
ORDINARY MEETING

OF

LONG-TERM AND ANNUAL PLAN COMMITTEE

AGENDA

Time: 1:00pm
Date: Wednesday, 7 March 2018
Venue: Committee Room 1
Ground Floor, Council Offices
101 Wakefield Street
Wellington

MEMBERSHIP

Mayor Lester
Councillor Calvert
Councillor Calvi-Freeman
Councillor Dawson
Councillor Day (Chair)
Councillor Fitzsimons
Councillor Foster
Councillor Free
Councillor Gilbert
Councillor Lee
Councillor Marsh
Councillor Pannett
Councillor Sparrow
Councillor Woolf
Councillor Young

Have your say!

You can make a short presentation to the Councillors at this meeting. Please let us know by noon the working day before the meeting. You can do this either by phoning 803-8334, emailing public.participation@wcc.govt.nz or writing to Democratic Services, Wellington City Council, PO Box 2199, Wellington, giving your name, phone number and the issue you would like to talk about.

AREA OF FOCUS

The Committee is responsible for developing the draft and final Long-term Plan and Annual Plans for the Council. The Long-term Plan and Annual Plan give effect to the strategic direction and outcomes set by the Strategy Committee by setting levels of service and budgets.

The Committee is responsible for developing the draft Annual and Long term Plan for consultation – including agreeing levels of service, the phasing of work, priorities across the seven strategic areas, the performance measurement framework, and budgets to be consulted on with the community as part of the Annual and Long-term Plan processes. It also recommends the Consultation Document for adoption by the Council.

The Committee also determines the nature and scope of any consultation and engagement required to support the Annual and Long-term plan process, considers community and stakeholder feedback, and is responsible for oral hearings where required.

Quorum: 8 members

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1 Meeting Conduct

1.1 Apologies

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

1.2 Conflict of Interest Declarations

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

1.3 Confirmation of Minutes

The minutes of the meeting held on 13 February 2018 will be put to the Long-term and Annual Plan Committee for confirmation.

1.4 Public Participation

A maximum of 60 minutes is set aside for public participation at the commencement of any meeting of the Council or committee that is open to the public. Under Standing Order 3.23.3 a written, oral or electronic application to address the meeting setting forth the subject, is required to be lodged with the Chief Executive by 12.00 noon of the working day prior to the meeting concerned, and subsequently approved by the Chairperson.

1.5 Items not on the Agenda

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

Matters Requiring Urgent Attention as Determined by Resolution of the Long-term and Annual Plan Committee.

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

Minor Matters relating to the General Business of the Long-term and Annual Plan Committee.

No resolution, decision, or recommendation may be made in respect of the item except to refer it to a subsequent meeting of the Long-term and Annual Plan Committee for further discussion.

2. General Business

SUPPORTING INFORMATION TO THE CONSULTATION DOCUMENT 2018-28 LTP FINANCIAL AND FUNDING POLICIES

Purpose

1. This report presents the recommendation of the Revenue and Finance (R&F) Working Party following its review of funding and financial policies, Asset Management Plans and Council Performance Framework as part of the 2018-28 Long-term Plan (LTP).

Summary

2. The key purpose of the Working Party is to:
 - Review the Revenue and Financing Policy as it applies to all activity components
 - Review the performance measurement framework as part of the Long-term Plan process.
 - Review asset management plans as part of the Long-term Plan process.
 - Provide a governance perspective and strategic overview of Council's revenue, funding and financing.
 - Review the Rates Postponement and Rates Remission policies
 - Provide input into the Long-term Plan financials and underlying assumptions.
3. A review of all Council activities has been completed against Revenue and Financing (R&F) Policy Targets.
4. A review of the Revenue and Financing Policy and the funding targets for each activity has been completed as part of this process. The recommended changes to the policy and funding targets resulting from the R&F Working Party workshops are summarised below.
5. The Rates Remission and Postponement Policies have been presented to the R&F Working Party. Changes in policies are recommended for adoption by the Committee.
6. The Investment and Liability Management policies are being reviewed by Finance, Audit and Risk Management Subcommittee on the 7th of March. Some changes are proposed and these are discussed below.
7. The Council's Asset Management Plans (AMPs) were reviewed by the R&F Working Party, the outline of which is below.
8. A review of Council's Performance Framework has been reviewed by the R&F Working Party for review.

Recommendation/s

That the Long-term and Annual Plan Committee:

1. Receive the information.
2. Note the changes to the Revenue and Financing Policy included as attachment 1.
3. Note the summary of the Revenue and Financing Policy compliance discussed at workshops included as attachment 2.
4. Note the changes to the Rates Remission Policy included as attachment 3.
5. Note the changes to the Rates Postponement Policy included as attachment 4.
6. Note the changes to the Investment and Liability Management Policy included as attachment 5.
7. Note the proposed changes to fees and charges discussed at workshops included as attachment 6.
8. Agree to recommend to Council to adopt the draft Revenue and Financing Policy as outlined in attachment 1 as a supporting document to be consulted alongside the 2018-28 Long-term Plan consultation document.
9. Agree to recommend to Council to adopt the draft Rates Remission Policy as outlined in attachment 3 as a supporting document to be consulted alongside the 2018-28 Long-term Plan consultation document.
10. Agree to recommend to Council to adopt the draft Rates Postponement Policy as outlined in attachment 4 as a supporting document to be consulted alongside the 2018-28 Long-term Plan consultation document.
11. Agree to recommend to Council to adopt the draft Investment and Liability Management policies as outlined in attachment 5 as a supporting document to be consulted alongside the 2018-28 Long-term Plan consultation document.
12. Agree to recommend to Council to adopt the proposed fees and charges as outlined in attachment 6 as a supporting document to be consulted alongside the 2018-28 Long-term Plan consultation document.
13. Note that the Draft 2018-28 Long-term Plan is subject to Audit NZ review and changes may eventuate from their review. Where there are changes, these will be incorporated into the draft 2018-28 Long-term Plan Statement of Proposal for adoption at Council on 28 March.
14. Note that Asset Management Plans have been reviewed by the R&F Working Party for existing asset levels of service and draft budgets as part of their review.
15. Note that the draft Asset Management Plans budgets were used to prepare the draft service statements.
16. Note that the Asset Management Plans will be updated to reflect feedback received from the R&F working party and any decisions made as part of the 2018-28 Long Term Plan process.
17. Agree to recommend to Council to accept the proposed Wellington City Council Performance Framework. Note: these are included in the activity statements in report 3 to this agenda.

Background

9. The Local Government Act 2002 (LGA) requires Councils to adopt a Revenue and Financing Policy that provides detail on the funding of operational and capital expenditure. This policy illustrates which parts of the community benefits and pays for Council's activities. It does this by explaining the proportion of each Council activity to be funded by user charges, other revenue (e.g. NZ Transport Agency subsidies), rates (targeted and general rates) or borrowings.
10. The costs, income, and funding requirements for each of Council's activities are reviewed annually to assess compliance with the funding targets set out in the Revenue and Financing Policy (e.g. the proportion funded from rates versus non-rates income).
11. A review of the policy and the funding targets for each activity is completed as part of the long-term plan.
12. Section 102 of the LGA also requires Council to adopt funding and financial policies on rates remissions, rates postponement, liability management, and investments.
13. R&F Working Party also reviewed all of Council's Asset Management Plans and the draft Performance Framework as part of its work.

Discussion

14. The R&F Working Party recommendations for each activity are summarised into the following tables:
 - 1.1. Activities where changes to policy targets are being proposed.
 - 1.2. Non-compliant activities (outside 5% policy band or more than \$100k variance)
 - a. Permit temporary non-compliance
 - b. Changes to fees and charges
 - 1.3. Compliant activities (within 5% policy band and less than \$100k variance)
15. R&F Working Party also recommends to adopt the changes in "who benefits" section to the Revenue and Financing Policy. These changes have no financial implications, and are proposed to be incorporated to ensure the benefit split from these activities is accurately reflected in the policy. The proposed changes are:

Activity Component	Policy change recommendation
5.2.3 Community advocacy	The benefit split is recommended to be adjusted from 60% (whole community)/40% (individuals) towards a larger focus on community setting the split at 60% (whole community) /40% (individuals).
5.2.5 Housing	The beneficiaries of this activity are the tenants, who receive accommodation at below market rent. Their benefits are private and exclusive. The benefit split is recommended to be adjusted from 10% (whole

Activity Component	Policy change recommendation
	community)/90% (individuals) towards assigning the full benefit from the activity to individuals (100%).
5.2.6 Community centres and halls	<p>The facilities help bring people together, and the groups that use them often make significant voluntary contributions to community well being. This element has been identified to have a lesser impact and hence the change in the split of the benefit.</p> <p>The benefit split is recommended to be adjusted from 40% (whole community)/60% (individuals) towards a larger focus on community setting the split at 70%/30%.</p>

16. Officers are proposing an introduction of a new activity in the policy – 6.1.5 Housing Development. The information was presented to the R&F Working Party. No recommendation has been made from the R&F Working Party. Further clarification of the activity and its funding was requested to be brought to the LTP Committee for consideration. Supporting information is included in attachment 7, and it is noted that the new activity is yet to be included in the revised Revenue and Financing Policy.

17. Compliance snapshot:

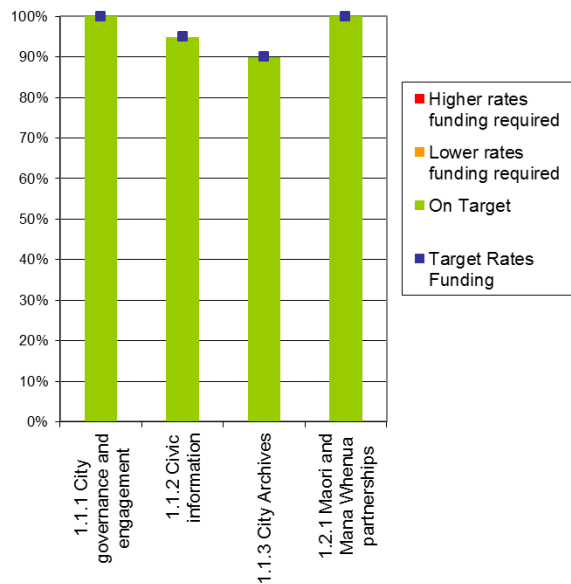
Note: all figures presented below are based on compliance to current Revenue and Financing Policy, prior to implementation of any proposed changes.

Category	Impact on compliance gap \$ (positive means more rates funding required)
Total level of non-compliance	\$8,943k
Impact of policy changes	(\$5,108k)
Impact of changes to fees	(\$298k)
Remaining level of temporary non-compliance	\$3,537k

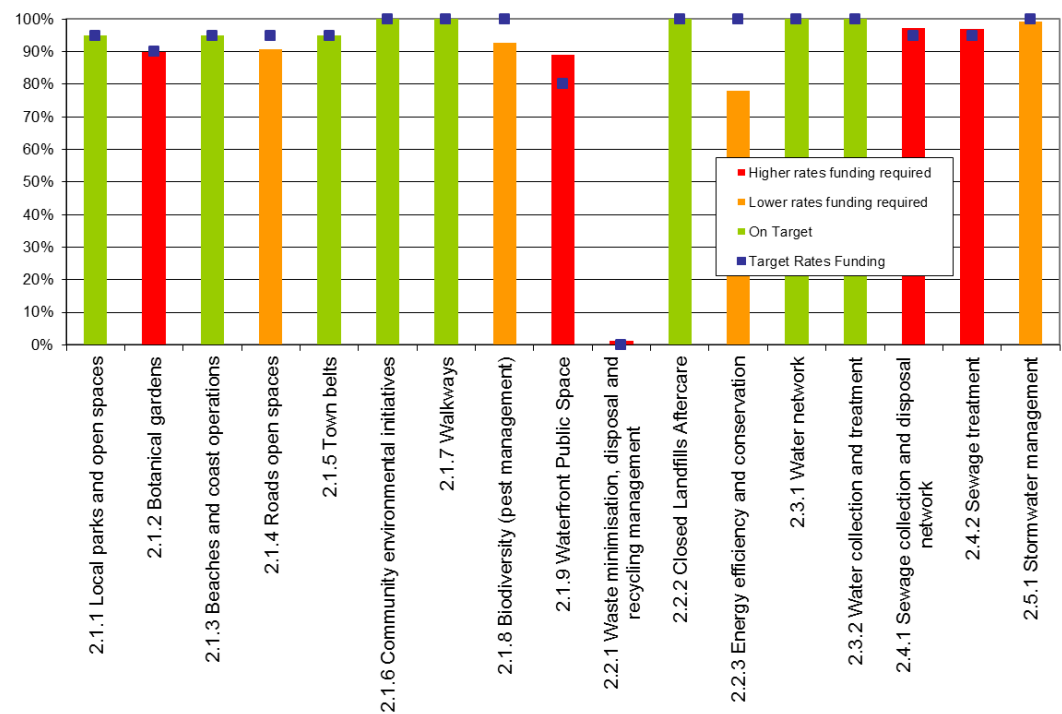
Detail review of individual activities is included in Attachment 2 – Revenue and Financing Policy Compliance.

18. Compliance graphs: Please note that these outline the current compliance levels, prior to adoption of recommended changes to the policy.

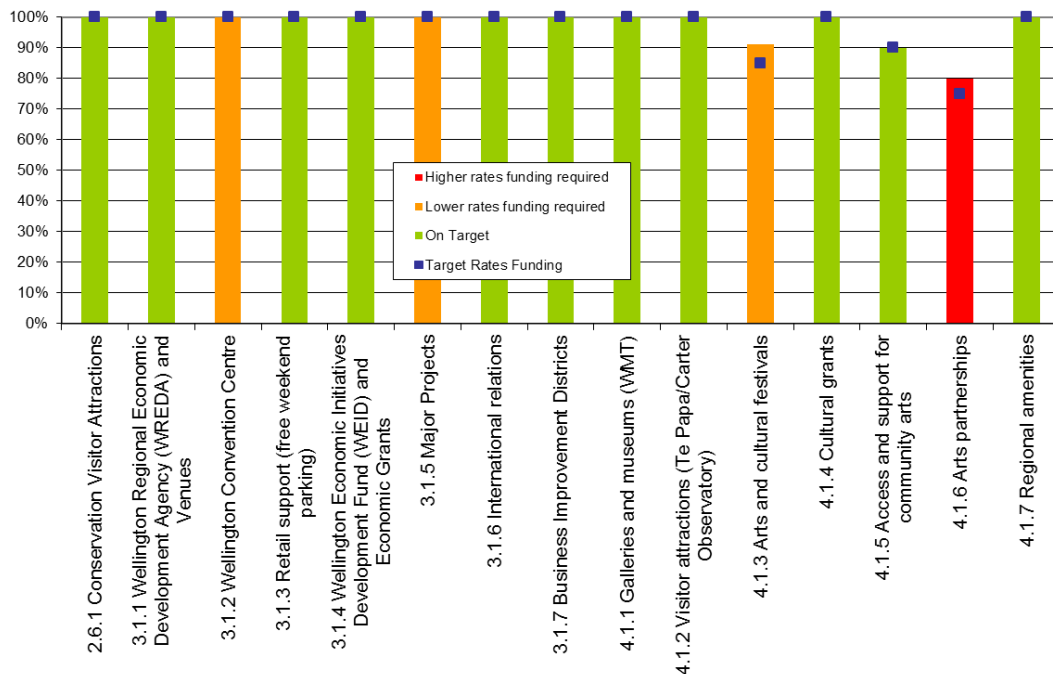
Governance - R&F Policy Compliance



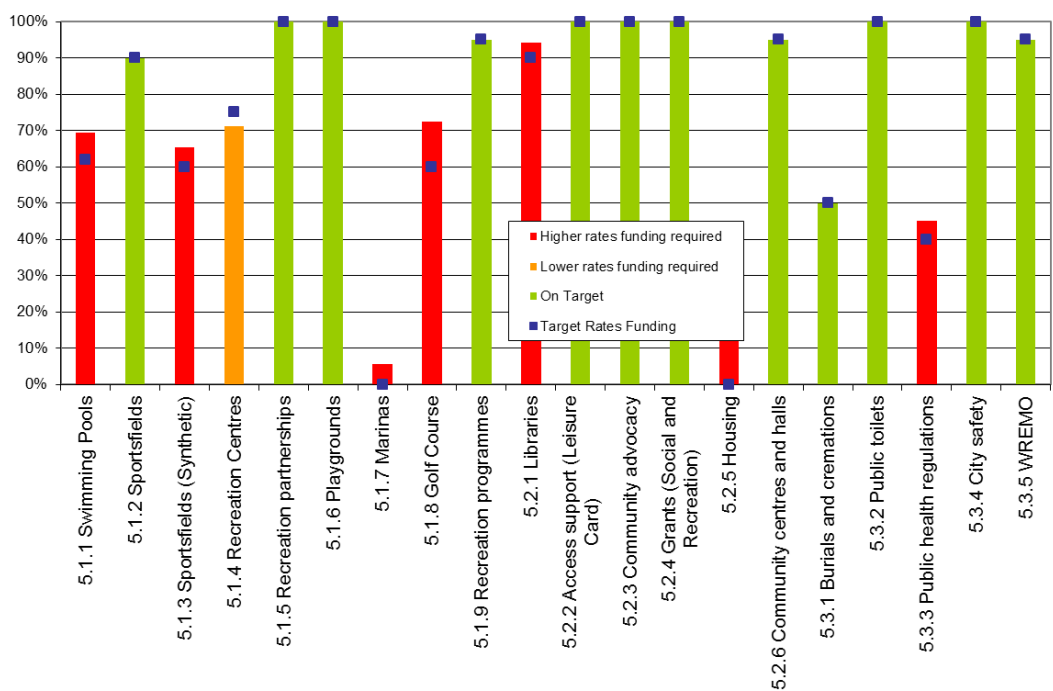
Environment - R&F Policy Compliance

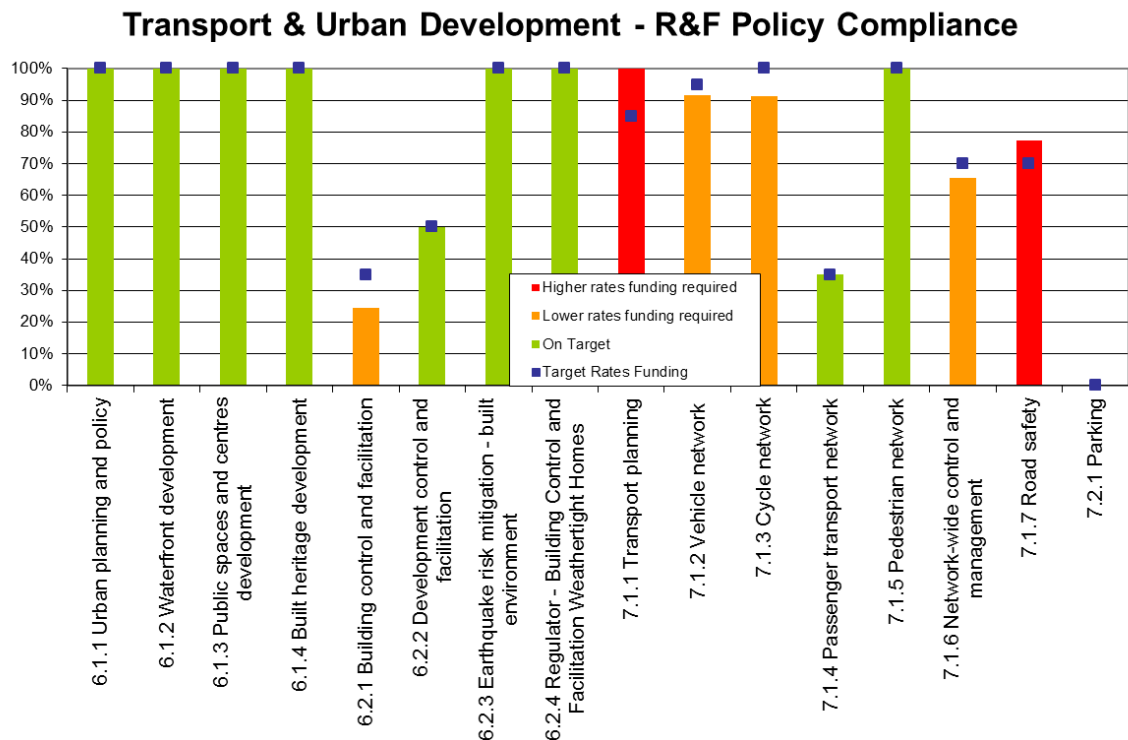


Economic Growth & Arts - R&F Policy Compliance



Community, Sport & Recreation - R&F Policy Compliance





19. For each non-compliant activity officers considered a range of remedial actions which were presented to the R&F Working Party for review:
 - Considering changes to the service offering or expenditure on the activity
 - Increasing utilisation and throughput
 - Increasing user charges to improve policy compliance
 - Amending the policy to change the user charge proportion
 - Leaving the policy unchanged and noting temporary non-compliance with policy.
20. Where activities are compliant, the R&F Working Party is not recommending any changes to the existing Revenue and Financing Policy.
21. Where activities have been identified as non-compliant, the R&F Working Party reviewed the factors contributing to policy non-compliance, along with options and limitations for achieving compliance with existing Revenue and Financing Policy.
22. A detailed summary of the review process is contained in attachment 2. This provides a detailed outlook of the recommendations made by the R&F Working Party per individual activity.
23. A revised Revenue and Financing Policy is contained in attachment 1.
24. A full list of recommended changes to Fees and Charges is contained in attachment 6.

Other Revenue and Financing Policy Considerations

Weathertight Homes Rates Funding

The Council has provided for a significant liability of around \$100m to settle claims associated with weather-tight homes issues. Due to the quantum of the liability, Council

currently uses borrowings in the first instance to meet these costs, with the associated borrowing subsequently being repaid through rates funding. This is to spread the cost and ensure that the affordability of any rates funding requirement is considered and managed. The balance of the outstanding liability is planned to be repaid within the next 15 years.

Rates Remission Policy

25. The Council's existing Rates Remission Policy has been reviewed and a number of remission options evaluated. The key proposed minor changes to the policy are summarised below:

- A review of the rates types remitted has been completed. A proposed change is recommended to the Special Circumstances Remission from "general rates" to "part or all of Council rates". This is to ensure consistent approach when reviewing applications for rates remissions.
- New Residential Greenfields Developments Remission has been amended to include the updated list of Special Housing Areas (SHAs).
- Remission for Land Used Principally for Games or Sport has been amended to exclude the reference to the application. This information is included in part 3 of the policy, which specifically addresses the application process, and is applicable for all applications for remissions submitted.
- Delegations related to approval of applications for rates postponements are already specifically included in Council's Delegations Policy and for this reason have been removed.
- Minor editorial changes.

Rates Postponement Policy

26. The Council's existing Rates Postponement Policy has been reviewed and proposed changes are outlined below:

- Delegations related to the approval of applications for rates postponements are already specifically included in Council's Delegations Policy, and therefore have been removed.
- Minor editorial changes.

Investment and Liability Management Policies

27. The Council's existing Investment and Liability Management Policies have been reviewed and number of changes are recommended. The key changes to the policy are summarised below and are being presented to Finance, Audit, Risk and Management Subcommittee on the 7th of March for review:

- *Interest rate risk position and "corridor" approach:* The Liability Management Policy has been updated to reflect the proposed "corridor" approach. The change ensures reduced interest rate risk levels in an environment where debt is increasing as a result of increased capital spending.
- *Borrowing maturity profile limits:* Council avoids exposure to liquidity risk by managing the maturity of its borrowing programme within set maturity limits. Liability Management Policy defines these limits based on the term of debt

instruments. Limits have been matched across all periods as per the table below:

1. Period	2. Minimum	3. Maximum
0 to 3 years	15%	60%
3 to 5 years	15%	60%
5 years plus	15%	60%

- *Carbon price risk:* Liability Management Policy has been updated to reflect the changes in Council practice through the Emissions Trading Scheme (ETS) Policy.

Asset Management Plans

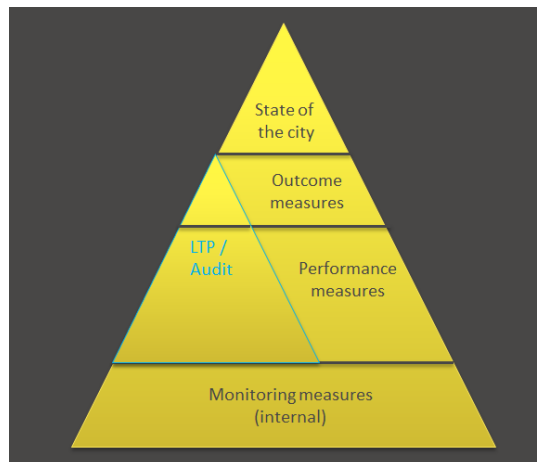
28. Council's services are largely delivered through the water, stormwater and sewage networks, its playgrounds, sportsfields, libraries, transport network and recreation.
29. Asset management plans (AMPs) were reviewed by the Working Party as an input to the 2018-28 Long-term Plan process.
30. Asset Management Plan development process included:
 - A detailed asset management plan is produced for each of Council's 19 groups of assets.
 - The asset management plans are updated on an annual basis and undergo a detailed review every 3 years for the Long-term Plan.
 - The R&F working party process is to review the Asset Management Plan assumptions, to assess reasonableness and deliverability of the proposed plans for asset renewals, upgrades and growth.
31. The R&F working party reviewed for each AMP:
 - the service levels and how the assets respond to current and future challenges, including environmental, growth, technology and change in demand;
 - the key challenges and the degree of risk the Council will tolerate in managing assets;
 - the level of investment in renewals, growth and new assets to change service levels in response to the key challenges;
 - the alignment of the capital programme to the priorities;
 - the financial impact in the changes to the levels of services in response to the key challenges;
 - the overall timing and delivery of the work programme.

Wellington City Council Performance Framework

32. 2018-28 Long-term Plan includes an updated Performance Framework (the framework). The framework reflects the Councils' desire to continuously improve how

the Council monitors performance and ensure alignment with the updated 2018-28 Long-term Plan (LTP).

33. The updated framework is a key performance reporting tool that guides corporate and governance decision making, transparency and business improvement across the Council. The framework consists of a hierarchy of key operating (or monitoring) performance measures and targets, strategic outcome indicators and State of City reporting trends. Figure 1 illustrates the structure of the framework.



34. The components of the Framework have been developed with input from Councillor's, Officers and subject experts. The line of sight between operating measures and outcomes reflects the extent to which Council influences the measure result. Controllability of the measure result has been a fundamental principle underpinning performance reporting and accountability for performance.
35. At the highest level the framework has State of the City snapshots (snapshots). These snapshots provide a whole of City focus and view of how the city is changing. The snapshots include information on range of trends not necessary influenced by the WCC. It is intended that the content of these snapshots would change to reflect the governance and strategic interest of Council.
36. The Local Government Act 2002 (the Act) requires the Councils to report against the outcomes in the Long-term Plan. The outcomes and their indicators enable this and are generally reported as annualised trends, often in the Annual Report. This reflects the reality that many other factors (not just the Council's services or projects) contribute to progress toward long-term (2040) outcomes.
37. Operational performance measures on the other hand, are where the Council has a greater level of controllability of the desired result as represented by the measure target(s). These measures are therefore reported with their respective service level targets. This allows Councillors, Officers and the public to assess the level of service achieved. The Local government Act 2002 (the Act) requires each local authority have a set of performance measures to "enable the public to assess the level of service". This includes compulsory measures (set by the Secretary of Local Government) that are designed to allow a comparison between Councils. Compulsory measures exist for 3 waters and transport network activities. The framework includes these required measures.

38. In the Long-term Plan performance measures and their targets are part of the Statement of Service Provision which describe and link key activities to their relevant measures, targets and outcomes.
39. Overall, the performance framework provides the collection of inputs (data and information) from which performance reports will be generated. These reports highlight areas of interest, exceptions and trends and commentary to inform governance and operational decision making and action required to achieve both performance against targets and, progress towards the long-term (2040) outcomes in the Long-term Plan.

Options

- 40.

Next Actions

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Attachments

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Attachment 3.	Rates Remission Policy ↓	Page 162
Attachment 4.	Rates Postponement Policy ↓	Page 176
Attachment 5.	Investment and Liability Management Policies ↓	Page 178
Attachment 6.	Fees and User Charges ↓	Page 187
Attachment 7.	Housing Development ↓	Page 191
Attachment 8.	Chair notes on R&F Working Party Discussions ↓	Page 196

Authors	Deirdre Reidy, Specialist Funding Advisor Alina Manko, Funding Analyst Martin Read, Manager Financial Strategy & Treasury
Authoriser	Andy Matthews, Chief Financial Officer

SUPPORTING INFORMATION

Engagement and Consultation

Subject to Council approval, the variances proposed and decisions made on this report will be consulted on with the community through 2018-28 Long-term Plan consultation process.

Treaty of Waitangi considerations

Targeted consultation will be undertaken with Iwi as part of the 2018-28 Long-term Plan consultation process using existing relationship channels.

Financial implications

This report discusses the key financial and funding policy considerations for the 2018-28 Long-term Plan. These underpin the financial forecasts in the LTP and therefore decisions made on these documents will impact on our operational and capital expenditure forecasts. The impact of these decisions and recommendations of this report are significant.

Policy and legislative implications

The report meets all statutory requirements under the Local Government Act 2002, and is consistent with Council policy. Specific changes to Council policies recommended within the report will be consulted upon as part of the 2018-28 Long-term Plan consultation process.

Risks / legal

The report meets all statutory requirements under the Local Government Act 2002. Legal advice has been obtained for changes to financial and funding policies suggested in this report.

Climate Change impact and considerations

Implications of climate change have been considered in relation to the 2018-28 Long-term Plan, and therefore funding implications as related to the strategy and policies.

Communications Plan

Communication will be through the 2018-28 Long-term Plan communication plan.

Health and Safety Impact considered

There is no Health and Safety implications arising from this paper.

Revenue and Financing Policy
Long-term Plan 2018-28

Revenue and Financing Policy

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Introduction

The Local Government Act 2002 (the Act) requires Councils to adopt a Revenue and Financing Policy that provides detail on the funding of operational and capital expenditure. This policy illustrates which parts of the community contribute to paying for Council's activities.

We have set out our policy under the following headings:

1. Policy statement on the funding of operating expenditure.
2. Policy statement on the funding of capital expenditure.
3. Setting the level of revenue from rates.
4. Council's application of the requirements of the Act.
5. The commercial and residential rating differential and the modifier.
6. Summary of operating revenue funding sources by activity.
7. Individual activity analysis by activity group.

1. Policy Statement on the funding of operational expenditure

Establishing the level of operating revenue required to fund operating expenditure

Operating expenditure pays for the Council's day-to-day operations and services, from collecting rubbish and providing street lighting to maintaining gardens and issuing building consents.

The Council will set its projected operating revenue at a level sufficient to meet the current year's projected operating expenditure, except where the Council resolves that it is financially prudent not to do so.

When setting projected operating revenue at a level that is different from the level of projected operating expenditure the Council will have regard to:

- The estimated expenses of achieving and maintaining the predicted levels of service provision set out in the LTP, including the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life.
- The projected revenue available to fund the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life.
- The equitable allocation of responsibility for funding the provision and maintenance of assets and facilities throughout their useful life.
- The funding and financial policies adopted under section 102 of the Local Government Act 2002.

In accordance with these principles, the Council has determined that the following items will not be funded:

Accounting for fair value changes: Under New Zealand International Financial Reporting Standards (NZIFRS), changes in the fair value of certain assets must be accounted for within the Statement of Financial Performance. In accordance with Section 100 of the Local Government Act 2002, the Council does not consider it financially prudent to fund changes in the fair value of assets or liabilities as these are essentially unrealised accounting adjustments.

Non-funding of depreciation on Council assets: The Council may elect not to fund all or part of the depreciation expenditure on specific assets in those circumstances where it is not financially prudent to do so. In accordance with section 100 of the Local Government Act 2002, the Council considers that it is not financially prudent to fund depreciation in the following circumstances:

- Where the original asset purchase was not funded by borrowings, or the original borrowings have been repaid, and
- Where, on an ongoing basis, the replacement of the asset at the end of its useful life will be funded by a third party, or
- Where the Council has elected not to replace the asset at the end of its useful life.

- Where a third party has a contractual obligation to either maintain the service potential of the asset throughout all or part of its useful life (or to replace the asset at the end of its useful life) and the Council already effectively funds this through operating grants/tariffs payable to the third party.

Non-funding of depreciation on waterfront assets: The Council transitioned the waterfront project 'in-house' during 2014/2015. This acquisition has necessitated a transition toward fully funding the depreciation of waterfront assets by 2024/25. This transition funding will link the cost of funding to the benefits received over time.

Options available for funding Council services

The Council uses the following mechanisms to fund operational expenditure requirements:

- **General rates.** General rates are used to fund public goods where it is not possible and/or practical to clearly identify customers or users. This rate is also used where, for reasons of fairness, equity and consideration of the wider community good it is considered that this is the most appropriate way in which to fund an activity.
- **Targeted rates.** This form of rate is used where an activity benefits an easily identifiable group of ratepayers (such as the commercial or residential sectors) and where it is appropriate that only this group be targeted to pay for some or all of a particular service. For example, sewage disposal, water supply and the downtown targeted rate.
- **Fees and charges.** User charges are direct charges to people and/or groups who use certain Council services such as swimming pools. In these instances, an identifiable benefit exists to clearly identifiable people and/or groups and they are required to pay for all or part of the cost of using that service. It is noted that since 2006 Councils have been required to adjust all income and expenditure within their LTP in line with inflation. Where appropriate and with consideration to 'ability to pay' principals, user charges will be increased by the rate of inflation to achieve continued alignment with the proposed funding policy targets.
- **Grants and subsidies.** Grants and subsidies apply to some activities when income from external agencies is received to support that particular activity.
- **Borrowings.** In general Council does not fund operating expenditure by borrowing. The exception is to fund the impacts on ratepayer's intergenerational equity or to fund expenditure over the period which benefits are received, such as weathertightness payments. Any borrowings associated with these expenses will be repaid over time.
- **Other sources of funding.** The Council also funds operating expenditure from other sources, including income from interest, dividends from investments held by the Council, lease income and proceeds from asset sales. Other sources of funding include:

Use of surpluses from previous financial periods

Where the Council has recorded an actual surplus in one financial period it may pass this benefit on to ratepayers in a subsequent financial period. A surplus arises from the recognition of additional income or through savings in expenditure. Council considers that passing this benefit on to

ratepayers in future financial periods improves the principle of intergenerational equity, in that any financial benefit is passed on to those ratepayers who shared the rates-funding burden in the financial period that the surplus was generated.

The amount of any surplus carried forward from previous financial periods will be accounted for as an operating deficit in the year the benefit is passed on to ratepayers. A surplus will be available for use in future financial periods if the actual surplus/ (deficit) is improved when compared to the budgeted surplus/ (deficit). In calculating the level of surplus to be carried forward, consideration will be given to the nature of the factors giving rise to the surplus (for example, whether they are cash or non-cash in nature). Generally, only those factors that are cash in nature will be available for use in determining the level of surplus to be carried forward.

The Council will not carry forward surpluses in relation to:

- The sale of assets. Such surpluses shall be used for repayment of borrowings.
- Trust and bequest revenue. Such surpluses shall be applied in accordance with the terms on which they are provided.
- Revenue received for capital purposes. Such surpluses shall be retained to fund the associated capital expenditure.
- Unrealised gains arising from fair value adjustments to assets and liabilities. These gains are unrealised accounting adjustments in the period in which they are recognised.

Funding of expenditure from restricted or special funds

Certain operating and capital expenditure may be funded from restricted or special funds. Restricted and special funds are those reserves within the Council's equity that are subject to special conditions of use, whether under statute or accepted as binding by the Council, and that may not be revised without reference to the courts or a third party.

Transfers may be made only for specified purposes or when specified conditions are met.

The following restricted and special funds are available for use by Council:

- *Self insurance reserve.* The self insurance reserve is used to fund any damages or losses that would otherwise be covered by the Council's insurance policies except for the fact that the Council has elected to set an insurance excess at a level greater than the damage or loss suffered. Each financial period the Council will provide, through funding from rates and levies, an amount intended to reimburse estimated damages or losses not otherwise covered by the Council's insurance policies. Actual expenditure incurred as a result of damages or losses where no claim is made under the Council's insurance policies as a result of the level of excess set will be transferred from retained earnings to the self insurance reserve at the end of the financial period.
- *Trusts and bequests.* The Council is the recipient/holder of a number of trusts and bequests. These funds can only be used for the express purposes for which they were provided to the Council. Each year, the Council may expend money, of an operating or capital nature, from its trusts and bequests in accordance with the specified conditions of those funds. For the avoidance of doubt, the Council does not fund the expenditure from its trusts and bequests from any of the sources of operating

revenue.

- *NZTA funding.* Each year the Council receives funding from NZTA as part of the overall replacement and renewal programme for the City's roading infrastructure. The Council recognises the funding as income in accordance with GAAP. As the funding is received for capital purposes, it cannot be used to offset the rates requirement. Therefore the Council shall recognise a surplus equivalent to the amount of NZTA funding for capital purposes, to be applied against funding the depreciation expense that results on completion of the associated asset.
- *Development contributions.* In accordance with the Council's Development Contributions Policy, development contributions are required to fund capital expenditure where development requires the construction of additional assets or increased capacity in network infrastructure, community infrastructure and reserves. Development contributions will result in an operating surplus being generated for the year. This shall flow through to a development reserve within the Council's equity.
- *Other reserves and ring-fenced funds.* Restricted funds also include other reserves, reserve purchase and development reserve, any sub-division development reserve and ring-fenced cumulative surpluses/deficits from City Housing and Marina Operations activities. Subject to meeting any specified conditions associated with these reserves the Council may expend money, of an operating or capital nature, from these reserves.
- *Regional amenities:* Local authorities in the Wellington region operate a regional amenities fund. The fund is a resource for entities that provide regional benefits in the arts, culture and environmental attractions and events sectors. The fund is a partnership between Wellington City Council, Hutt City Council, Upper Hutt City Council, Porirua City Council and Kapiti District Council. The fund ensures that regionally significant entities can be developed or sustained. The source of funds for Wellington City Council's contributions will be drawn in line with the activity rationale outlined in this policy. For example, any contribution to Te Papa from the Council as part of the regional amenities fund would be drawn from the sources outlined in section 4.1.7.

Having established its sources of operating revenue, the Council has determined that operational expenditure will be funded through the following mechanisms:

Operating expenditure Funding mechanism	Approximate proportion of funding for 2018/19
General Rate	XX%
Targeted rates	
• Sewerage rate	XX%
• Water rate	XX%
• Stormwater rate	XX%
• Base (residential)	XX%
• Commercial sector	XX%
• Downtown targeted rate	XX%
• Business Improvement District and other minor rates	XX%
Total targeted rates	XX%
Total fees and charges	XX%

Other sources	
• Ground and commercial lease	XX%
• Dividends	XX%
• Miscellaneous	XX%
Total other income	XX%
<p>Note: Decisions on the use of other funding sources i.e. use of prior period surpluses, non-funded depreciation, special and other reserves are project-specific are made on an annual basis. In such circumstances, revenue from these sources reduces the level of funding provided through the General Rate.</p>	

2. Policy Statement on the funding of capital expenditure

Capital expenditure represents expenditure on property, plant and equipment. Property, plant and equipment are tangible assets that are held by the Council for use in the provision of its goods and services (for example: bridges, libraries, swimming pools), for rental to others or for administrative purposes, and may include items held for the maintenance or repair of such assets.

Capital expenditure is funded from depreciation, development contributions, capital funding, and restricted funds or through new or extended borrowings as outlined below:

- If the capital expenditure relates to the replacement (renewal) of an existing asset, that expenditure will be funded by depreciation. Funding for depreciation comes from rates. Any surplus depreciation, after paying for the replacement of Council assets, will be used to repay borrowings.
- If the capital expenditure relates to the construction or purchase of a new asset or to the upgrade or increase in service potential of an existing asset, that expenditure will usually be funded from new or extended borrowings. Borrowing is the most cost-effective and equitable way to do this as it spreads the cost of the asset over all the generations who will benefit from it, making it affordable to ratepayers today.
- On projects where on the basis of financial prudence, the Council considers it appropriate to do so, it may impose a targeted rate to repay borrowings on an asset at a faster rate than over the full life of the asset.
- The Council will use capital funding from third parties to fund investment in new or upgraded assets (e.g. funding received from NZTA).
- The funding of capital expenditure from the sale of surplus assets is decided on a case-by-case basis. Funds received from the sale of surplus assets that are not applied to the funding of capital expenditure shall be used to repay borrowings.
- The funding of capital expenditure from restricted or special funds is decided on a case-by-case basis and is subject to the specified purposes and conditions governing the use of those restricted funds.
- If an approved capital expenditure project is not completed by the end of the financial period, the unspent funds may be carried forward to the next financial period to enable the project to be completed.
- The Council has agreed that Development Contributions are to be used as the primary funding tool for capital expenditure resulting from population and employment growth for water, wastewater, stormwater, roads, and reserves. The Council will continue to collect residual RMA based financial contributions on developments consented prior to 2005/06. In some circumstances, funds collected under either the Development Contributions Policy or the Financial Contributions Policy in the District Plan will result in a corresponding decrease in the amount to be funded from new borrowings.

Capital expenditure Funding mechanism	Approximate proportion of funding for 2018/19
Rates funded depreciation	XX%
NZTA transport subsidies	XX%
External grants	XX%
Development contributions	XX%
Borrowings	XX%

3. Setting the level of revenue from rates

The total level of revenue from rates will be established as the total revenue required to cover all projected operating expenditure after taking into account:

- The projected operating revenue from those sources of other revenue identified above.
- The level of operating surpluses carried forward from previous financial periods and agreed to by Council.
- The level of revenue received for capital purposes is (including development contributions) recognised as income for accounting purposes but required to be made available for the funding of capital expenditure.
- An amount equal to the level of depreciation expenditure on Council assets where the Council considers that it is not financially prudent to pass the funding requirement on to ratepayers.
- An amount equal to the level of reimbursement of the Council's self-insurance reserve.
- An amount equal to the projected level of repayment of borrowings which funded operational expenditure e.g. the settlement of liabilities for weathertightness payments.
- Any other amount that the Council considers not financially prudent to pass (the funding requirement) on to ratepayers.

4. The Council's application of the requirements of the Act

This section shows how the operating expenditure associated with each of the Council's activities are funded through applying the requirements of section 101 (3) of the Local Government Act 2002. Our activity analysis is organised under the following headings:

- **Community outcome.** The Council has four community outcomes:

- Connected city
- Dynamic central city
- People centred city
- Eco City

We make reference to the community outcome to which each activity relates in our analysis.

- **Activity Area.** The Council's activity areas are consolidated into seven strategic areas in which we provide a service to the community. These are:

- Governance
- Environment
- Economic development
- Cultural wellbeing
- Social and recreation
- Urban development
- Transport.

- **Activity Group.** The Council's activity groups are those areas in which we provide a service to the community. Our activity analysis starts with a statement of what activity we are assessing, and a brief description of the service provided by the Council.

- **Activity.** A summary of all operating projects that the Council delivers within a particular activity. Any one activity may have more than one operating project which, when combined, provides the total level of service provided by the Council.

- **Who Benefits?** This analysis looks at the benefits that flow from the activity to individuals, identifiable parts of the community and the community as a whole. The Council acknowledges that this analysis is in part subjective, and that it has used some basic principles to assist in its decision making.

- When discussing benefits to the whole community, we are referring to all members, ratepayers and the general public of the city. Benefits to the whole community accrue when individual users cannot be easily identified or cannot be easily excluded from entry (such as the use of the Town Belt and other open spaces), or where the community in general derives benefit from our activities (such as the provision of citizen information and advice). While it is not possible to charge for some activities, it is also not appropriate to charge for certain activities that benefit the community as a whole. In instances such as these, it is considered appropriate that funding is predominantly provided through the general rate.
- Where individuals or an identifiable part of the community can be identified, it is then possible to consider the use of targeted rates or user charges. Obvious examples of this

include services such as pools and recreation centres, but also include activities such as our building consent and licensing services and many of our waste management services. In these instances, it is possible to exclude users who do not wish to use and pay for an activity. Those users who choose to pay accrue a particular level of service over and above that available to the community as a whole.

- **Who should pay?** This section of our analysis looks at a variety of factors that may influence our decision-making when establishing a final decision as to who should pay for an activity. Through this analysis it is possible for the nominal funding split derived under the Who Benefits? analysis to be 'modified' based on a consideration of factors including:
 - The period of benefit provided by each activity. For instance, investment in the city's roading and stormwater infrastructure provides a long-term and ongoing benefit to the city, whereas a one-off grant for a particular activity will typically be short-term and temporary in nature.
 - Whether or not there is an identifiable exacerbator who should pay ('polluter pays' principle).
 - The costs and benefits of distinct funding. This includes an assessment of how we fund each individual activity taking into account issues such as transparency and accountability, and the impacts of a chosen funding mechanism. For instance, where a service is deemed to be essential or very important in terms of contributing to the general health and wellbeing of the community, consideration will be given to ensuring that people are not excluded from access to the service because they cannot afford to pay.
 - The overall impact of the funding of the activity on the current and future social, economic, environmental and cultural well-being of the community.

While each of these areas were considered when assessing who should pay, not all were relevant to each activity, while some had more weight than others in relation to a certain activity.

- **Our funding targets.** This provides the final analysis of how we will fund our activities after consideration of the issues outlined under "Who should pay?"

5. The general rates differential

The general rate is split between the base differential rate, which applies to residential ratepayers, community organisations and rural land, and the commercial, industrial and business differential rate.

Historically, the Council has applied a modifier to alter the rates differential (the rates split) that decides the share of general rate paid by residents (base differential) and by businesses (commercial, industrial and business differential). In setting the level of the differential, the Council has considered the requirements of the Local Government Act and number of factors including:

- The benefits each sector derives
- The ability of ratepayers within each sector to pay
- The historic relationship between various groups of ratepayers and the existing level of the differential
- Ensuring any change to the differential, or rate of any change, does not impact unreasonably on any particular group of ratepayers
- To determine equity and fairness, the entire rating system for Wellington City must be considered and it is not appropriate to focus on the differential only
- The impact on the social, cultural, economic and environmental well-being of the community.

In 2018/19 the Council proposes no change in the rates differential. This means that a commercial sector ratepayer will contribute 2.8 times more to the general rate than residential ratepayer for each dollar of rateable property capital value.

6. Summary of operating expenditure funding by activity

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Levy/Other
Governance	Governance, information and engagement	1.1.1 City governance and engagement	0%	0%	100%	100%	0%	0%	0%
		1.1.2 Civic information	5%	0%	95%	95%	0%	0%	0%
		1.1.3 City Archives	10%	0%	90%	90%	0%	0%	0%
Environment	Maori and Mana Whenua partnerships	1.2.1 Maori and Mana Whenua partnerships	0%	0%	100%	100%	0%	0%	0%
		2.1.1 Local parks and open spaces	5%	0%	95%	95%	0%	0%	0%
	Gardens, beaches and green open spaces	2.1.2 Botanical gardens	10%	0%	90%	90%	0%	0%	0%
		2.1.3 Beaches and coast operations	0%	5%	95%	95%	0%	0%	0%
		2.1.4 Roads open spaces	0%	5%	95%	95%	0%	0%	0%
		2.1.5 Town belts	0%	5%	95%	95%	0%	0%	0%
		2.1.6 Community environmental initiatives	0%	0%	100%	100%	0%	0%	0%
		2.1.7 Walkways	0%	0%	100%	100%	0%	0%	0%
		2.1.8 Biodiversity (pest management)	0%	0%	100%	100%	0%	0%	0%
		2.1.9 Waterfront Public Space	5%	5%	90%	90%	0%	0%	0%
	Waste reduction and energy conservation	2.2.1 Waste minimisation, disposal and recycling management	100%	0%	0%	0%	0%	0%	0%
		2.2.2 Closed Landfills Aftercare	0%	0%	100%	100%	0%	0%	0%
		2.2.3 Energy efficiency and conservation	0%	0%	100%	100%	0%	0%	0%
	Water	2.3.1 Water network	0%	0%	100%	0%	60%	40%	0%
		2.3.2 Water collection and treatment	0%	0%	100%	0%	60%	40%	0%
	Wastewater	2.4.1 Sewage collection and disposal network	5%	0%	95%	0%	60%	35%	0%
		2.4.2 Sewage treatment	5%	0%	95%	0%	60%	35%	0%
	Stormwater	2.5.1 Stormwater management	0%	0%	100%	0%	77.5%	22.5%	0%
	Conservation Attractions	2.6.1 Conservation Visitor Attractions	0%	0%	100%	100%	0.0%	0.0%	0%
Economic Development	City promotions and business support	Wellington Regional Economic Development Agency (WREDA) and Venues	0%	0%	100%	20%	0%	30%	50%
		3.1.2 Wellington Convention Centre	0%	0%	100%	60%	0%	0%	40%
		3.1.3 Retail support (free weekend parking)	0%	0%	100%	0%	0%	0%	100%
		Wellington Economic Initiatives Development Fund (WEID) and Economic Grants	0%	0%	100%	100%	0%	0%	0%
		3.1.5 Major Projects	0%	0%	100%	100%	0%	0%	0%
		3.1.6 International relations	0%	0%	100%	100%	0%	0%	0%
		3.1.7 Business Improvement Districts	0%	0%	100%	0%	0%	100%	0%
		3.1.8 Long Haul Airline Attraction	0%	0%	100%	0%	0%	0%	100%
		4.1.1 Galleries and museums (WMT)	0%	0%	100%	75%	0%	0%	25%
		4.1.2 Visitor attractions (Te Papa/Carter Observatory)	0%	0%	100%	30%	0%	0%	70%
Cultural Wellbeing	Arts and Culture Activities	4.1.3 Arts and cultural festivals	0%	10%	90%	90%	0%	0%	0%
		4.1.4 Cultural grants	0%	0%	100%	0%	100%	0%	0%
		Access and support for community arts	0%	10%	90%	90%	0%	0%	0%
		4.1.6 Arts partnerships	0%	25%	75%	75%	0%	0%	0%
		4.1.7 Regional amenities	0%	0%	100%	100%	0%	0%	0%
		5.1.1 Swimming Pools	30%	0%	70%	70%	0%	0%	0%
		5.1.2 Sportsfields	20%	0%	80%	80%	0%	0%	0%
Social and Recreation	Recreation promotion and support	5.1.3 Recreation programmes	5%	0%	95%	95%	0%	0%	0%
		5.1.4 Recreation Centres	25%	0%	75%	75%	0%	0%	0%
		5.1.5 Recreation partnerships	0%	0%	100%	0%	100%	0%	0%
		5.1.6 Playgrounds	0%	0%	100%	100%	0%	0%	0%
		5.1.7 Marinas	100%	0%	0%	0%	0%	0%	0%
		5.1.8 Golf Course	30%	0%	70%	70%	0%	0%	0%
		5.2.1 Libraries	5%	0%	95%	95%	0%	0%	0%
		5.2.2 Access support (Leisure Card)	0%	0%	100%	100%	0%	0%	0%
	Community support	5.2.3 Community advocacy	0%	0%	100%	0%	100%	0%	0%
		5.2.4 Grants (Social and Recreation)	0%	0%	100%	100%	0%	0%	0%
		5.2.5 Housing	100%	0%	0%	0%	0%	0%	0%
	Public health and safety	5.2.6 Community centres and halls	5%	0%	95%	0%	95%	0%	0%
		5.3.1 Burials and cremations	50%	0%	50%	50%	0%	0%	0%
		5.3.2 Public toilets	0%	0%	100%	100%	0%	0%	0%
		5.3.3 Public health regulations	60%	0%	40%	40%	0%	0%	0%
		5.3.4 City safety	0%	0%	100%	100%	0%	0%	0%
Urban Development	Urban planning, heritage and public spaces development	5.3.5 WREMO	5%	0%	95%	95%	0%	0%	0%
		6.1.1 Urban planning and policy	0%	0%	100%	100%	0%	0%	0%
		6.1.2 Waterfront development	0%	0%	100%	100%	0%	0%	0%
		Public spaces and centres development	0%	0%	100%	100%	0%	0%	0%
		6.1.4 Built heritage development	0%	0%	100%	100%	0%	0%	0%
	Building and development control	6.2.1 Building control and facilitation	65%	0%	35%	35%	0%	0%	0%
		6.2.2 Development control and facilitation	50%	0%	50%	50%	0%	0%	0%
		Earthquake risk mitigation - built environment	0%	0%	100%	100%	0%	0%	0%
		Regulator - Building Control and Facilitation Weathertight Homes	0%	0%	100%	100%	0%	0%	0%
		6.2.4	0%	0%	100%	100%	0%	0%	0%
Transport	Transport	7.1.1 Transport planning	0%	0%	100%	100%	0%	0%	0%
		7.1.2 Vehicle network	0%	5%	95%	95%	0%	0%	0%
		7.1.3 Cycle network	0%	0%	100%	100%	0%	0%	0%
		7.1.4 Passenger transport network	0%	65%	35%	35%	0%	0%	0%
		7.1.5 Pedestrian network	0%	0%	100%	100%	0%	0%	0%
		Network-wide control and management	15%	15%	70%	70%	0%	0%	0%
		7.1.7 Road safety	0%	20%	80%	80%	0%	0%	0%
	Parking	7.2.1 Parking	100%	0%	0%	0%	0%	0%	0%

• 7. Individual activity analysis by key achievement area

Governance

Delivering confidence in civic decision-making

One of our key responsibilities is to ensure that decisions about the city are made in ways that are democratic and inclusive. This means making sure residents are kept informed about what we're doing, are able to have their say, and feel confident that their views and votes count.

Operating activities

The funding sources for this area are illustrated in the graph below.

Activity Area	Activity Grouping	Activity	Activity Component Name	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted / Other
Governance	Governance, information and engagement	1.1.1	City governance and engagement	0%	0%	100%	100%	0%	0%	0%
		1.1.2	Civic information	5%	0%	95%	95%	0%	0%	0%
		1.1.3	City Archives	10%	0%	90%	90%	0%	0%	0%
	Maori and Mana Whenua partnerships	1.2.1	Maori and Mana Whenua partnerships	0%	0%	100%	100%	0%	0%	0%

Capital expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity.

Governance capital expenditure projects are funded through a combination of rates funded depreciation and borrowings.

Governance – activity commentary

1.1 Governance, Information and Engagement

ACTIVITY 1.1.1: CITY GOVERNANCE AND ENGAGEMENT

This covers our decision-making and accountability processes. It includes managing the local elections every three years, and holding meetings of the Council and its committees. It also includes developing plans and strategies to promote the city's well-being, such as the Annual Plan and Long-term Plan.

Community outcome

This activity contributes to the following community outcome:

- *People-centred city* – it enhances trust and confidence in civic decision-making and encourages the community to participate in city governance.

Who benefits?	
Whole community	100%

The whole community benefits from this activity. Policy formulation, consultation and planning are essential Council services. They enable elected members to set policies and manage resources to benefit the whole community. Along with elections, they also allow people to influence the Council. These decision-making and accountability processes enhance residents' well-being by improving the quality of Council decisions and by giving them a sense of empowerment arising from the fact they can have their voices heard.

Who should pay?	
Whole community	100%

Since this activity benefits the community as a whole, the fairest and most effective way to fund it is from general rates.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 1.1.2: CIVIC INFORMATION

This activity provides for the community to easily access Council information and services such as the Council's 24 hour call centre, the city's service centres, and maintenance of the property system. It also includes the cost of the contract for valuation services.

Community outcome

This activity contributes to the following community outcome:

- *People-centred city* - providing information about the city and its services allows people to use the city's facilities and provides access to information.

Who benefits?	
Whole community	50%
Individuals	50%

The whole community benefits from this activity. Providing information and services to the community and having points of contact where residents can contact us are essential Council services. They enable Council to rapidly respond to information received from the public regarding service problems and other customer feedback.

Individuals may also benefit from access to Council information like valuation and property systems. But these remain core components of the Council's ratings systems and are utilised by the Greater Wellington Regional Council.

Who should pay?	
Individual	5%
Identifiable part of the community	5%
Whole community	90%

The Council receives revenue from the Greater Wellington Regional Council for access to our property and valuation databases. This data sharing arrangement provides cost savings for both organisations.

Although individuals receive significant benefits from this activity and it would be possible to increase user fees, the Council believes the benefit to the community as a whole out-weighs this. For the city to run efficiently it is important there is a constant two-way flow of information and the Council does not wish to limit this with the introduction of further charges. It is therefore appropriate that this activity is mostly funded by the general rate.

Our funding targets: operating expenses	
User charges	5%
Other revenue	0%
Targeted rate	0%
General rate	95%
Total	100%

ACTIVITY 1.1.3: CITY ARCHIVES

This activity covers the operations of and community access to the City Archives.

Community outcome

This activity contributes to the following community outcome:

- *People-centred city* – the City Archives is a guardian of Wellington's memory. It preserves and makes available a huge range of primary information about the city's history. This is valuable for historians, genealogists, students and other members of the public. It is also valuable for businesses and property owners.

Who benefits?	
Whole community	50%

Individuals	50%
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The whole community benefits from this activity. Maintaining the City Archives collection for posterity and ensuring that it can be easily accessed is an important community service. The City Archives contribute to our understanding of the past and to forging a strong local community – it contributes to our sense of place.

Individuals who choose to use the City Archives can be seen to benefit directly from their access to the collection. The collection is used for private study and for research. Staff support people using the Archives, including assistance with searching and providing reproductions, and promoting the wider use and access of our collections.

Who benefits?	
Whole community	50%
Individuals	50%

Although the individuals that access the collection receive benefits from this activity, the Council believes that preserving aspects of the city's past are of significant benefit to the community as a whole.

Nevertheless it is considered appropriate that individual users should bear a small cost for any staff research and associated copying costs that they may generate.

The user charges for these services are broadly in line with those charged by the Alexander Turnbull Library and Archives New Zealand.

Our funding targets: operating expenses	
User charges	10%
Other revenue	0%
Targeted rate	0%
General rate	90%
Total	100%

1.2 Māori and Mana Whenua Partnerships

ACTIVITY 1.2.1: MĀORI AND MANA WHENUA PARTNERSHIPS

The Council recognises and acts on its obligations under the Treaty of Waitangi (Te Tiriti) and its specific responsibilities under the Local Government Act and other legislation. We foster partnerships with Mana Whenua (local Iwi) and consultation relationships with the wider Māori community. The relationship between the Council and Māori is supported by a dedicated directorate which provides us with advice and administrative support on Tiriti-based relationships.

Community outcome

This activity contributes to the following community outcome:

- *People-centred City* - this activity promotes inclusiveness, celebrates social and cultural diversity and enables us to respond to the needs and aspirations of Māori. Our work aims to enhance the visibility of Māori culture and history in the city by telling the story of Wellington's Māori.

Who benefits?	
Whole community	50%
Individuals	50%

The benefits of this activity are equally spread between the whole community and the Council's Mana Whenua partners. Mana Whenua partners benefit by having a direct input into Council decisions and therefore the future direction of the city. The community benefits because the partnership leads to better understanding and cooperation between local Māori and the wider community. These benefits contribute to the general cultural, economic, social and environmental wellbeing of the city.

Who should pay?	
Whole community	100%

Māori have a unique relationship with Council as 'tangata whenua' and through their ancestors as a partner to the signing of Te Tiriti. The benefits of the relationship and activity accrue to both Māori and the whole community, and as such it is appropriate for this activity to be funded from general rates.

Our statutory obligations may be the foundations for organisational policy and delivery but on their own they don't adequately emphasise the importance of Te Tiriti, the partnership with Māori and the critical value that his unique relationship can bring to the city both domestically and internationally.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%

General rate	100%
Total	100%

Environment

Protecting and enhancing our natural environment

Under this area of activity we seek to protect and enhance our natural environment. Wellington is a city shaped by nature. From bush-clad hills to sparkling harbour to rugged coastline, the city's unique character derives from the land. As the city grows, the challenge is to preserve this natural beauty and drama. Part of protecting the environment is looking after the city's water supply, rubbish and recycling operations, and sewage and stormwater networks. This is by far our biggest area of operation.

Operating activities

The funding sources for this area are illustrated in the graph below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Levy/Other
Environment	Gardens, beaches and green open spaces	2.1.1 Local parks and open spaces	5%	0%	95%	95%	0%	0%	0%
		2.1.2 Botanical gardens	10%	0%	90%	90%	0%	0%	0%
		2.1.3 Beaches and coast operations	0%	5%	95%	95%	0%	0%	0%
		2.1.4 Roads open spaces	0%	5%	95%	95%	0%	0%	0%
		2.1.5 Town belts	0%	5%	95%	95%	0%	0%	0%
		2.1.6 Community environmental initiatives	0%	0%	100%	100%	0%	0%	0%
		2.1.7 Walkways	0%	0%	100%	100%	0%	0%	0%
		2.1.8 Biodiversity (pest management)	0%	0%	100%	100%	0%	0%	0%
		2.1.9 Waterfront Public Space	5%	5%	90%	90%	0%	0%	0%
	Waste reduction and energy conservation	2.2.1 Waste minimisation, disposal and recycling management	100%	0%	0%	0%	0%	0%	0%
		2.2.2 Closed Landfills Aftercare	0%	0%	100%	100%	0%	0%	0%
		2.2.3 Energy efficiency and conservation	0%	0%	100%	100%	0%	0%	0%
	Water	2.3.1 Water network	0%	0%	100%	0%	60%	40%	0%
		2.3.2 Water collection and treatment	0%	0%	100%	0%	60%	40%	0%
	Wastewater	2.4.1 Sewage collection and disposal network	5%	0%	95%	0%	60%	35%	0%
		2.4.2 Sewage treatment	5%	0%	95%	0%	60%	35%	0%
	Stormwater	2.5.1 Stormwater management	0%	0%	100%	0%	77.5%	22.5%	0%
	Conservation Attractions	2.6.1 Conservation Visitor Attractions	0%	0%	100%	100%	0.0%	0.0%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity.

Environmental capital expenditure projects are funded through a combination of rates funded depreciation, and borrowings.

Environment – activity commentary

2.1 Gardens, Beaches and Green Open Spaces

ACTIVITY 2.1.1: LOCAL PARKS AND OPEN SPACES

The Council owns and looks after the city's parks and reserves, horticultural plantings and street trees. We aim to provide a high-amenity, safe open space environment that gives people a wide range of recreation opportunities. Our work includes the upkeep of gardens, grass areas, trees, sports pavilions and other buildings on reserve land, park furniture and infrastructure. (For information on sports fields, see activities 5.1.2).

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – local parks and open spaces enhance Wellington's unique 'sense of place', making it a great place to live, work and play.
- *Connected City* - accessible and high quality natural and green environments encourage people to gather together, share activities and connect with each other.
- *Eco-city* - high quality natural and green environments protect and enhance our biodiversity and contribute to off-setting our carbon emissions.

Who benefits?	
Whole community	90%
Individuals	10%

The city's parks and reserves benefit the whole community. They give all residents and visitors access to high-quality open spaces for a wide range of recreation activities, such as walking or mountain biking. This encourages healthy lifestyles. They also make the city's environment greener and more pleasant for all residents, and provide focal points for communities. This not only improves quality of life but also adds to people's sense of pride in the city and makes it an attractive place to live and visit.

While those who choose to use the city's open spaces receive a direct benefit, they cannot be readily identified or excluded from these areas. From time to time our park pavilions are leased to sports and community groups who benefit from their exclusive use.

The provision of parks and reserves brings long-term benefits to the city, which is reflected in the Council's commitment to fund this activity on an ongoing basis.

Who benefits?	
Whole community	90%
Individuals	10%

Since the community as a whole is the main beneficiary from this activity, it should bear most of the costs through general rates. These costs reflect the enhanced social and environmental well-being through the existence of parks and reserves and the opportunity for residents to use them for recreational activities.

The exception is the lease of park pavilions to sports and community groups. In these situations, the group concerned receives an exclusive benefit and therefore should bear a share of the cost. While our analysis suggests these groups receive 10 percent of the benefit, we have decided they should bear only 5 percent of the cost. This is because the Council wants to ensure that the pavilions are not priced out of reach of these groups. We want to see high levels of participation in recreation activities and encourage people to use the city's open spaces, and we believe raising user charges on the parks and pavilions could work against that outcome.

Our funding targets: operating expenses	
User charges	5%
Other revenue	0%
Targeted rate	0%
General rate	95%
Total	100%

ACTIVITY 2.1.2: BOTANICAL GARDENS

Wellington has four botanic gardens: Wellington Botanic Garden, Otari-Wilton's Bush, Bolton Street Cemetery and Truby King Park (Melrose). The Council maintains these gardens with the help of community groups and trusts that provide voluntary guides, fund new development and carry out practical work such as planting.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – Botanical Gardens enhance Wellington's unique 'sense of place'
- *Connected City* – the botanical gardens encourage people to gather together, share activities and connect with each other.
- *Eco-city* - the botanical gardens enhance our biodiversity and contribute to off-setting our carbon emissions.
- *Dynamic Central City* – the Botanic Garden is accessible within minutes from the central business district, is important for residents' quality of life, and attracts visitors.

Who benefits?

Whole community	90%
Individuals	10%

The city's four botanic gardens benefit the whole community. They are of international quality, providing residents and visitors with access to open spaces for recreation and relaxation, as well as opportunities to learn. They play a valuable conservation role, preserving native and exotic plants. By attracting visitors to Wellington they help its economy, and by making the city's environment more pleasant for all residents they improve quality of life and add to people's sense of pride in the city.

While those who choose to use the gardens receive the most direct benefit, in most instances these people cannot be identified and nor can they be excluded from these areas.

The gardens do provide a few services which exclusively benefit individual people or organisations. These include:

- the retail shop and cafe at the Begonia House in the Botanic Garden
- function rooms/facilities at Begonia House, Treehouse and Otari-Wilton's Bush
- sale of plants at the Otari-Wilton's Bush annual open day
- lease of a house at Truby King Park to Conservation Volunteers and lease of 2 other properties to private tenants (non-profit organisations)
- provision of memorial seats in the Botanic Gardens.

The gardens also provide educational seminars and programmes which have some private benefit. The newly established Discovery Garden opened in 2017. It is a living classroom, and its role is to provide environmental and botanical awareness for visitors and residents with a strong focus on children. However, as these programmes help people learn about the environment, the Council believes the principal benefit is to the community as a whole.

The provision of the botanic gardens brings long-term benefits to the city, which is reflected in the Council's commitment to fund them on an ongoing basis.

Who should pay?	
Whole community	90%
Individuals	10%

Since the principal benefits of the city's botanic gardens are to the community as a whole, it is appropriate for general ratepayers to bear the majority of costs. The Council views the gardens as public amenities and is committed to maintaining free public access.

These costs are offset by some income-generating activities (as above). These are generally commercial activities; the beneficiaries include souvenir hunters, tourists and groups renting function rooms and education institutes. It is appropriate that these activities are carried out on a user-pays basis.

Our funding targets: operating expenses	
User charges	10%
Other revenue	0%
Targeted rate	0%
General rate	90%
Total	100%

ACTIVITY 2.1.3: BEACHES AND COAST OPERATIONS

A well maintained coast, with strong natural values and secure structures, is important for public safety and enjoyment. The Council is responsible for the upkeep of many of the city's wharves, breakwaters, jetties and public boat ramps, as well as the Carter Fountain in Oriental Bay.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – Wellington's beaches and coastal areas provide high quality natural environments for leisure and recreation.

Who benefits?	
Whole community	100%

Wellington's coastline is a distinct part of the city's identity. By ensuring people have safe access to the coast, the Council is increasing the range of recreation opportunities available to people and encouraging healthy lifestyles, as well as protecting public safety. By beautifying the coast and protecting it from erosion, the Council is enhancing the city's environment, improving quality of life and adding to people's sense of the city as an attractive place to live.

While those who use the city's wharves, jetties and breakwaters receive a direct benefit, in most instances these people cannot be identified. Nor can they be excluded from using the coast. The one exception is boat ramps, which directly benefits an identifiable part of the community: recreational boat users. However, the Council regards these facilities as part of its provision of safe, secure access to the coast and encouraging outdoor recreation.

The Council's work on the city's beaches and coastline brings long-term benefits to the city, which is reflected in the Council's commitment to fund this activity on an ongoing basis.

Who should pay?

Whole community	100%
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Since the whole community benefits from this activity, it is appropriately funded through general rates.

This activity also derives modest rents from club houses on or adjacent to beaches and that revenue is reflected here.

Our funding targets: operating expenses	
User charges	0%
Other revenue	5%
Targeted rate	0%
General rate	95%
Total	100%

ACTIVITY 2.1.4: ROADS OPEN SPACES

Roads that are clean and have clear edges help to make the city attractive and safe. We look after the city's roadside plants, removing or pruning hazardous or overgrown vegetation, spraying weeds and supplying free plants to residents to plant on road reserves. We also clean city and residential streets, empty rubbish bins in the central city and remove spills and litter.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – our road network safely and efficiently accommodates more than 40,000 people driving around the city each day, for work and recreation. Our pedestrian and cycle networks deliver the same outcomes for more than 25,000 walking and cycling commuters each day.

Who benefits?	
Whole community	100%

Management of roadside vegetation reduces hazards and makes the road corridor safe and accessible for vehicles and pedestrians. It improves sight lines for drivers, maintains clearance from overhead utilities and prevents growth from blocking natural run off channels or damaging structures such as retaining walls.

This work benefits anyone who lives in or moves around the city by ensuring that footpaths, roadside verges and open spaces are safe and attractive. It helps to maintain the city's environment and residents' safety, health and enjoyment of their surroundings. .

Who should pay?	
Whole community	95%
Identifiable part of the community	5%

Because the community as a whole benefits, the fairest approach is to fund costs in this activity from general rates.

However, a small percentage of our costs are actually funded by the New Zealand Transport Agency (NZTA) through National Land Transport Fund (NLTF) subsidies, which pass on funding from fuel taxes gathered by Central Government. The amount subsidised by NZTA varies from year to year depending on the work programme (which affects eligibility for subsidy) and the amount of funding that NZTA has made available for qualifying activities. This income is leveraged to reduce the rates funding requirement for the roads open spaces activity.

Our funding targets: operating expenses	
User charges	0%
Other revenue	5%
Targeted rate	0%
General rate	95%
Total	100%

ACTIVITY 2.1.5: TOWN BELTS

Wellington's Town Belt, Outer Green Belt and reserves offer fantastic recreation venues for the public, but they need a lot of care. The Council manages the Town Belt, the Outer Green Belt and other reserves to ensure they are maintained to high standards. This includes custodial duties, operational planning and implementation, hazardous tree management, leases and licenses and reserve upgrade projects.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – a high quality natural environment enhances the city's unique 'sense of place' and provides attractive, safe and accessible opportunities for leisure and recreation.
- *Eco-city* - the Town Belt enhances our biodiversity and contributes to off-setting our carbon emissions.

Who benefits?	
Whole community	100%

The Town Belt and Outer Green Belt benefit the whole community. They give all residents and visitors access to high-quality open spaces for recreation activities, encouraging healthy lifestyles. They also

make the city's environment greener and more pleasant for all residents, and provide focal points for communities. This not only improves quality of life but also adds to people's sense of pride in the city and makes it an attractive place to live, play and visit.

While those who choose to use the Town Belt and Outer Green Belt receive a direct benefit, in most instances these people cannot be practically identified and nor can they be excluded from these areas.

The provision of the Town Belt and Outer Green Belt brings long-term benefits to the city, which is reflected in the Council's commitment to fund this activity on an ongoing basis.

Who should pay?	
Whole community	100%

Since the community as a whole benefits from the provision of the Town Belt and Outer Green Belt, it should bear the costs through general rates. These costs reflect the enhanced social and environmental well-being through the existence of these open space areas and the opportunity for residents to use them for recreational activities.

Through this activity we receive modest revenue from the rental we charge for leasing buildings, ground leases, or licenses on reserve land.

Our funding targets: operating expenses	
User charges	0%
Other revenue	5%
Targeted rate	0%
General rate	95%
Total	100%

ACTIVITY 2.1.6: COMMUNITY ENVIRONMENTAL INITIATIVES

This activity covers initiatives that directly support the community's engagement in advancing environmental well-being. The Council provides grants for projects that promote environmental sustainability or greater understanding of environmental issues. It also provides for training and capacity building of volunteers working on environmental projects throughout the City and environmental research and monitoring.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – community environmental initiatives improve the quality of our natural environment, making the city a better place to live, work and play.
- *Connected City* – by supporting community environmental initiatives we support bringing people together and encouraging community spirit.

- *Eco-city* – community environmental initiatives raise awareness of environmental issues and improve environmental outcomes.

Who benefits?

Whole community	100%
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This activity benefits the community as a whole. While individuals or groups can apply for the grants, the work they fund helps enhance the environment and provides educational benefits for all city residents.

The activity has long-term benefits, as the projects it funds are aimed at ensuring future generations can enjoy a cleaner and more pleasant environment.

This work contributes directly to the Council's long term goal of pursuing a collaborative, participatory approach towards environmental kaitiakitanga (guardianship), by sharing information within the community and establishing partnerships to achieve environmental goals.

Who should pay?

Whole community	100%
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Since this activity benefits the community as a whole, the fairest and most effective way to fund it is from general rates.

Our funding targets: operating expenses

User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 2.1.7: WALKWAYS

The Council encourages public use of the Town Belt and reserves, and recognises that tracks are important for people's access to and enjoyment of the city's bush and open spaces. Tracks also contribute to the integration of active transport modes throughout the city. We currently maintain over 300km of track.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – walkways allow residents to explore Wellington’s beautiful natural environment improving the quality of life of the city’s residents
- *Connected City* – walkways provide attractive, safe and accessible opportunities for leisure and recreation, connecting people with each other and the environment.

Who benefits?	
Whole community	100%

The whole community benefits from the Council’s provision of walkways. The walkways give all residents and visitors access to the Town Belt and reserves, encouraging them to enjoy the city’s bush and lead healthy lifestyles. They also provide key linkages to transport modes throughout the city.

While those who choose to use the walkways receive a direct benefit, in most instances these people cannot be practically identified and nor can they be excluded from these areas.

The provision of walkways brings long-term benefits to the city, which is reflected in the Council’s commitment to fund this activity on an ongoing basis.

Who should pay?	
Whole community	100%

Since the community as a whole benefits from the provision of the walkways, it should bear the costs through general rates. These costs reflect the enhanced social and environmental well-being through the existence of the walkways and the opportunity for residents to use them.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 2.1.8: BIODIVERSITY (PEST MANAGEMENT)

The Council runs programmes to control and manage pest animals and weeds on the 4,000 plus hectares of open space land we own and manage. Our programmes align with the Central Government Predator Free 2050, an ambitious goal to rid New Zealand of the most damaging introduced predators that threaten our nation's natural taonga, our economy and primary sector.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – protecting biodiversity improves the quality of our natural environment, making the city a better place to live, work and play.
- *Eco-city* – pest management is important for biodiversity and protects native fauna and flora.

Who benefits?

Whole community	100%
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This activity benefits the whole community by helping ensure the city's open space land is safe and pleasant to use. While there are direct benefits to those who choose to use the city's open spaces, these people cannot easily be identified or excluded from using those areas. There may also be benefits to certain communities within the city – for example, a programme to eradicate pest animals from a particular suburb – but, in general, the benefits of this activity are to the community as a whole.

This activity has long-term benefits. For example, eliminating a pest from an area means future generations are less likely to have to deal with the problems that pests cause. The work aids the health of the environment by protecting and restoring land, water-based ecosystems to sustain their natural processes, and to provide habitats for a range of indigenous and non-indigenous plants and animals.

The long-term nature of these benefits is reflected in the Council's decision to fund this activity on an ongoing basis.

Who should pay?

Whole community	100%
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This activity benefits the community as a whole. Therefore, the fairest and most effective way of funding it is from general rates.

Our funding targets: operating expenses

User charges	0%
Other revenue	0%
Targeted rate	0%

General rate	100%
Total	100%

ACTIVITY 2.1.9: WATERFRONT PUBLIC SPACE

This activity relates to the management and maintenance of the public space on the Wellington Waterfront, and includes the operation and maintenance of a wide range of assets which includes wharves, seawalls, bridges, parks, promenades, laneways and lighting.

Community outcome

This activity contributes towards the following outcomes:

- *Dynamic Central City* – the waterfront is readily accessible and is a very important area of the central city. An attractive, clean and safe waterfront will undoubtedly contribute to a dynamic centre, is important for resident's quality of life and attracts visitors to Wellington.
- *People Centred City* – a clean inner harbour and waterfront area enhance Wellington's unique 'sense of place', making it a great place to live.

Who benefits?	
Whole community	80%
Individuals/Users	20%

The city's waterfront area benefits the whole community. Access to the waterfront and the open spaces near the harbour is generally unrestricted and available to all – residents and visitors alike. A clean and vibrant waterfront area encourages healthy lifestyles and makes the city's environment more pleasant for all residents. This not only improves quality of life but also adds to people's sense of pride in the city and makes it an attractive place to live and visit.

An activity that occurs on the waterfront that provides direct identifiable benefit is the weekly Underground Market and Harbourside Market. This activity does provide a private benefit and the user is charged directly.

The provision of public spaces on the waterfront brings long-term benefits to the city, which is reflected in the Council's commitment to fund this activity on an ongoing basis.

Who should pay?	
Whole community	90%
Individuals	10%

With the exception of the provision of market stalls, the community as a whole is the main beneficiary from this activity, it is appropriate for general ratepayers to bear the majority of the costs.

Our funding targets: operating expenses	
User charges	5%
Other revenue	5%
Targeted rate	0%
General rate	90%
Total	100%

2.2 Waste Reduction and Energy Conservation

ACTIVITY 2.2.1: WASTE MINIMISATION, DISPOSAL AND RECYCLING MANAGEMENT

The Council operates the Southern Landfill. As well as the day-to-day management of the landfills, we are involved in landscaping, erosion control, resource consent compliance and water quality monitoring. The Council also collects refuse and household hazardous waste which is sent for safe disposal. This ensures hazardous wastes such as oils and solvents do not contaminate the landfills.

We encourage recycling by providing most residents with recycling bins and bags for weekly kerbside collection.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - collaboration between the Council and the community to reduce waste and increase recycling promotes community ownership of sustainable management of the environment.
- *Eco-city* - reduced waste and increased waste recycling and organic composting minimises the use of landfills and promotes the sustainable management of resources.

Who benefits?	
User	90%
Whole community	10%

People using the landfills receive the main benefit from this activity, as they are able to dispose of their waste in a safe and efficient manner that also ensures the harm to the environment is kept to a minimum.

There are also benefits to the whole community. Without the landfills, people would have nowhere safe to dispose of their waste. That would clearly pose a major hazard to public health and harm the city's environment.

In 2003 the Council adopted the Life Cycle Costing Model for Landfills. This model is designed to deliver a full cost recovery system over a landfill's life.

Also the direct beneficiaries of this work are the householders who have recyclable goods collected or who use our recycling stations. These people are able to dispose of their recyclable and reusable waste in a safe, efficient and environmentally-friendly manner.

The whole community receives the environmental benefits from having less waste deposited in landfills.

Who should pay?	
User	100%

Though the benefits of this activity are split between the community and individuals, the Council believes it is appropriate for users of the city's landfills to bear the costs. The Council believes it is appropriate to take a "polluter pays" approach to its solid waste operations, meaning landfill fees should be set at levels that discourage waste. This approach is justified by the significant benefits to the city's environment from reducing the amount of waste dumped in landfills.

The Council has adopted a Life Cycle Costing Model for Landfills. This model is designed to deliver a full cost recovery system over a landfill's life.

The Council also receives a small amount of income from the sale of recycling bins.

Our funding targets: operating expenses	
User charges	100%
Other revenue	0%
Targeted rate	0%
General rate	0%
Total	100%

ACTIVITY 2.2.2: CLOSED LANDFILLS AFTERCARE

We provide aftercare of our closed land fill sites.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – the majority of closed landfills are green open spaces enjoyed by local communities for leisure and recreation. Looking after these sites provides a valuable community asset for community enjoyment.

Who benefits?

Whole community	100%
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This activity benefits the whole community. Without the safe management of the closed landfills, it would potentially pose a major hazard to public health and harm the city's environment.

The whole community receives the environmental benefits from having close and safe management of the cities closed landfills

Who should pay?

Whole community	100%
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Our funding targets: operating expenses

User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 2.2.3: ENERGY EFFICIENCY AND CONSERVATION

One of the Council's long term aims is for it and Wellington to be more sustainable – as reflected in our strategies like Wellington Towards 2040: Smart Capital, Wellington Resilience Strategy, and Low Carbon Capital. This means that Wellington will reduce its environmental impact by making efficient use of energy, water, land and other resources; shifting towards renewable energy resources; conserving resources; and minimising waste. Our immediate focus is on three pillars of activity – Greening Wellington's growth, Changing the way we move, and Leading by example. Each of these areas contributes to making either the Council itself or the whole community more sustainable.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - developing funding partnerships with key stakeholders to improve the resilience, sustainability and the quality of life of Wellington residents. Facilitating home energy

evaluations through our Home Energy Saver programme to meet people where they are – at home – is a core part of supporting people to make sustainable decisions.

- *Eco-city* - a focus on energy efficiency and fuel switching for the city's households and business will reduce costs and reduce its greenhouse gas emissions. Developing partnerships to deliver on the varied outcomes of the Resilience Strategy and Low Carbon Capital – including electric vehicle charging, car sharing and renewable energy will be crucial for the Council's Eco-City aspirations.
- *Dynamic Central City* - facilitating construction of Green Star-rated buildings in the city centre, energy efficiency retrofits of central city office buildings and businesses as well as the uptake of emerging 'green' technologies will allow Wellington to showcase its Eco-City credentials.

