

Wellington City Council | 2011/12

# Annual Plan



**Absolutely**

**POSITIVELY**

ME HEKE KI PŌNEKE  
WELLINGTON CITY COUNCIL

**Wellington**



# Wellington City Council's 2011/12 Annual Plan

## What's inside

<b>OVERVIEW</b>	<b>3</b>		
Message from the Mayor	4		
Message from the Chief Executive	5		
Our role in the community	6		
Our approach to 2011/12	7		
Summary of community feedback	8		
An overview of our work for the year	12		
Key focus areas:	15		
• Area of focus one: delivering affordable rates – efficiencies and savings options	15		
• Area of focus two: strengthening facilities and infrastructure	19		
• Area of focus three: planning for the future	22		
Financial overview for 2011/12	23		
<b>Our Work in Detail</b>			
<b>2011/12 ACTIVITY PROGRAMME</b>	<b>30</b>		
<b>GOVERNANCE</b>	<b>31</b>		
Governance and engagement	32		
Maori and mana whenua partnerships.	34		
<b>ENVIRONMENT</b>	<b>35</b>		
Gardens and beaches	36		
Green open spaces	39		
Water	42		
Wastewater and stormwater	44		
Waste reduction and energy conservation	46		
Environmental conservation attractions	49		
Quarry.	50		
<b>ECONOMIC DEVELOPMENT</b>	<b>51</b>		
City promotions, events and attractions	52		
Business support.	55		
<b>CULTURAL WELL-BEING</b>	<b>57</b>		
Galleries and museums	58		
Heritage	59		
Community arts and cultural support	61		
Arts partnerships.	63		
		<b>SOCIAL AND RECREATION</b>	<b>65</b>
		Libraries	66
		Recreation promotion and access	68
		Recreation services	70
		Public health and safety	74
		Housing	77
		Community participation and support.	79
		<b>URBAN DEVELOPMENT</b>	<b>81</b>
		Urban planning and policy	82
		Building control and facilitation	85
		Development control and facilitation	87
		Earthquake risk mitigation	89
		Public space development.	90
		<b>TRANSPORT</b>	<b>92</b>
		Transport planning	93
		Transport networks	95
		Parking.	98
		<b>FUNDING AND FINANCIAL STATEMENTS</b>	<b>100</b>
		Funding impact statement	101
		Forecast financial statements	119
		Significant accounting policies.	124
		<b>APPENDICES</b>	<b>139</b>
		Fees and charges	140
		Council-controlled organisations	153
		Council outcome indicators	161
		Contact details: Mayor and Councillors.	165

# Introduction by the Mayor

## WELCOME TO OUR ANNUAL PLAN FOR 2011/12.

This year's plan recognises that the economy is subdued and rates affordability continues to be a significant issue for many households and businesses.

In response, we took a balanced approach – one that maintained services on which the city's residents, businesses and visitors rely, allowed for investment to earthquake strengthen core infrastructure, while reducing costs by making some efficiencies and minor reductions to some services.

We heard from 789 submitters during the consultation period and many were first time submitters. The views of the community influenced our decisions - the final plan is not the same as the draft. After healthy debate, we've amended some proposals, decided not to proceed with some initiatives and fee increases, and increased our support for others. A summary of the changes made from the draft plan is outlined on page eight. I'm particularly pleased with increases for earthquake strengthening, community resilience and increases for cycling infrastructure.

The final result is a plan that allowed us to hold the average rates increase to 3.74 percent – below the level of inflation and less than the draft plan.

The amount of rates individual properties pay will vary. On average, the residential sector will have a 4.3 percent rates increase while the impact on the city's commercial sector will be 1.1 percent.

Despite the lower increase for the commercial sector, the commercial sector will still pay more rates than a residential ratepayer on a property of equal value. This is because of the 'differential' – a part of our rating policy – that sees the commercial ratepayers pay 2.8 times more general rates on a property of equal value. The lower increase for the commercial sector is because we are in the final year of an agreed ten year plan taking the ratio from over 7:1 to 2.8:1. There are also specific rates that apply only to the commercial or only the residential sectors.

I'm looking forward to the coming year. We start work on the 2012-22 long term plan where budgets and rating policies will be examined in detail. We've begun this process with Towards 2040: Smart Green Wellington – where we further engage with you to set out the city's strategic direction. The ten year budget will fund our priorities for the next few years. Please get involved with the Wellington 2040 project.

In 2011 our city will also host thousands of visitors as part of the 2011 Rugby World Cup. The spotlight of the world's media will be focused on our compact cosmopolitan capital for several weeks and this presents a unique opportunity to showcase Wellington to the world. Thank you to all those who have volunteered to help visitors during RWC2011 and to the many other volunteers that make Wellington a safer, more cheerful, greener, healthier place to live work and play!

Thank you to those of you that took the time to have your say on this annual plan. Let's look forward to a great year ahead.



CELIA WADE-BROWN



# A message from Chief Executive Garry Poole

This plan outlines a programme of work that continues with the broad range of high-quality services that make Wellington such a great place to live and do business.

This plan responds to the economic climate by delivering an average rates increase of 3.74 percent. This is a notable achievement considering we face significant costs pressures – from insurance, interest and depreciation costs, from increases in petroleum based products such as bitumen that is used for maintaining our roads, to our leaky buildings liability – all of which are unavoidable costs that have to be met.

We achieved this result through prudent financial management - by focusing on internal efficiencies, austerity measures and process improvements to deliver over \$7 million in savings, as well as making modest reductions to some services where tolerance is greatest and where they will not adversely impact on the overall outcomes sought for the city.

Without the austerity and efficiency initiatives undertaken this year, the rates increase would be much higher.

We have a busy programme of work ahead of us in 2011/12. The 2011 Rugby World Cup will bring thousands of visitors to the city, the new indoor community sports centre will open, and we will continue to look after the city's \$6 billion of assets to ensure they meet the needs of the community now, and into the future.

In the coming year we will earthquake strengthen core infrastructure – particularly our water network, make improvements to our recreation facilities, look after our parks, beaches and gardens, develop plans for the future of the city, regulate building work, make transport improvements, and continue to deliver the hundreds of vital services on which the city and its residents rely on for their quality of life.



A handwritten signature in black ink, appearing to read 'Garry Poole'. The signature is stylized and fluid, with a large circular flourish on the left side and several horizontal strokes extending to the right.

GARRY POOLE



## Our role in the community

### **OUR JOB IS TO LOOK AFTER WELLINGTON, NOW AND INTO THE FUTURE.**

Under the Local Government Act, we have two key roles. 1. To promote the well-being of Wellington and its people. 2. To facilitate democratic local decision-making.

The Wellington City Council is made up of 15 elected representatives — the mayor and 14 councillors. It's their job to make bylaws, set the city's overall strategic direction, and approve budgets, policies and plans aimed at achieving that direction. A key part of their role is to listen and take the pulse of the community before making decisions.

The mayor and councillors are supported in their role by the Tawa and Makara/Ohariu community boards.

The elected representatives are assisted by the Council's chief executive and 1,450+ staff, who provide advice, implement Council decisions, and look after the city's day to day operations.

### **WE PLAN IN THREE YEAR CYCLES.**

The Local Government Act requires us to plan in three-year cycles. Every three years, we consult the community on a draft long-term plan. This sets out our intentions for the decade ahead — what we'll do, how we'll do it, how much we'll spend, who will pay, the levels of service we'll provide, and how we'll measure the quality and effectiveness of our work. Our last long-term plan was in 2009; our next will be in 2012.

In-between these long-term plans, we take a fresh look each year at our work programme and consider whether any changes are needed. Change may be needed due to revisions to our budgets or new projects to help deal with issues or challenges facing the city. We publish a draft annual plan and listen to your feedback before publishing an annual plan (this document).

### **AND PREPARE OUR PLANS IN LINE WITH COMMUNITY ASPIRATIONS.**

Our long-term plan is guided by 13 long-term goals (or "outcomes"). They are that Wellington will become more liveable, develop a stronger sense of place, and become more compact, eventful, inclusive, actively engaged, sustainable, safer, healthier, better connected, prosperous, competitive, and entrepreneurial/innovative.

The projects we fund and our ongoing work programme — explained in the *2011/12 Activity Programme* section of this plan — aim to fulfil these community expectations.

### **WE'LL MAKE OURSELVES ACCOUNTABLE BY REPORTING ON HOW WE DO FOR THE YEAR.**

Every year, we also publish an annual report. This sets out how we performed against the long-term plan or annual plan for the year. Did we do all we said we'd do? Did we meet our budgets? Did we do as good a job as we should have? Did we contribute to



improvements in the overall well-being of Wellington and its residents? The report is made available on our website and through libraries and service centres.

## Our approach for 2011/12

### **AFFORDABILITY IS A KEY ISSUE FOR THE COMMUNITY.**

The impacts of the economic downturn continue to flow through to households and businesses making rates affordability a continuing challenge.

At the same time we face significant budgetary pressures from interest and depreciation costs, from inflation, from meeting the costs for leaky buildings and from service level increases that were agreed in recent years.

### **OUR RESPONSE HAS BEEN TO TAKE A BALANCED APPROACH.**

All planning and budget processes involve choices. We've developed this plan with a clear set of choices in mind. In their simplest form those choices are; to make reductions to services to cut rates levels; borrow more and increase rates to ramp up investment in additional facilities and services; or strike a balance – focus on efficiencies and modest cuts to some services to contain higher rates increases.

In developing this plan we took the third approach. This is based on research that Wellingtonians value the quality of the services in the city and by-and-large see them as offering value for money.

The balanced approach includes:

- a) *Delivering affordable rates levels* by making efficiencies in the way we do our work, making sure fees and charges are set at appropriate levels, deferring non-urgent work, and making modest reductions to one or two dimensions of some services where these do not unduly impact on the overall service experience and outcomes sought for the city. This is favoured ahead of wholesale cuts to entire services that could make Wellington less vibrant and less prosperous.
- b) *Strengthening infrastructure and facilities.* Maintaining existing services and infrastructure costs money. We'll continue that in the coming year and have also budgeted additional funding in key areas to ensure they remain in good condition and that they build on the city's resilience (eg earthquake strengthening key parts of our water network).
- c) *Planning for the future* by making the most of the long-term benefits from the city's international exposure through the Rugby World Cup, and by reviewing the operating environment, considering evidence for change and planning for the 2012 long-term plan.

See the section on 'key variances' for specific proposals that relate to these areas of focus.



## Summary of community feedback on our plans

### **THIS ANNUAL PLAN WAS ADOPTED IN JUNE 2011 FOLLOWING CONSULTATION WITH THE COMMUNITY.**

We received 789 written submissions during a month long consultation period. Over eighty submitters presented in person to the Strategy and Policy Committee.

This year more young people submitted – particularly in the 18-29 age group, more women submitted than men (58 and 42 percent respectively), and we reached a greater number of new people - with just under 80 percent of all submitters making a submission for the first time.

All submissions were read, analysed, and provided to the Mayor and Councillors. They were also made publicly available.

Everyone who makes a submission receives a response from the Council regarding the main points raised in their submission.

### **COMMUNITY FEEDBACK FOCUSED ON THE KEY ISSUES**

The majority of comments focused on the key variances that were being proposed in the draft plan. This included:

- the savings options that were proposed to help keep rates down
- new funding proposals such as earthquake strengthening the water network and a swimming pool feasibility study
- increases to fees and charges – particularly parking charges.

Overall there was a general acceptance by the community for the need to make savings to reduce the rates increase. While there was clear opposition to some savings options, there were also submitters that thought Council could go further to reduce costs in areas. Other submitters commented on our business-as-usual work, raised operational matters or requested funding support.

For a comprehensive summary of community feedback and funding requests on the draft plan please visit the Council website [www.Wellington.govt.nz](http://www.Wellington.govt.nz).

Our Strategy and Policy Committee – made up of all councillors and the mayor – considered all submissions in early June. It provided recommendations to Council, which made its final decisions in late June.

The work programme outlined in this document is not the same as the one outlined in the draft plan. Changes made by the Council after hearing from the community include:

- **Central Library closing times**

We had originally proposed closing the Central Library earlier in the evenings – a period of relatively low use compared to the rest of the day – to help



reduce costs. After hearing from the community and library users we have decided to retain the existing closing time of 8.30pm during the week. The one change we have agreed is to align Friday night closing time with the rest of week; from 9.00pm to 8.30pm.

- **Pest management**

We had proposed making a modest reduction (\$14,000) in monitoring of our pest management processes. After considering community feedback we have decided not to proceed with this saving option.

- **Economic grants**

We have a range of grants to support the city's economic, cultural, and social wellbeing. We had proposed reducing the economic grants from \$50,000 to \$25,000 per year to reflect the low level of demand on this grant pool. We have decided to retain the grant at \$50,000 per year and work with potential applicants to ensure their proposals better align with the grant criteria.

- **National Hockey Stadium**

We had originally budgeted \$850,000 for the replacement of the number two field at the National Hockey Stadium Mount Albert Park in 2016/17. The condition of the existing surface however is poor and needs to be replaced earlier to ensure it can remain in use. We have agreed that funding be brought forward to undertake the replacement of the playing surface in 2011/12.

- **Artificial surface sportsfields**

We will work with Wellington College to develop a new artificial turf sportsfield in the college grounds in the coming year for community and school use. We've budgeted \$660,000 for this work. We've also brought plans forward by a year to build a new artificial field at Alex Moore Park in Johnsonville (2013/14). As part of that, we have agreed to bring forward funding of \$50,000 to 2011/12 (from 2014/15) for resource consent and planning work.

- **NZ Academy of Sport**

We currently provide funding support to the New Zealand Academy of Sport for the Wellington Talent Development programme. The programme targets promising teenage athletes who have displayed the potential to become our future sports champions. The programme produces successful athletes and we have agreed to continue funding at a level of \$45,000 for 2011/12 and reconsider future funding as part of the 2012-22 long-term plan.

- **Hydrotherapy pool**

A budget of \$2.1m was approved last year to construct a hydrotherapy pool at the Wellington Regional Aquatic Centre. Construction of a hydrotherapy pool will return the 25m pool currently used for hydrotherapy activities to normal use within the complex. This will create additional capacity for all aquatic activities where demand currently exceeds available space at peak



times. The project has now been designed and tendered on the open market and the outcome of a competitive tender process is a funding shortfall of \$600,000 (related to an increase in costs for some materials). We have agreed the additional funding to complete this project.

- **Swimming pool concept design and business case**

We have agreed to commit \$150,000 in 2011/12 to undertake concept designs and the business case for an additional deep water pool at the Wellington Regional Aquatic Centre to inform 2012-22 long-term plan deliberations. This work will take place instead of the \$650,000 detailed feasibility study that was proposed in the draft plan.

- **McMillan Court in Newlands**

We have agreed funding of \$145,000 to extend the upgrade of McMillan Court in Newlands in 2011/12. This work – identified as part of the Newlands Town Centre Plan – will address the public space/pedestrian mall area in and around the existing glass canopy which adjoins the McMillan Court car park area. It will integrate with the car park upgrade project and the new supermarket development to be undertaken in 2011/12. The improvement works will include construction of new planter edges and benching, new lights, new landscaping, and re-laying surfaces.

- **Strategic cycling/walking networks**

We have agreed to increase our strategic cycleway/walkway budget from \$500,000 to \$1 million per year for the remaining years of the current long-term plan (2009-19). The increase will only be spent only on the basis that the additional Council funding attracts the appropriate NZTA contribution<sup>1</sup>.

- **Parking fees**

We had proposed increasing parking charges in the CBD and start charging in the evenings to encourage car park turnover so that more people can access parks. The increase in fees reflected inflation since 2004 (when they were last increased). After considering feedback from the community and inner city businesses we have decided not to proceed with these proposals in 2011/12.

---

<sup>1</sup> Explanation – assuming the normal NZTA contribution of 53%, Council contribution of 47%, this in effect increases Council's contribution from the current \$235,000 to \$470,000 and NZTA's contribution from \$265,000 to \$530,000, the Council increase only being expended to the degree that NZTA's contribution is increased.



- **Public health fees**

We have agreed not to introduce a new fee relating to maintenance of children's unmarked burial plots.

- **Average rates increase**

In addition to the changes noted above, we have agreed to use \$1.5 million of the 2009/2010 audited surplus to reduce the 2011/2012 rates increase. We are also expecting an increase in the dividend from Wellington International Airport Limited which will reduce it further. The draft plan outlined an average increase of 4.4 percent. The final plan as a consequence of the above changes has an average rates increase of 3.74 percent.



## An outline of our work for the year ahead

Running a city is a 24/7 operation. Our services touch the lives of all Wellingtonians — at work, home and play.

The following section provides an outline of our work.

### GOVERNANCE

Our governance work includes **seeking feedback** on our proposals from members of the public, producing annual plans and annual reports to make ourselves **accountable to residents**, engaging with **Maori and stakeholder groups**, producing policies and strategies to guide our work, and **providing information** about our services and activities.

A key focus of the coming year will be on engaging with Wellingtonians. We'll be reviewing our website to allow users more opportunities to navigate in a way that suits their needs. We'll also enter into a conversation about how to position the future of the city through Wellington 2040 and the long-term plan.

2011/12 operational cost: \$74 per resident<sup>2</sup>.

### ENVIRONMENT

We provide **water supply**, and work to reduce the impact of stormwater and **sewage disposal** on the natural environment; provide **recycling** and **waste disposal** services; offer grants for environmental initiatives; run the Kiwi Point Quarry; and promote **energy efficiency and sustainability**.

We also look after the city's reserves and **town belts**, as well as **beaches**, and coastline. We fund **the Zoo** and **Zealandia**, and other world-class nature-based visitor attractions such as our **botanical gardens**. Our work includes track maintenance, pest management, and planting. Much of this is supported by the commitments of a large number of volunteers and groups.

The priority in the coming year will be to maintain our infrastructure and to take further steps to ensure our reservoirs will be a secure source of water as part of our emergency management planning. We'll also continue work on our Climate Change Action Plan including year two of an electric vehicle trial and support for the home energy saver programme.

2011/12 operational cost: \$675 per resident.

---

<sup>2</sup> Based on a resident population estimate of 197,700



## ECONOMIC DEVELOPMENT

Economic activity is dependent on secure reliable infrastructure. To that end, this entire plan can be seen as a commitment to the local economy. In addition we take specific steps to support economic vitality. We advocate for the city's interests to central and regional government. We maintain links with other markets through sister city relations. Our initiatives complement the regional economic development programme provided by the regional development agency Grow Wellington.

We also work to attract **major events** that bring new spending to the city such as Rugby World Cup matches. And we fund **tourism promotions**, and support attractions such as **Te Papa** and conference venues such as the **Wellington Convention Centre**.

The Rugby World Cup sits front and centre in the coming year. The tournament coverage will reach a cumulative global audience of over four billion people, and circa 30,000 overseas visitors are expected to visit the Wellington region. We're working to ensure the event showcases all that the city has to offer and ensure that we leverage long-term benefits from the games being staged here.

2011/12 operational cost: \$101 per resident.

## CULTURAL WELL-BEING

We operate Toi Poneke — the **Wellington Arts Centre**, fund the Wellington Museums Trust and support the **NZ International Arts Festival**, the **St James Theatre** and the **NZ Symphony Orchestra**.

We also provide cultural grants, support community events and festivals, and run the City Archives.

The Wellington Museums Trust will deliver a full Rugby World Cup programme with families, art lovers and rugby fans in mind. Features include *score a try*, an interactive display at Capital E, and *Hard on the Heels* an exhibition by well known sports photographer Peter Bush. Three new sculptures are also planned for the coming year.

2011/12 operational cost: \$77 per resident.



## SOCIAL AND RECREATION

We work to protect **public health and safety** through projects such as monitoring the city centre, **licensing food and liquor outlets**, **animal control**, regulating other public health risks, providing **toilets and cemeteries**, and preparing the city to deal with emergencies such as **earthquakes**.

We provide **community centres and halls**, support community organisations, and provide **community housing**.

Our recreation work includes: providing 11 **libraries**, around 100 **playgrounds**, seven swimming **pools**, as well as **recreation centres**, **sportsfields** and **marinas**. We also run recreation programmes; and an initiative to reduce the costs of using sport and recreation facilities for people on low incomes.

2011/12 will see the Indoor Community Sports Centre open and the first full year operation of artificial surfaces at Wakefield Park and in Mt Cook. We'll continue our major upgrade of social housing.

2011/12 operational cost: \$492 per resident.

## URBAN DEVELOPMENT

Our urban development work includes enhancing the **waterfront** and **city and suburban centres**, developing public spaces such as **urban parks and squares**, looking after **heritage sites**, assessing and issuing **building and resource consents**, and **planning for the city's future** development.

A key focus in the coming year will be to review our earthquake-prone buildings policy and manage its implementation. We'll also continue our public engagement on Wellington 2040 working towards adopting a long term spatial plan for the central city.

2011/12 operational cost: \$127 per resident.

## TRANSPORT

We look after the hundreds of kilometres of **streets and roads**, as well as footpaths, cycle lanes, traffic signals, car parks and access ways.

We take steps to improve traffic safety and **support public transport** through bus priority measures and provide bus shelters. We also plan to ensure the city's transport network meets future needs.

Our focus in the coming year will be on maintaining and operating the network. We'll also work in partnership with Greater Wellington Regional Council and New Zealand Transport Agency on the Wellington Public Transport Spine Study. This study is looking into a high quality public transport system between the railway station and the hospital in Newtown and other possible connections within the urban growth corridor.

2011/12 operational cost: \$275 per resident.



## Key variances for 2011/12:

### Area of focus one: Delivering affordable rates

We have sought to deliver operational efficiencies, defer non-urgent work or spread it over a longer period of time, and reduce service levels where the impacts will be minimal.

In considering what we could do to reduce our costs to ratepayers we identified a number of savings and efficiencies. They primarily consist of non-urgent work that can be deferred for a short time, efficiencies in the way we operate that reduces costs but don't impact on service levels, and modest reductions to budgets that will not adversely impact on the overall service experience and outcomes sought for the city.

The following efficiencies and savings are planned for 2011/12.

#### WELLINGTON SCULPTURE TRUST

We are planning to make a reduction in the annual grant we provide to the Wellington Sculpture Trust (from \$50,000 to \$35,000). The Trust commissions sculptures to enhance the urban environment and to support the creative arts in Wellington. The Trust works in partnership with Council, and raises funds from other sources, including private businesses and individual donors. The Trust has initiated and commissioned many of the city's permanent sculptures including the Meridian Energy Wind Sculpture series along Cobham Drive.

Despite the reduced funding the Trust will still be able to deliver its planned programme of activity on this reduced funding. In the coming year the Trust will deliver or progress the following projects:

- *Nga Kina* a sculpture by Michel Tuffery to be located at the entrance to the Kumutoto Stream on the Wellington Waterfront
- A Katherine Mansfield memorial sculpture by Virginia King to be located on the edge of Midland Park in Lambton Quay
- The 4 Plinths Temporary Sculpture (round 3). This project uses the four plinths between the Te Papa forecourt and the waterfront. Each project is installed for two years with this round due for installation in January 2012.



## EVENTS AND GRANTS

We are planning to make a minor reduction (from \$80,000 to \$70,000) in the annual grants that we provide to international associations related to our sister programme and to our marketing budget (totalling \$25,000) that is used for Council supported events.

We had proposed, but have decided against reducing our contestable economic grants from \$50,000 to \$25,000 a year.

In focusing on this area we were conscious of the economic climate and that Wellington city ratepayers also contribute rates funding to the Wellington Regional Council for the work of 'Grow Wellington' – the agency charged with regional economic development.

## BOTANIC GARDENS AND LOCAL PARKS

We spend over \$12 million every year on the city's botanic gardens, beaches, parks and open space. We've reviewed our operations across these areas and are planning some modest reductions. We believe these will not adversely impact on the overall experience of visitors to these areas. Our planned variances for the year include:

- reducing the Botanic Gardens Begonia House Shop hours during the quieter winter months (saving \$19,000), reallocating administrative resources at the Botanic Garden/Otari Wilton Bush library (saving \$24,000)
- reprioritising maintenance programmes for Botanic Gardens and the Town Belt – meaning that less will be spent on mowing, planting, general maintenance and on garden beds. We're proposing to make a saving of \$55,000
- reducing our funding by \$20,000 for park infrastructure maintenance for one year only
- making some efficiencies in the way we undertake mowing in the city. We expect to be able to deliver \$10,000 in savings from 2011/12 onwards in this activity.

We are also deferring some non-urgent work from 2011/12 to 2012/13. This includes:

- The expansion of the Biodiversity Action Plan – a programme of establishing key native eco-systems with operational 'pest management plans'. We've already achieved our target for the coming year of 33 areas and are deferring the additional \$77,000 until 2012/13.
- In 2004 and 2005 significant storms increased the number of hazardous trees on the city's Town Belt and reserve areas, and additional funding was made available to remove these trees – including many on Te Ahumairangi Hill (previously known as Tinakori Hill). Removal of hazardous trees – mainly pine – has continued since then at a reduced level. We had planned to reinstate the higher level of clearance but will now defer that increase of \$100,000 for another year.
- We were scheduled to demolish – at a cost of \$100,000 – the Patent Slip jetty at Evans Bay in the coming year. The jetty has limited use, is in poor condition and public access has been blocked off. The work is not urgent and the work has been rescheduled for 2012/13.



We had proposed a small reduction in pest management costs but have decided not to proceed with this saving.

#### **LIBRARIES**

We are planning to close the dedicated enquiries desk on the ground floor of the Central Library saving \$28,000 per year. Library users will still be able to get support from the four enquiry desks that will remain across the other floors. We also plan to provide most international newspapers in digital format only which will save another \$20,000 per year.

We had considered reducing the opening hours of the Central Library in the evenings to reduce our costs from this activity, but have decided not to proceed with this saving option. We will be making a small reduction to the Friday night closing time, which will move from 9.00pm to 8.30pm to align with the closing times of the rest of the week.

#### **SPORTSFIELDS**

2011/12 will see new artificial sportsfields in operation at three sites. We have also made a number of changes to cricket wickets – providing artificial wickets on some fields and upgrading or removing other wicket blocks. At the Berhampore Golf course the golf club will also assist with some maintenance activities. As a result we have been able to reduce our costs in this area by \$108,000 to reflect the change in the way these services are now delivered.

#### **SWIMMING POOLS**

In 2010/11 we established a grants fund to support schools to upgrade existing school pools to improve access to learn-to-swim opportunities and aquatic sports for the community. The 2010/11 grant round is about to be completed and the experience to date is that schools are seeking high levels of advice and support for these applications. Accordingly, we are planning that the grant funding be phased over a longer period to allow schools to develop grant applications. The funding is currently budgeted at \$2 million over three years and we're now redistributing the funding over four years (\$500,000 per year for four years).

#### **WELLINGTON WATERFRONT LTD**

We oversee the development of the waterfront and implementation is managed by a Council-controlled organisation – Wellington Waterfront Ltd. Any development of the waterfront is guided by the Wellington Waterfront Framework – a document that **provides the overall vision and objectives** for this important part of the city. In the current economic climate there is less development on the waterfront. We've taken the decision to reduce funding to the waterfront company to match the level of development taking place. This will deliver \$170,000 of savings.



### **DOG CONTROL**

We're planning to make changes to the way we undertake dog control work. Currently we undertake city-wide monitoring and will now take a more targeted approach that focuses primarily on problem areas. This approach will be more efficient and will deliver \$36,000 in savings per year.

### **DIVESTING UNDER USED PROPERTIES**

We have taken a closer look at some of our assets to see if they are still meeting the needs of our communities. We have reviewed Vogelmorn and Wadestown Halls, St Johns in Karori and the Te Aro garages and considered their future use. We're planning to defer maintenance for the coming year for Vogelmorn Hall and St Johns in Karori and consider divestment opportunities. We have decided to retain Wadestown Hall and the Te Aro garages within Council ownership. The level of savings in 2011/12 is \$48,000, and ongoing savings are estimated at \$159,000.

### **CEMETERIES**

The Karori Cemetery provides sensitive and respectful bereavement services catering for a wide range of communities and beliefs. With many private crematoriums now operating, there is less demand on Karori Cemetery crematorium. A saving of \$31,000 in 2011/12 is planned in this area which reflects the reduced demand for crematorium services and a modest reduction in the maintenance programmes for cemeteries.



## Area of focus two: Strengthening facilities and infrastructure

We've budgeted additional funding in several key areas to maintain facilities and infrastructure and build on the city's resilience.

The Council owns and manages over \$6 billion of assets on behalf of the people of Wellington. These assets have to be maintained in good condition, both to protect health and safety and to maintain a high quality city. We have well established asset management practices to ensure this and associated budgets are in place. Despite this, new needs arise from time to time. The following variances have emerged in the coming year.

### **EARTHQUAKE STRENGTHENING AND INFRASTRUCTURE RESILIENCE**

The recent quakes in Christchurch and Japan have highlighted again the importance of being prepared for such events.

We've reviewed our own assets and believe there are some upgrades that we had planned to do at a later stage should now be brought forward. This includes funding of \$400,000 for planning work for earthquake strengthening of the Town Hall and Council Municipal Office Buildings. We had planned to do this in 2014/15.

We also plan to continue with works on some of our water infrastructure assets in the coming year. This programme includes the upgrade of critical mains in the central city and Te Aro flat to ensure that sufficient water can flow to and from a new reservoir that will be constructed in the next five years. Replacing this main will improve the resilience of the network against a seismic event and improve the post event recovery. The total value of the budgeted works planned for the next decade is \$9.5m. A further \$852,000 of capital funding is now planned in 2011/12 after further detailed planning.

Our objective is to retain as much water as possible within our larger reservoirs after a seismic event. While automatic shut off valves are on most of the outlet pipes – preventing reservoirs from draining if there is a failure on the outlet pipe – couplings on the short length of pipe between the reservoir and the inlet needs to be upgraded to minimise risk of failure in a seismic event. If the coupling should fail the reservoir would drain.

Approximately 16 reservoirs require upgrade work. This work was already budgeted but more funding is required at a rate of \$150,000 per year for two years to complete the work earlier than previously planned. The total value of works planned over the decade is \$18m.



## **COMMUNITY EARTHQUAKE PREPAREDNESS**

We're budgeting additional grant funding of \$100,000 per year to support community proposals that build community emergency preparedness in local neighbourhoods. Improving community preparedness is vital as it is often neighbours and the local community that is depended on in a big emergency.

We're also budgeting additional funding of \$20,000 to research how we can better support the most vulnerable in our communities, who may not have the means to adequately prepare for an emergency.

## **HERITAGE GRANTS**

We've decided to increase our Heritage Grants fund by about 40% to \$329,000 per annum. The additional funding aims to meet some of the costs borne by heritage owners to maintain the heritage fabric of their buildings. The broad criteria remains for the heritage grants pool but in the coming year priority will be given to those applications that aim to reduce or eliminate potential hazards to humans (i.e. fire protection or seismic strengthening) without impacting on heritage outcomes.

