

APPENDICES

WHAT'S YOUR VIEW

Comment online www.Wellington.govt.nz

Email annual.plan@wcc.govt.nz, or send your views to

Draft Annual Plan, Wellington City Council, PO Box 2199, Wellington.

Fees and User Charges

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

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

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

New fees will be implemented as of 1 July 2011 and are inclusive of GST unless otherwise stated. For more information see www.Wellington.co.nz

Note that the following list of fees and charges is not a complete list of all fees and charges levied by the Council. It consists of those fees and charges subject to consultation and which are proposed to change from 1 July 2011.

Recycling, Waste Minimisation and Disposal

We are proposing to increase our fees for waste disposal.

Recycling, Waste Minimisation & Disposal	Current Fee	Proposed Fee
Landfill levy (per tonne inclusive of recycling levy)	\$100.10	\$105.00
Rubbish Bags (RRP each)	\$2.10	\$2.21

City Archives

City Archives	Current Fee	Proposed Fee
Digital copy	New	\$2.00

APPENDIX 1

Swimming Pools

We are proposing to increase fees for swimming pools by an average of 2.5% on general admissions and swim memberships. Fee increases include:

All Pools except Khandallah	Current Fee	Proposed Fee
Adult Swim	\$5.60	\$5.70
Child Swim	\$3.40	\$3.50
Under 5 Swim	\$1.20	\$1.20
Adult - Passport to Leisure	\$2.80	\$2.80
Child - Passport to Leisure	\$1.70	\$1.70
Family Pass (2 adults, up to 3 kids)	\$14.50	\$15.00
Adult 12 Swim Concession	\$56.00	\$57.00
Adult 30 Swim Concession	\$140.00	\$142.50
Child 12 Swim Concession	\$34.00	\$35.00
Child 30 Swim Concession	\$85.00	\$87.50

Khandallah Pool	Current Fee	Proposed Fee
Adult Swim	\$2.00	\$2.00
Child Swim	\$1.00	\$1.00

Swim Memberships - All Pools Except Khandallah	Current Fee	Proposed Fee
Adult Monthly	\$56.40	\$57.80
Adult Yearly	\$676.20	\$693.10
Child Monthly	\$33.80	\$34.60
Child Yearly	\$405.80	\$415.90

For a complete list of proposed fee changes see www.Wellington.co.nz

Sportsfields

We are proposing to increase our fees for sportsfields.

Sportsfields	Current Fee	Proposed Fee
Cricket		
Casual		
Level 1	\$272.00	\$321.00
Level 2	\$180.00	\$213.00
Artificial pitch on concrete base	\$116.00	\$137.00
Artificial pitch on grass base	\$116.00	\$137.00
Seasonal		
Level 1	\$2,055.00	\$2,425.00
Level 2	\$1,715.00	\$2,024.00
Level 3	\$1,000.00	\$1,180.00
Artificial pitch on concrete base	\$685.00	\$809.00
Artificial pitch on grass base	\$545.00	\$644.00
Rugby, League, Soccer, Aussie Rules		
Casual		
Level 1	\$100.00	\$118.00
Level 2	\$75.00	\$89.00
Level 3	\$58.00	\$69.00

APPENDIX 1

Sportsfields	Current Fee	Proposed Fee
Seasonal		
Level 1	\$1,415.00	\$1,670.00
Level 2	\$1,080.00	\$1,275.00
Level 3	\$915.00	\$1,080.00
Softball		
Casual		
Level 1	\$124.00	\$147.00
Level 2	\$87.00	\$103.00
Seasonal		
Level 1	\$520.00	\$614.00
Level 2	\$350.00	\$413.00
Touch, 5-a-side, Ultimate Flying Disk, Gridiron		
Casual		
Level 1	\$130.00	\$154.00
Level 2	\$105.00	\$124.00
Seasonal		
Level 1	\$1,080.00	\$1,275.00
Level 2	\$835.00	\$986.00
Netball - per Court		
Court per season	\$100.00	\$118.00
Off-season or organised	\$7.00	\$9.00
Casual	\$30.00	\$36.00
Tennis		
Court per season	\$135.00	\$160.00
Off-season or organised	\$12.00	\$15.00
Casual	\$30.00	\$36.00
Cycling		
Casual	\$122.00	\$144.00
Seasonal	\$1,230.00	\$1,452.00
Athletics		
Casual	\$445.00	\$526.00
WRFU Speed Trials	\$99.00	\$117.00
Seasonal	\$7,440.00	\$8,780.00
Croquet - One Lawn		
Casual	\$120.00	\$142.00
Seasonal	\$565.00	\$667.00
Training		
Ground Only		
1 night	\$75.00	\$89.00
1 night (season)	\$270.00	\$319.00
2 nights (season)	\$540.00	\$638.00
3 nights (season)	\$810.00	\$956.00

APPENDIX 1

Sportsfields	Current Fee	Proposed Fee
4 nights (season)	\$1,080.00	\$1,275.00
5 nights (season)	\$1,350.00	\$1,593.00
Training		
Ground and Changing Rooms		
1 night	\$135.00	\$160.00
1 night (season)	\$568.00	\$671.00
2 nights (season)	\$1,136.00	\$1,341.00
3 nights (season)	\$1,704.00	\$2,011.00
4 nights (season)	\$2,272.00	\$2,681.00
5 nights (season)	\$2,840.00	\$3,352.00
Elite Parks		
Rugby League Park	\$450.00	\$531.00
Newtown Park	\$450.00	\$531.00
Picnics	\$40.00	\$48.00
Marquees		
Booking Fee (non-refundable)	\$60.00	\$71.00
Marquee up to 50m2	\$360.00	\$425.00
Marquee up to 100m2	\$600.00	\$708.00
Marquee > 100m2	\$955.00	\$1,127.00
Add-Ons		
Groundsman - hourly rate (minimum 2 hours)	\$25.00	\$30.00
Toilets Open	\$25.00	\$30.00
Toilets and Changing Rooms Open	\$60.00	\$71.00
Litter collection	Discretion	
Golf Course		
Passport to Leisure - Round	\$7.50	\$7.50
Adults - Round Weekdays	\$15.50	\$15.50
Adults - Round Weekend	\$22.50	\$22.50
Junior - Round	\$7.50	\$7.50
Passport to Leisure - Yearly	\$195.00	\$195.00
Passport to Leisure - Half Yearly	\$112.00	\$112.00
Adults - Yearly	\$390.00	\$390.00
Adults - Half Yearly	\$220.00	\$220.00
Juniors – Yearly	\$92.00	\$92.00

Synthetic Turf Sports fields

We are proposing to increase our fees for Synthetic Turf sports fields.

Synthetic Turf Sports Fields	Current Fee	Proposed Fee
Nairnville Synthetic Turf		
Peak (per hour)	\$41.00	\$51.50
Off Peak (per hour)	\$25.50	\$32.00
Junior/College (per hour)	\$20.50	\$25.50

APPENDIX 1

Synthetic Turf Sports Fields	Current Fee	Proposed Fee
Full Size Synthetic Turf		
Peak (per hour)	\$60.00	\$75.00
Off Peak (per hour)	\$40.00	\$50.00
Junior/College (per hour)	\$30.00	\$37.50
Winter Weekend Daily Rate	\$600.00	\$750.00
National Hockey Stadium	\$29,859.00	\$31,350.00
Notes:		
<i>Charges for events, tournaments and commercial activities are by quotation.</i>		
<i>Charges for charity events will be charged at the Operation Manager's discretion.</i>		

Recreation Centres

We are proposing to set the fee for the new Indoor Community Sports Centre which will open in 2011. The proposed fees are:

Wellington Indoor Community Sports Centre	Current Fee	Proposed Fee
Court hire per hour – peak	New	\$55.00
Court hire per hour - off peak	New	\$37.00

For a complete list of proposed fee changes see www.Wellington.co.nz

Marinas

We are proposing to increase our fees for Marinas.