Who benefits?	
Whole community	100%

The whole community benefits from the Council's commitment to and promotion of sustainability. By definition the work is of benefit to current and future generations. By reducing environmental impacts and making more efficient use of existing resources more opportunities will be open to the whole community in the future.

Who should pay?	
Whole community	100%

Since the community as a whole benefits from this activity, it is considered appropriate that it be funded from the general rate.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

2.3 Water

ACTIVITY 2.3.1: WATER NETWORK

The Council owns a water network of over 80 reservoirs, 30 pumping stations, more than 7,000 hydrants and about 900 odd kilometres of underground pipes. We maintain this network to ensure Wellingtonians have high-quality drinking water available at all times. Our work includes monitoring water quality to ensure it meets the required standards, and cleaning reservoirs and pipes.

Community outcome

This activity contributes towards the following outcomes:

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

Who benefits?	
Identifiable parts of the community	75%
Whole community	25%

Water supply is a fundamental Council service. Residents need clean drinking water, as well as water for washing. Water is also vital for industry and commerce. The benefits to commercial users are entirely private and exclusive. The benefits to individual people are mainly private, but there are also significant benefits to the community as a whole in terms of public health and safety, and economic well-being.

Who should pay?	
Identifiable parts of the community:	
Base (residential) sector	60%
Commercial sector	40%

While it is recognised that there is a whole community benefit from the provision of the water supply activity, this, along with the benefit received by individuals is best reflected through a targeted rate imposed on those properties connected to the public water supply.

The division of costs between the two sectors is based on a water consumption split, modified on the basis of the additional maintenance and service response required in the commercial sector, to a 60% residential 40% commercial split.

The 60% residential share is funded through a targeted rate. The majority of properties (those that do not have a water meter) are charged a fixed amount, to reflect the fixed cost component of funding these activities, with the balance of the sector share funded through a rate per dollar of capital value.

Those properties that have elected to have a water meter contribute to the targeted rate through a consumption charge.

The 40% of costs funded through the Commercial sector is drawn from a targeted rate primarily through a consumption charge per cubic metre of water consumed. The balance of commercial properties without a water meter, pay their share of the targeted rate through a rate per dollar of capital value.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Residential 60%, Commercial 40%)	100%
General rate	0%
Total	100%

ACTIVITY 2.3.2: WATER COLLECTION AND TREATMENT

We buy water for the city in bulk from the Greater Wellington Regional Council. The regional council treats the water at four sites in the Hutt Valley – Te Marua, Waterloo, Gear Island and Wainuiomata – to ensure it meets New Zealand drinking water standards. We pay based on how much water the city uses. Some of our costs are recovered from customers with water meters, while the rest is covered by water rates. Responsibility for water supply is vested in the Council under the Local Government Act.

Community outcome

This activity contributes towards the following outcomes:

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

Who benefits?	
Identifiable parts of the community	75%
Whole community	25%

Water supply is a fundamental Council service. Residents need clean drinking water, as well as water for washing. Water is also vital for industry and commerce. Though water supply is essential in a modern city, the benefits are largely private.

There is also some benefit to the community as a whole from the Council's provision of clean, drinkable water. This includes public health benefits, provision of water for fire-fighting, and the benefits of a reliable water supply for the economy.

Who should pay?	
Identifiable parts of the community:	
Base (residential) sector	60%
Commercial sector	40%

While it is recognised that there is a whole community benefit from the provision of the water supply activity, this, along with the benefit received by individuals is best reflected through a targeted rate imposed on those properties connected to the public water supply.

The division of costs between the two sectors is based on a water consumption split, modified on the basis of the additional maintenance and service response required in the commercial sector, to a 60% residential 40% commercial split.

The 60% residential share is funded through a targeted rate. The majority of properties (those that do not have a water meter) are charged a fixed charge, to reflect the fixed cost component of funding these activities, with the balance of the sector share funded through a rate per dollar of capital value. Those properties that have elected to have a water meter contribute to the targeted rate through a consumption charge.

The 40% of costs for activities funded through the Commercial sector is drawn from a targeted rate primarily through a consumption charge of per cubic metre of water consumed and an administration fee. The balance of commercial properties without a water meter, pay their share of the targeted rate through a rate per dollar of capital value.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Residential 60%, Commercial 40%)	100%
General rate	0%
Total	100%

2.4 Wastewater

ACTIVITY 2.4.1: SEWAGE COLLECTION AND DISPOSAL NETWORK

The Council is responsible for more than 1,000 kilometres of sewer pipes and tunnels, of which almost half are over 50 years old. The sewage network also includes 62 pumping stations which need regular maintenance and ultimately replacement once they have come to the end of their economic life.

Community outcome

This activity contributes towards the following outcomes:

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

Who benefits?	
Identifiable parts of the community	80%
Whole community	20%

The sewage network mainly benefits individuals by providing for the safe, sanitary removal of sewage waste from their homes and businesses, and ensuring that waste is treated and disposed of in ways that do not harm the environment. Though these benefits are private they are not exclusive – all homes and businesses use the system, and it would have to exist for public good reasons regardless of the individual benefits.

The sewage system benefits the whole community by protecting public health and the overall state of the environment. The system is a fundamental part of the city's infrastructure. Without it Wellington could not operate as a modern efficient city.

Who should pay?	
Identifiable parts of the community:	
Base (residential) sector	60%
Commercial sector	35%
User charges	5%

While it is recognised that there is a whole community benefit from this activity, this, along with the benefit received by individuals is best reflected through a targeted rate imposed on those properties with sewer connections.

The division of costs between the two sectors is based on a 'water in, water out' concept. As a result the sector split for this targeted rate is the same as for water supply. The cost of network installation and maintenance in the commercial area is more expensive due to its size, pressures, standards and service levels. This is reflected in the 60%/40% split.

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The 60% residential share is collected through a targeted rate. This rate incorporates a fixed charge, with the balance of the sector share funded through a rate per dollar of capital value.

The 40% commercial sector share is collected through a targeted rate based on a rate per dollar of capital value (35%) and trade waste charges (5%).

Our funding targets: operating expenses	
User charges	5%
Other revenue	0%
Targeted rate (Residential 60%, Commercial 35%)	95%
General rate	0%
Total	100%

ACTIVITY 2.4.2: SEWAGE TREATMENT

Sewage is treated at three plants: Moa Point, Karori, and Porirua. The waste treatment plants at Moa Point and Karori are financed by the Council and operated by Veolia. Sewage from Wellington's northern suburbs is transferred to the Porirua plant, in which the Council has a 27.6% stake. Once sewage is treated at Moa Point and Karori, waste water is piped into the Cook Strait and the sludge is taken to the Southern Landfill.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - a safe and reliable wastewater network and treatment facility provides protection against public health risks.
- *Eco-city* - a safe and reliable wastewater network and treatment facility provides protection against environmental harm.
- *Dynamic Central City* - a safe, reliable and well maintained wastewater network and appropriate treatment of waste is a core component of every successful city in the 21st Century.

Who benefits?	
Identifiable parts of the community	80%
Whole community	20%

The sewage treatment system mainly benefits individuals by ensuring the waste removed from their homes and businesses is disposed of in ways that do not harm the environment. Though these benefits are private they are not exclusive – all homes and businesses use the sewerage system, and sewage would have to be treated for public good reasons regardless of the individual benefits.

The sewage treatment system benefits the whole community by protecting public health and the overall state of the environment. The system is a fundamental part of the city's infrastructure. Without it, Wellington could not operate as a modern, efficient city.

Who should pay?	
Identifiable parts of the community:	
Base (residential) sector	60%
Commercial sector	35%
User	5%

While it is recognised that there is a whole community benefit from the provision of this activity, this, along with the benefit received by individuals is best reflected through a targeted rate imposed on those properties with sewer connections.

The division of costs between the two sectors is based on a 'water in, water out' concept. As a result the sector split for this targeted rate is the same as for water supply. The cost of network installation and maintenance in the commercial area is more expensive due to its size, pressures, standards and service levels. This is reflected in the 60%/40% split.

The 60% residential share is collected through a targeted rate. This rate incorporates a fixed amount per property, with the balance of the sector share funded through a rate per dollar of capital value.

The 40% commercial sector share is collected through a targeted rate based on a rate per dollar of capital value (35%) and trade waste charges (5%).

Our funding targets: operating expenses	
User charges	5%
Other revenue	0%
Targeted rate (Residential 60%, Commercial 35%)	95%
General rate	0%
Total	100%

2.5 Stormwater

ACTIVITY 2.5.1: STORMWATER MANAGEMENT

Each year, Wellington's stormwater network carries around 80 million cubic metres of runoff from gutters and drains to the harbour and city streams. This drainage network helps protect the city from flooding. This network is made up of over 600 kilometres of stormwater pipes and tunnels.

Because stormwater is discharged into the city's streams, harbour and coastal waters, it needs to be as clean as possible. Stormwater can be contaminated by sewage leaking from sewerage pipes, runoff from roads, and by waste such as oil, paint and litter being tipped or washing into drains. The Council has resource consents from the Greater Wellington Regional Council for our stormwater discharges, and we are required to meet the standards set out in these consents. While we do not treat stormwater runoff, we monitor stormwater quality at more than 80 sites, to ensure it meets the required standards.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - a safe and reliable storm water network and effective maintenance and operation programmes prevents avoidable disruptions to community living and minimises the risk of injury and the risk of damage to property from storm water.
- *Eco-city* - a safe and reliable storm water network minimise the impacts – such as erosion - of storm water on the environment.
- *Dynamic Central City* - a safe and reliable storm water network and effective maintenance and operations programmes allows people to live work and play in the central city safely and without disruption.
- *Connected City* - a safe and reliable storm water network and effective maintenance and operations programmes reduces the risk of avoidable surface flooding and environmental damage that may affect transport networks.

Who benefits?	
Identifiable parts of the community	50%
Whole community	50%

The stormwater system provides significant benefits to individual property owners by protecting their property from flooding. Though these benefits are private, they are not exclusive – all homes and businesses benefit, and the network would have to exist for public good reasons regardless of the individual benefits.

The stormwater system benefits the whole community, both by protecting public property and by protecting public health and safety. The system is a fundamental part of the city's infrastructure. Without it, Wellington could not operate as a modern, efficient city, and both economic and social well-being would suffer.

Who should pay?

Identifiable parts of the community:	
Residential (urban) sector	77.5%
Commercial sector	22.5%

While it is recognised that there is a whole community benefit from this activity, this, along with the benefit received by individuals is best reflected through a targeted rate imposed on the residential (urban) sector and the commercial sector.

Some stormwater runoff may be the direct result of new developments or other land works, or individual actions such as people tipping paint down drains. In these cases, there is a clear “polluter pays” argument for the people or businesses responsible to meet some of the costs. However, identifying those responsible and assessing the costs are difficult.

The Council has decided to exclude rural areas from paying for this activity as this service is not provided to them and as a result they receive no individual benefit. It is therefore appropriate to fund this activity from targeted rates, excluding the rural sector.

The 77.5% residential share is collected through a targeted rate. This rate is funded through a rate per dollar of capital value.

The 22.5% commercial sector share is collected through a targeted rate based on a rate per dollar of capital value.

Our funding targets: operating expenses

User charges	0%
Other revenue	0%
Targeted rate (Residential 77.5%, Commercial 22.5%)	100%
General rate	0%
Total	100%

2.6 Conservation Attractions

ACTIVITY 2.6.1: CONSERVATION VISITOR ATTRACTIONS

The Council funds the Wellington Zoo Trust and the Karori Sanctuary Trust. While each of these organisations has specific goals and approaches to conservation and education they provide attractions for residents and visitors.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - these activities inform and educate residents and visitors about conservation. They tell the story of our past, of our special wildlife, and of exotic flora and fauna.
- *Eco-city* - these facilities play important conservation roles, protecting native and exotic flora and fauna.

Who benefits?	
Individuals	40%
Whole community	40%
Identifiable part of the community	20%

These facilities benefit the individuals that choose to attend by providing them with a high-quality recreational and educational experience. These benefits are private and exclusive.

These facilities provide significant benefits to the whole community. They play a major conservation role by protecting endangered species and educating the public about conservation and biodiversity issues.

These facilities also attract tourists to the city, contributing to the local economy.

Who should pay?	
Whole community	100%

Each of these trusts operates separately from the Council. User charges take the form of entry fees to visit these facilities, which account for about a significant proportion of their income and reflect the private benefits to people who visit these facilities. These user charges do not appear in the Council's books.

The Council's contribution to these facilities reflects the benefits to the community as a whole. For this reason, it is appropriate for the Council's contribution to be funded from general rates.

These facilities contribute to the Council's long term goal that the city's high quality natural environment will attract visitors, residents and visitors.

LONG-TERM AND ANNUAL PLAN COMMITTEE

7 MARCH 2018

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Economic Development

Growing the regional economy for a prosperous community

The Economic Development Activity is about achieving long-term and sustainable growth in Gross Domestic Product per capita. With a dynamic growing economy, Wellington is able to offer residents prosperity and an outstanding quality of life. Our economic activities include funding tourism promotions and visitor attractions, support for the regional economic development agency, and maintaining relationships with other agencies to foster economic growth.

Operating activities

The funding sources for this area are illustrated in the graph below.

Activity Area	Activity Grouping	Activity	Activity Component Name	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Targeted / Other
Economic Development	City promotions and business support	3.1.1	Wellington Regional Economic Development Agency (WREDA) and Venues	0%	0%	100%	20%	0%	30%	50%
		3.1.2	Wellington Convention Centre	0%	0%	100%	60%	0%	0%	40%
		3.1.3	Retail support (free weekend parking)	0%	0%	100%	0%	0%	0%	100%
		3.1.4	Wellington Economic Initiatives Development Fund (WEID) and Economic Grants	0%	0%	100%	100%	0%	0%	0%
		3.1.5	Major Projects	0%	0%	100%	100%	0%	0%	0%
		3.1.6	International relations	0%	0%	100%	100%	0%	0%	0%
		3.1.7	Business Improvement Districts	0%	0%	100%	0%	0%	100%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity.

Economic development capital expenditure projects generally relate to renewals and are funded through rates funded depreciation and borrowings.

Economic development – activity funding commentary

3.1 City Promotions and Business Support

**ACTIVITY 3.1.1: WELLINGTON REGIONAL ECONOMIC DEVELOPMENT AGENCY
(WREDA) AND VENUES**

This activity covers the Council's funding of the Wellington Regional Economic Development Agency (WREDA), the costs of owning and maintaining a number of venue buildings and managing the use of the venues and innovation activities.

WREDA combines the economic development activities of Wellington City Council and the Greater Wellington Regional Council into one organisation.

The aim of a single development agency is to unlock the region's economic potential by providing:

- Clear strategic focus
-
- Strong economic leadership that prioritises business success
-
- One voice when dealing with government, businesses, investors and research providers
-
- Effective use of resources and talent, and leverage of scale

The Council's funding will be used to support its activities in the following areas:

- Major events – attract and support major events that bring visitors and extra spending to the city.
-
- Tourism – to promote and market the city to visitors
-
- Sector support to attract business, talent and investment to the Wellington region and accelerate economic growth.
-
- Maintain the portfolio of civic buildings (the Michael Fowler Centre, TSB Arena, St James Centre, and the Opera House) to support the Venues operations in providing a full calendar of entertainment and business events.
-
- Provision of CBD free Wi-Fi, a 'point of difference' for visitors to the city and user experience through free public access Wi-Fi network.

Also included in this activity is the expenditure and revenues of promoting and operating the venues (which WREDA undertakes on behalf of Council). This specific activity operates without direct Council funding.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - promotion of the city as an attractive place to live and do business, works to attract talent to the city and attracts tens of thousands of visitors every year.

- *Connected City* - ensuring that the city has a presence internationally will be vital to attracting investment, talent, visitors and jobs.
- *Dynamic Central City* - attracting talent, investment, visitors and jobs will be critical to growing the city's economy and ensuring Wellington remains vibrant and retains its competitive advantage.

Who benefits?	
Individuals	45%
Identifiable part of the community	45%
Whole Community	10%

Individual users of the venues derive considerable benefit from these activities. In most cases users themselves provide the funding for the benefits they derive through ticketing charges. For example, people attending a show or an event that WREDA has brought to the city will generally need to pay an entry fee.

The business sector is a significant beneficiary of this activity –and in particular businesses in the central city area where generally a large proportion of visitors spend most of their time and the majority of business activity occurs.

Residents benefit through the provision of incremental job growth, increasing incomes, an increased range of career choices, and importantly making the city more vibrant and prosperous. Particular commercial sectors, such as education and creative industries, also benefit through elevating their profile and helping build the investor base and potential business partnerships.

The benefits from the WREDA funding are distributed widely across hospitality providers, job seekers, and businesses needing to employ and retain skilled workers. Also, a vibrant and growing economy benefits homeowners by supporting high levels of employment and steady population growth in the City which in turn underpin a stable housing market.

It is estimated that the benefits from the expenditure in these areas accrues to a mix of the business community, the downtown businesses and the whole community.

Who should pay?	
Users	45%
Identifiable part of the community	45%
Whole Community	10%

Part of this activity includes the running of the Venues day to day operations, where users fully pay the cost of this activity and there is no rates funding requirement. As the level of venue activity may change on a year to year basis, there is an underlying principle that any costs associated with the promotion or operating of venues is 100% user funded and not funded through rates.

The funding policy excludes the venues operations and is focused on the remaining elements in the activity, and it is recommended that they should be 100% rates funded. This funding is proposed to be spread across the sectors that benefit. This approach attributes the main benefits to the business community and in particular the businesses in the CBD. There is a small component of funding attributed to general rates covering residential and commercial ratepayers.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Commercial)	30%
Targeted rate (Downtown)	50%
General rate	20%
Total	100%

ACTIVITY 3.1.2: WELLINGTON CONVENTION CENTRE

This activity relates to the funding required for the provision of facilities to the City.

The policy around the funding of convention centre activities was consulted on as part of the Council's initial decision to support investment in upgraded convention centre facilities for the city. The policy of 60% general rates and 40% funding through the downtown levy was proposed. This delivers a broad funding split of one third residential sector and two thirds commercial sector in terms of contribution to the cost.

Community outcome

This activity contributes towards the following outcomes:

- *Connected City* - The Wellington Convention Centre would offer a convention and event space that is not currently available in the city. This space provides for networking opportunities and the ability for organisations to share the latest industry trends and innovations.
- *Dynamic Central City* – convention venues are places of events, festivals, and conferences. They anchor Wellington's appeal as a place of creativity, exploration, innovation and excitement and will bring more business visitation to our downtown area.

Who benefits?	
Identifiable parts of the community	40%
Whole community	60%

The beneficiaries of this activity are predominantly the business sector through expenditure generated in the economy from this activity, potential new expenditure from any growth in this area from investment in upgraded facilities and flow on effects to other indirect supporting services. An improved economy also provides benefits to residents through improved employment opportunities, growth in demand to live and work in the city and the flow on effects that can have to property valuations and business opportunities outside of the downtown area of the city.

It is therefore appropriate for this type of economic development project to be funded, in part, from the general rate to reflect the wider community benefits of an improved economy. Recognising that the general rate covers both residential and commercial ratepayers.

Who should pay?	
Identifiable parts of the community	40%
Whole community	60%

While the hospitality and entertainment sector receives a part of the benefit, the Council's view is that general ratepayers should also bear a portion of the costs. This is because of the benefit to the community as a whole, through an enhanced cultural offering and stronger economy.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Downtown)	40%
General rate	60%
Total	100%

ACTIVITY 3.1.3: RETAIL SUPPORT (FREE WEEKEND PARKING)

Under this activity the Council provides its car parks free on weekends to attract customers to the inner city. This forms part of a wider retail strategy.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - free weekend parking makes Wellington an attractive place to live and do business, and attracts thousands of shoppers to the city every weekend.
- *Dynamic Central City* – A thriving retail sector in the heart of the city is an important part of Wellington’s appeal, and free parking at the weekends encourages residents and visitors into the city to shop.

Who benefits?	
Identifiable parts of the community	50%
Individuals	50%

The direct beneficiaries of the free weekend parking policy are the people who get to make use of the parks. The other identifiable beneficiaries are the retailers, restaurants and other businesses located in the downtown area. Free parking brings people to the central city, where their spending benefits businesses.

Who should pay?	
Identifiable parts of the community	100%

The main purpose of this activity is to support businesses in the CBD, particularly in the retail and hospitality sectors, by encouraging people into the city on weekends.

The main beneficiaries of the free weekend parking are downtown businesses. It is appropriate they should bear the cost of this policy. Free weekend parking will therefore be funded from the downtown targeted rate, which is a targeted rate assessed on businesses in the downtown area.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Downtown)	100%
Total	100%

ACTIVITY 3.1.4: CITY GROWTH FUND (CGW) AND ECONOMIC GRANTS

This activity covers both the organisational support required to deliver the Council’s economic development strategy, as well as the funding mechanism Council provides to support economic growth initiatives. These funds being the City Growth Fund (CGW) and the Economic Development Grant Pool.

The core aim of this activity is to facilitate and support economic growth in the city.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – our grants support the attraction and retention of talented people, and support the creative business sector in Wellington.
- *Dynamic Central City* – attracting talent, investment, visitors and jobs will be critical to growing the city's economy and ensuring Wellington remains vibrant and retains its competitive edge.
- *Connected City* – ensuring the city has a presence internationally will be vital to attracting investment, talent, visitors and jobs.

Who benefits?	
Whole community	100%

The groups and organisations that receive grants clearly benefit from this activity. But the community as a whole also benefits. Funding grants are not exclusive, as they are open so that anyone has the opportunity to apply. The projects of the successful applicants are expected to have flow on benefits for the wider community.

Individuals and employers are also likely to receive benefits as a result of the programme.

Who should pay?	
Whole community	100%

These activities support economic growth for Wellington which will generally benefit the whole community. Where specific grants are provided the recipients benefit directly from this activity, however seeking to recoup the cost from them would defeat the purpose. The nature of the activities and specific outcomes from funded grant activities are not known at this point and it is therefore appropriate that the funding is spread across the whole community through the general rate.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 3.1.5: MAJOR PROJECTS – FUNDING ENVELOPE FOR POSSIBLE IMPLEMENTATION

The Council has a growth agenda that includes a number of major projects to support economic growth. The overall aim of these projects is to realise Wellington's economic potential by:

- Growing the local economy, making it more diverse and resilient, and less reliant on the government sector
- Building sectors of the economy where we have a competitive advantage e.g. tourism, smart economy
- Building better connections between the tertiary sector and businesses to boost the knowledge economy
- Removing barriers to growth by improving our connections to the region and to the rest of the world and by making it easier to do business in the city

This activity provides a funding envelope that would allow major projects to be implemented, should council ultimately decide to proceed with the project.

This activity makes provision for potential funding so that major projects can move to an implementation phase, but only if council is satisfied that the business case for an investment by Council justifies it.

We have a clear idea of the potential major projects that should be investigated and in broad terms we generally know the order of magnitude of any possible council contribution to these projects. This information has been used to establish the size of the potential funding envelope. However, the Council has made no final commitments to fund the implementation of any of the major projects included under the funding envelope and the final funding requirements may differ.

Such commitments will only be made following the consideration of a business case for each possible project. Each business case will include more precise estimates of the risks and cost of the project, how it would be funded (including the size and nature of any Council contribution), how it will be procured, implemented and managed and what benefits it will create. Only then will the Council be able to consider committing specific funds to a project.

In terms of transparency of future costs, if and when the Council decides to commit funds to a project, that project will be given its own activity class and will be reported on separately.

The major projects that could potentially be funded from the envelope include:

- Airport runway extension
- Indoor arena

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – these projects will promote the city as an attractive place to do business and attract visitors to the city every year.

- *Connected City* - improving direct access internationally will provide local businesses with new opportunities to access large markets.
- *Dynamic Central City* – attracting visitors, investment and jobs will be critical to growing the city’s economy and ensuring Wellington remains vibrant and retains its competitive advantage.

Who benefits?	
Whole community	100%

The core aim of the major projects is to drive and support economic growth. This is especially important given that many of the people we seek to attract have choices to live in or visit other cities around New Zealand and the world. It is critical Wellington remains vibrant and internationally relevant, and that people coming here have the best possible experience.

Economic growth benefits residents by providing jobs, raising incomes, providing a wider range of career choices, making the city more vibrant, prosperous and supporting a robust property market.

The major projects covered by this activity, if justified based on a future business cases, also have the potential to benefit commercial sectors, such as export education, hospitality, retail, and professional service businesses.

At this stage it is not possible to estimate how benefits of any future council investment in major projects will be distributed across the community as a whole, the commercial sectors and possibly the Government sector. This is because it is not certain which major projects will be implemented until business cases are completed and decisions are made on whether or not to proceed. It is also possible that some beneficiaries of a major project will contribute to its implementation, in which case the ‘who benefits’ from the council’s contribution may differ.

Who should pay?	
Whole community	100%

Decisions on who should pay for the Council’s contribution to each major project cannot be made at this stage. Options include use of the downtown targeted rate, the commercial sector generally, and the whole community through general rates. Who should pay depends on a range of factors such as which projects are implemented, where they are located, and what funding is provided from non-council sources. In the meantime we intend to apply a proxy/default assumption that 100% general rates funding is used.

Ultimately, as each potential project reaches the stage where the Council is completing the process of deciding to proceed to the implementation stage, part of the process will include consideration of what the particular Revenue & Financing policy should be for that specific project and in particular who should pay, based on the comprehensive information available at that stage.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 3.1.6: INTERNATIONAL RELATIONS

The Council works to make Wellington's economy more competitive and innovative by maintaining relationships internationally to promote the city and the region's interests.

Community outcome

This activity contributes towards the following outcome:

- *Connected City* - Improving access to international markets is particularly important as it provides local businesses with new opportunities to access large markets

Who benefits?	
Whole community	50%
Identifiable part of the community	50%

The benefits of this activity are split between the community as a whole and institutions that benefit from our efforts. The core aim of this work is to help the city and regional economy grow through international engagement. This benefits residents by providing jobs, raising incomes, providing a wider range of career choices, making the city more prosperous, and supporting a robust property market. Our work in this activity also benefits some business sectors, such as tourism, export, education and creative industries, by boosting their profile and helping build the investor base and potential business partnerships in foreign markets.

Though the benefits to the community are immediate and relate to economic well-being, our efforts to improve the city's prosperity and in particular any partnerships with the training and educational sector have positive, long-term spin-offs both for the economy and social well-being.

Who should pay?	
Whole community	100%

Though the benefits are split between the community and certain sectors, the Council believes this activity is most appropriately funded from general rates. This is because in most situations it would be impractical to identify the individuals or business that benefit directly from our activity. For example, it

would not be possible to identify the direct beneficiaries of a sister city relationship. Furthermore, the Council's and relationship-building efforts complement the efforts of businesses or institutions themselves.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 3.1.7: BUSINESS IMPROVEMENT DISTRICTS

Under this activity the Council provides a mechanism that allows local businesses to work together as Business Improvement Districts (BIDs). BIDs provide a vehicle for local business-led initiatives that support key city objectives of vibrant centres, business creation and development, and increased employment.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – vibrant suburban centres make Wellington an attractive place to live and help form a local sense of community.

Who benefits?	
Whole community	20%
Identifiable part of the community	80%

In terms of funding for BIDs, the commercial interests within each BID are the principal beneficiaries. There are also likely benefits to the community surrounding the BID, since a BID can also improve vibrancy and environs of the public space within a business area.

Who should pay?	
Identifiable part of the community	100%

Since the beneficiaries of the Business Improvement Districts policy are principally the businesses covered by each individual BID, it is appropriate that they should bear the cost of the policy. This will be done by establishing targeted rates on relevant commercial properties in each area where establishing a BID has the broad support of the business in that area.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Commercial)	100%
General rate	0%
Total	100%

Cultural Well-being

Shaping Wellington's unique identity

The Council supports a wide range of cultural and artistic activity in Wellington. The aim is to foster a lively and creative city that offers rich and varied cultural experiences to residents and visitors. We fund galleries, museums, arts organisations, and art and sculpture in public spaces. We also provide grants to community programmes that foster diversity and encourage people to participate in the arts.

Operating activities

The funding sources for this area are illustrated in the graph below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Levy/Other
Cultural Wellbeing	Arts and Culture Activities	4.1.1 Galleries and museums (WMT)	0%	0%	100%	75%	0%	0%	25%
		4.1.2 Visitor attractions (Te Papa/Carter Observatory)	0%	0%	100%	30%	0%	0%	70%
		4.1.3 Arts and cultural festivals	0%	10%	90%	90%	0%	0%	0%
		4.1.4 Cultural grants	0%	0%	100%	0%	100%	0%	0%
		4.1.5 Access and support for community arts	0%	10%	90%	90%	0%	0%	0%
		4.1.6 Arts partnerships	0%	25%	75%	75%	0%	0%	0%
		4.1.7 Regional amenities	0%	0%	100%	100%	0%	0%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity.

Cultural wellbeing capital expenditure projects are funded through a combination of rates funded depreciation and borrowings.

Cultural well-being – activity commentary

4.1 Arts and Cultural Activities

ACTIVITY 4.1.1: GALLERIES AND MUSEUMS

The Council is the main funder of the Wellington Museums Trust, which operates the Wellington Museum, the City Gallery, Capital E, the Wellington Cable Car Museum, Carter Observatory and the Colonial Cottage Museum. This activity also includes Council's contribution towards a continued programme of World War I commemorative activities.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – museums shape Wellington’s sense of place and identity. They celebrate creativity and ideas and increase our understanding of culture and science. They tell Wellington’s diverse stories and help us understand ourselves and each other.
- *Connected City* - museums provide ideas and places where people can connect, share what is common and explore what is different and new. They connect us with people, places and ideas here and abroad.
- *Dynamic Central City* – museums enhance Wellington’s vibrancy as a diverse, active and eventful place attractive to visitors.

Who benefits?	
Individuals	70%
Identifiable part of the community	15%
Whole community	15%

The individuals who attend the exhibitions and shows at the galleries and museums clearly benefit from their attendance. The exhibitions and shows are a mix of free entry and charged admissions.

The various venues and the associated exhibitions and events are important attractions for visitors and residents alike. The location of these draws people into the downtown area and boosts local businesses, particularly those in the tourism, hospitality and retail sectors.

The museums and galleries funded by this activity also benefit the whole community in many ways. They help make the city vibrant, diverse and interesting, preserve its heritage, form a vital part of Wellington’s image as a creative city, and are a source of civic pride. The exhibitions and events run by the galleries and museums also foster community identity. These benefits are felt even by people who choose not to visit the facilities.

Who should pay?	
Whole community	75%
Downtown sector	25%

The Council funds the museums and galleries to encourage greater participation in the arts and because it believes that high quality cultural amenities add to a vibrant city life and contribute strongly to Wellington as a place to live, work and play. Wellingtonians enjoy access to a wide range of institutions generally without admission charges, this aligns with a strong community bias and the funding policy of Council reflects this with three quarters of the funding being through the general rate. The balance of the funding reflects the benefits to the businesses located in the CBD area and funding through the downtown levy is appropriate to contribute to this activity.

Our funding targets: operating expenses
--

User charges	0%
Other revenue	0%
Targeted rate (Downtown)	25%
General rate	75%
Total	100%

ACTIVITY 4.1.2: VISITOR ATTRACTIONS (TE PAPA)

Through this activity the Council funds attractions and facilities that bring visitors to the city, principally Te Papa.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* –they shape Wellington’s sense of place and identity. They celebrate creativity and ideas and increase our understanding of culture and science. They tell Wellington’s diverse stories, in particular those of our Māori, and help us understand ourselves and each other.
- *Connected City* – they provide ideas and places where people can connect, share what is common and explore what is different and new.
- *Dynamic Central City* – museums enhance Wellington’s vibrancy as a diverse, inclusive, creative, active and eventful place attractive to visitors.

How we approach funding this activity

The overarching purpose of this activity is to support visitor attractions. The principal expenditure under this activity is the funding which the Council provides to Te Papa.

External attractions

Who benefits?	
Individuals	50%
Whole community	30%
Identifiable part of the community	20%

The direct beneficiaries are those who visit the attractions and attend other events funded through this activity.

Attractions like Te Papa bring visitors to the city and boost the economy, increasing prosperity for residents. They also play vital roles in Wellington's vibrant cultural life, contributing to its image as New Zealand's arts and cultural capital.

There are also direct benefits to the businesses located in the downtown area. The attractions funded by this activity bring people into the city, providing custom for hotels, restaurants, retailers and other city businesses. These benefits can be measured through increases in the number of "visitor nights" spent in the city during major events.

Who should pay?	
Identifiable parts of the community	70%
Whole community	30%

Though a group of beneficiaries of this activity are the individuals who choose to visit Te Papa, the Council does not believe it is viable or appropriate to charge them directly for these benefits. Wellingtonians have largely unrestricted access to Te Papa and it is appropriate that they contribute to the funding of this activity through general rates.

However, the downtown sector should continue to fund a significant portion of the cost of this activity as they benefit directly. The venue, events and attraction of Te Papa brings people and visitors into the city. These people provide business for the retailers, and the wider hospitality sector in the city. The projects funded by this activity make major contributions to the Council's goal that Wellington will be a prime tourist destination.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Downtown)	70%
General rate	30%
Total	100%

ACTIVITY 4.1.3: ARTS AND CULTURAL FESTIVALS

The Council runs and supports events that encourage Wellingtonians to participate in, learn about and enjoy creative, innovative and diverse arts and cultural experiences. These include Summer City (Gardens' Magic, Pacifika Festival Te Rā o Waitangi) the Sky Show, the Diwali festival, Matariki festival, Re-Cut series, Very Welly Christmas and New Year and more, all of which are provided free to the public.

We aim to establish Wellington as a world-leading city of contemporary culture through an integrated programme of investment in, and promotion of, our unique strengths as an arts, events and culture capital.

Community outcome

- *People-centred City* – cultural festivals shape Wellington’s sense of identity. They bring people together and celebrate creativity.
- *Connected City* – festivals provide ideas and places where people can connect, share what is common and explore what is different and new. They connect us with people, places and ideas from here and abroad.
- *Dynamic Central City* – museums and festivals enhance Wellington’s vibrancy as a diverse, inclusive, creative, active and eventful place attractive to residents

Who benefits?	
Whole community	100%

The events are generally run outdoors in public areas making it impossible to identify individual beneficiaries. The benefits, in any case, are not exclusive.

There are generally no limits on the number of people who attend these events and, as the intention is to encourage participation, vibrancy and liveability of the city, it would not be appropriate or acceptable to charge for entry.

The principal benefits are to the community as a whole. These events bring people together, encouraging community identity and cohesion. They help build a sense of pride in the city and add to Wellington’s reputation as an “events capital”. Many events attract people to the city centre, bringing economic benefits.

Who should pay?	
Whole community	100%

Since this activity benefits the community as a whole, the fairest and most effective way to fund the net cost is from general rates.

The Council receives significant sponsorship for this activity from organisations such as the New Zealand Community Trust.

Our funding targets: operating expenses	
User charges	0%
Other revenue	10%
Targeted rate	0%
General rate	90%
Total	100%

ACTIVITY 4.1.4: CULTURAL GRANTS

The Council maintains a cultural grants pool to allow community organisations access to funding.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* –cultural grants support the creative sector of Wellington ensuring that the city is lively and full of festivals, performances and shows throughout the year.
- *Dynamic Central City* –cultural grants support Wellington cultural institutions that are integral to our cultural and events capital status. They provide shows and performances that make the central city a lively place to visit, play and do business.

Who benefits?

Individuals and identifiable part of the community	50%
Whole community	50%

The direct beneficiaries of this activity are the individuals and groups who receive funding. The grants provide them with opportunities for artistic and cultural expression. This activity gives individuals the opportunity to participate, even though they may choose not to. Though these benefits are private, they are not exclusive – all residents are able to apply for funding.

Funding cultural initiatives also benefits all city residents by making the city a more vibrant place, enhancing community identity, and contributing to the city's reputation as New Zealand's arts and culture capital.

Who should pay?

Whole community	100%
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The purpose of this activity is to add to the mix of cultural events in the city and to encourage participation. Clearly, this means that someone other than the grant recipients has to pay. This activity has no benefit, economic or otherwise, to the commercial sector. Funding is directed to residents, and as such, the Council believes it is appropriate to fund the cost of this activity from rates targeted to the residential sector.

The people and groups who receive funding also contribute their own resources to initiatives that benefit the city's cultural and social well-being.

Our funding targets: operating expenses

User charges	0%
Other revenue	0%

Targeted rate (Residential)	100%
General rate	0%
Total	100%

ACTIVITY 4.1.5: ACCESS AND SUPPORT FOR COMMUNITY ARTS

This activity addresses a range of community arts projects that the Council supports every year. It also covers a subsidy for non-profit community groups using Wellington Venues, ensuring that they are accessible to a wide range of organisations.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – support for community arts projects and venues enables Wellington’s creative communities to create work and produce festivals and performances throughout the year.

Who benefits?	
Individuals	50%
Whole community	50%

Both the individuals that take part in the arts projects and the non-profit groups that make use of the venue subsidy directly benefit from this activity. The activity also benefits the community as a whole. The art projects and groups supported by the subsidy help make the city a vibrant place and foster cultural identity.

Who should pay?	
Whole community	90%
Identifiable parts of the community	10%

The purpose of this activity is to promote cultural diversity and tolerance and, celebrate through the arts, people’s differences to create a sense of identity and of belonging to place. The provision of community art projects eliminates cost as a barrier as does the venue subsidy. Clearly, the cost of this support has to be met elsewhere. The Council believes the cost is most appropriately funded from general rates.

Our funding targets: operating expenses	
User charges	0%
Other revenue	10%
Targeted rate	0%
General rate	90%
Total	100%

ACTIVITY 4.1.6: ARTS PARTNERSHIPS

The Council maintains a number of partnerships with artistic organisations that call Wellington home.

The Council also houses a number of independent artists, art organisations, music studios and a gallery at the Toi Pōneke Arts Centre, which is covered by this activity. This activity also includes the fund which is used to manage the city's art collection (acquisition, conservation and exhibiting of artworks) and support development and delivery of public art in the city.

Community outcome

This activity contributes towards the following outcomes:

- *People centred City* – Our partnership with organisations such as the NZ Symphony Orchestra means residents have the option of attending concerts on a regular basis, and have far greater access to world-class music than would otherwise be the case. Toi Pōneke Arts Centre is a creative space where the city's arts communities interact, produce innovative works, teach and exhibit in the heart of Wellington. It provides a place where people can connect, share and collaborate creatively
- *Dynamic Central City* - We support these institutions as they build on the city's reputation as New Zealand's arts and culture capital and they attract thousands of visitors to the city. Public sculpture and art displays, and exhibitions add to the vibrancy and liveability of the city.

Who benefits?	
Identifiable part of the community	60%
Whole community	30%
Downtown sector	10%

The artists and organisations are clearly direct beneficiary of these partnerships. These benefits are private and exclusive to the extent that the Council's support cannot be transferred. Toi Pōneke exhibitions are free and accessible to all. Public art is a most accessible form of art and the whole community benefits from it as well as visitors to the city.

The community also benefits from this activity in many ways. Through our support we help ensure these organisations remain viable and based in Wellington. In the example of the orchestra this means the city is home to one of the nation's foremost arts institutions, which contributes to Wellington's vibrancy and its image as a creative city. It also means residents have the option of attending concerts on a regular basis, and have far greater access to world-class music than would otherwise be the case.

These partnerships add to the city's exceptional range of artistic and cultural amenities that cater to all tastes, which in turn add to an environment that fosters a vibrant city life and boosts the local economy.

Who should pay?	
Whole community	75%
Individuals	25%

The overall aim of this activity is to encourage greater engagement and participation in the arts. By supporting these organisations and artists we are ensuring that their work continues and can be experienced by residents and visitors. The Council believes that the majority of the cost is most appropriately funded from general rates.

It is also considered appropriate that those art organisations, artists and users of Toi Pōneke Arts Centre should make a contribution to the cost of the space that they have use over.

Our funding targets: operating expenses	
User charges	0%
Other revenue	25%
Targeted rate	0%
General rate	75%
Total	100%

ACTIVITY 4.1.7: REGIONAL AMENITIES FUND

The Wellington Regional Amenities Fund has been set up to support eligible entities of regional significance with day-to-day operational expenses and new innovative projects that will achieve identified priorities for the region.

The fund is focused on arts, cultural and environmental attractions and events to support and add to the attractiveness and vitality of the Wellington region.

The fund is a partnership between Wellington City Council, Hutt City Council, Upper Hutt City Council, Porirua City Council and Kapiti District Council.

Community outcome

This activity contributes towards the following outcomes:

- *People centred City* – arts, culture and environmental attractions and events make Wellington a more attractive place to live and do business, and attract thousands of visitors to the city every year.
- *Connected City* – attractions and events provide ideas and places where people can connect and explore what is different and new, from both here and overseas.
- *Dynamic Central City* – arts, culture and environmental attractions and events anchor Wellington’s appeal as a place of creativity, exploration, innovation, and excitement. They also enhance Wellington’s vibrancy as a diverse, active and eventful place attractive to visitors.
- *Eco City* – environmental attractions and events raise awareness of environmental issues and improves environmental outcomes.

Who benefits?

Identifiable part of the community	0%
Whole community	100%

The direct beneficiaries are those who attend the events and attractions funded through this activity.

The community as a whole benefits in a number of ways. They have the opportunity to enjoy high-quality art, cultural and environment attractions and events that arguably won’t happen without the Council’s support which contributes to social cohesion as they are an opportunity for people to engage in their communities.

They also create economic benefits to the city as they attract out of region visitors, and contribute millions of dollars to Wellington’s economy (e.g. New Zealand Festival). They bring people into the city, providing customers for city businesses as well as enhancing Wellington City’s place as New Zealand’s arts capital, attracting people to the City to live, work and play.

Who should pay?

Whole community	100%
Individuals	0%

Our funding targets: operating expenses

User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%

Total	100%
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Social and Recreation

Building strong, safe and healthy communities for a better quality of life

A city is only as strong as its people. Wellington is built on strong communities. It's a safe city where people have plenty of opportunities to fulfil their potential and engage with each other. As the city's biggest provider of recreation facilities and social housing, we aim to promote healthy lifestyles and build strong communities.

Operating activities

The funding sources for this activity area are illustrated in the graph below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Levy/Other
Social and Recreation	Recreation promotion and support	5.1.1 Swimming Pools	30%	0%	70%	70%	0%	0%	0%
		5.1.2 Sportsfields	20%	0%	80%	80%	0%	0%	0%
		5.1.3 Recreation programmes	5%	0%	95%	95%	0%	0%	0%
		5.1.4 Recreation Centres	25%	0%	75%	75%	0%	0%	0%
		5.1.5 Recreation partnerships	0%	0%	100%	0%	100%	0%	0%
		5.1.6 Playgrounds	0%	0%	100%	100%	0%	0%	0%
		5.1.7 Marinas	100%	0%	0%	0%	0%	0%	0%
		5.1.8 Golf Course	30%	0%	70%	70%	0%	0%	0%
	Community support	5.2.1 Libraries	5%	0%	95%	95%	0%	0%	0%
		5.2.2 Access support (Leisure Card)	0%	0%	100%	100%	0%	0%	0%
		5.2.3 Community advocacy	0%	0%	100%	0%	100%	0%	0%
		5.2.4 Grants (Social and Recreation)	0%	0%	100%	100%	0%	0%	0%
		5.2.5 Housing	100%	0%	0%	0%	0%	0%	0%
		5.2.6 Community centres and halls	5%	0%	95%	0%	95%	0%	0%
	Public health and safety	5.3.1 Burials and cremations	50%	0%	50%	50%	0%	0%	0%
		5.3.2 Public toilets	0%	0%	100%	100%	0%	0%	0%
		5.3.3 Public health regulations	60%	0%	40%	40%	0%	0%	0%
		5.3.4 City safety	0%	0%	100%	100%	0%	0%	0%
		5.3.5 WREMO	5%	0%	95%	95%	0%	0%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity.

Social and recreation capital expenditure projects are funded through a combination of grants/subsidies, rates funded depreciation and borrowings.

Social and recreation – activity commentary

5.1 Recreation Promotion and Support

ACTIVITY 5.1.1: SWIMMING POOLS

This activity covers the cost of providing the Council's seven swimming pools: Wellington Regional Aquatic Centre (WRAC, Kilbirnie), Freyberg Pool (Oriental Bay), Karori Pool, Keith Spry Pool (Johnsonville), Tawa Pool, Thorndon Pool (summer only) and Khandallah Pool (summer only). They provide a range of recreational opportunities while also helping build a sense of community. They host college, intermediate and primary school swimming events and WRAC also hosts national events.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - they provide access to sport and recreation opportunities which is important for people's health and wellbeing.
- *Connected City* – they bring people together, strengthening social cohesion, and the city becomes a more appealing place for people to live.

Who benefits?	
Individuals	80%
Whole community	20%

Our swimming pools mainly benefit the people who use them. These people gain access to high-quality facilities for recreation, fitness and relaxation. The benefits are private and exclusive. It is appropriate and acceptable to charge people to use the pools.

However, there are also benefits to the community as a whole. By providing recreation facilities, the pools help increase the overall levels of residents' health, providing economic and social benefits. They help increase community knowledge of water safety and improve swimming skills. Pools also provide important community focal points as well as health and recreation programmes that bring people together.

Most people regard the pools as important facilities and are prepared to contribute to the costs through their rates. Many people also like to have the option of using the pools even if they do not choose to do so.

Who should pay?	
Whole community	70%
Individuals	30%

While individuals receive the direct benefits, the Council believes it is appropriate for the community as a whole to bear most of the costs of running the city's swimming pools.

The benefits to the community as a whole and the widespread community support for the facilities justify a significant ratepayer contribution. Though there are other pools in the city, the Council-operated ones are unique for the size and scale of their operations; they are not in direct competition with the private sector and can legitimately be seen as public facilities.

It would not be desirable to raise fees to levels that discouraged people from using them or provided barriers to people on low incomes. Ability to pay issues limits the opportunity to recover the cost of this activity through user charges.

Our funding targets: operating expenses	
User charges	30%
Other revenue	0%
Targeted rate	0%
General rate	70%
Total	100%

ACTIVITY 5.1.2: SPORTS FIELDS

ACTIVITY 5.1.2: SPORTS FIELDS

This activity covers the costs of providing the city's sportsfields, including synthetic artificial surfaces. These provide year-round venues for recreation and competitive sport for people of all ages.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - they provide access to sport and recreation opportunities which is important for people's health and wellbeing.
- *Connected City* – they bring people together, strengthening social cohesion, and the city becomes a more appealing place for people to live.

Who benefits?	
Individuals	35%
Identifiable part of the community	35%
Whole community	30%

The city's sportsfields provide significant benefits for private individuals and sports clubs. For individuals, they provide facilities for recreation, fitness and relaxation. These benefits are private and partially exclusive. While the fields are booked out at certain times for organised sports such as club football, they are also often available for members of the public to use for informal recreation.

The Council estimates individual people receive about 35% of the benefits from sportsfields and sports clubs receive about the same benefit.

The sportsfields also benefit the community as a whole. By providing recreation facilities they help increase the overall levels of residents' health, providing economic and social benefits. They also provide important community focal points and recreation programmes that bring people together. Most people recognise them as important facilities and are prepared to contribute to the costs through their rates.

Who should pay?	
Whole community	80%
Individuals	20%

While individuals and sports clubs receive significant direct benefits, the Council believes it is appropriate for the community as a whole to bear some of the costs of operating the city's sportsfields.

The benefit to the community as a whole and the widespread community support for the facilities justifies a ratepayer contribution. The Council-operated sportsfields are not in competition with private sector providers and can legitimately be seen as public facilities.

It is not always possible or desirable to identify individual users. While sports clubs who book sportsfields can be identified and are charged, many other people use the fields informally and cannot be charged. It would not be desirable to raise fees to levels that discouraged organised sports. Nor would it be desirable to raise fees to levels that provided barriers to people on low incomes taking part in organised sports.

Previously sportsfields were in two separate activities, natural (grass) and synthetic. This was initially driven by the development of artificial turfs (a new service) and the difference in who benefits and who should pay. This has changed overtime as the use of synthetics has integrated with natural fields, which has seen individuals, sporting clubs and the communities utilise the provision of these fields as one service. This has led to a review of these activities, and combining them into one. It has seen changes to the 'who benefits' and 'who should pay' % to recognise the service as a whole.

Our funding targets: operating expenses	
User charges	20%
Other revenue	0%
Targeted rate	0%
General rate	80%
Total	100%

ACTIVITY 5.1.3: RECREATION PROGRAMMES)

The Council organises programmes and works with stakeholders to deliver programmes to encourage people's participation in leisure activities. These include organised walks and recreation activities such as Push Play. . The key sectors include schools and tertiary providers, environmental groups, sports, clubs and health & well-being providers. This activity covers the cost of providing these services.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – this activity supports access to sport and recreation opportunities which is important for people's health and wellbeing.
- *Connected City* – this activity brings people together, strengthening social cohesion, and makes the city a more appealing place for people to live.

Who benefits?	
Individuals	50%
Whole community	50%

The Council's recreation programmes benefit the individuals who take part by providing them with access to recreation and leisure opportunities. The programmes not only promote health but can also boost participants' overall sense of well-being.

The recreation programmes also benefit the community as a whole. They not only encourage recreation and healthy lifestyles but also operate as community events, helping bring people together. The programmes are targeted at people who may have difficulty organising their own recreation activities.

Who should pay?	
Whole community	95%
Individuals	5%

While individuals receive significant direct benefits, the Council believes it is appropriate for the community as a whole to bear the costs of running these programmes.

The benefits to the community as a whole justify ratepayer funding and it would not be desirable to impose fees as that may discourage participation and provide barriers to people on low incomes taking part.

Our funding targets: operating expenses	
User charges	5%
Other revenue	0%
Targeted rate	0%

General rate	95%
Total	100%

ACTIVITY 5.1.4: RECREATION CENTRES (INCLUDING ASB SPORTS CENTRE)

This activity covers the costs of providing the Council recreation centres in Karori, Kilbirnie, Khandallah (Nairnville), Tawa and the ASB Sports Centre. These multi-purpose centres provide a range of recreational opportunities while also helping build a sense of community. They host inter-club competitive leagues and social leagues as well as college, intermediate and primary school sport and activities. The ASB Sports Centre also hosts national and international events.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - they provide access to sport and recreation opportunities which is important for people's health and wellbeing.
- *Connected City* – they bring people together, strengthening social cohesion, and the city becomes a more appealing place for people to live.

Who benefits?	
Individuals	80%
Whole community	20%

Our recreation centres mainly benefit the people who use them. These people gain access to high-quality facilities for sports, recreation and fitness. These benefits are private and exclusive. It is appropriate and acceptable to charge people to use the centres.

However, there are also benefits to the community as a whole from our provision of recreation centres. These facilities help increase overall levels of residents' health, providing economic and social benefits. Recreation centres also provide community focal points and recreation programmes that bring people together.

Who should pay?	
Whole community	75%
Individuals	25%

While individuals receive most of the benefits, the Council believes it is appropriate for the community as a whole to bear most of the costs of running the city's recreation centres.

The benefit to the community and the significant role these centres play in their local areas justifies a significant ratepayer contribution. The accumulated health benefits to the community as a whole from organised and recreational physical activities at their centres also suggests the whole community should bear the majority of the cost.

In addition, it would not be desirable to raise fees to levels that discouraged people from using the centres or provided barriers to people on low incomes. Ability to pay issues limits the opportunity to recover the cost of this activity through user charges.

Our funding targets: operating expenses	
User charges	25%
Other revenue	0%
Targeted rate	0%
General rate	75%
Total	100%

ACTIVITY 5.1.5: RECREATION PARTNERSHIPS

The Council maintains relationships with a number of groups that seek to provide publicly accessible facilities that contribute to both passive and active recreation.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – this activity supports access to sport and recreation opportunities which is important for people's health and wellbeing.
- *Connected City* – this activity bring people together, strengthening social cohesion, and the city becomes a more appealing place for people to live.

Who benefits?	
Individuals	80%
Whole community	20%

The organisations we fund and the people that take part in their programmes also receive direct benefits.

Through the development of recreational partnerships, the Council aims to promote the benefits of sport and recreation to Wellingtonians. This has benefits for residents' overall levels of health and fitness, which in turn helps economic and social well-being. In addition, by supporting recreation

partners, the city receives the economic benefits from having sport and recreation organisations located here.

Who should pay?	
Whole community	100%

While the individuals who choose to access these facilities receive some benefits, the Council believes it is appropriate for the residential sector to bear the costs of our recreation partnerships.

The Council is just one source of funding for its recreation partners. The Council's contribution represents the public benefits to Wellington residents while the other funding sources represent the private benefits to participants and other organisations.

In this context the benefits to the community clearly outweigh the benefits to individuals. These benefits include healthier lifestyle and overall additions to social wellbeing.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Residential)	100%
General rate	0%
Total	100%

ACTIVITY 5.1.6: PLAYGROUNDS

The Council provides more than 100 neighbourhood playgrounds across the city to give families a safer place to play near home. This activity covers the cost of providing those.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – this activity supports access to recreation opportunities and physical play for younger people that are important for their development and their health and wellbeing.
- *Connected City* – these facilities bring people together, provide a place where parents with young children can connect and provide support, hence making the city a more appealing place for people to live.

Who benefits?	
Individuals	80%
Whole community	20%

The city's playgrounds provide safe, entertaining places for children to play. The benefits to the children and their families are significant. These benefits are private but not exclusive. It would not be desirable or acceptable to charge people for using playgrounds. The Council's Play Spaces Policy states that in February 2013, the United Nations Committee on the Rights of the Child, adopted a General Comment that "children have a right to relax and play, and to join in a wide range of cultural, artistic and other recreational activities.

The playgrounds also benefit the community as a whole. Playgrounds not only encourage recreation and healthy lifestyles but are also important community focal points. Most people recognise them as important facilities and are prepared to contribute to the costs through their rates.

Who should pay?	
Whole community	100%

While individuals receive significant direct benefits, the Council believes it is appropriate for the community as a whole to bear the costs of running the city's playgrounds.

Even if the individual beneficiaries could be identified it would not be desirable or acceptable to charge them. The Council believes access to playgrounds is a fundamental right for children.

The benefits to the community as a whole and the widespread community support for the playgrounds justifies ratepayer funding. The Council believes the vast majority of ratepayers would strongly support ratepayer funding of this activity. The playgrounds are public facilities and are not in competition with private sector providers.

Playgrounds make a significant contribution to our goal that Wellington will offer excellent access to a sound social infrastructure that supports high levels of social cohesion.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 5.1.7: MARINAS

The Council owns two marinas at Evans Bay and Clyde Quay. These provide private storage and live-aboard facilities for boat owners as well as supporting the recreational activities of a large number of boat owners. This activity covers the cost of providing these.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – this activity supports access to the harbour and the coast for recreation, fishing and enjoyment

Who benefits?	
Individuals	100%

The marinas benefit the people who use them by providing boat sheds for safe storage, moorings and access by marina piers. These benefits are private and exclusive and it is appropriate and acceptable to charge for this service.

Who should pay?	
Individuals	100%

As identifiable individuals receive private benefits from this activity, it is appropriate for them to meet the costs. The benefits accrue to a narrow sector of the community who use these facilities and the user charges are set at appropriate market rates.

Our funding targets: operating expenses	
User charges	100%
Other revenue	0%
Targeted rate	0%
General rate	0%
Total	100%

ACTIVITY 5.1.8: GOLF COURSE

This activity covers the costs of providing the city's municipal golf course

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – this activity supports access to sport and recreation opportunities which is important for people’s health and wellbeing.
- *Connected City* – this activity brings people together, strengthening social cohesion, and makes the city a more appealing place for people to live.

Who benefits?	
Individuals	40%
Whole community	20%
Identifiable parts of the community	40%

The city’s municipal golf course in Berhampore provides significant benefits for private individuals and the club itself. For individuals, they provide facilities for recreation, fitness and relaxation. These benefits are private and partially exclusive. While the course is booked out at certain times for organised club competitions, they are also often available for members of the public to use for informal recreation.

The Council estimates individual people and identifiable parts of the community each receive about 40% of the benefits from the golf course.

The golf course also benefits the community as a whole. By providing recreation facilities and open space it helps increase the overall levels of residents’ health, providing social benefits. It also provides an important community focal point.

Who should pay?	
Whole community	70%
Individuals	30%

While individuals receive significant direct benefits, the Council believes it is appropriate for the community as a whole to bear some of the costs of operating the city’s municipal golf course, the main reason being that the golf course is located on Town Belt land with free public access to the area. The user funded portion relates to costs specific to the provision of the Golf Course.

The benefit to the community as a whole and the widespread community support for the facility justifies a ratepayer contribution.

Our funding targets: operating expenses	
User charges	30%
Other revenue	0%

Targeted rate	0%
General rate	70%
Total	100%

5.2 Community support

ACTIVITY 5.2.1: LIBRARIES

The Council provides a network of libraries including the Central Library, branch libraries, and a popular website.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* - libraries are more than just places to borrow books. They are neighbourhood institutions that anchor community life and bring people together.
- *Connected City* - libraries are places of discovery and learning which allow readers to connect with others and exchange knowledge both online, and through events and other activities.

Who benefits?	
Individuals	80%
Whole community	20%

The libraries also provide significant benefits to the community as a whole. By providing community support and access to information, the libraries enhance the overall levels of skill, literacy and knowledge in the city, providing economic and social benefits. They act as important digital hotspots and community centres. And they host events and outreach services that bring people together, as well as provide information for migrants and residents about local communities and their history.

The library network adds to residents' quality of life. The vast majority of Wellingtonians are library members or users - even those who are not regular users generally like to have the option of using library services. Libraries enhance social inclusion and equity of access to services. The branch libraries draw people in to suburban centres bringing vitality to those areas and added custom to local businesses. The Central Library is a significant city landmark which contributes to civic pride.

Libraries also benefit the people who use them. People gain free or low-cost access to books, DVDs, magazines, music and other items. The breadth of the network means that the services it provides are easily accessed by those opting to use it. They use these services for recreation or work/business and to enhance their knowledge, digital literacy and overall well-being right across the age span.

We monitor the use of our libraries. Our indicators suggest that the vast majority of use is for recreational and personal use while up to 30 percent is in part used for work purposes (e.g. job seeking).

Who should pay?	
Whole community	95%
Individuals	5%

While individuals receive many of the direct benefits, the Council believes it is appropriate that most of the cost of running libraries should be met by the wider community. Some user charges will apply for some 'added' services and through penalty fines for late returns.

The community benefits as a whole and the widespread community support for the facilities justifies a significant ratepayer contribution. Libraries are among the most popular of Council services and there is strong support for them to be free at the point of use. The libraries are significant public facilities that are generally not in direct competition with the private sector.

It would not be desirable to raise fees to levels that further discouraged people from using the library services or provided barriers to people on low incomes. It would not be desirable or acceptable to Wellingtonians to impose user charges for entry to the libraries or basic book lending services.

Fees are imposed on services that are provided in addition to the core services of the library. For instance modest fees apply for the rental of DVDs. Penalty fees also apply to the late return of items, although this is less relevant as an income stream in an increasingly digital environment.

Since the vast majority of residents are also library users, the application of a uniform targeted rate is considered an effective way of funding the portion of the service that is known to be used by residents.

As it is not possible to distinguish a direct beneficiary of the remaining portion of users, it is considered fair and efficient that a significant portion of the library service be paid for by the whole community.

Our funding targets: operating expenses	
User charges	5%
Other revenue	0%
Targeted rate	0%
General rate	95%
Total	100%

ACTIVITY 5.2.2: ACCESS SUPPORT (LEISURE CARD)

The Council offers discounted access to recreation facilities for holders of our Passport to Leisure card, which is issued free to all residents on low incomes.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – we provide subsidised access to our recreation programmes and facilities through our Leisure Card programme to encourage active and healthy lifestyles for all Wellingtonians without unreasonable hardship.

Who benefits?	
Individuals	75%
Whole community	25%

The Passport to Leisure programme benefits individual participants by giving them affordable access to recreation and leisure opportunities. The programme helps boost participants' health, fitness and overall well-being.

The programme also benefits the wider community by encouraging healthy lifestyles, which enhances social and economic well-being. It adds to social cohesion by reducing barriers to people on low incomes.

Who should pay?	
Whole community	100%

While the programme mainly benefits individuals the Council believes it is appropriate for the whole community to share the costs.

The programme is aimed at increasing access to recreation and leisure for people on low incomes, by making facilities available at reduced cost. Clearly, this means someone else has to pay. The benefits to all wider community justify the costs being drawn from the general rate.

This programme makes a significant contribution to the Council's goal that Wellington residents will be more actively engaged in their communities, and in recreation and leisure activities.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 5.2.3: COMMUNITY ADVOCACY

We encourage people to contribute to their community and participate in city activities. Our City Communities advisors support a wide range of community groups such as senior citizens, Māori, youth, Pacific Islanders, refugees and migrants, and people with disabilities. This work aims to ensure that Wellington's diverse population is supported and embraced by a tolerant, caring and welcoming community.

We also support the development of community and neighbourhood resilience to ensure communities are connected, vibrant and participatory. Ensure Wellington is a safe, tolerant and healthy city with a strong social infrastructure supporting people. There is an effective city wide welfare and social recovery response for people and animals in an emergency

Community Services take the lead in maintaining and developing partnerships and/or collaborations with community groups, government departments, agencies and sector organisations to improve community wellbeing and to ensure local services meet local needs.

Community outcome

This activity contributes towards the following outcomes:

- *People Centred-City*: A city that offers an outstanding quality of life and strong sense of place and leaves no-one behind; provides outstanding recreational opportunities (active and passive) that are accessible and inclusive and a safe and healthy city to live in and visit.
- *Dynamic Central City*: Residents know their neighbours and have a strong sense of community and of public pride; retailers and residents in the CBD have a voice and can be heard.
- *Connected City*: Engaged community where people and communities feel connected; welcoming and diverse city tolerant of diversity

Who benefits?	
Whole community	80%
Individuals	20%

The projects funded under this activity benefit all Wellingtonians and communities: The build community and neighbourhood resilience supporting the development of connected, vibrant and participatory communities. The outcomes include ensuring residents being able to access information and resources and participate in communities/activities of choice. These projects also ensure Wellington is a safe, tolerant and healthy city with a strong social infrastructure supporting people. There is an effective city wide welfare and social recovery response for people and animals in an emergency.

Who should pay?

Whole community	100%
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The Council believes it is appropriate to fund the majority of costs for this activity from rates targeted to the residential sector. This is because the benefits accrue to all residents.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate (Residential)	100%
General rate	0%
Total	100%

ACTIVITY 5.2.4: GRANTS (SOCIAL AND RECREATION)

The Council maintains four grants pools. This activity covers the grants to community groups and organisations whose projects seek to promote recreational activity and overall social wellbeing. The grants process is overseen by a subcommittee of Council.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* - our grants support community groups that promote individual wellbeing, safe neighbourhoods and cohesive, engaged and inclusive communities. The grants also support active and healthy lifestyles through support of recreation and sporting groups.

Who benefits?	
Identifiable part of the community	50%
Whole community	50%

The groups and organisations that receive grants clearly benefit from this activity. But the community as a whole also benefits. The grants pool itself is not exclusive - it is open so that anyone has the opportunity to apply. And the projects of the successful applicants will have flow on benefits for the community.

Who should pay?	
Whole community	100%

While grants recipients benefit directly from this activity, seeking to recoup the cost from them would defeat the purpose of the grants pool. Given this and that there are benefits to the community as a whole, the Council believes the fairest and most effective way to fund it is from general rates.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 5.2.5: HOUSING

The Council owns over 2000 housing units, which we rent to low income people whose housing needs are not met by the private sector. We allocate these homes according to need. Tenants are charged 70 percent of the estimated market rent for their property.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* - they provide an opportunity for a home and a better quality of life for those less well-off without unreasonable hardship.

Who benefits?	
Individuals	100%
Whole community	0%

The beneficiaries of this activity are the tenants, who receive accommodation at below market rent. Their benefits are private and exclusive. While the Council's rental housing units are aimed at meeting needs that the market does not or cannot meet, to some extent these housing units are in competition with properties provided by private landlords.

By providing homes for people who otherwise may be unable to afford them, the Council also may support social inclusion, health and economic benefits for tenants.

Who should pay?	
Individuals	100%

As the main beneficiaries, it is appropriate for tenants to pay all of the costs involved in providing community housing. The Council's current policy is to provide homes at 70 percent of market rent. The City Housing activity is ring-fenced with user charges through rent income funding 100% of operating expenses. The opportunity cost of not obtaining market rentals is not included in this funding analysis.

Our funding targets: operating expenses	
User charges	100%
Other revenue	0%
Targeted rate	0%
General rate	0%
Total	100%

ACTIVITY 5.2.6: COMMUNITY CENTRES AND HALLS

This activity supports the delivery of services/activities from community centres and halls. The Council directly delivers services to the community from two halls and five centres. Community organisations are contracted to deliver services from our assets or from non- council assets (22 centres in total) and are funded through three-year contracts (Social Grants). This includes where Council owns the asset, community owns the asset, and community leases a space for delivery of services.

We also maintain an accommodation assistance fund that provides community groups with access to subsidised office space.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – these facilities are important anchors in our communities. They are places for groups to come together, strengthening social cohesion, and making the city a more appealing place for people to live.

Who benefits?	
Individuals and identifiable part of the community	40%
Whole community	60%

The people and groups who use community facilities receive a clear and direct benefit. Though the facilities are available to all, this benefit is private and exclusive – only one group can use a room in a community centre at any one time.

However, the provision of these facilities also has benefits for the wider community. Not only do the facilities help bring people together, the groups that use them often make significant voluntary contributions to community well-being.

Who should pay?	
Individuals and identifiable part of the community	5%
Whole community	95%

These community spaces cover a wide range of facilities forming part of the city's 'hard' social infrastructure that supports community wellbeing. Services and activities developed and delivered locally from these assets help bring people together, improve and strengthen neighbourhoods, community resilience and community safety. These assets are also important gathering points during civil defence emergencies.

Community centres make a significant contribution to community wellbeing by providing an anchor for the local community as well as a city-wide network of community resources. They also provide opportunities for social interaction, events, activities and interest and needs based courses/activities that benefit and respond to the local community needs and interests.

Our funding targets: operating expenses	
User charges	5%
Other revenue	0%
Targeted rate (Residential)	95%
General rate	0%
Total	100%

5.3 Public Health and Safety

ACTIVITY 5.3.1: BURIALS AND CREMATIONS

We operate a crematorium and cemetery at Karori and a cemetery at Makara. We also manage Wellington cemetery records dating back to 1849 available for public viewing. Karori Cemetery is now managed as a closed cemetery for burials, unless interred in an existing family plot. All other burials, including Natural burials are undertaken at Makara Cemetery.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – the cemeteries provide sensitive and respectful bereavement services catering for a wide range of communities and beliefs. We maintain the cemetery sites to a good standard, reflecting their importance to the community.

Who benefits?	
Whole community	50%

Identifiable part of the community	50%
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The cemeteries provide families of the deceased with access to appropriate burial or cremation facilities, allowing them to farewell their loved ones with dignity.

They also have significant benefits to the community as a whole. These include the public health benefits of ensuring burials and cremations are conducted appropriately, the contribution made by the cemeteries to the city's heritage, the social benefits of ensuring a wide range of religious and cultural needs are catered for, and the provision of park-like surroundings that benefit not only families of the deceased but also all members of the community. Members of the public expect cemeteries to be properly maintained and accessible to all.

The provision of these services can also be seen to benefit funeral homes and other private businesses in this field.

Who should pay?	
Whole community	50%
Identifiable part of the community	50%

Since the benefits of this activity are split between individuals and the community as a whole, it is appropriate for the costs to also be split.

It should be noted that historically we have been able to recover less than 50 percent of the cost of this activity through user charges. Recent efforts to improve this rate of cost recovery have resulted in some improvements; however due to price elasticity we anticipate that on occasions we will not always meet this target. The remaining costs are appropriately met through general rates.

Our funding targets: operating expenses	
User charges	50%
Other revenue	0%
Targeted rate	0%
General rate	50%
Total	100%

ACTIVITY 5.3.2: PUBLIC TOILETS

We own and maintain around 100 public toilets throughout the city, located at public places such as parks, playgrounds, sports fields, and shopping centres and in the central business district. This activity includes ensuring they are kept clean and maintained fit for public use.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – these facilities are located conveniently throughout the city protecting against public health risks.

Who benefits?	
Whole community	60%
Individuals	40%

Council-owned public toilets clearly benefit people who use them. Their provision also benefits everyone who lives and works in the city, by protecting people in public places from the health hazards that would arise if there were no facilities or if facilities were not kept clean.

Who should pay?	
Whole community	100%

Since this activity benefits the whole community, the fairest and most effective way to fund it is through the general rate. Though individuals also benefit, the Council does not believe it would be appropriate to refuse access to people who cannot or will not pay.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 5.3.3: PUBLIC HEALTH REGULATIONS

This activity covers the Council's role in licensing and monitoring food outlets, licensing liquor outlets, registering and impounding dogs, responding to noise, nuisance, animal and litter complaints, and handling infectious disease investigations and the sorting and processing of dangerous goods.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – this activity protects against public health risks.

Who benefits?	
Whole community	75%
Individuals	25%

The Council's public health work is required under several laws including the Liquor Act, the Resource Management Act and legislation covering hazardous substances. It provides significant benefits to the community as a whole, including protection of the public from hazards such as dangerous chemicals, unsafe food, excessive noise and diseases.

Most of this work involves protecting the public from hazards created or potentially created by identifiable businesses and people. There are benefits to individual businesses which could not legally operate without the Council providing these services, and there are benefits to individuals who have their complaints dealt with or otherwise are protected from a hazard or nuisance.

There are also a number of users who benefit from this activity. Businesses use Council services to monitor and licence their food and liquor outlets. Dog owners benefit from the dog licensing scheme. These users are charged a fee for the benefits they receive.

Who should pay?	
Whole community	40%
Individuals	60%

As this work largely protects the community from harm, it is appropriate that the people or businesses causing the harm should pay. The Council's public health activities include a range of user charges. For example, licensing and monitoring of food outlets is carried out on a full cost-recovery basis, while user charges recover about 75 percent of animal control costs. Some charges, such as those for liquor licensing, are determined by statute.

For some services, it is not appropriate or possible to charge users. For example, the cost of responding to public complaints about noise, nuisance, litter, animals and other public health issues cannot be recovered as it would not be appropriate to charge those making the complaints and it is not always possible to identify the person or business responsible for the hazard. Overall, user charges recover about 60 percent of the cost of providing these public health services. Accordingly, the Council's target is to fund 60 percent of the cost of this activity through user charges.

Since the benefits to the community as a whole are significant, it is appropriate for the remaining costs to be funded from general rates.

Our funding targets: operating expenses	
User charges	60%
Other revenue	0%
Targeted rate	0%
General rate	40%
Total	100%

ACTIVITY 5.3.4: CITY SAFETY

This activity covers our efforts that are directed at making the city safe and ensuring people feel safe. This includes patrols by city safety officers, closed circuit television monitoring of some inner-city streets, and safety audits which identify necessary improvements such as better street lighting.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – this activity promotes individual wellbeing, safe neighbourhoods and a safe inner city.

Who benefits?	
Whole community	100%

Our city safety initiatives benefit the whole community. By preventing crime, these initiatives have a clear and tangible effect on residents' well-being. This, in turn, has several other positive spin-offs. Increased safety levels encourage people into the city centre, which makes the city more vibrant and also benefits retailers and other businesses. These efforts also contribute to civic pride by enhancing Wellington's reputation as a very safe city by national and international standards.

Though individuals benefit from reduced crime, the benefits are felt community-wide and are not exclusive to individuals. As a lot of this work is directed at the inner city it may be argued that there are greater benefits to those who live and work in the city than to residents who do not use the inner city often. However, making the city safer means even those who don't use the inner city are more likely to feel they have the option to safely access the inner city.

Who should pay?	
Whole community	100%

Since this activity benefits the community as a whole, the fairest and most effective way to fund it is from general rates.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 5.3.5: WELLINGTON REGIONAL EMERGENCY MANAGEMENT OFFICE (WREMO) AND RURAL FIRE

Wellington Regional Emergency Management Office (WREMO) provides a shared service to all the councils within the region. Its role is to help the city prepare for disasters such as earthquakes and floods, and to maintain the Council's Emergency Operations Centre at a state of readiness for response. WREMO works with government agencies, other councils in the region and international agencies.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – this agency works with all sectors of the community to ensure the city is well-prepared for earthquakes and other natural disasters.

Who benefits?	
Individuals	10%
Whole community	90%

All residents and businesses benefit from preparation work to alleviate and cope with disasters like storms, floods and earthquakes. WREMO is a focal point for help and gives the entire community some comfort that a ready response is available to cope with disasters and quickly recover.

From time to time, WREMO may receive income in the form of grants from the Ministry of Civil Defence and Emergency Management, and other sources. However, this income varies significantly from year to year. We anticipate 5 percent revenue over the foreseeable future

Rural Fire and Fire Prevention

WCC contributes to the Wellington Rural Fire Authority (WRFA) which incorporates the rural fire capabilities and responsibilities of the Wellington, Kapiti, Upper Hutt, Lower Hutt and Porirua city councils.

LONG-TERM AND ANNUAL PLAN COMMITTEE 7 MARCH 2018

Many Wellington properties back onto large areas of vegetation which can present a significant fire risk. The ability to provide fire suppression and prevention mechanisms benefits both the property owner and wider community through enhanced resilience.

Who should pay?	
Whole community	95%
User	5%

While individual property owners benefit from this work in the event of a large vegetation fire, the benefit to the whole community far outweighs this. The Council believes the fairest and most effective way to fund this activity is from general rates.

From time to time, WRFA may receive income in the form of grants from the New Zealand Fire Service Commission via the National Rural Fire Authority. This income varies significantly from year to year. We anticipate 5 percent revenue over the foreseeable future

Our funding targets: operating expenses	
User charges	5%
Other revenue	0%
Targeted rate	0%
General rate	95%
Total	100%

Urban Development

Directing growth and delivering quality

Nestled between harbour and hills, Wellington is a compact and dynamic city. We aim to preserve its special character, making sure developments are safe and in harmony with the environment. Our work in this area includes urban planning, building and development regulation, heritage protection and the development of public spaces.

Operating activities

With the exception of regulatory services, the majority of activities in this area are funded by the whole community via the General Rate. The funding sources are illustrated in the graph below.

Activity Area	Activity Grouping	Activity	Activity Component Name	User Fees	Other Income	Rates	General	Residential Targeted	Commercial Targeted	Downtown Targeted / Other
Urban Development	Urban planning, heritage and public spaces development	6.1.1	Urban planning and policy	0%	0%	100%	100%	0%	0%	0%
		6.1.2	Waterfront development	0%	0%	100%	100%	0%	0%	0%
		6.1.3	Public spaces and centres development	0%	0%	100%	100%	0%	0%	0%
		6.1.4	Built heritage development	0%	0%	100%	100%	0%	0%	0%
	Building and development control	6.2.1	Building control and facilitation	65%	0%	35%	35%	0%	0%	0%
		6.2.2	Development control and facilitation	50%	0%	50%	50%	0%	0%	0%
		6.2.3	Earthquake risk mitigation - built environment	0%	0%	100%	100%	0%	0%	0%
			Regulator - Building Control and Facilitation							
		6.2.4	Weather-tight Homes	0%	0%	100%	100%	0%	0%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity.

Urban development capital expenditure projects are funded through a combination of rates funded depreciation and borrowings.

Urban development – activity funding commentary

6.1 Urban Planning, Heritage and Public Spaces Development

ACTIVITY 6.1.1: URBAN PLANNING AND POLICY

The Council wants to ensure the city grows in ways that encourage high-quality development and produce the best long-term result for everyone. To do this, we will use appropriate controls to guide development, particularly in key areas of the city. This includes guiding development in the northern part of the city where rapid growth is expected in the coming years. Implementing and updating the District Plan to respond to key issues such as resilience and facilitate growth are high priorities.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – this activity ensures the city’s built form is developed in appropriate ways
- *Eco-city* – urban planning is focused on intensive urban development and alongside our urban containment policies are designed to prevent sprawls and enhance our transport and lifestyle choices.
- *Dynamic Central City* - this activity shapes how the built form and urban culture of the city is developed into the future

Who benefits?

Whole community

100%

Urban planning ensures the city grows in a controlled way that is environmentally sustainable, enhances community cohesion, and encourages high-quality developments. While the Northern Growth Management Framework is obviously specific to that area, the benefits of improved infrastructure and co-ordinated growth will be felt city-wide.

Who should pay?

Whole community

100%

The Council seeks to build stronger communities through funding this activity. Our aim is to make Wellington even more liveable – making it a great place to be by offering a variety of places to live, work and play within a high quality public environment. Since the community as a whole benefits from this work, it is appropriate for general ratepayers to bear the costs.

Our funding targets: operating expenses

User charges

0%

Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 6.1.2: WATERFRONT DEVELOPMENT

The Wellington waterfront is a key area of the city. We oversee its development in line with a guiding policy, the Wellington Waterfront Framework. Management of waterfront development is carried out by a Council controlled organisation, Wellington Waterfront Limited.

Our role includes preparing an annual work plan that outlines short and long- term development proposals for the waterfront and funding the operations of Wellington Waterfront Limited.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* - the waterfront offers safe open spaces that welcome and engage people and encourage them to stay.
- *Dynamic Central City* – the waterfront is an accessible and unique component of the inner city that offers opportunities for relaxation, recreation and leisure.

Who benefits?	
Whole community	100%

This work benefits the whole community by making the city more attractive and vibrant, and providing valuable recreation opportunities. Through development of public spaces that complement the natural beauty of the waterfront, the image and the “sense of place” that people have for the city is enhanced. Waterfront development attracts people into the city, supporting social cohesion and aiding the economy.

While the direct beneficiaries are mainly people who choose to visit the waterfront, these benefits are not exclusive. When one person visits Queen’s Wharf or Frank Kitts Park, that doesn’t stop anyone else from being in the area too. Nor would it be practical or acceptable to identify users of the waterfront and require them to pay. Similarly, though people living in the inner city benefit from better access to the waterfront, this is outweighed by the benefits to all people in the city.

The operational spending for this activity covers planning and public consultation. All residents benefit from the opportunity to have their views heard.

Who should pay?

Whole community	100%
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Since the community as a whole benefits from this work, it is appropriate for general ratepayers to bear the costs.

Our funding targets: operating expenses

User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 6.1.3: PUBLIC SPACES AND CENTRES DEVELOPMENT

We fund work to develop the street environments, urban parks and squares, and other public areas in the city and suburban centres. We aim to make these areas safe, accessible and attractive, with plenty of green space. This activity includes facilitation of the city's public artworks and consultation, planning and co-ordination of suburban centre upgrades.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – development of public squares and parks enhances people's enjoyment of the city and contributes to our civic pride and our 'sense of place'.
- *Dynamic Central City* – public spaces are an important component of the inner city providing accessible opportunities for relaxation, recreation and leisure for residents and visitors. High-quality developments make the city a more attractive place to live, attract visitors and support business opportunities.

Who benefits?

Whole community	100%
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This work benefits the whole community by enhancing the urban environment, making the city safer and contributing to the vibrancy of Wellington. All residents and visitors to the city are able to enjoy its public spaces. While those who use city or suburban shopping areas, urban parks, squares and other public areas receive direct benefits, these benefits are not exclusive and it would not be desirable or acceptable to require people to pay for them directly. Similarly, though individual suburbs benefit from work on suburban centres, these upgrades are not restricted to particular areas of the city – upgrades either have been carried out recently or are timetabled across many suburbs.

As well as enhancing the environment, development of city and suburban centres benefits the economy and enhances people's pride in the city.

Who should pay?	
Whole community	100%

While centre development provides a clear benefit to geographical suburban areas, targeted rates to fund these activities are not considered appropriate given the broad benefit to the community as a whole, and that centre upgrades are scheduled to occur throughout the city. The public good benefit over-rides any direct benefit to individual communities. However, if a suburban community asks for a higher standard of upgrade, or an earlier timeline than the Council has planned, the Council may consider imposing a targeted rate.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 6.1.4: BUILT HERITAGE DEVELOPMENT

In order to promote Wellington as a place that celebrates its landmarks and heritage, we work to help protect and restore the city's heritage assets.

The District Plan ensures heritage buildings, trees, monuments and other assets, and sites of significance to tangata whenua, are recognised and that controls are in place to manage changes to or removal of these assets.

Our work in this area includes maintaining an inventory of heritage sites, restoring significant heritage buildings in public ownership and upgrading heritage sites.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – heritage buildings contribute to the city's distinct identity and enhance its sense of place.

Who benefits?

Whole community	100%
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This work benefits the whole community by protecting the city's heritage. Preservation of city landmarks enhances the city's image, makes it more attractive, and contributes to people's sense of history and community pride. The community also benefits from enhancement of publicly-owned heritage assets.

Who should pay?

Whole community	100%
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Since the community as a whole benefits from this work, it is appropriate for general ratepayers to bear the costs.

Our funding targets: operating expenses

User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

6.2 Building and Development Control

ACTIVITY 6.2.1: BUILDING CONTROL AND FACILITATION

The Council has a statutory responsibility under the Building Act and the Resource Management Act to control building developments. This includes ensuring buildings are safe and sanitary, and do not threaten environmental quality or public health.

Work includes issuing and monitoring building consents - we have building guidelines to make sure buildings meet the required standards. The Fencing of Swimming Pools Act 1987 has been repealed and its functions now fit under Building Act 2004. The responsibilities under the Building Act ensure there is protection in place for unsupervised children of 5 years old or younger gaining access to private residential swimming pools.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* - All cities control building work according to the provisions of the Building Act and codes. These controls are necessary to protect public health and safety, and to protect future users of land and buildings.