## **ST JAMES THEATRE AND BASIN RESERVE ASSETS**

We have created a new Council Controlled Organisation – Wellington Venues Ltd – to manage the Wellington Convention Centre, the St James Theatre and the State Opera House. While the co-location of key functions under one organisation has led to operational efficiencies, a recent condition assessment of the St James Theatre assets has identified deferred maintenance that now needs to be carried out. Funding is required for ongoing renewals of these assets estimated at \$925,000 capital expenditure for 2011/12. A further \$830,000 is also required to renew the Town Hall Organ and fix retractable seating in TSB Bank Arena.

An asset condition survey has also been completed for the Basin Reserve and we now have detailed information on renewal and maintenance costs for this iconic sports ground. Based on the survey, we have budgeted \$297,000 in 2011/12 per year for renewal requirements at the Basin Reserve.

## **SPORT AND RECREATION**

In the coming year we will replace the artificial surface on the second field at the National Hockey Stadium. We had originally budgeted \$850,000 to do this work in 2016/17 but the condition of the existing surface is poor and it needs to be replaced earlier to ensure it can remain in use. We have agreed that funding be brought forward to undertake the replacement of the playing surface in 2011/12.

We will also work with Wellington College to develop a new artificial turf sportsfield in the college grounds in the coming year for community and school use. And we've brought forward plans by a year to build a new artificial field at Alex Moore Park in Johnsonville (2013/14). As part of that, we have agreed to bring forward funding of \$50,000 to 2011/12 (from 2014/15) for resource consent and planning work.



We currently provide funding support to the New Zealand Academy of Sport for the Wellington Talent Development programme. The programme targets promising teenage athletes who have displayed the potential to become our future sports champions. The programme produces successful athletes and we have agreed to continue funding at a level of \$45,000 for 2011/12 and reconsider future funding as part of the 2012-22 long-term plan.

We have also agreed additional funding for the construction of a Hydrotherapy pool at the Wellington Regional Aquatic Centre. A budget of \$2.1m was approved last year and a competitive tendering process has identified a funding shortfall of \$600,000 (related to increase in costs for some materials). We have agreed the additional funding to complete this project. Construction of a hydrotherapy pool will return the 25m pool currently used for hydrotherapy activities to normal use within the complex. This will create additional capacity for all aquatic activities where demand currently exceeds available space.

We have also agreed to commit \$150,000 in 2011/12 to undertake concept designs and the business case for an additional deep water pool at the Wellington Regional Aquatic Centre to inform 2012-22 long-term plan deliberations.

#### **STRATEGIC CYCLING/WALKING NETWORKS**

We have agreed to increase our strategic cycleway/walkway budget from \$500,000 to \$1 million per year for the remaining years of the current long-term plan (2009-19). The increase will only be spent only on the basis that the additional Council funding attracts the appropriate NZTA contribution.

#### **MCMILLAN COURT IN NEWLANDS**

We have agreed funding of \$145,000 to extend the upgrade of McMillan Court in Newlands in 2011/12. This work will address the public space/pedestrian mall area in and around the existing glass canopy which adjoins the McMillan Court car park area. It will integrate with the car park upgrade project and the new supermarket development to be undertaken in 2011/12. The improvement works will include construction of new planter edges and benching, new lights, new landscaping, and re-laying surfaces.



## Area of focus three: Planning for the future

How Wellington should develop over the next thirty years, and what we should prioritise our funding on are key questions we will look to answer in the coming year.

One of our roles is to think ahead: to anticipate and prepare for changes in the city's population, and review the economic, social and technological forces that will influence residents' quality of life into the future.

Our role is also to prioritise competing demands – balancing cost pressures that must be met from looking after the city's \$6 billion of assets, meeting the city's leaky buildings liability estimated at \$88 million, and earthquake strengthening our own buildings and assets to ensure the city is resilient – with community demand for improved services such as new swimming pools, improvements to libraries, more artificial sportsfields, an upgraded Clyde Quay Boat Harbour and others. And these cost pressures have to be considered against the community desire to keep rates and borrowing levels within acceptable limits.

Our 2012-22 long-term plan will guide the decisions on these important questions and agree the city's development. It provides an opportunity to consider what infrastructure and services will need to be prioritised in the coming years and decades.

Much of the foundation work for the 2012-22 long-term plan will be carried out in 2011/12 – from collecting evidence of demand for services, identifying opportunities to change services over time to meet strategic objectives, identifying funding requirements, and engaging the community on their ideas for Wellington now and into the future as part of the Wellington 2040 project.



## Rates, Charges and Spending

### OPERATIONAL EXPENDITURE

We are forecasting total operational spending of \$368 million across our strategy areas during 2011/12.

Operational expenditure provides for all of our day-to-day operations and services, from waste disposal, water supply and maintaining our roads, to issuing building consents, running our recreational facilities and maintaining our parks and gardens.

The graph to the right shows the proposed operational expenditure across our strategy areas in 2011/12.

### Where our funding comes from

#### SOURCES OF FUNDING

Sixty three percent of our operational expenditure is funded from rates. The remainder is funded from user fees and charges, ground and commercial lease income, dividends, and other revenue such as grants and government subsidies.

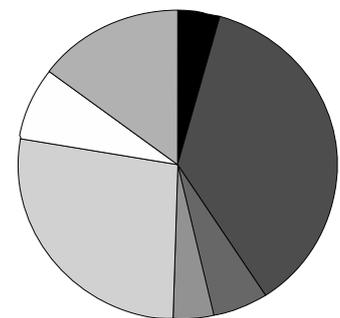
Our rates revenue is split between targeted rates and general rates. The Council sets targeted rates to fund costs associated with the Council's water, sewerage and stormwater systems. Separate targeted rates are set for Marsden Village, Downtown and Tawa driveways.

Detailed information on rating mechanisms is included in the financial statements of this plan.

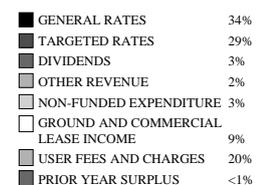
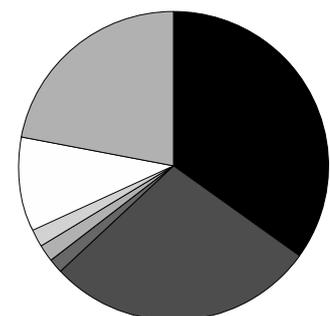
The table and graph shows how our operational spending is funded.

FUNDING SOURCES 2011-12	%	\$000
General Rates	34%	124,568
Targeted Rates	29%	105,714
User Fees and Charges	20%	75,321
Ground and Commercial Lease Income	9%	31,519
Non-funded expenditure	3%	12,604
Other Revenue	2%	7,658
Dividends	3%	9,298
Prior Year Surplus	<1%	1,500
	<b>100.0%</b>	<b>368,182</b>

Operational Expenditure 2011/12



Source of Income for Operational Expenditure 2011/12





## **RATES**

The average rates will increase by 3.74% in 2011/12.

The lower than proposed rates increase reflects our efforts to manage the city's finances efficiently and prudently. As noted, we have sought operational efficiencies, are making minor changes to some services, and have rescheduled some of our work programme. In addition, we have agreed to use \$1.5 million of the 2009/2010 audited surplus and the expected increase in the dividend from Wellington International Airport Limited to keep the rates increase at an affordable level.

While the average rates rise is held to 3.74%, the residential rates increase on an average Wellington home (which has not been revalued) is likely to be about 4.3% and for commercial property owners about 1.1%.

There are two categories of general rates: the base general rate, and the commercial sector general rate. The Council has a rates differential in place that decides the share of general rates paid by residents and businesses. We have been gradually reducing this over time and 2011/12 is the final year of change. In 2010/11, the commercial sector general rate per dollar of capital value was 3.1 times higher than the base rate for a residential property of the same value. We are reducing the differential between our commercial and residential sectors to 2.8:1 in 2011/12 in line with our long term plan.

## **WEATHERTIGHT HOMES**

The Annual Plan includes \$8.8m for the cost of the Financial Assistance Package (FAP) and litigation associated with weathertight homes (also known as leaky homes).

\$2.22m of this cost will be funded through general rates and the balance of \$6.58m will be funded through borrowings.

Given the quantum of the liability and the levels of uncertainty around the costs and take up rates of the FAP, the approach will balance the funding of the cost through an increase in general rates in 2011/12 and spread the recovery of the cost over a longer timeframe through the use of borrowings. This approach is an interim solution pending further consideration during the 2012-22 Long Term Plan when better information around the take up rates and costs associated with the implementation of FAP is known.

This approach is not currently provided for in the Revenue and Financing Policy. In particular:

- Weathertight homes settlements are a cost under activity 6.2.1 – Building Control and Facilitation. The current description of the activity does not specifically make reference to the settlements costs of weathertight homes or envisage the extent of the cost against this activity.
- There is currently no mechanism within the Revenue & Financing Policy that provides for the funding of operational expenditure requirements from borrowings. Under the current Revenue and Financing Policy borrowings can only be used to fund capital expenditure.



The use of borrowings to fund weathertight homes settlements in 2011/12 is appropriate as the circumstances are exceptional for the following reasons:

- To date weathertight homes settlements have been funded by Council through a mix of proceeds from insurance cover and operating surpluses. The total cost of settling the weathertight homes issues is estimated to be \$88m for the Council, the extent of this cost and the diminishing levels of insurance cover will necessitate the use of borrowings to fund settlements.
- In Council's Financial Statements as at 31 June 2010 provisions of \$19.7m have been made to cover the costs associated with known weathertight homes claims. These provisions recognise the liability of the Council but as the associated claims are settled they will need to be funded.
- Council's best estimate of the total cost of settling all weathertight homes issues is \$88m over an expected period of seven years, it is considered that the extent of this potential cost is too high to be funded directly through general rates.

Therefore as part of the Annual Plan the Revenue and Financing Policy has been amended to better reflect the activity description and the benefit analysis. The following amendments have been made to Revenue and Financing Policy under Activity 6.2.1 on page 53 of the 2009-19 long-term plan. The amended paragraph (in italics) is shown below.

*"This activity is expected to be non-compliant to the user charges funding target in the 2009/10 and 2010/11 financial years due to the economic climate and in 2011/12 due to the impact of weathertight homes settlements. In 2011/12 it is proposed that the general rates will fund \$2.22m of settlements under the Financial Assistance Package as an interim solution prior to further consideration of the Council's funding approach during the development of the 2012/22 Long Term Plan."*

The following paragraph has been inserted into the Revenue and Financing Policy within the "Policy Statement on funding operating expenditure" to provide for the use of borrowings to fund weathertight homes settlements and record that the use of borrowings is an interim approach prior to further consideration during the development of the 2012-22 long term plan.

- "Borrowings – Borrowings to fund the Council interim approach for the 2011/12 financial year for the funding of weathertight homes."

To ensure that the funding of weathertight homes settlements is fully transparent and accountable the associated settlement costs, borrowings and general rates funding for this activity will be effectively ring fenced and reported separately.



## **WATER RATES**

This year we are increasing the water rating mechanisms in the following four areas:

- An increase to the annual fixed charge for base (residential) sector properties without a water meter from \$113.33 + GST to \$119.75 + GST.
- An increase to the annual administrative charge for properties with a water meter from \$96.00 + GST to \$100.00 + GST.
- An increase to the water consumption charge for those properties with a water meter installed from \$1.618 + GST per cubic metre to \$1.715 + GST per cubic metre.
- The water rate levied via a rate per dollar of capital value has been increased to recover a 5.9% increase in associated water costs.

These increases are to ensure the costs of the water activity are appropriately recovered through our rating mechanisms.

## **PROPERTY VALUATIONS AND RATES DISTRIBUTION**

The Council sets the total amount of rates required to fund its expenditure based on the budgeted costs included in this annual plan. For the majority of its rates the Council then uses property valuations as the basis to distribute the total rates requirement proportionally across all rateable properties in Wellington.

In 2008 the Council changed its revaluation cycle from an annual cycle to a 3-yearly cycle to be more in line with other cities in New Zealand. The next property revaluation is scheduled for 2012/13.

Over the last year the average residential property capital value has increased by 0.8%, from \$515,708 in 2010/11 to \$519,802 in 2011/12. This value change is attributed to new additions to properties in the city.

The actual rates changes affect each household or property differently, depending on a household's capital value relative to the change in capital value for the entire city.

The final rates increase for an individual property will depend on:

- the overall increase in the Council's rateable budget
- any changes in the rates differential or uniform rates applying to that property
- the growth in the number of rateable properties in the city (e.g. due to construction of new houses, apartments or business premises)
- the change in a particular property's capital value compared to the average change in the capital value for other properties



### INDICATIVE RESIDENTIAL PROPERTY RATES EXCLUSIVE OF GST (FOR PROPERTIES WITHOUT A WATER METER)

2010/11 Capital Values \$	2011/12 Total Rates \$	Increase over 2010/11 %
200,000	868	4.04%
300,000	1,192	4.17%
400,000	1,516	4.24%
500,000	1,840	4.29%
600,000	2,164	4.27%
700,000	2,488	4.30%
800,000	2,812	4.32%
900,000	3,135	4.34%

### FEES AND USER CHARGES

For 2011/12 we are increasing user fees and charges in a number of areas. We are also introducing fees for the Indoor Community Sports Centre and for digital archive scanning. The increases reflect cost pressures on the underlying services provided by the Council. Increasing the fees ensures that ratepayers are not over-subsidising services the Council provides, and also helps avoid larger increases in future. Our fees are set in accordance with our Revenue and Financing Policy, and depend on a range of factors including who benefits from the activity (see below). Areas where fees are increasing include:

- Recycling and Waste Minimisation and Disposal
- Swimming Pools
- Sportsfields
- Synthetic Turf Sportsfields
- Marinas
- Burials and Cremations
- Public Health Regulations
- Building Control and Facilitation
- Development Control and Facilitation
- Network-wide Control and Management

A full list of updated fees and charges is outlined in greater detail in the appendices to this plan.



### PROGRAMME OF EFFICIENCIES

We have an ongoing process to find efficiencies in the way we manage our work. This year we have managed to reduce around \$7 million of internal operating costs. Had we not taken this step the rates raise would be higher. The key elements of these are: savings from joining the management of the St James Theatre venues with the Wellington Convention Centre; administration of our encroachments; interest savings; and review our maintenance contracts.

### UNDERSTANDING THE COUNCIL'S BUDGETED SURPLUS

The Council is forecasting a net operating surplus of \$51 million in 2011/12. The majority of the Council's budgeted net surplus arises from cash funding received for capital purposes (Crown grants for housing), development contributions, NZTA subsidies and bequests). This income flows through to the net operating surplus to be available to fund capital expenditure. Offsetting this are some depreciation costs on assets which we have resolved not to fund.

### How capital expenditure is funded

#### CAPITAL EXPENDITURE

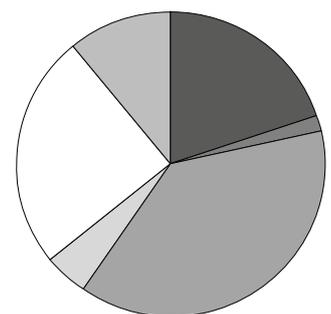
We are investing \$153.5 million in our city's network of assets during 2011/12.

Capital spending pays for purchasing, building, and upgrading of the Council's assets such as buildings, roads, water and stormwater pipes, libraries, swimming pools, artificial sports fields etc.

The planned 2011/12 investment of \$153.5 million in the renewal and upgrade of assets is \$9.8 million more than was forecast in the long term plan, and reflects the changes to our capital works programme arising from community requests for Council to invest in or reprioritise some projects and services. The proposed expenditure also includes \$42.7 million on upgrading our social housing which is fully funded by a grant from the Crown, and \$37.5 million of transport network costs of which \$14 million is funded from the New Zealand Transport Agency (NZTA).

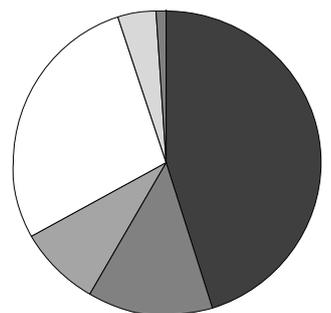
The graph to the right shows the planned capital expenditure across our strategy areas.

2011/12 Capital Expenditure by Strategy (\$'000)



<sup>1</sup> Council Projects predominately relate to capital expenditure on our technology infrastructure, replacement of vehicles and equipment and meeting health and safety requirements.

Source of Funding for Capital Expenditure 2011/12





We fund capital expenditure from depreciation, borrowings, NZ Transport Agency subsidies, grants and development contributions. For asset renewals, the main funding source is depreciation. For new assets and upgrades, the main funding sources are borrowings, subsidies and grants.

### **BORROWINGS**

Total borrowings are forecast to be \$369 million at the end of 2011/12. Our asset base is forecast to total \$6.7 billion at the same period. We manage our borrowings within the following prudential borrowing limits:

Net borrowing as a percentage of equity	<10%
Net borrowing as a percentage of income	<150%
Net Interest as a percentage of income	<15%
Net Interest as a percentage of annual rates income	<20%
Liquidity (term borrowing + committed loan facilities to 12 month peak net borrowing forecast)	>110%

In September 2010, Wellington City Council received an AA+ credit rating from Standard & Poor's. In Standard & Poor's opinion, the Council displays excellent financial management and a strong financial position. The AA+ credit rating should result in lower borrowing costs for the Council and greater access to debt markets.

### **VARIANCES FROM THE LONG TERM PLAN**

Each year we review the underlying assumptions and costs that make up each activity. For each activity we consider the impact of a number of factors including:

- changes in direct costs
- updated forecasting assumptions (including changes to the forecast timing of projects)
- the allocation of indirect and organisational costs/efficiencies
- the appropriateness of forecast inflation and CPI adjustments
- changes affecting our opening position (e.g. updated borrowings forecasts).

This means that the costs for each activity may differ from those we had originally forecast in the 2009-19 long term plan for 2011/12.

Further information is provided in the "Our Activities in Detail" chapter.



## 2011/12 Activity programme

Over the next few pages, you'll find information about our plans for 2011/12.

Our work is divided into seven strategic areas:

- **Governance** – engagement with Maori, and information, consultation and decision-making.
- **Environment** – gardens and beaches, green open spaces, water, wastewater, waste reduction and energy conservation, environmental conservation attractions, and the quarry.
- **Economic development** – city promotions, events and attractions, and business support.
- **Cultural well-being** – heritage, galleries and museums, community arts and cultural support, and arts partnerships.
- **Social and recreation** – housing, recreation facilities and programmes, libraries, public health and safety, and community support.
- **Urban development** – urban planning and policy, 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/or our goals in relation to it, capital and operational costs, and our performance targets (i.e. our targets for quantity, quality and breadth of service)..

We've done our best to provide information that is meaningful and relevant, and to present this information as clearly as possible, so that you – Wellington's residents – can be informed about our programme for the year ahead.



# Governance

# Governance

## 1.1 INFORMATION, CONSULTATION AND DECISION-MAKING

We aim to build trust and confidence in decision-making by keeping residents well informed and engaged.

We aim for a culture of openness in which residents can easily access information about their city, understand how it runs, and let their views be known.

To achieve this, we:

- keep residents informed through a wide variety of media, including newspapers, radio, Council publications and our website
- engage and consult widely before making decisions, and seek feedback on issues facing the city through resident surveys and partnerships with a wide range of groups
- run Council and committee meetings openly and transparently
- provide a 24/7 Contact Centre where we manage enquiries (telephone, text message, email and twitter), take bookings for building inspections and Learn to Swim lessons, log and dispatch service requests, handle complaints and provide information on Council services, facilities and events. The Contact Centre enables the Council to respond to 300,000 + calls and 1,500 emails each year
- provide a City Service Centre in Wakefield St where we manage enquires and residents can: pay rates, Council housing rents, water meter bills, any other Council payments; apply for busking licenses; register dogs, buy rubbish bags, recycling bins, and parking coupons; and report problems or faults with Council services
- maintain and supply property information
- hold local body elections every three years
- account for our performance through annual plans and annual reports.

This activity also includes the development of policies and bylaws, identifying opportunities to make submissions on, and influence, developing Government legislation, and long-term and annual planning processes and the preparation of the annual report.

This includes the writing, production, printing and distribution of several publications (Draft Annual Plan, Annual Plan, Annual Report, Long-term plan and associated summaries). The project costs also cover the special consultative procedure for the plan, the associated performance framework, research and advertising costs.

During 2011/12 we will continue discussions with neighbouring authorities on the future governance of the Wellington region.

We will also review of our long-term strategies for the city's environment, economic development, urban development, transport network, social and recreation services, cultural well-being, and governance. These will be part of our 2012 long-term plan, and will guide us as we address the broad issues the city is likely to face in coming decade.



## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- At least 60% of residents are satisfied that the Council consults them the right amount.
- At least 80% of residents are satisfied or neutral (neither satisfied or dissatisfied) with the way the Council involves them in decision-making.
- 90% of Council and committee agendas will be made available to the public five days prior to the meeting.
- At least 78% of residents agree that Council information is easy to access.
- 80% of contact centre calls are answered within 30 seconds and 100% of e-mails are responded to within 24 hours.
- We will monitor the number of consultation processes undertaken and number of people that submit.
- We will monitor e-democracy participation (number of e-petitions and the number of people that participate).

## WHAT IT WILL COST

1.1 INFORMATION, CONSULTATION AND DECISION MAKING	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE 2011-2012
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	TOTAL (\$000)
1.1.1 City Governance and engagement	(12)	8,930	8,918	-
1.1.2 Civic information	(233)	5,494	5,261	-
<b>2011/12 1.1 Total</b>	<b>(245)</b>	<b>14,424</b>	<b>14,179</b>	<b>-</b>
<b>2010/11 1.1 Total</b>	<b>(552)</b>	<b>15,059</b>	<b>14,507</b>	<b>104</b>

# Governance

## 1.2 MAORI ENGAGEMENT (INCLUDING MANA WHENUA)

Mana whenua are acknowledged and reflected in the way we make decisions about the city's future and its resources.

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

We also involve the wider Maori community on issues of specific interest to them.

We will work with mana whenua to explore opportunities for the city emerging from the progression of Treaty of Waitangi claims for both Ngati Toa and Taranaki Whanui ki te upoko o te Ika.

### MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- At least 80% of Maori residents are satisfied or neutral (neither satisfied nor dissatisfied) with regard to their involvement with decision-making.
- Maintain a positive relationship with our mana whenua partners – including with regards to policy, Resource Management Act, and protocol advice; and the memorandum of understanding.

### WHAT IT WILL COST

1.2 MAORI ENGAGEMENT (INCLUDING MANA WHENUA)	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE 2011-2012
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	TOTAL (\$000)
1.2.1 Maori and Mana whenua partnerships	-	237	237	-
<b>2011/12 1.2 Total</b>	-	<b>237</b>	<b>237</b>	-
<b>2010/11 1.2 Total</b>	-	<b>360</b>	<b>360</b>	-



**Environment**

# Environment

## 2.1 GARDENS AND BEACHES

We aim to care for the city's environment in ways that balances nature with opportunities for enjoyment.

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

**Our aim is to enhance residents' enjoyment of these areas.**

- We ensure that the city's beaches and coastline remain healthy, through a programme involving dune protection, planting, erosion control and maintenance of boating facilities.
- We look after the city's parks and gardens, including the Wellington Botanic Garden, Otari Wilton's Bush, Bolton Street Memorial Park, Truby King Park, and many other reserve areas.
- We grow approximately 80,000 native plants each year in our Berhampore Nursery, for use in parks, gardens and open spaces. We manage over 30 hectares of lawns on over 700 sites throughout the city.

**We're making improvements to our botanic gardens.**

In 2011/12 we will begin upgrading the Treehouse and the Treehouse interpretation displays. Both projects will lead to improved environmental education and deliver a more informed visitor experience at the Treehouse and the Botanic Garden.

We will begin the reconfiguration of the Curator's house to support the activities of volunteers, visitors and students at Otari-Wilton's Bush, and continue with the restoration of the heritage memorials in Bolton Street Memorial Park and conservation restoration of the Overseers house in the Botanic Garden.

We will continue to maintain and renew structures – paths, roads, signs, bridges and lighting – in the four botanic gardens to ensure the visitor experience remains of a high standard, and continue our programme of coastal dune protection and restoration along the South coast.



**We spend over \$12 million every year on the city's botanic gardens, beaches, parks and open space, and we are planning to make some small savings.**

We believe the reductions will not adversely impact on the overall experience of visitors to these areas. Our plans include:

- reducing the hours the Botanic Gardens Begonia House Shop is open over winter months to reflect the reduced number of visitors during this time of the year (savings of \$19,000), and reallocation of administrative resources associated with Botanic Garden/Otari Wilton Bush library (savings of \$24,000)
- reprioritising maintenance programmes for Botanic Gardens and the Town Belt – meaning that less will be spent on mowing, planting, general maintenance and on garden beds. We're planning to make a saving of \$55,000 in this area
- reducing our funding by \$20,000 for park infrastructure maintenance for one year only.

We are also planning to defer the demolition of the Patent Slip jetty for one year. We had scheduled to demolish – at a cost of \$100,000 – the Patent Slip jetty at Evan Bay in the coming year. The jetty has limited use, is in poor condition and public access has been blocked off. The work is not urgent and will now take place in 2012/13.

Demolition of the structure will be subject to Resource Consent as the structure is listed in District Plan and the site is registered as a category 2 historic place by NZ Historic Places Trust.

# Environment

## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- 75% of residents have visited a local park at least once in the previous 12 months (25% use parks weekly), and 91% of residents are satisfied with the quality and maintenance of the parks.
- 74% of residents have visited the botanic gardens at least once in the previous 12 months (7% visit them weekly), and 90% of residents are satisfied with the quality and maintenance of the botanic gardens.
- 88% of residents have visited the city's beaches or coastal areas (32% visit them weekly), and 80% of residents are satisfied with the quality and maintenance of beaches and coastal areas.
- 90% of the botanic gardens' plant collection complies with Council defined quality performance standards (i.e. plant health).
- 90% of our beach areas comply with quality performance standards (i.e. maintenance).
- 90% of our city's mowing sites comply with quality performance standards (i.e. grass length and health).
- All reported hazards are made safe or secure within 24 hours.
- 90% of residents find it easy or very easy to access their local gardens and beach areas.
- 90% of residents agree that gardens and beach services provide good value for money.

## WHAT IT WILL COST

	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE 2011-2012
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	TOTAL (\$000)
<b>2.1 GARDENS AND BEACHES</b>				
2.1.1 Local parks and open spaces	(445)	7,665	7,220	1,236
2.1.2 Botanical gardens	(456)	4,522	4,066	806
2.1.3 Beaches and coast operations	(51)	1,057	1,006	163
<b>2011/12 2.1 Total</b>	<b>(952)</b>	<b>13,244</b>	<b>12,292</b>	<b>2,205</b>
<b>2010/11 2.1 Total</b>	<b>(1,030)</b>	<b>12,991</b>	<b>11,961</b>	<b>2,157</b>



## 2.2 GREEN OPEN SPACES

Wellington's reserve land is both rugged and beautiful.

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

Our long-term vision is to substantially improve natural biodiversity on the Town Belt, Outer Green Belt, and other reserve land – while also maintaining these areas to support recreation and keep the city attractive for residents and visitors.

To achieve this, we:

- Look after the city's 34.7 square kilometres of Wellington Town Belt, Outer Green Belt and other reserve land – protecting these areas from development, restoring native ecosystems, removing weeds and pests and providing recreation opportunities that do not compromise environmental values.
- Look after more than 300km of tracks extending throughout the city's open space areas – including 160km of walking tracks, 25km of mountain bike tracks, 14km of four-wheel-drive tracks, and 100+km of dual use tracks.
- Maintain roadside verges and clean city and residential streets, keeping them safe and attractive, through litter collection, planting, mowing, and controlling pest plants and other weeds.
- Carry out stream and riparian strip works, and protect native ecosystems by controlling pest plant and animals on open space and reserve land.

It is important that Wellington's residents feel a sense of ownership and kaitiakitanga over these spaces. We enable this through the sharing of information and the support of volunteer/community initiatives. Each year, volunteers plant over 20,000 eco-sourced native plants in reserves throughout the city.

**We're making improvements to several walking tracks.**

We will be making improvements to several walking tracks in the coming year including carrying out the second stage of track renewals at Khandallah Park and Tawatawa Reserve (Happy Valley/Island Bay), as well as making improvements to the eastern walkway around Beacon Hill, and track upgrades around Wright Hill.

As outlined in our 2009 long-term plan, we will defer the creation of any new tracks except those built by volunteers.

In 2011/12 we will also start the Point Dorset/Breaker Bay restoration project. We have allocated Plimmer Bequest funding of \$380,000 to the restoration project which will see the area revitalised.

# Environment

**And we're planning to make some minor cost reductions to reduce our costs to ratepayers from this activity.**

We are deferring (\$77,000) of additional funding we had planned for 2011/12 to expand the Biodiversity Action Plan – a programme of establishing key native eco-systems with operational 'pest management plans'. We had budgeted for an increase to take the number of key native eco-systems from 26 to 29 in 2011/12 but have already established 33 sites within existing funding levels, and will prepare four new ecological/restoration plans for four new sites.

We have also made some efficiencies in the way we undertake mowing in the city and we expect to be able to make \$10,000 in savings from 2011/12 onwards in this activity.

In 2004 and 2005 significant storms increased the number of hazardous trees on the city's Town Belt and reserve areas, and additional funding was made available to remove these trees – including many on Te Ahumairangi Hill (previously known as Tinakori Hill). Removal of hazardous trees – mainly pine – has continued since that peak time at a reduced level and an increase of \$100,000 was budgeted for 2011/12 to return it to its original level. We have deferred the increase in funding for one further year to reduce our costs to ratepayers from this activity.

Every year we provide over 25,000 plants to volunteer groups and individuals to plant on reserves, road side reserves and other public areas. We had explored removing plants for road reserves which would have been a saving of \$20,000 but have decided to retain the budget in full so that it is free at the point of use. This recognises the hundreds of volunteers who participate in this programme and the benefit they have on the city and the environment.

We had also planned to make a minor savings to our pest management monitoring programme but have decided against this saving.



## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- 80% of residents are satisfied with the quality and maintenance of roadside vegetation and street cleaning; 83% of residents are satisfied with Town Belts; and 87% of residents are satisfied with walkways.
- 97% of sites comply with street cleaning quality performance standards (i.e. the streets are free of litter).
- Undertake 4.5 ha of restorative planting on Wellington Town Belts.
- 33 key native eco-systems have operational pest management plans.
- All primary walkways and tracks comply with national standards (i.e. assessing integrity of structures, track maintenance, etc).
- All reported hazards are made safe or secured within 24 hours.
- 90% of residents find it easy or very easy to access green open spaces.
- 53% of residents have used the Town Belt at least once in the last 12 months, and 13% use it weekly.
- 70% of residents have used walkways at least once within the last 12 months, and 25% use them weekly.
- Community groups participate in WCC supported planting activities (24,000 volunteers' hours and 29,000 plantings).
- 90% of residents agree that green open spaces services provide good value for money.

