

Hello Future District

Long Term Plan 2021-2031

Tēnā Koutou e te rohe o raurangi
Mahere Rae Roa 2021-2031



1

Overview Tiro Whānui

Message from the Mayor	5
How we developed our Long Term Plan	6
Snapshot - Decisions on the Key Proposals	10
Our District, Our People	12
Your Mayor and Councillors	14

2

Informing our Planning Whakamōhio to mātou Mahere

Wellbeing Plan	19
Te Ara Mua - The Pathway Forward	29
Climate Change Action Plan	31
Strategic Assumptions for Long Term Plan 2021-2031	39
Financial Strategy	63
Infrastructure Strategy	89

3

Activities To mātou mahi

Leadership	
Representation	158
Planning for the Future	166
Building Communities	
Communities Group of Activities	177
• Community Building	178
• Libraries and Service Centres	188
• Community Facilities	196
Recreation and Open Space	206
Regulatory Services	220
Stormwater	234
Transportation	246
Water Supply	266
Protecting the Environment	
Natural Environment & Sustainable Living	278
Wastewater	286
Solid Waste	298
Supporting the Economy	
Economic Development	308
Support Services	320

4

Financials Ngā Ahumoni

Funding Impact Statements and other rating information	326
Prospective Financial Statements	350
Reserve Funds	356
Structure Plans	362

5

Policies, Summaries and Statements Ngā Kaupapa here, ngā Whakarāpopototanga me ngā Whakapuakanga

Overall Revenue and Financing Policy	391
Summary of Specific Rates Policies	427
Significant Accounting Policies	429
Summary of Financial Contributions Policy	445
Treasury Policy	449
Significance and Engagement Policy	457
Statement on Council-Controlled Organisations	463
Activity Funding Impact Statements	471
Long Term Plan Disclosure Statement for period commencing 1 July 2021	487
Auditor's Report	491

We engaged with our communities on a record scale, receiving 44,206 pieces of feedback, during this Long Term Plan process. This means this 10-year plan is a good reflection of the community and what we collectively want to achieve.

In this document you will find details of the decisions Council has made on key issues our communities raised during the many consultation processes.



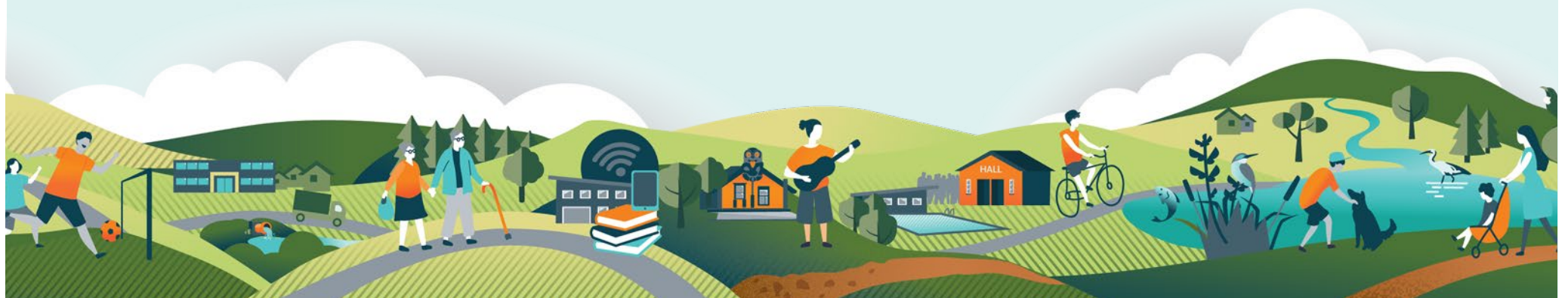
1 Overview Tiro Whānui



Chapter 1

Overview Tiro Whānui

Message from the Mayor	5
How we developed our Long Term Plan	6
Snapshot - Decisions on the Key Proposals	10
Our District, Our People	12
Your Mayor and Councillors	14



A plan we can all be proud of

He mahere whakahī tā mātou

Message from the Mayor

Kia ora, Talofa Lava, Bula Vinaka, Malo e Lelei, Fakalofa lahi atu, Nihao, Namaste, Kia Orana and greetings to you all.

Welcome to Western Bay of Plenty District Council's Long Term Plan 2021-2031.

It is my pleasure to present this plan which sets the course for the Western Bay of Plenty District over the coming 10 years and beyond.

Amid a flurry of major policy reforms such as: three waters, resource management, climate change, future of Local Government and the health system - we are working hard with clear direction, financial prudence, and careful planning to ensure that our Western Bay district prospers and grows through the coming changes.

While there is still uncertainty about what the future of local government will look like we are committed to ensuring that our service levels are maintained and that the wellbeing of our communities, sometimes in partnership with others, is enhanced where possible. Whether it is maintaining our roads, rubbish and recycling, or complying with drinking water standards, what we do now sets up our communities for the future.

The voices of our community matter to us and shape our decisions for service delivery across the District. We know our communities have different needs, so we have considered local priorities and requests for funding from the community carefully.

Our Long Term Plan 2021-2031 is evidence of this. Engaging with our communities on a record scale, receiving 44,206 pieces of feedback, means this 10-year plan is a good reflection of the community and what we collectively want to achieve.

In the following pages you will find details of the decisions Council has made on key issues our communities raised during the many consultation processes.

As the Western Bay remains one of the country's fastest growing provincial districts in New Zealand, this Long Term Plan we have endeavoured to balance the tension between investment in critical infrastructure while keeping our rates affordable, and services with responding to the many requests from our communities.

Key decisions include allocating \$15 million for a new swimming pool in Te Puke in 2026, a new covered roof (\$2 million) for the Dave Hume Pool in Katikati - followed by a new pool for Katikati post 2040, a \$100.5 million investment over 10 years for our roading maintenance programme (\$1.1 million increase per annum) and \$16.5 million over 10 years to provide more walking and cycling choices for getting people around the District.

They are critical projects and investments, and as a result, the rates increase for Year One of the Long Term Plan is an average of 11.5% for existing ratepayers followed by a limit of 4% for the following nine years.

That increase in Year One includes the costs of implementing our new kerbside rubbish and recycling collection service (4%) for those properties that receive the service, which will see around 1800 tonnes of rubbish diverted from landfill every year.

It is changes such as this which may be confronting to some, that will make a significant difference in preserving the Western Bay for future generations.

These are interesting times, but I believe with change comes great opportunity. Whatever the future may hold, I can assure you Western Bay of Plenty District Council will be ready.



Thank you to everyone who joined us on this journey. This is not our story, it is that of our residents and one we can all be proud of.

Ngā mihi nui
Mayor Garry Webber



How we developed our Long Term Plan Te hanga o te Mahere Rae Roa

We started community engagement on our Long Term Plan in early 2020, and used a range of methods to connect with our communities.

Our pre-engagement approach

Phase One

9 March to 1 May 2020

Overview, scoping, setting assumptions

Pre-engagement for phase one focused on the following topics:

- Environment
- Boat ramps
- Water quality
- Dog exercise areas
- Libraries and service centres
- Cemeteries
- Swimming pools
- Walking and cycling
- Reserves and sport parks
- Community halls
- Plans for Lund Road
- Indoor recreation centres

We engaged with our community during phase one through:

- Hello Future District website
- Electronic newsletters
- Print and digital advertising
- Notifications to community groups and stakeholders
- Social media

27,274

Pieces of feedback received across all topics for phase one.

Phase Two

September to October 2020

Getting into the detail - testing the key proposals

Pre-engagement for phase two focused on the following topics:

- Katikati bypass
- Waihi Beach Library and Service Centre
- Swimming pools
- Community halls
- CCTV - Security cameras
- Elder housing

We engaged with our community during phase two through:

- Hello Future District Website
- Feedback booths around the District
- Workshops with community groups in each Ward
- Seven hui-a-hapū
- Workshop with community board chairs and members
- Workshops at Ward Forums
- Print and digital advertising
- Social media

13,124

Individual pieces of online feedback received for phase two.

The key areas we focused on in our development of the Long Term Plan 2021-2031 were:

- **Environmental scan**
Responding to international, national and regional changes.
- **Wellbeing**
Our approach to promoting intergenerational wellbeing.
- **Climate change**
Responding to climate change.
- **Tangata Whenua**
Partnering with tangata whenua.
- **Strategic assumptions**
- **Financial prudence**
- **Infrastructure services**
Delivering infrastructure to service our communities.
- **Council activities**
Community outcomes/performance measures.
- **Community views**
Locally and District-wide.

Our formal engagement approach

Phase Three

8 March - 9 April 2021

Special Consultative Procedure

The Long Term Plan Consultation Document and supporting information were adopted on 25 February 2021 and was out for consultation from 9 March - 9 April 2021. The Consultation Document outlined the key proposals, the priorities and projects for the District over the next 10-30 years, and was aimed to enable residents and stakeholders to participate in the development of the Long Term Plan by providing us with feedback.

Our key proposals for consultation were:



Maintaining our roading network



Walking and cycling



Swimming pools



Community halls



CCTV - Security cameras



Elder housing

We also sought feedback on:

- Draft Schedule of Fees and Charges 2021-2022.
- Revenue and Financing Policy.
- Multiple Pan Remissions Policy.
- Water Rates Remission Policy.

We produced the following documents as supporting information for the Consultation Document.

1. Wellbeing Plan
2. Climate Change Action Plan
3. Strategic assumptions for the Long Term Plan 2021-2013
4. Financial Strategy
5. Infrastructure Strategy
6. Te Ara Mua - The Pathway Forward
7. Council activities/performance measures
8. Financial/policies and summaries

We engaged with our community during phase three through:

- Hello Future District website
- Three free community events (one per ward) "Love the Western Bay Fun Days"
- Formal hearing opportunity
- Feedback booths around the District
- Instep Young Leaders breakfast
- Two workshops with iwi/hapū representatives
- More than 1000 notifications/emails to community groups and key stakeholders
- Mail out to 2905 non-resident ratepayers
- Print, digital and radio advertising
- Social media

We received **836** submissions through the various opportunities to give feedback.

