Transport	7.1	2023	Wall Upgrades	2018/23	2023 Retaining Walls Upgrades	3,108	3,399	3,499	3,592	3,685	3,778	3,871	3,964	4,057	4,150	23,492
				Total - 2023 Wall Upgrades		3,108	3,399	3,499	3,592	3,685	3,778	3,871	3,964	4,057	4,150	23,492
Transport	7.1	2024	Service Lane & Road Boundary Upgrades	2018/24	2024 Service Lane & Road Boundary Upgrades	1,025	60	61	62	63	64	65	66	67	68	1,032
				Total - 2024 Service Lane & Road Boundary Upgrades		1,025	60	61	62	63	64	65	66	67	68	1,032
Transport	7.1	2025	Tunnel & Bridge Upgrades	2019/25	2025 Bridge Improvements	1,644	1,340	1,379	1,420	1,461	1,502	1,543	1,584	1,625	1,666	12,871
				2019/26	2025 Tunnel Upgrades	290	260	270	280	290	300	310	320	330	340	2,853
				Total - 2025 Tunnel & Bridge Upgrades		1,934	1,600	1,649	1,700	1,751	1,802	1,853	1,904	1,955	2,006	15,724
Transport	7.1	2026	Leak & Channel Renewals	2019/26	2026 Leak & Channel Renewals	1,899	1,971	2,043	2,115	2,187	2,259	2,331	2,403	2,475	2,547	21,281
				Total - 2026 Leak & Channel Renewals		1,899	1,971	2,043	2,115	2,187	2,259	2,331	2,403	2,475	2,547	21,281
Transport	7.1	2027	New Roads	2019/27	2027 Woodbridge to University	0	0	0	0	0	0	0	0	0	0	4,464
				2017/28	2027 Main Ave to University	0	0	0	0	0	0	0	0	0	0	4,464
				2017/29	2027 Lake Street Bridge	0	0	0	0	0	0	0	0	0	0	5,970
				2017/30	2027 Access to Onetangi Link	0	0	0	0	0	0	0	0	0	0	1,134
				2017/31	2027 Main Ave to Onetangi North	0	0	0	0	0	0	0	0	0	0	11,091
				2017/32	2027 John Street Connection	0	0	0	0	0	0	0	0	0	0	2,409
				2017/33	2027 Main Street to Link	0	0	0	0	0	0	0	0	0	0	1,708
				2017/34	2027 Onetangi to Westgate	0	0	0	0	0	0	0	0	0	0	4,344
				Total - 2027 New Roads		0	0	0	0	0	0	0	0	0	0	40,680
Transport	7.1	2028	Emergency Route Works Upgrades	2019/28	2028 Retaining Wall Resilience Upgrades	0	0	0	0	0	0	0	0	0	0	4,559
				2019/29	2028 Signage Resilience Upgrades	5,171	2,361	962	962	962	962	962	962	962	962	8,607
				2019/30	2028 Signage Resilience Work Strengthening	0	0	0	0	0	0	0	0	0	0	2,699
				2019/31	2028 Watercourse Resilience Upgrades	533	2,279	901	2,363	34	37	39	40	41	42	6,908
				Total - 2028 Emergency Route Works Upgrades		5,704	4,640	1,863	2,924	962	1,463	1,463	1,463	1,463	1,463	21,766
Transport	7.1	2029	Roadway Capacity Upgrades	2019/32	2029 Accessible	0	0	0	0	0	0	0	0	0	0	1,134
				2019/33	2029 Roadway Capacity Upgrades	29	1,131	984	2,399	2,716	2,130	1,490	1,543	1,589	1,637	16,252
				Total - 2029 Roadway Capacity Upgrades		29	1,131	984	2,399	2,716	2,130	1,490	1,543	1,589	1,637	18,386
Transport	7.1	2030	Roadway Rehabilitation	2020/34	2030 Roadway Rehabilitation	1,604	1,819	1,915	1,972	2,031	2,094	2,157	2,221	2,287	2,356	20,696
				Total - 2030 Roadway Rehabilitation		1,604	1,819	1,915	1,972	2,031	2,094	2,157	2,221	2,287	2,356	20,696
Transport	7.1	2031	Foot & Freeway Access Upgrades	2020/35	2031 Foot & Freeway Access Upgrades	0	0	0	0	0	0	0	0	0	0	12,153
				Total - 2031 Foot & Freeway Access Upgrades		0	0	0	0	0	0	0	0	0	0	12,153
Transport	7.1	2032	Cycling Network Renewals	2020/36	2032 Cycleway M10 Works	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,379
				2020/37	2032 East Coast - Bays Bay	11,417	2,884	0	0	0	0	0	0	0	0	26,778
				2020/38	2032 Cycleway	11,120	21,270	16,786	19,322	19,911	20,507	21,103	21,700	22,300	22,900	174,002
				2020/39	2032 Island Bay Cycleway 2018 (OC20)	5,000	7,280	2,812	0	0	0	0	0	0	0	14,102
				Total - 2032 Cycling Network Renewals		27,537	42,154	20,598	19,322	20,499	21,507	22,507	23,507	24,507	25,507	231,508

Transport	Y.1	2095	Bus Priority Marking	2002102095	2095 Bus Stopovers	174	879	812	806	890	894	898	252	207	211	1,925
				2002112095	2095 Bus Priority Improvements	115	115	124	124	129	129	132	136	135	142	1,205
			Total - 2095 Bus Priority Marking			289	994	936	930	1,019	1,023	1,030	388	342	353	3,130
Transport	Y.1	2096	Footpaths Structures Renewals & Upgrades	2002132096	2096 Footpaths Structures Upgrades	274	312	324	324	336	336	340	984	662	662	4,592
				2009902096	2096 Footpaths Structures Renewals	27	28	29	30	31	32	33	34	34	36	1,483
			Total - 2096 Footpaths Structures Renewals & Upgrades			301	340	353	354	367	368	373	1,018	696	698	6,075
Transport	Y.1	2097	Footpaths Renewals	2002162097	2097 Footpaths Renewals	4,099	4,334	4,444	4,907	5,089	5,244	5,403	5,564	5,731	5,902	50,708
			Total - 2097 Footpaths Renewals			4,099	4,334	4,444	4,907	5,089	5,244	5,403	5,564	5,731	5,902	50,708
Transport	Y.1	2098	Footpaths Upgrades	2002162098	2098 Safe Routes to Schools	119	286	358	606	624	643	662	702	723	743	6,664
				2002172098	2098 Footpaths Upgrades	1,613	3,328	3,420	3,527	3,763	3,874	3,989	4,107	4,229	4,356	34,427
			Total - 2098 Footpaths Upgrades			1,732	3,614	3,778	4,133	4,387	4,517	4,651	4,809	4,952	5,100	41,091
Transport	Y.1	2099	Street Furniture Renewals	2002182099	2099 Street Furniture Renewals	191	196	202	207	211	215	219	223	227	231	2,353
			Total - 2099 Street Furniture Renewals			191	196	202	207	211	215	219	223	227	231	2,353
Transport	Y.1	2100	Pedestrian Network Accessways	2002192100	2100 Pedestrian Accessways Renewals	215	245	273	336	299	317	336	356	376	396	3,042
			Total - 2099 Pedestrian Network Accessways			215	245	273	336	299	317	336	356	376	396	3,042
Transport	Y.1	2101	Traffic & Street Signs Renewals	2002202101	2101 Traffic & Street Signs Renewals	1,212	1,249	1,287	1,324	1,361	1,400	1,438	1,476	1,515	1,554	13,934
			Total - 2099 Traffic & Street Signs Renewals			1,212	1,249	1,287	1,324	1,361	1,400	1,438	1,476	1,515	1,554	13,934
Transport	Y.1	2102	Traffic Signs Renewals	2002212102	2102 Traffic Signs Renewals	948	977	1,005	1,034	1,064	1,094	1,124	1,154	1,184	1,214	10,828
			Total - 2099 Traffic Signs Renewals			948	977	1,005	1,034	1,064	1,094	1,124	1,154	1,184	1,214	10,828
Transport	Y.1	2103	Street Lights Renewals & Upgrades	2002222103	2103 Street Light Renewals	643	662	680	703	727	750	774	798	822	846	7,049
				2002232103	2103 Street Light Upgrades	100	103	106	109	113	116	119	123	127	130	1,146
				2002242103	2103 LED Street Light Transition	606	623	640	657	674	691	708	725	742	759	6,905
			Total - 2099 Street Lights Renewals & Upgrades			1,349	1,388	1,426	1,470	1,510	1,556	1,601	1,645	1,693	1,735	15,100
Transport	Y.1	2104	Rural Road Upgrades	2002302104	2104 Rural Road Upgrades	114	115	121	124	129	132	136	141	145	149	1,312
			Total - 2099 Rural Road Upgrades			114	115	121	124	129	132	136	141	145	149	1,312
Transport	Y.1	2105	Minor Works Upgrades	2002312105	2105 Minor Works Upgrades	2,497	3,229	4,011	2,970	3,791	3,201	4,363	4,625	4,787	4,949	38,137
				2009922105	2105 Damage Upgrades	682	716	752	790	830	872	916	962	1,010	1,060	8,479
			Total - 2099 Minor Works Upgrades			3,179	3,945	4,763	3,760	4,621	4,073	5,279	5,587	5,797	6,009	46,616
Transport	Y.1	2106	Fences & Guardrails Renewals	2002322106	2106 Fences & Guardrails Renewals	738	760	783	799	829	863	898	934	971	1,008	8,438
			Total - 2099 Fences & Guardrails Renewals			738	760	783	799	829	863	898	934	971	1,008	8,438
Transport	Y.1	2107	Speed Management Upgrades	2002332107	2107 Speed Management Upgrades	363	406	7,368	1,077	1,095	392	404	425	436	457	12,391
			Total - 2099 Speed Management Upgrades			363	406	7,368	1,077	1,095	392	404	425	436	457	12,391
Transport	Y.1	2141	LOWM - City Streets	2010102141	PT - Bus Priority Safety Improvements	994	1,862	9,396	46,362	46,256	46,771	0	0	0	0	147,113
			Total - 2141 LOWM - City Streets			994	1,862	9,396	46,362	46,256	46,771	0	0	0	0	147,113
Transport	Y.1	2142	LOWM - Early Delivery	2010142142	Ordovik Lane	6,144	10,309	23,744	2,361	0	0	0	0	0	0	5,051
			Total - 2142 LOWM - Early Delivery			6,144	10,309	23,744	2,361	0	0	0	0	0	0	5,051
			Total - 2099 Transport			85,573	115,075	115,302	126,343	128,989	126,402	82,002	81,281	78,022	84,788	1,035,452
Transport	Y.2	2108	Parking Asset Renewals	2002342108	Parking Asset Renewals	1,009	1,113	1,167	940	841	1,062	1,111	861	1,140	975	10,346
			Total - 2099 Parking Asset Renewals			1,009	1,113	1,167	940	841	1,062	1,111	861	1,140	975	10,346
Transport	Y.2	2109	Parking Upgrades	2002352109	2109 Parking Upgrades	181	190	197	205	215	225	235	245	255	265	2,195
			Total - 2099 Parking Upgrades			181	190	197	205	215	225	235	245	255	265	2,195
			Total - 2099 Parking			1,190	1,303	1,364	1,145	1,056	1,287	1,346	1,106	1,395	1,240	12,541
Total - 7 Transport						86,763	116,378	116,666	127,488	129,045	127,689	83,108	82,387	79,117	85,928	1,047,993

Strategy	Activity Group	Activity	Activity Description	Project	Project Description	2021/22 Budget (\$000s)	2022/23 Budget (\$000s)	2023/24 Budget (\$000s)	2024/25 Budget (\$000s)	2025/26 Budget (\$000s)	2026/27 Budget (\$000s)	2027/28 Budget (\$000s)	2028/29 Budget (\$000s)	2029/30 Budget (\$000s)	2030/31 Budget (\$000s)	Total (\$000s)
Council	10.1	2111	Capital Replacement Fund	200112011	Corp Finance Capital Replacement Fund - Subtotalled	1,304	1,463	1,471	1,561	4,704	4,795	4,884	4,972	5,062	5,154	43,134
			Total - 2011 Capital Replacement Fund			1,304	1,463	1,471	1,561	4,704	4,795	4,884	4,972	5,062	5,154	43,134
Council	10.1	2112	Information Management	200402012 200402012 201020212	Strategic Initiatives - Those Strategic Initiatives - Orthophotography Digitisation Services Project	0 120 1,113	0 0 1,413	0 0 875	0 122 0	0 353 0	0 0 0	0 146 0	0 414 0	0 0 0	0 0 0	1,384 7,642
			Total - 2012 Information Management			1,113	1,413	875	122	353	0	146	414	0	0	9,028
Council	10.1	2114	ICT Infrastructure	200202014	Infrastructure Upgrade - Hardware Upgrades	599	353	2,941	1,014	648	662	2,264	2,309	709	727	14,567
			Total - 2014 ICT Infrastructure			599	353	2,941	1,014	648	662	2,264	2,309	709	727	14,567
Council	10.1	2116	Strategic Initiatives	201002016	Children and Young People Strategy Tool	56	52	0	0	0	0	0	0	0	0	162
			Total - 2016 Strategic Initiatives			56	52	0	0	0	0	0	0	0	0	162
Council	10.1	2117	Unscheduled Infrastructure Renewals	200112017	Unscheduled Infrastructure Renewals	0	10,300	0	0	0	0	0	0	0	0	10,300
			Total - 2017 Unscheduled Infrastructure Renewals			0	10,300	0	0	0	0	0	0	0	0	10,300
Council	10.1	2118	Health & Safety - Legislation Compliance	200112018	40 Legislative Compliance CAPES - Unscheduled	364	364	364	376	383	391	399	407	415	423	3,875
			Total - 2018 Health & Safety - Legislation Compliance			364	364	364	376	383	391	399	407	415	423	3,875
Council	10.1	2119	Oric Property Renewals	200202019 200202019	Oric Property Renewals - General capex Oric Property Renewals - Internal labour allocations	600 76	516 74	530 70	545 77	567 80	565 34	595 36	602 30	620 37	633 38	6,490
			Total - 2019 Oric Property Renewals			676	590	600	622	647	600	625	637	657	671	8,209
Council	10.1	2120	Commercial Property Renewals	200206210 200206210 200206210 200206210 201009210	Commercial property renewals - Te Whare Rau Whaka Commercial property renewals - General capex Commercial property renewals - Internal labour allocations Te Whare Rau Whaka Project	0 2,443 113 2,300	0 1,070 19 2,960	0 281 96 0	0 990 90 0	0 461 96 0	0 471 96 0	0 496 96 0	0 511 173 0	0 526 152 0	0 536 152 0	3,113 7,419 1,498 4,260
			Total - 2020 Commercial Property Renewals			2,443	1,070	281	990	461	471	496	511	526	536	11,687
Council	10.1	2121	Community & Childcare Facility Renewals	200207021 200207021	Community property renewals - General capex Community property renewals - Internal labour allocations	1,261 46	457 48	1,026 48	219 48	907 50	900 51	927 52	943 54	959 56	975 57	9,279
			Total - 2021 Community & Childcare Facility Renewals			1,307	505	1,074	267	957	979	981	999	1,011	1,032	9,804
Council	10.1	2126	Business Unit Support	200206216	Business Support - Support for 80 initiatives	4,000	4,100	4,202	4,299	4,399	4,500	4,600	4,700	4,800	4,900	16,030
			Total - 2026 Business Unit Support			4,000	4,100	4,202	4,299	4,399	4,500	4,600	4,700	4,800	4,900	16,030
Council	10.1	2128	Oric Campus Resilience and Improvements	201027028 201027028 201027028	Te Ngāwari - Public Realm Improvements Central Library - Remediation Te Ngāwari - Separation of Services	0 6,086 1,000	0 11,406 2,070	0 52,096 0	0 67,837 0	0 98,362 0	0 2,090 0	0 0 0	0 0 0	0 0 0	0 0 0	9,237 20,147 1,676
			Total - 2028 Oric Campus Resilience and Improvements			6,086	11,406	52,096	67,837	98,362	2,090	0	0	0	0	160,867
Council	10.1	2133	Quarry Renewals & Upgrades	200402033 200402033 200402033	2033 004 Public Quarry Renewals 2033 004 Public Quarry Upgrades 2033 004 Quarry	16 17 214	17 5,995 200	24 1,315 360	15 47 0	15 48 0	19 50 0	19 50 0	20 50 0	20 50 0	21 50 0	4,111 12,845 776
			Total - 2033 Quarry Renewals & Upgrades			16	5,995	1,315	47	48	50	50	50	50	51	14,027
Council	10.1	2140	Security	201006240	Security Capex Program	413	646	673	702	733	764	796	834	871	907	7,423
			Total - 2040 Security			413	646	673	702	733	764	796	834	871	907	7,423
			Total - 10.1 Organisational Projects			34,418	47,412	75,349	85,864	75,620	11,881	10,812	11,199	10,682	9,847	382,282
			Total - 10 Council			34,418	47,412	75,349	85,864	75,620	11,881	10,812	11,199	10,682	9,847	382,282
			Grand Total			34,418	47,412	75,349	85,864	75,620	11,881	10,812	11,199	10,682	9,847	382,282

Appendix: Tracking outcomes

We will track progress against our community outcomes through the indicators outlined below. Trends will be reported annually through our Annual Report.

Environmental	
Indicator	Desired trend
Renewable energy total capacity installed	Increasing
Total city greenhouse emissions	43% reduction by 2030 ⁴
Kilograms of waste to landfill per person	Decreasing to 400kg by 2026 ⁵
Residents' perceptions that "Wellington's air pollution is a problem"	Decreasing
Residents' perceptions that "Wellington's water pollution (including pollution in streams, rivers, lakes and in the sea) is a problem"	Decreasing
Open space land owned or maintained by the Council – square metres per capita	Increasing
Access to park or green space	Increasing
Social	
Indicator	Desired trend
Youth participation in sport and recreation. 5-17 year olds (surveyed on activity within last 7 days)	Increasing
Housing Affordability Index	Increasing
Healthy Housing stock - House is damp	Decreasing
Percent of residents who have confidence in Council's decision-making	Increasing
Local government elections voter turnout	Increasing
NZ Deprivation Index	Improving
Perception of overall quality of life	Improving
People's sense of community with others in their neighbourhood	Increasing
Cultural	
Indicator	Desired trend
Residents' perception that Wellington has a rich and diverse arts scene	Increasing
Acceptance of ethnic diversity	Increasing
Quality of neighbourhood	Improving

⁴ Te Atakura – First to Zero

⁵ Regional Waste Management and Minimisation Plan

People's sense of pride in the area	Improving
Residents' perceptions that heritage items contribute to the city/community's unique character	Improving
People's perception of city	Improving
An indicator on progress on Māori outcomes is to be developed	To be developed
Economic	
Indicator	Desired trend
Projected net migration	Increasing
Economic diversity (HHI industry diversity)	Increasing
Gross Domestic Product (GDP) per capita	Increasing
Unemployment rate	Decreasing
Youth NEET (not in education, employment or training) – as a proportion of 15– 24 year-olds	Decreasing
Average annual household income	Increasing
Number of houses under construction	Increasing
Number of building consents issued	Increasing
Residents' perceptions that the transport system allows easy access to the city	Improving
Residents' perceptions of public transport services (ease of access, affordability and reliability)	Improving
Means of travel to work (active modes and public transport)	Increase of 40% by 2030 ⁶
Number and type of road accidents	Decreasing
Change from previous year in the number of road crashes resulting in fatalities and serious injury*	Decreasing
Maori economic growth (TBC contribution to GDP for Wellington City)	Increasing

⁶ Regional Land Transport Plan

Appendix: Council Controlled Organisation 2021/22 Statement of Intent Performance targets

The tables below outline key non-financial KPIs included in Council Controlled Organisation's Statement of Intents and relate to the Statement of Service Provision KPIs that refer to the achievement of CCO Statement of Intent.

Note that these are measure and targets as included in the 2021/22 Statement of Intents and for later years readers should refer to the updated Statement of Intents as they are available.

Basin Reserve Trust

Performance Measure	2021/22	2022/23	2023/24
Community Event Days	3	30	35
Cricket Event Days	55	50	55
Other Sports Events Days	20	25	25
Practice facility usage (Days)	100	100	100
Functions	40	40	40
Numbers attending events	74,150	41,000	41,000
Cash subsidy (grant) per attendance (\$)	\$9.68	\$17.93	\$18.39

Karori Sanctuary Trust

Performance Measure	2021/22	2022/23	2023/24
Visitation	70,000	91,000	95,000
Members (Individuals)	15,000	15,200	15,400
Volunteers	>500	>500	>500
Percentage of Satisfied Visitors	>95%	>95%	>95%
Education visits	9,000	9,000	9,000
Average subsidy per visit (total WCC operating grant/all visitors)	\$13.04	\$10.18	\$9.90
Average revenue per visit (excludes Council and Government grant)	\$27.28	\$27.55	\$27.83
Non-Council donations/funding	\$200,000	\$200,000	\$200,000
Manawaroa. We actively restore ecosystem function to foster resilience			
Number of fauna or flora species transferred into or out of the sanctuary, or 'topped up'.	1	1	1
Percentage of the bird community that is native.	80%	80%	80%
Kaitiakitanga. We look after what we have alongside our many partners.			
% of incursions into the mousefree area eradicated, or under active response.	100%	100%	100%
Mice maintained to target level.	<10	<10	<10
% pest animal incursions successfully eradicated, or under active response.	100%	100%	100%

Wellington Cable Car

Performance Measure	2021/22
Quality – Trip Advisor and Google ranking	Maintain a rating of 4.2 or higher for both platforms
Quality – The service level meets established tourism standards.	Qualmark GOLD standard reached and maintained.
Reliability/timeliness – Cable Car Service Reliability	99.0%
Visitation – Trips	602,490
Revenue – Revenue	\$1,838,604

Wellington Regional Economic Development Agency Limited

Performance Measure	2021/22
Key Headline Performance Indicators	
KPI 1: Direct economic impact of WellingtonNZ's activities and interventions	\$150m
KPI 2: Number of businesses engaged by a WellingtonNZ intervention or programme	2,000
KPI 3: Equivalent Advertising Value (EAV) from media activity	\$25m
KPI 4: Value of expenditure generated from events (including business, performance, and major events)	\$75m (depending on Covid alert levels and viability of events)
The number of Wellington Region residents that attend events	500,000
KPI 5: Stakeholder engagement	Increase

Wellington Museum Trust

Physical Visitation: The total number of on-site visits to institutions including general public, education and function attendees.

	2021/22	2022/23	2023/24
City Gallery Wellington	150,250	112,700	114,900
Wellington Museum	100,000	110,000	120,000
Capital E	59,770	100,000	70,000
Cable Car Museum	125,000	152,000	175,000
Space Place	44,000	46,500	50,000
Nairn Street Cottage	1,400	1,600	1,800
Experience Wellington Total	480,420	522,800	531,700

Virtual Visitation: The total number of unique user visits to institutional web/mobile sites.

	2021/22	2022/23	2023/24
City Gallery Wellington	90,000	80,800	81,610
Museums Wellington	100,000	101,000	102,010
Capital E	38,000	38,380	38,765
Experience Wellington Total	218,000	220,180	222,385

Social Media Profile: A snapshot of Facebook friends, Instagram and Twitter followers.

	2021/22	2022/23	2023/24
City Gallery Wellington	45,000	45,430	45,865
Museums Wellington	15,120	15,270	15,425
Capital E	10,000	10,100	10,200
Space Place	10,910	11,020	11,130
Experience Wellington Total	79,030	79,820	80,620

Quality of Visit: Visitor feedback based on comfort, access, experience, knowledge gained, the friendliness of staff, the length of visit and overall enjoyment.

	2021/22	2022/23	2023/24
City Gallery Wellington	88%	88%	88%
Wellington Museum	90%	90%	90%
Capital E	90%	90%	90%
Cable Car Museum	80%	80%	80%
Space Place	90%	90%	90%
Nairn Street Cottage	90%	90%	90%

Children & Young People Visiting for a Learning Experience: The number of students (aged 0-18 years) participating in a learning experience organised by their education provider.

	2021/22	2022/23	2023/24
City Gallery Wellington	4,500	4,500	4,500
Museums Wellington	7,000	7,000	7,000
Capital E	23,400	36,200	23,400
Space Place	3,500	3,500	3,500
	38,400	51,200	38,400

Financial Performance: Revenue: The total amount of revenue (net of costs) generated from non-Council sources:

Trading ⁷ (\$000)	2021/22	2022/23	2023/24
City Gallery Wellington	740	120	219
Museums Wellington	536	398	754
Capital E	138	338	277
Space Place	490	300	438
Sub Total	1,904	1,156	1,688
Sub-letting, Interest and Other	30	30	30
Experience Wellington Total	1,934	1,186	1,718
Fundraising (\$000)	2021/22	2022/23	2023/24
City Gallery Wellington	560	198	198
Museums Wellington	116	99	99
Capital E	623	602	602
Space Place	78	78	78
Trust Office	520	543	543
Experience Wellington Total	1,897	1,520	1,520

⁷ Trading includes admissions, retail, venue hire, sub-letting, and interest. Fundraising includes donations, sponsorships, other grants and cultural grants (CNZ and MoE for LEOTC). Retail sales and venue hire are significantly reduced in line with forecast visitation

Spend per Visitor: Visitor related revenue.

Spend per visitor	2021/22	2022/23	2023/24
City Gallery Wellington	4.93	1.06	1.91
Museums Wellington	2.37	1.51	2.54
Capital E	2.31	3.38	3.96
Space Place	11.14	6.45	8.76
Experience Wellington Total	3.96	2.21	3.17

Council's Subsidy per Visit

Subsidy per visit (\$)	2021/22	2022/23	2023/24
City Gallery Wellington	17.64	22.10	21.43
Museums Wellington	10.15	8.19	7.19
Capital E	32.52	18.26	25.79
Space Place	8.85	8.37	7.79
Experience Wellington Total	18.30	15.84	15.41

Wellington Zoo

Performance Measure	2021/22	2022/23	2023/24
WCC Performance Measures			
Visitors	255,936	256,000	257,000
Student and education visits	20,000	21,000	21,500
Council operating grant per visitor	\$14.05	\$14.45	\$14.81
Trading Revenue per visit (exc. grants and interest)	\$17.83	\$18.59	\$19.10
Non-Council donations and funding	\$387k	\$324k	\$324k
Percentage of operating costs generated by the Trust	59%	58%	58%
Trust generated income as percentage of the Council grant	146%	140%	138%

Wellington Regional Stadium Trust

The key performance indicators agreed with the Wellington City Council and Greater Wellington Regional Council are below, targets for which are included within the Trusts Financial Statements within their Statement of Intent.

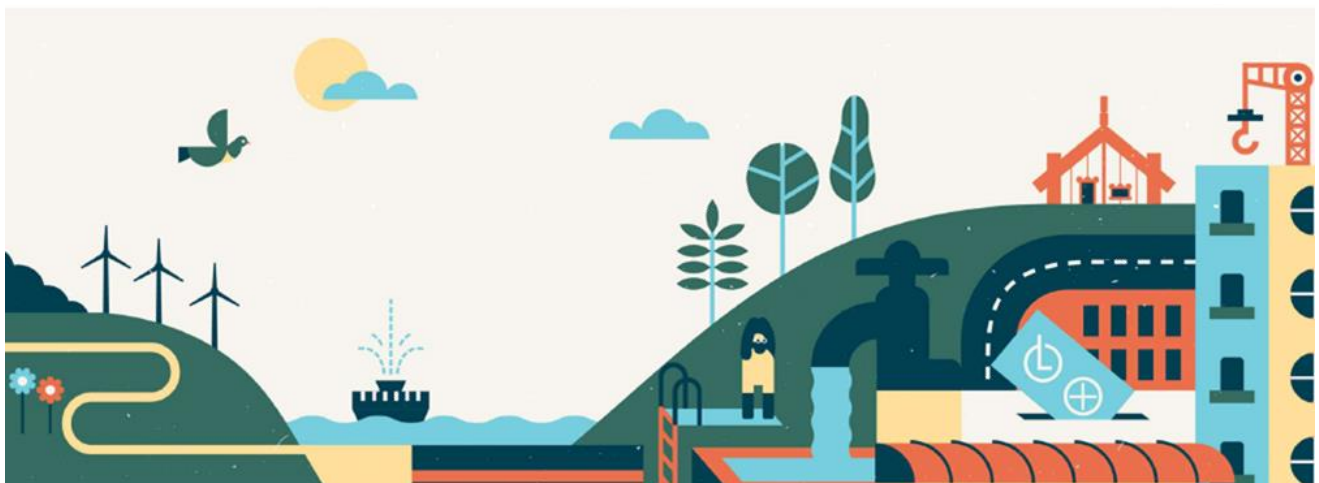
- Revenue – total, and event
- Net surplus (deficit)
- Net cash flow
- Liquidity ratio
- Bank borrowing to total assets
- Capital expenditure

Appendix: Independent Auditor's Report

To be provided

2021-2031 Long-Term Plan – Volume 2

Wellington City Council



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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.