Marinas	Current Fee	Proposed Fee
Clyde Quay Marina - Facility Type		
Boat Shed (2 to 13)	\$2,046.00	\$2,144.00
Boat Shed (14 to 27)	\$1,836.00	\$1,928.00
Boat Shed (38B)	\$1,470.00	\$1,548.00
Boat Shed (38A to 42B, 48A and 48B)	\$2,118.00	\$2,224.00
Boat Shed (43A to 47B)	\$2,448.00	\$2,572.00
Moorings	\$966.00	\$1,020.00
Dinghy Racks	\$168.00	\$180.00
Evans Bay Marina - Facility Type		
Berths (12m to 20m)	\$2,496.00	\$2,580.00
Berths (8m)	\$1,470.00	\$1,520.00
Boat Shed Small	\$984.00	\$1,016.00
Boat Shed Medium	\$1,968.00	\$2,032.00
Boat Shed Large	\$2,952.00	\$3,048.00
Dinghy Lockers	\$294.00	\$304.00
Live Aboard (per person per annum)	\$516.00	\$532.00

APPENDIX 1

Burials and Cremations

We are proposing to increase our fees for burials and cremations.

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

APPENDIX 1

Burials and Cremations	Current Fee	Proposed Fee
Children		
1 to 10 years	\$155.00	\$186.00
Birth to 1 year	\$60.00	\$72.00
Stillborn	\$55.00	\$66.00
Chapel Hire:		
Per 1/2 hour	\$155.00	\$185.00
Chapel Hire for Burials & Cremations per 1/2 hour	\$165.00	\$200.00
Chapel hire for cremation elsewhere		\$228.00
Miscellaneous:		
Cleaning chapel/ crematorium		\$50.00
Chapel Overtime		\$200.00
Bio Tissue Cremation [Wgtn Hospital]	\$560.00	\$672.00
Foetal Tissue [Wgtn Hospital]	\$55.00	\$66.00
Ash scatter for hospital		\$75.00

Public Health Regulations

Health Licensing and Inspection	Current Fee	Proposed Fee
New food premises (1st yr set up)	\$450.00	\$465.00
New Non Food Premises (1st yr set up)	\$225.00	\$235.00
Change of occupiers fee base fee	\$115.00	\$180.00
Change of Occupiers Fee base fee - charge over 1.5 hrs (per hr)	\$115.00	\$120.00
Inspections (per hr) for legal action	\$115.00	\$120.00
Annual licence for registered food premises		
Excellent Grade	\$169.25 - \$562.25	\$175.00 - \$580.00
Good Grade	\$281.00 - \$792.25	\$290.00 - \$820.00
Ungraded	\$337.50 - \$1,017.00	\$350.00 - \$1,050.00
Ungraded – high risk	\$449.75 - \$1,748.00	\$465.00 - \$1,800.00
VIP registration and verification	\$444.75-\$1,748.00	\$460.00 – \$1,800.00
Additional inspections (over 3 hr) per hr	\$115.00	\$120.00
Re-grading of Premises (per hr)	\$115.00	\$120.00
Health Licence		
Small clubs (min. food prep)	\$140.50	\$145.00
Unregistered Eating Houses	\$197.50	\$205.00
Temporary License		
Temporary/mobile food stalls base fee	\$168.00	\$175.00
Temporary/mobile food stalls base fee- charge over 1hr (per hr)	\$112.50	\$120.00
Fairs: "small"	\$140.50	\$145.00
One day food stall	\$112.50	\$120.00
Fairs "large"	\$338.00	\$350.00

APPENDIX 1

Annual License For Registered Premises	Current Fee	Proposed Fee
Animal boarding	\$225.00	\$235.00
Camping grounds	\$225.00	\$235.00
Hairdressers	\$112.50	\$120.00
Mortuaries / Funeral Directors	\$140.50	\$145.00
Offensive Trades	\$281.00	\$290.00
Poultry Farm / Piggeries	\$140.50	\$145.00
Annual License		
Pools: commercial pools / spas	\$225.00	\$235.00
Pools: commercial pools / spas – excellent	\$112.50	\$120.00
Saunas only	\$90.00	\$100.00
Health Check		
Building consent for food premises base fee	\$225.50	\$235.00
Per hr fee (Over 2 hrs)	\$115.00	\$120.00
Trade Waste		
Trade Waste License fee		
Initial inspection fee	\$173.75	\$180.00
High risk	\$1,748.00	\$1,800.00
Medium risk	\$865.50	\$895.00
Low risk	\$288.50	\$300.00
Minimal risk	\$122.50	\$125.00
Trade Waste / Grease Traps/ Health Fees		
Grease & Grit traps – initial application fee	New	\$180.00
Grease traps	\$122.50	\$130.00
Shared Grease trap (per premises)	\$30.50	\$65.00
Grease converter	New	\$300.00
Grit traps	\$122.50	\$130.00
Charge after first hr (per hr)	\$122.50	\$125.00
Collection & Transport of Trade Waste		
Initial application fee	\$144.00	\$150.00
Charge after first hr (per hr)	\$115.50	\$125.00
Annual license fee	\$173.25	\$180.00
Conveyance & Transport of Trade Waste		
Processing fee (per hr of part thereof)	New	\$125.00
Above 7000m3/day	\$0.69/m3	\$0.68/m3
Above 3150 kg/day	\$0.68/kg	\$0.56/kg
Up to 1575kg/day	\$0.30/kg	\$0.28/kg
Above 1575kg/day	\$0.57/kg	\$0.67/kg
Animal Control		
Registration per animal		
*Entire	\$155.50	\$160.00
*Neutered / spayed (with proof)	\$112.50	\$115.00
*Working Dogs	\$43.00	\$45.00
*Approved responsible owner	\$53.75	\$55.00

APPENDIX 1

Animal Control	Current Fee	Proposed Fee
*Application for RDO status or change of RDO address	\$53.50	\$55.00
* Charge for late payments (50%)		
Licence for 3 or more dogs	\$30.50	\$32.00
Impounding Fees		
* First per animal (free if registered)	\$76.75	\$100.00
* Subsequent impounding	\$153.25	\$160.00
* Sustenance per day	\$15.25	\$17.50
* Destruction fee	\$30.75	\$33.00
Collection or delivery of dog on behalf of owner	\$25.50	\$27.50
After hours callout for collection of delivery of dog	\$25.50	\$27.50
Replacement of registration tag	\$10.25	\$10.75
Infringements	\$102.00-\$767.00	\$100.00-\$750.00
Pavement Permissions		
Initial application	\$177.25	\$180.00
Renewal	\$88.50	\$90.00
Extension of liquor licensing area	\$88.50	\$90.00
Central city (per m2)	\$81.75	\$85.00
Suburbs (per m2)	\$51.00	\$55.00
Gambling Permissions		
Initial application & renewal	\$92.00	\$120.00

Building Control and Facilitation

We are proposing to increase our fees for Building Control and Facilitation services.

Building Consent Fees	Current Fee	Proposed Fee
Small Works fees		
Additional inspection fee	\$103.50	\$112.50
Customer Services		
Pre-application meetings: consent officer / expert / compliance officer (2 hours total officer time free, then a charge per hour thereafter).	\$138.00	\$150.00
Monthly report of Issued Building Consents	\$69.00	\$71.25
Administration Fee	\$69.00	\$71.25
Lodging fee		
Lodging Fee for building consents	\$92.00	\$95.00
Code Compliance Certificate (for category 1 applications)	\$92.00	\$95.00
Code Compliance Certificate (for category 2 applications)	\$92.00	\$95.00
Code Compliance Certificate (for category 3 applications)	\$115.00	\$118.75
PIM (if lodged with building consent)		
PIM only – single resident dwelling including accessory buildings	\$327.00	\$355.00
PIM only – other	\$419.00	\$455.00