3808

Pieces of feedback was received across all topics for phase three.



Community Fun Days held in Te Puke, Te Puna and Waihi Beach



Overall we received 44,206 individual pieces of feedback across the development of this plan.



Decisions on the key proposals and other Long Term Plan topics

May 2021

Analyse and report feedback.

Deliberations were held on 31 May and 3 June 2021.

June 2021

Decisions and adoption of final Long Term Plan 2021-2031, submitter responses, and Schedule of Fees and Charges 2021-22 took place on **29 June 2021**.

Snapshot - decisions on the key proposals

To view the full Long Term Plan 2021-2031 decision document visit www.westernbay.govt.nz/longterm2021-2031



Maintaining our roading network

✓ What we've decided

We decided to fund an increasing maintenance programme. The programme includes pavement rehabilitation, seal widening and pavement surfacing.

This decision will bring forward \$1.1 million which was allocated for subsequent years of the Long Term Plan.

This means the budget will increase by \$1.1 million per annum gross (\$484,000 is rates funded) from 2022/23.

The total investment is \$100.54 million over the 10 years of the Long Term Plan, of which \$34.80 million is Rates-funded.

Seal extensions

We decided to increase the budget for seal extensions from \$1 million per year to \$2 million per year, for 10 years. For the first three years the additional spending will be funded mainly from loans, and a small proportion of financial contributions. The costs to repay the loan will be spread over 10 years. This will enable more roads to be sealed.



Walking and cycling

✓ What we've decided

We decided to increase rates to fund an increased walking and cycling development programme.

Over the 10 years of the Long Term Plan this results in an investment of \$13.85 million from the Roothing Rate and \$2.7 million from the Recreation and Open Spaces budget.



CCTV - security cameras

✓ What we've decided

We decided to include a budget of \$50,000 per annum for the next three years, for the purchase of CCTV - security cameras.

We will also include operational costs to monitor the cameras, and will consider requests for new cameras through our CCTV Management Plan. Council will consider CCTV camera requests annually through an advertised contestable process and prioritise these requests against the criteria in its CCTV Management Plan.



Swimming pools

✓ What we've decided

We decided to go with our preferred option, which is:

- A new pool facility in Te Puke in 2026, at a cost of \$15 million. We will also spend \$300,000 in 2022 on upgrades to keep the existing pool functioning. Most of the upgrades will be able to be repurposed into the new pool facility eg. filters.
- A shorter term upgrade for Dave Hume Pool in Katikati, including a new covered roof at a cost of \$2 million. This will be followed by a new pool being built post-2040.
- Land purchase to secure a site for a new swimming pool facility in Ōmokoroa (new pool to be constructed post-2040).



Elder housing

✓ What we've decided

We decided to retain and continue to operate elder housing, and redevelop our elder housing sites over time to increase the amount of housing available.

We will also prepare an operational policy for our elder housing activity that includes the criteria for setting rents so they remain affordable to tenants.

About the feedback: Most of the comments supporting Option 1 regard elder housing as being a high need in the community and something that Council should provide. Some commented that providing affordable housing for older people enables them to remain in their local community, and is important not only now but also for the future.

Eleven specific comments were received in support of Option 2. Most recognised the importance of elder housing being provided, but felt it was either a central government function or something that a community housing provider was better placed to deliver.



Community halls area of benefit

✓ What we've decided

We decided to amend the areas of benefit for community halls so that all properties in the District are included in an area of benefit (excluding Matakana Island).

For Otamarakau Hall, the Maketu community, Pongakawa Hall and Apata/Pahoia Hall an area of benefit is established with no targeted rate set. The introduction of any targeted rate for community halls for these areas of benefits will be subject to specific community consultation.

Pukehina Community Hall Remediation

We decided to proceed with providing a loan of up to \$200,000 for remediation works for the Pukehina Community Hall. The loan will be paid back over a 10 year period via the targeted rate charged over the Pukehina Community Hall area of benefit. This equates to a targeted rate of \$30 per rateable property, per year.

Te Puna Community Centre

We decided to provide a budget of \$25,000 for a strategic assessment of community facility needs within the Te Puna community in 2022/23. We will carry out this assessment in conjunction with the Te Puna Community Centre committee, Te Puna Memorial Hall Committee and Pīkīrākau hapū, and will engage with the wider community in this process.



Our District, Our People Tō tātou Takiwā, tō tātou Iwi

Western Bay of Plenty District is one of the faster growing areas in New Zealand.

As at 30 June 2018 its current estimated population is 53,400. The population is expected to reach around 67,800 by 2033. Between the 2013 and 2018 censuses, the population of the District grew by 17.5% (7630 people); it is estimated that the population will grow by 11% in the next five years. Most of this growth has come from immigrants and migration from other parts of New Zealand.

Our District at a glance

19% of the District's population identify themselves as Māori which is higher than the national average of 17%.

Agriculture and horticulture are the main economic drivers of the Western Bay of Plenty District and the greater Tauranga and Western Bay District sub-region.

Over 90% of the people in the Kaimai Ward indicated they were of European ethnicity in 2018.

15% indicated they were Māori in the Kaimai Ward for the same period.

19% of the population in the District are less than 15-years-old very close to the national average of 20%.

Population statistics on this page are from the 2018 Census.



21% of residents in the District are over 65-years-old higher than the national average of 15%.

The Asian ethnicity in the **Katikati/Waihi Beach Ward** increased from 606 people in 2013 to 816 people in 2018 (+35%), while the Pacific People ethnicity increased from 342 people to 432 people (+26%) for the same period.

The District has a warm, sunny climate with an average of 1900 – 2300 sunshine hours per year.

The District has a moderate rainfall of 1200 – 2400 mm per year.

28% of the people in the **Maketu/Te Puke Ward** indicated they were of Māori ethnicity in 2018. 12% indicated they were Asian.

50% increase The Asian and Pacific ethnicities increased in the **Maketu/Te Puke Ward** by 50% or over from the 2013 to 2018 Census.

The District has a lower level of socio-economic deprivation than the country as a whole.

Your Mayor and Councillors

Tōu Koromatua me Ngā Kaikauniwhera a Rohe



Katikati/Waihi Beach Ward Councillors



Garry Webber (Mayor)
027 270 3971
Garry.Webber@westernbay.govt.nz



James Denyer
021 858 007
James.Denyer@westernbay.govt.nz



Anne Henry
027 698 9275
Anne.Henry@westernbay.govt.nz



Allan Sole*
027 497 7250
Allan.Sole@westernbay.govt.nz

**Allan was sworn in as Councillor on 12 May 2021 following the resignation of Christina Humphreys in January 2021.*

Kaimai Ward Councillors



Mark Dean
021 949 339
Mark.Dean@westernbay.govt.nz



Don Thwaites
027 552 5103
Don.Thwaites@westernbay.govt.nz



Margaret Murray-Benge
027 221 0388
Margaret.Murray-benge@westernbay.govt.nz



Murray Grainger
027 936 7994
Murray.Grainger@westernbay.govt.nz

Te Puke/Maketu Ward Councillors



John Scrimgeour (Deputy Mayor)
027 653 3368
John.Scrimgeour@westernbay.govt.nz



Grant Dally
022 123 6850
Grant.Dally@westernbay.govt.nz



Monique Gray
027 356 9545
Monique.Gray@westernbay.govt.nz



Kevin Marsh
027 494 2215
Kevin.Marsh@westernbay.govt.nz

2

Informing our Planning

Whakamōhio to
mātou Mahere



This chapter sets out our approach to promoting social, cultural, environmental and economic wellbeing for our communities. It also includes how we develop Māori capacity to contribute to decision-making, and our Financial and Infrastructure Strategies.



Chapter 2

Informing our Planning

Whakamōhio to mātou Mahere

Wellbeing Plan	19
Te Ara Mua - The Pathway Forward	29
Climate Change Action Plan	31
Strategic Assumptions for Long Term Plan 2021-2031	39
Financial Strategy	63
Infrastructure Strategy	89





Wellbeing Plan Mahere Hauora

The purpose of local government is to promote the economic, social, cultural and environmental wellbeing of its communities, both now and in the future.

We've developed this Wellbeing Plan to set out our approach.

Wellbeing

Wellbeing means different things to different people and to different communities. In general, it's the experience of health, happiness and prosperity, and having a sense of meaning or purpose in one's life. That could mean having a good, stable job. It could be knowing your kids are safe at school and are getting a good education. It could be having a stream or river nearby that's clean and healthy - a place where you can go and enjoy nature. It might be knowing your neighbours and belonging to local clubs where people can get together and connect. Or, feeling safe and secure and warm in your home.

For Māori communities, wellbeing is strongly linked with the connection to place - knowing the land, the whenua, having a local marae that is your place in the community, being able to use local resources such as harakeke, kaimoana, and rongoa so that traditional practices can thrive.

Council's role

The purpose of local government is to promote the economic, social, cultural and environmental wellbeing of its communities, now and in the future.

This means Council needs to think about how the actions or activities it undertakes or supports now, will impact not only on the present communities but also how they will affect future generations.

Deciding what's important

We used existing data and information from iwi / hapū management plans, community plans, other projects where there was community consultation, and surveys such as the Annual Residents Survey and Vital Signs to inform our response to wellbeing. We've split these into:



**Social / Cultural
Wellbeing**



**Economic
Wellbeing**



**Environmental
Wellbeing**



The impact of COVID-19

Toi Te Ora Public Health carried out a Community Health and Wellbeing Needs Impact Assessment to understand the impacts of COVID-19. The key findings were:

- Those who were most disadvantaged, were the most negatively impacted.
- There are increasing and complex mental health needs across the population
- There have been increases in financial hardship and unemployment, in particular for Māori, youth and women.
- People are less able to meet their basic needs, and in particular are facing housing challenges and food insecurity.

