



Waitaki

DISTRICT COUNCIL

TE KAUNIHERA Ā ROHE O WAITAKI

Date: Monday, 19 April 2021
Time: 10.45am
Location: Council Chamber, Third Floor
Office of the Waitaki District Council
20 Thames Street, Oamaru

Supplementary Agenda Late Report

Additional Council Meeting

19 April 2021

Fergus Power
Chief Executive

Agenda Items

L	Urgent Business	3
L.1	Audit New Zealand Recommended Changes to the LTP 2021-31 Consultation Document and Inclusion of Forecast Financial Statements for Approval	3

A recommendation that Council resolves to accept this urgent agenda item for discussion at this meeting will be tabled, read out, and considered on the day of the meeting.

L URGENT BUSINESS

L.1 AUDIT NEW ZEALAND RECOMMENDED CHANGES TO THE LTP 2021-31 CONSULTATION DOCUMENT AND INCLUSION OF FORECAST FINANCIAL STATEMENTS FOR APPROVAL

Author: Mike Searle, Policy and Strategy Manager

Authoriser: Paul Hope, Finance and Corporate Development Group Manager

Attachments:

1. Draft Long Term Plan 2021-31 Forecast Financial Statements
2. Draft Long Term Plan 2021-31 Consultation Document 15 April 2021 version

RECOMMENDATIONS

1. Receives the Forecast Financial Statements to be included as supporting information and notes that Recommendation number 2 in the 19 April 2021 Additional Council Meeting report to be amended as follows:

Approves, for public consultation purposes, the draft supporting information that is relied upon for the content of the consultation document, subject to any minor amendments arising from this meeting, as follows:

- *Draft Financial Strategy (Attachment 2); and*
- *Draft Waitaki District Council Infrastructure Strategy 2021-51 (Attachment 3); and*
- *Draft Significant Forecasting Assumptions (Attachment 4); and*
- *Forecast Financial Statements.*

2. That Council receives the information regarding the recommended changes to the 8 April 2021 version of the Long Term Plan 2021-31 Consultation Document; and
3. That Council receives the updated Long Term Plan 2021-31 Consultation Document (the 15 April 2021 version included as Attachment 2 to this memorandum) incorporating the recommended changes and adopts this version at today's Additional Council Meeting; and
4. Notes that, as a result of an updated consultation document being adopted at this meeting today, Recommendation number 3 of the 19 April 2021 meeting agenda report needs to be amended to read as follows:

Approves for consultation purposes the Long Term Plan 2021-31 Consultation Document.

PURPOSE

- 1 To receive the Forecast Financial Statements (Attachment 1 to this memorandum) for inclusion in the 19 April 2021 Additional Council Meeting so these documents can be approved as supporting information prior to the approval of the Long Term Plan 2021-31 Consultation Document; and
- 2 To report on the recommended changes to the Long Term Plan 2021-31 Consultation Document by Audit New Zealand and provide an updated consultation document incorporating those recommended changes for Council approval.

DISCUSSION

The inclusion of forecast financial statements including the group level funding impact statement information in a long term plan is a requirement of the Local Government Act 2002. While the legislation does not require this information to be approved by Council prior to the adoption of the consultation document, Audit New Zealand considers this to be good practice. Therefore, this information is being added in this late agenda paper to today's Additional Council meeting for approval. As a consequence of this late information being received for discussion at this meeting, it is recommended that Recommendation number 2 in the 19 April 2021 Additional Council meeting report be amended to include the approval of the Forecast Financial Statements as follows:

Approves, for public consultation purposes, the draft supporting information that is relied upon for the content of the consultation document, subject to any minor amendments arising from this meeting, as follows:

- *Draft Financial Strategy (Attachment 2); and*
- *Draft Waitaki District Council Infrastructure Strategy 2021-51 (Attachment 3); and*
- *Draft Significant Forecasting Assumptions (Attachment 4); and*
- *Forecast Financial Statements.*

Recommendation number 3 in today's Additional Council Meeting agenda report for Agenda Item 3.1 states:

Approves for consultation purposes, subject to the inclusion of changes as directed by Audit New Zealand and any minor amendments arising at this meeting, the Long Term Plan 2021-31 Consultation Document (Attachment 5).

The Consultation Document (CD) included as Attachment 5 to that report is the version dated 8 April 2021. That CD version was subsequently reviewed by Audit New Zealand and the Office of the Auditor-General. For Council to receive the necessary audit report required before Council can adopt the CD, several changes to the 8 April version of the CD have been recommended by Audit New Zealand. Those changes have subsequently been accepted by Council officers and the CD updated accordingly.

The updated version of the CD (dated 15 April 2021) is now attached to this late agenda paper as Attachment 2 and is the version that is now being recommended for adoption by Council at this meeting.

A summary of the changes recommended by Audit New Zealand is provided in the following pages, using extracts of the relevant pages from the CD with the changes annotated on each.

Page 3

Insert the word *minor* in the Concurrent Consultations paragraph as follows:

CONTENTS

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ASSUMPTIONS & SUPPORTING DOCUMENTS

As you review the proposals and options presented, we ask that you also take into account relevant background information used in developing this plan. This document has been prepared using the best available information including strategies, policies and future forecasts.

As with any planning, there are assumptions made about how it will unfold. Supporting documents will help you understand the plan including assumptions and financial budgets. The supporting documents include our Financial Strategy and our 30 year Infrastructure Strategy.

Supporting documents can be viewed online on the 'Consultation' page of Council's website www.waitaki.govt.nz

CONCURRENT CONSULTATIONS

At the same time as this Long Term Plan consultation, we are also consulting on some proposed changes to our:

Revenue and Financing Policy

This outlines how we determine the sources of funding for our capital and operating expenses.

Policy on Development Contributions and Financial Contributions

This determines how we charge development contributions so that a fair share of infrastructure costs (such as new or upgraded roads, water and wastewater pipes) are paid for by those undertaking development.

minor

We would love your feedback on these policies. More information is available on our website and from Council offices. You can make a submission online or via email to consult@waitaki.govt.nz or send your feedback to the address on the submission form.

The consultation period for these policies is the same as the Long Term Plan - opens 21 April and closes 12 noon, 21 May!

The reason for this is to emphasise to the reader that the changes in these polices are minor. Any changes that are more than minor would require further audit work by Audit New Zealand.

Page 5

Audit New Zealand is recommending changes to page 5 so that there is a distinction between the four topics on which Council is asking open questions and the two questions where readers have been given options from which to make a choice.

Key things you need to know
To do what we are planning, we have proposed a rates rise of 8.9% in the first year of the plan, and an average of 5.3% over the following nine years.

We are seeking your feedback on the following four key initiatives:

" Covid has made life tough for small businesses in our district. What should council be doing to help them recover so that Waitaki's economy can thrive? "
- Cr Jeremy Holding
Oamaru Ward
(Small business owner, surfing coach, outdoorsman)

" Message for the pessimists: You're wrong about the future! It will give us more boom and zoom than gloom and doom. "
- Cr Jim Hopkins
Oamaru Ward
(Radio commentator, writer, raconteur)

WE WANT TO HEAR FROM YOU!

What we are seeking your feedback on:

- Council's Strategic Direction** (see page 7)
What do you think we should be doing to achieve our community outcomes and strategic priorities?
- COVID-19 Recovery** (see page 9)
What else can we do to support our community?
- Climate Change** (see page 10)
What should we be focusing on?
- Waste management** (see page 11)
What waste minimisation and education activities would you like to see Council doing?
- Indoor Sports and Events Centre** (see page 12)
Which option do you prefer?
- Rates affordability** (see page 16)
Should we look at smoothing the rates increases?

...and anything else you'd like to tell us

Insert number 1 here

Wording for insert number 1:

We also want your feedback on the following two important issues. We have considered options for each and have highlighted our preferred option. The preferred options have been included in our financial forecasts.

Page 13

Audit New Zealand is recommending that the CD is specific about the level of internal debt for options One, Two and Three listed. The changes to the text are shown below:

13

Before we commit to building a facility we need to be very clear about the detail – what can be delivered and where, for the projected cost of \$24m. Whether the project goes ahead is dependant on the certainty of external funding

Council has contracted a company to undertake a business case that will outline the scale of the project, the potential site, the cost of construction, the annual operating costs and the possible funding sources for the project. The business case will be used to gain community support and funding.

Until the business case is finalised (due for completion by the end of June 2021) we are asking about the level of funding you think Council should commit to for this project to succeed. A decision will be made until we are certain within the funding constraint.

If the project does not go ahead, the contribution currently included in the LTP will be used to fund other projects. Council will cause Council to have an unbalanced budget in 2023 of the LTP.

Council considers it is financially prudent to use excess capacity in its current budget requirements to ensure there is no impact on the community.

** It would be great for the community to get together and multiple sports and to showcase talents here in our small town - Chris-Jack Kauapa (Student - Waitaki Boys High School)*

In options One, Two and Three the amount of Council's internal debt is shown

Option One
Internal debt: \$1,814,325 in year 2023 and \$9,795,806 in year 2024

Option Two
Internal debt: \$3,814,325 in year 2023 and \$11,738,806 in year 2024

Option Three
Internal debt: \$5,814,325 in year 2023 and \$13,681,806 in year 2024

Options

Option One
(Council's preference)
Council's contribution capped at a maximum \$10 million
The impact on your rates*:
An increase of \$10.06 in 2024 and increasing to \$67.30 each year from 2025

Option Two
Council's contribution capped at \$12 million
The impact on your rates*:
An increase of \$21.15 in 2024 and increasing to \$78.68 each year from 2025

Option Three
Council's contribution capped at \$14 million
The impact on your rates*:
An increase of \$31.45 in 2024 and increasing to \$89.29 each year from 2025

Option Four

Page 13 continued...

Audit New Zealand has recommended that some "what if" disclosures are included to highlight to the reader what may happen if the business case signals a higher cost than \$24 million or if the external funding target is not met. The suggested text is included below.

13

Before we commit to building a facility we need to be very clear about the detail – what can be delivered and where, for the projected cost of \$24m. Whether the project goes ahead is dependant on the certainty of external funding

Council has contracted a company to undertake a business case that will outline the scale of the project, the potential site, the cost of construction, the annual operating costs and the possible funding sources for the project. The business case will be used to gain community support and funding.

Until the business case is finalised (due for completion by the end of June 2021) we are asking about the level of funding you think Council should commit to. Community support is critical for this project to succeed. A decision to build a facility will not be made until we are certain about what could be delivered within the funding constraints.

If the project does not go ahead, the revenue and related costs currently included in the LTP will have to be removed. This will cause Council to have an unbalanced budget in years 2022 and 2023 of the LTP.

Council considers it is financially prudent to have an underlying unbalanced budget for the first two years of the LTP. Council will use excess capacity in its reserves to meet short term requirements to ensure there is no impact on its ability to maintain service levels and to limit any adverse financial impact on the community.

" It would be great for the Oamaru community to get together and play multiple sports and to showcase our talents here in our small town "
- Chris-Jack Kauapa
(Student - Waitaki Boys High School)

" That would be awesome if we built a big sports centre our community can all use "
- Sione Uliti Po'uha
(Student - Waitaki Boys High School)

We are asking for your feedback on the project; to budget for and develop a 6 court indoor sports and events centre with construction beginning in 2022 and completed in 2024.


With each of the funding options listed below there will be no change to the scope of

If the business case signals a higher cost than \$24 million then the external funding target will need to be increased. If the external funding target is not achieved then either the scope of the project will need to change or the project will be abandoned.

An increase of \$21.15 in 2024 and increasing to \$78.68 each year from 2025

Option Three
Council's contribution capped at \$14 million
The impact on your rates*:
An increase of \$31.45 in 2024 and increasing to \$89.29 each year from 2025

Option Four
To decline the proposal (no impact on your rates).
* This includes inflation and GST



Page 16

A correction is required in the proposed average rate increase table for year 2024/25. The rate increase should be 6.5%.

RATES AFFORDABILITY

We always work hard to keep rates rises as low as possible however after several years of low rates increases we're facing significant pressure on service delivery.

What this means is that the rates rise this year is likely to be higher than you've been used to.

There are a number of reasons why rates will be higher this year than in previous years. In 2020 when we were setting rates we worked towards an average zero percent change. We did this as a way of supporting our community to recover from the effects of COVID-19. However, this has put increased pressure on rates for this year and beyond. We are also facing increases in demands from Central Government, for example around the delivery of Three Waters services.

When we started the process of planning for rates in 2021/22 we were looking at an average rates rise of approximately 22%. We knew that this level of rates rise would place pressure on our community so we have put a lot of thought into ways to keep the rates rise down.

What could we do to keep rates down?

Rates smoothing

Rates smoothing means that the increase in rates would be kept relatively similar between years, rather than a big difference in the rise between years. Several options have been considered for smoothing the level of increase in rates over the first few years of the LTP. The effects of each of these options are outlined in the following table for your information, and we would value your feedback.

The average rate rises under each of the three scenarios are shown in the table below, including the impact on the years immediately following the end of the rate smoothing action.

PROPOSED AVERAGE RATE INCREASE

Financial Year	2021/22	2022/23	2023/24	2024/25	2025/26
LTP Year	Year 1	Year 2*	Year 3*	Year 4*	Year 5*
Option 1 No smoothing	8.95%	7.25%	7.4%	6.8%	7.4%
Option 2 Rate smoothing over two years	8.4%	8.4%	6.9%	6.5%	7.4%
Option 3 Rate smoothing over three years	8.1%	8.1%	8.1%	5.8%	7.4%

* Note under all of these options only rates for year 1 are set. Any subsequent year is subject to change as part of the Annual Plan process – these figures are indicative only. Also note, that another LTP will be prepared before 2024/25.