We also monitor the number of environmental grant applications we receive, the number of successful grants, and the total budget allocation. We aim to support initiatives that contribute to the environmental well-being of Wellington city and its people in accordance with eligibility criteria.

## WHAT IT WILL COST

2.2 GREEN OPEN SPACES (TOWN BELTS)	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE 2011-2012
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	TOTAL (\$000)
2.2.1 Road open spaces	(526)	9,780	9,254	-
2.2.2 Town belts	(209)	4,502	4,293	302
2.2.3 Community environmental initiatives	-	376	376	-
2.2.4 Walkways	-	503	503	337
2.2.6 Pest plant and animal management	-	964	964	-
<b>2011/12 2.2 Total</b>	<b>(735)</b>	<b>16,125</b>	<b>15,390</b>	<b>639</b>
<b>2010/11 2.2 Total</b>	<b>(786)</b>	<b>15,472</b>	<b>14,686</b>	<b>602</b>

# Environment

## 2.3 WATER

### Clean, safe water is essential for our quality of life and well-being

A developed 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 is free of contamination. It is then piped to Wellington city and distributed to every household and business through an extensive network.

All of this requires extensive and costly infrastructure – reservoirs, pipes, treatment stations and so on. Water consumption per person has been decreasing. If a one-in-50 year drought occurs anytime from this year, the region's water supply may not be able to meet demand for normal use.

Our goal is to provide safe, drinkable water to all households and businesses – while also moving the city towards a more sustainable approach in which water is used wisely and without waste. To achieve this, we:

- own a water supply network that includes 82 reservoirs, 34 pumping stations and about 1,000km of underground pipes
- through Capacity, a company that we own jointly with the Hutt City Council, we manage, maintain, monitor and operate the network and carry out upgrades and renewals
- buy more than 30,000 million litres of water per year from the Greater Wellington and supply the water to Wellington properties
- monitor drinking water quality to ensure it complies with New Zealand Standards
- encourage efficient, responsible use of water by providing information to residents and businesses, and through restrictions on sprinklers and garden hoses.

During the coming year we will continue our programme to renew and upgrade water mains, pipes, pumping stations, and reservoirs. We prioritise this work by considering the type and age of the infrastructure, risks to public health, and other infrastructure development in the area.

### We're continuing to invest in core infrastructure and build on the city's resilience.

In 2011/12 one of our key projects will be the upgrading of the water main in Tasman Street to increase the resilience of the water supply network and as a precursor to the construction of a new CBD reservoir at Prince of Wales Park. The 35 million litre reservoir will be designed this year with construction following in 2013. As well as providing for pressure management and daily needs the reservoir will also provide for post-seismic event recovery with an emergency supply of 20 megalitres being available to Wellington Hospital.

Our objective is to retain as much water as possible within our larger reservoirs after a seismic event. Pipes and valves are required to achieve this. Automatic shut off valves



are on most of the outlet pipes preventing reservoirs from draining if there is a failure on the outlet pipe. However couplings on the short length of pipe between the reservoir and the inlet, outlet and scour valves needs to be upgraded to minimise risk of failure in a seismic event. If the coupling should fail the reservoir would drain. Sixteen reservoirs require this upgrade work which will be carried out in the coming year.

### MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- All water delivered to Wellington properties complies with Drinking Water Standards for New Zealand (2005).
- The water distribution network receives an 'a' to 'b' grading from the Ministry of Health ('a' = completely satisfactory, very low level of risk, and 'b' means satisfactory, very low level of risk).
- The number of complaints regarding water quality (taste and odour) is less than 80.
- 85% of customers are satisfied with the water network service.
- 98% of properties receive appropriate water pressure (a minimum of 250kPa)
- 95% of fire hydrants tested meet New Zealand Fire Service Code of Practice for fire fighting water supply requirements.
- 97% of service requests relating to the water network are responded to within one hour of notification.
- No more than 16% of water in the network is unaccounted for.
- Residential water consumption per person per day is 340 litres (residential water consumption is based on bulk water supplied less the metered commercial consumption divided by resident population).
- 90% of residents agree that water services provide good value for money.

### WHAT IT WILL COST

	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE 2011-2012
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	TOTAL (\$000)
2.3 WATER				
2.3.1 Water network	(31)	22,779	22,748	10,701
2.3.2 Water collection and treatment	-	13,240	13,240	-
<b>2011/12 2.3 Total</b>	<b>(31)</b>	<b>36,019</b>	<b>36,988</b>	<b>10,701</b>
<b>2010/11 2.3 Total</b>	<b>(31)</b>	<b>33,721</b>	<b>33,690</b>	<b>9,949</b>

# Environment

## 2.4 WASTEWATER AND STORMWATER

### Maintaining public health and safety and having clean waterways is essential

We keep residents and property safe by protecting the city from flooding through our stormwater network. Each year, the network carries about 80 million cubic metres of runoff from roofs, paths, kerbs and channels and drains to streams and the harbour.

The sewage network, which carries about 29 million cubic metres of wastewater a year, protects human health and the environment by removing wastewater from homes and treating it to make it safe for disposal.

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

To achieve these aims, we:

- own the city's stormwater and wastewater network, including thousands of kilometres of pipelines, as well as pumping stations and treatment plants which treat sewage before disposal into waterways
- through Capacity, a company that we own jointly with the Hutt City Council, we manage, maintain, monitor and operate these networks and carry out upgrades and renewals
- monitor sewage and stormwater outfalls to ensure that threats to public health and the environment are minimised
- work with other local authorities to inform residents about the importance of keeping pollutants out of stormwater drains.

### We're making improvements to the wastewater and stormwater networks.

During the coming year we will continue our programme to renew and upgrade the city's wastewater and stormwater networks. We prioritise this work by considering the type and age of the infrastructure, risks to public health, and other infrastructure development in the area.

#### WASTEWATER

Our programme of inspecting critical and minor drains with CCTV has identified wastewater drains in Kilbirnie and Kelburn that need to be replaced. This year, work will include the replacement of wastewater drains around Freyberg Street, Lyall Bay Parade, Tirangi Road and Coutts Street (Kilbirnie) as well as Kelburn Parade and Glen Road (Kelburn).



## STORMWATER

We will build a new stormwater pump station in Tacy Street (Kilbirnie) to accommodate the additional stormwater runoff from the new Kilbirnie Indoor Community Sports Centre. The pump station will also contribute to reducing the flood risk to Kilbirnie along with a new stormwater diversion pipeline that will be laid in Kemp Street. This work is part of the long-term flood mitigation programme designed to address climate change concerns and potential sea rise issues.

In order to reduce the risk of grit and debris building up in the Kilbirnie catchment we will also install a grit trap on the adjacent pipelines that pass under the St Patrick's College sports field. This will also reduce the lengthy maintenance projects to clear and silt deposits in the stormwater outlet.

Flood protection work will also see the upgrading of stormwater pipes in Newlands Road and parts of Ngaio.

## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- Bathing beaches comply with Ministry for the Environment guidelines (achieve 'green status' on 93% of sampling occasions).
- 90% of freshwater sites are within acceptable faecal coliform counts.
- 85% of customers are satisfied with the wastewater and stormwater network service.
- 97% of service requests relating to the wastewater and stormwater network are responded to within one hour of notification.
- No properties (buildings) are flooded as a result of a one-in-50-year rain event.
- Stormwater and sewage networks comply with resource consents.
- 90% of residents agree that wastewater and stormwater services provide good value for money.

## WHAT IT WILL COST

2.4 WASTEWATER AND STORMWATER	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	2011-2012 TOTAL (\$000)
2.4.1 Stormwater management	(45)	17,016	16,971	3,675
2.4.2 Sewage collection and disposal network	(579)	15,321	14,742	7,918
2.4.3 Sewage treatment	(694)	20,122	19,428	-
<b>2011/12 2.4 Total</b>	<b>(1,318)</b>	<b>52,459</b>	<b>51,141</b>	<b>11,593</b>
<b>2010/11 2.4 Total</b>	<b>(1,306)</b>	<b>48,348</b>	<b>47,042</b>	<b>11,536</b>

# Environment

## 2.5 WASTE REDUCTION AND ENERGY CONSERVATION

Sustainability is about meeting our needs now without unfairly burdening future generations.

Our vision for a sustainable Wellington means we use resources efficiently, and find ways to re-use or recycle instead of adding to the amount of rubbish sent to landfills.

As Wellington continues to grow it is important that the actions that we take today do not have a negative impact on future generations. We already take a number of steps to ensure Wellington is a sustainable city. These steps include:

- Providing household recycling collections in suburban areas and the CBD.
- Providing rubbish collections from households and in the CBD.
- Operating the Southern Landfill, including a transfer station, a Second Treasure Shop where second-hand items can be dropped off, and facilities for collection and disposal of hazardous waste.
- Managing the city's 30+ closed landfills to reduce any environmental impacts.
- Providing residents with information about waste reduction, and carrying out research about the impact of waste on the city.
- Operating a Kai to Compost programme in which food waste from restaurants and cafes is composted.
- Enforcing waste bylaws (which can include fines for disposing of waste in inappropriate ways).
- Promoting energy and efficiency in our own operations and city-wide, including encouraging use of renewable energy sources.
- Developing more accurate systems for monitoring and reporting on greenhouse gas emissions systems.
- Offering \$300 grants to households for installation of sustainable energy solutions (such as solar water heating).

**Our landfill at Carey's Gully is a key asset for the future management of waste disposal.**

The major asset in the Gully is the Southern Landfill. The Landfill has sufficient capacity for at least 100 years at current fill rates of around 70,000 tonnes of waste per year. However the stages of the landfill require progressive consents and this year we will work to secure consents for the next stages.

We also plan to continue our work assessing alternative options for the disposal of sewage sludge in a way that derives energy, and other initiatives that potentially could make a positive difference in our efforts to minimise waste. This includes active management of our share of the Spicer Landfill in Porirua, as well as continuing with initiatives on regional waste minimisation and management where possible.



The region's territorial authorities recognise that waste can be more effectively managed through close co-operation and alignment. The council intends to continue to plan and implement waste minimisation activities on a regional basis as outlined in the Wellington Region Waste Management and Minimisation Plan.

## **We will continue to respond to the challenge of Climate Change.**

Our focus in the coming year is to progress our Climate Change Action Plan. The plan – adopted in 2010 – sets out key projects to respond to climate change.

In 2011/12 we will look to expand the electric vehicle pilot to include more partners. The pilot is aimed at facilitating the uptake of electric vehicles, particularly by business vehicle fleets. We will also continue with our *Home Energy Saver Scheme* and our business energy saver programmes that provide households and businesses with tools and incentives to reduce energy consumption. Wellington has been accepted into the Carbon War Room programme – an initiative led by Sir Richard Branson to link business energy reduction efforts to finance sources. Work will continue on assessing the possible impacts of climate change, particularly sea level rise – building upon the regional coastal studies being undertaken by Greater Wellington Regional Council.

We will complete the process of entering our eligible forests in the Government's forest sink scheme and look at options to sell carbon credits from our forest sink assets and purchase carbon credits for our landfill liabilities under the Emissions Trading Scheme.

In the coming year we will also provide updated greenhouse gas inventory reports for both Council and city emissions, and carry out further energy assessments, audits and design work on Council buildings and assets to reduce energy consumption and greenhouse gas emissions from Council's buildings.

### **FEES AND CHARGES**

We have recently made changes to kerbside recycling to improve worker safety and improve access to our recycling services. We are increasing landfill fees and the cost of rubbish bags and compost products by 5% to cover these costs.

### **MEASURING OUR PERFORMANCE**

Our targets for 2011/12 are:

- 85% of residents use recycling collection services weekly and 85% of users are satisfied with the service.
- Collect 12,500+ tonnes of kerbside recycling and 12,000 tonnes of kerbside waste.
- 50% of residents use waste collection services weekly, and 85% of users are satisfied with the service.
- Achieve landfill resource consent compliance.
- No more than 84,000 tonnes of waste is sent to landfill.
- 16,500 tonnes of recyclable material is diverted from the landfill.
- 8GWh of energy is generated by burning gas from the Southern Landfill.

# Environment

- The Council's corporate energy use (electricity and natural gas combined) is no more than the following: Civic Complex 7,096,200 kWh; pools and recreation facilities 16,017,200 kWh; and Convention Centre 4,110,900 kWh.
- 90% of residents agree that waste management services provide good value for money.

We have also set a longer-term target to reduce the city's greenhouse gas emissions to 30% below 2001 levels (1,178,794 tonnes) by 2020. We also aim to reduce our corporate gas emissions to 40% below 2003 levels (22,959 tonnes) by 2020.

## WHAT IT WILL COST

2.5 WASTE REDUCTION AND ENERGY CONSERVATION	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE 2011-2012
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	TOTAL (\$000)
2.5.1 Energy efficiency and conservation	-	312	312	198
2.5.2 Waste minimisation, disposal and recycling management	(10,055)	10,067	12	743
2.5.3 Closed Landfills Aftercare	-	162	162	-
<b>2011/12 2.5 Total</b>	<b>(10,055)</b>	<b>10,541</b>	<b>486</b>	<b>941</b>
<b>2010/11 2.5 Total</b>	<b>(9,232)</b>	<b>9,388</b>	<b>156</b>	<b>691</b>



## 2.6 ENVIRONMENTAL CONSERVATION ATTRACTIONS

Nature is a key attracter for tourism in Wellington.

Wellington Zoo and Zealandia (the Karori Sanctuary) are at the heart of the visitor experience in Wellington. The popularity of both of these attractions is based upon their wildlife conservation and educational programmes.

Zealandia has a 500-year vision for the restoration of pristine native forest and bird life, and has been visited by about 65,000 people a year, while the Zoo has an extensive programme of breeding and rearing endangered species from New Zealand and abroad.

We support these attractions by:

- providing Zealandia with land and loans to develop new visitor facilities
- funding Wellington Zoo (which attracts more than 180,000 visitors each year).

In 2011/12 we will continue to upgrade assets within the Zoo to continually improve the Zoo environment for the animals and the experience for the visitors. Key projects in 2011/12 will be the redevelopment of the Asia precinct including the construction of the new Sun Bear exhibit. The new enclosure will provide both a better living environment for the bears and enhanced viewing for visitors. The Sun Bear exhibit upgrade is in partnership with funding support from ASB as part of the Asia Precinct redevelopment. Another improvement for visitors will be the completion of the 'Hub' which is the new catering precinct in the heart of the Zoo.

### MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- At least 172,567 visitors to the Zealandia – the Karori Sanctuary.
- At least 6,000 school students visit Zealandia – the Karori Sanctuary (including 'Outreach').

Performance targets for the Zoo are included in the council controlled organisation section of this plan – see the appendix.

### WHAT IT WILL COST

2.6 ENVIRONMENTAL CONSERVATION ATTRACTIONS	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE 2011-2012
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	TOTAL (\$000)
2.6.1 Zoo	-	4,180	4,180	4,531
2.6.2 Karori Sanctuary	-	727	727	-
<b>2011/12 2.6 Total</b>	-	<b>4,907</b>	<b>4,907</b>	<b>4,531</b>
<b>2010/11 2.6 Total</b>	-	<b>5,337</b>	<b>5,337</b>	<b>2,147</b>

# Environment

## 2.7 QUARRY

The Kiwi Point Quarry ensures we will have what we need to build Wellington's infrastructure.

Wellington needs a reliable source of reasonably priced aggregate for infrastructure needs such as road construction.

We own the Kiwi Point Quarry located in Ngauranga Gorge. Every year around 250,000 tonnes of rock are extracted. By owning the quarry we can secure direct access to a constant supply of product and retain a degree of influence over the price of that product in the local market. It also means that we can control use of the site. Long-term, we aim to restore the quarry's environment.

### MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- Achieve compliance with all District Plan, resource consent and quarry licence requirements.
- Achieve the commercial objectives of the Quarry.

### WHAT IT WILL COST

2.7 QUARRY	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	TOTAL 2011-2012 (\$000)
2.7.1 Quarry operations	(398)	218	(180)	-
<b>2011/12 2.7 Total</b>	<b>(398)</b>	<b>218</b>	<b>(180)</b>	-
<b>2010/11 2.7 Total</b>	<b>(398)</b>	<b>220</b>	<b>(178)</b>	-



# Economic Development

# Economic Development

## 3.1 CITY PROMOTIONS, EVENTS AND ATTRACTIONS

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

We want Wellington to be an exciting, prosperous, and 'eventful' place to be for residents and visitors alike. We seek to help the city maintain its edge as a prime tourist and conference destination, maximise economic value from promoting and hosting high-profile events, support the development of a thriving retail sector, and build on the city's strengths – such as its compactness and its strong sense of identity – to enhance prosperity and contribute to higher quality of life for all Wellingtonians.

To achieve this, we:

- Provide funding for Positively Wellington Tourism, the city's official tourism marketing organisation, so it can run highly successful domestic and international visitor attraction campaigns.
- Support Te Papa – with more than one million visitors each year, it is one of the city's major attractions.
- Operate an events development fund, which contributes to the city's vibrancy by supporting a huge range of events – including the International Arts Festival, the World of Wearable Art Awards, Rugby Sevens, Chinese New Year festivities and more.
- Support Wellington Venues Ltd, which provides venues for arts/entertainment and sports community events, as well as attracting out-of-town visitors to conventions.

In 2011/12 the refurbished Carter Observatory will undergo further improvements. The Carter Pickering and Discovery room will be fitted out with a multi-media interactive display focused on space exploration to enhance the visitor experience.

### **The 2011 Rugby World Cup provides a major opportunity to showcase Wellington to a global audience.**

The Rugby World Cup 2011 provides a major opportunity to showcase Wellington to the world – tournament coverage reaches a cumulative global audience of over four billion people, and research shows at least 29,500 overseas visitors intend to visit the Wellington region during their time in New Zealand for the Cup.

The economic benefits to the region from hosting RWC 2011 are estimated at around \$45 million, and long-term gains are expected as word about Wellington as a tourist destination, and place to live, continues to spread.

Planning for Wellington's role in RWC 2011 is well under way. A carnival-themed festival will feature diverse content from the arts, cultural and tertiary sectors, and from Wellington's entertainment venues, galleries and museums.



At the heart of the festival will be the official RWC 2011 village or 'fan zone', centred around the new Wharewaka on the waterfront. This will be Wellington's must-visit RWC 2011 destination, featuring big screens, entertainment, memorabilia and a cultural programme providing an experience like nowhere else in the world. Another 'live site' is planned for Courtenay Place during the quarter-finals weekend. A 'civic village' in the Town Hall and Civic Square will feature family entertainment, and an outdoor programme will include installations, street performance and more at sites around the waterfront. Locals and visitors alike will have plenty to see and do.

The city will be looking its best, thanks to some key infrastructure work being brought forward, extra street cleaning resources and projects like the new sculpture by Wellington's iconic and award-winning special effects company Weta Workshop.

### **We're working together with the region to sustain and develop the things that are important to the region.**

There are growing pressures facing the funding of amenities (visitor attractions, services, venues and events) in the region. Councils across the region worked together to undertake research on residents' views on regional amenities and their contribution to the region's identity, quality of life, economy and attractiveness for residents and visitors. This research also looked at whether residents would support the idea of collaborative funding and how much they might be willing to pay to support regionally important amenities.

In 2011/12 we will: define the amenities that might be eligible for regional funding support and develop options for governance, funding and operating models.

We have created a new council controlled organisation – Wellington Venues Ltd – to manage the Wellington Convention Centre and the St James Theatre and State Opera House.

While the collocation of key functions under one council-controlled organisation will lead to operational efficiencies, a recent condition assessment of the St James Theatre assets has identified deferred maintenance that now needs to be carried out. Capital expenditure funding is required for ongoing renewals and maintenance of these assets estimated at \$925,000 for the coming year. A further \$830,000 is also required to renew the Town Hall Organ and renew retractable seating in TSB Bank Arena.

# Economic Development

## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- The economic impact of events supported by the Events Development Fund is \$58.5 million (new spend).
- 77,740 visitors to Carter Observatory.
- 810 events (including 125 concerts) hosted at the Wellington Convention Centre and the TSB Bank Arena.
- 1.3 million visitors to Te Papa (including 520,000 from overseas and 365,000 New Zealanders from outside the Wellington region).
- 67%, 71% and 79% occupancy for Town Hall, Michael Fowler Centre and TSB Bank Arena respectively.
- During the weekend, the car park turnover rate is 4.3 cars per day.
- Positive growth across sectors in the *creative workforce* (businesses, jobs and GDP by targeted sector: education, food and beverage, manufacturing, film, and primary).

Performance targets for Positively Wellington Tourism and the Carter Observatory are included in the Council Controlled Organisation section of the plan – please see the appendix.

## WHAT IT WILL COST

3.1 CITY PROMOTIONS, EVENTS AND ATTRACTIONS	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE 2011-2012
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	TOTAL (\$000)
3.1.1 Tourism promotion	-	5,778	5,778	-
3.1.2 Visitor attractions	-	3,037	3,037	-
3.1.3 Convention venues	(248)	3,343	3,095	2,201
3.1.4 Suburban and city centres vitality	-	1,286	1,286	-
3.1.5 Events attraction and support	-	4,386	4,386	-
<b>2011/12 3.1 Total</b>	<b>(248)</b>	<b>17,830</b>	<b>17,582</b>	<b>2,201</b>
<b>2010/11 3.1 Total</b>	<b>(6,263)</b>	<b>23,969</b>	<b>17,706</b>	<b>603</b>



### 3.2 BUSINESS SUPPORT

We aim to enhance residents' quality of life by raising overall levels of prosperity.

We want Wellington to be an internationally competitive and prosperous city. Through our business support work, we seek to encourage innovation and entrepreneurship, and to enhance Wellington's competitiveness as a world-class location for talent, business/industry and investment.

We also aim to support the city centre's development as the region's premier retail, knowledge and entertainment district; and to make the city more 'connected' by securing a communications and transport infrastructure that is vital to business success.

To achieve this, we:

- Represent Wellington's interests to central government and other agencies, the business community, and sister cities.
- Celebrate business creativity and achievement through sponsorship of the Wellington Regional Gold Awards and the World Class New Zealand Awards.
- Fund work to attract a long haul airline between Wellington and Asia.

A key area of focus in the coming year is to continue work to make Wellington more "broadband friendly and ready". Central Government has established an Ultra Fast Broadband Initiative for most urban areas. Our focus in 2011/12 will be on ensuring that the regions regulations are modernised and ready for when the broadband fibre is deployed.

In considering what we can do to reduce our costs to ratepayer from this activity area we have been mindful not to look at areas that may impact on the economic recovery. Instead we have focused on making small cuts in a number of areas to minimise any impact.

We are planning to make a minor reduction (from \$80,000 to \$70,000) in the grants that we provide to support international associations with our sister programme, and make a reduction to our marketing budget (reduction of \$25,000) that is used for Council supported events.

We had considered reducing our economic grants pool by \$25,000 (from \$50,000) but have decided against this budget reduction.

In focusing on this area we are conscious that Wellington city ratepayers also contributes funding (through Regional Council rates) for the work of Grow Wellington – the agency charged with regional economic development.

#### MEASURING OUR PERFORMANCE

- Economic grants: number of applicants, number of successful applicants, and total budget allocated to economic grants – there is no target for this measure.

# Economic Development

- International partnerships: number of events/activities held with formal international partnership cities – there is no target for this measure.

## WHAT IT WILL COST

	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	2011-2012 TOTAL (\$000)
3.2 BUSINESS SUPPORT				
3.2.1 Long-haul airline attraction	-	200	200	-
3.2.2 Regional and external relations	-	519	519	-
3.2.3 Grants and creative workforce	-	1,419	1,419	-
<b>2011/12 3.2 Total</b>	-	<b>2,138</b>	<b>2,138</b>	-
<b>2010/11 3.2 Total</b>	-	<b>2,147</b>	<b>2,147</b>	-



# Cultural Well-being

# Cultural Well-being

## 4.1 GALLERIES AND MUSEUMS

The city's galleries and museums entertain and educate residents and visitors.

Our high-quality galleries and museums help make the city a vibrant and interesting place and encourage engagement and participation in the arts. They play critical roles in protecting the city's heritage – enhancing our sense of shared identity. The venues are also significant visitor attractions, with over 600,000 people attending exhibitions, shows or educational programmes each year, benefiting the city's economy.

We fund the Wellington Museums Trust, which operates the Museum of Wellington City and Sea, the recently renovated City Gallery, Capital E, the Wellington Cable Car Museum, the Colonial Cottage Museum, the New Zealand Cricket Museum, the Carter Observatory and the Plimmer's Ark conservation project. Our support to the Trust includes funding for the National Children's Arts Festival, which is New Zealand's largest cultural event for children.

In 2011/12 the Wellington Museums Trust is planning a full Rugby World Cup programme with families, art lovers and rugby fans in mind.

The *score a try* interactive display at Capital E is bound to be a hit with children and the photographs *Hard on the Heels* by well known sports photographer Peter Bush at the Museum of Wellington City & Sea celebrates the game and the personalities that have created lasting memories for fans.

*Oceania: Imagining the Pacific* at City Gallery will feature modern and contemporary art from Aotearoa New Zealand and elsewhere in the Pacific, and *Navigation Nights at Carter Observatory* will be themed around migration focused on Rugby World Cup participating countries.

Following the Rugby World Cup the focus will be the 2012 New Zealand International Arts Festival with programming that will celebrate New Zealand artists and cultural diversity

We also provide funding to Te Papa (see 3.1 City promotions, events and attractions).

### MEASURING OUR PERFORMANCE

Performance measures and targets for the Wellington Museums Trust are shown in the council controlled organisations section of this annual plan – see the appendix.

### WHAT IT WILL COST

	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE 2011-2012
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	TOTAL (\$000)
4.1 GALLERIES AND MUSEUMS				
4.1.1 City galleries and museums	-	8,343	8,343	-
<b>2011/12 4.1 Total</b>	-	<b>8,343</b>	<b>8,343</b>	-
<b>2010/11 4.1 Total</b>	-	<b>7,942</b>	<b>7,942</b>	-



## 4.2 HERITAGE

**By acknowledging our history, we can interpret the present and look to the future.**

Wellington has a rich and diverse history that is worth preserving for many reasons. An understanding of the past contributes to people's sense of shared heritage and identity, as residents of the city and as members of particular groups or families. History contributes to our sense of pride in the city, and our sense that we all have a part to play in its future.

Maintaining records of our heritage also has educational value. Historic records are used by historians, genealogists, students and other members of the public. They also have practical value – they can help people to conduct their business with better information, or understand their property before carrying out building work.

We preserve and celebrate the city's heritage through:

- The Wellington City Archives – which holds a vast amount of information about the city's history and development from the 1840s to the present, and is accessible to members of the public.
- Te Ara o Nga Tupuna (the Pathway of our Ancestors) – a heritage trail which begins at Pipitea Marae in Thorndon and ends at Owhiro Bay, featuring sites selected for their importance to Wellington's history and Maori culture, their accessibility to the public, and their viewing interest.

We also have a regulatory role to protect historical sites and artefacts through our District Plan (see urban planning and policy). We also provide grants and subsidise consent fees for the restoration of heritage buildings (see earthquake risk mitigation).

### FEES AND CHARGES

We have recently introduced a digital copy option for the existing building plan search service and as a means of recovering part of the costs from this service, we have introduced a \$2 fee.

# Cultural Well-being

## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- 90% of customers are satisfied with City Archives' services and facilities.
- 5,500 visitors physically access archive resources and 14,500 people use online resources.
- 65,000 additional items are added to the Archives' online database.
- National Archives Standards compliance is achieved.

## WHAT IT WILL COST

	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	TOTAL (\$000)
4.2 HERITAGE				
4.2.1 City Archives	(153)	1,337	1,184	-
4.2.2 Promotion of Heritage Landmarks	-	-	-	-
<b>2011/12 4.2 Total</b>	<b>(153)</b>	<b>1,337</b>	<b>1,184</b>	<b>-</b>
<b>2010/11 4.2 Total</b>	<b>(142)</b>	<b>1,435</b>	<b>1,293</b>	<b>-</b>



### **4.3 COMMUNITY ARTS AND CULTURAL SUPPORT**

**By enabling Wellington’s creative communities to thrive, we’ll create inclusive, tolerant and strong communities.**

Art and performance allows us to share our stories and build a strong sense of place for all Wellingtonians. A key focus is to ensure the city’s increasingly diverse population can participate in and share experiences that reflect their beliefs, heritage and contemporary culture.

A vibrant local arts and festival scene ensures there is always plenty to see and do, and keeps the city’s atmosphere lively.

**We support a wide range of community celebrations, fairs and cultural events.**

Community festival and events offer low cost opportunities for people to come together and enjoy themselves.

- We support a wide range of cultural and arts events/festivals including: the Diwali Festival of Lights, Chinese New Year celebrations, Summer City, Christmas Carols at the Stadium, Waitangi Day celebrations, the Round the Bays Fun Run, and dozens of other suburban fairs, cultural events, parades and community festivals.
- We provide grants to support community-based arts and culture organisations and initiatives – such as Arts Access Aotearoa, Eko Theatre, Vincent’s Art Workshop, Fringe Festival, Wellington professional theatres, and many more.
- We run a popular community arts programme and provide exhibition space at Toi Poneke – Wellington Arts Centre.
- We provide subsidies for community groups to access the Wellington Venues which include the Michael Fowler Centre, St James and Wellington Town Hall.

# Cultural Well-being

## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- 740,000 (estimated) attend arts and cultural festivals held in the city.
- 90% of residents are satisfied with Council supported arts and cultural festivals.
- 25 community groups access Wellington Venues with assistance from the Wellington Venues subsidy.
- We also monitor the number of cultural grant applications we receive, the number of successful grants, and the total budget allocation. We aim to support initiatives that contribute to the cultural well-being of Wellington city and its people in accordance with eligibility criteria. Cultural grants are distributed in accordance with eligibility criteria.
- Support as many worthwhile arts, community and cultural festivals as possible (and within budget constraints).

## WHAT IT WILL COST

	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	2011-2012 TOTAL (\$000)
4.3 COMMUNITY ARTS AND CULTURAL SUPPORT				
4.3.1 Arts and cultural festivals	(398)	2,257	1,859	-
4.3.2 Cultural grants	-	738	738	-
4.3.3 Access and support for community arts	(127)	682	555	43
<b>2011/12 4.3 Total</b>	<b>(525)</b>	<b>3,677</b>	<b>3,152</b>	<b>43</b>
<b>2010/11 4.3 Total</b>	<b>(398)</b>	<b>3,461</b>	<b>3,063</b>	<b>413</b>



#### 4.4 ARTS PARTNERSHIPS

Our support of professional artists and arts organisations add vibrancy to the city.

