



# How do we fund the infrastructure needs of tomorrow today?

Chris Money, EY

■ ■ ■  
The better the question. The better the answer.  
The better the world works.





A night landscape featuring a starry sky with the Milky Way, a mountain, and a lake. The text 'Now' is on the left, and 'How did we get here?' is on the right, separated by a vertical yellow line. The mountain and lake are in the background.

# Now

## How did we get here?





# Now

How did we get here?



# Next

Whats in store for us?





# Now

How did we get here?



# Next

Whats in store for us?



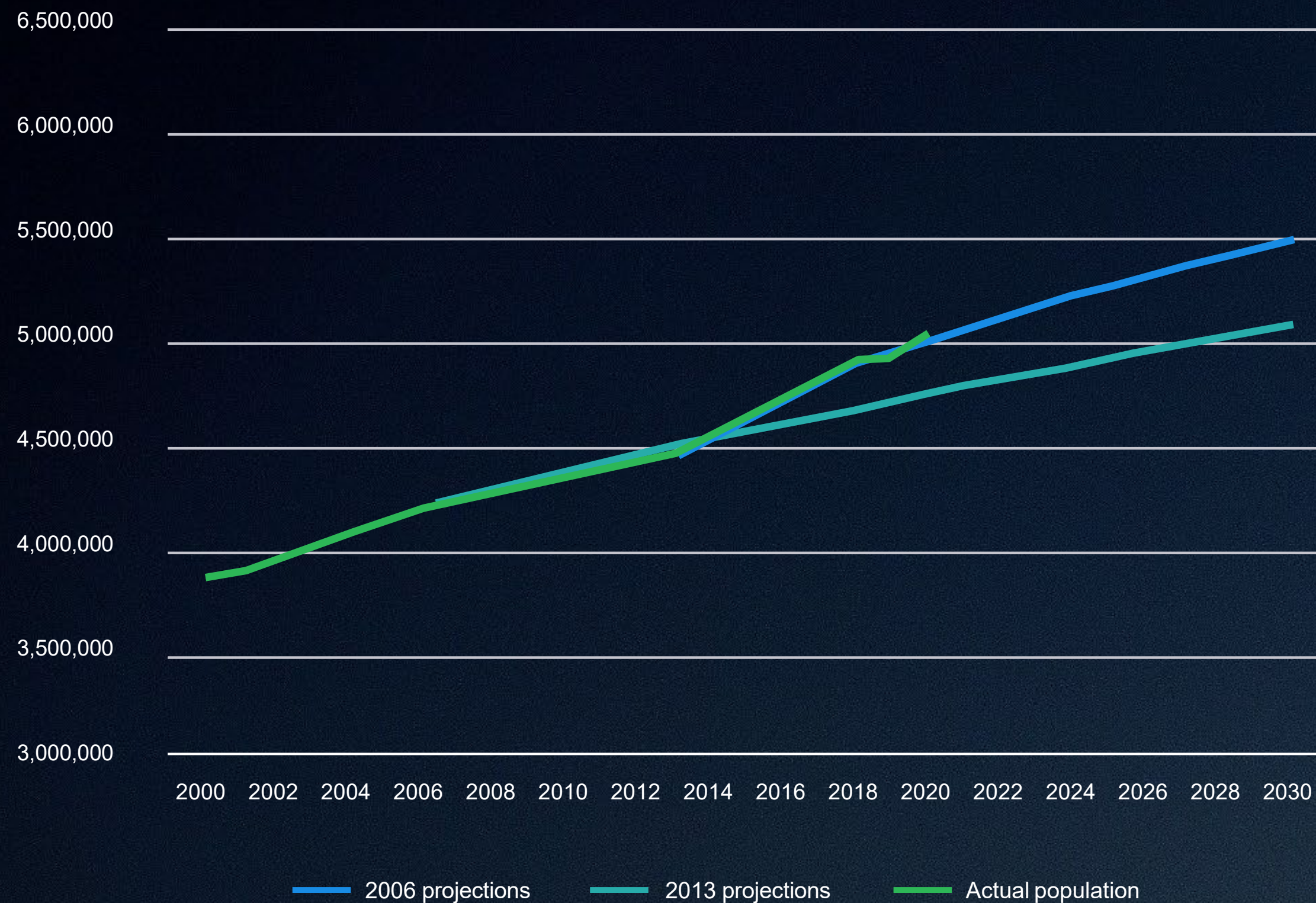
# Beyond

What does our future look like  
and how will we fund it?