Who benefits?	
Individuals	80%
Whole community	20%

Our building control work benefits private individuals – the people and companies that build or redevelop homes, offices and other buildings. Our work ensures these buildings are safe and meet legal requirements. These benefits apply to buildings which, in almost all cases, are for private and exclusive use. The people who use our building consent services are clearly identifiable and can be stopped from using the service if they refuse to pay.

Similarly, the beneficiaries of our efforts to ensure swimming pools are adequately fenced are private individuals – those people who own and use private swimming pools and those who are kept safe because pools are fenced.

Who should pay?	
Individuals	65%
Whole community	35%

While individuals receive the benefits of our building control work, we are constrained in our ability to recover costs from those individuals. User charges for some activities are set by law or regulation. For some activities, the law prevents us from charging at all.

In addition, to meet all the costs of building consents through user charges we would need to raise the charges to a level that may create an incentive for homeowners to avoid the consent process and carry out illegal building work.

Our funding targets: operating expenses	
User charges	65%
Other revenue	0%
Targeted rate	0%
General rate	35%
Total	100%

ACTIVITY 6.2.2: DEVELOPMENT CONTROL AND FACILITATION

The Council has a statutory responsibility under the Resource Management Act to ensure land and other resources are used sustainably. The District Plan, adopted in 2001 after public consultation, contains specific policies relating to land and resource use in the city. We administer the District Plan, regulating developments to ensure they are safe, sustainable and meet public expectations. Specific activities, including issuing resource consents, monitoring compliance and dealing with complaints about environmental matters, are covered by this activity.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* - All cities control development work according to the provisions of the Resource Management Act and District Plan. These controls are necessary to ensure resources are used sustainably, to protect public health and safety, and to protect future users of land and buildings. They're also needed to protect urban character and to preserve the city's heritage.

Who benefits?	
Individuals	60%
Whole community	40%

The main beneficiaries of this work are the individual people and businesses involved in land subdivision and development or use of other resources. This work helps ensure the developments are safe, sustainable and meet legal obligations.

There is also a significant public benefit. By controlling the safety and environmental effects of developments, we help prevent harm to members of the public both now and in the future.

Who should pay?	
Individuals	50%
Whole community	50%

While individuals receive an estimated 60 percent of the benefit from the Council's development control work, our ability to recover costs from those individuals is limited. User charges for some activities are set by law or regulation. For some activities, the law prevents us from charging at all. In addition, while individuals causing damage to the environment should bear the costs of dealing with their actions, it is not always possible to identify them.

To meet 60 percent of the costs of resource consents through user charges would require raising them to a level that may create a disincentive for growth and development of the city, potentially harming the economy.

These factors mean that, historically, we have been able to recover only about a third of the cost of this activity through user charges.

Our funding targets: operating expenses	
User charges	50%
Other revenue	0%
Targeted rate	0%
General rate	50%
Total	100%

ACTIVITY 6.2.3: EARTHQUAKE RISK MITIGATION – BUILT ENVIRONMENT

Earthquake Resilience is a key focus for Wellington City Council. The Council has a statutory responsibility under the Building Act to mitigate the risks that earthquakes may have on structures. This activity covers that work and also the contribution that the Council may make to localised earthquake assessments.

Community outcome

This activity contributes towards the following outcome

- *People-centred City* - Wellington's high earthquake risk means this work is critical. It protects public safety, as well as preserving the city's heritage and the economic investment made in buildings and infrastructure.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 6.2.4: BUILDING CONTROL AND FACILITATION – WEATHERTIGHT HOMES

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* - by providing resolution to the weathertight homes issue, by supporting repairs to provide healthier and more resilient homes.

Who benefits?

Whole community

100%

Resolving weathertight homes issues provides benefits to the Community as a whole. Through no fault of their own, individuals are stuck with leaky homes which can, in the worst circumstances, affect the health and well-being of those living there. Ensuring homes get fixed improves the health and well-being of individuals and reduces the call on the Community's health services. It also ensures the quality of housing stock available to residents in the City.

It is not considered that the actions or inactions of any individuals or group have directly contributed to the requirement to address the resolution of weathertight homes issues.

Who should pay?

Whole community

100%

Since the activity benefits the community as a whole, the fairest and most effective way to ultimately fund it is from general rates. The quantum of the liability required to be funded will likely necessitate the use of borrowings to spread the cost and ensure that the affordability of any rates funding requirement is considered and managed.

Given the specific nature of the cost it is important that any borrowing and rate funding associated with this activity are transparent and that these funds are effectively ring fenced and only used for the specific purpose of settling weathertight homes claims and the associated interest costs from any related borrowings. There are minimal costs associated with a decision to fund this activity distinctly from other activities.

Our funding targets: operating expenses

User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

Transport

Providing quality connections

We're responsible for Wellington's extensive transport network, and for planning for the city's future transport needs. We see a high-quality transport system as critical to the city's economy and quality of life. Our transport activities include looking after hundreds of kilometres of city roads, as well as accessways, footpaths, cycleways, parking facilities, traffic signs and signals, street lighting and pedestrian crossings. We also manage parking areas and have an ongoing programme of safety promotion.

Operating activities

The funding sources for this area are illustrated in the graph below.

Activity Area	Activity Grouping	Activity	User Fees	Other Income	Rates	General	Residential Target	Commercial Targeted	Downtown Levy/Other
Transport	Transport	7.1.1 Transport planning	0%	0%	100%	100%	0%	0%	0%
		7.1.2 Vehicle network	0%	5%	95%	95%	0%	0%	0%
		7.1.3 Cycle network	0%	0%	100%	100%	0%	0%	0%
		7.1.4 Passenger transport network	0%	65%	35%	35%	0%	0%	0%
		7.1.5 Pedestrian network	0%	0%	100%	100%	0%	0%	0%
		7.1.6 Network-wide control and management	15%	15%	70%	70%	0%	0%	0%
		7.1.7 Road safety	0%	20%	80%	80%	0%	0%	0%
	Parking	7.2.1 Parking	100%	0%	0%	0%	0%	0%	0%

Capital Expenditure

The interest and depreciation costs relating to capital expenditure are incorporated in the operating costs of each activity.

Transport capital expenditure projects are funded through a combination of NZTA subsidies, rates funded depreciation and borrowings.

Transport – activity funding commentary

7.1 Transport

ACTIVITY 7.1.1: TRANSPORT PLANNING

The mixed modes and changing demands on transportation means that transportation planning becomes increasingly important. The Council’s work in this area is closely linked to the work that we carry out under urban development. We also incorporate travel demand management planning as a component part of our overall transport and urban planning work.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – the transport network provides people with accessible and safe transport choices, from their homes to shops, for work, recreation and pleasure, including walkways and bikeways.
- *Connected City* – the transport network provides accessible and safe transport choices that connect people with each other and with places locally, nationally and internationally, including for commerce and trade.
- *Eco-city* - a network that is efficient means fewer cars are stuck in traffic meaning less emissions are produced
- *Dynamic Central City* – A network that allows easy movement of people and goods is vital for business and a significant competitive advantage.

Who benefits?	
Whole community	100%

This activity is of benefit to the whole community.

A well planned transportation network plays an important part in making the city more liveable. It provides for the efficient movement of freight and it allows for people to be better connected, aiding social cohesion.

Who should pay?	
Whole community	100%

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 7.1.2: VEHICLE NETWORK

We manage a vehicle network that includes 699 kilometres of urban and rural roads, 1,236 kilometres of kerbs and channels, 76 bridges and large culverts and four tunnels, as well as all related pavements and service lanes. As steward of the roads in a hilly harbour city, we are also responsible for maintaining more than 3,200 retaining walls, sea walls and accessway walls that support and protect transport corridors. Network maintenance activities include planned work as well as responding to unexpected events, such as removing debris and returning roads to service after storms or slips.

Port access is also part of our vehicle network management activities, as the efficient movement of freight to and from the port is an important contributor to the city's economy. We work with port authorities to find appropriate solutions to the movement of freight which minimise negative impacts for other users of the vehicle network.

Community outcome

This activity contributes towards the following outcome

- *People-centred City* – our road network safely and efficiently accommodates more than 40,000 people driving around the city each day, for work and recreation.

Who benefits?	
Whole community	100%

The city's vehicle network is a vital public asset. Roads are available for all residents and visitors to use. It benefits all residents by providing the means for safe, efficient travel. This benefits the economy and is also important for social reasons. An efficient vehicle network allows people to travel to work, visit friends and family, and get their children to school.

This 'public good' aspect of the vehicle network is reflected in the fact that Council's responsibility for providing and maintaining the network is enshrined in law. Under the current law, we cannot charge anyone for using it. The vehicle network is not in competition with any privately-provided alternative.

The direct beneficiaries of the vehicle network are road users. This includes everyone who drives private cars, as well as businesses that use roads for commercial purposes such as transporting goods. There are

also many indirect beneficiaries, including people who do not often leave their homes but receive road-based services like meals on wheels or mail deliveries.

Who should pay?	
Whole community	95%
Other	5%

It could be argued that the commercial sector receives a higher direct benefit than city residents, and that heavy commercial vehicles also cause more wear and tear on the roading network than private cars. However, it's not possible to reasonably assess how much cost and benefit is directly attributable to different groups of road users, and Council currently has no legal means to impose direct costs on road users.

This means that because the community as a whole benefits, the fairest approach is to fund costs in this activity from general rates.

However, a small percentage of our costs are actually funded by the New Zealand Transport Agency (NZTA) through National Land Transport Fund (NLTF) subsidies, which pass on funding from fuel taxes gathered by Central Government. The amount subsidised by NZTA varies from year to year depending on the work programme (which affects eligibility for subsidy) and the amount of funding that NZTA has made available for qualifying activities. This income is leveraged to reduce the rates funding requirement for the vehicle network activity.

Our funding targets: operating expenses	
User charges	0%
Other revenue	5%
Targeted rate	0%
General rate	95%
Total	100%

ACTIVITY 7.1.3: CYCLE NETWORK

Council has committed to an extensive cycleways improvement programme to improve access for people on bikes in the city and suburbs. Over the past 15 years, six out of ten new commuters have chosen to walk or cycle to work. With as many as 50,000 to 80,000 additional people expected to settle in Wellington by 2043, continuing this trend is vital if we want to minimise the need for costly road capacity improvements.

Cycleways require regular maintenance to remain safe – surfaces need to be smooth, lanes need to be clearly marked, and cycle stands and maintenance stations need to be provided at appropriate parking

points. Maintaining cycleways to a high standard is critical if we want more people to see cycling as a safe and attractive transport choice.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – our cycle and pedestrian networks accommodate nearly 25,000 walking and cycling commuters each day and provide for easy and affordable movement to and around the city.
- *Eco-city* - the cycle network reflects our commitment to sustainable, safe and efficient transport choices.

Who benefits?	
Whole community	100%

Cycleways are available to all and provide significant benefits to the whole community, supporting the health, wellbeing and prosperity of the people who live, work, play and invest in our city.

The direct beneficiaries of the city's cycleways are the people who use them. This includes cyclists and pedestrians who use the cycleways as de facto walkways. Cycleways provide these users with both transport and recreational opportunities. There are also many indirect beneficiaries, because as part of a multi-model transport network, cycleways contribute towards reducing the amount of vehicle traffic, which in turn makes the city's roads safer and less congested.

Who should pay?	
Whole community	100%

Because the community as a whole benefits from our provision of the cycleway network, the fairest approach is to fund costs in this activity from general rates.

Identifying and charging individual users would be both inefficient and impractical. It's likely that imposing a user charge would discourage people from using cycleways, meaning that the health, sustainability and transport benefits of cycleways would be lost.

Our funding targets: operating expenses	
User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 7.1.4: PASSENGER TRANSPORT NETWORK

While Greater Wellington Regional Council (GWRC) is responsible for the provision of public transport services, Council is committed to playing a key role in supporting the city's public transport network. Our aim is to encourage greater use of the bus and rail networks, as this delivers social and sustainability benefits, including improved energy efficiency and reduced pollution.

The Lambton Quay Bus Interchange is owned and operated by Council (this is because legislation in force at the time prevented GWRC from owning this asset). GWRC contributes a capped amount of funding towards the operation and maintenance of the Bus Interchange. Subsidised expenditure includes utilities costs, cleaning, maintenance and security services.

Council provides and maintains the special bus lane markings on roads throughout the city. Council has also committed to a significant programme of local bus priority capex improvements (which will affect this activity through higher interest charges).

Council was previously responsible for managing the cleaning and maintenance of bus shelters, bus stops and bus signs, with costs being reimbursed by GWRC. Responsibility for this work was transitioned across to GWRC in 2016, at which time we removed both the expenditure and the income (GWRC cost recoveries) from the LTP. This change had a net nil impact on the amount of rates funding required for this activity.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – our passenger transport network safely and efficiently accommodates people using public transport services to travel around the city each day, for work and recreation.

Who benefits?	
Whole community	100%

The city's public transport network is a vital public asset which is available for all residents and visitors to use. It benefits the whole community by providing the means for safe, efficient travel. This benefits the economy and is also important for social reasons. An efficient public transport network allows people to travel to work, visit friends and family, and get their children to school.

While individual users of public transport receive the most direct benefit, there are also many indirect beneficiaries. As part of a multi-modal transport network, public transport services contribute towards reducing the amount of vehicle traffic, which in turn makes the city's roads safer and less congested. Encouraging the use of public transport also has wider sustainability benefits for the community, including improved energy efficiency and reduced pollution.

Who should pay?	
Whole community	35%
Other	65%

Because the community as a whole benefits, the fairest approach is to fund costs in this activity from general rates.

However, Council receives a share of the revenue generated from Adshel advertising on bus shelters and pedestrian canopies in the city. This income is leveraged to reduce the rates funding requirement for the passenger transport activity.

Our funding targets: operating expenses	
User charges	0%
Other revenue	65%
Targeted rate	0%
General rate	35%
Total	100%

ACTIVITY 7.1.5: PEDESTRIAN NETWORK

Over the past 15 years, six out of ten new commuters have chosen to walk or cycle to work. With as many as 50,000 to 80,000 additional people expected to settle in Wellington by 2043, continuing this trend is vital if we want to minimise the need for costly road capacity improvements.

Maintaining a safe and connected pedestrian network is an important part of our transport strategy. We maintain more than 893 kilometres of footpaths as well as pedestrian (street) furniture such as canopies, seats, bollards and fountains.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – our cycle and pedestrian networks accommodate nearly 25,000 walking and cycling commuters each day and provide for easy and affordable movement to and around the city.
- *Eco-city* - the pedestrian network reflects our commitment to sustainable, safe and efficient transport choices

Who benefits?

Whole community	100%
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The pedestrian network is available to all and provides significant benefits to the whole community, supporting the health, wellbeing and prosperity of the people who live, work, play and invest in our city.

The direct beneficiaries of the city's pedestrian network are the people who use them. Footpaths and accessways provide these users with both transport and recreational opportunities. There are also many indirect beneficiaries, because as part of a multi-modal transport network, the pedestrian network contributes towards reducing the amount of vehicle traffic, which in turn makes the city's roads safer and less congested.

Who should pay?

Whole community	100%
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Because the community as a whole benefits from our provision of the pedestrian network, the fairest approach is to fund costs in this activity from general rates.

Identifying and charging individual users would be both inefficient and impractical. It's likely that imposing a user charge would discourage people from using footpaths and accessways, meaning that the health, sustainability and transport benefits of cycleways would be lost.

Our funding targets: operating expenses

User charges	0%
Other revenue	0%
Targeted rate	0%
General rate	100%
Total	100%

ACTIVITY 7.1.6: NETWORK-WIDE CONTROL AND MANAGEMENT

Network management is crucial in a modern, efficient vehicle network.

Our traffic control system includes 117 sets of traffic lights, closed circuit television cameras and a central traffic computer system which allows us to optimise traffic flows to ensure the safe, efficient and balanced flow of traffic. This minimises safety risks, congestion, delays and pollution.

Road markings and signs provide information and guidance to drivers and assist with traffic flow, traffic control and traffic safety, especially at night and in poor weather conditions. This significantly enhances safety for all users of our transport networks, and also supports efficient parking management.

Other network management activities include the administration of National legislation and Council's bylaws and policies relating to the non-ordinary, temporary use of the transport network.

We manage Corridor Access Requests (around 6,000 per year) for works in the Transport Corridor (now mainly utility works approvals under the National Code of Practice for Utility Access to Transport Corridors), as well as monitoring, inspecting and auditing these works to ensure compliance during the work and reinstatement.

We also review and approve Temporary Traffic Management Plans (around 1,000 per year), as well as managing delegations for self-approvals, which are administered in line with NATA's Code of Practice for Temporary Traffic Management.

Other network management activities include issuing and managing licences and permits for other uses of the transport network, such as for construction loading zones, trading, sandwich boards, events, busking, street appeals, temporary signage and overweight vehicles.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred City* – our road network safely and efficiently accommodates more than 40,000 people driving around the city each day, for work and recreation. Our pedestrian and cycle networks deliver the same outcomes for more than 25,000 walking and cycling commuters each day.
- *Connected City* – the network provides transport choices that connect people with each other and with places locally.
- *Eco-city* - the network reflects our commitment to sustainable, safe and efficient transport choices

Who benefits?	
Whole community	100%

Traffic control, signs and marking work allows for better traffic flows. Controlling traffic flows allows us to manage the diverse and competing demands of motorists, pedestrians, cyclists and public transport users. It improves the safety and efficiency of our transport system, which delivers social and commercial benefits by improving connections between communities and the city.

Network management activities optimise accessibility and utilisation of the transport network for a wide variety of activities and users, while minimising the adverse effects on other users of the network. This enables the city to remain internationally competitive by accommodating world class activities and events and promoting vibrancy, innovation and ongoing development of the city and its infrastructure.

Who should pay?	
Whole community	70%
User charges	15%
Other	15%

The cost of administering network management activities such as Corridor Access Requests, Temporary Traffic Management Plans, and other approvals or licences for uses of the transport network is largely recovered through user charges. Note that we are constrained by legislation as to what costs we are able to recover for this work. Also note that both the costs and the revenue for this work is a relatively small percentage of the total cost for the network control activity.

Because the community as a whole benefits, the fairest approach is to fund the remaining costs in this activity from general rates.

However, a small percentage of our costs are actually funded by the New Zealand Transport Agency (NZTA) through National Land Transport Fund (NLTF) subsidies, which pass on funding from fuel taxes gathered by Central Government. The amount subsidised by NZTA varies from year to year depending on the work programme (which affects eligibility for subsidy) and the amount of funding that NZTA has made available for qualifying activities. This income is leveraged to reduce the rates funding requirement for the network control activity.

Our funding targets: operating expenses	
User charges	0%
Other revenue	15%
Targeted rate	15%
General rate	70%
Total	100%

ACTIVITY 7.1.7: ROAD SAFETY

Delivering a safe road network is a fundamental goal of our Transport strategy. Providing and maintaining safety assets such as street lighting, safety fences and rails, as well as leading road education and promotion activities, significantly enhances safety for all users of our transport networks.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – our road network safely and efficiently accommodates more than 40,000 people driving around the city each day, for work and recreation. Our pedestrian and cycle

networks deliver the same outcomes for more than 25,000 walking and cycling commuters each day.

Who benefits?	
Whole community	100%

Work funded by this activity reduces accidents and promotes the safety of the transport network. The benefits are felt by the whole community, including road users (private and commercial), pedestrians, cyclists, residents and tourists.

Street and pathway lighting improves safety and personal security through increased visibility. Safety fences and rails protect pedestrians from lateral falls of more than 1 metre, provide assistance to pedestrians negotiating hilly paths, highlight hazards for drivers, and act as protective barriers to ensure the safe and convenient use of the transport network.

Who should pay?	
Whole community	80%
Other	20%

Because the community as a whole benefits, the fairest approach is to fund costs in this activity from general rates.

However, a small percentage of our costs are actually funded by the New Zealand Transport Agency (NZTA) through National Land Transport Fund (NLTF) subsidies, which pass on funding from fuel taxes gathered by Central Government. The amount subsidised by NZTA varies from year to year depending on the work programme (which affects eligibility for subsidy) and the amount of funding that NZTA has made available for qualifying activities. This income is leveraged to reduce the rates funding requirement for the road safety activity.

Our funding targets: operating expenses	
User charges	0%
Other revenue	20%
Targeted rate	0%
General rate	80%
Total	100%

7.2 Parking

ACTIVITY 7.2.1: PARKING

The Council provides short-term, metered roadside car parks in the city centre. We aim to have a high turnover of these parks. We also operate coupon and resident parking in areas to give city dwellers on the fringe of the central business district some relief from the daily influx of commuters.

Community outcome

This activity contributes towards the following outcome:

- *People-centred City* – central city car and motorbike parking is important for shoppers, people working in the city, visitors to the city, and people coming in to the city for recreational activities. It is also necessary to allow for goods to be picked up and delivered throughout the city. The provision of car parking helps make Wellington a liveable, prosperous city.

Who benefits?	
Individuals	75%
Whole community	25%

The direct beneficiaries of the Council’s parking services are clearly those people who use car parks. These benefits are private and exclusive. Two people cannot use the same car park at the same time and it is appropriate to charge people for using car parks. The Council’s parking services operate in competition with other private sector providers.

It might also be argued that retailers benefit directly from the Council’s provision of car parks. However, there is no practical way of assessing whether people are using car parks to go shopping or for other purposes such as recreation.

The community as a whole also receives benefits from the Council’s parking activities. On-street car parking is time limited to encourage a high turnover of parks, as this helps bring people into the city and benefits the commercial sector. All ratepayers benefit from the income derived from this activity, as it offsets the cost of providing the vehicle network.

Who should pay?	
Individuals	100%

Since the principal benefit from the Council’s parking services is to identifiable individuals it is appropriate for them to bear the costs through user charges.

While it might be argued general ratepayers should meet 25 percent of the costs, reflecting the benefit to the community as a whole, this would be inappropriate for a number of reasons. First, the level of demand for car parks suggests people using them believe they represent good value. As the principal

benefit is to these individuals, it is appropriate to set user charges at a level the market will accept. Second, the Council's parking services operate in competition with private car park operators and setting lower fees would unfairly disadvantage those operators and potentially reduce the supply of off-street parking in the city. Third, the individuals using car parking spaces also benefit through being able to use ratepayer-funded roads and footpaths, and their contribution through parking fees offsets the cost of providing these services.

This activity recovers significantly more revenue, through enforcement and meter charges than the operating costs. The Council believes this is appropriate as it supports our transport and retail policies. These policies aim to improve access to on-street parking and increase turnover of parking.

Our funding targets: operating expenses	
User charges	100%
Other revenue	0%
Targeted rate	0%
General rate	0%
Total	100%

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Revenue and Financing Policy Compliance

Compliance snapshot:

Category	Impact on compliance gap \$ (positive means more rates funding required)
Total level of non-compliance	\$8,943k
Impact of policy changes	(\$5,108k)
Impact of changes to fees	(\$298k)
Remaining level of temporary non-compliance	\$3,537k

Detailed review is outlined in the tables below.

1.1 Changes to policy

1. Non-compliant activities where changes to funding targets are proposed

The activities below are struggling to meet compliance and R&F Working Party is proposing policy changes to determine achievable targets. It should be noted that at the moment, due to activities being non-compliant the gap in funding is bridged through rates. Approved changes to policy will mean rates funding for future years may be greater, and this is to be taken into account for planning purposes.

Working Party is recommending to accept the proposed changes and to adjust the policy accordingly.

Activity Component	Current R&F Policy Target Rates Funding	Variation to current policy target (positive variance is unfavourable)		Considerations	Policy change recommendation	Additional Revenue / Reduction in Costs	Revised variation to policy (positive variance is unfavourable)	
2.1.9 Waterfront public space	80%	9%	\$592k	<p>2018/19 budget costs more accurately reflect the costs of operating the waterfront public space assets. With no scope to increase revenue in this area and asset ownership costs associated with the waterfront public space assets a change to the R&F Policy is recommended.</p> <p>The move is towards a greater benefit to the community as a whole and the better understanding associated with managing the activity since 2015/25 LTP.</p>	<p>The proposed changes are:</p> <ul style="list-style-type: none"> • Decrease Other Revenue target from 15% to 5% • Increase rates funding target from 80% to 90%. 	\$653k	(1%)	(\$61k)

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Activity Component	Current R&F Policy Target Rates Funding	Variation to current policy target (positive variance is unfavourable)		Considerations	Policy change recommendation	Additional Revenue / Reduction in Costs	Revised variation to policy (positive variance is unfavourable)	
4.1.3 Arts and cultural festivals	85%	6%	\$288k	An increase in budgeted expenses directed at Creative Capital initiative adds an additional \$1.5m costs pressure and it does not attract external funding, pushing this activity into non-compliance.	Increase the rates funding requirement from 85% to 90%	\$237k	1%	\$51k
5.1.1 Swimming pools	62%	7%	\$1,767k	The swimming pool activity has struggled to meet the user funding target for a number of years. This has been made more difficult with the removal of under 5's spectator fees. Attendance figures have not grown significantly over the last 10 years and this, combined with	R&F Working Party recommends reducing the user fees target to 30% and increasing rates funding to 70%	\$1,884k	(1%)	(\$142k)

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Activity Component	Current R&F Policy Target Rates Funding	Variation to current policy target (positive variance is unfavourable)		Considerations	Policy change recommendation	Additional Revenue / Reduction in Costs	Revised variation to policy (positive variance is unfavourable)	
				significant increases in competition for the fitness centre and learn to swim programme, has negatively impacted revenue.				
5.1.2/5.1.3 Sportsfields	5.1.2 – 90% 5.1.3 – 60%	1% 5%	\$36k \$96k	Previously sportsfields were in two separate activities, natural (grass) and synthetic (artificial). This was initially driven by the investment in and development of artificial turfs (a new service) and the difference in 'who benefits' and 'who should pay'. This has changed over time as the use of synthetics has integrated with natural fields, which has seen Regional	It is recommended to combine these two activities into one, setting the funding targets at 20%(user fees) and 80% (rates funding). The recommended level supports the current state, when looking at combined	N/A	N/A	N/A

Item 2.1 Attachment 2

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Activity Component	Current R&F Policy Target Rates Funding	Variation to current policy target (positive variance is unfavourable)		Considerations	Policy change recommendation	Additional Revenue / Reduction in Costs	Revised variation to policy (positive variance is unfavourable)	
				Sporting Organisations (RSO's), sporting clubs and the community utilise the provision of these fields as one service. This has led to a review of these activities, and a recommendation for combining them into one with a new funding policy.				
5.1.8 Municipal Golf Course	60%	12%	\$27k	As described above, it is proposed to change the Golf course into a 9 hole one, while adjusting the fee structure and changing the policy targets.	R&F Working Party recommends increasing the rates funding target to 70%	\$22k	2%	\$5k
5.2.1 Libraries	90%	4%	\$938k	Libraries activity would need to generate additional	R&F Working Party recommends reducing the user fees target to	\$1,148k	(1%)	(\$210k)

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Activity Component	Current R&F Policy Target Rates Funding	Variation to current policy target (positive variance is unfavourable)		Considerations	Policy change recommendation	Additional Revenue / Reduction in Costs	Revised variation to policy (positive variance is unfavourable)	
				revenue of \$0.911m, in order to achieve compliance. General and targeted fee increases have been considered, but historically have had limited success due to a number of reasons: 1) Customers tend to change their behaviour to avoid increasing fees. For example, there would be greater incentive to set up automatic alerts to avoid overdue fines, or they will choose to check library shelves themselves rather than reserve; 2) Wellington has some of the highest fees of any public library in	5% and increase rates funding to 95%			

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Activity Component	Current R&F Policy Target Rates Funding	Variation to current policy target (positive variance is unfavourable)		Considerations	Policy change recommendation	Additional Revenue / Reduction in Costs	Revised variation to policy (positive variance is unfavourable)	
				<p>New Zealand. We also have more charges than any other library. For example, many regional libraries do not charge for reserves or magazines, or charge fees/fines to child borrowers; 3) Applying the percentage fee increase across all products would produce charges that would be impossible to collect (e.g. \$0.26/photocopy). This means that some products would need to have even higher increases to cover pragmatic issues of</p>				

Activity Component	Current R&F Policy Target Rates Funding	Variation to current policy target (positive variance is unfavourable)		Considerations	Policy change recommendation	Additional Revenue / Reduction in Costs	Revised variation to policy (positive variance is unfavourable)	
				collection.				
7.1.1 Transport planning	85%	15%	\$502k	The activity includes planned work for Ngauranga to Airport Corridor (project 1152) Transport Planning and Policy (project 1153). This work is not eligible for NZTA funding.	R&F Working Party recommends making this activity 100% rates funded.	\$502k	-	-
7.1.7 Road Safety	70%	7%	\$481k	The recent investment in LED lighting and revaluations which took place mean that depreciation costs for the activity went up significantly. Depreciation is not eligible for external funding, hence the increase in costs is not offset by external funding from NZTA.	R&F Working Party recommends adjusting the activity funding targets as follows: <ul style="list-style-type: none"> • Other Income to be set at 20% • Rates funding to be adjusted to 80% 	\$657k	(3%)	(\$176k)

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2. Activities where changes to “who benefits” section in the policy are recommended

The tables below outline the activities where changes to the underlying assumptions behind “who benefits” from the activity have been revised, with no implication on the funding targets of these activities. Working Party is recommending accepting the proposed changes and amending the policy accordingly.

Activity Component	Current R&F Policy Target Rates Funding	Considerations	Policy change recommendation
5.2.3 Community advocacy	100%	The projects funded under this activity benefit all Wellingtonians and communities. The build community and neighbourhood resilience support the development of connected, vibrant and involved communities. Whilst there is a small focus on providing services that benefit specific individuals, the focus of the activity as a whole should be towards a wider community.	The benefit split is recommended to be adjusted from 60% (whole community)/40% (individuals) towards a larger focus on community setting the split at 60% (whole community) /40% (individuals).
5.2.5 Housing	0%	The beneficiaries of this activity are the tenants, who receive accommodation at below market rent. Their benefits are private and exclusive. By providing homes for people who otherwise may be unable to afford them, the Council also support social inclusion, health and economic benefits for tenants.	The benefit split is recommended to be adjusted from 10% (whole community)/90% (individuals) towards assigning the full benefit from the activity to individuals (100%). The discussion of funding for this activity was to take place at the planned Housing workshop on 27 th of February.
5.2.6 Community centres and halls	95%	This activity supports the delivery of services/activities from community centres and halls. The people and groups who use community facilities receive a clear and direct benefit. Though the facilities are available to all, this benefit is private and exclusive – only one group can use a room in a	The benefit split is recommended to be adjusted from 40% (whole community)/60% (individuals) towards a larger focus on community setting the split at 70%/30%.

Activity Component	Current R&F Policy Target Rates Funding	Considerations	Policy change recommendation
		community centre at any one time. The facilities help bring people together, and the groups that use them often make significant voluntary contributions to community well being. This element has been identified to have a slight lesser impact and hence the change in the split of the benefit.	

3. New activity – 6.1.5 Housing Development

A new activity is being proposed for Housing Development. The R&F Working Party hasn't recommended changes, as it felt the information did not adequately explain the nature of the activity and the way it is to be funded. The Revenue and Financing Policy does not include the activity at this stage, however the activity description is attached for review.

The activity is proposed to be set at 100% rates funded, however it is expected the activity will be self-funded, when the Urban Development Agency surplus on asset sales is expected to be greater than the operational costs. Until that time it will require rates funding – which is forecasted for the first 3 years.

1.2 a. Non-compliant activities - Permit temporary non-compliance

There are a number of activities for which the Working Party recommends temporary non-compliance and/or stretch user charge targets. For these activities R&F Working Party considers that the current policy and targets are appropriate, but that for specific and explainable reasons full compliance is unlikely to be achieved in 2018/19.

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Activity Component	Current R&F Policy Target Rates Funding	2017/18 Indicative Rates Funding	Variation to current policy target (positive variance is unfavourable)		Considerations
2.1.4 Road open spaces	95%	91%	(4%)	(\$410k)	This relates to NZTA National Land Transport Fund (NLTF) subsidies, which vary from year to year depending on our work programme (which affects eligibility for subsidy) and the amount of funding that NZTA has made available for our qualifying activities (which is a capped share of the funding that Central Government has credited to the NLTF). Decisions about the level of NZTA funding assistance for Council for 2018-21 will not be announced until June 2018.
2.2.3 Energy efficiency and conservation	100%	78%	(22%)	(\$60k)	Contribution from Councillor salary off membership on Airport Board.
2.4.2 Sewage treatment	95%	97%	2%	\$378k	Main costs in this activity are management fees charged by Veolia, contribution to the Porirua joint venture, and asset stewardship costs. Income is from Veolia for the disposal of sewage sludge at a contracted price. Due to the limited ability to reduce expenditure and increase income, it is unlikely to achieve compliance.
2.5.1 Stormwater management	100%	99%	(1%)	(\$163k)	Other income relates to NZTA subsidies for eligible drainage maintenance activities.

Activity Component	Current R&F Policy Target Rates Funding	2017/18 Indicative Rates Funding	Variation to current policy target (positive variance is unfavourable)		Considerations
					Given that this funding varies year-on-year and the variance to policy is relatively low, no change to policy is recommended.
4.1.6 Arts partnerships	75%	80%	5%	\$135k	Activity has been non-compliant for a number of years. Major driver for non-compliance is keeping a stable revenue stream from Toi Pōneke, with no increases to rents for the space residents. R&F Working Party requested information on reviewing the lease costs of the Toi Pōneke to increase compliance.
5.1.4 Recreation Centres	75%	71%	(4%)	(\$379k)	Activity includes a grant funding from NZCT for "Youth in Sport" programme currently being received, however it is not guaranteed income stream for future years. R&F Working Party requested a fees review to increase compliance.
5.2.5 Housing	0%	21%	21%	\$5,974k	The 2018/19 budget assumes that Arlington Site 1 will be offline for redevelopment as part of the HUP program. We are also assuming that Arlington Site 2 construction will be completed and will bring 100+ properties online from July 2018. The impact is a reduction of 36% in revenue. On the expense side, the increase for the year

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Activity Component	Current R&F Policy Target Rates Funding	2017/18 Indicative Rates Funding	Variation to current policy target (positive variance is unfavourable)		Considerations
					(8%) is mainly driven by an increase in insurance costs, following from 2016 Kaikoura earthquake. It should be noted that due to decanting process of Arlington Site 1 in preparation for redevelopment together with the proposed divestment plan for part of the Housing portfolio, the current insurance policy is being reviewed and some savings in insurance premium are expected.
5.2.6 Community centres & halls	95%	92%	(3%)	(\$113k)	Activity has been over-compliant for a number of years due to income for running centres on behalf of some communities. R&F Working Party has discussed an option to change the policy targets to 90% rates funding.
5.3.3 Public health regulations	40%	45%	5%	\$348k	Non-compliance is due to increase in personnel to meet the requirements of the new Food Act. R&F Working Party requested a review of inspection fees related to events and fairs.
6.2.1 Building control and facilitation	35%	25%	(10%)	(\$1,397k)	Activity is currently over-compliant due to temporary income provided by processing consents for Auckland City Council (\$874k)

Activity Component	Current R&F Policy Target Rates Funding	2017/18 Indicative Rates Funding	Variation to current policy target (positive variance is unfavourable)		Considerations
					and an additional \$282k due to an increase in vacancy loading. R&F Working Party requested information on charging levy on consents to fund the weathertight homes activity costs. R&F Working Party has proposed reviewing the option of changing the policy target to 25% rates funding, in line with the budget.
7.1.2 Vehicle network	95%	92%	(3%)	(\$763k)	Variance from policy is 3% / \$779k favourable. This relates to NZTA National Land Transport Fund (NLTF) subsidies, which vary from year to year depending on our work programme (which affects eligibility for subsidy) and the amount of funding that NZTA has made available for our qualifying activities (which is a capped share of the funding that Central Government has credited to the NLTF). Decisions about the level of NZTA funding assistance for Council for 2018-21 will not be announced until June 2018.
7.1.3 Cycle network	100%	91%	(9%)	(\$72k)	This is the result of a significant reduction in the LTP budget for cycleways planning (down from \$1.0m in 2017/18 to \$0.2m per year). It's expected that funding will be requested to re-establish this budget in future (in order to support ongoing capex

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Activity Component	Current R&F Policy Target Rates Funding	2017/18 Indicative Rates Funding	Variation to current policy target (positive variance is unfavourable)		Considerations
					investment in cycling).
7.1.6 Network-wide control and management	70%	66%	(4%)	(\$329k)	This relates to NZTA National Land Transport Fund (NLTF) subsidies, which vary from year to year depending on our work programme (which affects eligibility for subsidy) and the amount of funding that NZTA has made available for our qualifying activities (which is a capped share of the funding that Central Government has credited to the NLTF). Decisions about the level of NZTA funding assistance for Council for 2018-21 will not be announced until June 2018. R&F Working Party recommends accepting temporary non-compliance with policy.

1.2 b. Non-compliant activities - Changes to fees and charges

Working Party is recommending accepting officers' proposals for fee changes for the following activities which will improve policy compliance. Any changes not approved ultimately by Council will result in the equivalent value being put back onto rates. Please note: activity 5.1.2 (Sportsfields) is described in the last section where R&F Working Party recommends policy change to be implemented. This activity also recommends changing some of its fees, full list of which is presented in Appendix 1 to this paper.

Activity Component	Current R&F Policy Target Rates Funding	Variation to current policy target (positive variance is unfavourable)		Considerations	R&F Working Party recommendation	Additional Revenue / Reduction in Costs	Policy change recommended	Revised variation to policy (positive variance is unfavourable)	
2.2.1 Waste minimisation, disposal and recycling management	100%	-	-	Southern Landfill operates in a competitive market with two other nearby landfills in the region. Initial indications are the both of these landfills will be increasing their prices for 2018/19.	R&F Working Party recommends to introduce an increase to fees of 3.45% (in line with the anticipated increase for other service providers).	\$50 (Partial increase to revenue has been factored in for the budget -impact of \$155k).	No change	-	-
2.4.1 Sewage collection and disposal network (including trade waste)	95%	2%	\$613k	Fees increase is suggested to provide an offset to increase in costs. The increase would not be sufficient to bring this activity to meet	The revised fees would reflect CPI movements (using the BERL Water index). The increase would be equitable for the user, reflecting a cost	\$17k	No change	2%	\$596k

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Activity Component	Current R&F Policy Target Rates Funding	Variation to current policy target (positive variance is unfavourable)		Considerations	R&F Working Party recommendation	Additional Revenue / Reduction in Costs	Policy change recommended	Revised variation to policy (positive variance is unfavourable)	
				compliance.	increase commensurate with their impact on the network. This option will allow for the activity to be maintained at an acceptable level.				
5.1.7 Marinas	90%	5%	\$37k	A small inflationary adjustment to fees on a regular basis ensures income continues to keep pace with expenses, and avoids large irregular fee increases. Officers propose to continue to increase fees regularly in line with inflation.	Fee increases of between 2% and 3% for Evans Bay Marina and for Clyde Quay to bring the activity closer to target.	\$15k	No change	3%	\$22k
5.1.8 Municipal Golf Course	60%	12%	\$27k	Course usage and revenue from Mornington Golf Club (MGC) has	R&F Workign Party recommends to reduce the course to 9 holes, to allow for	-	Change is recommended – section 1.1 above	12%	\$27k

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Activity Component	Current R&F Policy Target Rates Funding	Variation to current policy target (positive variance is unfavourable)		Considerations	R&F Working Party recommendation	Additional Revenue / Reduction in Costs	Policy change recommended	Revised variation to policy (positive variance is unfavourable)	
				been declining over the past decade, similar to the national trend.	costs reduction of \$21k. In addition, fee changes are proposed to accommodate the new structure along with adjustment of funding targets. The proposed fee changes are designed to match the new operational structure, however they will not likely to increase non-compliance gap. Hence, the proposed changes to policy.				Item 2.1 Atta
5.3.1 Burials and cremations	50%	5%	\$94k	Fees and user charges are the predominant revenue stream for this activity. The budgeted CPI increase in revenue for 2018/19 is \$16k.	R&F Workign Party recommends to increase the fees in line with the increase in CPI.	\$16k	The R&F Working Party asked for a fee review and comparison to other cemeteries.	4%	\$78k
7.2.1 Parking	0%	(98%)	(\$15,085k)	WCC has not	This option	\$200k	No change	(98%)	(\$15,285k)

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Activity Component	Current R&F Policy Target Rates Funding	Variation to current policy target (positive variance is unfavourable)		Considerations	R&F Working Party recommendation	Additional Revenue / Reduction in Costs	Policy change recommended	Revised variation to policy (positive variance is unfavourable)	
				increased the coupon or permit pricing for eight years. Increase in fees is recommended to keep up with the private operators' practice.	acknowledges there have been no coupon or permit parking price changes since 2010, with the cost of both parking buildings and on-street parking both increasing over this time.				

1.3 Compliant activities

The following activities are within Council's 5% policy band and the dollar variance from policy targets are less than \$100k. R&F Working Party has reviewed the current policy and targets and considers them appropriate.

Activity Component	R&F Policy Target Rates Funding	2018/19 Indicative Rates Funding	Variation to current policy target (positive variance is unfavourable)		Comments
1.1.1 City governance & engagement	100%	100%	-	-	
1.1.2 Civic information	95%	94%	(2%)	(\$98k)	Main income is from GWRC contract. Continue to look for opportunities to generate income by delivering services to paying customers.
1.1.3 City Archives	90%	92%	2%	\$46k	Due cost increases.
1.2.1 Maori & Mana Whenua partnerships	100%	100%	-	-	
2.1.1 Local parks & open spaces	95%	95%	-	-	
2.1.2 Botanical gardens	90%	90%	-	-	

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Activity Component	R&F Policy Target Rates Funding	2018/19 Indicative Rates Funding	Variation to current policy target (positive variance is unfavourable)		Comments
2.1.3 Beaches and coast operations	95%	94%	(1%)	(\$10k)	Increase in utilities that were previously charged to Marinas.
2.1.5 Town belts	95%	94%	(1%)	(\$51k)	Minor non-compliance.
2.1.6 Community environmental initiatives	100%	100%	-	-	
2.1.7 Walkways	100%	100%	-	-	
2.1.8 Biodiversity (pest management)	100%	97%	(7%)	(\$181k)	Over compliance due to income for services provided to another TLA. The variance to policy is minimal. Note: figures have been updated based on the latest budget, post R&F Working Party review. The variance is over \$100k, however because it shows over-compliance the activity would not require additional rates funding.
2.2.2 Closed landfills aftercare	100%	100%	-	-	
2.3.1 Water network	100%	100%	-	-	
2.3.2 Water collection & treatment	100%	100%	-	-	
2.6.1 Conservation visitor attractions	100%	100%	-	-	
3.1.1 WREDA and Venues	100%	100%	-	-	
3.1.2 Wellington Convention Centre	100%	100%	-	-	
3.1.3 Retail support (free weekend parking)	100%	100%	-	-	
3.1.4 WEID and economic grants	100%	100%	-	-	

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Activity Component	R&F Policy Target Rates Funding	2018/19 Indicative Rates Funding	Variation to current policy target (positive variance is unfavourable)		Comments
3.1.5 Major Projects	100%	100%	-	-	Item 2.1 Attach
3.1.6 International relations	100%	100%	-	-	
3.1.7 Business improvement districts	100%	100%	-	-	
4.1.1 Galleries & museums	100%	100%	-	-	
4.1.2 Visitor attractions (Te Papa/Carter Observatory)	100%	100%	-	-	
4.1.4 Cultural grants	100%	100%	-	-	
4.1.5 Access & support for community arts	90%	89%	-	-	
4.1.7 Regional amenities	100%	100%	-	-	
5.1.5 Recreation partnerships	100%	100%	-	-	
5.1.6 Playgrounds	100%	100%	-	-	
5.1.9 Recreation programmes	95%	96%	1%	\$5k	Minor non-compliance.
5.2.2 Access support (leisure card)	100%	100%	-	-	
5.2.4 Grants (social & recreation)	100%	100%	-	-	
5.3.2 Public toilets	100%	100%	-	-	
5.3.4 City safety	100%	100%	-	-	
5.3.5 WREMO	95%	99%	4%	\$71k	Budgeted non-rates income is mainly related to grants/reimbursements from regional and national bodies.
6.1.1 Urban planning & policy	100%	99%	(1%)	(\$21k)	Budgeted income for District Plan changes. Minor non-

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Activity Component	R&F Policy Target Rates Funding	2018/19 Indicative Rates Funding	Variation to current policy target (positive variance is unfavourable)		Comments
					compliance.
6.1.2 City Shaper Developments	100%	100%	-	-	
6.1.3 Public spaces & centres development	100%	100%	-	-	
6.1.4 Built heritage development	100%	100%	-	-	
6.2.2 Development control and facilitaton	50%	50%	1%	\$62k	Minor non-compliance.
6.2.3 Earthquake risk mitigation – built environment	100%	100%	-	-	
7.1.4 Passenger transport network	35%	35%	-	-	
7.1.5 Pedestrian network	100%	99%	(1%)	(\$41k)	Income derived from NZTA funding only. Minor over compliance is for non-rates income (cost recoveries) relating to shared cost work.

2018-28 LTP RATES REMISSION POLICY

1. INTRODUCTION

In accordance with section 85 of the Local Government (Rating) Act, 2002:

- i. A local authority may remit all or part of the rates on a rating unit (including penalties for unpaid rates) if –
 - a. the local authority has adopted a remissions policy under section 109 of the Local Government Act 2002, and
 - b. the local authority is satisfied that the conditions and criteria in the policy are met.
- ii. The local authority must give notice to the ratepayer identifying the remitted rates.

2. CIRCUMSTANCES WHERE A REMISSION MAY APPLY

2.1. RURAL OPEN SPACE REMISSION

REMISSION STATEMENT

The Council may grant a 50 percent remission on land classified as rural under the District Plan where the rating unit is rated under the Base differential and used principally for farming or conservation purposes.

POLICY OBJECTIVE

To provide rates relief for rural, farmland and open spaces.

CONDITIONS AND CRITERIA

Land used principally for farming or conservation purposes.

A rates remission of 50 percent of the Base general rate will be granted to rating units that are classified as rural under the District Plan and used principally for farming or conservation purposes. Under this policy, 'principally for farming or conservation purposes' is defined as where:

- i. the rating unit (or property) exceeds 30 hectares in area; and
- ii. 50 percent or more of the rateable capital value of the property is made up of the land value; and

- iii. the principal use of the land is for conservation, agriculture, horticulture, pastoral or silviculture purposes, or for the keeping of bees, poultry or other livestock excluding commercial dog kennels or catteries.

2.2. REMISSIONS ON LAND USED PRINCIPALLY FOR GAMES OR SPORT

REMISSION STATEMENT

Where the Council considers a rating unit is used principally for games or sport, it will apply a 50 percent remission of general rates where the rating unit:

- i. has a club licence under the Sale and Supply of Alcohol Act 2012; and
- ii. would otherwise qualify as 50 percent non-rateable under Part 2, Schedule 1, of the Local Government (Rating) Act 2002; and
- iii. the property is rated at the Base differential.

POLICY OBJECTIVE

To reduce the adverse financial impact of the Local Government (Rating) Act 2002 on land used principally for games or sports, occupied by clubs that hold a club licence and no longer qualify as 50 percent non-rateable.

CONDITIONS AND CRITERIA

The application for a rate remission must be made prior to the commencement of the rating year (1 July). Successful applications received during a rating year will be applicable from the commencement of the following year. No applications will be backdated. For the avoidance of doubt, this policy specifically excludes chartered clubs and clubs holding permanent charters.

2.3. REMISSION OF TARGETED RATES ON PROPERTY UNDER DEVELOPMENT OR EARTHQUAKE STRENGTHENING

REMISSION STATEMENT

The Council may remit part or all of the commercial sector targeted rate and downtown targeted rates on land classified under the Council's *commercial, industrial and business differential* as defined within our Funding Impact Statement Rating Mechanisms, where the property is deemed to be 'not fit for purpose' due to the property being under development or due to the existing building being earthquake strengthened.

The Council may remit part or all of the Base sector targeted rate on land classified under the Council's *Base differential* (including residential) as defined within our Funding Impact Statement Rating Mechanisms, where the property is deemed to be 'not fit for purpose' due to earthquake strengthening.

POLICY OBJECTIVE

To provide rates relief for property temporarily not fit for purpose due to the property undergoing development or earthquake strengthening and therefore not receiving the benefits derived by contributing to the commercial, residential or downtown targeted rates.

CONDITIONS AND CRITERIA

To enable the remission statement above, 'not fit for purpose' is defined in this policy as where:

- i. the property (rating unit) will not hold sufficient consents to permit occupation; and
- ii. the property (rating unit) will not be used for any purpose, apart from the construction of buildings, premises or associated works, or earthquake strengthening works; and
- iii. the property (rating unit) will not generate any revenue stream.

The above criteria apply to, and must be met by, an entire rating unit as identified in the Council's rating information database (RID) and apply only for the period the building is not 'fit for purpose'.

2.4. REMISSION OF METERED WATER RATES

REMISSION STATEMENT

The Council may grant a remission on a metered water rate where excess water consumption has occurred due to a leak beyond the point of supply on the ratepayer's property. The excess water consumption may only be remitted to the level of the current Greater Wellington Regional Council bulk water rate.

POLICY OBJECTIVE

The objective of this remission policy is to provide a measure of rates relief where a water leak has been detected on the ratepayer's property with a water meter, and prompt remedial action to repair the leak has been undertaken. The ratepayer remains responsible for water leaks, the pipes and the usage of water on their property in accordance with the Water Services Bylaw.

CONDITIONS AND CRITERIA

A remission of the metered water rate may be granted for excess water consumption where the leak is the rate payer's responsibility (beyond the point of supply). Excess water consumption will be calculated as the difference between actual metered usage on the latest reading and the average daily metered usage over the last four readings prior to the leak. The full water rate will be charged on

the average daily usage over the last four readings and the excess water consumption (as calculated above) will be charged at the current Greater Wellington Regional Council bulk water rate. Where sufficient information is not available on historic readings, excess water consumption will be calculated as the difference between the latest reading prior to the fault being remedied, and the average daily metered usage over the last three monthly readings after the fault is remedied. This remission should only be applied for if:

- i. the leak occurred on a metered water property; and
- ii. excess water consumption has occurred through a broken or leaking pipe; and
- iii. evidence is provided that the fault has been remedied within a reasonable time period and prior to the application for a remission.

In the event of a recurrence of a water leak, Council would require the ratepayer to get a condition assessment of the pipes on the property prior to any decisions to remit a subsequent remission.

2.5. REMISSION OF RATES FOR BUILDINGS REMOVED FROM THE EARTHQUAKE PRONE BUILDINGS LIST

REMISSION STATEMENT

The Council may grant a remission on a property's rates where the property was on the Council's Earthquake Prone Building List and the ratepayer has taken action to remove that building from the list (either by strengthening that building to above 33 percent of the New Building Standard (NBS) or by removing the building from the site).

The ratepayer may qualify for this remission for a period of rating years after the removal of the building from the Earthquake Prone Building list¹, or up until the building is sold (whichever comes first).

The terms of remission that apply are as follows:

- a. a remission period of 3 years for all buildings (not applicable to the heritage remissions below) that are removed from the earthquake prone list; or
- b. a remission period of 5 years for all buildings removed from the earthquake prone list that are listed on the Wellington City District Plan Heritage List; or
- c. a remission period of 10 years for all buildings as per (b) and are identified by Heritage New Zealand as Category I on the New Zealand Heritage list; or
- d. a remission period of 8 years for all buildings as per (b) and are identified by Heritage New Zealand as Category II on the New Zealand Heritage list.

¹ As maintained by Wellington City Council

The ratepayer must apply for this remission within 12 months of the removal of the building from the earthquake prone building list (by issuance of a code of compliance for work performed).

For earthquake-prone buildings that have been seismically strengthened to > 33 percent NBS the following will apply:

- a. the remission application will be accepted after the code of compliance has been issued for the building following completion of the seismic strengthening project;
- b. the remission shall equate to the rates (general rate, downtown targeted rate, commercial industrial and business sector or base sector targeted rates, stormwater network and sewerage rates) payable due to any rating valuation uplift² that may arise from seismic strengthening works; if there has been no rating valuation uplift on the property as a result of seismic strengthening work then no remission will apply.

The valuation uplift from seismic strengthening works will be calculated as:

Final Improvement Value \$ per m2 (A)	-	Initial Improvement Value \$ per m2 (B)	x	Initial floor area of earthquake prone building (C)
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A = This is the total improvement value portion of the revaluation of the whole rating unit (after issuance of the code of compliance and after removal of building from the Earthquake Prone Building List) divided by the floor area at the time of issuance of the code of compliance, after removal of the building from the Earthquake Prone Building List.

B = This is the total improvement value portion of the rateable value of the earthquake prone building at the time the building consent for earthquake strengthening work is approved, divided by the floor area of the earthquake prone building at the time the building consent for earthquake strengthening work is approved.

C = This is the floor area of the earthquake prone building at the time the building consent for earthquake strengthening work is approved.

² Rating valuation adjustments will occur either as part of the Council's three-yearly city wide revaluation cycle, or through adjustments that occur in between cycles where improvement works have taken place resulting in a measurable value change. Ratepayers will be notified of any valuation change in both circumstances. Under both circumstances rates are not impacted until the next rating year commencing 1 July. Officers reserve the right to use their discretion in determining valuation changes that may arise from, and relate to, seismic strengthening under this policy.

The valuation uplift amount that has been calculated using the above methodology will be used to calculate the rates remission for the duration of the remission. The valuation uplift amount will not be re-calculated to take into account any future changes to the building's valuation post the first valuation assessment carried out after removal from the Earthquake Prone Building List (by issuance of a code of compliance). For clarity, changes in land value are excluded from the above calculations and any remission calculation.

For earthquake prone buildings that have been removed from the site the following will apply:

- a. the remission application will be accepted after evidence of the building removal has been provided to Council and the building has been removed from the earthquake prone building list; and
- b. the remission will be calculated as 10 percent of the rates (general rate, downtown targeted rate, commercial industrial and business sector or base sector targeted rates, stormwater network and sewerage rates) payable on the property, on the valuation post removal of the earthquake-prone building from the site, for each of the three years following the acceptance of the remission application.

POLICY OBJECTIVE

The objective of this remission policy is to minimise the rates impact of valuation increases arising for ratepayers who have taken positive action to address the structural safety of their earthquake-prone buildings, or remove their unsafe buildings.

CONDITIONS AND CRITERIA

A remission of rates may apply under the following conditions and criteria:

- i. the building must have been on the Earthquake Prone Buildings list;³
- ii. the ratepayer must have taken action to remove their building from this list either through seismic strengthening or building removal;
- iii. the remission must be applied for within 12 months of the building being removed from the Earthquake Prone Buildings list and will relate to the following specified number of rating years only (the ratepayer does not need to re-apply in subsequent years). The terms of remission that apply are as follows:
 - a. for all buildings (not applicable to the heritage remissions below) that are removed from the earthquake prone list, the ratepayer may apply for this remission for a total period of 3 years; or

³ As maintained by Wellington City Council

- b. for all buildings removed from the Earthquake Prone Building List that are listed on the Wellington City District Plan Heritage List, the ratepayer may apply for this remission for a total period of 5 years after the removal of the building from the Earthquake Prone Building List; or
- c. for all buildings as per (b) and are identified by Heritage New Zealand as Category I on the New Zealand Heritage list, the ratepayer may apply for this remission for a total period of 10 years after the removal of the building from the Earthquake Prone Building List; or
- - d. for all buildings as per (b) and are identified by Heritage New Zealand as Category II on the New Zealand Heritage list, the ratepayer may apply for this remission for a total period of 8 years after the removal of the building from the Earthquake Prone Building List.
- iv. the remission will not be available retrospectively for buildings already removed from the Earthquake Prone Building List prior to this policy being implemented;
- v. the remission is only available to a ratepayer who has taken action to remedy their building. It will not be available to a third-party purchaser of the building even if a sale took place within the remission period applicable to that building being removed from the Earthquake Prone Buildings list; and
- vi. for earthquake prone buildings that have been removed from the site, evidence must be provided to Council of the building removal and the building must have been removed from the Earthquake Prone Building List.

Valuation changes

Wellington City Council is currently on a three-yearly valuation cycle for all properties in the city. The next city-wide valuation will occur as at 1 September 2018 and will be used to calculate rates for the next three rating years commencing 1 July 2019.

Rating valuations are also subject to adjustments at any time between the valuation cycles when there has been a measurable value change, usually triggered by consented improvement works.

Ratepayers will be notified when the capital value of their property has changed. Rates will be calculated using the new capital value from the next rating year commencing 1 July.

Application

This remission may be applied for at any time during the year. If approved by Council officers the remission will take effect either from the next rating year (1 July), or will be backdated to take effect from the start of the current rating year at the

nomination of the ratepayer and agreement of Council officers. The remission will cease after the specified number of years from the agreed effective start date, or up until the building is sold (whichever comes first).

2.6. REMISSION FOR NATURAL DISASTERS AND EMERGENCIES

REMISSION STATEMENT

In order to provide relief to ratepayers where a natural disaster or other type of emergency affects one or more rating unit's capacity to be inhabited, used or otherwise occupied for an extended period of time, Council may remit all or part of any rate or charge where it considers it fair to do so, based on the criteria below. Individual events causing a disaster or emergency are to be identified by Council resolution. Council may develop further guidance as to how it implements the criteria below at that time depending on the nature and severity of the event and available funding at the time. Council will exercise its discretion depending on the nature and severity of the event. Note that Greater Wellington Regional Council rates will still apply.

POLICY OBJECTIVE

The objective of this remission policy is to provide a measure of rates relief where a natural disaster or other type of emergency affects one or more rating units' capacity to be inhabited, used or otherwise occupied for an extended period of time.

CONDITIONS AND CRITERIA

Council may remit all or part of any rate or charge assessed in relation to a particular rating unit where:

- i. a natural disaster or other type of emergency has affected its capacity to be inhabited, used or otherwise occupied for an extended period of time
- ii. Council considers it fair to do so and has identified the individual event causing a disaster or emergency through Council resolution
- iii. it meets any further guidance provided by Council as to how Council will implement the above criteria for the particular event, depending on the nature and severity of the event and available funding at the time

2.7. REMISSION FOR NEW RESIDENTIAL GREENFIELD DEVELOPMENTS

REMISSION STATEMENT

The Council may grant a remission on a new residential greenfield development of 30 or more allotments (or dwellings where it is proposed that the dwellings will be unit-titled) in the following Special Housing Areas:

- Lower Stebbings

- Lincolnshire-Woodridge
- 30 White Pine Avenue, Woodridge
- The Reedy Land, 28 Westchester Drive, Glenside

The ratepayer may qualify for this remission for a period of 2 years after a section 224(c) certificate and new titles are issued, or until the allotment or title is sold (whichever comes first).

The remission shall equate to the approximate increase in rates (general rate, base sector targeted rates, and stormwater network rates) payable due to the increase in land value that may arise from a residential greenfield subdivision.

The remission may be applied for once a section 224(c) certificate and new titles have been issued, and only within the duration of the Housing Accord which ends on 30 June 2019. The remission will apply for two rating years and the ratepayer does not need to reapply in year two.

The remission will be calculated on the uplift in rates from subdividing greenfield land into residential lots. The amount is calculated as the land value of each allotment (after title is issued) less the equivalent land value for the allotment before subdivision. The 'equivalent' value before subdivision is calculated as \$20 per m² multiplied by the allotment area.

POLICY OBJECTIVE

The objective of this remission policy is to minimise the rates impact of valuation increases arising for developers from new residential greenfield developments in the Special Housing Areas, to promote the supply of land for housing.

CONDITIONS AND CRITERIA

A remission of rates may apply under the following conditions and criteria:

- i. the new residential development must be within the following Special Housing Areas⁴
 - a) Lower Stebbings
 - b) Lincolnshire-Woodridge
 - c) 30 White Pine Avenue, Woodridge
 - d) The Reedy Land, 28 Westchester Drive, Glenside
- ii. the development must be of 30 or more allotments (or dwellings where it is proposed that the dwellings will be unit titled)

⁴ As defined by the legislative instrument 'Housing Accords and Special Housing Areas (Wellington) Order 2014'

- iii. the remission must be applied for within the duration of the Housing Accord. No application will be eligible for this remission after 30 June 2019
- iv. the remission will apply to the general rate, base sector targeted rate, and stormwater network rates
- v. the remission will not be available retrospectively for residential greenfield developments that are already completed
- vi. the remission will apply for a maximum of two years; commencing when the new allotment titles are issued and ending two years later, or when the new allotment or title is sold (whichever comes first)

2.8. REMISSION FOR FIRST HOME BUILDERS

REMISSION STATEMENT

The Council may grant a rate remission on a new residential dwelling (including apartments) on a separate rating unit, where construction is completed after 01 July 2017 within the boundaries of Wellington City Council.

The remission will be up to a maximum of \$5,000 (including GST). To qualify for this remission, the applicant must meet the following criteria:

- be a New Zealand permanent resident or citizen;
- this will be their first home and
- the home must be a new build.

The earliest the remission can be applied for is after a building code compliance certificate has been issued by the Council for the rating unit. The remission will end once the \$5,000 (including GST) has been remitted or when the rating unit is sold (whichever comes first).

The remission shall apply to all Wellington City Council rates assessed on the rating unit. Note that Greater Wellington Regional Council rates will still apply.

Applications must be received prior to the commencement of the rating year the remission is being applied for (1 July).

POLICY OBJECTIVE

The objective of this remission policy is to assist new first home builders and promote the supply of housing in Wellington city.

CONDITIONS AND CRITERIA

A remission of rates may apply if all of the following conditions and criteria are met:

- i. the new residential dwelling must be within the Wellington City Council district;
- ii. the new residential dwelling must be on a separate rating unit;
- iii. the ratepayer must be a New Zealand permanent resident or citizen and provide evidence of this;
- iv. the property must be the first residential dwelling owned by the applicant;
- v. the property must be a new residential dwelling (including apartments);
- vi. the ratepayer uses the property as their primary residential dwelling;
- vii. the property must be either built for the first owner or purchased within six months of construction;
- viii. the ratepayer must provide evidence that they own the property;
- ix. application can be made by the ratepayer after a building code compliance certificate has been issued by the Council for the rating unit;
- x. the remission will not be available retrospectively for residential dwellings (including apartments) that are already completed before 1 July 2017;
- xi. once granted, the remission will apply for a set period; commencing from the start of the following rating year and ending when the total amount of Wellington City Council rates remitted on the property reaches the \$5,000 (including GST) limit or when the rating unit is sold (whichever comes first); and
- xii. trusts, businesses and companies are not eligible for the remission.

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2.9. SPECIAL CIRCUMSTANCES REMISSION

REMISSION STATEMENT

It is recognised that not all situations in which it may be appropriate for the Council to remit rates will necessarily be known in advance and/or provided for in specific rating policies. In circumstances where the rating policy is deemed by the Council to unfairly disadvantage an individual ratepayer, the Council may grant a one-off remission of part or all Wellington City Council rates assessed for a rating unit. Note that Greater Wellington Regional Council rates will still apply.

POLICY OBJECTIVE

To provide for the possibility of a rates remission in circumstances that have not been specifically addressed in other parts of the Council's Rates Remission and Postponement Policies.

CONDITIONS AND CRITERIA

The Council may remit part or all of the rates assessed in relation to a particular rating unit where:

- i. the rates on that rating unit are disproportionate to those assessed in respect of comparable rating units; or
- ii. the rating policy is determined by the Council to unfairly disadvantage an individual ratepayer.

The approval of the remission does not set a precedent that application of the usual rates unfairly disadvantages other ratepayers.

3. APPLYING FOR A RATES REMISSION

All applications must be in writing and set out the reasons for the request using the Wellington City Council 'Application for Remission' form.

Each remission application is applicable to a single rating year, except the Remission of Rates for Buildings Removed from the Earthquake Prone Buildings List, the Remission for New Greenfield Developments and the Remission for First Home Builders, which may apply to multiple rating years.

Applications must be received prior to the commencement of the rating year the remission is being applied for (1 July), with the exception of the following remission applications which may be received after the start of a rating year:

- i. the Special Circumstances Remission;
- ii. the Metered Water Rates Remission;
- iii. the Remission of Rates for Buildings removed from the Earthquake Prone Buildings List and
- iv. the Remission for New Greenfield Developments.

No applications will be backdated beyond the current rating year.

All applications for a remission on a rating unit that has previously received a remission or remissions, must be re-submitted annually for consideration of further remissions prior to the commencement of the rating year (1 July), with the exception of the Remission of Rates for Buildings removed from the Earthquake Prone Buildings List, the Remission for New Greenfield Developments and the Remission for First Home Builders.

The determination of eligibility and approval of any remission is at the absolute discretion of Wellington City Council.

If Council is satisfied that the relevant criteria in the policy are met, it will give the applicant ratepayer notice of the remitted rates.

Applications made for a remission will be considered on their own merits on a case-by-case basis. Any previous decisions of the Council do not create a precedent.

Approval of a remission does not set a precedent that application of the usual rates unfairly disadvantages other ratepayers.

4. RATES PENALTY REMISSION

POLICY OBJECTIVE

To enable the Council to act fairly and reasonably when rates have not been received by the due date and a penalty has been applied.

CONDITIONS AND CRITERIA

Upon receipt of an application from the ratepayer, or as identified by the Council, the Council may remit all or part of a penalty where it considers that it is fair and equitable to do so.

Matters that will be taken into consideration by the Council include the following:

- i. this is the first time a penalty is applied during a prior three year period and either:
 - a) the payment of the full amount of rates due within 14 days of due date; or
 - b) the ratepayer enters into a suitable agreement with the Council for the payment of rates within a reasonable timeframe; or
- ii. there was an extraordinary event leading to the late payment of the instalment and either:
 - a) the payment of the full amount of rates due within 14 days of due date; or
 - b) the ratepayer enters into a suitable agreement with the Council for the payment of rates within a reasonable timeframe; or
- iii. the ratepayer has agreed to pay future rates by direct debit.

The Council reserves the right to impose conditions on the remission of penalties.

APPLYING FOR A RATES PENALTY REMISSION

A Rates Penalty Remission application must be in writing, setting out the reasons for the request with enough information and proof for officers to evaluate the request. No special remission form is required. The written request will be accepted by post, fax or email (rates@wcc.govt.nz).

5. NON - RATEABLE LAND

In addition to rates remissions, some types of property are not rateable or are partly non-rateable under Schedule 1 or Schedule 2 of the Local Government Rating Act (2002). For details of non-rateable property uses refer to this legislation and the Council's website.

6. REMISSION OF RATES ON MAORI FREEHOLD LAND

The Council's objectives in relation to rates remission and postponement apply equally to Maori Freehold land. Therefore the rates remission and postponement policies applicable to Maori Freehold land are identical to those that apply to non-Maori Freehold land.

2018-28 LTP RATES POSTPONEMENT POLICY

Policy objective

To assist ratepayers experiencing extreme financial hardship that affects their ability to pay rates.

Conditions and criteria

For residential and other land rated at the Base differential:

The postponement of rates in cases of financial hardship is a last resort to assist residents who own their own home, after all other avenues to meet rates commitments have been exhausted.

The financial hardship must be caused by circumstances beyond the ratepayer's control. Criteria for the postponement of rates for residential ratepayers in cases of hardship are as follows:

- i) the applicant is unable to pay their rates bill because of personal circumstances;
- ii) the applicant has tried all other avenues (including seeking a reverse mortgage from their bank) to fund their rates;
- iii) the applicant has no significant assets (other than their family home); and
- iv) the applicant accepts a legal charge to the Council over the property.

Approval of rates postponement is for one year only.

The applicant must reapply annually for the continuation of a rates postponement using the Council's 'Application for Postponement' form. An application fee of \$200 (including GST) will be charged and added to the total value of rates postponed on the first successful postponement application granted on each rating unit.

Applicants will be provided with information that clearly sets out the long term effect of postponing rates on their estate. Annually on 30 June interest will be charged in arrears on rates postponed, at a rate equal to the Council's average cost of borrowing at that date.

For land rated at the Commercial, Industrial and Business differential

The postponement of rates is a last resort to assist commercial, industrial and business ratepayers after all other avenues to meet rate commitments have been exhausted.

The financial hardship must be caused by circumstances outside the business' control.

Criteria for the postponement of rates for commercial, industrial and business ratepayers in cases of hardship are as follows:

- i) the applicant is unable to pay their rates because of business circumstances,

- ii) the applicant has tried all other avenues (including obtaining a loan from their bank) to fund their rates;
- iii) the net value of an applicant's property (after the value of all mortgages on the property and the total value of the rates postponed) exceeds 10 percent of the market value of the property i.e. the Council will not postpone rates where there is a significant risk that the rates will not be paid at some time in the future; and
- iv) the applicant accepts the Council's legal charge over the property.

Approval of rates postponement is a one-off event. A one-off application fee of \$200 (including GST) will be charged on all successful postponement applications. Rates postponed on commercial, industrial or business property must be paid in full by the start of the Council's next financial year (1 July).

Annually on 30 June interest will be charged in arrears on rates postponed, at a rate equal to the Council's average cost of borrowing at that date.

Investment and Liability Management Policies

GENERAL POLICY OBJECTIVES

The Council's general policy objectives relating to its investment and liability management are to:

- Minimise the Council's overall costs and risks associated with its borrowing activities and the general management of its other liabilities.
- Manage its borrowings and cash assets on a "net debt" basis in order to reduce the overall net cost to the Council.
- Optimise the return on its investment portfolio and other financial assets.
- Manage the Council's exposure to adverse interest rate movements.
- Borrow and invest funds and transact risk management instruments within an environment of control and compliance.
- Regularly review and consider the performance of the Council's financial assets and investments. Where appropriate, the Council will dispose of under performing assets or those assets and investments that are not essential to the delivery of services and activities set out in the Council's Long Term Plan (LTP).

More detail on the Council's investment and borrowing policies, operating procedures and associated internal controls is contained in the Treasury Management Policy.

INVESTMENT POLICY

Policy Statement

The Council operates on a "net debt" basis, and does not separately maintain significant long term cash investments. The general policy with respect to surplus short term cash is to invest any short term surplus cash or to utilise it to reduce borrowings.

The Council currently maintains an equity interest in Wellington International Airport Limited (WIAL) and an ownership and financial interest in ground leases and investment properties. The Council will continue to review the level of investment as well as the return it receives on these investments.

Where appropriate, the Council may choose to dispose of investments/financial assets that no longer meet our investment objectives.

Investment Mix and Associated Objectives

The Council categorises its investments into 5 broad categories:

Cash and Cash Equivalents

The Council may invest funds with approved registered banking institutions. These investments generally mature in less than one year, and are held primarily for working capital/liquidity purposes or the pre-funding of debt maturing within twelve months.

Income generating commercial debt instruments

These are principally loans to other organisations (on commercial terms) which deliver a cash-flow return to the Council.

Income generating commercial equity investments

Equity investments arise from the Council owning or controlling an equity holding (e.g. shares) in another entity.

The Council currently maintains a 34 percent shareholding in Wellington International Airport Limited (WIAL). In the event that a call for capital is made by WIAL the Council's objective is to maintain its shareholding at 34 percent unless a specific resolution is passed not to do so. As a result, should the Council be required to inject additional capital in WIAL to maintain its existing shareholding, it will do so without further consultation.

Income generating commercial property investments

Investment properties are the Council's ground leases and land and buildings held primarily for investment purposes. The Council periodically reviews its continued ownership of investment properties by assessing the benefits of continued ownership in comparison to other arrangements that could deliver similar benefits. Any assessment is based on both the strategic benefit of the investment/ownership to the City and in terms of the most financially viable method of achieving the delivery of Council services.

Non income generating investments

This includes loans to other organisations, and equity investments in Council Controlled Organisations. The Council may consider the provision of loans to Community groups but only in exceptional circumstances. The Council's non income generating investments are held for strategic or ownership reasons.

In addition to the above investment categories, the Council may assume financial risk associated with providing contributions, guarantees and underwrites, where these meet the Council's strategic objectives and outcomes. Such undertakings require a Council resolution.

New Zealand Local Government Funding Agency Limited

Despite anything earlier in this policy, the Council may invest in shares and other financial instruments (including borrower notes) of the New Zealand Local Government Funding Agency Limited (LGFA) and may borrow to fund that investment.

The Council's objective in making any such investment is to:

- a. obtain a return on the investment; and
- b. ensure that the LGFA has sufficient capital to remain viable, meaning that it continues as a source of debt funding for the Council.

Because of this dual objective, the Council has invested in LGFA shares in circumstances in which the return on that investment is potentially lower than the return it could achieve with alternative investments. If required in connection with the investment, the Council may also subscribe for uncalled capital in the LGFA and be a Guarantor.

Investment Acquisition/Addition/Disposal

With the exception of the day to day investment of short term cash and cash equivalents, all new investments, additions to existing investments, and/or disposals of existing investments must be approved by the Council. The day to day management and investment of short term cash and cash equivalents may be made by Council officers in accordance with the Treasury Management Policy.

The Council will continue to maintain its current level of investment in WIAL (being a 34 percent equity interest) until it considers that it is strategically, financially and economically prudent to dispose of the investment.

Proceeds from the sale of investments will be used to repay existing borrowings, unless the Council specifically directs that the funds be put to another use.

Reporting

Investments in CCOs

Monitoring of the Council's equity investment and ownership interest in Council Controlled Organisations (CCOs) is undertaken by the Council

Controlled Organisations Subcommittee. The Subcommittee reports to the City Strategy Committee and is responsible for:

- communicating the Council's priorities and strategic outcomes to Council Controlled Organisations (CCOs)
- ensuring delivery through the development of Statements of Intent and integration of CCO outcomes with the Council's Long-term Plan and Annual Plan funding processes and decisions, and
- monitoring the financial performance and delivery on strategic outcomes of the Council's CCOs.

All other investments

The City Strategy Committee is responsible for monitoring all other investments and providing recommendations to the Council in regard to strategies, policy and guidelines in relation to those investments. The City Strategy Committee will receive and review the quarterly Treasury report contained within the consolidated quarterly report.

Risk Management

The Council's principal exposure on its financial investments is credit risk. Credit risk is minimised by the Council investing in approved institutions with satisfactory credit ratings which are assessed and reviewed by independent credit rating organisations. Limits are spread amongst a number of counterparties to avoid concentrations of credit exposure.

Assessment and management of specific risks associated with the Council's investment in WIAL, LGFA and investment properties will be performed on a regular basis. Any significant changes in the risk profile for these investments will be reported to the City Strategy Committee.

Investment Ratios

For the purposes of setting its Borrowing and Investment Ratios, the Council defines investments as assets which are cash or readily convertible to cash (either through fixed repayment and maturity profiles, or through sale or exchange) and assets which are held primarily for investment purposes (either for capital growth, commercial rental or interest). This is likely to include:

- Cash and cash equivalents (e.g. term deposits),
- Income generating commercial debt instruments
- Income generating commercial equity instruments
- Income generating commercial property instruments

LIABILITY MANAGEMENT POLICY

In broad terms, the Council manages both current and term liabilities.

CURRENT LIABILITIES

Current liabilities reflect those obligations, expressed in monetary terms, which the Council has to meet within relatively short timeframes, at a maximum within the next 12 months. In respect of its day to day obligations for both operational and capital expenditure, the Council's policy is to pay these liabilities in full by the due date. This eliminates any credit exposure or risk. Current liabilities also include the maturing portions of any term liabilities that are due for repayment within the following 12 months.

TERM LIABILITIES

Term liabilities represent the Council's obligations which, in general terms, are not immediately payable, i.e. not due within the following 12 months. Borrowings comprise the majority of the Council's term liabilities.

The Council approves the borrowing programme for each financial year as part of the LTP or Annual Plan. Additional borrowings may be approved by Council on a case by case basis. The Council primarily borrows to fund its new and upgraded capital expenditure programme. In approving new borrowings the Council considers the impact of the proposed level of borrowings on its overall borrowing limits and impact on rates and rates limits.

POLICY OBJECTIVES

The Council primarily borrows to pay for the upgrading of existing assets and the construction/purchase of new assets. These assets generally provide new or enhanced benefits to Wellington for many years. Borrowing is therefore considered the most cost-effective and equitable way to fund these assets as it spreads the cost of the asset over the future generations of ratepayers who will benefit from the use of the asset. In addition, Council borrows to meet the costs associated with settling liabilities arising with respect to weathertight homes issues, and the borrowings are repaid from future rates revenues. Accordingly, borrowings have a strategic benefit of making the cost of the asset investment or weathertight homes liabilities affordable to today's ratepayers. Borrowings are maintained at a prudent level, in accordance with the Council's overall financial strategy and specific borrowing limits.

POWER TO BORROW

The Council borrows as it considers appropriate and in accordance with the provisions of the Local Government Act 2002 and its Treasury Management Policy. The Council approves the level of new borrowing in general terms as part of the LTP or Annual Plan. The Council delegates the authority to officers to raise the approved borrowing during the financial year as and when the funding is required. Any additional borrowing beyond that approved in the LTP or Annual Plan must be approved by the Council.

INTEREST RATE RISK MANAGEMENT LIMITS

Borrowings issued at variable (floating) interest rates expose the Council to a cash flow interest-rate risk. The Council manages its cash flow interest-rate risk by using floating to fixed interest rate swaps. Such interest rate swaps have the economic effect of converting borrowings from floating rates to fixed rates.

Council debt/borrowings must be within the following fixed/floating interest rate risk control limits:

Debt Interest Rate Policy Parameters (calculated on rolling monthly basis)		
Debt Period Ending	Minimum Fixed Rate	Maximum Fixed Rate
Year 1	50%	80%
Year 2	45%	80%
Year 3	40%	80%
Year 4	35%	75%
Year 5	30%	70%
Year 6	20%	65%
Year 7	10%	60%
Year 8	0%	55%
Year 9	0%	50%
Year 10	0%	45%
Year 11	0%	40%
Year 12	0%	35%
Year 13	0%	30%
Year 14	0%	30%
Year 15	0%	30%
Year 16	0%	30%

“Fixed Rate” is defined as an interest rate repricing date beyond 3 months forward on a continuous rolling basis.

The “Fixed Rate” percentage is based on the projected gross debt level on a rolling forward basis. Gross debt is the amount of total borrowing. This allows for pre-hedging in advance of projected physical drawdowns of new debt. When forecasts are changed, the amount of fixed rate cover in place may have to be adjusted to comply with the policy minimums and maximums. In the event of one-off significant changes caused by asset sales/purchases or capital expenditure in advance of the forecast, then a 3 month period of adjustment is permitted.

LIQUIDITY

The Council minimises its liquidity risk by avoiding concentration of debt maturity dates and by maintaining committed borrowing facilities at a level that exceeds 115% of the existing external net debt level. The Council will only drawdown or borrow against these facilities as required.

Where special funds are maintained to repay borrowings, these investments are held for maturities not exceeding borrowing repayment dates.

The Council avoids exposure to liquidity risk by managing the maturity of its borrowing programme within the following maturity limits:

BORROWING MATURITY PROFILE LIMITS

Period	Minimum	Maximum
0 to 3 years	15%	60%
3 to 5 years	15%	60%
5 years plus	15%	60%

CREDIT EXPOSURE

The Council borrows from approved institutions with satisfactory credit ratings. Borrowings are managed to ensure the Council is not exposed to material concentrations of credit risk. Limits are spread amongst a number of counterparties to avoid concentrations of credit exposure.

LOCAL GOVERNMENT FUNDING AGENCY

Despite anything earlier in this Policy, the Council may borrow from the New Zealand Local Government Funding Agency Limited (LGFA) and, in connection with that borrowing, will enter into the following related transactions to the extent it considers necessary or desirable:

- a. contribute a portion of its borrowing back to the LGFA as an equity contribution to the LGFA (for example borrower notes that may convert into redeemable preference shares).
- b. provide guarantees of the indebtedness of other local authorities to the LGFA and of the indebtedness of the LGFA itself
- c. commit to contributing additional equity (or subordinated debt) to the LGFA if required
- d. secure its borrowing from the LGFA, and the performance of other obligations to the LGFA or its creditors with a charge over the Council's rates and rates revenue.
- e. Subscribe for shares and uncalled capital in the LGFA

BORROWING REPAYMENT

The Council will repay borrowings from a combination of excess depreciation over and above renewals, sale of surplus or underperforming assets, operating surpluses, and any rates specifically set to repay borrowings, including those associated with settling weathertight homes liabilities, or from the renewal of borrowings.

SPECIFIC BORROWING LIMITS

In determining a prudent level of borrowings the Council assesses the level of net borrowing against the Council's operating income.

Total Council Net Borrowings will be managed within the following macro limits:

RATIO	LIMIT
Net borrowing as a percentage of income	<175%
Net Interest as a percentage of income	<15%
Net Interest as a percentage of annual rates income	<20%
Liquidity (Term borrowing + committed loan facilities to existing external net debt)	>115%

SECURITY

Council borrowings are secured by way of a Debenture Trust Deed (representing a charge over Council rates revenue). This security relates to any borrowing and to the performance of any obligation under any incidental arrangement. However, if it is considered advantageous, the Council's borrowings and other financial arrangements may be undertaken on an unsecured basis, or secured by way of a charge over its physical assets.

CREDIT RATING

To provide an independent assessment of the Councils' credit quality, Council maintains a credit rating with an independent rating agency.

CARBON PRICE RISK

Council maintains a stock of NZU credits and is projected to remain a net holder of carbon credits for the foreseeable future. Within this context, Council manages its annual carbon liabilities through surrendering existing holdings and purchasing NZUs in the spot/forward market, where required. The Treasury Management Committee is responsible for carbon strategies/decisions and the CFO has responsibility for implementing the strategies.

1. Fees and user charges

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

2.