Wellington is home to top-class orchestras dance and theatre companies, many of which are supported by our arts partnerships. Wellington is also home to Toi Poneke – Wellington Arts Centre and The New Zealand International Arts Festival. The wide range of arts activity we support provides entertainment for residents and visitors, and contributes to the economy by bringing people to the city.

In the coming year we will refurbish the City to Sea bridge sculptures, the Chews Lane sculptures, and continue to renew the Courtenay Place Park Light Boxes (including one related to the Rugby World Cup).

We are also planning to make a reduction in the annual grant we provided to the Wellington Sculpture Trust (from \$50,000 to \$35,000). The Trust commissions sculpture to enhance the urban environment and to support the creative arts in Wellington. The Trust works in partnership with Council, and raises funds from other sources, including private businesses and individual donors. The Trust has initiated and commissioned many of the city's permanent sculptures including the Meridian Energy Wind Sculpture series along Cobham Drive.

When the Public Art Fund was reduced two years ago, funding to the Trust was not reduced. Given the need to now make further savings, we have made a reduction to the Trust's funding for one year only. We believe the Trust will still be able to deliver its planned programme of activity on this reduced funding. In the coming year the Trust will deliver on, or progress the following projects:

- *Nga Kina* a sculpture by Michel Tuffery to be located at the entrance to the Kumutoto Stream on the Wellington Waterfront
- A Katherine Mansfield memorial sculpture by Virginia King to be located on the edge of Midland Park in Lambton Quay
- The 4 Plinths Temporary Sculpture (round 3). This project uses the four plinths between the Te Papa forecourt and the waterfront. Each project is installed for two years with this round due for installation in January 2012.

We had considered reducing our cultural grants in the coming year (by \$78,000 on a budget of \$330,000) but have decided against this saving at this time. The arts sector is important to Wellington brand as the arts and cultural capital of New Zealand, and the contestable cultural grants are important in the current economic climate where there is a reduced sponsorship of the sector.

# Cultural Well-being

## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- 90% customer satisfaction with the New Zealand International Arts Festival.
- Total tickets sold to the New Zealand International Festival of the Arts (130,000) and proportion sold to outside Wellington (30%).
- 85% of Toi Poneke users are satisfied with its services and facilities.
- 40 artists are in Toi Poneke studios and 20 organisations/businesses are based at the facility.
- 99% of art studios, 95% tenancy rooms and 65% of casual rooms are occupied at Toi Poneke.
- 3 public art projects are delivered through the Public Art Fund.

## WHAT IT WILL COST

	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	2011-2012 TOTAL (\$000)
4.4 ARTS PARTNERSHIPS				
4.4.2 Arts partnerships (professional)	(517)	1,769	1,252	-
<b>2011/12 4.4 Total</b>	<b>(517)</b>	<b>1,769</b>	<b>1,252</b>	<b>-</b>
<b>2010/11 4.4 Total</b>	<b>(517)</b>	<b>2,083</b>	<b>1,566</b>	<b>-</b>



# Social and Recreation

# Social and Recreation

## 5.1 LIBRARIES

**Libraries perform many roles in our communities and provide a hub for community life.**

Libraries are places to read, listen, find information, and get together. In addition to providing access to books, music, magazines and information, they provide a focal point for community events, and play a heritage role by collecting information about the city's people and communities. They contribute to our goals of making Wellington more liveable, more inclusive, more actively engaged, better connected, healthier and safer.

The Central Library and 11 branch libraries provide access to over 600,000 books, 450,000 magazines, and 85,000 CDs, DVDs, videos and other items. The Central Library has a substantial collection of reference information and a large and frequently updated selection of books, magazines and audio-visual material. Suburban branch libraries offer a similar range but on a smaller scale.

The library website ([www.wcl.govt.nz](http://www.wcl.govt.nz)) provides 24 hour-a-day access to a substantial online catalogue and to online information such as newspaper databases and digital audiobooks. The libraries also offer a variety of outreach programmes.

**We're planning some modest reductions to library services to reduce our overall costs.**

The library network is a significant area of investment each year and in considering what we could do to reduce our costs from this activity we have identified a number of modest savings options that will not unduly impact on service continuity and the overall service experienced by library users.

In 2011/12 we're planning to close the dedicated information desk on the ground floor saving \$28,000 (the remaining enquiry desks will remain open), and we will also move to providing most international newspapers in digital format only, which will save another \$20,000 per year.

We had considered reducing Central Library opening hours (on weeknights) but have decided to only reduce Friday night openings to 8:30 pm (from 9pm)..

We spend over \$20 million every year on the libraries network and believe the modest reductions outlined above will not adversely impact on the overall experience of the library service.

**We're also preparing plans for a refresh of the Central Library.**

As part of a review of the city's community facilities last year, we agreed in principle to invest in a 'refresh' of the Central Library which is twenty years old. In the coming year we will prepare an initial concept plan and refine costs. The initial planning work is budgeted at \$180,000 for 2011/12 and the full cost of the Central Library refresh project is estimated at \$14.880m. A final funding decision on whether to go ahead with



a fit-out renewal of the Central Library will be made as part of the next long-term plan in 2012.

### MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- 90% of library users are satisfied with its services and facilities.
- 70% of residents are registered library users.
- 85% of residents are satisfied with the range and variety of collection.
- There are 2.5 million physical visits and two million website visits to our libraries.
- 80,000 (estimated) people attend various library programmes.
- 3.25 million items are issued from WCC libraries.
- 90% of residents agree that library services and facilities provide good value for money.

### WHAT IT WILL COST

5.1 LIBRARIES	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	2011-2012 TOTAL (\$000)
5.1.1 Libraries network	(2,349)	21,340	18,991	2,235
<b>2011/12 5.1 Total</b>	<b>(2,349)</b>	<b>21,340</b>	<b>18,991</b>	<b>2,235</b>
<b>2010/11 5.1 Total</b>	<b>(2,338)</b>	<b>21,551</b>	<b>19,213</b>	<b>2,382</b>

# Social and Recreation

## 5.2 RECREATION PROMOTION AND ACCESS

Our aim is to provide access to sport and recreation for all Wellingtonians.

Taking part in sports or other physical activity improves health and fitness. Sport and recreation also bring people together and promote a sense of community. Our aim is to provide access to sport and recreation opportunities for all Wellingtonians regardless of age, ability or circumstance, to enhance their health and well-being.

We are the city's biggest provider of places to exercise and play (see 5.3 Recreation services).

To promote and support access to recreation, we provide subsidised access to our recreation programmes and facilities through our Leisure Card programme. This scheme is available to Community Services Card holders, people with physical disabilities, mental health consumers, Green Prescription referrals, refugees, and superannuitants. It reduces cost barriers to participation in recreation for those who otherwise might not be able to afford it.

We also:

- run a variety of sports, fitness and leisure programmes for children and adults – for example the Run Swim series, Push Play trailers, outdoor festival and many other programmes that together attract tens of thousands of participants each year
- inform residents about recreation opportunities through our website and guides
- liaise with national and regional sporting codes and provide funding support to the Basin Reserve Trust to help ensure the iconic sports ground remains New Zealand's premier test cricket venue.

An asset condition survey has also been completed for the Basin Reserve and we now have detailed information on renewal and maintenance costs for this iconic sports ground. Based on the survey, we have budgeted \$297,000 for renewal requirements for the Basin Reserve in 2011/12.



## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- At least 25,000 people use WCC recreation programmes (excluding programmes offered at recreation centres).
- At least 130,000 people use WCC recreation centre programmes.
- At least 15,800 people enrol in Learn to Swim programmes.
- At least 80,000 people participate in aquatic education.
- Leisure Cards are used at least 90,000 times.
- 90% of residents find it easy or very easy to access WCC recreation facilities and programmes.

At least one Sport Forum will be held with an attendance of at least 200 people.

We will also monitor the number of sports development fund grants: the number of applicants; number of successful applicants; and the total budget allocated to grants. There is no target for this measure.

## WHAT IT WILL COST

	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	2011-2012 TOTAL (\$000)
5.2 RECREATION, PROMOTION AND ACCESS				
5.2.1 Recreation partnerships	-	657	657	297
5.2.2 Access support	-	126	126	-
5.2.3 Recreation programmes	(70)	764	694	-
<b>2011/12 5.2 Total</b>	<b>(70)</b>	<b>1,547</b>	<b>1,477</b>	<b>297</b>
<b>2010/11 5.2 Total</b>	<b>(72)</b>	<b>1,730</b>	<b>1,658</b>	<b>112</b>

# Social and Recreation

## 5.3 RECREATION SERVICES

We provide a wide variety of recreation facilities throughout the city to encourage health lifestyles.

To achieve our aim of providing access to sport and recreation opportunities for all Wellingtonians we:

- Provide seven swimming pools (five indoor and two outdoor), which collectively attract more than 1.2 million visitors each year.
- Provide 45 sportsgrounds and four synthetic turf sportsfields which provide year-round opportunities for recreation and competitive sport (cricket, softball, rugby, league, hockey, soccer and netball and a range of other sports).
- Provide or support recreation centres in four suburbs – Karori, Kilbirnie, Khandallah (Nairnville) and Tawa – which provide a range of recreation, sport and leisure opportunities, and together attract more than 280,000 users each year.
- Provide more than 100 neighbourhood playgrounds and skate parks throughout the city.
- Own two marinas, the Evans Bay Marina and the Clyde Quay Boat Harbour.
- Will complete a 12-court indoor community sports centre at Cobham Park.

Some facilities – such as Newtown Park, the National Hockey Stadium, Wellington Regional Aquatic Centre, Rugby League Park, the new 12 court indoor community sports centre when it opens in August, and Hataitai and Karori Parks – attract visitors and raise the city's profile by hosting national and international events.

Our two marinas also help contribute to the distinct character of the waterfront.

**We have programmes in place to renew and upgrade our recreation facilities so they meet the needs of our communities.**

The following work is scheduled in 2011/12:

- We will replace the playing surface (number two field) at the National Hockey Stadium in Mount Albert Park this year. This work had originally been planned for 2016/17, but the condition of the existing surface is in poor condition and needs to be replaced earlier to ensure it can remain in use.
- We will continue working with Wellington College to develop a new artificial turf sportsfield in the college grounds for community and school use. We've also brought plans forward by a year to build a new artificial field at Alex Moore Park in Johnsonville (2013/14). As part of that, we are bringing forward funding of \$50,000 to 2011/12 (from 2014/15) for resource consent and planning work.
- We will start construction of a hydrotherapy pool at the Wellington Regional Aquatic Centre in the coming year. The new pool will return the 25m pool currently used for hydrotherapy activities to normal use within the complex. This will create additional capacity for all aquatic activities where demand currently exceeds available space.



- We will undertake a major renewal of the Tawa pool. It will have its five yearly maintenance closure which will include the renewal of the roof which will be a six month project, commencing on October 2011. We will also begin development of a learn-to-swim pool at Keith Spry pool in Johnsonville.

We have also agreed to commit \$150,000 in 2011/12 to undertake concept designs and the business case for an additional deep water pool at the Wellington Regional Aquatic Centre to inform 2012-22 long-term plan deliberations.

- We will upgrade or renew the Tairaroa street play area in Strathmore, Raroa park play area in Tawa, the play area in Orchy Crescent in Southgate, Lynfield land play area in Newlands, and we will complete stage two of Rongotai skate park. We are also installing a new community play area in Churton Park on the site of the new Amesbury drive school, and undertaking a joint venture with West Park School in Johnsonville and community play ground.
- There are no major projects planned for Evans Bay Marina. We will continue to renew the existing facilities within existing budgets. At Clyde Quay Boat Harbour our work will focus on refurbishing shed 1 (decommissioned toilets). Its possible future use has not been determined at this time.
- In the coming year we will upgrade the senior cricket block and upgrade drainage at Anderson Park, renew the sandfield at David Farrington Park, and complete drainage work at Karori Park.
- We will also continue to provide funding support to the New Zealand Academy of Sport for the Wellington Talent Development programme for the coming year. The programme targets promising teenage athletes who have displayed the potential to become our future sports champions.

In considering what we could do to make savings from this activity, we identified the following two efficiencies:

- 2011/12 will see new artificial sportsfields in operation at three sites. We have also made a number of changes to cricket wickets – providing artificial wickets on some fields and upgrading or removing other wicket blocks. At the Berhampore Golf course the golf club will also assist with some maintenance activities. As a result we have been able to reduce our costs in this area by \$108,000 to reflect the change in the way these services are now delivered.
- We have made a small change to our school pool partnership programme. The programme upgrades school aquatic facilities to improve access to learn to swim opportunities and aquatic sport. Initially we had budgeted \$2 million in grant funding over three years for this work, but after discussions with potential schools and reviewing the programme we have rephased the grants programme over four years (\$500,000 per year for four years).

# Social and Recreation

## FEES AND CHARGES

Our fees and charges are set at a level so that those individuals that directly benefit from a service pay an appropriate contribution towards the cost of providing that service. As costs increase to deliver a service, we need to increase our fees proportionately to cover the increased costs. If we did not do that, ratepayers would be providing a greater level of subsidy which we do not consider appropriate. Changes to fees and charges have been made as follows:

- Swimming pools – an increase to general admission and swim memberships (2.5%), fitness centre memberships (7.5%) and learn to swim (2.5%). Careful consideration was given to the ongoing affordability of the Council's services and therefore we plan to keep the leisure card discount at 50%.
- Sports fields – to ensure that each sporting code pays a fair price and contributes the same proportionate share towards the cost of providing our facilities, we are increasing the rates for all sports (excluding golf) by 18%.
- Synthetic Turfs sports fields – we have continued to increase the number of turfs provided throughout the city and plan to increase some fees so those who are using our artificial turfs are paying a fair price
- Recreation Centres – the Indoor Community Sports Centre is scheduled to open in Mid August and so we have recently set the fees for the centre to recover 25% of the cost of operating the facility for 2011/12 with a transition planned for users to ultimately fund 30%.
- Marinas – the increase reflects the increased cost to this activity.

## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- 90% of users are satisfied with WCC swimming pools, recreation centres and playgrounds, and 85% of users are satisfied with sportsfields.
- 1.4 million people use WCC swimming pools and 720,000 use recreation centres.
- Of games that are scheduled for WCC outdoor sports fields in winter, 80% are played. Of games scheduled for WCC outdoor sports fields in summer, 95% are played.
- Use of sports fields does not exceed recommended levels.
- Thirteen sportsfields receive an 'A' quality grade, 14 a 'B' grade, 11 a 'C' grade; seven fields are sand and seven fields are artificial.
- 96% of marina berths are occupied.
- 90% of residents agree that WCC recreation services and facilities provide good value for money.



## WHAT IT WILL COST

	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	2011-2012 TOTAL (\$000)
5.3 RECREATION SERVICES				
5.3.1 Swimming pools	(7,527)	18,821	11,144	6,872
5.3.2 Sportsfields	(353)	3,534	3,181	566
5.3.3 Synthetic turf sportsfields	(338)	1,044	706	900
5.3.4 Recreation centres	(2,181)	9,131	6,950	250
5.3.5 Playgrounds	-	732	732	713
5.3.6 Marinas	(556)	494	(62)	164
<b>2011/12 5.3 Total</b>	<b>(10,955)</b>	<b>33,756</b>	<b>22,801</b>	<b>9,465</b>
<b>2010/11 5.3 Total</b>	<b>(9,160)</b>	<b>29,177</b>	<b>20,017</b>	<b>31,918</b>

# Social and Recreation

## 5.4 PUBLIC HEALTH AND SAFETY

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

Public health and safety are fundamental to our quality of life. Threats to health and safety can arise from a number of sources including natural hazards, crime, disease, animals, or other sources.

Protecting health and safety – important in its own right – also contributes to our goals of making the city more liveable, more inclusive, more actively engaged, and better connected. To protect public health and safety, we:

- Regulate public health activities in accordance with legislation, bylaws and Council policies. This work includes licensing of food premises, licensing of liquor outlets, registration of dogs, licensing of businesses that discharge trade waste, and inspection of these activities to ensure compliance with standards.
- Operate the Wellington Emergency Management Office (WEMO), which works to make sure that the city is well-prepared for earthquakes, floods, tsunami and other emergencies.
- Provide burial and cremation services – we operate two cemeteries, at Karori and Makara. There is also a crematorium at Karori Cemetery. We maintain the cemetery sites to a high standard, reflecting their importance to the community. We also keep Wellington cemetery records dating back to 1849, which are available for public viewing.
- Provide more than 60 public toilets throughout the city, as well as nearly 50 sportsfield pavilions that also have public toilets.

We also work to ensure Wellington continues to be a safe city by discouraging crime and tackling the causes of crime and disorder. Key projects include:

- the operation of closed circuit TV cameras in the central city
- monitoring by city safety officers
- banning liquor consumption in public places in the central city, and
- ensuring public areas are well lit and have high levels of visibility.

The Wellington Emergency management Office has been involved in earthquake recovery projects in Christchurch.

We will be taking the lessons learnt and incorporating them into our work in the coming year. The experience in Christchurch has emphasised the important role volunteers have to play. In the coming year we will be looking to increase our volunteer capacity across the community and continue with the vital training these volunteers need.

A quick and efficient response to a disaster is vital and we will also be reviewing our response plan in light of the events in Christchurch. How the community responds to a



disaster is crucial and we will be proactively working with schools, businesses and the community at large on public education and preparedness projects such as the recent Tsunami Preparedness project in Island Bay. We will also be looking at an 'all hazards' approach to disasters so that local communities know how best to look after themselves if the need arises.

We're planning additional grant funding of \$100,000 per year to support community proposals that build community emergency preparedness in local neighbourhoods. Improving community preparedness is vital as it is often neighbours and the local community that is depended on in a big emergency.

We're also planning funding of \$20,000 to research how we can better support the most vulnerable in our communities, who may not have the means to adequately prepare for an emergency.

In 2011/12, we're planning to make changes to the way we undertake dog control work. Currently we undertake city-wide monitoring and after reviewing our approach, we are recommending a targeted approach that focuses primarily on problem areas. The targeted approach will be more efficient and will deliver \$36,000 in savings per year.

The Karori Cemetery provides sensitive and respectful bereavement services catering for a wide range of communities and beliefs. With many private crematoriums now operating, there is less demand on Karori Cemetery crematorium. A saving of \$31,000 in 2011/12 is recommended in this area which reflects the reduced demand for crematorium services and the rephasing of building maintenance programmes for cemeteries.

In the coming year we plan to invest in public toilets in the Newlands Town Centre and in Queens Drive, Lyall Bay.

### **MEASURING OUR PERFORMANCE**

Our targets for 2011/12 are:

- 95% of WCC public toilets will meet the required service level standard for cleanliness (monitored through regular internal service level audits).
- At least 82% (2% increase from 2009/10) of residents are either satisfied or neutral (neither satisfied nor dissatisfied) with the cleanliness of WCC public toilets.
- All scheduled liquor and food licensed premises inspections will be completed.
- 95% of food premises with an inspection rating of "excellent" or "very good" will maintain or improve their inspection rating (this excludes new premises and those that have changed occupier during the year).
- Wellington will retain World Health Organisation 'Safe Community' status.
- 170 emergency management programmes will be conducted with businesses, schools and community groups.

# Social and Recreation

- All of our emergency management partners will be satisfied with Wellington's emergency preparedness and planning.
- Wellington's cemeteries and crematorium will retain ISO9001/2000 accreditation.
- There is continued reduction in the number of complaints for WCC public toilets, dog control, and food premises (2008 baseline levels: toilets 671 complaints; dogs 2103; food 50).
- All urgent dog control service requests will be responded to within an hour, and 95% of non-urgent requests will be responded to within 24 hours.
- All urgent hazardous substance service requests will be responded to within one hour.
- All urgent public toilet service requests will be responded to within four hours, and non-urgent requests within three days.
- All urgent food premises' service requests will be responded to within one hour, and 90% of non-urgent requests will be responded to within 48 hours.

## WHAT IT WILL COST

	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	2011-2012
5.4 PUBLIC HEALTH AND SAFETY				TOTAL (\$000)
5.4.1 Burials and cremations	(808)	1,658	850	212
5.4.2 Public toilets	-	2,318	2,318	717
5.4.3 Public health regulations (food/dogs)	(2,357)	4,319	1,962	-
5.4.4 City safety	-	1,913	1,913	28
5.4.5 Wellington emergency management office	(53)	2,140	2,087	3
<b>2011/12 5.4 Total</b>	<b>(3,218)</b>	<b>12,348</b>	<b>9,130</b>	<b>960</b>
<b>2010/11 5.4 Total</b>	<b>(3,230)</b>	<b>11,711</b>	<b>8,481</b>	<b>1,967</b>



## 5.5 HOUSING

We are the city's biggest provider of housing to those in need with more than 2,200 housing units available.

All applicants for housing assistance are assessed in line with our Housing Policy. To be eligible, applicants must have modest incomes and assets, their current housing must be inadequate for their needs, and they must be in one of the following priority groups: the fit elderly, refugees, people with a physical or psychiatric disability, people with multiple disadvantages, and migrants.

Ensuring access to housing builds social cohesion, helps people to access the opportunities the city has to offer, and contributes to Wellington's reputation as a close, caring community.

Since 2008, we have embarked on a 20-year programme, with funding assistance from the Crown, to upgrade our entire portfolio of rental housing to make it healthier, safer and better suited for modern living by:

- improving kitchens, bathrooms and ventilation
- repairing or renewing joinery
- making landscape improvements
- insulating walls, floors and ceilings
- improving fire protection, safety and security
- making it easier for people to find their way around housing complexes
- carrying out earthquake strengthening where needed.

Alongside the physical upgrade, a programme of community action has also been initiated with the aim of increasing social cohesion, community spirit and pride.

In 2011/12 work will be carried out on the following housing facilities: Newtown Park, Hanson Court, Regent Park, and Central Park.

# Social and Recreation

## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- 85% of WCC housing tenants are satisfied with services and facilities.
- 85% of tenants rate the overall condition of their house/apartment as good or very good.
- 90% of tenants rate the services and facilities as good value for money.
- City Housing services and facilities comply with all legislative requirements (e.g. RTA, building WOF).
- 75% of tenants feel safe in their complex at night.
- 90% of housing facilities are occupied.
- Monitor the average waiting time for applicants by target group.
- Monitor the proportion of applicants housed by target group.
- Achieve agreed milestones, design standards and budget in accordance with the agreed works programme and Deed of Grant between the Crown and the Council.

## WHAT IT WILL COST

5.5 HOUSING	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	2011-2012 TOTAL (\$000)
5.5.1 Community housing	(61,175)	18,239	(42,936)	45,674
<b>2011/12 5.5 Total</b>	<b>(61,175)</b>	<b>18,239</b>	<b>(42,936)</b>	<b>45,674</b>
<b>2010/11 5.5 Total</b>	<b>(55,200)</b>	<b>17,053</b>	<b>(38,147)</b>	<b>38,852</b>



## 5.6 COMMUNITY PARTICIPATION AND SUPPORT

We want Wellington's communities to be strong and inclusive where people feel welcomed.

Community strength is about celebrating diversity, providing opportunities for people to get involved in activities that interest them, ensuring that all people and groups can have a say about the city's direction and have opportunities to live their lives as they wish, and looking after those in need. Achieving these goals requires strong social services and active support for community groups.

**We promote social well-being by providing a wide range of opportunities, facilities and initiatives.**

This includes:

- providing and facilitating access to community spaces and resources
- ensuring residents have the opportunity to participate in community and civic life
- enabling communities to access support through a variety of mechanisms
- advocating and developing partnerships to ensure local services meet local needs
- building community resilience and capacity including an emphasis on volunteers and neighbourhood support
- providing information and advice to a wide range of people and community groups
- providing social and recreational grants that support our strategic objectives.

We provide and/or support a network of community centres and town halls throughout the city in addition to supporting community-owned centres. We also support projects that encourage community resilience and local sustainability.

We work with agencies and organisations to ensure welfare support is in place in case of a civil emergency.

In 2011/12 we will finalise an Accessibility Action Plan, and we will continue to deliver on the Older Persons Policy and the Homelessness Strategy.

We will also continue to deliver community facilities for Churton Park. In consultation with the Churton Park community, the following three facilities were identified: multipurpose indoor (sports) space, meeting rooms, and a new playground. A partnership with the Amesbury School will provide a new hall for both school and community use and a new playground on the school site. Leasing a unit in the new commercial centre will provide a meeting space for the local community. We have budgeted \$850,000 of grant funding and \$500,000 of capital expenditure in 2011/12 to deliver these Churton Park community space improvements.

We have also taken a closer look at some of our assets to see if they are still meeting the needs of our communities. We have reviewed Vogelhorn and Wadestown Halls, St Johns in Karori and the Te Aro garages and considered their future use. We're planning to defer maintenance for the coming year for Vogelhorn Hall and St Johns in Karori

# Social and Recreation

and consider divestment opportunities. We have decided to retain Wadestown Hall and the Te Aro Garages within Council ownership. The level of savings in 2011/12 is \$48,000, and ongoing savings are estimated at \$159,000.

## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- 70% of community groups are satisfied with Council relationships.
- 500,000 people use Council funded or owned community centres, and at least 70% are occupied.
- 50,000 people use community halls and at least 25% are occupied.

We also monitor the number of social and recreational grant applications we receive, the number of successful applicants, and the total budget allocation. Social and recreational grants are distributed in accordance with eligibility criteria.

We will monitor performance in the following areas but have not set performance targets:

- the number of community forums, community group meetings, advisory groups, and youth events; and estimated attendance.
- work with homeless people – we will report (in our annual report) on the work we have done in partnership with others.

## WHAT IT WILL COST

	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE 2011-2012
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	TOTAL (\$000)
5.6 COMMUNITY PARTICIPATION AND SUPPORT				
5.6.1 Implementation of the homelessness strategy	-	130	130	-
5.6.2 Community advocacy	(100)	1,639	1,539	-
5.6.3 Social and recreational grants	-	5,407	5,407	-
5.6.4 Community centres and halls	(163)	2,961	2,798	336
<b>2011/12 5.6 Total</b>	<b>(263)</b>	<b>10,137</b>	<b>9,874</b>	<b>336</b>
<b>2010/11 5.6 Total</b>	<b>(245)</b>	<b>8,443</b>	<b>8,198</b>	<b>41</b>



# Urban Development

# Urban Development

## 6.1 URBAN PLANNING AND POLICY

With the city's population expected to grow by nearly 20 percent over the coming decades we need to plan ahead.

The urban environment is made of streets, buildings and landscapes. The way people relate to these is vital.

With a growing population there are demands placed on these three aspects. Our work aims to ensure this growth occurs in ways that make efficient use of land and transport, and doesn't compromise the qualities that make Wellington special.

Wellington is dominated by its natural landscape – its harbour and hills – in a way that very few other cities are. It's also relatively easy to move about and has a central city that is vibrant.

In our urban planning work, we're aiming to retain and enhance these qualities – to sustain a city that's compact, liveable, sustainable, prosperous, and retains a strong 'sense of place'.

**We develop policies and plans to encourage high-quality urban development.**

We focus our expected growth in areas that cause least harm and provide the most benefit. This includes plans for the 'growth spine' from the north through the city and Kilbirnie. We're aiming to cluster development around the key town/suburban centres along this 'spine' to ensure the city's land is used wisely and its transport systems are as efficient as possible. This vision will help make the city more sustainable, as well as helping us to preserve the character of other parts of the city.

**This includes planning for the growth of the central city.**

In 2011/12 we will finalise the Wellington 2040 Central City Framework. The framework plans for the growth and enhancement of Wellington's city centre for the next 30 years. The central city is a vital 'economic engine' to both the city and the region and we need to plan appropriately for its future. The framework will be used to inform the work programme of our next long-term plan scheduled to be adopted in mid 2012.

**Our suburban centres are also important.**

The suburbs are also an important part of the city fabric. Recently we have completed plans in Newlands and Kilbirnie to revitalise these town centres. These plans are long-term but we plan to start physical improvements in 2011/12.

In Kilbirnie we'll progress the highest priority actions such as developing a public space plan to guide future town centre improvements and finalising plans for improving the look and feel of the main shopping area on Bay Road. Once these plans are in place construction is likely to start in late 2011/12.



We're also developing a framework for future growth and enhancement of the Miramar Peninsula. This framework is a long-term vision that will help guide future development and investment in the area and covers issues such as transport, infrastructure, public spaces, employment and heritage aspects of the area. During 2011/12 we will develop a draft framework in partnership with the community.

### **We're reviewing the city's heritage lists to make sure they're up to date.**

The city's heritage lists are a record of items that have an official heritage status with the Council. The list contains items that have significant aesthetic, historic, scientific or social value, or be significant to tangata whenua and other Māori. There are five heritage lists in the district plan:

- Heritage Buildings
- Heritage Objects
- Heritage Areas
- Sites of significance to Maori
- Heritage Trees.

We are currently recording all items using Geographic Information Systems (GIS) which will ensure accuracy of location. In 2011/12 we will review and update information on all the items on the current list to make sure it is accurate. This process will also identify gaps in the current list and identify and assess heritage places which are nationally and regionally significant.

We will be continuing our work with the Thorndon community and will be providing information to owners of heritage houses on how to repair and maintain them.

We have reinstated our Heritage Grants Fund to \$329,000 per annum. It was reduced two years ago to \$200,000 due to a shortfall in applicants. Recent District Plan changes mean more places will now be eligible for heritage grants and in the coming year priority will be given to those applications that aim to reduce or eliminate potential hazards to humans (i.e. fire protection or seismic strengthening) without impacting on heritage outcomes.

In addition to the heritage grants pool, we continue to also preserve the city's heritage through District Plan provisions and by providing a waiver on some resource consent fees for listed heritage buildings to acknowledge that protecting a heritage building by listing it in the District Plan can impose costs on building owners by restricting what they can do with the building.

# Urban Development

## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- 80% of residents agree the city is developing in a way that takes in to account its unique urban character and natural environment.

We will also monitor the proportion of District Plan appeals that are mediated (settled) before reaching the Environment Court.

## WHAT IT WILL COST

	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	2011-2012 TOTAL (\$000)
6.1 URBAN PLANNING AND POLICY				
6.1.1 Urban planning and policy development	(33)	2,199	2,166	1,597
<b>2011/12 6.1 Total</b>	<b>(33)</b>	<b>2,199</b>	<b>2,166</b>	<b>1,597</b>
<b>2010/11 6.1 Total</b>	<b>(32)</b>	<b>2,757</b>	<b>2,725</b>	<b>190</b>



## 6.2 BUILDING CONTROL AND FACILITATION

We ensure buildings are safe and sanitary and do not threaten environmental quality or public health.

We have a statutory responsibility under the Building Act to control building developments. Ensuring our staff are knowledgeable, consistent in their approach and efficient in their work is vital. Delays can add costs to projects and working to set standards means people can have confidence in the process. Towards this, we hold accreditation as a building consent authority.