We are currently reviewing our levels of expenditure to see if there are any savings that could be made to further reduce the rates rise. We will come back to you before the end of June with the results of this review.

OPTIONS

Which option do you think we should choose?

Option One

(Council's preference)
No rates smoothing

Option Two

Smooth rates over the first two years of the LTP.

Option Three

Smooth rates over the first three years of the LTP

6.5%

QUESTION 6

Which Option do you think we should choose?

Attachment 1 – Draft Long Term Plan 2021-31 Forecast Financial Statements

Waitaki District Council

Prospective Statement of Comprehensive Revenue and Expense

Projected for the ten years ending 30 June, 2022 - 2031

	Notes	2020 Actual \$000	2021 Budget \$000	2022 LTP \$000	2023 LTP \$000	2024 LTP \$000	2025 LTP \$000	2026 LTP \$000	2027 LTP \$000	2028 LTP \$000	2029 LTP \$000	2030 LTP \$000	2031 LTP \$000
Revenue													
Rates Revenue	1	32,833	33,106	35,981	38,552	41,356	43,992	47,195	48,788	50,585	52,658	55,016	56,771
User Charges		2,230	5,207	3,015	3,201	3,192	3,800	3,965	3,956	4,035	4,206	4,201	4,276
Property Rental		2,058	N/A	2,327	2,372	2,418	2,431	2,474	2,518	2,561	2,604	2,648	2,691
Regulatory Charges		1,746	1,831	2,013	2,063	2,110	2,155	2,202	2,250	2,299	2,348	2,399	2,451
Development and RMA Contributions		1,028	954	1,044	1,044	1,044	1,044	1,044	1,044	1,044	1,044	1,044	1,044
Government Grants and Subsidies	2	8,114	11,428	11,037	12,572	11,956	13,669	14,089	12,356	13,313	13,772	13,483	13,881
Other Grants and Donations	3	425	2,187	1,387	9,457	987	424	218	257	718	584	246	612
Finance Revenue	4	976	1,044	855	896	891	834	798	661	573	548	531	458
Petrol Tax		200	205	215	221	226	231	237	243	248	254	260	267
Infringements and Fines		45	60	67	68	69	71	72	73	74	76	77	78
Dividend and Subvention Payments		1,004	500	500	500	500	500	500	500	500	500	500	500
Assets vested in Council		120	-	-	-	-	-	-	-	-	-	-	-
Total Revenue		50,779	56,520	58,441	70,946	64,719	69,151	72,794	72,646	75,950	78,594	80,405	83,031
Expenses													
Personnel costs	5	12,062	13,099	12,938	14,044	14,378	14,709	15,383	16,806	17,579	18,412	19,368	20,190
Depreciation and amortisation	6	15,177	16,255	16,344	17,048	17,927	18,588	19,879	20,644	21,050	22,032	22,736	23,129
Finance Costs	4	148	245	137	178	307	618	907	1,039	1,138	1,280	1,445	1,525
Other expenses	7	26,153	27,805	28,220	30,277	30,872	30,860	32,007	32,391	32,959	33,935	34,751	35,357
Other gains and Losses		1,359	N/A	-	-	-	-	-	-	-	-	-	-
Total Expenses		54,899	57,404	57,639	61,547	63,484	64,775	68,176	70,880	72,726	75,659	78,300	80,201
Surplus / (Deficit) before Tax		(4,120)	(884)	802	9,399	1,235	4,376	4,618	1,766	3,224	2,935	2,105	2,830
Share of Joint Venture's surplus / (deficit)		996	N/A	-	-	-	-	-	-	-	-	-	-
Surplus / (Deficit) before Tax		(3,124)	(884)	802	9,399	1,235	4,376	4,618	1,766	3,224	2,935	2,105	2,830
Other Comprehensive Revenue and Expense													
Gain/(Loss) on revaluation of Infrastructural Assets		45,785	56,500	-	42,326	20,681	-	55,982	13,102	-	60,341	18,907	-
Gain/(Loss) on revaluation of Properties		38,711	-	6,959	-	-	8,036	-	-	7,638	-	-	7,586
Other Comprehensive Revenue		-	-	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Revenue and Expense		84,496	56,500	6,959	42,326	20,681	8,036	55,982	13,102	7,638	60,341	18,907	7,586
Total Comprehensive Revenue and Expense		\$81,372	\$55,616	\$7,761	\$51,725	\$21,916	\$12,412	\$60,600	\$14,868	\$10,862	\$63,276	\$21,012	\$10,416

Prospective Statement of Changes in Equity

Projected for the ten years ending 30 June, 2022 - 2031

	2020 Actual \$000	2021 Budget \$000	2022 LTP \$000	2023 LTP \$000	2024 LTP \$000	2025 LTP \$000	2026 LTP \$000	2027 LTP \$000	2028 LTP \$000	2029 LTP \$000	2030 LTP \$000	2031 LTP \$000
Public Equity at 1 July	831,179	869,750	919,738	927,499	979,224	1,001,140	1,013,552	1,074,152	1,089,020	1,099,882	1,163,158	1,184,170
Total Comprehensive Revenue and Expense	81,372	55,616	7,761	51,725	21,916	12,412	60,600	14,868	10,862	63,278	21,012	10,416
Public Equity at 30 June	\$912,551	\$925,366	\$927,499	\$979,224	\$1,001,140	\$1,013,552	\$1,074,152	\$1,089,020	\$1,099,882	\$1,163,158	\$1,184,170	\$1,194,586

Prospective Statement of Financial Position

Projected for the ten years ending 30 June, 2022 - 2031

	Notes	2020 Actual \$000	2021 Budget \$000	2022 LTP \$000	2023 LTP \$000	2024 LTP \$000	2025 LTP \$000	2026 LTP \$000	2027 LTP \$000	2028 LTP \$000	2029 LTP \$000	2030 LTP \$000	2031 LTP \$000
Public Equity													
Ratepayers' Equity		310,208	310,208	310,208	310,208	310,208	310,208	310,208	310,208	310,208	310,208	310,208	310,208
Revaluation Reserve		564,372	578,287	590,433	632,759	653,440	661,476	717,458	730,560	798,198	798,539	817,446	825,032
Operating Reserve		22,915	22,966	11,324	20,788	22,983	28,714	35,058	36,079	39,400	42,445	44,621	49,071
Other Reserves		15,366	15,875	15,534	15,469	14,509	13,154	11,428	12,173	12,076	11,966	11,895	10,276
Total Public Equity		912,551	925,366	927,499	979,224	1,001,140	1,013,552	1,074,152	1,089,020	1,099,882	1,163,158	1,184,170	1,194,586
Non-Current Assets													
Property Plant and Equipment	8	881,049	896,272	906,657	966,566	1,009,662	1,048,380	1,122,686	1,138,284	1,150,883	1,218,731	1,240,385	1,253,783
Intangible Assets		785	833	760	770	995	1,220	1,210	1,190	1,155	1,140	1,110	1,115
Forestry		286	394	340	340	340	340	340	340	340	340	340	340
Assets held for Sale		1,150	1,150	1,150	1,150	-	-	-	-	-	-	-	-
Other Financial Assets													
- Investments in CCO's		4,703	4,912	4,703	4,703	4,703	4,703	4,703	4,703	4,703	4,703	4,703	4,703
- Investment in Joint Venture		1,675	N/A	1,675	1,675	1,675	1,675	1,675	1,675	1,675	1,675	1,675	1,675
- Investments in other entities		145	145	145	145	145	145	145	145	145	145	145	145
- Loans to other entities	9	28,534	25,859	25,030	22,152	20,336	16,351	12,717	10,584	8,622	6,742	700	341
		918,327	928,565	940,460	997,501	1,037,956	1,072,814	1,143,476	1,156,921	1,167,523	1,233,476	1,249,058	1,262,102
Current Assets													
Cash and Cash Equivalents		560	1,049	2,636	1,392	1,882	2,398	2,799	2,765	3,319	3,436	3,429	3,672
Receivables		5,153	6,365	5,406	5,606	5,816	6,017	6,241	6,405	6,577	6,762	6,960	7,136
Prepayments		642	683	700	714	728	742	755	769	782	795	809	822
Inventory		140	12	150	153	156	159	162	165	168	171	174	177
Other Financial Assets													
- Term deposits			1,250	1,000	1,000	1,500	2,000	2,000	3,000	4,000	4,500	5,000	6,000
- Loans to other entities	9	4,507	3,447	2,327	2,878	1,816	3,985	3,634	2,134	1,962	1,883	6,042	359
Assets held for Sale		385	-	-	-	1,160	-	-	-	-	-	-	-
		11,388	12,766	12,219	11,743	13,048	15,301	15,591	15,238	16,808	17,547	22,414	18,166
Total Assets		929,715	942,351	952,679	1,009,244	1,050,904	1,088,115	1,159,067	1,172,159	1,184,331	1,251,023	1,271,472	1,280,268
Non-Current Liabilities													
Provisions	10	413	605	370	364	362	366	291	218	203	188	168	153
Borrowings	10		5,000	10,500	12,000	33,000	54,000	65,500	64,500	64,500	64,500	61,500	61,500
		413	5,605	10,870	12,364	33,362	54,366	65,791	64,718	64,703	64,688	61,668	61,653
Current Liabilities													
Trade and Other Payables		7,565	6,985	8,057	9,331	10,527	10,769	10,049	10,280	10,588	10,937	11,298	11,603
Employee Entitlement Liabilities		1,832	1,430	1,733	1,801	1,855	1,914	1,981	2,054	2,132	2,215	2,306	2,403
Provisions	10	154	65	20	24	20	14	94	87	26	25	30	23
Borrowings		7,400	3,000	4,500	6,500	4,000	7,500	7,000	6,000	7,000	10,000	12,000	10,000
		16,751	11,480	14,310	17,656	16,402	20,197	19,124	18,421	19,746	23,177	25,634	24,029
Total Liabilities		17,164	16,965	25,180	30,020	49,764	74,563	84,915	83,139	84,449	87,865	87,302	85,882
Net Assets		912,551	925,366	927,499	979,224	1,001,140	1,013,552	1,074,152	1,089,020	1,099,882	1,163,158	1,184,170	1,194,586

Prospective Statement of Cash Flows

Projected for the ten years ending 30 June, 2022 - 2031

Notes	2020 Actual \$000	2021 Budget \$000	2022 LTP \$000	2023 LTP \$000	2024 LTP \$000	2025 LTP \$000	2026 LTP \$000	2027 LTP \$000	2028 LTP \$000	2029 LTP \$000	2030 LTP \$000	2031 LTP \$000
Cash Flows from Operating Activities												
Receipts from Rates Revenue	33,101	32,327	35,961	38,453	41,248	43,891	47,072	48,727	50,516	52,579	54,926	56,704
Interest received	699	968	855	866	861	834	798	661	573	548	531	458
Dividends/subvention payments received	1,004	500	500	500	500	500	500	500	500	500	500	500
Receipts from other revenues	17,027	23,634	22,084	30,897	21,900	23,725	24,200	22,594	24,189	24,782	24,250	25,193
Payments to suppliers and employees	(38,320)	(40,213)	(40,498)	(42,979)	(44,000)	(45,268)	(48,043)	(48,893)	(50,152)	(51,915)	(53,667)	(55,145)
Interest paid	(148)	(245)	(137)	(178)	(307)	(618)	(907)	(1,039)	(1,138)	(1,280)	(1,445)	(1,525)
Net GST	513	(165)	(220)	(19)	(23)	(19)	(11)	(97)	(92)	(82)	(32)	(38)
Net Cash from Operating Activities	14,076	19,806	18,545	27,570	20,179	23,045	23,609	22,453	24,396	25,182	25,063	26,147
Cash Flows from Investing Activities												
Proceeds from sale of Property, Plant & Equipment	1,021	68	204	209	1,366	211	222	242	248	259	266	272
Proceeds from sale of Investments	3,033	15,557	16,009	23,803	21,197	26,040	29,548	27,077	28,571	30,888	32,801	38,525
Purchase of Property, Plant & Equipment	(19,230)	(20,307)	(22,722)	(36,326)	(42,252)	(52,280)	(40,978)	(24,806)	(27,661)	(31,212)	(27,137)	(30,701)
Acquisition of Investments	(6,105)	(15,000)	(13,000)	(20,000)	(18,500)	(21,000)	(23,000)	(23,000)	(26,000)	(28,000)	(30,000)	(32,000)
Net Cash from Investing Activities	(21,281)	(19,682)	(19,509)	(32,314)	(38,189)	(47,029)	(34,208)	(20,487)	(24,842)	(28,065)	(24,070)	(23,904)
Cash Flows from Financing Activities												
Proceeds from Borrowing	15,525	13,750	5,000	8,000	25,000	28,500	18,500	5,000	7,000	10,000	9,000	10,000
Repayment of Borrowing	(8,125)	(10,450)	(5,000)	(4,500)	(6,500)	(4,000)	(7,500)	(7,000)	(6,000)	(7,000)	(10,000)	(12,000)
Net Cash from Financing Activities	7,400	3,300	-	3,500	18,500	24,500	11,000	(2,000)	1,000	3,000	(1,000)	(2,000)
Net Increase / (Decrease) in Cash	195	424	(964)	(1,244)	490	516	401	(34)	554	117	(7)	243
Total Cash Resources at 1 July	365	625	3,600	2,636	1,392	1,882	2,398	2,799	2,765	3,319	3,436	3,429
Total Cash resources at 30 June	560	1,049	2,636	1,392	1,882	2,398	2,799	2,765	3,319	3,436	3,429	3,672