# | How Many People are in New Zealand?

National population: Actual versus projections





The background of the slide is a photograph of a night sky. The Milky Way galaxy is visible as a bright, hazy band of light stretching diagonally across the frame. Numerous stars are scattered throughout the dark sky. In the foreground, the silhouettes of several wind turbines are visible against the horizon. A thin yellow vertical line is positioned to the right of the word 'Next'.

# Next

Whats in store for us?



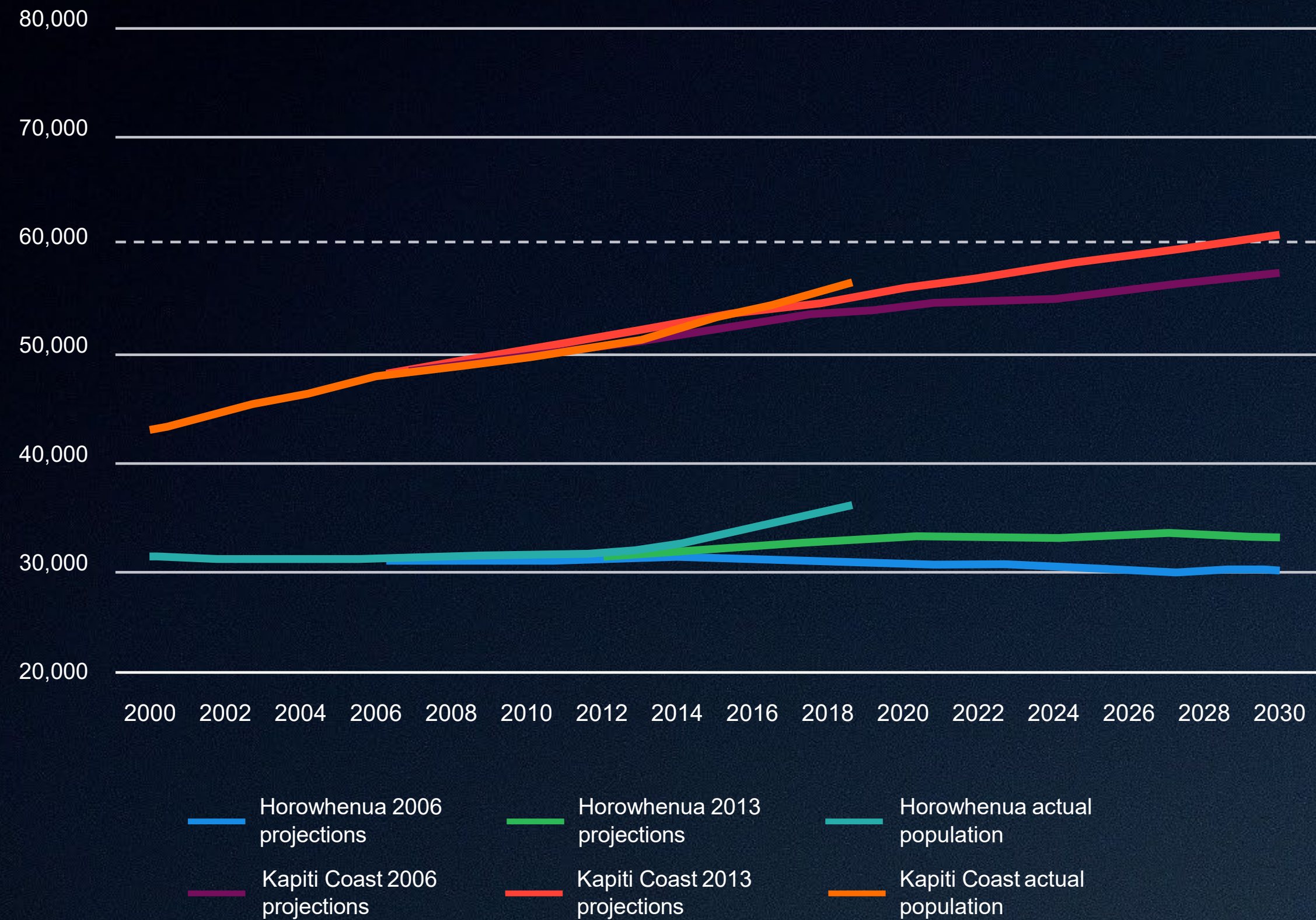


Flagship  
openings or  
unlocking the  
pressure valve?