	<p>A risk exists that total population growth continues to track higher than average.</p> <p>Risk that short-term growth will be significantly lower than forecast as the impacts of COVID-19 slow levels of migration to Wellington.</p>	<p>leading to possible failure to meet expected levels of service or constraining growth.</p> <p>If population growth is lower than expected, then we risk investing in services and infrastructure that will be over servicing the population. This impact may however be short-term if over the long-term growth continues.</p>	<p>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.</p> <p>Our LTP is updated every three years allowing for growth projections and investment plans to be updated on a regular basis.</p>																																																				
Economic growth																																																							
Assumption	That the Wellington City economy will continue to be impacted by the effects of COVID-19 until beyond 2023 with GDP remaining lower than March 2020 levels until 2024. Some sectors, including tourism related industries including hospitality will have on-going impacts well into the period of the long-term plan.																																																						
	<table><tr><th>Year</th><th colspan="2">Wellington City GDP</th><th>Wellington City Unemployment</th></tr><tr><td>2019</td><td>25,651</td><td>2.3%</td><td>4.2%</td></tr><tr><td>2020</td><td>26,135</td><td>1.9%</td><td>3.8%</td></tr><tr><td>2021</td><td>25,332</td><td>-3.1%</td><td>4.2%</td></tr><tr><td>2022</td><td>25,904</td><td>2.3%</td><td>4.7%</td></tr><tr><td>2023</td><td>26,021</td><td>0.5%</td><td>4.5%</td></tr><tr><td>2024</td><td>26,537</td><td>2.0%</td><td>4.4%</td></tr><tr><td>2025</td><td>27,189</td><td>2.5%</td><td>4.3%</td></tr><tr><td>2026</td><td>27,815</td><td>2.3%</td><td>4.1%</td></tr><tr><td>2027</td><td>28,464</td><td>2.3%</td><td>4.0%</td></tr><tr><td>2028</td><td>29,128</td><td>2.3%</td><td>3.8%</td></tr><tr><td>2029</td><td>29,786</td><td>2.3%</td><td>3.8%</td></tr><tr><td>2030</td><td>30,430</td><td>2.2%</td><td>3.8%</td></tr></table>			Year	Wellington City GDP		Wellington City Unemployment	2019	25,651	2.3%	4.2%	2020	26,135	1.9%	3.8%	2021	25,332	-3.1%	4.2%	2022	25,904	2.3%	4.7%	2023	26,021	0.5%	4.5%	2024	26,537	2.0%	4.4%	2025	27,189	2.5%	4.3%	2026	27,815	2.3%	4.1%	2027	28,464	2.3%	4.0%	2028	29,128	2.3%	3.8%	2029	29,786	2.3%	3.8%	2030	30,430	2.2%	3.8%
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Data	Economic projections are based on economic modelling of Wellington City economy undertaken by Infometrics commissioned in January 2021. This report will be available on the WCC LTP website.																																																						
Level of certainty	Moderate																																																						
Key risks	<p><i>Risk</i></p> <p>Economic growth is lower than forecast due to:</p> <ul style="list-style-type: none">the impacts of COVID-19 before more severe or lasting longer than anticipatedexternal market factorsinsufficient investment in infrastructure/services constraining city development	<p><i>Effect of risk</i></p> <p>Lower levels of economic growth will impact the affordability of Council plans:</p> <ul style="list-style-type: none">ratepayer base growth assumptions will be inaccurate (see later assumption)the affordability of Council services will be lower for households, businesses and users of services	<p><i>Mitigation</i></p> <p>We have been conservative in our assumptions around economic recovery to reduce the likelihood of this downside risk</p> <p>Our economic assumptions will be closely monitored and any resulting updates to our long-term plans will be made through Annual Planning process</p>																																																				

Growth in ratepayer base			
Assumption	Year	Capital value growth	Rate units*
	2021/22	0.7%	86,602
	2022/23	0.6%	87,494
	2023/24	0.6%	88,568
	2024/25	0.6%	89,434
	2025/26	0.6%	90,235
	2027/28	0.6%	90,838
	2029/30	0.6%	91,325
	2030/31	0.6%	91,721
	2031/32	0.6%	92,101
	2032/33	0.6%	92,497
	* The rate units are stated at the end of the preceding financial year		
Data	Ratepayer base growth is based on current property information from Council valuation service provider (Quotable Value Ltd), forward looking consenting, historic trends and expected population growth assumptions provided by Informed Decisions Ltd.		
Level of certainty	Moderate		
Key risks	Risk The growth in the ratepayer base is higher or lower than projected.	Effects of risk If growth is higher than forecasted, average rates funding increase will be reduced by an equivalent amount as there is a greater number of ratepayers across which the rates funding requirement will be allocated. If growth is lower than forecasted, the average rates increase for the ratepayer will be higher. The annual impact of a 1 percent of variance in growth in the ratepayer base is equivalent to approximately \$3.9 million of rates in 2021/22.	Mitigation We will measure and report on growth in the rating base and review the projections and underlying strategy on a regular basis. Ratepayer growth assumptions are reconfirmed through each Annual Planning exercise and provide the opportunity to adjustment plans based upon updated growth projections.
Civil defence and emergency			
Assumption	The assumed risks of a significant earthquake are in line with Wellington lifelines planning and relate to likelihood of earthquakes at different scales on the Modified Mercalli intensity (MMI) scale. Likelihood captured in the table below.		
	MMI level	Average return period	
	MMI7	~30 years	

	MMI8	~120 years	
	MMI 9	~400 years	
	MMI 10	~1350 years	
Data	Sourced from Wellington Lifelines report 2019.		
Level of certainty	Low		
Key risks	<p><i>Risk</i></p> <p>That a significant event occurs during the period of the Long-Term Plan</p>	<p><i>Effects of risk</i></p> <p>The city is unable to recover sufficiently or quickly enough in order to prevent long-term adverse effects on the population or local economy.</p>	<p><i>Mitigation</i></p> <p>In order to recover from a significant event the Council has insurance and debt provision to provide some flexibility to respond financially to adverse events.</p> <p>The Council is further 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.</p> <p>A key focus for this LTP will be improving the city's resilience. There will be a 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.</p>
Climate change			
Assumption	<p>We assume climate change occurs in line with Ministry for the Environment's global emissions scenarios ranging from low to high greenhouse gas concentrations these are informed by the Intergovernmental Panel on Climate Change (IPCC).</p> <p>The most notable impact of which for Wellington City will be increased risks of coastal storm surge, and higher frequency and magnitude of flooding events, both exacerbated by sea level rise and increased volumes of water during rainfall events.</p> <p>Table 12 from the MfE guidance informs our base assumptions for planning being:</p>		

	Table 12: Minimum transitional New Zealand-wide SLR allowances and scenarios for use in planning instruments where a single value is required at local/district scale while in transition towards adaptive pathways planning using the New Zealand-wide SLR scenarios																						
	<table><tr><th>Category</th><th>Description</th><th colspan="2">Transitional response</th></tr><tr><td>A</td><td>Coastal subdivision, greenfield developments and major new infrastructure</td><td colspan="2">Avoid hazard risk by using sea-level rise over more than 100 years and the H+ scenario</td></tr><tr><td>B</td><td>Changes in land use and redevelopment (intensification)</td><td colspan="2">Adapt to hazards by conducting a risk assessment using the range of scenarios and using the pathways approach</td></tr><tr><td>C</td><td>Land-use planning controls for existing coastal development and assets planning. Use of single values at local/district scale transitional until dynamic adaptive pathways planning is undertaken</td><td colspan="2">1.0 m SLR</td></tr><tr><td>D</td><td>Non-habitable short-lived assets with a functional need to be at the coast, and either low-consequences or readily adaptable (including services)</td><td colspan="2">0.65 m SLR</td></tr></table>			Category	Description	Transitional response		A	Coastal subdivision, greenfield developments and major new infrastructure	Avoid hazard risk by using sea-level rise over more than 100 years and the H+ scenario		B	Changes in land use and redevelopment (intensification)	Adapt to hazards by conducting a risk assessment using the range of scenarios and using the pathways approach		C	Land-use planning controls for existing coastal development and assets planning. Use of single values at local/district scale transitional until dynamic adaptive pathways planning is undertaken	1.0 m SLR		D	Non-habitable short-lived assets with a functional need to be at the coast, and either low-consequences or readily adaptable (including services)	0.65 m SLR	
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	For detailed guidance on the application of these assumptions see MfE guidance.																						
Data	Assumptions are directly informed by Ministry for the Environment projections for Wellington and Wairarapa.																						
Level of certainty	Moderate – while there is certainty on the direction of change, there is uncertainty as to the speed at which the climate and sea level rise will change.																						
Key risks	<i>Risk</i> That sea level rise may be lower or higher than planned for.	<i>Effects of risk</i> If sea level rise happens slower than assumed, then we will have over invested in mitigating or management strategies. The impacts of this may be short-term as sea levels continue to rise over the longer-term. If sea level rise is faster than assumed then we will have increased levels of service interruption, including to storm water and transport services.	<i>Mitigation</i> The effects of sea level rise occur over a long-period and we will regularly review climate predictions as we make choices around our investment and as we regularly update our long-term plans. We also plan in the longer term to transition towards dynamic pathways planning.																				
Resource consents																							
Assumption	Conditions for existing resource consents held by the Council will not be significantly altered. Any resource consents due for renewal during the 10-year period of this plan will be renewed accordingly.																						

Data	N/A																																																																																																																						
Level of certainty	Moderate - there is some uncertainty around consenting conditions for the renewal of some Council consents: <ul style="list-style-type: none">• Stage 1 of the global consent for stormwater discharge expires in 2023, for stage 2 and future consents there is a likelihood of more stringent conditions as the requirements of the National Policy Statement for Freshwater Management come into effect• Consenting of any sludge minimisation plant in the coastal environment would be significantly more challenging than the current site• Landfill consents expire in 2026. Given the Southern Landfill consenting conditions are substantially about the management of water, there is a likelihood that conditions will be substantially more rigorous.																																																																																																																						
Key risks	Risk Conditions of resource consents are altered significantly. The Council is unable to renew existing resource consents upon expiry				Effects of risk The financial effect of any change to resource consent requirements would depend upon the extent of the change. A significant change in requirements could result in the Council needing to spend additional funds to enable compliance.					Mitigation Generally, the Council considers that it is fully compliant with existing resource consents. Changing consenting conditions will be inputs into planning individual projects- for example in the scoping of any landfill or sludge minimisation investment.																																																																																																													
Inflation																																																																																																																							
Assumption	Cost adjustors Inflation rates have been estimated using the BERL mid-scenario Forecasts of Price level Change Adjustors to 2031. We also assume that the Reserve Bank will use monetary controls to keep CPI within the 1.5 percent to 3 percent range. <table><tr><th></th><th>2019</th><th>2020</th><th>2021</th><th>2022</th><th>2023</th><th>2024</th><th>2025</th><th>2026</th><th>2027</th><th>2028</th><th>2029</th><th>2030</th><th>2031</th><th>20 yr ave</th></tr><tr><td>Planning and regulation</td><td>3.2%</td><td>1.7%</td><td>0.5%</td><td>2.7%</td><td>2.5%</td><td>2.3%</td><td>2.2%</td><td>2.2%</td><td>2.2%</td><td>2.2%</td><td>2.2%</td><td>2.2%</td><td>2.2%</td><td>2.0%</td></tr><tr><td>Roading</td><td>2.3%</td><td>1.9%</td><td>0.8%</td><td>3.3%</td><td>3.1%</td><td>3.0%</td><td>2.9%</td><td>2.9%</td><td>2.9%</td><td>2.9%</td><td>2.9%</td><td>2.9%</td><td>2.9%</td><td>2.5%</td></tr><tr><td>Transport</td><td>2.8%</td><td>1.8%</td><td>0.7%</td><td>2.9%</td><td>2.6%</td><td>2.4%</td><td>2.4%</td><td>2.4%</td><td>2.4%</td><td>2.4%</td><td>2.4%</td><td>2.4%</td><td>2.4%</td><td>2.2%</td></tr><tr><td>Community activities</td><td>2.0%</td><td>1.7%</td><td>-0.2%</td><td>3.2%</td><td>2.7%</td><td>2.5%</td><td>2.4%</td><td>2.5%</td><td>2.4%</td><td>2.5%</td><td>2.6%</td><td>2.6%</td><td>2.4%</td><td>2.1%</td></tr><tr><td>Water and environmental management</td><td>3.8%</td><td>2.5%</td><td>-3.8%</td><td>6.0%</td><td>3.5%</td><td>2.6%</td><td>2.7%</td><td>2.9%</td><td>2.8%</td><td>3.2%</td><td>3.3%</td><td>3.4%</td><td>3.1%</td><td>2.5%</td></tr><tr><td>WCC HR cost adjustor</td><td></td><td></td><td>2.8%</td><td>2.4%</td><td>1.5%</td><td>1.7%</td><td>2.0%</td><td>2.2%</td><td>2.3%</td><td>2.4%</td><td>2.6%</td><td>2.7%</td><td>2.7%</td><td>2.5%</td></tr></table> Interest revenue – forecast to remain constant. Interest rates do not increase annually in line with rates of inflation.															2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	20 yr ave	Planning and regulation	3.2%	1.7%	0.5%	2.7%	2.5%	2.3%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.0%	Roading	2.3%	1.9%	0.8%	3.3%	3.1%	3.0%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.5%	Transport	2.8%	1.8%	0.7%	2.9%	2.6%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.2%	Community activities	2.0%	1.7%	-0.2%	3.2%	2.7%	2.5%	2.4%	2.5%	2.4%	2.5%	2.6%	2.6%	2.4%	2.1%	Water and environmental management	3.8%	2.5%	-3.8%	6.0%	3.5%	2.6%	2.7%	2.9%	2.8%	3.2%	3.3%	3.4%	3.1%	2.5%	WCC HR cost adjustor			2.8%	2.4%	1.5%	1.7%	2.0%	2.2%	2.3%	2.4%	2.6%	2.7%	2.7%	2.5%
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Data	Inflation rates applied – Inflation rates have been estimated using the BERL Forecasts of Price level Change Adjustors to 2031. We also assume that the Reserve Bank will use monetary controls to keep CPI within the 1.5% to 3% range. Inflation is affected by external economic factors, most of which are outside of the Council's control and influence.																																																																																																																						
Level of certainty	High																																																																																																																						

Key risks	<i>Risk</i> That actual inflation will be significantly different from the assumed inflation.	<i>Effects of risk</i> 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.	<i>Mitigation</i> Annual review through the annual plan process.										
Cost of carbon													
Assumption	WCC assumes that the cost of carbon will inflate over the coming years as per the table below-												
	Year	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Rise to \$50 in Year 2 by 2031 with ongoing 2% growth thereafter	\$35.00	\$35.00	\$50.00	\$51.00	\$52.02	\$53.06	\$54.12	\$55.20	\$56.31	\$57.43	\$58.58	\$59.75
	% increase from 2020		0%	43%	46%	49%	52%	55%	58%	61%	64%	67%	71%
	This assumption directly informs the carbon unit costs related to the Southern Landfill. More broadly the growing cost of carbon will have implications on the investment profile of individual projects and design of Council services, these impacts will be considered through the establishment of frameworks the Council will use in future project investment analysis and service review.												
Data	Short to medium term price assumptions are based on price controls in the NZ ETS (The initial Cost Containment Reserve price trigger to be set at \$50 in 2021 and rise by two per cent for each subsequent year). Over the long-term these assumptions trend in line with the long-term price signals from the 2018 Productivity Commission report 'Low Emissions Economy' that signals a need for prices to move to between \$75 and \$200 by 2050.												
Level of certainty	Moderate – the certainty of our cost of carbon assumption is moderate particularly beyond 2025 when current ETS regulatory price controls expire. A range of factors including the pace of technological change and level of economic activity could significantly affect both the long-term trend and year on year costs.												
Key risks	<i>Risk</i> That actual inflation will be significantly different from the assumed inflation.	<i>Effects of risk</i> The Council's carbon unit costs and the landfill income required to fund those costs will increase by the rate of inflation unless efficiency gains can be made. This includes to secondary impacts on other Council budget lines, for example the cost of fuel and electricity, which are not directly informed by this carbon price assumption.							<i>Mitigation</i> Annual review of the budget through the annual plan process.				
Asset revaluations													
Assumption	Assumed growth in asset values are outlined in the table below. Growth in Council asset values are key drivers of forecasting increasing capital investment and depreciation rates.												
		21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	40/41	50/51
	Buildings Revaluation	16.5%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
	Waters Revaluation	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
	Treatment Plant Revaluation	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%
	Roading Revaluation	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
	Depreciation and revaluation of property, plant and equipment (including water and transport assets)												

	<p>Financial forecasts in this Long-Term Plan include a 3-yearly estimate to reflect the change in asset valuations for property, plant and equipment in accordance with the Council's accounting policies.</p> <p>The following assumptions have been made for this LTP:</p> <ul style="list-style-type: none"> • The Council will continue its policy of fully funding depreciation which is affected by asset revaluations • Revaluation movements shall equate to the inflation rates applied for all depreciable property, plant and equipment (refer to the "Inflation" section) • The value of non-depreciable assets (such as land) is forecast to remain constant 																																		
Data	Asset revaluation assumptions are based off asset valuation analysis provided by CBRE and BERL.																																		
Level of certainty	Moderate – moderate uncertainty in how Council asset values will change over time																																		
Key risks	<p><i>Risk</i></p> <p>That actual asset value growth will be significantly different from the assumed rates.</p>	<p><i>Effects of risk</i></p> <p>Asset value growth at higher rates than assumed will lead to increasing pressure on rates and borrowing levels. This risk has impacted Council planning repeatedly in recent years as asset value growth has exceeded budgeting assumptions.</p>	<p><i>Mitigation</i></p> <p>Annual review of assumptions through the annual plan process.</p>																																
Significant Asset lifecycles																																			
Assumption	<p>The estimated useful lives of significant assets will be as shown in the Statement of Accounting Policies. The asset life of key assets (three waters and transport is included below). The majority of the significant assets will continue to be revalued every three years. It is assumed that assets will be replaced at the end of their useful life. Ranges in average ages relate to the variability of component parts of assets and changing material and design of assets over time.</p> <table border="1"> <thead> <tr> <th>Key Asset – Pipes</th><th>Asset life in years</th><th>Key Asset – Roads</th><th>Asset life in years</th></tr> </thead> <tbody> <tr> <td>Water pipes</td><td>50-95</td><td>Surface</td><td>10</td></tr> <tr> <td>Water reservoirs</td><td>40-100</td><td>Base</td><td>50</td></tr> <tr> <td>Water pumping stations</td><td>20-100</td><td>Bridges</td><td>80</td></tr> <tr> <td>Sewer pipes and tunnels</td><td>60-110</td><td>Footpaths</td><td>20-50</td></tr> <tr> <td>Sewer pumping stations</td><td>20-80</td><td>Retaining walls</td><td>50-75</td></tr> <tr> <td>Stormwater pipes</td><td>50-130</td><td>Sea walls</td><td>80-100</td></tr> <tr> <td>Stormwater pump stations</td><td>20-100</td><td>Kerbs and channels</td><td>70-120</td></tr> </tbody> </table> <p>It is also assumed that:</p> <ul style="list-style-type: none"> • the majority of the significant assets will continue to be revalued every 3 years. • assets will be replaced at the end of their useful life. • planned asset acquisitions (as per the capital expenditure programme) shall be depreciated on the same basis as existing assets. 			Key Asset – Pipes	Asset life in years	Key Asset – Roads	Asset life in years	Water pipes	50-95	Surface	10	Water reservoirs	40-100	Base	50	Water pumping stations	20-100	Bridges	80	Sewer pipes and tunnels	60-110	Footpaths	20-50	Sewer pumping stations	20-80	Retaining walls	50-75	Stormwater pipes	50-130	Sea walls	80-100	Stormwater pump stations	20-100	Kerbs and channels	70-120
Key Asset – Pipes	Asset life in years	Key Asset – Roads	Asset life in years																																
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Data	Assumptions of asset lives are informed by guidance on the Useful Life of Infrastructure from the NAMS Council and Council actual condition information of assets.											
Level of certainty	Mixed – The level of certainty of useful lives of assets ranges across different asset types. Underground assets that are not easily accessible have lower levels of confidence on their current condition and therefore expected remaining useful lives.											
Key risks	<i>Risk</i> That assets wear out earlier or later than estimated.			<i>Effects of risk</i> 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.					<i>Mitigation</i> Generally, we have the ability to prioritise work programmes should assets wear out earlier or later than estimated. In addition we are actively investing in improving the quality of asset condition information including of our three waters assets, to reduce the likelihood of this risk.			
Interest rates- cost of borrowing												
Assumption	The Council borrowing rates for debt will change as per the table below.											
		21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	50/51
	Effective Interest Rate	2.41%	2.74%	3.00%	2.96%	3.16%	3.31%	3.27%	3.39%	3.54%	3.55%	3.16%
Data	Assumption reflects Council actual borrowing rates along with forecast rates based on hedging position and range of economic forecasts.											
Level of certainty	High - There is relative higher levels of certainty over short-term borrowing rates for Council debt in the short term given hedging policies. Longer-term, certainty levels are lower as interest rates are subject to wide range of factors.											
Key risks	<i>Risk</i> That prevailing interest rates will differ significantly from those estimated.			<i>Effects of risk</i> Based on the minimum hedging profile, a 0.1 percent 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 plan					<i>Mitigation</i> Interest rates are largely driven by factors external to the New Zealand economy. The Council manages its exposure to adverse changes in interest rates through the use of interest rate swaps. At any time Council policy is to have a minimum level of interest rate hedging equivalent to 50 percent of core borrowings.			
Expected returns on investment and funding sources												
Assumption	We assume that the impacts of COVID-19 will mean that WIAL dividend income will be zero in 2021/22 before progressively increasing back to pre COVID-19 levels by 2024/25. 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. This is that the normal Funding Assistance Rate (FAR) is expected to remain at 51 percent of eligible expenditure for the period of the plan. It is assumed that the NZTA subsidy will apply to 85% of our transport programme of work (maintenance, renewal and upgrade works) excluding the majority of cycleways which the NZTA subsidy is assumed to apply to 100% of, excluding some specific projects where it is known that the work will not be eligible for the NZTA subsidy, for example the Island Bay cycleway.											

Data	n/a		
Level of certainty	Low – We have a lower than normal level of certainty on WIAL dividend assumptions given the current economic climate and impacts of COVID-19. Moderate – NZTA have provided their indicative 2021-24 NLTP allocations, with final funding allocations to be confirmed in August 2021. The indicative NZTA income assumptions have a moderate level of uncertainty as final allocations are to be confirmed, including the level of funding for the accelerated cycleways programme.		
Key risks	Risk That the That WIAL dividends are significantly lower than assumed or that NZTA makes further changes to the subsidy rate, the funding cap or the criteria for inclusion in the subsidised works programme.	Effects of risk If the actual returns/revenues from these sources are significantly less than forecast, the Council will need to look for alternative funding through rates or borrowings. If the returns were greater then Council would have additional revenue above forecasts. A 5 percentage point change in the level of NZTA subsidy over our transport programme would represent approximately \$1.7m increase or decrease in revenue each year.	Mitigation Annual review of assumptions through the annual plan process.
Ability to deliver capital programme			
Assumption	We assume that there will be market capacity to deliver our planned capital programme. This will be supported by careful programme planning, investment in internal capability and Wellington Water increasing their capability, capacity and use of innovation and scale.		
Data	n/a		
Level of certainty	Moderate – There is always an inherent level of risk in delivering a capital programme, particularly one that is substantially increased. Although we have plans to manage this risk there remains uncertainty. In the short-term this is linked to the ongoing effects of COVID-19 border measures on labour and material supply, in the longer-term this relates to the ability of the supplier market to respond to regional investment plans and on how other planned infrastructure investment across the region progress.		
Key risks	Risk That our capital programme is not able to be delivered as planned.	Effects of risk If we are unable to deliver the planned capital programmes, then the benefits of investment will be delayed. For projects aimed at enabling growth, this could constrain the pace of growth. There will also be delays to our planned capital expenditure profile with flow on impacts on borrowing and operating expenditure projections.	Mitigation Regular monitoring of our capital programme progress, and adjustments to plans through the formal Annual Planning process. Cycleways investment will ramp up over the ten years of the plan and as we do so create opportunities to grow the local market or look at alternative contract options (alliance models etc.) Careful programme planning, investment in internal capability and Wellington Water increasing their capability, capacity and use of innovation and scale. If unable to deliver the capital programme, Council will prioritise renewals work (to prevent asset failure and resulting service interruptions) and critically review the planned capital upgrade work

			programme including identifying opportunities for deferral of works.
Level of service			
Assumption	For this 10-year plan we assume that: <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 10-year plan, there will be no significant additional impact from above pressures on asset requirements or operating expenditure. 		
Data	n/a		
Level of certainty	Moderate		
Key risks	Risk 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.	Effects of risk 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 service	Mitigation 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 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.
Three waters reform			
Assumption	While the Government's three waters reform programme is currently underway, and the Council is participating in that work, the Government is not expected to make a decision on the reforms until May 2021. As such, for the purposes of planning it is assumed that three water services will continue to be delivered through their existing arrangements between the Council and Wellington Water over the life of the Long-Term Plan.		
Data	Our assumption is in line with SOLGM advice on the treatment of reforms as outlined in their practice note <i>Three Waters Reform in the 2021-31 Long-Term Plans</i>		
Level of certainty	Uncertain		
Key risks	Risk That the three waters reform leads to changes to the management and/or ownership of Council's three waters assets	Effects of risk A change in ownership of three waters assets would have substantial direct impacts on Council finances and its financial and infrastructure strategy. It could also have second order impacts on Council's long-term planning in other areas given fundamental changes to the Council's financial position. For example, our debt to revenue position may be negatively affected should the value of three waters debt that is	Mitigation Any decisions on the Council's involvement in reforms would require consultation with the community and that would include full consideration of the direct and second order impacts.

		transferred be disproportionately lower relative to three waters income compared with wider Council debt and income levels.	
Sludge funding			
Assumption	It is assumed that off balance sheet funding for the sludge minimisation project is able to be secured (through the Infrastructure Funding and Financing legislation (IFF)). This would enable the project to proceed without impacting Council debt limits.		
Data	n/a		
Level of certainty	High – Council has had clear positive support from Crown Infrastructure Partners who manage the application process for IFF financing.		
Key risks	<p><i>Risk</i></p> <p>That we are not able to secure off balance sheet funding arrangements for sludge minimisation as assumed.</p>	<p><i>Effects of risk</i></p> <p>Until funding is secured then the sludge minimisation project would not be able to proceed, or alternatively reprioritisation of the capital programme or alternative Public Private Partnerships would be required.</p> <p>Delays in confirming the sludge minimisation project would impact planning for dependant pieces of work, in particular the future of the Southern Landfill and waste minimisation activities.</p>	<p><i>Mitigation</i></p> <p>Council's Annual Planning process provides a process whereby reprioritisation of the capital programme can be undertaken.</p> <p>Alternative Public Private Partnership that will enable Sludge to be financed off balance sheet are being investigated in parallel.</p> <p>Setting a debt limit at 225%, below the 280% limit of the LGFA covenant provides some flexibility for future additional debt.</p>
Vested Assets			
Assumption	It is assumed that the sludge treatment plant, valued at \$187m and delivered through a special purpose vehicle, will be vested back to the Council once completed in year four of the long-term plan.		
Data	n/a		
Level of certainty	Medium		
Key risks	<p><i>Risk</i></p> <p>That the sludge minimisation project is delayed and vesting of the asset is delayed.</p>	<p><i>Effects of risk</i></p> <p>A delay of vesting of the asset into Council ownership will have minimal effects on Council budgeting</p>	<p><i>Mitigation</i></p> <p>Regular monitoring of our capital programme progress, and adjustments to plans through the formal Annual Planning process.</p>
LGWM funding			
Assumption	Only initial \$283m costs of LGWM delivery projects plus programme funding are included in our budget given the significant uncertainty about the full future programme scope and costs of LGWM, including the funding split for those costs. Their exclusion from the budget does not mean the Council does not plan to proceed with LGWM, the Council remains committed to improving Wellington's transport infrastructure as envisioned through the LGWM programme. Their exclusion from the budget however mean that future further costs of LGWM identified through business cases will either need to be funded alternatively and/or accommodated through further extending the Council's debt position agreed to through this LTP. Alternative funding arrangements are preferred and, for example, may		

	include identification of new revenue streams such as traffic demand management or off balance sheet funding arrangements through the Infrastructure Funding and Financing legislation.		
Data	n/a		
Level of certainty	Low		
Key risks	<p><i>Risk</i></p> <p>That alternative funding for the full costs of LGWM are not able to be identified and, in order to proceed with LGWM business cases, the Council would have significant unbudgeted costs.</p> <p>The need for the Council to identify alternative funding or make significant variations to this LTP to accommodate additional costs may also lead to delays to decision making around programme business cases.</p>	<p><i>Effects of risk</i></p> <p>This would either require Council to accommodate additional costs into an amended budget with breaches of proposed current rates and debt limits or aspects of LGWM may not be able to proceed.</p> <p>The effect of this risk on Council finances and the programme is significant given the draft size of the full programme identified in the indicative programme business case was \$3.2b for the three partner organisations.</p>	<p><i>Mitigation</i></p> <p>The LGWM partners are engaging with the Minister of Transport on the range of funding tools.</p> <p>Setting a debt limit at 225%, below the 280% limit of the LGFA covenant provides some flexibility for future additional debt should Council decide that LGWM investment warrants further extending the debt position.</p> <p>Council's Annual Planning process also provides a process whereby reprioritisation of the capital programme can be undertaken.</p>
Funding sources – ground leases			
Assumption	That long-term ground leases for Michael Fowler Centre carpark, Municipal Office Building and Civic Administration Building are all secured in the first two years of the LTP to enable revenue from those ground leases to be used to pay down Council debt. Proceeds from those ground leases would be approximately \$27m		
Data	n/a		
Level of certainty	High – While the MFC carpark negotiations are more advanced and therefore the likelihood of ground lease more certain, the MOB and CAB sites are less certain as we have not yet tested the market. Council has had valuations on the land and unsolicited queries from the private sector about opportunities with Civic Square. The need to gain resource consent for demolition of those buildings and potential consultation requirements associated with that also creates risks to this assumption		
Key risks	<p><i>Risk</i></p> <p>That long-term ground leases are not able to be secured in the timeframe of this assumption or are at a lower value than assumed.</p>	<p><i>Effects of risk</i></p> <p>If long-term ground leases are delayed or at a lower value than that may impact Council's debt position and may lead to breach of proposed debt to revenue limits.</p>	<p><i>Mitigation</i></p> <p>Council's Annual Planning process provides a process whereby reprioritisation and/or rephasing of the capital programme can be undertaken.</p>
Development Contributions			
Assumption	We have assumed annual revenue from Development Contributions of \$3.5m over the 10 years of this long-term plan.		
Data	n/a		
Level of certainty	Moderate – the level of Development Contribution revenue is broadly in line with actual levels of revenue over the previous three financial years.		
Key risks	<i>Risk</i>	<i>Effects of risk</i>	<i>Mitigation</i>

	The level of development contributions collected and the timing could result in insufficient income to cover the costs of required growth infrastructure.	If the level of development contribution income is less than forecasted, this would mean the debt is not paid off as quickly as planned, and therefore interest costs relating to this debt would be marginally higher than planned	Council's Annual Planning process provides a process whereby reprioritisation of budget can be undertaken.
Sale of assets			
Assumption	We have assumed sale proceeds from asset sales of \$48m will be realised to repay borrowings across the 10-year period of this plan.		
Data	n/a		
Level of certainty	Moderate –		
Key risks	<p><i>Risk</i></p> <p>That the sale of assets do not occur at forecasted levels.</p>	<p><i>Effects of risk</i></p> <p>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.</p>	<p><i>Mitigation</i></p> <p>Council's Annual Planning process provides a process whereby reprioritisation of budget can be undertaken.</p> <p>Setting a debt limit at 225%, below the 280% limit of the LGFA covenant provides some flexibility for future additional debt.</p>
Insurance			
Assumption	The Council will maintain its current level of asset insurance to indemnify itself against the expected damage caused in a one in one thousand year earthquake event. This level will cover approximately 70% of the forecast loss, with the remaining 30% of the loss assumed to be funded by debt.		
Data	The 1-1000 year event loss estimates for Council owned assets are calculated by GNS. This informs our strategy on how we transfer the risk to a third party and also the level of financial risk that is held by Council if third party risk transfer is not available or affordable.		
Level of certainty	Moderate – Price and available capacity of insurance is reducing over time in areas of the world that are deemed to be of high risk, as a result of a natural disaster.		
Key risks	<p><i>Risk</i></p> <p>That the Council is not able to secure sufficient insurance</p> <p>That the increasing costs of holding insurance exceed available budget.</p> <p>That the financial loss to the assets in a major event is significantly greater than that estimated.</p>	<p><i>Effects of risk</i></p> <p>An inability to secure sufficient insurance or actual losses exceeding estimated loss would mean that not all assets would be able to be repaired or replaced post the earthquake event.</p> <p>Meeting increasing costs of insurance to maintain coverage would have direct impacts on rates and fees and user charges.</p>	<p><i>Mitigation</i></p> <p>The assumptions that drive the 1-1000 damage estimates are updated every 2-3 years by GNS to ensure up-to-date asset information is understood e.g. buildings that are based isolated and unlikely to have any major damage.</p> <p>Council is also working to minimise potential impacts of an event through significant investment to earthquake strengthen buildings (base isolation). New developments and renewal of our assets are also done with earthquake resilient materials e.g. Water pipes, reservoirs, tunnels and bridges.</p>

			The Forecast Debt limit includes the provision of approximately 30% debt funding of the forecast loss.
LGFA			
Assumption	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. Council assumes no default event occurring during this Long-Term Plan.		
Data	n/a		
Level of certainty	Low – 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.		
Key risks	<i>Risk</i> 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.	<i>Effects of risk</i> Payment would be required by Wellington ratepayers for the relevant amount in default	<i>Mitigation</i> The structure and makeup of the LGFA through the foundation documents sets out the protections and processes of guarantees and defaults. The LGFA Risk management committee, reporting framework, Key performance indicators and variance at risk all mitigate the risk eventuating
Renewal of external funding			
Assumption	It is assumed that the Council will be able to renew existing borrowings on equivalent terms		
Data	n/a		
Level of certainty	High –		
Key risks	<i>Risk</i> That new borrowings cannot be accessed to fund future capital requirements.	<i>Effects of risk</i> Future capital programmes may be delayed and the Council improvement programmes/infrastructure assets may not receive the required investment.	<i>Mitigation</i> 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.
<i>Weathertight homes</i>			
Assumption	The Council will continue to spread the cost incurred by settling weathertight homes claims by funding claims from borrowings and spreading the rates funded repayment across a number of years. This 10-year plan assumes that the Council's weathertight homes liability will be fully settled and the associated borrowing repaid over the 26-year period.		
Data	n/a		
Level of certainty	High		

Key risks	<i>Risk</i> That the level of the claims and settlements is higher than provided for within the 10-year plan.	<i>Effects of risk</i> 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 \$39 million, a 1 percent change in this figure would equate to \$0.4 million.	<i>Mitigation</i> N/A.
General rates differential			
Assumption	It is assumed that the general rates differential will remain at 3.25:1 Commercial: Base/Residential over the 10-year period of this plan.		
Data	n/a		
Level of certainty	High		
Key risks	<i>Risk</i> That the Council makes the decision to change the general rates differential from forecast.	<i>Effects of risk</i> Should the Council decide to change the general rate differential, the maximum it could be expected to move would be from 3.25:1 to 1:1 Commercial: Base/Residential. This could potentially transfer the rates impost from Commercial ratepayers back to Base/Residential ratepayers of approximately \$60 per annum.	<i>Mitigation</i> Council's Annual Planning process provides a process whereby rates differential can be reconfirmed regularly.

Financial and Infrastructure Strategy

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Purpose

The purpose of this combined Financial and Infrastructural Strategy (F&IS) is to provide a decision-making framework that enables the Council to make informed, prudent and sustainable investment decisions that balance the funding of the City's:

- strategic needs (the things we have to do to protect and enhance our infrastructure assets, to mitigate our risks, and to manage future growth) with its
- strategic wants (the changes and improvements we have to make in services, assets and outcomes for us to deliver our future vision for Wellington).

Strategic Overview and Purpose

Introduction

He toka tū moana, ara he toa rongonui - strong like a rock in the rapids.

A City's physical infrastructure is the basic foundation upon which its residents can thrive. Good infrastructure is critical but usually taken for granted. Poor infrastructure can bring a City to its knees – it can undermine economic confidence and – at worst – can undermine public health.

Good infrastructure is also expensive, which means that funding for infrastructure renewals, replacements and growth has to be prioritised and protected. At the same time, this investment must be balanced with affordability, intergenerational benefits and the Council's other investment priorities.

Why this strategy is important

The scale of the capital investment we need to make in our infrastructure assets is substantial. This level of investment to be affordable, both now and in the future, requires a robust and informed strategic planning approach that considers the most effective prioritising, timing and financing of these investments. Getting these decisions wrong may have serious consequences not only for our City's basic infrastructure but also for the Council's future financial sustainability.