APPENDIX 1

Building Consent Fees	Current Fee	Proposed Fee
Plan Check Fees		
<\$10,000 (Category 1)	\$310.75	\$338.00
<\$10,000 (Category 2)	\$483.50	\$525.00
<\$10,000 (Category 3)	\$621.50	\$675.00
\$10,001 - \$20,000 (Category 1)	\$690.00	\$750.00
\$10,001 - \$20,000 (Category 2)	\$690.00	\$750.00
\$10,001 - \$20,000 (Category 3)	\$690.00	\$750.00
\$20,001 - \$100,000 (Category 1)	\$759.50	\$825.00
\$20,001 - \$100,000 (Category 2)	\$759.50	\$825.00
\$20,001 - \$100,000 (Category 3)	\$759.50	\$825.00
\$100,001 - \$500,000 (Category 1)	\$828.00	\$900.00
\$100,001 - \$500,000 (Category 2)	\$1,242.00	\$1,350.00
\$100,001 - \$500,000 (Category 3)	\$1,242.00	\$1,350.00
\$500,001 - \$1,000,000 (Category 1)	\$1,932.00	\$2,100.00
\$500,001 - \$1,000,000 (Category 2)	\$2,208.00	\$2,400.00
\$500,001 - \$1,000,000 (Category 3)	\$2,484.00	\$2,700.00
\$1,000,001 + (Category 1)	N/A	N/A
\$1,000,001 + (Category 2)	\$2,555.50	\$2,778.00
\$1,000,001 + (Category 3)	\$2,555.50	\$2,778.00
For each \$500K or part thereof over \$1,000,000	\$664.50	\$722.00
Consent suspend fee (to review additional information). Charged per additional hour of officer re-assessment time.	\$138.00	\$150.00
Plan Check for National Multi-use approval fees (NMUA)		
Building Consent Fee, for applications using a NMUA (approved by Dept. of Building & Housing). Deposit of 3 hours, then hourly rate and charges apply after this.	\$414.00	\$450.00
Building Certificate (pre-requisite for liquor licence application)		
Where application received with application for town planning certificate	\$138.00	\$150.00
Where application received independently	\$230.00	\$250.00
Additional charge per hour for processing Building Certificate. Where processing times exceeds that allowed for in the base charge	New	\$150.00
Certificates of Acceptance		
If the certificate is NOT for work carried out under urgency (or other special circumstances) a 20% surcharge applies to the below fees. Includes deposit for inspections. Additional inspections charged at \$150 per hour.		
<\$10,000 (Category 1)	\$678.75	\$738.00
<\$10,000 (Category 2)	\$851.50	\$925.00
<\$10,000 (Category 3)	\$989.50	\$1,075.00
\$10,001 - \$20,000 (Category 1)	\$1,058.00	\$1,150.00
\$10,001 - \$20,000 (Category 2)	\$1,058.00	\$1,150.00
\$10,001 - \$20,000 (Category 3)	\$1,058.00	\$1,150.00
\$20,001 - \$100,000 (Category 1)	\$1,403.50	\$1,525.00

APPENDIX 1

Building Consent Fees	Current Fee	Proposed Fee
\$20,001 - \$100,000 (Category 2)	\$1,403.50	\$1,525.00
\$20,001 - \$100,000 (Category 3)	\$1,403.50	\$1,525.00
\$100,001 - \$500,000 (Category 1)	\$1,472.00	\$1,600.00
\$100,001 - \$500,000 (Category 2)	\$1,886.00	\$2,050.00
\$100,001 - \$500,000 (Category 3)	\$1,886.00	\$2,050.00
\$500,001 - \$1,000,000 (Category 1)	\$2,576.00	\$2,800.00
\$500,001 - \$1,000,000 (Category 2)	\$2,852.00	\$3,100.00
\$500,001 - \$1,000,000 (Category 3)	\$3,128.00	\$3,400.00
\$1,000,001 + (Category 1)	N/a	N/a
\$1,000,001 + (Category 2)	\$3,199.50	\$3,480.00
\$1,000,001 + (Category 3)	\$3,199.50	\$3,480.00
For each \$500k or part thereof over \$1,000,001	\$1,032.50	\$1,122.00
S77 Fees (building over two or more allotments)		
Processing time	\$138.00	\$150.00
Vehicle Access		
Linked to building consent or resource consent	\$276.00	\$300.00
Received Independently		
Received independently (small)	\$291.25	\$315.00
Received independently (large)	\$490.50	\$530.00
Vehicle Crossing		
Initial inspection fee	\$138.00	\$150.00
Vehicle crossing inspection fee over 1 hour	\$138.00	\$150.00
Amended Plan		
Lodging fee	New	\$71.25
Initial fee (includes 1 hour processing time)	\$207.00	\$150.00
Processing time over 1 hour	\$138.00	\$150.00
Marquee Licenses		
Consent processing	\$138.00	Removed
Inspection (per hour)	\$138.00	Removed
Compliance Schedule / Building Warrant of Fitness		
New compliance schedule (linked with Building Consent). This is the minimum charge (based on one hour of processing), additional charges will apply for time taken over this, at \$150 per hour for additional hours	\$138.00	\$150.00
Alterations & Amendments to compliance schedule (linked to Building Consent) will be charged on a time taken basis. At \$150 per hour of officer time	\$138.00	\$150.00
Additional charge per hour for new compliance schedule (linked with Building Consent)	\$138.00	\$150.00
IQP Registration Fee (New & Renewal)	\$138.00	\$150.00
Additional charge for each new competency registered	\$69.00	\$71.25

APPENDIX 1

Building Consent Fees	Current Fee	Proposed Fee
Structural Fee Deposits & Additional Charges		
Structural fee for checking elements of specific design on projects comprising structural works, supported by a producer statement from a Chartered professional engineer		
Deposit for all categories for structural checking not supported by a producer statement from a Chartered professional engineer	\$550.00	\$596.00
Swimming Pool		
Fencing inspection: additional standard inspection - 45mins (first standard inspection fee)	\$103.50	Replaced
Pool fencing inspection per hour. Fees charged on actual time spent.		\$150.00
Exemptions: Base fees (including 5.5 hours of processing time)	\$759.00	\$825.00
Exemptions: processing costs after the initial 5.5 hours	\$138.00	\$150.00
Building Inspections		
Hourly charge: Deposit based on estimate of inspections required. Charges on basis of actual time.	\$138.00	\$150.00
Engineering inspections (not covered by a Producers Statement), including fire, engineering, structural engineering for unusual proposal, specific design	Actual costs plus \$90.00	Actual costs plus \$90.00
Special Activity & Monitoring		
Hourly charge for officer time considering proposals and monitoring compliance	\$138.00	\$150.00

Development Control and Facilitation

We are proposing to increase our fees for development control and facilitation work, including fees for consents, compliance monitoring and enforcement.

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

APPENDIX 1

Resource Consent Fees Service	Current Initial / Fee	Proposed Initial / Fee
(s125); Change or cancellation of conditions (s127); Consents notices (s221); Amalgamations (s241); easements (s243), Right of Way or similar - initial fee includes officer time and disbursements		
Certificates: Town Planning, Sale of Liquor, Overseas investments, LMVD - initial fee includes officer time and disbursements	\$348.00	\$385.00
<i>Additional Charges</i>		
Additional hours (per hour):		
- All consents: additional processing hours (per hour) – planner/advisor / compliance officer	\$138.00	\$150.00
- All consents: additional processing hours (per hour) – administrative officer	\$72.00	\$85.00
<i>Bylaw Application</i>		
Applications relating to signs (Commercial Sex Premises) -up to 6 hrs	\$828.00	\$900.00

<i>Compliance Monitoring</i>		
Monitoring Administration of Resource Consents: subdivision or land use – minimum of 1 hr, (previously based on up to 2 hrs), – then based on actual time over and above that.	\$138.00	\$150.00
Additional hours (per hour):		
- planner / expert / compliance officer	\$138.00	\$150.00
- administrative officer	\$72.00	\$85.00

<i>Subdivision Certification</i>		
<i>Below are minimum fees. Charges will be based on actual time if over and above that.</i>		
Stage certification: each stage for s223, s224(f), s226 etc - up to 2 hrs,	\$276.00	\$300.00
Combination of two or more Stage certifications: s223, s224(f), s226 etc - up to 4 hrs, (previously based on 3.5 hrs)	\$552.00	\$600.00
Certification s224 (c) - up to 4 hrs, (previously based on 2 hrs)	\$552.00	\$600.00
All other RMA and LGA certificates, sealing, transfer documents etc - up to 2 hrs - disbursements will be on-charged	\$276.00	\$300.00
Bonds: each stage of preparation or release - up to 2 hrs	\$276.00	\$300.00

APPENDIX 1

<i>Terms and late payment</i>	
Deposits and additional fees:	
<ul style="list-style-type: none"> - As set out above, the fees are based around initial deposits with further charges to be invoiced if there is additional time spent processing requests or disbursements incurred. Initial deposits will be required prior to the processing of requests. Additional fees and refunds will only be payable / refunded for amounts greater than \$65 	
Terms for payment:	
<ul style="list-style-type: none"> - Payment of additional fees are due by the 20th of the following month from invoice being processed. Where payment is not made by the 20th of the month following the date of the invoice, the customer agrees to pay council the following: <ul style="list-style-type: none"> - An additional / administrative fee of the lesser of 10% of the overdue amount or \$300 - All costs and expenses (including debt collection or legal fees), incurred by the council in seeking to recover the over-due amount, and - Daily interest (rate of 15% p.a.) from the date of default 	

Transport – Network-wide Control and Management

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

Parking

	Current Fee	Proposed Fee
Hourly Parking Charge – Daily fee area 1	\$4.00	\$5.00
Hourly Parking Charge – Daily fee area 2	\$3.00	\$4.00
Hourly Parking Charge – Daily fee area 3	\$1.50	\$2.50

Extension of parking charges in some areas of the city (see map on Page X)

	Current Fee	Proposed Fee
Applicable: Monday to Thursday 6pm to 8pm Friday 8pm to 10pm		
Hourly Parking Charge – Evening parking zone 1	No charge	\$5.00
Hourly Parking Charge – Evening parking zone 2	No charge	\$3.00
Hourly Parking Charge – Evening parking zone 3	No charge	No charge

APPENDIX 1

Further information on the proposed fees and policy changes, including a full copy of the amended policy, is available on request. Please contact the Council on 499 4444 for this information.