# Transmission Gully

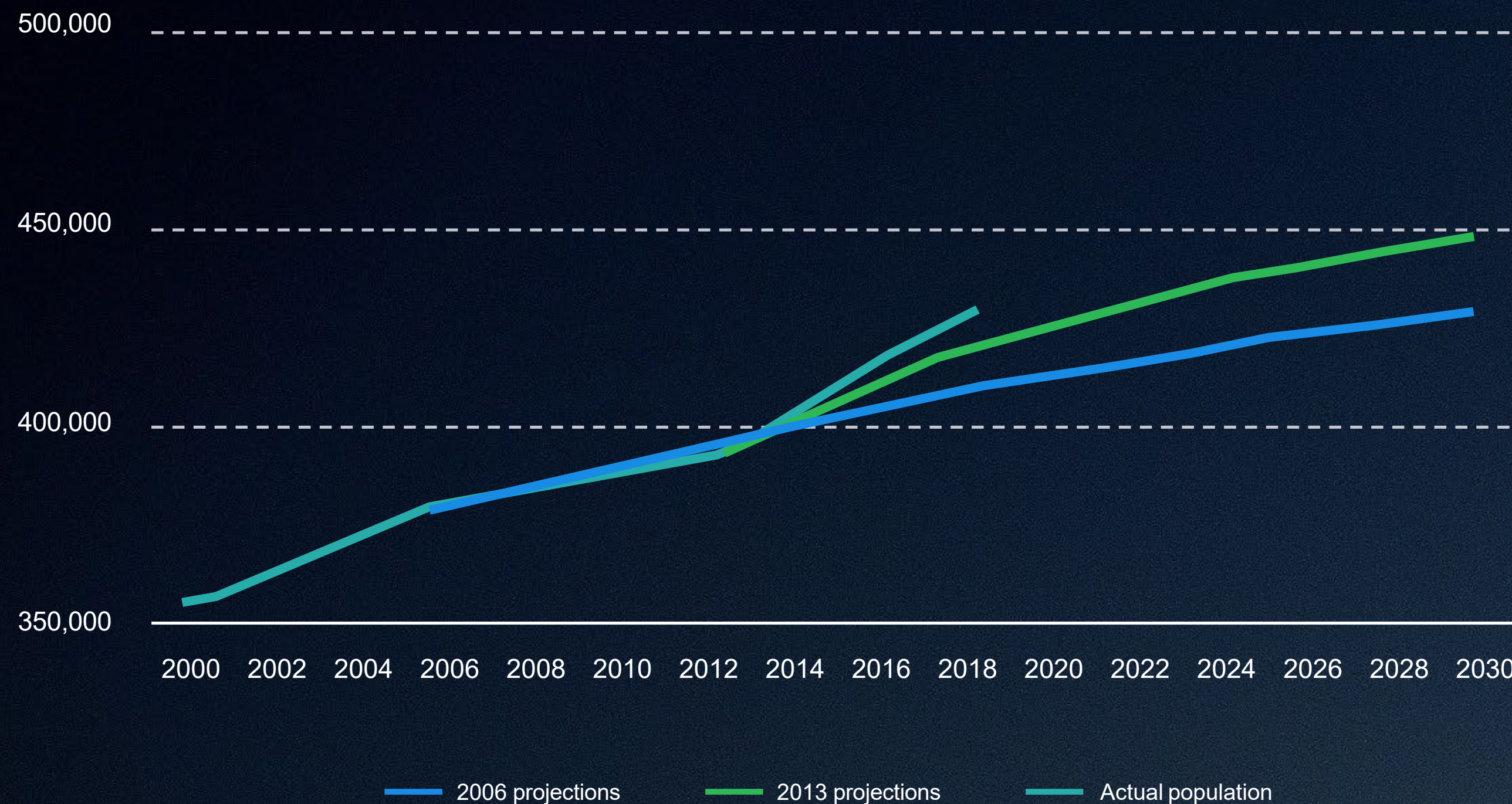
Horowhenua and Kapiti Coast population: Actual versus projections