At the same time, the environment in which the Council operates is rapidly changing. A combination of external pressures and risks, and the evolving expectations of our communities, means that we need to take a comprehensive and long-term view of the financial challenges we face, and a strategic plan to

allow us to respond to them. Some of these emerging financial challenges include:

- The impacts of a global pandemic
- The increasing unaffordability of housing in the City
- A Mayoral Taskforce that highlighted challenges with three waters infrastructure
- The emergence of a new blueprint for the future shape of the City (Planning For Growth)
- A requirement to review our District Plan for the Government's National Policy Statement on Urban Development (NPS-UD) by mid-2022
- The closing of the Central Library due to seismic concerns with public safety
- The declaration of a climate emergency, and adoption of Te Atakura (first to zero carbon emissions)
- The emergence of the plan for Let's Get Wellington Moving (LGWM)
- An ambitious waste minimisation plan that aims to reduce waste to landfill by one third by 2026.
- A productivity commission review of Local Government funding that has resulted in no new funding sources for Local Government

The response to these financial challenges requires improvements to our levels of services both in operational areas and increasing the amount of infrastructure. In areas not specifically referenced in this document, we need to maintain levels of service at current levels. To achieve this, we have to make sure that:

- The impact on rates of the planned investment is included in the rates increases forecast across the 30 years of our long-term plan.

- We are able to fully fund depreciation on current assets to generate cashflows needed to renew assets as forecast across the 30 year infrastructure strategy.

It is important that we continue to raise awareness of Te Ao Māori where everything in the world is believed to be related or interconnected. This approach, including the relationship between humans and the rest of nature promotes being responsible kaitiaki. We intend to increasingly bring this focus on wellbeing and reducing our impact on the environment into our financial and infrastructure planning this commitment being the platform for the development of further work on integrating Te Ao Māori into the implementation of the resulting actions.

Objectives of the strategy

The overarching objective of the F&IS is to ensure that financial and infrastructure investment decision-making directly supports the Council's strategic objectives and the Long-Term Plan (LTP). Underpinning this, the F&IS also aims to:

- Outline the current health of the Council's finances and infrastructure networks
- Identify significant issues and costs over the next 30 years
- Identify the main options for managing the issues
- Enable effective financial and infrastructure investment decision-making by providing a framework to assess, prioritise, consult on and finance proposals
- Commit the Council to a set of funding limits and other financial measures to ensure that our long-term plans are sustainable and affordable
- Outline how we manage our assets and ensure sufficient funding is generated to maintain infrastructure networks and the services they provide

Principles of financial and infrastructure investment decision-making

The following set of principles are designed to enable consistent and effective financial and investment decisions, and they form the basis of the F&IS:

- **Affordability** – focusing on areas that offer the greatest outcome.
- **Fairness & intergenerational equity** – applying debt funding and depreciation to ensure ratepayers pay for assets as they are using them.
- **Sustainability** – investment priorities include areas that grow the economy and the Council's rating base.
- **Maintaining a balanced budget** – each year the Council will raise sufficient income to fund the operating costs (including depreciation) of providing its services.
- **Managing our investments and equity securities** – we optimise the return on our overall investment portfolio, and provide diversity in the Council revenue sources.
- **Operating a policy on securities** – using our rates revenue as security on our borrowings.
- **Managing insurable risk** – we achieve an adequate level of insurance at acceptable value for money.
- **Maintaining transparency** – our priorities are costed and the funding methods and tools are clear to ensure the community is aware of our proposals and their implications.
- **Funding capital expenditure** – generally funded initially by borrowing and then repaying borrowing by rating for depreciation. Other funding sources include development contributions for infrastructure to meet the demand for growth, government subsidies and donations.
- **Funding operating expenditure** – funded through general and targeted rates, fees and charges, investment income, government subsidies (eg NZTA) and other funding sources.

Community Outcomes

To help prioritise our Long-term Plan investment we developed a Community Outcomes Framework to put community wellbeing at the centre of our planning. These community outcomes drive our investment choices across our infrastructure

Environmental	Social
A sustainable, climate friendly eco capital A city where the natural environment is being preserved, biodiversity improved, natural resources are used sustainably, and the city is mitigating and adapting to climate change – for now and future generations	A people friendly, compact, safe and accessible capital city An inclusive, liveable, and resilient city where people and communities can learn, are connected, well housed, safe and healthy
Cultural	Economic
An innovative, inclusive and creative city Wellington is a vibrant, creative city with the energy and opportunity to connect, collaborate, explore identities, and openly express, preserve and enjoy arts, culture and heritage.	A dynamic and sustainable economy The city is attracting and developing creative talent to enterprises across the city, creating jobs through innovation and growth while working towards an environmentally sustainable future.

Wellington Water Limited

Wellington Water Limited (WWL) provides drinking water, wastewater and stormwater services on behalf of client councils – Hutt City, Porirua City, South Wairarapa District Council, Upper Hutt City, Wellington City and the Greater Wellington Regional Council. WWL is a council-owned, shared service organisation. A representative from each council sits on the regional Wellington Water Committee, which provides overall leadership and direction for the company. Wellington Water is governed by a board of independent directors. WWL aims to deliver services focusing on three customer outcomes:

- Safe and healthy water: ensuring a safe drinking-water supply and work to protect communities from exposure to the harmful effects of wastewater overflows.

- Respectful of the environment: seeking to avoid harm to the natural and built environment and, over time, enhance it for the benefit of future generations.
- Resilient networks that support the economy: maintaining reliable water networks that can withstand shocks and stresses, and future-proof those networks to support a strong regional economy now and into the future.

Water is of great significant to Māori /iwi. Our local iwi are Taranaki Whānui (the legal entity representing its interests is 'Taranaki Whānui ki te Upoko o te Ika a Maui') and Ngāti Toa Rangatira (the legal entity representing its interests is 'Te Rūnanga O Toa Rangatira'). Representatives from each iwi are members of the Wellington Water Committee to provide a local te ao Māori perspective and enable the role of iwi as partners, as envisaged under the Treaty of Waitangi, to be brought alive at the governance level.

Current Finance & Infrastructure Settings & Health

Our current financial position

The Council's current financial position is strong and compares well to other local authorities. We have a robust balance sheet with manageable levels of debt relative to the assets and income generating investments we own; as at 30 June 2020:

- Our total assets were valued at have a \$7.6 billion replacement cost. Our debt to income ratio of 128% was within our agreed limit of 175% and was lower than most metropolitan councils in New Zealand.
- We held income generating investments of almost \$468 million which would help offset our total level of debt of \$662 million if they were sold.

In February 2021, the independent credit rating agency Standard & Poors confirmed the Council's credit rating at AA+/A-1+. This means we continue to have a very strong capacity to meet our financial obligations and commitments. Operationally, we consistently set a tax (rates) to cover our net costs (after other revenues) to break even each year (a balanced budget). Our sources of income are diversified, meaning that more than one third (36%) of our operating costs are funded from sources other than rates.

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 example: bridges, libraries, swimming pools). 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.
- 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 related to 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:

- *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 2026/27. 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.

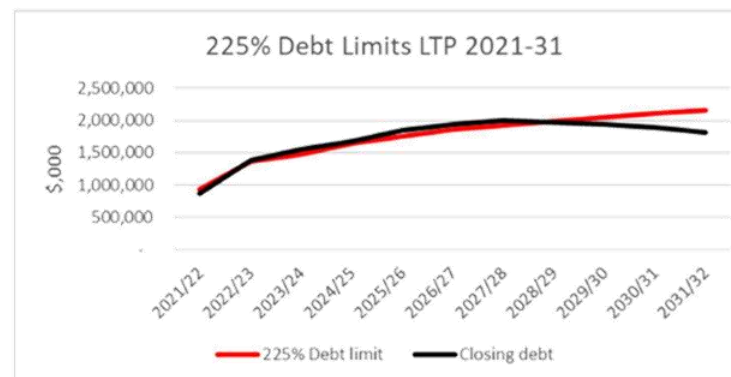
Financial trends and implications

While the current health of the Council's finances remains sound, there are underlying financial trends that highlight the increasing financial pressures the Council is facing. While current debt levels are manageable, they have also been steadily increasing. Similarly, our growing asset base is placing increasing pressure on our operating costs due to higher costs of maintenance and debt financing.

Looking ahead, the trend over the forecast period of this LTP shows a further weakening financial position. With the proposed capital program over the next ten to thirty years, the level of borrowings is forecast to increase to the highest ever level. The proposed level of debt causes further operational costs (e.g. interest and depreciation funding) which need to be funded – from sources like rates, fees and charges.

Setting funding limits at a prudent level is essential to ensure the ongoing financial sustainability of the Council.

The below graph shows the projection of the Council's net debt level against the limit of debt to income ratio of 225%.



This shows the proposed capital expenditure program is causing the Council to exceed the debt limit up until 2027/28. This programme includes \$445m of capital expenditure on the social housing portfolio, despite this not being the preferred option. This full capital funding has been included for completeness as a default position until further certainty can be gained on a preferred operating model that will attempt to meet the ongoing financial sustainability of this service.

Asset ownership

Of the \$7.9bn of assets we own, approximately two thirds of these are core infrastructure assets for the provision of the three waters services and transport.

The current state of our assets

According to the best information we have, our transport assets are generally well maintained and in reasonable condition, see table below. For water assets however, the picture is not so clear. There are gaps in our knowledge about critical assets, this is essential to help WWL to intervene with planned maintenance or replacement before assets fail, and to drive an ongoing

programme of renewal and enhancement. Achieving the desired level of performance will require significant investment over the next 30 years.

This improved data is expected to show a requirement to increase the amount of renewals, and increased capacity to accommodate the forecast growth and ensure our assets are resilient to earthquakes, storms and the impacts of climate change.

The three waters networks in particular, have a significant number of assets that have exceeded their expected useful life (see section on Managing our Infrastructure). As the 2019/20 Mayoral Taskforce on Three Waters noted, “as assets age, their condition deteriorates and they become increasingly prone to failures such as leaks and overflows that require a reactive operational response”.

A breakdown of the assessment of asset data is detailed below:

	Replacement Cost	Condition (1-5)	Performance (1-5)	Data confidence (A-E)	AM Maturity
Transport	\$1.6bn	2- Minor defects only	2 - Good minor shortcomings	A-B Minor inaccuracies (1)	Intermediate (3)
Water	\$1.1bn	3- maintenance required	2 - Good	A-B Minor inaccuracies (1)	Under review
Stormwater	\$1.2bn	3- maintenance required	3 - Moderate	A-B Minor inaccuracies (1)	Under review
Wastewater	\$1.6bn	3 -Maintenance required	3 - Moderate	A-B Minor inaccuracies (1)	Under review
Parks, Sport & Recreation	\$948m	2- Minor defects only	2 - Good	B Minor inaccuracies	Basic (3)
Waste Operations	\$39m	3 -Maintenance required	2 - Good minor shortcomings	B Minor inaccuracies	Basic (3)
City Housing*	\$370m	3 -Maintenance required	3 Moderate	B Minor inaccuracies (2)	Basic (3)

	Replacement Cost	Condition (1-5)	Performance (1-5)	Data confidence (A-E)	AM Maturity
Corporate property **	\$489m	3 -Maintenance required	2 - Good	B Minor inaccuracies (2)	Basic (3)
Community centres, halls & childcare facilities	\$14m	3 -Maintenance required	3 - Moderate	B-Reliable / C - uncertain	Basic (3)
Libraries	\$56m	2 - Minor Defects Only	2 - Good minor shortcomings	B-Reliable	Basic (3)

(1) Independent valuer rating 2020

(2) Independent assessments in 2019 & 2020

(3) Independent assessment 2021

Condition, data confidence and criticality are all based on a 5 point rating scale included in Appendix A.

Asset risks and issues

We face a number of substantial risks and issues:

- Asset replacement timing is fundamentally determined by asset management planning.
- Good asset management planning is reliant on the quality and completeness of the data and information held on the assets. This enables more accurate predictions of when to replace assets.
- Despite the overall assessment of the information in the table above, there are risks in maintaining asset networks. This strategy has focused on getting a better understanding of the criticality and condition of assets to enable and perform better asset management planning and reduce the risk of asset failure and service interruptions
- The Mayoral Taskforce identified several weaknesses in the way that water assets are managed; these have been presented to Elected Members and are now shaping the future management of these assets in Wellington City.

Challenges

The challenges below are the factors that are expected to have a significant impact on the Council over the Long-term plan, including significant infrastructure issues. A summary of the main challenges and responses is included below:

Challenge 1 – Infrastructure- Looking after what we have

While there is a requirement to provide for our growing population regionally, we want Wellington to stay compact making the best use of what we have. The key challenge in looking after what we have is:

Renewing assets at the end of their life, and addressing backlogs and bow waves

The timing of asset renewal is driven by a number of factors including condition, utilisation, capacity and criticality. It is also impacted by an organisation's risk appetite, sometimes the cost saving of deferring the renewal of an asset may outweigh the risk of failure.

We have been improving the quality of our asset data to help us make better decisions on when to replace assets, so we can continue to deliver the target level of service at an efficient cost. This plan sees increased operating funding for condition assessment of our three waters assets to enable better informed decisions and management of this infrastructure.

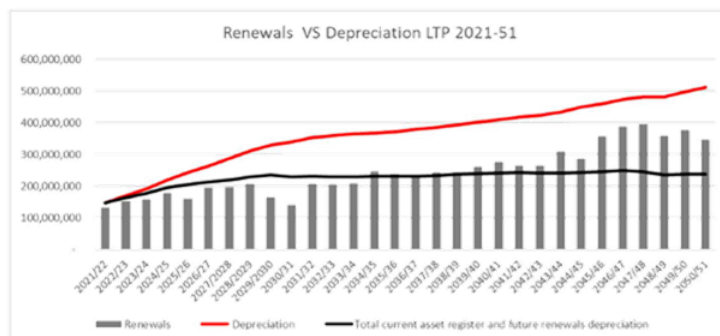
A significant portion of our infrastructure assets were set-up after the Second World War and so are now becoming ready for replacement over the next 30

years (termed a bow wave). In some instances we also need to catch up on some of the replacements that have been needed (backlog) over the last few years.

The cost of replacing these assets is increasing due to higher costs driven by factors including:

- Increasing rates in the construction sector, indemnity from risk in consenting and legal challenges to consent decisions
- increasing central government regulation such as ensuring we are protecting biodiversity and improving water quality on behalf of our residents
- health and safety requirements during construction. We are continually looking at ways to be more efficient to be able to limit the impact on our borrowings and our ratepayers.

The timing of the renewal of assets is guided by our asset management plans. Over the 30 years covered by this infrastructure strategy we plan to spend a total of \$7.3 billion renewing this infrastructure. This is expected to increase the average condition score of the networks as a significant proportion of older and poorer quality pipes are replaced with better quality modern materials that, in the case of pipes, are more resilient to earthquakes.



*the above graph is inflated

The above graph shows that the budgeted renewals (grey bars) is lower than the depreciation funding for the first 14 years. This surplus depreciation funding will pay down debt. From year 14 where the amount of forecast renewals exceeds depreciation on the existing assets in 2021 (black line) this will draw down on the debt balance after 2034. More assets are coming to the end of their useful lives after 2034 and therefore there is a higher requirement of renewals.

This indicates that sufficient renewal activity is taking place compared to the funding of existing (2021) assets.

The red line shows the full depreciation funding including depreciation on existing and new assets (from 2020 on). As these new assets often have a long life and do not require a replacement earlier in their life a depreciation surplus is created (the gap between the red line and the grey bars), which pays down debt which will be re-borrowed when these assets come to the end of their useful life. This gap / surplus is why we need to allow for headroom under the debt limit. See the Managing our Infrastructure section for the headroom requirements.

Challenge 2 – Housing and Urban Development- Growing & Changing

Population Growth

One-quarter of the regional growth or approximately 50,000 to 80,000 people over the next 30 years are expected to be accommodated in Wellington City, including the Let's Get Wellington Moving corridor and 'greenfields' development sites, which is the undeveloped land to the north of the city which will require new or upgraded infrastructure services to be provided to the new properties.

As a result of increased population growth, the region is facing several challenges, including:

- Maintaining compact urban form
- Housing demand and affordability
- Urban development feasibility
- Transport capacity driving the need to provide for mode shifts
- Infrastructure capacity
- Financial sustainability challenges for the future.

Many of these challenges are regional issues that are best dealt with together and not individually. They cross local council boundaries, and the maximum benefits can be had from tackling these together.

Response - Planning for growth

Wellington City Council has been working with other Wellington regional councils and Horowhenua District Council, central government and iwi on a Regional Growth Framework (RGF). The RGF team are currently working on a joint governance mechanism for adoption and implementation of the RGF. This will help to ensure that we manage growth across our region in an optimal way. The RGF incorporates our 'Planning for Growth' work which includes the development and adoption of a draft spatial plan for the City leading to a full

review of our District Plan. To ensure that we can accommodate the growth, significant investment will be required. Most notably in our three waters infrastructure, community facilities (including green space), and transport networks, including the development and improvement of walking and cycle networks and prioritising the development of public transport infrastructure. The capital expenditure on assets for growth for the plan is \$0.48 bn over 10 years. 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.

It is clear that this is not enough to cater for the forecasted growth in Wellington. Over the next two year the Spatial and District planning process will be completed in Wellington. Once that is set the level, type and place of infrastructure investment required for growth will be more clearly understood. This is another reason Council must maintain debt headroom to accommodate this additional investment in the future.

Further work is also being done over the next three years to assess what increased investment is needed in our community facilities and parks and reserves network to support the growth. This will be completed in time for the 2024/25-34 LTP. To enable investment in the increased capacity of infrastructure networks to enable growth, sufficient financial headroom is required to be maintained until the costs of the increased capacity is known. This is enabled with setting the debt:income ratio (debt) limit at 225% of the income level. This allows for the limit to be raised in the future to enable this expenditure.

Housing Affordability

Housing prices in Wellington have risen significantly recently and this has put considerable pressure on those on lower incomes and those buying their first home.

Influencing the availability of affordable housing – As the council is not able to sustainably deliver the level of social and affordable housing that residents in the city need, we plan to partner with central government and other housing providers. In March 2020 the Strategy and Policy Committee adopted a Housing

Action Plan. This plan covers the 2020-22 Council triennium and focuses Council efforts on four key programmes:

- Planning for Growth – the development of a new Spatial Plan and District Plan changes that will support more development to accommodate population growth of 50,000 to 80,000 over the next 30 years.
- One-stop shop – a series of efficiency improvements to our consenting processes to support development of new housing
- Te Mahana (Homelessness strategy) – this is a collaboration with other agencies to ensure all Wellingtonians are well housed.
- Proactive development – we are actively supporting additional supply by working with commercial providers on converting office space into affordable apartments.

In addition to the above, over the coming year we will investigate how we can best increase affordable housing outcomes for the city.

We are also proposing to increase the access to residential rates postponement where there is a temporary affordability issue for ratepayers which may occur in the early years of the plan with double digit rates increases.

Response- Providing social housing

The Council is already one of the city's, and country's, largest providers of social rental housing, with more than 1,900 homes across the city. WCC provides social housing to people on low-incomes and the city's most vulnerable people.

Currently, City Housing faces both a funding challenge, with an average \$26m annual operating deficit over the first 10 years, and a financing challenge, as it is unable to meet the estimated cost to complete the Housing Upgrade Programme (HUP). The rents are also becoming increasingly unaffordable for tenants. Rents are currently set at 70% of market rent (a 30% discount on rental rates necessary to make tenancies more affordable), and market rental prices are increasing in Wellington (71% increase in market rents since the Deed was signed). There is not a single, simple solution to our financing and funding challenges – a number of changes are needed. WCC is seeking to achieve several objectives through the proposed changes:

- Commit to partnering with Central Government, mana whenua and other partners to increase social housing provision in Wellington
- Providing security of tenure and affordable rents for our tenants
- Improve our financial position for the remainder of the Deed period and manage housing cost pressures alongside other Council funding issues
- Complete the full upgrade programme, including meeting new regulatory requirements that were not in effect when the Deed was signed
- Creating new revenue sources to reduce reliance on rental income from tenants.

The Council has also set the Te Mahana strategy to end homelessness in Wellington. It weaves international best practice with culturally specific steps for ending homelessness, to establish short and medium-term priorities for action.

Challenge 3- Environment

Respond to Climate Change- Te Atakura

Climate change is already here, and its effects are just beginning. When it rains heavily at a high tide, or when the waves from a severe storm crash against the coast, we are already experiencing early impacts of climate change. In Wellington City about \$7 billion in property alone is at risk from sea level rise according to the latest guidance from the Ministry for the Environment – and our cherished spaces like Civic Square, the waterfront, and Waitangi park are at risk if we don't move emissions to zero. Climate change includes the risk that rainfall will be more intense and variable, meaning we will need to increase our focus on interventions to manage increasing demands on our drinking water sources.

In response Wellington City Council has adopted Te Atakura -First to Zero carbon by 2050. This requires the reduction of city wide net emissions by 43% by 2030. Wellington City Council is committed to ensuring Wellington is a net zero greenhouse gas emission city by 2050 – with a commitment to make the most significant cuts in GHG emissions (43%) by 2030.



The Te Atakura Implementation Plan provides a measurement-based approach and identifies the potential for a 24% reduction in city-wide net emissions by 2030 – leaving a 19% shortfall to meet our 2030 target. Adaptation to climate change is another area where sufficient debt headroom is required to enable future funding once the costs of these activities are more certain and the community can be consulted. Further information on our response across our Transport and Three Waters infrastructure is included in relevant sections of this Strategy.

Changing expectations of water quality

Community expectations around the quality of freshwater are increasing. This can be seen through the introduction of the National Policy Statement for Freshwater Management. It is also evident in the work of the Whaitua Committees setting expectation for water management.

The NPS and any Whaitua te Whanganui-a-Tara Committee implementation programme will come into effect during the life of this Long-Term Plan. This will affect the levels of service our community expects us to meet through our infrastructure, particularly for three waters. These increasing expectations will come into focus as a number of our key resource consents come to be renewed:

- Stage 1 of the global consent for stormwater discharge expires in 2023, for stage 2 and future consents there is a likelihood of more stringent conditions as the requirements of the National Policy Statement for Freshwater Management come into effect
- Consenting of any sludge minimisation plant in the coastal environment would be significantly more challenging than the current site given water quality concerns
- Landfill consents expire in 2026. Given the Southern Landfill consenting conditions are substantially about the management of water, there is a likelihood that conditions will be substantially more rigorous.

This Long-Term Plan includes significant investment in improving our three waters infrastructure that will significantly improve our ability to meet these changing expectations. Further investment however may be required

depending on the speed and degree to which our community expect us to move.

Challenge 4- Resilience

Wellington has a strong awareness of risk from natural disasters. This has had a threefold impact on Wellington with the need to: fund the impacts of the earthquakes that have occurred, increase the resilience of our buildings and lifelines in line with new standards, and maintain financial headroom for potential future events and regulate and facilitate the safety of all other buildings in the city. Key challenges that we see related to resilience and risk are:

Making the city more earthquake resilient –

To respond to this challenge the Council is planning to increase the level of water storage and strengthen critical services such as the central library, town hall, St James theatre, TSB arena, Bond store and the Opera House.

- Regulate and facilitate strengthening work in the city – More than 500 earthquake prone buildings need work in the City, half of these need to be done by the end of 2027
- Congruent with the Wellington Resilience Strategy we plan to strengthen Council infrastructure through the renewal programme
- 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.
- Most of our buildings are not earthquake prone, but some are, and require strengthening. This includes key public use buildings like the library and investment in the arts – to maintain and strengthen the reputation of Wellington as a city of culture. Capital funding related to the cultural outcomes is 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 remediation of the Central library
- Additional funding to respond to climate change impacts
- Review the risk of the investment portfolio in terms of asset concentration. The vast majority of income generating asset holdings are related to the

performance of the Wellington CBD either directly (Ground Lease, Commercial property, Parking revenues) or indirectly (Wellington International Airport shares). We are planning to review the investments we hold to determine whether it may be more appropriate to diversify the portfolio.

COVID-19

COVID-19 has had a sharp impact on the short-term financial position of the Council. Reduced revenue from fees and user charges along with loss of revenue from our airport dividend saw an operating deficit in the 2019/20 financial year.

Council's decision to debt fund the deficit in order to manage the immediate financial impact on rate payers has a short to medium term impact on this strategy. This is through the need to repay the borrowing over the first ten years of the Long-Term Plan.

To respond to future shocks like this, we are focusing on improving the technology to keep council running and updating Business Continuity Plans. We are also ensuring that there is sufficient capacity in the debt limit to allow for future unforeseen events.

Increasing risk and insurance pricing

In November 2016, we experienced a moderate earthquake that tested our city. It responded well, but there is more work to do to improve the city's resilience. With the climate also changing, we need to find ways of living with more severe and frequent extreme weather events. And we also need to factor in rising sea levels which will influence the capital investment required to protect our infrastructure assets.

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

simultaneously be affected by a hazard event. We also have a self-insurance fund of \$12.5m for below-excess claims.

Due to the frequency of earthquake events in Wellington and insurance events worldwide, the cost of insurance cover has increased significantly, and the availability of cover has reduced. While we have increased our fees and rates to accommodate some of this increase, we have also developed a risk and insurance strategy which justifies the Council accepting an increased level of risk by no longer insuring our assets at the same level.

When we are considering the level of acceptable debt relative to our limits, we are now careful to factor in a level of debt headroom needed for uninsured assets in the case of an event.

Future significant decisions

As a consequence of the challenges facing our long-term planning there are a number of key upcoming decisions that will have a material impact on our plans and this Strategy.

Joint Central/Local Government Three-Waters Reform

Decision: Year
1-2

The Government and representatives of the local government sector are working through the Three-Waters service delivery reforms.

The government is expected to make a substantive policy decision April/May 2021, to enable legislation to be prepared. Each local authority would be asked to decide to participate in the new service delivery system in late 2021. In short, this would transfer the responsibility of 3-Waters from local government to a newly formed entity.

The reform process has a number of key milestones with the likely transfer of the entity assets to a new entity in 2023/24.

A package of supporting information will be provided to enable local government to engage with the community and consult on the proposal.

Given a substantive policy proposal is not currently available and the importance of continued planning for investment in three waters infrastructure, this Financial and Infrastructure Strategy assumes continued ownership of the waters assets by Wellington City Council, and management by Wellington Water Limited. The upcoming decision on reform is signalled however to make the community aware of the upcoming consultation of the proposed change. The implications of the proposal are still being assessed across all entities that provided Three-Water services but would have significant direct and indirect impact on Council assets, borrowing and revenue. The full impacts of any reform proposal will be presented as part of consultation

on the reforms and are likely to necessitate an amendment to the Long-Term Plan and substantive change to this Strategy.

The replacement value of the 3-Waters network is \$3.2 bn with an inflated capital investment of \$4.5bn and \$7.4 bn of operating expenditure over 30 years

More information on the Three-Waters reform can be found on the following link: <https://www.dia.govt.nz/Three-Waters-Reform-Programme>

Let's Get Wellington Moving

Decision:
Years1-3

Over the first years of the Long-Term Plan the LGWM programme will be presenting a range of significant decisions on their programme of work to the community for consultation and the Council for decision making. These will assess significant investment proposals in our transport infrastructure that will drive significant spend and change across the city.

The full financial impacts of these decisions are not yet included in our long-term budget with a need for alternative funding mechanisms to be identified by the programme. Depending on decision making of programme business cases and the success in identifying alternative sources of funding then significant additional spend and borrowing may need to be accommodated in this Strategy.

We have \$270m included in this Strategy for early LGWM projects, but Wellington City Council's total contribution to the programme could be more than \$1.4b.

Planning for Growth

Decision:
Years1-3

Our current budget in this Long-Term Plan does not fully accommodate the level of growth investment required by a population growing by 50,000 to 80,000 over the next 30 years. This is because the outcomes and decisions around the current draft Spatial Plan are not yet confirmed.

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Our draft Spatial Plan will be confirmed in the first year of the Long-Term Plan and the resulting review of our District Plan will take place over the early years of the Long-Term Plan. Decisions within both the Spatial Plan and District Plan will drive these further infrastructure investment requirements across our asset classes.

Where and when the city grows could drive varying level of infrastructure spend and these decisions will need to be accommodated in future Annual or Long-Term Plans. This is a city-wide plan and will require new and upgraded infrastructure of billions of dollars.

Community infrastructure investments

Also of note is the signal in our Long-Term Plan to review our network of community infrastructure assets. This review will examine our current network of libraries, pools, community halls and other facilities in light of decisions in our Spatial Plan. Decisions within that review will drive investment and funding requirements for community infrastructure over the coming decade.

Social Housing

Decision: Year
1

As noted in the challenges earlier in this Strategy our City Housing portfolio faces both a funding and financing challenge. While the service has some cash reserves, given the financial challenge and the significant required upgrade programme facing the service, it will become insolvent from 30 June 2023 (The draft Long-term Plan provides Council debt funding for the operating deficit to enable operations to continue until a sustainable solution is agreed by Council).

The Council is actively working on options to ensure we can continue to provide this important service for our tenants, while also meeting our costs and commitments under the Deed of Grant. As part of this, Council is discussing options with Central Government, including immediate access to the Income Related Rent Subsidy for all eligible, existing tenants, funding capital costs

through a special purpose vehicle in partnership with the Crown and/or establishing a Community Housing Provider (CHP).

Pursuing an option of establishment of a CHP would be a significant decision for the Council to take and would require comprehensive community consultation. Given options are still being pursued we don't know the nature of the decisions required but decisions are likely to be required in the first year of this Long-Term Plan.

The budgeted 10 year capital expenditure costs of the social housing upgrades and renewal programmes are \$445m.

Divestment programme

Decision:
Ongoing

To manage our finances, we will also be considering whether our assets are delivering the best value for Wellingtonians. Where we have assets that could realise more value we can look at divesting (selling) these assets and use the proceeds to off-set our borrowings or reinvest in assets with a better financial return. This can help keep rates at an affordable level.

Assets that may represent an opportunity for Council include our shares in Wellington International Airport, our portfolio of ground leases, encroachments and road reserve, and some of our buildings.

These opportunities will be investigated and any decisions to sell strategic assets will need to be further consulted on with the community before any decision is made. The investments in Wellington Airport and the ground lease portfolio alone is over \$469m.

Affordability

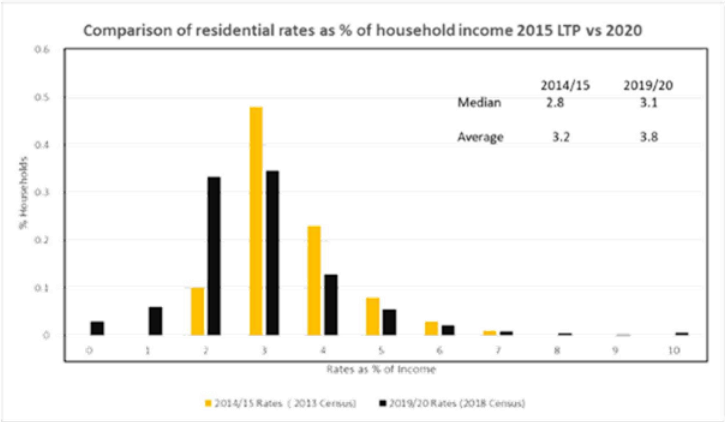
A majority of residents benefit from relatively high incomes with very high household incomes comparative to the New Zealand average. We also have a significant commercial sector that allows residents to afford higher levels of services than other smaller centres. There are still however sections of the community that struggle to afford living costs and are not easily able to access the services Wellington has to offer. The key challenges are:

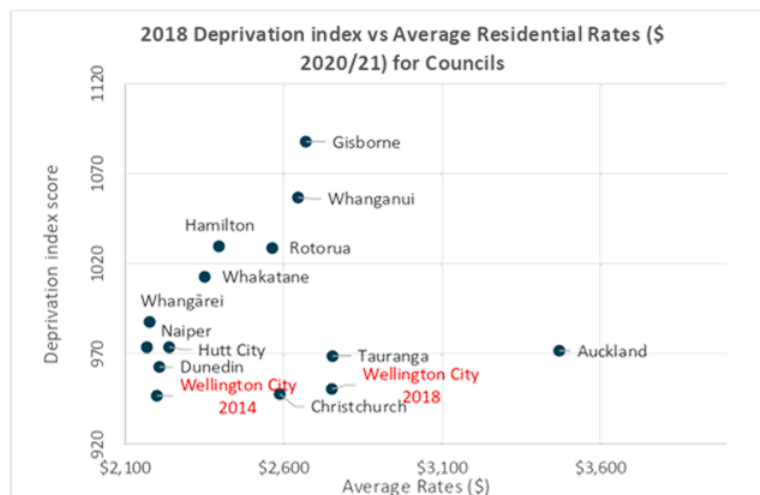
Affordability and accessibility (rates and services)

To try and ensure that there is a good level of affordability of rates we monitor rates as a portion of household incomes and have a policy on rates remissions. We also facilitate rates rebates and offer a 'leisure card' which offers services at discounted rate for community services card holders.