2011/12 WATERFRONT DRAFT DEVELOPMENT PLAN

Table of Contents

- 1. Introduction and background**
- 2. Principles**
- 3. 2010/11 plan update**
- 4. 2011/12 plan overview**
- 5. Project process**
- 6. Engaging with the public**
- 7. The projects**
 - The Waterfront as a whole
 - Waitangi Park
 - Taranaki St Wharf and Lagoon
 - Frank Kitts Park
 - Queens Wharf
 - Kumutoto
 - Interim Uses
- 8. The financial plan**

APPENDIX

Appendix 1 - Roles and responsibilities

Appendix 2 - Site Map

1. INTRODUCTION and BACKGROUND

In September 2000 Wellington City Council appointed a Waterfront Leadership Group to consult with the public and develop a vision, values and principles for future development on the waterfront. Council adopted its recommendations in the form of the Wellington Waterfront Framework (the Framework) in April 2001, and this Framework guides what is to be done on the waterfront.

Following approval of the 2007/08 Waterfront Development Plan, the Council's Strategy and Policy Committee (the Committee) agreed that, with the completion of design briefs for the identified development sites there was no longer a need for a separate Waterfront Development Subcommittee. Consequently, it was decided that on-going waterfront development plans will be considered by the Strategy and Policy Committee.

The Development Plan outlines the work programme to implement the objectives of the Framework. It has been developed directly from the concepts as laid out in the Framework and includes how developments will be done, a phasing schedule and a financial model for the proposed work.

Funding the project for the next ten years has been allocated from 2010/11 although it was agreed in 2009 that this decision would be reviewed in time for the 2012/22 LTCCP.

In December 2010, following a request from the Board of WWL, the Council agreed to bring forward its review of the options for optimal implementation of the Framework. This review has now been completed and the recommendation that WWL is Council's best option for its implementation agency for the Waterfront was ratified by Council in February 2011. This decision will be reviewed on a three yearly basis.

2. PRINCIPLES

The Wellington Waterfront Framework sets down the fundamental principles for establishing development work programmes on the waterfront. The phasing of work has been decided based on the following principles:

- Heritage buildings should be restored and reused as a priority.
- Timing of commercial development will be impacted by market conditions.
- Income should be generated upfront where possible to minimise the impact on ratepayers.
- Public confidence in the waterfront development must be maintained.

These matters have been influential in the formulation of the 2011/12 Waterfront Draft Development Plan. Equally as important has been the recognition of the need to maintain a degree of momentum with the waterfront project ensuring that the public and commercial sector has confidence that the project is being progressed.

Council is considering undertaking a review of the Framework. WWL will be a significant contributor to this process in the event that it is approved in March 2011.

3. 2010/11 PLAN UPDATE

Queens Wharf

Ice skating rink

WWL has undertaken preliminary investigations into the construction of an open air temporary ice skating rink on Queens Wharf. It was

envisaged that this facility would be in place for 3-4 months each year throughout the winter season.

WWL has completed its investigations into this idea and the proposal is neither technically practical nor financially feasible. As a result no further work will be done on this proposal.

Kumutoto

Sites 8 and 9 were signaled as medium term prospects for redevelopment. In light of Council's review of the Framework, to be undertaken in the 2011/12 year, no further work will be done on either of these sites.

Waitangi Park

Temporary tensile fabric structure

WWL has undertaken preliminary investigations into the construction of a semi-permanent structure for the 'transition' site adjacent to Waitangi Park. WWL has determined that a development of this type is not financially viable and therefore no further work will be done on this idea.

Investigations into the Wardle Building have been postponed pending the forthcoming Framework review.

4. 2011/12 PLAN OVERVIEW

In December 2010 Council decided to review the Wellington Waterfront Framework. The scope and timing of this review will be determined in March 2011 when Council considers a further report. In the meantime this year's draft development plan has been prepared on a 'business as

usual' basis. Once the outcome of the Framework review is known, this plan may need to be reviewed. The key developments planned for 2011/12 are continuing to work with developers who have expressed interest in Site 10, working with the Police on a purpose built building to house the Police and Maritime Dive Squad on the Kumutoto service jetty and commencing the third stage of a ten year wharf piles restoration programme. Preparations for the redevelopment of the Overseas Passenger Terminal, which is expected to commence in the second quarter of 2011/12 will continue and will include the relocation of the Chaffers Marina offices and amenities, and various existing marine services businesses. Other work will include upgrading the entry lobby of Shed 11, and completing major upgrade works on a number of the bridges and heritage items (eg straddle cranes) across the waterfront.

5. PROJECT PROCESS

The development of the waterfront follows three stages. Stage One, creating the Wellington Waterfront Framework and Stage Two, the development of design briefs for each precinct within the waterfront, have been largely completed. Stage Three, WWL's implementation of each precinct's design brief is now underway. At all stages the public has had, and will continue to have, opportunity to provide input.

Each stage contains several elements:

Issues assessment

For specific areas or projects an assessment of issues is carried out before a brief can be prepared. Issues such as the physical condition of the site, market conditions (if relevant) and how the project is to fit into the wider waterfront project all need to be understood.

Brief preparation

The brief provides guidance on how a building site or an area of public space should be developed, giving direction to the designer through a series of performance criteria. It sets out the outcomes that should be

met as part of the particular development. Briefs will vary in detail and specificity depending on size and scale of the project.

Each brief will:

- contain a clear statement of why the brief has been prepared and what it seeks to achieve
- show (in words, diagrams, photographs, drawings) how the Framework principles can be applied to the site including the relationship between the site and public space
- provide the basic area and site appraisal that is essential for a good design solution
- set out design objectives for the site, showing the first stage of urban design analysis for the area and how it links into surrounding areas
- set out any criteria that the Council feels – having engaged with the public – are pertinent to the site.

Design implementation

The brief forms a basis on which WWL engages designers or developers. The design comes back to the Council for discussion and sign-off, again with public involvement, before being implemented.

It is anticipated under the Waterfront Framework that design briefs, once completed and signed off, would be incorporated into the District Plan. The proposed amendment to the District Plan (Variation 11) is an example of this objective; the independent commissioners approved the amendment and Council ratified their decision in November 2009, however Variation 11 has subsequently been appealed.

Implementation

Once sign-off of detailed design has been obtained, WWL manages the contracts for public space construction and the selected developer manages the contracts for commercial development construction.

6. ENGAGING WITH THE PUBLIC

The Wellington Waterfront Framework requires transparency and a willingness to engage with the public about how the waterfront is developed. A balance must be set between making good progress on the waterfront and providing the public with sufficient opportunity to be involved.

The Council recognises that there are groups and individuals who have particular interest in the waterfront, and that there is also a need to inform other Wellingtonians and understand their interests and needs.

Committee meetings

As mentioned above, the Waterfront Development Subcommittee was disestablished in 2007. Waterfront issues, including the development plan, are now considered by the Strategy and Policy Committee.

All Committee meetings are open to the public, with opportunities for the public to be heard at each meeting. Dates of these meetings are advertised and agenda and Committee papers are publicly available.

The Committee has adopted a responsive protocol for engaging with people who engage in waterfront issues. It involves a commitment to keep participants informed about the issues they raise and it is part of the Committee's expressed desire to listen, engage with and respond to the public.

Formal Public Consultation

Public submissions will be sought when detailed or concept designs are proposed by WWL or developers working on waterfront developments. In addition, public consultation is also intrinsic to the publicly notified resource consent process that all significant waterfront developments are required to undergo.

To assist formal consultation processes WWL provides information and receives feedback via any or all of the following channels:

- Paid advertorials
- Public open days
- News releases
- Special displays
- Brochures

Electronic and hard copy publications

Information is readily available on meetings, issues and events through the Council's website, www.wcc.govt.nz and also reported in the Council newspaper, *Absolutely Positively Wellington*.