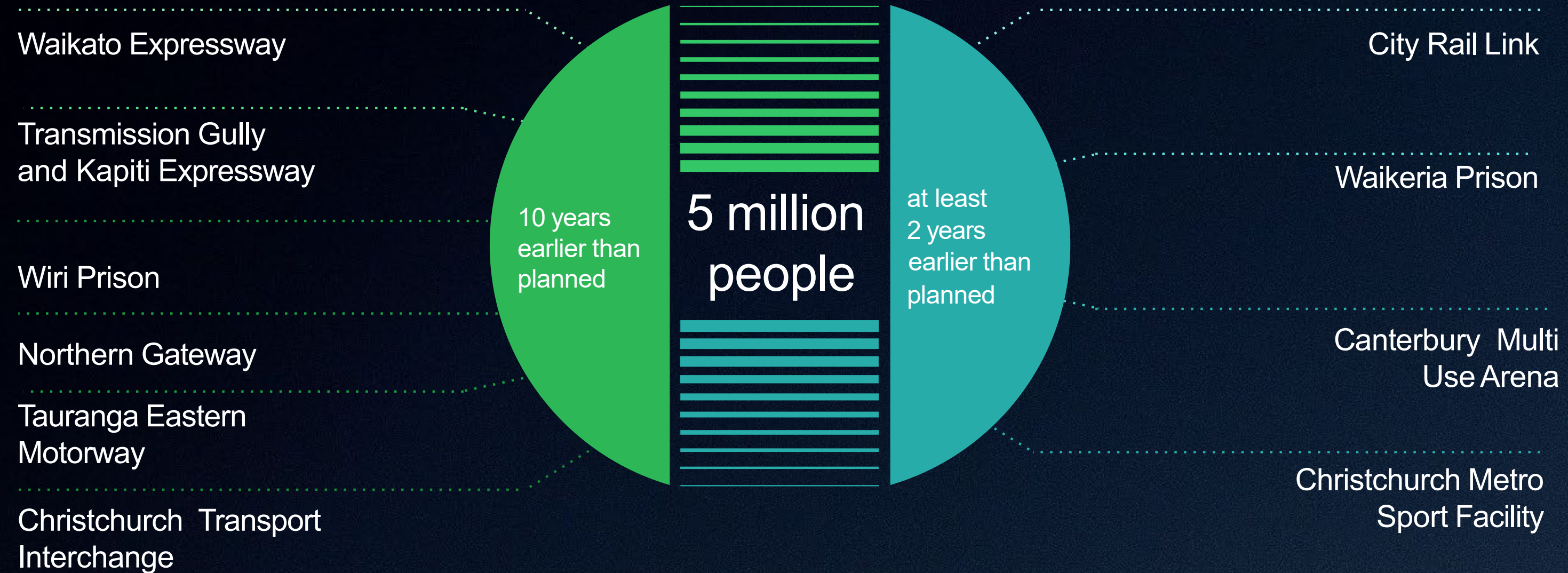


# Transmission Gully and Lets Get Wellington Moving – the growth hasn't been displaced from Wellington

Wellington urban area population: Actual versus projections







— Progressive developments in DHB's, especially in the Auckland Region, and Capital and Coast

... Progressive developments in the education sector, especially University of Auckland in mid to late 2000's