The analysis below shows that that the average rates (2020/21) is at a level close to 3.8% of household incomes (as at 2018 Census). This has slightly increased since this analysis was last done in 2017/18. The level of rates and distribution around the average is a subjective judgement around affordability. The 2007 Shand report reviewing Local Government rating suggested a benchmark of rates around 5% of household income being affordable.

Overall residential rates in Wellington are more affordable when compared to other Council's rates across New Zealand, when this is compared to the relative deprivation index score, as can be seen in the table below.





The commercial sector rating affordability is also monitored and is critical in the review of the general rates differential whereby \$58m of rates are redistributed to the commercial rating sector based on affordability. Overall the rates expense for the commercial sector is relatively low as a proportion of Income and as a proportion of profit. The proportion in the wholesale/retail and hospitality sector is higher than other sectors and has risen by half a percent as can be seen in the table below.

The commercial sector rating as a proportion of profit and income can be seen in the table below:

Sector	2020	2017	2020	2017
	Rates % of Income	Rates % of Income	Rates % of profit	Rates % of profit
1/Agric/Mining/Utilities	0.59%	0.41%	3.56%	2.67%
2/Manufacturing/Construction/Transport/Storage	0.12%	0.13%	1.28%	1.48%
3/Wholes/Retail/Hospitality	0.18%	0.14%	4.56%	4.37%
4/Fin/Business	0.25%	0.20%	0.82%	0.71%

Council is working with central government and other Councils on a Ratepayer Financing Scheme (RFS) to support building owners. The RFS would allow a collection of Local Authorities to make use of the inherent high credit quality of local government rates charge security to access very efficient and flexible financing from the capital markets and then pass on these financing efficiencies to ratepayers.

The scheme could be used to provide rates payment flexibility to ratepayers facing affordability issues and is akin to a reverse equity mortgage. The RFS could also be used more widely to provide property improvement loans or deferred development contributions. Loans could be related, for example, to helping ratepayers to invest in required seismic strengthening work.

The Council is currently championing the next steps with the RFS, working with Auckland Council and Hamilton City Council in the first instance, following which will be gaining formal DIA support. It is hoped this stage will be completed by July 2021.

In addition the Council has reviewed its rates postponement and remission policies and is proposing more accessible policy criteria.

Future Finance Settings & Health

Introduction

The Council is committed to making some of the largest capital investments it has ever made over the next ten years. This level of investment is needed to ensure that the City's core infrastructure (three waters, transport) is maintained and optimised, to accommodate an expected population growth of between 50,000 to 80,000 people, and to respond to key challenges such as climate change and earthquake strengthening. We are projecting that these investments will increase the value of the Council's (non-land) assets by around 15% over the next ten years (from \$7.8 billion to \$9.0 billion). Looking further out, we are expecting the value of our assets to more than double over the following 20 years (to between \$20 billion and \$30 billion by 2050).

Understanding, modelling and managing the financial impacts of these necessary investments is critical. We need to be confident that the rate payers of both today and the future can afford this growth in assets, and that the Council can maintain its current position of financial sustainability.

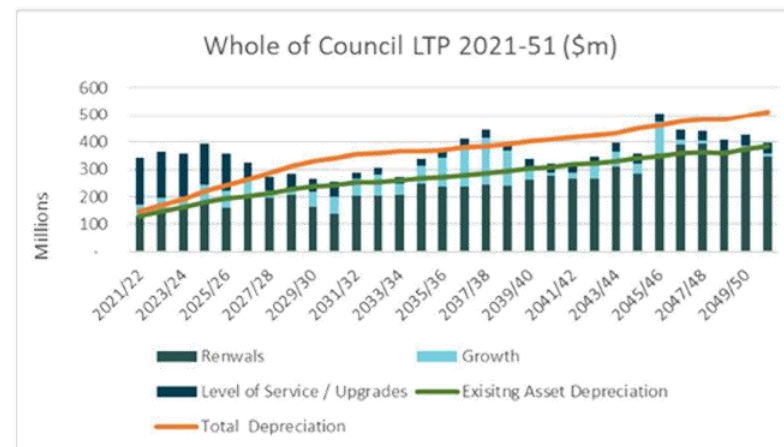
Investing in Infrastructure

Forecast growth in asset ownership

There are three main drivers of the growth in the Council's asset base which are the need to:

- Upgrade levels of service, replace or renew existing assets
- Respond to population growth and the changing expectations of our communities
- Respond to emerging risks such as climate change and earthquake strengthening.

The chart below summarises the main drivers of our planned capital expenditure will be invested over the next thirty years:



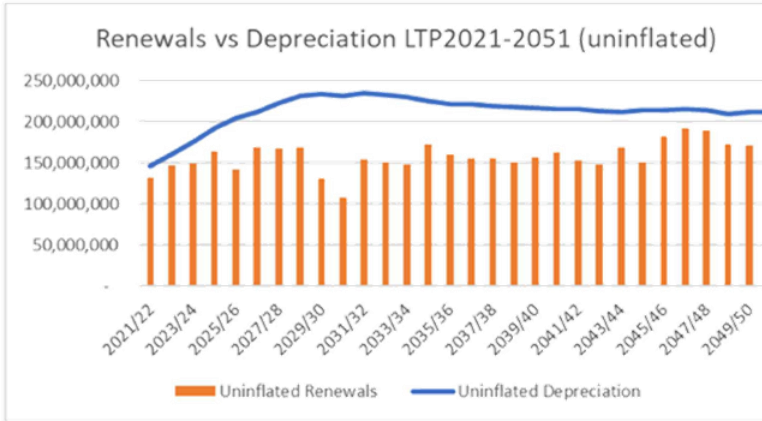
*The above graph is inflated.

Planned capital expenditure

This necessary growth in the value of the Council's asset ownership will require substantial investments in capital expenditure. The figure below summarises planned and projected capital expenditure over the next 30 years, showing the split between renewals, upgrades and growth (excluding off balance sheet investments).

2021-31 LTP	10 Years		30 Years	
Renewals	1,222,466,853	46%	6,910,235,573	68%
Growth	555,842,247	21%	1,691,687,014	17%
Level of service	884,340,460	33%	1,573,166,196	15%
Grand Total	2,662,649,561	100%	10,175,088,783	100%

This level of capital investment cannot be funded solely from the cash generated by depreciation of the current asset base. The graph below highlights the increasing gap between the capital funding we raise through rates (via depreciation) and to total capital funding we need to deliver our planned expenditure. This gap will need to be funded through other means, and primarily through increases in our levels of debt.



*The above graph is uninflated.

Funding and financing our plans

To manage our finances, we need to consider several factors such as the rates we charge, the level of service we provide and the amount of debt we hold. We can also consider whether our assets are delivering the best value for Wellingtonians.

Meet increasing funding needs

The significant increase in operational and capital costs is a considerable affordability challenge for the Council. These cost increases come from the challenges outlined in this Strategy. Increasing our asset investment puts extra pressure on Council's finances and results in increased debt and operating costs. This is because we fund investment in assets to improve our infrastructure by borrowing – we then spread the cost (debt repayment) via rates across the years the asset is utilised – ensuring that those who use the asset pay for the asset.

The increased investment in infrastructure to provide for growth is proposed to be recovered through development contributions over time as new lots are created and new houses and apartments are built across Wellington. This means there will also be more properties to share the rates across, reducing the impacts on existing ratepayers.

The way in which the planned significant cost increases are proposed to be addressed are as follows:

- Significantly increase debt funding, and increase the debt:Income debt funding limit from 175% to 225%. We will seek to maintain our strong credit rating of AA+ to ensure the cost of this increasing debt is minimised where possible. Bonds, including green bonds will be used where appropriate also.
- Significantly increase rates funding and the rates funding limit to \$475m for the first 3 years and \$630m for the next 10 years

Rate limit year 1-3	\$475,000,000
Rate Limit year 1-10	\$630,000,000

- Partnering with other entities (e.g. Government agencies, Property developers) to either deliver outcomes without the full cost being funded by Council, or enabling commercial incomes to offset costs
- Use of a Special Purpose vehicle to enable delivery of a capital project but not with Council debt, whereby beneficiaries still end up funding the project
- Divestment of risky or lower performing assets to reduce borrowings or enable higher performing investments
- Reducing cost by increasing risk – Council has options to reduce the amount of insurance cover taken to limit its exposure to insurance cost increases by accepting a greater proportion of uninsured risk
- Increasing other non-rates revenue streams such as fees and charges and returns on commercial investments.
- New Revenue streams will be advocated for those that require Crown support and/or legislative change such as congestion charging/travel demand management, parking levies, user charges etc.

We currently have manageable levels of borrowings and borrowings limits to be able to invest in the infrastructure required to ensure there is enough capacity for our growing population and have a buffer against risks. We are proposing to increase the limit on our levels of borrowings relative to income from 175% to 225%. This limit is expected to cater for the nominal level of net debt, the amount of 'headroom' cover to compensate for the lack of insurance cover for a 1 in 1000 year event, and the amount of headroom of depreciation funding in excess of renewals expenditure to facilitate future renewals expenditure when this is in excess of the depreciation funding.

To maintain a healthy balance sheet and reduce the general rates burden, alternative financing and funding arrangements are being considered for a number of significant projects including a Sludge dewatering plant (\$147m-\$208m) and Lets Get Wellington Moving (LGWM) \$1.38bn. Although the intent is for these costs to sit 'off balance sheet' it is important to note that Wellingtonians will still be required to pay for these investments over time.

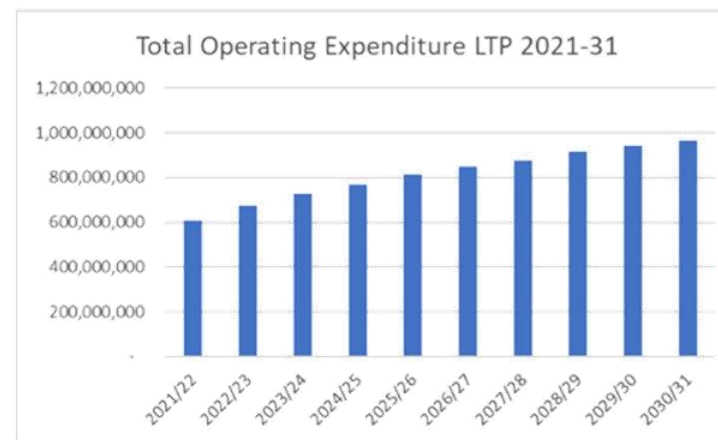
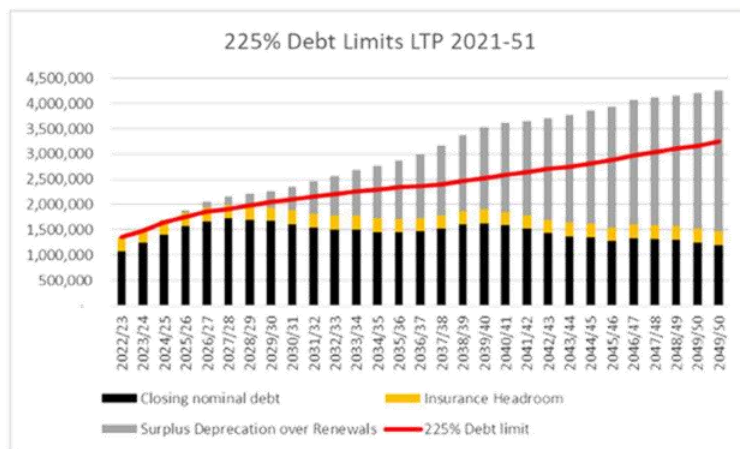
There is also risk that alternate solutions do not eventuate and if these significant projects are to continue, Council will need to raise the debt itself. It is therefore prudent to maintain headroom to mitigate against this risk.

Responsible and prudent management of debt

The Council has headroom to increase its level of debt as a means of financing the significant increase in capital expenditure and the gap between depreciation funding and the capital cost of replacing our end of life assets. Increasing debt levels needs to be managed responsibly to avoid placing unsustainable pressures on future budgets and rates levels. As we plan to increase our levels of debt, we need to be confident that we have properly considered the following factors:

- That the timing, value and returns on planned investments are understood and modelled
- That necessary debt facilities, credit rating and security is in place and is achievable in the medium to long-term
- That the future cashflows needed to repay the debt will be available
- That future rate payers can afford to service debt interest and repayments
- That future rate payers can afford the operating cost implications of a bigger asset base
- That we maintain the financial headroom below the limit to deal with known future financial costs
- That we maintain the financial headroom above the limit to deal with known issues (without quantified costs) and risk and opportunities to invest.

We use strategic financial and asset planning, and the modelling of future scenarios and risks to provide reassurance that our capital expenditure planning is affordable. A powerful tool we use is to ensure the ratio of our debt to the revenues we generate are maintained within responsible limits. The debt limit of 225% debt:revenue ratio is proposed as an appropriate and prudent limit to ensure our debt levels remain sustainable. The graph below shows the forecast movement in our debt/revenue ratio over the next 10 years, based on our planned increases in rates and capital spending:



*The above graph includes inflation.

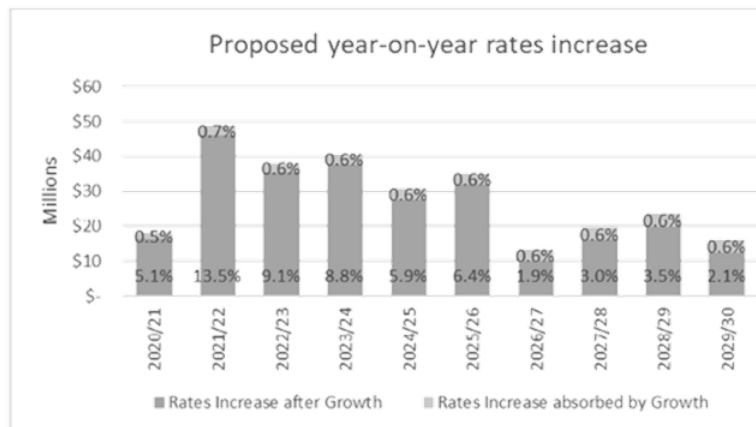
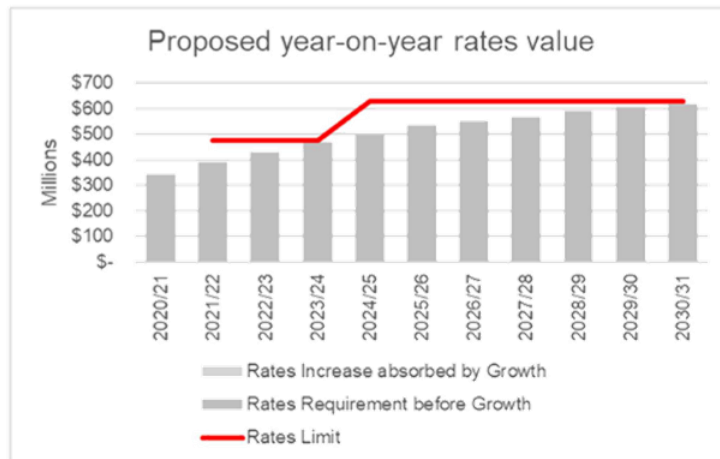
Understanding and managing the impacts on operating expenditure and rates

Another critical impact of funding capital expenditure through increasing debt as well as through depreciation funding is on future operating expenditure (and therefore on future rates). As both our asset base and our level of debt grow, so do operating costs of debt financing and asset management and renewals. These increasing cost pressures include:

- Increasing interest payments as the debt principal increases
- Increasing depreciation as the value of total assets increases
- Increasing costs of repairing and maintaining a larger portfolio of assets.

The graph below shows how operating costs are projected to increase over the next 10 years as a result of our planned capital expenditure and capital funding:

Over 60% of the Council's operating revenues are currently generated through rates. The graph below shows the projected increases in rates that will be needed to fund the ongoing maintenance and management of our increasing asset base, all services, and to finance our increasing level of debt:



Ability to deal with future issues and challenges

This F&I provides a framework for enabling the Council to make the needed investments in infrastructure and other assets and services in a way that is affordable, fair and sustainable. It also provides transparency over the main risks and impacts of this level of investment, and specifically on future rate increases. By remaining true to the principles and targets set out in the strategy, and through careful monitoring against these measures, the Council can have confidence that it will achieve its strategic objectives.

Assessment that it is prudent and sustainable

Measure	Current Target (Limit)	Future Target (Limit) 10 Yrs
Financial Measures		
Debt to revenue ratio	175%	225%
Rates affordability (rates as a share of HH income) - % of HH with 5% or more	3.8% Average	<5% Average
Level of income from sources other than rates	36%	45%
Investment returns	Greater than or equal to the weighted average cost of borrowings	Greater than or equal to the weighted average cost of borrowings
Credit Rating	AA+	AA+
Rates requirement	\$391m	\$606m
Net Debt level	\$948.8m	\$1.7b

Managing our investments and equity securities

The Council currently maintains equity interests valued at \$416m as at 30 June 2020.

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 Council's strategic objectives and to provide diversity to the Council's revenue sources. For non-strategic investments, the target return for investment is to achieve an average return over time greater than Council's long-term cost of funds, currently forecast at 3.4% 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 4 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% 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.

Managing and improving infrastructure

Introduction

The core infrastructure assets are critical to the city's economy and quality of life. Our transport activity has a replacement value of \$1.6 billion and includes 700 km of city roads, as well as accessways, 900 km of footpaths, 38 km of cycleways, parking facilities, 119 of traffic signals, over 20,000 street lights, 135 km safety fences, handrails and guardrails as well as other transport network assets.

The Council owns the Three Waters networks with a replacement value of over \$3.9 billion which includes 67 reservoirs, 105 pumping stations, over 2,727 km of underground pipes, 165,000 fittings valves and hydrants, 18 km tunnels and storm network run-off infrastructure.

We have a significant portfolio of built property assets worth over \$1.1 billion which includes Venue buildings, Community buildings and libraries, social housing, Commercial buildings and operational buildings such as Municipal Office building and Civic Administration building.

Replacement value of council assets

Group	Amount (\$m)
Three waters	\$3,897
Transport	\$1,685
Property	\$489
City Housing	\$370
Parks Sport and Recreation	\$614
Waterfront	\$334
Other	\$275
Total (excluding land)	\$7,664

**some of the built portfolio is also within other groups*

This strategy focuses on core infrastructure (Three waters and Transport) however the principles and processes discussed generally apply across all our asset networks.

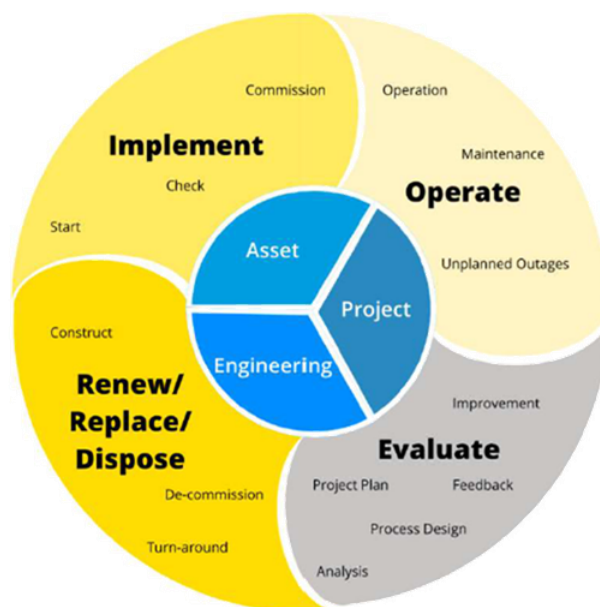
Asset Management is the key driver to the delivery of asset-based services to contribute to the Community Outcomes for the city. A good asset management plan is an enabler to inform our decision making for the Long-Term Plan.

Asset Management is intended to deliver required services to defined standards, cost effectively and sustainably over the long-term. Asset Management supports providing these services sustainably over the life cycle of the asset. It is intended to provide information required by elected members to understand the issues and risks associated with decisions they make on behalf of the community.

Our approach to how we manage our assets portfolio is guided by the following:

Lifecycle Management

The lifecycle management approach, guided by our asset management plans, alongside expert advice from external valuers covers the full life of our assets. It defines the monitoring, operations and maintenance of our assets, as well as renewal upgrade of assets at the end of their useful lives. The objective is to strike a balance between maintaining ageing assets and renewing and replacing those assets, to achieve the lowest long-term cost. As such, we consider lowest long-term/whole of life cost (rather than short term savings) when making decisions. The diagram overleaf depicts the key stages of an asset's during its lifecycle. Not all assets will trigger all of the stages in the lifecycle diagram and it is merely a high level representation of the key stages of an asset life span.



Asset data

We have continued our substantial data collection program across all core infrastructure (Transport and Three Waters). This information has been used to determine asset value, asset life and forecast renewal programmes. Our forecasting assumptions are based on the available information on age, criticality, asset quality, condition, remaining life and value to inform depreciation and renewal programmes.

As part of this Strategy a focus is on improving the knowledge of the condition and criticality of our underground assets and our property portfolio. This will inform our long-term renewal programme and provide a higher level of accuracy in our future forecasts. Information on the data quality and

completeness of our asset data for Transport and Three Waters is included in the relevant sections of this Strategy.

Critical Assets

Central to managing risks, hazards and resilience is the criticality of assets. Critical assets are those that are likely to result in a more significant financial, environment and social cost in terms of impact on organisational objectives and agreed level of service. This does not necessarily mean they have a high probability of failure. The more critical or significant an asset, the higher degree of pre-emptive maintenance it requires. We have a gap in the criticality ratings for some of our core assets with a good understanding in our Transport network along our lifeline routes and an improvement required in our Three Waters network. The investment in improving our asset knowledge is part of the data improvement collection and update programme in the asset data section above.

An asset inspection program (condition scoring) for waters infrastructure, asset management systems improvements and data collection technology has been boosted with \$7m of government stimulus funding for participation in the Three waters reform process. This will focus on critical assets to enhance our understanding of asset condition.

Renewals cycle

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. 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 it must be renewed before failure can occur. 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
- Failure rates
- Ongoing maintenance requirements
- The differing economic lives of individual assets

The rates of the current renewals are based on age as a proxy for condition and it is recognised a large proportion of Three Water assets have exceeded the theoretical useful life. The condition of the Three Waters assets is not fully understood and whether they will create additional unplanned renewals. As more is known about the condition of these assets, through an increase in the operational budget, the planned condition data assessments will provide greater certainty over our renewal programme and long-term budgets.

Asset Information Systems

We have been investing in improving our asset data systems for the last five years and integrating our data management systems. This enables source data (in the field) to be used in our modelling to more accurately forecast renewals cycles and costs etc. A significant investment has been made in the last year to enhance our property portfolio data to align to the same level as transport. WWL is undertaking a similar initiative for the Three Waters assets.

Growth

One-quarter of the regional growth or approximately 50,000 to 80,000 people over the next 30 years are expected to be accommodated in Wellington City, including the Let's Get Wellington Moving corridor and 'greenfields' development sites, which is the undeveloped land to the north of the city which will require new or upgraded infrastructure services. The planning for growth project is continuing and it is anticipated an increase in investment of new and replacement assets is required to increase capacity for growth. As this work is not complete we need extra headroom in our debt levels to facilitate this. For further details on our growth assumptions, please refer to our

significant forecasting assumptions available on our website (<https://wgtm.cc/ltp>) alongside this Strategy.

Significant Issues

The Council's criteria for assessing the degree of significance of a decision relating to assets 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 – greater than 10% of rates revenue

High Level Infrastructure Challenges

The key infrastructure challenges underpinning the Strategy for our infrastructure assets include:

- Aging infrastructure – indicates there may be a backlog of deferred renewals and forecasts show a future bow wave of renewals
- Resilience – natural disasters, environmental and climate change
- Affordability – ability to maintain the current level of service from the available funding
- Phasing of investment to ensure that infrastructure is not a constraint on growth
- Increasing the capacity of existing infrastructure to accommodate growth
- Industry capacity to deliver

Deliverability

There is a risk that the full capital programme is not delivered in each given year. In the past up to 25% of the capital work programme has been carried

forward to subsequent years. This is usually caught up and does not translate to 25% under delivery of the full capital programme.

We are also planning for a significant uplift in the level of investment in infrastructure (\$0.9bn 10 year increase from the last LTP) and this will create further pressure on delivery.

Internally, we are currently building capability with a Project Management Office to increase our capacity to deliver this significant capital programme. We are also building Strategic Asset Management capability to improve programme planning and definition.

There is also a risk that the market capacity (supply) to deliver the budget capex is not sufficient. Central government and other Councils are also increasing their level of planned spend and this will create further pressure on the national and regional supplier market. In the short to medium term the impacts of COVID-19 may also impact deliverability in the ability to bring in overseas labour or potential material supply issues caused by closed or restrained borders. We have lowered the forecast opening borrowings to adjust for any backlog.

For the three waters, WWL advises that industry ability to scale up to deliver an increased capital spend is a matter of concern. The Wellington region is emerging from a long period of modest funding on water assets. As funding is increased through Councils and Government stimulus packages, the capacity and capability of the local market will need to ramp up to be successful in delivery.

Further information on the deliverability of our planned capital programme are outlined in the sections below on Transport and Three Waters infrastructure.

Transport Assets

Overview of infrastructure

In Wellington we operate a complex, multi-modal transport network in a constrained urban environment. Our physical assets, people, and resources are the 'means' we use to deliver the key activities that most people and businesses rely on every day. These activities are provided continuously across the city, suburbs and rural areas by the various contributing parties and are for the benefit of residents, commuters, businesses, industry and visitors alike.

This specifically covers the activities of:

- Safe and efficient connections within and between the city's suburbs and the central business district for people who choose to walk, run and ride bikes.
- Safe and efficient connections within and between the city's suburbs and the central business district for people who use public transport and other vehicles.
- Safe and efficient connections within and between the city's suburbs and the central business district for the movement of goods and services.
- A resilient transport network that can function in the event of a natural disaster.

From an asset management perspective, we are responsible for the design, delivery, maintenance and renewals of:

- | | |
|------------------------------|------------------------------------|
| • Sealed roads | • Road signage |
| • Footpaths and accessways | • Traffic signals |
| • Cycleways | • Street furniture |
| • Bridges and large culverts | • Barriers |
| • Tunnels and subways | • Kerb and channel |
| • Seawalls | • Stormwater drainage and culverts |
| • Retaining walls | • Bus shelters |
| • Road markings | • Street lighting |

Levels of service

For our individual asset classes, we have a mixture of technical levels of service and customer levels of service that speak to the functionality and condition of our transport assets. A number of our service levels are statutory requirements and are also informed by central government requirements given the joint funding of transport spending through Waka Kotahi.

Broadly speaking there are a number of areas where targeted service performance not currently being met and these service gaps drive planned upgrade programmes. Areas where service levels require investment to achieve include street lighting and resilience of our structures. Road quality performance is also on a downward trend that requires change in order to manage.

The investments to manage service level challenges are outlined in the following sections.

Asset management maturity

The Council has been refining its asset management practices for many years to ensure appropriate service levels are delivered at least cost. We employ proactive lifecycle management practices where these avoid the significant extra costs of deferring maintenance of critical components. Technical audits by Waka Kotahi have confirmed that the Council's management practices, and intervention levels are appropriate.

Data quality

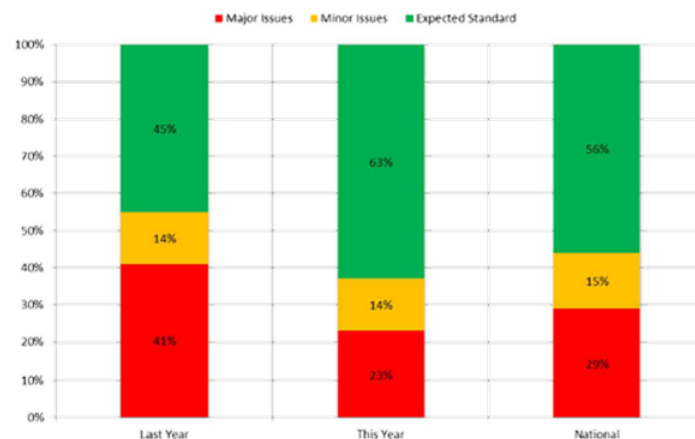
At the heart of good asset management is high quality asset data. There has been a marked improvement in our asset data quality over the last 3 years.

The Road Efficiency Group (REG)¹ collects and compares asset data from all councils. Data quality is measured using 63 metrics. The charts below show how our data quality has improved over time and how it compares nationally.

	Replacement Cost	Condition (1-5)	Performance (1-5)	Data confidence (A-E)	AM Maturity
Transport	\$1.6bn	2 - Minor defects only	2 - Good minor shortcomings	A-B Minor inaccuracies (1)	Intermediate / Advanced (3)

we have relatively high level of certainty around the strength of our asset lifecycle assumptions.

Overall Results



Asset lives are assumed based on the guidance on the Useful Life of Infrastructure from the National Asset Management Support (NAMS) Council and trend data that is available in our asset management system. As a result

¹ The Road Efficiency Group (REG) is a collaborative initiative between Waka Kotahi, Local Government NZ (LGNZ) and the Road Controlling Authorities (RCAs) of New Zealand. The REG partnership is focused on delivering change that will transform the transport sector as the New Zealand transport network transitions from private-

vehicle/freight centric to a modern integrated system that includes all modes and available technologies and aligns the objectives of local, regional and central government.

Key issues

Wellington expects to gain between 50,000 and 80,000 residents by 2043. Currently the biggest share of this growth is in our central city. Wellington is expected to see sustained growth over the next 30 years, both in terms of its population and as the primary employment centre for the wider region. This means that the city's transport network will need to accommodate thousands more people who need to get from place to place each day. Investment will need to be made to accommodate this growth, adapt to changing travel patterns, and ensure that the transport network is reliable, safe, and resilient.

The local transport network in Wellington is built on difficult terrain - it is steep, winding with lots of tight corners, narrow, old and is exposed to extreme natural events such as earthquakes, slips and storms which leaves the CBD, which is largely built on reclaimed land, at risk. This has an impact on how the network has been built as it has resulted in a greater need for structures to support the road surfaces leading to us having the highest number of walls per square kilometre in the country.

Although future overall traffic volume is uncertain, certain key corridors are becoming more heavily used. Increased volumes and vehicle loading create additional stress upon the road, accelerating defects and reducing the asset life of both the road surface and sub-structure. This is particularly a challenge given the large expected increases in heavy vehicles and public transport traffic volumes. A large portion of the network's roads are built on weak subgrades which results in road failures when exposed to moisture.