WWL's website, www.wellingtonwaterfront.co.nz contains detailed information about proposed waterfront developments as well as services and attractions on the waterfront. WWL's annual report is published on its website, and available to the public in hard copy format.

Waterfront Project Information Centre

The Waterfront Project Information Centre is a permanent resource centre where members of the public can view the current status of the project, see what is proposed and make comments. It is located in Shed 6 at Queens Wharf. Since opening, it has been used as a key vehicle for informing the public for projects such as the progress on Waitangi Park, Taranaki Street Wharf proposed plans, Kumutoto development proposals, the NZX building, Chaffers Dock and Steamship Wharf developments, and the Outer-T design competition.

Feedback

The Committee can select from a wide range of techniques to get feedback from the public, such as questionnaires or running on-site surveys of people using the waterfront. For initial feedback on an issue in a short space of time, emails can be circulated to a discussion group.

Feedback forms available in the Waterfront Project Information Centre invite comment on proposed developments, and the WWL website also solicits comments and ideas from visitors to the site.

Reference groups

To address specific issues, small reference groups with interested parties can be set up. The most recent example was the formation of a steering group to work with the Company regarding the redevelopment of Queens Wharf.

Interactive workshops

WWL has adopted a charette process, whereby individuals with relevant views and expertise related to a specific development challenge are brought together in an independently facilitated environment to workshop ideas, issues and objectives.

Open Day

An open day allows the public and interested groups to view information about a project and to talk to designers and other relevant people.

Ideas competition

An ideas competition can stimulate creative thinking and interest – this is the process that was used for the Outer T and the competition winning

entries were used to inform the Queens Wharf master plan design process.

7. THE PROJECTS

The Waterfront Project has many proposed and on-going projects, all with different complexities, and in some cases, the potential to be interrelated. Some work needs to be done sequentially because of physical requirements to maintain the waterfront experience as much as possible during construction or to coincide with neighbouring development activities. There may sometimes be financial implications that justify undertaking one piece of work before another. Further, sufficient flexibility must be built in to respond to good ideas or proposals in a timely manner, should they arise.

Wellington's waterfront comprises five distinct precincts, linked by a waterfront promenade, that have been highlighted in the Framework. What follows is an update on business activity and WWL's planned activities which form the basis of the 2011/12 Draft Development Plan. The location of sites is shown in Appendix 2.

Waterfront as a whole

The Promenade

The promenade will be maintained along the length of the waterfront. Any enhancement of this high-use area will be undertaken mainly as part of the development of adjacent areas, rather than as a single project.

Continued development of the promenade as the spine that connects the waterfront is ongoing. The establishment of a new bollard system at the Taranaki Street entrance will be monitored to ensure appropriate access is maintained to the rowing and boating clubs, Te Papa, the recently completed wharewaka, Te Raukura, and for the Hikitia refurbishment.

The pedestrian/cycling interface is an ongoing issue that the Company is addressing by improved signage; we will continue to monitor the effectiveness of new signage in consultation with Cycle Aware Wellington and other stakeholder groups.

Parking

In 2009/10 a review of the management of car parking on the waterfront brought about a gradual transition of the operation from external contractors to in-house management. A number of factors drove the decision to undertake this change in addition to the principle objective of the Company increasing its net revenues. These include improved integration with activities across the waterfront including events management, the motorhome park and the produce and craft markets. WWL will evaluate recent Council strategies with parking to assess the balance between short and long term parking options on the Waterfront.

Berthage strategy

Boating and shipping movements are important to the waterfront, generally enlivening the experience and are considered as part of the development of specific areas. WWL is continuing to negotiate with CentrePort Limited to increase the number of small boats using the wharves around the waterfront.

Wharf pile maintenance

The third stage of a waterfront-wide pile repair and refurbishment programme will take place in 2011/12 including a major repair of the wharves under the Outer-T and Queens Wharf.

General Maintenance

As a result of continued emphasis on asset management planning, much of the year will be focused on addressing infrastructural upgrading requirements including refurbishing public toilet facilities, public space lighting, recycling facilities etc.

Rugby World Cup

The waterfront will be a major public gathering space for locals and visitors alike who are in Wellington to enjoy the Rugby World Cup. The waterfront is hosting the base for the RWC and the festival events associated with it. Improvements to facilities and signage across the waterfront will be in place and it is expected that the Motorhome Park and other amenities will significantly add to the visitor experience.

Waitangi Precinct

Preliminary planning work will continue on the investigation of the UN Studio design for the transition site, as a development for an adjunct building to Te Papa.

Overseas Passenger Terminal (OPT)

The OPT redevelopment is currently scheduled to commence in the second quarter of the 2011/12 year, subject to Willis Bond confirming the contract. WWL will help to facilitate the start of construction. This will include completing ground floor lease negotiations with Willis Bond, managing construction of temporary accommodation for marina service providers and the development of public space around the completed development including Clyde Quay Park.

Taranaki St Wharf and Lagoon

This area is the first precinct on the waterfront to now be essentially complete.

Frank Kitts Park

WWL will continue to oversee the design development of the whole of Frank Kitts Park and work with the Wellington Chinese Garden Society (WCGS) and Wellington Chinese sister cities regarding their fund raising initiatives.

It is neither practicable nor desirable to construct the Chinese Garden separately from the remainder of Frank Kitts Park. The catalyst for commencement of the construction of this project will be WCGS achieving its approximate \$5 million fund raising. The equivalent WWL spend for the redevelopment of the remainder of the Park is currently budgeted for the 2013/14 year, with the expectation that this timing can be reconsidered if there is a requirement to bring the project forward.

Queens Wharf

Master planning for Queens Wharf was completed in 2010/11 and presented to Council in early 2011.

The approved 10/11 WDP anticipated Council's approval of an extensive redevelopment plan for this whole area but in light of the continued economic downturn, WWL is not recommending that this be progressed in its totality, rather that this be reviewed for viability in 2 to 3 years.

WWL's focus will be on investigating modest interventions to Shed 1 and the feasibility of developing one of the winning entries in the 2009 Outer-T Blue Skies Ideas Competition – which would involve the relocation of Helipro from the southern end of Shed 1 into a purpose-built low level building on part of the southern arm of the Outer-T. This is an exciting new initiative deriving from the public competition, and one that would secure helicopter operations on the waterfront. The relocation of Helipro to the southern end of the Outer T creates a development opportunity in Shed 1 and sees commercial proceeds assist with funding the wharf

maintenance or the Shed 1 upgrade or provide for other master planning ideas.

Council will take the lead in investigating opportunities around improving the City's concert venues. WWL will give support and advice as required.

Kumutoto

WWL has progressed design and resource consent planning for sites 8 & 9 within the Kumutoto precinct. However, in light of the Framework review, WWL has suspended any further planning/design for these two sites.

WWL will continue to work with interested developers on plans for Site 10 and be responsible for negotiating commercial outcomes as part of the usual development management process. The timing and outcome is likely to be impacted by the Environment Court decision regarding Variation 11.

In response to an opportunity presented by NZ Police and the National Maritime Dive Squad, WWL is continuing to investigate the construction of a small building to accommodate the physical requirements of these tenants in conjunction with, and adjacent to, the ex Eastbourne Ferry Terminal, potentially on the service jetty itself. This building will be funded by NZ Police. Plans are being progressed with New Zealand Police and subject to their approval, WWL aim to complete the design planning and regulatory approval phases of this project in the 2011/12 year.

8. FINANCIAL PLAN

The Waterfront Framework incorporated a seven year financial plan which came to an end in June 2008.

In December 2008 Wellington City Council approved a new 10 year financial plan which included a \$15.0 million short term advance to manage timing differences with commercial proceeds and public space expenditure. The latest 10-year financial forecasts anticipate a maximum balance of the short term advance of \$16.2 million in 2012/13.

WWL, which manages the Wellington Waterfront Project (WWP), prepares and presents a business plan every year, with a 12-month work plan that commits to work in that period with the next two years being more indicative. This Waterfront Draft Development Plan forms the basis of WWL’s Business Plan for Waterfront development from 2011/12.