Overall, we want the city to become more sustainable, safe, and prosperous, and to retain its compactness and unique 'sense of place'.

Our building control work ensures these objectives are met. This work includes:

- issuing and monitoring building consents and approvals required under bylaws
- carrying out inspections
- issuing Code Compliance Certificates
- administering the building warrant of fitness process.

We also provide information to raise public awareness of the need for, and benefits of, the consenting process, and we offer homebuyers and others access to property information including Land Information Memoranda (LIMs).

Our approach to weathertight homes is covered under this activity. Please refer to the executive summary for detail on what we are proposing.

### FEES AND CHARGES

The building control work that we do benefits private individuals – the people and companies that build or redevelop homes, offices and other buildings. Those individuals pay user charges such as building consent fees to cover the costs of this work. To ensure that ratepayers are not subsidising building control work that benefits private individuals, we have increased some of our user charges and fees (for further information please see the appendix)

# Urban Development

## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- 100% of building consents are issued within 20 working days.
- 100% of Code Compliance Certificates are issued within 20 working days.
- 100% of Land Information Memorandums (LIMs) are issued within 10 working days.
- 95% of urgent complaints are responded to within 24 hours and 80% of non-urgent complaints are responded to within three days.
- Retention of Building Consent Authority (BCA) accreditation.
- 75% of customers rate building control services as good or very good.

## WHAT IT WILL COST

	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	2011-2012 TOTAL (\$000)
6.2 BUILDING CONTROL AND FACILITATION				
6.2.1 Building control and facilitation (building consents)	(7,661)	12,049	4,388	-
<b>2011/12 6.2 Total</b>	<b>(7,661)</b>	<b>12,049</b>	<b>4,388</b>	<b>-</b>
<b>2010/11 6.2 Total</b>	<b>(7,191)</b>	<b>11,808</b>	<b>4,617</b>	<b>-</b>



### **6.3 DEVELOPMENT CONTROL AND FACILITATION**

Growth and development is important to the city's prosperity.

It is important that growth and development occurs in ways that are sustainable and in keeping with the city's character. The District Plan is our tool to deliver sustainable growth in a way that reflects community expectations for the city.

The Resource Management Act requires us to regulate land use in the city to minimise environmental impact from such things as noise, new subdivisions and developments.

We assess resource consent applications against the District Plan, issue resource consents, and monitor compliance to ensure land and other resources are managed sustainably. Each year we consider more than 1,200 resource consent applications.

These controls are necessary to ensure resources are used sustainably to protect public health and safety, and future users of land and buildings. They're also needed to protect urban character and amenities for our residents and visitors by ensuring that new development is consistent with District Plan objectives.

#### **FEES AND CHARGES**

Although there is public benefit to ensuring resource consent conditions are met, the main beneficiaries of this work are the individual people and businesses involved in land subdivision and development or use of other resources. To ensure those who benefit most from our service and we recover their costs, we are increasing some of our fees and charges (further detail can be found in the appendix).

# Urban Development

## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- 100% of non-notified resource consents are issued within 20 working days.
- 90% of resource consents are monitored within three months of project commencement.
- 100% of section 223 subdivision certificates are issued within statutory timeframes (10 working days) and 100% of section 224 subdivision certificates are issued within 20 working days.
- 90% of noise control (excessive noise) complaints are investigated within one hour.
- 95% of environmental complaints are investigated within 48 hours.
- 80% of customers rate development control services as good or very good.

## WHAT IT WILL COST

6.3 DEVELOPMENT CONTROL AND FACILITATION	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE 2011-2012
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	TOTAL (\$000)
6.3.1 Development control and facilitation (resource consents)	(3,470)	6,446	2,976	-
<b>2011/12 6.3 Total</b>	<b>(3,470)</b>	<b>6,446</b>	<b>2,976</b>	<b>-</b>
<b>2010/11 6.3 Total</b>	<b>(3,181)</b>	<b>6,528</b>	<b>3,347</b>	<b>-</b>



## 6.4 EARTHQUAKE RISK MITIGATION

We assess buildings for earthquake risk, and work with owners to ensure that older buildings are strengthened to required standards.

This work – focused primarily on public/commercial buildings – is required under legislation. In the coming year we will undertake another 500 initial assessments of earthquake risk buildings and work with owners to earthquake strengthen them to acceptable standards. The assessment programme and time allowed for strengthening work to be completed is set through the Earthquake-prone Building Policy which is currently being reviewed in light of the Japan and Christchurch earthquakes.

The Council’s own buildings – including our administrative buildings, libraries, swimming pools, recreation centres etc – are subject to the same legislative requirements, and in the coming year we will be working to identify the strengthening requirements of all our buildings and prepare a detailed programme of work.

We’ve brought forward funding of \$400,000 for planning work for earthquake strengthening of the Town Hall and Council Municipal Office Buildings from 2014/15.

We are also making improvements to core infrastructure to increase the city’s earthquake resilience. See activity 2.3 Water for more information.

For information on the work programme of the Wellington Emergency Management Office see activity 6.4 Public Health and Safety.

### MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- Complete another 500 initial assessments of earthquake-prone buildings.
- 95% of earthquake-prone building notifications (under section 124 of the Building Act 2004) are issued without successful challenge.

### WHAT IT WILL COST

	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	TOTAL (\$000)
6.4 EARTHQUAKE RISK MITIGATION				
6.4.1 Earthquake risk mitigation	-	522	522	491
<b>2011/12 6.4 Total</b>	-	<b>522</b>	<b>522</b>	<b>491</b>
<b>2010/11 6.4 Total</b>	-	<b>667</b>	<b>667</b>	<b>117</b>

# Urban Development

## 6.5 PUBLIC SPACES DEVELOPMENT

A dynamic city is one that's built for people.

It's attractive and green, with high quality buildings, parks and squares. It encourages people to walk and spend time outdoors. It offers places to sit and relax, hang out with friends, go to entertainment or sports events, shop, eat and drink, work, and live.

Our overall aim is to make the city more liveable, retain its character, and enhance an even stronger 'sense of place' through continual improvement to public areas.

To achieve this we:

- fund work to develop the street environment and other public areas – such as parks and squares – in the city and suburbs, with the aim of making these areas safe, lively and attractive.
- implement town centre plans.
- oversee the development of the waterfront in line with the Waterfront Framework.
- identify areas for future improvement and catalyst projects that can stimulate development.

In 2011/12 we will:

- undertake works in line with the Kilbirnie town centre plan, develop a framework for future growth and enhancement of the Miramar peninsula, and improvements to the forecourt in the Newlands shopping centre. We'll also complete an upgrade to lower Cuba St that will convert the area into a 'shared space' – a space that allows for traffic movement but where pedestrians have priority.
- continue our rolling programme of minor street improvements in the suburbs. The Tinakori area in Thorndon is targeted for the coming year.
- upgrade McMillan Court in Newlands. We have agreed funding of \$145,000 to extend the upgrade of McMillan Court in Newlands in 2011/12. This work – identified as part of the Newlands Town Centre Plan – will address the public space/pedestrian mall area in and around the existing glass canopy which adjoins the McMillan Court car park area. It will integrate with the car park upgrade project and the new supermarket development to be undertaken in 2011/12. The improvement works will include construction of new planter edges and benching, new lights, new landscaping, and re-laying surfaces.

In 2011/12 the Wellington Waterfront Ltd will continue working with developers who have expressed interest in Site 10, liaise with the Police on a purpose built building to house the Police and Maritime Dive Squad on the Kumutoto service jetty, and commence the third stage of a ten year restoration programme for wharf piles.

Preparations for the redevelopment of the Overseas Passenger Terminal - which is expected to commence in the second quarter of 2011/12 - will also continue and will include the relocation of the Chaffers Marina offices and amenities, and various existing marine services businesses. Other work will include upgrading the entry lobby



of Shed 11, and completing major upgrade works on a number of the bridges and heritage items (eg straddle cranes) across the waterfront.

## Measuring our performance

Our targets for 2011/12 are:

- 87% of residents agree that the central city is lively and attractive.
- 68% of residents agree that their local suburban centre is lively and attractive.
- 100% of scheduled public space and centre development projects are completed on time.
- 90% of residents rate their Waterfront experience as good or very good.
- 90% of residents agree heritage items are appropriately valued and protected in the central city.
- 75% of residents agree heritage items are appropriately valued and protected in suburban areas.
- No District Plan listed items are removed or demolished.
- We will also monitor the number of heritage buildings that are granted resource consents for additions or alterations.

Performance targets for Wellington Waterfront Ltd are shown in the council-controlled organisations section of this annual plan – see the appendix.

## WHAT IT WILL COST

	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE 2011-2012
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	TOTAL (\$000)
6.5 PUBLIC SPACES AND DEVELOPMENT				
6.5.1 Waterfront development	-	1,371	1,371	2,100
6.5.2 Public space and centre developments	-	1,644	1,644	2,500
6.5.3 Built heritage development	-	804	804	-
<b>2011/12 6.5 Total</b>	-	<b>3,819</b>	<b>3,819</b>	<b>4,600</b>
<b>2010/11 6.5 Total</b>	-	<b>3,934</b>	<b>3,934</b>	<b>5,352</b>



# Transport



## 7.1 TRANSPORT PLANNING

We aim to have a well-planned and efficient transport system.

A safe, efficient transport system allows people to get to and from work, and to enjoy all the city has to offer – meeting friends and family, taking part in sports or entertainment and cultural events, and so on.

A transport network that allows easy movement of people and goods is also vital for business. A transport network that encourages energy efficient forms of transport also has significant environmental benefits.

Wellington's public transport system is performing reasonably well. Most residents believe the city is easy to get around and, by national standards, Wellingtonians are high users of public transport and other alternative transport modes to private cars, such as walking.

However, the city also faces significant transport challenges. Demands on the transport system are increasing as the city grows and behaviours change. As a result, the transport network is at, or near, capacity at peak times with cars, buses, cyclists, and parking all competing for space on narrow, steep streets. In most urban areas, building new roads isn't a viable or desirable option, so other ways need to be found to reduce demand on the roading system.

There are also environmental reasons for reducing demand on the transport network. Vehicles contribute to noise, water and air pollution and carbon emissions.

**We plan ahead to ensure the transport network meets the city's future needs.**

We:

- Carry out planning projects aimed at ensuring the city's transport network develops in ways that respond to the challenges mentioned above.
- Work to reduce demand by encouraging use of alternative modes of transport such as cycling, walking, public transport and other initiatives such as car pooling, and helping to create organisational travel plans.
- Work with the Greater Wellington Regional Council, central government and other agencies to ensure that Wellington's transport needs are considered in regional and national transport decisions.

In 2011/12 we will continue ongoing work with NZTA to implement the various projects included in the Ngauranga to Airport which includes improvements to the basin reserve and other highway projects, as well as improvements to our Public Transport, walking and cycling networks.

# Transport

We also work in partnership with Greater Wellington and NZTA on the Wellington Public Transport Spine Study. This study is looking into a high quality public transport system between the railway station and the hospital in Newtown and other possible connections within the urban growth corridor.

## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- 70% of residents agree the transport system allows easy movement for vehicles around the city.
- 90% of residents agree the transport system allows easy movement for pedestrians around the city.
- 35% of residents use the bus to access the central city on weekdays.
- 5% of residents use cycles to access the central city on weekdays.
- 17% of residents access the central city by walking on weekdays.
- 40% of primary school children walk to and from school on a daily basis.
- An increase in the number of pedestrians entering the CBD on weekdays from 2009/10 and an increase in the number of cyclists entering the CBD on weekdays since 2009/10.

We will also monitor residents' perceptions of transport-related safety issues (i.e. issues of most concern). There are no targets for this measure.

## WHAT IT WILL COST

7.1 TRANSPORT PLANNING AND POLICY	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	2011-2012 TOTAL (\$000)
7.1.1 Transport planning – (TDM)	(517)	1,308	791	-
<b>2011/12 7.1 Total</b>	<b>(517)</b>	<b>1,308</b>	<b>791</b>	<b>-</b>
<b>2010/11 7.1 Total</b>	<b>(221)</b>	<b>860</b>	<b>639</b>	<b>-</b>



## 7.2 TRANSPORT NETWORKS

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

To achieve this we:

- Maintain the city's extensive network of roads, streets, bridges, tunnels, footpaths, roadside walls, and cycleways.
- Manage the transport network, using traffic signals, a closed circuit camera system to minimise congestion at peak times, and a range of road user regulations.
- Promote traffic safety by working with communities to design and implement safety projects ranging from education and enforcement to installing new features such as new traffic control signals, pedestrian crossings, roundabouts, guardrails and other traffic calming features.

We promote transport choices including walking, cycling, and passenger transport.

Viable transport choices are important to the health and well-being of our city and its' residents. In order to promote cycling in the city, Thorndon Quay and Hutt Road have been identified for improvements and cycle friendly drainage grates will be installed on key cycle commuter routes, in addition to cycling clearways, dedicated road markings and corridors.

In the coming year we will progress the Tawa shared path project (a five kilometre path running the length of Tawa) that will continue through to the Porirua city centre. And we will continue to work closely with the New Zealand Transport Agency and the Hutt City Council to develop the Great Harbour Way for cyclists and walkers from Red Rocks on the south coast to Baring Head on the eastern entrance to the harbour.

In response to our Cycling and Walking policies, we will also continue to work with schools to identify where students could be encouraged to ride or walk to school rather than being driven, and improving commuter routes in and out of the city.

We have agreed to increase our strategic cycleway/walkway budget from \$500,000 to \$1 million per year for the remaining years of the current long-term plan (2009-19). The increase will only be spent on the basis that the additional Council funding attracts the appropriate NZTA contribution.

Last year we agreed increased funding to install additional bus shelters on high use bus stops on city-bound routes. This is the second year of that programme and in the next 12 months we will install 25 shelters at the highest priority sites. Additional shelters will be installed over the next decade in conjunction with bus priority measures on key routes.

# Transport

## And make improvements to our roading network infrastructure.

In 2011/12 we will:

- complete the first stage of upgrading Adelaide Road. This will involve widening the Adelaide Road-John Street intersection to provide additional turning lanes to improve traffic flow. We'll also make improvements to pedestrian safety and redevelop the street frontage of Adelaide Road South and John Street. We had originally anticipated receiving funding from NZTA towards road widening work of Adelaide Road. They have since aligned their funding with the Government's priority on 'roads of national significance', so the framework of the Adelaide Road project was adjusted to align with the approved local share to reduce the burden on ratepayers. As a result, some capital expenditure has been reprioritised
- make improvements to Waterloo Quay including improved traffic and freight access to CentrePort and preparation for the installation of two new intersections at Kings Wharf and Cornwall Street
- progress the construction of the Westchester Drive to Glenside link. This road will provide a direct link for residents of Churton Park and Stebbings Valley to the motorway and go some way to relieving traffic congestion on Johnsonville Road. Construction involves 900m of new road including two bridges and services
- undertake strengthening work of retaining walls in Ngaio Gorge and other key routes. Access in and out of Wellington will be vital after a major earthquake in order to transport people and supplies. Strengthening retaining walls in Ngaio Gorge is necessary to provide an alternative entry/exit route to Wellington than Ngauranga Gorge
- consider and implement further bus priority measures across the city to meet the growing demand and provide a viable alternative mode which is attractive to users. This year will see the extension of bus priority measures in Courtenay Place and Kent and Cambridge Terrace to complement improvements carried out in Manners Street and the rest of the Golden Mile.

## We make road safety a high priority.

In 2011/12 safety improvements to the roading network will focus on the following streets:

- Courtenay Place
- Tory Street
- Wakefield Street
- Cable Street.

We will also install three sets of active warning signs near schools as well as two driver feedback signs and other ongoing minor safety changes to roundabouts, and kerbs to improve the safety of pedestrians. We will also continue our programme of looking at reducing speed limits in key areas to further increase pedestrian safety and deliver education campaigns for road safety aimed at cyclists and pedestrians.



## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- 75% of residents rate the road and footpath network as good or very good.
- 100% of urgent service requests are responded to in two hours and non-urgent within 15 days.
- At least 68% of roads meet NASRAA (National Association of Australian State Road Authorities) smooth roads standards.
- 97% of street pavements receive a 'good' or higher condition rating (measured against Council Asset Management standards).
- 100% of street lighting for all major roads meets national standards.
- 80% residents are satisfied with the street lighting in the central city, and 70% of residents are satisfied with suburban street lighting.
- 90% of residents agree that the city's transport facilities and services provide good value for money.
- 64% of all retaining walls receive a 'good' or higher condition rating.
- 70% of cycleway users are satisfied with cycleway maintenance and 50% are satisfied with the safety.
- The number of road casualties continues to fall from 2009/10 and previous levels (vehicles, pedestrians, and cyclists).
- Average peak travel times between the CBD and suburbs are maintained or improved (for travel from Miramar, Karori, Island Bay and Johnsonville).

## WHAT IT WILL COST

	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	2011-2012 TOTAL (\$000)
7.2 TRANSPORT NETWORKS				
7.2.2 Vehicle network	(1,024)	22,480	21,456	24,677
7.2.3 Passenger transport network	(853)	1,381	528	1,554
7.2.4 Network-wide control and management	(1,862)	6,049	4,187	2,312
7.2.5 Cycle network	(13)	64	51	1,284
7.2.6 Pedestrian network	(38)	5,558	5,520	5,006
7.2.7 Road safety	(1,582)	5,418	3,836	2,632
<b>2011/12 7.2 Total</b>	<b>(5,372)</b>	<b>40,950</b>	<b>35,578</b>	<b>37,465</b>
<b>2010/11 7.2 Total</b>	<b>(4,894)</b>	<b>37,800</b>	<b>32,906</b>	<b>43,064</b>

# Transport

## 7.3 PARKING

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

We provide CBD on-street car parking so that people can conveniently access the central city. Provision of car parking helps make Wellington a liveable, prosperous city.

We provide more than 12,000 on-street parking spaces in the central city and surrounding area, of these 3400 are in the CBD. We provide on street spaces for taxis, couriers, people with disabilities, bus stops, diplomatic services and the like. To ensure that as many people as possible can access parking spaces and that the roading network is free of obstructions, we regulate and enforce parking times and apply charges using meters and pay-and-display machines.

Additionally, we manage off-street parking at Clifton Terrace, the Michael Fowler Centre, and beneath Civic Square. On the fringes of the central city, we operate coupon parking zones and resident parking areas to balance the needs of residents, visitors, shoppers and commuters.

**We continually seek to improve our parking service.**

There is continual demand for parking in the city. At times people park on footpaths, berms and broken yellow lines causing safety issues. To manage this we have an ongoing programme to identify areas of off street or roadside parking that can be improved.

We had proposed increasing parking charges in the CBD and start charging in the evenings to encourage car park turnover so that more people can access parks. The increase in fees reflected inflation since 2004 (when they were last increased). After considering feedback from the community and inner city businesses we have decided not to proceed with these proposals in 2011/12.



## MEASURING OUR PERFORMANCE

Our targets for 2011/12 are:

- The average weekday on-street car park turnover rate is 6.8 cars per day, and for weekends it is 5.0 cars per day.
- 95% compliance with WCC on-street car park time restrictions and 87% compliance with payment requirements.
- On average, 75% of on-street car parks are occupied.
- 85% of residents are satisfied with the availability of on-street car parking.

## WHAT IT WILL COST

7.3 PARKING	OPERATING EXPENDITURE 2011-2012			CAPITAL EXPENDITURE 2011-2012
	INCOME (\$000)	EXPENDITURE (\$000)	NET EXPENDITURE (\$000)	TOTAL (\$000)
7.3.1 Car parking	(27,541)	12,043	(15,498)	1,316
<b>2011/12 7.3 Total</b>	<b>(27,541)</b>	<b>12,043</b>	<b>(15,498)</b>	<b>1,316</b>
<b>2010/11 7.3 Total</b>	<b>(27,014)</b>	<b>11,580</b>	<b>(15,434)</b>	<b>269</b>



# Funding and Financial Statements

## FUNDING IMPACT STATEMENT – OPERATIONAL EXPENDITURE



ANNUAL PLAN  
2010/11  
\$000

FORECAST  
2011/12  
\$000

### OPERATING STATEMENT

351,296	Total project expenditure	367,682
500	Self-insurance and Weathertight Homes reserve	500
<b>351,796</b>	<b>Total operating expenditure</b>	<b>368,182</b>
1,457	Add back City housing ring-fenced surplus	234
	Less expenditure not funded under section 100 of LGA:	
(7,776)	NZTA Transport funded projects	(9,605)
(2,768)	Clearwater sewerage treatment plant	(3,029)
(187)	Living Earth (Decommissioned)	(204)
<b>342,522</b>	<b>Total operating expenditure to be funded</b>	<b>355,578</b>
	<b>FUNDED BY:</b>	
<b>123,476</b>	<b>General rates</b>	<b>124,568</b>
	<b>Targeted rates:</b>	
29,908	Sewerage rates (including trade waste)	30,936
33,690	Water rate	35,988
14,179	Stormwater rate	16,972
6,669	Base (residential) sector targeted rate	6,109
3,161	Commercial sector targeted rate	4,386
10,857	Downtown levy	11,276
33	Tawa driveways levy	33
14	Marsden Village levy	14
<b>98,511</b>	<b>Total targeted rates</b>	<b>105,714</b>
<b>221,987</b>	<b>Total rates to fund operating expenditure</b>	<b>230,282</b>
77,223	User charges	75,321
	<b>Other income</b>	
31,395	Ground and commercial leases	31,519
5,250	Dividends	9,298
3,873	NZTA subsidies	4,548
810	Housing grants	798
1,100	Petrol tax	1,300
884	Miscellaneous	1,012
-	Prior year surplus	1,500
<b>342,522</b>	<b>Total funding for operating expenditure</b>	<b>355,578</b>

## FUNDING IMPACT STATEMENT – CAPITAL EXPENDITURE AND LOANS TO OTHER ORGANISATIONS

ANNUAL PLAN 2010/11 \$000		FORECAST 2011/12 \$000
64,794	Renewal capital expenditure	72,951
100,359	Upgrade capital expenditure	80,569
6,860	Capital expenditure carried forward from 2007/08	-
-	Capital expenditure carried forward from 2008/09	-
25,000	Capital expenditure carried forward from 2009/10	-
-	Capital expenditure carried forward from 2010/11	28,000
<b>197,013</b>	<b>Total capital expenditure to be funded</b>	<b>181,520</b>
-	Loans to other organisations	-
<b>197,013</b>	<b>Total capital expenditure and loans to be funded</b>	<b>181,520</b>
<b>FUNDED BY:</b>		
61,425	Depreciation	69,678
13,075	NZTA transport subsidies	14,347
36,690	Housing grants	42,702
7,065	Development contributions	5,753
490	Bequests & grants	1,452
78,268	Borrowings	47,588
<b>197,013</b>	<b>Total funding for capital expenditure and loans to other organisations</b>	<b>181,520</b>

## FUNDING IMPACT STATEMENT – BORROWING

ANNUAL PLAN 2010/11 \$000		FORECAST 2011/12 \$000
<b>287,881</b>	<b>Opening Gross Borrowings – total</b>	<b>323,985</b>
78,268	New borrowings to fund capital expenditure and loans to other organisations	49,088
	Repayment of borrowings funded through rates and other sources:	
	sources:	
-	Asset proceeds	-
(4,826)	Ring-fenced housing surpluses	(3,507)
-	Repayment of loans	-
(1,458)	Depreciation	(560)
<b>359,866</b>	<b>Closing Gross Borrowing</b>	<b>369,006</b>

## STATEMENT OF PROSPECTIVE CAPITAL EXPENDITURE AND CAPITAL EXPENDITURE FUNDING



ANNUAL PLAN 2010/11 \$000		FORECAST 2011/12 \$000
<b>CAPITAL EXPENDITURE:</b>		
64,794	Renewals	72,951
100,359	New assets	80,569
<b>166,153</b>	<b>Total annual capital expenditure programme</b>	<b>153,520</b>
<b>RENEWALS FUNDED BY:</b>		
61,425	Depreciation	69,678
3,369	Borrowings	3,273
<b>NEW ASSETS FUNDED BY:</b>		
43,039	Borrowings	16,315
36,690	Housing grants	42,702
7,065	Development contributions	5,753
13,075	NZTA subsidies	14,347
490	Bequests and other grants	1,452
<b>166,153</b>	<b>Total capital expenditure funding</b>	<b>153,520</b>

Note that the annual capital expenditure programme excludes expenditure carried forward from previous years.

## FUNDING IMPACT STATEMENT (HOUSING) – OPERATING EXPENDITURE

ANNUAL PLAN 2010/11 \$000		FORECAST 2011/12 \$000
<b>OPERATING STATEMENT</b>		
11,522	Total project expenditure	11,992
5,531	Depreciation	6,247
<b>17,053</b>	<b>Total operating expenditure</b>	<b>18,239</b>
<b>FUNDED BY:</b>		
17,700	User charges (rental income)	17,675
<b>Other income</b>		
810	Housing grants	798
<b>18,510</b>	<b>Total funding for operating expenditure</b>	<b>18,473</b>
<b>1,457</b>	<b>Ringfenced Operating funding surplus</b>	<b>234</b>

This information is incorporated into and forms part of the Funding Impact Statement – Operating Expenditure.

## FUNDING IMPACT STATEMENT (HOUSING) – CAPITAL EXPENDITURE

ANNUAL PLAN 2010/11 \$000		FORECAST 2011/12 \$000
1,889	Renewal capital expenditure	2,920
36,963	Upgrade capital expenditure	42,756
<b>38,852</b>	<b>Total capital expenditure and loans to be funded</b>	<b>45,676</b>
<b>FUNDED BY:</b>		
5,531	Depreciation	6,247
36,690	Housing grants	42,702
<b>42,221</b>	<b>Total funding for capital expenditure and loans to other organisations</b>	<b>48,949</b>
<b>3,369</b>	<b>Ringfenced Capital funding surplus</b>	<b>3,273</b>

This information is incorporated and forms part of the Funding Impact Statement – Capital Expenditure and loans to other organisations.

## FUNDING IMPACT STATEMENT (HOUSING) – OPERATING EXPENDITURE

ANNUAL PLAN 2010/11 \$000		FORECAST 2011/12 \$000
<b>6,835</b>	<b>Opening Gross Borrowings/Investments – total</b>	<b>2,009</b>
(1,457)	Ring-fenced housing operating surplus	(234)
(3,369)	Ring-fenced housing capital funding surplus	(3,273)
<b>2,009</b>	<b>Closing Gross Borrowings/Investments</b>	<b>(1,498)</b>

This information is incorporated into and forms part of the Funding Impact Statement – Borrowings.

## COST OF SERVICE STATEMENT: GOVERNANCE



### OPERATIONAL EXPENDITURE (\$000)

ANNUAL PLAN 2010/11	Activity	Activity Name	FORECAST 2011/12
15,059	1.1	Information, consultation and decision making	14,424
360	1.2	Maori engagement (including mana whenua)	237
<b>15,419</b>	<b>Total Operating Expenditure</b>		<b>14,661</b>
0	Less: Non-funded Depreciation		0
<b>15,419</b>	<b>Net Operating Expenditure</b>		<b>14,661</b>
<i>Net operating expenditure funded by:</i>			
552	Direct activity income		245
14,867	General Rates		14,416
–	Targeted Rates		0
–	Grants & Subsidies		0
–	Other Income		0
<b>15,419</b>	<b>Net Operational Expenditure Funding</b>		<b>14,661</b>

### CAPITAL EXPENDITURE (\$000)

ANNUAL PLAN 2010/11	Activity	Activity Name	FORECAST 2011/12
104	1.1	Information, consultation and decision making	0
<b>104</b>	<b>Total Capital Expenditure</b>		<b>0</b>
<i>Capital expenditure funded by:</i>			
65	Depreciation		75
–	Grants & Subsidies		0
–	Development Contributions		0
39	Borrowings and working capital*		(75)
<b>104</b>	<b>Capital Expenditure Funding</b>		<b>0</b>

\* a debit balance indicates increased borrowings, while a (credit) balance indicates a funding surplus in that year which offsets borrowings and working capital.

## COST OF SERVICE STATEMENT: ENVIRONMENT

### OPERATIONAL EXPENDITURE (\$'000)

ANNUAL PLAN 2010/11	Activity	Activity Name	FORECAST 2011/12
12,991	2.1	Gardens and beaches	13,244
15,472	2.2	Green open spaces (Town belts)	16,125
33,721	2.3	Water	36,019
48,348	2.4	Wastewater and stormwater	52,459
9,388	2.5	Waste reduction and energy conservation	10,541
5,337	2.6	Environmental conservation attractions	4,907
220	2.7	Quarry	218
<b>125,477</b>	<b>Total Operating Expenditure</b>		<b>133,513</b>
2,955	Less: Non-funded Depreciation		3,233
<b>122,522</b>	<b>Net Operating Expenditure</b>		<b>130,280</b>
	<i>Net operating expenditure funded by:</i>		
11,767	Direct activity income		12,467
31,516	General Rates		33,807
78,224	Targeted Rates		82,983
563	Grants & Subsidies		547
452	Other Income		476
<b>122,522</b>	<b>Net Operational Expenditure Funding</b>		<b>130,280</b>

### CAPITAL EXPENDITURE (\$'000)

ANNUAL PLAN 2010/11	Activity	Activity Name	FORECAST 2011/12
2,157	2.1	Gardens and beaches	2,205
602	2.2	Green open spaces (Town belts)	639
9,949	2.3	Water	10,701
11,536	2.4	Wastewater and stormwater	11,593
691	2.5	Waste reduction and energy conservation	941
2,147	2.6	Environmental conservation attractions	4,531
<b>27,082</b>	<b>Total Capital Expenditure</b>		<b>30,610</b>
0	Loans to other organisations		0
<b>27,082</b>	<b>Total capital expenditure and loans to be funded</b>		<b>30,610</b>
	<i>Capital expenditure funded by:</i>		
30,846	Depreciation		33,912
490	Bequests		
4,043	Development Contributions		3,595
-	Loan Repayments		0
(8,297)	Borrowings and working capital*		(6,897)
<b>27,082</b>	<b>Capital Expenditure Funding</b>		<b>30,610</b>

\* a debit balance indicates increased borrowings, while a (credit) balance indicates a funding surplus in that year which offsets borrowings and working capital.