Key issue – Changing Network Usage		Level of service impacts
<p><i>Growing demand on roading network</i> - Options for increasing transport capacity are limited by constrained corridors that must accommodate a variety of transport modes. Increasing demand for walking and cycling presents a growing challenge to provide safety and amenity for all modes. As a result, limited road space must be shared between transport modes. Future investments need to consider the constrained nature of the network and strike a balance between several transport modes.</p> <p><i>Increased works on roading network</i> - We have seen an increase in activity on our roads by third parties such as utilities and private developers. This trend is likely to increase given the increase in activity and the large-scale renewal programmes planned for underground utilities. This increase in activity has started to, and will continue to, cause congestion on our network and make travelling around the city more difficult.</p> <p><i>Growing demand for active transport modes</i> - Trends since 2000 show an increase in levels of commuting by walking, cycling, and public transport. Although Wellington's population and employment levels have been increasing, the total amount of car travel, average journey times, and average travel speeds have remained relatively constant over the past decade. To continue this trend investment in active modes is important.</p> <p><i>Climate change</i> - In 2019, the Council adopted Te Atakura – First to Zero, aiming to make Wellington City a zero-carbon city by 2050. Land transport is Wellington's single largest source of emissions and accounted for 35% of the city's greenhouse gas emissions in 2019. Te Atakura acknowledges that reducing emissions from transport will play a significant role in meeting our targets.</p>		<p>Increased traffic volumes are associated with a range of negative outcomes, including increased traffic congestion, increased travelling times, increased accidents, increased vehicle emissions, and increased costs for maintenance, renewal, and capital expenditure for the transport network. This would result in a declining level of service. Our preferred option below would see us increasing the levels of service by creating a network that has less traffic congestion than current and reduces our carbon emissions.</p>
Principle options	Preferred option	
1. Allow the trends of vehicle and active mode usage to continue as per what has been previously witnessed	<p>3 Create more opportunities to encourage mode shift</p> <p>As a compact city, by investing in the LGWM project we will enhance existing modes of transport across the city. This will reduce traffic congestion and therefore travel times, creating opportunities to move around the city through cycling and walking and</p>	

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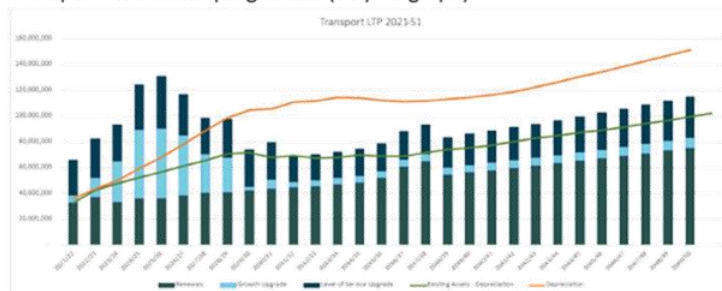
<p>2. Make use of policies to manage where and how the city grows to encourage growth within the areas of the city that are more amenable to active modes and public transport usage</p> <p>3. Create more opportunities to encourage mode shift. This could be done in two parts:</p> <p>a. Lean solely on the work to be undertaken by Let's Get Wellington Moving (LGWM)</p> <p>b. Undertake further work to encourage mode shift outside of LGWM such as investing in cycleways and walking improvements</p>	<p>improved public transport. These actions will improve our carbon footprint and reduce the impacts on the environment and climate.</p> <p>The LGWM programme will deliver multimodal improvements to the central city and on key corridors, including the cycling network and bike lanes on key corridors. Outside of LGWM there is currently estimated to be 63km of corridors requiring cycling infrastructure. It is currently estimated that the cost to develop these corridors is in the order of \$231m. The programme for the 2021-31 LTP is aligned to and coordinated with the LGWM programme and considers the remaining corridors not within the scope of LGWM.</p> <p>Our preferred option is a \$150m or 200 percent increase in funding for cycleways than what was planned in the previous Long-Term Plan. It will progress the full \$226m programme.</p>
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Key issue – Resilience	Level of service impacts
<p><i>Seismic resilience</i> - The Wellington Region contains numerous known fault lines with the potential to cause a severe shaking event. The Wellington fault line runs through Thorndon, along the edge of the harbour and roughly follows State Highway 2 up the Hutt Valley. The proximity to urban centres and major transport links along with this being the most active of the major fault lines in the region means the Wellington Fault presents the highest risk to the region. In 2013, Wellington Lifelines Group (WeLG) undertook a study as to what would happen in the event of a major earthquake in Wellington. The study looked at the impacts of a 7.5 magnitude earthquake caused by the Wellington fault line. WeLG identified a Priority 1 emergency route out of the city which extends from the airport to Johnsonville.</p> <p><i>Climate resilience</i> - Climate change is expected to cause a rise in sea levels as well as changing weather patterns which may result in more frequent and severe storms than have previously been experienced in Wellington. This will impact temperature, rainfall and wind as well as the frequency and intensity of storms. Wellington has approximately 32 kilometres of road length which is adjacent to the sea and vulnerable to both increasing sea levels and increasing frequency and severity of storm surges. These roads are protected by over 200 sea walls and include arterial roads which serve as critical links to key destinations, including Wellington International Airport, the Southern Landfill, and Moa Point Wastewater Treatment Plant.</p>	<p>Our transport structures (walls, tunnels & bridges) play a vital role in supporting and protecting the road corridor. Our tunnels and bridges provide access to suburbs and entry and exits to the wider Wellington region. Not being strengthened limits their resilience in the event of an earthquake. The retaining walls and seawalls help protect our road corridor, including key lifeline routes, from slope failure and sea erosion across the city. This would result in a declining level of service. Our preferred option below would see us increasing the levels of service by creating a network that is less susceptible to major events and climate change.</p>
Principle options	Preferred option (\$363m over thirty years)
<p>1. Continue to deliver renewals and strengthening of retaining walls and seawalls as per the previous LTP</p> <p>2. Prioritise strengthening work of retaining walls along emergency routes and then undertake further work based solely on condition (renewals)</p> <p>3. Prioritise strengthening and renewals based on condition and criticality</p> <p>4. Prioritise all seawalls for strengthening</p>	<p><i>2 Prioritise strengthening work of retaining walls along emergency routes and then undertake further work based solely on condition</i> To ensure the emergency routes can withstand a high impact earthquake, we need to strengthen the retaining walls, bridges and tunnels that support the effective function of the road corridor. Failure to strengthen our key routes into and out of the city will result in a transport network that is increasingly less safe, efficient, resilient, and reliable.</p> <p><i>3 Prioritise strengthening and renewals based on condition and criticality</i> We have several un-strengthened structures with some assets built on liquefiable and reclaimed land. In a region with heightened risk of a major earthquake, the likelihood of losing access on key routes is high. As such we have prioritised our renewals programme for these assets based on both condition and criticality. Our focus is to strengthen and renew structures on the key emergency routes and existing seawalls along the road corridor in the short term to medium term.</p> <p><i>5 Undertake strengthening of seawalls when doing seawall renewals</i></p>

5. Undertake strengthening of seawalls when doing seawall renewals	We undertake strengthening of seawalls whenever we undertake a renewal by accommodating for a 1m sea level rise. Over the long-term we plan to prioritise building of new retaining walls on unsupported slopes and new seawalls where required to protect the road corridor. All our vehicle tunnels have been renewed and strengthened with only one pedestrian tunnel left to be done.
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Key issue – Deferred Road Renewals	Level of service impacts
<p>We have a high cost of transport road maintenance in Wellington City, relative to other Councils with similar transport networks. Road renewals are the largest driver of our costs making up close to 50% of our annual transport renewal expenditure. The sub-structure of Wellington's roads generally consists of flexible, highly water susceptible clays. Our historical strategy for road surfaces is that we only replace the road surface. The aim is to protect the clay sub-structure which is very expensive to repair should it start deteriorating.</p> <p>We have been consistently underperforming our resurfacing targets due to the increasing costs of resurfacing treatments.</p>	<p>There has been a declining delivery in the road resurfacing programme over the last eight years given increasing costs within consequent decline in the condition of the road network as a result. We are currently witnessing a declining level of service. Our preferred option below would see us bringing our level of service back to the levels we aim to provide.</p>
Principle options	Preferred option (\$585m over thirty years)
<ol style="list-style-type: none"> Continue to deliver road resurfacing as per previous expenditure Undertake significant road rehabilitation to address the backlog of deferred resurfacing which is now causing failures Invest more into resurfacing so that we can achieve targeted levels of resurfacing required for the network Change treatment options using lower cost treatments to achieve the targeted levels of resurfacing 	<p><i>4 Change treatment options using lower cost treatments to achieve the targeted levels of resurfacing</i></p> <p>We have undertaken an analysis of our expenditure vs. performance to understand how we can catch up on the deferred road renewals. Our strategy is to invest into rebuilding some of the roads that have deteriorated due to deferred renewals and to change the ratio of treatments when undertaking future renewals. The current planned spend on the road renewals is in the order of \$131m over 10 years and \$585m over 30 years</p>

Transport Investment programme (30 year graph)



*The above graph is inflated.

- The steady level of renewals increases over time with an increasing asset base and inflation.
- The depreciation of the current asset base (2021) is higher than the expenditure due to a number of long life assets not requiring to be replaced within the next 30 years e.g. bridges, tunnels and walls.
- The upgrades for growth in the next 10 years include facilitating transport modal shift such as \$192m for Bus prioritisation (as part of LGWM) and new roading to facilitate greenfields sites. For example \$128m for Ohariu to Westchester Drive over 30 years.
- Level of service improvements are planned across the 30 years mainly to install new retaining walls to protect roading assets, especially prioritising routes.
- The capital investment will facilitate improvements in accessibility as the programme works through its lifecycle

7.1 Transport Operating Expenditure LTP 2021-51



*The above graph is inflated.

Deliverability

Historically, because of the proximity of councils in the Wellington region, there has been a large pool of work available, making the market healthy as it attracted a number of suppliers to tender for works. However, this seems to have changed in recent times as the amount of physical works in the region outstrips the available suppliers to deliver. This includes work such as LGWM, building strengthening in the CBD, The Wellington Lifelines PBC, Transmission Gully and ongoing maintenance activities and capex programmes across councils.

The staged delivery model is the preferred delivery model for our medium to long-term maintenance contract works. We have decided to continue using this model for our Road Maintenance Renewal (RMR) Contract which was tendered out in 2020 and suppliers began to deliver on from 1 July 2020. We are well resourced in this regard to deliver on road resurfacing, other maintenance and renewal activities and minor works.

Our capital works programmes have generally made use of a supplier panel. The supplier panel that we have been using has reached the end the contract period. We are evaluating our options for delivering on our capital works programme as well as future LGWM works programmes to confirm if a new supplier panel is the optimal delivery model going forward.

In the LTP we are proposing an investment of \$231m over the next ten-year period in cycleways. This is a significant increase on what we have delivered in the past (average of \$11.5m pa over the last three years) and there are current supplier constraints on delivery of a programme of this size. To manage deliverability risks we will ramp up our level of investment over the ten years of the plan and as we do so create opportunities to grow the local market or look at alternative contract options (alliance models etc.) We still plan on delivering significant investment in cycleways in the first three years of this plan (\$52m), however some of this work may need to be through tactical lower cost solutions as market capacity grows. Tactical lower cost solutions may include focusing on road cycleway markings, signage and bolt down dividers over more permanent road layout design and curb and channel infrastructure changes.

Potable Water

Overview of infrastructure

Wellington City shares its water supply with the three other cities in the Wellington metropolitan region, drawing water from Te Awa Kairangi/the Hutt River, the Waiwhetu Aquifer and the Wainuiomata and Orongorongo rivers using treatment, storage and transport assets owned by Greater Wellington Regional Council (GWRC). The catchments for this water are protected, well managed and of high quality.

The table below summarises outcomes delivered to and value of assets

Outcome	Drinking Water Contribution
Safe and healthy water	100 per cent compliance with the Drinking-water Standards
Respectful of the environment	Establishing roving crews to proactively identify public and private network leaks in order to reduce the pumping of water and defer the need for more large water source.
Resilient networks that support our economy	The 35ML Omāroto Reservoir will improve the resilience of the City's water supply when completed. WWL is establishing an above-ground emergency water network that can supply the City following a disaster. A cornerstone of WWL's approach to building resilience is developing the self-sufficiency of people and businesses for at least seven days following a major earthquake
Assets	Replacement value
<ul style="list-style-type: none"> 921km water pipes \$774m 67 reservoirs/tanks \$113m 34 pump stations \$4m 98,000 valves, hydrants \$233m 72,000 service laterals 	<ul style="list-style-type: none"> \$1.12bn

Levels of service

The status quo will need to change. Taumata Arowai has been established to provide regulatory oversight of drinking water quality. This, coupled with community expectations around better water conservation, avoidance of new and expensive dams, and reduced carbon generation, will culminate in a substantial change in the level of service for drinking water.

This will be particularly challenging as we will be building on a base that has some gaps around measuring water loss and fault response times.

Asset management maturity

Condition monitoring and assessment is an essential part of good asset management, particularly for the most critical assets. Some of the recent failures in Wellington can be attributed to this lack of condition monitoring and assessment.

WWL is undertaking inspection and maintenance of critical assets, and making other improvements to WWL asset management processes. Investments in this area are now underway using funding allocated through the Government's recent three waters stimulus package and an additional Council funding.

To facilitate the renewals and upgrades of the water network relies on good data to inform the most optimal investment programme. We already know a lot about our water assets in terms of location, material and age, but we do not know enough about asset condition.

	Replacement Cost	Condition (1-5)	Performance (1-5)	AM Maturity
Water	\$1.1bn	3- maintenance required	2 - Good	Under review

Key issues

Key issue – Premature failure of pipes		Level of service impacts
<p>Around 30% of the drinking water network has already passed or is approaching the end of its expected lifetime, and more than 50% is expected to require replacement within the next 30 years.</p> <p>In many cases the pipelines will require replacement ahead of their useful expected end-of-life due to the impacts of factors such as operating pressure and ground movement (including from seismic activity). These factors are considered to be a particular issue for the asbestos-cement pipes that make up around 25% of the existing water distribution network.</p> <p>The premature failure of asbestos cement pipes will necessitate bringing forward renewals on these assets. When these assets are replaced they are replaced with the most modern resilient materials.</p>		<p>Premature failure of pipes are disruptive and will constrain growth, as has happened on other parts of Aotearoa New Zealand.</p> <p>Potable water failures also have potential public health impacts. Without increased investment in network renewals we would anticipate a reduction in the level of service, evidenced by more frequent and significant drinking water outages across the city.</p>
Principle options		Preferred option (\$816m over thirty years)
<ol style="list-style-type: none"> 1. We could continue to deal with these pipes through accepting the risk of failure and repairing when they break. 2. Undertake a targeted replacement programme, based on WWL's asset inspections and failure clusters 		<p>2- Undertake a targeted replacement programme</p> <p>Wellingtonians have told us that accepting the increased risk of failures of not investing is not acceptable.</p>

Key issue – Water supply		Level of service impacts
<p>Water loss across the city's water network is difficult to calculate due to the relatively limited extent of consumption metering. WWL is unable to report a reliable water loss percentage due to the limited number of water meters across the reticulation network. Instead, the water loss percentage has been reported at a regional level. However, the reliability of this regional water loss percentage was also affected by the limited number of water meters.</p> <p>Despite that, it is accepted that the average household water consumption for Wellington City is well in excess of national and international benchmarks. The high level of loss and consumption, together with population growth and potential changes to rain patterns from a changing climate are putting the bulk water network system under stress.</p> <p>At current levels, water consumption will exceed supply within the next decade, requiring expensive investment in a new storage facility, or the introduction of residential water meters.</p>		<p>Increasing levels of water consumption could result in increasing supply disruptions through the need for a reductions in levels of service through restrictions to manage demand</p>
Principle options		Preferred option
<ol style="list-style-type: none"> 1. Invest in expanded water storage. This would be carbon intensive and environmentally adverse. Ideally Wellingtonians could avoid the requirement for this by better water conservation. It is very difficult to manage consumption if it is not measured in detail. 		<p>2 Establish a suite of policy measures</p> <p>Council has resolved that the Long-Term Plan will not consult on water metering. In the short-term there are policy measures to encourage reductions in water usage that can be pursued in preference to significant capital expenditure in water storage. In the longer-term further work on management of water will need to be pursued and this can be done so as part of wider government water reforms.</p> <p>In addition, the planned increase in potable water renewals and maintenance will result in an increase in network efficiency and consequential decrease in leaks and water loss.</p>

<div>2. Establish a suite of policy measures, including changes to the District Plan, relevant bylaws, and Codes of Practice that result in reduced drinking water use in new residential developments, such as through requiring rainwater harvesting and storage.</div> <div>3. Consider a well informed public engagement around water meters to enable better measurement and management of water consumption.</div>	
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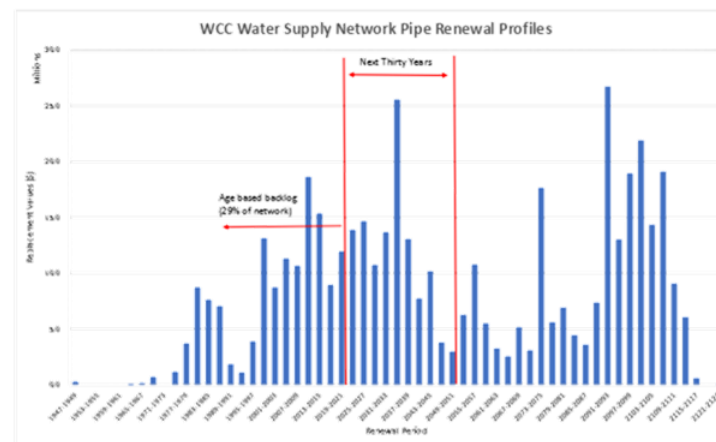
Capital investment

A planned renewals programme, rather than the reactive renewals approach, will minimise the impact on rates. By not addressing the ageing water infrastructure in a planned way will see an increase in pipe failures, longer outage times creating additional operating and capital cost.

We anticipate that the investment in renewals will reverse some of the trends and set us on a more favourable path towards fewer leaks and better water conservation.

Age of pipes

Assets have a long but variable life span mainly due to the material types. The modern materials have a greater resiliency and longer life span. The graph below depicts that we have assets that are passed the expected useful life. If an asset is still in a condition that it can still provide a good level of service, then it is financially prudent to maintain it in operation. It would be wasteful to replace an asset too soon.

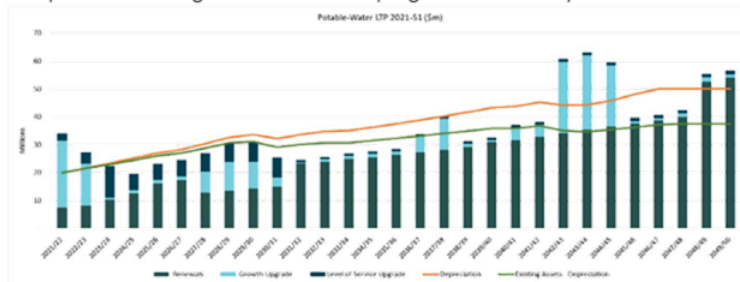


*A number of water pipe assets are still in commission and passed the expected useful life. Refer to graph above.

The key points to note are:

- Water pipes have been in service for longer than their theoretical useful life which increases the risk of asset failure
- Two waves of increased periods of a high level of replacements based on age
- Need to allow debt headroom to fund these waves
- Need more condition assessments to understand replacement timing.

The planned drinking water investment programme over 30 years is:



*The above graph is inflated.

- The potable water asset renewals are forecast to increase significantly over the term of the plan reflecting the volume of assets expected to come to the end of its life. It indicates a sustainable level of renewals to maintain the network performance over the period of the plan, when comparing it to the level of depreciation.
- The level of renewals for the first ten years has increased by over 80% compared to the first ten years of the 2018 LTP. The level exceeds the depreciation funding for the existing assets in 2043 where excess depreciation funding prior to this will be used to fund the higher level of renewals.
- 43% of the pipe network has already been replaced with more modern ductile materials.
- There is \$74m of upgrades for growth budgeted in the first 10 years however this is forecast to increase as the planning for growth project is completed over the next 2 years
- Compared to wastewater and stormwater, the Council is not anticipating a substantial investment in upgrading levels of service.

2.3 Water Operating Expenditure LTP 2021-51



*The above graph is inflated.

Deliverability

WWL advises that industry ability to scale up to deliver an increased capital spend is a matter of concern. The capacity and capability of the local contracting market is currently sized for the historical level of investment. The Region will need to ramp up resources while also improving productivity to be successful in delivery. The long-term arrangements WWL has in place with consultant and contractor partners means they are well placed to respond collectively. While WWL is ramping up other large infrastructure projects within the region and nationally will also be competing for limited resources. This coupled with COVID uncertainty means if WWL is not well planned there is a risk of failure to deliver the capital programme in future years. To meet the challenge, WWL are taking a dual approach which involves increasing capacity and capability coupled with improved productivity using innovation and the increased scale to do things smarter.

With the planned delivery capability and capacity arrangements being progressed, the overall delivery risk will still remain at a moderate level.

Waste Water

Overview of infrastructure

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

The table below summarises outcomes delivered to and value of assets

Outcome	Drinking Water Contribution
Safe and healthy water	Identification and mitigation of wastewater overflows into stormwater network and marine environment
Respectful of the environment	Prevention of wastewater overflows through pipe repairs and replacements, through better management of laterals and cross connections
Resilient networks that support our economy	Better management of critical assets such as the interceptor can grow the City's resilience to a seismic event, and help Wellingtonians to bounce back faster.
Assets	Replacement value
<ul style="list-style-type: none"> • Pipes 1,077km \$1,003M • Treatment Plants 2 \$217M • Tunnels 15 km \$156M • Pump Stations 69 \$19M • Fittings and valves 39,000 \$166M 	<ul style="list-style-type: none"> • \$1.56bn

Levels of service

The City will need to change in order to comply with the freshwater quality standards set out in the National Policy Statement-Freshwater Management

(2020) (NPS-FM) by 2040. This regulation sets out to reduce the risks to public health from recreation/food gathering, prevent further degradation to receiving waters, and respect the aspirations of iwi and communities to restore Te Mana o Te Wai.

The state of our wastewater assets must improve if we are to meet the level of service demanded by the NPS. We need to fix leaks and remove systemic designed overflows that divert sewage into the stormwater system.

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

Asset management maturity

Condition monitoring and assessment requires further development in Wellington City. Continued discovery of historic constructed overflows indicates that there is further work required, particularly for the most critical assets, for example the interceptor and pressurised rising mains. Some of the recent failures in Wellington can be attributed to this lack of condition monitoring and assessment.

WWL is undertaking inspection and maintenance of critical assets, and making other improvements to WWL asset management processes. Investments in this area are now underway using funding allocated through the Government's recent three waters stimulus package and through additional Council funding. Managing the renewals and upgrades of the wastewater network relies on good data to inform the most optimal investment programme. We already know a lot about our wastewater assets in terms of location, material, and age. But we do not know enough about asset condition.

	Replacement Cost	Condition (1-5)	Performance (1-5)	AM Maturity
Wastewater	\$1.6bn	3 - Maintenance required	3 - Moderate	Under review

Key issues

Key issue – Premature failure of pipes		Level of service impacts
<p>More than 1,000 km of public wastewater network has been developed over the past 125 years and many parts of it are now ageing and in poor condition. Recent high profile failures have highlighted the risks associated with this ageing infrastructure, and evidence shows that more than 7.5% of wastewater pipes are now in poor or very poor condition.</p> <p>The City is facing block obsolescence of a large part of its network reflecting a sustained period of growth in previous generations. Some of these pipes are more than 100 years old.</p>		<p>Premature failure of pipes is disruptive and will constrain growth, as has happened on other parts of Aotearoa New Zealand. Failures are occurring now and without further investment in the network, levels of service would reduce with negative impacts on the environment and increasing public health risk.</p>
Principle options		Preferred option (\$1.46 billion thirty years)
<ol style="list-style-type: none"> Continue to use assets beyond their economic life Increase renewals investment, prioritising critical assets. 		<p><i>2 - Increase renewals investment</i></p> <p>Wellingtonians have told us that accepting the increased risk of failures of not investing is not acceptable.</p>

Key issue – Wastewater system overflows		Level of service impacts
<p>Legacy design where wastewater is diverted to fresh water or stormwater when there are high flows or blockages, makes achieving the objective of keeping wastewater out of fresh water a very challenging proposition.</p> <p>The wastewater system experiences regular blockages and overflows which are offensive and harmful to people and the environment. The system can be overloaded in rainfall and also leaks, letting stormwater in during wet weather and letting wastewater out during dry weather. Private lateral pipes also leak and are sometimes mis-connected to the stormwater system, allowing pollution directly into our streams and coast.</p> <p>We do not have an adequate understanding of the behaviours of our dry weather sewage overflows, this needs substantial and sustained investment in order to meet regulatory and community expectations.</p>		<p>Impacting freshwater quality standards and the consequential impacts on the environment and public health would continue to worsen without investment in decoupling the wastewater and stormwater and marine environs.</p>
Principle options		Preferred option
<ol style="list-style-type: none"> Progress immediate reactive fixes to overflows Increase monitoring and understanding of the scale and nature of the problem so that investment can be prioritised to drivers of overflows. 		<p><i>2 Increase monitoring and understanding</i></p> <p>We do not believe that we have sufficient information about constructed overflows to understand how we can eliminate them from our network. Monitoring and understanding is critical to direct investment toward the right solutions.</p> <p>This option will be addressed as part of the \$1.46b wastewater renewals programme.</p>

Key issue – Sewerage sludge		Level of service impacts
<p>The sewage system ultimately produces biosolids that need to be disposed in a way that meets expectations around waste and carbon reduction. The City's biosolids are unstable and toxic; the appetite for risk here is low, and the system must be suitably resilient to seismic and other shocks.</p>		<p>Ongoing disposal of biosolids at the landfill maintains a high waste and carbon profile</p>

		Ongoing resilience issues in the management of sludge through ongoing reliance on transport of biosolids from Moa Point to the Southern Landfill.
Principle options		Preferred option \$147m-\$208m in the first 10 years
<ol style="list-style-type: none"> 1. Accept the status quo. 2. Invest in sludge minimisation to contribute to meeting its waste and its carbon aspirations. This is currently the subject of the 2021-31 LTP consultation. 		<p><i>2 - Invest in sludge minimisation</i> Investment in sludge is a required pre-requisite to both making progress on waste and carbon, both of which are critical priority outcomes for Wellington City.</p>
Key issue – CBD wastewater network		Level of service impacts
<p>The effect of a wastewater failure on the CBD is exponentially worse than in other areas – from an economic and a reputational viewpoint. We know from first hand experience that sea level rise is already upon us; in some parts of the City this presents real challenges when working with underground assets. The risk of this is further exacerbated by the ingress of seawater in low lying areas, resulting in advance degradation of ferrous assets and ongoing challenges working in and around assets where the sea level continues to rise.</p>		<p>Premature failure of pipes is disruptive and will constrain growth, as has happened on other parts of Aotearoa New Zealand.</p>
Principle options		Preferred option \$42m over 10 years
<ol style="list-style-type: none"> 1. Accept the increased frequency of risk of asset failure, and make reactive repairs. 2. Proactively address these issues to avoid costly and damaging failures, and to provide for growth. 		<p><i>2 - Proactively address these issues</i></p>
Key issue – Private ownership of laterals		Level of service impacts
<p>Currently residents are responsible for the maintenance of the pipes connecting their property to the wastewater (sewerage) main underneath the road corridor. These are called wastewater laterals. This is problematic as often residents are not aware of their responsibilities and are unable or unwilling to pay for repairs when their lateral fails. Often the failure of laterals under the road corridor are also outside of the control of property owners, for example being the result of damage caused by street tree roots. Most Councils in New Zealand are responsible for the maintenance of laterals in public land.</p> <p>The Council's policy is being amended to be consistent in the region and New Zealand. This would result in the Council taking responsibility for the section of the wastewater lateral beneath the legal road to the property boundary. This will create efficiencies in maintenance by allowing us to plan their renewal alongside wastewater mains.</p> <p>The lack of maintenance of those private pipes, which most owners are not even aware of, also needs to be made a priority. Blockages are also occurring as a result of people flushing materials that the system is not designed to accommodate. The solution lies in taking better care of these ageing pipes and pump stations and treating wastewater to a standard that meets our communities' aspirations.</p>		<p>Public and private wastewater pipes should be maintained in a water-tight condition, so they do not leak or spill any wastewater before it reaches the treatment plants, where it is treated to a suitable standard to return to the ocean. The pipes should also be resilient, not only to natural hazards like earthquakes but also to other interruptions like blockages and maintenance.</p>
Principle options		Preferred option
<ol style="list-style-type: none"> 1. Maintain the status quo. 		<p><i>2. WCC take ownership and maintenance responsibility for wastewater laterals</i></p>

2.	WCC take ownership and maintenance responsibility for wastewater laterals	We have previously consulted on the issue in a prior Annual Plan, and laterals adoption options are currently the subject of the 2021-31 LTP consultation Opex Cost: \$4.6m (over 10 years) Capex cost: \$24m (over 10 years)
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Capital investment

The planned wastewater investment programme over 30 years is:

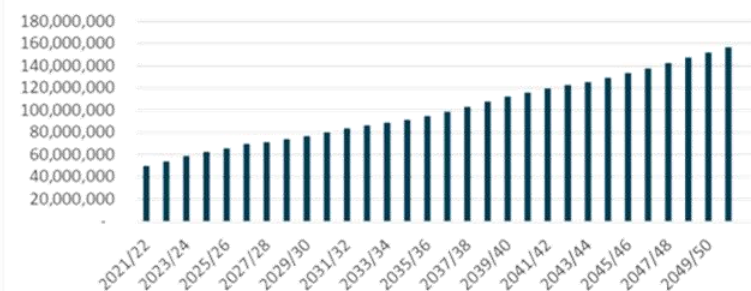


*The above graph is inflated.

A planned renewals programme, rather than a reactive renewals approach, will minimise asset failures and the impact on rates. By not addressing the ageing wastewater infrastructure in a planned way we will see an increase in pipe failures and longer outage times. This will create additional operating and capital cost. A failing and poor condition waste network has environmental impacts in polluting our waterways and the sea.

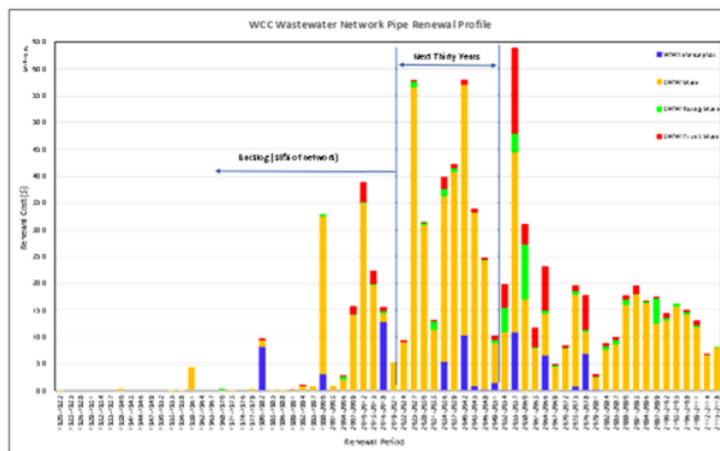
- The City has a significant amount of deferred renewals and it will take a concerted effort to close this gap.
- The planned level of renewals for the first ten years has increased by over 89% compared to the first ten years of the 2018 LTP. The level exceeds the depreciation funding for the existing assets in 2032, where excess depreciation funding prior to this will be used to fund the higher level of renewals. With a significant uplift in renewals from 2039/40, borrowings will fund any excess renewals and repaid over the life of the asset.

2.4 WasteWater Operating Expenditure LTP 2021-51



*The above graph is inflated.

- There is a significant increase in volume of assets that are coming to the end of their expected useful life from around 2031/32. The forecast budget more than doubles to match the planned uplift in the renewal programme
- There is \$131m of upgrades for growth budgeted in the first 10 years compared to \$4m in the prior LTP. This is forecast to increase further as the planning for growth project is completed over the next 2 years.
- There is a significant increase in volume of assets that are coming to the end of their expected useful life from around 2031/32. The forecast budget more than doubles to match the planned uplift in the renewal programme.



Upgrade investments

The main area of upgrade where a level of service will be necessary is likely to be in eliminating or minimising sewage pollution in order to meet the requirements of the NPS-FM. This is targeted at Karori in the first ten years, and there is likely to be improvements in levels of service as a result of investments in growth.

The second area is around biosolids disposal. Investment in biosolids is necessary if the City is to meet its carbon and waste minimisation aspirations.

Growth investments

The City proposes unlocking capacity and growing redundancy in the CBD through investing in the Taranaki St pump station and rising main in Te Aro. We also intend to grow capacity by investing in intermediate storage in the central area, and managing peak flows from outer suburbs through to Moa Point. We also intend investing in unlocking the constraints for the Stebbings Valley greenfield area.

Deliverability

WWL advises that industry ability to scale up to deliver an increased capital spend is a matter of concern. The deliverability limitations related to potable water discussed in the previous section also apply to delivery of wastewater investment.

Stormwater

Overview of infrastructure

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

Streams have also been piped over time to enable the development of roads, buildings and other city infrastructure. The stormwater systems around the city have been designed to a range of standards for the amount of rainfall they can accommodate, meaning that some parts of the city are more prone to flooding than others.

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

Taken all together, the adverse environmental impacts of the stormwater system can extend through the entire stream system to the harbour, where sediments smother life on the seafloor. Wastewater that enters the stormwater system either through leaking wastewater pipes, constructed overflows from the wastewater network or illegal connections, creates a significant public health risk and prevents safe swimming in our streams or coastal waters following even moderate rainfall. It also impacts on the aquatic life and biodiversity of these water bodies.

Having access to water bodies that are safe for human contact and that sustain their natural ecosystems is highly valued by iwi and our communities. Our stormwater systems have not been designed to remove these contaminants, but the National Policy Statement on Freshwater Management (NPS-FM) requires their performance to be improved. The existing water quality is poor and none of the city's water bodies are likely to meet the targets that are expected to be set under the region's Natural Resources Plan without significant investment.

The table below summarises outcomes delivered to and value of assets

Outcome	Drinking Water Contribution
Safe and healthy water	The stormwater system conveys rainfall away from habitable spaces, avoiding flooding.
Respectful of the environment	Increasingly the community is taking an active role in better water catchment management to improve the quality of our urban waterways.
Resilient networks that support our economy	The National Climate Change Adaptation Plan and associated legislative changes will cascade into the development of the City's own adaptation action plan. This will incorporate policy and infrastructure measures involving green and hard infrastructure.
Assets	Replacement value
<ul style="list-style-type: none"> Storm water pipes 729 km \$993M Tunnels 3 km \$32M Pump Stations 2 \$3M Fittings 28,000 \$147M 	<ul style="list-style-type: none"> \$1.18M

Levels of service

New legislation will have an impact on the stormwater level of service. The Greater Wellington Region Council (GWRC) Natural Resources Plan gives effect to the National Policy Statement - Freshwater Management via Whaitua te Whanganui-a-Tara ('Whaitua'). This will in turn require improvements in

wastewater overflows, wastewater dry weather leaks and stormwater contaminants. The status quo will not satisfy these increased requirements. This links to our investment in wastewater and is a significant strategic driver of change across this sector.

In anticipation of this shift in focus, as part of the Global Stormwater Consent stage 1, WWL is already piloting the deployment of roving crews looking at cross connections and sanitary surveys of key catchments. The intention is to roll out a more comprehensive regime across the City in the course of stage 2.