Assumptions

In preparing the financial plan a number of assumptions have been made. These include:

- Council funding of \$15.0 million, within the constraints imposed by the Framework and the LTCCP has been made available to the project.
- Current Council policy, which states that funds held plus future funds earned on the waterfront are available for reinvestment on the waterfront, will continue.
- Council approves the use of funds in the Project’s commercial development fund for appropriate expenditure on capital (public space etc) projects.
- While there have been some positive indicators to suggest that the economic recovery is gaining momentum, there is still much uncertainty and the impact of the recession will continue to be felt for some time

- Commercial property generates proceeds of “highest and best use” (allowing for predominantly public access to ground floors).
- Income from rented properties, car parking and use of event facilities is maintained as planned.

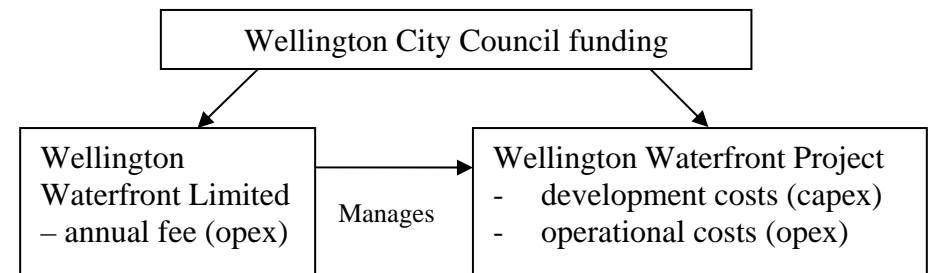
The current financial model allows for public space investment of \$18.9 million over the development period, which is expected to continue to a 2017/18 completion date. The expenditure on each area and project is based on the best information available. The above assumptions are consistent with those made in respect of the financial model contained in the Wellington Waterfront Framework and the 2009-19 LTCCP.

Financial impact of draft development plan

The financial plan indicates that, given the above assumptions, the financial impact upon Council of this draft development plan will be similar to that contained in the Framework, with the acknowledgement of the need for a \$15.0 million short term advance to manage timing differences between commercial proceeds and public space expenditure.

The Council contributes to WWL through an annual management fee and also through funding for development (this development funding is managed by WWL). This is shown in Figure 1.

Figure 1 – **funding model**



The contribution from the Council required to carry out development for 2011/12 is \$2.1 million as a short term advance as part of the overall \$15.0 million advance. This is shown below in figure 2.

For further information about WWL's financial performance, please refer to the following Council papers:

http://www.wellington.govt.nz/haveyoursay/meetings/subcom/Council_Controlled_Organisation_Performance/2011/07Mar1000/agenda.html

Figure 2 – *funding schedule for the WWP 2011/12*

Receipts	\$m	
Operating		
Receipts from customers	3.963	
Interest Received	.24	3.987
Proceeds from commercial developments		4.000
Total receipts		7.987
Payments		
Waterfront operating costs		
Property Costs	2.741	
Community Relations	.60	
Overheads/Insurance	1.030	
Loan payments/Interest	865	4.696
Planning costs		.350
Public space developments		4.720
Total payments		9.766
Net cash surplus / (deficit)		(1.779)
Funded by:		
Wellington City Council - temporary additional funding		2.100
Decrease / (increase) in cash		(.321)
Total funding		1.779
Funding from Wellington City Council		
Contribution for planning		.350
Contribution for public space development		.720
Contribution for waterfront operational costs		.709
Decrease / (increase) in cash		.321
Total Wellington City Council Funding		2.100

This excludes the Council's payment of WWL's annual management fee, and internal Council waterfront costs such as TAG and officer time.

APPENDIX 1

ROLES AND RESPONSIBILITIES

This section outlines in more detail the roles and responsibilities of the Council and WWL. These roles and responsibilities are consistent with the governance arrangements as set out in the Wellington Waterfront Framework and form the basis of a partnership between the two entities.

The Council and WWL exercise their roles and responsibilities in a manner that is consistent with the Council's waterfront policy as expressed in the Wellington Waterfront Framework, the District Plan and any other documents adopted by Council.

Strategy and Policy Committee

The Strategy and Policy Committee reports to the Council. Its role is to:

- develop an annual work plan covering the waterfront's projected activities for the year that will form the basis of its delegations from the Council to make decisions
- develop and maintain a project development plan that includes broad priorities for work
- ensure that the development proceeds in a way that is consistent with the Council's Long Term Financial Strategy
- sign-off detailed designs

The Committee is responsible for ensuring that:

- Council has regular and informative reports on progress with the waterfront development.
- implementation of the development plan is monitored including approval of variations from approved designs.

- an open and effective basis for consultation and co-operation is maintained with WWL
- there is a project development plan and budget
- public views on the waterfront are fully and openly canvassed before design briefs are finalised
- the final detailed designs for public space work have been tested and endorsed through an open process of public engagement

Technical Advisory Group (TAG)

TAG acts as a provider of independent design advice for the Council. It ensures that the Framework principles have been applied consistently in all waterfront design.

The Strategy and Policy Committee has overall responsibility for monitoring waterfront development by reviewing and making decisions on major matters (with advice from TAG) but may delegate its authority on minor matters of detail. TAG's role is to provide:

- advice and recommendations to the Strategy and Policy Committee on major matters of design and implementation
- advice to officers to make decisions on minor matters of design and implementation
- advice to the officers on resource consent applications
- general design advice on an 'as required' basis

Minor matters of design and implementation relate to minor alterations to buildings, minor variations to detailed design of public space, temporary use of public space and minor elements in public space.

TAG draws on the architecture, landscape architecture and urban design expertise of its members. It has a core group of four, but on large projects, other professionals may be co-opted to bring on stream other specialist advice as deemed necessary by the Council.

Wellington Waterfront Limited

WWL reports to the Strategy and Policy Committee and Council Controlled Organisations Performance Sub-committee. Its role is to:

- prepare an annual business plan (with input from the Strategy and Policy Committee) for the waterfront project (Lambton Harbour Development Project) covering the work plans, project implementation tasks and project operations. This will also incorporate an activity outline and projections for the subsequent two years. The business plan will support the approved project development plan.
- provide input into the project development plan and its annual revisions, and into the subcommittee's annual work plan
- manage day-to-day operations on the waterfront, including cleaning, security, tenancies and maintenance (with the exception of Waitangi Park)
- advise the Strategy and Policy Committee on all aspects of waterfront development, including budgets, development phasing, technical information, costs, feasibility and commercial issues
- commission work on detailed designs based on approved performance briefs
- select and appoint designers in consultation with the Strategy and Policy Committee
- market waterfront sites and properties as appropriate to get the best return for the Council (within any constraints imposed by the development plan)
- act as the contact point for anybody interested in a private development project on the waterfront
- negotiate and manage contracts for the design and construction of public space
- negotiate and manage contracts and leases for all building development sites and the refurbishment and re-use of existing buildings.

WWL is responsible for ensuring that:

- for its part, an open and effective basis for consultation and co-operation is maintained with the Council
- the waterfront is clean, safe and well maintained
- the Strategy and Policy Committee has relevant and timely advice to inform its decision-making. This will include financial advice and will involve WWL maintaining a financial model for the waterfront
- all contracts entered into are appropriate to deliver the desired outcome and reflect Council policy
- all public space development projects are delivered to plan, on time and on budget.

Definitions

Waterfront Framework – The Wellington Waterfront Framework was adopted as the Council's policy for the waterfront on 3 April 2001. It is a general overview of what is planned for the waterfront. The character of each area is described, along with ideas about what might be included, but there is no detail or drawings. The Framework can be considered a general guide to future development, and the principles can be considered the 'bottom line', but there is flexibility for decisions to be made at later stages.

Development Plan – The Development Plan sets out the phasing for all the work on the waterfront for the life of the project. It is reviewed annually. The Plan is based on high level budgets initially, but these are firmed up once each piece of detailed design work is completed and actual work costed. The Development Plan sets out the order for public consultation over the various areas of the waterfront, based on input from the public as well as professional advice such as market readiness. It covers phasing for work such as redevelopment of heritage buildings. WWL provides significant input into the preparation of this plan.

Performance briefs – Performance briefs are developed for each part of the waterfront before any design work is done. The briefs pick up the

character of each part as described in the Framework, and include major design functions and go into detail about how an area is to perform. The performance briefs make reference to the high level budgets agreed in the development plan, although the final detailed designs signed off may vary in cost. Again, WWL provides significant input into the preparation of these briefs.

Detailed designs – Developed design or concept designs are completed based on the performance briefs. These may include options and are agreed through consultation as to which option to move forward this. Once the concept design is signed off, detailed designs are finished. Detailed design work is commissioned based on the developed/concept design. These detailed designs are of sufficient detail to enable construction work to start, but actual construction cannot begin until resource consent has been obtained.