The study points out that there have been possible improvements in environmental health (for example better air and water quality over the lockdown period) and possibly more people are engaged in physical activity as a result of walking, cycling and using green space during lockdown. However these factors have not yet been explored.

Our economy will feel impacts from COVID-19, but these may be less severe than in other parts of the country. This is because the Western Bay of Plenty had sustained growth in GDP in the five years prior to 2020, with very low rates of unemployment and lower NEET rates (Not In Education, Employment or Training) than the rest of New Zealand. The Government's economic stimulus packages will be critical to reducing negative impacts on the economy.

The factors set out here have been considered by local communities and have informed the priorities set out in the local wellbeing action plan (see further on in this section).

The impacts of the housing crisis

Housing affects people's wellbeing in many ways. High mortgages and rents put households under financial pressure. Not having secure housing means households face disruptions if they have to move - affecting schooling, ability to get to work and being connected to a network of family and friends. A lack of supply of good quality housing means people accept living in cold and damp places that can affect their health.

Housing was already a major challenge in the District. Contrary to what may have been expected, COVID-19 has accelerated housing demand where there was already a lack of supply, leading to house prices and rents continuing to rise to new highs. Sustained population growth is keeping up the pressure on the market. The Bay of Plenty population increased by 3.8% to the end of June 2020 - and this was possibly higher in the Western Bay than other parts of the region.

As people are priced out of the private market, demand increases for social housing. Both the social housing register (people with very high housing needs who are on the waiting list for social housing) and emergency housing special needs grants have steadily increased over the last three years.

There are three major new urban areas planned in the sub-region, Te Tumu (Papamoa East), Tauriko West, and Ōmokoroa Stage 3. But they are not scheduled to be ready for development until 2024. This means there is limited capacity to cater for the housing demand - which will most likely lead to continued increases in house prices and rents, and subsequently increasing demand for social, transitional and emergency housing.

The housing sector is also a significant part of our local economy. Construction contributed 8% of GDP in the year ended June 2019. The rental, hiring and real estate sector contributed nearly 10%. While not all of this is directly related to residential development, it is possible a downturn in house building activity (due to a lack of land that is easily developable) could have a significant impact on the Western Bay's economy.

Council is working closely with Tauranga City Council, Bay of Plenty Regional Council, Tangata Whenua and Central Government (in particular the Ministry of Housing and Urban Development and Kainga Ora) on these housing challenges. They have also been considered through Council's review of its elder housing activity.

You can see more about this in our key proposal for elder housing in the Long Term Plan 2021-2031 Consultation Document.

www.hellofuturedistrict.co.nz





Social / cultural wellbeing

To inform Council's role in social / cultural wellbeing, we developed some outcomes and an agreed "way of working".

Our overall outcomes are that in the Western Bay of Plenty, no matter what age you are:

- People feel safe and welcome.
- People are connected and feel they belong.
- People can be active and healthy and enjoy the outdoors.
- People have access to adequate housing.
- People can learn and contribute.

Council will not, on its own, achieve these outcomes. Our role is to structure the way we work and deliver our services in the best possible way to contribute to these outcomes.

Recognising that communities are best placed to achieve their own aspirations, we adopted the following key principle:

"The knowledge of what makes a great community, sits within that community".

"Ma te hapori ano te oranga o te hapori".

Council aims to apply this principle to the way it works with communities. We want to work with communities to build:



Whakawhanaungatanga – relationships

Recognising that good relationships are the key to success in any project or initiative.

Manaakitanga – support

Council doesn't control or do it all, it's about supporting communities with their endeavours.

Oritetanga – equal opportunity

Understanding that some communities might be starting further behind others and providing extra support and resources so they can advance.

Through working with communities we identified four key areas where Council could provide more support over the next three years:

- **Older people** - creating environments and connections where older people are valued and able to participate.
- **Digital enablement** - access to technology and resources bridge the 'digital divide'.
- **Young people** - creating environments and connections where young people have a sense of belonging, and pathways to employment.
- **Events** - creating a clearer understanding of how Council supports local events that contribute socially, culturally and economically to our communities.

Council will also continue to support arts and culture, sport and recreation initiatives, and community development through service delivery contracts with various organisations.

You can see more of the key actions Council will take in the Communities Group of Activities section from page 177 in the Activities section of the 2021-2031 LTP supporting documentation. This covers Community Building, Community Facilities and Libraries and Service Centres.

For wellbeing for our Māori communities, see the Tangata Whenua priorities section on page 27.



Environmental wellbeing

Our District has a vision of having a clean, green and valued environment.



Our approach is:

Manaaki Tinana

Caring for the physical health of the environment.

Manaaki Hinengaro

Sharing and valuing knowledge about the environment.

Manaaki Wairua

Protecting sites of natural and cultural significance.

Manaaki Hononga

Fostering strong and effective working relationships and encouraging collective responsibility.

To achieve the District vision using the approach set out above, we aim to:

- use resources wisely
- protect important natural and cultural areas
- increase indigenous biodiversity
- have a lighter footprint
- connect people with the natural environment
- make decisions to address the impacts of climate change.

We've reviewed our funding for environmental programmes. You can see more about this and other actions we're taking in the Natural Environment and Sustainable Living Activity, Solid Waste Activity (for rubbish and recycling), and in our Climate Change Action Plan from page 31.





Economic wellbeing

Council aims to encourage the use of local resources in a way which strengthens economic opportunities and improves social outcomes.

We have key relationships with Priority One (economic development agency) and Tourism Bay of Plenty (Regional Tourism Organisation) to build economic capacity at the sub-regional level. We support economic development in our towns and wards through supporting organisations like Te Puke Economic Development Group, EPIC Te Puke, Katch Katikati, and Waihi Beach Events and Promotions.

Council also has a key role to play through the way it delivers its services, to support growth and transport.

You can see more of the key actions Council will take in the economic development activity in the Activities section on page 308.





Local priorities

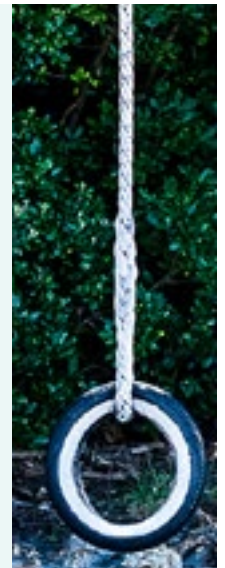
We wanted to understand the key priorities for our communities, to improve their local area's overall sense of wellbeing. So we worked with local providers and invited local groups and organisations to a workshop to find out.



Katikati Community / Waihi Beach

Three key actions:

1. Create a hub for youth, using the Katikati Action Centre as a base. This would be a place where locals can drop in and take part in activities or impromptu sports / dance activities.
2. From this hub, create a network of mentors that can connect youth to local businesses - like the 'Youth 2 Work' scheme in Porirua. The mentors need to be local people who already have relationships in the town.
3. For Waihi Beach, the recent development of the town's Community Plan has seen many organisations wanting to collaborate on local projects. But, it's hard to get everyone in the same room and get projects started. Waihi Beach would like a 'connector' role, similar to the colab coordinator in Te Puke, or the role Katch Katikati play - someone who can help create a network, provide support to get projects off the ground, and keep everyone motivated!

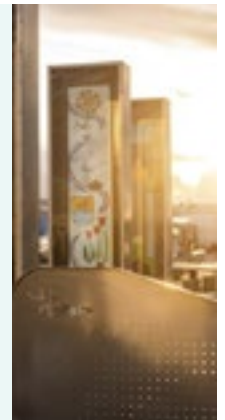


Te Puke / Maketu Community

Three key actions:

1. Create signage in different languages, of common sayings, to welcome and embrace all cultures.
2. Support and facilitate community-led food security initiatives.
3. Support and facilitate local housing initiatives that align with identified housing needs of the community.

The Te Puke Community also had development of a youth hub and ensuring tangata whenua inclusion in decision making as high priorities. Plans are already under way for a youth hub. Priorities for tangata whenua are set out under the heading Wellbeing For Our Māori Communities.



We've used data (mainly from Census, but also from other sources) to create profiles of communities in our district, factoring in the impacts of Covid-19. We've used these to help us understand where we're doing ok, and where more focus is needed.

The number one thing we heard was that it's about local people supporting and delivering local actions, that they can see make a material difference to their communities. They knew that their communities had the knowledge and the networks needed to deliver programmes, or actions, and that with a small amount of funding support they could make things happen.

On this page are the key actions for each ward in the District. These actions will be developed and delivered over the next three years, with Council providing 'seed funding' to each action. Council will work with local organisations to develop a clear plan for each action, from the set-up to implementation, and will ensure the success of each project is measured. The projects themselves will be led by the community, with Council supporting.

Kaimai Community

Three key actions:

1. Support rural communities with community safety planning, including providing funding for security cameras and support for establishment of local neighbourhood watch groups.
2. Work with groups on walking/cycleway safety, such as signage and parking provision.
3. Advocate for Ultra Fast Broadband (UFB) connection for the Whakamarama and other rural Kaimai communities (in particular in areas where UFB is already provided to local schools).



Bringing it all together – how we will know we’re on the right track

For our local wellbeing actions, we’ll work with each project group to measure how successful the project is and how these projects can evolve over time. These will be used as case studies so we can see what works well, what doesn’t and where more focus is needed.

For overall wellbeing, we know that it takes time to achieve those outcomes. Measures from year-to-year are good to have, but it’s the trends over time that really show if things are moving in the right direction.

We’re going to use a range of ‘indicators’ that should show if we are turning the curve on some of the negative wellbeing statistics.