Asset management maturity

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

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

Asset Type	Replacement Cost	Condition (1-5)	Performance (1-5)	Data confidence (A-E)	AM Maturity
Stormwater	\$1.2bn	3- maintenance required	3 - Moderate	A-B Minor inaccuracies (1)	Under review

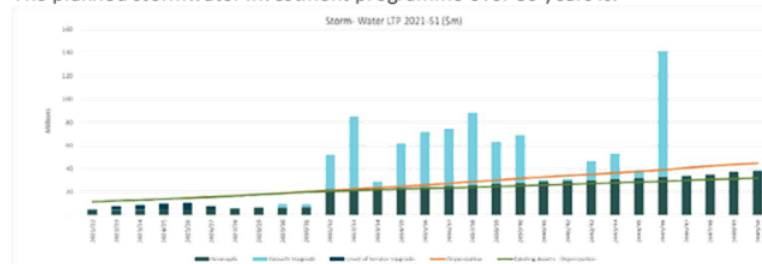
Key issues

Key issue – Climate change		Level of service impacts
Stormwater is closely linked with roading, flooding and land use. With climate change, stormwater management is likely to be a constraint on the future shape of Wellington. The challenges with managing stormwater are expected to increase over time as the frequency of heavy rain events increases, sea level rise makes it more difficult for stormwater to discharge, and as growth and intensification reduces ground permeability and impacts on overland flow paths. Historically our stormwater planning has not been cognisant of climate change challenges such as more intense rainfall and sea level rise.		Increased levels of flooding and constraining future growth will result in a downward trending level of service without a combination of investment and the inclusion of natural hazards planning rules in the District Plan.
Principle options		Preferred option
<ol style="list-style-type: none"> 1. Retain the status quo 2. Deal with climate change issues via the District Plan which will enable the City to grow with risks and to provide for critical overland flowpaths, augmented by targeted investment in priority areas where there is elevated risk. 		<p><i>2 - Deal with climate change</i></p> <p>We do not believe the status quo is an option – the risk to assets, property and safety of more intense rainfall and flooding is not defensible.</p> <p>There is a \$640m (over thirty years) capital renewals work programme that will be designed to accommodate changing standards.</p>

Key issue – Green infrastructure		Level of service impacts
In order to manage the environmental impacts of stormwater run off in line with increasing community expectations there will be an increased use of green infrastructure alongside traditional approaches to managing stormwater. As green infrastructure is adopted as part of stormwater management, this will challenge the traditional asset management and ownership models. For example, we do not currently depreciate green assets.		Management of impacts of storm water run off with green infrastructure to maintain and improve the level of service as we increase housing across the city.
Principle options		Preferred option
<ol style="list-style-type: none"> 1. An option is to retain a focus on hard infrastructure only. 2. Confront the existing challenges around ownership, management and funding of green infrastructure, and the challenges of integrating it with hard infrastructure. 		<p><i>2 - Confront the existing challenges around ownership, management and funding of green infrastructure</i></p> <p>While current policy settings do not require green infrastructure, this is a likely outcome of work currently underway. Assets will need to meet design and performance requirements, and have maintenance properly funded. Where possible, the renewals capital programme will be used to substitute hard infrastructure with green infrastructure solutions</p>

Renewal investment

The planned stormwater investment programme over 30 years is:



*The above graph includes inflation.

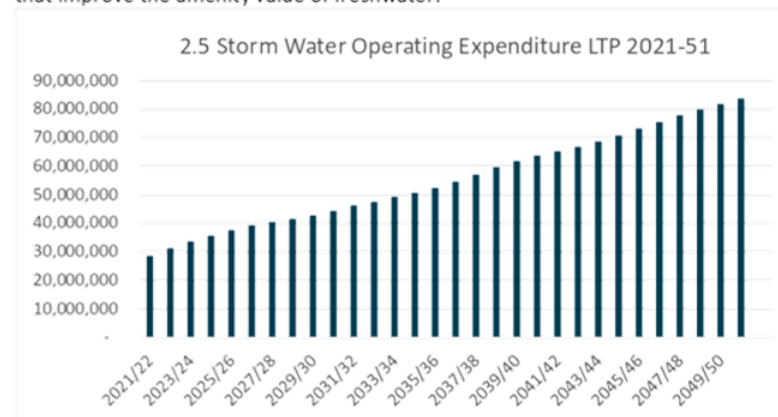
- The level of renewals for the first ten years has increased by over 25% compared to the first ten years of the 2018 LTP. The level exceeds the depreciation funding for the existing assets in 2031/32. There is a significant uplift in renewals from 2031/32.
- There is a significant increase in volume of assets that are coming to the end of their expected useful life from around 2031/32. The forecast budget more than doubles to match the planned uplift in the renewal programme.

WWL has recommended limited investments targeted at key areas. This will necessitate accommodating, where practicable, natural green and open spaces that use vegetation, soils, and other elements and practices to help deal with environmental challenges such as stormwater runoff and climate adaptation. This would supplement and, where possible, replace hard infrastructure, while providing increased biodiversity, flood protection, and more green and open spaces throughout the city.

Upgrade investments

The City needs to start focussing on sensitivity to our changing climate, more intensive rainfall and flooding. This means bigger pipes, pumping of stormwater and a sophisticated relationship with land use planning. In the

short term, this is already underway in areas like Tawa. In the longer term, there is a desire to investigate daylighting of streams and other interventions that improve the amenity value of freshwater.



*The above graph is inflated.

Growth investments

For stormwater, the interdependence with land use, the District Plan and the Building Act (through floor levels) is paramount.

As the City grows, some areas (such as Johnsonville) will require direct investment in order to unlock growth. In some other areas, District Plan settings will set the bar for new developments and subdivisions that will be required to actively manage stormwater impacts. Hydraulic neutrality will be a condition of consents and developers will be required to present a water impact assessment. This is expected in turn to drive water sensitive urban design into developments.

This will further challenge our asset management processes and policies.

Deliverability

For stormwater, deliverability is not so much about contracting and hard infrastructure (although this is still a requirement), but more about innovation, design and catchment analysis. This means that a significant building block for future stormwater management is the analytical, science and engineering advice that will inform policy and investment decisions.

For stormwater, deliverability will hinge on the availability of this type of advice, and the willingness of decision makers to deploy stringent consent and planning conditions.

Stormwater is inextricably linked to wastewater and land use planning. In our view there is a risk that Government reforms not covering stormwater might create an 'orphan' that cannot be delivered, and is in competition with the other waters, rather than being complementary.

Community infrastructure

Introduction

In addition to our key infrastructure areas of transport and three-waters, Council owns a range of ‘community infrastructure’ including our venues, social housing, libraries, pools, community halls, parks and open space. There are two significant issues relating to these assets that drive our infrastructure plans and the consultation items within our Long-Term Plan.

Key issues

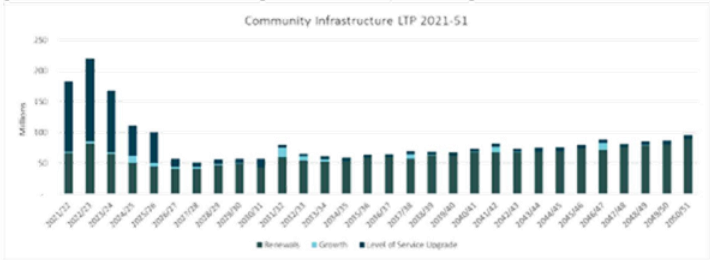
Seismic resilience of buildings

The 2016 Kaikoura earthquake damaged a number of our buildings creating the need for significant investment in their remediation. It also heightened awareness of the seismic risk facing many of our other buildings, creating further requirements for strengthening. In particular the buildings in Te Ngākau Civic Square, including the Central Library, the Municipal Office Building (MOB) and the Civic Administration Building (CAB) have needed to be vacated and require significant investment to bring back online. Our venues, including the St James theatre and Town Hall are also undergoing significant strengthening work and our other venues (Michael Fowler Centre, TSB Arena and Opera House) are in need of upgrade. We plan on investing over \$200m in the remediation work required across Te Ngākau Civic Square including the high-level remediation of the Central Library. We also plan on investing \$45m in the upgrade of our venues following a strategic review to ensure that investment is prioritised in the right venues to deliver the best outcomes for Wellington. In addition to the challenge this creates on our capital budgets, the scale of investment required also creates funding challenges. Fully funding the upgrade and remediation with traditional funding arrangements for all of these assets

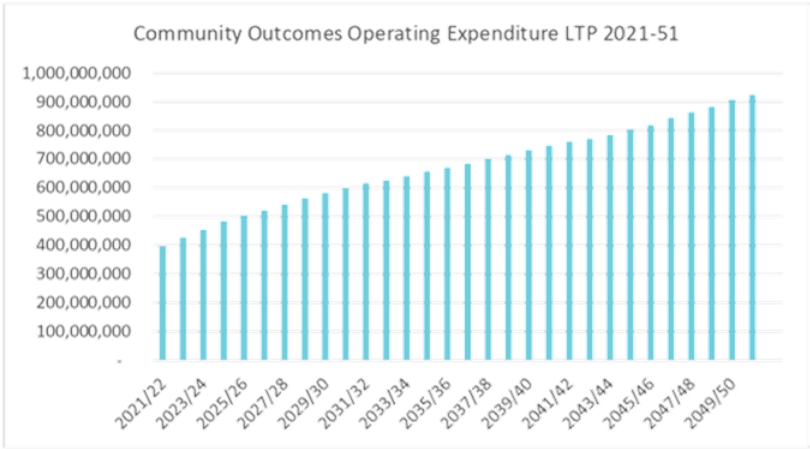
would challenge our debt limits and would require improvements to be phased out over a significant period of time. Our preference is, where appropriate, to look for partnering opportunities with long-term ground leases to progress works in Te Ngākau Civic Square, particularly for the MOB and CAB building sites. Partnering is not an option that we are examining for the Central Library.

Social Housing upgrades

The Council has more than 1,900 social housing units across the city. In 2007, we signed a Deed of Grant with Central Government. It commits us to remaining a provider of social housing until at least 2037 and to upgrading our housing portfolio to modern standards. We have completed phase 1 of the upgrades, for which we received a \$220m grant from Central Government. Phase 2 is due to begin in 2022 and be completed by 2028. By 2024, we also need to complete further upgrades to meet the new Healthy Homes standards set out in legislation. We plan to undertake this full upgrade programme, however as outlined earlier in this Strategy, there are fundamental financial sustainability issues and City Housing operations are currently unable to sustainably fund this level of investment. While the costs of the capital programme are included in this long-term plan, this is not our preferred option and we are continuing to explore alternative models for funding of the City Housing programme including discussing the possibility of accessing Income-Related Rents with central government and establishing a Community Housing Provider.



*The above graph is inflated.



*The above graph is inflated.

Appendix A – Data definitions – condition, data confidence and criticality

	Condition	Data Confidence	Data Confidence	Criticality of an Asset	Asset Management Maturity
1	Excellent	Systematic and fully optimised data programme	(A) Reliable – data based on reliable documents +/- 5%	Major, region wide, long-term disruption and significant cost to restore service	
2	Some minor maintenance work is required	Reliable data in information system with analysis and reporting	(B) Minor inaccuracies – data based on some supporting documentation +/- 15%	Significant disruption over an extended period	Advanced
3	Maintenance is required to return to the expected level of service	Sufficient information to support basic analysis	(C) Uncertain Significant data estimated – data based on local knowledge +/- 30%	Serious localised impacts and cost	Intermediate
4	Requires a significant upgrade	Basic /incomplete information based on assumptions	(D) Data based on best guess of experienced person +/- 40%	Minor service disruption.	Core
5	The asset is unserviceable.	No asset register	(E) Unknown – no information held against data	Negligible social or economic impact	Basic

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 prospective financial statements are for Wellington City Council (the Council) as a separate legal entity. Consolidated prospective financial statements comprising the Council and its controlled entities, joint ventures and associates have not been prepared.

Basis of preparation

Statement of compliance

The prospective 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 prospective 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 (i.e. expenses over \$30m).

The reporting period for these prospective financial statements is the 10-year period ending 30 June 2031. The prospective 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 prospective 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 on pages 3-18.

Transition to PBE IPSAS 41 – Financial Instruments

A new accounting standard, PBE IPSAS 41 *Financial Instruments*, is applicable from year 2 of this LTP (2022/23) and supersedes the current PBE IPSAS 29 *Financial instruments: Recognition and Measurement*. The prospective financial statements for years 2 to 10 have been prepared using this new standard.

The main differences between PBE IPSAS 29 and PBE IPSAS 41 relate to the classification of financial assets and liabilities, impairment and hedge accounting. The Council does not consider that the financial information will be materially different under this new standard.

Classification of financial assets and liabilities

The Council has completed a detailed assessment of its financial assets and financial liabilities as at 1 July 2022, the date of transition to this new standard. The following table shows the original classification under PBE IPSAS 29 and the new classification under PBE IPSAS 41:

Financial asset / liability	Measurement category		Value at 1 July 2022	
	Current treatment under PBE IPSAS 29	New treatment under PBE IPSAS 41	Original measurement under PBE IPSAS 29	New measurement under PBE IPSAS 41
Financial assets				
Cash and cash equivalents	Amortised cost	Amortised cost	20,777	20,777
Bank deposits < 3 months	Amortised cost	Amortised cost	209,000	209,000
Bank deposits > 3 months	Amortised cost	Amortised cost	0	0
LGFA borrower notes	Amortised cost	Amortised cost	8,663	8,663
Loans to related parties	Amortised cost	Amortised cost	39	39
Equity investment – civic financial services	FVTOCRE	FVTOCRE	491	491
Equity investment – LGFA	FVTOCRE	FVTOCRE	6,938	6,938
Trade receivables and recoverables	Amortised cost	Amortised cost	20,090	20,090
Accrued revenue	Amortised cost	Amortised cost	11,180	11,180
Sundry receivables	Amortised cost	Amortised cost	33,438	33,438
Other financial assets	Amortised cost	Amortised cost	0	0
Total financial assets			310,616	310,616
Financial liabilities				
Borrowings	Amortised cost	Amortised cost	1,207,361	1,207,361
Trade payables and accruals	Amortised cost	Amortised cost	59,024	59,024
Interest payable	Amortised cost	Amortised cost	0	0
Sundry payables	Amortised cost	Amortised cost	0	0
GWRC rates	Amortised cost	Amortised cost	3,142	3,142
Other	Amortised cost	Amortised cost	2,595	2,595
Interest rate swaps – cash flow hedges	FVTOCRE	FVTOCRE	107,040	107,040
Total financial liabilities			1,379,162	1,379,162

Impairment

PBE IPSAS 41 prescribes an expected credit loss model instead of the previous incurred loss model meaning that it is no longer necessary to have an impairment trigger event before recognising impairment losses. The required change in impairment model is immaterial to the Council as impairments are not usually significant when considering prospective financial statements.

Hedge accounting

PBE IPSAS 41 introduces a hedge accounting model that broadens the hedging arrangements in scope of the guidance. The model develops a strong link between an entity's risk management strategies and the accounting treatment for instruments held as part of the risk management strategy. There is no change for the Council when applying this new model as all of our swaps

are currently hedged therefore hedging requirements under PBE IPSAS 41 can be continued as they were under PBE IPSAS 29.

Judgements and estimations

The preparation of prospective 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 "Significant forecasting assumptions".

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.

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 as an accrual 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 (eg 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 (e.g. 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 prospective 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 prospective financial statements are exclusive of GST, except for 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

For year 1 (2021/22) of the LTP, PBE IPSAS 29 *Financial Instruments* applies as below. The comparative prospective financial statements for 2020/21 were also prepared using this accounting standard.

For subsequent years, 2023-2031, PBE IPSAS 41 *Financial Instruments* will be applicable as this new accounting standard will become effective for the period beginning 1 July 2022.

Current accounting policies under PBE IPSAS 29 – Year 1 of LTP

Financial classification

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 Council has transferred substantially all 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 Council 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 remeasured 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.

New accounting policies under PBE IPSAS 41 – Years 2 to 10 of LTP

Financial classification

Financial instruments include financial assets (measured at amortised cost, measured at fair value through surplus or deficit or measured at fair value through other comprehensive revenue and expense), financial liabilities (measured at amortised cost) 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 Council has transferred substantially all 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 either financial assets at amortised cost, financial assets at fair value through surplus or deficit or financial assets at fair value through other comprehensive revenue and expense.

Financial assets at amortised cost 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 Council 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.

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.

Impairment losses are recognised based on an "expected loss model" which requires the Council to look at forward-looking, current and historic information when assessing impairment. 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 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 remeasured 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 Council's control and there is sufficient evidence the Council 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 prospective 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 (eg 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 life ranges of the major classes of property, plant and equipment are as follows:

Estimated useful lives of tangible assets	2021 Useful Lives (years)
Asset Category	
Operational assets	
Land	unlimited
Buildings	1 - 149
Civic Precinct	5 - 67
Plant and equipment	2 - 300
Library collection	4 - 11
Infrastructure assets:	
Drainage, waste and water	20 - 588
Roading	1 - 625
Land (including land under roads)	unlimited
Restricted assets	unlimited

The large variations 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.

The useful lives are updated after each revaluation cycle and are reflected in the new depreciation rates that will apply.

The landfill post closure asset is depreciated over the life of the landfill based on the capacity of the landfill.

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 life range of these assets are as follows:

Estimated useful lives of intangible assets	2021 Useful Life (years)
Asset Category	
Computer software	2 - 11

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 Council 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 Council (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 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.

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.

Prospective 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 prospective 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 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 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 mobile phones 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 Prospective Financial Statements (PBE FRS 42)

The Council has complied with PBE FRS 42 in the preparation of these prospective 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 prospective financial statements are prepared

It is a requirement of the Local Government Act 2002 to present prospective 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. Prospective 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 prospective 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 a forecast. Actual results are likely to vary from the information presented, and the variations may be material.

(iv) Other disclosures

These prospective financial statements were adopted as part of the assumptions that form the LTP 2021-31 for issue on 30 June 2021 by Wellington City Council. The Council is responsible for the prospective financial statements presented, including the assumptions underlying prospective financial statements and all other disclosures. The LTP is a 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 Public Benefit Entity International Public Sector Accounting Standard, changes in the fair value of certain assets must be accounted for within the Statement of Comprehensive Revenue and Expense. In accordance with Section 100 of the Local Government Act 2002, the Council does not consider it financially prudent to fund changes in the fair value of assets or liabilities as these are essentially unrealised accounting adjustments.

Non-funding of 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 2025/26. 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 proposed 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. Exceptions include funding the impacts on ratepayer's intergenerational equity, funding expenditure over the period which benefits are received (e.g. weathertightness payments), funding pandemic and natural disaster relief or items requiring urgency of timing (e.g. Library Pop Ups). 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, a third party or public consultation if these funds have been established by the Council.

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 2021/22
General Rate	40%
Targeted rates	
• Sewerage rate	9%
• Water rate	10%
• Stormwater rate	5%
• Base (residential)	2%
• Commercial sector	1%
• Downtown targeted rate	2%
• Business Improvement District and other minor rates	0%
Total targeted rates	29%
Total fees and charges	21%
Other sources	
• Ground and commercial lease	7%
• Dividends	0%
• Miscellaneous	3%
Total other income	10%
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.

Capital expenditure Funding mechanism	Approximate proportion of funding for 2021/22
Rates funded depreciation	39%
NZTA transport subsidies	9%
External grants	1%
Development contributions	1%
Borrowings	50%

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

A Revenue and Financing Policy is required under section 102(1) and section 102(2)(a) of the Local Government Act (2002). The required contents of the Policy are set out in section 101(3) of the Act, including a description of the way in which operating, and capital expenditure will be funded. Section 101(3) involves a two-step process:

Step 1 – in relation to each activity to be funded:

- The Community outcomes to which the activity primarily contributes;
- The distribution of benefits between the community as a whole, any identifiable part of the community, and individuals;
- The period in or over which those benefits are expected to occur;
- The extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity;
- The costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities; and

Step 2:

- The overall impact of any allocation of liability for revenue needs on the community;
- Section 103 covers the requirements of the Revenue and Financing Policy and the links back to section 101(3).

Our activity analysis is organised under the following headings:

- **Community outcome.** The Council has four community outcomes:
 - An innovative, inclusive and creative city innovative, inclusive and creative city
 - A dynamic and sustainable economy dynamic and sustainable economy
 - A people friendly, compact, safe and accessible capital city people friendly, compact, safe and accessible capital city
 - A sustainable, climate friendly eco capital sustainable, climate friendly eco capitalWe 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 rate, which applies to residential ratepayers, community organisations and rural land, and the commercial, industrial and business differential rate.

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) and by businesses (commercial, industrial and business differential). 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.

The Council proposes no change in the rates differential in the Long-term Plan. This means that a commercial sector ratepayer will contribute 3.25 times more to the general rate than residential ratepayer for each dollar of rateable property capital value. The council will be review the differential each year to ensure sector affordability and make any necessary changes.

6. Summary of operating expenditure funding by activity

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted
Governance	Governance, information and engagement	1.1.1 City governance and engagement	0%	0%	100%	100%	0%	0%	0%
		1.1.2 Civic information	5%	0%	95%	95%	0%	0%	0%
		1.1.3 City Archives	10%	0%	90%	90%	0%	0%	0%
		1.1.4 Climate insights and engagement	0%	0%	100%	100%	0%	0%	0%
	Maori and Māta Whenua partnerships	1.2.1 Maori and Māta 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%	0%	100%	100%	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%	0%	95%	95%	0%	0%	0%
		2.1.10 Benhamore Nursery	0%	0%	100%	100%	0%	0%	0%
	Waste reduction and energy conservation	2.2.1 Waste minimisation, disposal and recycling management	100%	0%	0%	0%	0%	0%	0%
		2.2.2 Closed Landfills Aftercare	0%	0%	100%	100%	0%	0%	0%
		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	0%	0%	100%	0%	60%	40%	0%
	Stormwater	2.5.1 Stormwater management	0%	0%	100%	0%	77.5%	22.5%	0%
	Conservation Attractions	2.6.1 Conservation Visitor Attractions	0%	0%	100%	100%	0.0%	0.0%	0%
Economic Development	City promotions and business support	3.1.1 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 Wellington Economic Initiatives	0%	0%	100%	100%	0%	0%	0%
		3.1.4 Development Fund (WED) 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%	5%	95%	95%	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%	20%	80%	80%	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	15%	0%	85%	85%	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 Mānuka	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	65%	0%	35%	35%	0%	0%	0%
		5.3.4 City safety	0%	0%	100%	100%	0%	0%	0%
Urban Development	Urban planning, heritage and public spaces development	6.1.1 WREMO	0%	0%	100%	100%	0%	0%	0%
		6.1.2 Urban planning and policy	0%	0%	100%	100%	0%	0%	0%
		6.1.3 Waterfront development	0%	0%	100%	100%	0%	0%	0%
		6.1.4 Public spaces and centres development	0%	0%	100%	100%	0%	0%	0%
		6.1.5 Built heritage development	0%	0%	100%	100%	0%	0%	0%
	Building and development control	6.2.1 Housing development	0%	0%	100%	100%	0%	0%	0%
		6.2.2 Building control and facilitation	65%	0%	35%	35%	0%	0%	0%
		6.2.3 Development control and facilitation	45%	0%	55%	55%	0%	0%	0%
		6.2.4 Earthquake risk mitigation - built environment	0%	0%	100%	100%	0%	0%	0%
		6.2.5 Regulator - Building Control and Facilitation Westlight Homes	0%	0%	100%	100%	0%	0%	0%
Transport	Transport	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%	5%	95%	95%	0%	0%	0%
		7.1.4 Passenger transport network	0%	80%	20%	20%	0%	0%	0%
		7.1.5 Pedestrian network	0%	5%	95%	95%	0%	0%	0%
		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%
	Parking	7.2.1 Lets Get Wellington Moving	0%	0%	100%	100%	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 table below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted
Governance	Governance, information, and engagement	1.1.1 City governance and engagement	0%	0%	100%	100%	0%	0%	0%
		1.1.2 Civic information	5%	0%	95%	95%	0%	0%	0%
		1.1.3 City Archives	10%	0%	90%	90%	0%	0%	0%
		1.1.4 Climate insights and engagement	0%	0%	100%	100%	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:

- *A people friendly, compact, safe and accessible capital city* – it 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:

- *A people friendly, compact, safe and accessible capital city* - providing 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/Users	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?	
Individuals/Users	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:

- *A people friendly, compact, safe and accessible capital 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/Users	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/Users	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.

Our funding targets: operating expenses	
User charges	10%
Other revenue	0%
Targeted rate	0%
General rate	90%
Total	100%

ACTIVITY 1.1.4: CLIMATE INSIGHTS AND ENGAGEMENT

This covers measurement and analysis of City and Council carbon emissions, insight and new initiative development, and engagement with Council and the City about climate actions we can take as a City in response to the climate and ecological emergency declared by Council in June 2019. It also includes supporting transport mode-shift projects such as Let's Get Wellington Moving and creating streets for people through our cycleways investment and the spatial plan, as well as encouraging the uptake of electric cars, providing seed funding to leverage businesses and community impact, and supporting residents to be motivated to take action.

Community outcome

This activity contributes to the following community outcome:

- *A sustainable, climate friendly eco-capital* – this activity support the City to meet its net zero carbon by 2050 goal.

Who benefits?	
Whole community	100%

The whole community benefits from this activity. Climate action is essential to ensure that our City can thrive over the coming decades. It is our role as Council to support our residents to undertake the significant and required transformation to a different type of lifestyle, in particular to a life where we

travel differently, using low- or zero-carbon transport modes like walking, cycling, public transport, shared mobility services and electric vehicles. We also have a role in supporting our communities to adapt to the climate change impacts we are already seeing, and the impacts that will occur in the future.

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%

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:

- *A people friendly, compact, safe and accessible capital 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/Users	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 this 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 table below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted
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%	0%	100%	100%	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%	0%	95%	95%	0%	0%	0%
		2.1.10 Berhampore Nursery	0%	0%	100%	100%	0%	0%	0%
	Waste reduction and energy conservation	2.2.1 Waste minimisation, disposal and recycling management	100%	0%	0%	0%	0%	0%	0%
		2.2.2 Closed Landfills Aftercare	0%	0%	100%	100%	0%	0%	0%
		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	0%	0%	100%	0%	60%	40%	0%
	Stormwater	2.5.1 Stormwater management	0%	0%	100%	0%	77.5%	22.5%	0%
	Conservation Attractions	2.6.1 Conservation Visitor Attractions	0%	0%	100%	100%	0.0%	0.0%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity.

Environmental capital expenditure projects are funded through a combination of NZTA subsidies, rates funded depreciation, and borrowings.

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:

- *A people friendly, compact, safe and accessible capital city* – local parks and open spaces enhance Wellington's unique 'sense of place', making it a great place to live, work and play.
- *An innovative, inclusive and creative city* - accessible and high quality natural and green environments encourage people to gather together, share activities and connect with each other.
- *A dynamic and sustainable economy* - 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/Users	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/Users	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:

- *A people friendly, compact, safe and accessible capital city* – Botanical Gardens enhance Wellington's unique 'sense of place'
- *An innovative, inclusive and creative city* – the botanical gardens encourage people to gather together, share activities and connect with each other.
- *A dynamic and sustainable economy* - the botanical gardens enhance our biodiversity and contribute to off-setting our carbon emissions.
- *A dynamic and sustainable economy* – the 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/Users	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/Users	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:

- *A people friendly, compact, safe and accessible capital 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	0%
Targeted rate	0%
General rate	100%
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:

- *A people friendly, compact, safe and accessible capital 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%
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:

- *A people friendly, compact, safe and accessible capital 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.
- *A dynamic and sustainable economy* - 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:

- *A people friendly, compact, safe and accessible capital city* – community environmental initiatives improve the quality of our natural environment, making the city a better place to live, work and play.
- *An innovative, inclusive and creative city* – by supporting community environmental initiatives we support bringing people together and encouraging community spirit.
- *A dynamic and sustainable economy* – 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:

- *A people friendly, compact, safe and accessible capital city* – walkways allow residents to explore Wellington's beautiful natural environment improving the quality of life of the city's residents
- *An innovative, inclusive and creative 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:

- *A people friendly, compact, safe and accessible capital city* – protecting biodiversity improves the quality of our natural environment, making the city a better place to live, work and play.
- *A dynamic and sustainable economy* – 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:

- *A dynamic and sustainable economy* – 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.
- *A people friendly, compact, safe and accessible capital 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/Users	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	0%
Targeted rate	0%
General rate	95%
Total	100%

ACTIVITY 2.1.10: BERHAMPORE NURSERY

The Council operates Berhampore Nursery to grow eco-sourced native plants to support Council's restoration programme across Wellington gardens, parks and reserves, and to support community restoration programmes. Restoration planting improves our biodiversity and the health of our city. The provision of eco-sourced plants ensures we grow and use plants that would have originally occurred in the ecosystem keeping the distinctiveness of Wellington's local flora.

The nursery also provides a brokering service for plants for roadside gardens, parks maintenance and urban design projects.

Community outcome

This activity contributes towards the following outcomes:

- *A people friendly, compact, safe and accessible capital city* – enhancing our biodiversity improves the quality of our natural environment, making the city a better place to live, work and play.
- *An innovative, inclusive and creative city* - high quality natural and green environments encourage people to gather together, share activities and connect with each other.
- *A dynamic and sustainable economy* - environmental initiatives like planting and restoration raise awareness of environmental issues and ensure ongoing protection and restoration.

Who benefits?	
Whole community	100%

This activity benefits the community as a whole. While individuals or groups can apply for plants through restoration planting schemes, planting eco-sourced natives throughout the city's parks and open spaces, helps enhance the city's green environment and provides benefits for all city residents. The work aids the health of the environment and makes the city's environment greener and more pleasant for all residents and provides a connection to nature.

The long-term benefits of this activity are reflected in the Council's decision to fund this 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.

However, a small percentage of our costs are covered through revenue from external sales through environmental trusts or community groups. The amount varies year to year and is dependent on these groups gaining grant funding, therefore is unpredictable.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
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.

Our waste minimisation activities include the Tip Shop, where people can drop off unwanted items for reuse and resale, commercial composting operations, grant funding for new initiatives, and various waste minimisation education programmes.

Community outcome

This activity contributes towards the following outcomes:

- *A people friendly, compact, safe and accessible capital city* - collaboration between the Council and the community to reduce waste and increase recycling promotes community ownership of sustainable management of the environment.
- *A dynamic and sustainable economy* - 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.

The direct beneficiaries of our waste minimisation services, including recycling are the householders who have recyclable goods collected or who use our recycling stations and Tip Shop drop off. 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?	
Individuals/Users	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.

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. Most have been repurposed as recreational fields, jointly managed with Parks, Rec and Sports. We have an ongoing obligation to ensure these areas remain safe to use for the public and to minimise any environmental impact of these legacy landfills.

Community outcome

This activity contributes towards the following outcome:

- *A people friendly, compact, safe and accessible capital 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%
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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:

- *A people friendly, compact, safe and accessible capital 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.
- *A dynamic and sustainable economy* - 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 A dynamic and sustainable economy aspirations.
- *A dynamic and sustainable economy* - 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 A dynamic and sustainable economy 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:

- *A people friendly, compact, safe and accessible capital city* - a reliable and adequate supply of clean and safe water is critical for the health, well-being and prosperity of all residents.
- *An innovative, inclusive and creative city* - a reliable and adequate supply of clean and safe water is a core requirement of an innovative, inclusive and creative 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	
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:

- *A people friendly, compact, safe and accessible capital city* - a reliable and adequate supply of clean and safe water is critical for the health, well-being and prosperity of all residents.
- *An innovative, inclusive and creative city* - a reliable and adequate supply of clean and safe water is a core requirement of a An innovative, inclusive and creative 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:

- *A people friendly, compact, safe and accessible capital city* - a safe and reliable wastewater network provides protection against public health risks.
- *A dynamic and sustainable economy* - a safe and reliable wastewater network provides protection against environmental harm.
- *A dynamic and sustainable economy* - 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%
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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:

- *A people friendly, compact, safe and accessible capital city* - a safe and reliable wastewater network and treatment facility provides protection against public health risks.
- *A dynamic and sustainable economy* - a safe and reliable wastewater network and treatment facility provides protection against environmental harm.
- *A dynamic and sustainable economy* - 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	40%
User	0%

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.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Residential 60%, Commercial 40%)	100%
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:

- *A people friendly, compact, safe and accessible capital 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.
- *A dynamic and sustainable economy* - a safe and reliable storm water network minimise the impacts – such as erosion - of storm water on the environment.
- *A dynamic and sustainable economy* - 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.
- *An innovative, inclusive and creative 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%
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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:

- *A people friendly, compact, safe and accessible capital 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.
- *A dynamic and sustainable economy* - these facilities play important conservation roles, protecting native and exotic flora and fauna.

Who benefits?	
Whole community	40%

Individuals/Users	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 table below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted
Economic Development	City promotions and business support	3.1.1 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%
		3.1.4 Wellington Economic Initiatives Development Fund (WIED) 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%

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 (WELLINGTON NZ) AND VENUES

This activity covers the Council's funding of the Wellington Regional Economic Development Agency (Wellington NZ), the costs of owning and maintaining a number of venue buildings and managing the use of the venues and innovation activities.