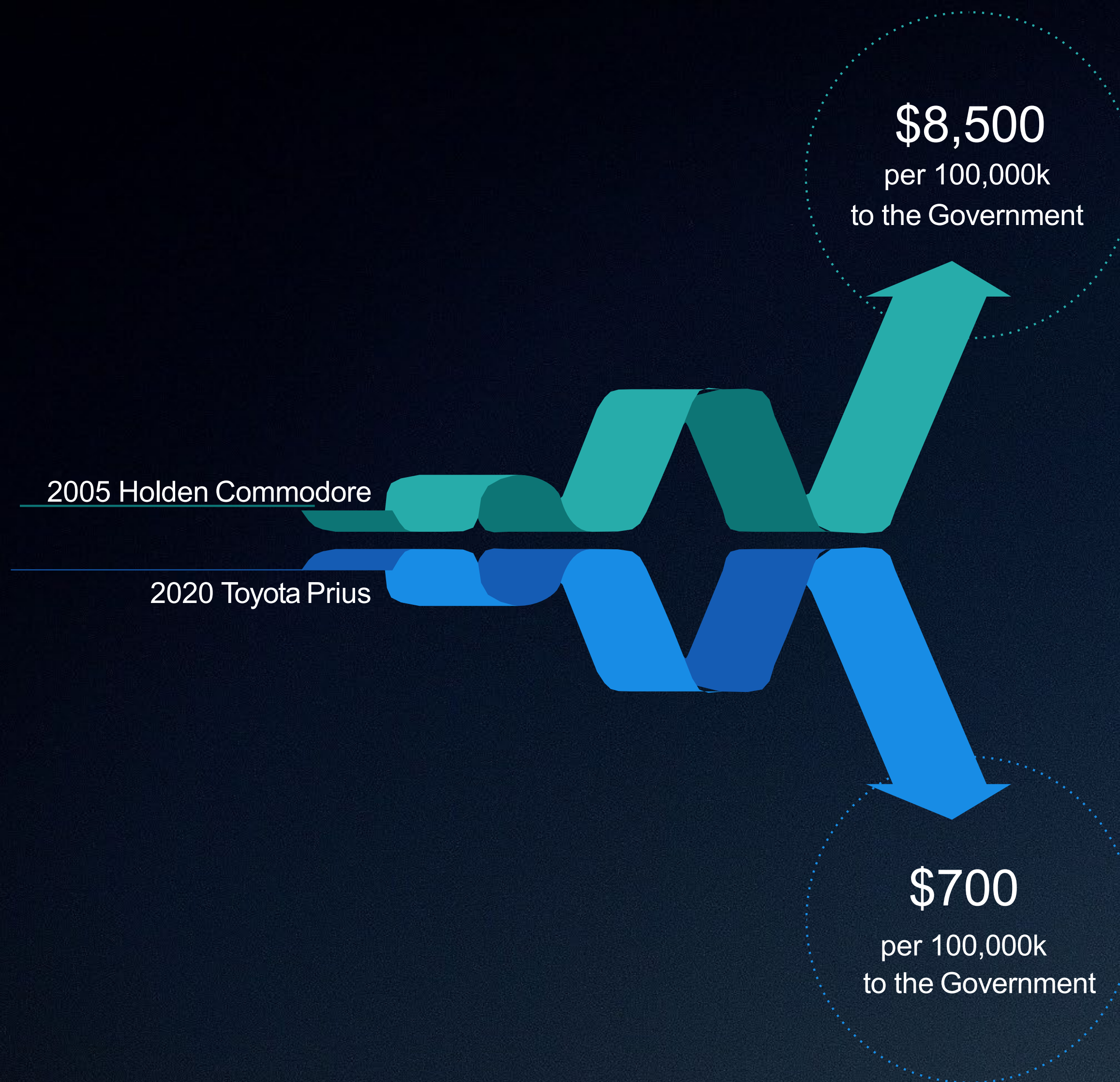


A full-page background image showing a sunset over the ocean. The sky is filled with dramatic, colorful clouds in shades of pink, purple, and orange. The sun is low on the horizon, creating a bright glow. The ocean is dark blue with some whitecaps.

Will our funding  
models actually  
serve us going  
forward?