COUNCIL CONTROLLED ORGANISATIONS

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

A number of the performance targets for the Council Controlled Organisations are draft at the time of publication and final targets will be included in the annual plan adopted in June.

PARTNERSHIP WELLINGTON TRUST (TRADING AS POSITIVELY WELLINGTON TOURISM)

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
<p>All trustees are appointed by the Council.</p> <p>As at 1 January 2011, they are John Milford, Glenys Coughlan, Councillor Jo Coughlan, Kim Wicksteed, Mike O'Donnell, Peter Monk and Ruth Pretty. The Chief Executive is David Perks.</p>	<p>The Partnership Wellington Trust markets and adds value to Wellington to achieve sustainable economic growth for the people of the city.</p> <p>It acts to enhance the recognition of Wellington as a desirable visitor destination, enhance the profile of city businesses and to promote strategic alliances and private sector partnerships, and maximise the city's share of regional spending.</p> <p>It also promotes community focused initiatives, aims to improve the sustainability of Wellington's commercial sector through its marketing initiatives, and facilitates the coordination of marketing initiatives that are appropriate to its objectives.</p>	<p>The Trust:</p> <ul style="list-style-type: none"> Promotes Wellington as a visitor destination in national and international markets. Markets Wellington as a convention and conference destination. Provides visitor information services. Runs initiatives that promote retail growth, including the downtown retail campaign. Profiles Wellington's strengths in arts, sport and education attractions, and conducts development of an ongoing events profile for the city. Facilitates the development of new tourism and event product, and the development of the Visiting Friends and Relatives (VFR) market. Manages Wellington's destination profile on the internet. Conducts research and analysis of the tourism industry. 	<ul style="list-style-type: none"> International direct arrivals to Wellington Airport from Australia International visitor nights New Zealand market visitors and visitor nights Weekend occupancy in partner hotels (capacity aligned) Downtown weekend visitation i-Site revenue Partner funding Number of partners Cost effectiveness Visits to www.WellingtonNZ.com Online Revenue 	<ul style="list-style-type: none"> Increase Australian visitor arrival by 7% over 2010/11 levels Increase international visitor room nights by 2% over 2010/11 levels Increase New Zealand market numbers and visitor nights by 2% over 2010/11 levels 2% increase (over 2010/11 levels) Increase by 2% over 2010/11 levels Increase revenue by 3% over 2010/11 levels Maintain funding within +/- 5% of 2010/11 levels Maintain number of partners within +/- 5% of 2010/11 levels Maintain Council's funding at less than 50% of total income 20% increase over 2010/11 levels Generate \$730k of bookings through the site

WELLINGTON MUSEUMS TRUST

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
<p>All trustees are appointed by the Council.</p> <p>As at 1 January 2011, they are Quentin Hay (Chair), Councillor Ray Ahipene-Mercer, Phillip Shewell, Peter Cullen and Alick Shaw. The Chief Executive is Pat Stuart.</p>	<p>The Wellington Museums Trust (WMT) was established in 1995 to promote and manage the City Gallery Wellington, the Museum of Wellington City & Sea, the Colonial Cottage, Capital E, the Wellington Cable Car Museum, the New Zealand Cricket Museum and the Carter Observatory.</p> <p>It manages and develops the Trust programmes and services, and acquires and manages collections for the benefit of Wellington. It provides advice to the Council for the development of museum and gallery services in Wellington, establishes exhibition programmes and education policies for its facilities, and develops acquisition, deaccession and Collection development policies. It liaises with Positively Wellington Tourism to enhance its attraction to Wellington's visitors.</p>	<ul style="list-style-type: none"> • Delivers high quality experiences, events and exhibitions at its facilities. • Manages conservation and care for the objects of its collections, and conducts research and development to enhance visitors' experiences. • Offers quality education experiences to children and young people. • Promotes and protects the heritage of venues. • Develops and operates the Soundhouse Studio. • Works with national and international artists and collectors. 	<p>Attendance targets:</p> <ul style="list-style-type: none"> • City Gallery • Capital E • City and Sea • Colonial Cottage • Cable Car Museum • NZ Cricket Museum • Carter Observatory • Subsidy per customer (excludes Plimmer's Ark and Carter Observatory, but includes rental subsidy) • Carter Observatory subsidy per customer • Percentage of visitors to all trust institutions who rate the quality of their experience as good or very good • Percentage of visitors to all Trust institutions are repeat visitors • Percentage of all residents are aware of Trust institutions 	<ul style="list-style-type: none"> • 210,000 • 115,000 • 95,481 • 2,081 • 233,466 • 2,081 • 77,740 • \$12.00 • \$5.00 • 95% on average • 25% • 90% (across all institutions)

WELLINGTON VENUES LIMITED

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
<p>All trustees are appointed by the Council.</p> <p>As at 1 January 2011, they are Chris Parkin (Chair), Ngaire Best, Councillor Derek Fry, Sam Knowles, Kim Wicksteed, Linda Rieper and Stephen Whittington. The Chief Executive is Glenys Coughlin.</p>	<p>Wellington Venues Limited exists to manage and promote Wellington's major Events venues, including the Michael Fowler Centre, Town Hall, St James Theatre and Opera House as venues, and to help establish Wellington as the premier city for events and conferences.</p>	<p>Wellington Venues Ltd.:</p> <ul style="list-style-type: none"> • Manages and operates the Venues and any related Events business • Advocates for the Venue and Event sector for the benefit of the residents of Wellington • Works to achieve greater community access to the Venues' facilities • Develops and maintains beneficial relationships with other national and international institutions, supports Positively Wellington Tourism, and develops new initiatives in its role as a key provider of event and performance venues. 	<p>From July 1, the operations of the St James Trust will wound up and integrated in to the new Council-controlled entity, Wellington Venues Limited (WVL). WVL is currently in the process of agreeing its performance targets for 2011/12</p>	

LAMBTON HARBOUR MANAGEMENT LIMITED (TRADING AS WELLINGTON WATERFRONT LIMITED)

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
<p>The Council is the 100% shareholder in this company and appoints all of the directors.</p> <p>As at 1 January 2011, they are Robert Gray (acting Chair), Mark Petersen and Jane Black. The Chief Executive is Ian Pike.</p>	<p>Wellington Waterfront Limited acts as the implementation manager for the waterfront development area. This means ensuring that the waterfront area is recognised locally and internationally for its design: is attractive; caters for a wide range of activities; is readily accessible to all people; and is both safe and perceived to be safe. Wellington Waterfront Limited also acts to protect significant heritage buildings on the waterfront, and makes sure that activities on the waterfront are integrated with those on the harbour.</p>	<p>The company:</p> <ul style="list-style-type: none"> • Implements the objectives of the Waterfront Framework as outlined in the Waterfront Development Plan. • Demonstrates s willingness to engage with the public about how the waterfront is developed • Manages day to day operations on the waterfront, including cleaning, security and maintenance. • Negotiates and manages contracts for the design and construction of the waterfront's public spaces. • Negotiates and manages contracts and leases for all building development sites, and the refurbishment and re-use of existing buildings. • Owns and manages the marina. 	<ul style="list-style-type: none"> • Percentage of residents visiting the waterfront • Percentage of residents satisfied with the waterfront • Number of project milestones achieved on time • Commencing work on the third stage of the wharf piles restoration programme (Quarter 1) • Facilitate the commencement of construction on the Overseas Passenger Terminal (subject to confirmation of Willis Bond contract) (Quarter 2) • Plans for Site 10 Kumutoto advanced along with a resolution of District Plan Variation 11 • Review of the Wellington Waterfront Framework (Quarter 1) • Helicopter Building on Outer-T Queen's Wharf • Complete design planning and regulatory approval Kumutoto Service Jetty (Quarter 2) • Planning and development with Te Papa for the Transition Building, Waitangi Park (Quarter 4) • Asset Management Plan implementation • Disaster recovery and business continuity plans completed and implemented (Quarter 4) 	<ul style="list-style-type: none"> • 95% • 90% • All project milestones achieved