## COST OF SERVICE STATEMENT: ECONOMIC DEVELOPMENT



### OPERATIONAL EXPENDITURE (\$000)

ANNUAL PLAN 2010/11	Activity	Activity Name	FORECAST 2011/12
23,969	3.1	City promotions, events and attractions	17,830
2,147	3.2	Business support	2,138
<b>26,116</b>		<b>Total Operating Expenditure</b>	<b>19,968</b>
–		Less: Non-funded Depreciation	0
<b>26,116</b>		<b>Net Operating Expenditure</b>	<b>19,968</b>
		<i>Net operating expenditure funded by:</i>	
6,257		Direct activity income	248
7,821		General Rates	6,147
12,032		Targeted Rates	13,573
–		Grants & Subsidies	0
6		Other Income	0
<b>26,116</b>		<b>Net Operational Expenditure Funding</b>	<b>19,968</b>

### CAPITAL EXPENDITURE (\$000)

ANNUAL PLAN 2010/11	Activity	Activity Name	FORECAST 2011/12
603	3.1	City promotions, events and attractions	2,201
<b>603</b>		<b>Capital Expenditure</b>	<b>2,201</b>
–		Loans to other organisations	0
<b>603</b>		<b>Total capital expenditure and loans to be funded</b>	<b>2,201</b>
		<i>Capital expenditure funded by:</i>	
1,285		Depreciation	2,148
–		Grants & Subsidies	0
–		Development Contributions	0
(682)		Borrowings and working capital*	53
<b>603</b>		<b>Capital Expenditure Funding</b>	<b>2,201</b>

\* a debit balance indicates increased borrowings, while a (credit) balance indicates a funding surplus in that year which offsets borrowings and working capital.

## COST OF SERVICE STATEMENT: CULTURAL WELL-BEING

### OPERATIONAL EXPENDITURE (\$000)

ANNUAL PLAN 2010/11	Activity	Activity Name	FORECAST 2011/12
7,942	4.1	Galleries and museums	8,343
1,435	4.2	Heritage	1,337
3,461	4.3	Community arts and cultural support	3,677
2,083	4.4	Arts partnerships	1,769
<b>14,921</b>	<b>Total Operating Expenditure</b>		<b>15,126</b>
–	Less: Non-funded Depreciation		0
<b>14,921</b>	<b>Net Operating Expenditure</b>		<b>15,126</b>
<i>Net operating expenditure funded by:</i>			
689	Direct activity income		793
11,140	General Rates		11,191
2,724	Targeted Rates		2,741
–	Grants & Subsidies		0
368	Other Income		401
<b>14,921</b>	<b>Net Operational Expenditure Funding</b>		<b>15,126</b>

### CAPITAL EXPENDITURE (\$000)

ANNUAL PLAN 2010/11	Activity	Activity Name	FORECAST 2011/12
–	4.1	Galleries and museums	0
36	4.2	Heritage	0
413	4.3	Community arts and cultural support	43
<b>449</b>	<b>Total Capital Expenditure</b>		<b>43</b>
<i>Capital expenditure funded by:</i>			
283	Depreciation		478
–	Grants & Subsidies		0
–	Development Contributions		0
166	Borrowings and working capital*		(435)
<b>449</b>	<b>Capital Expenditure Funding</b>		<b>43</b>

\* a debit balance indicates increased borrowings, while a (credit) balance indicates a funding surplus in that year which offsets borrowings and working capital.

## COST OF SERVICE STATEMENT: SOCIAL AND RECREATION



### OPERATIONAL EXPENDITURE (\$000)

ANNUAL PLAN 2010/11	Activity	Activity Name	FORECAST 2011/12
21,551	5.1	Libraries	21,340
1,730	5.2	Recreation promotion and access	1,547
29,177	5.3	Recreation Services	33,756
11,711	5.4	Public health and safety	12,348
17,053	5.5	Housing	18,239
8,443	5.6	Community participation and support	10,137
<b>89,665</b>	<b>Total Operating Expenditure</b>		<b>97,367</b>
–	Less: Non-funded Depreciation		0
1,457	Add back Housing Surplus		234
<b>91,122</b>	<b>Net Operating Expenditure</b>		<b>97,601</b>
	<i>Net operating expenditure funded by:</i>		
15,245	Direct activity income		16,811
52,083	General Rates		57,366
5,483	Targeted Rates		4,907
810	Grants & Subsidies		798
17,501	Other Income		17,719
<b>91,122</b>	<b>Net Operational Expenditure Funding</b>		<b>97,601</b>

### CAPITAL EXPENDITURE (\$000)

ANNUAL PLAN 2010/11	Activity	Activity Name	FORECAST 2011/12
2,382	5.1	Libraries	2,235
112	5.2	Recreation promotion and access	297
31,918	5.3	Recreation Services	9,465
1,967	5.4	Public health and safety	960
38,852	5.5	Housing	45,674
41	5.6	Community participation and support	336
<b>75,272</b>	<b>Total Capital Expenditure</b>		<b>58,967</b>
	<i>Capital expenditure funded by:</i>		
9,149	Depreciation		11,147
5,531	Housing (rental) Funded Depreciation		6,247
36,690	Grants & Subsidies		44,153
589	Development Contributions		898
(3,369)	Adj for Housing ring-fenced capital funding surplus		234
26,682	Borrowings and working capital*		(3,714)
<b>75,272</b>	<b>Capital Expenditure Funding</b>		<b>58,967</b>

\* a debit balance indicates increased borrowings, while a (credit) balance indicates a funding surplus in that year which offsets borrowings and working capital.

## COST OF SERVICE STATEMENT: URBAN DEVELOPMENT

### OPERATIONAL EXPENDITURE (\$000)

ANNUAL PLAN 2010/11	Activity	Activity Name	FORECAST 2011/12
2,757	6.1	Urban planning and policy	2,199
11,808	6.2	Building control and facilitation	12,049
6,528	6.3	Development control and facilitation	6,446
667	6.4	Earthquake risk mitigation	522
3,934	6.5	Public spaces development	3,819
<b>25,694</b>	<b>Total Operating Expenditure</b>		<b>25,035</b>
–	Less: Non-funded Depreciation		0
<b>25,694</b>	<b>Net Operating Expenditure</b>		<b>25,035</b>
<i>Net operating expenditure funded by:</i>			
10,404	Direct activity income		11,164
15,276	General Rates		13,857
14	Targeted Rates		14
–	Grants & Subsidies		0
–	Other Income		0
<b>25,694</b>	<b>Net Operational Expenditure Funding</b>		<b>25,035</b>

### CAPITAL EXPENDITURE (\$000)

ANNUAL PLAN 2010/11	Activity	Activity Name	FORECAST 2011/12
190	6.1	Urban planning and policy	1,597
117	6.4	Earthquake risk mitigation	491
5,352	6.5	Public spaces development	4,600
<b>5,659</b>	<b>Total Capital Expenditure</b>		<b>6,688</b>
<i>Capital expenditure funded by:</i>			
10	Depreciation		12
–	Grants & Subsidies		0
729	Development Contributions		191
4,920	Borrowings and working capital*		6,485
<b>5,659</b>	<b>Capital Expenditure Funding</b>		<b>6,688</b>

\* a debit balance indicates increased borrowings, while a (credit) balance indicates a funding surplus in that year which offsets borrowings and working capital.

## COST OF SERVICE STATEMENT: TRANSPORT



### OPERATIONAL EXPENDITURE (\$'000)

ANNUAL PLAN 2010/11	Activity	Activity Name	FORECAST 2011/12
860	7.1	Transport planning and policy	1,308
37,800	7.2	Transport networks	40,950
11,580	7.3	Parking	12,043
<b>50,240</b>		<b>Total Operating Expenditure</b>	<b>54,301</b>
7,776		Less: Non-funded Depreciation	9,605
<b>42,464</b>		<b>Net Operating Expenditure</b>	<b>44,696</b>
<i>Net operating expenditure funded by:</i>			
28,819		Direct activity income	29,429
10,302		General Rates	10,805
33		Targeted Rates	33
3,310		Grants & Subsidies	4,429
–		Other Income	0
<b>42,464</b>		<b>Net Operational Expenditure Funding</b>	<b>44,696</b>

### CAPITAL EXPENDITURE (\$'000)

ANNUAL PLAN 2010/11	Activity	Activity Name	FORECAST 2011/12
43,064	7.2	Transport networks	37,465
269	7.3	Parking	1,316
<b>43,333</b>		<b>Total Capital Expenditure</b>	<b>38,781</b>
<i>Capital expenditure funded by:</i>			
11,174		Depreciation	11,783
13,075		Grants & Subsidies	13,919
1,703		Development Contributions	1,068
17,381		Borrowings and working capital*	12,011
<b>43,333</b>		<b>Capital Expenditure Funding</b>	<b>38,781</b>

\* a debit balance indicates increased borrowings, while a (credit) balance indicates a funding surplus in that year which offsets borrowings and working capital.

## 2011/12 RATES FUNDING STATEMENT (EXCLUDING GST)

	RATE	FACTOR	DIFFERENTIATION	TOTAL VALUE OF FACTOR	RATE/CHARGE	RATES YIELD GST EXCLUSIVE
General Rate	Capital Value	Base differential use		\$35,282,217,000	€0.189989	\$67,032,331
	Capital Value	Commercial, industrial & business use		\$10,820,666,000	€0.531723	\$57,535,970
	<b>TOTAL</b>					
Sewerage Rate	Fixed charge	Base differential use / connection status		65652 properties	\$100.00	\$6,565,200
	Capital Value	Base differential use / connection status		\$37,281,680,000	€0.033110	\$12,343,964
	Capital Value	Commercial, industrial and business use / connection status		\$9,214,443,000	€0.130523	\$12,026,967
	<b>TOTAL</b>					
Water rate	Fixed charge	Base differential use/connection status (without water meter)		58721 properties	\$119.75	\$7,031,840
	Capital Value	Base differential use/connection status (without water meter)		\$30,738,060,000	€0.045784	\$14,073,113
	Consumption unit charge	Base differential use/connection status (water meter)		n/a	\$1.715 / m <sup>3</sup>	\$418,382
	Fixed charge	Base differential use/connection status (water meter)		n/a	\$100.00	\$69,500
	Capital Value	Commercial, industrial and business use /connection status( without water meter)		\$831,232,000	€0.278021	\$2,311,000
	Consumption unit charge	Commercial, industrial and business use /connection status (water meter)		n/a	\$1.715 / m3	\$11,789,375
	Fixed charge	Commercial, industrial and business use /connection status (water meter)		n/a	\$100.00	\$294,300
<b>TOTAL</b>						<b>\$35,987,510</b>
Stormwater rate	Capital Value	Base differential use (excluding rural)		\$34,821,035,000	€0.037773	\$13,152,950
	Capital Value	Commercial, industrial and business use (excluding rural)		9,775,821,000	€0.039066	\$3,819,022
	<b>TOTAL</b>					
Indoor Community Sports Centre rate	Capital Value	Base differential use		\$35,105,979,000	€0.000000	-
	Capital Value	Commercial, industrial and business use		\$9,774,432,000	€0.000000	-
	<b>TOTAL</b>					
Base sector targeted rate	Capital Value	Residential use		\$35,282,217,000	€0.017315	\$6,109,116
Commercial sector targeted rate	Capital Value	Commercial, industrial & business use		\$10,820,666,000	€0.040534	\$4,386,049
Downtown levy	Capital Value	Commercial, industrial & business use / central city location		\$7,541,627,000	€0.149517	\$11,276,014
Tawa driveways levy	Fixed charge	Shared residential access driveways in the suburb of Tawa and maintained by the Council		251 properties	\$133.33	\$33,467
Marsden Village levy	Capital Value	Commercial, industrial & business use located in Marsden shopping village		\$11,540,000	€0.121538	\$14,025
<b>TOTAL RATES REQUIREMENT (excluding GST)</b>						<b>\$230,282,586</b>

## RATING MECHANISMS



### RATES

Rates are assessed under the Local Government (Rating) Act 2002 on all rateable rating units in the Rating Information Database. Where rates are based on value, the capital value of the property as assessed by Quotable Value New Zealand Limited will apply. The latest city-wide revaluation was carried out as at 1 September 2009. This revaluation remains effective for the 2011/12 rating year, except where subsequent maintenance valuations have been required under valuation rules or Council's rating policies.

### 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 Local Government (Rating) Act 2002 on all rateable rating units in the City of Wellington.

The Council proposes to set a general rate based on the Capital Value of each rating unit within the city.

The general rate will be set on a differential basis, based on land use. All rating units (or part thereof) will be classified for the purposes of General rates within one of the following rating differentials:

### DIFFERENTIAL RATING CATEGORIES

#### NON-RATEABLE

Includes any land referred to in Part 1, Schedule 1 of the Local Government (Rating) Act 2002. This land is non-rateable with the exception of targeted rates for sewerage and water where rates are applicable.

#### 50 PERCENT NON-RATEABLE

Includes all land referred to in Part 2, Schedule 1 of the Local Government (Rating) Act 2002. This land is 50 percent non-rateable in respect of the rates that would have applied had the property not been classified as non-rateable, with the exception of targeted rates for sewerage and water for which the land is fully rateable.

## **BASE DIFFERENTIAL**

This includes:

- a) Separately rateable land used solely for one or more household units; excluding those properties that are used principally to provide short stay (28 days or less) commercial accommodation for which a tariff is charged
- b) Vacant land zoned residential
- c) Rural land (including farmland and lifestyle blocks) under the District Plan that is administered by Council, but excluding any rating unit that is zoned rural industrial
- 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 profit.

## **COMMERCIAL, INDUSTRIAL AND BUSINESS DIFFERENTIAL**

This includes:

- a) Separately rateable land used for a commercial or industrial purpose
- b) Vacant land zoned commercial, industrial or rural industrial under the District Plan administered by the Council
- 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 accommodation
- e) Business-related premises used principally for private pecuniary benefit
- f) Utility networks
- g) Any property not otherwise categorised within the Base differential.

## **ANNUAL UNIFORM GENERAL CHARGE**

The Council does not assess a Uniform Annual General Charge.

## **DIFFERENTIAL RATING CATEGORY CONDITIONS**

- The Council has resolved to achieve a target in 2011/12, which modifies the differential apportionment so that the commercial, industrial and business sector pay 2.8 times the General rate per dollar of capital value payable by those properties incorporated under the Base (Residential) differential. For 2010/11 the General rate differential ratio was 3.1:1.
- The separated parts of a rating unit will be differentially rated where a part of the property is non-rateable or the property fits under one or more rating differential and either:
  - a) The total capital value of the rating unit is above \$800,000 or
  - b) Minority use(s) account for more than 30 percent of the total capital value 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 rating differential classification 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 classification 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 Rating Powers Act will be first classified under the appropriate General rate differential classifications and the non-rateability applied to that rate.

### TARGETED RATES

Targeted Rates are set under section 16 of the Local Government (Rating) Act 2002.

### SEWERAGE RATE

A targeted sewerage rate is to be apportioned 60 percent: 40 percent between properties incorporated under the Base differential and the Commercial, Industrial and Business differential in accordance with the Revenue and Financing Policy. This rate pays for the cost of the provision of the sewerage treatment facilities for the city.

For the purposes of these rates the sewerage collection and disposal service is treated as being provided 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 Local Government (Rating) Act 2002.

The targeted Sewerage rate is calculated as follows:

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

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:*

A fixed amount of \$100 (+ GST) and 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 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 and the Commercial, Industrial and Business differential in accordance with the Revenue and Financing Policy.

This rate pays for water collection and treatment facilities, the water distribution network and water conservation for the city.

This rate is set on all rating units serviced by a water connection.

For the purposes of these rates, the water service is treated as being provided 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 Local Government (Rating) Act 2002.

The targeted Water rate is calculated as follows:

*For rating units incorporated in the Commercial, Industrial and*

*Business differential, either:*

a) A fixed water meter charge of \$1.715 (+ GST) per cubic meter of water used by all rating units connected to the public water supply with a water meter installed, plus an administrative charge of \$100.00 (+ GST) per annum

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, either:*

a) A fixed water meter charge of \$1.715 (+ GST) per cubic meter of water used by all rating units connected to the public water supply with a water meter installed, plus an administrative charge of \$100.00 (+ GST) per annum

Or

b) A fixed amount of \$119.75 (+ GST) per rating unit and a rate per dollar of capital value on all rating units connected to the public water supply without a water meter installed, to collect the required Base differential contribution.



### **STORMWATER NETWORK 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 Commercial, Industrial and Business differential in accordance with the Revenue and Financing Policy. This rate pays for the cost of the provision of the stormwater collection/disposal network for the city.

Properties classified as “rural” under the Council’s operative District Plan are excluded from the liability of this rate.

The targeted Stormwater network rate is calculated as follows:

*For non-rural rating units incorporated in the Commercial, Industrial and Business differential:*

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

*For non-rural rating units incorporated in the Base differential:*

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

### **COMMERCIAL, INDUSTRIAL AND BUSINESS SECTOR TARGETED RATE**

This rate pays for activities where the Council’s Revenue and Financing Policy identifies that the benefit can be attributed to the commercial, industrial and business sector and where the activity is not incorporated in other service related targeted rates. This incorporates the following:

- 100% of the cost of the events attraction and support activity

This rate is levied on all properties incorporated in the commercial, industrial and business sector and is calculated on a rate per dollar of rateable capital value.

### **BASE SECTOR TARGETED RATE**

This rate pays 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 (incorporating residential ratepayers). This incorporates the following activities:

- 100% of the facilitation of community environmental initiatives, cultural grants, facilitation of recreation partnerships and community advocacy activities.
- 98% of the provision of community centres and halls activities.

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



### **DOWNTOWN LEVY**

This rate pays for tourism promotion, facilitation of suburban and city centre vitality. It also pays for 70% of the visitor attractions activity and 25% of the provision of galleries and museums activity.

This rate is levied on all commercial, industrial and business properties in the downtown area and is calculated on a rate per dollar of rateable capital value. For the purpose of this rate, the downtown area refers to the area designated as the “Central Area” under the operative Wellington City District Plan.

### **TAWA DRIVEWAYS LEVY**

This rate pays for the maintenance of a specified group of residential access driveways in the suburb of Tawa, overseen by the Council. This rate is levied on a specific group of rating units in the former Tawa Borough at a fixed amount of \$133.33 (+ GST) per annum.

### **MARSDEN VILLAGE LEVY**

This rate is collected by the Council on behalf of the Marsden Village Association on all commercial, industrial and business properties in the Marsden shopping village and is calculated on a rate per dollar of capital value.

### **RATES REMISSION AND POSTPONEMENT POLICIES**

Refer to the Council Remission and Postponement Policies.

## PROSPECTIVE STATEMENT OF COMPREHENSIVE FINANCIAL PERFORMANCE



ANNUAL PLAN 2010/11 \$000		FORECAST 2011/12 \$000
<b>INCOME</b>		
221,987	Revenue from rates	230,282
153,892	Revenue from operating activities	167,940
9,599	Revenue from investment property leases	18,417
5,715	Finance income	511
9,092	Other income	1,680
<b>400,285</b>	<b>TOTAL INCOME</b>	<b>418,830</b>
<b>EXPENSE</b>		
21,569	Finance expense	22,195
252,744	Expenditure on operating activities	258,139
76,983	Depreciation and amortisation	86,348
<b>351,296</b>	<b>TOTAL EXPENSE</b>	<b>367,682</b>
<b>48,989</b>	<b>TOTAL OPERATING SURPLUS</b>	<b>51,148</b>
–	Income tax expense	–
<b>48,989</b>	<b>NET SURPLUS FOR THE YEAR</b>	<b>51,148</b>
<b>OTHER COMPREHENSIVE INCOME</b>		
152,382	Revaluations – fair value movement on property, plant and equipment – net	45,500
<b>152,382</b>	<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>45,500</b>
<b>201,371</b>	<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>96,648</b>

## PROSPECTIVE STATEMENT OF FINANCIAL POSITION

ANNUAL PLAN 2010/11 \$000		FORECAST 2011/12 \$000
<b>ASSETS</b>		
<b>Current assets</b>		
3,945	Cash and cash equivalents	2,349
238	Derivative financial assets	–
42,046	Trade and other receivables	42,674
	Prepayments	3,874
925	Inventories	837
–	Non-current assets classified as held for sale	–
<b>47,154</b>	<b>Total current assets</b>	<b>49,734</b>
<b>Non-current assets</b>		
4,831	Derivative financial assets	1,460
5,933	Other financial assets	7,070
9,935	Intangibles	11,144
217,617	Investment properties	213,127
6,265,228	Property, plant & equipment	6,395,878
6,509	Investment in subsidiaries	6,509
19,468	Investment in associates	19,556
6,529,521	Total non-current assets	6,654,744
<b>6,576,675</b>	<b>TOTAL ASSETS</b>	<b>6,704,478</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
153	Derivative financial liabilities	377
66,161	Trade and other payables	49,720
	Revenue in advance	8,876
84,490	Borrowings	100,105
8,228	Employee benefit liabilities	6,464
4,843	Provision for other liabilities	10,184
<b>163,875</b>	<b>Total current liabilities</b>	<b>175,726</b>
<b>Non-current liabilities</b>		
5,819	Derivative financial liabilities	5,923
275,376	Borrowings	268,901
1,644	Employee benefit liabilities	1,614
21,242	Provisions for other liabilities	20,677
304,081	Total non-current liabilities	297,115
467,956	<b>TOTAL LIABILITIES</b>	472,841
<b>EQUITY</b>		
4,818,704	Accumulated funds and retained earnings	5,055,739
1,270,720	Revaluation reserves	1,163,115
861	Hedging reserve	(4,465)
–	Fair value through other comprehensive income reserve	–
18,434	Restricted funds	17,248
<b>6,108,719</b>	<b>TOTAL EQUITY</b>	<b>6,704,478</b>
<b>6,576,675</b>	<b>TOTAL EQUITY AND LIABILITIES</b>	<b>6,704,385</b>

## PROSPECTIVE STATEMENT OF CHANGES IN EQUITY



ANNUAL PLAN 2010/11 \$000		FORECAST 2011/12 \$000
<b>EQUITY – OPENING BALANCES</b>		
4,769,715	Accumulated funds and retained earnings	5,003,091
1,118,338	Revaluation reserves	1,117,615
861	Hedging reserve	(4,465)
18,434	Restricted funds	17,248
<b>5,907,348</b>	<b>TOTAL EQUITY – Opening balance</b>	<b>6,133,489</b>
<b>CHANGES IN EQUITY</b>		
<b>Retained earnings</b>		
48,989	Net surplus for the year	52,648
-	Funded from previous year surplus	(1,500)
Revaluation reserves		
152,382	Share of other comprehensive income	45,500
<b>201,371</b>	<b>Total comprehensive income</b>	<b>96,648</b>
<b>EQUITY – CLOSING BALANCES</b>		
4,818,704	Accumulated funds and retained earnings	5,055,739
1,270,720	Revaluation reserves	1,163,115
861	Hedging reserve	(4,465)
18,434	Restricted funds	17,248
<b>6,108,719</b>	<b>TOTAL EQUITY – Closing balance</b>	<b>6,231,637</b>

## PROSPECTIVE STATEMENT OF CASH FLOWS

ANNUAL PLAN 2010/11 \$000		FORECAST 2011/12 \$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
221,987	Receipts from rates and levies – Council	230,282
108,413	Receipts from activities and other income	107,094
54,671	Receipts from Government grants and subsidies	62,526
9,599	Receipts from investment property lease rentals	9,119
(226,567)	Cash paid to suppliers and employees	(232,247)
(27,993)	Grants paid	(28,432)
140,110	<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	148,342
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
5,250	Dividends received	9,298
10	Interest received	10
–	Loan repayments received	–
–	Proceeds from sale of property, plant and equipment	–
0	Loan advances made	–
(4,128)	Purchase of Intangibles	(6,783)
(192,885)	Purchase of property, plant and equipment	(174,737)
(191,753)	<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>	(172,212)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
–	Decrease in borrowings	–
71,984	Increase in borrowings	45,021
(20,341)	Interest paid on borrowings	(21,151)
51,643	<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>	23,870
–	Net increase/(decrease) in cash and cash equivalents	–
3,945	Cash and cash equivalents at beginning of year	2,349
3,945	<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	2,349

## PROSPECTIVE SEGMENTAL ANALYSIS BY STRATEGY



ANNUAL PLAN 2010/11 \$000		FORECAST 2011/12 \$000
<b>NET SURPLUS/(DEFICIT) BY STRATEGY</b>		
(14,642)	Governance	(14,416)
(112,694)	Environment	(120,024)
(19,853)	Economic Development	(19,720)
(13,864)	Cultural Wellbeing	(13,931)
(19,420)	Social and Recreation	(19,337)
(15,290)	Urban Development	(13,871)
(18,111)	Transport	(20,871)
<b>(213,874)</b>	<b>Total</b>	<b>(222,170)</b>
	Council	
221,762	Rates	230,282
41,101	Other net revenues	43,036
<b>262,863</b>	<b>Total Council</b>	<b>273,318</b>
<b>48,989</b>	<b>Net Surplus/(Deficit)</b>	<b>51,148</b>
<b>CAPITAL EXPENDITURE BY STRATEGY</b>		
104	Governance	0
27,107	Environment	30,610
603	Economic Development	2,201
449	Cultural Wellbeing	43
75,272	Social and Recreation	58,967
5,659	Urban Development	6,688
43,333	Transport	38,781
<b>152,527</b>	<b>Total</b>	<b>137,290</b>
12,651	Council	16,230
<b>165,178</b>	<b>Total Annual Capital Expenditure Programme</b>	<b>153,520</b>
6,860	Capital Expenditure Carried Forward from 2008/09	0
0	Capital Expenditure Carried Forward from 2009/10	0
25,000	Capital Expenditure Carried Forward from 2010/11	28,000
<b>197,038</b>	<b>Total Capital Expenditure</b>	<b>181,520</b>

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### REPORTING ENTITY

Wellington City Council is a territorial local authority governed by the Local Government Act 2002. For the purposes of financial reporting Wellington City Council is a public benefit entity.

These prospective financial statements are for the Wellington City Council (the Council) as a separate legal entity. Consolidated prospective financial statements comprising the Council and its subsidiaries and associates have not been prepared.

### BASIS OF PREPARATION

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 comply with New Zealand equivalents to International Financial Reporting Standards (NZ IFRS) and other applicable Financial Reporting Standards, as appropriate for public benefit entities.

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.

The reporting period for these financial statements is the year ended 30 June 2012. The financial statements are presented in New Zealand dollars, rounded to the nearest thousand, unless otherwise stated.

The accounting policies set out below have been applied consistently to all periods presented in these prospective financial statements.

### JUDGEMENTS AND ESTIMATIONS

The preparation of prospective financial statements using NZ IFRS requires the use of judgements, estimates and assumptions. Where material, information on the main assumptions is provided in the relevant accounting policy.

The estimates and assumptions are based on historical experience as well as other factors that are believed to be reasonable under the circumstances. Subsequent actual results may differ from these estimates.

The estimates and assumptions are reviewed on an ongoing basis and adjustments are made where necessary.



Judgements that have a significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are discussed in the relevant notes. Significant judgements and estimations include landfill post closure costs, asset revaluations, impairments, certain fair value calculations and provisions.

### **INCOME**

Income comprises revenue, gains and finance income and is measured at the fair value of consideration received or receivable. Specific accounting policies for major categories of income 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 proportionately throughout the year.

### **OPERATING ACTIVITIES**

#### *Grant and subsidies*

Grants and subsidies are initially recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Grants and subsidies received in relation to the provision of services are recognised on a percentage of completion basis. Other grants (e.g. New Zealand Transport Agency (NZTA) roading subsidies) are recognised upon entitlement, which is when conditions pertaining to eligible expenditure have been fulfilled.

#### *Development contributions*

Development contributions are recognised as income when the Council provides, or is able to provide, the service for which the contribution was charged. Until such time as the Council provides, or is able to provide, the service, development contributions are recognised as liabilities.

#### *Fines and penalties*

Revenue from fines and penalties (e.g. traffic and parking infringements, overdue library fines, rates penalties) is recognised when infringement notices are issued or when the fines/penalties are otherwise imposed.

#### *Rendering of services*

Revenue from the rendering of services (e.g. building consent fees) is recognised by reference to the stage of completion of the transaction, based on the actual service provided as a percentage of the total services to be provided. Under this method, revenue is recognised in the accounting periods in which the services are provided.

#### *Sale of goods*

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 PROPERTY LEASES**

Lease rentals (net of any incentives given) are recognised on a straight line basis over the term of the lease.

## **OTHER INCOME**

Specific accounting policies for major categories of other income are outlined below:

### *Donated, subsidised or vested assets*

Where a physical asset is acquired for nil or nominal consideration, the fair value of the asset received is recognised as income 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 INCOME**

### *Interest*

Interest income is recognised using the effective interest rate method.

### *Dividends*

Dividends are recognised when the shareholders' rights to receive payment have been established.

## **DONATED SERVICES**

The Council benefits from the voluntary service of many Wellingtonians in the delivery of its activities and services (e.g. beach cleaning and Otari-Wilton's Bush guiding and planting). Due to the difficulty in determining the value of these donated services with sufficient reliability, donated services are not recognised in these financial statements.

## **EXPENSES**

Specific accounting policies for major categories of expenditure are outlined below:

## **OPERATING ACTIVITIES**

### *Grants*

Expenditure is classified as a grant if it results in a transfer of resources (e.g. cash or physical assets) to another entity 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 are distinct from donations which are discretionary or charitable gifts. Where grants and subsidies 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**

Income tax on the surplus or deficit for the year 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 to 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.

## **GOOD AND SERVICES TAX (GST)**

All items in the financial statements are exclusive of GST, with the exception of receivables and payables, which are stated as GST inclusive. Where GST is not recoverable as an input tax, it is recognised as part of the related asset or expense.

## **FINANCIAL INSTRUMENTS**

Financial instruments include financial assets (loans and receivables and financial assets at fair value through other comprehensive income), 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 is dependent upon 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 of the risks and rewards of ownership.

Financial instruments are classified into the categories outlined below based on the purpose for which they were acquired. The classification is determined at initial recognition and re-evaluated at the end of each reporting period.

## FINANCIAL ASSETS

Financial assets are classified as loans and receivables or financial assets at fair value through other comprehensive income.

**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 less than three months.

Trade and other receivables have fixed or determinable payments. They arise when the Group provides money, goods or services directly to a debtor, and has no intention of trading the receivable.

Loans and deposits include loans to other entities (including subsidiaries and associates), and bank deposits with maturity dates of more than three 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. Trade and other receivables 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, 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 income** 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 income 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 income is recognised within surplus or deficit.

## FINANCIAL LIABILITIES

Financial liabilities comprise trade and other payables and borrowings. Financial liabilities with a 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 a 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 income while the ineffective part is recognised within surplus or deficit. Gains or losses recognised in other comprehensive income 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.

#### **INVENTORIES**

Inventories consumed in the provision of services (such as botanical supplies) are measured at the lower of cost and current replacement cost.

Inventories held for resale (such as rubbish bags), are recorded at the lower of cost (determined on a first-in, first-out basis) and net realisable value. This valuation includes allowances for slow moving and obsolete stock. Net realisable value is the estimated selling price in the ordinary course of business.

#### **INVESTMENT PROPERTIES**

Investment properties are properties which are held primarily to earn rental income or for capital growth or both. These include the Council's ground leases, land and buildings and the Wellington Waterfront Project's investment properties.