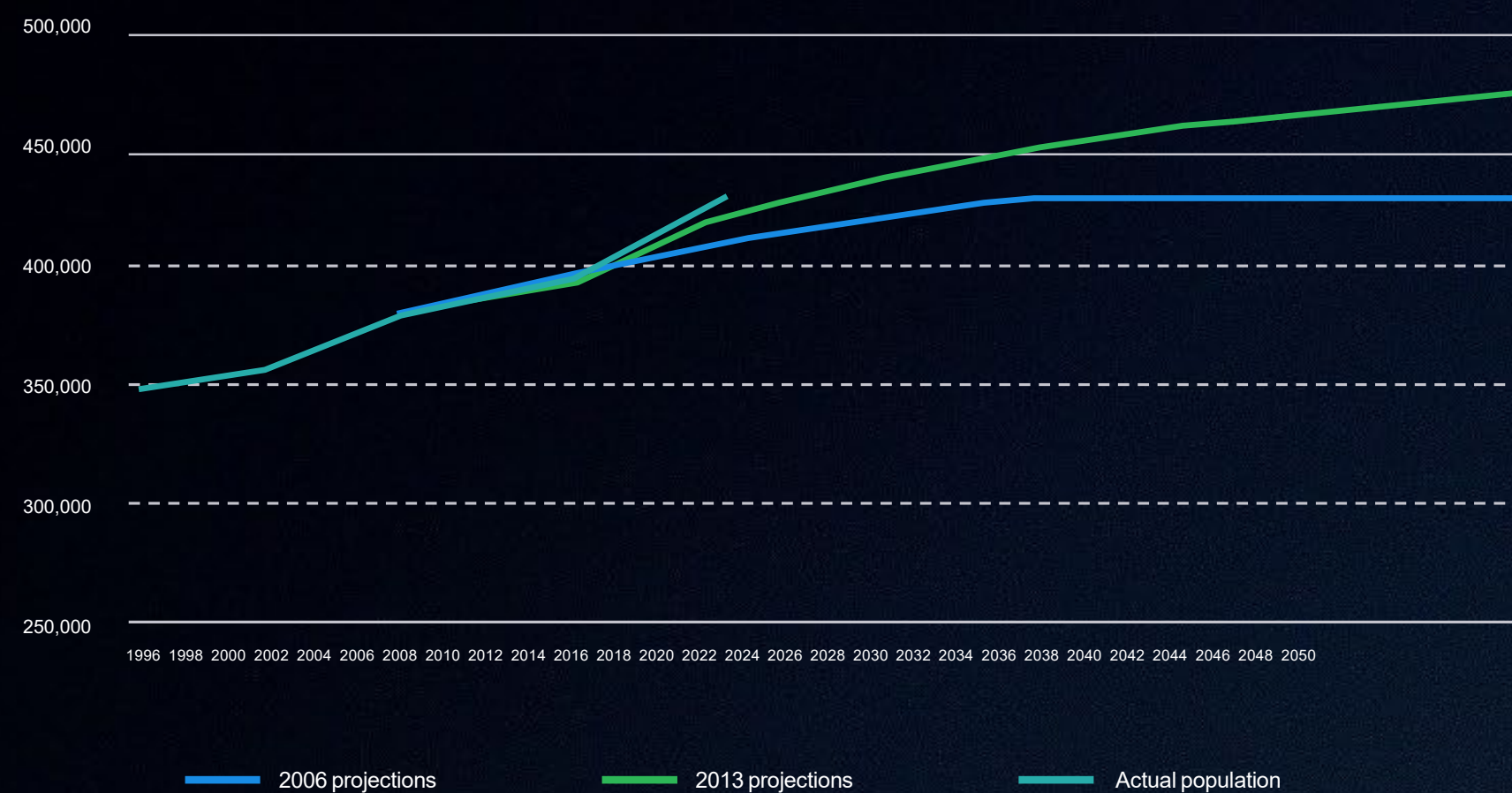
# | Roads



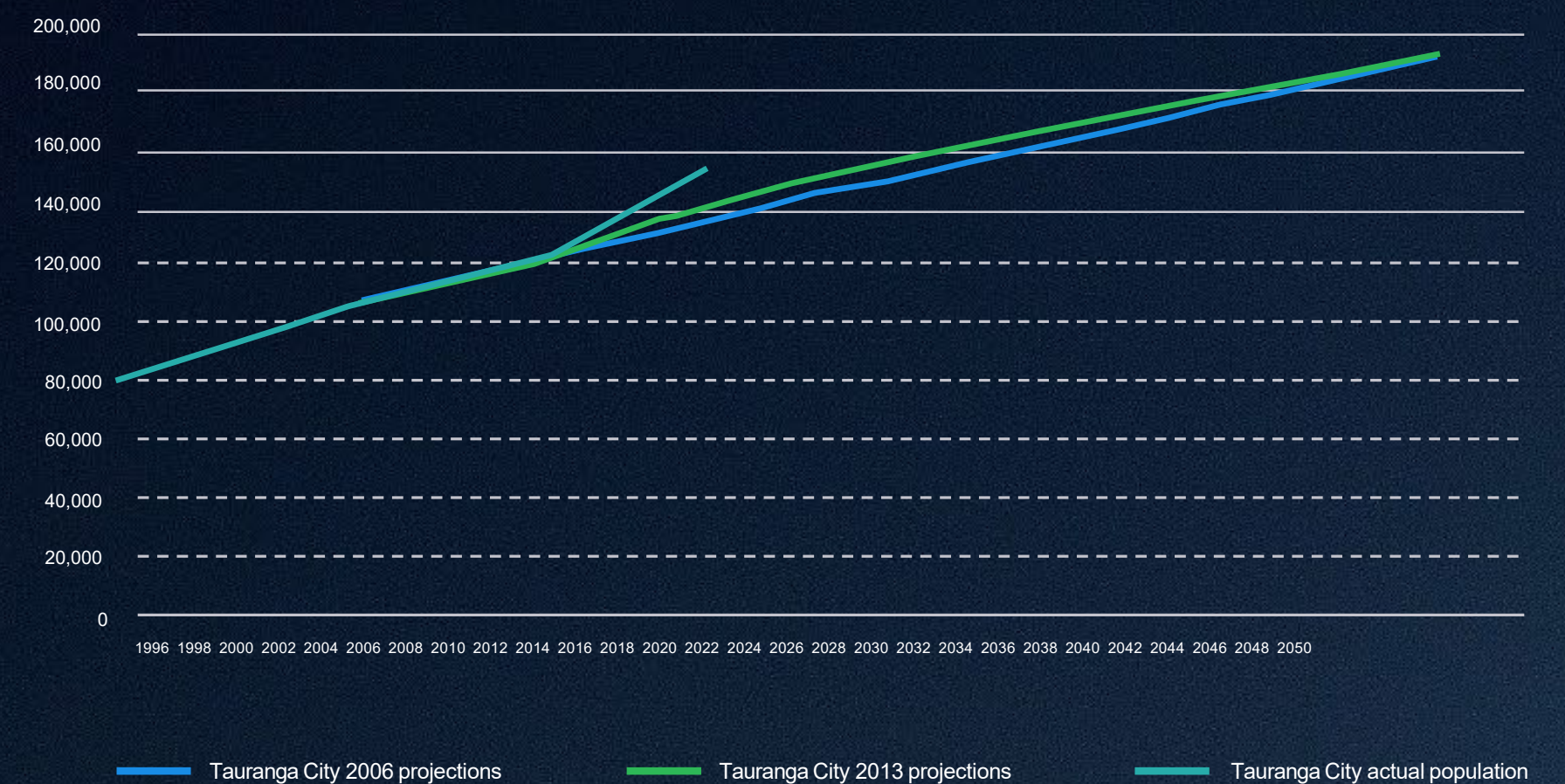


# Councils

Wellington urban area population: Actual versus projections




Tauranga population: Actual versus projections





We can't afford  
to make the  
mistakes we  
keep making



An aerial photograph showing a dark, turbulent sea on the left, with white foam from breaking waves crashing against a dense, light-colored concrete armor wall on the right. The wall is composed of many interlocking blocks, creating a textured, geometric barrier.

Does COVID  
give us some  
breathing  
space?



# Beyond

We can't afford to make the mistakes we are making.

We can afford to make the mistakes we aren't making.



# | The Funding Toolbox is already full – that's not the problem

- Developer Contributions
- Value Capture
- Tax Increment Financing
- City Deals
- Road Pricing and Tolling
- User Fees and Charges  
(data, parking, water, other utilities, waste)
- Consumption Taxes
- Balance Sheet Optimisation / Asset Sales
- Tax Rate Changes
- Rates Changes
- Excise Rate Changes

- Ownership or Operation Fees (dog and car licenses)
- Concession or License to Operate (e.g. skifields on Conservation land)
- Subscriptions to Services
- Cost Reductions/ Value for Money Exercises
- Fines and Infringements
- Donations and Bequests
- Commercial Investment Returns  
(property; leasing; shares in airports/utilities companies)
- Sponsorships and Naming Rights
- “In Kind” Arrangements
- Duties
- Recovery and Disposal Returns (bona vacantia etc)



# Courage

to set the strategy



# Nerve


to hold the course



# Awareness

to understand the gains  
and consolidate success





Does funding  
infrastructure  
have anything  
to do with  
outcomes?



“

It is not irrational to agree  
a policy is good, without  
being able to agree what it  
is good for.

Charles Lindblom

The Science of Muddling Through





Invest in Growth,  
because Growth  
is the bedrock  
of funding



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