Prospective Reconciliation of Net Operating Surplus to Cash Flows from Operating Activities

Projected for the ten years ending 30 June, 2022 - 2031

Notes	2020 Actual \$000	2021 Budget \$000	2022 LTP \$000	2023 LTP \$000	2024 LTP \$000	2025 LTP \$000	2026 LTP \$000	2027 LTP \$000	2028 LTP \$000	2029 LTP \$000	2030 LTP \$000	2031 LTP \$000
Net Operating Surplus	(3,124)	(884)	802	9,399	1,235	4,376	4,618	1,766	3,224	2,935	2,105	2,830
Add/Less non-cash items												
Depreciation/Amortisation	15,177	16,255	16,344	17,048	17,927	18,588	19,879	20,644	21,050	22,032	22,736	23,129
Interest compounded	(77)	(71)	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Provision for Doubtful Debts	(146)	-	-	-	-	-	-	-	-	-	-	-
Increase/(Decrease) in Provision for Closed Landfill	(69)	77	(180)	(2)	(6)	(2)	5	(80)	(76)	(16)	(15)	(22)
Net Loss/(Profit) on sale of Assets	1,377	-	-	-	-	-	-	-	-	-	-	-
Gain on forestry harvesting	-	-	-	-	-	-	-	-	-	-	-	-
Loss/(Gain) on forestry revaluation	(18)	(54)	-	-	-	-	-	-	-	-	-	-
Vested Assets	(120)	-	-	-	-	-	-	-	-	-	-	-
Share of Joint Venture Deficit / Surplus	(986)	N/A	-	-	-	-	-	-	-	-	-	-
Surrender of carbon credits	1	2	-	-	-	-	-	-	-	-	-	-
	15,109	16,209	16,164	17,046	17,921	18,586	19,884	20,664	20,974	22,016	22,721	23,107
Add/(Less) movements in Other Working Capital Items												
Decrease/(Increase) in Trade & Other Receivables	1,402	596	959	(200)	(210)	(201)	(224)	(164)	(172)	(185)	(198)	(176)
Decrease/(Increase) in Prepayments	(199)	(50)	(37)	(14)	(14)	(14)	(13)	(14)	(13)	(13)	(14)	(13)
Decrease/(Increase) in Inventory	(126)	-	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
Increase/(Decrease) in Trade & Other Payables	531	850	357	1,274	1,196	242	(720)	231	308	349	361	305
Increase/(Decrease) in Employee Entitlements	383	85	303	68	54	59	67	73	78	83	91	97
	2,091	1,481	1,579	1,125	1,023	83	(693)	123	198	231	237	210
Net Cash Flow from Operating Activities	14,078	16,806	18,545	27,570	20,179	23,045	23,609	22,453	24,396	25,182	25,063	26,147

Notes to the Projected Financial Statements

	2020 Actual \$000	2021 Budget \$000	2022 LTP \$000	2023 LTP \$000	2024 LTP \$000	2025 LTP \$000	2026 LTP \$000	2027 LTP \$000	2028 LTP \$000	2029 LTP \$000	2030 LTP \$000	2031 LTP \$000
Note 1: - Operational Revenue - Rates												
General Rates	2,302	2,118	3,102	3,167	3,653	4,051	4,479	4,744	5,058	5,356	5,648	5,935
District Services Rates	2,065	2,012	1,770	2,006	2,618	3,059	3,825	4,071	4,302	4,509	4,708	4,950
Uniform Annual General Charge	4,725	4,162	5,074	5,312	5,615	6,272	6,473	6,860	6,833	7,040	7,233	7,446
Ward Rates	6,755	6,623	6,192	6,808	7,276	7,807	8,382	8,749	9,202	9,526	9,789	10,075
Separate Rates	10,454	10,679	11,451	12,165	12,604	12,980	13,744	14,480	14,878	15,787	16,638	17,081
Targeted Rates for water supply	5,907	6,658	7,549	8,226	8,709	8,925	9,375	9,149	9,354	9,455	9,988	10,249
User charges for water supply by meter	485	719	688	711	726	743	762	780	803	830	857	880
Rates Penalties charged	392	390	410	410	410	410	410	410	410	410	410	410
Less Rates Remitted	(252)	(255)	(255)	(255)	(255)	(255)	(255)	(255)	(255)	(255)	(255)	(255)
	32,833	33,106	35,981	38,552	41,356	43,992	47,195	48,768	50,585	52,668	55,016	56,771
Note 2: Operational Revenue - Government Grants												
New Zealand Transport Agency subsidies	7,015	8,338	9,621	10,313	10,849	12,964	13,373	11,628	12,575	13,023	12,722	13,109
Ministry of Business, Innovation and Employment	762	765	120	122	231	343	350	356	362	368	375	381
Ministry for the Environment	79	87	87	89	91	92	94	96	97	99	101	102
Oranga Tamariki	68	68	-	-	-	-	-	-	-	-	-	-
Ministry for Social Development	102	-	115	117	120	122	124	126	128	131	133	135
Grants for the proposed Recreation Centre	-	-	750	1,785	520	-	-	-	-	-	-	-
Grants for the Cultural Facilities development	-	2,064	-	-	-	-	-	-	-	-	-	-
Other Government Grants and Subsidies	88	104	344	146	145	148	148	150	151	151	152	154
	8,114	11,426	11,037	12,572	11,956	13,669	14,089	12,356	13,313	13,772	13,483	13,881
Note 3: Operational Revenue - Other Grants and Subsidies												
Grants for the Cultural Facility redevelopment	15	1,762	-	-	-	-	-	-	-	-	-	-
Grants for the proposed Recreation Centre	-	-	1,184	9,248	780	-	-	-	-	-	-	-
Grants for the Alps2Ocean Cycletrail Construction	30	80	-	-	-	-	-	-	-	-	-	-
North Otago Rugby Club	33	34	34	34	35	36	36	37	37	38	39	39
Other Grants and Subsidies	347	311	169	175	172	398	182	220	681	546	207	573
	425	2,187	1,387	9,457	967	424	218	257	718	584	246	612
Note 4: Finance Revenue and Costs												
Finance Revenue												
Bank Deposits	5	30	20	31	51	72	90	105	122	139	159	213
North Otago Irrigation Co Ltd	467	518	391	401	408	403	383	350	314	278	242	119
Observatory Village Charitable Trust Group	396	357	328	344	275	227	192	76	5	-	-	-
Kurow-Duntroon Irrigation Co Ltd	77	101	103	107	114	119	120	118	120	119	118	115
Other loans and advances	31	38	13	13	13	13	13	12	12	12	12	11
Total Finance Revenue	976	1,044	855	896	861	834	798	661	573	548	531	458
Finance costs												
Interest on bank overdraft	3	5	-	-	-	-	-	-	-	-	-	-
Interest on borrowings	145	240	137	178	307	618	907	1,039	1,138	1,280	1,445	1,525
Total Finance Costs	148	245	137	178	307	618	907	1,039	1,138	1,280	1,445	1,525

Notes to the Projected Financial Statements (continued)

	2020 Actual \$000	2021 Budget \$000	2022 LTP \$000	2023 LTP \$000	2024 LTP \$000	2025 LTP \$000	2026 LTP \$000	2027 LTP \$000	2028 LTP \$000	2029 LTP \$000	2030 LTP \$000	2031 LTP \$000
Note 5: Personnel Costs												
Salaries and Wages	12,862	14,413	15,245	16,431	16,909	17,711	18,313	18,973	19,674	20,422	21,239	22,109
Defined Contribution Plan - employer contribution	353	410	450	474	488	512	530	549	570	592	617	642
Fringe Benefit Taxes	39	41	43	43	43	43	43	43	43	43	43	43
Redundancy and Severance payments	7	-	-	-	-	-	-	-	-	-	-	-
Less recoveries from capital works	(1,209)	(1,765)	(2,800)	(2,904)	(3,062)	(3,557)	(3,503)	(2,750)	(2,708)	(2,645)	(2,531)	(2,604)
	12,062	13,099	12,938	14,044	14,378	14,709	15,383	16,806	17,579	18,412	19,368	20,190
Note 6: Depreciation expense												
Roads & Footpaths	5,193	7,841	7,449	8,041	8,095	8,158	9,013	9,161	9,221	10,083	10,170	10,234
Sewerage (Treatment & Disposal)	1,012	1,203	1,370	1,382	1,563	1,570	1,604	1,782	1,782	1,788	1,953	1,956
Stormwater Drainage	222	273	286	286	324	324	324	348	376	450	560	591
Water Supply	1,649	2,145	2,213	2,241	2,579	2,699	2,989	3,313	3,348	3,359	3,690	3,756
Waste Management & Minimisation	79	59	59	59	59	59	59	59	59	59	59	59
Arts, Heritage & Community	173	184	182	185	187	190	192	192	192	192	192	192
Parks & Recreation	848	917	983	1,053	1,318	1,595	1,654	1,707	1,819	1,827	1,827	1,883
Commercial & Development Activities	1,415	1,920	1,949	1,949	1,949	2,077	2,100	2,111	2,223	2,243	2,254	2,365
Regulation & Safety	37	59	62	62	62	64	64	64	66	66	66	69
Support Services (Net Allocated)	1,259	1,674	1,791	1,790	1,791	1,852	1,880	1,907	1,964	1,965	1,965	2,024
	11,887	16,255	16,344	17,048	17,927	18,588	19,879	20,644	21,050	22,032	22,736	23,129
Note 7: Other Expenses												
Audit Fees - Annual Report	168	161	190	201	213	224	234	245	253	261	269	277
Audit Fees - Long Term Plan	-	112	-	-	125	-	-	150	-	-	173	-
Community Grants and Donations	878	1,071	976	994	1,013	1,025	1,042	1,060	1,077	1,094	1,111	1,127
Consultants	2,041	N/A	1,986	1,988	2,032	2,139	2,292	2,298	2,354	2,412	2,472	2,514
Contractors	14,090	N/A	16,879	17,480	17,657	17,212	17,738	18,092	18,540	19,124	19,440	19,919
Elected Members' Remuneration	493	N/A	568	598	605	624	647	670	695	723	753	784
Electricity Supply	1,814	N/A	1,815	1,852	1,889	1,983	2,019	2,055	2,090	2,125	2,161	2,196
Impairment of Receivables	327	150	150	150	150	150	150	150	150	150	150	150
Insurance	702	767	792	840	890	958	1,001	1,046	1,083	1,118	1,151	1,186
Legal Fees	260	N/A	223	228	233	238	242	247	252	257	262	266
Operating Lease expense	106	139	132	140	147	151	154	157	159	162	165	166
Provision for Closed Landfill	(90)	(63)	(1)	(6)	(2)	4	(79)	(75)	(16)	(16)	(22)	(176)
Other Expenditure	5,364	25,471	5,512	5,842	5,920	6,152	6,567	6,297	6,322	6,525	6,666	6,948
	26,153	27,805	28,220	30,277	30,872	30,860	32,007	32,391	32,959	33,935	34,751	35,357

Notes to the Projected Financial Statements (continued)