3. In line with that policy, we're proposing some changes, fees and charges in the following areas:

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

New fees are proposed to be implemented as of 1 July 2018 and are inclusive of GST. For more information see www.Wellington.co.nz

Waste minimisation, disposal and recycling management

We are proposing increases to some of our fees for waste minimisation, disposal and recycling management:

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

Sewage Collection and Disposal Network

We are proposing increases to some of our fees for sewage collection and disposal network:

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

Sportsfields

**LONG-TERM AND ANNUAL PLAN
COMMITTEE
7 MARCH 2018**

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

We are proposing increases to some of our fees for sportsfields – both natural and synthetic:

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

Sportsfields	Current Fee	Proposed Fee
Cricket		
Seasonal		
Level 1	\$2,930.00	\$3,000.00
Level 2	\$2,440.00	\$2,500.00
Rugby, League, Soccer/Football, Aussie Rules		
Casual		
Level 1	\$142.00	\$145.00
Level 2	\$108.00	\$110.00
Softball		
Casual		
Level 1	\$178.00	\$180.00
Level 2	\$125.00	\$130.00
Seasonal		
Level 1	\$750.00	\$780.00
Level 2	\$500.00	\$520.00
Touch, 5-a-side, Ultimate, Gridiron		
Casual		
Level 1	\$187.00	\$190.00
Level 2	\$150.00	\$155.00
Seasonal		
Level 1	\$1,560.00	\$1,600.00
Netball – per Court		
Court per season	\$144.00	\$150.00
Casual	\$44.00	\$45.00
Tennis		
Court per season	\$195.00	\$200.00
Casual	\$44.00	\$45.00
Cycling		
Casual	\$173.00	\$176.00
Seasonal	\$1,747.00	\$1,760.00
Athletics		
Casual	\$634.00	\$650
Seasonal	\$10,568.00	\$10,750.00
Croquet – One Lawn		
Seasonal	\$803.00	\$850.00
Training		
Ground Only (Unserviced)		
1 night (season)	\$386.50	\$390.00
Ground and Changing Rooms		

**LONG-TERM AND ANNUAL PLAN
COMMITTEE
7 MARCH 2018**

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

Item 2.1 Attachment 6

Sportsfields	Current Fee	Proposed Fee
1 night (season)	\$818.00	\$840.00
Elite Parks		
Rugby League Park	\$642.00	\$650.00
Newtown Park	\$642.00	\$650.00
Tournament Fee		
Base fee – field/day	-	\$450.00

Marinas

We are proposing increases to some of our fees for marinas:

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

Municipal Golf Course

We are proposing changes to some of our fees for municipal golf course:

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

Burials and Cremations

We are proposing increases to some of our fees for burial and crematorium:

Burials and Cremations	Current Fee	Proposed Fee
All Cemeteries		
Interment Fees		
Ashes (both Cemeteries)	\$158.00	\$163.00
Niche placement/removal	\$158.00	\$163.00
Service section ash plots	\$158.00	\$163.00
Disinterment		
Disinterment	\$1,933.00	\$2,033.00

**LONG-TERM AND ANNUAL PLAN
COMMITTEE
7 MARCH 2018**

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

Burials and Cremations	Current Fee	Proposed Fee
Makara Cemetery		
Adult Plot: Plaque Lawn		
Plot	\$935.00	\$985.00
All Sections (adult)		
Interment fee	\$641.00	\$656.00
Beam fee	\$166.00	\$175.00
Denominational Areas		
Plot	\$1,156.00	\$1,206.00
Maintenance fee	\$801.00	\$821.00
Natural Burial		
Plot	\$1,287.00	\$1,351.00
Interment fee	\$966.00	\$976.00

Parking

We are proposing the following changes to Parking fees:

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

REVENUE AND FINANCING POLICY
ACTIVITY COMPLIANCE REVIEW 2018/19

1. Activity Information

6.1.5 HOUSING DEVELOPMENT

Contributing Projects	1206 Housing Investment Programme
Project Manager(s)	John McDonald
Business Analyst	Mark Potheary

2. Financial Summary

	2015/16 Actuals	2016/17 Actuals	2017/18 Budget	2018/19 Draft Budget
Expenditure (excl Allocations)	-	-	-	537,778
Allocations	-	-	-	-
Less Unfunded Depreciation	-	-	-	-
Total Net Expenditure	-	-	-	537,778
User Charges	-	-	-	-
Other Income	-	-	-	-
Less Vested Asset Income	-	-	-	-
Total Net Income	-	-	-	-
Rates Funding Requirement	-	-	-	-
Non-rates income %	-	-	-	-
Non rates income % per R&F policy	-	-	-	-
% Variance from R & F Policy (negative variance unfavourable)	-	-	-	-
\$ Variance from R & F Policy	-	-	-	-

3. Introduction

Housing has been identified as a key priority for Wellington City Council with the Mayor's Housing Taskforce clearly highlighting housing demand outweighing supply. Given strong population growth projections this will only be exacerbated if action is not taken to increase housing supply, quality, and affordability.

1. Data from Statistics NZ indicates that an additional 50,000 to 80,000 people are expected to move to Wellington by 2043. This means we will need about 20,000 to 30,000 additional housing units to meet the range of population growth.

2. In recent years, housing in Wellington has been relatively affordable compared to what it can cost in other areas such as Auckland and Christchurch. However, there is now clear evidence of increasing pressure on the Wellington housing market, and with more population growth predicted, these pressures will only increase.

3. **Activity planned for the coming year.**

4. ***Investment in Housing***

5. In increasing housing supply and choice in the city, Council would invest in housing and work with central government and other partners on a range of projects.

6. Council adopted a draft Housing strategy in December 2017 with guiding principles of Equity, Resilience,

Partnership, Informed decision making, leadership and recognising that Housing is a regional market.

A number of priority projects have been identified to enable the Council to deliver on key housing outcomes. Projects include, but are not limited to, delivery of the Strategic Housing Investment Plan (including the redevelopment of Arlington Site 1), a Housing Strategy, and implementation of the Housing Taskforce recommendations.

7. The Strategic Housing Investment Plan (SHIP)

8. This programme includes building 750 affordable and social homes over the next ten years. The programme will be assessed project by project. Council will largely contract with developers, CHP's and builders to deliver the housing with our role being as a partner or client rather than a facilitator.

9. Build Wellington will deliver the social homes for City Housing but this will be funded through the ring-fenced Housing account. The Affordable Housing will not be managed or funded this way.

10. The 750 new social and affordable homes will largely be funded through sale of surplus housing land and/or divestment of housing units that are no longer fit for Council purpose.

11. We are budgeting \$20 million of capital funding and \$5.5 million of operational funding over the next ten years. The team however will be working towards a cost neutral delivery.

12. Stakeholder Partnerships

13. In the coming year we will complete an audit of Council-owned land to identify opportunities for housing development, and explore partnership opportunities for development of any identified sites with central government, and the NGO and private sectors.

14. A new Housing Accord

15. The Housing Accord approach streamlines housing development and encourages the supply of housing to the market. In the coming year we will work with central government to explore opportunities for developing a new Housing Accord/ Special Housing Areas in Wellington. The focus will be affordable housing and not specifically Social Housing.

16. Inner-city building conversions

17. Due to the geographic features of Wellington our approach is focussed on intensification. In the coming year we propose to identify options and explore the possibility of increasing the availability of affordable homes in Wellington CBD by entering into long-term lease arrangements with building owners carrying out the refurbishment and conversions from office spaces to housing.

18. Rental Warrant of Fitness

19. Last year we initiated a voluntary warrant of fitness system for trial in partnership with the University of Otago. Central government has also recently passed its Healthy Homes legislation requiring higher standards from rental homes. In the coming year we will evaluate the results of the trial and look at whether a Wellington Housing standard is required to lift the quality of housing in the capital.

20.

21. To help deliver this work a Housing Development team has been established within Build Wellington. The team will take the lead on, or actively contribute to projects as part of the implementation of the Council Housing Strategy that is currently being developed and consulted on. In particular this includes the delivery of the Strategic Housing Investment Plan, to agreed time, quality and cost criteria. This will result in more Wellingtonians being well-housed within warm, dry, sustainable and affordable homes.

Work funded by this activity will benefit individuals who currently cannot access quality, affordable housing. Developments arising from this activity will allow more affordable housing to be available on a greater scale than is currently the case. It is therefore difficult to apply fees to individual "customers" or users of the outcomes of this work. The community as a whole also benefits through improving the overall access and quality of the city's housing stock as housing in Wellington becomes more equitable and accessible

4. Expenditure analysis

As this is a new activity area there was no budget allocated in previous years.

In 2018/19 \$500,000 is required for Opex costs to cover staff costs and consultancy requirements.

5. Key revenue assumptions

As housing development projects are being established and/or in the early stages, user charges or revenue generation will not be possible. However, over time as projects are progressed, and particularly if an Urban Development Authority (UDA) is established, other options may be possible to help fund this activity area and the R&F policy settings may be revised. These options may include the likes of ground leases and surpluses through disposals however the broader impact on affordability and therefore delivery outcomes would have to be considered.

The use of UDA implies that this activity will be self-funded over time. However, in the first three years of its operations it will require ratepayer funding .

7. Options for achieving R & F Policy Compliance

The Council has generally not invested resource (including rates funding) into housing development initiatives to date. Delivering on the ambitious housing outcomes now sought by the Council will only be possible by ensuring we have the resource in place to efficiently implement identified housing projects. Until a UDA is established and other funding opportunities can be identified this activity will need to be fully funded by rates.

Officers recommend this option.

8. Recommended R & F Policy

	User Charges	Other Income	Non-funding	Rates
Current Policy	-	-	-	-
Recommended Policy	-	-	-	100%
\$ Rates impact of change in policy				

9. Supporting Information

N/A

10. Approval

Report prepared by:	Project Manager:	John McDonald
	Business Analyst:	Mark Potheary
	Director sign-off:	David Chick

ACTIVITY 6.1.5: HOUSING DEVELOPMENT

Council has developed a Housing Strategy which aims to ensure that all Wellingtonians are well housed with four key outcomes met:

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

Delivery of this strategy would include activities such as:

- Building conversions in the Central Business District.
- Establishing partnerships with Community Housing Providers (CHP's).
- Working effectively with property developers to create opportunities to alleviate pressure on the housing market.
- Through various acquisitions and disposals, maximise the use of Council assets.

As part of the wider housing strategy and work programme, Council would work to identify appropriate Council assets which can be disposed of so that the proceeds can be utilised and directed toward new housing developments that better meet the needs of the community.

Community outcome

This activity contributes towards the following outcomes:

- *People-centred city* – Encouraging Housing initiatives so that Wellingtonians can enjoy quality Housing at a level which is affordable.
- *Eco City* – Housing in Wellington is sustainable so that the impact on the environment and infrastructure networks is minimised without compromising on comfort and quality of life.

22.

1. Who benefits?	
2. Whole community	3. 50%
4. Individuals	5. 50%

Work funded by this activity would benefit individuals who currently cannot access quality affordable housing. Developments arising from this activity would allow more affordable housing to be available on a greater scale than is currently the case.

However the community as a whole also benefits through improving the overall availability and quality of the city's housing stock.

6. Who should pay?	
7. Individuals	8. 0%
9. Whole community	10. 100%

Council is seeking to ensure that all Wellingtonians are well housed. As much of the work in this activity is strategic in nature with broadly delivered benefits through a quality framework it is appropriate for general rate payers to bear the cost.

While the private market does provide housing, this activity seeks to encourage development which would not occur without Council's support. This activity is therefore Council's input and support over and above the costs incurred by the private market and to seek to recoup the cost would defeat the purpose of Council support.

Given this and the benefits to the community as a whole, the Council believes the fairest and most effective way to fund it is from general rates.

11. Our funding targets: operating expenses	
12. User charges	13. 0%
14. Other revenue	15. 0%
16. Targeted rate	17. 0%
18. General rate	19. 100%
20. Total	21. 100%

CHAIR NOTES ON REVENUE AND FINANCE WORKING PARTY DISCUSSIONS – 2 March 2018

ASSET MANAGEMENT PLANS

Overall issues

RECOMMEND – management of contingencies – report this in quarterly report – PE if required. Note Town Hall risk is being reduced by a lot of testing of ground conditions.

RECOMMEND – considering not itemizing projects so we don't tell the market how to price them. (this could be a problem with engagement information)

RECOMMEND - Council signal clearly that it is willing not to undertake / delay given projects if they come in too far above expectations. (Information that the construction market is very strong, and prices are rising fast)

RECOMMEND – Review of Development Contributions Policy and levels. Note that \$424 million capex in the draft budget is described as growth related. The vast majority of that appears eligible for DCs. If that growth related capex is consumed over 30 years this equates to a DC income of \$14 million per annum average over 30 years. (Development contributions – currently in at \$2 million per annum)

Transport

RECOMMEND – Officers be asked to provide an Options Paper on surfacing. (smoothness etc) This is particularly important for footpath surfacing especially for areas with concentrations of older people.

We take a proactive approach to all public and private access paths after the coronial inquiry. A significant improvement was noted by the Working Party. NOTE there will be a report on health and safety. RECOMMEND this is a focus and Council should consider levels of service and asset standards as soon as possible.

RECOMMEND – Council ensure GWRC recompenses Council for additional roading expenditure which will be required as a result of new double decker/electric buses from July 2018.

NOTE – the increase in budget for retaining walls in early years of the LTP.

NOTE - NZTA is comfortable with our investment in street lights, walls, signs, narrow delineation and asset condition assessment.

RECOMMEND - that funding for CBD safer speed limits and associated engineering should be included in years one and two. (CBD speed limits are not in the budget - came out to fund LED lights). Also that there is funding to complete suburban centre safer speed limits. (4 to go, or 5 if Newlands included)

NOTE - There is a budget for new footpaths. This is an increase in level of service.

NOTE – Signs and markings are now being properly funded (was not the case previously). This is because of savings from LED lights being allocated to signs and markings.

Three Waters

RECOMMENDATION – Request officers to do further work and report back on considering our willingness to sweat the assets (extend life and reduce renewal spending on non critical assets). How good is our information on their state, consequent life span, and depreciation rates ? Can we increase lifespan, reduce depreciation ?

Karori outfall pipe replacement – currently budgeted for 2020/1/2 at \$38 million. Replacement required by resource consent condition but the pipe has 30 years life left in it. Capacity in the Karori catchment is at capacity and overflow into Karori stream in wet weather conditions is an issue, so officers recommend working with affected landowners, seeking to change the resource consent timing, and investing in Inflow and Infiltration (approx. \$8 million) RECOMMEND officers continue work on this and report back in time for the 2019/20 Annual Plan.

Kilbirnie Pump station upgrade - \$4 million (year ?) CHECK. RECOMMEND transfer of this project money to ----- CHECK WITH BAX on the basis that for resilience reasons Council will reverse the current District Plan settings encouraging densification of Kilbirnie.

Bulk Water levy – GWRC propose to increase the cost of the bulk water levy from \$17.99 million in 2018/19 to \$23.14 million in 2021/22, because they are paying off new assets (QUESTION – what are the new GWRC assets – I assume cross harbour pipe and bores are part of them ?) over the 30 year life of their loan, rather than the 100 year life of the asset CHECK LIFESPANS. RECOMMENDATION – to advocate formally and informally to GWRC with other TLAs that they spread the cost over the life of the asset (intergenerational principle). (I took the opportunity to explain the issue to Regional Councillors on Thursday).

Waste Management

The Working Party discussed the ongoing sustainability of the waste management funding model at some length. Questions included the market share of Council rubbish services, lifespan of other regional

landfills, pricing competition and what each Council covers from their landfills, and whether we can find a better offset (for example bush/forestry protection or planting) rather than purchasing carbon credits averaging \$1.9 million per annum.

RECOMMENDATIONS – discuss options with regional colleagues in the context of regional waste minimization, methane emission minimization, and a common funding policy. Advocate for waste minimization options to Government (eg producer responsibility, container deposits). Undertake further work on carbon offset options.

Housing

Our city housing team and upgrade programme are exemplars. However we have known for a few years that the current model is financially unsustainable. Work has been done to look at options to address this. 2017/18 is the last year receiving Government funding. The apparent deficit over the next 10 years is \$186 million (renewals unfunded \$34,029,608 and growth \$132,861,669) and the annual deficit is projected to increase.

The longer remedy is delayed the harder the issue becomes. We have been advised that every dollar saved now equates to \$14 at the end of the Deed (2037). Options include accessing IRR, reducing the costs of new builds, partnering with the private sector, removing some or all parking from new builds, portfolio realignment, rental levels, tenant mix, rates.

Cemeteries

RECOMMENDATION - Cemetery management plan to consider future capacity for Makara (currently expected to run out in 2040) and heritage plan for Karori. (Karori is increasingly a largely closed heritage cemetery like Bolton Street/Mount Street)

Parks and Open Spaces

RECOMMENDATION – Manager PSR, Portfolio leaders Environment and Chair be requested to identify work with Paul Andrews and Peter Gilberd on a plan for desirable green belt network. Also get the amount of land to plant to offset \$1.9m per annum of emissions. RECOMMENDATION – include appropriate funding to allow collection of DCs in growth areas, in non growth areas any investment would be a LOS investment.

Councillors have been expecting comprehensive information about sea walls. What is currently available is limited in scope. Officers expect to deliver an evidence led plan for the 2021/31 LTP. Maximum

information is needed as soon as possible to help develop District Plan rules around hazards. This work is likely to be an immediate priority for the District Plan programme. RECOMMENDATION – As a matter of priority provide an evidence lead plan of where sea defences will be needed, optimal type of defence (walls, dunes) and where retreat is the better option.

Waterfront

Frank Kitts Park public space costs have doubled since the original budget allocation in 2007. There have obviously been substantial increases in construction costs over the last decade, and some aspects of the park need work such as the carpark needing strengthening. There is a strong desire to upgrade the playarea and a view that this should be a / the premier playground in the city. If the Chinese Garden proceeds there would be a greater scope of public work required than if it does not.

RECOMMENDATION – Officers to provide information on options of what needs to be done, including what we could get for the original \$5 million or the \$5 million inflated by the construction price index .

Outdoor Sports Facilities

RECOMMENDATION – Council develop a strategic approach to sports facilities including hubs, redundant or underutilized assets and funding arrangements. This analysis should consider whether and how sports facilities can be located to reduce travel demand.

RECOMMENDATION - Downsize Berhampore golf course to 9 holes on the Western side of Adelaide Road. The current subsidy per user is very high, and funding targets are not being met. The revenue target is \$100,000 per annum but revenue achieved YTD (Jan) is currently only \$25,000. The savings in reduced costs, fee changes, and adjustments to funding targets are expected to bring the Golf Course into compliance with funding targets.

The Renouf Centre considered unsustainable under current model. RECOMMENDATION – Further assessment is required including regarding the future of the EQP stands.

Sportsfields - Artificial turfs – RECOMMENDATION – officers to provide information showing regional demand and strategy.

Grenada North proposal – RECOMMENDATION – officers to provide a report on the objectives of the project, demand, transport implications, interface with the proposed Petone to Grenada road, the concept, how the sum of \$11 million has been arrived at, and whether DCs are applicable.

Indoor Sports Facilities

The school pools programme is complete. NOTED - There are essentially no plans for further investment beyond renewals in pools and recreation centres. It does not seem that there is any merit in further pool related gyms as the private sector competes strongly for this market.

Playspaces

The AMP includes funding for all the identified new playgrounds to fill geographical gaps in the network, with the Frank Kitts playground replacement covered in the Waterfront budget. There was discussion about the frequency of renewals and cost. RECOMMENDATION – to assist LTP decision making officers provide comparative costs for the current renewal cycle against a 17 to 20 year cycle and the proposed 12-15 year cycle.

Libraries and Community Centres

It is recognized that Libraries and Community Centres are likely to become increasingly integrated. There is a clear indication that these services will look quite different in 20 years time. However there is no clear path as to how to get to that future position. RECOMMENDATION – Officers develop a strategy to ensure that these services are fit for future city needs. This may well be combined with Indoor Recreation Facilities.

Property and Major Projects

Runway Extension – RECOMMENDATION - Council is provided with information to assist in deciding whether it wishes to continue supporting this project or not. RECOMMENDATION - that if it does that it should proceed on the basis that any sum provided is an investment (capex) not a grant.

Indoor Arena – Working Party was very concerned that funding costs have been brought forward to start ramping up in 2018/19 before any strategic or business case has been developed according to AMP papers provided to us on 27 Feb. That does not seem to fit with advice from the CEO/Mayor on timing. There seems no merit in incurring design costs before the first principles questions have been addressed. Working Party members were divided on whether to recommend removing the funding altogether or deferring it. RECOMMENDATION – Council obtain sufficient information to make a decision on whether or not to include the Indoor Arena in the LTP and if so, determine a proposed timing.

Zealandia Staff Accommodation – this is a contribution of \$700,000 to a larger cost project. The need is considered urgent given current very cramped and temporary accommodation. RECOMMENDATION to bring this forward from year 3 and 4 (2020/1/2)

Gallery and Museum Upgrades (Bond Store) – RECOMMENDATION to consider bringing this forward from year 3 and 4.

Zoo – not included in the Property AMP which will be corrected. RECOMMENDATION – that officers provide the business case for snow leopards and lions (what is the conservation / contribution to breeding case and what is the visitor case) to allow Council to consider whether or not to include these proposed upgrades and if so the timing.

Basin Reserve – RECOMMENDATION – officers provide information on what has been spent to date of the \$21 million allocated in 2015-25 LTP. Given lights (\$9 million) have been removed (Wgtn cricket to fund lights if any) officers to report what is now included in the numbers. Officers to provide substantive information about the Museum Stand, potential costs, and use options ? (the cost must be in the order of \$9 million, or else more money is proposed to be used elsewhere in the Basin)

Earthquake Strengthening Council portfolio – RECOMMENDATION – officers provide a schedule of the buildings in Council's property portfolio and their seismic status. Note information that the Opera House has been strengthened so it is no longer EQP.

Marine Education Centre – RECOMMENDATION – Council consider the status of the project, likelihood of proceeding, and contribution if any.

RECOMMENDATION – ensure that our tenants who want to undertake development on our land take responsibility for any underground work before we give landowner permission, so any unforeseen costs do not come back on Council. (Circa experience)

ASSET MANAGEMENT PLAN QUESTIONS AND REQUESTS FOR FURTHER INFORMATION

Some of these may lead to further recommendations.

Transport

QUESTIONS – (from LTP Committee Opex Paper Feb 22) Why is Vehicle network asset stewardship depreciation increasing so much (from \$14,269,000 in 2018/19 to \$39,252,000 (uninflated) in 2027/28?)

Cycleways AMP – QUESTION – Is it assumed that the new Government will not continue with the equivalent of the UCP ? If it does then how is it proposed to revise Council's cycleway programme ?

Why does the 20 year programme for cycleways have no investment at all in the north and west of the city for the first ten years (barring the current Hutt Road / Thorndon Quay project) What has happened to the existing allocation of \$2 million over the 2015-19 period for uphill routes like Brooklyn, Karori, Ngaio and Khandallah ?)

Public Transport Priority – QUESTION - Why is the opex budget (LTP committee 22 Feb) only \$61,000 per annum but the capex budget is – approx \$1.7 million a year. What is expected to be delivered ?

QUESTION – explain the level of NZTA funding.

3 Waters

QUESTION - Advice is that with population growth Wellington will need a new storage dam in 30 years (\$200 million for lake – still to decide location – should ideally IMO be west of the faultline), so within, 10 years the need to look at this. What can we do to reduce water demand ? Can we and other TLAs/GWRC start collecting DCs towards this now ?

Water Asset Stewardship – QUESTION - why is the interest cost rising from \$2,291,000 in 2018/19 to \$5,623,000 (uninflated) in 2027/28 ?

Wastewater Asset Stewardship – QUESTION - why is the interest cost rising from \$2,648,000 in 2018/19 to \$6,498,000 (uninflated) in 2027/28 ? Where is it most important to reduce stormwater inflow into the sewage system (how much is there – wet weather flows vs dry weather for each catchment/treatment station ? Both Karori and Porirua were mentioned as having I and I issues) What is the capacity in each catchment ? (advice is that CBD is full and needs more capacity) At what point does Moa Point need more capacity ? Have we got that in the budget ? Have we got that in the DC mix ? Private laterals – what policy guidance will there be to decide when to provide assistance/to what extent/ and when not to ? (\$250,000 to use when it is our tree and on our road) Will we offer to do laterals at owner expense when redoing the main ?

Stormwater Asset Stewardship – QUESTIONS - why is the interest cost rising from \$2,438,000 in 2018/19 to \$5,985,000 (uninflated) in 2027/28 ? Can we reduce the need for infrastructure in some areas by preventing development or by modifying development standards through District Planning regulations (eg habitable floor levels) ? To what extent can we reduce problems by requiring on site detention (advice was Building Code requires each property being able to cope with 1 in 10 year event without discharge to another property?) and WSUD ? What does current policy of 1 in 50 year flooding look like in terms of cost and number of flooded properties and what would 1 in 20 years look like ? (level of service question)

Solid Waste Management

Waste disposal and recycling are currently funded by landfill charges and rubbish bag sales. Approx 40% of households use Council bags. We are eating into reserves to fund recycling (\$4.9 million per annum, overall deficit of QUESTION NUMBERS – seems to be current deficit / unclear what the revenue source is for recycling at \$3.7 million. QUESTION what is the cost per tonne of recycling collected ? (at 18,000 tonnes per annum Annual Report 2016/17 diverted (does this include Kai to Compost etc or just kerbside) that is approximately \$200 per tonne – ie higher than landfilling cost. Pricing competition and the operating models of other regional landfills are an issue. It is fairly clear that the current model is not sustainable beyond about 2022.

Also important to note that we are right on the edge of the required 4 to 1 mixing volume for sludge, and if rubbish volumes fall much then we will have to put cleanfill into the landfill to mix with sludge.

QUESTION – What is the lifespan of Spicer landfill ? What controls can we put through our shareholding and landownership on its pricing and future expansion ?

QUESTION – Why does landfill depreciation triple over 10 years ? (from \$338,000 to \$1,052,000 per annum) I assume that is all related to Stage 4 and 5 costs. Over what period do we depreciate this asset? Is it appropriate to depreciate it given it is being consumed by filling the site or is this a proxy for the consumption of landfill space ?

Landfill will pay \$1.9 million per annum average over the next 10 years for carbon offsets. What is current level ? (information given that 4 years ago was \$50,000 per annum, now \$1.2 million per annum) QUESTIONS – when does this start and when does it need to be priced in ? What would the land and planting requirement be to offset \$1.9 million per annum ? What would this cost to purchase ? (note it does not have to be in Wellington though this would be desirable. Note also that other funding sources may be able to assist in acquiring land if this is a workable option – Quarry levy, Direct funding top ups, Covenanting,) What are the options for further energy generation and methane emission reduction ?

Parks, Recreation and Open Spaces

Town Belts – QUESTION – why is the interest bill rising from \$1,462,000 in 2018/19 to \$3,588,000 in 2027/28 (uninflated dollars)

Military Heritage - QUESTION – Where does maintenance of military heritage fit ? We have a range of significant military heritage assets in our jurisdiction (Wrights Hill fortress, Fort Buckley, Sinclair Head, Orouaiti, Trelissick Park magazines, Brooklyn plus Miramar north and south ends of the peninsula, and Makara. Is this covered in the AMP and what is the expected LOS (asset condition) ?

QUESTION - Have we funded rangers and pest team adequately ?

QUESTION – weed management – are there opportunities to reduce ongoing costs by eliminating some geographical areas of weeds and revegetating. Suggest supporting community initiatives ?

Newlands Park – QUESTION – timing proposed in the AMP as 2021/22 – why did it come to meeting of 20 Feb as 2019/20 ? What is the growth related component ? (DCs) Can we see the concept rationale and scope?

QUESTION - What's happened to the \$750K + \$2 million Plimmer in 2019/20 for Watts in the AMP ?

QUESTION - What is the increase in Botanical Gardens depreciation in year 3 (from \$704,000 to \$1,023,000) ?

QUESTION – What would a complete Green Belts network look like ? Can we identify which pieces of land would be desirable and their potential acquisition cost and funding source ? The AMP says that funding for OGB extension even in the north of the city is not included in the plan – therefore we cannot collect DCs.

Renouf Centre current model considered unsustainable. QUESTION – can we have more information about the Renouf Centre's finances, joint use opportunities, and future challenges with its buildings (the Stand is EQP) .

Sportsfields - QUESTION – why do depreciation costs increase substantially from year 7 ? I assume this is Grenada but there is no increase in either interest costs or operating costs. (22 Feb Opex sheet)

QUESTION – Grenada demand case ? Scope of work proposed ? Is it eligible for DCs as it is reserve related or not ? How might Grenada benefit from P2G providing material if it is developed ?

Recreation Centres issues (AMP) – ASB automatic windows don't perform – was bleeding edge technology. Kilbirnie Rec is EQP but not budgeted as no specific solution yet. Karori and Nairnville are not yet assessed.

Coastal Walls - QUESTION – to what extent is coastal defence not funded in the 2018-28 Draft Budget?

Parks and Open Spaces - Further aspirations driven by Master Plans (eg Te Kopahou) are not included in the budget. QUESTION – what is the likely scale and is this covered by the unallocated (ie projects not identified) component of the AMP beyond year 3 ?

Housing

QUESTION – why is growth funded this way ? Looks like an operating deficit. What number of units is assumed ? Noted original upgrades were too high a standard.

The Opex sheet (LTP Committee 22 Feb) shows a \$63.4 million deficit over 10 years. The capex shows \$186 million. QUESTION - What is the total deficit faced over ten years ?

Marinas

QUESTION – is there sufficient revenue loaded for Evans Bay marina repiling ?

AMP needs to consider sea level rise and boatsheds.

Waterfront

QUESTION – provide details of the cost changes. Waterfront – AMP says want additional \$1.3m over 10 years. This is largely loss of parking revenue from Site 9. QUESTION – that should be more than offset elsewhere in the budget by sale of the site. (Property?) Will we need to do work on EQ damage on Shed 1 ? (Is the \$650K indicative for repairs in the draft LTP). January – officers had just got the report on the Outer T strength.

Community Centres

There is no proposal for any further upgrade in Community Services AMP. QUESTION – is the strategy done under Wendy Walker still fit for purpose ? What has changed ? (note Karori loss of two and possibly / probably 3 halls + EQ work on others; see what Mt Cook is doing – being smart with existing buildings; what do we do with Wadestown ? Mt Vic has a virtual centre). Challenge – what does the community facilities portfolio look like in 20 years ? (far more pop up small venues ?). What opportunities are there to share with other providers (community/ schools/churches/clubs) ?

Libraries

Challenge – we have too many buildings and often in the wrong locations. What does the library portfolio look like in 20 years ? How do we get there ? Can we collocate more activities including Central Government services (WINZ) into libraries ? Barbara McKerrow says they will work on a strategic plan for libraries. CHECK – that the sale of the old Johnsonville library site is built into the budgets. The AMP document includes constructing a new library in the southern part of the central city with planning starting between 2020 and 2025 and construction by 2030, but only ‘reviewing’ one existing library (Wadestown). Officer advice was that they do not intend to include a new library in the southern part of the CBD (Kent Tce/Mt Cook). RECOMMENDATION - Clarity is required on what is – and is not needed.

QUESTION – the Branch library opex numbers (LTP Committee 22 Feb spreadsheet) are only increasing very slightly over 10 years and the income doesn’t change at all. Does this fully account for Johnsonville?

COMMENT – the lack of a coherent strategy for community services and facilities, and recreation facilities hinders optimal investment planning .

QUESTION - Library slide – comparison with other cities ?

Property and Major Projects

QUESTION - What is the likelihood of the Marine Education Centre getting funding from other sources? Is the \$6 million cash with land added on ? Is the timing likely ?

QUESTION - Why is the Opex budget for Commercial Property Management and Services (LTP Committee Feb 22) interest increasing from \$1,538,000 in 2018/19 to \$3,774,000 (uninflated) in 2027/28 ? (while there is no material movement in either operating costs or depreciation)

QUESTIONS – in the capex table can we have more information on what makes up the first 6 items ‘Earthquake Risk Mitigation’, ‘Unscheduled infrastructure renewals’, ‘Civic Property renewals’, ‘Office resilience and efficiency’ and ‘Civic campus resilience and improvements’. Together these make up \$212 million.

OPEX BUDGETS

Urban Development – RECOMMENDATION – officers to report on proposed District Plan programme and costs, noting budget (Opex sheets LTP Committee 22 Feb) appears predicated on targeted and progressive review rather than complete one off review of the Plan.

Urban Development – QUESTION - what is proposed for heritage grants ? RECOMMENDATION – increase grants for years 1-3 to \$1 million per annum as per 2015-18.

Council – QUESTION – In the 22 Feb LTP Committee Opex paper what are the ‘External Capital Funding’ (\$41.1 million) and ‘Civic Project Funding’ (\$9.4 million) ? What is ‘Sustainable Parking Infrastructure’ ?

QUESTION – What is the budget for Communications, for IT and for fleet management and how is it used (outcomes expected) ?

FUNDING POLICY

Total non-compliance at current policy targets is \$4,547,992 (1.46%), total impact of proposed changes is \$5,617,670 (1.81%)

From the list of the areas where officers did not recommend any change in policy:

RECOMMENDATION – officers to look at the Gross vs the Net cost of CCOs. Currently we report as a Council, not as a Group. (Auckland reports as a Group). This means that (unlike a Council business unit) we do not recognize the income earned by CCOs, and their funding policy expectations are distorted by the governance structure.

Economic Development attractions all have completely different funding targets – eg Te Papa is completely different to Wellington Museums Trust. There is no apparent logic for this.

RECOMMENDATION – review the targets and incorporate user charges.

From the list of those areas where change was recommended:

1. Policy Change 5.2.3 Community Advocacy - RECOMMEND 5.2.3 Community Advocacy change from 60% community / 40% individual to 80/20. (agree with officer recommendation)
2. Policy Change 5.2.1 Housing – RECOMMEND (split decision 3-2) change from 90% individual 10% community to 100% individual. (agree with officer recommendation)
3. Policy Change 5.2.6 Community Centres – officer recommendation was to shift from 60% individual, 40% community to 20% individual, 80% community.
RECOMMENDATION – 70% community, 30% individual.

4. User Fee Change 2.2.1 Waste Management – RECOMMENDATION 3.45% increase in landfill fees to \$126 per tonne from current \$121.80 (officer original proposal was 2.63%). Rationale is to provide more buffer against future likely need for rates funding, while remaining competitive with Spicer and Silverstream.
5. Public Health – RECOMMENDATION accepting temporary non compliance while Food Act charges bed in. Noted Liquor Licencing is approximately 90% user funded.
RECOMMENDATION - officers review the penalty for dog owners missing the 1 July registration date. Currently dog owners would then pay the ordinary registration rate and lose their RDO status – a double penalty. The Working Party felt this was overly onerous. RECOMMENDATION – publication of information on dog fees and where the revenue is spent.

Activities where changes to funding targets have been recommended:

Waterfront – cafes are charged for occupying public space. RECOMMENDATION that continues. Cost to remove is \$100,000 and officers are working towards another \$250,000 – this is not yet in the budget or funding policy. CHECK

4.1.3 Arts and Culture Festivals. Decade of Culture funding \$1.5 million per annum – RECOMMENDATION - change in funding target to recognize this cost coming into this budget from the City Growth / Events Funds. RECOMMENDATION – Make clear that no additional rates funding is sought – money to come from City Growth / Events Funds. RECOMMEND – officers report back fully on previous 3 years expenditure from all the relevant funds (City Growth, Events, Destination Wellington at least) to show what was being funded in the context that some funding is now transferred. QUESTION – should the source of the funding be reviewed ? (if it was Downtown levy)

NOTE Our decisions have put pressure on compliance in several areas. This has transferred costs to ratepayers. These include Alfresco dining fees, Living Wage, Free for guardians of under 5s at pools, refusal to raise entry charges at pools

NOTE that Pools have become an increasing burden on ratepayers. Majority of working party (3-2) agreed to reduce user charge target to 30% (current projection 33% in 2017/18). Minority preference to reduce it to 35%. (currently 38%)

Sportsfields – Discuss combining into one activity with a single revenue target. RECOMMEND FURTHER CONSIDERATION – Personal view there remains a difference in casual / community use – fenced artificial turf vs unfenced community park. I don't agree that the community uses these two types of parks 'as one service'. Sports codes might.

Compliance with funding policy:

Split Arts partnership so it is more transparent about Toi Pōneke. Rentals have not increased for 5 years. Officer says artists cannot pay more. Committee very doubtful – why should CPI increase not apply, otherwise % of user charge will keep reducing.

RECOMMENDATION – Review user charges with aim to increase user charges by at least CPI (noting no change for 5 years).

Golf Course – RECOMMENDATION – agree to go to 9 holes cutting costs by an estimated 25%. If the patronage is maintained then it will fix non-compliance. RECOMMENDATION – noting that

club golf courses are 100% user funded, alter user charge target from 40% to 30% which reflects 100% of the assessed cost of providing the golf course over and above maintaining land as Town Belt.

Building Control and Facilitation – we get \$874,000 from doing Auckland consents. QUESTION – what is the cost of delivering that? The report says these (staff) costs are fixed. They clearly are not fixed. Important issue is that liabilities from consents sit outside the funding policy and currently fall on the ratepayer. Current expected 2018/19 recovery rate is 77% - target is 65%. RECOMMENDATION – officers to investigate insurance premium on building consents to help offset any future liabilities from consents. RECOMMENDATION – We don't agree with the officer recommendation which is to retain existing fees and aim for compliance (ie lower recovery % than current) Instead recommend officers to review the non rates funding target upwards – suggest 75%.

Passenger Transport Network – QUESTION – we want clarity on the funding sources (WCC, GWRC maintenance grant, NZTA, Adshel)

Recreation Centres – officers don't want to increase charges. They haven't moved for 2-3 years. Living wage is biting. Working Party wants to explore raising the target for user charges from 25% to 30%. (current recovery including NZCT is 29%). Review could include what constitutes off peak times (3-6pm was originally peak at ASB, became off peak) Child and adult usage is approx. 50/50. RECOMMENDATION – increase user charge target to 30% and ask officers to review opportunities to raise user charges to lift recovery from 29% to 30% (3% lift in charges) QUESTION – clarify what the status of Alex Moore Park proposal is, and any dollars involved and rationale.

Community Centres – there is an equity issue between WCC run (7 centres) and community run (14-15 centres). Current recovery at 8%, target 5%. Working Party considering lifting target for recovery to 10%. RECOMMENDATION – undertake a review of equity issues and opportunities to lift the funding target from 5% to 10%.

Public Health – Currently there is no distinction between the rate for community fairs and the rate for commercial operations. There is not yet clarity about targeting resources (to high/low risk). RECOMMENDATION - Ask officers to consider a differential charge between community and commercial events, especially the smaller ones. Also ask officers to develop operating

procedures around targeting resources to risk. Accept 3% realistic expectation non compliance, not 8% soft target.

Dog Control – level of service request to focus more resource on reserve areas with vulnerable wildlife (eg tieke, young kaka/kereru, penguins)

Burials and Cremations – Majority of working party considers that a higher target for cost recovery is warranted. Officers noted that competition is proving challenging in the cremations area. Responding to the question about why users didn't pay costs in perpetuity, Paul Andrews said that cemeteries used to be a 'cash cow' for Council with funds used to support all kinds of other activities. The upcoming (2 years ?) review of the Cemeteries Management Plan will be important in determining level of service (Makara expansion, Karori closure as heritage park)
RECOMMENDATION – Investigate increasing user charge target. Ensure more information about the charging history as background. The AMP includes graphs about interment and cremation numbers, burials were 1000-1250 per annum from 1918 to 1970, before dropping rapidly to 4-500 from 1980 to today. Cremations peaked at 1750 and are currently around 100?

Parking – RECOMMENDATION – agree with officers' proposal to increase resident parking and coupon parking charges. Note LTP to consider a \$2 per hour charge for weekend parking. All of these are already built into the budget. Look at staff savings achievable from sensor meters. Request information on charging for space occupied by construction projects and RECOMMEND having a clear policy on this. The immediate default is that all spaces be paid for on an appropriate formula. (seems currently split decision making between parking and transport which are now in separate directorates). It appears that continuing with free weekend parking is in the LTP. (see Opex budget sheet at LTP workshop 22 Feb 2018)

Housing Development – New Activity – the proposal lacked clarity. \$500,000 per annum staff costs and \$2 million per annum capex costs over ten years. The Opex paper (LTP Committee 22 Feb) shows the staff costs without any offsetting income. RECOMMEND – that the idea is that this is at least a cost recovery activity. May take some years to achieve cost recovery therefore suggest temporary non compliance being permitted. Show income projections against both capital and operating costs.

Weathertight Homes – RECOMMEND report to FARM on what has been spent and provisioned to date, what remains outstanding, and what risks arise from ongoing consenting.

PERFORMANCE INDICATORS

To be added to the report to LTP Committee of 13 Feb 2018.

Add into State of the City Measures – Biodiversity index and Accessibility measure – possibly develop a work programme with the AAG and determine what % of that work programme was completed.

Added into Outcome Indicators – pest plants and % of ultimate track network completed.

Added into Performance Indicators - Jim will think about auditing the quality of consents, not just the speed of issuing them, also using the MOT national travel survey.

Can we include a measure of alcohol related harm ?

Can we include a measure of harm incidents reported /confirmed from food premises (this may be too hard/subjective)

Specific comments on the paper

Page 3 – Framework Overview – Under Governance Clusters – there should be one for Governance and Democracy. Question the titles of ‘Recreation promotion’ under Culture and under Social and Recreation – not sure why it’s under Culture at all, and why not just call it ‘Recreation’ under Social and Recreation. (it includes Rec delivery !)

Page 5 – Outcome Indicators – ‘Mana Whenua partners agree that the use and protection of the city’s resources for the future is appropriate’. (Our Kaitiaki role) – I don’t agree at all that only Mana Whenua partners have an interest in what looks like referring to the natural environment. I think this is of interest to all Wellingtonians, especially those who actually get their hands dirty and those who passionately advocate for the environment – so either remove this or change it to ‘Wellingtonians agree,’ and I would suggest it fits better under Environment than Governance. If there needs to be a measure under ‘Treaty’ because it is seen as a Treaty obligation (does it go both ways ?) then there should be a similar measure for the population as a whole.

Page 6 – Parks, beaches and open spaces – Change the words under ‘People Centred City’ to be relevant to Parks and open spaces.

Add a start date to the measure 2 million trees by 2025.

Page 7 – Waste reduction – Ideally get private collection numbers for recycling or at least make a comment that there is private (non Council) collection on top of the numbers we collect.

Page 10 – Conservation Attractions are completely missing.

Page 11 – Economic Development – missing WREDA numbers, also anything related to ‘A level events’ (number and economic value), or conventions (number and economic value)

Page 12 – Cultural Wellbeing – Museums Trust include subsidy per person – ideally by institution rather than across all venues. This starts to show the public and us the value of individual venues.

Page 13 – Social and Recreation – include use levels per facility (pools and rec centres)

2018-28 DRAFT LONG-TERM PLAN

Purpose

1. This report provides to the Long-term Plan / Annual Plan Committee for consideration the key components that will make up the 2018 Long-term Plan (10 Year Plan).
2. This paper and associated appendices are draft. A number of sections in the attached consultation document and statement of service provisions will be completed once decisions have been made at the 7 March deliberations (this meeting).

Summary

3. This report provides for the consideration of the following:
 - **Attachment 1: Consultation document** - this document outlines the major matters that Council is seeking feedback on during the consultation period running 15 April to 15 May.
 - **Attachment 2: Statements of Service Provision** - this document provides information on the full range of services and new initiatives we propose to deliver to the city, the level to which we will provide that service, how we will measure our performance, a description of the negative effects that arise from our activities, and how they will be mitigated. It also outlines the budgets associated with each of our activities, and provides an overview of how we will foster the development of Māori capacity to contribute to decision-making processes (see activity 1.2).
 - **Attachment 3: Three year Waterfront Plan** - an overview of plans and budgets for the waterfront are included. This will be consulted on as part of the 2018 Long term Plan. As development on the waterfront is nearing the end of the programme, this is the last long term plan that the waterfront work programme will be included separately in the Long term Plan for consultation.
 - **Attachment 4: Significant Forecasting Assumptions** - the significant forecasting assumptions outline the assumptions that underpin the 2018 long term plan, identify any risks to the budget position in future years, and how they can be mitigated.
 - **Attachment 5: Funding and financial statements** – this attachment outlines our funding impact statements and other financial statements for the 2018 Long term Plan. To be tabled at the meeting.
 - **Attachment 6: Project and programme budgets** – this attachment outlines the capital and operational budget at a project and programme level for the next ten years.
 - **Attachment 7: Explanation of Surplus** – this attachment explains the composition of the surplus.

LONG-TERM AND ANNUAL PLAN COMMITTEE 7 MARCH 2018

4. Note that the draft Significance and Engagement Policy and Council's Housing Strategy will be consulted on through the 2018 Long term Plan. These have been approved by committee for consultation at previous Committee meetings.
5. Funding and financial policies have been reviewed by the Revenue and Finance Working Party and are included in the report from the Working Party on this agenda for Committee's consideration.
6. The performance measurement framework and asset management plans have also been reviewed by the Revenue and Finance Working Party. The measures in performance framework and their respective targets are included in the Statements of Service Provision included with this report (attachment 2). Relevant information from the Asset Management Plans has flowed through to the Finance and Infrastructure Strategy that is attached to this paper.

Recommendation/s

That the Committee recommend to Council:

- A. Receive the information.
- B. Note the consultation material and budget information included in this report – and other reports on this agenda – are preliminary and subject to the resolutions agreed by this Committee.
- C. Note that any changes arising as part of these deliberations will be incorporated into the final draft 2018 Long term Plan Statement of Proposal presented to Council on 28 March 2018.
- D. Note that the Draft 2018 Long-term Plan is subject to Audit NZ review and changes may eventuate from their review. Where there are changes, these will be incorporated into the 2018 Draft 2018 Long term Plan Statement of Proposal for adoption at Council on 28 March.
- E. Agree the draft Consultation Document as outlined in **attachment 1**.
- F. Agree the draft Statement of Service Provision as outlined in **attachment 2**
- G. Agree the draft Three Year Waterfront Development Plan as outlined as **attachment 3**.
- H. Agree the draft Significant Forecasting Assumptions as outlined **attachment 4**.
- I. Agree the Funding and Financial Statements as outlined in **attachment 5** as tabled at the meeting.
- J. Agree the Project and Programme budgets as outlined in **attachment 6**.
- K. Agree that having due regard to the requirements of section 100 of the Local Government Act 2002, the Council's forecasting assumptions and the Revenue and Financing Policy it is financially prudent not to set a level of operating revenue that meets the projected operating expenses of Council.
- L. Agree that for 2018/19 it is financially prudent to forecast a surplus of \$9.040m, please see **Attachment 7** of this report
- M. Agree that officers prepare the Draft 2018 Long term Plan Statement of Proposal

based on the deliberations and recommendations of this Committee meeting (of 7 March 2018) and present this to the Council for adoption on 28 March 2018.

Background

7. The Council is required to adopt a long-term plan by 30 June 2018. At its simplest, the purpose of the long-term plan is to outline the main issues facing the city and options for how they can be dealt with, and provide a collection of statements that describe the level of service for each of the Council's activities for the next three years. These are set in the context of the city's long term aspirations, the Council's priorities and budgetary projections. They are underpinned by a collection of funding and financial policies. Audit of the Long term Plan
8. Legislation also requires the long-term plan to be audited. Officers have been working alongside Audit NZ as the draft Long-term Plan has been developed and they are scheduled to complete their review in the coming weeks. The Audit NZ review may result in changes and these will be outlined in the covering report to Council. Audit NZ will issue their opinion at the Council meeting of 28 March.

Process

9. At the start of the 2016-19 Triennium, the mayor and councillors collectively prepared a Triennium Plan that outlined areas of focus and a draft work programme for the remainder of the triennium. This was consulted on through the draft annual plan process and was the subject of a mayoral summit. This work has underpinned the development of this 2018 draft Long term Plan.
10. More recently, the development of the draft Long term Plan has involved a series workshops to traverse through priority areas, key projects to deliver on those priority areas and other budget movements.
11. Concurrently the Revenue and Finance Working Party has worked through the detail of the Performance Framework, Asset Management Plans, the Revenue and Financing Policy and other financial policies that support the development of the 2018 draft Long term Plan.

Conclusion

12. This report provides for the recommendation of the 2018 draft Long term Plan to Council. Officers will prepare the draft 2018 Long term Plan statement of proposal based on the deliberations and recommendations of this Committee meeting (of 7 March 2018).

Attachments

Attachment 1.	Attachment 1: Draft Consultation Document ↓	Page 220
Attachment 2.	Attachment 2: Draft Statements of Service Provision ↓	Page 258
Attachment 3.	Attachment 3: Draft Three year Waterfront Plan ↓	Page 334
Attachment 4.	Attachment 4: Draft Significant Forecasting Assumptions ↓	Page 338
Attachment 5.	Attachment 6: projects and programmes Budget CAPEX ↓	Page 361
Attachment 6.	Attachment 6: projects and Programmes Budget OPEX ↓	Page 371

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Attachment 7. Attachment 7: Explanation of Surplus [↓](#)

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Authors	Lloyd Jowsey, Team Leader, Planning and Reporting Martin Read, Manager Financial Strategy & Treasury
Authoriser	Baz Kaufman, Manager Strategy Andy Matthews, Chief Financial Officer

SUPPORTING INFORMATION

Engagement and Consultation

Consultation approach previously agreed by the Committee

Treaty of Waitangi considerations

Outlined in Statements of Service Provision (Attachment 2)

Financial implications

N/A

Policy and legislative implications

N/A

Risks / legal

<insert text here>

Climate Change impact and considerations

N/A

Communications Plan

N/A

Health and Safety Impact considered

N/A

Consultation document

Our 10-year plan

Our City Tomorrow

WELLINGTON CITY COUNCIL'S DRAFT LONG-TERM PLAN 2018–28

This document includes:

- an overview of the key issues we need your feedback on
- the preferred options for each issue/area
- a description of the impact these issues will have on rates, debt and levels of service.

This is a draft plan. It is subject to change.

The purpose of this document is to gather feedback on Wellington City Council's Long-term Plan 2018-28. It is prepared in accordance with the Local Government Act.

It reflects our intentions at the time of publication. As with any budget or plan, the actual results may vary from those forecast. They may also change as a result of consultation. We will review progress on our plan annually.

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Part one

Mayoral overview

[To be inserted in two languages post 7 March deliberations]

CEO overview

[To be inserted in two languages post 7 March deliberations]

The purpose of this plan

We're investing in Wellington's future.

This document explains what we need to invest in over the next 10 years, if we want our city to be resilient, vibrant and competitive, and our residents to live well. It gives Wellingtonians the opportunity to join

the conversation by telling us what matters to them.

The feedback we get during this consultation will help us shape our 10-year plan.

We want your feedback

Some of the challenges we face are significant, and how we deal with them through this 10-year plan will affect the city for generations to come.

As you read on, think about the choices we're proposing. Have we got the balance right? Should we be doing more, or less, in each of these areas?

While we won't be able to please everyone and improve everything, our aim is to do our very best by Wellington – while keeping rates manageable.

How Wellington is performing

Three years ago, our city's economy was underperforming and we invested in a range of economic stimulus projects as part of the Long-term Plan 2015-25.

Today's situation is very different. While our economic growth is still behind that of other major cities, it has significantly improved.

While a strongly performing economy continues to be a priority, we also now need to manage the impact of growth.

What does a well-performing city look like? A healthy, thriving city is one that does the basics well, is clear about its future and how to get there, brings the Council and its stakeholders together to deliver on that future, and has strong commitments to better environmental, economic and social outcomes.

By many standards, our city is doing well. Wellingtonians enjoy a quality of life that's among the highest in New Zealand, and the capital consistently places among the world's top 30 cities in international surveys that measure liveability and quality of life. In 2017, Deutsche Bank rated Wellington number one in the world for liveability.

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

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

Our challenges as a city

We can – and should – use resources more efficiently and effectively, and continue to reduce harmful impacts on the environment.

We can do more to inform and engage with residents. While, according to many indicators, the city is doing very well, we recognise that not everyone in Wellington enjoys high living standards.

Homelessness and street begging are on the rise – and while we provide support and play a role through a variety of out-reach programmes, there is more work to do.

These are challenges we share with other cities throughout New Zealand, and indeed globally. Throughout this 10-year plan you will see projects that seek to address these challenges *[insert link to activity statements]*

There are also some very specific challenges that we face as a city that we have decided to make a priority as part of this 10-year plan.

These include:

Managing the demands of growth

More people want to live here, and our population is growing rapidly. Up to 280,000 people are expected to call Wellington home by 2043. This will require up to 30,000 additional housing units. This will put pressure on transport, infrastructure, and housing – particularly in the inner city.

Making the city more resilient

In November 2016, we experienced a significant earthquake that tested our city. It responded well, but there is more work to do. The climate is also changing and we need to find ways of living with more severe and frequent extreme weather events. We also need to factor in rising sea levels. In this 10-year plan, one of the key challenges will be to improve core infrastructure and invest in the city's resilience.

This requires a healthy economy as a foundation. Without a strong economy, the Council (and households) cannot sustain the services that are provided.

Our economy generally performs very well, but in terms of GDP growth it still lags behind the New Zealand average and other major cities in New Zealand. Our challenge is to maintain the current growth and support the diversification of the economy so it is sustainable.

Developing areas where we have a competitive advantage

We've invested extensively in the arts over many decades and our city has an enviable reputation as a centre of culture. That didn't happen by accident: we, along with the government and others, have been supporting and investing in the sector for years. But other cities are also investing in these areas, and we need to make sure investment levels are high enough to support a thriving and health arts and culture sector in the city.

*Do you agree these are
the key challenges facing
the city at the moment?*

Maintaining economic growth

We are a city that offers a very high quality of life, provides a good range of quality services and facilities, and looks after its people and the environment.

Part two

Priority areas

We want our city to continue to thrive. To achieve this, we need to understand and address the challenges we face.

How we do this through our 10-year plan will potentially shape the city for generations to come.

With the challenges in mind, we have identified the following priority investment areas for this 10-year plan.

- **Housing** – investing in quality and affordable housing to accommodate our growing population
- **Transport** – investing in transport options to maintain easy access in and out and around our city, promoting alternatives to private car usage, and reducing congestion
- **Resilience and environment** – investing in core infrastructure,

looking after the environment and making our city more resilient against future shocks

- **Sustainable growth** – investing in economic projects that stimulate growth and diversification, and planning for population growth in ways that recognise the city's special character
- **Decade of Culture** – investing in arts and culture to maintain our position internationally as a vibrant, edgy capital

Even as we investigate and pursue these priorities, investing in our core business – what we also call 'business as usual' – will remain a strong focus.

We will spend \$6.3 billion of operational funding and \$2.3 billion of capital funding over the next 10 years looking after core services and infrastructure.

We will spend \$6.3 billion of operational funding and \$2.3 billion of capital funding delivering core essential services

Our vision

Our long-term vision

This 10-year plan continues our work toward the strategic vision we have adopted for the city, as defined by Wellington Towards 2040: Smart Capital. This vision sets out our aim to grow and sustain the city as ‘an inclusive place where talent wants to live’.

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

People-centred city

A Smart Capital recognises that people are the city’s greatest asset. Wellington’s shape and character will continue to reflect the people who live in, work in, and visit the city. The city will be healthy, vibrant, affordable and resilient, with a strong sense of identity and place expressed through urban form, openness and accessibility.

Eco-city

A Smart Capital recognises that developing Wellington as an eco-city means proactively responding to environmental challenges. It is important that Wellington take an environmental leadership role, as the capital city of clean and green New Zealand. Our many natural assets give the city a head-start and opportunities as part of a green economy.

Connected city

A Smart Capital sees Wellington as a connected city, with easy access to regional, national and global networks. Connections are physical, allowing for ease of movement of people and goods; virtual, in the form of world-class ICT infrastructure; and social, enabling people to connect with each other and their communities.

Dynamic central city

A Smart Capital sets out a vision for a city with a dynamic centre - a place of creativity, exploration and innovation. The central city will be a vibrant and creative place, helping Wellington to offer the lifestyle, entertainment and amenity of a much bigger city. The city centre will continue to drive the regional economy.

Priority area

Housing

We want all Wellingtonians to be well housed.

Our population has been growing steadily and more people are calling Wellington home than ever before. More recently, this growth has escalated, and this rising trend is forecast to continue.

Up to 280,000 people are expected to call Wellington home by 2043. This means we will need up to 30,000 additional housing units to accommodate new arrivals.

In recent years, housing in Wellington has been relatively affordable compared to what it can cost in Auckland. We've been fortunate. But there is evidence of increasing pressure on our housing market. As our population grows, this pressure will increase.

We want people to have good housing choices and to be able to afford to buy homes in our city. To make this possible, we need to take steps now.

The options

There are three broad options available:

Option 1: Reduce our role in housing over time. Wellington City Council provides a significant portfolio of social housing to the community and plays an important part in housing Wellingtonians in need. We invested significantly in social housing in partnership with central government at a time when other councils in New Zealand divested part of their social housing portfolio and reduced their role in housing. Over time, we could look at reducing our role in housing.

Option 2: Keep status quo. As a council, we already do a lot. We provide social housing directly to those in need, are part way through an extensive upgrade of our housing units, manage land use in the city, and control building standards in line with legislation. This option would see us keep existing funding levels for those activities, and rely to a greater extent on the private market and central government to resolve Wellington's housing affordability and quality issues.

Option 3: Invest in housing people. This option would see us take an active role in improving our residents' housing choices, by working with central government and other partners on a range of projects to improve housing standards and supply in the city as well as growing our housing stock.

What do you think?

What option do you prefer?

Preferred option

The preferred option is Option 3. It includes a number of individual projects we want your feedback on.

Why we think this is the best option

We want a city where everyone is well housed. For some, it's becoming increasingly difficult to live in the city because of the cost and quality of housing. We can do more, and delivering on Option 3 would ensure more and better quality housing would be available.

Key proposals to deliver on the preferred option

We've identified a number of areas we need to invest in to deliver sustainable housing options for our city. Some are part of our business as usual activities, others are new.

We want your feedback on the following:

- **Wellington Housing Strategy**

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

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

The draft strategy provides a framework for the proposals listed below. We've outlined the strategy's cost implications too, and we want your feedback. A one-page summary of the vision, principles and outcomes we are looking to achieve can be found in the appendices (page X). The full draft strategy can be found online at [insert link].

- **The Strategic Housing Investment Plan (SHIP).**

This plan includes building 750 affordable and social homes over the next 10 years. It forms part of the next phase of our 20-year social housing upgrade programme, which we already fund in partnership with central government.

These new homes will largely be funded through the sale of surplus housing land, and/or divestment of Council-owned housing units that are no longer fit for purpose. We expect some additional costs. We're budgeting \$22 million of capital funding, and \$5.7 million of operational funding, over the next 10 years.

- **Development partnerships.**

To help resolve housing issues, we want to make the best use of our land. In the coming year, we'll complete an audit of Council-owned land to identify opportunities for housing

*Do you agree
with the
housing
strategy and
with taking a
more active
approach to
resolving our
city's housing
issues?*

development. We'll explore partnership opportunities with central government, and the non-governmental and private sectors, for the development of any identified sites.

This first exploration phase will be covered through existing funding and will not impact on rates. Any formal proposals developed in the coming year that have a rates impact will be consulted on in future annual plans.

- A new Housing Accord.**
 In the coming year, we will work with central government to explore opportunities for developing new Housing Accord/Special Housing Areas in Wellington. We will explore an accord with housing affordability as a component and an approach that speeds up consent processes.

We believe that a new Wellington Housing Accord is crucial to fast-track the supply of additional housing into Wellington.

- Inner-city building conversions**
 Our approach to growth has always focused on intensification of existing urban areas, and as part of this 10-year plan we want to take a serious look at how we can make better use of the inner city for housing by working with commercial building owners on an exemplar project to convert them to residential apartments. The first step is to explore options. This will be carried out in the first year and will not impact on rates.
- Rental warrant of fitness**
 Housing quality is not always great in Wellington, particularly in the rental market. Last year, we initiated a voluntary warrant of fitness system, in partnership with the University of Otago, Wellington. Central government has also recently passed its Healthy Homes legislation, which requires higher standards from rental homes. In the coming year, we will evaluate the results of the rollout and, taking the Government's changes into account, look at whether a Wellington Housing standard is required to lift the quality of housing in the capital.
- Te Whare Oki Oki**
 Taking a Housing First approach, we are working in partnership with Housing NZ and the Ministry of Social Development to establish supported living options for our most vulnerable homeless population.
- Special Housing Vehicle (Urban Development Agency)**
 In recent years, we've consulted the community on taking a more active approach to housing and city shaping. The feedback was positive. As part of this 10-year plan, we plan to establish a Special Housing vehicle to deliver our housing and urban regeneration plans. The purpose of the Special Housing Vehicle is to enable us to take a more active approach towards delivering major housing capital projects, and more broadly urban regeneration projects in our city. This agency will be established in conjunction with major housing projects that it will be tasked to deliver, and will be funded from divestment of surplus land.

Do you agree with these initiatives?

Is there anything more we should be doing?

Impact on rates and borrowing

A number of the above proposals can be delivered within existing funding levels, from divestment of surplus land or housing, or funding by third parties.

Other initiatives are likely to result in additional costs, but these are unknown at this time. When these initiatives mature to the point where funding impacts are better understood, we will present them to the community for feedback before decisions are made.

[Financial tables to be inserted post 7 March deliberations]

*Are you happy
for your rates
to increase to
deliver on this
priority area?*

Priority area

Transport

We want a safe, efficient and reliable transport system.

A good transport system should do more than just move people and goods efficiently. It should add to people's overall quality of life, support economic productivity, support healthy urban neighbourhoods that are people focused, and help reduce the city's carbon emissions. Transport is a means to these ends, rather than an end in itself.

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

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

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

This challenge is not new and has been the key focus of the Let's Get Wellington Moving (LGWM) programme of work.

- **Let's Get Wellington Moving (LGWM).** Through this programme, which we're delivering in partnership with Greater Wellington Regional Council and the NZ Transport Agency, we've engaged with the community on scenarios to improve all forms of transport in the city. The community was consulted on four scenarios in late 2017.

In simple terms, the choices are:

- doing nothing
- greater provision of safe spaces for people walking and cycling around the central city
- a focus on public transport through the central city, to the airport
- a range of roading improvements
- a mix of the above.

The feedback received from the community to date will be worked through in the coming months and a preferred option presented to decision-makers sometime in May.

*How
important is a
good
transport
system to
you?*

We're including a provisional figure in our draft 10-year plan budget. This would see \$3.3 million of operational funding over the next 3 years, for design and feasibility work, as well as a provisional \$122 million of capital funding from 2022/23 to 2027/2028. Once a final decision has been made later in 2018 and we've worked out the funding in detail, we will amend the 10-year plan accordingly.

Further information on the options can be found online at <http://getwellymoving.co.nz/our-scenarios/>

- **Cycling Master Plan.** Note that this project relates to cycling improvements outside of the city centre - as these are being considered as part of the Lets Get Wellington Moving programme of work.

It's proposed that the cycle network programme be budgeted at \$72.6 million of capital funding for the next 10 years which would see the full city cycling programme completed in 20 years (rather than 35 years). The work includes:

- **Years 1–3.** The Parade, Hutt Road, Cobham Drive, Evans Bay stage 1, Kilbirnie Road, Rongotai Road, Crawford Road, Constable / Wilson streets, Yule and Te Whiti streets, Coutts Street, Tirangi Road, Broadway, Ira Street, Miramar Avenue, and Park Road.
- **Years 4–10.** Evans Bay stage 2, Newtown, Brooklyn, and Miramar Avenue stage 2.
- **Years 10+.** Wadestown, Ngaio, Khandallah, Johnsonville, Newlands, Tawa, Middleton Road, South Coast shared path.

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

*Do you agree
with
introducing a
weekend
parking
charge?*

Impact on rates and borrowing

[Financial tables to be inserted post 7 March deliberations]

Priority area

Resilience and environment

We want to make our city stronger, our people better prepared.

We have the good fortune to live in a city that combines the advantages of urban life – plenty of work and entertainment choices – with a fantastic natural setting.

At the same time, natural events like earthquakes and floods, nationally and globally, and human-induced climate change, highlight a greater urgency around environmental concerns. Rising sea levels and other natural occurrences tell us we need to be better prepared and stronger, as cities and communities.

In November 2016, Wellington experienced the 7.8 magnitude Kaikoura earthquake. While our city responded relatively well, we need to guard ourselves better against the next one. We're also seeing a marked increase in unseasonal weather events, which are likely to become more severe.

We want to make our city resilient and to meet our obligations as kaitiaki (guardians) of this city.

This means investing in our environment, whether we're dealing with predator species or coastal erosion, reducing our waste, or in strengthening our infrastructure, be it pipes or heritage buildings. It means creating stronger communities.

It also means investing in our own buildings. After a major event, the Council has to lead and most Council staff are at the centre of the response and recovery phases. For them to do this effectively, they require office accommodation that is 100 percent compliant with safety requirements to allow them to carry out their functions.

The options

There are two broad options and they are largely based around the levels of investment and risk we are willing to accept as a city.

Option 1: Status quo. This option is about keeping things as they are. We already do a lot to reduce our carbon emissions and raise our defences against climate change-induced events and the risk of another earthquake, and to preserve our unique environment. We invest in our green spaces, our water network, and our buildings.

To guard ourselves against earthquakes, we assess commercial buildings and set timeframes for strengthening work, have an existing programme of work to strengthen our own infrastructure assets and buildings, fund strengthening of heritage buildings, and undertake earthquake checks on residential housing. We also carry out community resilience programmes and awareness campaigns.

*What do you
think?*

*What option
do you prefer?*

This option would see us maintain existing service and funding levels.

Option 2: Investing more in the city's resilience and environment. This option would see us increase spending over the next 10 years on core infrastructure, particularly the 'three waters' (water, wastewater and stormwater) infrastructure. We would also focus on Council buildings, at-risk heritage buildings, the transport corridor, and coastal areas. And we would spend more on areas like waste reduction, predator control, storm clean-up and coastal erosion.

Preferred option

The preferred option is Option 2.

Why we think this is the best option

Since the 2016 earthquake, the likelihood of another significant earthquake has increased, and we have a better understanding of the risks facing our city. We are also experiencing more significant and frequent storm and flooding events. To better withstand these, we need to improve our core infrastructure and accelerate the strengthening of our at-risk buildings.

Key proposals to deliver on the preferred option

- **Three waters infrastructure improvements.** Wellington Water has already made a number of crucial investments and improvements since the earthquake. With funding support from central government, Wellington Water has made sure to distribute key response equipment more widely across both sides of the fault line. The equipment is stored in a variety of locations and is designed to make it easier for people to stay home post an event.

Further improvements are programmed for this plan. Improvements are necessary to improve the city's resilience and accommodate future growth in key areas of the city. Some of the capital spending relating to growth will be funded through development contributions. Key capital projects over the next 10 years include:

- **Improved water storage.** We will bring forward \$17.5 million capital funding to complete the Prince of Wales/Omāroro Reservoir work in year 2 of the 10-year plan (this work currently sits outside the first 10 years). The total cost of the Prince of Wales/Omāroro Reservoir work is \$32 million. We will also invest \$12.4 million in water storage in Upper Stebbings to meet the growth and resilience needs of the northern suburbs from years 4 to 7. A further \$12.7 million of capital funding for water storage in Horokiwi is programmed from years 5 to 8.

- **Central city wastewater improvements.** We will upgrade parts of the central city wastewater network to accommodate growth and improve resilience. We have budgeted a total of \$8.9 million from years 4 to 7 in this 10-year plan.

- **Stormwater upgrades.** Tawa has a history of stormwater- and flooding-related effects. We have budgeted \$10.7 million of capital funding to improve stormwater infrastructure in

Tawa in years 7 to 9. We are also budgeting \$3.4 million of stormwater upgrades for the Miramar Peninsula from years 3 to 6. A further \$10 million has been set aside to support core infrastructure in Shelly Bay from years 2 to 5.

- Sewage sludge reduction. We hold resource consent for landfill sewage sludge until 2026. We are looking into technologies to reduce volume and lower the environmental impact before we renew our resource consents. Bio-solid disposal is problematic due to sheer volume, which will increase with population growth. We are making a provisional capital budget allocation of \$34.6 million for years 9 and 10 of the 10-year plan to implement the preferred option from our investigations. Investigation and community consultation on the options will happen midway through this 10-year plan.

- *Waste management and minimisation.* Through the Waste Management and Minimisation Plan, Wellington is committed to reducing the volume of waste disposed of in landfills. The purpose of the plan is to reduce the region's waste to landfill by one third over the next 9 years. We plan to use waste minimisation funding to investigate the strategic future of landfills, better resource recovery and to investigate options to divert household kitchen waste from the landfill.
- *Support for owners of earthquake-prone buildings.* There are around 700 earthquake-prone buildings in Wellington. Owners of these buildings are required to undertake work to bring them to a satisfactory level of structural integrity. Experience from Christchurch and from overseas indicates that taking a precinct approach can result in better safety and financial outcomes. We plan to investigate options for a pilot to grow our resilience to a seismic event in the city centre. We will work with central government to identify opportunities to accelerate the EQP building work.
- *Transport infrastructure improvements.* Wellington has an extensive transport network. Much of it is on steep hills that require substantial retaining walls below and above the carriageway. A number of these, including some tunnels and bridges, require strengthening in the coming years. We have budgeted an average of \$2.5 million in capital funding per year over the next 10 years to make the transport network more resilient.
- *Council buildings strengthening.* Over the next 10 years, we intend to spend \$88.7 million on earthquake-strengthening the Town Hall. We'll also spend \$10.5 million in years 3 and 4 on earthquake-strengthening and upgrading the Bond Store, home of the Wellington Museum. During the first years of the 10-year plan, many staff will also be moving to temporary office accommodation on The Terrace to allow for strengthening work to be carried out to some of the existing facilities in Civic Square.
- *Building accelerometers.* Installing accelerometers in buildings at scale would provide us with better information immediately after an earthquake. This would mean decisions about the safety of buildings could be made more quickly, and would inform the initial response phase and subsequent recovery phase. We would not own the hardware, but some

resourcing would be needed for us to monitor and analyse data. We're developing a detailed business case in the coming year. Funding implications have not yet been determined and will likely be confirmed in Year 2 of the plan.

- **Storm clean-up.** The climate is changing and this is resulting in more frequent and severe weather events. We have put a \$2 million capital fund aside to address the impact of significant weather events on our parks, reserves and other network infrastructure. Altogether, \$400,000 of the capital funding will be allocated over the next 2 years to reduce the impact of erosion from last year's storms, and around \$100,000 of operational funding per year (from year 4) to support storm clean-ups for our roading team starting in 2021/22. A further \$300,000 of capital funding is proposed for coastal resilience work in Worser Bay, Seatoun Beach and Evans Bay in the coming year.
- **Predator Free Wellington.** This project aims to gradually eradicate predators across the city and create the world's first predator free capital city. The programme starts on the Miramar Peninsula. It is proposed that we fund the project in partnership with Greater Wellington Regional Council, the NEXT Foundation and Central Government, as well as other partners and contributors, via the Predator Free 2050 Fund. Our proposed contribution is \$2.5 million over the 10-year plan.
- **Community-led trapping.** We are proposing to increase our support to community groups active in predator control and provide compost subsidies to manage the impacts of poor food waste management (including residential composting) on rat populations. We propose to provide \$80,000 per year to support community groups installing and managing traps in our city's reserves, and \$20,000 a year in compost subsidies. This investment is necessary to support Predator Free Wellington goals.

Impact on rates and borrowing.

[Financial tables to be inserted post 7 March deliberations]

*Are you happy
for your rates
to increase to
deliver on this
priority area?*

Priority area

Sustainable Growth

We want to grow and diversify the city's economy.

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

We have an edge in 'smart' and creative industries which are likely to provide a basis for future economic growth, and we have more potential in tourism.

As the city's population grows, the commercial sector will also expand. We expect an additional 28,000 people to work in the city by 2047. With much of the population growth predicted to be in the inner city, and the city centre being the economic hub of the region, good planning that accommodates for both while also taking into account the effects of climate change will be crucial.

The District Plan is currently long and complicated, which adds to compliance costs and uncertainty for residents and developers. We need to ensure our planning environment is set up to support delivery rather than being a barrier, and we need to deliver a comprehensive plan that looks at how and where the city will grow over time.

The Options

We need to make choices about where investments are best made to ensure sustainable growth. There are two broad options.

Option 1: Status quo. This option would see us keep current levels of service, budgets and programmes to support economic growth. It would also see us rely on our work on the National Policy Statement or urban capacity (a requirement set by legislation) as a proxy for how and where the city will grow over time. This option would see a minimum of changes to the District Plan on a 'rolling review' basis to make sure that the capacity required is met.

Option 2: Plan for sustainable growth. This option would see us maintain our investment in economic catalyst projects to support growth and diversification. It would also mean more funding to plan for growth, and involve a review of the Wellington Urban Growth Plan, which is our plan for the city's growth, and the District Plan, which sets the rules for how this development will occur. At the same time, we will make sure that there is sufficient investment in infrastructure to allow this development to occur in a sustainable manner.

*What do you
think?*

*What option
do you
prefer?*

Option 2 would also make consent processes easier. Additionally, this option would see us extend the life of Kiwi Point Quarry to make sure the raw materials needed for city growth and maintenance are available nearby.

Preferred Option

The preferred option is Option 2.

Why we think this is the best option

We've worked hard in recent years to get our city to where it is. Now, we have higher-than-expected growth and we need to manage this in a way that allows housing, employment and infrastructure investment in the right places, while maintaining the qualities that make Wellington such an attractive place to be.

Key proposals to deliver on the preferred option

To achieve Option 2, we've identified a number of areas we need to invest in. Some of these are part of our business as usual activities, others are new areas. Together, they form a package we believe will deliver sustainable growth for our city.

- **Planning for growth.** We would review our existing policy and district plan settings to direct growth where it is most needed, and to attract meaningful investment. This would mean responding more efficiently to residential and commercial demand across the city, and reviewing our processes to make sure they are set up to provide the best results and customer service.

The programme has three work-streams:

- **Strategic planning.** The development of a plan for growth that sets our policy direction and is the backbone for a District Plan review. This will make the District Plan process simpler to navigate.
- **District Plan review.** A comprehensive review of our plan that takes into account our existing residential and business capacity across the city and what demand will be like over the next 3, 10 and 30 years. This way, we have a really clear picture of what we need to do to provide for growth, and decisions will be better informed.
- **Streamlined consenting.** A new structure that will seek to make consenting and compliance functions easier and faster, without compromising on rigour.

We've budgeted \$12.9 million over the next 10 years to review the Urban Growth Plan and the District Plan, and to make changes to our consenting processes that will make us more responsive to growth issues and customer needs.

- **Economic catalyst projects.** The economic catalyst projects we presented as part of our last 10-year plan (the Long-term Plan 2015-25) received strong community support. We are part-way through delivering these projects, which we need to complete.

These projects include the Convention Centre and Movie Museum, the indoor arena, and the runway extension. They are significant in scale and are being progressed in partnership

with regional partners and the private sector. Funding was included in the 2015 Long-Term Plan to progress these initiatives.

- **Extend the life of Kiwi Point Quarry.** Kiwi Point Quarry provides rocks and aggregate for the maintenance and construction of core infrastructure. We're proposing a district plan change to open up another section of the quarry to access additional rock resources (estimates suggest that in the area we are currently quarrying, rock resources will run out in the next 3 to 4 years). We're budgeting \$550,000 in operational funding and \$2.9 million in capital funding over the next 10 years. The funding will go towards consents, planning, planting, visual screening (from the highway), fencing, and development of an access road and bridge to the new quarry area.
- **Other programmes.** We are also proposing a range of other projects and programmes that will contribute towards sustainable growth. This includes the Decade of Culture programme of work which will be attractive to visitors, the proposed Special Housing Vehicle that will allow Council to unlock land and support housing supply and city regeneration, the establishment of new Special Housing Areas, very significant investment in water and building infrastructure and the Lets Get Wellington moving programme of work that will invest in improved transport infrastructure.
- **Accommodation targeted rate.** This plan includes a broad range of investments that will support economic growth. A number of these investments – the Movie Museum and Convention Centre, the planned Indoor Arena, the Decade of Culture programme for example – are strongly focused on the tourist economy. We want to make sure that those that benefit most from the tourism economy contribute an appropriate share of the costs of delivering those new attractions. In the coming year, we will explore options around introducing a targeted accommodation rate from year 3 of this plan. We are including the rate in the out-years because we want to go through detailed analysis and talk to a wide range of stakeholders to make sure the new rate is fair and equitable.

Impact on rates and borrowing.

[Financial tables to be inserted post 7 March deliberations]

*Are you happy
for your rates
to increase to
deliver on this
priority area?*

Priority area

Arts and culture

We want Wellington to be the undisputed cultural capital of New Zealand.

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

But we can't stand still. Other cities are investing and Wellington is now facing increased competition to its reputation. To secure it, we need to build on our strengths and improve our offering. We are proposing to embark on a decade of culture that will emphasise and enhance the city's unique creative strengths.

This coordinated programme will be built around our existing and new opportunities and will boost the city's profile as a cultural destination. It will complement our existing cultural activities by amplifying the unique strengths that make Wellington one of the world's most liveable cities.

The Decade of Culture is about smart, strategic investment to create even more uniquely Wellington moments.

The options

There are three broad options:

Option 1: Status quo. This option would see us keep existing levels of service and budgets. With other cities investing in their cultural programme and infrastructure, it is likely Wellington's reputation as New Zealand's cultural capital will decline.

Option 2: A Decade of Culture. This option includes a coordinated programme of events, activations, theatre and public art, as well as planned infrastructure investment. This will enable domestic competition and support us to position the city as a cultural destination internationally. By being smart and creative, a medium level of additional funding over the decade can be targeted at Wellington's unique strengths where it can have greatest impact and can leverage off the planned signature investments.

*What do you
think?*

*What option
do you
prefer?*

Option 3: A global capital of culture. A further expanded programme of investment that supports even greater international competition, positioning Wellington as one of the World's capitals of culture. This includes planned infrastructure investment and a higher level of additional funding each year.

Preferred option

The preferred option is Option 2.

Why we think this is the best option

Wellington's status as New Zealand's cultural capital is regarded as an important comparative advantage for the city. A December 2016 survey commissioned by the Council found that 89 percent of respondents agreed that it was important to have a vibrant and diverse performing arts scene in the city. Securing Wellington's reputation as New Zealand's cultural capital helps us continue:

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

Key proposals to deliver on the preferred option

We will implement a 10-year plan to secure Wellington's position as New Zealand's Capital of Culture and help us tell our story to the world.

This coordinated programme will be built around new and existing opportunities. It would include:

- *Supporting facilities and infrastructure.* A thriving art and culture sector requires the right facilities to showcase their talent. Some of Wellington's facilities are not fit for purpose and require upgrading, and in other instances key facilities are missing from the city's repertoire. In the last 10-year plan, we agreed – after receiving positive feedback from the community – to invest in a Movie Museum and Convention Centre and new indoor arena to host major events and musical acts. Funding was included in the 2015 long-term Plan to progress these initiatives.

In this plan, we will also carry out a number of upgrades to existing venues such as the St James Theatre (\$11.5 million in years 1 and 2) and strengthen the Town Hall (\$88.7 million). We have also budgeted to earthquake-strengthen the Bond Store, home of the Wellington Museum, in years 3 and 4 of the plan, at an estimated cost of \$10 million. The strengthening work will also include the remodelling of the ground floor of the museum to improve the customer experience.

A venue review carried out in 2017 identified the need for a medium-sized venue in the city and this will be explored in more detail in the coming years, along with opportunities to improve access to current facilities for local performing arts organisations.

- *Expanding the reach of our major events.* Wellington has a strong reputation for events. In the coming 3 years, we aim to grow our annual cultural celebration of Matariki and help improve the reach of existing events such as WOW, Cuba Dupa, and the NZ Festival. We

will allocate \$16 million over 10 years from within the City Growth Fund and from alternative sources of funding, including the Wellington Regional Amenities Fund, to support the delivery of the Decade of Culture programme.

- *Investment in the arts.* We will continue our investment in professional and community arts and cultural projects. This includes:
 - Te Whare Hēra, an international artist residency programme that brings artists to live, work and exhibit in Wellington for 3-6 months at a time. This programme has been carried out in collaboration with Te Whiti o Rehua (Massey University School of Art) since 2014. It is proposed that this programme continues to be delivered at \$45,000 per year
 - Arts and Culture Fund – as previously agreed, we would add \$293,000of funding to the arts and cultural fund over the 10-year plan. This would maintain our support for important arts organisations with 3-year funding contracts, grow the Kia Mau festival. This fund currently supports Orchestra Wellington, Circa Theatre, Kia Mau Festival and others.

Impact on rates and borrowing.