Tangata Whenua priorities

Ka tukuna ata i te meera ki

In 2020 Council held face-to-face engagement with several hapū across the District. The priorities from these hui, and actions Council will take, are set out here:



Housing

Council will work on ongoing development of the Papakainga Toolkit. Working in partnership with hapū, we will seek grants for infrastructure to support housing development. We will also continue to invest in Twenty Degrees - the Regional Healthy Housing Programme, alongside BayTrust, Tauranga Energy Consumer Trust, Rotorua Energy Consumer Trust, Te Puni Kokiri, Bay of Plenty District Health Board and Toi Te Ora Public Health.

Capacity for involvement in decision making

Council will support training and capacity development through Marae kete (an online toolkit for Marae in the District to address the practicalities of administering their Marae - maraekete.co.nz), internships and funding support for development of hapū management plans. Council will also follow agreed engagement protocols on matters of importance to hapū.

Local involvement in local projects

Council will work specifically with Tangata Whenua on Te Tawa ki Tahataharoa and Panepane Purakau on local involvement in these projects.

Maintaining and strengthening cultural infrastructure

Council will support cultural infrastructure through the Marae Sustainability Fund, providing support for local projects and emergency Response support.

Water as a taonga

Council will continue ongoing work on sub-catchment management plans for stormwater management that protects ecological and cultural values.

Did you know?

There are

23 Marae

in the District



Happy Waihi Beach local (surfing, great for your wellbeing)



Te Ara Mua - The Pathway Forward Te Ara ki Mua

Te Ara Mua is a plan developed by the Tauranga Moana and Te Arawa ki Takutai Partnership Forum. It signifies the efforts of the Partnership Forum to meet the aspirations of Māori and the Western Bay of Plenty District Council when it comes to kaupapa Māori.

Developing Māori capacity to contribute to decision-making

We recognise the importance and special place of Tangata Whenua within our communities and the additional responsibilities that the Local Government Act places on us to develop the capacity of Māori to take part in local government decision-making processes.

Equally, we acknowledge the journey that is required to develop positive and purposeful relationships with Tangata Whenua that can sustain us into the future.

We have a number of mechanisms for engagement and to involve Tangata Whenua in our decision-making processes. We will continue to review and improve them to ensure ongoing effectiveness.

We will continue to work with iwi and hapū to provide for their representation aspirations.

Te Ara Mua

Te Ara Mua (The Pathway Forward) is a plan developed by the Tauranga Moana / Te Arawa ki Takutai Partnership Forum. It signifies the efforts of the Partnership Forum to meet the aspirations of Māori and the Western Bay of Plenty District Council when it comes to kaupapa Māori. Te Ara Mua provides Ngā Whetu, a framework for identifying issues of significance to Māori in line with the Treaty of Waitangi principles that have been adopted by Council, and the clear statutory obligations Council has to Māori. The Plan also outlines Ngā Kaihoe, an annual work programme for the Partnership Forum to drive actions that address issues of significance.

Our Takawaenga Māori team

This team initiates, builds and maintains our relationship with Tangata Whenua and Māori, and strengthens our organisation's ability to appropriately engage with Māori through exposure to and training in kawa (protocols), tikanga (customs) and te reo (the Māori language).

Tangata Whenua engagement guidelines

Our Tangata Whenua engagement guidelines have been developed to assist staff in engaging with Tangata Whenua.

For further information

Find out more detail by reading Te Ara Mua on Council's website www.westernbay.govt.nz/TeAraMua





Climate Change Action Plan

Mahere Tuku Āhuarangi Kōrure

This plan sets out the actions Council will take to respond to and prepare for the impacts of climate change.

Climate change

Changes to the climate we might see:

The likely changes to the climate for the Bay of Plenty are:

- increased temperatures - up to 1.0 degree celsius increase by 2040's
- more hot days (over 25 degrees celsius) and extreme hot days (over 30 degrees celsius)
- changing rainfall patterns - declines in spring and summer rainfall, increases in autumn and winter rainfall
- higher rainfall intensity (more rain falling in a shorter period of time) and more heavy rainfall events
- fewer wet days
- fewer cold nights
- fewer windy days.

Assumption

As a result of climate change the Western Bay of Plenty can expect to see:



- more hot days (temperatures 25 degrees celsius or more)
- milder autumns and winters
- wetter winters
- decreasing summer rainfall with heavier downpours
- fewer cold nights and frosts
- rising sea levels (0.52m above Moturiki Datum 1953 at 2070).

Overall there will be more extreme weather and storm events (potentially three times more frequent) and increased risk from natural hazards such as coastal erosion and inundation.

Council will plan using RCP8.5, however individual projects will undertake their own modelling as appropriate.

This will have social, economic and environmental consequences that are difficult to predict and plan for. The Zero Carbon Act and new regulations will require reporting on the actions Council is taking to move towards zero carbon by 2050.

If these changes occur, will lead to:

- more droughts
- more extreme weather and storm events
- increased risk of coastal erosion
- inundation of marshland and previously dry land
- fewer frosts
- increasing sea water temperatures.



What might happen as a result of the climate changing

- Saltwater incursion into rivers and groundwater aquifers. This would have impacts on water supplies and wastewater treatment plants.
- Increased coastal flooding may impact on roading networks and community infrastructure such as coastal parks and walkways.
- Coastal erosion impacting on areas with high cultural values. Matakana Island and Maketu have been identified as having a high sensitivity to erosion.
- Establishment of new pest animals, weeds and diseases that are currently prevented by NZ's climate. This could have significant impacts on indigenous ecosystems, as well as on primary production systems. More ants, wasps and sub-tropical fruit flies, also impacting on indigenous ecosystems and primary production systems.
- Increased susceptibility to aquatic diseases, and establishment of sub-tropical and tropical species.
- Expansion of existing pests such as koi carp, goldfish, tench rudd and catfish.
- Impacts on pasture grass, legumes and maize.
- Impacts on fruit growing, in particular kiwifruit which needs 'winter chilling' and early season rainfall.
- More slips and soil erosion.
- Impacts on water availability.
- Increased fire risks for forestry.



There could also be positive impacts, such as increased crop diversity and the ability to grow things that currently don't grow here.

We know these changes will have significant social, economic, environmental and cultural consequences. But when and how these changes will affect us is difficult to predict and plan for. We want to work with communities to build understanding and knowledge and decide together how to respond. We also want to build community resilience, so that the community is in a better position to adapt and manage the impacts of any changes.

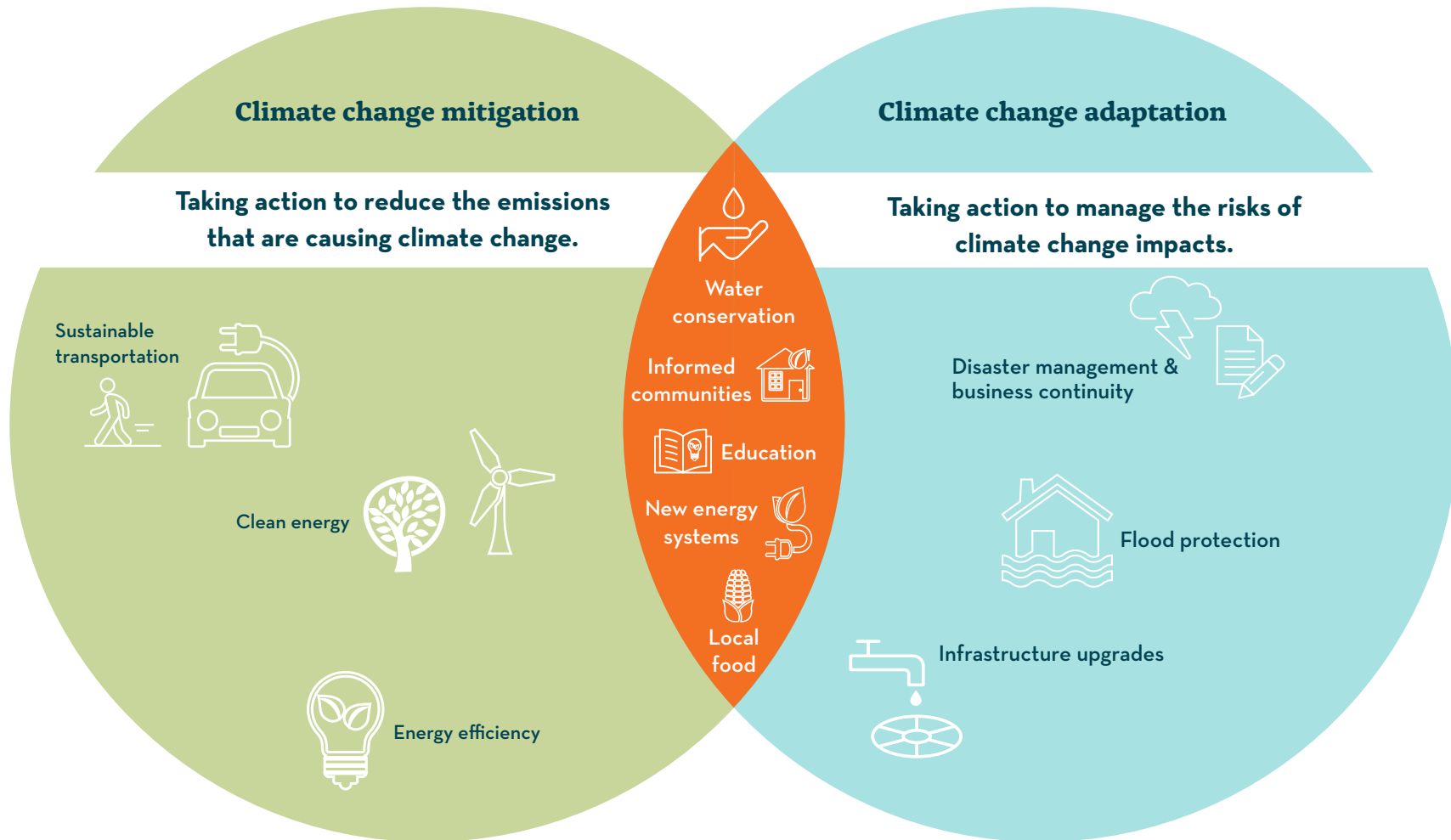
The possible responses to a changing climate

Some possible responses are:

- Land use planning that takes into account more frequent and more extreme weather events - and stricter regulations on where and how to build.
- A different built environment that can respond to this.
- Built infrastructure that is responsive to changing landforms.
- Distributed power generation (local generation, more resilient).
- Distributed internet connectivity.
- Working and learning from home.
- Higher building standards and urban design that caters for extremes in heat, rainfall and wind.
- Local monitoring systems and emergency responses.
- Some community relocation away from high risk locations.
- Regulations and legislative requirements to reduce, limit or stop emissions.
- All businesses and public sector organisations required to monitor emissions and reduce or stop emissions through changing the way they deliver.
- New infrastructure required to have low emissions (e.g. new buildings, transport systems).
- Households and communities tracking their emissions and working to reduce them.
- 'Green infrastructure' and afforestation.