	2020 Actual \$000	2021 Budget \$000	2022 LTP \$000	2023 LTP \$000	2024 LTP \$000	2025 LTP \$000	2026 LTP \$000	2027 LTP \$000	2028 LTP \$000	2029 LTP \$000	2030 LTP \$000	2031 LTP \$000
Note 8: Property, Plant & Equipment												
Opening Balance												
Land	46,852	62,032	61,782	64,316	64,066	63,816	66,780	66,530	66,280	69,085	69,835	68,585
Buildings and Improvements	40,390	63,562	68,459	72,247	82,773	89,745	93,792	92,817	90,624	91,914	88,621	84,956
Roads & Bridges	529,541	575,373	577,272	578,850	623,084	625,628	631,983	693,975	696,037	699,387	762,672	784,703
Water Supply	77,434	78,846	80,307	83,164	87,224	109,196	130,314	138,292	145,579	144,188	147,008	159,787
Sewerage (Treatment & Disposal)	47,374	49,702	50,968	51,378	52,514	60,509	63,109	67,975	72,132	72,208	71,798	78,099
Stormwater Drainage	17,858	17,582	19,295	18,979	18,663	20,944	20,590	20,405	24,152	29,678	35,325	39,717
Solid Waste	150	127	86	218	175	132	277	229	181	350	299	248
Oamaru Harbour	26,416	26,104	27,896	27,434	26,999	27,468	27,727	27,380	26,964	26,798	26,284	25,771
Alps2Ocean	4,174	4,291	4,768	4,578	4,388	4,198	4,222	4,240	4,251	4,255	4,251	4,240
Plant, Equipment & Vehicles	1,042	888	917	869	825	785	749	717	689	664	643	626
Office Equipment & Fittings	1,030	1,038	1,742	3,069	4,273	5,631	7,219	8,460	9,698	10,625	11,228	11,857
Collections	1,507	1,504	1,528	1,555	1,582	1,610	1,638	1,666	1,697	1,731	1,767	1,806
	703,768	881,049	895,020	906,657	966,566	1,009,582	1,048,380	1,122,686	1,138,284	1,150,883	1,218,731	1,240,385
Capital Expenditure												
Land	17	-	-	-	-	-	-	-	-	-	-	-
Buildings and Improvements	3,513	8,252	3,472	14,279	10,991	3,856	3,550	2,412	1,774	1,563	1,191	1,565
Roads & Bridges	6,829	9,225	9,027	9,949	10,639	14,493	15,043	11,223	12,571	13,027	12,201	12,566
Water Supply	4,267	1,437	5,970	7,201	14,518	25,817	12,967	4,573	2,857	7,079	7,374	7,491
Sewerage (Treatment & Disposal)	3,650	441	1,930	2,668	2,595	4,320	6,620	1,583	2,008	1,528	1,891	4,516
Stormwater Drainage	35	76	-	-	-	-	169	2,456	5,932	6,127	2,573	2,643
Solid Waste	-	-	-	-	-	-	-	-	-	-	-	-
Oamaru Harbour	27	2,228	-	27	931	765	172	103	380	40	41	42
Alps2Ocean	300	672	-	-	-	214	218	222	226	230	234	237
Plant, Equipment & Vehicles	294	278	200	204	208	212	216	220	223	227	231	235
Office Equipment & Fittings	453	1,287	1,691	1,568	1,722	1,952	1,605	1,602	1,291	967	993	969
Collections	107	131	142	145	148	151	153	156	159	161	164	167
	19,512	24,027	22,432	36,041	41,752	51,780	40,713	24,550	27,421	30,949	26,893	30,421
Revaluations												
Land	15,630	-	2,784	-	-	3,214	-	-	3,055	-	-	3,034
Buildings and Improvements	23,091	-	4,000	-	-	4,632	-	-	4,363	-	-	4,312
Roads & Bridges	45,786	-	-	42,326	-	-	55,982	-	-	60,341	-	-
Water Supply	-	3,069	-	-	10,933	-	-	6,927	-	-	9,985	-
Sewerage (Treatment & Disposal)	-	2,178	-	-	7,113	-	-	4,506	-	-	6,503	-
Stormwater Drainage	-	1,940	-	-	2,635	-	-	1,689	-	-	2,409	-
Solid Waste	-	-	175	-	-	190	-	-	220	-	-	240
	84,497	7,187	6,959	42,326	20,681	8,036	55,982	13,102	7,638	60,341	18,907	7,586
Disposals												
Land	(457)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)
Buildings and Improvements	(135)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
Roads & Bridges	-	-	-	-	-	-	-	-	-	-	-	-
Water Supply	(790)	(900)	(900)	(900)	(900)	(2,000)	(2,000)	(900)	(900)	(900)	(900)	(900)
Sewerage (Treatment & Disposal)	(151)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)
Stormwater Drainage	(38)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(100)
Plant, Equipment & Vehicles	(256)	(140)	(140)	(140)	(140)	(140)	(140)	(140)	(140)	(140)	(140)	(140)
Office Equipment & Fittings	(4)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)
Collections	(6)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
	(1,829)	(1,685)	(1,685)	(1,685)	(1,685)	(2,785)	(2,785)	(1,685)	(1,685)	(1,685)	(1,685)	(1,755)

Notes to the Projected Financial Statements (continued)

	2020 Actual \$000	2021 Budget \$000	2022 LTP \$000	2023 LTP \$000	2024 LTP \$000	2025 LTP \$000	2026 LTP \$000	2027 LTP \$000	2028 LTP \$000	2029 LTP \$000	2030 LTP \$000	2031 LTP \$000
Note 8: Property, Plant & Equipment (continued)												
Depreciation												
Buildings and Improvements	(3,297)	(3,155)	(3,484)	(3,553)	(3,819)	(4,241)	(4,325)	(4,405)	(4,647)	(4,656)	(4,656)	(4,844)
Roads & Bridges	(6,783)	(7,326)	(7,449)	(8,041)	(8,095)	(8,158)	(9,013)	(9,161)	(9,221)	(10,083)	(10,170)	(10,234)
Water Supply	(2,095)	(2,145)	(2,213)	(2,241)	(2,579)	(2,699)	(2,989)	(3,313)	(3,348)	(3,359)	(3,690)	(3,756)
Sewerage (Treatment & Disposal)	(1,171)	(1,203)	(1,370)	(1,382)	(1,563)	(1,570)	(1,804)	(1,782)	(1,782)	(1,788)	(1,953)	(1,956)
Stormwater Drainage	(273)	(273)	(286)	(286)	(324)	(324)	(324)	(348)	(376)	(450)	(560)	(591)
Solid Waste	(23)	(41)	(43)	(43)	(43)	(45)	(48)	(48)	(51)	(51)	(51)	(53)
Oamaru Harbour	(339)	(436)	(462)	(462)	(462)	(506)	(519)	(519)	(546)	(554)	(554)	(581)
Alps2Ocean	(183)	(195)	(190)	(190)	(190)	(190)	(200)	(211)	(222)	(234)	(245)	(257)
Plant, Equipment & Vehicles	(192)	(109)	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)	(108)
Office Equipment & Fittings	(441)	(578)	(359)	(359)	(359)	(359)	(359)	(359)	(359)	(359)	(359)	(359)
Collections	(102)	(97)	(105)	(108)	(110)	(113)	(115)	(115)	(115)	(115)	(115)	(115)
	(14,899)	(15,558)	(16,069)	(16,773)	(17,652)	(18,313)	(19,604)	(20,369)	(20,775)	(21,757)	(22,461)	(22,854)
Amortisation of Intangible Assets	(278)	(697)	(275)	(275)	(275)	(275)	(275)	(275)	(275)	(275)	(275)	(275)
	(15,177)	(16,255)	(16,344)	(17,048)	(17,927)	(18,588)	(19,879)	(20,644)	(21,050)	(22,032)	(22,736)	(23,129)
Closing Book Value												
Land	62,032	61,782	64,316	64,066	63,816	66,780	66,530	66,280	69,085	68,835	68,585	71,369
Buildings and Improvements	63,562	68,459	72,247	82,773	89,745	93,792	92,817	90,624	91,914	88,621	84,956	85,789
Roads & Bridges	575,373	577,272	578,850	623,084	625,628	631,963	693,975	696,037	699,387	762,672	764,703	767,025
Water Supply	78,846	80,307	83,164	87,224	109,196	130,314	138,292	145,579	144,188	147,008	159,787	162,622
Sewerage (Treatment & Disposal)	49,702	50,968	51,378	52,514	60,509	63,109	67,975	72,132	72,208	71,798	78,089	80,499
Stormwater Drainage	17,582	19,295	18,979	18,663	20,944	20,590	20,405	24,152	29,678	35,325	39,717	41,669
Solid Waste	127	86	218	175	132	277	229	181	350	299	248	435
Oamaru Harbour	26,104	27,896	27,434	26,996	27,468	27,727	27,380	26,964	26,798	26,284	25,771	25,232
Alps2Ocean	4,291	4,768	4,578	4,388	4,198	4,222	4,240	4,251	4,255	4,251	4,240	4,220
Plant, Equipment & Vehicles	888	917	869	825	785	749	717	689	664	643	626	613
Office Equipment & Fittings	1,038	1,742	3,069	4,273	5,631	7,219	8,460	9,698	10,625	11,228	11,857	12,462
Collections	1,504	1,528	1,555	1,582	1,610	1,638	1,666	1,697	1,731	1,767	1,806	1,848
	881,049	895,020	906,657	966,566	1,009,662	1,048,380	1,122,686	1,138,284	1,150,883	1,218,731	1,240,385	1,253,783
Note 9 Loans to other entities												
Non-current portion												
North Otago Irrigation Co Ltd	14,000	13,000	14,125	13,514	12,465	11,147	9,780	8,414	7,047	5,683	-	-
Observatory Village Charitable Trust Group	10,949	9,241	7,333	5,425	5,017	2,709	801	393	157	-	-	-
Kurow-Dunroon Irrigation Co Ltd	3,076	3,151	3,112	2,792	2,472	2,152	1,832	1,512	1,192	872	552	232
Oamaru Whitestone Civic Trust	494	457	445	406	367	328	289	250	211	172	133	94
Corriedale Water Management Ltd	15	10	15	15	15	15	15	15	15	15	15	15
	28,534	25,859	25,000	22,152	20,336	16,351	12,717	10,584	8,622	6,742	700	341
Current portion												
North Otago Irrigation Company Ltd	3,000	1,000	380	611	1,049	1,318	1,367	1,367	1,367	1,367	5,683	-
Observatory Village Charitable Trust Group	708	1,708	1,908	1,908	408	2,308	1,908	408	236	157	-	-
Kurow-Dunroon Irrigation Co Ltd	-	-	-	320	320	320	320	320	320	320	320	320
Oamaru Whitestone Civic Trust	39	39	39	39	39	39	39	39	39	39	39	39
NZ Airline Academy Ltd	60	-	-	-	-	-	-	-	-	-	-	-
Waifeki District Health Services	700	700	-	-	-	-	-	-	-	-	-	-
	4,507	3,447	2,327	2,878	1,816	3,985	3,634	2,134	1,962	1,883	6,042	359

Notes to the Projected Financial Statements (continued)

	2020 Actual \$000	2021 Budget \$000	2022 LTP \$000	2023 LTP \$000	2024 LTP \$000	2025 LTP \$000	2026 LTP \$000	2027 LTP \$000	2028 LTP \$000	2029 LTP \$000	2030 LTP \$000	2031 LTP \$000
Note 10: Provision for Closed Landfill												
Opening balance	736	615	828	784	783	777	775	779	700	623	608	592
Additional provision	279	30	179	59	59	58	60	75	73	63	64	67
Provision utilised	(94)	(181)	(223)	(60)	(65)	(60)	(58)	(154)	(150)	(78)	(80)	(69)
Closing balance	921	464	784	783	777	775	779	700	623	608	592	570
Analysed as												
- Non-current portion	788	390	370	364	362	366	291	218	203	188	168	153
- Current portion	133	74	414	419	415	409	488	482	420	420	424	417
	921	464	784	783	777	775	779	700	623	608	592	570

Funding Impact Statement - Whole of Council											
2020 Actual \$000	2021 Annual Plan \$000	2022 LTP \$000	2023 LTP \$000	2024 LTP \$000	2025 LTP \$000	2026 LTP \$000	2027 LTP \$000	2028 LTP \$000	2029 LTP \$000	2030 LTP \$000	2030 LTP \$000
Sources of Operating Funding											
7,308	6,572	8,449	8,764	9,569	10,645	11,270	11,738	12,234	12,740	13,228	13,733
25,525	26,534	27,533	29,788	31,787	33,347	35,926	37,050	38,352	39,918	41,788	43,039
32,833	33,106	35,981	38,552	41,356	43,992	47,196	48,788	50,585	52,658	55,016	56,772
Rates Revenue											
4,311	4,268	5,348	5,365	5,522	5,695	5,884	6,066	6,259	6,463	6,654	6,857
5,218	6,101	6,296	6,454	6,592	6,691	6,822	6,955	7,088	7,224	7,363	7,499
1,980	1,544	1,355	1,396	1,361	1,334	1,298	1,161	1,073	1,048	1,031	958
959	1,036	26,056	28,515	29,757	31,331	33,276	34,538	35,822	37,175	38,293	39,542
		1,245	1,372	1,322	1,878	2,006	1,960	2,001	2,133	2,085	2,127
12,488	12,948	40,299	43,103	44,553	46,929	49,286	50,680	52,243	54,044	55,426	56,984
Operating Revenue											
45,301	46,054	76,280	81,655	85,910	90,921	96,481	99,468	102,828	106,701	110,442	113,755
Total Sources of Operating Funding											
Applications of Operating Funding											
38,566	41,129	43,958	47,227	48,314	49,127	50,894	51,956	53,247	54,993	56,649	58,151
296	245	137	178	307	618	907	1,039	1,138	1,280	1,445	1,525
		23,216	25,556	26,641	27,778	29,718	31,712	33,044	34,461	35,690	36,862
38,862	41,374	67,311	72,981	75,263	77,523	81,519	84,706	87,429	90,734	93,783	96,538
Total Applications of Operating Funding											
6,439	4,660	8,969	8,694	10,647	13,398	14,962	14,762	15,399	15,967	16,659	17,217
Surplus / (Deficit) of Operating Funding											
Sources of Capital funding											
4,434	9,473	7,174	16,763	7,522	8,517	8,545	6,672	7,900	8,024	7,211	7,775
1,028	954	1,044	1,044	1,044	1,044	1,044	1,044	1,044	1,044	1,044	1,044
7,400	-	7,000	3,500	18,500	24,500	11,000	(2,000)	1,000	3,000	(1,000)	(2,000)
248	2	204	209	1,366	211	222	242	248	259	266	272
13,110	10,428	15,422	21,516	28,432	34,272	20,810	5,958	10,192	12,327	7,521	7,091
Total Sources of Capital Funding											
Applications of Capital funding											
Capital Expenditure											
Meet Additional Demand											
9,008	13,350	7,305	18,655	21,866	12,398	8,893	3,475	5,101	4,396	3,618	3,708
10,706	11,721	15,416	17,670	20,386	39,882	32,086	21,330	22,559	26,813	23,521	26,993
(165)	(9,874)	1,670	(6,115)	(3,173)	(4,610)	(5,206)	(4,086)	(2,069)	(2,914)	(2,958)	(6,393)
19,549	15,197	24,391	30,210	39,079	47,670	35,772	20,720	25,591	28,294	24,180	24,308
Total Applications for Capital Funding											
(6,439)	(4,769)	(8,969)	(8,694)	(10,647)	(13,398)	(14,962)	(14,762)	(15,399)	(15,967)	(16,659)	(17,217)
Surplus / (Deficit) of Capital Funding											
Funding Balance											