[Financial tables to be inserted post 7 March deliberations]

*Are you happy
for your rates
to increase to
deliver on this
priority area?*

Other cost pressures and initiatives

The following section provides a snapshot of all key initiatives that we are looking to deliver on over the next 10 years – although most sit within the first 3 years of this plan. Some of these will be delivered from within existing funding, some require additional or new funding. For more details on these initiatives, please visit the ‘activity statements’ online at [insert link]

Governance

What we do:

- Managing local elections
- Informing and engaging with residents about city-related issues
- Partnerships with mana whenua
- Contact centre
- City archives

Key initiatives for this 10-year plan:

- Achieving Living Wage Accreditation by 2020
- Work with government on online voting for the next local body elections
- Implement Te Taurapa – the Maori Growth Strategy

Environment

What we do:

- Parks, gardens and open spaces
- Water supply and wastewater/stormwater management
- Waste management
- Conservation attractions

Key initiatives for this 10-year plan:

- Invest in core underground infrastructure to make the city more resilient and allow for growth
- Increase our support for removing pests from the city
- Invest in the regional trails framework to support active lifestyles
- Acquire snow leopards and cheetahs for the Zoo

Economic development

What we do

- Deliver major events, promote the city to tourists, investors and businesses, and provide a range of business development support initiatives through WREDA

Key initiatives for this 10-year plan:

- Continue investment in economic catalyst projects (Movie Museum and Convention Centre, indoor arena, runway extension)
- Continue our investment in CityLink funding so that the city centre has free wifi coverage

Cultural wellbeing

What we do:

- Manage the Toi Pōneke Arts Centre
- Support events and cultural festivals
- Provide a range of museums and galleries across the city

Key initiatives for this 10-year plan:

- Invest to strengthen major facilities in the city that support cultural activities. This includes the Town Hall, the St James and the Opera House
- Expand the reach of existing major events
- Provide additional funding for the arts

Social and recreation

What we do:

- Provide a wide range of recreation facilities (sportsfields, swimming pools)
- Provide community support (social housing, libraries, community centres)
- Public health and safety

Key initiatives for this 10-year plan:

- Investing to increase housing supply and quality in the city through various programmes
- Exploring options to introduce accelerometers into buildings in the city centre so we have a better understanding of building behaviour during an earthquake
- Increasing funding to address antisocial street behaviour

Urban development

Key activities:

- Urban planning, heritage and public spaces development

- Building and development control

Key initiatives for this 10-year plan:

- In the first 3 years, carrying out comprehensive planning that looks at how and where the city will grow over time
- Continuing our investment in laneways and carrying out renewal work on the waterfront, including heritage crane restoration work at Waitangi Park, Outer T Wharf earthquake code compliance work, and the replacement of the TSB Arena shade sail

Transport

What we do:

- Transport network planning, cycleways , and infrastructure maintenance
- Parking services

Key initiatives for this 10-year plan:

- Work with NZTA and the Regional Council to deliver the programmes agreed through the Let's Get Wellington Moving project
- Continue to deliver the cycling network master plan for the city

Part three

How this plan will affect your rates

This plan is affordable. Wellington City Council is well placed to deliver its core services as well as invest in the priority areas identified in this consultation document.

Overall financial health

Our overall financial position is healthy. This is reflected in our AA credit rating with Standard & Poor's, the highest for a public sector entity in New Zealand. Our services are also value for money. It costs \$6.51 per resident per day to deliver all Council services.

Borrowing position

We borrow money for new facilities or infrastructure. This money is paid off over the multiple generations that will benefit from that facility or infrastructure. We believe this is the fairest way to do things.

Our debt position is conservative. We have far less debt (measured as debt to income) than most metropolitan local authorities. Our debt levels are range from 121 percent to 162 percent of our annual income, this remains below our limit of 175 percent

Our starting borrowing position of \$507 million equates to \$2394 per person in Wellington. This borrowing position will move to \$1.16 billion by year ten and will equate to \$5477 per person in Wellington.

This plan includes modest increases in rates and an increase in borrowing over the long term. Our strong financial position means we can afford the projects outlined in this draft plan. Growth in the overall population, business numbers, and growth in the ratepayer base will help to offset the increased rates and borrowing position.

Our approach is to keep borrowing levels within the 175 percent debt-to income limit set out in our Financial Strategy. Borrowing is forecast to increase from \$507 million (around 121 percent of income) in 2018/19 to \$1.16 billion (around 162 percent of income) in 2028/29.

[Table to be inserted post 7 March deliberations]

Rates position

This 10-year plan contains a strong investment programme for transport, housing, resilience, economic growth and arts and culture. We've kept the budget as lean as possible, but making the city more resilient and improving the services we offer will have an impact on rates.

The following table shows the indicative residential and commercial property rates (inclusive of GST) for 2018/19

[Table to inserted post 7 March deliberations]

Where the money comes from

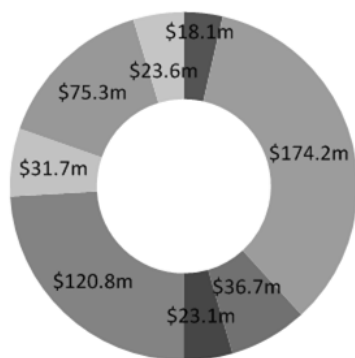
In addition to rates, the Council plans to receive revenue from a number of other funding sources. The proposed funding sources for our operating expenditure are summarised in the following table

[Table to be inserted post 7 March deliberations]

Where the money gets spent

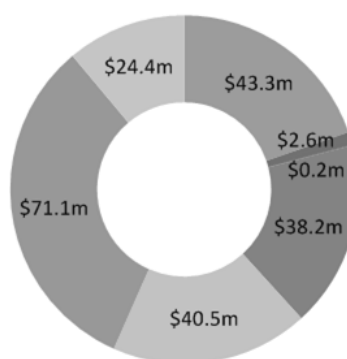
In total, we plan to spend \$6.3 billion of operational expenditure and \$2.3 billion of capital expenditure across the 10 years of this plan. This is spread across a range of activities, with the major spending areas being: the environment, social and recreation, and transport.

Operational expenditure Annual Plan 2017/18 by activity area



- Governance 4%
- Environment 35%
- Economic development 7%
- Cultural wellbeing 5%
- Social and recreation 24%
- Urban development 6%
- Transport 15%
- Council 5%

Capital expenditure Annual Plan 2017/18 by activity area



- Governance 0%
- Environment 20%
- Economic development 1%
- Cultural wellbeing 0%
- Social and recreation 17%
- Urban development 18%
- Transport 32%
- Council 11%

Key elements of our financial and infrastructure strategies

[To be inserted once the infrastructure and financial strategies are adopted at the deliberations]

Your mayor and councillors

[Photos and contact details of the Mayor and Councillors to be inserted post March 7 deliberations]

Auditor's report

[To be inserted post March 7 deliberations]

Have your say

There are three main ways you can have a say:

- online – make a submission or post your thoughts www.Wellington.govt.nz.
- make a written submission — write a letter or use the form in this document and post to Long-term Plan, Wellington City Council, PO Box XXX, Wellington
- come to a meeting to discuss our plans (see below).

Submissions are open between 15 April and 15 May 2018.

What happens next?

We appreciate the submissions we get, and we do take them seriously.

The Mayor and councillors are given copies of all submissions. We also prepare reports on the submissions, so that councillors know things like how many there are, and what issues are coming up often.

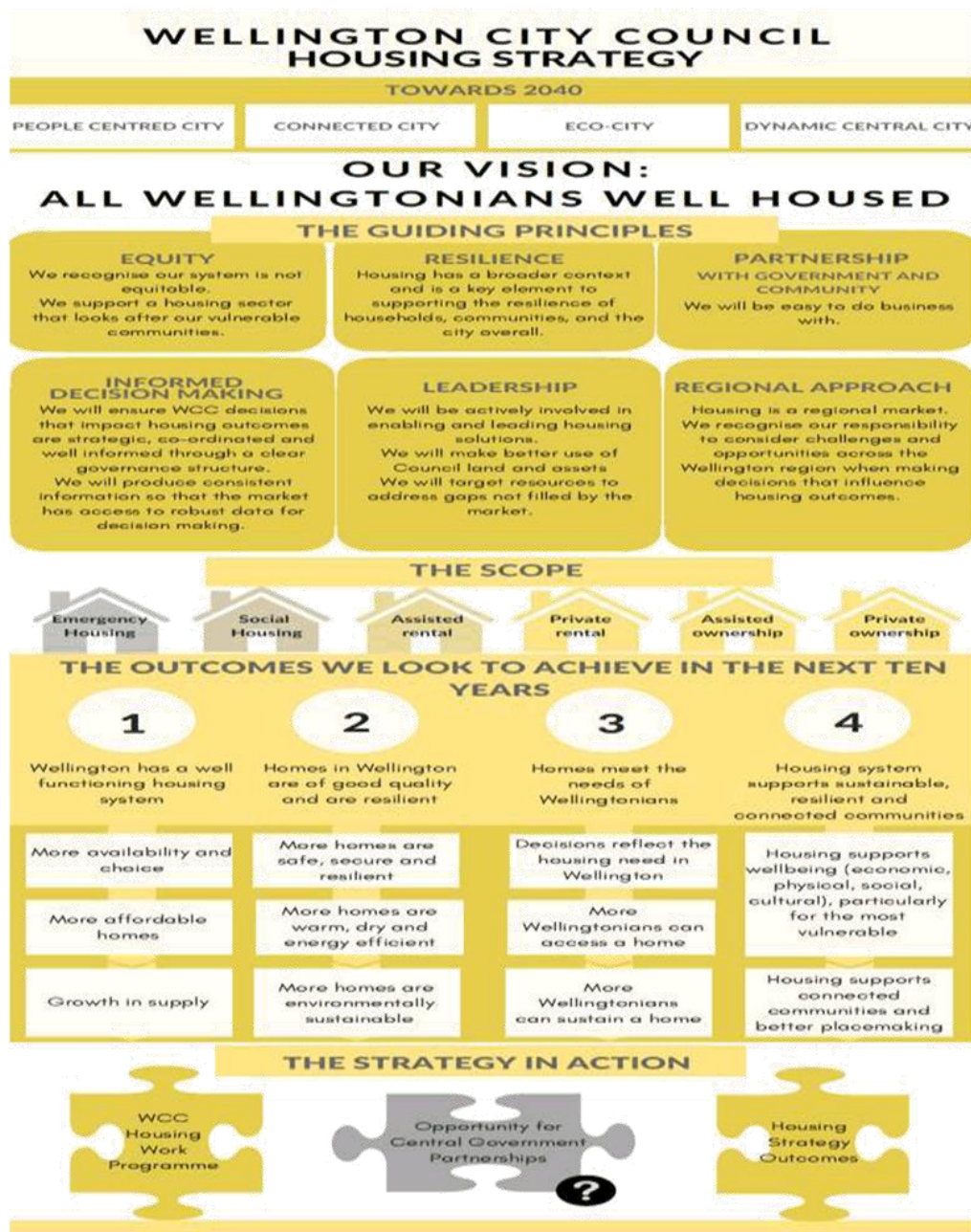
The final plan is schedule to be adopted on XXX 2018.

To find out more:

Visit our website to find out more information, including our:

- Financial and infrastructure strategy
- Significance and engagement strategy
- Statements of Service Provision
- Housing strategy
- Significant assumptions

Appendices



Our work in detail

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Shaping our ten-year plan

Our long-term city outcomes

The Council is continuing to work toward our long-term strategic vision for the city, as defined by *Wellington Towards 2040: Smart Capital*. This vision sets out our aim to grow and sustain the city as 'an inclusive place where talent wants to live'.

The strategic vision is supported by four long-term city outcomes:

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

These outcomes guide our activities. This includes core and new Council activities.

Our city today

Like all cities, we face challenges. We can – and should – use resources more efficiently and effectively, and continue to reduce harmful impacts on the environment.

We can do more to inform and engage with residents, and we recognise that while across many indicators the city is doing very well, not everyone in the city enjoys high living standards.

Homelessness and street begging are on the rise – and while we provide support and play a role in providing supported-living facilities, there is more work to do.

These are challenges we share with other cities throughout New Zealand, and indeed globally.

There are also some very specific challenges that we face as a city that we have decided to make a priority as part of this 10-year plan. These include:

- **Managing the demands of growth.** More people want to live here, and our population is growing rapidly. Up to 280,000 people are expected to call Wellington home by 2043. A growing population puts pressure on transport, infrastructure, and housing.
- **Making the city more resilient.** In November 2016, we experienced a significant earthquake that tested our city. It responded well, but there is more work to do. The climate is also changing and we need to find ways of living with more severe and frequent extreme weather events. We also need to factor in rising sea levels. In this 10-year plan, one of the key challenges will be to improve core infrastructure and invest in the city's resilience.
- **Developing areas where we have a competitive advantage.** We've invested extensively in the arts over many decades and our city has an enviable reputation as a centre of culture. That didn't happen by accident. We, along with the government and others, have been supporting and investing in the sector

for years. But other cities are also investing in these areas, and we need to make sure investment levels are high enough to support a thriving and health arts and culture sector in the city.

- **Maintaining economic growth.** We want a city that offers high quality of life, good services and facilities, and that looks after its people and the environment. All of this requires a healthy and strong economy.

Our economy generally performs very well, but in terms of GDP growth still lags behind other major cities in NZ. Our challenge is to maintain current growth and support the diversification of our economy so that the growth is sustainable.

Our 10-year plan priorities

We have set five priorities in the 2018-28 10-year plan to make sure our decisions continue to contribute to a thriving city. For more information on these priorities and the key projects that will deliver on these priorities, see section xx. The five priorities are:

Housing – investing in quality and affordable housing to accommodate our growing population.

Transport – investing in good transport options to maintain easy access in and out and around our city, promoting alternatives to private car usage, and reducing congestion.

Resilience and environment – investing in core infrastructure, looking after the environment and making our city more resilient against future shocks and stresses.

Sustainable growth – investing in economic projects that stimulate growth and diversification, and plan for population growth in ways that recognises the special character of the city.

Decade of Culture – investing in arts and culture to maintain our position internationally as a vibrant, edgy capital.

These priorities guide our core activities and drive our new activities. You will see these symbols throughout [symbols to come] this section of the 10-year plan to indicate where initiatives are driven by these priorities.

Pārongo ā-tāone | Governance

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

In this section

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

What we do

- Local elections
- Involving Wellingtonians in decision-making
- Council and committee meetings
- Working with other councils to enable the Wellington region to thrive
- Partnership with Māori and mana whenua

Why we do it

Alignment with our long-term city outcomes

People-centred city

Through governance and engagement, we enhance Wellingtonians' trust and confidence in civic decision-making, and encourage the community to participate in city governance.

We provide information about the city and its services to allow Wellingtonians to use and enjoy the city.

We promote inclusiveness, we celebrate social and cultural diversity and we respond to the needs and aspirations of Māori. Part of this is in developing capacity and capability of Māori to engage with Council decision-making.

Snapshot of this activity [note these will be presented as infographics]

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

1.1 Governance, information and engagement

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

Information and engagement is about being open and talking with people who live in Wellington about the plans and decisions we make for our city.

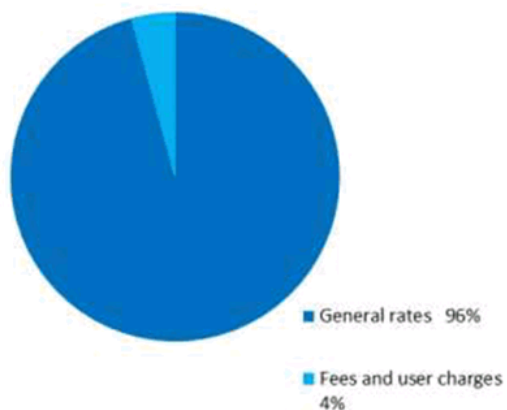
Services we provide

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

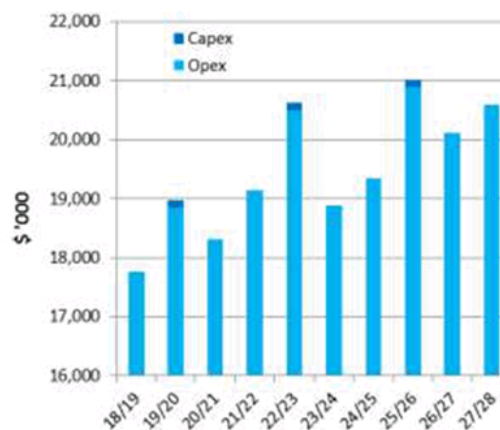
Key projects / programmes

- *Expanding the Living Wage.* The New Zealand Living Wage is defined as the income necessary to provide workers and their families with the basic necessities of life and participate actively in the community. The Council currently pays the Living Wage Aotearoa rate to its staff and to some contractors. In the last Annual Plan, it was agreed to expand this to wholly-owned Council-Controlled Organisations and core contractors for work on Council sites. These steps would allow the Council to become an accredited member of Living wage Aotearoa – a goal we have set for 2020. The Council currently has \$1.24 million per year in its 10-year budget, but requires a total of \$3.4 million per year over the 10 years to implement these steps and make the necessary adjustments to the Living Wage rate over time. The additional costs relate to introducing the Living Wage rate to core contractors and applying movements to the Living Wage rate for Council staff and wholly-owned Council-Controlled Organisations.
- *The Digihub.* Currently, the Land Information Management (LIM) process is heavily paper-based. There are many risks and issues with this being a paper-based process, including issues with preserving regularly used paper files and risk of damage to these files. Approximately 7000 of the files are labelled 'at risk' files. A programme is underway to digitise LIM-related content. This will reduce the risk of relying on paper files and bring greater efficiency to the LIM process.
- *Engagement.* In 2017, we made the decision to invest more in a programme of community engagement. We agreed to invest \$75,000 in the programme, and this funding will continue throughout the remainder of this plan.
- *Significance and engagement policy.* The significance and engagement policy sets out how we determine what decisions are significant, how and when the community can expect to be engaged on these matters, and what type of engagement methods will be used. The full policy can be found online at [insert link]

How it will be funded



What it will cost



1.2 Māori and mana whenua partnerships

We strive to develop Māori capacity to contribute to Council decisions

Whai wāhitanga Māori (tae noa ki te mana whenua)

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

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

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

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

Services we provide

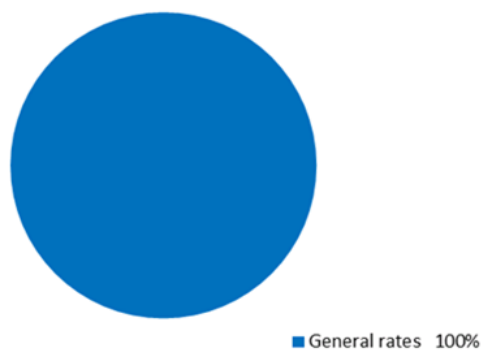
- We will continue to grow our relationship with two mana whenua partners, fulfilling our commitment under the MOU and continuing to develop Māori capacity to engage in Council decision-making.
- We will provide opportunities for and encourage Māori to engage in dialogue with the Council, ensuring their perspective is reflected in Council decisions and actions.
- We deliver several community events and engagements that serve to incorporate a Māori cultural perspective for the city.
- We will partner with the Māori community and other agencies to deliver events, in line with our effectiveness for Māori framework, Te Taurapa Māori growth strategy and Te Tauihu Te Reo Māori policy.

Key projects / programmes

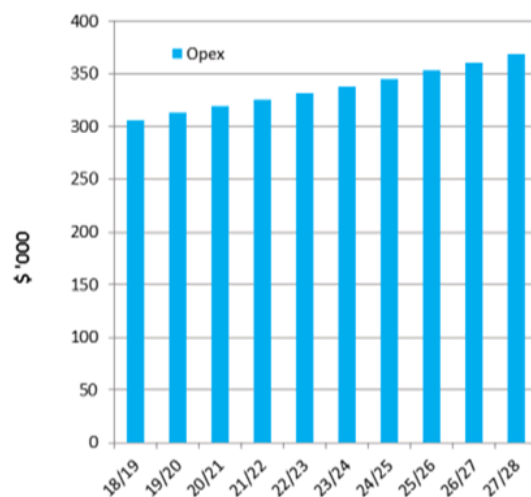
- *Te Tauihu (prow) Te Reo Māori policy and action plan implementation.* The period 2018/19 will see the first year of implementation of our Te Reo Māori policy, following consultation in February 2018. The policy aims to revitalise the use of te reo Māori, recognising that te reo is more than words and language. Te reo encompasses history, naming and titles, aspirations, performance, storytelling, behaviour, relationships and more. The policy has three objectives for the revitalisation of te reo:
 - Strong and empowered communities
 - Effective Māori participation
 - An empowered organisation
- *Te Taurapa (stern-post) Māori Growth Strategy.* This is to be developed in conjunction with WREDA and GWRC. Broadly, the strategy is about Māori wellbeing, while also providing benefits for Wellington's arts, culture and tourism through:
 - improving quality of life (education, employment, socio-economic indicators) for those who live here; and
 - attracting international investment in local iwi development projects

- attracting iwi from elsewhere investing in Wellington.
- *Matariki*. Celebration of the Māori new year. During 2018, the proposed theme is Ahi Kā – home fires burning.
- *Te Matatini*. Held at the end of February 2019, Te Matatini is a significant cultural festival of Māori performing arts. An additional 30,000 people are expected to come to Wellington for the national kapa haka competition, which will also be streamed live worldwide. How we manaaki our manuhiri (care for visitors) and showcase the city and the region to the world will include:
 - an international business symposium
 - an iwi leaders forum
 - a festival, with coordinated events, activities, food, arts, crafts and performances throughout the city.

How it will be funded



What it will cost



Key challenges and negative effects

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

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

How we will monitor performance

Our goals

People centred city

We seek to promote participation in the democratic process, to deliver trust and confidence in civic decision-making, to recognise the special status of mana whenua, and to promote Māori culture and Te Reo.

Outcome indicators and performance measures

We use outcome indicators to monitor our city over time, which provides information on trends that may influence our performance including those outside our control. We use performance measures to track how well we are delivering services against targets.

Please note that these measures represent the range of data that we collect, which will inform how well we are delivering our services. When we report on our performance it may be at a higher level in order to clearly tell our performance story.

Performance – Governance

Outcome indicators

Residents' confidence and engagement

- Voter turnout in local elections, referendums and polls
- Residents (%) who believe they have the opportunity to participate in city decision making

Māori and Mana Whenua engagement and confidence

- Mana whenua partners agree that the use and protection of the city's resources for the future is appropriate (Our Kaitiaki role).
- Maori residents who feel that Maori culture and Te Reo is appropriately recognised and visible in the City.
- Māori Residents (%) who believe they have the opportunity to participate in city decision making.

1.1 Governance, information and engagement

Performance measure	Target 2018-21
Facilitating democratic decision making	
Meeting and committee agendas made available to the public within statutory timeframes	100
Meeting and committee agendas made available to the public at least four days prior to meetings.	70
Community Engagement	
Residents (%) who believe they have adequate opportunities to have their say in Council activities	55
Residents (%) who state they are satisfied with how Council makes decisions	45
Providing information and a point of contact	
Contact centre: Contacts responded to within target timeframes (calls, emails, web form and FixIt)	80
City Archives user satisfaction with service and facilities	75
Residents' agreement (%) that Council information is easy to access (via website, libraries, social media, newspapers etc.)	55
Residents agreement (%) that Council is proactive in informing residents about their City	70

% of official information requests handled within LGOIMA legislative timeframe*	Baseline
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1.2 Māori and mana whenua partnerships	
Performance measure	Target 2018-21
Relationship with mana whenua	
Mana whenua satisfaction with their relationship with WCC.	Satisfied
The extent to which (how satisfied) mana whenua partners believe (are) that WCC is meeting its obligations under Te Tiriti o Waitangi with respect to Partnership, Protection and Participation (narrative-based measure based on interviews)	Satisfied
Engaging Māori residents in decisions	
Māori residents (%) who believe that they have adequate opportunities to have their say in decision making.	75
Promoting Māori culture	
Māori residents' agreement (%) that Council is taking an active role in revitalising Te Reo Māori & revitalising Māori cultural heritage	75

Taiao | Environment

We aim to protect and enhance Wellington's natural environment

In this section

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

What we do

- Through Wellington Water Limited, a Council Controlled operation, we supply: drinking water to Wellington homes and businesses, wastewater services, and stormwater services.
- By providing these services, the Council reduces public health and environmental risks and meets its legislative and policy obligations
- Providing and maintaining open spaces such as gardens, green open spaces, beaches and coastlines
- Waste reduction and disposal, guided by our waste management and minimisation plans, adopted under the Waste Minimisation Act 2008.

Note: There are no material variations in this 10 year plan from our assessment of water and sanitary services and waste management plans.

Why we do it

Alignment with our long-term city outcomes

People-centred city	We fund these services because they are critical to the lives of individual Wellingtonians and the community as a whole. We ensure that the city is safe and liveable, and that basic human needs are met. We also provide recreation opportunities, attract visitors, and make the city a beautiful place to live.
Eco city	Wellington is a city shaped by its nature. As the city grows, we aim to preserve the city's natural beauty. To do this, we engage in activities that protect and enhance our natural environment. We strive to dispose of waste in sustainable ways, to reduce the city's greenhouse gas emissions and provide high-quality, accessible green spaces.

Alignment with our 10-year plan priorities

Resilience and Environment	We've made resilience a priority. This means investing in our environment, whether we're dealing with predator species or coastal erosion, and in strengthening our infrastructure, be it pipes or heritage buildings. It means creating stronger communities.
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Snapshot of this activity [note these will presented as infographics]

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

2.1 Gardens, beaches and green open spaces

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

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

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

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

Services we provide

We manage and maintain:

- 4,000ha of parks, reserves and beaches
- the Wellington Botanic Garden and other Wellington gardens
- 120 buildings located in parks, reserves or beach areas for community use
- 340km of recreational walking and mountain bike tracks
- Multiple boat ramps, wharves, seawalls and slipways

Key projects / programmes

- *Regional trails framework.* A framework for the integrated development, management and promotion of regional trails was endorsed in 2017. The implementation of the framework is to proceed in 2018 at a proposed investment by the Council of \$42,000 per year over the 10-year plan. This funding covers the coordination and implementation of priority regional projects. Funding will be matched by other councils in the region.
- *Predator Free Wellington.* This project aims to create the world's first predator-free capital city by gradually eradicating all predators in Wellington. The project will start on the Miramar Peninsula. It is proposed that the project be jointly funded by the Council, Greater Wellington Regional Council, the NEXT Foundation and central government, via the Predator Free 2050 Fund as well as other partners and contributors. The Council's proposed contribution is \$2.5 million over the 10-year plan.
- *Community-led trapping.* In addition to the above, we are also proposing to increase our support to community groups active in predator control and to provide compost subsidies to manage the impacts of poor food waste management (including residential composting) on rat populations. We propose to provide \$80,000 per year to support community groups installing and managing traps in Wellington's reserves, and \$20,000 a year in compost subsidies. This investment is necessary to support our Predator Free Wellington goals.
- *Storm clean-up.* The climate is changing and this is resulting in more frequent and severe weather events. We have put a \$2 million capital fund aside to address the impact of significant weather events on our parks, reserves and other network infrastructure. \$400,000 of the capital funding over the next 2 years will be allocated reduce the impact of erosion from last year's storms, and an ongoing \$90,000 per year of operational funding to support storm clean-ups for our roading team from 2021/22. A further \$300,000 of capital funding is proposed for coastal erosion work in Worsley Bay, Seatoun Beach and Evans Bay in 2018/19.
- *Newlands Park development.* A study of parks in the Newlands and Paparangi areas has been undertaken to identify future community needs as the population grows. We are proposing an upgrade to Newlands

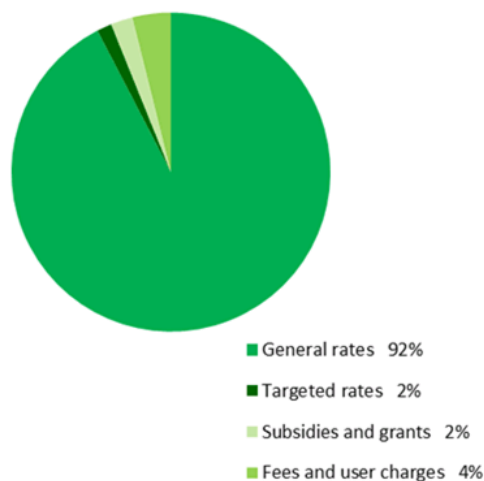
Park that would include investment in a community play space. We are proposing to spend \$3.6 million of capital funding to make improvements to the park in years 2 to 3 of the 10-year plan. Altogether \$1.5 million of the required funding will be allocated from the Plimmer Trust.

- *Inner city pocket parks.* Our population is expected to grow significantly over the next three decades and most of that growth will occur in the central city area. More people in central Wellington means we need more green spaces if we want our city to remain liveable. The introduction of more pocket parks will be considered alongside the Let's Get Wellington Moving programme of work and associated urban development considerations. For more information see the transport chapter.
- *Addition of land to the Wellington Town Belt.* The Council has acquired a 4221 square metre piece of land in Aro Valley (legally described as Section 1226 Town of Wellington) from the Crown. The land comprises a vegetated gully between Aro Street, Devon Street and Victoria University. It has ecological connections to the nearby Zealandia and provides habitat for native birds including kereru (wood pigeon), kaka, tui, ruru (morepork), kotare (kingfisher), tauhou (silvereye), riroriro (grey warbler) and piwakawaka (fantail).

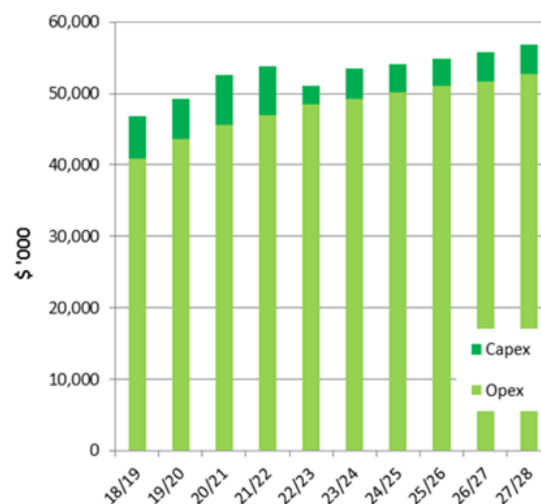
The land was part of the original Town Belt Deed and was acquired by the Crown in 1931 for education purposes as part of Te Aro School. The land is not required by the school and was offered to the Council who have acquired it for return to the Wellington Town Belt. This is consistent with the policies in the Wellington Town Belt Management Plan 2017.

Adding land to the Wellington Town Belt must follow the process prescribed in section 21 of the Wellington Town Belt Act 2016. This requires the Council to consult the public using the special consultative procedure under the LGA 2002.

How it will be funded



What it will cost



2.2 Waste reduction and energy conservation

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

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

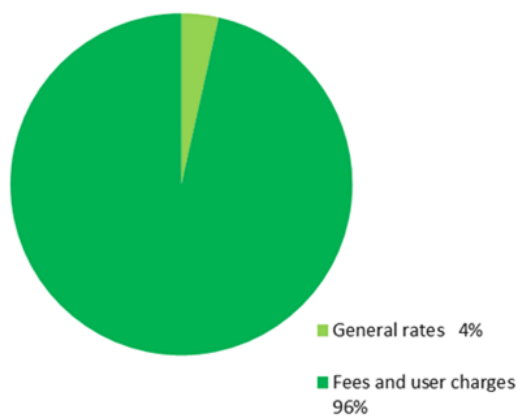
Services we provide

- Domestic recycling and rubbish collection
- Green waste disposal and composting facilities
- Education and advocacy for greater waste minimisation practices in the homes of Wellingtonians
- Facilities for hazardous and industrial waste, waste from developments and construction activities, and waste from emergencies and disasters.
- A recycling facility, including a shop for the sale of reusable goods.
- Support programmes to reduce the organisations and city's carbon emissions. The Low Carbon Capital Plan outlines how we will deliver on our emission reduction goals. More information can be found at [https://wellington.govt.nz/your-council/plans-policies-and-bylaws/policies/low-carbon-capital-plan-\(2016\)](https://wellington.govt.nz/your-council/plans-policies-and-bylaws/policies/low-carbon-capital-plan-(2016)).

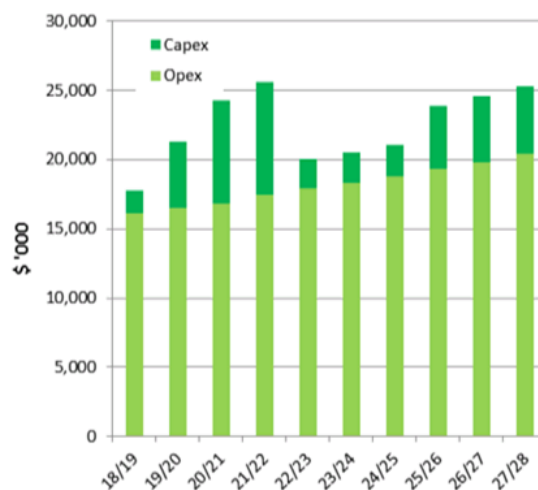
Key projects / programmes

- *Sludge reduction.* We currently dispose of sewage sludge at the Southern landfill and hold resource consent to continue to do this until 2026. We will investigate and implement options to, at a minimum, reduce volume by drying, but we will also investigate other technologies, in anticipation of renewing resource consents with an improved environmental impact. Bio-solid disposal is already problematic due to sheer volume. This will only be exacerbated by growth. We will investigate options in the coming years and have put a provisional budget of \$34.6 million of capital funding in years 9 and 10 to implement the preferred solution.
- *Landfill carbon emission charges.* We capture and destroy the methane that is a product of the landfill. This helps to reduce the cost from carbon charges and also produces some electricity through gas conversion. However, some carbon does get released into the environment and so we have to account for carbon charges of \$19.3 million over the next 10 years.
- *Southern Landfill extension.* The current landfill is expected to reach full capacity in five years. Extension of the landfill is in the existing ten year plan between 2019/20 and 2021/22 at a budgeted cost of \$14 million. With the extension, the landfill has an expected life of 25 years, with potential to create further capacity if deemed necessary. Future demand on the landfill will also be managed through continued efforts to reduce the waste that ends up in the landfill; this includes development of on-site infrastructure to support increased waste diversion, resource recovery, as well as replacement of plant and equipment for the compost operations at the landfill.
- *Waste management and minimisation.* Through the Waste Management and Minimisation Plan, Wellington is committed to reducing the volume of waste disposed in landfills. The region aims to reduce waste to landfill by one third over the next nine years. We plan to use waste minimisation funding to investigate the strategic future of landfills and better resource recovery, and to investigate options to divert household kitchen waste from the landfill.

How it will be funded



What it will cost



2.3 Water

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

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

Wellington Water has already made a number of crucial investments and improvements after the 2016 earthquake. With funding support from central government, Wellington Water has made sure that key response equipment is now distributed more widely across the region on both sides of the major fault line. The equipment is stored in a variety of locations and designed to help people stay in their homes.

Services we provide

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

Key projects / programmes

The following key capital projects are proposed in this ten year plan:

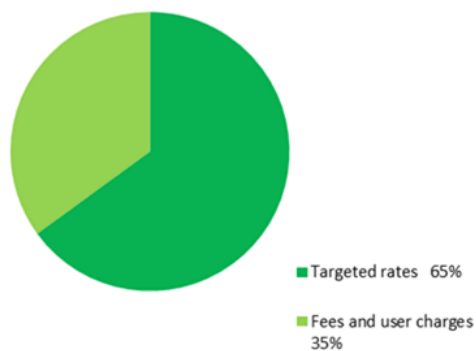
Years 1-4

- *Omāroro (Prince of Wales) reservoir project.* Areas of Wellington are at risk of being without water for 100+ days after a major seismic event. The Omāroro (Prince of Wales) reservoir would significantly reduce this time to restore water supply and ensure we have sufficient water supply for our growing population. We propose to bring forward \$17.5 million of capital funding to year 2 of the 10-year plan, for a total cost of \$32.2 million, to complete the Omāroro reservoir earlier than originally planned.
- *Bell Road reservoir.* Construction is expected to begin in 2018/19 on a new reservoir at Bell Road. The reservoir, currently budgeted at \$21.6 million in existing 10 year plan, will replace the existing reservoir which is coming to the end of its life. The Bell Road reservoir will improve the resilience of water supply for Mount Cook, Aro Valley and parts of Kelburn.

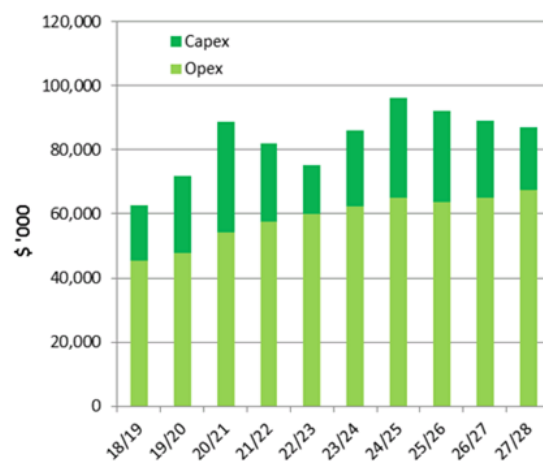
Years 5-10

- *Upper Stebbings water storage.* To meet the resilience needs and expected growth in the northern suburbs, water storage in the Upper Stebbings development area is proposed in years 4-7, at an estimated cost of \$12.4 million of capital funding.
- *Horokiwi.* We're also proposing to increase water storage in Horokiwi in years 5-8 for a further \$12.7 million of capital funding.
- *Miramar peninsula water improvements.* Water improvements for the Miramar peninsula in years 3-7 of the 10-year plan are proposed at a cost of \$4.5 million.

How it will be funded



What it will cost



2.4 Wastewater

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

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

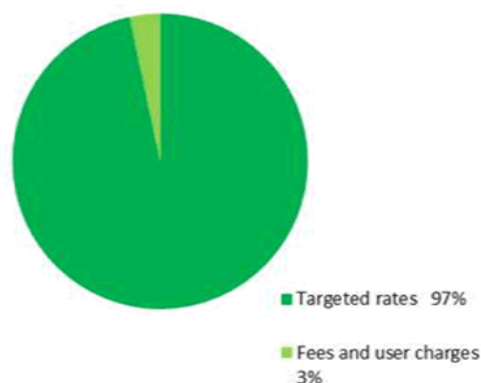
Services we provide

- Collect, treat and dispose of wastewater in ways that protect our waterways from harmful effects.
- Monitor and maintain 1000km of pipes, 64 pump stations and 3 treatment plants.

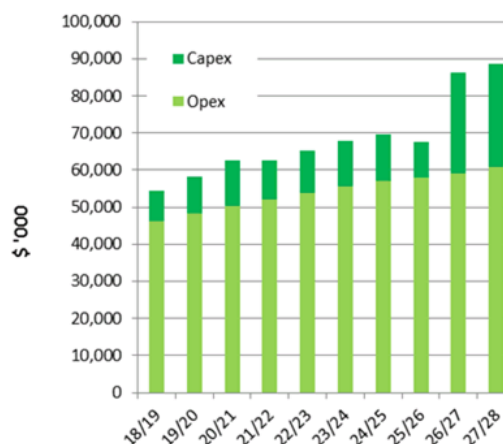
Key projects / programmes

- *CBD wastewater improvements.* Parts of the city centre wastewater network are already experiencing capacity issues. We are proposing to spend \$8.9 million in years 4-7 of the 10-year plan to upgrade the wastewater network, increase resilience and provide capacity for growth in the inner city.
- *Miramar peninsula wastewater improvements.* Wastewater improvements for the Miramar peninsula in years 3-7 of the 10-year plan are proposed at a cost of \$3.4 million.
- *Karori outfall.* We have funding of \$38 million in the existing 10-year budget to renew the Karori outfall network. Testing of the network has indicated that the useful life of the asset is longer than originally thought and we are proposing to re-programme the work outside of this 10-year period. Funding of \$5 million will be kept in the plan's budget to make sure the network meets the required standards.

How it will be funded



What it will cost



2.5 Stormwater

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

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

Services we provide

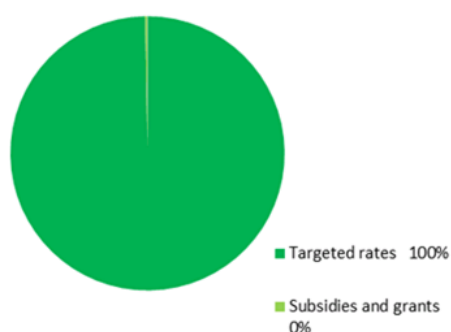
- Manage and control stormwater flows, while minimising the risk of flooding and the impact of runoff on the environment.
- Monitor and maintain the stormwater network which includes 670km of pipes, 1 pump station and 870 culverts that allow stormwater to flow under roads and other infrastructure.
- Monitor stormwater outfalls to ensure that threats to public health and the environment are minimised.

Key projects / programmes

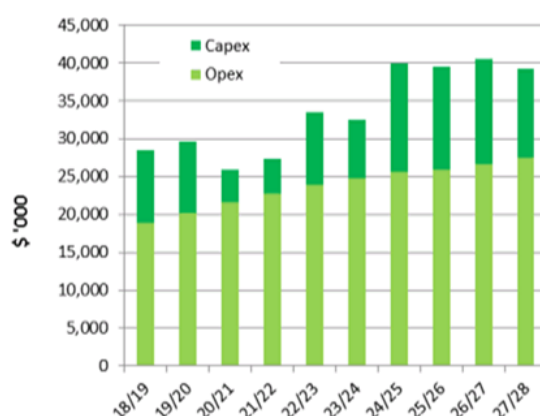
The severity and frequency of storm events is increasing, and the resilience of our city is dependent on our ability to withstand and recover from these events. The proposed upgrades to our stormwater network are driven by our resilience and growth priorities.

- *Tawa stormwater improvements.* Tawa has had a history of stormwater and flooding impacts. Improvements to the stormwater infrastructure are proposed at a budget of \$10.8 million in years 7-9 of the 10-year plan.
- *Miramar peninsula stormwater improvements.* Stormwater improvements for the Miramar peninsula in years 3-7 of the 10-year plan are proposed at a cost of \$3.4 million.
- *Shelly Bay core infrastructure.* A further \$10 million is proposed to support the development at Shelly Bay, ensuring the growth at this site is met with resilient infrastructure.

How it will be funded



What it will cost



2.6 Conservation attractions

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

These attractions inform and educate Wellingtonians and visitors about conservation and biodiversity. They tell a story of our past and of our special wildlife. They strive to protect native and exotic flora and fauna and they attract visitors to our city.

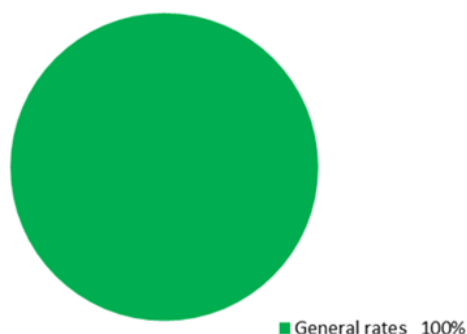
Services we provide

- We provide investment that supports the operations of Wellington Zoo and Zealandia.

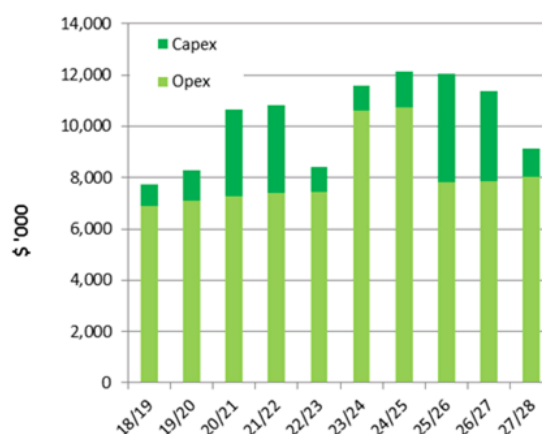
Key projects / programmes

- *Zoo upgrade.* The Zoo has completed stage 1 of its upgrade programme over the last few years. This has seen the Zoo transform itself into a vibrant attraction with facilities that meet modern standards. Stage 2 involves further improvements to facilities and the acquisition of additional animal attractions – snow leopards in the first half of the 10-year plan, and cheetahs in the later half. We're proposing to spend \$3.7 million of capital funding in years 2-4, and a further \$6 million in the last 3 years of this 10-year plan for stage 2 of the Zoo upgrade programme. The Zoo will contribute \$875k and \$1.25 million towards these projects respectively.
- *Zealandia.* We're proposing to provide funding support to Zealandia for volunteer accommodation and improved research and learning facilities for staff and visitors. We're proposing to spend \$1.6 million of capital funding over two years (years 3-4) to make these improvements.

How it will be funded



What it will cost



Key challenges and negative effects

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

Activity	Key challenges and/or negative effects	Mitigation
2.1 Gardens, beaches and green open spaces	Recreational use of the city's green open spaces can have negative effects on the immediate environment. In most cases, these are not significant.	In our management of the city's green open spaces, we seek to balance recreation needs against environmental protection.
2.1 Gardens, beaches and green open spaces	Service delivery in a challenging natural environment and managing effects of climate change.	Further analysis and investigation needs to be undertaken to understand the effects over the next 11-30 year period. Assets at risk need to be identified and decisions made around reinforcing or removing these assets.
2.2 Waste reduction and energy conservation	Waste management has the potential to create leachates and gases.	The construction and management of the southern landfill is designed to minimise the impact of these. The service is subject to resource consent conditions and is monitored.
2.3 Water	Our population is growing and demand on water is increasing. We do not anticipate any significant negative effects associated with the provision of these services.	Investment during this ten-year plan will provide additional water storage assets in growth areas. Water conservation methods such as water use restrictions and education are also underway to manage the growing demand for water.
2.4 Wastewater	There is the risk of minor overflows into waterways during storm events	The wastewater network and management of the southern landfill is designed to minimise the impact of these. The service is subject to resource consent conditions and is monitored.
2.5 Stormwater	The network can carry containments, such as oil from roads or run off from developments, into waterways.	The stormwater network aims to minimise the impact of flooding. We want to reduce the containments that make it into waterways. We educate residents to change behaviours, such as pouring paint down drains, and we monitor our waterways.
2.6 Conservation attractions	We do not anticipate any significant negative effects associated with the provision of these services.	

What you can expect from us

Our goals

Eco city

We seek to protect and enhance our native biodiversity, and to reduce our environmental impact through our own actions and by engaging the community.

People centred city

We seek to provide good access to green open spaces for residents to provide health, recreation and wellbeing outcomes. Providing water, wastewater and stormwater services protects health and property.

Outcome indicators and performance measures

We use outcome indicators to monitor our city over time, which provides information on trends that may influence our performance including those outside of our control. We use performance measures to track how well we are delivering services against targets.

Please note that these measures represent the range of data that we collect, which will inform how well we are delivering our services. When we report on our performance it may be at a higher level in order to clearly tell our performance story.

Outcome indicators – Environment

Outcome measures

Access to green open spaces

- Residents' self-reported usage of the City's open spaces - local parks and reserves, botanic gardens, beaches and coastal areas, waterfront and walkways.
- Open space land owned or maintained by WCC - total hectares
- Open space land owned or maintained by WCC - square metres per capita.

Environmental health

- Selected indicators from the City Biodiversity Index (specific indicators to be confirmed)
- Freshwater biological health (macro invertebrates) - Makara, Karori, Kaiwharawhara, Owhiro and Porirua streams.
- Freshwater quality - Makara, Karori, Kaiwharawhara, Owhiro and Porirua streams.
- Native bird counts
- % of city declared predator/pest- free (low density), by species.

Resident engagement in environmental protection and restoration

- Hours worked by recognised environmental volunteer groups and botanic garden volunteers (survey based)
- Residents engaged in trapping or other predator control
- Water consumption (commercial and residential combined)
- Energy use per capita
- Total city greenhouse emissions per capita

What this tells us:

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

2.1 Parks, beaches and open spaces	
Performance measure	Target 2018-21
Utilisation	
Number of visitors to Botanic Gardens & Otari-Wilton's Bush	1280000
Number of formal education attendees to Council programmes (School & Community)	Baseline
Attractiveness	
Resident satisfaction with the quality and maintenance of green open spaces (Local parks and reserves, Playgrounds, Botanic Gardens, Beaches and coastal areas, Walkways and trails, Waterfront, Forested areas and green belt)	90
Protecting and enhancing our biodiversity	
Establish 2 million native plants by 2025	1650390
Hectares of high value biodiversity sites covered by coordinated pest management.	Baseline
Affordability	
Cost to the ratepayer per visitor to Botanic Gardens and Otari-Wilton's Bush	Baseline
Community engagement	
Proportion of households engaged in Council coordinated pest trapping	Baseline
Number of plants supplied for community planting.	35000
2.2 Waste reduction and energy conservation	
Performance measure	Target 2018-21
Recycling	
Proportion of residents who use recycling services regularly	90
Affordability	
Cost per household (per annum) for kerbside recycling.	Baseline
Customer satisfaction	
Resident satisfaction with kerbside recycling service	85
User satisfaction with waste collection service	90
Sustainable landfill operation	
Estimated efficiency of gas capture system (% of estimated gas produced that is captured and destroyed)	Baseline
Waste minimisation activities	
Volume of waste diverted from landfill	at least 16,500 tonnes
Number of participants in waste minimisation and education programmes	Baseline
Energy conservation	
Normalised energy cost (\$)	Baseline
Normalised amount of energy used (kWh)	Baseline
Estimated energy savings	Baseline
WCC corporate greenhouse gas emissions	Achieve 2050 target
2.3 Water	
Performance measure	Target 2018-21

Clean and safe	
Compliance with Drinking Water Standards for NZ 2005 (revised 2008) (Part 4 bacterial compliance criteria). *	Compliant
Compliance with Drinking Water Standards for NZ 2005 (revised 2008) (Part 5 protozoal compliance criteria). *	Compliant
Meeting customer expectations	
Number of complaints about the drinking water's clarity, taste, odour, pressure or flow, continuity of supply, and Supplier responsiveness. Expressed per 1000 connections *	<20
Continuity of supply and resolution of faults	
Median response time for Attendance for urgent call outs*	60 min
Median response time for Resolution for urgent call outs*	4 hours
Median response time for Attendance for non-urgent call outs*	36 hours
Median response time for Resolution for non-urgent call outs*	5 days
Water supply interruptions (measured as customer hours)	Baseline
Efficiency and sustainability	
Percentage of real water loss from networked reticulation system and description of methodology used. *	<17%
Average drinking water consumption resident/day*	365ltr

2.4 Wastewater	
Performance measure	Target 2018-21
Compliance and sustainability	
Dry weather wastewater overflows, expressed per 1000 connections*	0
Compliance with the resource consents for discharge from the sewerage system, measured by the number of:	0
Abatement notices	0
Infringement notices	0
Enforcement orders	0
Convictions	0
Meeting customer expectations	
Number of complaints about the wastewater odour, system faults, blockages, and Supplier responsiveness. Expressed per 1000 connections. *	<30/1000
Continuity of service and resolution of faults	
Number of wastewater reticulation incidents per km of reticulation pipeline (blockages)	<=0.8
Median response time for wastewater overflows* (Attendance time).	<=1 hour
Median response time for wastewater overflows* (Resolution time).	<=6 hours

2.5 Stormwater	
Performance measure	Target 2018-21
Continuity of service and resolution of faults	
Number of flooding events*	Baseline
Number of pipeline blockages per km of pipeline	<=0.5
Number of habitable floors per 1000 connected homes per flooding event*	Baseline

Median response time to attend a flooding event*	<=60 minutes
Percentage of days during the bathing season (1 November to 31 March) that the monitored beaches are suitable for recreational use	90
Percentage of monitored sites that have a rolling 12 month median value for E.coli (dry weather samples) that do not exceed 1000 cfu/100ml	90
Compliance with the resource consents for discharge from the stormwater system, measured by the number of:	0
Abatement notices	0
Infringement notices	0
Enforcement orders	0
Convictions*	0
Meeting customer expectations	
Number of complaints about Stormwater system performance per 1000 connections*	<20/1000
Resident satisfaction with Stormwater system	75

Whanaketanga ōhanga | Economic development

We aim to support economic growth to enhance quality of life

In this section

3.1 City promotions and business support

What we do

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

- Support high-quality events
- Support business growth and development
- Promote tourism
- Foster the development of the tech sector and of Wellington as a creative hub
- Undertake major economic catalyst initiatives
- Encourage business communities to work together through the Business Improvement Districts (BID).
- Attract and support business activity
- Work with education providers to attract students to Wellington
- Improve the city’s national and international connections
- Maintain relationships with other agencies to foster economic growth
- Operate convention centres and venues

Why we do it

Alignment with our long-term city outcomes

Dynamic central city	Attracting talent, investment, visitors and jobs is critical to growing the city’s economy and ensuring Wellington remains vibrant and retains its competitive edge.
People centred city	A strong economy provides job and business opportunities for Wellingtonians. A strong economy means people have the ability to live a high quality of life.
Connected city	Wellington has a growing knowledge economy based on ideas and innovation. A knowledge economy needs to be connected to other centres of creativity to thrive and attract investment, talent and visitors.

Alignment with our ten-year plan priorities

Sustainable growth priority	Wellington has been experiencing a period of strong growth. We now need to manage, enable and incentivise the growth in order to maintain and enhance the qualities that attract people to Wellington.
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Snapshot of this activity [note these will presented as infographics]

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

3.1 City promotions and business support

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

To do this we fund tourism promotions and visitor attractions, support WREDA – the region’s economic development agency – and maintain relationships with other agencies to foster economic growth.

Services we provide

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

Key projects / programmes

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

Projects include:

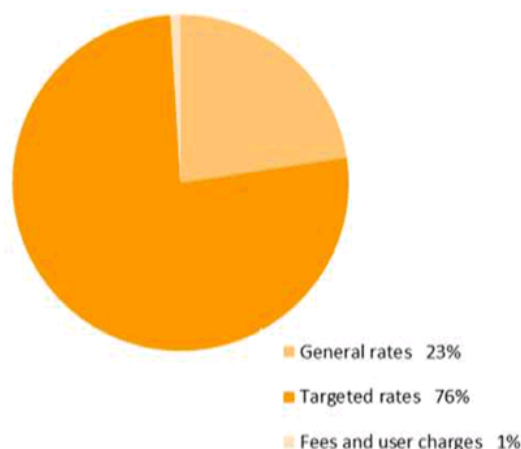
- *Economic catalyst projects.* The economic catalyst projects were a core component of the 2015-25 10-year plan and received strong community support. These projects include:
 - the Convention Centre and Movie Museum, a total of \$139.8 million has been provided in the draft 10 Year Plan between 2018/19 and 2022/23 to complete the project.
 - the Indoor Arena, which is currently in an early feasibility stage. The cost of this is expected to be shared with other councils in the region and private investment. Wellington City Council’s expected investment is \$85.7 million over the 10-year plan.
 - the airport runway extension. Planning is expected to be ongoing during the 10-year plan, dependent on resource consent approval.

These projects are significant in scale and are being progressed in partnership with regional partners and the private sector.

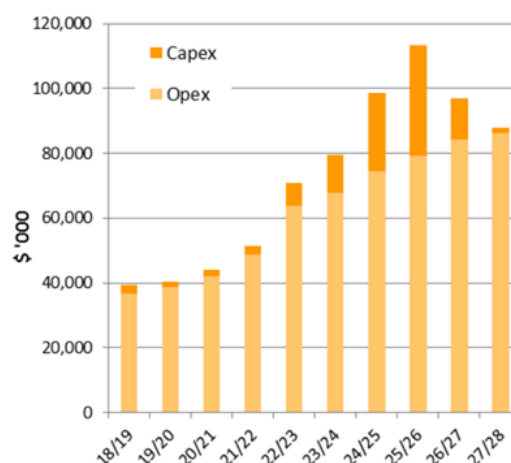
- *CBD free wifi.* The Council has been providing free wifi since 2011, and it is becoming increasingly popular. Council funding for this service was initially due to end in 2018, but due to its growing use, it’s proposed that the Council continue to invest \$160,000 per year for the next four years.
- *Planning for growth.* The city is growing fast. We will be carrying out extensive planning on how we can accommodate population growth and expansion of the commercial sector as the city grows over time. We’re also proposing to extend the life of Kiwi Point Quarry so that we have the necessary materials available for core infrastructure. See page x in the Urban Development chapter for more information on these projects.

- *City Growth Fund.* The Council continues to support business growth and initiatives through the City Growth Fund. The City Growth Fund also supports cultural activities that draw visitors to the city. For more information, see page x in the Cultural wellbeing chapter.
- *Other programmes.* We're also proposing a broad range of other projects and programmes that will contribute towards sustainable growth. This includes the Decade of Culture programme of work, which will be attractive to visitors, the proposed Special Housing Vehicle that will allow the Council to unlock land and support housing supply and city regeneration, the establishment of new Special Housing Areas, and Let's Get Wellington Moving with its focus on improved transport infrastructure.
- *Accommodation targeted rate.* This plan includes a broad range of investments that will support economic growth. A number of these investments – for example, the Movie Museum and Convention Centre, the planned Indoor Arena, the Decade of Culture programme – are strongly focused on tourism. We want to make sure that those that benefit most from tourism contribute an appropriate share of the costs of delivering those new attractions. In the coming year, we will explore options around introducing a targeted accommodation rate from year 3 of this plan. We're including the rate in the out-years because we want to go through detailed analysis and talk to a wide range of stakeholders to make sure the new rate is fair and equitable.

How it will be funded



What it will cost



The major capital item in this area is the Indoor Arena. Capital funding for the Movie Museum and Convention Centre sits under Cultural Wellbeing

Key challenges and negative effects

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

Activity	Key challenges and/or negative effects	Mitigation
3.1 City promotions and business support	We do not anticipate any significant negative effects associated with the provision of these services.	

What you can expect from us

Our goals

Dynamic central city

Attracting talent, investment, visitors and jobs is critical to growing the city's economy and ensuring Wellington remains vibrant and retains its competitive edge.

People- centred city

Promotion of the city as an attractive place to live and do business, a place where talent wants to live, and a city that draws tens of thousands of visitors every year.

Connected city

Ensuring the city has a presence internationally will be vital to attracting investment, talent, visitors and jobs.

Outcome indicators and performance measures

We use outcome indicators to monitor our city over time, which provides information on trends that may influence our performance including those outside our control. We use performance measures to track how well we are delivering services against targets.

Please note that these measures represent the range of data that we collect, which will inform how well we are delivering our services. When we report on our performance it may be at a higher level in order to clearly tell our performance story.

Outcome and performance measures – 3.1 City promotions and business support

Outcome measures

Visitor and talent attraction:

- Number of domestic and international visitors (guest nights) and average length of stay - international and domestic
- Domestic and international airline passengers entering Wellington airport
- Secondary (international) and tertiary (international and domestic) students enrolled

Business support, attraction and retention

- New Zealand's top 200 companies based in Wellington
- Business enterprises - births and growths (net growth in business)

City Vibrancy and economic performance

- Pedestrian counts - average of various Golden Mile sites
- Commercial building vacancy rates (80% code +)

What this tells us:

How Wellington performs economically partially contributes to our city's vibrancy and the quality of life it offers Wellingtonians.

3.1 City promotions and business support

Performance measure	Target 2018-21
Business improvement districts	
Total voluntary rates collected and distributed	289000

Oranga ahurea | Cultural wellbeing

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

In this section

4.1 Arts and cultural activities

What we do

- Manage the Toi Pōneke Arts centre and the City Art Collection.
- Support major events and festivals such as Diwali, Christmas festival, Matariki – Māori new year.
- Public art installations
- Through the Museums Trust, a Council-Controlled Organisation, we provide Wellington Museum, the City Gallery, Capital E, the Cable Car Museum, Carter Observatory (Space Place) and Nairn Street Historic Cottage.
- Provide funding support to Te papa

Why we do it

Alignment with our long-term city outcomes

Dynamic central city	Our cultural activities enhance Wellington's vibrancy as a diverse, inclusive, creative, active and eventful place.
People centred city	<p>Arts and cultural activities anchor Wellington's appeal as a place of creativity, exploration, innovation and excitement, and add to residents' quality of life.</p> <p>These activities build a sense of place and provide a welcoming environment for the city's increasingly diverse population.</p>

Alignment with our 10-year plan priorities

Decade of Culture	Wellington has a reputation as the arts and creative capital of New Zealand. However, it faces increasing competition from other cities. To retain our reputation as a cool, edgy capital, we need to reinvigorate our arts and cultural scene.
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Snapshot of this activity [note these will presented as infographics]

660,000 visits to our museums and galleries annually

1,578,292 visits to Te Papa annually

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

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

4.1 Arts and cultural activities

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

Services we provide

- We deliver a wide variety of free public events such as ReCut, Very Welly Christmas, Summers City including Garden's Magic, Waitangi day, Pacifika Festival, Matariki, Sky Show, Diwali and more throughout the calendar year. We advise and support a range of community events including Newtown Festival, Chinese New Year, Africa Day etc.
- We support and deliver a range of public art, including Arts on Walls, Light Boxes and a programme of temporary public art. We run Toi Pōneke Arts Centre that houses a community of practitioners, arts organisations and creative businesses working across every creative discipline imaginable.
- We provide arts advice and support; have an art collection of more than 500 artworks; and run Artsplash, a young people's arts festival.
 - We fund the Wellington Museums Trust, which operates:
 - Wellington Museum
 - City Gallery Wellington
 - Wellington Cable Car Museum
 - Nairn Street Cottage
 - Space Place at Carter Observatory
 - Capital E
 - Hannah Playhouse.

Key projects / programmes

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

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

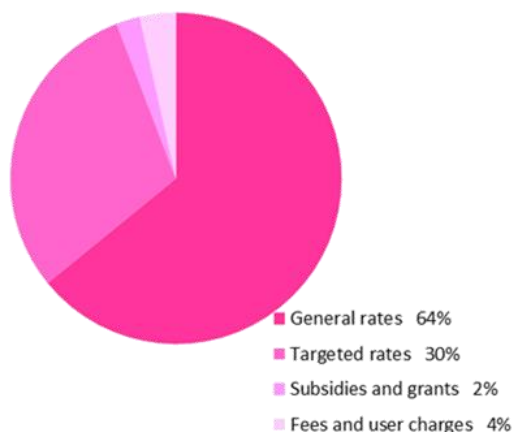
This programme of infrastructure, art, events, theatre, urban design and festivals will ensure all residents can experience the city's cultural offering. The following will be included.

- *Supporting facilities and infrastructure.* A thriving art and culture sector requires the right facilities to showcase talent. Some of Wellington's facilities are not fit-for-purpose and require upgrading. In other instances, key facilities are missing from the city's repertoire. As part of the last 10-year plan, we agreed – after receiving positive feedback from the community – to invest in a Movie Museum and Convention Centre and an Indoor Arena to host major events and musical acts. These projects are underway and funding was included in the 2015-25 Long-Term Plan to progress these initiatives.

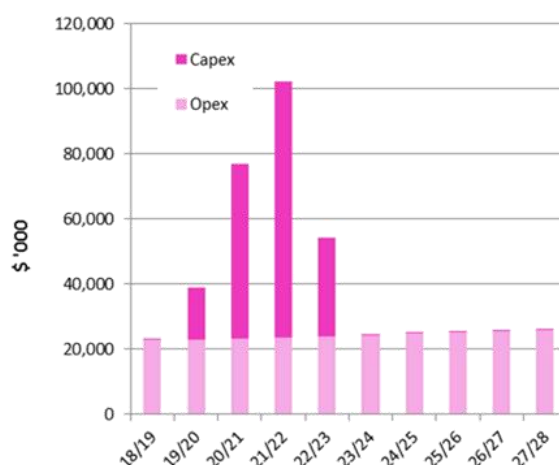
In this plan, we will also carry out a number of upgrades to existing venues such as the St James Theatre (\$11.5 million in years 1 and 2 of the 10 year plan) and to strengthen the Town Hall (\$88.7 million). We have also budgeted to earthquake-strengthen the Bond Store, home of the Wellington Museum, in years 3 and 4 of the plan, at an estimated cost of \$10 million. The strengthening work will also include the remodelling of the museum's ground floor to improve customer experience.

- *Expanding the reach of our major events.* Wellington has a strong reputation for events. In the coming 3 years, we aim to grow our annual cultural celebration of Matariki and help improve the reach of existing events such as WOW, Cuba Dupa, and the NZ Festival. We will allocate \$16 million over 10 years from within the City Growth Fund and from alternative sources of funding, including the Wellington Regional Amenities Fund, to support the delivery of the Decade of Culture programme.
- *Investment in the arts.* We will continue our investment in professional and community arts and cultural projects. This includes:
 - Te Whare Hēra, an international artist residency programme that brings artists to live, work and exhibit in Wellington for 3-6 months at a time. This programme has been carried out in collaboration with Te Whiti o Rehua (Massey University School of Art) since 2014. It is proposed that this programme continues to be delivered at \$45,000 per year
 - Arts and Culture Fund – continue previously agreed increase in the arts and cultural fund of \$293,000 over the ten year plan. This would maintain our support for important Arts Organisations with 3-year funding contracts, grow the Kia Mau festival. This fund currently supports Orchestra Wellington, Circa Theatre, Kia Mau Festival and others.

How it will be funded



What it will cost



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

Key challenges and negative effects

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

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

What you can expect from us

Our goals

Dynamic central city - Our cultural activities enhance Wellington's vibrancy as a diverse, inclusive, creative, active and eventful place. Attractive to residents and visitors. Attractions and festivals provide ideas and places where people can connect with each other and explore ideas.

People centred city - Arts and culture activities anchor Wellington's appeal as a place of creativity, exploration, innovation and excitement and add to residents' quality of life.

Outcome indicators and performance measures

We use outcome indicators to monitor our city over time, which provides information on trends that may influence our performance including those outside of our control. We use performance measures to track how well we are delivering services against targets.

Please note that these measures represent the range of data that we collect, which will inform how well we are delivering our services. When we report on our performance it may be at a higher level in order to clearly tell our performance story.

Outcome indicators – 4.1 Arts and cultural activities

Outcome measures

Cultural reputation, participation and vibrancy

- Residents' frequency of engagement in cultural and arts activities
- New Zealanders' and residents' perceptions that 'Wellington has a culturally rich and diverse arts scene'
- New Zealanders' and residents' perceptions that "Wellington is the events capital of New Zealand"
- Proportion of out of town (domestic and international) visitors at arts and cultural events and attractions (This measure requires scoping)

Cultural attraction and event investment success

- Te Papa visitors - total visitors, overseas visitors and NZ visitors from outside the region
- Customer (%) satisfaction with the NZ Festival
- Total tickets sold to the NZ Festival and the proportion sold to customers outside the region
- NZ festival economic return
- Total visits to museums and galleries (including Carter Observatory)

What this tells us:

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

4.1 Arts and cultural activities	
Performance measure	Target 2018-21
High quality events	
Attendee satisfaction with Council delivered arts and cultural festivals	90
Estimated attendance at WCC supported and delivered events.	trend
Arts and cultural sector support	
User (%) satisfaction with Toi Pōneke facilities and services	90
Funding Success	
Proportion of grant outcomes achieved (through funded outcomes – four out of five - being met) - Arts & Culture Fund	80

Pāpori me te hākinakina | Social and recreation

We aim for strong, healthy communities

In this section

5.1 Recreation promotion and support

5.2 Community support

5.3 Public health and safety

What we do

- Provide housing for people in need.
- Support the development of strong, resilient communities that are safe, tolerant and support those in need.
- Ensure an effective city wide welfare and response for people in an emergency.
- Facilitate, through regulation, a safe and enjoyable food and alcohol scene.
- Support the Basin Reserve.
- Ensure infrastructure and community assets meet community needs by promoting and facilitating strong, safe and happy communities. This includes:
 - Libraries
 - Community centres and halls
 - Public toilets
 - Sport and recreation facilities
 - Cemeteries
 - Neighbourhood playgrounds

Why we do it

Alignment with our long-term city outcomes

People centred city

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

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

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

Alignment with our ten-year plan priorities

Housing priority

We want a city where everyone is well housed. For some sectors in society it is becoming increasingly difficult to live in the city because of housing cost and quality. We can do more and initiatives in this area aim reduce street homelessness and improve provision of social housing for those who struggle to find and afford appropriate housing in the market.

Snapshot of this activity [note these will presented as infographics]

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

5.1 Recreation promotion and support

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

Services we provide

- We manage, maintain and service seven swimming pools, four multi-purpose recreation centres and the ASB sports centre. These facilities provide places for people to learn and participate in sports, including how to swim; exercise; and have fun.
- We manage and maintain outdoor sports facilities in the city including 44 natural and eleven artificial sports turfs (two in partnership with schools). These provide year round venues for recreation and competitive sport for people of all ages.
- More than 100 neighbourhood playgrounds are managed and maintained by Council. These give families a safe place to play near home.
- The Council also owns and maintains other recreational facilities including two marinas, the Berhampore golf course, two croquet facilities, and tennis and netball courts.
- We support the Basin Reserve Trust, a CCO that manages and operates the Basin Reserve to continue to attract national and international events to Wellington.

Key projects / programmes

Year 1-4

- *Karori pool carpark* – the existing Karori pool carpark has capacity issues. Council has purchased additional land to address these issues at a greater cost than initially planned for. It is proposed that an additional \$300,000 is budgeted to complete the car park extension in 2018/19.
- *Worser Bay Boat Club* – the club is planning to rebuild its facilities. Investment by the Council in the surrounding infrastructure is proposed to support the resilience of the site and the clubrooms. The proposed investment by Council would include rock protection to the existing sea wall to the north, a new boat ramp and new sea walls to the south of the boat club at an estimated cost of \$1.1 million of capital funding.
- *Khandallah Pool / Park* – we are exploring options for making improvements to Khandallah pool and park area. Further work is to be carried out with the community in the coming years and provisional capital budget of \$1.1 million is included in year four of the ten year plan for improvements.
- *High Performance Sport Unit* – Council is working Upper Hutt Council and a range of our key sporting bodies to deliver a high performance sport unit at the CIT in Upper Hutt. This would become a regional base for athletes to train and improve their performance with modern dedicated facilities, as well facilities to support youth development squads and would free up capacity across the City's grounds for increased community access and usage. Council is proposing to invest \$200,000 per annum toward to the operations of this facility, to be funded from existing City Growth Fund budgets. The two Councils will jointly underwrite the investment of the facility.
- *Basin Reserve Museum stand*. As part of the Basin Reserve master plan, work is expected to commence on the refurbishment and strengthening of the Museum stand which has been closed since 2012.
- *Wellington leisure card review*. The card helps people access Council recreational services when price might otherwise be a barrier. In the coming year we will undertake a review of the leisure card and explore options for increasing utilisation of Council's facilities by marginalised and hard to reach groups through the leisure card programme.

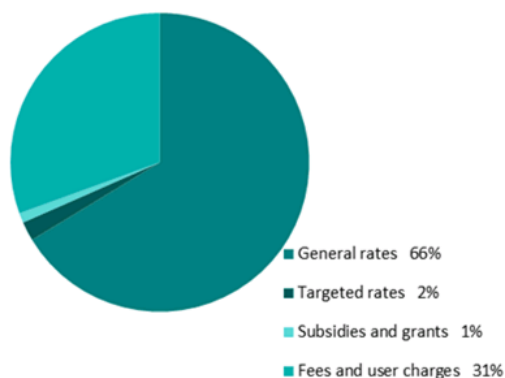
Year 5-10

- *Grenada North community sports hub* – the current Grenada North park has the size and potential to become a multi-functional sport and active recreation hub as residential development and transport links grow over the next 10 to 20 years. This would improve access to high quality sports and recreation facilities in the northern suburbs. We are proposing to spend \$10.4 million of capital funding over 4 years between 2022-26 to establish the Grenada North community sports hub.

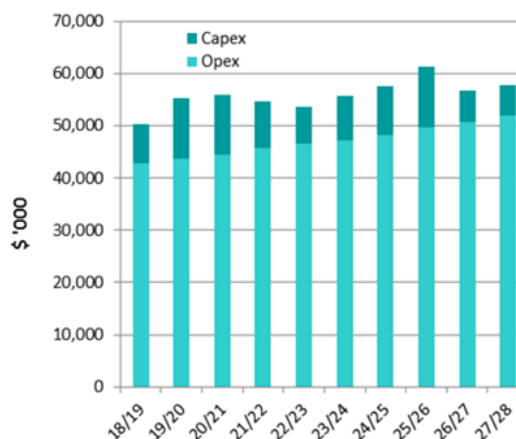
Ongoing programmes

- *Playspaces programme* – the current budget allows for complete renewal of playgrounds every 25 years, with inspections and safety related improvements carried out more regularly to retain the safety of these facilities. With a growing population and use of these playgrounds, the Council has adopted a policy to renew all playgrounds more regularly. Additional funding of \$12.1 million of capital funding and \$877,000 of operating funding is proposed over the 10 years of the plan to allow for playspaces to be renewed after 12-15 years. Total budget over the next 10 years is \$18.5 million in capital funding and \$13.6 million in operational funding. Part of the funds will be spent on provision of shade and drinking fountains.

How it will be funded



What it will cost



5.2 Community support

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

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

Services we provide

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

Key projects / programmes

Housing supply

- *Housing Strategy* – in recent years housing affordability has been relatively stable in Wellington City. However, there is increasing pressure on the Wellington housing market and a resulting increase on our City Housing portfolio and the demand for social housing. We have developed a draft Housing Strategy that guides our housing initiatives and sets the framework for all housing in Wellington. The Strategy is made up of a number of related projects, as follows.
 - *The Strategic Housing Investment Plan* – in March 2017 we agreed an investment programme for social and affordable housing in the city. The investment plan confirms the existing housing upgrade programme that was started in 2008 on council owned social housing units, and sets out a work programme to address the shortage of social and affordable housing. This is expected to be implemented within existing budgets through land and asset sales. The investment programme will see 750 new affordable and social homes built over the next ten years.
 - *Stakeholder partnerships* – in the coming year we will undertake an audit of Council owned land to identify opportunities to use land for housing development. This work will be done within existing budgets.
 - *A new housing accord* – we will work with the government to explore opportunities to develop a new housing accord / special housing areas which would include affordability elements and simplified consenting processes.
 - *Inner city building renovations* – in the coming year we will explore opportunities with commercial building owners and developers to review CBD buildings that have the potential to be converted and refurbished for residential accommodation.

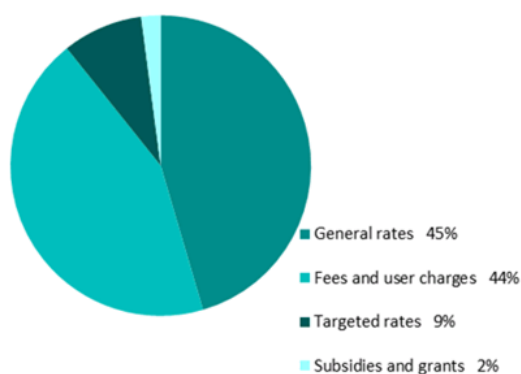
Housing quality

- *The rental warrant of fitness for housing* – housing quality is not always great in Wellington, particularly in the rental market. Last year, we initiated a voluntary warrant of fitness system, in partnership with the University of Otago, Wellington. Central government has also recently passed its Healthy Homes legislation, which requires higher standards from rental homes. In the coming year, we will evaluate the results of the rollout and, taking the Government's changes into account, look at whether a Wellington Housing standard is required to lift the quality of housing in the capital.

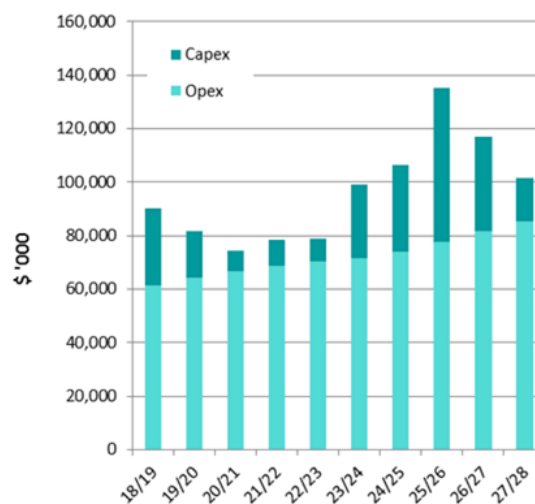
Community support

- *Te Whare Oki Oki* – Taking a Housing First approach we are working in partnership with Housing NZ and the Ministry of Social Development to establish supported living options for our most vulnerable homeless population.
- *Johnsonville library* – The construction of the new Johnsonville library has commenced and is due to be completed in 2019/20 at an estimated capital cost of \$17.5 million over the first two years of the ten-year plan. This has previously been budgeted for.
- *Antisocial behaviour* – We are proposing to provide additional funding support of \$100k per year towards programme that address antisocial behaviour and street begging in the city. A key area of focus will be providing funding support for programmes that provide purposeful day activity for people on the street.

How it will be funded



What it will cost



5.3 Public health and safety

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

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

We plan for, and deliver a city wide welfare response for people during a civil defence emergency.

Services we provide

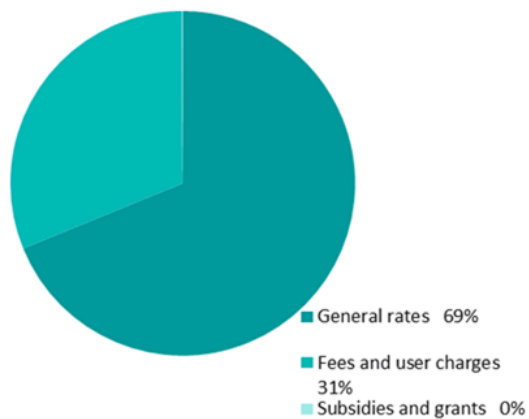
- We ensure everyone has access to clean and safe public toilets, changing rooms/pavilions.
- Council regulations ensure Wellington's thriving food and alcohol scene contributes to the health and safety of our people.
- We deliver services and activities that ensure Wellington is a safe and tolerant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

Key new projects / programmes

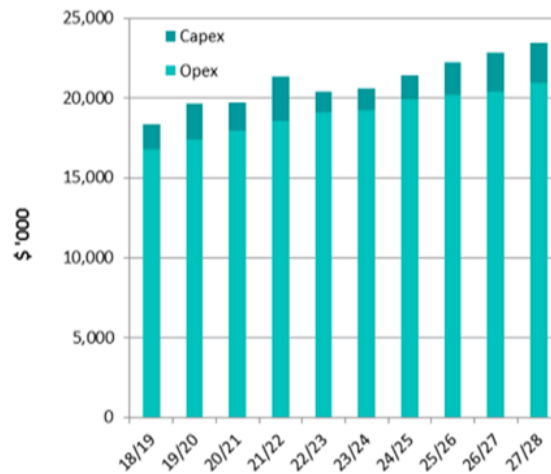
The safety of Wellingtonians during and following a seismic event is crucial to a fast recovery following an event. The 2016 earthquake highlighted some gaps in our ability to recover from an earthquake, the following safety initiatives are driven from our resilience priority.

- *Building accelerometers* – key decisions about the safety of our inner city residents and required closures post-earthquake need to be informed by the best information available, in a timely manner. Following the 2016 earthquake we had very limited information on buildings in the CBD to make decisions about the safety of the area. Installing accelerometers in key commercial buildings in the CBD would allow for better information immediately post an earthquake for local and central government to make decisions about the safety of buildings and inform the initial response phase and subsequent recovery phase. We're developing a detailed business case in the coming year. Funding implications have not yet been determined and will likely be confirmed in Year 2 of the plan.
- *Facilities in northern growth areas* – Suburban growth is expected in areas such as Stebbings Valley and Lincolnshire Farm, public toilet facilities would be required to support these developments. A proposed investment of \$603,000 of capital funding would allow for the provision of these facilities. An additional \$452,000 will be spent on upgrading existing facilities on Bay Road and Constable Street. A total of \$13.5 million of capital funding is budgeted for managing our public toilets over the next 10 years.

How it will be funded



What it will cost



Key challenges and negative effects

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

Activity	Key challenges and/or negative effects	Mitigation
5.1 Recreation promotion and support	There are negative effects from owning and managing buildings and other assets to deliver these services. These include waste, direct energy use to operate the buildings, indirect energy use and emissions from people using private transport to access our facilities.	Our operations are managed so that waste is minimised or recycled and energy and water is conserved. We also encourage the use of public transport, walking and cycling as a means of getting around the city.
	Our swimming pools pose the additional risks of drowning.	We manage this risk through a number of steps, most notably through the continuous presence of trained lifeguards. We also offer learn to swim programmes.
5.2 Community support	There are negative effects from owning and managing buildings and other assets to deliver these services. These include waste and direct water and energy use to operate buildings	We seek to minimise these negative effects by ensuring our operations are managed effectively and that waste is minimised or recycled and water and energy are conserved.
5.3 Public health and safety	We do not anticipate any significant negative effects associated with the provision of these services.	

What you can expect from us

Our goals

People centred city – Access to sport and recreation opportunities is important for people's health, wellbeing and quality of life. Our community and social initiatives promote social cohesion, resilient communities and improved quality of life for vulnerable residents. We want Wellington to be an inclusive, safe city where participation in city life can be achieved by all.

Outcome indicators and performance measures

We use outcome indicators to monitor our city over time, which provides information on trends that may influence our performance including those outside of our control. We use performance measures to track how well we are delivering services against targets.

Please note that these measures represent the range of data that we collect, which will inform how well we are delivering our services. When we report on our performance it may be at a higher level in order to clearly tell our performance story.

Outcome indicators – Social and Recreation

Outcome measures

Access to and participation in recreation and leisure

- % of residents who use council pools, recreation centres, libraries or other leisure facility
- Residents' perceptions that Wellington offers a wide range of recreation activities
- Residents' frequency of physical activity
- Residents' perceptions that there are barriers to participating in recreation activities

Residents health and wellbeing outcomes

- Social housing tenants who report good quality of life
- Number of known homeless in the City.
- Activity levels, obesity/health.
- Youth participation in sport and recreation

Resilient and cohesive communities and neighbourhoods

- Residents' importance of sense of community in local neighbourhood
- Residents' engaging in neighbourly actions
- Proportion of residents who feel they could rely on their neighbours for support following a natural disaster or other significant event.
- Diversity (tolerance measure)

Public health and safety

- Residents' perceptions – city and community safety issues of most concern
- Number of notifications of the most prevalent food and water-borne diseases
- Food premises – number of cleaning notices and closures per year
- Residents with access to emergency items at home and workplace / place of education / other daily destination.