WELLINGTON CABLE CAR LIMITED

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
<p>The Council is the 100% shareholder in this company and appoints all of the directors.</p> <p>As at 1 January 2011, they are Roger Drummond (Chair) and Jeremy Ward. The Chief Executive is Des Laughton.</p>	<p>Wellington Cable Car Limited owns and operates the Cable Car as an efficient, reliable and safe transport service and a uniquely Wellington tourism asset.</p> <p>It also owns and maintains the overhead wiring system for the trolley bus passenger network which services the city.</p>	<p>The company:</p> <ul style="list-style-type: none"> Maintains the cable cars and associated track, plant, tunnels, bridges and buildings in accordance with best engineering practice, and to meet the certification requirements of the New Zealand Transport Agency. Manages the Cable Car passenger service operation. Markets the cable car. Identifies options for enhancing the cable car travel and tourism experience. Specifies and controls the contract for the inspection, maintenance and repair of the trolley bus overhead wiring system. 	<ul style="list-style-type: none"> Cable Car passenger numbers All cable car vehicles and associated buildings and equipment are maintained to required safety standards Percentage of residents who have used the Cable Car in the last 12 months Percentage of users who rate the standard and operational reliability of the Cable Car as good or very good Cable Car service reliability 	<ul style="list-style-type: none"> 1,146,000 Achieve 30% 95% Greater than 99%

CAPACITY INFRASTRUCTURE SERVICES LIMITED

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

WELLINGTON ZOO TRUST

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
<p>The Wellington Zoo Trust was established on 1 July 2003 and all of the trustees are appointed by the Council.</p> <p>As at 1 January 2011, they are Ross Martin (Chair), Frances Russell, Linda Meade, Alan Dixon, Shaan Stevens, and Councillor Simon Marsh.</p>	<p>The Wellington Zoo Trust manages the assets and operations of Wellington Zoo for the benefit of the residents of Wellington and visitors to the city. It promotes species conservation, educates the community by building an awareness of plant and animal species, and supports the conservation and educational activities of other organisations.</p>	<ul style="list-style-type: none"> • Cares for resident animals and manages the animal collection. • Participates in captive management breeding programmes. • Develops and maintains high quality animal exhibits. • Delivers educational material and learning experiences. • Contributes to zoological, conservation and facilities management research projects. 	<ul style="list-style-type: none"> • Number of visitors • Conservation Programme Managed Species (% of total collection) • Average WCC subsidy per visitor • Annual fundraising target for ZCP • Average income per visitor (excluding WCC grant) • Ratio of generated Trust income as % of WCC grant. 	<ul style="list-style-type: none"> • 191,570 • 41% • \$14.61 • To be determined • \$14.18 • 97%

BASIN RESERVE TRUST

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
There are four trustees, of whom two are appointed by the Council and two by Cricket Wellington.	The Basin Reserve Trust manages and operates the Basin Reserve to continue to attract national and international sporting events to Wellington.	The Trust: <ul style="list-style-type: none"> • Manages the Basin Reserve for recreational activities and the playing of cricket for the residents of Wellington. 	Number of events Cricket	10
As at 1 January 2011 , the two trustees appointed by the Council are Councillor John Morrison and Glenn McGovern. The two trustees appointed by Cricket Wellington are Don Neely and Douglas Catley (Chair). The Chief Executive is Peter Clinton.		<ul style="list-style-type: none"> • Contributes to the events programme for Wellington. • Operates as a successful not-for-profit undertaking. • Preserves and enhances the heritage value of the Basin Reserve. 	Other sports Community Number of event days Cricket Other sports Community	12 5 28 12 5

WELLINGTON REGIONAL STADIUM TRUST

STRUCTURE	OBJECTIVES	ACTIVITIES	PERFORMANCE MEASURES	TARGET 2011/12
<p>All of the trustees are jointly appointed by the Council and Greater Wellington Regional Council (GWRC).</p> <p>As at 1 January 2011, they are Paul Collins (Chair), Councillor Chris Laidlaw (GWRC), Chris Moller, Sir John Anderson, Liz Dawson, Sue Elliott, David Bale and Councillor John Morrison (WCC). The Chief Executive is David Gray.</p>	<p>The Wellington Regional Stadium Trust owns, operates and maintains the Stadium as a high-quality multi-purpose sporting and cultural venue. It provides facilities to be used for rugby, cricket and other sports codes, musical and cultural events, and other users including sponsors and event and fixture organisers.</p>	<p>The Trust:</p> <ul style="list-style-type: none"> • Operates the Stadium. • Manages the event programme and seeks opportunities to provide regular quality events. • Ensures the Stadium is provided to the community for appropriate usage. • Administers the Trust assets and the Stadium on a prudent commercial basis. 	<ul style="list-style-type: none"> • Number of events • Total revenue • Event revenue • Net surplus 	<ul style="list-style-type: none"> • 50 • \$15.96 million • \$5.69 million • \$3.31 million

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

COUNCIL OUTCOME INDICATORS

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

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

The Council's outcomes are:

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

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

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

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

- Measure the number of hectares of open space land we own or maintain per capita; as well as the kilometres of managed tracks and walkways.
- Monitor residents' usage of the city's open spaces (including parks, Town Belt, reserves etc) and their perceptions that Wellington's natural environment is appropriately managed and protected.
- Record the number of hours worked by recognised environmental volunteer groups, as well as the number of bird species in selected areas.
- Monitor commercial and residential water consumption; freshwater quality and biological health (macro invertebrates); the total amount of waste sent to the landfill (per capita); energy use (per capita) and energy supply interruptions.
- Survey residents to find out what action they're taking to reduce waste from their homes (e.g. by recycling or composting), and what steps they're taking to reduce pollution of the stormwater network.
- Report the number of visitors to key natural environment attractions (including Wellington Zoo and Karori Sanctuary).
- Monitor our ecological footprint and the city's air quality (particulate matter).

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

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

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

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

- Monitor the number of national arts and cultural organisations and professional and amateur theatre groups based in Wellington.

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

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

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

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

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

- Monitor residents' perceptions that the transport system allows easy access to the city; that the transport network allows easy movement around the city (by car or on foot); that public transport is convenient and affordable; and that peak traffic volumes are acceptable.
- Report the total amount of fuel used on Wellington's roads (per capita); the number of public bus users; and the mode of transport residents use to access the city (e.g. car, bus, train, walking, cycling).
- Monitor the city's air quality (i.e. nitrogen dioxide, carbon monoxide, and particulate matter)
- Monitor residents' perceptions of barriers to using preferred method of transport.
- Report residents' satisfaction with the reliability and frequency of public transport
- Report the number of road crashes and the social costs of those crashes.
- Monitor the amount of cargo loaded and unloaded at the Wellington Seaport and Airport.

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

MAYOR AND COUNCILLORS

	Name	Contact details
[Insert picture]	Celia Wade-Brown (Mayor) City-wide	Phone: (04) 938 6691 Email: celia.wade-brown@wcc.govt.nz
[Insert picture]	Ray Ahipene-Mercer Eastern ward	Phone: (04) 388 2366 Email: ray.ahipene-mercero@wcc.govt.nz
[Insert picture]	Ngaire Best Northern ward	Phone: (04) 232 9000 Email: ngaire.best@wcc.govt.nz
[Insert picture]	Stephanie Cook Lambton ward	Phone: (04) 970 5351 Email: stephanie.cook@wcc.govt.nz
[Insert picture]	Jo Coughlan Onslow-Western ward	Phone: (04) 473 7920 Email: jo.coughlan@wcc.govt.nz
[Insert picture]	Paul Eagle Southern Ward	Phone: 021 673 630 Email: paul.eagle@wcc.govt.nz
[Insert picture]	Andy Foster Onslow-Western ward	Phone: (04) 476 9220 Email: andy.foster@wcc.govt.nz
[Insert picture]	Leonie Gill Eastern ward	Phone: (04) 387 9363 Email: leonie.gill@wcc.govt.nz
[Insert picture]	Justin Lester Northern Ward	Phone: 021 247 8312 Email: justin.lester@wcc.govt.nz
[Insert picture]	Simon Marsh Eastern ward	Phone: 021 922 196 Email: simon.marsh@wcc.govt.nz
[Insert picture]	Ian McKinnon (Deputy Mayor) Lambton ward	Phone: (04) 472 6832 Email: ian.mckinnon@wcc.govt.nz
[Insert picture]	John Morrison Onslow-Western ward	Phone: (04) 938 9350 Email: john.morrison@wcc.govt.nz
[Insert picture]	Iona Pannett Lambton ward	Phone: (04) 384 3382 Email: iona.pannett@wcc.govt.nz
[Insert picture]	Bryan Pepperell Southern ward	Phone: (04) 934 3660 Email: bryan.pepperell@wcc.govt.nz
[Insert picture]	Helene Ritchie Northern ward	Phone: (04) 473 1335 Email: helene.ritchie@wcc.govt.nz