Reconciliation of Prospective Funding Impact Statements by Group of Activities

Projected Summary Income and Expenditure by Group of Activities

	2020 Actual \$000	2021 Annual Plan \$000	2022 LTP \$000	2023 LTP \$000	2024 LTP \$000	2025 LTP \$000	2026 LTP \$000	2027 LTP \$000	2028 LTP \$000	2029 LTP \$000	2030 LTP \$000	2031 LTP \$000
Operating Revenue												
Roads & Footpaths	4,203	4,261	5,126	5,349	5,509	5,686	5,880	6,067	6,265	6,474	6,669	6,877
Wastewater (Treatment & Disposal)	519	665	594	610	624	638	654	670	688	708	729	750
Stormwater Drainage	-	-	-	-	-	-	-	-	-	-	-	-
Water Supply	135	861	86	88	89	91	93	95	98	101	103	106
Waste Management & Minimisation	192	182	202	206	210	214	218	222	226	230	233	237
Arts, Culture & Community	424	648	742	590	607	621	636	649	662	676	691	705
Parks & Recreation	738	993	967	987	1,006	1,550	1,578	1,607	1,634	1,662	1,690	1,717
Democracy & Accountability	83	-	-	82	-	-	86	-	-	91	-	-
Economic Development & Property	4,175	4,281	3,965	4,068	4,094	4,092	4,115	4,036	4,006	4,041	4,082	4,065
Heritage, Environment & Regulation	2,184	2,534	2,961	3,029	3,095	3,159	3,223	3,289	3,355	3,423	3,492	3,561
Support Services	23,329	22,290	25,656	28,095	29,319	30,877	32,801	34,044	35,308	36,639	37,737	38,965
Operational Revenue per Activity FIS	36,042	36,715	40,299	43,103	44,553	46,929	49,286	50,680	52,243	54,044	55,426	56,984
Total Sources of Capital Funding												
Roads & Footpaths	3,742	4,925	5,380	5,866	6,257	6,227	6,458	6,545	7,311	7,568	7,091	7,289
Wastewater (Treatment & Disposal)	157	133	168	168	168	169	169	169	170	170	171	172
Stormwater Drainage	-	-	-	-	-	-	-	-	-	-	-	-
Water Supply	448	441	518	522	524	527	530	533	537	542	547	550
Waste Management & Minimisation	-	-	-	-	-	-	-	-	-	-	-	-
Arts, Culture & Community	13	3,828	9	9	-	-	-	-	-	-	-	-
Parks & Recreation	479	428	1,934	11,033	1,407	320	110	145	601	461	118	478
Democracy & Accountability	-	-	-	-	-	-	-	-	-	-	-	-
Economic Development & Property	538	472	142	146	1,301	254	265	266	293	305	313	320
Heritage, Environment & Regulation	293	210	210	210	210	210	210	210	210	210	210	210
Support Services	40	58	7,062	3,563	18,564	24,566	11,067	(1,932)	1,069	3,070	(929)	(1,928)
Capital Revenue per Activity FIS	5,710	10,495	15,422	21,516	28,432	34,272	20,810	5,958	10,192	12,327	7,521	7,091
Add total Rates	32,833	32,252	35,981	38,552	41,356	43,992	47,195	48,788	50,585	52,658	55,016	56,771
Less Internal recoveries included	(23,574)	(22,618)	(26,056)	(28,515)	(29,757)	(31,331)	(33,276)	(34,538)	(35,821)	(37,176)	(38,293)	(39,542)
Revenue per Total Activities FIS	51,011	56,844	65,845	74,655	84,584	93,862	84,015	70,888	77,199	81,853	79,671	81,303
Remove increase/decrease in debt	-	-	(7,000)	(3,500)	(18,500)	(24,500)	(11,000)	2,000	(1,000)	(3,000)	1,000	2,000
Proceeds from sale of assets	(232)	(68)	(204)	(209)	(1,366)	(211)	(222)	(242)	(248)	(259)	(266)	(272)
Revenue per prospective Statement of Comprehensive Revenue and Expenditure	50,779	56,776	58,441	70,946	64,719	69,151	72,793	72,646	75,951	78,594	80,404	83,031

Reconciliation of Prospective Funding Impact Statements by Group of Activities

Projected Summary Income and Expenditure by Group of Activities

	2020 Actual \$000	2021 Budget \$000	2022 LTP \$000	2023 LTP \$000	2024 LTP \$000	2025 LTP \$000	2026 LTP \$000	2027 LTP \$000	2028 LTP \$000	2029 LTP \$000	2030 LTP \$000	2031 LTP \$000
Total Applications of Operating Funding												
Roads & Footpaths	7,175	7,175	9,039	9,273	9,508	9,775	10,089	10,510	10,817	11,179	11,589	11,951
Wastewater (Treatment & Disposal)	2,217	4,695	2,314	2,583	2,584	2,587	2,700	2,975	3,064	3,134	3,255	3,362
Stormwater Drainage	177	453	213	251	259	254	271	315	366	471	596	660
Water Supply	5,478	5,562	5,387	5,951	5,971	6,096	6,456	6,945	7,121	7,228	7,486	7,692
Waste Management & Minimisation	1,098	1,401	1,285	2,259	2,316	1,423	1,458	1,505	1,533	1,556	1,590	1,621
Arts, Culture & Community	4,361	4,338	4,048	4,311	4,458	4,653	4,903	5,049	5,218	5,391	5,541	5,726
Parks & Recreation	4,853	4,884	5,222	5,533	5,746	6,874	7,049	7,245	7,503	7,730	7,922	8,099
Democracy & Accountability	4,395	4,488	5,185	5,639	5,862	5,884	6,411	6,545	6,600	7,048	7,296	7,326
Economic Development & Property	4,369	3,821	4,050	4,134	4,297	4,211	4,593	4,852	4,764	4,944	5,121	5,248
Heritage, Environment & Regulation	6,720	6,783	6,897	7,191	7,427	7,708	8,003	8,272	8,566	8,883	9,168	9,494
Support Services	21,592	20,421	23,670	25,815	26,837	28,058	29,685	30,693	31,876	33,170	34,219	35,359
Total Operational expenditure per FIS	62,436	64,022	67,311	72,961	75,263	77,523	81,519	84,706	87,429	90,734	93,783	96,538
Less internal recoveries	(22,365)	(20,854)	(23,217)	(25,558)	(26,842)	(27,779)	(29,718)	(31,712)	(33,046)	(34,461)	(35,689)	(36,862)
Expenditure per Total Activities FIS	40,071	43,168	44,094	47,403	48,620	49,744	51,801	52,995	54,383	56,273	58,095	59,676
Less internal charges included in capital	(1,708)	(1,765)	(2,799)	(2,904)	(3,063)	(3,557)	(3,504)	(2,759)	(2,707)	(2,646)	(2,531)	(2,604)
Adjust Rate remissions against revenue	-	(255)	-	-	-	-	-	-	-	-	-	-
Adjust Non-trading Losses / (Gains)	1,359	-	-	-	-	-	-	-	-	-	-	-
Add Depreciation and Amortisation	15,177	16,255	16,344	17,048	17,927	18,588	19,879	20,644	21,050	22,032	22,736	23,129
Expenditure per prospective Statement of Comprehensive Revenue and Expenditure	54,899	57,404	57,639	61,547	63,484	64,775	68,176	70,880	72,726	75,659	78,300	80,201
Depreciation and Amortisation												
Roads & Footpaths	6,794	5,309	7,449	8,041	8,095	8,158	9,013	9,161	9,221	10,083	10,170	10,234
Sewerage (Treatment & Disposal)	1,183	1,013	1,370	1,382	1,563	1,570	1,604	1,762	1,782	1,788	1,953	1,956
Stormwater Drainage	272	222	286	286	324	324	324	348	376	450	560	591
Water Supply	2,097	1,649	2,213	2,241	2,579	2,699	2,989	3,313	3,348	3,359	3,690	3,756
Waste Management & Minimisation	60	56	59	59	59	59	59	59	59	59	59	59
Arts, Heritage & Community	171	169	182	185	187	190	192	192	192	192	192	192
Parks & Recreation	915	971	983	1,053	1,318	1,595	1,654	1,707	1,819	1,827	1,827	1,883
Democracy, Accountability & Planning	-	-	-	-	-	-	-	-	-	-	-	-
Commercial & Development Activities	1,918	1,402	1,949	1,949	1,949	2,077	2,100	2,111	2,223	2,243	2,254	2,365
Regulation & Safety	59	34	62	62	62	64	64	64	66	66	66	69
Support Services (Net Allocated)	1,708	1,294	1,791	1,791	1,791	1,852	1,879	1,907	1,965	1,965	1,965	2,023
Total Depreciation and Amortisation charges	15,177	12,119	16,344	17,048	17,927	18,588	19,879	20,644	21,050	22,032	22,736	23,129



GREETINGS WAITAKI!

2020 is behind us but the repercussions of the past year keep making themselves felt as we work on the Council's Long Term Plan (LTP).

Waitaki is not alone in that, with a lot of pressure on council budgets and services throughout New Zealand.

Over the past 6 years, I have been proud of our efforts to drive efficiency in our organisation. We have managed to do more in a number of our activities, while keeping rates increases to a modest level.

Last year, we responded to the challenges of COVID, and we had a zero average rate increase for Waitaki. We knew that was putting off some inevitable increases, but it was the right thing to do at the time.

This year we are feeling that inflationary pressure, plus the increasing pressure put on many of the Council's activities by more legislation and requirements from central government.

So, whilst we know we have worked hard to minimise rate increases over the next 10 years, they are still relatively high for a number of those years.

That means it is even more important to hear from you on your thoughts about the proposals in the LTP.

The plan shows our ongoing, significant commitment to looking after infrastructure, and although the future control of water and wastewater supplies is yet to be decided, we are committed to making sure that Waitaki residents have the best water infrastructure that we can afford.

There are a range of other projects and initiatives, plus increased costs for what we are already doing. We are more than just an infrastructure provider as we work towards making Waitaki the best place to be, and we want the LTP to reflect that with projects that really help make our wonderful Waitaki such a great place to live.

Do we have the right things in the plan to achieve that? Is it too little? Or too much? Please take the time to give us your comments - they are appreciated.

Help us, as we look ahead and plan for Waitaki's future.



Gary Kircher
Mayor for Waitaki



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ASSUMPTIONS & SUPPORTING DOCUMENTS

As you review the proposals and options presented, we ask that you also take into account relevant background information used in developing this plan. This document has been prepared using the best available information including strategies, policies and future forecasts.

As with any planning, there are assumptions made about how the future will unfold. Supporting documents will help you understand the plan including assumptions and financial budgets. The supporting documents include our Financial Strategy and our 30 year Infrastructure Strategy.

Supporting documents can be viewed online on the 'Consultation' page of Council's website www.waitaki.govt.nz

CONCURRENT CONSULTATIONS

At the same time as this Long Term Plan consultation, we are also consulting on some proposed minor changes to our:

Revenue and Financing Policy

This outlines how we determine the sources of funding for our capital and operating expenses.

Policy on Development Contributions and Financial Contributions

This determines how we charge development contributions so that a fair share of infrastructure costs (such as new or upgraded roads, water and wastewater pipes) are paid for by those undertaking development.

We would love your feedback on these policies. More information is available on our website and from Council offices. You can make a submission online or via email to consult@waitaki.govt.nz or send your feedback to the address on the submission form.

The consultation period for these policies is the same as the Long Term Plan – opens 21 April and closes 12 noon, 21 May!

INTRODUCTION

Welcome to our Consultation Document for our 2021-2031 LTP - the plan that sets out what Waitaki District Council is planning to do over the next 10 years.

This Consultation Document provides the community with a summary of the overall direction Council intends to take over the next 10 years, in line with Council's legal obligations, infrastructure needs and community priorities. The document includes an overview of our key issues, what we're planning, how we propose to fund the activities and services, and the impact this may have on ratepayers.

It is a balancing act between service realities, community needs and aspirations, and the community's willingness to pay.

The plan is underpinned by supporting documentation which provides more detail in regard to the infrastructure, financial budgets and activities of Council.

"Give us some feedback on what you think Waitaki's future might look like. Your ideas matter!"

- Cr Bill Kingan
Corriedale Ward
(Farmer, lawn bowler, bagpiper)

"Waitaki is already amazing, but what do we want it to be like in ten years' time? How do we try to prepare for everything the future throws at us?"

- Cr Melanie Tavendale
Oamaru Ward
(Deputy Mayor, Community stalwart, nautical but nice)

"Whinging afterwards is too late, make sure your voice is part of the conversation"

- Cr Guy Percival
Corriedale Ward
(Farmer, waterskier, poultry wrangler)

"What do you want your rates spent on? Read the plan and let council know what you think"

- Cr Colin Wollstein
Oamaru Ward
(Accountant, trail rider, adventurer)

"The LTP is all about forward planning, and future proofing, the wonderful Waitaki for the enjoyment of generations to come!"

- Cr Kelli Williams,
Oamaru Ward
(Realestate agent, helicopter pilot, animal collector)

"What do you care about most? Community facilities? Keeping rates affordable? Tell us what you and your whānau need"

- Cr Hana Halalele
Oamaru Ward
(Educator, community advocate, getting things done specialist)

"When it comes to the future you can let it happen, make it happen or wonder what happened"

- Cr Ross McRobie
Ahuriri Ward
(Realestate agent, keen cyclist, model train buff)



Key things you need to know

To do what we are planning, we have proposed a rates rise of 8.9% in the first year of the plan, and an average of 5.3% over the following nine years.