What this tells us:

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

5.1 Recreation promotion and support	
Performance measure	Target 2018-21
High quality experience	
User satisfaction Pools	90
User satisfaction Recreation centres including ASB	90
User satisfaction Sportsfields (grass & artificial)	85
% of scheduled sports games and trainings that take place (all sportsfields)	Baseline
Utilisation	
Artificial sports field utilisation Peak Winter	80
Artificial sports field utilisation Peak Summer	40
Artificial sports field utilisation off-peak Summer	25
Artificial sports field utilisation off-peak Winter	20
Swimming pool visits (by facility)	1318000
Marina's occupancy	96
Recreation centre visits (incl. ASB)	1155000
ASB Centre Court space utilisation: peak	65
ASB Centre Court space utilisation: Off-peak	50
Number of uses of Leisure Card	145000
Berhampore Golf course users (TBC)	Baseline
Affordability	
Resident's perception that pool admission charges are affordable	Baseline
Ratepayer subsidy per swim	Baseline
Ratepayer subsidy per court/hour (ASB)	Baseline
City recreation promotion	
Number of international and national events at Council recreation facilities and estimated attendees	Baseline
5.2 Community Support	
Performance measure	Target 2018-21
Libraries experience	
User satisfaction with Library services	90
User satisfaction with Library facilities	Baseline
Satisfaction with library collection (physical)	75
Satisfaction with library collection (e-library)	80
Libraries Utilisation	
Library items issues (physical)	Baseline
Library items issues (e-library)	320k
Estimates of attendees of library programmes	74k
Library physical visits	2.5m

Library website visits	3.2m
Percentage of residents who are active library users	75
Libraries amenity	
Percentage of customers who think the library helped them to gain new knowledge and skills	Baseline
Percentage of customers who think the library helped them to connect with others and ideas	Baseline
Percentage of customers who think the library helped them to improve their job and earning potential	Baseline
Percentage of customers who think the library contributed to their sense of belonging in the community	Baseline
Libraries Affordability	
Cost to the ratepayer per library transaction	Baseline
Community centres utilisation	
Occupancy rates (%) of city council community centres and halls.	45
Community advocacy	
Homelessness - % of known street homeless people supported by agencies	Baseline
Funding success	
Proportion of grants outcomes achieved (through funded outcomes – four out of five – being met): Social and Recreation Fund	80
Housing tenancy	
Percentage of applicants on waitlist who have been reviewed on a quarterly basis	ref Housing workshop
Percentage of tenants housed within policy [measured differently from current]	ref Housing workshop
Percentage of City Housing properties that are occupied [measured differently from current]	ref Housing workshop
Percentage of tenants who are overall satisfied with City Housing service	ref Housing workshop
Housing Affordability	
Percentage of annual City Housing costs that are met by City Housing rental revenue	ref Housing workshop
Affordability for tenants [specific metric being developed]	ref Housing workshop
5.3 Public health and safety	
Performance measure	Target 2018-21
Compliance	
Food registrations: Number of premises inspected within Food Act regulation required timeframes (new business and existing businesses).	100
Efficiency	
Alcohol licences: Percentage of high risk premises inspected.	100
Alcohol licences: Percentage of high to very high premises inspected during peak time.	50
Alcohol licences: Percentage of very high risk premises inspected twice during the year.	100
Timeliness	
Graffiti removal – response timeframes met	80
Dog control urgent requests responded to within one hour	100

Dog control non-urgent requests responded to within 24 hours.	99
Public toilets -urgent requests responded to within four hours	100
Public toilets non-urgent responded to within three days.	95
Hygiene standard	
Percentage of toilets that meet required cleanliness and maintenance performance standards.	95

Tāone tupu ora | Urban Development

We aim for a compact, resilient and attractive city

In this section

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

6.2 Building and development control

What we do

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

Why we do it

Alignment with our long-term city outcomes

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

Alignment to the priorities for this ten-year plan

Growth priority	We want to grow and accommodate more people in the city in a way that retains its unique 'sense of place' and overall liveability. The proposed urban development initiatives will work to ensure that the growth is accommodated while retaining Wellington's natural and built qualities that attract people to our city.
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Snapshot of this activity [note these will presented as infographics]

700 number of earthquake prone buildings in the city

565 number of heritage buildings in the city

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

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

750 new social housing units over the next 10 years

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

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.

Development of Wellington's waterfront sits alongside urban planning and development as central to how we manage our growth while ensuring we retain the character and natural qualities that attract people to Wellington.

Services we provide

- Carry out urban planning work to guide how the city will grow over time
- Review the District Plan to ensure the city grows in-line with our agreed plans
- Ensure infrastructure is in place to provide for current and future housing and business demand.
- Maintain Wellingtonians' sense of place and pride by preserving the city's character heritage and developing public spaces including the waterfront.
- Heritage buildings contribute to Wellington's sense of place and identity. Wellington City Council aims to preserve the city's heritage for future generations by assisting building owners to strengthen at risk buildings.

Key projects / programmes

Planning for growth

- Up to 280,000 people are expected to call Wellington home by 2043, so we need to plan for how we will accommodate that growth and adapt to climate change. We will need to review our existing policy and District Plan settings to be able to direct growth into the most appropriate places. The following is proposed in the coming years:
 - *Strategic planning* – a review of our existing policy will consider what we need to do across the whole city to provide for growth over the next 3, 10 and 30 years, the infrastructure required to enable this growth, and the areas of the City we value and want protected.
 - *District Plan review* – a phased review of our plan is proposed. The review would put the rules in place to enable sustainable urban growth to be implemented. This will ensure future development is of a high quality and well serviced by infrastructure.

Making space for growth while also maintaining and protecting our natural environment will be crucial to a thriving Wellington. To complete both stages of work and implement District Plan changes we have budgeted \$9 million of operational funding over the ten years of this plan.

- Suburban centre reviews:
 - *Review of the Wellington Town Centres Policy* – review to include Kilbirnie within the context of resilience requirements.
 - Decisions on future priorities and work programme will be determined following growth and capacity work.
 - *Development of Karori Town Centre* – design proposals during Year 1 expected to support a vibrant, inviting main street that is well connected and reflects the character of Karori.

Housing

- *Housing* – there are a number of proposed initiatives to increase housing supply and quality. These are covered in more detail on page X in the social and recreation chapter.

Waterfront

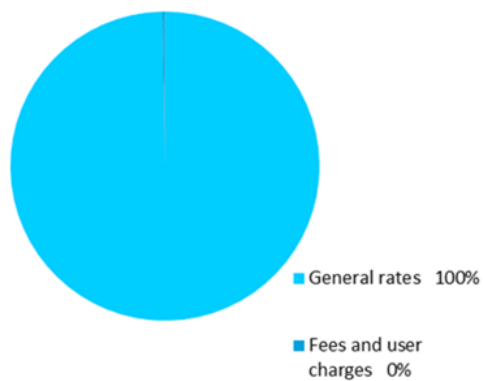
Upgrade projects on the waterfront are guided by the Wellington Waterfront Framework. The following work is programmed over the next three years.

- *Frank Kitts* – as Wellington continues to grow so too does the need for well-designed, fit for purpose, high quality public space and parks. A makeover of the 25-year-old Frank Kitts Park has been planned for the past decade. The planned makeover may include:
 - Playground – the first stage of the makeover is to upgrade the playground, at an estimated cost of \$2.5 million in 2018/19.
 - Garden redevelopment – this stage is currently under review by the Environment Court, and depends on external funding. Council's contribution is currently estimated at \$6.3 million in year seven of the ten year plan. Planning for this next stage of the Frank Kitts Park makeover will proceed following the Environment Court decision, expected in early 2018.
- *Maintaining our waterfront* – the past 25 years has seen significant development on the waterfront. Following a review of the renewals programme, we propose additional funding to ensure we maintain the waterfront as a major destination for local events, tourism and recreation. Additional funding of \$1.5 million over 10 years is budgeted to cover renewals for Waitangi Park, restoration and preservation of the heritage crane, earthquake strengthening and replacement of the shade sails at TSB arena.
- *North Kumutoto waterfront space* – construction by Willis Bond in this space is currently under way, due for completion early 2019. Wellington City Council is expected to contribute toward the upgrade to the public space as well as wharf structure repairs. An additional \$90,000 is proposed, for a total Council investment of \$945,000, to proceed with these works.

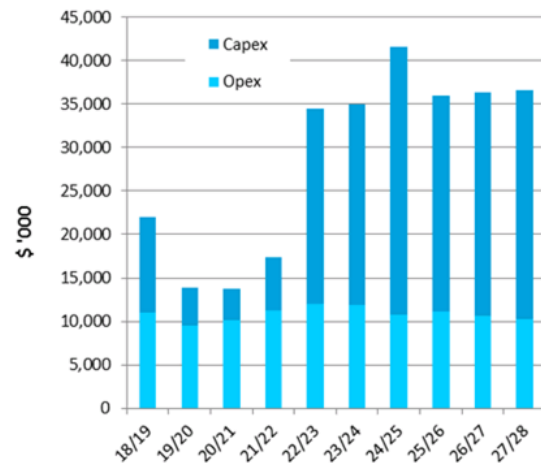
Laneways

- Laneways are an important part of Wellington's inner city. \$2.8 million of capital funding has been budgeted over the next three years to upgrade laneways in the city. These include: Garrett and Swan Streets, Plimmer Steps and York Street in year 1, St James and Feltex Lane in year 2, and Wigan Street and Bond Street in year 3.

How it will be funded



What it will cost



The significant capital investment in the later years for this activity relate to the Let's Get Wellington Moving programme of work. For more information on this programme please see the Transport chapter.

6.2 Building and development control

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

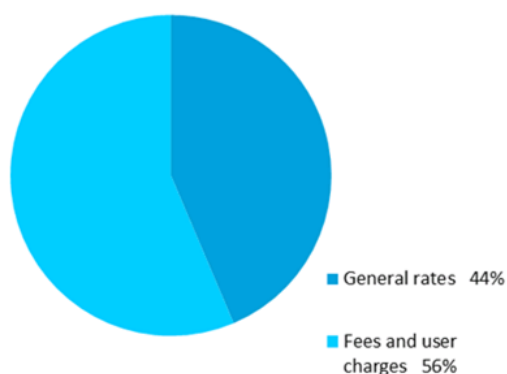
Services we provide

- Ensuring buildings are safe, in accordance with the Building Act.
- Ensuring natural resources are used sustainably, in line with the Resource Management Act.
- Assess earthquake prone buildings

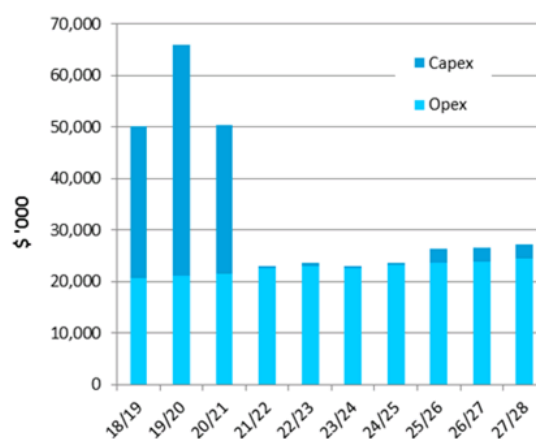
Key projects / programmes

- *Streamlined consenting* – we propose to establish a customer focussed consenting and compliance system that encourages and enables positive built environment outcomes; this would include a one stop shop for customers. The idea is to make consents easier, without compromising on rigour.
- *Support for owners of earthquake-prone buildings* – there are around 700 earthquake-prone buildings in Wellington. Owners of these buildings are required to undertake work to bring them to a satisfactory level of structural integrity. Experience from Christchurch and from overseas indicates that taking a precinct approach can result in better safety and financial outcomes. We plan to investigate options for a pilot to grow our resilience to a seismic event in the city centre.

How it will be funded



What it will cost



The significant capital investment in the first three years under this activity relate to earthquake strengthening of the Town Hall and St James theatre. For more information on these projects please see the Cultural Wellbeing chapter.

Key challenges and negative effects

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

Activity	Key challenges and/or negative effects	Mitigation
6.1 Urban planning, heritage and public spaces development (including waterfront development)	<p>Up to 280,000 people are expected to call Wellington home by 2043. New housing development has been lagging behind population growth and demand in recent years, with an estimated shortfall of nearly 4000 houses over the last 10 years. House prices have also risen significantly in recent years.</p> <p>Population growth and urban development, if not well managed, can have negative effects on a city's environment and on social well-being. Left unchecked, growth can result in reduction of open and green spaces with consequences for recreational opportunities, amenity and even some ecosystems.</p> <p>Development in the wrong areas, or the wrong types of development, can place strain on infrastructure and reduce people's ability to access to services and enjoy the opportunities the city offers. Poorly-planned growth and poor development and construction of individual buildings can reduce the attractiveness and the 'sense of place' that people identify with and it can have a direct impact on people's safety.</p>	<p>Enabling more housing supply and business development through the District Plan is important to accommodating our growing population, whilst also helping to improve housing affordability.</p> <p>We aim to avoid or mitigate these negative effects by guiding future development into areas where the benefits are greatest and the negative effects least.</p> <p>The tools we use include planning, working with landowners, direct investment in development of public spaces and using our regulatory powers under legislation such as the Building Act and Resource Management Act.</p>
6.1 Urban planning, heritage and public spaces development (including waterfront development)	<p><i>Heritage</i></p> <p>There are currently 565 heritage buildings in Wellington City of which 157 require earthquake strengthening. Lack of progress by owners to strengthen their building can reduce the attractiveness of the city and the 'sense of place' that people identify with and it can have a direct impact on people's safety.</p> <p>The main barrier to the strengthening process is cost. This is worsened by limited access to finance from both public and private sources.</p>	<p>We are aim to avoid the negative effects on heritage buildings by providing financial incentives for heritage building owners to undertake comprehensive strengthening.</p>
6.2 Building and development control	<p>Development and construction, if not well managed, can have negative effects on a city's environment and on social well-being, and on the safety of individuals.</p> <p>Development in the wrong areas, or the wrong types of development, can place strain on infrastructure and reduce people's ability to access services and enjoy the opportunities the city offers.</p>	<p>The activities in this group exist to mitigate and manage risks from development, construction, weather-tight building problems and from earthquakes.</p> <p>Our quake-prone building assessment programme is focused on ensuring quake-prone buildings are strengthened to required standards to ensure the</p>

Poorly-planned growth, and poor development and construction of individual buildings, can reduce the attractiveness of the city and the 'sense of place' that people identify with and it can have a direct impact on people's safety.	safety of those that occupy the building and its surrounds
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What you can expect from us

Our goals

People centred city - We seek to ensure that the city has a high quality urban form that promotes vibrancy and adds to quality of life, while remaining affordable. Strong buildings and a resilient infrastructure means safer communities and confidence in the city.

Dynamic central city - The city's form should promote prosperity, allow for sustainable growth and protect our built heritage.

Eco city - Compact urban form means less emissions and impact on the environment.

Outcome indicators and performance measures

We use outcome indicators to monitor our city over time, which provides information on trends that may influence our performance including those outside of our control. We use performance measures to track how well we are delivering services against targets.

Please note that these measures represent the range of data that we collect, which will inform how well we are delivering our services. When we report on our performance it may be at a higher level in order to clearly tell our performance story.

Outcome indicators – Urban development

Outcome measures

Housing affordability and supply

- Overall housing affordability and proportion of housing stock classed as 'affordable' (methodology to be scoped)
- Net number of new housing units
- Value of residential and commercial building consents

Growth and density

- Population - growth and density (central city, growth areas)
- Proportion of houses within 100 metres of a public transport stop

High quality urban form

- Residents' perceptions of the city centre as an easy place to get to, use and enjoy.
- New Zealanders' perceptions that Wellington is an attractive destination
- Residents' perceptions of urban design/urban form safety issues (i.e. graffiti, vandalism, poorly-lit public spaces etc.)
- Resident perception of the attractiveness of the central city and their local suburb.
- Heritage protection
- Residents' perceptions that heritage items contribute to the city and local communities' unique character.

Resilience

- Proportion of residents who feel safe in the event of a moderate earthquake at home, at workplace / place of education / other daily destination.
- Proportion of residents who have checked their dwelling or taken action to improve its seismic resilience in the past year.

What this tells us:

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

6.1 Urban planning, Heritage and Public Spaces Development	
Performance measure	Target 2018-21
High quality development	
Percentage of residents who agree that new buildings constructed in the city maintain or enhance the city's attractiveness	Baseline
Percentage of residents who agree that regeneration of areas of the city add to the vibrancy (e.g. Laneways)	Baseline
Percentage of residents who agree that the public areas of their suburban centre - encourage use, feel safe & are well designed	Baseline
Economic impact of urban regeneration projects (specific methodology to be scoped).	Baseline
Protecting heritage	
% of residents who agree that heritage items are adequately valued and protected in the City.	65
Number of heritage listed buildings that are earthquake prone.	baseline
% of residents who agree that the character of historic suburbs is adequately retained.	70
6.2 Building and development	
Performance measure	Target 2018-21
Effective planning	
Resident's agreement that our building and development control settings strike the right balance between allowing development and preserving the character of the City.	Baseline
Timeliness	
Building consents issued within 20 workings days	100
Code of compliance certificates issued within 20 working days	100
Land Information Memorandums (LIMs) issued within 10 working days	100
Resource consents (non-notified) issued within statutory time frames	100
Resource consents that are monitored within 3 months of project commencement	100
Subdivision certificates – Section 223 certificates issued within statutory timeframes	100
Noise control (excessive noise) complaints investigated within one hour.	90
Customer focus	
Percentage of customers who rate building control service as good or very good	70
Percentage of customers who rate resource consent service as good or very good	Baseline
Compliance	
Building Consent Authority (BCA) accreditation retention	Retain

Waka | Transport

Connecting people and places

In this section

7.1 Transport

7.2 Parking

What we do

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

Why we do it

Alignment with our long-term city outcomes

Connected city [symbol]	A high quality and efficient transport system means people and goods can get where they need to be, when they need to be there.
Eco city [symbol]	We encourage walking, cycling and public transport use to reduce the impact of our transport system on the environment.
People centred city [symbol]	We strive to enable Wellingtonians to travel by their choice of mode and experience a high level of safety and convenience.

Alignment with our ten-year plan priorities

Transport	World class cities have an effective and efficient transport system. It is for this reason that transport is one of our five priorities for this ten-year plan. The initiatives driven by this priority aim to improve our productivity, enhance our 'sense of place' as a city, add to our quality of life and reduce our carbon footprint.
Resilience	A transport system that is resilient to earthquakes and storm events is essential to a thriving city that recovers quickly after an event.

Snapshot of this activity [note these will presented as infographics]

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

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

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

42% of Wellingtonians who agree that peak traffic volumes are acceptable

83% average car park occupancy

7.1 Transport

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

A priority for Council in this ten-year plan will be implementing the preferred options out of the Let's Get Wellington Moving (LGWM) programme. Together with our partners Greater Wellington Regional Council and the New Zealand Transport Agency we aim to create a transport system that:

1. Enhances the liveability of our central city
2. Provides more efficient and reliable access for people and goods
3. Reduces the reliance on private vehicle travel
4. Improves safety for everyone
5. Is adaptable to disruptions and future uncertainty.

Continuation of our active transport programme and continuing to provide our essential services will support the LGWM programme to achieve these objectives.

Services we provide

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

Key projects / programmes

Driven by our priority to improve the transport system, we propose to deliver on the Let's Get Wellington Moving Programme and to continue to improve infrastructure for people walking or cycling and deliver our essential services well.

Let's Get Welly Moving

Through this programme, which we're delivering in partnership with Greater Wellington Regional Council and the NZ Transport Agency, we've engaged with the community on scenarios to improve all forms of transport in the city. The community was consulted on four scenarios in late 2017. In simple terms the choices range from:

- Doing nothing
- Greater provision of safe space for people walking and bicycling around the central city
- A focus on public transport through the central city, to the airport
- A range of roading improvements
- A mix of the above.

The feedback received from the community to date will be worked through in the coming months and a preferred option presented to decision-makers sometime in May.

We're including a provisional figure in our draft 10-year long-term plan budget. This would see \$3.3 million of operational funding over the next 3 years, for design and feasibility work, as well as a provisional \$122 million of capital funding from 2022–2028. Once a final decision has been made later in 2018, and we've worked out the funding in detail, we will amend the 10-year plan accordingly.

Cycling programme

Active transport (walking and cycling) has the potential to play a much stronger role in the transport system, to reduce congestion and carbon emissions and improve health outcomes. Council has developed a plan for active transport infrastructure, alongside NZTA and the Let's Get Wellington Moving programme. It's proposed that the cycle network programme be budgeted at \$72.6 million of capital funding for the next 10 years which would see the full city cycling programme completed in 20 years (rather than 35 years). The work includes:

Year 1-4

- Eastern suburbs walking and cycling connections – making it easier and safer for people to walk and bike around Kilbirnie and between the eastern suburbs, including Miramar, into the central city.
- Miramar town centre walking and cycling connections – making it easier to walk and bike around Miramar and connecting into the central city.
- Island Bay cycleway – we have also budgeted funding of \$6 million in 2018/19 to remodel the existing Island Bay cycleway.

Years 5 – 10

- Southern suburbs walking and cycling connections – providing safe and easy routes for people walking and cycling through Newtown, Berhampore and Island Bay.

Transport network – resilience

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

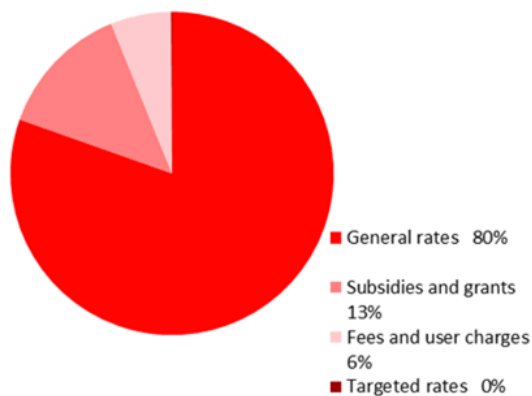
- Over the ten year period it is proposed that \$2.5 million, on average per year, of additional funding is invested to strengthen essential transport infrastructure, making the transport system more resilient. This will include strengthening retaining walls to protect roads and walkways from potential slips; strengthening tunnels and bridges.
- Storm clean-up – with more frequent storm events we need to spend more on securing land and cleaning up slip debris on our transport network.
 - We are proposing an estimated \$100,000 per year, from 2021/22, of operational funding to support storm clean-ups, immediately following storm events.

Transport network

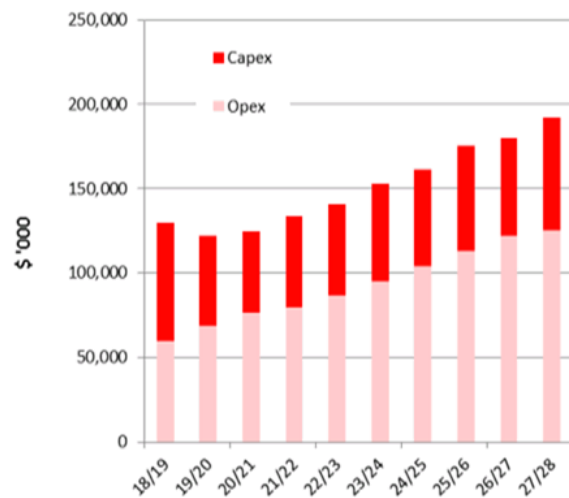
- Lambton Quay bus interchange public toilets upgrade – the cost to maintain and upgrade the interchange is shared between Greater Wellington Regional Council and WCC. It is proposed that the toilets are upgraded at an estimated cost of \$200,000.

- Shelly Bay development – to facilitate the development at Shelly Bay, upgrade to the transport network from the Miramar Cutting through to Shelly Bay is required. WCC's contribution toward uplifting the existing road is \$2.2 million in 2021/22. Further investment, up to a cap of \$10 million is expected later in the ten-year plan.

How it will be funded



What it will cost



Capital funding associated with the Let's Get Wellington Moving programme is included in the Urban Development chapter.

7.2 Parking

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

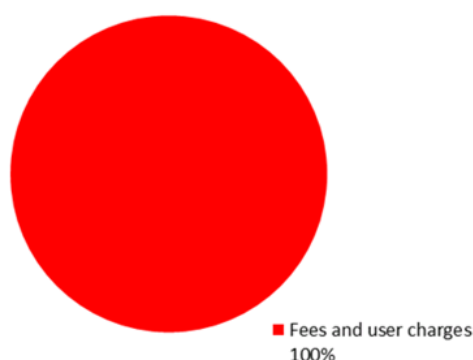
Services we provide

- We provide around 10% of the public parking in central Wellington. This consists mainly of on-street parking spaces of which 3400 are metered.
- We provide on street spaces for taxis, couriers, people with disabilities, bus stops and diplomatic services.
- We manage off-street parking at Clifton Terrace, the Michael Fowler Centre, and beneath Civic Square.

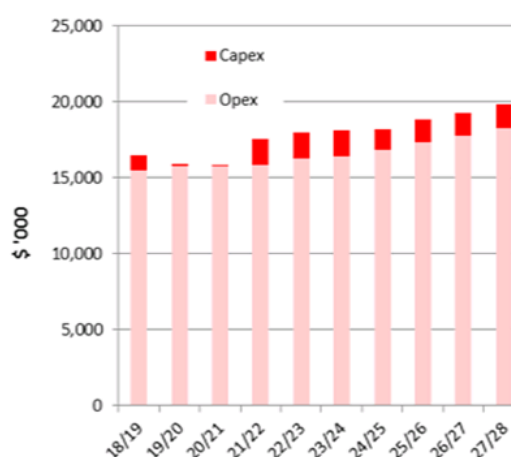
Key projects / programmes

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

How it will be funded



What it will cost



Key challenges and negative effects

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

Activity	Key challenges and/or negative effects	Mitigation
7.1 Transport	<p>With any transport network there are potential negative effects:</p> <ul style="list-style-type: none"> - Environmental effects. These range from carbon emissions, to air and noise pollution, to surface water runoff from roads that may carry contaminants into the stormwater system. These impacts are directly linked to the number of vehicles on the road and to the availability of options others than using the private car, such as public transport, walking and cycling. - Construction effects. Individual projects, such as the construction of a new road, can affect public transport and general traffic flows, neighbouring properties (noise, dust) and nearby businesses (access to car parking and premises). - Development effects. The timing of transport investment can affect growth opportunities such as new residential development. - Safety. The transport network brings pedestrians, cyclists and vehicles together. This presents hazards to users. 	<p>We mitigate the environmental effects of transport by ensuring walking, cycling and public transport are appropriately catered for so that our residents and visitors have choices other than the private car.</p> <p>We monitor the effects of stormwater run-off on aquatic environments.</p> <p>We communicate with businesses and affected communities to minimise disturbances due to roadworks.</p> <p>Through our land use planning, we make sure more people can live close to services and places of employment, thus reducing their need to travel. We also work with developers to coordinate investment in roads with new residential and other developments, particularly in growth areas.</p> <p>We have developed road safety programmes and design solutions to reduce the likelihood and severity of accidents.</p>
7.2 Parking	We do not anticipate any significant negative effects associated with the provision of these services.	-

What you can expect from us

Our goals

Connected city - A high quality and efficient transport network means people and goods can get where they want to be when they need to be there.

Eco city - Active modes and high quality public transport mean less impact on the environment from carbon emissions and pollution.

People centred city - People should be able to travel by their choice of modes and experience a high level of safety and convenience.

Outcome indicators and performance measures

We use outcome indicators to monitor our city over time, which provides information on trends that may influence our performance including those outside of our control. We use performance measures to track how well we are delivering services against targets.

Please note that these measures represent the range of data that we collect, which will inform how well we are delivering our services. When we report on our performance it may be at a higher level in order to clearly tell our performance story.

Outcome indicators– Transport

Outcome Measures

Network efficiency and reliability

- Residents' perceptions that peak traffic volumes are acceptable
- Residents' perceptions that the transport system allows easy access to the city
- Residents (%) who agree the transport system allows easy movement around the city - vehicle users and pedestrians

Active mode promotion and public transport support

- Resident perceptions that cycling is safe in the city:1) For themselves2) For their children (if applicable)
- Residents' perceptions of quality, reliability and affordability of public transport services
- Proportion of school children walking, cycling or scootering to school.

Environmental impact and safety

- Air quality monitoring (i.e. nitrogen dioxide, carbon monoxide, and particulate matter peaks)
- Change from previous year in the number of road crashes resulting in fatalities and serious injury.*
- Social cost of crashes
- Residents perceptions of transport related safety issues (i.e. issues of most concern)

7.1 Transport network

Performance measure	Target 2018-21
Network condition and maintenance	
Percentage of roads which meet smooth roads standards* high volume and regional roads	85

Percentage of roads which meet smooth roads standards* all other roads	75
Percentage of structures (walls) that have been condition rated in the past five years	100
Percentage of structures (bridges and tunnels) that have been condition rated in the past five years	100
Percent of structures (walls) in serviceable (average) condition or better	97
Percent of structures (bridges&tunnels) in serviceable (average) condition or better	100
Percentage of residents satisfied with street lighting in the central city	85
Percentage of residents satisfied with street lighting in suburbs	75
Requests for service response rate: Urgent within two hours	98
Requests for service response rate: Non-urgent within 15 days	98
Percentage of footpaths in average condition or better (measured against WCC condition standards*)	96
The percentage of the sealed local road network that is resurfaced.*	target range 8.9-9.9
Resident satisfaction with the condition of local roads in their neighbourhood	75
Active modes promotion	
Number of pedestrians entering and leaving the CBD	inc on last year
Number of cyclists entering and leaving the CBD	inc on last year
Network safety	
Percentage of residents that are satisfied with walking on the transport network	75
Percentage of residents that are satisfied with cycling on the transport network	75
Network efficiency and congestion	
Percentage of residents that think peak travel times are acceptable	majority
Peak travel times between CBD and suburbs (Kaori, Johnsonville, Island Bay and Miramar)	Each route <25min
PT enablement	
Proportion of inbound bus stops that have a shelter (co delivered with GWRC)	Baseline

7.2 Parking

Performance measure	Target 2018-21
Efficiency	
Percentage of gross profit used to fund wider transport services	100
Equity	
Percentage of residents who perceive that parking enforcement is fair	>50%
Availability	
Number of parking areas with 85% or less car park occupancy during weekdays	<85%
Number of parking areas with 85% or less car park occupancy during weekends	<85%
Residents satisfaction with the availability of on-street car parking	70

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

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

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

The following pages explain what the organisations do, their objectives, structure, and how their performance is measured.

Performance measures for CCOs are being confirmed through the Statement of Intent process. A selection of current performance measures are included below. Once the measures have been confirmed a selection will be built into the relevant chapters of the 'Our work in detail' section of the ten year plan.

Wellington Regional Stadium Trust



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

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

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

Wellington Museums Trust



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

Objectives	Activities	Performance measures
<p>The Wellington Museums Trust (WMT) was established in 1995 to promote and manage the City Gallery Wellington, the Museum of Wellington City and Sea, the Colonial Cottage, Capital E, the Wellington Cable Car Museum, and the Carter Observatory (Space Place).</p> <p>Experience Wellington manages its facilities, establishes exhibition programmes and education policies for its facilities, and develops acquisition, deaccession and collection development policies for its collections and artefacts.</p>	<p>Deliver high quality experiences, events and exhibitions at its facilities.</p> <p>Manage conservation and care for the objects of its collections, and conduct research and development to enhance visitors' experiences.</p> <p>Offer quality education experiences to children and young people.</p> <p>Promote and protect the heritage of venues.</p> <p>Work with national and international artists and collectors.</p>	<p>Non-council revenue (000)</p> <p>Cash subsidy (grant) per visit</p> <p>Full cost to Council per visitor</p> <p>Average revenue per visit</p> <p>Total visitors</p> <ul style="list-style-type: none"> City gallery Wellington Museum Capital E Cable Car Museum Space Place Nairn St. Cottage

Wellington Regional Economic Development Agency (WREDA)



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

Objectives	Activities	Performance measures
WREDA is an economic development agency that brings together the region's economic development agencies (city tourism, Creative HQ, venues (Positively Wellington Venues), and the Council's major event activities.	<p>Marketing and promoting Wellington as a destination for tourists, migrants, students, businesses and investors.</p> <p>Helping businesses grow and innovate</p> <p>Advocating for Wellington's economy</p> <p>Attracting and promoting conferences, performances, and major events.</p> <p>Operating the civic venues</p>	<p>WREDA tourism - Maintain third party funding at or over 50% of total funding</p> <p>Number of major conferences and delegate days</p> <p>Number of A-level events held in Wellington and their economic contribution</p> <p>Maintain Wellington's share of the convention market</p> <p>Venues utilisation</p> <p>Net permanent and long term arrivals</p> <p>Australian visitor spend</p> <p>Major Events return on Investment via out of Wellington spend</p> <p>Total event attendance</p> <p>Total third party revenue</p>

Wellington Zoo Trust

WELLINGTON



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

Objectives	Activities	Performance measures
The Wellington Zoo Trust manages the assets and operations of Wellington Zoo for the benefit of the residents of Wellington and visitors to the city. It promotes species conservation, educates the community by building an awareness of plant and animal species, and supports the conservation and educational activities of other organisations.	<p>Cares for resident animals and manages the animal collection.</p> <p>Provides a high-quality visitor experience.</p> <p>Participates in captive management breeding and breed-for-release programmes.</p> <p>Develops and maintains high quality animal exhibits.</p> <p>Delivers educational material and learning experiences.</p> <p>Contributes to zoological, conservation and facilities management research projects.</p>	<p>Number of visitors.</p> <p>Conservation Programme Managed Species (% of total collection).</p> <p>Average WCC subsidy per visitor.</p> <p>Total ownership cost to Council.</p> <p>Average income per visitor.</p> <p>Ratio of generated Trust income as % of WCC grant.</p>

Basin Reserve Trust



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

Objectives	Activities	Performance measures
The Basin Reserve Trust manages and operates the Basin Reserve to continue to attract national and international sporting events to Wellington.	<p>Manages the Basin Reserve for recreational activities and the playing of cricket for the residents of Wellington.</p> <p>Contributes to the events programme for Wellington.</p> <p>Operates as a successful not-for profit undertaking.</p> <p>Preserves and enhances the heritage value of the Basin Reserve.</p> <p>Provides the home for the NZ Cricket Museum</p>	<p>Attendance at all events</p> <p>Event income</p> <p>Operational grant per attendance</p> <p>Event days (incl. community events)</p> <p>Practice facility usage</p> <p>Number of functions</p> <p>Non-council revenue earned (\$)</p>

Karori Sanctuary Trust



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

Objectives	Activities	Performance measures
To connect people with our unique natural heritage, and inspire actions that transform how people live with nature in our cities, towns and beyond.	<p>Managing ongoing conservation and restoration work in the sanctuary</p> <p>Working with organisations and community groups to support local biodiversity</p> <p>Providing educational experiences</p> <p>Connecting people to New Zealand's unique heritage.</p>	<p>Number of Visitors</p> <p>Number of Education visits</p> <p>Number of Individual memberships</p> <p>Cash subsidy (grant) per visit</p> <p>Full cost to Council per visitor</p> <p>Average revenue per visitor</p> <p>Non-Council donations & funding</p> <p>Membership subscription revenue</p> <p>Non-council revenue earned (\$)</p> <p>Total revenue earned (\$)</p> <p>Council's property ownership costs (\$)</p> <p>Total cost to Council incl. grant + property costs (\$)</p>

Wellington Cable Car Limited



The Council is the 100 percent shareholder and appoints all the directors.

Objectives	Activities	Performance measures
Wellington Cable Car Limited owns and operates the Cable Car.	<p>Maintain 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.</p> <p>Market and manage the cable car passenger service operation.</p>	<p>Total Passengers</p> <p>Fare income (\$)</p> <p>Cable Car reliability (%)</p> <p>Non-council revenue earned (\$)</p> <p>Total revenue earned (\$)</p> <p>Total cost to Council incl. grant + property costs (\$)</p>

Wellington Water



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

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

Wellington Waterfront Development Plan

Introduction

Wellington's waterfront is one of the most popular, easily recognised and frequently photographed parts of our city.

The Waterfront Development Plan (WDP) is a programme for ongoing development of this space, that ties in with our resilience and sustainable growth priorities for Wellington.

Implementation of the plan is primarily the responsibility of Build Wellington (previously Wellington Waterfront Limited). Waterfront Operations, a Council division, is responsible for the waterfront's management and maintenance.

This plan covers the 3-year period from 1 July 2018 and it will be reviewed annually as part of the 2019/20 and 2020/21 Annual Plans.

What is planned for the next 3 years

The WDP implements the vision and objectives laid out in the Wellington Waterfront Framework (2001)¹. A number of waterfront-related projects have been completed, or are currently in the process of being completed. Key projects are also planned for the next 3 years. They are:

North Kumutoto. Developer Willis Bond & Co is progressing plans for a 5-level building on site 9 at north Kumutoto. The developer is proposing to lodge its resource consent application by mid-2018 and it is likely to be granted direct referral to the Environment Court later in 2018. In the event consent is granted, construction would begin by mid-2019. Completion of the building in 2020 will complement both the new PWC building and north Kumutoto public space (programmed for completion by late 2018) and draw hundreds of workers to the area.

¹ The principles and objectives of the Wellington Waterfront Framework were reviewed by Council in 2011 and endorsed as still being a relevant and appropriate blueprint for the future of the waterfront.

Queens Wharf. An exploration of opportunities to breathe new life into Shed 1 on the outer-T of Queens Wharf was delayed as a result of the 2016 earthquake. Remedial work is currently planned to allow displaced tenant Wellington Helicopters Limited back into the building by mid-2018. Plans to investigate a purpose-built helicopter facility on the southern end of the outer-T will be advanced once Wellington Helicopters is ready to do so.

Frank Kitts Park Precinct. As Wellington's population grows, so too does the need for well designed, fit-for-purpose, high quality public space and parks. Frank Kitts Park is more than 25 years old and a comprehensive makeover has been planned for the past decade. Following the granting of a resource consent for the development by independent planning commissioners in late 2016, an appeal to the Environment Court is set down for March 2018.

Construction can commence at the beginning of 2018 provided:

- The court upholds the resource consent;
- Detailed planning and design is completed;
- External funding commitments for the Chinese garden are attained; and
- Council approve an increase in budget to reflect escalation costs since the park's redevelopment proposal was last costed

Capex Budget (\$000):	2018/19	2019/20	2020/21
Option 'A' (1 st stage - playground only)	\$1,000	\$1,500	\$0
Option 'B' (All FKP) – subject to Chinese Garden fundraising	-	-	-

Note Council contribution of \$6.3 million is included for year seven of the 10 Year Plan. This contribution is for work on the surrounding Frank Kitts precinct, not the Chinese garden itself.

Waitangi Precinct. The site situated between Waitangi Park to the east and Te Papa to the west (home to the Sunday Harbourside Market) is the last remaining undeveloped site on the waterfront. The Council continues to scope opportunities for its development.

Seawall and Wharf Maintenance. The wharves require regular maintenance to address general wear and tear. Seawalls are also critical assets and many are heritage-listed.

Further maintenance of these essential elements of the waterfront is planned for each of the next three years with an allocated budget sum of \$1.371m.

Capex Budget (\$000):	2018/19	2019/20	2020/21
	\$ 815	\$290	\$266

Other capital renewals and general planning. While the waterfront did not experience nearly the same extent of damage or disruption as CentrePort in the November 2016 earthquake, that event necessitated a programme of wharf repair work that will continue over the 3-year life of this plan. The allocated budget for the next three years work programme is \$3.055m.

Capex Budget (\$000):	2018/19	2019/20	2020/21
	\$ 1,115	\$ 1,260	\$ 680

How we'll measure our performance

The overall success of the waterfront will be measured by the achievement of the principles and objectives outlined in the Waterfront Framework.

The framework has set 7 objectives for the waterfront:

- The waterfront is locally and internationally recognised for its design
- The waterfront is readily accessible to all people
- The waterfront is and is perceived to be, safe at all times
- The waterfront is seen as an attractive place by Wellingtonians and visitors
- The waterfront successfully caters for a wide range of events and activities

- Significant heritage buildings are protected on the waterfront
- Activities on the waterfront are integrated with those on the harbour

Periodic independent surveys of public opinion have consistently shown satisfaction and approval ratings in excess of 90 percent. We will strive to maintain and improve these ratings.

Design outcomes will continue to be monitored by the Council's Technical Advisory Group (TAG) – an independent provider of design advice.

Draft ver. 1 March 2018

Draft Significant Forecasting Assumptions

The following tables detail and summarise the significant forecasting assumptions (assumptions) used in developing this Long-term plan (LTP) financial estimates including assumptions concerning sources of funds for the future replacement of significant assets. Also included are the risks underlying the each assumption as well as:

- an assessment of the level of uncertainty; and
- an estimate of the potential effects of that uncertainty on the financial estimates.

These assumptions cover a 10 year period and to ensure that there is a consistent and justifiable basis for the preparation of financial forecasts and strategies for the LTP.

Summary

Assumption	Level of uncertainty	Risk level (Likelihood that risk will occur?)	Consequence (or effects of the uncertainty or risk)
General Assumptions			
1. Strategic direction	Low	Low	Minor
2. Key Challenges	Low	High	Moderate
3. LTP priorities	Low	Low	Minor
4. Economic growth	Moderate	Moderate	Moderate
5. Population growth	Moderate	Moderate	Moderate
6. Growth in ratepayer base	Moderate	Moderate	Moderate
7. Levels of service	Moderate	Moderate	Moderate
8. Cost savings and efficiencies	Moderate	Moderate	Moderate
9. Cost of major projects	High	Moderate	Moderate
10. Resource consents	Low	Moderate	Low
11. Civil defence and emergency	Moderate	Low	High
12. Urban development	Moderate	Low	Low
13. Water treatment (Havelock North Drinking Water enquiry)	Low	Low	Low (Reassessed once standards detail is known)
Financial Assumptions			

Assumption	Level of uncertainty	Risk level (Likelihood that risk will occur?)	Consequence (or effects of the uncertainty or risk)
14. Inflation	Low	Low	Moderate
15. Expected interest rates on borrowings	Low	Low	Moderate
Expected return on investments			
16. Wellington International Airport Limited shareholding	Low	Low	Low
17. Wellington Cable Car Limited	Low	Low	Low
18. Wellington Regional Stadium Trust loan	Low	Low	Low
19. Targeted accommodation rate	Medium	Medium	Medium
20. Convention Centre	Low	Low	Low
21. New Zealand Transport Agency (NZTA) funding	Low	Low	Low
22. Vested assets	High	Low	Moderate
23. Sale of Assets	Moderate	Moderate	Moderate
24. Sources of funds for the future replacement of significant assets	Low	Low	Low
25. Useful lives of significant assets	Low	Low	Low
26. Depreciation and Revaluation of property, plant and equipment	Moderate	Low	Low
27. Revaluation of investment properties	Low	Low	Low
28. LGFA Guarantee	Low	Low	Low
29. Renewal of External Funding	Low	Moderate	Moderate
30. Weathertight Homes	Low	Moderate	Low
31. General Rates Differential	Low	Moderate	Low

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
	L M H		L M H		
General assumptions					
1. Strategic direction A key assumption guiding the development of the 2018 LTP is that the strategic direction set out in the <i>Wellington 2040: Smart Capital (Smart Capital)</i> strategy will remain and continue to be supported by Wellington's residents. The strategic direction set out in the <i>Wellington 2040: Smart Capital</i> strategy focuses on ensuring Wellington thrives and prospers and is resilient against threats, both natural and economic. The <i>Smart Capital</i> strategy has long-term city outcomes: <ul style="list-style-type: none"> • A People City • An Eco City • A Connected City; and • A Dynamic Central City. These outcomes will continue be the long-term goals for our city as we prepare the 2018-28 Long-Term Plan (LTP) and consequently influence Council's funding and delivery of its services and infrastructure development. The 2040 strategy and goals have also been integrated with the Council's Triennium Work Programme, and consulted with residents as part of the 2016/17 Annual Plan.	L	That the 2040 strategy does not enable Wellington to sustain progress towards its goals.	L	An erosion of resident support for the strategic goals and supporting strategies and underlying strategic investment programmes.	Council will continue to: <ul style="list-style-type: none"> • Review performance data and local and global trends to ensure the foundations underpinning Wellington 2040 remain relevant for Wellington • Provide on-going reporting and engagement (e.g. Annual Plans) with residents communicates progress towards the long-term outcomes
2. Key Challenges The key challenges in our operating environment that are the focus of the 2018-28	M	The key challenges will increase beyond the Council's ability to fund and or deliver	M	The quality of life in Wellington will not be able to meet	Implementing programmes that are well researched, integrated and effectively

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
	L M H		L M H		
<p>LTP are:</p> <ul style="list-style-type: none"> <i>Managing the demands of growth</i> - More people want to live here. Statistics NZ estimate that Wellington will have a population of between 250,000 to 279,000 by the year 2043. A growing population puts pressure on transport, infrastructure, and housing – particularly in Wellington with a constrained urban environment. <i>Making the city more resilient</i> - In November 2016, we experienced a significant earthquake that tested our city. It responded well, but there is more work to do. The climate is also changing and we need to find ways of living with more frequent and severe and frequent extreme weather events (a 1 in 50 year event is now likely to occur 1 in 20 yrs.). So we need to factor in extreme weather events as well as rising sea levels. In this 10-year plan, one of the key challenges will be to improve core infrastructure and invest in the city's resilience. <i>Developing areas where we have a competitive advantage</i> - We've invested extensively in the arts over many decades and our city has an enviable reputation as a centre of culture. That didn't happen by accident: we, along 		programmes that increase the City's ability to cope with the challenges.		residents expectations	manged continues to be a key driver of the mitigating of the undesirable impacts of these challenges. The 'smart Council strategy includes a focus on ensuring that the Council continues to develop its capacity its capacity to mitigate in advance.

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
	L M H		L M H		
<p>with the government and others, have been supporting and investing in the sector for years. We will need to ensure investment levels are sufficient to retain our status as the capital of culture.</p> <ul style="list-style-type: none"> <i>Making sure we operate from a position of strength</i> - We want a city that offers a high quality of life, good services and facilities, and that looks after its people and the environment. All of this requires a healthy and strong economy. <p>Our economy generally performs very well, but in terms of GDP growth still lags behind the NZ average. Our challenge is to maintain the current growth and support the diversification of the economy so that it is strong and sustainable</p>					
<p>3. LTP priorities</p> <p>To meet these challenges we have established five priorities for the LTP. They provide focus for the activities in the LTP, guide the funding of our programmes and support progress towards our long-term outcomes.</p> <ul style="list-style-type: none"> <i>Housing</i> – investing in quality and affordable housing to accommodate our growing population. <i>Transport</i> – investing in good transport options to maintain easy access in and out and around our city, promote alternative to the private car, and reduce congestion 	L	That the LTP priorities do not adequately address the current challenges.	L	<p>If the priorities do not adequately address the identified challenges then:</p> <ul style="list-style-type: none"> Risks inherent in the challenges are likely to increase and erode Wellington's liveability Contribute to the long-term outcomes and <i>Smart City</i> vision. 	<p>Before approving business cases for the funding of new projects each business case is to identify where and how they:</p> <ul style="list-style-type: none"> Align with the priority area Align with to the long-term city outcomes. Mitigate issues / risks relating to the challenges and / or priority areas.

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
	L M H		L M H		
<ul style="list-style-type: none"> • <i>Resilience</i> – investing in core infrastructure and making our city more resilient against future shocks. In preparing for future shocks we are informed by estimated probability of occurrence of shocks and forecasts on the likelihood for future events. We expect that a maximum size tsunami will probably occur once every 2,500 years and there is a 10% chance of a major earthquake on the Wellington fault in the next 100 years. Our planning for future events will continue to be informed by event forecasts regional for organisations such as GEONET (see https://www.geonet.org.nz/earthquake/forecast/kaikoura). • <i>Sustainable growth</i> – investing in economic catalyst projects to continue to stimulate economic growth and diversification, and undertake comprehensive spatial planning for how and where the city will grow to accommodate a growing population. • <i>Decade of culture</i> – investing in arts and culture in a context of increasing global competition to maintain our position as a vibrant, edgy capital 					
4. Economic growth The development of the 2018 LTP reflects local economy that is growing with economic expansion remaining broad-based across a range of economic indicators. Strong population growth from overseas migration continues to drive activity, growth and consumption. The population is currently growing at around 2.0% per annum which is double the 10 year average. (see item five	M	Economic growth is lower than forecast due to: <ul style="list-style-type: none"> • External market factors • Strategies not developed to diversify the economy to improve productivity and make the city more resilient. • Insufficient investment in infrastructure / services 	M	A strong economy supports a growing ratepayer base which in turn provides the means for Council to invest in the city. The economic outlook also affects local businesses, the level of employment and the rate of urban development which is closely aligned to the level of growth in the ratepayer	Ensure economic catalyst projects proceed and support WREDA in growing Wellington's economy.

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
	L M H		L M H		
<p>below for more details on population growth)</p> <p>Tourism continues to rebound after the November 2016 earthquake with guest nights in the city recovering due mainly to strong international tourism growth.</p> <p>The labour market is tightening, with unemployment continuing to trend downwards with demand for highly skilled labour continuing to increase. The majority of jobs are being created across the professional services, finance, health, construction and hospitality sectors. The tightening in the labour market has yet to be reflected in wage growth.</p> <p>We project that positive GDP growth will continue - within the range of the last 3 years.</p>		<p>constrains city development.</p> <ul style="list-style-type: none"> Strategies not developed to attract and retain highly skilled workers in the information services sector. The recent above average growth in overseas migration reduces 		<p>base.</p> <p>A significant decline in economic growth could impact on the level of unemployment, wage growth and business performance which may require the Council to reduce its investment programme in some areas.</p>	
<p>5. Population growth</p> <p>City growth assumptions underpin the Council's Asset Management Plans, capital expenditure budgets, and level of services in the LTP.</p> <p>Population and demographic assumptions are provided by Informed Decisions (.id) for Wellington City modelling population growth, demographic changes and housing demand at a neighbourhood and city level.</p> <p>Forecast inputs are based on Statistics NZ data and detailed information from Council about current and planned residential activity in the city.</p> <p>They were last updated in November 2016. See our website www.wellington.govt.nz for the population, household and dwelling forecasts</p>	M	<p>Population forecast growth assumptions are conservative which may lead to an underestimation of population growth.</p> <p>A risk exists that total population growth continues to track higher than average.</p>	L	<p>If population growth is higher than forecast, added pressure will be put on Council infrastructure and service provision leading to possible failure to meet expected levels of service or constraining growth.</p>	<p>Moderate growth can be accommodated within the present level of Council infrastructure.</p> <p>Where higher levels of growth create demand for new infrastructure, Council will collect development contributions to meet a portion of the costs of new or upgraded investment.</p>

Assumption				Level of uncertainty (High, moderate, low)			Risk	Risk level (How likely risk will occur - High, moderate, low)			Effects of the uncertainty / risk	Mitigation
				L M H				L M H				
for the city and for each neighbourhood together with a list of assumptions that have been incorporated into the forecast. The population forecasts for th 2018 LTP are:												
Year	Wellington City (forecast.id Medium Projection)	Wellington City (SNZ High Projection)	Central Wellington (forecast.id Medium Projection)									
2018	211,811	217,770	16,426									
2019	213,846	221,270	17,107									
2020	215,892	224,430	17,877									
2021	218,084	227,360	18,680									
2022	220,137	229,900	19,467									
2023	222,341	232,400	20,336									
2024	224,050	234,900	21,042									
2025	225,689	237,610	21,571									
2026	227,049	240,100	22,040									
2027	228,108	242,740	22,411									
2028	229,236	245,340	22,757									
Annual average	0.8%	1.2%	3.3%									
The City's population is expected to grow to between 250,000 to 280,000 people by 2043.												
6. Growth in ratepayer base Council plans to invest in a range of initiatives that it will provide an economic catalyst for the city which we forecast will provide ratepayer growth of:				M			The growth in ratepayer base is higher or lower than projected.	M			The Council has used current property information from its valuation service provider (Quotable Value Ltd), forward looking consenting, further expected negative revaluations as a result of the November 2016 Earthquake and historic trends to assess the growth in the rate payer base.	We will measure and report on growth in the rating base and review the projections and underlying strategy on a regular basis.
Year	Forecast growth											
2018/19	0.75%											
2019/20	1.00%											

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
	L M H		L M H		
2020/21 1.20% 2021/22 1.00% 2022/23 1.00% 2023/24 0.80% 2024/25 0.80% 2024/26 0.80% 2024/27 0.80% 2024/28 0.80%				If growth is higher than forecasted, average rates funding increase will be reduced by an equivalent amount as there are a greater number of ratepayers across which the rates funding requirement will be allocated. If growth is lower than forecasted, the average rates increase for the ratepayer will be higher. The annual impact of a 1% of variance in growth in the ratepayer base is equivalent to approximately \$3.5m of rates.	
7. Levels of service Overall resident 70% of residents consider that Council provides value for money services. However overall pressures on maintaining levels of service delivery (and value for money services to residents) are expected to increase. These pressures are expect to flow from: <ul style="list-style-type: none"> • Accommodating increasing population - particularly in the central city (see also item 5) • An increasing volume of people accessing Council services (demand) • Maintaining infrastructure upgrade and renewal cycles for significant assets; and • Increasing regulatory demands – particularly for the built environment e.g. building code changes. 	M	That there are significant changes in in the pressures impaction on the demand for services or levels of service beyond those planned in the LTP.	M	If customers begin to expect a higher level of service we either risk decreasing residents' satisfaction or an increase in ongoing costs to maintain a higher level of service.	<ul style="list-style-type: none"> • The Council has well defined service levels for its planned activities which have been reviewed as part of the LTP process. • Customer satisfaction surveys and other engagement strategies generally support the key assumptions made within the LTP and therefore there are currently no known additional areas of the Council's service that require significant modification.

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
	L M H		L M H		
<p>For this LTP we assume that:</p> <ul style="list-style-type: none"> the current demand for Council services and customer expectations regarding business as usual levels of service will not significantly decrease during the planning period; and beyond that specifically planned and identified in the LTP, there will be no significant additional impact from above pressures on asset requirements or operating expenditure. 					
<p>8. Cost savings and efficiencies</p> <p>The Council has reviewed its services and explored a range of efficiencies in the preparation of this LTP. Many cost savings from the 2015 LTP have also been carried through to this LTP e.g. increased asset utilisation, shared service models and organisational alignment. For the 2018 LTP we have made additional assumptions around Council's vacancy loading for the duration of the LTP.</p>	M	That the vacancy loading is too high	M	Increased costs	Council will monitor budget settings on a quarterly basis and can adjust budget requirements through the annual plan process.
<p>9. Cost of major projects</p> <p>The 2018 LTP identifies a number of projects that are likely to have substantial financial implications during the 10 year period of this LTP. They are at different stages of development and the specific costs and timing are uncertain but will become clearer as we work through the planning phases.</p> <p>The financial strategy with detail capacity the Council has to invest in these projects over the 10 year period of the LTP.</p> <p>Major projects to be progressed during the</p>	H	<p>The construction market is tight reflecting a strong economy, significant investment in transport infrastructure in the region, a housing shortage, and the recovery phase to the last earthquake still underway.</p> <p>There is a risk that that if our work is not appropriately phased the budget allocated</p>	M	If allocated funding is insufficient to fully fund these projects, some rephasing or increased funding may be required – delaying some projects.	Continue to monitor the construction market and rephase work as necessary through future annual plans.

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
	L M H		L M H		
<p>2018-28 LTP are as follows.</p> <ul style="list-style-type: none"> • <i>Economic catalyst projects</i> – these series of projects include the Convention Centre, a new Indoor Arena, and an extension to the airport runway. In all instances, council is working with partners and other stakeholders to fund and deliver these. Funding is already budgeted for these projects, however there exists some uncertainty around the timing and total costs to complete these projects. Budget rephasing may be required to continue to accommodate these projects within budgets. There is also a requirement for the Government contributing funding to the Indoor arena • <i>Let's Get Wellington Moving</i> – this programme of work has a number of options out for consultation. A provisional figure is included in the draft LTP budget.. This funding provision may have to be scaled up or down depending on decisions made. • <i>Resilience projects</i> –a number of large infrastructure projects are programmed in the LTP to make our underground infrastructure more resilient. This includes \$32 million for construction of the new Prince of Wales reservoir • <i>Earthquake strengthening</i> – a number of Council buildings will be strengthened during this LTP. This includes the Town Hall (\$88.7 million), and the Bond Store (Wellington Museum) and the St James and Opera House will all have strengthening work done. 		will be insufficient to fund the projects identified. There is also a risk that partnership funding (e.g. regional contribution towards the Indoor Arena) does not eventuate or is less than assumed.			

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
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10. Resource consents Conditions for existing resource consents held by Council will not be significantly altered. Any resource consents due for renewal during the 10 year period will be renewed accordingly.	L	Conditions of resource consents are altered significantly. Council is unable to renew existing resource consents upon expiry.	M	The financial effect of any change to resource consent requirements would depend upon the extent of the change. A significant change in requirements could result in the Council needing to spend additional funds to enable compliance.	Generally, the Council considers that it is fully compliant with existing Resource Consents and does not contemplate any material departure from these requirements over the next 10 years.
11. Civil defence and emergency (a) The LTP is prepared on the basis that the city is continually improving its emergency preparedness, and whilst the impact of a major natural disaster cannot be accurately predicted (and therefore the response required), increased community preparedness and regional consistency will continue to be cornerstones of our approach. (b) In line with the rest of NZ, we will continue to follow the “4Rs” to underpin our emergency preparedness and resilience strategy. (“4Rs” refer to <ul style="list-style-type: none"> • Reduction of risk • Readiness for an event • Response when it occurs; and • Recovery, post-event. For details on our resilience strategy see https://wellington.govt.nz/about-wellington/wellington-resilience-strategy). (c) The focus areas for continuously	L	That a significant event occurs (e.g. a major earthquake) and: <ul style="list-style-type: none"> • insufficient risk reduction measures are in place to prevent large numbers of casualties and / or • inadequate response mechanisms are not suitably prepared to effectively manage an emergency to prevent large numbers of casualties 	M	The city is unable to recover sufficiently or quickly enough in order to prevent long-term adverse effects on population or local economy	Although the probability of a major earthquake or other natural disaster within the lifespan of the LTP is low, we take Emergency Preparedness very seriously with the aim to be as prepared as possible. We believe that preparedness activities are never finished and therefore aim for continuous improvement. The Council is prepared to respond to large events, as some Response plans are in place and staff are regularly trained. However, work is needed to ensure that learnings from any activation are captured and contribute to the on-going improvement of the City’s preparedness. A key focus for the 2018 LTP will be improving the City’s resilience. There will be a

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
	L M H		L M H		
<p>improving our disaster preparedness within our plan are and will continue to be:</p> <ul style="list-style-type: none"> Improving our emergency response mechanisms Earthquake prone buildings Water, Wastewater Transportation Welfare Community preparedness <p>(d) In any major event where our capacity is exceeded, support and resources is provided from it we assume that regional, and national entities and international assistance will can be called upon when required.</p> <p>(e) The scope of the financial impact of significant events is difficult to quantify pre-event. However when planning our long term budget programme and assessing the possible financial impact of future events we continue consider to the direct and indirect costs of previous events. In addition, our approach to continuously improving resilience, emergency preparedness etc. (as in (a) and (b) of above) is expected to support improved city resilience and help mitigate the financial impact of a significant event. A large event will however have a significant and impact on the expenditure programme in the LTP.</p>					<p>number of earthquake strengthening and resilience projects that are expected support the mitigation of the adverse impact of a significant event and managing our event insurance costs.</p>

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
	L M H		L M H		
12. Urban development A staged review of our District Plan is assumed for the LTP period to guide how and where the city will grow over time. The review will incorporate our response to the Government's National Policy Statement on Urban Development Capacity as well as setting a clear direction for growth in the city and ensuring capacity and feasibility for development. Making space for growth while also maintaining and protecting our natural environment will be crucial to a thriving Wellington. To complete both stages of work and implement District Plan changes we will be making provision in the budget for operational funding over the ten years of the 2018 LTP.	M	There is lack of community consensus for how and where the city will grow over time, that this this delays District Plan changes, while population growth continues strongly	L	The city lacks a comprehensive plan for how and where it will accommodate future growth. This could create uncertainty for developers, delay infrastructure investment and impact on housing supply	A strong communication and engagement programme to articulate the issue and the options. This work has already started with the Our City Tomorrow programme.
13. Water treatment (Havelock North Drinking Water enquiry) Increased treatment standards (particularly related to the treatment of water from previously 'secure' sources and chlorination) are going to gain strong support and are likely to be implemented as a result of the Havelock North Drinking Water enquiry. An assessment of the impact of the Inquiry's recommendations on their draft LTPs. The OAG's auditors, as part their audit, will be specifically asking Councils what the impact is and how that has been addressed in the draft LTP. The SOLGM Business Performance Working Party has recommended is likely that increased treatment standards (particularly related to the treatment of water from previously	L	Any increase in the standards relating to the treatment of water from previously 'secure' sources and chlorination that requires a material change to our current approach. All the water that Wellington Water supply to Wellington, Porirua, Lower Hutt and Upper Hutt is chlorinated.	L	Undetermined until standards known	-

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
	L M H		L M H		
<p>‘secure’ sources and chlorination) recommended for immediate consideration by Councils are going to gain strong support and are likely to be implemented.</p> <p>For the 2018 LTP we are assuming that <i>increasing Drinking Water Standards are “more likely”</i></p>					
Financial assumptions					
<p>14. Inflation</p> <p>The Council has adjusted base financial projections to reflect the estimated impact of inflation</p>	L	That actual inflation will be significantly different from the assumed inflation.	L	<p>Inflation is affected by external economic factors, most of which are outside of the Council’s control and influence.</p> <p>Council’s costs and the income required to fund those costs will increase by the rate of inflation unless efficiency gains can be made.</p>	Annual review through annual plan process.
<p><i>Inflation Rates Applied</i> - Inflation rates have been estimated using the BERL “Forecasts of Price level Change Adjustors to 2028.” We also assume that the Reserve Bank will use monetary controls to keep CPI within the 1.5 to 3% range.</p>	L	Inflation exceed forecasts. The BERL personnel forecast is for New Zealand as a whole, and not specific to Wellington. The city currently enjoys low unemployment and with central government departments also a significant employer in the city, the labour market is tight.	L	The Councils costs increase faster than planned	

Assumption	Level of uncertainty (High, moderate, low)			Risk			Risk level (How likely risk will occur - High, moderate, low)			Effects of the uncertainty / risk	Mitigation
	L	M	H	L	M	H	L	M	H		
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	
Planning and regulation	1.96%	2.12%	2.08%	2.13%	2.17%	2.30%	2.34%	2.37%	2.40%	2.50%	
Roading	2.06%	2.21%	2.16%	2.30%	2.34%	2.46%	2.49%	2.60%	2.69%	2.78%	
Transport	2.06%	2.02%	2.07%	2.22%	2.26%	2.30%	2.33%	2.53%	2.55%	2.65%	
Community Activities	1.67%	2.03%	2.09%	2.14%	2.18%	2.22%	2.35%	2.38%	2.41%	2.60%	
Water and Environmental Management	2.36%	2.50%	2.25%	2.38%	2.42%	2.53%	2.56%	2.66%	2.75%	2.83%	
Personnel	1.60%	1.60%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.00%	2.10%	
The inflation rates above have been applied across all items within the financial statements with the exception of:											
Revenue from investment properties – not inflated as most ground leases are subject to fixed rentals across the period.							The relevant revenue streams identified are influenced by changes in prices or the rate of inflation.			-	-
Petrol tax – forecast to remain constant. Revenue from petrol tax is driven by tax rates and volumes – both of which are expected to remain constant over the 10 year period.							That the revenue streams identified fluctuate annually as a result of external factors outside the control of the Council.			Although the revenue streams may vary annually due to factors outside the control of the Council (eg, petrol consumption may vary and therefore affect the revenue received from Petrol Tax) it is not considered that annual variances will have a material effect on the financial forecasts in the LTP.	-
Interest revenue – Interest rates do not increase annually in line with rates of inflation. Interest rates have been forecast to remain constant. Refer section below.					M		N/A			-	-
Dividends – Although rates of inflation will affect the revenues and expenditures of those							N/A			-	-

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation																						
	L M H		L M H																								
entities distributing dividends to the Council it is not anticipated that the level of dividend will be influenced by rates of inflation in the future.																											
15. Expected interest rates on borrowings Interest is calculated using the following interest rates:	M	That prevailing interest rates will differ significantly from those estimated.		Based on the minimum hedging profile, a 0.1% movement in interest rates will increase/decrease annual interest expense by between \$200,000 and \$1,000,000 per annum across the ten years of the LTP.	Interest rates are largely driven by factors external to the NZ economy. Council manages its exposure to adverse changes in interest rates through the use of interest rate swaps. At any time Council policy is to have a minimum level of interest rate hedging equivalent to 50% of core borrowings.																						
<table><tr><th>Year</th><th>Interest rate %</th></tr><tr><td>2018/19</td><td>4.30% per annum</td></tr><tr><td>2019/20</td><td>4.45% per annum</td></tr><tr><td>2020/21</td><td>4.65% per annum</td></tr><tr><td>2021/22</td><td>4.80% per annum</td></tr><tr><td>2022/23</td><td>5.10% per annum</td></tr><tr><td>2023/24</td><td>5.25% per annum</td></tr><tr><td>2024/25</td><td>5.40% per annum</td></tr><tr><td>2025/26</td><td>5.40% per annum</td></tr><tr><td>2026/27</td><td>5.50% per annum</td></tr><tr><td>2027/28</td><td>5.60% per annum</td></tr></table>	Year	Interest rate %	2018/19	4.30% per annum	2019/20	4.45% per annum	2020/21	4.65% per annum	2021/22	4.80% per annum	2022/23	5.10% per annum	2023/24	5.25% per annum	2024/25	5.40% per annum	2025/26	5.40% per annum	2026/27	5.50% per annum	2027/28	5.60% per annum					
Year	Interest rate %																										
2018/19	4.30% per annum																										
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2025/26	5.40% per annum																										
2026/27	5.50% per annum																										
2027/28	5.60% per annum																										
Expected return on investments - Council has forecast the following returns for significant investments:																											
16. Wellington International Airport Limited shareholding It is assumed that the Council will retain its existing investment in WIAL of 34% and that a regular flow of revenue will be received by way of dividend.	L	That Council receives less than the forecast level of dividend.	L	The level of dividend is dependent on the financial performance of the company. If the actual returns are significantly less than forecast, the council will need to look for alternative funding through rates or borrowings.	Regular monitoring of the financial performance of WIAL																						
17. Wellington Cable Car Limited It is assumed that the Council will retain its existing investment at current levels with the exception of a \$2.5 million investment in 2016/17 to fund replacement of the electric drive for the Cable Car. No dividends are assumed across the 10 year period.	L	That Council receives less than the forecast level of dividend.	L	The level of dividend is dependent on the financial performance of the company. If the actual returns are significantly less than forecast, the council will need to look for alternative funding through rates or borrowings.	Regular monitoring of the financial performance of the company																						

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
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18. Wellington Regional Stadium Trust loan In accordance with the terms of the loan, no interest has been forecasted across the 10 year period. The loan is due to be repaid once the Trust has repaid all of its other liabilities and borrowings. The Trust may return part of its annual operating surplus to the Council to repay all or part of the outstanding loan. We assume no interest or loan repayment for the LTP	L	No interest or loan repayments are forecast in the LTP	L	None as the assumption in the LTP is for no interest or loan repayments.	Regular monitoring of the financial performance of the Trust
19. Targeted accommodation rate This plan includes a broad range of investments that will support the visitor economy. In the coming year we will explore options around introducing a targeted accommodation rate from year three of this plan. We are including the rate in the out-years because we want to go through detailed analysis and talk to a wide range of stakeholders to make sure the new rate is fair and equitable.	M	The targeted rate is not approved or approved at a lower rate than planned.	M	In the event that the targeted rate does not eventuate or is set in place at a lower level than assumed, then there would be a consequential impact to all other ratepayers, or we would need to adjust funded programmes	-
20. Convention Centre It is assumed that: <ul style="list-style-type: none"> the operating costs of the proposed Wellington Convention Centre will be offset by dividends of \$1.4m in 2021/22, increasing to \$2.2m in 2024/25. \$25m govt contribution to convention centre. 	M	That operating surpluses returned to Council are lower than forecast.	L	In the event that operating surpluses do not eventuate or operating losses are incurred then there would be a consequential increased rates impost	Operating forecasts assume a mid-case scenario based on a business case with robust and sound assumptions. A range of industry experts (including Price Waterhouse Coopers, BERL Economics, Howarth HTL Ltd, and Covec Ltd) were engaged in preparing and reviewing the business case. The business case has been

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
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					prepared in full knowledge of the planned developments in other regions. Regular monitoring of the financial performance of the Convention Centre will enable the management of any operating risks.
21. New Zealand Transport Agency (NZTA) funding Council has made assumptions on the level of subsidies it expects to receive from central government through the NZTA over the period of the LTP. The NZTA's funding assistance system was reviewed during 2012-14 resulting in a revised normal funding assistance rate. Since 2015 we have been on a transition toward the normal FAR. We have now reached the normal FAR so is expected to remain at 51% for the period of the LTP.	L	NZTA make further changes to the subsidy rate, the funding cap or the criteria for inclusion in the subsidised works programme.	L	Variations in the subsidy rates of approx. 1% would not impact the Council's funding income stream due to current eligible expenditure being in excess of the current funding cap.	-
22. Vested assets No vesting of assets is forecast across the 10 year period.	H	That Council will have assets vested thereby increasing the depreciation expense in subsequent years.	L	The level of vested assets fluctuates considerably from year to year and is unpredictable. Historical levels have not been material. The recognition of vested assets in the income statement is non-cash in nature and will have no effect on rates. The financial effect of the uncertainty is expected to be low.	-
23. Sale of Assets We have assumed asset sales of \$52m will be	M	That the sale of assets do not occur at forecasted levels	M	If the level of asset sales is less than forecasted, either our level of debt will increase by	-

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
	L M H		L M H		
realised to repay borrowings across the 10 year period				the relevant amount or Council may consider revising its level of asset investment. The interest cost of servicing this debt will be lower or higher depending on the level of asset sales.	
24. Sources of funds for the future replacement of significant assets Sources of funds for operating and capital expenditure are as per the Revenue and Financing Policy (refer page xx).	L	That sources of funds are not achieved	L	User charges have been set at previously achieved levels. Depreciation is funded through rates. The Council is able to access borrowings at levels forecast within the LTP.	
25. Useful lives of significant assets (The estimated useful lives of significant assets will be as shown in the Statement of Accounting Policies - refer page xx).	L	That assets wear out earlier or later than estimated.	L	Depreciation and interest costs would increase if capital expenditure was required earlier than anticipated. The financial effect of the uncertainty is likely to be immaterial.	
The majority of the significant assets will continue to be revalued every 3 years.	L	That Council activities change, resulting in decisions not to replace existing assets.	L	-	These impacts could be mitigated as capital projects could be reprioritised in the event of early expiration of assets.
It is assumed that assets will be replaced at the end of their useful life.	L	That Council replaces assets before the end of useful life.	L	-	Council has a comprehensive asset management planning process. Where a decision is made not to replace an asset, this will be factored into capital projections.
Planned asset acquisitions (as per the capital	L	That more detailed analysis of	L		Asset capacity and condition is

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
	L M H		L M H		
expenditure programme) shall be depreciated on the same basis as existing assets.		planned capital projects may alter the useful life and therefore the depreciation expense.-			monitored, with replacement works being planned accordingly. Depreciation is calculated in accordance with accounting and asset management requirements.
26. Depreciation and Revaluation of property, plant and equipment (including water and transport assets) These forecasts include a three yearly estimate to reflect the change in asset valuations for property, plant and equipment in accordance with the Council's accounting policies. The following assumptions have been made for this LTP: <ul style="list-style-type: none"> • Council will continue its policy of fully funding depreciation • Revaluation movements shall equate the inflation rates applied for all depreciable property, plant and equipment (refer section "Inflation") • The depreciation impact of inflation shall be in the year following revaluation • The value of non-depreciable assets (e.g. land) is forecast to remain constant. 	L	That actual revaluation movements are significantly different from those forecast	L	-	The majority of Council's depreciable property, plant and equipment assets is valued on a depreciated replacement cost basis. Therefore, using the projected inflation rate as a proxy for revaluation movements is appropriate and consistent with the treatment of price changes generally within the LTP. For land assets valued at market value (based on sales evidence), values have been assumed to remain constant. This reflects the wide disparity in views on the sustainability of current residential market prices.
Revaluation of investment properties It is assumed that the value of investment properties accounted for at fair/market value will remain constant across the 10 year plan.	M	That actual revaluation movements will be significantly different from those forecast	L	-	For assets valued at market value (based on sales evidence), values have been assumed to remain constant. This assumption has no impact on depreciation as these assets are not depreciated.

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
	L M H		L M H		
27. LGFA Guarantee Each of the shareholders of the LGFA is a party to a deed of Guarantee, whereby the parties to the deed guarantee the obligations of the LGFA and the guarantee obligations of other participating local authorities to the LGFA, in the event of default.	L	In the event of a default by the LGFA, each guarantor would be liable to pay a proportion of the amount owing. The proportion to be paid by each respective guarantor is set in relation to each guarantors relative rates income	L	The Council believes the risk of the guarantee being called on and any financial loss arising from the guarantee is low. The likelihood of a local authority borrower defaulting is extremely low and all of the borrowings by a local authority from the LGFA are secured by a rates charge.	
28. Renewal of External Funding It is assumed that Council will be able to renew existing borrowings on equivalent terms.	L	That new borrowings cannot be accessed to fund future capital requirements	M	Future Capital programmes may be delayed and Council improvement programmes / infrastructure assets may not receive the required investment.	The Council minimises its liquidity risk by maintaining a mix of current and non-current borrowings in accordance with its Investment and Liability Management Policy.
29. Weathertight Homes The Council will continue to spread the cost incurred by Council in settling weathertight homes claims by funding claims from borrowings and spreading the rates funded repayment across a number of years. The LTP assumes that the Council's weathertight homes liability will be fully settled and the associated borrowing repaid over the 10 years of this LTP.	L	That the level of the claims and settlements is higher than provided for within the LTP.	M	The weathertight homes liability is an actuarial calculation based on the best information currently available. The liability provided for within the Council's financial statements is \$50m, a 1% change in this figure would equate to \$0.5m	
30. General Rates Differential It is assumed that the general rates differential will remain at 2.8:1 Commercial: Base/Residential over the period of the LTP.	L	That Council makes the decision to change the general rates differential from forecast.	M	Should Council decide to change the general rate differential, the maximum it could be expected to move would be from 2.8:1 to 1:1 Commercial: Base/Residential. This could potentially transfer	-

Assumption	Level of uncertainty (High, moderate, low)	Risk	Risk level (How likely risk will occur - High, moderate, low)	Effects of the uncertainty / risk	Mitigation
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				the rates impost from Commercial ratepayers back to Base/Residential ratepayers of approximately \$35m-\$57m per annum.	