Investment properties exclude those properties held for strategic purposes or to provide a social service, this includes properties which 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 one year or beyond one year where a delay has occurred which is caused by events beyond the Group's control and there is sufficient evidence that the Group remains committed to sell the asset; and
  - Actions required to complete the sale indicate that it is unlikely that significant changes to the plan will be made or that 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, 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 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 (e.g. infrastructure assets constructed by developers and transferred to the Council on completion of a sub-division). Vested assets are recognised within their respective asset classes as above.

### **RECOGNITION**

Expenditure is capitalised as property, plant and equipment when it creates a new asset or increases the economic benefits of an existing asset. Costs that do not meet the criteria for capitalisation are expensed.

### **MEASUREMENT**

Property, plant and equipment is recognised initially at cost, unless acquired for nil or nominal cost (e.g. vested assets), in which case the asset is recognised at fair value at the date of transfer. The initial cost of property, plant and equipment includes the purchase consideration (or the fair value in the case of vested assets), and those costs that are directly attributable to bringing the asset into the location and condition



necessary for its intended purpose. Subsequent expenditure that extends or expands the asset's service potential is capitalised.

Borrowing costs incurred during the construction of property plant and equipment are not capitalised.

After initial recognition, certain classes of property, plant and equipment are revalued to fair value. Where there is no active market for an asset, fair value is determined by optimised depreciated replacement cost.

Specific measurement policies for categories of property, plant and equipment are shown below:

#### *Operational Assets*

Plant and equipment and the Civic Centre complex are measured at historical cost and not revalued.

Library collections are valued at depreciated replacement cost on a three-year cycle by the Council's library staff in accordance with guidelines released by the New Zealand Library Association and the National Library of New Zealand.

Land and buildings are valued at fair value on a three-year cycle by independent registered valuers.

#### *Restricted Assets*

Art and cultural assets (artworks, sculptures and statues) are valued at historical 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. 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 (roading network, water, waste and drainage reticulation assets) are valued at optimised depreciated replacement cost on a three-year cycle 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 three-year cycle.

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% to reflect its restricted nature. 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 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 income 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 off-sets 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 income 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 carrying amounts of property, plant and equipment 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 income.

### **DISPOSAL**

Gains and losses arising from the disposal of property, plant and equipment are recognised within surplus or deficit in the period in which the transaction occurs. Any balance attributable to the disposed asset in the asset revaluation reserve is transferred to retained earnings.



## WORK IN PROGRESS

The cost of projects within work in progress is transferred to the relevant asset class when the project is completed and then depreciated.

## DEPRECIATION

Depreciation is provided on all property, plant and equipment, with certain exceptions. The exceptions are land, restricted assets other than buildings, and assets under construction (work in progress). Depreciation is calculated on a straight line basis, to allocate the cost or value of the asset (less any assessed residual value) over its estimated useful life. The estimated useful lives of the major classes of property, plant and equipment are as follows:

Land	unlimited
Buildings	10 to 100 years
Civic Centre complex	10 to 100 years
Plant and equipment	3 to 100 years
Library collections	3 to 10 years
Restricted assets (excluding buildings)	unlimited
Infrastructure assets	
Land (including land under roads)	unlimited
Roading	
Formation/earthworks	unlimited
Pavement	3 to 40 years
Traffic Islands	80 years
Bridges and tunnels	3 to 150 years
Drainage	15 to 120 years
Retaining walls	30 to 100 years
Pedestrian walkway	15 to 40 years
Pedestrian furniture	8 to 25 years
Barriers & lighting	2 to 50 years
Cycle-way network	15 to 40 years
Parking equipment	8 to 10 years
Passenger transport facilities	25 years
Traffic infrastructure	5 to 10 years
Drainage, waste and water	
Pipework	40 to 100 years
Fittings	10 to 111 years
Water pump stations	10 to 100 years
Water reservoirs	80 years
Equipment	25 years
Sewer pump stations	20 to 100 years
Tunnels	150 years
Treatment plants	3 to 100 years

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



Variation in the range of lives for infrastructural assets is due to these assets being managed and depreciated by individual component rather than as a whole asset.

### **INTANGIBLE ASSETS**

Intangible assets predominantly comprise computer software and carbon credits. They are recorded at cost less any subsequent amortisation and impairment losses.

Computer software has a finite economic life and amortisation is charged to surplus or deficit on a straight-line basis over the estimated useful life of the asset. Typically, the estimated useful lives of these assets are as follows:

Computer software	3 to 5 years
-------------------	--------------

Carbon credits are allocations of emission allowances granted by the Government. Cost is deemed to be equal to the fair value at the date of allocation. Any difference between the carrying value and the residual value is amortised over the estimated useful life of the asset.

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.

### **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 income 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 (qualified for), statutory time off in lieu and ordinary time off in lieu. Annual leave is calculated on an actual entitlement basis at the greater of the average or current hourly earnings in accordance with section 21(2) of the Holidays Act 2003.

### **LONG SERVICE LEAVE AND RETIREMENT GRATUITIES**

Long-service leave (not yet qualified for) and 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% 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.

#### **ACC PARTNERSHIP PROGRAMME**

The Council is an Accredited Employer under the ACC Partnership Programme. As such the council accepts the management and financial responsibility of our employee work-related injuries. From 1 April 2009 the Council changed their agreement with ACC from Full Self Cover (FSC) to Partnership Discount Plan (PDP). Under the PDP option, Council is responsible for managing work related injury claims for a two-year period only and transfer ongoing claims to ACC at the end of the two-year claim management period with no further liability. Under the ACC Partnership Programme the Council is effectively providing accident insurance to employees and this is accounted for as an insurance contract. The value of this liability represents the expected future payments in relation to work related injuries occurring up to the end of the reporting period for which Council has responsibility under the terms of the Partnership Programme.

#### **FINANCIAL GUARANTEE CONTRACTS**

A financial guarantee contract is a contract that requires the Council to make specified payments to reimburse the contract holder for a loss it incurs because a specified debtor fails to make payment when due.

Financial guarantee contracts are initially recognised at fair value. The Council measures the fair value of a financial guarantee by determining the probability of the guarantee being called by the holder. The probability factor is then applied to the principal and the outcome discounted to present value.

Financial guarantees are subsequently measured at the higher of the Council's best estimate of the obligation or the amount initially recognised less any amortisation.

#### **EQUITY**

Equity is the community's interest in the Council and is measured as the difference between total assets and total liabilities. 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 equity are accumulated funds and retained earnings, revaluation reserves, a hedging 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 comprises bank balances, cash on hand and short term deposits with a maturity of three months or less. The 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 income 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 income. 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 Council and key management personnel, including the Mayor and Councillors, the Chief Executive and all members of the Management Board.

### **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; and
- 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.



## **FINANCIAL REPORTING STANDARD 42: PROSPECTIVE FINANCIAL STATEMENTS (FRS 42 DISCLOSURES)**

The Council has complied with FRS 42 in the preparation of these prospective financial statements. In accordance with 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 Annual 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 the LTCCP.

*(iv) Cautionary Note*

The financial information is prospective. Actual results are likely to vary from the information presented, and the variations may be material.

*(iv) Other Disclosures*

The prospective financial statements were authorised for issue on 24 March 2011 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 Annual Plan is prospective and as such contains no actual operating results.



# Appendices

## FEES AND USER CHARGES

Our Revenue and Financing Policy guides our decisions on how to fund Council services. Under the policy, we take into account who benefits from a service (individuals, parts of the community, or the community as a whole) to help us determine how the service should be funded. The policy sets 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.

For 2011/12, in line with that policy, we have made some changes to fees and charges in the following areas.

- Recycling, Waste Minimisation and Disposal
- City Archives
- Swimming Pools
- Sports fields
- Synthetic Turf Sports fields
- Recreation Centres – Indoor Community Sports Centre
- Marinas
- Burials and Cremations
- Public health regulations (food/dogs)
- Building control and facilitation
- Development control and facilitation
- Network-wide Control and Management

New fees will be implemented as of 1 July 2011 and are inclusive of GST unless otherwise stated. For more information see [www.Wellington.govt.nz](http://www.Wellington.govt.nz).



## RECYCLING, WASTE MINIMISATION AND DISPOSAL

Recycling, Waste Minimisation & Disposal	2010/11	2011/12
Landfill levy (per tonne inclusive of recycling levy)	\$100.10	\$105.00
Rubbish Bags (RRP each)	\$2.10	\$2.21

## CITY ARCHIVES

City Archives	2010/11	2011/12
Digital copy	New	\$2.00

## SWIMMING POOL

All Pools except Khandallah	2010/11	2011/12
Adult Swim	\$5.60	\$5.70
Child Swim	\$3.40	\$3.50
Under 5 Swim	\$1.20	\$1.20
Adult – Passport to Leisure	\$2.90	\$2.90
Child – Passport to Leisure	\$1.70	\$1.70
Family Pass (2 adults, up to 3 kids)	\$14.60	\$15.00
Adult 12 Swim Concession	\$56.00	\$57.00
Adult 30 Swim Concession	\$140.00	\$142.50
Child 12 Swim Concession	\$34.00	\$35.00
Child 30 Swim Concession	\$85.00	\$87.50
Khandallah Pool	2010/11	2011/12
Adult Swim	\$2.00	\$2.00
Child Swim	\$1.00	\$1.00
Swim Memberships – All Pools Except Khandallah	2010/11	2011/12
Adult Monthly	\$57.00	\$57.80
Adult Yearly	\$678.00	\$693.10
Child Monthly	\$34.00	\$34.60
Child Yearly	\$407.00	\$415.90

## SPORTSFIELDS

Sportsfields	2010/11	2011/12
<b>Cricket</b>		
<b>Casual</b>		
Level 1	\$272.00	\$321.00
Level 2	\$180.00	\$213.00
Artificial pitch on concrete base	\$116.00	\$137.00
Artificial pitch on grass base	\$116.00	\$137.00
<b>Seasonal</b>		
Level 1	\$2,055.00	\$2,425.00
Level 2	\$1,715.00	\$2,024.00
Level 3	\$1,000.00	\$1,180.00
Artificial pitch on concrete base	\$685.00	\$809.00
Artificial pitch on grass base	\$545.00	\$644.00
<b>Rugby, League, Soccer, Aussie Rules</b>		
<b>Casual</b>		
Level 1	\$100.00	\$118.00
Level 2	\$75.00	\$89.00
Level 3	\$58.00	\$69.00
<b>Seasonal</b>		
Level 1	\$1,415.00	\$1,670.00
Level 2	\$1,080.00	\$1,275.00
Level 3	\$915.00	\$1,080.00
<b>Softball</b>		
<b>Casual</b>		
Level 1	\$124.00	\$147.00
Level 2	\$87.00	\$103.00
<b>Seasonal</b>		
Level 1	\$520.00	\$614.00
Level 2	\$350.00	\$413.00
<b>Touch, 5-a-side, Ultimate Flying Disk, Gridiron</b>		
<b>Casual</b>		
Level 1	\$130.00	\$154.00
Level 2	\$105.00	\$124.00
<b>Seasonal</b>		
Level 1	\$1,080.00	\$1,275.00
Level 2	\$835.00	\$986.00
<b>Netball – per Court</b>		
Court per season	\$100.00	\$118.00
Off-season or organised	\$7.00	\$9.00



<b>Sportsfields</b>	<b>2010/11</b>	<b>2011/12</b>
Casual	\$30.00	\$36.00
<b>Tennis</b>		
Court per season	\$135.00	\$160.00
Off-season or organised	\$12.00	\$15.00
Casual	\$30.00	\$36.00
<b>Cycling</b>		
Casual	\$122.00	\$144.00
Seasonal	\$1,230.00	\$1,452.00
<b>Athletics</b>		
Casual	\$445.00	\$526.00
WRFU Speed Trials	\$99.00	\$117.00
Seasonal	\$7,440.00	\$8,780.00
<b>Croquet – One Lawn</b>		
Casual	\$120.00	\$142.00
Seasonal	\$565.00	\$667.00
<b>Training – Ground Only</b>		
1 night	\$75.00	\$89.00
1 night (season)	\$270.00	\$319.00
2 nights (season)	\$540.00	\$638.00
3 nights (season)	\$810.00	\$956.00
4 nights (season)	\$1,080.00	\$1,275.00
5 nights (season)	\$1,350.00	\$1,593.00
<b>Training – Ground and Changing Rooms</b>		
1 night	\$135.00	\$160.00
1 night (season)	\$568.00	\$671.00
2 nights (season)	\$1,136.00	\$1,341.00
3 nights (season)	\$1,704.00	\$2,011.00
4 nights (season)	\$2,272.00	\$2,681.00
5 nights (season)	\$2,840.00	\$3,352.00
<b>Elite Parks</b>		
Rugby League Park	\$450.00	\$531.00
Newtown Park	\$450.00	\$531.00
Picnics	\$40.00	\$48.00
<b>Marquees</b>		
Booking Fee (non-refundable)	\$60.00	\$71.00
Marquee up to 50m2	\$360.00	\$425.00
Marquee up to 100m2	\$600.00	\$708.00
Marquee > 100m2	\$955.00	\$1,127.00
<b>Add-Ons</b>		
Groundsman – hourly rate (minimum 2 hours)	\$25.00	\$30.00
Toilets Open	\$25.00	\$30.00

<b>Sportsfields</b>	<b>2010/11</b>	<b>2011/12</b>
Toilets and Changing Rooms Open	\$60.00	\$71.00
Litter collection	Discretion	
<b>Golf Course</b>		
Passport to Leisure – Round	\$7.50	\$7.50
Adults – Round Weekdays	\$15.50	\$15.50
Adults – Round Weekend	\$22.50	\$22.50
Junior – Round	\$7.50	\$7.50
Passport to Leisure – Yearly	\$195.00	\$195.00
Passport to Leisure – Half Yearly	\$112.00	\$112.00
Adults – Yearly	\$390.00	\$390.00
Adults – Half Yearly	\$220.00	\$220.00
Juniors – Yearly	\$92.00	\$92.00

#### **SYNTHETIC TURF SPORTS FIELDS**

<b>Synthetic Turf Sports Fields</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Nairnville Synthetic Turf</b>		
Peak (per hour)	\$41.00	\$51.50
Off Peak (per hour)	\$25.50	\$32.00
Junior/College (per hour)	\$20.50	\$25.50
<b>Full Size Synthetic Turf</b>		
Peak (per hour)	\$60.00	\$75.00
Off Peak (per hour)	\$40.00	\$50.00
Junior/College (per hour)	\$30.00	\$37.50
Winter Weekend Daily Rate	\$600.00	\$750.00
National Hockey Stadium	\$29,859.00	\$31,350.00

**Notes:**

Charges for events, tournaments and commercial activities are by quotation.

Charges for charity events will be charged at the Operation Manager's discretion.

#### **RECREATION CENTRES**

<b>Wellington Indoor Community Sports Centre</b>	<b>2010/11</b>	<b>2011/12</b>
Court hire per hour – peak	New	\$55.00
Court hire per hour – off peak	New	\$37.00

#### **MARINAS**

<b>Marinas</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Clyde Quay Marina – Facility Type</b>		
Boat Shed (2 to 13)	\$2,046.00	\$2,144.00
Boat Shed (14 to 27)	\$1,836.00	\$1,928.00
Boat Shed (38B)	\$1,470.00	\$1,548.00
Boat Shed (38A to 42B, 48A and 48B)	\$2,118.00	\$2,224.00
Boat Shed (43A to 47B)	\$2,448.00	\$2,572.00



Moorings	\$966.00	\$1,020.00
Dinghy Racks	\$168.00	\$180.00

#### Evans Bay Marina – Facility Type

Berths (12m to 20m)	\$2,496.00	\$2,580.00
Berths (8m)	\$1,470.00	\$1,520.00
Boat Shed Small	\$984.00	\$1,016.00
Boat Shed Medium	\$1,968.00	\$2,032.00
Boat Shed Large	\$2,952.00	\$3,048.00
Dinghy Lockers	\$294.00	\$304.00
Live Aboard (per person per annum)	\$516.00	\$532.00

## BURIALS AND CREMATIONS

Burials and Cremations	2010/11	2011/12
<b>Karori Cemetery</b>		
Rose Garden Plots		
Granite Book Memorial	New	\$350.00
<b>Interment Fees</b>		
Indigent	\$100.00	\$200.00
<b>Children's Headstone (max 3'6" casket)</b>		
Maintenance fee	\$180.00	\$252.00
<b>Extras</b>		
Grave plot probe		\$50.00
Non-compliance fee for no permit	\$50.00	\$70.00
Outside district fee – 2nd interment into existing plot		\$870.00
Outside district fee – ash scatter		\$40.00
Plot search charges. 1-3 no charge. 4> \$1 per search	\$2.00	\$6 per search 15 for 3
Plot Photo (where not already on database)	\$5.00	\$10.00
Maintenance fee	\$390.00	\$546.00
Plaque polishing	New	\$30.00
<b>Makara Cemetery</b>		
<b>Adult Plot (Plaque Lawn)</b>		
Maintenance fee	\$390.00	\$546.00
<b>Denominational Areas</b>		
Maintenance Fee	\$545.00	\$763.00
<b>Natural Burial</b>		
Maintenance Fee	\$510.00	\$612.00
<b>Adult</b>		
Delivery Only	\$560.00	\$672.00
Committal Service (1/2 Hour)	\$685.00	\$822.00
Full Service (1 Hour)	\$730.00	\$876.00
<b>Children</b>		
1 to 10 years	\$155.00	\$186.00
Birth to 1 year	\$60.00	\$72.00

<b>Burials and Cremations</b>	<b>2010/11</b>	<b>2011/12</b>
Stillborn	\$55.00	\$66.00
<b>Chapel Hire:</b>		
Per 1/2 hour	\$155.00	\$185.00
Chapel Hire for Burials & Cremations per 1/2 hour	\$165.00	\$200.00
Chapel hire for cremation elsewhere		\$228.00
<b>Miscellaneous:</b>		
Cleaning chapel/ crematorium		\$50.00
Chapel Overtime		\$200.00
Bio Tissue Cremation [Wgtn Hospital]	\$560.00	\$672.00
Foetal Tissue [Wgtn Hospital]	\$55.00	\$66.00
Ash scatter for hospital		\$75.00

## **PUBLIC HEALTH REGULATIONS**

<b>Health Licensing and Inspection</b>	<b>2010/11</b>	<b>2011/12</b>
Temporary/mobile food stalls base fee	\$168.00	\$175.00
Temporary/mobile food stalls base fee- charge over 1hr (per hr)	\$112.50	\$120.00
Fairs: "small"	\$140.50	\$145.00
One day food stall	\$112.50	\$120.00
Fairs "large"	\$338.00	\$350.00
<b>Annual License For Registered Premises</b>		
<b>Trade Waste License fee</b>		
Initial inspection fee	\$173.75	\$180.00
High risk	\$1,748.00	\$1,800.00
Medium risk	\$865.50	\$895.00
Low risk	\$288.50	\$300.00
Minimal risk	\$122.50	\$125.00
<b>Collection &amp; Transport of Trade Waste</b>		
Initial application fee	\$144.00	\$150.00
Charge after first hr (per hr)	\$115.50	\$125.00
Annual license fee	\$173.25	\$180.00
<b>Conveyance &amp; Transport of Trade Waste</b>		
Processing fee (per hr of part thereof)	New	\$125.00
Above 7000m3/day	\$0.68/m3	\$0.68/m3
Above 3150 kg/day	\$0.56/kg	\$0.56/kg
Up to 1575kg/day	\$0.28/kg	\$0.28/kg
Above 1575kg/day	\$0.67/kg	\$0.67/kg
<b>Animal Control</b>		
<b>Animal Control</b>		
	<b>2010/11</b>	<b>2011/12</b>
<b>Impounding Fees</b>		
* First per animal (free if registered)	\$76.75	\$100.00
* Subsequent impounding	\$153.25	\$160.00



* Sustenance per day	\$15.25	\$17.50
* Destruction fee	\$30.75	\$33.00
Collection or delivery of dog on behalf of owner	\$25.50	\$27.50
After hours callout for collection or delivery of dog	\$25.50	\$27.50
Replacement of registration tag	\$10.25	\$10.75
Infringements	\$102.00-\$767.00	\$100.00-\$750.00

#### **Pavement Permissions**

Initial application	\$177.25	\$180.00
Renewal	\$88.50	\$90.00
Extension of liquor licensing area	\$88.50	\$90.00
Central city (per m2)	\$81.75	\$85.00
Suburbs (per m2)	\$51.00	\$55.00

#### **Gambling Permissions**

Initial application & renewal	\$92.00	\$120.00
-------------------------------	---------	----------

### **BUILDING CONTROL AND FACILITATION**

<b>Building Consent Fees</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Small Works fees</b>		
Additional inspection fee	\$103.50	\$112.50
<b>Customer Services</b>		
Pre-application meetings: consent officer / expert / compliance officer (2 hours total officer time free, then a charge per hour thereafter).	\$138.00	\$150.00
Monthly report of Issued Building Consents	\$69.00	\$71.25
Administration Fee	\$69.00	\$71.25
<b>Lodging fee</b>		
Lodging Fee for building consents	\$92.00	\$95.00
Code Compliance Certificate (for category 1 applications)	\$92.00	\$95.00
Code Compliance Certificate (for category 2 applications)	\$92.00	\$95.00
Code Compliance Certificate (for category 3 applications)	\$115.00	\$118.75
RMA compliance check (set for each building consent application)	New	\$100.00
<b>PIM (if lodged with building consent)</b>		
PIM only – single resident dwelling including accessory buildings	\$327.00	\$355.00
PIM only – other	\$419.00	\$455.00
Building Consent Fees	2010/11	2011/12
Plan Check Fees		
<\$10,000 (Category 1)	\$310.75	\$338.00
<\$10,000 (Category 2)	\$483.50	\$525.00
<\$10,000 (Category 3)	\$621.50	\$675.00
\$10,001 – \$20,000 (Category 1)	\$690.00	\$750.00
\$10,001 – \$20,000 (Category 2)	\$690.00	\$750.00
\$10,001 – \$20,000 (Category 3)	\$690.00	\$750.00

\$20,001 – \$100,000 (Category 1)	\$759.50	\$825.00
\$20,001 – \$100,000 (Category 2)	\$759.50	\$825.00
\$20,001 – \$100,000 (Category 3)	\$759.50	\$825.00
\$100,001 – \$500,000 (Category 1)	\$828.00	\$900.00
\$100,001 – \$500,000 (Category 2)	\$1,242.00	\$1,350.00
\$100,001 – \$500,000 (Category 3)	\$1,242.00	\$1,350.00
\$500,001 – \$1,000,000 (Category 1)	\$1,932.00	\$2,100.00
\$500,001 – \$1,000,000 (Category 2)	\$2,208.00	\$2,400.00
\$500,001 – \$1,000,000 (Category 3)	\$2,484.00	\$2,700.00
\$1,000,001 + (Category 1)	N/A	N/A
\$1,000,001 + (Category 2)	\$2,555.50	\$2,778.00
\$1,000,001 + (Category 3)	\$2,555.50	\$2,778.00
For each \$500K or part thereof over \$1,000,000	\$664.50	\$722.00
Consent suspend fee (to review additional information). Charged per additional hour of officer re-assessment time.	\$138.00	\$150.00

**Plan Check for National Multi-use approval fees (NMUA)**

Building Consent Fee, for applications using a NMUA (approved by Dept. of Building & Housing).	\$414.00	\$450.00
Deposit of 3 hours, then hourly rate and charges apply after this.		

**Building Certificate (pre-requisite for liquor licence application)**

Where application received with application for town planning certificate	\$138.00	\$150.00
Where application received independently	\$230.00	\$250.00
Additional charge per hour for processing Building Certificate. Where processing times exceeds that allowed for in the base charge	New	\$150.00

**Certificates of Acceptance**

If the certificate is NOT for work carried out under urgency (or other special circumstances) a 20% surcharge applies to the below fees. Includes deposit for inspections. Additional inspections charged at \$150 per hour.

<\$10,000 (Category 1)	\$678.75	\$738.00
<\$10,000 (Category 2)	\$851.50	\$925.00
<\$10,000 (Category 3)	\$989.50	\$1,075.00
\$10,001 – \$20,000 (Category 1)	\$1,058.00	\$1,150.00
\$10,001 – \$20,000 (Category 2)	\$1,058.00	\$1,150.00
\$10,001 – \$20,000 (Category 3)	\$1,058.00	\$1,150.00
\$20,001 – \$100,000 (Category 1)	\$1,403.50	\$1,525.00

<b>Building Consent Fees</b>	<b>2010/11</b>	<b>2011/12</b>
\$20,001 – \$100,000 (Category 2)	\$1,403.50	\$1,525.00
\$20,001 – \$100,000 (Category 3)	\$1,403.50	\$1,525.00
\$100,001 – \$500,000 (Category 1)	\$1,472.00	\$1,600.00
\$100,001 – \$500,000 (Category 2)	\$1,886.00	\$2,050.00
\$100,001 – \$500,000 (Category 3)	\$1,886.00	\$2,050.00
\$500,001 – \$1,000,000 (Category 1)	\$2,576.00	\$2,800.00
\$500,001 – \$1,000,000 (Category 2)	\$2,852.00	\$3,100.00
\$500,001 – \$1,000,000 (Category 3)	\$3,128.00	\$3,400.00



\$1,000,001 + (Category 1)	N/a	N/a
\$1,000,001 + (Category 2)	\$3,199.50	\$3,480.00
\$1,000,001 + (Category 3)	\$3,199.50	\$3,480.00
For each \$500k or part thereof over \$1,000,001	\$1,032.50	\$1,122.00
<b>S77 Fees (building over two or more allotments)</b>		
Processing time	\$138.00	\$150.00
<b>Vehicle Access</b>		
Linked to building consent or resource consent	\$276.00	\$300.00
<b>Received Independently</b>		
Received independently (small)	\$291.25	\$315.00
Received independently (large)	\$490.50	\$530.00
<b>Vehicle Crossing</b>		
Initial inspection fee	\$138.00	\$150.00
Vehicle crossing inspection fee over 1 hour	\$138.00	\$150.00
<b>Amended Plan</b>		
Lodging fee	New	\$71.25
Initial fee (includes 1 hour processing time)	\$207.00	\$150.00
Processing time over 1 hour	\$138.00	\$150.00
<b>Marquee Licenses</b>		
Consent processing	\$138.00	Removed
Inspection (per hour)	\$138.00	Removed
<b>Compliance Schedule / Building Warrant of Fitness</b>		
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 \$150 per hour for additional hours	\$138.00	\$150.00
Alterations & Amendments to compliance schedule (linked to Building Consent) will be charged on a time taken basis. At \$150 per hour of officer time	\$138.00	\$150.00
Additional charge per hour for new compliance schedule (linked with Building Consent)	\$138.00	\$150.00
IQP Registration Fee (New & Renewal)	\$138.00	\$150.00
Additional charge for each new competency registered	\$69.00	\$71.25
<b>Building Consent Fees</b>		
	<b>2010/11</b>	<b>2011/12</b>
Building Warrant of Fitness – Annual Certificate. This is the minimum charge (based on one hour of processing), additional charges will apply for time taken over this, at \$150 per hour for additional hours	\$138.00	Replaced
Building Warrant of Fitness – Annual Certificate. This is the base charge for 1 specified system. Additional charges will apply for time over 0.5 hours	New	\$75.00
Building Warrant of Fitness – Annual Certificate. This is the base charge for 2 – 10 specified systems. Additional charges will apply for time taken over 1 hour	New	\$150.00
Building Warrant of Fitness – Annual Certificate. This is the base charge for 11+ specified systems. Additional charges will apply for time taken over 1.5 hours	New	\$225.00
Building Warrant of Fitness Inspection (per hour)	\$138.00	\$150.00

<b>Fire Service</b>		
Fire service review deposit, collected with consent	\$279.00	Replaced
Fire Service Review base fee collected with consent. Additional fees from NZFS will be charged at actual.	New	\$202.35
Fire Service Review admin	New	\$71.25
Fire Service Courier charge		Actual cost
Consultants reports		Actual cost
<b>Producer Statement Rebates</b>		
Building Design – Plan Check Fee minus	\$0.30	Removed
Plumbing Design – Plan Check fee minus	\$0.30	Removed
Building & Plumbing Design – plan check fee minus	\$0.60	Removed
Structural design – structural check fee minus	\$0.90	Removed
Standard building – structural fee waived and document check fee minus	\$0.60	Removed
<b>Building Consent Fees</b>		
	<b>2010/11</b>	<b>2011/12</b>
Structural Fee Deposits & 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		
Deposit for all categories for structural checking not supported by a producer statement from a Chartered professional engineer	\$550.00	\$596.00
<b>Swimming Pool</b>		
Fencing inspection: additional standard inspection -45mins (first standard inspection fee)	\$103.50	Replaced
Pool fencing inspection per hour. Fees charged on actual time spent.		\$150.00
Exemptions: Base fees (including 5.5 hours of processing time)	\$759.00	\$825.00
Exemptions: processing costs after the initial 5.5 hours	\$138.00	\$150.00
<b>Building Inspections</b>		
Hourly charge: Deposit based on estimate of inspections required. Charges on basis of actual time.	\$138.00	\$150.00
Engineering inspections (not covered by a Producers Statement), including fire, engineering, structural engineering for unusual proposal, specific design	Actual costs plus \$90.00	Actual costs plus \$90.00
<b>Special Activity &amp; Monitoring</b>		
Hourly charge for officer time considering proposals and monitoring compliance	\$138.00	\$150.00

## DEVELOPMENT CONTROL AND FACILITATION

Resource Consent Fees Service	2010/11 Initial / Fee	2011/12 Initial / Fee
The following four initial fees have been amended to better reflect estimated officer time on consent applications. Final fees payable are on actual officer time, administration and other disbursement costs.		
Pre-application meetings: planner / expert / compliance officer (charge per hour).	\$138.00	Actual time at \$150.00/hr
Non-notified consent: subdivision and/or land use – initial fee includes officer time and disbursements	\$1,222.00	\$1,500.00
Limited notified consent: subdivision and/or land use – initial fee includes officer time and disbursements	\$5,305.00	\$8,000.00
Notified consent: subdivision and/or land use – initial fee includes officer time and disbursements	\$13,304.00	\$15,000.00
All other approvals including: Non-notified resource consent application for earthworks only, Outline Plan approval; Certificate of Compliance; Extension of time (s125); Change or cancellation of	\$956.00	\$1,040.00



Resource Consent Fees Service	2010/11 Initial / Fee	2011/12 Initial / Fee
conditions (s127); Consents notices (s221); Amalgamations (s241); easements (s243), Right of Way or similar – initial fee includes officer time and disbursements		
Certificates: Town Planning, Sale of Liquor, Overseas investments, LMVD – initial fee includes officer time and disbursements	\$348.00	\$385.00
<b>Additional Charges</b>		
<b>Additional hours (per hour):</b>		
- All consents: additional processing hours (per hour) – planner/advisor / compliance officer	\$138.00	\$150.00
- All consents: additional processing hours (per hour) – administrative officer	\$72.00	\$85.00
<b>Bylaw Application</b>		
Applications relating to signs (Commercial Sex Premises) -up to 6 hrs	\$828.00	\$900.00
<b>Compliance Monitoring</b>		
Monitoring Administration of Resource Consents: subdivision or land use		
– minimum of 1 hr, (previously based on up to 2 hrs),	\$138.00	\$150.00
– then based on actual time over and above that.		
<b>Additional hours (per hour):</b>		
- planner / expert / compliance officer	\$138.00	\$150.00
- administrative officer	\$72.00	\$85.00
<b>Subdivision Certification</b>		
Below are minimum fees. Charges will be based on actual time if over and above that.		
Stage certification: each stage for s223, s224(f), s226 etc - up to 2 hrs,	\$276.00	\$300.00
Combination of two or more Stage certifications: s223, s224(f), s226 etc	\$552.00	\$600.00
- up to 4 hrs, (previously based on 3.5 hrs)		
Certification s224 (c)	\$552.00	\$600.00
- up to 4 hrs, (previously based on 2 hrs)		
All other RMA and LGA certificates, sealing, transfer documents etc	\$276.00	\$300.00
- up to 2 hrs		
- disbursements will be on-charged		
Bonds: each stage of preparation or release	\$276.00	\$300.00
- up to 2 hrs		

**Terms and late payment**

**Deposits and additional fees:**

- As set out above, the fees are based around initial deposits with further charges to be invoiced if there is additional time spent processing requests or disbursements incurred. Initial deposits will be required prior to the processing of requests. Additional fees and refunds will only be payable / refunded for amounts greater than \$65

**Terms for payment:**

- Payment of additional fees are due by the 20<sup>th</sup> of the following month from invoice being processed. Where payment is not made by the 20<sup>th</sup> of the month following the date of the invoice, the customer agrees to pay council the following:
  - An additional / administrative fee of the lesser of 10% of the overdue amount or \$300
  - All costs and expenses (including debt collection or legal fees), incurred by the council in seeking to recover the overdue amount, and
  - Daily interest (rate of 15% p.a.) from the date of default

## TRANSPORT – NETWORK-WIDE CONTROL AND MANAGEMENT

Transport Management	2010/11	2011/12
Administration Fee	\$56.22	\$65.00
Inspection Fee	\$76.67	\$90.00
Prior Approval	New	\$80.00
Temporary Traffic Management Plan Approval	New	\$80.00
Late notice (per notice)	\$306.67	\$400.00
Further delay (per day)	\$25.56	\$30.00
Extra processing (per notice)	\$76.67	\$80.00
Follow -up inspection (per inspection)	\$76.67	\$90.00
Texturising fee	\$5.11	\$6.00
Instruction/Building maintenance use of Road Reserve processing fee	New	\$100.00
Special Licence Application Processing Fee	New	\$65.00

## COUNCIL CONTROLLED ORGANISATIONS



In order to achieve our objectives for Wellington we have established several companies and trusts. These organisations were set up to independently manage Council facilities, or to deliver significant services and undertake developments on behalf of the Wellington community. The following table explains what the organisations do and how their performance is measured.