" Covid has made life tough for small businesses in our district. What should council be doing to help them recover so that Waitaki's economy can thrive? "

- Cr Jeremy Holding
Oamaru Ward
(Small business owner, surfing coach, outdoorsman)

" Message for the pessimists: You're wrong about the future! It'll give us more boom and zoom than gloom and doom. "

- Cr Jim Hopkins
Oamaru Ward
(Radio commentator, writer, raconteur)



WE WANT TO HEAR FROM YOU!

We are seeking your feedback on the following four key initiatives:

Council's Strategic Direction see page **7**
What do you think we should be doing to achieve our community outcomes and strategic priorities?

COVID-19 Recovery see page **9**
What else can we do to support our community?

Climate Change see page **10**
What should we be focusing on?

Waste management see page **11**
What waste minimisation and education activities would you like to see Council doing?

We also want your feedback on the following two important issues. We have considered the options for each and have highlighted our preferred option. The preferred options have been included in our financial forecasts:

Indoor Sports and Events Centre see page **12**
Which option do you prefer?

Rates affordability see page **16**
Should we look at smoothing the rates increases?

...and anything else you'd like to tell us

Submissions close 12 noon, Friday 21 May 2021.

You can find information on how to make a submission at the end of this document.

GOVERNMENT-LED THREE WATERS REFORM (WATER, WASTEWATER & STORMWATER)

Effective water infrastructure is a necessity for a healthy community – it provides clean water to your taps, removes wastewater from homes and businesses, and protects our assets from floods by managing storm water.

It is the often-unseen infrastructure that plays a vital role in the overall health of our community and wellbeing of our environment.

In July 2020, the Government announced a funding package of \$761 million to provide COVID-19 stimulus to councils nationwide to maintain and improve Three Waters infrastructure on the proviso they support further consideration of local government water services delivery arrangements.

The Government funding package is part of a series of actions in response to many councils across New Zealand struggling to meet the water regulatory framework that was put in place after the Government inquiry into the 2016 campylobacter outbreak in Havelock North that was caused by contamination of the town's drinking water supply.

Waitaki District Council, along with all councils nationwide, signed a Memorandum of Understanding (MoU) with the Government in August 2020, committing it to the first stage of the water reform programme to access a \$7.46m share of the stimulus package. This funding has allowed the Council to further improve fresh and wastewater infrastructure across the District with a lower impact on ratepayers than previously possible.

It is important to note that signing the stage one MoU does not commit Waitaki District Council to anything beyond stage one or to change the way it delivers Three Waters services, and there is an 'opt out' clause available. Council expects to engage with the community on the opt out decision in late 2021, and any decision to participate is likely to be given effect to at some point in the 2023/4 financial year.

What does this mean for the Waitaki District Council Long Term Plan?

The Government's water reforms do add an element of uncertainty about how water services in Waitaki will be delivered in the long-term. We will know more after the Government's announcements in April/May of this year.

At this stage, due to the uncertainties as to the outcomes of the Three Waters review, Council must assume that we will continue to deliver Three Waters services over the life of this LTP and we have based our planning on this assumption.

"This will be the biggest restructure of the way councils deliver water services since the 1980s and will require significant input from Council over the next two years. This includes providing data and information to Government to support the reform process and working with other councils across Otago and Canterbury"

**- Marty Pacey,
Water Services Manager
(keen trumper)**

The MoU with central Government states the Waitaki District Council is:

1. Willing to explore different ways of delivering water services - drinking water, wastewater, and stormwater
2. Willing to share information on our network and services with neighbouring councils and central Government and that we are open to discussions about how we might be able to work together in the future.

The second stage of the Government water reforms proposes councils consider joining together to set up a small number of large entities to deliver water services on a regional or multi-regional scale. The entities would be publicly owned, with councils as shareholders but the Council would no longer be directly responsible for these services and they would be separately billed to you.

You can find more information on the reform programme and the proposed timeline here: www.dia.govt.nz/Three-Waters-Reform-Programme



COUNCIL'S STRATEGIC PRIORITIES

Our Planning Cycle

As part of Council's planning cycle Council developed a new Strategic Framework document in 2020. The framework includes the four well-beings (economic, social, cultural and environmental) that have been reinstated back into the Local Government Act 2002 since the last Long Term Plan (LTP).

Council must now consider its broader role in fostering liveable communities, as well as providing core infrastructure and services, and ensuring that principles relating to decisions take into account the aspect of well-being. What this means is that we need to consider the well-being of our community in our planning and operations. In order to promote social, economic, environmental and cultural well-being, Council is focussed on achieving our community outcomes.

Community outcomes

Community outcomes describe how Waitaki District Council aims to meet the current and future needs of our communities with good-quality local infrastructure, providing local public services and performance of regulatory functions.

Community outcomes set the direction for our LTP and all activities included in the LTP that the Council undertakes contribute towards achieving these outcomes.

So, what is our planning cycle?

We start with a **Strategic Framework** that sets the Council's vision, community outcomes and our strategic priorities and we review this before we start our planning for the LTP. Focussing on our strategic priorities will enable us to achieve what we want for our community – our community outcomes.

The **Long Term Plan** sets Council's strategic direction and work programme for a 10 year period although we do review this every three years. It outlines the services we will provide, the projects we plan to undertake, the cost of doing the work, and how it will be paid for. It also sets the rates for year one of the LTP.

The **Annual Plan** is Council's work programme over a one year period (July to June) and details how it will be paid for. We produce an annual plan in years two and three of the LTP cycle.

The Annual Plan also sets the rates for years two and three of the LTP.

The **Annual Report** is produced every year and this is where we report back to the community on what we said we would do in the LTP.

COUNCIL'S PLANNING CYCLE



"A community that focuses on the wellbeing of its people is one that thrives and builds resilience."
 - Helen Algar, Safer Waitaki (Humanitarian, hiker, Waitaki wellbeing wonder-woman)

STRATEGIC FRAMEWORK

Waitaki THE BEST PLACE TO BE!

Waitaki - Whenua taurikura

EMPOWERING OUR PEOPLE AND PLACE TO THRIVE

Whakapuāwai takata, Whakapuāwai whenua

COMMUNITY OUTCOMES

economic

PROSPEROUS DISTRICT

Attractive to new opportunities

Support local businesses

Foster a diverse and resilient economy

social and cultural

STRONG COMMUNITIES

Enable safe and healthy communities

Connected, inclusive communities

Promoting a greater voice for Waitaki

Celebration of our community identity

environment

VALUED ENVIRONMENT

Protecting our diverse landscapes and water bodies

Meeting environmental and climate change challenges

STRATEGIC PRIORITIES

Providing high-quality core infrastructure and services

Determining the best way to deliver 3-waters for the community

Working with the community to respond to COVID-19 challenges

Creating a District Plan that is fit for Waitaki's future

Striving towards better Council performance

Driving best value for rates

Ensuring we get core business done while delivering on our strategic priorities and achieving our community outcomes

Engagement with the community and partners

Strategies, plans and partnerships

Long Term Plan and Annual Plan

Our service delivery approach

Monitoring and reporting on our progress

QUESTION 1

What do you think Council could do to help achieve our community outcomes?

What do you think Council could do to help achieve our strategic priorities?

COVID-19 RECOVERY

This LTP is being prepared in a world still reeling from the impacts of COVID-19 – including global border closures, economic recession, a challenging job environment, and overall uncertainty.

We appreciate this is a difficult time for many people who live here. Fortunately, so far it appears the Waitaki District is finding itself not as negatively affected by the economic effects of COVID-19 as early estimates suggested and is faring a lot better than many other districts. This is partly due to our strong primary industry sector as well as not being as reliant on tourism as other areas in New Zealand. However, we are under no illusion that as a community the effects of the pandemic could persist through 2021 and beyond.

What are we doing to support our community?

Council has committed to facilitating the Waitaki District's COVID-19 recovery in a fair, sustainable and integrated way. The following initiatives have already been introduced by Council in response to the COVID-19 outbreak:

- An average zero percent rates change for 2020/21. We will continue to work hard to keep rates rises as low as possible
- We have been prudent with our money, building up reserves which we can now access to help keep rates as low as possible
- A Council support and stimulus funding package (up to \$2 million) including:
 - A Mayoral Relief Fund - individual welfare requests from individuals/ families
 - An Economic Resilience Fund - financial support for new projects which can demonstrate an economic benefit
 - A Community Resilience Fund - financial support for new projects which can demonstrate a broader community benefit
- A reduction in rentals for tenants of Council managed property who are demonstrating financial hardship from COVID-19
- A new Community Recovery Coordinator position at Council to assist Waitaki in recovering from COVID-19 (fixed term 2020-2021)
- Free car parking in Ōamaru (March – September 2020)
- A “buy local” campaign
- A Tourism Waitaki campaign “We Are Missing You” to attract tourism
- As an organisation we have become more digital – wherever possible our staff are able to work from home. This means that in the event of another lockdown we can continue providing services to our community
- We will continue to be cautious about how much debt we take on
- We have continued and will keep up with our Capital works programme taking advantage of the Government’s shovel ready and stimulus funding. This benefits our community by supporting the local economy

“ The work we do to protect our little blue penguins is dependant on funds generated by tourism. Without our visitors the future for the colony will be challenging.”

- Dr Philippa Agnew,
Ōamaru Blue Penguin Colony
(Scientist, Environmentalist, Nature lover)



QUESTION 2

Is there anything else that you think Council should do to help the community recover from COVID-19?

10

CLIMATE CHANGE

The issue of climate change is a global one in nature but one that will be addressed through small changes to our individual daily routines through the decisions we make. The Council wants to play our part.

Climate change could mean any or all of the following for Waitaki:

- Warmer temperatures (more hot days, fewer frosts)
- More wet conditions (winter and spring)
- Significant decreases in snow
- More windy days
- An increase in storm intensity
- Local wind extremes
- More thunderstorms
- Sea-level rise
- Accelerated coastal erosion

Responding to climate change

In our Strategic Framework we have identified meeting environmental and climate change challenges as a key community outcome. The impacts of climate change are being considered in our work on strategies and plans, including this LTP, our Infrastructure Strategy, our Financial Strategy, our Coastal Roads Strategy and our District Plan.

The Infrastructure Strategy outlines the broader objectives of Council in response to (amongst other things) climate change and natural hazards with regard to how assets are planned for and managed. We take account of the impact of climate change in a number of ways, but predominantly through design and construction standards, identification of hazards, and mitigation (such as insurance) over the life of the LTP and Infrastructure Strategy.

When planning our capital projects we consider the potential impacts of climate change and the mitigation of those impacts. We are also reviewing rules in our District Plan and are now required to consider the effects of climate change in our resource consenting process.

The purpose of our Coastal Roads Strategy is to make sure that we maintain connectivity of our coastal roads that are subject to coastal erosion. The work that we have undertaken to date on dealing with coastal erosion includes placement of rock protection in erosion prone areas, realigning a section of road (including land purchase) and increasing resilience by upgrading a bridge to enable an alternative route in case of road closure.

We introduced our Rural Resilience Project in response to the frequency and severity of storm events and that work has included improving drainage, installing more wash-over pads, strengthening water course embankments, culvert clean-outs and re-instating roadside swales. This work has now become part of our normal business.

Council recognises the importance of reducing our greenhouse gas emissions. In 2019 we commissioned a greenhouse gas inventory report to provide some base data to help understand our organisation's emissions. This will be used to track and compare emissions over time.



" We need to adapt and plan for the effects of climate change in Waitaki, to safeguard our whenua for future generations, before it is too late. "

- Tilly King
Head Girl, Waitaki Girls High School,
(co-founder Enviro Club, bookworm,
vintage fashionista)



QUESTION 3

What would you like to see Council focus on in response to climate change?

WASTE MANAGEMENT

In 2008 Council made the decision to encourage the private market to provide waste services.

The most significant impact of this approach was the cessation of Council-controlled kerbside waste collection. Cessation of Council kerbside collection arose from careful consideration of our community – including the fact that only 13 percent of residents were using the Council-run service.

We also hoped that the introduction of a ‘user pays’ system would encourage waste minimisation, in that those who are producing less waste pay less than those who produce more waste.

We still continue to be involved in waste management in the District by:

- Supporting the Waitaki Resource Recovery Trust in providing a range of options for waste minimisation and diversion
- Providing four rural recovery parks in Hampden, Kurow, Otematata and Ōmārama
- Providing three rural recycling centres in Enfield, Papakaio and Herbert
- Providing public litter bins around the district on footpaths, public reserves and at campgrounds
- Continuing to monitor and manage littering and illegal dumping throughout the District
- Offering a Cloth Nappy Scheme
- Funding and facilitating the Enviroschools programme
- Facilitating Waste Minimisation programmes, seminars and workshops.

Waste Management Survey

Last year we carried out a survey with residents to find out how many residents are using private contractors for kerbside waste (rubbish, recycling and green waste) collection, how much they are spending, and whether the services are meeting their needs.

The waste management survey found that the majority of residents (81%) are using private contractors (there are three companies providing kerbside services) for kerbside waste collection and that levels of satisfaction are relatively high (80% of residents are satisfied with the service provided).

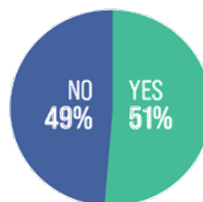
As part of the survey, we asked residents whether they would be willing to pay for a Council run kerbside waste collection service at a cost of \$350 each year and the results were fairly evenly split between yes and no.