Wellington City Council

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SUMMARY BY CAPEX ACTIVITY BY PROJECT (INFLATED)
 ANNUAL/LONG TERM PLAN BUDGET REPORT - 10 YEAR

Strategy	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Governance	1.1	2000	Committee & Council Processes	2000022000	Democratic Services - Mayoral Vehicle / Committee Room Renew	0	123	0	0	131	0	0	140	0	0	393
Total - 2000 Committee & Council Processes						0	123	0	0	131	0	0	140	0	0	393
Total - 1.1 Governance information and engagement						0	123	0	0	131	0	0	140	0	0	393
Total - 1 Governance						0	123	0	0	131	0	0	140	0	0	393
Strategy	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Environment	2.1	2001	Property Purchases - Reserves	2001132001	Belmont Gully Lincolnshire Farms Reserve Property Purchase	0	0	2,029	0	0	0	0	0	0	0	2,029
Total - 2001 Property Purchases - Reserves						0	0	2,029	0	0	0	0	0	0	0	2,029
Environment	2.1	2003	Parks Infrastructure	2000022003	PSR Parks Infrastructure - Renewals (CX)	251	248	253	265	251	297	304	376	385	365	3,064
				2000032003	PSR Parks Infrastructure - Upgrades (CX)	31	31	32	33	34	35	36	37	38	39	342
				2000502003	Parks Infrastructure General Upgrades	25	26	26	0	0	0	0	0	0	0	77
				20005942003	Dog Exercise Area Improvements	86	31	32	11	11	11	11	12	12	12	226
				20005952003	Playground Landscaps Upgrades	25	26	26	27	27	28	28	29	30	31	276
				20006062003	PSR Labour Allocations	17	18	19	19	20	20	20	21	21	22	196
				2007022003	Alex Moore carpark	0	0	0	479	0	0	0	0	0	0	479
				20084442003	Reserves residence	200	204	0	0	0	0	0	0	0	0	404
Total - 2003 Parks Infrastructure						635	583	387	853	382	391	400	474	485	497	5,087
Environment	2.1	2004	Parks Buildings	2000042004	PSR Parks Buildings - Renewals (CX)	267	354	459	607	301	253	818	655	568	583	4,853
				2000572004	Building Renewals Net FM	116	147	150	0	0	0	0	0	0	0	412
				2000672004	PSR Labour Allocations	12	13	13	13	14	14	14	15	15	15	137
Total - 2004 Parks Buildings						395	513	622	710	315	267	830	669	583	598	5,401
Environment	2.1	2005	Plimmer Request Project	2000052005	PSR Plimmer Request Expenditure (CX)	0	0	0	0	0	0	520	520	520	520	2,000
				2000582005	Newlands Park	50	714	0	781	0	0	0	0	0	0	1,545
				20008112005	Watts Peninsula Plimmer Request	0	0	0	1,064	0	1,111	0	0	0	0	2,175
Total - 2005 Plimmer Request Project						50	714	781	1,064	0	1,111	520	520	520	500	5,721
Environment	2.1	2006	Botanic Garden	2000072006	PSR Botanic Garden - Renewals (CX)	265	238	416	1,037	434	1,055	836	605	829	728	6,443
				2000362006	PSR Botanic Wayfinding Signs & Interpret	43	31	83	0	0	0	0	0	0	0	156
				20004112006	PSR Botanic St Grass & Memorial Roads	20	20	21	0	0	0	0	0	0	0	61
				2000422006	PSR Botanic Gdn Treehouse Upgrade	200	0	0	0	0	0	0	0	0	0	200
				2000482006	PSR Botanic Collections Renewals	20	20	0	0	0	0	0	0	0	0	40
				2000502006	PSR Botanic Decks, bridges, boardwalks renewals	10	10	0	0	0	0	0	0	0	0	31
				2000512006	PSR Botanic Hard surfaces, Tracks renewals	60	36	52	0	0	0	0	0	0	0	148
				2000522006	PSR Botanic Seats Renewals	10	10	10	0	0	0	0	0	0	0	31
				2000602006	PSR Childrens Gardens	20	20	0	0	0	0	0	0	0	0	40
				20006112006	PSR Fences	15	5	0	0	0	0	0	0	0	0	20
				2000622006	PSR Lights, Billboards	10	5	0	0	0	0	0	0	0	0	20
				2000632006	PSR Allocation P&O	1	1	1	1	1	1	1	1	1	1	8
				2000652006	PSR Allocation - Property (Architects)	28	30	30	31	32	33	33	34	35	35	322
				2000662006	PSR Allocation - Labour	64	67	69	71	73	75	76	78	79	81	733
				2007082006	Botanic Gardens FM Discretionary renewals	30	20	3	0	0	0	0	0	0	0	54
				2007092006	Char Walkway upgrades	0	0	104	0	0	0	0	0	0	0	104
				2007092006	Botanic Gardens Toilets Upgrades	0	0	156	0	0	0	0	0	0	0	156
				20070912006	Char Visitor Centre	0	0	0	160	0	0	0	0	0	0	160
				2008022006	Begonia House Power Supply	0	357	0	0	0	0	0	0	0	0	357
Total - 2006 Botanic Garden						795	872	962	1,300	540	1,163	946	718	943	845	9,085
Environment	2.1	2007	Coastal - upgrades	2000062007	PSR Coastal - Upgrades (CX)	52	53	55	56	57	60	61	63	63	64	578
				2007002007	PSR Allocation - Labour	5	5	6	6	6	6	6	6	6	6	58
				2007072007	Coastal Residence - Lyall Bay	768	436	0	0	0	0	0	0	0	0	1,204
Total - 2007 Coastal - upgrades						824	495	60	62	63	64	66	67	69	71	1,647
Environment	2.1	2008	Coastal	2000102008	PSR Coastal - Renewals (CX)	123	125	128	131	133	136	140	143	146	150	1,355
				20070112008	PSR Labour Allocations	9	9	9	10	10	10	10	10	11	11	98
				2008432008	Coastal residence	300	0	0	0	0	0	0	0	0	0	300
				2008502008	Worser Bay Yacht Club Residence	1,100	0	0	0	0	0	0	0	0	0	1,100
Total - 2008 Coastal						1,531	134	137	140	143	146	150	153	157	161	2,853
Environment	2.1	2009	Town Belt & Reserves	2000112009	PSR Town Belt & Reserves - Renewals (CX)	30	32	33	1,345	271	277	283	482	473	486	3,694
				2000502009	Reserve Development	171	152	158	0	0	0	0	0	0	0	479

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				200602009	Outer Green Belt Fencing	28	29	29	0	0	0	0	0	0	0	86
				2006012009	Signage	40	41	42	0	0	0	0	0	0	0	122
				2007022009	PSR Labour Allocations	88	93	95	98	101	103	105	107	109	111	1,009
				2007852009	Mānara Peak master plan (move from Walkways)	385	363	0	0	0	0	0	0	0	0	778
				2008752009	PSR Newlands Development	0	1,020	1,042	0	0	0	0	0	0	0	2,062
Total - 2009 Town Belt & Reserves						742	1,760	1,396	1,443	372	380	388	569	582	597	8,229
Environment	2.1	2010	Walkways renewals	2000132010	PSR Walkways - Renewals (CK)	56	21	152	1,082	515	527	539	574	588	603	4,658
				2000140010	PSR Walkways - Upgrades (CK)	(5)	30	(5)	108	111	113	116	119	122	125	843
				2006042010	Community Space Trail Initiatives	80	82	83	0	0	0	0	0	0	0	245
				2006052010	Harbour Escarpment	0	0	0	0	44	0	0	0	0	0	44
				2006062010	Mānara Peak Master Plan	102	104	106	0	0	0	0	0	0	0	312
				2006072010	Townbelt Trails	80	82	83	0	0	0	0	0	0	0	245
				2006082010	Outer Green Belt Trails	50	51	52	0	55	0	0	8	9	9	234
				2006092010	Northern Reserve Trails	50	51	52	0	66	0	0	10	10	11	251
				2006102010	Mānara Peak Upgrade Supporters Priorities	28	29	29	0	0	0	0	0	0	0	86
				2006112010	Southern Reserve Trails	40	41	42	0	0	0	0	0	0	0	122
				2007032010	PSR Labour Allocations	52	54	56	57	59	60	61	62	64	65	586
				2007852010	Skyline Extension	300	0	0	0	0	0	0	0	0	0	300
				2008802010	Abel Smith St Park Track	37	0	0	0	0	0	0	0	0	0	37
Total - 2010 Walkways renewals						874	544	655	1,247	850	699	716	774	792	812	7,965
Total - 2.1 Gardens, beaches and green open spaces						5,847	5,616	7,021	8,619	2,666	4,222	3,995	3,624	4,111	4,087	48,211
Environment	2.2	2011	Southern Landfill Improvement	2000152011	2011 Southern Landfill Improvement - Stage 4 Landfill Exit	189	2,965	5,558	6,267	223	233	244	2,536	2,605	2,679	23,506
				2000172011	2011 Southern Landfill Improvement - Carbon Unit Purchases	1,453	1,793	1,833	1,877	1,922	1,971	2,021	2,075	2,132	2,192	19,269
Total - 2011 Southern Landfill Improvement						1,622	4,788	7,391	8,144	2,145	2,204	2,265	4,611	4,737	4,872	42,778
Total - 2.2 Waste reduction and energy conservation						1,622	4,788	7,391	8,144	2,145	2,204	2,265	4,611	4,737	4,872	42,778
Environment	2.3	2013	Water - Network renewals	200602013	WCC PW Network Renewals	6,592	4,783	5,076	5,023	5,736	7,536	9,194	12,307	12,960	13,912	77,009
Total - 2013 Water - Network renewals						6,592	4,783	5,076	5,023	5,736	7,536	9,194	12,307	12,960	13,912	77,009
Environment	2.3	2014	Water - Pump Station renewals	2006012014	WCC PW Pump Station Renewals	141	542	451	431	348	356	365	374	384	395	3,768
Total - 2014 Water - Pump Station renewals						141	542	451	431	348	356	365	374	384	395	3,768
Environment	2.3	2015	Water - Water Meter upgrades	2006022015	WCC PW Water Meter Upgrades	25	26	013	524	537	550	564	577	592	608	4,516
Total - 2015 Water - Water Meter upgrades						25	26	513	524	537	550	564	577	592	608	4,516
Environment	2.3	2016	Water - Network upgrades	2006032016	WCC PW Water Network Upgrades	5,864	5,716	5,119	2,020	1,769	1,832	1,876	1,926	1,978	2,035	30,256
				2006042016	PW Miramar Peninsula Upgrades	0	0	0	429	1,319	1,352	1,387	0	0	0	4,487
Total - 2016 Water - Network upgrades						5,864	5,716	5,119	2,449	3,108	3,184	3,263	3,926	3,978	2,035	34,743
Environment	2.3	2018	Water - Network renewals	2006042018	WCC PW Network Renewals (residual)	1,396	1,408	1,441	1,474	1,510	1,547	1,584	1,624	1,668	1,713	15,332
Total - 2018 Water - Network renewals						1,396	1,408	1,441	1,474	1,510	1,547	1,584	1,624	1,668	1,713	15,332
Environment	2.3	2019	Water - Reservoir renewals	2006052019	WCC PW Reservoir renewals	319	144	148	151	901	3,981	4,075	4,180	4,292	4,722	22,913
Total - 2019 Water - Reservoir renewals						319	144	148	151	901	3,981	4,075	4,180	4,292	4,722	22,913
Environment	2.3	2020	Water - Reservoir upgrades	2006102020	WCC PW Reservoir upgrades	1,380	1,081	6,878	7,710	850	64	2,017	2,069	2,125	2,188	26,360
				2006312020	PW Upper Stebbings Reservoir	0	0	0	1,073	1,096	5,071	5,200	0	0	0	12,443
				2006322020	PW Horokiri Reservoir	0	0	0	0	1,096	1,127	5,200	5,339	0	0	12,765
				2006762020	PW Omarewa Reservoir	1,350	10,250	14,987	5,580	0	0	0	0	0	0	32,167
Total - 2020 Water - Reservoir upgrades						2,730	11,331	31,866	14,363	3,048	6,261	12,418	7,407	2,128	2,188	83,734
Total - 2.3 Water						17,138	21,947	34,613	24,419	15,187	23,416	31,372	38,398	24,029	19,572	242,085
Environment	2.4	2023	Wastewater - Network renewals	2006072023	WCC WW Network renewals	3,854	7,919	9,954	5,597	5,732	6,772	7,148	7,438	7,668	7,750	68,903
				2006302023	WW CBD Wastewater Pipework	0	0	0	2,146	2,198	2,254	2,311	0	0	0	8,908
				2006342023	WW Sludge Reduction	0	0	0	0	0	0	0	0	17,066	17,540	34,615
Total - 2023 Wastewater - Network renewals						3,854	7,919	9,954	7,737	7,930	9,026	9,459	7,408	24,672	25,290	113,427
Environment	2.4	2024	Wastewater - Network upgrades	2006052024	WCC WW Network upgrades	2,575	961	1,450	1,215	1,244	991	1,014	1,040	1,068	1,097	12,957
				2006262024	WW Miramar Peninsula Upgrades	0	0	0	322	989	1,014	1,040	0	0	0	3,365
Total - 2024 Wastewater - Network upgrades						2,575	961	1,450	1,537	2,233	2,005	2,054	1,040	1,068	1,097	16,362
Environment	2.4	2026	Wastewater - Pump Station renewals	2006112026	WCC WW Pump Station renewals	1,379	1,046	1,072	1,096	1,123	1,151	1,178	1,230	1,262	1,297	11,833
Total - 2026 Wastewater - Pump Station renewals						1,379	1,046	1,072	1,096	1,123	1,151	1,178	1,230	1,262	1,297	11,833
Total - 2.4 Wastewater						8,307	9,866	12,476	10,279	11,336	12,712	12,181	8,678	27,693	27,693	141,622
Environment	2.5	2028	Stormwater - Network upgrades	2006062028	WCC SW Network upgrades	6,460	562	554	621	5,058	2,920	7,101	7,283	3,815	7,681	42,395
				2006272028	SW Miramar Peninsula Upgrades	0	0	0	322	989	1,014	1,040	0	0	0	3,365
Total - 2028 Stormwater - Network upgrades						6,460	562	554	943	6,047	3,934	8,141	7,283	3,815	7,681	45,760
Environment	2.5	2029	Stormwater - Network renewals	2006082029	WCC SW Network renewals	3,081	8,445	3,694	3,556	3,645	3,733	3,824	3,911	4,005	4,114	42,000

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				200333029	SW Tawa Flood Reduction	0	0	0	0	0	0	2,311	2,373	6,095	0	10,779
Total - 2029 Stormwater - Network renewals						3,081	8,445	3,694	3,556	3,645	3,733	6,135	6,274	16,101	4,114	52,779
Total - 2.5 Stormwater						9,541	9,347	4,349	4,499	9,682	7,668	14,278	13,557	13,916	11,796	96,539
Environment	2.6	2033	Zoo renewals	2000672033	Zoo renewals - Zoo Renewals	850	882	911	921	945	995	1,021	1,049	1,078	1,110	9,761
Total - 2033 Zoo renewals						850	882	911	921	945	995	1,021	1,049	1,078	1,110	9,761
Environment	2.6	2034	Zoo upgrades	2006522034	Animal habitat & sustainability projects Upgrade	0	308	1,677	1,717	0	0	385	3,164	2,438	0	9,668
Total - 2034 Zoo upgrades						0	308	1,677	1,717	0	0	385	3,164	2,438	0	9,668
Environment	2.6	2135	Zealandia	2006532135	Zealandia staff accommodation upgrades	0	0	788	805	0	0	0	0	0	0	1,591
Total - 2135 Zealandia						0	0	788	805	0	0	0	0	0	0	1,591
Total - 2.6 Conservation attractions						850	1,190	3,373	3,443	945	995	1,406	4,212	3,518	1,110	21,040
Total - 2 Environment						43,305	54,753	69,132	57,689	41,970	50,685	66,027	64,278	77,312	68,123	594,278
Strategy	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				2000712035	Venus property renewals - General cases	717	1,222	1,258	1,467	1,183	203	1,328	741	1,404	1,439	10,959
				2000762035	Venus property renewals - St James Lifts	283	0	0	0	0	0	0	0	0	0	440
				2000762035	Venus property renewals - St James WHC - Carry-fed	528	0	0	0	0	0	0	0	0	0	792
				200082035	Venus property renewals - Internal FM allocations	72	86	104	112	157	57	119	104	108	109	1,007
				2000812035	Venus property renewals - Internal labour allocations	46	40	51	51	53	54	55	56	57	58	528
				2007172035	Venus property renewals - St James Theatre and Courtes But	441	0	0	0	0	0	0	220	0	0	661
				2007242035	Venus property renewals - MFC	540	0	0	0	0	0	0	0	0	0	540
Total - 2035 Wellington Venus renewals						2,638	1,337	1,449	1,631	1,393	314	1,802	1,530	1,587	1,606	14,965
Economic Development	3.1	2037	Indoor Arena	2007272037	Indoor Arena	0	511	521	1,005	5,439	11,684	22,776	43,717	0	0	85,713
Total - 2037 Indoor Arena						0	511	521	1,065	5,439	11,684	22,776	43,717	11,341	0	97,054
Total - 3.1 City promotions and business support						2,638	1,847	1,971	2,695	6,831	11,998	24,278	43,717	12,908	1,606	110,488
Total - 3 Economic Development						2,638	1,847	1,971	2,695	6,831	11,998	24,278	43,717	12,908	1,606	110,488
Strategy	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Cultural Wellbeing	4.1	2038	Gallery & Museum Upgrades	2003830208	Bond Store Upgrade	0	0	5,000	5,000	0	0	0	0	0	0	10,000
Total - 2038 Gallery & Museum Upgrades						0	0	5,000	5,000	0	0	0	0	0	0	10,000
Total - 2039 Museum of Conflict						0	0	0	0	0	0	0	0	0	0	0
Cultural Wellbeing	4.1	2041	Te ara o nga tapuna - Maori heritage trails	2000832041	Tea Pou	120	0	0	0	0	0	0	0	0	0	120
Total - 2041 Te ara o nga tapuna - Maori heritage trails						120	0	0	0	0	0	0	0	0	0	120
Cultural Wellbeing	4.1	2042	Arts Installation	2000842042	Arts Installation - Arts Installation 1	31	32	32	33	34	34	35	3	3	3	241
Total - 2042 Arts Installation						31	32	32	33	34	34	35	3	3	3	241
Cultural Wellbeing	4.1	2129	Wellington Convention Centre and Movie Museum	2002582129	Convention Centre & Movie Museum	0	15,955	48,614	73,604	26,655	0	0	0	0	0	164,828
Total - 2129 Wellington Convention Centre and Movie Museum						0	15,955	48,614	73,604	26,655	0	0	0	0	0	164,828
Total - 4.1 Arts and cultural activities						151	15,987	53,646	78,637	26,689	34	35	3	3	3	175,189
Total - 4 Cultural Wellbeing						151	15,987	53,646	78,637	26,689	34	35	3	3	3	175,189
Strategy	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				2007842043	Karori Pool carpark Upgrade	189	0	0	0	0	0	0	0	0	0	189
				2008642043	Karori Pool Car Park	111	0	0	0	0	0	0	0	0	0	111
				2008782043	Khandallah Swimming Pool Upgrade	0	0	0	1,064	0	0	0	0	0	0	1,064
Total - 2043 Aquatic Facility upgrades						300	0	0	1,064	0	0	0	0	0	0	1,364
Social and Recreation	5.1	2044	Aquatic Facility renewals	200082044	PSR Aquatic Facility - Renewals (CX)	224	204	209	1,831	1,860	1,912	1,957	2,022	2,070	2,124	14,433
				2007642044	PSR Labour Allocations	85	89	70	72	74	76	77	79	80	82	746
				2007782044	Freysberg Pool Roof asbestos	0	0	0	0	544	0	0	0	0	0	544
				200782044	Tawa Pool 5 Yr closure	700	0	0	0	0	0	0	0	0	0	700
				2007812044	Kaiti Suiy Spa	0	612	0	0	0	0	0	0	0	0	612
				2007822044	WRAC Spray & Programmes	0	854	0	0	0	0	0	0	0	0	854
				2007832044	WRAC Main Pool	0	0	1,354	0	0	0	0	0	0	0	1,354
Total - 2044 Aquatic Facility renewals						990	1,739	1,633	1,903	2,498	1,988	2,034	2,100	2,151	2,206	19,242
Social and Recreation	5.1	2045	Sportsfields upgrades	2000872045	PSR Sportsfields - Renewals (CX)	0	52	11	427	436	446	457	467	479	491	3,267
				2006152045	Kiwhia Gravel Banding	100	0	0	0	0	0	0	0	0	0	100
				2007052045	PSR Labour Allocations	29	31	32	32	33	34	35	35	36	37	334

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				2007712045	Lyndhurst Field renovation	0	153	0	0	0	0	0	0	0	0	153
				2007722045	Pato - drainage & irrigation	0	204	0	0	0	0	0	0	0	0	204
				2007732045	Sportfield Lighting renewals	35	0	0	0	0	0	0	0	0	0	35
				2007742045	Wicket cover renewals	16	0	0	0	0	0	0	0	0	0	16
				2007752045	Hendon Field renovation	0	0	125	0	0	0	0	0	0	0	125
				2007762045	Nairnville gravel banking	0	0	156	0	0	0	0	0	0	0	156
				2007772045	Hard court renewals	0	0	126	0	0	0	0	0	0	0	126
				2007782045	Rugby League Park field	250	0	0	0	0	0	0	0	0	0	250
				2006602045	Grenada North Community Sports Hub	0	0	0	0	217	3,334	3,412	3,493	0	0	10,456
			Total - 2045 Sportsfields upgrades			431	440	450	460	687	3,814	3,893	3,966	515	528	15,223
Social and Recreation	5.1	2048	Synthetic Turf Sportsfields renewals	2000802048	PSR Artificial Turfs - Renewals (CK)	61	632	32	1,908	672	34	35	35	36	37	3,461
				2007682048	Ta Whaea Synthetic renewal	0	31	645	0	0	0	0	0	0	0	676
				2006602048	Alex Moore Ph Synthetic Turf Renewal	0	0	0	0	0	589	35	715	428	1,747	
			Total - 2048 Synthetic Turf Sportsfields renewals			61	662	676	1,908	672	34	683	70	791	465	5,903
Social and Recreation	5.1	2047	Synthetic Turf Sportsfields upgrades	2000602047	PSR Artificial Turfs - Upgrades (CK)	5	0	0	0	0	6	0	0	0	0	59
				2003712047	Synthetic Turf Tawa/Cranvale	0	0	0	0	0	0	0	2,329	0	0	2,329
			Total - 2047 Synthetic Turf Sportsfields upgrades			5	0	0	0	6	6	6	2,335	6	6	2,389
Social and Recreation	5.1	2048	Recreation Centre Renewal	2000012048	PSR Recreation Centres - Renewals (CK)	4	2	5	322	40	50	256	58	100	112	968
				2006202048	Nairnville Recreation Centre	41	2	9	0	0	0	0	0	0	0	52
				2006012048	Karori Recreation Centre	1	12	36	0	0	0	0	0	0	0	50
				2006202048	Kiwhia Recreation Centre	5	6	6	0	0	0	0	0	0	0	18
				2007002048	PSR Labour Allocations	5	5	6	6	6	6	6	6	6	6	59
			Total - 2048 Recreation Centre Renewal			58	27	63	328	55	56	262	64	116	119	1,147
Social and Recreation	5.1	2049	ASB Sports Centre	2000032049	PSR ASB Sports Centre - Renewals (CK)	32	119	310	124	162	165	189	174	178	182	1,614
				2007072049	PSR Labour Allocations	5	5	6	6	6	6	6	6	6	6	56
			Total - 2049 ASB Sports Centre			37	124	316	130	167	171	175	180	184	189	1,673
Social and Recreation	5.1	2050	Baen Reserve	2000942050	Baen Reserve (Balance of Master Plan)	3,750	6,714	5,125	266	326	389	739	466	477	480	18,741
			Total - 2050 Baen Reserve			3,750	6,714	5,125	266	326	389	739	466	477	480	18,741
Social and Recreation	5.1	2051	Playgrounds renewals & upgrades	2000872051	PSR Playgrounds - Renewals (CK)	486	356	364	372	380	386	387	472	484	496	4,198
				2000682051	PSR Playgrounds - Upgrades (CK)	240	176	107	108	112	120	124	128	128	128	1,514
				2006282051	Waiwairua	254	0	0	0	0	0	0	0	0	0	254
				2007082051	PSR Labour Allocations	21	22	22	24	24	24	24	25	25	26	236
				2008122051	Newlands Park Play Area	157	0	0	0	0	0	0	0	0	0	157
				2006652051	Playground Playspace Policy Renewals and Upgrades	229	647	662	1,026	1,048	653	471	449	460	411	6,037
				2006732051	Playground Playspace Policy 12-15 Year Cycle	229	637	662	1,026	1,048	653	471	449	460	411	6,037
			Total - 2051 Playgrounds renewals & upgrades			1,617	1,838	1,877	2,556	2,612	2,063	1,481	1,518	1,552	1,470	16,523
Social and Recreation	5.1	2052	Evans Bay Marina - Renewals	2000002052	PSR Evans Bay Marina - Renewals (CK)	103	80	713	268	113	68	125	694	234	240	2,617
				2007002052	PSR Labour Allocations	5	5	6	6	6	6	6	6	6	6	56
			Total - 2052 Evans Bay Marina - Renewals			108	85	719	274	119	74	131	700	240	246	2,673
Social and Recreation	5.1	2053	Clyde Quay Marina - Upgrade	2001002053	PSR Clyde Quay Marina - Upgrade (CK)	1	1	22	5	1	1	1	0	0	0	31
				2003612053	PSR Clyde Quay Marina - Renewal (CK)	84	50	258	123	63	59	72	256	121	125	1,210
				2007102053	PSR Labour Allocations	5	5	6	6	6	6	6	6	6	6	59
				2007682053	PSR Clyde Quay Marina - FM renewals	24	20	299	0	0	0	0	0	0	0	343
			Total - 2053 Clyde Quay Marina - Upgrade			114	77	582	133	70	66	79	265	128	131	1,644
			Total - 5.1 Recreation promotion and support			7,469	11,692	11,445	9,027	7,212	8,600	9,414	11,693	6,121	5,850	88,524
Social and Recreation	5.2	2054	Upgrade Library Materials	2001012054	Upgrade Library Materials - Library Collection	2,140	2,189	2,235	2,283	2,333	2,385	2,441	2,499	2,558	2,625	23,694
			Total - 2054 Upgrade Library Materials			2,140	2,189	2,235	2,283	2,333	2,385	2,441	2,499	2,558	2,625	23,694
Social and Recreation	5.2	2055	Upgrade Computer Replacement	2001022055	Library Computer System Upgrade	0	0	0	0	0	0	0	0	0	0	4,897
				2003372055	Upgrade Computer Replacement	81	83	85	87	88	90	93	95	97	100	866
			Total - 2055 Upgrade Computer Replacement			81	83	85	2,213	88	90	93	95	2,668	100	5,763
Social and Recreation	5.2	2056	Central Library upgrades	2001042056	Central Library upgrades - Furniture Renewals	17	17	18	18	19	19	19	20	20	21	165
				2005862056	Central Library Refresh 3.0	291	0	0	0	0	0	0	0	0	0	291
			Total - 2056 Central Library upgrades			308	17	18	18	19	19	19	20	20	21	456
Social and Recreation	5.2	2057	Branch Library upgrades	2001052057	Branch Library upgrades - Johnsonville Library Redevelopment	13,687	3,877	0	0	0	0	0	0	0	0	17,564
			Total - 2057 Branch Library upgrades			13,687	3,877	0	0	0	0	0	0	0	0	17,564
Social and Recreation	5.2	2058	Branch Libraries renewals	2001062058	Branch Library Renewals - Central Cluster	5	8	25	40	7	2	13	15	16	16	146
				2001072058	Branch Library Renewals - Western Cluster	124	382	294	150	53	11	89	181	165	169	1,300
				2005762058	Branch Library Renewals - Northern Cluster	2	4	4	2	1	0	1	2	2	2	20
			Total - 2058 Branch Libraries renewals			131	314	323	192	61	14	83	179	183	188	1,666

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Strategy	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's			
Social and Recreation	5.2	2009	Housing upgrades	2001082009	Housing upgrades - Community Action Programme	125	0	0	0	0	0	0	0	0	0	125			
				2001092009	Housing upgrades - Arington Site 2 (Phase 1)	1,500	(0)	0	0	(0)	0	0	0	0	1,500				
				2001102009	Housing upgrades - Arington Site 2 (Phase 2)	2,336	5,999	427	0	0	0	0	0	0	8,763				
				2001122009	Housing upgrades - Project Migrant Labour	450	474	545	545	545	545	575	5,334						
				2001132009	Housing upgrades - Salary Allocation	127	134	137	141	145	148	151	154	157	1,452				
				2007892009	Housing Upgrade Project - Phase 2	0	0	0	840	2,336	21,102	26,226	49,022	23,767	7,028	130,301			
Total - 2009 Housing upgrades						4,538	6,607	7,054	7,511	3,026	21,805	26,942	49,719	24,498	7,774	147,475			
Social and Recreation	5.2	2000	Housing renewals	2001150000	Housing renewals - BAU Capex	2,923	3,124	4,072	3,146	2,749	2,626	2,633	4,812	4,928	5,056	36,510			
				2001212000	Housing renewals - Other	200	111	50	39	33	33	36	60	61	63	665			
				2001222000	Housing renewals - Insulation	200	0	0	0	0	0	0	0	0	0	200			
				2001252000	Housing renewals - Daniel St 181 Concrete remediation	249	0	0	0	0	0	0	41	42	44	376			
				2007352000	Project management labour re-charge - Housing Renewals	32	33	34	35	36	37	38	38	39	40	363			
				Total - 2000 Housing renewals						3,604	3,268	4,097	3,220	2,818	2,696	3,007	4,952	5,071	5,203
Social and Recreation	5.2	2001	Community Halls - upgrades & renewals	2001312001	Community Services - Discretionary Renewals	26	27	29	24	24	25	26	28	29	30	268			
				2001322001	Community Services - Other Renewals	2	82	150	80	2	35	5	56	58	59	59	530		
				2001362001	Community Services - Aro Valley Community Centre Upgrade	1,062	0	0	0	0	0	0	0	0	0	0	1,062		
				2001372001	Community Services - Kaitake Community Centre Upgrade	56	0	0	0	0	0	0	0	0	0	0	56		
				2001382001	Community Services - Newtown Community Centre Upgrade	3,203	0	0	0	0	0	0	0	0	0	0	3,203		
				2001392001	Community Services - Strathmore Community Centre Upgrade	273	525	0	0	0	0	0	0	0	0	0	1,198		
2001402001	Community Halls - upgrades & renewals	0	1	2	1	0	0	0	1	1	1	7							
Total - 2001 Community Halls - upgrades & renewals						4,622	1,035	191	105	26	60	31	85	89	90	6,324			
Total - 5.2 Community participation and support						26,117	17,391	7,963	6,542	6,371	27,269	32,615	57,548	35,297	16,000	241,134			
Social and Recreation	5.3	2002	Burial & Cremations	2001412002	PBR Burial & Cremations - Renewals (CX)	98	21	24	143	114	40	132	363	380	310	1,631			
				2006022002	PBR Upgrades Headstone Beacons Makers Cem	55	56	57	64	92	94	102	76	79	80	754			
				2006012002	PBR Upgrades Investigation into future use of cemeteries	71	82	0	0	0	0	12	84	135	383				
				2006022002	PBR Grave Restoration Renewals	20	5	16	11	11	11	34	12	12	12	143			
				2006032002	PBR Furniture and Signage	20	0	0	0	0	0	0	0	0	0	20			
				2007112002	PBR Labour Allocations	25	26	27	28	28	29	29	30	31	31	265			
				2007362002	Cemetery Roadway Makers	25	122	0	53	54	56	0	0	0	0	311			
				2007622002	Makara Depot improvements	0	0	146	0	0	0	0	0	0	0	146			
				2007632002	Public Shelter Makers	0	0	52	0	0	0	0	0	0	0	52			
				2007642002	Karori Admin Office upgrade	0	0	0	106	0	0	0	0	0	0	106			
				2007652002	Public Toilet Makers	0	0	0	0	0	0	91	0	0	0	91			
				2007672002	Cemetery FM Renewals	25	53	48	0	0	0	0	0	0	0	126			
				Total - 2002 Burial & Cremations						339	365	370	405	300	240	389	494	584	568
Social and Recreation	5.3	2003	Public Convenience and pavilions	2001432003	PBR Public Convenience/Pavilions - Renewals (CX)	7	580	479	1,692	718	791	840	1,219	1,345	1,261	9,259			
				2006030003	Architects Fees	26	30	30	31	32	33	34	35	35	35	322			
				2006032003	Alexmores Partnership	0	0	0	351	0	0	0	0	0	0	351			
				2006032003	FM Model	23	31	46	76	26	43	26	42	43	44	366			
				2006034003	FM Renewals and Discretionary	516	636	632	0	0	0	0	0	0	0	1,764			
				2007122003	PBR Labour Allocations	29	31	32	32	33	34	35	35	36	37	334			
				2007602003	Constable St toilet Upgrade	226	0	0	0	0	0	0	0	0	0	226			
				2007612003	Bay Rd toilet Upgrade	226	0	0	0	0	0	0	0	0	0	226			
				2006612003	Lincolnshire Steadings Public Convenience	0	0	0	0	0	0	0	0	298	306	604			
				Total - 2003 Public Convenience and pavilions						1,055	1,707	1,219	2,166	810	901	933	1,330	1,680	1,703
Social and Recreation	5.3	2004	Safety Initiatives	2005762004	Community Services - CCTV Renewals	104	107	111	115	120	120	125	130	133	133	1,202			
				Total - 2004 Safety Initiatives						104	107	111	115	120	125	130	127	130	133
Social and Recreation	5.3	2005	Emergency Management renewals	2001452005	2005 Civil Defence Deployable Assets	50	51	52	53	54	55	57	59	61	63	540			
				2003802005	2005 Civil Defence EOC	25	26	26	27	28	28	29	30	30	31	261			
				Total - 2005 Emergency Management renewals						75	77	78	80	82	83	86	89	90	82
Total - 5.3 Public health and safety						1,573	2,256	1,779	2,786	1,312	1,349	1,538	2,039	2,483	2,496	19,589			
Total - 5 Social and Recreation						38,189	31,339	21,217	21,355	16,895	37,218	43,667	71,279	43,871	24,347	349,247			
Strategy	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's			
Urban Development	6.1	2007	Wgtn Waterfront Development	2001462007	Build Wellington - Kumutoto Site 10 PS	946	0	0	0	0	0	0	0	0	0	946			
				2001462007	Build Wellington - FXP Playground	2,557	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	2,557			
				2006512007	Build Wellington - FXP Garden Development	0	0	0	0	0	0	6,255	0	0	0	6,255			
				Total - 2007 Wgtn Waterfront Development						3,503	(0)	(0)	(0)	(0)	(0)	6,255	(0)	(0)	(0)
Urban Development	6.1	2008	Waterfront Renewals	2001532008	PBR Waterfront Renewals (CX)	428	233	944	336	649	410	425	1,314	1,345	1,379	7,462			
				2006462008	PBR Waterfront Jetty & Wharf Structure Renewals	0	0	750	0	0	0	0	0	0	0	0	750		
				2006462008	PBR Waterfront Artyfacts	20	408	40	0	0	0	0	0	0	0	0	470		
				2006472008	PBR Waterfront Streets	20	30	31	0	0	0	0	0	0	0	0	61		
				2006952008	PBR Misc provisions	203	0	0	0	0	0	0	0	0	0	0	203		

LONG-TERM AND ANNUAL PLAN COMMITTEE

7 MARCH 2018

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Strategy	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				2007520068	Waiting Park Kiosk Painting	61	0	0	0	0	0	0	0	0	0	61
				2007530068	Shed 1 Asbestos	102	0	0	0	0	0	0	0	0	0	102
				2007540068	Campsey Park	355	0	0	0	0	0	0	0	0	0	355
				2007550068	Frank Kite Park renewal	198	0	0	0	0	0	0	0	0	0	198
				2007930068	FKP Carpark Building Seismic Strengthening	0	306	0	0	0	0	0	0	0	0	306
				2007940068	Outer Tee wharf structure	0	0	960	0	0	0	0	0	0	0	960
				2007950068	Shed 6 Main & Lower Wharf Structure	0	0	187	0	0	0	0	0	0	0	187
				2007960068	Te Papa Wharf Structure	0	0	219	0	0	0	0	0	0	0	219
				2007970068	TSW Wharf Structure	0	0	193	0	0	0	0	0	0	0	193
				2006500068	Waterfront Renewal eg Waitangi Pk. Heritage, TSB	0	668	(2,272)	904	605	1,011	785	(205)	0	0	1,527
			Total - 2008 Waterfront Renewals			1,388	1,667	1,073	1,240	1,254	1,421	1,270	1,108	1,345	1,379	13,085
Urban Development	6.1	2070	Central City Framework	2001550070	Luneways	1,880	440	458	469	479	490	501	513	525	538	6,301
				2003850070	North Lambton Quay upgrade	935	0	0	0	0	0	0	0	0	0	935
			Total - 2070 Central City Framework			2,815	440	458	469	479	490	501	513	525	538	7,236
Urban Development	6.1	2073	Suburban Centres upgrade	2003810073	Karori Upgrade	983	0	0	0	0	0	0	0	0	0	983
			Total - 2073 Suburban Centres upgrade			983	0	0	0	0	0	0	0	0	0	983
Urban Development	6.1	2074	Minor CBD Enhancements	2001580074	Minor CBD Enhancements - Minor CBD Enhancements	59	59	61	62	63	65	66	3	3	3	444
			Total - 2074 Minor CBD Enhancements			59	59	61	62	63	65	66	3	3	3	444
Urban Development	6.1	2075	Urban Regeneration Projects	2004830075	2075 Lets Get Wellington Moving (CC114)	250	255	0	0	0	0	0	0	0	0	905
				2005500075	2075 Lets Get Wellington Moving (CC297)	0	0	0	0	18,481	20,472	20,560	21,465	22,023	22,260	122,260
			Total - 2075 Urban Regeneration Projects			250	255	0	0	18,481	18,891	20,472	20,560	21,465	22,023	122,787
Urban Development	6.1	2136	Housing Investment Programme	2003250136	Build Wellington - Housing Investment Programme Cpx	2,000	2,041	2,083	2,128	2,174	2,222	2,275	2,329	2,385	2,447	22,084
			Total - 2136 Housing Investment Programme			2,000	2,041	2,083	2,128	2,174	2,222	2,275	2,329	2,385	2,447	22,084
Urban Development	6.1	2137	Build Wellington Developments	2005420137	Build Wellington - Great Harbour way - Carriageway	0	0	0	2,234	0	0	0	0	0	0	2,234
			Total - 2137 Build Wellington Developments			0	0	0	2,234	0	0	0	0	0	0	2,234
			Total - 6.1 Urban development, heritage and public spaces development			10,997	4,470	3,676	6,133	22,451	23,089	30,780	34,913	25,722	26,390	178,621
Urban Development	6.2	2076	Earthquake Risk Mitigation	2001580076	EQS - Labour allocations	411	123	110	129	115	100	66	169	172	176	1,572
				2001600076	EQS - Assessments	122	125	127	130	133	136	139	142	146	149	1,347
				2001640076	EQS - St James	11,408	127	0	0	0	0	0	1,821	1,967	2,016	17,438
				2001650076	EQS - Zoo	475	0	0	0	0	0	0	79	81	83	716
				2001670076	EQS - Town Hall	117	123	126	130	133	136	139	141	144	147	1,334
				2001680076	EQS - Band Rotunda	268	0	0	0	0	0	0	0	0	0	268
				2001700076	EQS - Management fee	114	120	123	126	130	132	135	138	140	143	1,302
				2003100076	Building Resilience - General Capex	187	0	0	0	0	0	0	0	0	0	187
				2003200076	Build Wellington - EQS - Town Hall	15,000	44,054	28,349	0	0	0	0	0	0	0	87,402
				2003340076	EQS - Central Library Stairs	562	0	0	0	0	0	0	0	0	0	562
				2003540076	EQS - WRAC	841	0	0	0	0	0	0	0	0	0	841
			Total - 2076 Earthquake Risk Mitigation			29,506	44,671	28,836	515	511	504	478	2,689	2,660	2,715	112,973
			Total - 6.2 Building and development control			29,506	44,671	28,836	515	511	504	478	2,689	2,660	2,715	112,973
			Total - 6 Urban Development			40,502	49,141	32,510	6,648	22,962	23,593	31,258	27,602	28,373	29,105	291,594
Transport	7.1	2077	Wall, Bridge & Tunnel Renewals	2001720077	2077 Project Management	152	158	163	168	172	175	180	183	182	186	1,719
				2003700077	2077 Other	5,536	3,727	3,808	3,895	3,986	4,084	4,186	4,613	4,737	4,869	43,442
				2008150077	2077 Chaytor Street (Karori) Retaining Wall	0	367	2,287	0	0	0	0	0	0	0	2,654
			Total - 2077 Wall, Bridge & Tunnel Renewals			5,689	4,192	6,268	4,063	4,158	4,260	4,368	4,796	4,919	5,054	47,765
Transport	7.1	2078	Road Surface Renewals	2001770078	2078 Road Surface Renewals	1,925	1,782	1,894	1,930	2,149	2,087	2,033	2,180	2,244	2,308	20,538
			Total - 2078 Road Surface Renewals			1,925	1,782	1,894	1,930	2,149	2,087	2,033	2,180	2,244	2,308	20,538
Transport	7.1	2079	Resals	2001700079	2079 Resals	2,811	2,323	2,555	2,582	3,376	2,798	2,699	3,021	3,100	3,186	28,412
			Total - 2079 Resals			2,811	2,323	2,555	2,582	3,376	2,788	2,699	3,021	3,100	3,186	28,412
Transport	7.1	2080	Pressal Preparations	2001790080	2080 Pressal Preparations	3,515	3,647	3,881	3,983	4,080	4,180	4,287	4,398	4,508	4,633	41,121
			Total - 2080 Pressal Preparations			3,515	3,647	3,881	3,983	4,080	4,180	4,287	4,398	4,508	4,633	41,121
Transport	7.1	2081	Shape & Camber Correction	2001800081	2081 Shape & Camber Correction	4,441	4,527	4,708	4,815	4,936	5,058	5,620	5,386	5,533	5,680	50,711
			Total - 2081 Shape & Camber Correction			4,441	4,527	4,708	4,815	4,936	5,058	5,620	5,386	5,533	5,680	50,711
Transport	7.1	2082	Sumps Flood Mitigation	2001810082	2082 Sumps Flood Mitigation	229	233	239	245	251	256	262	541	556	571	3,363
			Total - 2082 Sumps Flood Mitigation			229	233	239	245	251	256	262	541	556	571	3,363
Transport	7.1	2083	Road Corridor New Walls	2001820083	2083 Project Management	126	133	137	140	144	147	150	153	155	158	1,441

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				2001832003	2003 Walls	2,139	2,188	1,572	2,018	1,701	895	2,455	1,325	758	155	15,763
				2002620003	2003 Birdwood Street Retaining Wall	0	0	0	0	1,093	1,120	0	0	0	0	2,213
				2003402003	2003 Grafton Rd (Rosedale) Retaining Walls	0	0	104	107	108	112	115	0	0	0	547
				2003412003	2003 Ormerod Rd (Rosedale) Retaining Walls	0	0	0	0	0	840	861	0	0	0	1,701
				2003422003	2003 Horseshoe Rd Retaining Walls	0	0	261	267	273	280	287	294	302	311	2,276
Total - 2003 Road Corridor New Walls						2,267	2,319	2,474	2,532	3,411	3,495	3,668	1,773	1,211	622	23,971
Transport	7.1	2004	Service Lane Improvements	2001872004	2004 Charlton Valley Rd Legalisation	0	7	55	0	0	0	0	0	0	0	62
				2001882004	2004 25 & 31 Cleveland St Legalisation	53	12	0	0	0	0	0	0	0	0	65
				2003332004	2004 Christchurch Lane Extension	0	0	0	668	0	0	0	0	0	0	668
				2003422004	2004 Road Legalisation	0	0	0	0	58	59	61	65	67	68	377
				2003772004	2004 Makara Road No. 819	0	27	0	0	0	0	0	0	0	0	27
				2003782004	2004 Huiyale Lane	0	9	0	0	0	0	0	0	0	0	9
Total - 2004 Service Lane Improvements						53	54	55	668	58	59	61	65	67	68	1,208
Transport	7.1	2005	Tunnel & Bridge Improvements	2001812005	2005 Bridges	0	511	522	534	547	560	574	589	605	622	5,823
				2001822005	2005 Tunnels & Subways	0	409	418	0	0	0	0	0	0	0	827
				2001832005	2005 Project Management	64	66	68	70	72	74	75	77	77	78	723
				2001842005	2005 Northland Tunnel	0	408	0	0	0	0	0	0	0	0	408
				2001852005	2005 Seakoun Tunnel	1,500	307	0	0	0	0	0	0	0	0	1,807
				2003762005	2005 Other	900	900	522	961	547	500	574	589	605	622	6,796
				2003182005	2005 Kolumb Viaduct	0	0	0	0	0	0	0	0	605	4,351	4,956
Total - 2005 Tunnel & Bridge Improvements						2,464	2,622	1,530	1,566	1,163	1,194	1,223	1,255	1,287	5,672	20,582
Transport	7.1	2006	Kerb & Channel Renewals	2001862006	2006 Kerb & Channel Renewals	2,196	2,247	2,306	2,352	2,457	2,524	3,224	2,734	2,805	2,884	25,775
Total - 2006 Kerb & Channel Renewals						2,196	2,247	2,306	2,352	2,457	2,524	3,224	2,734	2,805	2,884	25,775
Transport	7.1	2007	Vehicle Network New Roads	2001872007	2007 Woodridge to Lincolnshire	0	0	0	0	0	0	172	4,711	0	0	4,883
				2003742007	2007 Main Ave to Lincolnshire	0	0	0	0	165	5,607	64	12	12	12	5,873
				2003752007	2007 Main Ave to Lincolnshire	0	0	0	0	0	0	14	0	0	0	14
				2007472007	2007 Petre to Grenada Link	51	52	53	535	548	0	0	0	0	0	1,240
				2007482007	2007 Main Ave to Grenada North	0	0	0	0	0	281	2,877	0	0	0	3,158
				2007492007	2007 John Sime Connection	0	0	1	6	0	0	0	336	1,814	0	2,158
				2007502007	2007 McLeod St Link	2	6	12	0	0	0	0	177	605	2,568	3,369
				2007512007	2007 Charlton to Westchester	6	0	1	6	0	0	0	330	60	3,481	3,884
Total - 2007 Vehicle Network New Roads						59	58	68	548	713	5,889	3,127	5,665	2,492	6,067	24,579
Transport	7.1	2008	Road Risk Mitigation	2001882008	2008 Project Management	30	31	32	33	34	35	36	36	36	37	347
				2001892008	2008 Ngaho Gorge New Walls	1,132	1,157	1,022	565	798	447	838	0	0	0	5,958
				2003192008	2008 Ngaho Gorge Rock Bluffs	4,000	2,910	0	0	0	0	0	0	0	0	6,910
				2003202008	2008 Ngaho Gorge Retaining Wall Strengthening	47	0	0	0	0	0	0	0	0	0	47
				2003212008	2008 Jervis Quay Retaining Wall Strengthening	0	0	0	0	0	0	47	242	2,188	2,477	2,477
				2003222008	2008 Wadestown Retaining Wall Strengthening	0	0	0	0	1,502	0	1,549	2,332	1,210	0	6,593
Total - 2008 Road Risk Mitigation						5,209	4,098	1,055	599	2,334	482	2,422	2,416	1,488	2,225	22,328
Transport	7.1	2009	Roadway Capacity Projects	2003722009	2009 Te Aro Improvements	0	0	104	1,008	1,003	0	0	0	0	0	2,265
				2003732009	2009 Other	0	3	0	0	0	0	0	0	0	0	3
				2006602009	2009 Johnsonville	350	0	0	534	547	0	0	0	0	0	1,431
				2007422009	2009 Intersection Improvements	0	6	0	0	0	1,008	1,205	1,237	605	1,482	5,553
				2007432009	2009 Glenmore-Upland Road Improvements	0	0	0	53	547	0	0	0	0	0	600
				2007442009	2009 Gifford-Croft Road Improvements	0	51	261	0	0	0	0	0	0	0	312
				2007452009	2009 Suburban Centre Improvements	0	0	0	0	0	56	1,205	1,304	674	0	3,236
				2007462009	2009 Kilmorie	500	0	0	0	0	0	0	0	0	0	500
Total - 2009 Roadway Capacity Projects						850	61	365	1,656	2,106	1,064	2,411	2,541	1,279	1,492	13,904
Transport	7.1	2010	Area Wide Road Maintenance	2002012010	2010 Area Wide Road Maintenance	896	918	974	997	1,020	1,046	1,072	1,100	1,130	1,162	10,315
Total - 2010 Area Wide Road Maintenance						896	918	974	997	1,020	1,046	1,072	1,100	1,130	1,162	10,315
Transport	7.1	2011	Port and Ferry Access	2003702011	2011 Hutt Road	0	0	0	0	165	3,373	0	0	0	0	3,538
				2003712011	2011 Aotia Quay	0	0	158	5,342	2,169	0	0	0	0	0	7,669
Total - 2011 Port and Ferry Access						0	0	158	5,342	2,335	3,373	0	0	0	0	11,207
Transport	7.1	2014	Cycling Improvements	2002042014	2014 Cycleways Minor Works	0	0	0	0	0	0	0	0	0	0	0
				2006662014	2014 Cycleways Minor Works	1,485	1,028	1,051	1,076	1,102	1,128	1,155	1,184	1,214	1,246	11,668
				2006672014	2014 Northern Corridor - Hutt Road	365	0	0	0	0	0	0	0	0	0	365
				2006682014	2014 South Corridor - Bayswater/Newton	1,500	4,083	0	537	1,274	3,374	2,880	0	0	0	13,660
				2006692014	2014 East Corridor - Evans Bay	4,896	1,547	1,267	3,215	373	0	0	0	0	0	11,296
				2006702014	2014 East Corridor - Cobham Drive	4,110	0	0	0	0	0	0	0	0	0	4,110
				2006712014	2014 East Corridor - Miramar Town Centre	1,530	0	0	0	0	0	345	3,543	2,910	0	8,328
				2006722014	2014 East Corridor Miramar Residential	0	1,445	2,400	0	0	0	0	0	0	0	3,845
				2006732014	2014 East Corridor - Kilmorie	1,534	0	0	0	2,194	0	0	0	0	0	5,253
				2006742014	2014 North Corridor - Thorndon	400	0	0	0	0	0	0	0	0	0	400
				2006752014	2014 Island Bay Cycleway 2018 (CC2017)	6,020	0	0	0	0	0	0	0	0	0	6,020

LONG-TERM AND ANNUAL PLAN COMMITTEE

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Strategy	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				2003622004	2004 Western Corridor	0	0	0	0	0	560	804	580	1,330	4,356	7,630
Total - 2004 Cycling Improvements						21,800	9,648	4,718	4,829	4,945	5,063	5,185	5,317	5,456	5,603	72,625
Transport	7.1	2005	Bus Priority Planning	2002102005	2005 Bus Shelters	178	183	187	192	197	201	206	246	362	361	2,403
				2002112005	2005 Bus Priority Improvements	1,975	1,751	1,214	1,366	1,362	1,424	1,481	4,651	4,770	4,866	24,856
				2003820005	2005 Bus Priority (Urban Growth Plan)	0	1,311	1,301	1,260	1,260	1,269	1,157	1,148	1,178	1,209	11,145
Total - 2005 Bus Priority Planning						2,153	3,245	2,702	2,850	2,869	2,894	2,834	6,145	6,299	6,466	36,445
Transport	7.1	2006	Pedestrian Network Structures	2002130006	2006 Pedestrian Network Structures	276	282	288	295	302	309	317	511	524	539	3,843
				2002140006	2006 Project Management	28	29	30	31	32	32	33	34	34	34	317
				2003230006	2006 Featherston Street Subway	0	0	0	1,282	0	0	0	0	0	0	1,282
Total - 2006 Pedestrian Network Structures						304	311	318	3,608	333	342	350	544	558	573	5,342
Transport	7.1	2007	Pedestrian Network Renewals	2002150007	2007 Footpath Renewals	3,656	3,793	3,913	4,002	4,186	4,217	4,324	4,470	4,589	4,718	41,867
Total - 2007 Pedestrian Network Renewals						3,656	3,793	3,913	4,002	4,186	4,217	4,324	4,470	4,589	4,718	41,867
Transport	7.1	2008	Walking Improvements	2002162008	2008 Safer Routes to Schools	204	209	213	218	223	229	234	0	0	0	1,531
				2002172008	2008 Walking Improvements	295	275	302	317	325	333	341	483	486	510	3,678
Total - 2008 Walking Improvements						499	484	515	535	549	562	576	483	486	510	5,209
Transport	7.1	2009	Street Furniture	2002180009	2009 Street Furniture	184	170	322	162	167	192	196	228	233	240	2,132
Total - 2009 Street Furniture						184	170	322	162	167	192	196	228	233	240	2,132
Transport	7.1	2100	Pedestrian Network Accessways	2002192100	2100 Pedestrian Network Accessways	252	256	262	269	278	282	343	355	312	321	2,880
Total - 2100 Pedestrian Network Accessways						252	256	262	269	278	282	343	355	312	321	2,880
Transport	7.1	2101	Traffic & Street Signs	2002202101	2101 Traffic and Street Signs	1,207	1,180	1,316	1,348	1,381	1,414	1,450	1,487	1,522	1,564	13,879
Total - 2101 Traffic & Street Signs						1,207	1,180	1,316	1,348	1,381	1,414	1,450	1,487	1,522	1,564	13,879
Transport	7.1	2102	Traffic Signals	2002212102	2102 Project Management	1	1	1	1	1	1	1	1	1	1	10
				2002222102	2102 Signals Equipment Upgrading	303	310	317	324	332	340	348	357	367	377	3,377
				2002232102	2102 Signals Recabling	312	319	326	333	341	349	358	367	377	387	3,469
				2002242102	2102 CCTV and Comm. Upgrading	142	145	148	152	155	159	163	167	171	176	1,579
				2002252102	2102 NSA Quick Wins	3	3	3	3	3	4	4	4	4	4	35
Total - 2102 Traffic Signals						761	778	795	813	832	853	874	897	920	946	8,469
Transport	7.1	2103	Street Lights	2002262103	2103 Street Light Renewals	1,022	1,046	1,069	613	628	643	659	675	690	708	7,754
				2002262103	2103 LED Street Light Transition	1,983	0	0	0	0	0	0	0	0	0	1,983
Total - 2103 Street Lights						3,015	1,046	1,069	613	628	643	659	675	690	708	9,747
Transport	7.1	2104	Rural Road Improvements	2002302104	2104 Rural Road Improvements	107	109	112	114	117	120	123	126	129	133	1,189
Total - 2104 Rural Road Improvements						107	109	112	114	117	120	123	126	129	133	1,189
Transport	7.1	2105	Minor Works Projects	2002312105	2105 Minor Works Projects	587	617	650	678	695	711	729	874	880	913	7,354
				200562105	2105 Minor Works (Assets Team)	582	559	588	618	632	648	694	681	700	719	6,362
Total - 2105 Minor Works Projects						1,179	1,176	1,238	1,296	1,327	1,359	1,393	1,558	1,580	1,632	13,716
Transport	7.1	2106	Fences & Guardrails	2002322106	2106 Fences and Guardrails	638	652	673	699	705	723	734	759	779	801	7,153
Total - 2106 Fences & Guardrails						638	652	673	699	705	723	734	759	779	801	7,153
Transport	7.1	2107	Safer Roads Projects	2002332107	2107 Safer Roads	1,475	1,355	1,256	1,285	1,315	1,347	1,381	1,249	1,283	1,318	12,264
Total - 2107 Safer Roads Projects						1,475	1,355	1,256	1,285	1,315	1,347	1,381	1,249	1,283	1,318	13,264
Transport	7.1	2134	Lambton Quay Bus Interchange	200562134	2134 Lambton Quay Bus Interchange Toilets	200	0	0	0	0	0	0	0	0	0	200
Total - 2134 Lambton Quay Bus Interchange						200	0	0	0	0	0	0	0	0	0	200
Total - 7.1 Transport						70,095	83,292	47,769	54,343	54,310	57,764	57,085	62,017	58,079	67,158	581,881
Transport	7.2	2108	Parking Asset renewals	2002342108	Parking Asset renewals - Parking Sensors	853	57	0	1,101	1,127	1,155	1,184	847	870	884	8,086
				2003572108	Parking Sensor Renewals	0	0	0	436	446	457	0	481	493	507	2,820
Total - 2108 Parking Asset renewals						853	57	0	1,537	1,573	1,612	1,184	1,327	1,363	1,407	10,906
Transport	7.2	2109	Roadside Parking Improvements	2002362109	2109 Parking improvements	171	130	121	136	139	142	146	149	153	157	1,443
Total - 2109 Roadside Parking Improvements						171	130	121	136	139	142	146	149	153	157	1,443
Total - 7.2 Parking						1,024	167	121	1,673	1,712	1,754	1,329	1,477	1,516	1,564	12,349
Total - 7 Transport						71,119	83,459	47,890	56,019	56,022	59,518	58,384	63,493	59,595	68,716	594,230
Strategy	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Council	10.1	2111	Capital Replacement Fund	2003132111	Corp Finance Capital Replacement Fund - Unallocated	3,480	4,775	4,873	4,938	5,045	5,161	5,282	5,436	5,566	5,705	50,243
Total - 2111 Capital Replacement Fund						3,480	4,775	4,873	4,938	5,045	5,161	5,282	5,436	5,566	5,705	50,243
Council	10.1	2112	Information Management	2004052112	Strategic Initiatives - Trow	659	466	316	418	428	508	337	626	641	657	5,055

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Strategy	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				2002482112	Strategic Initiatives - Orthopedic Surgery	0	0	104	319	0	0	114	350	0	0	867
			Total - 2112 Information Management			659	466	420	738	428	509	451	975	641	657	5,943
Council	10.1	2114	ICT Infrastructure	2002502114	Infrastructure Upgrade - Hardware Upgrades	816	833	851	869	888	906	929	951	974	998	9,017
			Total - 2114 ICT Infrastructure			816	833	851	869	888	906	929	951	974	998	9,017
Council	10.1	2116	Strategic Initiatives	2002522116	Strategic Initiatives - Peripheral App Support	246	251	257	262	268	274	280	287	294	301	2,721
			Total - 2116 Strategic Initiatives			246	251	257	262	268	274	280	287	294	301	2,721
			Total - 2117 Unscheduled infrastructure renewals			2,000	2,042	2,085	2,129	2,175	2,226	2,278	2,332	2,388	2,447	22,102
Council	10.1	2117	Unscheduled infrastructure renewals	2003112117	Unscheduled Infrastructure Renewals	2,000	2,042	2,085	2,129	2,175	2,226	2,278	2,332	2,388	2,447	22,102
			Total - 2117 Unscheduled infrastructure renewals			2,000	2,042	2,085	2,129	2,175	2,226	2,278	2,332	2,388	2,447	22,102
Council	10.1	2118	Health & Safety - Legislation Compliance	2003122118	HS Legislative Compliance CAPEX - Unallocated	329	338	343	350	358	366	375	383	393	402	3,634
			Total - 2118 Health & Safety - Legislation Compliance			329	338	343	350	358	366	375	383	393	402	3,634
Council	10.1	2119	Civic Property renewals	2002532119	Civic Property Renewals - Civic Switchboard - Carry-fwd	75	0	0	0	0	0	0	0	0	0	75
			2002552119	Civic Property Renewals - Civic Lights - Carry-fwd	0	99	0	0	0	0	0	0	0	0	0	99
			2002562119	Civic Property Renewals - Central Library carpet	0	0	360	0	0	0	0	0	0	0	0	360
			2002602119	Civic Property Renewals - CAB roof	(0)	0	278	0	0	0	0	0	0	0	0	278
			2002612119	Civic Property Renewals - CAB Mechanical	0	0	1,127	0	0	0	0	0	0	0	0	1,127
			2002622119	Civic Property Renewals - General capex	5,949	2,686	1,416	1,955	1,063	646	2,654	2,851	2,971	3,048	25,242	3,048
			2002642119	Civic Property Renewals - Internal FM allocations	398	104	19	97	66	13	160	162	166	170	1,318	1,318
			2002652119	Civic Property Renewals - Internal labour allocations	18	19	20	20	21	21	22	22	22	23	208	208
			2007182119	Civic Property Renewals - Central Library	100	0	0	0	0	0	0	0	0	0	0	100
			2007222119	Civic Property Renewals - Civic Centre Basement	206	0	0	0	0	0	0	0	0	0	0	206
			2007232119	Civic Property Renewals - Civic Square & City to Sea Bridge	0	53	0	0	0	0	0	0	0	0	0	53
			Total - 2119 Civic Property renewals			6,688	2,964	3,279	2,873	1,144	680	2,786	3,085	3,159	3,241	26,067
Council	10.1	2120	Commercial Properties renewals	2002662120	Commercial property renewals - Chisel House	141	0	0	0	0	0	0	0	0	0	141
			2002702120	Commercial property renewals - General capex	158	365	437	448	586	165	451	406	416	427	3,862	3,862
			2002712120	Commercial property renewals - Internal FM allocations	6	17	30	30	66	22	28	27	28	29	250	250
			2002722120	Commercial property renewals - Internal labour allocations	121	127	130	134	138	140	143	146	149	152	1,380	1,380
			Total - 2120 Commercial Properties renewals			425	508	598	612	783	328	628	580	592	607	5,672
Council	10.1	2121	Community & Childcare Facility renewals	2002772121	Community property renewals - General capex	433	381	503	875	163	167	203	431	441	463	4,092
			2002782121	Community property renewals - Internal FM allocations	19	19	35	60	16	24	16	30	31	31	283	283
			2002792121	Community property renewals - Internal labour allocations	63	66	68	70	72	73	75	76	78	79	721	721
			Total - 2121 Community & Childcare Facility renewals			515	466	607	1,005	253	265	293	537	550	564	5,054
Council	10.1	2125	IT Response to Legislative Changes	2002852125	IT Response to Legislative Changes	319	325	332	338	347	355	363	372	380	389	3,522
			Total - 2125 IT Response to Legislative Changes			319	325	332	338	347	355	363	372	380	389	3,522
Council	10.1	2126	Business Unit Support	2002862126	Business Support - Support for BU Initiatives	601	615	628	641	655	670	686	702	719	736	6,053
			Total - 2126 Business Unit Support			601	615	628	641	655	670	686	702	719	736	6,053
Council	10.1	2127	Workplace	2002932127	Workplace - CAB capex	4,090	0	0	5,897	7,653	0	0	0	0	0	17,550
			2002942127	Workplace - Internal labour exchanges	113	118	122	125	126	131	134	137	139	142	1,261	1,261
			200872127	Workplace - Library Refurbishment	0	0	16,340	4,380	0	0	0	0	0	0	0	14,720
			Total - 2127 Workplace			4,113	119	16,462	10,402	7,782	131	134	137	139	142	33,561
Council	10.1	2128	Civic Campus Resilience and Improvements	2002972128	Build Wellington - Civic Campus Project	385	600	7,360	1,890	97	99	101	0	0	0	10,551
			Total - 2128 Civic Campus Resilience and Improvements			385	600	7,360	1,890	97	99	101	0	0	0	10,551
Council	10.1	2131	Smart Council	2005802131	Business transformation	3,570	3,760	3,675	0	0	0	0	0	0	0	11,005
			Total - 2131 Smart Council			3,570	3,760	3,675	0	0	0	0	0	0	0	11,005
Council	10.1	2132	Digital - Internet Intranet	2007962132	Digital - Internet Intranet	242	158	159	163	166	170	174	178	183	187	1,760
			Total - 2132 Digital - Internet Intranet			242	158	159	163	166	170	174	178	183	187	1,760
Council	10.1	2133	Quarry Renewals and Upgrades	2008452133	2133 Kiri Point Quarry Renewals	80	204	19	16	16	241	17	18	19	645	645
			2008462133	2133 Kiri Point Quarry Upgrades	0	0	157	43	44	45	46	47	48	50	479	479
			2008472133	2133 New Quarry	0	0	0	214	219	336	344	236	242	249	1,838	1,838
			Total - 2133 Quarry Renewals and Upgrades			80	204	172	272	279	622	408	300	308	317	2,963
			Total - 10.1 Organisational Projects			24,416	18,421	36,121	26,684	20,678	12,763	15,166	16,255	16,286	16,697	203,487
Total - 10 Council						24,416	18,421	36,121	26,684	20,678	12,763	15,166	16,255	16,286	16,697	203,487
Grand total						220,289	225,092	262,486	249,724	195,679	195,688	238,716	277,124	238,348	209,597	2,312,862

— End of Report —

Wellington City Council

Strategy	Activity Group	Activity	Activity Description	Project	Project Description	Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
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				Interest	1	1		1	1	1	1	1	1	1	11
				Depreciation	2	4	5	4	4	4	4	4	4	4	37
Total - 1012 Funding agreements – Maori					200	206	217	215	219	225	230	235	241	247	2,229
Governance	1.2	1013	Maori Engagement	Operating Costs	101	103	104	106	107	109	111	113	115	117	1,087
				Allocations	4	4	4	5	5	4	5	5	5	5	46
Total - 1013 Maori Engagement					106	107	108	110	112	114	116	118	120	122	1,132
Total - 1.2 Maori and mana whenua partnerships					306	313	320	325	331	339	345	353	361	369	3,361
Total - 1 Governance					17,542	18,238	18,086	18,900	19,870	18,627	19,086	20,247	19,844	20,327	190,766

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Environment	2.1	1014	Parks and Reserves Planning	Income	(5)	(5)	(5)	(5)	(3)	(3)	(3)	(3)	(3)	(3)	(38)
				Operating Costs	525	545	546	565	587	597	610	621	635	648	5,880
				Interest	2	3	4	4	5	5	5	6	6	6	46
				Allocations	296	303	305	331	337	322	332	341	334	342	3,241
Total - 1014 Parks and Reserves Planning					818	846	849	894	927	921	945	965	972	992	9,129
Environment	2.1	1015	Reserves Unplanned Maintenance	Operating Costs	168	196	190	195	205	209	214	219	224	230	2,039
				Allocations	23	25	25	27	28	27	28	29	29	30	272
Total - 1015 Reserves Unplanned Maintenance					191	211	215	222	233	236	242	248	253	260	2,311
Environment	2.1	1016	Turf Management	Income	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(83)
				Operating Costs	945	978	1,001	1,028	1,059	1,080	1,102	1,124	1,148	1,173	10,640
				Interest	1	1	1	2	2	2	2	2	2	2	17
				Depreciation	27	24	12	12	11	5	1	0	0	0	91
				Allocations	435	449	456	500	509	504	518	532	520	532	4,954
Total - 1016 Turf Management					1,399	1,444	1,462	1,532	1,572	1,583	1,615	1,650	1,661	1,700	15,019
Environment	2.1	1017	Park Furniture and Infrastructure Maintenance	Income	(10)	(10)	(10)	(11)	(11)	(11)	(11)	(12)	(12)	(12)	(110)
				Operating Costs	706	754	769	788	817	835	854	873	893	915	8,204
				Interest	45	57	72	83	92	99	103	105	106	110	872
				Depreciation	804	895	956	857	931	988	1,009	1,033	1,076	1,133	9,682
				Allocations	168	174	177	192	196	189	195	201	198	203	1,891
Total - 1017 Park Furniture and Infrastructure Maintenance					1,712	1,870	1,964	1,909	2,026	2,100	2,149	2,199	2,260	2,349	20,539
Environment	2.1	1018	Parks and Buildings Maint	Income	(245)	(245)	(245)	(245)	(245)	(245)	(247)	(247)	(247)	(247)	(2,462)
				Operating Costs	473	497	498	495	484	514	515	541	553	567	5,136
				Interest	41	52	66	75	84	91	94	96	97	101	798
				Depreciation	565	623	618	656	698	712	737	770	794	833	7,008
				Allocations	99	102	103	110	111	108	111	115	113	116	1,088
Total - 1018 Parks and Buildings Maint					932	1,029	1,039	1,091	1,131	1,178	1,211	1,275	1,310	1,369	11,566
Environment	2.1	1019	Horticultural Operations	Income	(32)	(32)	(32)	(32)	(32)	(32)	(32)	(32)	(32)	(32)	(323)
				Operating Costs	1,430	1,478	1,513	1,569	1,607	1,652	1,669	1,712	1,731	1,760	16,141
				Interest	1	1	1	1	1	1	1	1	1	1	10
				Depreciation	17	14	8	0	0	0	0	0	0	0	39
				Allocations	618	630	641	699	713	701	718	742	740	761	6,963
Total - 1019 Horticultural Operations					2,033	2,090	2,130	2,237	2,289	2,321	2,355	2,423	2,440	2,511	22,829
Environment	2.1	1020	Arboricultural Operations	Income	(194)	(198)	(192)	(196)	(200)	(204)	(209)	(214)	(219)	(226)	(2,032)
				Operating Costs	1,008	1,062	1,096	1,116	1,155	1,177	1,201	1,225	1,251	1,278	11,558
				Interest	5	7	9	10	11	12	12	12	13	13	104
				Depreciation	151	119	89	69	63	23	20	18	18	18	588
				Allocations	418	428	435	475	485	477	489	504	499	512	4,722
Total - 1020 Arboricultural Operations					1,398	1,428	1,427	1,473	1,513	1,484	1,513	1,546	1,561	1,596	14,940
Environment	2.1	1021	Botanic Gardens Services	Income	(506)	(562)	(530)	(497)	(505)	(513)	(521)	(530)	(530)	(530)	(5,303)
				Operating Costs	3,216	3,169	3,256	3,237	3,324	3,393	3,453	3,532	3,605	3,685	33,870
				Interest	196	251	318	363	406	438	454	461	469	485	3,841
				Depreciation	896	711	1,036	1,078	1,170	1,217	1,253	1,268	1,328	1,386	11,345
				Allocations	1,206	1,236	1,245	1,343	1,368	1,356	1,393	1,430	1,404	1,439	13,420
Total - 1021 Botanic Gardens Services					4,959	4,805	5,326	5,525	5,762	5,891	6,032	6,161	6,266	6,445	57,172

Wellington City Council

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Environment	2.1	1022	Coastal Operations	Income	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(53)	(529)
				Operating Costs	634	653	666	681	696	710	725	740	756	773	7,034
				Interest	67	86	109	124	138	149	155	157	160	165	1,310
				Depreciation	393	479	521	526	530	526	529	490	491	470	4,954
				Allocations	162	168	170	185	188	183	188	194	191	196	1,825
				Total - 1022 Coastal Operations	1,263	1,332	1,413	1,463	1,501	1,515	1,544	1,528	1,544	1,551	14,594
Total - 1023 Open Space Vegetation Mgmt					0	0	0	0	0	0	0	0	0	0	0
Environment	2.1	1024	Road Corridor Growth Control	Income	(506)	(505)	(518)	(518)	(518)	(519)	(519)	(520)	(519)	(520)	(5,162)
				Operating Costs	1,186	1,217	1,274	1,306	1,339	1,373	1,409	1,447	1,485	1,527	13,565
				Allocations	123	123	128	139	141	138	141	148	152	157	1,390
				Total - 1024 Road Corridor Growth Control	803	835	885	927	961	992	1,031	1,076	1,118	1,165	9,793
Environment	2.1	1025	Street Cleaning	Income	(378)	(381)	(391)	(397)	(397)	(397)	(397)	(393)	(393)	(393)	(3,918)
				Operating Costs	7,438	7,686	8,066	8,364	8,566	8,778	9,001	9,141	9,377	9,638	86,053
				Interest	0	0	0	0	0	0	0	0	0	0	1
				Depreciation	0	0	0	0	0	0	0	0	0	0	1
				Allocations	718	721	748	819	831	814	833	867	890	924	8,165
				Total - 1025 Street Cleaning	7,778	8,026	8,423	8,787	9,000	9,195	9,436	9,615	9,874	10,168	90,302
Environment	2.1	1026	Hazardous Trees Removal	Income	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(80)
				Operating Costs	386	397	406	416	425	434	444	454	464	475	4,301
				Allocations	91	93	95	103	105	102	105	109	108	111	1,022
				Total - 1026 Hazardous Trees Removal	470	484	495	513	524	531	543	556	566	580	5,263
Environment	2.1	1027	Town Belts Planting	Operating Costs	868	867	884	922	941	974	986	1,019	1,029	1,069	9,558
				Allocations	138	142	145	157	161	156	161	165	163	167	1,556
				Total - 1027 Town Belts Planting	1,007	1,009	1,028	1,079	1,102	1,131	1,147	1,185	1,191	1,235	11,113
Environment	2.1	1028	Townbelt-Reserves Management	Income	(303)	(303)	(304)	(304)	(304)	(304)	(305)	(305)	(305)	(305)	(3,043)
				Operating Costs	1,596	2,419	2,437	2,472	2,517	2,549	2,584	2,620	2,657	2,698	24,549
				Interest	1,454	1,862	2,357	2,852	3,008	3,242	3,366	3,413	3,473	3,550	28,456
				Depreciation	304	328	324	287	338	383	341	351	349	335	3,341
				Allocations	318	384	386	418	426	409	421	434	427	438	4,061
				Total - 1028 Townbelt-Reserves Management	3,370	4,690	5,200	5,565	5,985	6,279	6,407	6,513	6,601	6,756	57,366
Environment	2.1	1030	Community greening initiatives	Operating Costs	470	510	498	509	549	543	555	574	587	600	5,394
				Allocations	192	198	198	215	220	210	216	222	218	223	2,111
				Total - 1030 Community greening initiatives	662	708	694	724	769	753	771	797	804	823	7,505
Environment	2.1	1031	Environmental Grants Pool	Operating Costs	100	101	101	101	102	102	102	101	101	101	1,012
				Total - 1031 Environmental Grants Pool	100	101	101	101	102	102	102	101	101	101	1,012
Environment	2.1	1032	Walkway Maintenance	Operating Costs	306	337	347	360	378	386	400	412	424	437	3,790
				Interest	20	25	32	37	41	44	46	47	47	49	389
				Depreciation	266	299	325	343	378	407	426	445	459	465	3,814
				Allocations	157	164	167	182	186	180	186	191	188	193	1,793
				Total - 1032 Walkway Maintenance	749	826	871	922	982	1,020	1,058	1,085	1,118	1,144	9,785
Environment	2.1	1033	Weeds & Hazardous Trees Monit	Income	(75)	(77)	(79)	(80)	(82)	(85)	(87)	(88)	(91)	(94)	(839)
				Operating Costs	561	591	605	622	650	662	674	687	701	715	6,468
				Interest	1	1	2	2	2	3	3	3	3	3	23
				Depreciation	61	17	6	2	2	2	2	1	1	1	95
				Allocations	319	326	331	361	369	361	371	382	376	386	3,580
				Total - 1033 Weeds & Hazardous Trees Monit	866	858	864	908	941	943	963	964	989	1,011	9,327
Environment	2.1	1034	Animal Pest Management	Income	(106)	(109)	0	0	0	0	0	0	0	0	(215)
				Operating Costs	1,381	1,464	1,432	1,468	1,515	1,553	1,592	1,633	1,677	1,723	15,439
				Allocations	242	251	187	190	194	187	192	199	200	206	2,048
				Total - 1034 Animal Pest Management	1,468	1,555	1,524	1,590	1,634	1,658	1,695	1,736	1,772	1,816	15,048
Environment	2.1	1035	Waterfront Public Space Management	Income	(715)	(722)	(729)	(736)	(743)	(751)	(760)	(768)	(777)	(787)	(7,486)
				Operating Costs	2,019	2,059	2,102	2,146	2,192	2,239	2,287	2,336	2,381	2,397	22,069
				Interest	1,086	1,330	1,437	1,530	1,592	1,634	1,677	1,720	1,763	1,806	14,421
				Depreciation	3,199	3,359	3,482	3,637	3,709	3,783	3,852	3,974	4,031	4,094	37,120
				Allocations	234	237	241	261	266	254	261	271	270	277	2,573
				Total - 1035 Waterfront Public Space Management	1,468	1,555	1,524	1,590	1,634	1,658	1,695	1,736	1,772	1,816	15,048

LONG-TERM AND ANNUAL PLAN COMMITTEE

7 MARCH 2018

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Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Total - 1035 Waterfront Public Space Management					5,823	6,263	6,533	6,659	6,615	6,558	6,473	6,374	6,251	6,145	63,694
Total - 2.1 Gardens, beaches and green open spaces					37,743	40,410	42,443	43,921	45,370	46,192	47,031	47,825	48,454	49,519	448,909
Environment	2.2	1036	Landfill Operations & Maint	Income	(6,914)	(7,096)	(7,245)	(7,417)	(7,595)	(7,787)	(7,985)	(8,197)	(8,422)	(8,659)	(77,307)
				Operating Costs	4,451	4,529	4,631	4,741	4,856	4,975	5,099	5,231	5,371	5,518	49,404
				Interest	271	303	342	368	392	411	420	424	429	438	3,797
				Depreciation	339	402	521	676	762	801	842	888	971	1,056	7,258
				Allocations	176	164	167	183	196	182	187	193	192	197	1,827
Total - 1036 Landfill Operations & Maint					(1,677)	(1,688)	(1,585)	(1,449)	(1,399)	(1,417)	(1,437)	(1,461)	(1,438)	(1,459)	(15,023)
Environment	2.2	1037	Suburban Refuse Collection	Income	(3,525)	(3,613)	(3,694)	(3,782)	(3,874)	(3,972)	(4,073)	(4,182)	(4,297)	(4,418)	(39,429)
				Operating Costs	2,980	3,055	3,123	3,198	3,275	3,358	3,443	3,535	3,632	3,734	33,333
				Allocations	7	7	8	8	8	8	8	8	8	8	79
				Total - 1037 Suburban Refuse Collection					(538)	(551)	(563)	(576)	(590)	(606)	(622)
Environment	2.2	1038	Domestic Recycling	Income	(3,753)	(3,794)	(3,668)	(3,551)	(3,412)	(3,295)	(3,156)	(3,013)	(2,907)	(2,792)	(33,310)
				Operating Costs	5,029	5,155	5,271	5,397	5,527	5,664	5,807	5,958	6,119	6,289	56,216
				Interest	0	0	0	0	0	0	0	0	0	0	2
				Depreciation	5	0	0	0	0	0	0	0	0	0	7
				Allocations	139	143	145	159	162	160	164	169	166	170	1,576
Total - 1038 Domestic Recycling					1,421	1,503	1,749	2,005	2,278	2,530	2,815	3,115	3,379	3,697	24,492
Environment	2.2	1039	Waste Minimisation Info	Income	(975)	(999)	(1,022)	(1,046)	(1,071)	(1,099)	(1,127)	(1,157)	(1,189)	(1,222)	(10,907)
				Operating Costs	1,396	1,431	1,464	1,500	1,537	1,567	1,598	1,631	1,665	1,701	15,491
				Interest	5	7	9	10	11	12	12	13	13	13	106
				Depreciation	113	81	76	64	51	27	26	28	25	26	520
				Allocations	443	454	462	506	515	508	521	537	534	549	5,029
Total - 1039 Waste Minimisation Info					982	974	989	1,033	1,043	1,018	1,032	1,052	1,049	1,067	10,239
Environment	2.2	1040	Litter Enforcement	Operating Costs	6	6	6	6	6	6	7	7	7	7	63
				Allocations	3	3	3	3	4	3	3	3	3	4	34
Total - 1040 Litter Enforcement					9	9	9	10	10	10	10	10	10	11	97
Environment	2.2	1041	Closed Landfill Gas Migr Monit	Operating Costs	5	5	6	6	6	6	6	6	6	6	58
				Interest	462	462	462	462	462	462	462	462	462	462	4,622
				Depreciation	4	4	4	4	4	4	4	2	2	2	37
Total - 1041 Closed Landfill Gas Migr Monit					471	472	472	472	472	473	472	471	471	4,716	
Environment	2.2	1042	Smart Energy	Income	(60)	(60)	0	0	0	0	0	(17)	(17)	(17)	(171)
				Operating Costs	267	270	149	150	152	153	155	202	204	206	1,908
				Allocations	7	7	8	8	8	8	8	8	8	8	79
				Total - 1042 Smart Energy					214	218	156	158	160	161	162
Total - 2.2 Waste reduction and energy conservation					883	937	1,227	1,553	1,973	2,166	2,433	2,740	2,968	3,319	20,319
Environment	2.3	1043	Water - Meter Reading	Operating Costs	138	142	148	149	153	157	160	164	169	173	1,551
				Allocations	21	22	22	24	24	24	24	25	26	27	239
Total - 1043 Water - Meter Reading					159	164	168	173	177	180	185	190	195	200	1,790
Environment	2.3	1044	Water - Network Maintenance	Operating Costs	4,103	4,450	4,552	4,662	4,777	4,895	5,017	5,145	5,286	5,432	48,322
				Allocations	405	407	413	449	456	447	457	480	495	514	4,522
Total - 1044 Water - Network Maintenance					4,508	4,857	4,966	5,111	5,233	5,342	5,474	5,627	5,781	5,946	52,844
Environment	2.3	1045	Water - Water Connections	Income	(37)	(38)	(39)	(40)	(41)	(42)	(43)	(44)	(45)	(46)	(414)
				Operating Costs	0	0	0	0	0	0	0	0	0	0	0
Total - 1045 Water - Water Connections					(37)	(38)	(39)	(40)	(41)	(42)	(43)	(44)	(45)	(46)	(414)
Environment	2.3	1046	Water - Pump Stations Maintenance-Ops	Operating Costs	984	1,011	1,034	1,059	1,085	1,112	1,140	1,169	1,201	1,234	11,029
				Allocations	54	55	56	61	62	60	62	65	67	69	610
Total - 1046 Water - Pump Stations Maintenance-Ops					1,038	1,066	1,090	1,120	1,147	1,173	1,201	1,234	1,267	1,303	11,639
Environment	2.3	1047	Water - Asset Stewardship	Operating Costs	2,805	3,061	3,288	3,638	3,869	4,143	4,427	3,773	3,830	3,891	36,726
				Interest	2,279	2,918	3,694	4,219	4,713	5,081	5,275	5,348	5,442	5,626	44,596
				Depreciation	15,333	14,586	16,316	16,971	17,637	18,314	19,087	19,933	20,203	21,127	179,488
				Allocations	10	10	10	11	11	10	11	11	11	12	106
Total - 1047 Water - Asset Stewardship					20,427	20,575	23,309	24,839	26,230	27,548	28,780	29,065	29,487	30,655	260,916

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Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Environment	2.3	1048	Water - Reservoir-Dam Maintenance	Operating Costs	89	93	95	98	100	103	105	107	110	112	1,012
				Allocations	23	23	24	26	26	26	26	27	28	29	258
Total - 1048 Water - Reservoir-Dam Maintenance					112	116	119	124	127	128	131	134	138	141	1,270
Environment	2.3	1049	Water - Monitoring & Investigation	Operating Costs	680	700	716	734	752	770	789	809	831	854	7,635
				Allocations	71	72	73	79	80	79	80	84	87	90	795
Total - 1049 Water - Monitoring & Investigation					751	772	789	813	832	849	869	894	918	944	8,430
Environment	2.3	1050	Water - Asset Management	Operating Costs	498	517	529	542	555	565	576	587	599	612	5,579
				Allocations	108	110	112	122	124	122	124	129	133	137	1,222
Total - 1050 Water - Asset Management					606	628	641	664	679	687	699	717	732	749	6,802
Environment	2.3	1051	Water - Bulk Water Purchase	Operating Costs	17,993	19,661	23,152	24,833	25,512	26,601	27,644	28,956	29,669	27,424	245,444
				Allocations	11	11	11	12	12	12	12	13	13	13	120
Total - 1051 Water - Bulk Water Purchase					18,004	19,672	23,163	24,845	25,524	26,613	27,656	28,969	29,682	27,437	245,564
Total - 2.3 Water					45,568	47,811	54,206	57,648	59,908	62,477	64,953	63,786	65,155	67,329	588,841
Environment	2.4	1052	Wastewater - Asset Stewardship	Income	(677)	(664)	(709)	(726)	(744)	(763)	(782)	(803)	(825)	(848)	(7,572)
				Operating Costs	4,564	4,771	4,954	5,226	5,409	5,622	5,845	5,404	5,468	5,536	52,801
				Interest	2,634	3,372	4,269	4,875	5,446	5,871	6,095	6,180	6,289	6,501	51,532
				Depreciation	11,108	11,513	11,908	12,295	12,720	13,189	13,684	14,213	14,742	15,440	130,810
				Allocations	7	7	8	8	8	8	8	8	8	8	79
Total - 1052 Wastewater - Asset Stewardship					17,636	18,970	20,429	21,679	22,640	23,927	24,850	25,001	25,682	26,637	227,651
Environment	2.4	1053	Wastewater - Trade Waste Monitoring & Investigation	Operating Costs	199	209	215	221	227	231	236	240	245	251	2,273
				Allocations	71	72	73	80	81	79	81	85	87	90	799
Total - 1053 Wastewater - Trade Waste Monitoring & Investigation					269	281	288	300	308	311	316	325	332	340	3,072
Environment	2.4	1055	Wastewater - Network Maintenance	Operating Costs	2,274	2,345	2,401	2,460	2,522	2,582	2,644	2,710	2,780	2,854	25,573
				Allocations	326	329	335	364	370	363	370	388	400	414	3,658
Total - 1055 Wastewater - Network Maintenance					2,600	2,675	2,736	2,824	2,892	2,945	3,014	3,098	3,180	3,268	29,231
Environment	2.4	1057	Wastewater - Asset Management	Operating Costs	1,192	1,212	1,226	1,240	1,255	1,268	1,281	1,295	1,310	1,326	12,605
				Allocations	97	99	101	110	112	110	111	117	120	124	1,102
Total - 1057 Wastewater - Asset Management					1,289	1,311	1,327	1,350	1,367	1,377	1,393	1,412	1,430	1,450	13,706
Environment	2.4	1058	Wastewater - Monitoring & Investigation	Operating Costs	1,654	1,744	1,787	1,832	1,879	1,922	1,966	2,013	2,063	2,115	19,006
				Allocations	280	285	290	315	321	314	319	335	344	356	3,158
Total - 1058 Wastewater - Monitoring & Investigation					1,933	2,029	2,077	2,148	2,200	2,236	2,286	2,348	2,407	2,471	22,164
Environment	2.4	1059	Wastewater - Pump Station Maintenance-Ops	Operating Costs	1,235	1,269	1,298	1,329	1,362	1,395	1,430	1,468	1,507	1,549	13,842
				Allocations	99	100	101	110	112	110	112	118	122	126	1,108
Total - 1059 Wastewater - Pump Station Maintenance-Ops					1,335	1,368	1,399	1,439	1,473	1,505	1,542	1,585	1,629	1,675	14,950
Environment	2.4	1060	Wastewater - Treatment Plants	Operating Costs	13,268	13,597	13,894	14,215	14,549	14,903	15,270	15,662	16,078	16,517	147,953
				Interest	1,539	1,651	1,682	1,710	1,664	1,686	1,639	1,591	1,544	1,496	16,203
				Depreciation	2,800	2,800	2,800	2,799	2,798	2,794	2,794	2,792	2,792	2,638	27,687
				Allocations	997	994	1,010	1,095	1,111	1,092	1,117	1,175	1,216	1,264	11,071
Total - 1060 Wastewater - Treatment Plants					18,605	19,043	19,386	19,819	20,123	20,475	20,820	21,221	21,509	21,915	202,915
Environment	2.4	1062	Sewerage Disposal	Income	(500)	(574)	(587)	(601)	(615)	(631)	(647)	(664)	(682)	(702)	(6,261)
				Operating Costs	1,588	1,628	1,665	1,704	1,746	1,790	1,835	1,884	1,936	1,991	17,766
				Interest	15	19	25	28	31	34	35	36	36	38	298
				Depreciation	230	230	224	203	196	196	196	196	196	196	2,061
				Allocations	7	7	8	8	8	8	8	8	8	8	79
Total - 1062 Sewerage Disposal					1,281	1,311	1,334	1,344	1,366	1,396	1,427	1,460	1,494	1,531	13,943
Total - 2.4 Wastewater					44,978	46,988	48,976	50,903	52,569	54,172	55,648	56,450	57,662	59,280	527,632
Environment	2.5	1063	Stormwater - Asset Stewardship	Operating Costs	3,739	3,768	3,795	3,825	3,856	3,888	3,922	3,959	3,998	4,038	38,788
				Interest	2,426	3,106	3,932	4,490	5,016	5,407	5,614	5,692	5,792	5,968	47,462
				Depreciation	7,949	8,244	8,517	8,771	9,025	9,332	9,648	10,024	10,431	10,869	92,800
				Allocations	7	7	8	8	8	8	8	8	8	8	79
Total - 1063 Stormwater - Asset Stewardship					14,121	15,125	16,251	17,094	17,905	18,635	19,192	19,683	20,229	20,894	179,129
Environment	2.5	1064	Stormwater - Network Maintenance	Operating Costs	1,693	1,749	1,791	1,835	1,882	1,926	1,971	2,020	2,071	2,125	19,064
				Allocations	272	275	280	304	309	303	309	324	333	345	3,053