Council's Response

There are two categories of actions:





Climate change mitigation

Taking action to reduce the emissions that are causing climate change.



As a large organisation in the District, Council produces a level of emissions through its activities. We need to consider what can be done to reduce emissions from those activities.

We need good data on how much we're emitting and what changes we can make. The key area for Council is energy use. We've already completed an energy audit so we know where most of the energy is being used and what savings can be made. We are entering into a partnership with EECA (Energy Efficiency Conservation Authority) to set up an energy management programme, which will lead to energy reductions and savings for Council's operations.

The next steps

To understand our wider emissions and develop a plan for reducing emissions. We will do this by joining a carbon reduction certification programme.

We have included this work in our Corporate Plan, so that it becomes a part of the way we operate our business (and not just a separate 'add on' or 'nice to have').

How to reduce emissions across our District

Council can control and reduce emissions from our activities. We can also deliver services in a way that enable people and businesses to make choices that reduce emissions. For example, we can provide park and ride facilities, walkways and cycleways that enable people to use other modes of transport, that have less emissions than private motor vehicles.

To support emissions reductions across the District we will:

- Continue our investment in walkways and cycleways.
- Implement the Urban Form and Transport Initiative (UFTI) so that we develop in areas that have less risk from natural hazards and can be serviced by an efficient transport system that means people can be less reliant on cars.
- Continue to fund the Healthy Housing programme, so that households can be warmer, drier and healthier and also more energy efficient.
- Upgrade street lighting to LED lighting, which uses a lot less energy.
- Support the uptake of electric vehicles, including e-bikes, by investing in the necessary charging infrastructure.
- Roll out the rates-funded kerbside rubbish, recycling and organic waste collection service.
- Invest into community re-use centres, to provide opportunities for re-purposing and re-developing products.
- Continue our waste reduction education programmes so that less waste is created.



Monitoring how we're doing

We've already joined an energy management programme which sets targets for reducing energy use and has a monitoring programme.

Once we've joined an emissions reduction accreditation scheme we will be monitored regularly to ensure we're meeting emissions reduction targets.





Climate change adaptation

Managing the risks of climate change impacts.

To manage the risks, we need to think about:

- where we build
- how we build
- what can be done with existing infrastructure to protect it, or make it more resilient through upgrades.

It's hard to know when changes may need to be made and what needs to happen first. But a step-by-step guide is:

Understand the science and the hazards. We already have a lot of this information.



For the next three years, Council will focus on Step 2 - Understanding what's at risk and what's most important.

We've set funding aside to carry out risk assessments on Council and community assets. These consider the potential changes to our climate, the impacts of those changes, and what that does to assets (such as roads, water supply systems, stormwater networks, parks, beaches and cultural heritage sites). We'll look at what's the most important and is at the highest risk. We'll then use this information to move into Step 3 - identifying adaptation actions.

We are budgeting \$200,000 a year for the next three years to do this work.


What else are we doing?

To do this work well we need to work closely with Tauranga City Council and Bay of Plenty Regional Council. We'll continue sub-regional collaboration through our agreed Natural Hazards Programme, which includes looking at different scenarios for climate changes and impacts and how they will affect natural hazards (e.g. flooding, coastal erosion). We will use this work for land-use planning purposes, so that as we're looking to address existing risk we're also not adding to that risk by putting more infrastructure, housing and development into high-risk areas.

We are also working on a regional climate change risk assessment. This will let us know what's most at risk and what's most important at a regional level.

We are working hard to improve the way we deliver our stormwater network, so that we can move towards being a water sensitive District that is more resilient to flooding. We are ensuring we manage water and wastewater responsibly, as our water supply and wastewater treatment systems could be severely impacted by climate change.





Strategic Assumptions for Long Term Plan

2021-2031

**Rautaki Whakapae mō te
Mahere Rae Roa 2021-2031**

The Strategic Assumptions are the Council's 'best guess' at how the future may look. They form the basis for planning and are developed from a wide range of sources.