When considering proposed projects for this LTP, Councillors considered the possibility of providing a multi bin kerbside recycling service but based on the results of the waste management survey and the additional cost to ratepayers (\$350 each year), Councillors decided not to proceed with this option.

The waste management survey found that nearly three quarters (74%) of respondents would like to see Council do more waste minimisation and education activities. In 2020 we created a new Solid Waste Manager position whose role it is to promote a more sustainable environment and raise awareness about how we can manage solid waste more effectively in Waitaki.

PREPAREDNESS TO PAY FOR KERBSIDE COLLECTION

Proportion of respondents prepared to pay for a Council kerbside waste collection service in their rates at a cost of approx. \$350/year



 If you would like to find out more about the survey results please see Council's website.

"The future of recycling in Waitaki is looking very positive as more people look to do the right thing; people want cleaner air, and no rubbish going to landfill and we're continuing to work on recycling markets overseas to help achieve that"

- **Trish Hurley**
Waitaki Resource Recovery Park
(Educator, Environmentalist)

QUESTION 4

What waste minimisation and education activities would you like to see Council doing?

12

INDOOR SPORTS & EVENTS CENTRE

Over the last several years the community and Council have debated the merits of an indoor sports and events centre being located in Ōamaru.

A feasibility study was completed in 2017 that outlined options for such a facility and subsequently Council decided the idea had merit but at the time decided to cap Council costs at \$7million (50% of the \$14 million total projected cost). Since that time, an increasing number of people in the community have become more vocal about having a sports and events centre – a facility that not only provides improved opportunities for sport and physical activity for all age groups, but one that also could hold cultural events and events that helped grow our economy.

Following a series of meetings and workshops including community representatives and elected members, the scope of the project has increased as the functions and capacity of the facility have firmed up. The result of the workshops show the desired specifications for the proposed facility include the following:

- 6 courts for multiple uses, and including regional and national fixtures
- Conference facilities to complement existing operations
- Toilets and changing areas
- Creche
- Fully air conditioned
- 150 car parks
- Catering kitchen
- Café and bar facilities
- Gymnasium
- Sufficient storage space
- Provision for spectators

The projected construction cost for a facility that meets these specifications is in the vicinity of \$24 million (uninflated cost) with an annual operating cost of \$1 million (uninflated and including repayment of the loan used to fund a contribution by Council).

There have been very positive discussions with individuals and families in the district, with indications that a significant percentage of the development cost may come from the private sector. It is expected that philanthropic trusts and other funding sources (such as private individuals and families in the district) will provide up to \$14 million. Accordingly, Council believes it should cap the ratepayer's contribution at \$10 million (uninflated) with the remaining funding coming from sources other than Council.

" This would be a great opportunity for the kids in Waitaki who would want to get more involved in sports – especially if they can play in any weather! "

- Toefiafi Halalele
(Student - Ōamaru Intermediate School)



Before we commit to building a facility we need to be very clear about the detail – what can be delivered and where, for the projected cost of \$24m. Whether the project goes ahead is dependant on the certainty of external funding

Council has contracted a company to undertake a business case that will outline the scale of the project, the potential site, the cost of construction, the annual operating costs and the possible funding sources for the project. The business case will be used to gain community support and funding.

Until the business case is finalised (due for completion by the end of June 2021) we are asking about the level of funding you think Council should commit to. Community support is critical for this project to succeed. A decision to build a facility will not be made until we are certain about what could be delivered within the funding constraints. If the business case signals a higher cost than \$24 million then the external funding target will need to be increased. If the external funding target is not achieved then either the scope of the project will need to change or the project will be abandoned.

If the project does not go ahead, the revenue and related costs currently included in the LTP will have to be removed. This will cause Council to have an unbalanced budget in years 2022 and 2023 of the LTP.

Council considers it is financially prudent to have an underlying unbalanced budget for the first two years of the LTP. Council will use excess capacity in its reserves to meet short term requirements to ensure there is no impact on its ability to maintain service levels and to limit any adverse financial impact on the community.

" It would be great for the Oamaru community to get together and play multiple sports and to showcase our talents here in our small town "

- Chris-Jack Kauapa
(Student - Waitaki Boys High School)

" That would be awesome if we built a big sports centre our community can all use "

- Sione Uliti Po'uha
(Student - Waitaki Boys High School)



We are asking for your feedback on the project; to budget for and develop a 6 court indoor sports and events centre with construction beginning in 2022 and completed in 2024.

With each of the funding options listed below there will be no change to the scope of the project only the level of funding through rates. The rates stated below include construction, operating costs and debt servicing of internal borrowings. In options One, Two and Three the amount of Council's internal debt is shown

OPTIONS

Option One

(Council's preference)

Council's contribution capped at a maximum \$10 million

Internal debt: \$1,814,325 in year 2023 and \$9,795,806 in year 2024.

The impact on your rates*:

An increase of **\$10.06** in 2024 and increasing to **\$67.30** each year from 2025

Option Two

Council's contribution capped at \$12 million

Internal debt: \$3,814,325 in year 2023 and \$11,738,806 in year 2024.

The impact on your rates*:

An increase of **\$21.15** in 2024 and increasing to **\$78.68** each year from 2025

Option Three

Council's contribution capped at \$14 million

Internal debt: \$5,814,325 in year 2023 and \$13,681,806 in year 2024.

The impact on your rates*:

An increase of **\$31.45** in 2024 and increasing to **\$89.29** each year from 2025

Option Four

To decline the proposal (no impact on your rates).

** This includes inflation and GST*



QUESTION 5

Which Option do you think we should choose?

RATES AFFORDABILITY

This is a snapshot of what we do:

Waitaki District Council provides, maintains, protects and manages:



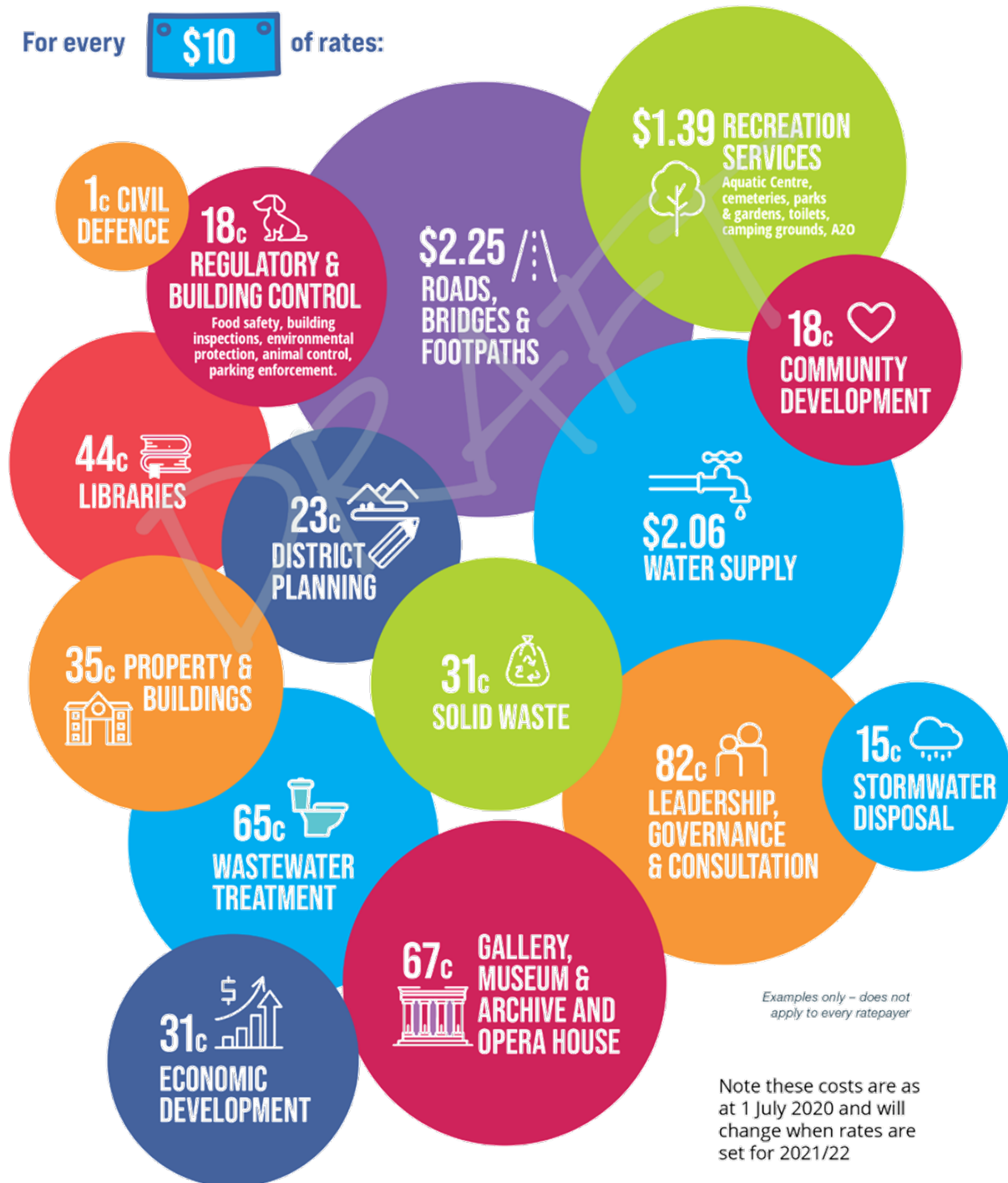
" Just like anyone's household budget, some things are 'nice to haves' some things are 'must haves'... we need to get the balance of spending right in a way that will take in the big picture for Waitaki "

- Bill Campbell
East Otago Review
(Journalist, newspaper editor, community organiser)



AND all this comes at a cost of course.
This is a snapshot of the approximate cost in rates:

For every **\$10** of rates:



RATES AFFORDABILITY

We always work hard to keep rates rises as low as possible however after several years of low rates increases we're facing significant pressure on service delivery.

What this means is that the rates rise this year is likely to be higher than you've been used to.

There are a number of reasons why rates will be higher this year than in previous years. In 2020 when we were setting rates we worked towards an average zero percent change. We did this as a way of supporting our community to recover from the effects of COVID-19. However, this has put increased pressure on rates for this year and beyond. We are also facing increases in demands from Central Government, for example around the delivery of Three Waters services.

When we started the process of planning for rates in 2021/22 we were looking at an average rates rise of approximately 22%. We knew that this level of rates rise would place pressure on our community so we have put a lot of thought into ways to keep the rates rise down.

What could we do to keep rates down?

Rates smoothing

Rates smoothing means that the increase in rates would be kept relatively similar between years, rather than a big difference in the rise between years. Several options have been considered for smoothing the level of increase in rates over the first few years of the LTP. The effects of each of these options are outlined in the following table for your information, and we would value your feedback.

The average rate rises under each of the three scenarios are shown in the table below, including the impact on the years immediately following the end of the rate smoothing action.

PROPOSED AVERAGE RATE INCREASE

Financial Year	2021/22	2022/23	2023/24	2024/25	2025/26
LTP Year	Year 1	Year 2*	Year 3*	Year 4*	Year 5*
Option 1 No smoothing	8.95%	7.25%	7.4%	6.5%	7.4%
Option 2 Rate smoothing over two years	8.4%	8.4%	6.9%	6.5%	7.4%
Option 3 Rate smoothing over three years	8.1%	8.1%	8.1%	5.8%	7.4%

** Note under all of these options only rates for year 1 are set. Any subsequent year is subject to change as part of the Annual Plan process – these figures are indicative only. Also note, that another LTP will be prepared before 2024/25.*

We are currently reviewing our levels of expenditure to see if there are any savings that could be made to further reduce the rates rise. We will come back to you before the end of June with the results of this review.

OPTIONS

Which option do you think we should choose?

Option One

(Council's preference)
No rates smoothing

Option Two

Smooth rates over the first two years of the LTP.

Option Three

Smooth rates over the first three years of the LTP

QUESTION 6

Which Option do you think we should choose?

OUR INFRASTRUCTURE

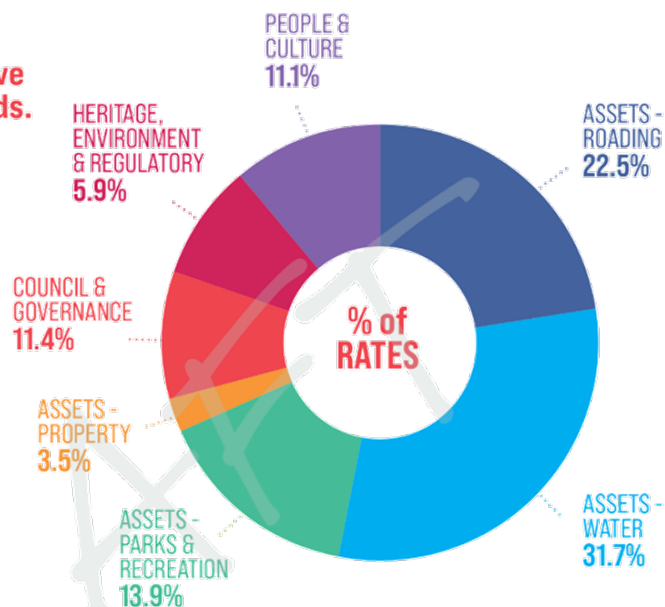
A lot of Council's work relates to maintaining and renewing our infrastructure to make sure we have the infrastructure our District needs.