Wellington NZ 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, Town Hall and the Opera House) to support the Venues operations in providing a full calendar of entertainment and business events.

Also included in this activity is the expenditure and revenues of promoting and operating the venues (which Wellington NZ undertakes on behalf of Council). This specific activity generally operates without direct Council funding.

Community outcome

This activity contributes towards the following outcomes:

- *A people friendly, compact, safe and accessible capital 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.
- *An innovative, inclusive and creative city* - ensuring that the city has a presence internationally will be vital to attracting investment, talent, visitors and jobs.
- *A dynamic and sustainable economy* - 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/Users	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 Wellington NZ 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 Wellington NZ funding are distributed widely across hospitality providers, job seekers, and businesses needing to employ and retain skilled workers. Also, a vibrant and growing economy provides benefits 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?	
Individuals/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. 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: TĀKINA

This activity relates to the funding required for the provision of new convention, exhibition and event facilities to the City.

The policy around the funding of Tākinaactivities 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 targeted rate 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:

- *An innovative, inclusive and creative city* - Tākinawill 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.
- *A dynamic and sustainable economy* – 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. Individuals benefit from their attendance at events and exhibitions held at the venue, however they generally pay directly for that benefit. The net costs in the establishment phase of operations will change each year and therefore the policy recommendations are intended to be for the net operating expenditure of Tākina, rather than incorporating the changing revenues from operations.

Who should pay?	
Identifiable parts of the community	40%
Whole community	60%

While the hospitality, business 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, urban regeneration and stronger economy this activity will deliver.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Downtown Targeted)	40%
General rate	60%
Total	100%

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:

- *A people friendly, compact, safe and accessible capital city* – our grants support the attraction and retention of talented people, and support the creative business sector in Wellington.
- *A dynamic and sustainable economy* – 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.
- *An innovative, inclusive and creative 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 so that anyone has the opportunity 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 this point 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%

Total	100%
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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.

Community outcome

This activity contributes towards the following outcome:

- *A people friendly, compact, safe and accessible capital city* – these projects will promote the city as an attractive place to do business and attract visitors to the city every year.
- *An innovative, inclusive and creative city* - improving direct access internationally will provide local businesses with new opportunities to access large markets.

- *A dynamic and sustainable economy* – 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 non-council 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%
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:

- *An innovative, inclusive and creative 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	
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:

- *A people friendly, compact, safe and accessible capital 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%
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 graph below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted
Cultural Wellbeing	Arts and Culture Activities	4.1.1 Galleries and museums (WMT)	0%	0%	100%	75%	0%	0%	25%
		4.1.2 Visitor attractions (Te Papa/Carter Observatory)	0%	0%	100%	30%	0%	0%	70%
		4.1.3 Arts and cultural festivals	0%	5%	95%	95%	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%	20%	80%	80%	0%	0%	0%
		4.1.7 Regional initiatives	0%	0%	100%	100%	0%	0%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity.

Cultural wellbeing capital expenditure projects are funded through a combination of rates funded depreciation and borrowings.

Cultural 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:

- *A people friendly, compact, safe and accessible capital 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.

- *An innovative, inclusive and creative 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.
- *A dynamic and sustainable economy* – museums enhance Wellington’s vibrancy as a diverse, active and eventful place attractive to visitors.

Who benefits?	
Whole community	15%
Individuals/Users	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 targeted rate 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 outcome:

- *A people friendly, compact, safe and accessible capital 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.
- *An innovative, inclusive and creative city* – they provide ideas and places where people can connect, share what is common and explore what is different and new.
- *A dynamic and sustainable economy* – 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/Users	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 custom 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

- *A people friendly, compact, safe and accessible capital city* – cultural festivals shape Wellington's sense of identity. They bring people together and celebrate creativity.
- *An innovative, inclusive and creative 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.
- *A dynamic and sustainable economy* – 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	5%
Targeted rate	0%
General rate	95%
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:

- *A people friendly, compact, safe and accessible capital 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.
- *A dynamic and sustainable economy* –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:

- *A people friendly, compact, safe and accessible capital 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/Users	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?	
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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:

- *A people friendly, compact, safe and accessible capital 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
- *A dynamic and sustainable economy* - 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/Users	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	20%
Targeted rate	0%
General rate	80%
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:

- *A people friendly, compact, safe and accessible capital 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.
- *An innovative, inclusive and creative city* – attractions and events provide ideas and places where people can connect and explore what is different and new, from both here and overseas.
- *A dynamic and sustainable economy* – 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.
- *A sustainable, climate friendly eco capital* – 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.

They 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). They 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 Targeted
Social and Recreation	Recreation promotion and support	S.1.1 Swimming Pools	30%	0%	70%	70%	0%	0%	0%
		S.1.2 Sports fields	15%	0%	85%	85%	0%	0%	0%
		S.1.3 Recreation programmes	5%	0%	95%	95%	0%	0%	0%
		S.1.4 Recreation Centres	25%	0%	75%	75%	0%	0%	0%
		S.1.5 Recreation partnerships	0%	0%	100%	0%	100%	0%	0%
		S.1.6 Playgrounds	0%	0%	100%	100%	0%	0%	0%
		S.1.7 Marinas	100%	0%	0%	0%	0%	0%	0%
		S.1.8 Golf Course	30%	0%	70%	70%	0%	0%	0%
	Community support	S.2.1 Libraries	5%	0%	95%	95%	0%	0%	0%
		S.2.2 Access support (Leisure Card)	0%	0%	100%	100%	0%	0%	0%
		S.2.3 Community advocacy	0%	0%	100%	0%	100%	0%	0%
		S.2.4 Grants (Social and Recreation)	0%	0%	100%	100%	0%	0%	0%
		S.2.5 Housing	100%	0%	0%	0%	0%	0%	0%
		S.2.6 Community centres and halls	5%	0%	95%	0%	95%	0%	0%
	Public health and safety	S.3.1 Burials and cremations	50%	0%	50%	50%	0%	0%	0%
		S.3.2 Public toilets	0%	0%	100%	100%	0%	0%	0%
		S.3.3 Public health regulations	65%	0%	35%	35%	0%	0%	0%
		S.3.4 City safety	0%	0%	100%	100%	0%	0%	0%
		S.3.5 WREMO	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.

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:

- *A people friendly, compact, safe and accessible capital city* - they provide access to sport and recreation opportunities which is important for people's health and wellbeing.
- *An innovative, inclusive and creative 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/Users	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/Users	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: SPORTS FIELDS

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:

- *A people friendly, compact, safe and accessible capital city* - they provide access to sport and recreation opportunities which is important for people's health and wellbeing.
- *An innovative, inclusive and creative city* – they bring people together, strengthening social cohesion, and the city becomes a more appealing place for people to live.

Who benefits?	
Whole community	30%
Individuals/Users	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/Users	20%
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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	15%
Other revenue	0%
Targeted rate	0%
General rate	85%
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:

- *A people friendly, compact, safe and accessible capital city* – this activity supports access to sport and recreation opportunities which is important for people's health and wellbeing.
- *An innovative, inclusive and creative 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/Users	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/Users	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:

- *A people friendly, compact, safe and accessible capital city* - they provide access to sport and recreation opportunities which is important for people's health and wellbeing.

- *An innovative, inclusive and creative 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/Users	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/Users	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:

- *A people friendly, compact, safe and accessible capital city* – this activity supports access to sport and recreation opportunities which is important for people’s health and wellbeing.
- *An innovative, inclusive and creative 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/Users	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:

- *A people friendly, compact, safe and accessible capital 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.
- *An innovative, inclusive and creative 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/Users	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%
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.

Community outcome

This activity contributes towards the following outcomes:

- *A people friendly, compact, safe and accessible capital city* – this activity supports access to the harbour and the coast for recreation, fishing and enjoyment

Who benefits?	
Individuals/Users	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/Users	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:

- *A people friendly, compact, safe and accessible capital city* – this activity supports access to sport and recreation opportunities which is important for people’s health and wellbeing.
- *An innovative, inclusive and creative 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/Users	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/Users	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%
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:

- *A people friendly, compact, safe and accessible capital city* - libraries are more than just places to borrow books. They are neighbourhood institutions that anchor community life and bring people together.
- *An innovative, inclusive and creative 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/Users	80%

The libraries also 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%
Individuals/Users	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:

- *A people friendly, compact, safe and accessible capital city* – we provide 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/Users	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:

- **A people friendly, compact, safe and accessible capital 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.
- **A dynamic and sustainable economy:** 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.
- **An innovative, inclusive and creative city:** Engaged community where people and communities feel connected; welcoming and diverse city tolerant of diversity

Who benefits?	
Whole community	80%
Individuals/Users	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:

- *A people friendly, compact, safe and accessible capital 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:

- *A people friendly, compact, safe and accessible capital city* - they provide an opportunity for a home and a better quality of life for those less well-off without unreasonable hardship.

Who benefits?	
Individuals/Users	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/Users	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 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:

- *A people friendly, compact, safe and accessible capital 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%
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:

- *A people friendly, compact, safe and accessible capital 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 have 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:

- *A people friendly, compact, safe and accessible capital city* – these facilities are located conveniently throughout the city protecting against public health risks.

Who benefits?	
Whole community	60%
Individuals/Users	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%
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 alcohol liquor outlets, registering and impounding dogs, responding to noise, nuisance, animal and litter complaints, and handling infectious disease investigations and trade waste activities.

Community outcome

This activity contributes towards the following outcome:

- *A people friendly, compact, safe and accessible capital city* – this activity protects against public health risks.

Who benefits?	
Whole community	75%
Individuals/Users	25%

The Council's public health work is a legislative requirement as set out by several laws including the sale and supply of alcohol Act, the Food Act, the Dog Control Act, the Litter Act and the Hazardous Substances and New Organism. It provides significant benefits to the community as a whole, including protection of the public from hazards such as unsafe food and diseases.

Most of this work involves protecting the public from hazards created or potentially created by identifiable businesses, people and dogs. 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 alcohol outlets. Dog owners benefit from the requirement of Dog Control Act. These users are charged a fee for the benefits they receive.

Who should pay?	
Whole community	40%
Individuals/Users	60%

As this work largely protects the community from harm, it is appropriate that the people or businesses potentially causing the harm should pay. The Council's public health activities include a range of user charges. For example, 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 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 65 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	65%
Other revenue	0%
Targeted rate	0%
General rate	35%
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:

- *A people friendly, compact, safe and accessible capital 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:

- *A people friendly, compact, safe and accessible capital 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/Users	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.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
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 table below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted
Urban Development	Urban planning, heritage and public spaces development	6.1.1 Urban planning and policy	0%	0%	100%	100%	0%	0%	0%
		6.1.2 Waterfront development	0%	0%	100%	100%	0%	0%	0%
		6.1.3 Public spaces and centres development	0%	0%	100%	100%	0%	0%	0%
		6.1.4 Built heritage development	0%	0%	100%	100%	0%	0%	0%
		6.1.5 Housing development	0%	0%	100%	100%	0%	0%	0%
	Building and development control	6.2.1 Building control and facilitation	65%	0%	35%	35%	0%	0%	0%
		6.2.2 Development control and facilitation	45%	0%	55%	55%	0%	0%	0%
		6.2.3 Earthquake risk mitigation - built environment	0%	0%	100%	100%	0%	0%	0%
		6.2.4 Regulation - Building Control and Facilitation Weatheright 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:

- *A people friendly, compact, safe and accessible capital city* – this activity ensures the city’s built form is developed in appropriate ways
- *A dynamic and sustainable economy* – 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.
- *A dynamic and sustainable economy* - 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:

- *A people friendly, compact, safe and accessible capital city* - the waterfront offers safe open spaces that welcome and engage people and encourage them to stay.
- *A dynamic and sustainable economy* – 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:

- *A people friendly, compact, safe and accessible capital 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'.
- *A dynamic and sustainable economy* – 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 work 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:

- *A people friendly, compact, safe and accessible capital city* – heritage buildings contribute to the city's distinct identity and enhance its sense of place.

Who benefits?	
Whole community	100%

This work 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:

- *A people friendly, compact, safe and accessible capital city* – Encouraging Housing initiatives so that Wellingtonians can enjoy quality Housing at a level which is affordable.
- *A sustainable, climate friendly eco capital* – 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/Users	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. We also have responsibilities under the Fencing of Swimming Pools Act to ensure all swimming pools are adequately fenced.

Community outcome

This activity contributes towards the following outcome:

- *A people friendly, compact, safe and accessible capital 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/Users	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/Users	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.

These factors mean that, historically we have been able to recover only about half the cost of this activity through user charges. Recent efforts to improve this rate of cost recovery have resulted in some improvements, however additional costs accruing from the Building Act have off-set these gains. Accordingly, the Council's target is to fund 50 percent of the cost of this activity through user charges. However, we plan to raise this target over time.

Our funding targets: operating expenses	
User charges	65%
Other revenue	0%
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. Due to recent change in legislation, noise control activities are now governed by the Resource Management Act. 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:

- *A people friendly, compact, safe and accessible capital 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/Users	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/Users	50%

While individuals receive an estimated 60 percent of the benefit from the Council's resource consent work, our ability to recover costs from those individuals is sometimes limited. This is because services such as our front of house free. 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.

The inclusion of noise control activities under the Resource Management Act also increases the proportion of costs that cannot be recovered through user fees and charges 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.

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	45%
Other revenue	0%
Targeted rate	0%
General rate	55%
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

- *A people friendly, compact, safe and accessible capital 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:

- *A people friendly, compact, safe and accessible capital 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	General	Residential Target	Commercial Targeted	Downtown Targeted
Transport	Transport	7.1.1 Transport planning	0%	0%	100%	100%	0%	0%	0%
		7.1.2 Vehicle network	0%	5%	95%	95%	0%	0%	0%
		7.1.3 Cycle network	0%	5%	95%	95%	0%	0%	0%
		7.1.4 Passenger transport network	0%	80%	20%	20%	0%	0%	0%
		7.1.5 Pedestrian network	0%	5%	95%	95%	0%	0%	0%
		7.1.6 Networkwide control and management	15%	15%	70%	70%	0%	0%	0%
		7.1.7 Road safety	0%	20%	80%	80%	0%	0%	0%
		7.1.8 Lets Get Wellington Moving	0%	0%	100%	100%	0%	0%	0%
	Parking	7.2.1 Parking	100%	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:

- *A people friendly, compact, safe and accessible capital 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.
- *An innovative, inclusive and creative 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.
- *A dynamic and sustainable economy* - a network that is efficient means fewer cars are stuck in traffic meaning less emissions are produced
- *A dynamic and sustainable economy* – 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

- *A people friendly, compact, safe and accessible capital 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:

- *A people friendly, compact, safe and accessible capital 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.
- *A dynamic and sustainable economy* - 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-modal 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?	
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Whole community	100%
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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.

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 cycle network activity.

Our funding targets: operating expenses	
User charges	0%
Other revenue	5%
Targeted rate	0%
General rate	95%
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:

- *A people friendly, compact, safe and accessible capital 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	20%
Other	80%

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	80%
Targeted rate	0%
General rate	20%
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:

- *A people friendly, compact, safe and accessible capital 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.
- *A dynamic and sustainable economy* - 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 accessways 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?	
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.

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 pedestrian network activity.

Our funding targets: operating expenses	
User charges	0%

Other revenue	5%
Targeted rate	0%
General rate	95%
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:

- *A people friendly, compact, safe and accessible capital 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.
- *An innovative, inclusive and creative city* – the network provides transport choices that connect people with each other and with places locally.
- *A dynamic and sustainable economy* - 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	
User charges	0%
Other revenue	15%
Targeted rate	15%
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:

- *A people friendly, compact, safe and accessible capital 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 Land Transport Act 1998 gives the Council power to impose parking controls as a road controlling authority. We are responsible for managing road space for various purposes, including parking. We also have an enforcement role.

The management of Council-controlled on-street and off-street parking also helps to achieve the objectives and principles of the recently adopted Parking Policy 2020, and through that how parking supports achieving the overall vision for Wellington.

Community outcome

The Council's vision for Wellington is built around people and communities. The future city will be a place where people and goods can easily move to and through the city, based on a transport system that can accommodate moving more people using fewer vehicles. We have also taken an environmental and resilience leadership role and have set a goal to be a zero-carbon capital by 2050.

As our city changes and evolves over time, we want to make sure we don't lose what makes our city special for so many people – its dynamic compact urban form that offers the lifestyle, entertainment, retail and amenities of a much bigger city.

In addition to being a place of creativity, exploration and innovation, we want to ensure the central city continues to support the regional economy.

As Wellington city grows, the demand for the limited supply of on-street and Council off-street space will also grow. This demand must be managed to reduce congestion and ensure reasonable access for all.

As parking demands vary in different locations throughout the city, we have set priorities for different types of areas within the city:

- key transport routes
- the central area (central business district)
- suburban town centres – such as the shopping precincts of Kilbirnie, Johnsonville, Tawa, Karori
- city fringe areas
- residential streets
- our parks, sports, recreation and other community facilities
- Council-managed off-street parking.

This pressure will be highest in business and retail centres where there are concentrations of public services, and at recreation facilities. Improvements to support active and public transport will require extra road space to operate safely and efficiently.

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.

Who benefits?

Whole community	25%
Individuals	75%

In the future parking will be priced at a level that achieves policy objectives, is consistent with broader transport objectives and supports Let's Get Wellington Moving. The overall approach to pricing favours making smaller pricing changes more frequently over larger infrequent changes. The Council will ensure that any increases are reasonable, justifiable, well communicated, and linked to The Parking Policy objectives. The pricing methodology will be based on achieving the best use and highest priority uses for the parking spaces. Pricing will better reflect the demand, the land value and the opportunity and environmental costs of providing parking.

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. The community also receives benefits from the Council's parking activities as it helps to reduce the impact of future rates increases.

Who should pay?	
Individuals	100%

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 over time, a change towards other more sustainable forms of transport and ensures that those choosing to park in Council provided parking are contributing to the cost of providing it.

Our funding targets: operating expenses	
User charges	100%
Other revenue	0%
Targeted rate	0%
General rate	0%
Total	100%

Investment and Liability 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 two categories; Non Strategic and Strategic. Non strategic investments are held primarily to optimise the return on the overall investment portfolio and to diversify the councils income sources. The target for holding and managing these investments is to provide a return on the investments greater than the Council's long term (10 year) cost of funds, currently forecast at 3.4% per year.

Strategic investments are also held for achieving the councils strategic objectives and does not target a financial return from these investments.

Non Strategic Investments

Nonstrategic investments are equity and financial investments which are included in the following five categories.

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.

Income generating commercial debt instruments

These are principally loans to other organisations (on commercial terms) which deliver a cash-flow return to the Council.

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).

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.

Strategic Investments

There are two categories of investments that are held to achieve council strategic outcomes. These are;

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 (being a 34 percent equity interest) 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 Strategy and Policy 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 outcomes of the Council's CCOs.

All other investments

The Strategy and Policy Committee provides recommendations to the Council in regard to strategies, policy and guidelines in relation to investments. The Strategy and Policy 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 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 Strategy and Policy 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 proposed 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%
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:

- 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).
- provide guarantees of the indebtedness of other local authorities to the LGFA and of the indebtedness of the LGFA itself
- commit to contributing additional equity (or subordinated debt) to the LGFA if required
- 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.
- 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	<225%
Net Interest as a percentage of income	<15%
Net Interest as a percentage of annual rates income	<20%
Liquidity (External net debt + available committed bank facilities + liquid assets to 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.

Rates remission policy

1. 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.

2. CIRCUMSTANCES WHERE A REMISSION MAY APPLY

2.1. 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 purposes.

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.

2.2. 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.

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. This remission should only be applied for if 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.

2.3. 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), or an identifiable part of the property, will not hold sufficient consents to permit occupation; and
- ii. the property (rating unit), or an identifiable part of the property, 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), or an identifiable part of the property, will not generate any revenue stream.
- iv. the remission will be granted on a pro-rata basis for the identifiable part of the property to which the above criteria (i – iii) apply, for the purpose of the remission this will be calculated based on the portion of the total floor area of the rating unit which is deemed 'not fit for purpose'.

The above criteria apply to, and must be met by, an entire rating unit as identified in the Council's rating information database (RID), or a clearly identifiable portion of the rating unit, and apply only for the period the building is not 'fit for purpose'.

2.4. 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.

2.5. 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 list², 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
- 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:

- a. the remission application will be accepted after the code of compliance has been issued for the building following completion of the seismic strengthening project;
- b. 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 uplift³ 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:

² As maintained by Ministry of Business, Innovation & Employment

³ 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.

$$\begin{array}{ccccc} \text{Final} & & \text{Initial} & & \text{Initial floor} \\ \text{Improvement} & & \text{Improvement} & & \text{area of} \\ \text{Value \$ per} & - & \text{Value \$ per} & \times & \text{earthquake} \\ \text{m2} & & \text{m2} & & \text{prone building} \\ \text{(A)} & & \text{(B)} & & \text{(C)} \end{array}$$

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.

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;⁴
- ii. the ratepayer must have taken action to remove their building from this list either through seismic strengthening or building removal;

⁴ As maintained by Ministry of Business, Innovation & Employment

- 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 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.

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).

2.6. 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 this only applies to Wellington City Council rates.

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

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

2.7. 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 on a separate rating unit;
- ii. the property must be the first residential dwelling owned by the applicant;
- iii. the property must be a new residential dwelling (including apartments);
- iv. the ratepayer uses the property as their primary residential dwelling;
- v. the property must be either built for the first owner or purchased within six months of construction;
- vi. the ratepayer must provide evidence that they own the property;
- vii. application can be made by the ratepayer after a building code compliance certificate has been issued by the Council for the rating unit;
- viii. the remission will not be available retrospectively for residential dwellings (including apartments) that are already completed before 1 July 2017;
- ix. 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
- x. trusts, businesses and companies are not eligible for the remission.

2.8. 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.

2.9. REMISSION FOR LOW INCOME RATEPAYERS

REMISSION STATEMENT

The Council may provide additional assistance to those who have been approved for the New Zealand Government rates rebate.

POLICY OBJECTIVE

The objective of this remission is to provide relief to those low income households who have been approved for the New Zealand Government rates rebate.

CONDITIONS AND CRITERIA

The purpose of this remission is to provide relief to those ratepayers who have been approved for the New Zealand Government rates rebate and provide further relief up to a maximum value of \$500 (GST Inclusive).

- I. The proportion of the \$500 (GST inclusive) that will be awarded to the rate payer will be aligned with the rebate received of the maximum allowed by the New Zealand Governments Rebate, e.g.:
 - 1. If a ratepayer receives 100% of the Government rebate, then they will be entitled to the full amount listed above.
 - 2. If they only receive 80% of the Government rebate, then they will receive 80% of the amount listed above.
- II. The application for this remission will be assessed in conjunction with a ratepayers application for the New Zealand Government rates rebate.
- III. Note that Greater Wellington Regional Council rates will still apply.
- IV. The ratepayer must be a natural person.
- V. The applicant must be the owner of the rating unit, must reside at the property and the property must be in the base differential rating category.
- VI. This remission does not cover Companies, Trusts and any other legal structures even if they do qualify for the Government Rebate.

3. 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 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

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, 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.

4. 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).

5. 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.

6. 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 that apply to non-Maori Freehold land.

Rates Postponement Policy

2021-31 LONG TERM PLAN 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 made all reasonable efforts to find other means to pay their rates, including engaging with a free budgeting service (<https://www.moneytalks.co.nz/budgeting-services/>) who also recommends this is the only remaining course of action
- iii) the applicant has no significant assets (other than their family home); and
- iv) the applicant accepts a notice of charge being registered by 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.

Applicants will be provided with information that clearly sets out the long term effect of postponing rates on their estate. Annually on 30 June a postponement fee will be added to the postponed rates (the postponement fee will be calculated based on the financial cost to the Council of the postponement, being the Council's average cost of borrowing for the period of the postponement).

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 interest in the relevant 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, in the Council's reasonable opinion, there is a significant risk that the rates will not be paid at some time in the future; and
- iv) the applicant accepts a notice of charge being registered by the Council over the property.

Approval of rates postponement is a one-off event. 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).

On 30 June a postponement fee will be added to the postponed rates (the postponement fee will be calculated based on the financial cost to the Council of the postponement, being the Council's average cost of borrowing for the period of the postponement).

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 communities⁵. 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.

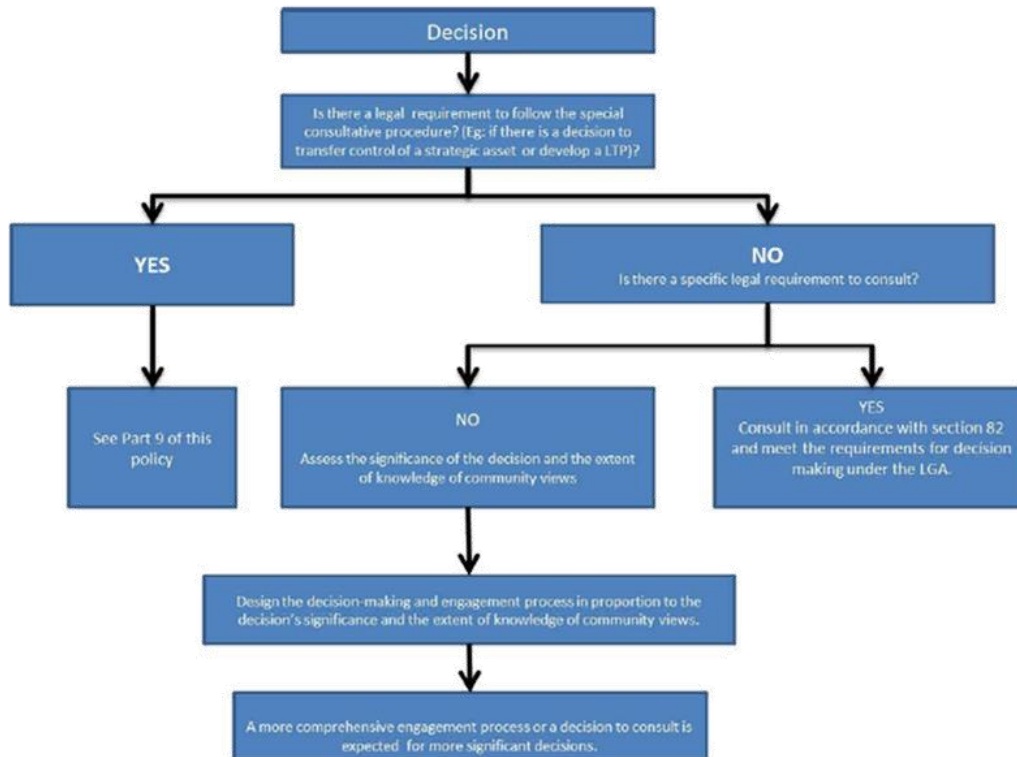
For all other decisions, Council is required to:

- 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)

⁵ Unless the special consultative procedure must be followed, which prescribes a process.

- 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.



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 ⁶
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.		
	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 	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.
	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 	
	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 	
Medium <i>Eg: Works on main roads and action plans</i>		<ul style="list-style-type: none"> Relationship to factors under high and low significance criteria 	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.
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.

⁶ 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.

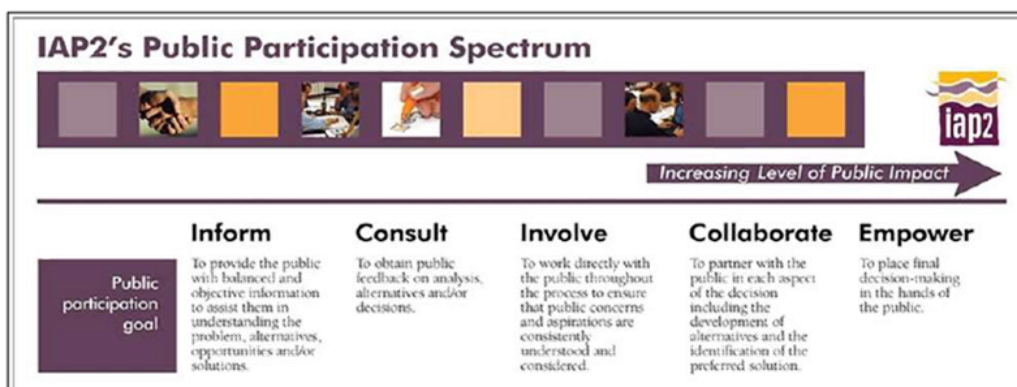
3. The Council's approach to engagement

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 is a list of channels the Council uses to have conversations with the community:

- Facebook
- Annual plans
- Twitter
- Reception
- Committee meetings
- Festivals
- Forums
- Libraries
- Long-term plans
- Radio
- Website
- Councillors
- Events
- Research panels
- Community boards
- Newspapers
- Surveys
- Frontdesk
- Community centres

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 Act⁷.

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 approach⁸ 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

⁷ 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.

⁸ Does not apply to equity securities in Wellington International Airport Limited

but not 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 Limited⁹
- 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.

⁹ The Council's group or whole-of-asset approach does not apply to these assets

SETTING OF RATES FOR 2021/22

Purpose

1. To set the rates for Wellington City for the year commencing on 1 July 2021 and ending on 30 June 2022, 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 2021 and ending on 30 June 2022.

Recommendation/s

That the Te Kaunihera o Pōneke | Council:

1. Receive the information.
2. Note the rates stated in the following recommendations exclude GST and GST will be applied.
3. Having adopted the 2021/22 Long-term Plan (including the 2021/22 Funding Impact Statements), agree under section 23 of the Local Government (Rating) Act 2002 (LGRA) to set the following rates for the year commencing on 1 July 2021 and concluding on 30 June 2022:

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 0.211957 cents per dollar of capital value on every rating unit in the Base differential rating category.
- A rate of 0.688113 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:

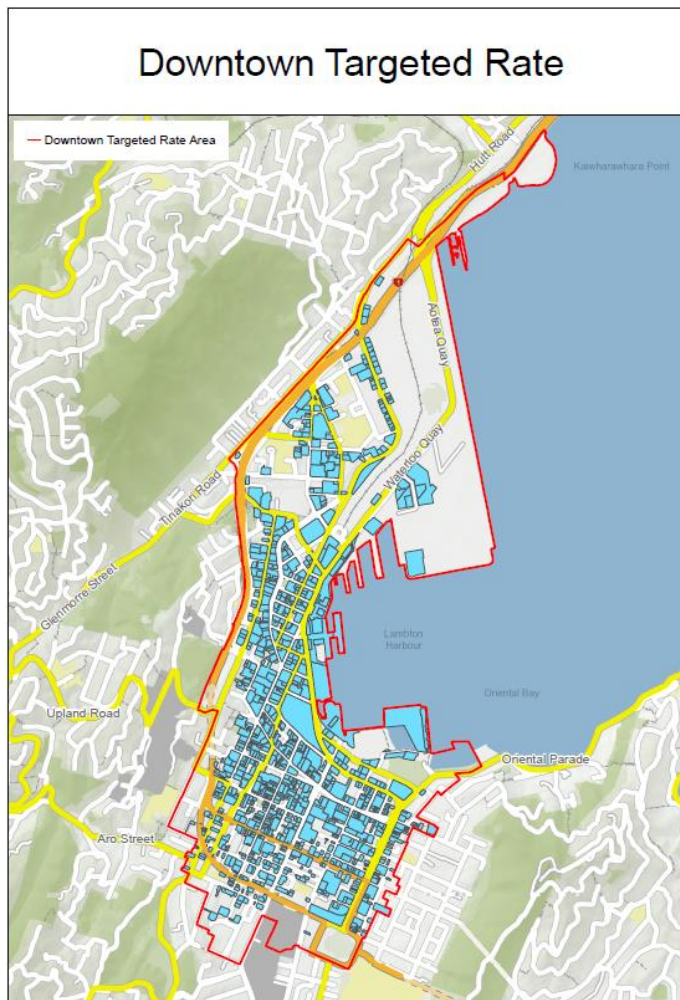
- For rating units incorporated in the Base differential rating category, either:
 - i. For rating units connected to the public water supply with a water meter installed, a consumption unit rate of \$2.435 per cubic metre of water used, and a fixed amount per rating unit of \$135.96, or
 - ii. For rating units connected to the public water supply without a water meter installed a fixed amount of \$197.70 per rating unit, and a rate of 0.039290 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 \$2.435 per cubic metre of water used, and a fixed amount per rating unit of \$135.96, or
 - ii. For rating units connected to the public water supply without a water meter installed a rate of 0.456895 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 0.036096 cents per dollar of capital value.
- For rating units incorporated in the Commercial, Industrial and Business differential rating category:

-
- ii. A rate of 0.159422 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 0.037412 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 0.049609 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 0.039654 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 0.017614 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.
- i. A rate of 0.144915 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 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:

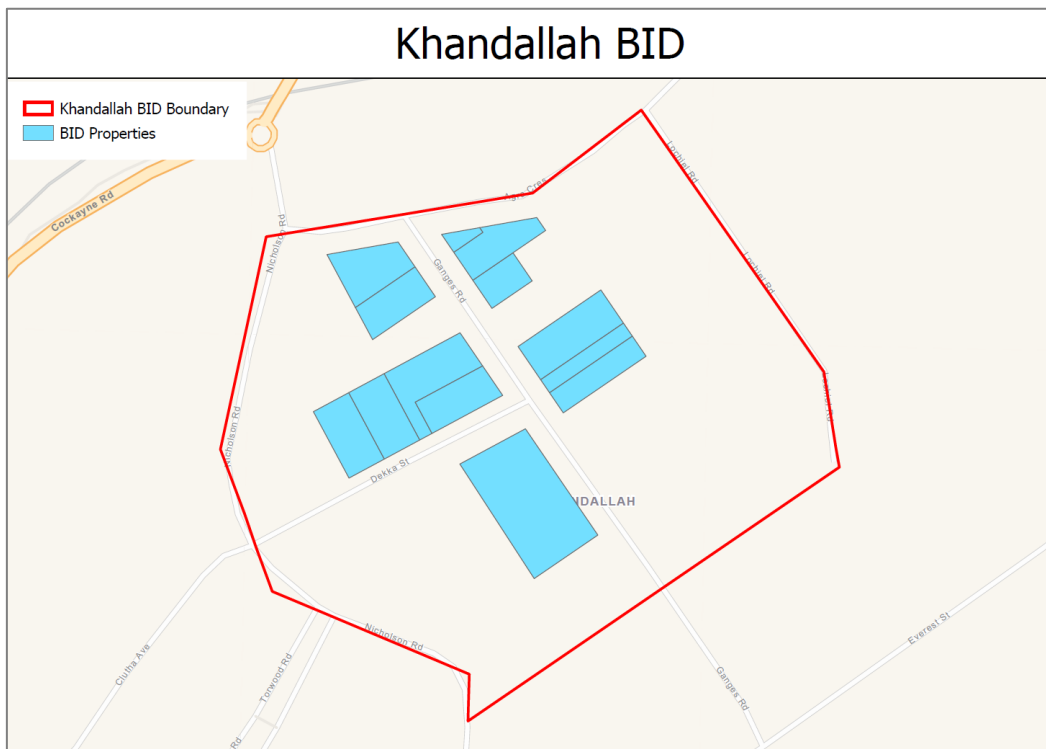
- i. A fixed amount of \$365.00 per rating unit, and
- ii. A rate of 0.015874 cents per dollar of rateable capital value.



j. 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 0.115440 cents per dollar of rateable capital value.



k. 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 0.057858 cents per dollar of rateable capital value.