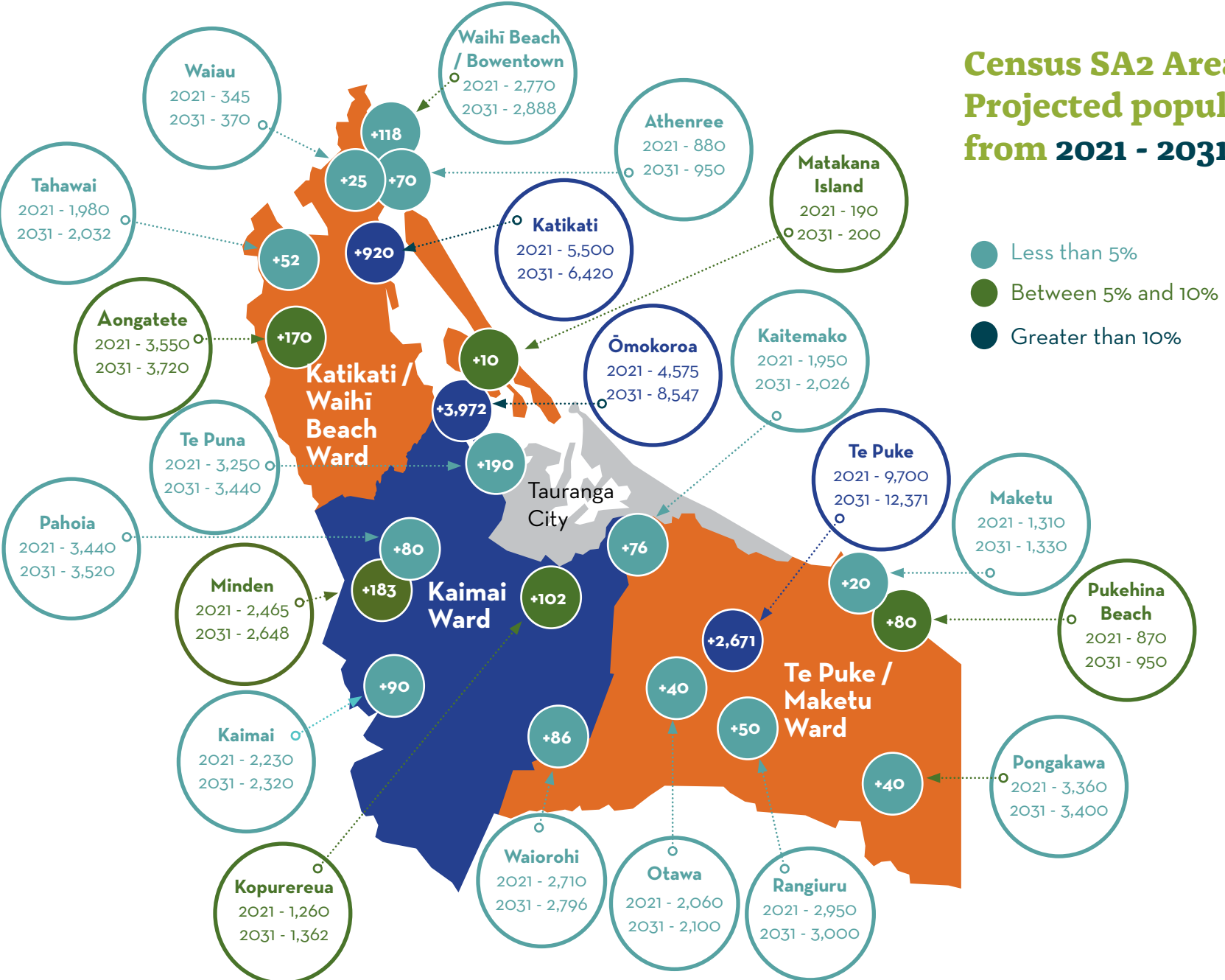
1

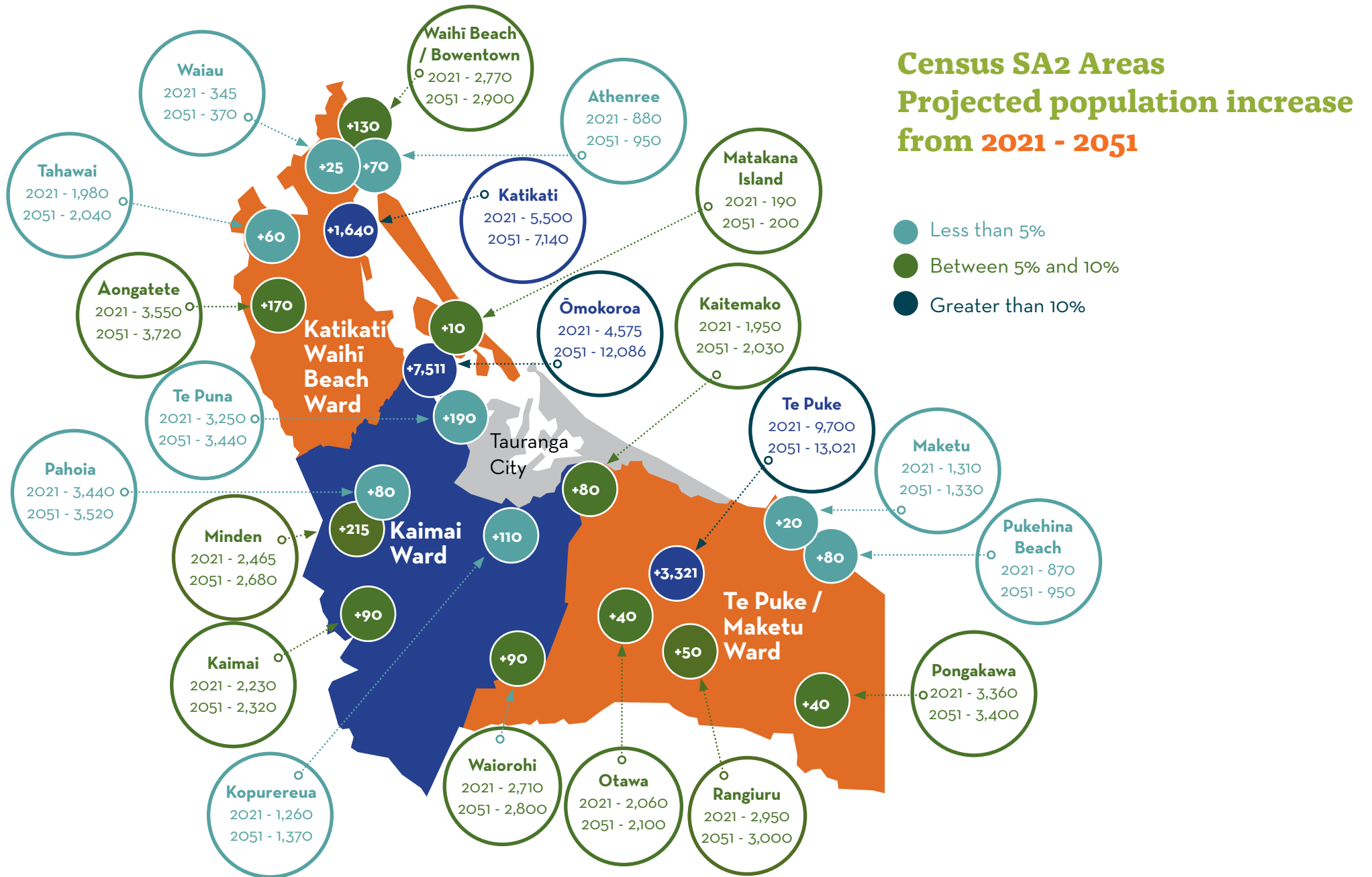
Population growth



Assumption		Implication		Level of uncertainty		Impact		Mitigation	
<p>Our District will continue to attract new residents and our population will grow.</p> <p>Growth won't be uniform across the District but will be primarily centered around our urban areas.</p> <p>See table below and maps overleaf for further detail.</p>		<p>Growth affects the number of rateable properties in the District and the expected demand for services and infrastructure.</p> <p>Growth has a lot of benefits but also creates challenges for the delivery of services and funding infrastructure work.</p>		<p>High</p> <p>Based on national assumptions and regional economic projections, we expect sustained growth over the next three years.</p> <p>The potential impacts of COVID-19 have increased the level of uncertainty.</p>		<p>If population growth is faster than expected and the number of rateable properties are under-estimated the consequences are:</p> <ul style="list-style-type: none"> - income growing faster than expected - higher demand for Council services - financial contributions being set too high. <p>Council would respond by bringing forward future expenditure and adjusting financial contributions the following year.</p> <p>If population growth is lower than expected, the consequences are:</p> <ul style="list-style-type: none"> - over-investment in infrastructure and unused capacity - income from rates and financial contributions falling short of budget, meaning debt is repaid more slowly and interest costs increase - financial contributions being set too low for that financial year. <p>Council would respond by funding the shortfall through rates or increasing debt, or by deferring expenditure. Council is well within its prescribed debt limits with borrowing headroom to raise more debt if required.</p>		<p>Council plans for growth in collaboration with TCC, BOPRC, Iwi and Waka Kotahi through SmartGrowth (including the UFTI initiative).</p> <p>Council re-forecasts growth projections each year through the annual plan to ensure infrastructure provision and service delivery are aligned to growth.</p> <p>We will look at actual consent numbers throughout the year.</p> <p>The timing of growth-related projects is managed to provide infrastructure 'just in time'.</p>	
Year ended 30 June	New lots (average annual increase)	Growth rate (average annual increase)	Total dwellings	District population					
2021	244	1.04%	23,399	57,355					
2026	340	1.34%	25,352	62,219					
2031	317	1.17%	27,093	66,300					
2036	160	0.57%	28,312	69,102					
2041	100	0.35%	28,957	70,620					
2046	10	0.03%	29,262	71,203					
2051	10	0.03%	29,312	71,367					

Census SA2 Areas Projected population increase from 2021 - 2031





Climate change

Assumption	Implication	Level of uncertainty	Impact	Mitigation
<p>As a result of climate change the Western Bay of Plenty can expect to see:</p> <ul style="list-style-type: none"> • more hot days (temperatures 25 degrees or more) • milder autumns and winters • wetter winters • decreasing summer rainfall with heavier downpours • fewer cold nights and frosts • Rising sea levels (0.52m above MVD 1953 at 2070). <p>Overall there will be more extreme weather and storm events (potentially three times more frequent) and increased risk from natural hazards such as coastal erosion and inundation.</p> <p>Council will plan using RCP8.5, however individual projects will undertake their own modelling as appropriate.</p> <p>This will have social, economic and environmental consequences that are difficult to predict and plan for.</p> <p>The Zero Carbon Act and new regulations will require reporting on the actions Council is taking to move towards zero carbon by 2050.</p>	<p>Council's business must respond to climate change now to ensure a level of preparedness for future impacts. Failure to respond will lead to significant future challenges and costs.</p> <p>The local economy may be negatively impacted by climate change, particularly through changes to growing conditions and susceptibility to new pests.</p> <p>Council will have to meet additional reporting requirements.</p>	<p>Moderate</p> <p>We know climate change will impact on our business, however the exact nature, extent and timing of the impacts is difficult to predict.</p> <p>The major impacts of climate change are expected outside of the 10-year planning horizon.</p>	<p>If the impacts of climate change are felt more severely within the 10 years, the likely consequences are:</p> <ul style="list-style-type: none"> • failure to meet the levels of service, primarily in stormwater (due to infrastructure being undersized) • impacts on Council assets located on the coast • unbudgeted maintenance and / or capital costs due to damage to assets. 	<p>Coastal Erosion Responses Policy, to provide a decision-making framework to address impacts on Council-owned assets on the coast. Asset assessments will be undertaken to identify vulnerability and \$200,000 per annum has been budgeted for coastal erosion works.</p> <p>Council has modelled harbour inundation scenarios, alongside BOPRC and TCC, through the Natural Hazards Charter. Council is also modelling impacts of climate change on our stormwater systems.</p> <p>As a member of the BOP Lifelines Group, Council is investigating the resilience of our infrastructure.</p> <p>Council has developed a Climate Change Action Plan to set out the intended actions to respond to climate change impacts over the next three years. Council will focus on understanding the level of risk our assets face.</p> <p>See from page 31 for more information.</p>