Our infrastructure network enables us to provide drinking water, wastewater disposal, our transport network and sport and recreation opportunities.

Much of this work is not visible to residents but it is essential for us to continue to thrive as a district.

This graph depicts the percentage of rates required for each of Council's groups of activities. The majority of our spending (71.6%) is related to our \$831 million asset base.

Some of our infrastructure projects which are planned to start within the next ten years are listed in the table below.



SOME PROPOSED INFRASTRUCTURE PROJECTS IN THE LTP

What?	How much?	When does it start?
Water supply upgrades to meet New Zealand Drinking Water Standards:		
Waihemo water main upgrade	\$2.25 million	2021
Otematata water main upgrade	\$1 million	2021
Ōamaru water main upgrade	\$3 million	2021
Stoneburn	\$2 million	2022
Tokarahi	\$3.2 million	2023
Awamoko	\$2.25 million	2024
Windsor	\$2.2 million	2024
Kauru Hill	\$2.2 million	2024
Bushy Creek	\$2.2 million	2024
Lake Ōhau	\$1.16 million	2024
Palmerston wastewater main upgrade	\$926,000	2021
Ōmārama adventure playground	\$400,000	2025
District wide unsealed road metalling	\$800,000 each year	2021
District wide sealed road resurfacing	\$2 million each year	2021
Ōamaru Airport lighting upgrade	\$612,000	2022
Hampden beach landfill removal	\$1.8 million	2022
Sumpter Wharf Ōamaru maintenance	\$830,000	2023
Otematata gardens and seating area	\$104,000	2023

The Council's budgeted capital expenditure is higher than it has been in previous LTPs.

We are also facing uncertain market conditions and this could impact our ability to secure contractors to complete the work.

Over the next 10 years Council has set an asset renewals budget at a level that significantly exceeds expected asset replacements based on age and performance only. This reflects Council's commitment to catch up with previous underspending on maintenance and/or renewals of key infrastructure assets, in particular the Three Waters.

For full details about our asset condition, our asset renewal programme and our plan to deliver the capital programme please refer to our Infrastructure Strategy which can be viewed online on the 'Consultation' page of Council's website www.waitaki.govt.nz.

OUR RESERVES AND DEBT LEVELS

Council expects to be in a very sound financial position, despite the requirement to utilise external debt to fund the replacement of core infrastructure and other capital projects.

We use debt and reserves to fairly share the cost of long life assets across the people that benefit from them, both now and into the future. Over the term of this LTP, we will use reserves extensively, and will continue to use both internal and external debt as needed.

Funded reserves have previously been used to invest in community initiatives which will generate a good return until it is required for the purpose it was collected for. Investments in North Otago Irrigation Co Ltd, Observatory Village Charitable Trust and the Kurow-Duntroon Irrigation Co will be repaid progressively over the ten years of this LTP and provide further funding for capital works.

We are generally satisfied with our projected financial position. We believe it will give us the capacity to respond to both planned events such as replacing pipes and bridges and unplanned impacts like

weather and other natural adverse events. However, we also want to be comfortable that we are collecting an appropriate amount from the community. For example, after reviewing available fund balances, we have reviewed the amount we set aside each year to fund depreciation and resolved to reduce the rate impact of that over the initial years of the LTP.

Council uses internal debt, which is where we temporarily move money from one part of Council to another. We monitor the size of this debt as it has to be repaid and interest must be charged. The measure we use for this monitoring is total debt does not exceed total revenue. This will be achieved over the 10 years with total debt expected to vary between 55% and 99% of total revenue, with the peak occurring in 2027.

RATES INCREASES, DECREASES OR STATUS QUO?

Rates are, and will remain, the most important way in which we fund the activities we undertake.

We have set out in the Financial Strategy our overall goals on rates increases, how we want to achieve those goals and the success we have had in achieving them in the past. One way we choose to consider this is the overall rate increase compared to local government inflation.

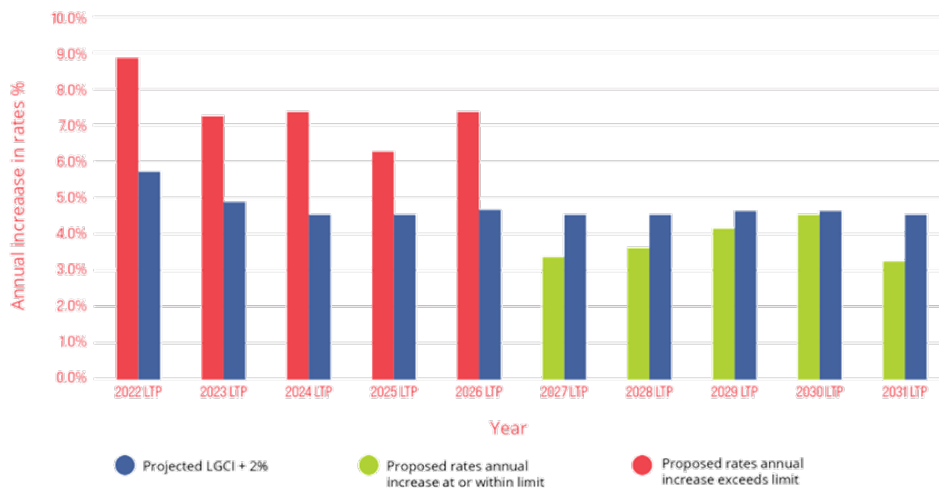
It is clear from the chart below that we have not been able to achieve this target in the first 5 years of the LTP. We have been very satisfied with the success in keeping rates at affordable levels over the past several years. Unfortunately, as the local and national economies recover from the pandemic, and as our focus is now firmly on aging infrastructure and development within the district, this must change.

We use two other measures to monitor the change and impact of rates. The first is that rates should not exceed 70% of total operating expenditure. We expect this to vary between 61% and 69% of operating expenditure over the next 10 years, with the peak occurring in 2031.

The second measure focuses on affordability, where we compare rates on a typical Ōamaru home against projected levels of Married National Superannuation. The limit on that measure is 10% and we expect to sit between 7.5% and 9.5% for the life of the LTP.

RATES INCREASES AFFORDABILITY BENCHMARK

Projected annual increase in Rates Income compared with the projected annual change in the Local Government Cost Index (LGCI) plus 2%



RATES CHANGES FOR YOUR PROPERTY

Why is the rate increase for your property never the same as the figure we talk about?

For simplicity we talk about rates increases in terms of the total amount of rates required. Very few people (and properties) see this exact same increase in their annual rates bill. This is especially true in the year when we're developing our LTP because the rating revaluation takes place at the same time. As rateable values of properties change by different amounts, what will be charged in rates also varies. When this variation is added to the changes in all the separate rates we use, it means the change you will see is almost as unique as the property you own.

The following tables help illustrate this, providing sample properties covering residential, agricultural and commercial properties. From these examples you can see the variability in the level of rates charged. While these examples may not precisely reflect your specific property, they may assist you in putting the proposed impact on rates into perspective.

** Capital Value (CV) is the value of a property for rating purposes, not the current market value of your home*

	Land Value \$	Capital Value \$	Rates charged 2021	Rates projected 2022	% Change
RESIDENTIAL					
Oamaru	75,000	250,000	2,209	2424	9.73%
Oamaru	110,000	320,000	2,401	2,614	8.87%
Oamaru	270,000	570,000	3,147	3,353	6.55%
Oamaru	195,000	760,000	3,362	3,562	5.95%
Kakanui	100,000	390,000	1,990	2,223	11.71%
Weston	90,000	35,5000	2,372	2,661	12.18%
Goodwood	32,000	140,000	1,580	1,704	7.85%
Hampden	60,000	255,000	1,476	1,589	7.66%
Herbert	35,000	265,000	1,623	1,761	8.50%
Kurow	61,000	230,000	1,772	2,031	14.62%
Lake Ohau	205,000	415,000	1,815	1,906	5.01%
Maheno	30,000	215,000	1,000	1,046	4.60%
Moeraki	84,000	240,000	2,315	3,207	38.53%
Oamarama	122,000	310,000	2,039	2,183	7.06%
Otematata	90,000	320,000	1,879	2,053	9.26%
Palmerston	40,000	255,000	2,229	2,290	2.74%
COMMERCIAL					
Oamaru	185,000	440,000	4,390	3,446	-21.50%
Oamaru	1,210,000	5,150,000	33,649	31,230	-7.19%
Oamarama	410,000	1,450,000	8,574	9,950	16.05%
Otematata	460,000	740,000	4,174	4,424	5.99%
Palmerston	170,000	640,000	7,631	7,538	-1.22%
AGRICULTURAL					
Ahuriri	6,650,000	7,780,000	15,744	17,255	9.60%
Papakaio	13,400,000	16,200,000	33,129	36,145	9.10%
Waitaki Bridge	6,200,000	7,700,000	15,169	16,585	9.33%
Awamoko	1,980,000	2,380,000	6,259	6,856	9.54%
Waihemo	1,230,000	1,540,000	5,579	6,023	7.96%

AUDITOR'S REPORT

DRAFT

WE WANT TO HEAR FROM YOU!

The Local Government Act requires Council to consult with its communities on proposed actions if they are considered to be significant in terms of Council's Significance and Engagement Policy.

We value your input, and encourage you to take the time to get involved by reading through the list of significant projects and changes we are proposing for the 2021-31 period, and tell us what you think. You will also find a list of options that we are proposing to resolve any issues, the impact of the proposals on rates, debt levels and on levels of service.

The LTP Budget is based on Council's preferred options as set out in the feedback form. When reading these options, please keep in mind that for rates funded projects, an additional \$325,000 increases the overall rates impact by approximately 1%. The table on page 16 provides more information on the likely rates impact on individual ratepayers.

More information and a digital copy of this consultation document and feedback form is available on the 'Consultation' page of Council's website www.waitaki.govt.nz

Printed copies of this document, including large print versions, will be available at Council offices and Waitaki District Libraries during the consultation period.



Do it online

fill in the online form on our website



Write it

and post it back to us:
Waitaki District Council,
Private Bag 50058,
Ōamaru 9444



Email it

send your feedback to
consult@waitaki.govt.nz



Drop it

to Council offices in
Ōamaru - 20 Thames St, or
Palmerston - 54 Tiverton St.



Talk to us

If you want to present your submission/feedback to Council please let us know by ticking the appropriate box on the feedback form.

Hearings are scheduled for 24 and 25 May. Once the timetable has been finalised we'll contact you to let you know when you'll be speaking.

Drop in sessions

We'll be holding informal sessions around the district where there will be opportunities to speak to Councillors. Check out our website for the dates, times and locations.

Want more information?



Go online! - to the Consultation Page on our website to find other supporting information:
www.waitaki.govt.nz

Or give us a call on
03 433 0300.

Keep an eye on our Facebook page as well:
[@WaitakiDistrictCouncil](https://www.facebook.com/WaitakiDistrictCouncil)

Key Dates

Consultation Opens
Wednesday 21 April 2021

Consultation Closes
12pm, Friday 21 May 2021

Hearings
24 & 25 May 2021

LTP Adopted
29 June 2021



LONG TERM PLAN 2021-2031 FEEDBACK FORM



Name..... Organisation (if applicable).....

Address.....

Email..... Phone.....

Please tick if you would like to speak to your submission at the Council Hearings
You can attend the Hearing in person, or via a zoom link. We will contact you to arrange a time.
Note: All Council Meetings are livestreamed for public viewing and recorded.

What is the best way to contact you?

Phone Email Post

Note: for your submission to be valid you must include your full name, and a postal address or email address. All submissions, including your name, will be included in public documents.

You're welcome to comment on any aspect of the LTP, including anything you think we may have missed. We are seeking your specific feedback on the 6 topics below.

1. Community Outcomes and Strategic Priorities (page 8)

Question: What do you think Council could be doing to help achieve our community outcomes?

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Question: What do you think Council could be doing to help achieve our strategic priorities?

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2. COVID-19 Recovery (page 9)

Question: Is there anything else that you think Council should do to help the community recover from COVID-19?

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3. Climate Change (page 10)

Question: What would you like to see Council focus on in response to climate change?

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4. Waste Minimisation and Education (page 11)

Question: What waste minimisation and education activities would you like to see Council doing?

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5. Proposed Indoor Sports and Events Centre (page 12)

Question: Which option do you think we should choose? (Please tick one)

To budget for and develop a 6 court indoor sports and events centre with construction beginning in 2022:

- Option One:** Council's preference
Council's contribution capped at a maximum \$10 million
The impact on your rates: An increase of \$10.06 in 2024 and increasing to \$67.30 each year from 2025*
- Option Two:**
Council's contribution capped at \$12 million
The impact on your rates: An increase of \$21.15 in 2024 and increasing to \$78.68 each year from 2025*
- Option Three:**
Council's contribution capped at \$14 million
The impact on your rates: An increase of \$31.45 in 2024 and increasing to \$89.29 each year from 2025*
- Option Four:**
To decline the proposal. No impact on your rates

**This includes inflation and GST*

Do you have any comments?

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6. Rates affordability (page 16)

Question: Which option do you think we should choose? (Please tick one)

- Option 1:** Council's preference
No rates smoothing
- Option 2:**
Smooth rates over the first two years of the LTP
- Option 3:**
Smooth rates over the first three years of the LTP

Do you have any comments?

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7. Your thoughts and ideas

Is there anything else you would like to tell us about?

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Run out of room? Attach more pages if needed

Please give us your feedback by 12 noon Friday, 21 May 2021