### WELLINGTON REGIONAL STADIUM TRUST

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
<p>All of the trustees are jointly appointed by the Council and Greater Wellington Regional Council (GWRC).</p> <p>As at <b>1 January 2011</b>, they are Paul Collins (Chair), Councillor Chris Laidlaw (GWRC), Chris Moller, Sir John Anderson, Liz Dawson, Sue Elliott, David Bale and Councillor John Morrison (WCC). The Chief Executive is David Gray.</p>	<p>The Wellington Regional Stadium Trust owns, operates and maintains the Stadium as a high-quality multi-purpose sporting and cultural venue. It provides facilities to be used for rugby, cricket and other sports codes, musical and cultural events, and other users including sponsors and event and fixture organisers.</p>	<p>The Trust:</p> <ul style="list-style-type: none"> <li>Operates the Stadium.</li> <li>Manages the event programme and seeks opportunities to provide regular quality events.</li> <li>Ensures the Stadium is provided to the community for appropriate usage.</li> <li>Administers the Trust assets and the Stadium on a prudent commercial basis.</li> </ul>	<ul style="list-style-type: none"> <li>Number of events</li> <li>Total revenue</li> <li>Event revenue</li> <li>Net surplus</li> </ul>	<ul style="list-style-type: none"> <li>50</li> <li>\$15.74 million</li> <li>\$5.17 million</li> <li>\$3.74 million</li> </ul>

Note: the Wellington Regional Stadium Trust is not formally defined as a Council Controlled Organisation. This plan for their activities is presented to recognise the interest that Wellington city ratepayers have in the Trust and its activities.

## PARTNERSHIP WELLINGTON TRUST (TRADING AS POSITIVELY WELLINGTON TOURISM)

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
<p>All trustees are appointed by the Council.</p> <p>As at <b>1 January 2011</b>, they are John Milford (Chair), Glenys Coughlan, Councillor Coughlan, Kim Wicksteed, Mike O'Donnell, Peter Monk and Ruth Pretty. The Chief Executive is David Perks.</p>	<p>The Partnership Wellington Trust markets and adds value to Wellington to achieve sustainable economic growth for the people of the city.</p> <p>It acts to enhance the recognition of Wellington as a desirable visitor destination, enhance the profile of city businesses and to promote strategic alliances and private sector partnerships, and maximise the city's share of regional spending.</p> <p>It also promotes community focused initiatives, aims to improve the sustainability of Wellington's commercial sector through its marketing initiatives, and facilitates the coordination of marketing initiatives that are appropriate to its objectives.</p>	<p>The Trust:</p> <ul style="list-style-type: none"> <li>• Promotes Wellington as a visitor destination in national and international markets.</li> <li>• Markets Wellington as a convention and conference destination.</li> <li>• Provides visitor information services.</li> <li>• Runs initiatives that promote retail growth, including the downtown retail campaign.</li> <li>• Profiles Wellington's strengths in arts, sport and education attractions, and conducts development of an ongoing events profile for the city.</li> <li>• Facilitates the development of new tourism and event product, and the development of the Visiting Friends and Relatives (VFR) market.</li> <li>• Manages Wellington's destination profile on the internet.</li> <li>• Conducts research and analysis of the tourism industry.</li> </ul>	<ul style="list-style-type: none"> <li>• International direct arrivals to Wellington Airport from Australia</li> <li>• International visitor nights</li> <li>• New Zealand visitor nights</li> <li>• Weekend occupancy in partner hotels (capacity aligned)</li> <li>• Downtown weekend visitation</li> <li>• i-Site revenue</li> <li>• Cost effectiveness</li> <li>• Visits to <a href="http://www.WellingtonNZ.com">www.WellingtonNZ.com</a></li> <li>• Online Revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Increase Australian visitor arrival by 7% over 2010/11 levels</li> <li>• Maintain international visitor room nights relative to 2010/11 levels</li> <li>• Domestic visitor nights maintained relative to 2010/11 levels</li> <li>• Maintained at 2010/11 levels</li> <li>• Increase by 2% over 2010/11 levels</li> <li>• Maintained at 2010/11 levels</li> <li>• Maintain Council's funding at 50% or less of total income</li> <li>• 10% increase over 2010/11 levels</li> <li>• Generate \$630k of bookings through the site</li> </ul>



## WELLINGTON MUSEUMS TRUST

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
<p>All trustees are appointed by the Council.</p> <p>As at <b>1 January 2011</b>, they are Quentin Hay (Chair), Councillor Ahipene-Mercer, Phillip Shewell, Peter Cullen and Alick Shaw. The Chief Executive is Pat Stuart.</p>	<p>The Wellington Museums Trust (WMT) was established in 1995 to promote and manage the City Gallery Wellington, the Museum of Wellington City &amp; Sea, the Colonial Cottage, Capital E, the Wellington Cable Car Museum, the New Zealand Cricket Museum and the Carter Observatory.</p> <p>It manages and develops the Trust programmes and services, and acquires and manages collections for the benefit of Wellington. It provides advice to the Council for the development of museum and gallery services in Wellington, establishes exhibition programmes and education policies for its facilities, and develops acquisition, deaccession and Collection development policies. It liaises with Positively Wellington Tourism to enhance its attraction to Wellington's visitors.</p>	<ul style="list-style-type: none"> <li>• Delivers high quality experiences, events and exhibitions at its facilities.</li> <li>• Manages conservation and care for the objects of its collections, and conducts research and development to enhance visitors' experiences.</li> <li>• Offers quality education experiences to children and young people.</li> <li>• Promotes and protects the heritage of venues.</li> <li>• Develops and operates the Soundhouse Studio.</li> <li>• Works with national and international artists and collectors.</li> </ul>	<p>Attendance targets:</p> <ul style="list-style-type: none"> <li>• City Gallery</li> <li>• Capital E</li> <li>• City and Sea</li> <li>• Colonial Cottage</li> <li>• Cable Car Museum</li> <li>• NZ Cricket Museum</li> <li>• Carter Observatory</li> <li>• Subsidy per customer (excludes Plimmer's Ark and Carter Observatory, but includes rental subsidy)</li> <li>• Carter Observatory subsidy per customer</li> <li>• Percentage of visitors to all trust institutions who rate the quality of their experience as good or very good</li> <li>• Percentage of visitors to all Trust institutions are repeat visitors</li> <li>• Percentage of all residents are aware of Trust institutions</li> </ul>	<ul style="list-style-type: none"> <li>• 143,000</li> <li>• 93,500</li> <li>• 92,700</li> <li>• 2,081</li> <li>• 226,888</li> <li>• 2,081</li> <li>• 52,300</li> <li>• \$13.81</li> <li>• \$5.74</li> <li>• 90% on average</li> <li>• 27%</li> <li>• 88% (across all institutions)</li> </ul>

## WELLINGTON VENUES LIMITED

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
<p>All trustees are appointed by the Council.</p> <p>As at <b>1 January 2011</b>, they are Chris Parkin (Chair), Ngaire Best, Councillor Derek Fry, Sam Knowles, Kim Wicksteed, Linda Rieper and Stephen Whittington. The Chief Executive is Glenys Coughlin.</p>	<p>Wellington Venues Limited exists to manage and promote Wellington's major Events venues, including the Michael Fowler Centre, Town Hall, St James Theatre and Opera House as venues, and to help establish Wellington as the premier city for events and conferences.</p>	<p>Wellington Venues Ltd.:</p> <ul style="list-style-type: none"> <li>• Manages and operates the Venues and any related Events business</li> <li>• Advocates for the Venue and Event sector for the benefit of the residents of Wellington</li> <li>• Works to achieve greater community access to the Venues' facilities</li> <li>• Develops and maintains beneficial relationships with other national and international institutions, supports Positively Wellington Tourism, and develops new initiatives in its role as a key provider of event and performance venues.</li> </ul>	<p>From July 1, the operations of the St James Trust will wound up and integrated in to the new Council-controlled entity, Wellington Venues Limited (WVL). WVL is currently in the process of agreeing its performance targets for 2011/12</p>	<p>To achieve all goals within timeframes:</p> <ul style="list-style-type: none"> <li>• New management and organisation structure in place by end of Q2</li> <li>• SLAs in place for WCC shared services (accounting and payroll, IT and HR) by end of Q2</li> <li>• Achieve or exceed 5% increase in hired days (aggregate measure) over 2010/11 actual.</li> <li>• Achieve or exceed budgeted number of performances and performance revenue.</li> <li>• Pan-venue asset management plans for all operating assets in place, by end of Q1</li> <li>• At least three successful joint marketing ventures with PWT and other partners</li> <li>• Contingency plan for seismic strengthening of Town Hall by end of Q2</li> </ul>



**LAMBTON HARBOUR MANAGEMENT LIMITED (TRADING AS WELLINGTON WATERFRONT LIMITED)**

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
<p>The Council is the 100% shareholder in this company and appoints all of the directors.</p> <p>As at <b>1 January 2011</b>, they are Robert Gray (Chair), Mark Petersen and Jane Black. The Chief Executive is Ian Pike.</p>	<p>Wellington Waterfront Limited acts as the implementation manager for the waterfront development area. This means ensuring that the waterfront area is recognised locally and internationally for its design; is attractive; caters for a wide range of activities; is readily accessible to all people; and is both safe and perceived to be safe. Wellington Waterfront Limited also acts to protect significant heritage buildings on the waterfront, and makes sure that activities on the waterfront are integrated with those on the harbour.</p>	<p>The company:</p> <ul style="list-style-type: none"> <li>• Implements the objectives of the Waterfront Framework as outlined in the Waterfront Development Plan.</li> <li>• Demonstrates willingness to engage with the public about how the waterfront is developed</li> <li>• Manages day to day operations on the waterfront, including cleaning, security and maintenance.</li> <li>• Negotiates and manages contracts for the design and construction of the waterfront's public spaces.</li> <li>• Negotiates and manages contracts and leases for all building development sites, and the refurbishment and re-use of existing buildings.</li> <li>• Owns and manages the marina.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of residents visiting the waterfront</li> <li>• Percentage of residents satisfied with the waterfront</li> <li>• Number of project milestones achieved on time</li> <li>• Advance work on the third stage of the wharf piles restoration programme</li> <li>• Facilitate the commencement of construction on the Overseas Passenger Terminal (subject to confirmation of Willis Bond contract) (Quarter 2)</li> <li>• Plans for site 10 Kumototo advanced inline with funding expectations</li> <li>• Helicopter Building on Outer-T Queen's Wharf (Quarter 4), subject to gaining all necessary approvals</li> <li>• Preliminary planning with Te Papa for the Transition Building, Waitangi Park (Quarter 4), subject to the result of the Waterfront Framework review and Council approval</li> <li>• Asset Management Plan implementation</li> <li>• Disaster recovery and business continuity plans completed and implemented (Quarter 4)</li> </ul>	<ul style="list-style-type: none"> <li>• 95%</li> <li>• 90%</li> <li>• All project milestones achieved</li> </ul>

## WELLINGTON CABLE CAR LIMITED

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
<p>The Council is the 100% shareholder in this company and appoints all of the directors.</p> <p>As at <b>1 January 2011</b>, they are Roger Drummond (Chair) and Jeremy Ward. The Chief Executive is Des Laughton.</p>	<p>Wellington Cable Car Limited owns and operates the Cable Car as an efficient, reliable and safe transport service and a uniquely Wellington tourism asset.</p> <p>It also owns and maintains the overhead wiring system for the trolley bus passenger network which services the city.</p>	<p>The company:</p> <ul style="list-style-type: none"> <li>• Maintains the cable cars and associated track, plant, tunnels, bridges and buildings in accordance with best engineering practice, and to meet the certification requirements of the New Zealand Transport Agency.</li> <li>• Manages the Cable Car passenger service operation.</li> <li>• Markets the cable car.</li> <li>• Identifies options for enhancing the cable car travel and tourism experience.</li> <li>• Specifies and controls the contract for the inspection, maintenance and repair of the trolley bus overhead wiring system.</li> </ul>	<ul style="list-style-type: none"> <li>• Cable Car passenger numbers</li> <li>• All cable car vehicles and associated buildings and equipment are maintained to required safety standards</li> <li>• Percentage of residents who have used the Cable Car in the last 12 months</li> <li>• Percentage of users who rate the standard and operational reliability of the Cable Car as good or very good</li> <li>• Cable Car service reliability</li> </ul>	<ul style="list-style-type: none"> <li>• 1,109,000</li> <li>• Achieve</li> <li>• 30%</li> <li>• 95%</li> <li>• Greater than 99%</li> </ul>



## CAPACITY INFRASTRUCTURE SERVICES LIMITED

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
<p>Wellington City Council and Hutt City Council are equal 50% shareholders in this Council Controlled Trading Organisation, and between them appoint all of the directors. The company is overseen by a board of directors made up of two Councillors (one from each council) and four independent directors (two are appointed jointly by the councils). Each council continues to own its respective water, stormwater and wastewater assets and determines the level and standard of services to be provided to its customers and ratepayers.</p> <p>As at <b>1 January 2011</b>, the Councillor appointees are Andy Foster (Wellington City Council) and David Bassett (Hutt City Council). The four independent Directors are Peter Allport (Chair), Peter Leslie, Ian Hutchings and John Strahl. The Chief Executive is David Hill.</p>	<p>The objective of Capacity is to manage the provision of water services (water supply, stormwater and wastewater) to the residents and businesses in the areas served by its customers. Capacity's current customers are Wellington City Council, Hutt City Council and Upper Hutt City Council.</p>	<p>The company's purpose is to provide high quality, safe and environmentally sustainable services to shareholding councils and other customers with a principal focus on asset management planning and contracted service delivery for the operation, maintenance and on-going development of drinking water, stormwater and wastewater assets and services.</p> <p>The company is committed to ensuring all work managed on behalf of customers accords with the highest standards of health and safety for those involved in the work and for the general public. The company will continually seek opportunities to integrate water, stormwater and wastewater activities within the Wellington region where such integration can deliver least cost, best practice outcomes to the benefit of shareholder councils and other entities.</p> <p>See also the Environment strategic area for more information on water, stormwater and wastewater services.</p>	<ul style="list-style-type: none"> <li>• Provide a reliable water supply, wastewater and stormwater service.</li> <li>• Develop and complete asset management plans</li> <li>• Deliver budgeted capital expenditure projects for respective councils</li> <li>• Deliver budgeted operating and maintenance activities for respective councils</li> <li>• Manage and operate Capacity within its 2011/12 budget</li> <li>• Comply with financial, technical and regulatory standards</li> </ul>	<ul style="list-style-type: none"> <li>• Fewer than 4 unplanned supply cuts (pipe bursts) per 1000 connections</li> <li>• Within agreed timeframe</li> <li>• Within agreed timeframes and budget</li> <li>• Within agreed timeframes and budget</li> <li>• Within agreed budget</li> <li>• Achieve full compliance</li> </ul>

## WELLINGTON ZOO TRUST

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
<p>The Wellington Zoo Trust was established on 1 July 2003 and all of the trustees are appointed by the Council.</p> <p>As at <b>1 January 2011</b>, they are Ross Martin (Chair), Frances Russell, Linda Meade, Alan Dixon, Shaan Stevens, and Councillor Simon Marsh.</p>	<p>The Wellington Zoo Trust manages the assets and operations of Wellington Zoo for the benefit of the residents of Wellington and visitors to the city. It promotes species conservation, educates the community by building an awareness of plant and animal species, and supports the conservation and educational activities of other organisations.</p>	<ul style="list-style-type: none"> <li>• Cares for resident animals and manages the animal collection.</li> <li>• Participates in captive management breeding programmes.</li> <li>• Develops and maintains high quality animal exhibits.</li> <li>• Delivers educational material and learning experiences.</li> <li>• Contributes to zoological, conservation and facilities management research projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of visitors</li> <li>• Conservation Programme Managed Species (% of total collection)</li> <li>• Average WCC subsidy per visitor</li> <li>• Annual fundraising target for ZCP</li> <li>• Average income per visitor (excluding WCC grant)</li> <li>• Ratio of generated Trust income as % of WCC grant</li> </ul> <p>*Note that 2011/12 will be a transitional year for the Zoo's fundraising strategy</p>	<ul style="list-style-type: none"> <li>• 191,982</li> <li>• 41%</li> <li>• \$14.58</li> <li>• \$766,601*</li> <li>• \$14.86</li> <li>• 102%</li> </ul>

## BASIN RESERVE TRUST

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
<p>There are four trustees, of whom two are appointed by the Council and two by Cricket Wellington.</p> <p>As at <b>1 January 2011</b>, the two trustees appointed by the Council are Councillor John Morrison and Glenn McGovern. The two trustees appointed by Cricket Wellington are Don Neely and Douglas Catley (Chair). The Chief Executive is Peter Clinton.</p>	<p>The Basin Reserve Trust manages and operates the Basin Reserve to continue to attract national and international sporting events to Wellington.</p>	<p>The Trust:</p> <ul style="list-style-type: none"> <li>• Manages the Basin Reserve for recreational activities and the playing of cricket for the residents of Wellington.</li> <li>• Contributes to the events programme for Wellington.</li> <li>• Operates as a successful not-for-profit undertaking.</li> <li>• Preserves and enhances the heritage value of the Basin Reserve.</li> </ul>	<ul style="list-style-type: none"> <li>Number of events <ul style="list-style-type: none"> <li>• Cricket</li> <li>• Other sports</li> <li>• Community</li> </ul> </li> <li>Number of event days <ul style="list-style-type: none"> <li>• Cricket</li> <li>• Other sports</li> <li>• Community</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>16</li> <li>4</li> <li>2</li> <li>32</li> <li>4</li> <li>2</li> </ul>

## COUNCIL OUTCOME INDICATORS



The Council's outcomes are our overall 10-year aspirations for the city, developed in response to the city and regional community aspirations. These outcomes reflect the areas of the city we are able to influence.

We have developed a set of indicators to assess achievement of these outcomes. Overtime we expect to see improvement across all areas.

The Council's outcomes are:

- Wellington will become more **liveable**
- Wellington will develop a stronger **sense of place**
- Wellington will become more **compact**
- Wellington will become more **eventful**
- Wellington will become more **inclusive**
- Wellington will become more **actively engaged**
- Wellington will become **better connected**
- Wellington will become more **sustainable**
- Wellington will become **safer**
- Wellington will become **healthier**
- Wellington will become more **prosperous**
- Wellington will become more **competitive**
- Wellington will become more entrepreneurial and innovative.

Within the **Governance** area, to monitor our progress we'll:

- Monitor participation in local government elections and compare that with participation in other local, regional and national elections.
- Monitor the extent to which residents agree decisions are made in the best interest of the city.
- Monitor the extent to which residents understand how the Council makes decisions; and the extent to which residents feel they influence Council decision-making.
- Conduct interviews with our mana whenua partners about the Treaty partnership, and ascertain their satisfaction with their Council relationship and that Wellington is a great place to do business.

Within the **Environment** area, to monitor our progress we'll:

- Measure the number of hectares of open space land we own or maintain per capita; as well as the kilometres of managed tracks and walkways.
- Monitor residents' usage of the city's open spaces (including parks, Town Belt, reserves etc) and their perceptions that Wellington's natural environment is appropriately managed and protected.

- Record the number of hours worked by recognised environmental volunteer groups, as well as the number of bird species in selected areas.
- Monitor commercial and residential water consumption; freshwater quality and biological health (macro invertebrates); the total amount of waste sent to the landfill (per capita); energy use (per capita) and energy supply interruptions.
- Survey residents to find out what action they're taking to reduce waste from their homes (e.g. by recycling or composting), and what steps they're taking to reduce pollution of the stormwater network.
- Report the number of visitors to key natural environment attractions (including Wellington Zoo and Karori Sanctuary).
- Monitor our ecological footprint and the city's air quality (particulate matter).

Within the **Economic development** area, to monitor our progress we'll:

- Monitor the number of domestic and international visitors to Wellington and accommodation rates. Also monitor the number of domestic and international passengers entering Wellington Airport.
- Report the number of major conferences held in Wellington, as well as the number, and estimated economic contribution of, 'A-level events' held in the city.
- Monitor the number of New Zealand's top-200 companies based in the city, and monitor trends in net business growth (business enterprises' births and growths).
- Monitor employment trends and business numbers in retail, entertainment, service and knowledge sectors.
- Monitor trends in broadband usage and the fiscal value of cargo loaded and unloaded at the Wellington Seaport and Airport.
- Monitor trends in GDP and regional economic activity growth; the number of people employed by industry; the labour force participation rate; and the number of job vacancies.
- Monitor trends in household and personal income rates; enrolments in industry training; the number of businesses and employees in the research and development sector; and number of tertiary students enrolled in Wellington City and New Zealand.

Within the **Cultural wellbeing** area, to monitor our progress we'll:

- Monitor residents' and New Zealanders' perceptions that Wellington has a culturally rich and diverse arts scene; is the 'arts capital' of New Zealand; and is the 'events capital' of New Zealand.
- Monitor residents' frequency of engagement in cultural and arts activities.
- Report the number of businesses and employees engaged in the arts and cultural sector, as well as the number of events held at the city's key venues.
- Survey residents to find out what percentage think the city's local identity is appropriately valued and protected.
- Monitor the number of national arts and cultural organisations and professional and amateur theatre groups based in Wellington.



Within the **Social and recreation** area, to monitor our progress we'll:

- Report resident usage of libraries (including frequency); and resident usage of WCC community and recreation facilities.
- Monitor residents' perceptions of feeling a sense of community with others in their neighbourhood; how important they feel a sense of community in their local neighbourhood is; their satisfaction with services and resources provided by WCC to encourage strong and thriving communities; and their awareness of community support offered by WCC.
- Monitor residents' perceptions of their 'quality of life'; and the types of social networks they belong to.
- Survey residents to ascertain their frequency of physical activity; any barriers preventing participation in recreation activities; and their perceptions that Wellington offers a wide range of recreation activities.
- Measure trends in local and central government housing provision as a proportion of all rented property.
- Monitor trends in residents' life expectancy; and incidence of the most prevalent food-borne and water-borne diseases.
- Monitor recorded crime and resolution rates in the city, as well as residents' perceptions of safety in the city and suburban areas (day/night), and what city safety issues are perceived to be most concerning.
- Ascertain the proportion of residents with emergency items at home.

Within the **Urban development** area, to monitor our progress we'll:

- Survey residents to understand perceptions of the city being a great place to live, work and play; their sense of pride in the way the city looks and feels; and their perceptions that heritage items contribute to the city's and local communities' unique character.
- Monitor trends in population density throughout the city.
- Monitor the value of residential and commercial building consents.
- Monitor trends in building density throughout the city, and the proportion of houses within 100m of a public transport stop.
- Report the number of identified earthquake-prone buildings that have been strengthened.
- Identify residents' perceptions of urban design/urban form safety issues (i.e. graffiti, vandalism, poorly lit public spaces)
- Monitor New Zealanders' perceptions that Wellington is an attractive destination.

Within the **Transport** area, to monitor our progress we'll:

- Monitor residents' perceptions that the transport system allows easy access to the city; that the transport network allows easy movement around the city (by car or on foot); that public transport is convenient and affordable; and that peak traffic volumes are acceptable.

- 
- Report the total amount of fuel used on Wellington’s roads (per capita); the number of public bus users; and the mode of transport residents use to access the city (e.g. car, bus, train, walking, cycling).
  - Monitor the city’s air quality (i.e. nitrogen dioxide, carbon monoxide, and particulate matter)
  - Monitor residents’ perceptions of barriers to using preferred method of transport.
  - Report residents’ satisfaction with the reliability and frequency of public transport
  - Report the number of road crashes and the social costs of those crashes.
  - Monitor the amount of cargo loaded and unloaded at the Wellington Seaport and Airport.

We’ve also developed a set of technical measures which assess achievement of specific Council activities. These activity performance measures are detailed within the “Our Activities in Detail” section of this plan. Activity performance measures complement the above Council outcome indicators, and collectively will be reported annually.

## MAYOR AND COUNCILLORS



**Celia Wade-Brown**  
(Mayor)  
City-wide  
Phone: (04) 938 6691  
celia.wade-brown@wcc.govt.nz



**Ray Ahipene-Mercer**  
Eastern ward  
Phone: (04) 388 2366  
ray.ahipene-mercera@wcc.govt.nz



**Ngaire Best**  
Northern ward  
Phone: (04) 232 9000  
ngaire.best@wcc.govt.nz



**Stephanie Cook**  
Lambton ward  
Phone: (04) 970 5351  
stephanie.cook@wcc.govt.nz



**Jo Coughlan**  
Onslow-Western ward  
Phone: (04) 473 7920  
jo.coughlan@wcc.govt.nz



**Paul Eagle**  
Southern Ward  
Phone: 021 673 630  
paul.eagle@wcc.govt.nz



**Andy Foster**  
Onslow-Western ward  
Phone: (04) 476 9220  
andy.foster@wcc.govt.nz



**Leonie Gill**  
Eastern ward  
Phone: (04) 387 9363  
leonie.gill@wcc.govt.nz



**Justin Lester**  
Northern Ward  
Phone: (04) 478 8264  
justin.lester@wcc.govt.nz



**Simon Marsh**  
Eastern ward  
Phone: 021 922 196  
simon.marsh@wcc.govt.nz



**Ian McKinnon**  
(Deputy Mayor)  
Lambton ward  
Phone: (04) 472 6832  
ian.mckinnon@wcc.govt.nz



**John Morrison**  
Onslow-Western ward  
Phone: (04) 938 9350  
john.morrison@wcc.govt.nz



**Iona Pannett**  
Lambton ward  
Phone: (04) 384 3382  
iona.pannett@wcc.govt.nz



**Bryan Pepperell**  
Southern ward  
Phone: (04) 934 3660  
bryan.pepperell@wcc.govt.nz



**Helene Ritchie**  
Northern ward  
Phone: (04) 473 1335  
helene.ritchie@wcc.govt.nz

### **Makara/Ohariu Community Board**

*Members:*

**Christine Grace (Chair)**

**Phone:** (04) 476 8176

**Mobile:** 0274 620 108

**Email:** gracecp@xtra.co.nz

**Gavin Bruce (Deputy Chair)**

**Phone:** (04) 478 3231

**Mobile:** 021 906 252

**Email:** bruceohariu@hotmail.com

**Judy Liddell**

**Phone:** (04) 477 2322

**Mobile:** 0274 502 009

**Email:** judyliddell@hotmail.com

**Wayne Rudd**

**Phone:** (04) 476 2283

**Mobile:** 027 228 8877

**Email:** wayne.rudd@paradise.net.nz

**Margie Scotts**

**Phone:** (04) 476 6601

**Mobile:** 0274 620 601

**Email:** mscotts@xtra.co.nz

**Hamish Todd**

**Phone:** (04) 477 4673

**Email:** aandhtodd@xtra.co.nz

### **Tawa Community Board**

*Members:*

**Malcolm Sparrow (Chair)**

**Phone:** (04) 232 5030

**Mobile:** 027 232 2320

**Email:** malcolm@tawalink.com

**Graeme Hansen (Deputy Chair)**

**Phone:** (04) 232 4360

**Mobile:** 027 679 0968

**Email:** graemeh-tcbd@xnet.co.nz

**Margaret Lucas**

**Phone:** (04) 232 7284

**Email:** mm.lucas@xtra.co.nz

**Chris Reading**

**Phone:** (04) 232 8130

**Mobile:** 021 257 7126

**Email:** chris.reading@xtra.co.nz

**Alistair Sutton**

**Phone:** (04) 232 2873

**Mobile:** 027 478 8269

**Email:** thesuts@xtra.co.nz

**Robert Tredger**

**Phone:** (04) 232 5982

**Mobile:** 021 181 4499

**Email:** tredger@slingshot.co.nz

ISBN 978-1-877232-64-0

Published by Wellington City Council

101 Wakefield Street, Wellington