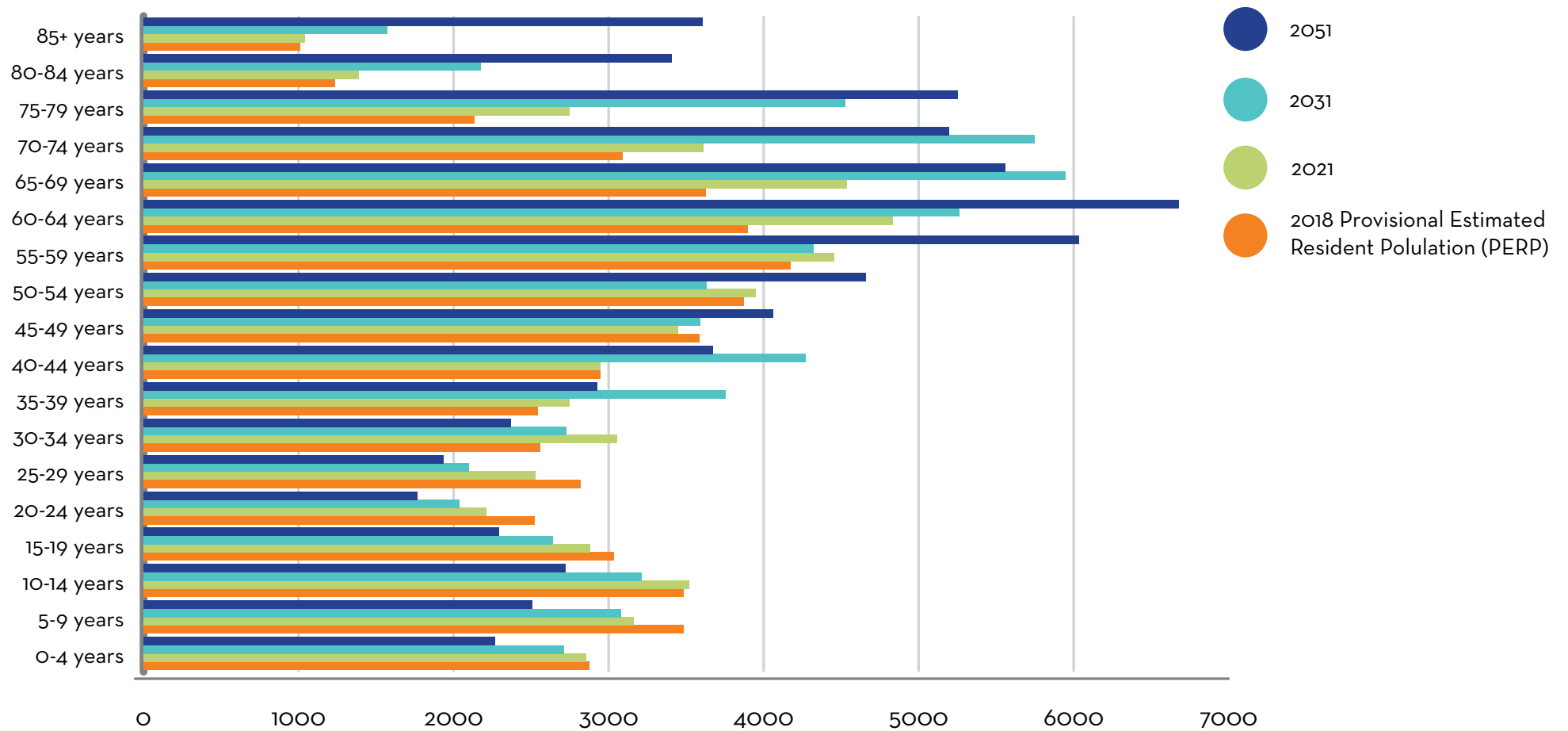
3

Demographics

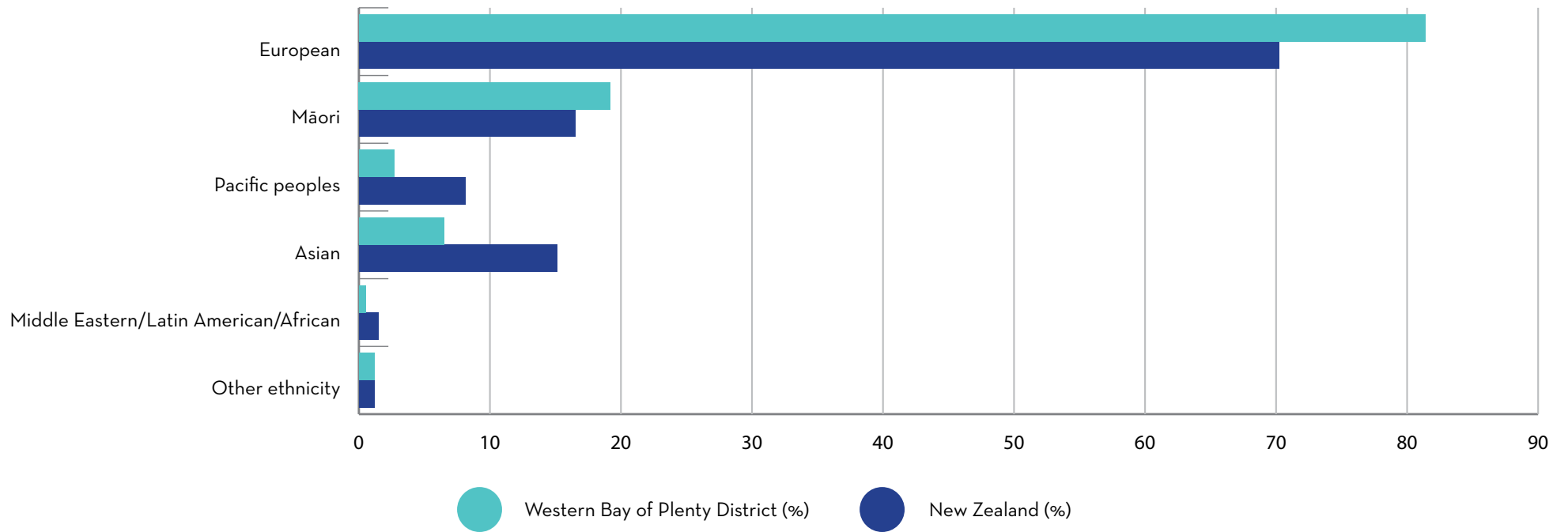
Assumption	Implication	Level of uncertainty	Impact	Mitigation
<p>The make up of our communities will change. As a District we will become older and more diverse.</p> <p>There will be variation between communities as people move and places grow. For example, Te Puke's average age dropped in the last census.</p> <p>The graphs and charts overleaf provide further detail.</p>	<p>Increasing cooperation between local government and health sectors to understand and deliver healthy environments for residents.</p> <p>Changing household occupancy (ageing population and single occupancy balanced against cultural norms of multiple generations in one house).</p> <p>Impacts on the District's labour force.</p> <p>Changing methods of engagement to involve different communities and create welcoming, tolerant communities.</p> <p>Continued cultural awareness practices in communities and workplaces.</p> <p>Changing use of infrastructure.</p> <p>Changing recreation patterns may change investment priorities.</p>	<p>Low</p> <p>Some changes such as the ageing population are clear, because they are determined by the make up of the existing population and our current birth rate. Immigration is more difficult to predict and would potentially affect our population growth. The impacts of this have been addressed under the population growth assumption.</p>	<p>An over-estimation or under-estimation of this assumption is considered immaterial – as any major impacts would be felt in population growth changes (addressed under the population growth assumption).</p>	<p>We continually monitor population demographics through SmartGrowth, using census data and NIDEA projections.</p> <p>Our community engagement guidelines assist us to work with communities and respond to their changing needs.</p> <p>We are a funding partner in the Welcoming Communities programme, which assists local communities that have a high number of international migrants.</p> <p>The Spaces and Places Strategy guides our decision making for recreational facilities, and provides a framework to consider changing recreation patterns.</p>



2021-51 LTP Age Projections



Ethnic groups for people in Western Bay of Plenty and New Zealand. (2018 Census)



4

Technology

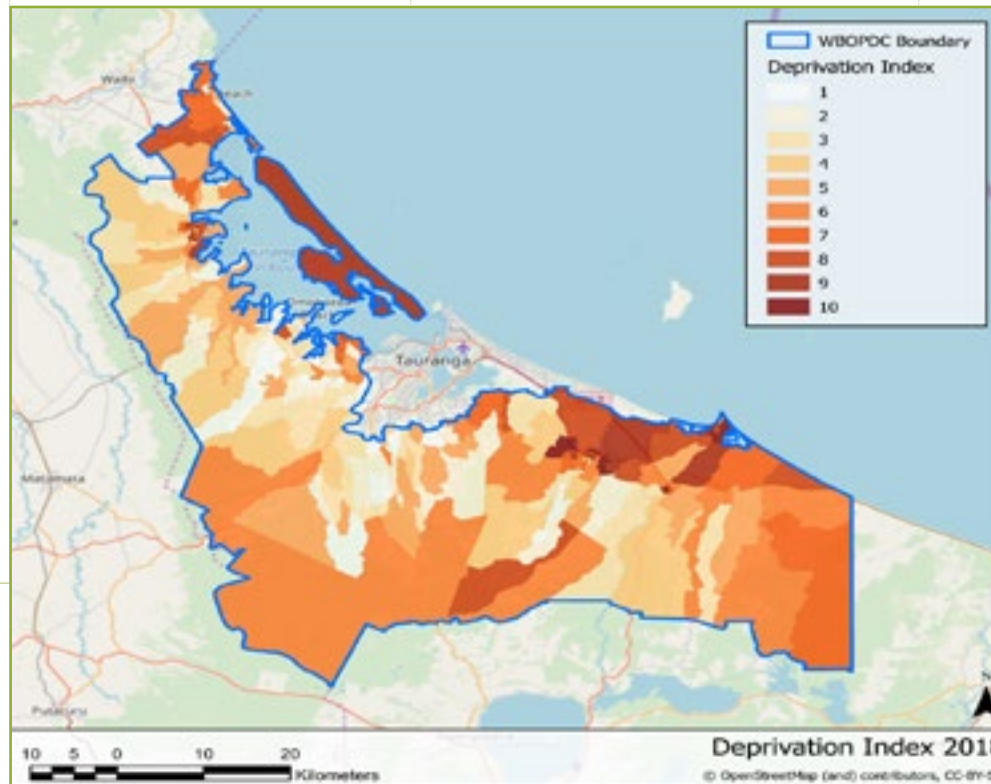
Assumption	Implication	Level of uncertainty	Impact	Mitigation
<p>Technology is changing fast and will continue to do so.</p> <p>We expect to see:</p> <ul style="list-style-type: none"> greater connectivity throughout our District, including rural broadband, fibre in all urban areas, and remedying of mobile blackspots within the 10-year period more digital disruption that is transformational and impacts on the way we live public demand for open data more empowered individuals wanting to co-design solutions to problems new models of asset ownership (called Infrastructure As A Service) smart communities seeking everything 'on demand' and increasing requirements to provide 'real time' information more demand to be able to work from home and carry out 'traditional' business remotely. 	<p>Advances in data and analytics should improve capacity, performance, and reliability of infrastructure, shifting design from meeting peak demand to ways of smoothing out the peaks. This should enable us to get more out of our existing infrastructure.</p> <p>Expect to see changes in how the business operates with increased remote working capabilities.</p> <p>Customer services and how we engage with our customers and communities will change.</p> <p>Increasing connectivity between energy, transportation and technology driving infrastructure investment decisions.</p> <p>There will be increased opportunities to deliver demand management and non-asset solutions as better information is available.</p> <p>More 'localised' micro-solutions may become available and affordable, as opposed to large centralised infrastructure networks.</p>	<p>Low for years 1 - 3. High for years 4 - 10.</p> <p>We know changes will happen, but we don't know exactly when or how disruptive those changes will be.</p>	<p>More infrastructure is likely to become obsolete before the end of its life cycle.</p> <p>Maintenance programmes may be more responsive, leading to less costly repairs.</p> <p>There may be renewal and capital expenditure decisions made on the best available information now, that are inefficient or do not meet future usage requirements. However, disruption is not an excuse for inaction.</p>	<p>Council has budgeted for continued investment into our information technology to better support our operations and improve customer experience.</p> <p>We also have an additional project to look at making the organisation increasingly future ready, with \$8.5 million budgeted over the 10 years.</p>