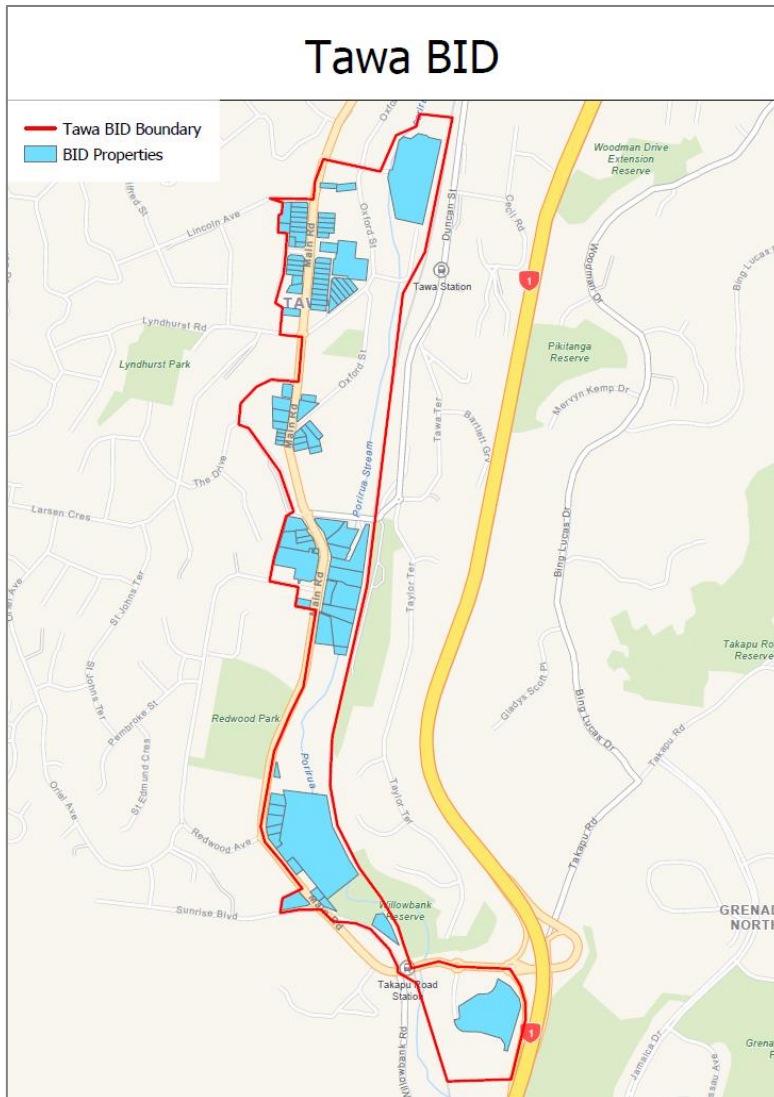
Kilbirnie BID Expansion



I. 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:

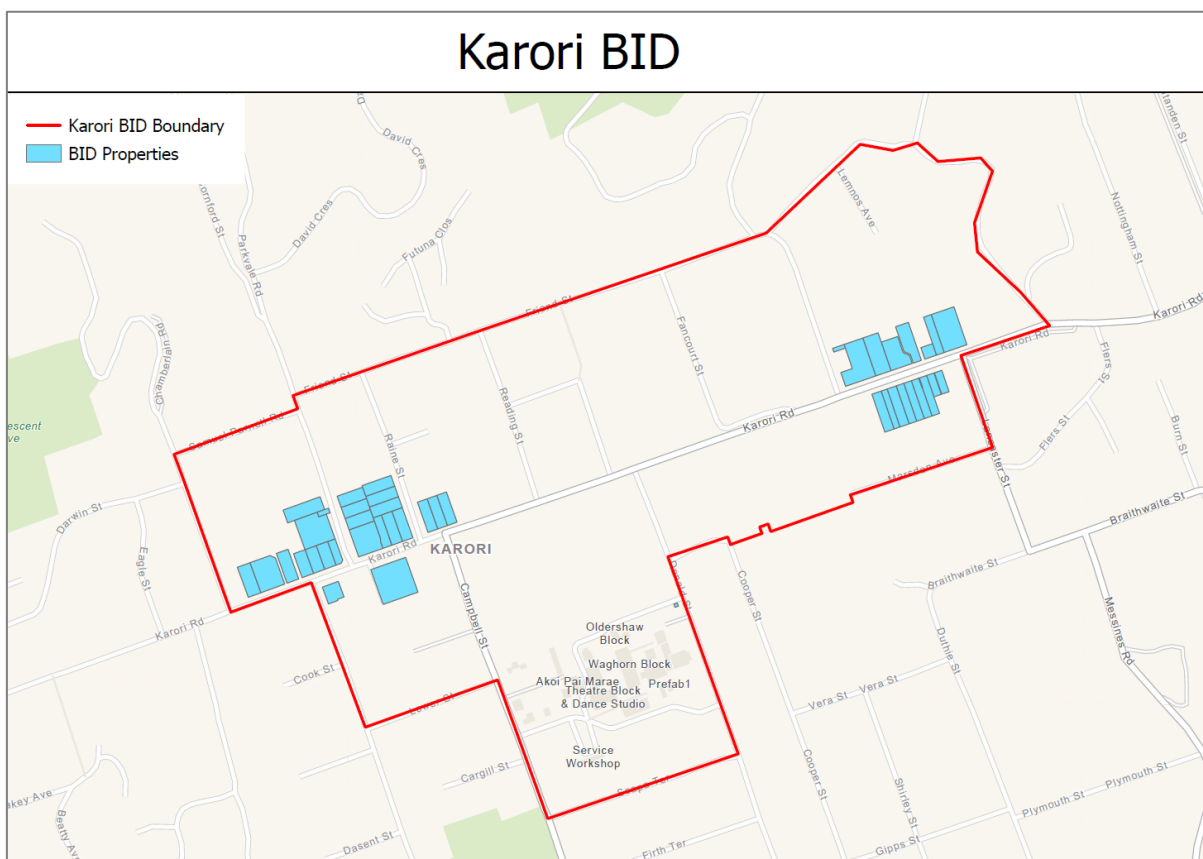
- i. A fixed amount of \$520.00 per rating unit, and
- ii. A rate of 0.049525 cents per dollar of rateable capital value.



m. Targeted rate for Karori Business Improvement District Area

A targeted rate under section 16 of the LGRA to fund the Business Improvement District activities of the Karori Business Association on all rating units within the Karori Business Improvement District (refer map) which are subject to the Commercial, Industrial and Business differential rating category as follows:

- i. A rate of 0.108229 cents per dollar of rateable capital value.



4. Agree under section 24 of the Local Government (Rating) Act 2002 to set the following due dates for the payment of rates for the 2021/22 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 2021
Instalment Two	1 December 2021
Instalment Three	1 March 2022
Instalment Four	1 June 2022

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.

5. Agree under sections 57 and 58 of the Local Government (Rating) Act 2002 (LGRA) to apply penalties to unpaid rates as follows:
- 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 2021	8 September 2021
Instalment Two	1 December 2021	8 December 2021
Instalment Three	1 March 2022	8 March 2022
Instalment Four	1 June 2022	8 June 2022

- b. An additional penalty of 10 percent on any amount of rates assessed in previous years and remaining unpaid at 7 July 2021. The penalty will be applied on 7 July 2021.
 - 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 10 January 2022. The penalty will be applied on 10 January 2022.
 - 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 7 July 2021.
 - 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 10 January 2022.
 - g. That 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.
6. 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.
 7. Note that the rates for the year commencing 1 July 2021 and concluding on 30 June 2022 are set excluding GST. GST will be applied when rates are assessed for 2021/22.
 8. Note that rates shall be payable by:
 - Cash or eftpos at the City Service Centre, 12 Manners Street, 8am to 5pm Monday to Friday.
 - Cash or eftpos at selected New Zealand Post outlets using a bar coded rates invoice, 9am to 5pm Monday to Friday.
 - Using our "rates easipay" direct debit system.
 - Internet banking and telephone banking options.
 - Credit card on the Council website.

Background

4. The Long-term and Annual Plan Committee agreed to recommend to Council the adoption of the 2021/22 Long-term Plan (including the 2021/22 Funding Impact Statements) at its meeting of 30 June 2021.
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 2021 and ending on 30 June 2022.
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 2021/22 year are set out on a GST exclusive basis. GST will be added when rates are assessed for 2021/22 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 made publicly available on the Council's website.

Attachments

Nil

Author	Sean Voigt, Funding Manager
Authoriser	Martin Read, Manager Financial Strategy & Treasury Sara Hay, Chief Financial Officer

SUPPORTING INFORMATION

Engagement and Consultation

The impact of the 2021/22 Long-term Plan budget on Council's rates has been consulted on through the 2021/22 Long-term Plan special consultative procedure as required by the Local Government Act 2002.

Treaty of Waitangi considerations

Targeted engagement was undertaken with Mana Whenua as part of the 2021/22 Long-term Plan engagement process using existing relationship channels.

Financial implications

This report discusses setting of rates for the 2021/22 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 2021/22 Long-term 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 made publicly available on the Council's website 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.

MAYORAL TRAVEL TO ASIA PACIFIC CITIES SUMMIT IN AUSTRALIA - SEPTEMBER 2021

Purpose

1. This report asks the Te Kaunihera o Pōneke | Council to approve the Mayor Andy Foster's travel to attend the Asia Pacific Cities Summit & Mayor's Forum in Brisbane, Australia from 8-11 September 2021 and the subsequent travel to the sister cities of Canberra and Sydney from 11-13 September 2021.

Summary

2. The 2021 Asia Pacific Cities Summit and Mayor's Forum (APCS) is scheduled to take place in Brisbane from 8 – 12 September 2021. The Summit's theme is "Redefining Cities through Opportunities and Challenges".
3. Mayor Foster has been invited by the Lord Mayor of Brisbane to attend and an abstract for a speaker presentation at the conference, on behalf of the Mayor, has been written and submitted.
4. It is expected that other New Zealand Metro & Core Cities' Mayors are likely to attend the APCS 2021 in September, as it is a multilateral summit. The summit is an opportunity for all participants to promote commercial and cultural ties as well as tourism for their respective regions within a quarantine free travel zone.
5. The Mayor has also been invited by the Chief Minister Andrew Barr, ACT Government to engage in a short itinerary in Canberra after the conference to celebrate the fifth anniversary of the Sister City Agreement (SCA) and reaffirm Wellington's commitment to the relationship.
6. It is the role of the Mayor to be the external face of the city, outside of Wellington and the travel to Australia provides the opportunity to re-engage with our sister cities and Australian counterparts after the APCS 2021 conference.
7. The significant change to our cities as a result of COVID-19 means that this APCS 2021 is one of the first opportunities for Wellington to come together with other cities in-person to learn lessons from the way that they have responded to the pandemic and how they are recovering.
8. WellingtonNZ are supportive of the Mayor's proposed travel to Australia.

Recommendation/s

That the Te Kaunihera o Pōneke | Council:

1. Receive the information.

2. Agree to proposed travel to Asia Pacific Cities Summit & Mayor's Forum in Brisbane, Australia from 8-11 September 2021
3. Agree to proposed travel and subsequent visit to the sister cities of Canberra and Sydney after the Brisbane Summit from 11-14 September 2021.
4. Note that officers will continue to monitor potential COVID-19 outbreaks; state-lockdowns and quarantine free travel zone pauses between Australia and NZ from now until September 2021. If these risks are significantly increased, we would re-evaluate physical attendance.

Background

9. The Asia Pacific Cities Summit and Mayors' Forum has a strong reputation for connecting business and government leaders and creating outcomes.
10. Mayor Foster has expressed interest in attending and presenting at the [Asia Pacific Cities Summit & Mayor's Forum in Brisbane, Australia from 8-11 September 2021](#).
11. The Council of Australian Capital City Mayors are expected to attend (including both Wellington's sister cities Canberra and Sydney), as well as mayors, senior government officials and business leaders from throughout Australia and Aotearoa New Zealand.
12. Each mayor attending the 2021 APCS will be given 10 complimentary virtual exhibitor passes for 10 businesses within their community to be profiled to a broad audience of civic and businesses leaders throughout Australia and the Asia Pacific. Officers would work with WellingtonNZ to best identify the most suitable local businesses to showcase in a virtual capacity.
13. In addition to attending the APCS in Brisbane, Mayor Foster has been invited by Australian Capital Territory (ACT) Chief Minister Andrew Barr during his May 2021 visit to commemorate the fifth anniversary of the Sister Cities Agreement (SCA) in Canberra.
14. It is expected that Mayor Foster would use the Brisbane summit opportunity to visit sister cities of Canberra and Sydney after the conference.
15. If it is the decision that the Mayor visits Brisbane only, officers would organise opportunities during the conference in Brisbane to have bilateral meetings with our Australian sister city leaders.

Sister City Relationship with Canberra

16. In 2016 Wellington City Council (WCC) and the Government of the Australian Central Territory (ACT) commenced work towards the development and agreement of a sister city relationship. This was formalised with a Memorandum of Understanding in July 2016. This year, 2021, marks the fifth anniversary of the Wellington-Canberra sister city agreement (SCA).
17. The SCA is a broad and high-level framework of cooperation in several key areas of mutual interest. These cross both public and private sectors and focus on achieving

improved mutual social, cultural, economic and environmental outcomes. (For more information see Attachment 1.)

18. It is proposed that to maximise the significance of the fifth anniversary of Wellington and Canberra's SCA during the visit to Canberra, we would work to deepen our relationships with all MOU partners; as well as discuss both cities' COVID recovery programmes-both social and economic.
19. We would also take the opportunity to revisit our nature-based partnerships, discuss urban growth challenges, and discuss the lessons learned from their light rail project.
20. Canberra is part way through significant transport infrastructure investment with stage 1 of their light rail project completed and operational. This first phase of a city-wide light rail network is a twelve-kilometre route that connects the northern area of Gungahlin to Canberra's City centre. It set a target of zero net carbon emissions in construction and operations. Canberra is now working on phase 2 which will extend the light rail network by a further 10 km.
21. In May 2021, the ACT Government Chief Minister Andrew Barr and a delegation from Canberra visited Mayor Foster in Wellington. The following areas of cooperation were also discussed, and in the visit to Canberra we will pursue these areas further:
 - Arts – exchanges with music groups and visitor experience entities
 - Innovation – Canberra Innovation Network with WellingtonNZ
 - LGTBQIA+– explore an MOU between Rainbow Wellington and the Canberra equivalent
 - Cyber-security business opportunities
 - Craft beer festival of the two cities
 - Region to region cooperation – including Wellington region and ACT
 - Film and screen opportunities
 - Government to Government networks
 - Sports such as rugby, netball, league exchanges.

Sister City Relationship with Sydney

22. Wellington and Sydney signed their first sister city proclamation in 1983. Mayor Wade-Brown was the last Mayor to pay a visit in 2014 as a part of the Walk21 Conference.
23. On the 4th September, Sydney will hold their local government elections, delayed from 2020.
24. During the 2019-22 triennium, the Council has worked closely with Sydney in the Smart Cities arena and learned from their 10 years of experience and "best practice" examples in the night-time economy and night-time safety space. The visit will provide the

opportunity to discuss these matters and help inform the development of draft economic wellbeing strategy (under development) and the Pōneke Promise programme of work.

25. Some of the elements of the Mayor's programme to Canberra and Sydney were, at the time of writing this report, yet to be finalised and these will be developed and finalised during July.

Discussion

2021 Asia Pacific Cities Summit & Mayor's Forum (APCS) in Brisbane from 8-11 September

26. The role of the Mayor is to be the external face of the city and with quarantine free travel to Australia, this APCS 2021 provides an opportunity to re-engage with sister cities in Australia as well as promoting Wellington's reputation as a globally connected city ready to engage in strategic and business relationships.
27. Mayor Foster's attendance and presentation opportunity at this international summit and forum will showcase Wellington and post-COVID recovery. The Council of Australian Capital city leaders will be in attendance and other NZ Metro and Core Cities' Mayors are also likely to attend.
28. It is expected that there will be opportunities during the summit in Brisbane to have bilateral meetings with Australian sister city leaders and counterparts if required.
29. With the border open and quarantine-free travel between Australia and New Zealand taking place, many trade and central government missions have taken place. The Prime Minister will be leading a trade mission to Australia in early July over several days across multiple states
30. By the time of the APCS 2021, the quarantine free travel zone will have been in place for approximately five months re-establishing links between the two countries and helps ensure that all personal health and safety measures, as well as respective state COVID-19 protocols are followed in each and every meeting.
31. APCS 2021 provides an opportunity for Wellington to begin to reconnect with the world. As a leader in the digital, virtual, and govtech space, Wellington will promote these strengths at APCS 2021 but also strengthen the quality of engagement that occurs when this technology is combined with face-to-face exchange.
32. Smart Cities in Australia and New Zealand still meet in person to share best practice.

Fifth Anniversary of the Canberra Sister City Agreement (SCA)

33. The relationship between Wellington and Canberra is highly regarded by counterparts on both sides of the Tasman. Firm commitment to delivering on each aspect of the sister city agreement has facilitated relationships, exchange, and economic activity not previously present. The Sister City Agreement is a success.

34. The Council would be planning to leverage off the success of the last five years to reaffirm our commitment to the relationship by reciprocating with this visit. Delegations from Canberra have visited Wellington 12 times in those five years compared with three visits from Wellington.
35. The visit to Canberra would also include consideration being given to the development of strategies to deliver tangible outcomes in the arts, film, museums, sports, innovation, tourism, LGBTQIA+ communities and hospitality sectors in Canberra and Wellington.
36. Fulfilling our SCA commitment to "mutual exchange of delegations that connect Wellington City Council and the ACT Government". The quality of exchange increases with face-to-face meetings.

Travel to Sydney

37. As there are currently no direct flights to NZ from Canberra, this short stopover in Sydney is expected to be an opportunity for Mayor Foster to congratulate the successful mayoral candidate and to deepen our relationship with this sister city.
38. A face-to-face meeting is expected to renew the Council's engagement and partnership with Sydney.

Options

39. There are two travel options for the Council to consider:

40. **Option 1: Brisbane only (4 days)**

Flights, Accommodation (4 star), Early bird Conference Registration, Insurance, Transport, Meals, Incidentals, Carbon Offsets

Total Estimated Cost for the Mayor: \$2,500.00

This would involve some cost, some risk and some carbon impact which could be offset. The benefits of attending and presenting at this APCS 2021 would be Wellington's first steps to reconnecting with the world in partnership with other NZ metro and core city mayors which could pave the way for business and trade focus as well as involve bilateral meetings with Australian counterparts and senior leaders.

41. **Option 2: Brisbane + Canberra + Sydney (7 days)**

Flights, Accommodation (4 star), Early bird Conference Registration, Insurance, Transport, Meals, Incidentals, Carbon Offsets

Total Estimated Cost for the Mayor: \$4,800.00

This would involve some additional cost and risk due to the interstate travel across three states as well as the carbon impact which could be offset. The benefits are that we fulfill our SCA obligations by reciprocity and reaffirming our commitment. This further secures our international strategic relationships and demonstrates the strategic shift to be the "face" of the city and advocating for Wellington. It minimises the cost for

further travel to Australia this triennium. It paves the way for conversations about arts & culture and sports exchanges, as well as business, tourism and export interactions which are all steps towards Wellington reconnecting with the world.

42. The other options to consider are to:
- A. Not travel to Australia which would have no risk, no impact but also no benefit and it has the potential to affect our SCA with Canberra.
 - B. Attend the APCS virtually which would have low impact, low risk, some benefits but would mean no opportunity for bilateral meetings or to promote Wellington and it has the potential to affect our SCA with Canberra.
43. Officers will continue to monitor the potential COVID outbreaks; state-lockdowns and quarantine free travel zone pauses between Australia and NZ from now until September 2021. If these risks are significantly increased, we would re-evaluate physical attendance.

Next Actions

- 44. Approve the Mayor's travel
- 45. Work with Brisbane-Canberra-Sydney to finalise a mutually beneficial programme
- 46. Liaise with NZ Metro & Core Cities' Mayors' teams to ensure that any information is shared across all those NZ cities attending APCS 2021

Attachments

Attachment 1. Attachment 1 - Wellington and Canberra Sister City Agreement Page 447
Cooperation Framework [!\[\]\(e474458956c9a37fbf9586ddb60a7fa1_img.jpg\) !\[\]\(4d1d3f2547aeece54bb6babd23f4121b_img.jpg\)](#)

Authors	Amber Walters, Senior International Relations Advisor Baz Kaufman, Manager Strategy and Research
Authoriser	Stephen McArthur, Chief Strategy & Governance Officer

SUPPORTING INFORMATION

Engagement and Consultation

WellingtonNZ CEO, Creative HQ and the Greater Wellington Regional Council have also been invited to attend the 2021 Asia Pacific Cities Summit & Mayor's Forum (APCS) in Brisbane from 8-11 September. If the Mayor's travel is approved, we would liaise with these organisations to get their advice and support for the trip.

Treaty of Waitangi considerations

N/A

Financial implications

The Mayor's costs are to be covered by the International Relations cost centre 270, subject to confirmation. Council will purchase carbon credits to offset the air travel in line with current Council policy.

Policy and legislative implications

The recommended attendance at APCS 2021 is consistent with previous Mayoral/Council representation at significant conferences and events to advocate for Wellington; future business connections as well as uphold the mutual commitment to sister city relationships.

Risks / legal

Please see table below.

Climate Change impact and considerations

Council will purchase carbon credits to offset the air travel in line with current Council policy.

Communications Plan

A communications plan is in place.

Health and Safety Impact considered

The risk assessment outlined below assumes that the Mayor will be vaccinated prior to travel to Australia.

Risk	Mitigation
1. Personal Health & Safety	<ul style="list-style-type: none">Follow all protocols as required by the Australian Government https://covid19.homeaffairs.gov.au/new-zealand-safe-travel-zone#toc-4Download the Australian Covid Tracer App prior to trip for each StateVigilance and checking appropriate protocols in place at APCS2021 and every meeting in every

	<p>state</p> <ul style="list-style-type: none"> • Work together with Brisbane Conference; Canberra and Sydney sister cities to ensure a mutually beneficial low risk itinerary and that any H&S/COVID protocols are identified and followed before, during and after the trip.
2. Political/Democracy risk	<ul style="list-style-type: none"> • Border is open and quarantine free travel has been available since April 2021 • Deputy Mayor will act for the Mayor in his absence attending meetings/engagements • In the event of a 14-day quarantine or state lockdowns, Mayor Foster and officers can work remotely with laptop and Wi-Fi • In the event of a 14-day quarantine or state lockdowns, Deputy Mayor would represent Mayor at 22 Sept - CEO Performance Review and 30 Sept – Council • Continue to be vigilant with personal H&S procedures
3. Insurance risk	<ul style="list-style-type: none"> • Travel insurance will not cover some disruptions stemming from COVID 19, around state lockdowns • In the event of a 14-day quarantine, BU's will need to cover any additional costs (i.e. accommodation, meals, daily allowances) • Flights booked will be fully flexible

Attachment 1 – Wellington and Canberra Sister City Agreement (SCA) Cooperation Framework

The SCA is a broad and high-level framework of cooperation in several key areas of mutual interest.

These are:

- Cultural exchange that connect arts communities, events development, and national institution engagement.
- Partnerships that facilitate tourism promotion, marketing, and product development.
- Collaboration and knowledge sharing about urban renewal and sustainable growth.
- Supporting engagement through innovation and technology start-up ecosystems.
- Collaboration on opportunities to secure events, grow partnerships and participation in sport.
- Programmes that support opportunities for first people and indigenous exchange.
- Biodiversity initiatives and nature-based partnerships.
- Mutual exchange regarding smart city technologies and implementation.
- Collaboration on community services and affordable housing solutions.
- Collaboration on capital civic programs including sustainable transport solutions.
- Mutual exchange regarding renewable / sustainable energy supply.
- Mutual exchange of delegations that that connect Wellington City Council and the ACT Government.
- Mutual exchange of delegations that that connect business of each city.

FORWARD PROGRAMME

Purpose

1. This report provides the Forward Programme for the Te Kaunihera o Pōneke | Council for the next two meetings.

Summary

2. The Forward Programme sets out the reports planned for Te Kaunihera o Pōneke | Council in the next two meetings that require committee consideration.
3. The Forward Programme is a working document and is subject to change on a regular basis.

Recommendation/s

That the Te Kaunihera o Pōneke | Council:

1. Receive the information.

Discussion

4. Wednesday 26 August 2021:
 - Policy Work Programme (Chief Strategy and Governance Officer)
 - Representation Review Initial Proposal (Chief Strategy and Governance Officer)
 - Mana whenua representation on Council Committees (Head of Māori Strategic Relations & Chief Strategy and Governance Officer)
 - Appointment of external member to Audit and Risk Subcommittee (Chief Customer and Community Officer)
5. Wednesday 30 September 2021:
 - Adoption of Annual Report 20-21 (Chief Strategy and Governance Officer)

Attachments

Nil

Author	Hedi Mueller, Democracy Advisor
Authoriser	Jennifer Parker, Democracy Services Manager

SUPPORTING INFORMATION

Engagement and Consultation

N/A

Treaty of Waitangi considerations

N/A

Financial implications

N/A

Policy and legislative implications

Timeframes and deliverables are reliant on organisational resourcing and priorities.

Risks / legal

N/A

Climate Change impact and considerations

N/A

Communications Plan

N/A

Health and Safety Impact considered

N/A

3. Committee Reports

REPORT OF THE PŪRORO RANGARANGA | SOCIAL, CULTURAL AND ECONOMIC COMMITTEE MEETING OF 22 JUNE 2021

Members: Mayor Foster, Deputy Mayor Free (absent at time of voting on both items – apology accepted), Councillor Calvert, Councillor Condie, Councillor Day (Chair), Councillor Fitzsimons, Councillor Foon, Councillor Matthews, Councillor O'Neill, Councillor Pannett (absent at the time of voting on Alcohol Fees Bylaw 2021 – apologies accepted), Councillor Paul, Councillor Rush, Councillor Sparrow, Councillor Woolf, Councillor Young (Deputy Chair).

The Committee recommends:

REPORTING BACK ON PUBLIC CONSULTATION OF A NEW LEASE AND NEW LICENCE ON WELLINGTON TOWN BELT: SQUASH NEW ZEALAND INC AND TANERA GARDEN INC

Recommendation/s

That the Council:

1. Agree to grant a new lease under the Wellington Town Belt Act 2016 to Squash NZ for a five-year term with a renewal term of ten years. The land is part of Wellington Town Belt and is legally described as Lot 1 DP 10086 WN19A/369.

ALCOHOL FEES BYLAW 2021

Recommendation/s

That the Council:

1. Adopt the amended Alcohol Fees Bylaw 2021.

Attachments

Attachment 1. Alcohol Fees Bylaw [↓](#) 

Page 452

1 Alcohol Fees Bylaw

1. Introduction

This bylaw is made under section 405 of the Sale and Supply of Alcohol Act 2012 and the Sale and Supply of Alcohol (Fee-setting Bylaws) Order 2013. This bylaw comes into force on 1 July 2019

Contents

1. Purpose
2. Interpretation
3. Fees

2. Purpose

The purpose of this bylaw is to set the fees for any matter for which a fee payable to territorial authorities are prescribed in the Sale and Supply of Alcohol (Fees) Regulations 2013.

3. Interpretation

2.1 Unless the context otherwise requires, words and phrases in the Sale and Supply of Alcohol Act 2012 and the Sale and Supply of Alcohol (Fees) Regulations 2013 have the same meaning in this bylaw.

2.2 Any explanatory notes and attachments are for information purposes, do not form part of this bylaw, and may be made, amended and revoked without formality.

2.3 The Interpretations Act 1999 applies to this bylaw.

4. Fees

Table 1 sets out the fees payable to Council for the functions undertaken by the Council under the Sale and Supply of Alcohol Act 2012.

Table 1: Fees payable

Type of Fee	Risk Category	Fees to apply 1 July 2021
Application Fee	Very Low	\$486.00
	Low	\$805.00
	Medium	\$1,078.00
	High	\$2,351.00

	Very High	\$3,594.00
Type of Fee	Risk Category	Fees to Apply 1 July 2021
Annual Fee	Very low	\$213.00
	Low	\$516.00
	Medium	\$835.00
	High	\$2,366.00
	Very high	\$3,898.00
Special Licence Fee	Special Licence Class	Fee
	Class 1	\$759.00
	Class 2	\$273.00
	Class 3	\$83.00
Other	Temporary Authority	\$392.00
	Temporary Licence	\$392.00

REPORT OF THE PŪRORO WAIHANGA | INFRASTRUCTURE COMMITTEE MEETING OF 23 JUNE 2021

Members: Mayor Foster, Deputy Mayor Free, Councillor Calvert, Councillor Condie (Deputy Chair), Councillor Day, Councillor Fitzsimons, Councillor Foon, Councillor Matthews, Councillor O'Neill, Councillor Pannett, Councillor Paul, Councillor Rush (Chair), Councillor Sparrow, Councillor Woolf, Councillor Young.

The Committee recommends:

**TRANSFER OF LAND (SEGREGATION STRIPS) ADJOINING 60-72 MURPHY STREET
FROM NZTA TO COUNCIL.**

Recommendation/s

That the Council:

1. Agree to acquire approximately 21m² of land adjoining 60 -72 Murphy Street, Thorndon being sections 1 to 6 and section 14 SO 461178 on ROT 828494 (*the Land*) for \$1 (if demanded), pursuant to section 50 of the Public Works Act 1981.
2. Delegate the Chief Executive Officer to carry out all steps necessary to conclude the acquisition of *the Land* from the Crown (Waka Kotahi – NZTA).
3. Note that Council will pay reasonable costs of the Transfer of approximately \$3,000 funded from activity 2084.

Attachments

Nil

4. Public Excluded

Recommendation

That the Te Kaunihera o Pōneke | Council:

1. Pursuant to the provisions of the Local Government Official Information and Meetings Act 1987, exclude the public from the following part of the proceedings of this meeting namely:

General subject of the matter to be considered	Reasons for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
4.1 Wellington Museums Trust board appointments	7(2)(a) The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person.	s48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
4.2 Appointment of Mana Whenua Representatives to Council Committees	7(2)(a) The withholding of the information is necessary to protect the privacy of natural persons, including that of a deceased person.	s48(1)(a) That the public conduct of this item would be likely to result in the disclosure of information for which good reason for withholding would exist under Section 7.
2. Note that the names of the successful appointments in item 4.1 Wellington Museums Trust board appointments will be released before 30 July 2021, if the appointment is made.		
3. Agree to release the report, excluding the attachment, of item 4.2 Appointment of Mana Whenua Representatives to Council Committees immediately following this meeting, if the appointment is made.		