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Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Total - 1064 Stormwater - Network Maintenance					1,964	2,024	2,070	2,139	2,191	2,229	2,280	2,344	2,405	2,471	22,116
Environment	2.5	1065	Stormwater - Monitoring & Investigation	Income	(10)	(10)	(11)	(11)	(11)	(11)	(12)	(12)	(12)	(13)	(113)
				Operating Costs	752	779	798	818	839	858	878	899	921	945	8,487
				Allocations	125	127	130	141	144	141	143	150	154	159	1,415
Total - 1065 Stormwater - Monitoring & Investigation					867	896	917	948	972	987	1,009	1,037	1,063	1,091	9,788
Environment	2.5	1066	Stormwater - Asset Management	Operating Costs	736	906	1,046	1,258	1,394	1,548	1,707	1,334	1,365	1,399	12,694
				Allocations	159	163	166	180	184	179	183	191	196	203	1,804
Total - 1066 Stormwater - Asset Management					895	1,069	1,212	1,439	1,578	1,727	1,890	1,525	1,562	1,601	14,498
Environment	2.5	1067	Drainage Maintenance	Income	(153)	(153)	(154)	(154)	(155)	(155)	(155)	(155)	(155)	(155)	(1,542)
				Operating Costs	965	989	1,024	1,048	1,074	1,102	1,131	1,162	1,194	1,228	10,917
				Allocations	72	72	74	80	81	80	82	86	89	93	807
Total - 1067 Drainage Maintenance					885	908	943	974	1,001	1,027	1,058	1,093	1,128	1,166	10,182
Environment	2.5	1068	Stormwater - Pump Station Maintenance-Ops	Operating Costs	51	53	54	55	57	58	60	61	63	64	577
				Allocations	6	6	6	6	6	6	7	7	7	7	64
Total - 1068 Stormwater - Pump Station Maintenance-Ops					57	59	60	62	63	65	68	68	70	72	641
Total - 2.5 Stormwater					16,790	20,080	21,453	22,656	23,709	24,670	25,495	25,750	26,456	27,295	236,355
Environment	2.6	1069	Karori Sanctuary	Operating Costs	1,023	1,048	1,071	1,096	1,123	1,151	1,180	1,211	1,244	1,278	11,424
				Interest	517	569	595	621	621	647	673	673	673	673	6,260
				Depreciation	29	29	30	37	47	50	51	39	39	39	400
Total - 1069 Karori Sanctuary					1,569	1,647	1,696	1,754	1,790	1,847	1,903	1,934	1,955	1,990	18,084
Environment	2.6	1070	Wellington Zoo Trust	Operating Costs	3,457	3,545	3,635	3,738	3,845	3,965	4,071	4,179	4,294	4,420	39,148
				Interest	177	227	287	328	366	395	410	416	423	437	3,496
				Depreciation	1,678	1,671	1,658	1,569	1,455	1,399	1,345	1,294	1,200	1,190	14,458
Total - 1070 Wellington Zoo Trust					5,311	5,443	5,581	5,635	5,666	5,759	5,825	5,888	5,917	6,047	57,072
Environment	2.6	1071	Marine Conservation Centre	Operating Costs	0	0	0	0	0	3,000	3,000	0	0	0	6,000
Total - 1071 Marine Conservation Centre					0	0	0	0	0	3,000	3,000	0	0	0	6,000
Total - 2.6 Conservation attractions					6,881	7,089	7,276	7,389	7,456	10,606	10,728	7,822	7,871	8,037	81,156
Total - 2 Environment					154,843	163,315	175,582	184,171	190,985	200,283	206,287	204,373	208,586	214,787	1,903,212
Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Economic Develop	3.1	1073	Positively Wellington Tourism	Operating Costs	5,630	5,749	5,869	5,994	6,124	6,265	6,411	6,563	6,721	6,889	62,216
Total - 1073 Positively Wellington Tourism					5,630	5,749	5,869	5,994	6,124	6,265	6,411	6,563	6,721	6,889	62,216
Economic Develop	3.1	1074	Events Fund	Operating Costs	4,773	4,874	4,976	5,082	5,192	5,311	5,436	5,564	5,698	5,840	52,746
Total - 1074 Events Fund					4,773	4,874	4,976	5,082	5,192	5,311	5,436	5,564	5,698	5,840	52,746
Economic Develop	3.1	1075	Wellington Venues	Income	(14,643)	(14,953)	(15,264)	(15,580)	(15,925)	(16,294)	(16,675)	(17,070)	(17,480)	(17,917)	(161,814)
				Operating Costs	16,669	16,752	16,665	17,532	17,830	17,856	19,009	19,092	19,549	20,036	180,990
				Interest	342	376	393	411	411	428	445	445	445	445	4,140
				Depreciation	1,718	1,769	1,897	1,849	3,273	3,774	3,858	3,941	4,056	4,200	30,334
				Allocations	49	54	55	59	60	53	55	57	56	57	554
Total - 1075 Wellington Venues					4,136	3,999	3,746	4,260	5,646	5,817	6,692	6,464	6,625	6,821	54,205
Economic Develop	3.1	1076	Destination Wellington	Operating Costs	1,775	1,813	1,850	1,890	1,931	1,975	2,021	2,069	2,119	2,172	19,615
Total - 1076 Destination Wellington					1,775	1,813	1,850	1,890	1,931	1,975	2,021	2,069	2,119	2,172	19,615
Economic Develop	3.1	1077	City Innovation	Operating Costs	715	741	760	780	832	844	856	869	883	897	6,976
				Allocations	333	342	349	374	369	335	345	359	369	369	3,534
Total - 1077 City Innovation					1,048	1,083	1,109	1,154	1,001	979	1,001	1,028	1,042	1,066	10,510
Economic Develop	3.1	1078	Wellington Convention Centre	Income	0	0	0	0	0	0	0	0	0	0	0
				Operating Costs	54	299	618	555	941	210	(594)	(1,278)	(1,815)	(2,860)	(2,860)
				Interest	431	806	1,536	2,088	2,123	2,253	2,291	2,148	2,320	2,452	18,358
				Depreciation	0	0	0	0	1,398	1,398	1,398	1,398	1,398	1,398	8,398
				Allocations	0	11	27	106	340	344	360	387	407	423	2,406
Total - 1078 Wellington Convention Centre					485	1,116	2,181	2,749	4,803	4,205	3,365	2,655	2,306	2,428	26,293
Economic Develop	3.1	1080	Economic Development Grant Pool	Operating Costs	0	0	0	0	0	0	0	0	0	0	0

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Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Total - 1080 Economic Development Grant Pool					0	0	0	0	0	0	0	0	0	0	0
Economic Development	3.1	1081	Economic Growth Strategy	Operating Costs	272	279	285	292	299	305	311	317	323	330	3,014
				Allocations	69	69	70	77	78	76	77	81	83	86	766
Total - 1081 Economic Growth Strategy					341	348	356	369	377	381	388	398	406	416	3,779
Economic Development	3.1	1082	City Growth Fund	Operating Costs	1,750	1,787	1,824	1,863	1,904	1,947	1,993	2,040	2,089	2,141	19,339
Total - 1082 City Growth Fund					1,750	1,787	1,824	1,863	1,904	1,947	1,993	2,040	2,089	2,141	19,339
Economic Development	3.1	1083	Airport Runway Extension	Operating Costs	0	0	0	0	0	0	2,167	4,334	6,500	6,500	19,501
Total - 1083 Airport Runway Extension					0	0	0	0	0	0	2,167	4,334	6,500	6,500	19,501
Economic Development	3.1	1084	Indoor Arena	Operating Costs	0	0	0	0	0	0	0	0	0	0	704
				Interest	100	385	1,006	2,250	3,930	4,688	4,875	4,875	4,875	4,875	31,859
				Depreciation	0	0	0	0	0	0	954	1,302	1,333	1,367	4,955
Total - 1084 Indoor Arena					600	589	1,006	2,250	3,930	4,688	5,829	6,177	6,208	6,242	37,518
Economic Development	3.1	1085	Film Museum	Income	(0)	0	0	0	(3,000)	(3,300)	(3,300)	(3,300)	(3,300)	(3,442)	(19,642)
				Operating Costs	96	251	508	672	803	829	857	885	915	945	6,760
				Interest	766	1,432	2,731	3,629	3,524	3,672	3,579	3,486	3,755	3,960	30,534
				Depreciation	0	0	0	0	2,486	2,486	2,486	2,486	2,486	2,486	14,913
Total - 1085 Film Museum					862	1,683	3,239	4,301	3,812	3,687	3,621	3,557	3,855	3,948	32,565
Economic Development	3.1	1087	International Relations	Operating Costs	487	497	507	518	529	537	545	554	562	572	5,308
				Allocations	339	348	356	374	382	315	327	341	339	348	3,470
Total - 1087 International Relations					827	845	864	892	911	852	872	895	902	920	8,778
Economic Development	3.1	1088	Marsden Village	Operating Costs	14	14	14	14	14	14	14	14	14	14	140
Total - 1088 Marsden Village					14	14	14	14	14	14	14	14	14	14	140
Economic Development	3.1	1089	Business Improvement Districts	Operating Costs	275	275	275	275	275	275	275	275	275	275	2,750
				Total - 1089 Business Improvement Districts					275	275	275	275	275	275	275
Total - 3.1 City promotions and business support					22,444	23,860	26,640	30,337	33,239	33,973	37,685	39,652	42,398	43,335	333,563
Total - 3 Economic Development					22,444	23,860	26,640	30,337	33,239	33,973	37,685	39,652	42,398	43,335	333,563
Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Cultural Wellbeing	4.1	1090	Wellington Museums Trust	Operating Costs	8,781	8,960	9,147	9,343	9,548	9,760	9,990	10,228	10,475	10,748	96,979
				Interest	92	92	86	80	73	65	54	43	33	22	639
				Depreciation	339	334	320	314	407	424	422	419	419	416	3,813
Total - 1090 Wellington Museums Trust					9,212	9,385	9,554	9,737	10,027	10,248	10,466	10,690	10,926	11,186	101,432
Cultural Wellbeing	4.1	1091	Museum of Conflict	Operating Costs	500	0	0	0	0	0	0	0	0	0	500
Total - 1091 Museum of Conflict					500	0	0	0	0	0	0	0	0	0	500
Cultural Wellbeing	4.1	1092	Te Papa Funding	Operating Costs	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	22,500
Total - 1092 Te Papa Funding					2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	2,250	22,500
Cultural Wellbeing	4.1	1093	Carter Observatory	Operating Costs	381	389	397	405	414	424	434	444	454	466	4,207
				Interest	28	36	46	52	59	63	66	66	68	70	554
				Depreciation	312	311	299	304	250	255	259	262	249	256	2,757
Total - 1093 Carter Observatory					721	736	742	762	723	741	758	772	772	792	7,516
Cultural Wellbeing	4.1	1095	Community Events Programme	Income	(424)	(424)	(424)	(424)	(424)	(424)	(424)	(424)	(424)	(424)	(4,241)
				Operating Costs	2,582	2,628	2,675	2,724	2,775	2,824	2,876	2,929	2,984	3,043	28,040
				Interest	2	3	4	4	5	5	5	5	5	6	45
				Depreciation	24	24	24	24	22	17	13	12	12	12	184
				Allocations	545	556	566	611	622	587	605	625	619	636	5,974
Total - 1095 Community Events Programme					2,729	2,787	2,845	2,940	3,009	3,009	3,074	3,148	3,197	3,273	30,002
Cultural Wellbeing	4.1	1097	Citizen's Day - Mayoral Day	Operating Costs	23	23	24	24	25	25	26	26	27	28	251
Total - 1097 Citizen's Day - Mayoral Day					23	23	24	24	25	25	26	26	27	28	251
Cultural Wellbeing	4.1	1098	Cultural Grants Pool	Operating Costs	1,657	1,676	1,696	1,716	1,736	1,757	1,780	1,725	1,732	1,732	17,185
				Allocations	8	8	9	9	9	9	9	10	10	11	93
Total - 1098 Cultural Grants Pool					1,665	1,685	1,704	1,725	1,746	1,766	1,769	1,735	1,739	1,743	17,278
Cultural Wellbeing	4.1	1099	Wgtn Conv Cntr Comm Subsidy	Operating Costs	200	200	200	200	200	200	200	200	200	200	2,000

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Total - 1099 Wgtn Conv Cntr Comm Subsidy					200	200	200	200	200	200	200	200	200	200	2,000	
Cultural Wellbeing	4.1	1100	Community Arts Programme	Income	(65)	(67)	(68)	(70)	(71)	(73)	(75)	(76)	(78)	(80)	(724)	
				Operating Costs	325	332	340	348	356	364	371	379	388	396	3,600	
				Allocations	128	132	134	146	149	142	147	151	148	151	1,429	
Total - 1100 Community Arts Programme					388	398	406	424	434	433	444	454	457	467	4,305	
Cultural Wellbeing	4.1	1101	NZSO Subsidy	Operating Costs	216	216	216	216	216	216	216	216	216	216	216	2,160
Total - 1101 NZSO Subsidy					216	216	216	216	216	216	216	216	216	216	216	2,160
Cultural Wellbeing	4.1	1102	Toi Poneke Arts Centre	Income	(537)	(539)	(542)	(544)	(547)	(550)	(553)	(557)	(560)	(564)	(5,403)	
				Operating Costs	1,197	1,224	1,252	1,281	1,312	1,338	1,368	1,399	1,431	1,466	13,267	
				Interest	3	4	5	6	6	7	7	7	7	8	60	
				Depreciation	74	75	76	71	71	73	72	1	1	1	515	
				Allocations	262	270	275	299	305	292	301	309	303	310	2,927	
				Total - 1102 Toi Poneke Arts Centre					1,000	1,035	1,066	1,112	1,147	1,160	1,195	1,160
Cultural Wellbeing	4.1	1103	Public Art Fund	Operating Costs	395	401	406	411	416	420	424	428	432	437	4,170	
				Interest	0	0	1	1	1	1	1	1	1	1	7	
				Depreciation	1	1	1	0	0	0	0	0	0	0	4	
				Allocations	102	105	107	117	119	114	117	120	119	122	1,141	
				Total - 1103 Public Art Fund					498	508	515	528	536	534	542	549
Cultural Wellbeing	4.1	1104	New Zealand Ballet	Operating Costs	100	100	100	100	100	100	100	100	100	100	1,000	
				Interest	170	179	178	177	168	166	163	154	144	134	1,633	
Total - 1104 New Zealand Ballet					270	279	278	277	268	266	263	254	244	234	2,633	
Cultural Wellbeing	4.1	1105	Orchestra Wellington	Operating Costs	160	162	163	165	167	169	171	173	176	178	1,684	
				Allocations	6	6	6	6	7	6	7	7	7	7	65	
Total - 1105 Orchestra Wellington					166	168	169	172	174	175	178	180	183	185	1,749	
Cultural Wellbeing	4.1	1106	Regional Amenities Fund	Operating Costs	625	626	627	627	628	628	628	629	629	629	6,276	
				Allocations	8	8	9	9	9	9	9	10	10	10	92	
Total - 1106 Regional Amenities Fund					633	635	636	636	637	637	638	639	639	639	6,368	
Cultural Wellbeing	4.1	1207	Capital of Culture	Operating Costs	1,500	1,532	1,564	1,597	1,632	1,669	1,708	1,749	1,791	1,835	16,576	
				Allocations	75	74	75	81	82	80	82	86	89	92	816	
Total - 1207 Capital of Culture					1,575	1,606	1,639	1,678	1,714	1,749	1,790	1,835	1,880	1,927	17,392	
Total - 4.1 Arts and cultural activities					22,044	21,910	22,243	22,681	23,096	23,412	23,808	24,107	24,461	24,920	232,684	
Total - 4 Cultural Wellbeing					22,044	21,910	22,243	22,681	23,096	23,412	23,808	24,107	24,461	24,920	232,684	

Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Social and Recreast	5.1	1107	Swimming Pools Operations	Income	(7,206)	(7,455)	(7,327)	(7,281)	(7,829)	(8,165)	(8,387)	(8,172)	(8,410)	(8,822)	(79,054)
				Operating Costs	14,745	14,909	15,442	16,094	16,238	16,510	16,686	17,192	17,570	17,964	163,349
				Interest	355	454	575	657	734	791	821	833	847	876	6,942
				Depreciation	3,565	3,523	3,394	2,534	2,596	2,650	2,704	2,693	2,674	2,754	29,076
				Allocations	4,947	5,031	5,109	5,564	5,672	5,576	5,712	5,902	5,880	6,045	55,458
				Total - 1107 Swimming Pools Operations					16,406	16,463	17,194	17,577	17,410	17,362	17,536
Social and Recreast	5.1	1108	Sportsfields Operations	Income	(329)	(336)	(343)	(356)	(366)	(374)	(383)	(392)	(402)	(412)	(3,696)
				Operating Costs	2,220	2,266	2,310	2,372	2,429	2,478	2,530	2,585	2,641	2,702	24,533
				Interest	41	53	67	77	86	92	96	97	99	102	811
				Depreciation	828	835	836	805	777	761	1,011	1,300	1,620	1,663	10,434
				Allocations	562	572	579	631	642	627	643	664	657	675	6,251
				Total - 1108 Sportsfields Operations					3,322	3,390	3,449	3,526	3,567	3,584	3,897
Social and Recreast	5.1	1109	Synthetic Turf Sport Operations	Income	(614)	(626)	(630)	(653)	(667)	(682)	(698)	(715)	(732)	(751)	(6,776)
				Operating Costs	553	566	574	588	603	615	628	642	656	671	6,096
				Interest	353	363	369	409	432	421	385	334	282	231	3,579
				Depreciation	695	714	677	624	701	792	807	846	964	1,048	7,865
				Allocations	173	176	178	193	197	191	196	202	200	208	1,912
				Total - 1109 Synthetic Turf Sport Operations					1,160	1,194	1,158	1,162	1,265	1,336	1,317
Social and Recreast	5.1	1110	Recreation Centres	Income	(879)	(866)	(916)	(903)	(956)	(943)	(1,000)	(989)	(1,048)	(1,039)	(8,538)
				Operating Costs	1,909	2,014	2,022	2,066	2,095	2,117	2,164	2,237	2,282	2,332	21,240

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Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				Interest	42	54	69	78	87	94	96	99	101	104	826
				Depreciation	355	345	336	338	347	335	331	325	296	300	3,308
				Allocations	746	761	769	839	852	835	856	886	883	907	8,334
			Total - 1110 Recreation Centres		2,173	2,308	2,281	2,418	2,428	2,438	2,449	2,558	2,514	2,605	24,170
Social and Recreat	5.1	1111	ASB Sports Centre	Income	(2,023)	(2,051)	(2,080)	(2,111)	(2,143)	(2,177)	(2,213)	(2,251)	(2,290)	(2,333)	(21,671)
				Operating Costs	2,355	2,406	2,446	2,507	2,567	2,620	2,673	2,728	2,786	2,848	25,936
				Interest	2,259	2,406	2,427	2,448	2,358	2,371	2,363	2,267	2,171	2,080	23,150
				Depreciation	1,647	1,679	1,710	1,716	1,720	1,760	1,798	1,839	1,883	1,935	17,686
				Allocations	779	792	801	874	890	872	896	923	913	937	8,677
			Total - 1111 ASB Sports Centre		5,816	5,233	5,304	5,434	5,391	5,446	5,517	5,507	5,463	5,468	53,778
Social and Recreat	5.1	1112	Basin Reserve Trust	Operating Costs	691	705	720	735	751	768	786	805	824	845	7,630
				Interest	66	84	107	122	136	147	152	154	157	162	1,286
				Depreciation	503	563	554	728	793	814	837	849	874	902	7,418
			Total - 1112 Basin Reserve Trust		1,260	1,352	1,381	1,585	1,681	1,729	1,775	1,808	1,855	1,910	16,334
Social and Recreat	5.1	1113	Recreational NZ Academy Sport	Operating Costs	47	47	47	47	47	47	47	47	47	47	470
			Total - 1113 Recreational NZ Academy Sport		47	47	47	47	47	47	47	47	47	47	470
Social and Recreat	5.1	1114	PlayGnd & Skate Facility Minc	Operating Costs	343	370	383	397	412	432	458	474	491	509	4,269
				Interest	16	21	26	30	33	36	37	38	38	40	314
				Depreciation	453	540	582	616	684	781	878	962	1,067	1,137	7,700
				Allocations	113	118	120	131	133	130	135	139	138	142	1,298
			Total - 1114 PlayGnd & Skate Facility Minc		924	1,047	1,111	1,174	1,263	1,379	1,509	1,613	1,734	1,827	13,581
Social and Recreat	5.1	1115	Marina Operations	Income	(607)	(619)	(632)	(645)	(659)	(674)	(690)	(706)	(723)	(742)	(6,698)
				Operating Costs	341	350	358	366	374	382	390	398	407	416	3,780
				Interest	(39)	(49)	(29)	2	3	(3)	(10)	4	24	32	(66)
				Depreciation	241	234	262	298	323	337	348	354	394	421	3,212
				Allocations	99	103	104	113	115	112	116	119	116	119	1,116
			Total - 1115 Marina Operations		37	19	63	134	156	153	153	168	217	246	1,346
Social and Recreat	5.1	1116	Municipal Golf Course	Income	(60)	(61)	(63)	(64)	(65)	(67)	(68)	(70)	(72)	(74)	(664)
				Operating Costs	133	137	140	143	146	149	152	155	159	162	1,477
				Interest	1	1	2	2	2	2	2	2	2	2	18
				Depreciation	29	25	22	15	13	9	5	2	2	2	123
				Allocations	55	57	57	63	64	63	65	66	64	66	619
			Total - 1116 Municipal Golf Course		157	158	158	159	160	156	156	156	155	159	1,573
Social and Recreat	5.1	1117	Recreation Programmes	Income	(24)	(31)	(35)	(35)	(35)	(35)	(45)	(33)	(33)	(33)	(336)
				Operating Costs	448	301	299	306	314	320	327	334	340	348	3,337
				Interest	0	0	0	0	0	0	0	0	0	0	0
				Depreciation	0	0	0	0	0	0	0	0	0	0	1
				Allocations	123	125	125	135	136	130	134	138	136	140	1,323
			Total - 1117 Recreation Programmes		547	395	389	407	417	415	416	438	443	454	4,322
			Total - 5.1 Recreation promotion and support		31,649	31,605	32,533	33,621	33,783	34,046	34,773	36,304	36,976	37,668	342,356
Social and Recreat	5.2	1118	Library Network - Wide Operation	Income	(775)	(617)	(582)	(512)	(453)	(406)	(374)	(376)	(372)	(371)	(4,837)
				Operating Costs	7,856	8,046	8,251	8,480	8,692	8,868	9,040	9,223	9,410	9,612	87,477
				Interest	247	317	401	458	512	552	573	581	591	611	4,842
				Depreciation	3,109	3,347	3,651	3,764	4,394	4,592	3,987	3,729	4,173	4,438	39,204
				Allocations	3,991	4,133	4,201	4,613	4,696	4,670	4,812	4,914	4,761	4,870	45,660
			Total - 1118 Library Network - Wide Operation		14,428	15,225	15,922	16,821	17,841	18,278	18,038	18,071	18,562	19,160	172,346
Social and Recreat	5.2	1119	Branch Libraries	Income	(563)	(590)	(596)	(603)	(610)	(618)	(626)	(634)	(643)	(653)	(6,157)
				Operating Costs	3,997	4,230	4,283	4,386	4,501	4,662	4,681	4,803	4,903	5,010	45,455
				Interest	85	108	137	157	175	189	198	199	202	209	1,658
				Depreciation	1,044	1,236	1,836	2,040	2,060	2,077	2,098	2,105	2,136	2,179	18,812
				Allocations	2,640	2,750	2,791	3,067	3,122	3,117	3,211	3,274	3,154	3,223	30,347
			Total - 1119 Branch Libraries		7,162	7,734	8,451	9,047	9,247	9,428	9,560	9,747	9,752	9,969	90,114
Social and Recreat	5.2	1120	Passport to Leisure Programme	Operating Costs	65	68	70	72	74	75	76	78	79	81	738
				Allocations	52	54	55	59	61	58	60	61	60	61	581

LONG-TERM AND ANNUAL PLAN COMMITTEE

7 MARCH 2018

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Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
		Total - 1120 Passport to Leisure Programme			117	123	125	131	134	133	136	139	139	142	1,319
Social and Recreat	5.2	1121	Community Advice & Information	Operating Costs	1,218	1,273	1,306	1,340	1,375	1,402	1,429	1,458	1,488	1,520	13,810
				Interest	0	0	0	0	0	0	0	0	0	0	1
				Depreciation	0	0	0	0	0	0	0	0	0	0	1
				Allocations	662	689	702	764	778	750	773	794	790	799	7,492
Total - 1121 Community Advice & Information					1,880	1,963	2,008	2,104	2,153	2,152	2,202	2,253	2,268	2,320	21,303
Social and Recreat	5.2	1122	Community Grants	Operating Costs	208	212	213	215	217	219	220	222	225	226	2,176
				Allocations	36	37	38	41	42	40	41	42	42	43	403
Total - 1122 Community Grants					245	249	252	257	260	258	261	264	265	268	2,579
Social and Recreat	5.2	1123	Support for Wgtn Homeless	Operating Costs	205	208	211	214	217	220	223	226	229	232	2,183
Total - 1123 Support for Wgtn Homeless					205	208	211	214	217	220	223	226	229	232	2,183
Social and Recreat	5.2	1124	Social & Recreational Grant Pool	Operating Costs	3,791	3,839	3,888	3,938	3,989	4,041	4,093	4,147	4,201	4,257	40,186
Total - 1124 Social & Recreational Grant Pool					3,791	3,839	3,888	3,938	3,989	4,041	4,093	4,147	4,201	4,257	40,186
Social and Recreat	5.2	1125	Housing Operations and Mice	Income	(22,658)	(23,358)	(24,320)	(25,270)	(25,334)	(24,010)	(24,454)	(24,327)	(26,047)	(28,099)	(247,877)
				Operating Costs	14,890	15,471	15,765	16,062	16,378	16,693	17,025	17,381	17,739	18,132	165,536
				Interest	(1,891)	(1,831)	(2,031)	(2,479)	(2,889)	(2,791)	(1,830)	263	2,432	3,155	(9,672)
				Depreciation	11,811	12,588	13,007	13,536	13,925	14,370	15,030	15,900	16,794	18,076	145,036
				Allocations	2,440	2,619	2,676	2,846	2,903	2,570	2,654	2,766	2,771	2,850	27,095
Total - 1125 Housing Operations and Mice					4,792	5,489	5,097	4,695	4,983	6,832	8,426	12,002	13,688	14,114	80,116
Social and Recreat	5.2	1126	Housing Upgrade Project	Income	0	0	0	0	0	0	0	0	0	0	0
				Operating Costs	811	818	836	854	873	891	909	928	948	970	8,838
				Interest	0	0	0	0	0	0	0	0	0	0	1
				Depreciation	2	2	0	0	0	0	0	0	0	0	4
				Allocations	368	350	358	377	385	324	337	350	345	354	3,548
Total - 1126 Housing Upgrade Project					1,181	1,170	1,194	1,231	1,259	1,215	1,246	1,279	1,294	1,324	12,932
Social and Recreat	5.2	1127	Cmty Props Programmed Maint	Income	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(37)
				Operating Costs	533	590	613	496	486	568	546	599	614	629	5,675
				Interest	2	3	3	4	4	5	5	5	5	5	42
				Depreciation	24	31	40	50	65	74	81	87	94	106	652
				Allocations	56	61	63	58	57	58	57	63	63	65	602
Total - 1127 Cmty Props Programmed Maint					612	682	715	605	609	702	685	751	773	802	6,934
Social and Recreat	5.2	1128	Community Halls Ops and Maint.	Income	(42)	(43)	(43)	(44)	(45)	(46)	(47)	(48)	(49)	(51)	(450)
				Operating Costs	304	308	351	309	315	328	328	350	358	365	3,317
				Interest	14	18	23	27	30	32	33	34	34	36	282
				Depreciation	78	91	91	92	94	96	98	100	103	105	947
				Allocations	124	128	133	141	144	139	143	148	148	149	1,396
Total - 1128 Community Halls Ops and Maint.					479	503	556	524	537	549	555	584	591	605	5,483
Social and Recreat	5.2	1129	Community Prop & Facility Ops	Income	(237)	(243)	(246)	(250)	(254)	(256)	(262)	(267)	(271)	(277)	(2,565)
				Operating Costs	947	974	994	1,015	1,037	1,056	1,075	1,095	1,116	1,139	10,451
				Interest	197	252	319	365	407	439	456	462	470	486	3,855
				Depreciation	545	649	715	728	733	738	747	753	761	765	7,123
				Allocations	344	357	363	397	404	396	408	418	407	417	3,911
Total - 1129 Community Prop & Facility Ops					1,796	1,990	2,145	2,255	2,328	2,371	2,424	2,462	2,483	2,521	22,775
Social and Recreat	5.2	1130	Accommodation Assistance Fund	Operating Costs	232	232	232	232	232	232	232	232	232	232	2,320
				Total - 1130 Accommodation Assistance Fund					232	232	232	232	232	232	232
Total - 5.2 Community participation and support					36,941	39,407	40,795	42,055	43,787	46,408	48,081	52,156	54,477	55,945	460,051
Social and Recreat	5.3	1131	Burial & Cremation Operations	Income	(848)	(966)	(883)	(902)	(921)	(941)	(962)	(985)	(1,008)	(1,033)	(9,348)
				Operating Costs	1,107	1,155	1,181	1,177	1,206	1,232	1,292	1,319	1,347	1,377	12,393
				Interest	38	38	48	55	61	68	70	71	71	73	580
				Depreciation	275	317	334	333	349	371	385	400	429	476	3,672
				Allocations	472	488	496	542	551	547	566	579	564	578	5,384
Total - 1131 Burial & Cremation Operations					1,035	1,133	1,176	1,205	1,247	1,276	1,350	1,384	1,404	1,471	12,681
Social and Recreat	5.3	1132	Contracts - Public Conveniences	Operating Costs	2,456	2,523	2,575	2,549	2,634	2,688	2,851	2,856	2,924	3,018	27,073
				Interest	75	96	121	138	155	167	173	176	179	185	1,464

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Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				Depreciation	760	751	891	936	999	1,033	1,072	1,054	1,058	1,134	9,688
				Allocations	282	286	290	307	314	304	320	328	329	340	3,100
			Total - 1132 Contracts - Public Conveniences		3,572	3,655	3,677	3,931	4,102	4,192	4,415	4,414	4,489	4,677	41,325
Social and Recreat	5.3	1133	Public Health	Income	(3,653)	(3,728)	(3,803)	(3,881)	(3,962)	(4,050)	(4,142)	(4,237)	(4,336)	(4,441)	(40,234)
				Operating Costs	3,765	3,872	3,956	4,056	4,158	4,239	4,322	4,412	4,502	4,599	41,882
				Interest	0	0	0	0	1	1	1	1	1	1	5
				Depreciation	9	4	4	4	4	4	4	3	0	0	35
				Allocations	2,088	2,153	2,194	2,378	2,424	2,298	2,372	2,437	2,381	2,438	23,164
			Total - 1133 Public Health		2,309	2,302	2,352	2,557	2,624	2,491	2,557	2,615	2,549	2,597	24,852
Social and Recreat	5.3	1134	Noise Monitoring	Operating Costs	630	710	710	754	771	788	805	806	824	844	7,641
				Interest	0	0	0	0	0	0	0	0	0	0	1
				Allocations	177	185	188	202	206	186	192	198	199	204	1,937
			Total - 1134 Noise Monitoring		807	895	898	956	978	974	997	1,004	1,023	1,048	9,579
Social and Recreat	5.3	1135	Anti-Graffiti Flying Squad	Operating Costs	675	696	711	728	745	761	778	796	814	833	7,538
				Interest	0	0	0	0	0	0	0	0	0	0	3
				Depreciation	7	7	7	7	0	0	0	0	0	0	24
				Allocations	170	175	178	194	197	191	197	203	201	206	1,912
			Total - 1135 Anti-Graffiti Flying Squad		852	878	897	925	943	953	975	999	1,015	1,040	9,478
Social and Recreat	5.3	1136	Safe City Project Operations	Operating Costs	1,326	1,383	1,417	1,452	1,489	1,517	1,545	1,576	1,607	1,641	14,953
				Interest	1	1	2	2	2	2	2	2	2	2	19
				Depreciation	45	53	57	41	46	56	67	79	90	100	637
				Allocations	674	702	715	778	792	784	787	809	793	813	7,626
			Total - 1136 Safe City Project Operations		2,045	2,139	2,190	2,272	2,330	2,341	2,402	2,465	2,492	2,556	23,234
Social and Recreat	5.3	1137	Civil Defence	Income	(14)	(14)	0	0	0	0	0	(4)	(4)	(4)	(40)
				Operating Costs	1,424	1,459	1,486	1,520	1,550	1,587	1,622	1,656	1,693	1,733	15,731
				Interest	25	31	40	45	51	55	57	58	59	60	480
				Depreciation	120	127	152	173	199	199	216	186	94	77	1,541
				Allocations	163	145	147	160	162	159	162	170	175	181	1,624
			Total - 1137 Civil Defence		1,716	1,748	1,625	1,698	1,962	2,000	2,056	2,065	2,017	2,047	19,336
Social and Recreat	5.3	1138	Rural Fire	Income	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(36)
				Operating Costs	34	44	43	37	37	37	38	42	42	43	398
				Interest	1	1	1	2	2	2	2	2	2	2	17
				Depreciation	1	0	0	0	0	0	0	0	0	0	3
				Allocations	2	3	3	3	3	3	3	3	3	3	29
			Total - 1138 Rural Fire		35	45	44	38	38	39	39	43	44	45	410
Social and Recreat	5.3	1997	Business Recovery	Operating Costs	1	1	1	1	1	1	1	1	1	1	9
			Total - 1997 Business Recovery		1	1	1	1	1	1	1	1	1	1	9
			Total - 5.3 Public health and safety		12,273	12,797	13,260	13,763	14,224	14,266	14,792	14,991	15,033	15,483	140,903
			Total - 5 Social and Recreation		80,263	83,808	86,588	89,459	91,795	94,720	97,645	103,452	106,487	109,095	943,311
Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Urban Development	6.1	1139	District Plan	Income	(21)	(22)	(22)	(22)	(23)	(24)	(24)	(25)	(25)	(26)	(233)
				Operating Costs	3,176	1,744	2,766	3,363	3,834	3,761	2,609	2,667	2,129	1,566	27,613
				Allocations	763	665	750	842	888	796	648	760	762	738	7,611
			Total - 1139 District Plan		5,342	2,821	4,916	6,168	7,119	6,853	3,233	4,568	4,060	3,899	47,969
Urban Development	6.1	1140	Growth Spine Centres	Operating Costs	0	0	0	0	0	0	0	0	0	0	0
			Total - 1140 Growth Spine Centres		0	0	0	0	0	0	0	0	0	0	0
Urban Development	6.1	1141	Build Wellington Developments	Operating Costs	2,165	2,225	1,900	2,014	2,068	2,109	2,151	2,058	2,100	2,145	20,934
				Depreciation	0	0	0	0	172	234	240	246	253	260	1,405
				Allocations	677	706	695	781	795	773	791	840	846	872	7,776
			Total - 1141 Build Wellington Developments		2,842	2,931	2,596	2,796	3,035	3,116	3,181	3,144	3,199	3,276	30,116
Urban Development	6.1	1142	Public Art and Sculpture Maintenance	Operating Costs	266	293	300	306	313	320	327	335	351	351	3,174
				Interest	14	17	22	25	28	30	32	32	33	34	267
				Depreciation	12	12	12	7	0	0	0	0	0	0	43

LONG-TERM AND ANNUAL PLAN COMMITTEE

7 MARCH 2018

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Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
				Allocations	69	71	72	78	79	76	78	81	90	82	765
			Total - 1142 Public Art and Sculpture Maintenance		300	394	405	416	421	427	437	447	455	466	4,249
Urban Development	6.1	1143	Public Space-Centre Devt. Plan	Operating Costs	1,438	1,292	1,326	1,361	1,366	1,391	1,416	1,440	1,475	1,506	14,019
				Interest	1	1	2	2	2	2	2	2	2	2	18
				Depreciation	29	34	24	28	35	43	51	54	52	23	375
				Allocations	928	933	957	1,005	1,026	855	887	927	928	953	9,398
			Total - 1143 Public Space-Centre Devt. Plan		2,397	2,260	2,307	2,396	2,429	2,292	2,357	2,430	2,458	2,484	23,810
Urban Development	6.1	1145	City Heritage Development	Operating Costs	775	764	793	802	812	818	825	833	841	840	8,131
				Allocations	114	114	116	126	129	125	127	133	137	141	1,263
			Total - 1145 City Heritage Development		889	898	909	928	940	943	953	966	977	990	9,394
Urban Development	6.1	1206	Housing Investment Programme	Operating Costs	500	511	313	319	326	334	342	350	239	245	3,478
				Depreciation	0	31	73	117	163	211	262	314	428	1,969	
				Allocations	37	37	22	24	25	24	25	26	18	18	256
			Total - 1206 Housing Investment Programme		537	578	408	461	514	569	628	690	626	691	5,703
			Total - 6.1 Urban development, heritage and public spaces development		12,388	9,882	11,542	13,165	14,458	14,201	16,789	12,245	11,775	10,797	121,241
Urban Development	6.2	1146	Building Control-Facilitation	Income	(10,114)	(9,435)	(9,631)	(9,836)	(10,050)	(10,281)	(10,521)	(10,770)	(11,029)	(11,304)	(102,972)
				Operating Costs	8,283	8,498	8,717	8,949	9,188	9,363	9,541	9,732	9,927	10,135	92,332
				Interest	2	3	3	4	4	5	5	5	5	5	41
				Depreciation	135	44	11	5	5	5	5	5	0	0	213
				Allocations	4,929	5,045	5,150	5,538	5,650	5,201	5,363	5,548	5,494	5,637	53,596
			Total - 1146 Building Control-Facilitation		3,235	4,154	4,250	4,659	4,798	4,293	4,393	4,519	4,397	4,473	43,171
Urban Development	6.2	1147	Weatheright Homes	Operating Costs	34	34	35	35	36	37	37	38	38	36	362
				Allocations	27	28	29	29	30	19	20	21	22	22	247
			Total - 1147 Weatheright Homes		61	62	64	64	66	55	57	59	60	61	610
Urban Development	6.2	1148	Development Cntrl Facilitation	Income	(3,121)	(3,187)	(3,253)	(3,322)	(3,393)	(3,471)	(3,552)	(3,635)	(3,722)	(3,815)	(34,470)
				Operating Costs	3,802	3,903	4,003	4,110	4,219	4,300	4,383	4,472	4,562	4,659	42,414
				Interest	0	0	0	0	0	0	0	0	0	0	2
				Depreciation	5	1	1	1	1	1	1	1	1	0	15
				Allocations	2,560	2,630	2,687	2,879	2,938	2,659	2,749	2,840	2,797	2,866	27,605
			Total - 1148 Development Cntrl Facilitation		3,246	3,348	3,439	3,669	3,766	3,489	3,582	3,679	3,638	3,711	35,567
Urban Development	6.2	1149	Earthquake Assessment Study	Operating Costs	64	68	70	72	74	75	76	78	79	81	737
				Allocations	36	37	38	41	42	38	39	40	41	42	393
			Total - 1149 Earthquake Assessment Study		101	105	108	112	115	113	115	118	120	123	1,130
Urban Development	6.2	1151	Earthquake Risk Building Prq.	Operating Costs	745	808	773	773	790	806	824	842	860	880	8,101
				Allocations	113	115	117	127	129	134	128	132	131	135	1,249
			Total - 1151 Earthquake Risk Building Prq.		857	923	889	900	919	931	951	974	991	1,015	9,350
			Total - 6.2 Building and development control		7,500	8,592	8,750	9,405	9,664	8,881	9,098	9,349	9,206	9,383	89,828
			Total - 6 Urban Development		19,888	18,474	20,292	22,570	24,121	23,081	19,887	21,594	20,981	20,180	211,069
Strategy	Activity Group	Activity	Activity Description		Year 1 budget \$000's	Year 2 budget \$000's	Year 3 budget \$000's	Year 4 budget \$000's	Year 5 budget \$000's	Year 6 budget \$000's	Year 7 budget \$000's	Year 8 budget \$000's	Year 9 budget \$000's	Year 10 budget \$000's	Total \$000's
Transport	7.1	1152	Ngaurangi to Airport Corridor	Operating Costs	1,608	1,653	1,691	1,698	1,697	1,698	1,698	1,698	1,698	1,698	16,526
				Allocations	273	275	280	216	224	217	227	242	246	253	2,453
			Total - 1152 Ngaurangi to Airport Corridor		1,881	1,928	1,972	1,914	1,922	1,915	1,925	1,940	1,944	1,951	18,979
Transport	7.1	1153	Transport Planning and Policy	Operating Costs	1,068	1,115	1,148	1,179	1,210	1,234	1,260	1,285	1,298	1,324	12,121
				Allocations	394	400	408	443	451	437	446	466	473	488	4,404
			Total - 1153 Transport Planning and Policy		1,462	1,515	1,556	1,622	1,661	1,671	1,706	1,750	1,771	1,812	16,526
Transport	7.1	1154	Road Maintenance and Storm Clean Up	Income	(904)	(903)	(914)	(914)	(915)	(915)	(916)	(916)	(915)	(915)	(8,128)
				Operating Costs	1,882	1,927	1,994	2,041	2,090	2,142	2,196	2,252	2,307	2,370	21,202
				Allocations	210	210	215	233	237	231	237	248	254	263	2,339
			Total - 1154 Road Maintenance and Storm Clean Up		1,187	1,234	1,295	1,360	1,413	1,458	1,517	1,584	1,646	1,718	14,413
Transport	7.1	1155	Tawa Shared Driveways Maintenance	Operating Costs	36	37	38	39	40	41	42	43	44	45	404
				Allocations	7	7	8	8	8	8	9	9	9	9	82
			Total - 1155 Tawa Shared Driveways Maintenance		44	45	46	47	48	49	50	52	52	54	486

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Transport	7.1	1156	Wall, Bridge and Tunnel Maintenance	Income	(79)	(79)	(79)	(79)	(79)	(79)	(80)	(80)	(79)	(80)	(794)
				Operating Costs	232	237	243	248	254	260	267	274	280	288	2,584
				Allocations	24	24	24	26	27	26	27	28	28	29	262
		Total - 1156 Wall, Bridge and Tunnel Maintenance			176	182	188	195	202	207	214	222	229	237	2,051
Transport	7.1	1157	Drains & Walls Asset Stewardship	Income	(81)	(81)	(81)	(81)	(81)	(81)	(81)	(81)	(80)	(80)	(805)
				Operating Costs	634	648	662	677	693	710	728	746	766	787	7,051
				Interest	958	1,227	1,553	1,774	1,982	2,136	2,218	2,249	2,288	2,366	18,750
				Depreciation	4,530	4,763	5,116	5,402	5,626	5,907	6,197	6,485	6,806	7,241	58,124
				Allocations	15	15	15	16	16	16	16	17	18	18	163
		Total - 1157 Drains & Walls Asset Stewardship			6,056	6,572	7,266	7,768	8,236	8,689	9,078	9,417	9,847	10,332	83,282
Transport	7.1	1158	Kerb & Channel Maintenance	Income	(396)	(395)	(391)	(391)	(391)	(392)	(392)	(391)	(391)	(391)	(3,901)
				Operating Costs	766	785	814	834	854	875	897	920	941	967	8,652
				Allocations	96	96	99	107	109	106	109	114	116	120	1,071
		Total - 1158 Kerb & Channel Maintenance			476	496	522	550	572	589	614	641	666	695	5,821
Transport	7.1	1159	Vehicle Network Asset Stewardship	Income	(462)	(472)	(470)	(472)	(459)	(483)	(460)	(468)	(463)	(462)	(4,671)
				Operating Costs	3,090	3,186	3,250	3,374	3,499	3,525	3,626	3,700	3,790	3,900	34,368
				Interest	4,350	5,570	7,051	8,053	8,996	9,697	10,068	10,208	10,387	10,739	85,120
				Depreciation	14,269	16,469	19,263	22,162	25,997	31,168	37,201	43,411	48,779	48,530	307,238
				Allocations	231	236	241	261	264	259	261	274	275	283	2,584
		Total - 1159 Vehicle Network Asset Stewardship			21,479	24,989	29,326	33,332	38,173	44,141	50,595	57,050	62,678	62,678	424,639
Transport	7.1	1160	Port and Ferry Access	Operating Costs	65	66	67	69	71	72	74	76	78	80	718
				Allocations	5	5	5	5	5	5	5	6	6	6	53
		Total - 1160 Port and Ferry Access			69	71	72	74	76	78	79	82	84	86	771
Transport	7.1	1161	Cycleways Maintenance	Income	(72)	(73)	(82)	(79)	(82)	(83)	(84)	(79)	(79)	(79)	(792)
				Operating Costs	143	147	168	168	177	182	189	184	189	194	1,739
				Allocations	13	13	15	15	16	16	16	17	17	18	156
		Total - 1161 Cycleways Maintenance			83	87	101	103	111	116	122	121	126	132	1,163
Transport	7.1	1162	Cycleway Asset Stewardship	Operating Costs	1	1	1	1	1	1	1	1	1	2	14
				Interest	0	0	0	0	0	0	0	0	0	0	0
				Depreciation	431	2,057	3,536	4,226	4,759	5,319	5,904	6,529	7,203	7,922	47,886
				Allocations	0	0	0	0	0	0	0	0	0	0	1
		Total - 1162 Cycleway Asset Stewardship			433	2,059	3,537	4,227	4,760	5,320	5,906	6,530	7,205	7,923	47,901
Transport	7.1	1163	Cycleways Planning	Operating Costs	213	2,719	2,724	230	236	241	247	253	259	265	7,387
				Allocations	35	35	35	38	39	38	39	40	41	43	394
		Total - 1163 Cycleways Planning			248	2,754	2,760	268	275	279	285	293	300	308	7,771
Transport	7.1	1164	Passenger Transport Facilities	Income	(296)	(296)	(296)	(296)	(296)	(296)	(296)	(296)	(296)	(296)	(2,980)
				Operating Costs	572	585	588	616	621	631	649	679	695	713	6,350
				Interest	29	37	46	53	59	64	66	67	68	71	561
				Depreciation	3	3	3	3	3	3	3	0	0	0	23
				Allocations	61	61	56	66	63	60	63	71	73	75	650
		Total - 1164 Passenger Transport Facilities			379	400	408	452	461	473	496	532	550	573	4,724
Transport	7.1	1165	Bus Shelter Contract Income	Income	(790)	(796)	(812)	(831)	(849)	(869)	(889)	(912)	(935)	(960)	(8,633)
				Operating Costs	1	1	1	1	1	1	1	1	1	1	8
				Allocations	0	0	0	0	0	0	0	0	0	0	0
		Total - 1165 Bus Shelter Contract Income			(790)	(796)	(812)	(830)	(848)	(868)	(888)	(911)	(934)	(959)	(8,624)
Transport	7.1	1166	Passenger Transport Asset Stewardship	Operating Costs	28	29	30	30	31	32	32	33	34	35	315
				Interest	348	558	732	925	1,083	1,291	1,503	1,845	2,187	2,529	13,002
				Depreciation	521	518	571	587	608	631	654	678	709	742	6,220
				Allocations	0	0	0	0	0	0	0	0	0	0	0
		Total - 1166 Passenger Transport Asset Stewardship			897	1,105	1,332	1,543	1,722	1,953	2,190	2,557	2,930	3,307	19,537
Transport	7.1	1167	Bus Priority Plan	Operating Costs	57	59	60	61	62	64	65	67	68	70	632
				Allocations	4	4	4	5	5	5	5	5	5	5	47
		Total - 1167 Bus Priority Plan			61	63	64	65	67	69	70	72	74	76	679
Transport	7.1	1168	Cable Car	Operating Costs	1	1	1	1	1	1	1	1	1	1	7
				Interest	1	1	2	2	2	2	2	2	2	2	20

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			Depreciation		10	10	10	10	10	10	10	10	10	10	104
		Total - 1168 Cable Car			12	12	13	13	13	13	14	14	14	14	132
Transport	7.1	1170	Street Furniture Maintenance	Income	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(64)
			Operating Costs		351	359	375	384	393	403	413	424	435	447	3,984
			Allocations		38	38	39	42	43	42	43	45	46	48	421
		Total - 1170 Street Furniture Maintenance			382	391	407	419	429	438	450	463	474	488	4,342
Transport	7.1	1171	Footpaths Asset Stewardship	Operating Costs	298	305	312	319	327	335	343	352	361	371	3,324
			Interest		389	498	631	720	805	867	901	913	929	961	7,614
			Depreciation		5,296	5,851	6,306	6,743	6,929	7,333	7,802	8,305	8,808	9,202	72,574
			Allocations		15	15	16	17	17	17	17	18	18	19	168
		Total - 1171 Footpaths Asset Stewardship			5,998	6,670	7,265	7,799	8,078	8,552	9,063	9,588	10,116	10,552	83,680
Transport	7.1	1172	Pedestrian Network Maintenance	Income	(34)	(35)	(36)	(37)	(37)	(36)	(39)	(40)	(41)	(43)	(381)
			Operating Costs		814	834	863	884	905	927	951	975	998	1,025	9,175
			Allocations		100	100	102	111	113	110	112	118	120	124	1,109
		Total - 1172 Pedestrian Network Maintenance			880	899	930	958	980	999	1,024	1,052	1,076	1,106	9,904
Transport	7.1	1173	Pedestrian Network Structures Maintenance	Operating Costs	155	159	163	167	171	175	179	183	188	193	1,731
			Allocations		19	19	20	21	21	21	21	22	23	24	212
		Total - 1173 Pedestrian Network Structures Maintenance			174	178	182	188	192	196	200	206	210	216	1,943
Transport	7.1	1174	Traffic Signals Maintenance	Income	(687)	(680)	(685)	(689)	(690)	(689)	(693)	(695)	(695)	(698)	(6,899)
			Operating Costs		1,357	1,387	1,430	1,473	1,509	1,543	1,588	1,624	1,669	1,718	15,298
			Allocations		242	244	250	271	276	267	274	285	296	296	2,891
		Total - 1174 Traffic Signals Maintenance			911	950	995	1,055	1,096	1,122	1,168	1,216	1,261	1,315	11,090
Transport	7.1	1175	Traffic Control Asset Stewardship	Income	(87)	(87)	(87)	(87)	(87)	(87)	(87)	(87)	(87)	(87)	(869)
			Operating Costs		301	308	315	322	330	338	346	355	363	373	3,352
			Interest		100	128	162	185	206	223	231	234	238	248	1,954
			Depreciation		2,498	2,552	2,148	1,794	2,011	2,317	2,638	2,978	3,334	3,708	25,977
			Allocations		27	27	28	30	30	30	30	32	32	34	299
		Total - 1175 Traffic Control Asset Stewardship			2,840	2,928	2,565	2,244	2,491	2,820	3,158	3,512	3,881	4,274	30,713
Transport	7.1	1176	Road Marking Maintenance	Income	(688)	(688)	(697)	(697)	(697)	(696)	(698)	(698)	(698)	(698)	(6,958)
			Operating Costs		1,354	1,385	1,433	1,467	1,502	1,539	1,578	1,620	1,663	1,709	15,251
			Allocations		118	118	121	131	133	130	133	140	144	150	1,318
		Total - 1176 Road Marking Maintenance			724	815	857	901	938	972	1,014	1,061	1,108	1,160	9,610
Transport	7.1	1177	Traffic Signs Maintenance	Income	(160)	(159)	(161)	(161)	(161)	(161)	(161)	(161)	(161)	(160)	(1,604)
			Operating Costs		378	388	400	410	420	430	440	451	461	473	4,252
			Allocations		53	54	55	59	60	59	60	63	64	66	594
		Total - 1177 Traffic Signs Maintenance			272	282	294	309	320	328	340	353	365	379	3,242
Transport	7.1	1178	Network Activity Management	Income	(930)	(949)	(969)	(990)	(1,013)	(1,036)	(1,060)	(1,087)	(1,115)	(1,144)	(10,202)
			Operating Costs		1,148	1,193	1,231	1,263	1,296	1,320	1,350	1,373	1,370	1,393	12,937
			Allocations		508	514	526	570	580	561	574	598	599	616	5,645
		Total - 1178 Network Activity Management			725	757	788	843	863	844	864	884	894	866	8,290
Transport	7.1	1179	Street Lighting Maintenance	Income	(1,121)	(1,123)	(1,126)	(1,140)	(1,151)	(1,165)	(1,168)	(1,160)	(1,163)	(1,167)	(11,471)
			Operating Costs		2,736	2,799	2,861	2,962	3,052	3,126	3,204	3,279	3,362	3,453	30,853
			Allocations		94	94	96	108	110	107	110	114	115	119	1,068
		Total - 1179 Street Lighting Maintenance			1,709	1,771	1,832	1,942	2,011	2,078	2,155	2,233	2,314	2,405	20,450
Transport	7.1	1180	Transport Education & Promotion	Income	(234)	(234)	(234)	(234)	(234)	(234)	(234)	(234)	(234)	(234)	(2,341)
			Operating Costs		461	473	482	490	500	507	515	523	541	503	5,023
			Interest		0	0	0	0	0	0	0	0	0	0	0
			Depreciation		0	0	0	0	0	0	0	0	0	0	1
			Allocations		79	80	81	88	90	88	89	94	96	100	884
		Total - 1180 Transport Education & Promotion			305	319	329	345	356	361	370	383	394	406	3,568
Transport	7.1	1181	Fences & Guardrails Maintenance	Income	(132)	(132)	(134)	(134)	(134)	(134)	(134)	(134)	(134)	(134)	(1,337)
			Operating Costs		372	381	395	405	415	425	436	447	458	471	4,205
			Allocations		39	39	40	44	44	43	44	46	47	49	436
		Total - 1181 Fences & Guardrails Maintenance			279	288	302	314	325	334	346	359	372	386	3,305
Transport	7.1	1182	Safety Asset Stewardship	Income	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(32)

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				Operating Costs	99	101	104	106	108	111	113	116	119	122	1,100
				Interest	189	243	307	351	392	422	436	445	452	468	3,707
				Depreciation	2,975	2,501	2,746	2,879	3,003	3,104	3,157	3,125	3,265	3,414	30,167
				Allocations	3	3	3	3	3	3	3	3	3	3	31
			Total - 1182 Safety Asset Stewardship		3,263	2,845	3,156	3,335	3,503	3,637	3,709	3,685	3,837	4,004	34,974
			Total - 7.1 Transport		52,688	61,808	69,549	72,248	79,343	87,744	96,768	105,905	114,415	117,682	858,150
Transport	7.2	1184	Parking Services & Enforcement	Income	(30,589)	(32,717)	(35,358)	(36,008)	(36,685)	(37,413)	(38,167)	(38,975)	(39,832)	(40,742)	(366,487)
				Operating Costs	11,740	11,935	12,158	12,399	12,652	12,887	13,111	13,346	13,596	13,864	127,688
				Interest	18	23	29	33	37	40	41	42	43	44	350
				Depreciation	802	857	570	240	348	486	610	739	880	1,043	6,574
				Allocations	2,774	2,807	2,867	3,074	3,135	2,872	2,952	3,078	3,102	3,194	29,855
			Total - 1184 Parking Services & Enforcement		(15,236)	(17,095)	(19,734)	(20,262)	(20,913)	(21,128)	(21,452)	(21,771)	(22,212)	(22,598)	(202,020)
Transport	7.2	1185	Waterfront Parking Services	Income	(618)	(632)	(646)	(661)	(676)	(693)	(710)	(729)	(749)	(770)	(6,803)
				Operating Costs	108	109	110	111	113	114	115	116	118	119	1,133
				Depreciation	3	3	3	3	3	3	3	3	3	3	31
				Allocations	13	13	13	14	15	14	14	15	15	15	142
			Total - 1185 Waterfront Parking Services		(495)	(507)	(519)	(532)	(546)	(562)	(577)	(595)	(614)	(633)	(5,578)
			Total - 7.2 Parking		(15,045)	(17,602)	(20,253)	(20,794)	(21,658)	(21,689)	(22,030)	(22,365)	(22,826)	(23,231)	(206,933)
			Total - 7 Transport		37,603	44,207	49,296	51,454	58,285	66,054	74,739	83,539	91,589	94,450	651,217

EXPLANATION OF SURPLUS

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

	\$000's
Balanced Budget	0
Depreciation not funded by rates:	
<i>Depreciation collected for capital assets that will not be renewed</i>	
NZTA Transport funded projects	(9,569)
General	(70)
Moa Point sewerage treatment plant	(1,680)
Decommissioned Living Earth joint venture plant	(230)
Wellington Waterfront Limited Depreciation	(3,012)
Civic Campus	(701)
Total depreciation not funded by rates	(15,263)
Revenue received for capital purposes:	
<i>Funding received from external parties for major capital expenditure projects</i>	
NZTA capital funding	25,154
Housing ring-fenced surplus	(5,974)
Development contributions	2,000
Bequests, trust and other external funding	50
Total Revenue received for capital purposes	21,230
Items funded from prior year surpluses:	
City Growth Fund	(1,750)
Decade of Culture	(1,250)
District Plan Changes	(500)
Total items funded from prior year surplus	(3,500)
Additional operational expenditure items:	
<i>Operational expenditure items identified as equitable to be funded through other funding mechanisms</i>	
Alex Moore Park	55
Cable car	125
Odyssey - related	221
Roading	130
Toitu Pōneke	80
Weathertight Homes funding	7,447
Westpac Stadium	400
Reserves purchases and development fund	(11)
Lets Get Wellington Moving	(1,037)
Convention Centre & Movie Museum Construction phase	(1,346)
Kilbirnie Bowling club demolition	28
Technology Infrastructure and Software	481
Total additional items	6,572
Total Surplus	9,040

THE 2018-28 PROPOSED LONG TERM PLAN – BUDGET AND FUNDING CONSIDERATIONS

Purpose

1. The purpose of this report is for officers to provide Councillors with background and context to the development of the budget reaching the position incorporated in the Mayors proposal for the 2018-28 Long-term Plan.

Summary

2. The draft consultation document (included in Report 3 of this agenda) outlines the key priority areas for the long-term plan. The accompanying 'Our Work In Detail' section and supporting financial information summarise the capex programme and operating budgets proposed over the term of the 2018-28 Long-term Plan (LTP). These explain 'what' the Council is planning to deliver. It is also appropriate that we explain 'how' we have reached the proposed budget and resulting rates forecast incorporated in this LTP proposal.
3. In December 2017 officers presented the Mayor and Councillors with a range of cost pressures and risks which would potentially result in rates increases of 7% to 8% per year over the first three years of the 2018-28 LTP. This created a likely gap of more than \$12m per annum to the target 3% range signalled by the Mayor for 2018/19, to deliver existing services plus a range of service level increases and initiatives either agreed or signalled in previous plans and Committee decisions. Any new initiatives that were yet to be identified would place additional upward pressure on this increase.
4. The indicative 7% rates increases were largely the result of decisions to increase levels of service to ratepayers and residents, the impact of earlier Council policy decisions and the impact of a heated market for services that Council purchases. These cost pressures are all in addition to the standard CPI inflation that people might normally think applicable to existing costs and services.
5. The discussion section of this report highlights the range of factors that have placed significant upward pressure on rates along with a range of mitigating factors that have enabled a lower budget rates increase than would otherwise be incurred. These are summarised in the table below:

Potential impact of cost pressures on year on year rates increases as at December 2017	2018/19	2019/20	2020/21
Capital expenditure (interest and depreciation)	2.0%	3.8%	5.5%
Staff costs	1.7%	1.5%	1.0%
Business information & technology	0.7%	0%	0%
Increased operating service levels	1.6%	0%	0%
Lower user charges for using facilities	0.6%	0%	0%

Potential impact of cost pressures on year on year rates increases as at December 2017	2018/19	2019/20	2020/21
Other items (incl. general inflation)	0.6%	1.7%	1.7%
Total potential rates increase	7.2%	7.0%	8.2%

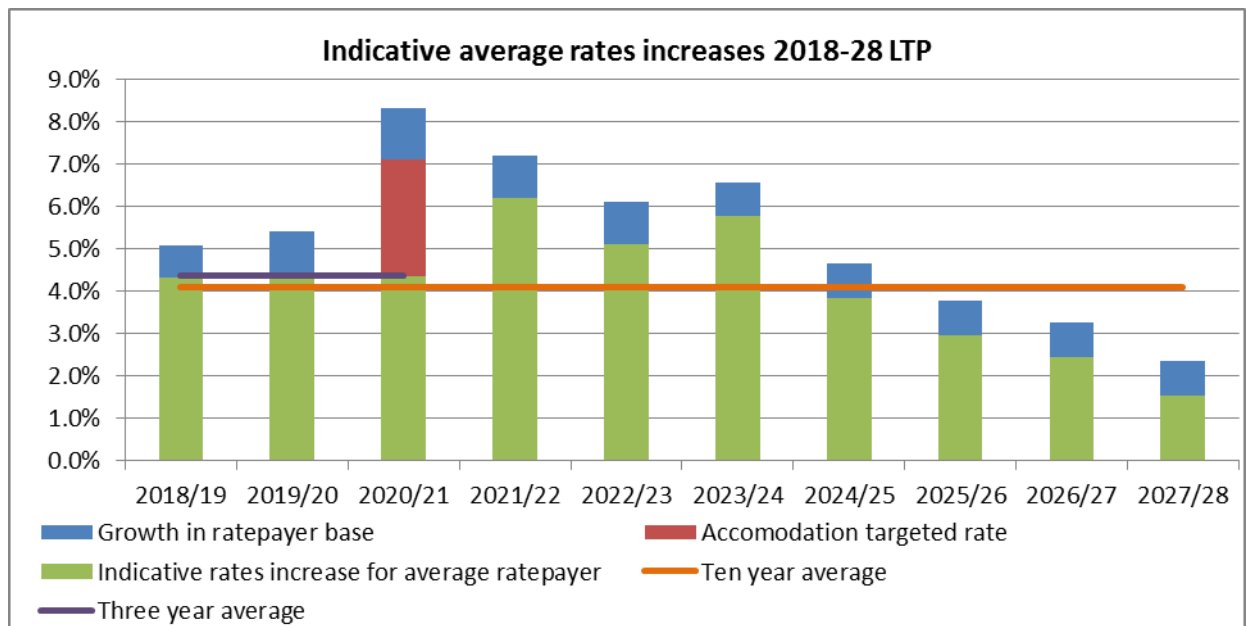
6. Since December officers have reviewed services and their costs, savings opportunities, the timing of new initiatives and funding sources to bring the rates increases for the average ratepayer reflected in the proposed LTP consultation document down to 4.3% in 2018/19, an average 4.37% over the first 3 years of the LTP and 4.1% over the full 10 years of plan.
7. To achieve the 4% average rates increase forecast across the 10 years has required significant savings and efficiencies, consideration of the budget risks we are prepared to take and reprioritisation of the capital programme.
8. The key proposed rates reduction initiatives and their impact on the first three years of the LTP are summarised in the table below.

Potential impact of efficiencies, savings and mitigations	2018/19	2019/20	2020/21
Deferral of capex impact (depreciation & interest)	(0.4%)	(0.6%)	(0.2%)
Reduction in staff costs (Executive & vacancies)	(0.8%)	(0.4%)	(0%)
Procurement & efficiencies savings target	(0.7%)	(0.2%)	(0.2%)
Additional utilisation of prior year surpluses	(0%)	(0.8%)	(0%)
Introduction of weekend parking fees & policy review	(1.0%)	(0.6%)	(0.6%)
Possible introduction of targeted accommodation rate	(0%)	(0%)	(2.8%)
Total impact on average rates increase	(2.9%)	(2.6%)	(3.8%)

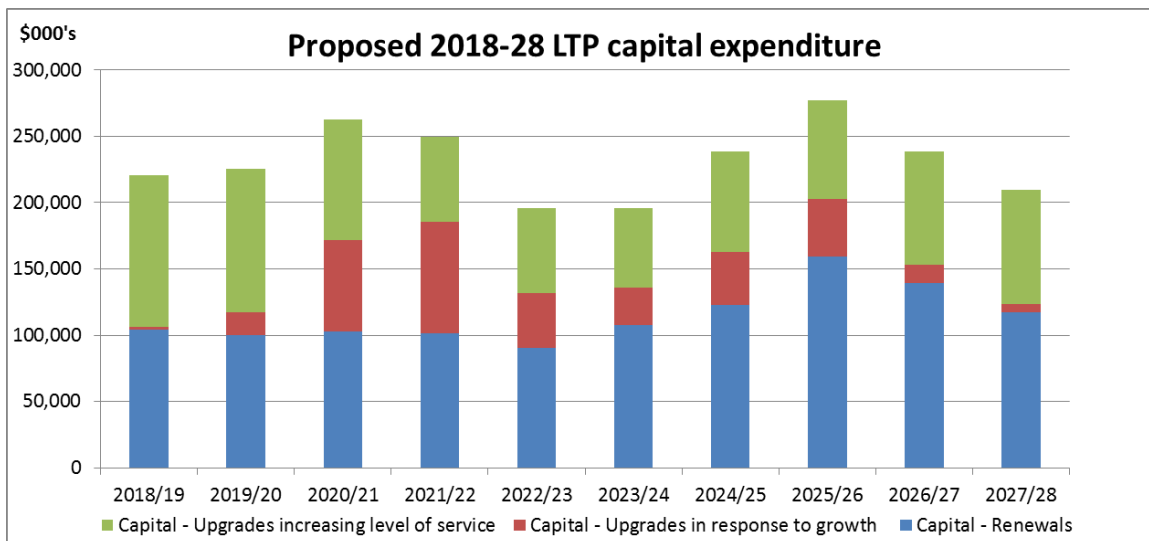
9. Across the first three years of the plan, these savings, efficiencies and mitigations equate to more than \$28m, resulting in the ability to lower the prospective rates increase to an average rates increase of 4.3% over the first three years. The Mayor's target is to reduce the proposed 2018/19 rates increase to 3.9% through the councillor deliberations process and 4% over the first three years.

Net impact – proposed rate increase	2018/19	2019/20	2020/21
Potential rates increase as at December 2017	7.2%	7.0%	8.2%
Impact of proposed efficiencies, savings & mitigations	(2.9%)	(2.6%)	(3.8)
Average rates increase in current proposal (after growth)	4.3%	4.4%	4.4%
Further reductions target	(0.4%)	(0.1%)	(0.6%)
Target average rates increase (after growth)	3.9%	4.3%	3.8%

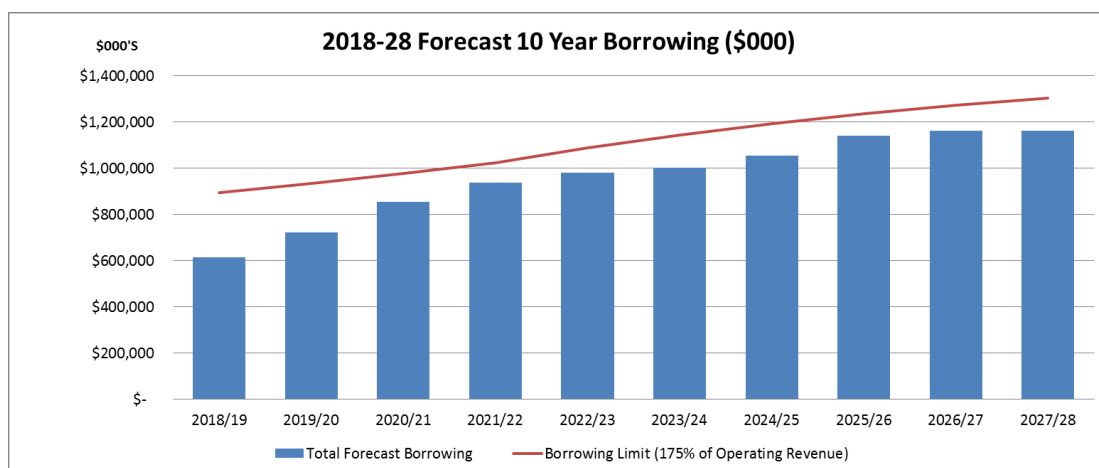
10. Across the 10 years of the LTP the rates increase for the average ratepayer is around 4%. As shown in the graph below rates increases peak in years 4 to 6 of the plan due to the depreciation and interest impacts of proposed major capital projects.



11. We still plan to deliver an ambitious capital expenditure programme totalling \$2.31b over the 10 years of the plan, improving the city's resilience, transport networks and cultural facilities while ensuring we prudently maintain and renew existing assets.



12. The capex programme is larger than in previous 10 year plans and results in an increase in Council debt from \$507m to \$1.16b over the duration of the LTP. We use debt to enable us to spread the cost of building new assets across those who will use them over their life. The share to be paid by ratepayers each year is reflected in the average 4% rates increases proposed, while the overall borrowing /income ratio is forecast to peak at 162% in 2025/26, within the 175% limit set in the Councils 2015 financial strategy.



Recommendation

That the Long Term and Annual Plan Committee:

1. Receive the information

Discussion

13. This section of the report highlights the key assumptions and drivers of the increased capital expenditure, borrowing and rates over the period of the proposed 2018-28 Long-term Plan.

THE CAPITAL PROGRAMME

14. Potential impact of depreciation and interest on rates.

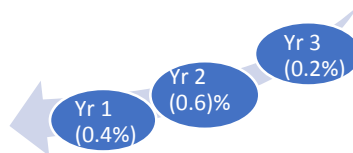
% impact on year on year rates increases



15. The most significant driver of rates increases across the 10 years of the proposed Long-term Plan is the funding of the council's capital investment programme of \$2.31b. The Council has one of the strongest balance sheets of any Council in New Zealand, reflected in its AA+ credit rating. This means we have the ability to borrow to fund this capital expenditure programme and remain within the key limits the Council set in its last Long-term Plan. Our debt to income ratio is expected to peak at 170%, within our existing Financial Strategy threshold of 175% and significantly below that of other metropolitan councils whose ratios exceed 275%. By borrowing for the upfront cost we can then spread the impact across those who use the asset over its life. We do this by including funding depreciation and interest costs through rates. This funding is included in the average 4% rates increase forecast across the 10 years of the plan and as, unlike some Council's, we fully fund depreciation. This comes at a cost to rates, but means we are transparently reflecting and fully funding the cost of the investment and not creating a bow wave of costs for future ratepayers.
16. Major capex projects included in the proposed LTP include:
- Strengthening civic and city venues such as the Town Hall and St James Theatre
 - Improving the resilience of the water network
 - Investment in cycling and transport infrastructure to 'get wellington moving'.
 - Economic development & visitor attraction projects such as the Convention Centre/Movie Museum and an indoor arena
 - A new library & community centre in Johnsonville

Mitigation – spreading the impact of capex across the years of the plan

% impact on year on year rates increase



17. In our December 2017 rates estimates officers had already made assumptions around the deferral of some 2017/18 expenditure. This lowered our starting borrowing position and therefore our interest budgets for the 2018-28 LTP. Since then we considered both the deliverability of the capex programme and the funding impact of the forecast capital expenditure over the duration of the plan. We will only start to fund capital projects through rates once construction is completed and the facility is in use. We are also reviewing the make-up of our budget for bulk water supply from Greater Wellington Regional Council as a means of lowering the average rates increase towards the 3.9% target.

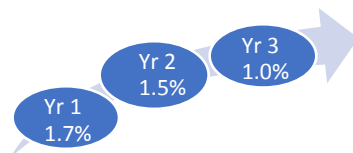
Accepting risk – upward pressure on contract pricing

18. We have been able to limit the impact of depreciation and interest on proposed rates increases by reviewing the timing and deliverability of our capex programme. In some cases we have brought capex forward, such as the Omororo reservoir project which will improve the city's water resilience. In others, like the Indoor Arena and Movie Museum/ Convention Centre we have pushed budgets out to indicate a more realistic delivery timeline. While we have used the best information we have available, there is a risk that if the pressure on the construction market continues existing budgets may be insufficient .
19. Every three years we are required to revalue our assets. Because revaluation is based on what it would cost to replace the asset in its current state, a buoyant construction market, with high inflationary pressures pushes up asset values. This in turn increases depreciation, which is funded through rates. We are accepting the risk that higher inflation might push up amount of depreciation required to be funded by depreciation in the later years of the plan.

SALARY AND WAGE COSTS

20. Impact - increasing staff budgets for workforce retention and expanding living wage

% impact on year on year rates increase

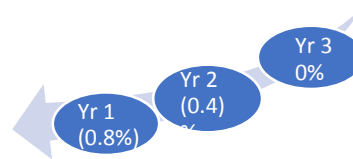


22. BERL's national forecast for salary and wage increases in 2018/19 is 1.6%. However the Wellington market faces a unique set of factors largely driven by central government competition for staff that continues to place upward pressure on salaries. Over the past few years we have struggled to keep pace with the market so have allowed for a 2.6% increase in existing salaries and wages to ensure we can retain and

appropriately reward our workforce. The Council already pays the Living Wage Aoteroa rate of \$20.20 per hour to its staff and some contractors. We have budgeted an average of \$2.2m of additional funding per year to expand the application of the living wage to wholly owned CCOs and core contractors for work on Council sites.

22. Mitigation – smaller executive team and reducing staff budgets for vacancies

% impact on year on year rates increase



23. To minimise this cost for ratepayers we have reduced the number of staff in the Council's executive team by 25%, spreading a range of responsibilities across the remaining six members. We have also reduced overall staffing budgets by increasing our assumptions around the number of vacancies we carry. This means reduced staffing budgets without impacting on existing staff which reduces the rates requirement by \$3m each year and reduces the 2018/19 rates impact by 1%.

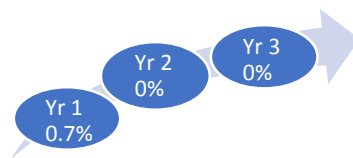
Accepting risk- rising salary & wage expectations

24. We have budgeted for a 2.6% increase in salaries and wages in 2018/19 and CPI increases in the following years. We have also provided for the living wage. But in many areas we still sit behind the market median for our sector. We will need to monitor the impact that this has on our ability to attract and retain staff over the years of the plan.

BUSINESS INFORMATION & TECHNOLOGY

Impact – increased demand for data storage and services

% impact on year on year rates increase



25. We have improved the reliability, resilience and efficiency of our IT network infrastructure by moving to cloud based services and a shared services model. However, the demand for service, data storage and our digitising programme which makes it easier the public to access information is driving up costs. We have budgeted for an additional \$2m of expenditure in this area from 2018/19, with a reduced impact in the following year as we replace legacy systems.

PROJECT EXPENDITURE

Impact – increased operating service levels

% impact on year on year rates increase



26. We have increased the budgets for range of projects to deliver higher service levels than we currently providing. These include:
- \$500k per year of additional staff resources to support our housing investment programme
 - \$1.8m additional spend in 2018/19 to meet our commitments to the national policy statement on urban development capacity and to start work on our District Plan review
 - \$540k additional year one spend to Waterfront public space
 - \$1.6m Wastewater asset management, including \$250k for laterals
 - \$250k per year to support the predator free initiative

Accepting risk – project reprioritisation

27. In addition to the projects identified above, in excess of \$40m of initiatives have been able to be included in the long-term plan through reprioritisation of existing resources, budgets and funding streams, without impacting on rates. While this is positive, it does mean that there is now minimal flexibility in council operating budgets to respond to any new or urgent priorities that may arise, without amending the proposed rates requirement or reviewing service levels.
28. Examples of additional initiatives included in the long-term plan, without impacting on rates funding include:

- \$16m to ensure Wellington remains New Zealand's capital of culture
- \$1.5m funding for our earthquake resilience team and grant contribution towards addressing unreinforced masonry on the city.
- \$10m to allow for optimisation of our water resilience programme
- \$1m of preliminary funding for initial planning work the Lets Get Wellington Moving project
- \$8.5m to top our self-insurance reserve following the November 2016 earthquake and funding the temporary relocation of Council staff while we work through a longer term solution
- Increased focus on enhancing our customer service approach
-

LOWER USER CHARGES

Impact – lower user charge income resulting in more expenditure needing to be covered by rates

% impact on year on year rates increase



29. The Council's revenue and financing policy sets the split of funding for various services it provided between general rates, targeted rates, user charges and other external sources (such as grants). Since the policy was last reviewed in 2015 we have had a growing gap between the policy setting for user charges and the amount we budget to collect. This is due to a combination of changing cost structures, economics and Council decisions, such as making access to our pools free for children under 8 and their guardians. For 2018/19 this gap is around \$1.6m. The report of the Revenue and Financing Policy working party is proposing some minor fee increases for 2018/19, but this gap is proposed to substantially taken up by rates.

Accepting risk – revenue pressures

30. In addition to the assumptions identified above there is a level of risk that Council will not achieve the user charge revenue incorporated in its budgets. Fee revenue in areas such as pools, parking and the landfill can be variable as can the level of dividend we receive from the Council's investment in Wellington International Airport. Conversely, revenue may be higher than forecast, as has been experienced with the landfill in current year, where the receipt of contaminated waste was higher than budgeted.

PROCUREMENT SAVINGS TARGET

Mitigation – targeted savings on procurement of contracts and services

% impact on year on year rates increase

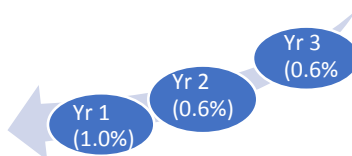


31. We have set a target of achieving ongoing savings through prudent contracting and tendering processes and increased efficiencies in the way we deliver services. This totals \$2m in 2018/19 and a cumulative total of \$51m over the period of the long-term plan.

WEEKEND PARKING

Mitigation – introduction of reduced fee weekend parking and a review of our parking policy.

% impact on year on year rates increase

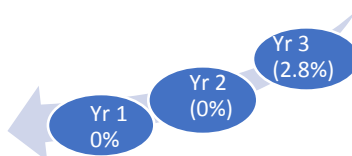


32. From 2018/19 it is proposed to introduce parking fees for central city weekend parking at a reduced price of \$2.50/hour. The week day fee is \$4.50 per hour. If introduced this will reduce the rates impact for downtown commercial businesses who currently fund free parking and other ratepayers who will benefit from the revenue generated, which will offset rates. In the coming year we will also be reviewing our parking policy which we are anticipating will result in further changes to on-street parking in the city.

TARGETED ACCOMODATION RATE

Mitigation – consideration of a targeted accommodation rate to help fund economic and tourism initiatives in the city.

% impact on year on year rates increase



33. In the coming year we will explore options around introducing a targeted accommodation rate from year three of this plan to fund activities currently budgeted to be funded from year three onwards. If introduced this will reduce the rates increase for all other ratepayers from that originally forecast with a share of the costs of economic projects and visitor attractions being passed through to visitors to the city.

CONCLUSION

34. The Mayors proposed Long-Term Plan incorporates an ambitious capital expenditure programme that focuses on resilience of buildings and our water network, transport and economic development. It also ensures we maintain and renew our existing assets such as libraries and playgrounds. This all results in an increase in Councils debt, as we borrow to fund the initial investment - then spread the cost via rates across the years the asset is utilised. We have the balance sheet capacity to undertake this investment while remaining within prudent debt parameters. We are in a strong position because we fully fund depreciation on the assets we fund and the increased rates impact is included in the 4% average rates increase forecast across the 10 years of the plan. We are also delivering improved service levels in a number of operational areas without any service level cuts elsewhere. The plan is not without risk, both in our ability and to deliver the prodigious capital programme planned and to meet service level expectations of the councillors and public – but we think we have the balance right.

Attachments

Nil

Authors	Andy Matthews, Chief Financial Officer Kane Patena, Director Governance and Assurance Barbara McKerrow, Chief Operating Officer David Chick, Chief City Planner Nicola Brown, Director Human Resources
Authoriser	Kevin Lavery, Chief Executive

SUPPORTING INFORMATION

Engagement and Consultation

This report supports the

Treaty of Waitangi considerations

No specific considerations.

Financial implications

The financial implications associated with the development of 2018-28 Long-Term Plan are incorporated within the report.

Policy and legislative implications

This report supports the process to develop a consultation document for the 2018-28 Long-Term which complies with legislation.

Risks / legal

Risks are outlined as part of the report.

Climate Change impact and considerations

No specific implications.

Communications Plan

This report supports the Long-Term Plan, which has a formal consultation plan in place.

Health and Safety Impact considered

Health and safety implications have been considered in the development of the proposed 2018-28 Long-Term Plan.