5

Social

Assumption	Implication	Level of uncertainty	Impact	Mitigation
<p>Equality and equity will continue to be issues. This may increase due to the economic implications of COVID-19 and its unprecedented nature.</p> <p>We have greater income and wealth imbalances than in the past. Some communities have reduced access to services and less ability to pay for services. We expect this imbalance to remain.</p> <p>As a result of COVID-19 it is likely that some residents will be worse off than previously. However, others may also be better off.</p> <p>The map to the right gives an indication of these patterns.</p>	<p>There will be increased demand placed on social services, community support organisations, and relief funds.</p> <p>Council may need to tailor solutions and investment for some communities, to ensure people are receiving the services they need.</p> <p>These may be geographic communities, or parts of the population (eg. older people).</p>	<p>Medium</p> <p>We expect the imbalance between communities to remain, or to change only slightly.</p>	<p>Should the pattern of social-economic wellbeing change radically across our District, Council may have to postpone, amend or add new projects to the work programme.</p> <p>Changes would generally be gradual and as such the overall financial impact would be low.</p>	<p>Regular monitoring of social deprivation index through the LTP cycle.</p> <p>Consideration of social wellbeing and needs through Council projects and plans.</p> <p>Council will continue to build on its strong relationships with community groups and organisations.</p>



6

Economic

Assumption	Implication	Level of uncertainty	Impact	Mitigation
<p>The local economy will return to 2019 levels and grow from 2022.</p> <p>At the District and sub-regional levels, the economic outlook is fairly positive. Our economy has been cushioned from some of the impacts of COVID-19 due to our diverse economy, strong rural sector (especially horticulture) and low reliance on international tourists.</p> <p>The local economy will have largely recovered from the impacts of COVID-19 by close of 2022 with growth above 2019 levels.</p> <p>On the back of strong and continued population growth, the Western Bay of Plenty's economy is projected to continue to grow. We are part of the Golden Triangle (Auckland / Waikato / Bay of Plenty) and our economic growth is expected to be above the national average.</p> <p>We expect to see an increase in 'sustainable' low waste, low emission business practices as standard.</p> <p>We expect to see:</p> <ul style="list-style-type: none"> • significant growth in the kiwifruit industry • growth in the avocado industry • growth in domestic tourism. 	<p>The kiwifruit industry is a high water user and its water demand will increase. This may put pressure on resources and infrastructure.</p> <p>Continued economic growth will require provision of business land. Demands for freight movement will need consideration in transport network planning.</p> <p>Growth in tourism means targeted infrastructure investment may be needed (such as toilets in rest areas, upgraded walking tracks). This will require cooperation with central government agencies.</p> <p>There may be increased pressure on the natural environment from increased use.</p> <p>The demands on the capacity of industry to deliver infrastructure projects may mean increased competition, leading to increased prices and possibly time delays.</p>	<p>High</p> <p>Forecasts align with national forecasts for economic growth and local trends, however the impacts of COVID-19 are uncertain.</p>	<p>Moderate</p> <p>The level of economic activity and growth in the District can directly impact ratepayers' ability to pay, while also influencing the level of financial contributions collected as development occurs or the level of demand placed on infrastructure.</p> <p>Investment decisions will be made cognisant of this uncertainty.</p>	<p>Continual monitoring of the situation and 'just in time' infrastructure will aid in mitigating some of these issues.</p> <p>Council will continually monitor the District's economic situation and may revise any plans, with consultation through Annual Plans if necessary.</p> <p>Council will continue to provide funding for organisations such as Priority One, Tourism BOP, Te Puke EDG, and Katch Katikati.</p>

7

Environmental

Assumption	Implication	Level of uncertainty	Impact	Mitigation
<p>Environmental sustainability will play an increasingly important role in decision making.</p> <p>In line with the changing global environment, environmental sustainability will continue to be a requirement. We expect to see:</p> <ul style="list-style-type: none"> • increasing standards for water quality • increasing requirements for efficient use of water • increasing expectation for waste minimisation • continued movement towards a low carbon operation and low carbon transportation network • an increasing focus on the management and use of harbour and coastal margins, as a result of the NZ Coastal Policy Statement and sea level rise. 	<p>A business as usual approach to asset renewals and capital projects is likely to be insufficient to address new requirements. Changes are likely to come with higher capital and operational costs.</p> <p>These may be offset through joint funding of capital projects with central government agencies and other local authorities.</p>	<p>Low</p> <p>Implementation of recently revised legislation is expected to address water quality and efficient use of water and increased planning requirements are anticipated through a series of new national party statements. See page 99 for more details.</p> <p>The Zero Carbon Act provides a strong government direction for the nation.</p> <p>Council's Waste Management and Minimisation Plan emphasises the need for waste reduction.</p>	<p>Low</p> <p>Sudden increase in expectations or requirements may have significant impact on current operations or capital projects, however planning and implementation timeframes will mean sudden changes are unlikely.</p>	<p>Council has included additional budgets to address increased standards for our three waters services and for predicted increased requirements as part of resource consent renewals.</p> <p>Council is working to reduce our organisational carbon impacts.</p>



8

Community expectations

Assumption	Implication	Level of uncertainty	Impact	Mitigation
<p>Our communities continue to have higher expectations for delivery of Council services.</p> <p>We expect to see:</p> <ul style="list-style-type: none"> continued demands to not only maintain, but also improve levels of service across all of Council's business (with increased associated costs) continued demands from the community to keep rates as low as possible continued requirements of increased environmental standards and environmental sustainability demands for social sustainability and investment. <p>Level of service changes are signalled in the LTP (for example for libraries, recreation facilities, swimming pools, cycleway and kerbside waste collections).</p>	<p>Council will need to continue to find innovative ways to fund service delivery, other than through rates.</p> <p>There will be tension between differing expectations between different groups.</p> <p>The key principle of 'growth pays for growth' needs to be balanced against the uncertainties of when population growth will occur and how Council can then fund growth-related infrastructure projects where these are required in advance of growth occurring.</p>	<p>Low</p> <p>Community expectations are frequently communicated with Council and level of service changes consulted on through the LTP process.</p>	<p>Low</p> <p>Level of service changes are often undertaken incrementally and with subsequent projects reassessed and possibly open to consultation.</p>	<p>Council actively seeks community input into decision making.</p> <p>Feedback is sought through the LTP 2021-2031 consultation processes on level of service changes.</p>

9

Political

Assumption	Implication	Level of uncertainty	Impact	Mitigation
<p>There will be increased collaboration.</p> <p>Working with other organisations can deliver multiple benefits and thinking 'outside the square'.</p> <p>We expect to see:</p> <ul style="list-style-type: none"> continued emphasis on partnerships across the community and organisations, and shared service models increasing public demand for different models of services delivery and community input more legislative changes that will impact on the way Council does business, such as Urban Development Authorities. 	<p>Council will need to be flexible in order to respond to this changing environment. It's important we maintain collaborative arrangements and look to build capability, as there will be an increased push for them in the future.</p>	<p>Low</p> <p>This is an observed trend that has been experienced and observed over several years.</p>	<p>Low</p> <p>Collaboration is regularly considered as we look at improvements and operational actions.</p> <p>Use of Urban Development Authorities and Boundary changes will still require a planning process and Council's active involvement.</p>	<p>Council will continue to actively collaborate where benefits can be made for the District. This may occur with other neighbouring council's through joint contract procurement sub-regionally such as through BOPLASS or SmartGrowth, or at a sector level with other provincial and rural Councils.</p> <p>Active involvement and communication is key for Council to mitigate any residual risk this poses.</p>

Community participation

Assumption	Implication	Level of uncertainty	Impact	Mitigation
<p>Communities want to engage with Council's in different ways. They want to be actively involved in decision making. At the same time they are 'time-poor' and it's challenging to get the right level of engagement.</p>	<p>Council will need to continuously evolve the way we engage our communities and be inclusive of all members of our communities.</p> <p>We will need to rethink our traditional project management and delivery structures so that communities can have a greater role in what we do.</p>	<p>Low</p>	<p>Low</p> <p>We will look at different ways to work with, hear from, and involve the community through Council's decision-making processes and projects.</p>	<p>Council will continue to actively engage with our communities through a variety of means.</p>

11

Tangata Whenua

Assumption	Implication	Level of uncertainty	Impact	Mitigation
<p>Partnerships with Māori will continue to increase in importance.</p> <p>The settlement of the Treaty of Waitangi (Te Tiriti o Waitangi) claims in the District will continue over the next 10 years. This will change the economic landscape, and is likely to offer new opportunities for collaboration and partnership.</p>	<p>Council may need to change the way it manages its assets to provide for greater iwi involvement. This may also impact on how we use natural resources, such as our water takes and stormwater discharges. Council is part of a joint committee of iwi authorities and councils, set up to co-govern the Kaituna River, and to look to bring all our efforts into alignment.</p> <p>This will also be a key opportunity, as settlements will provide iwi organisations with the power to invest in economic and social development projects which will ultimately benefit our community as a whole.</p>	<p>Low</p> <p>Treaty settlement processes are finalised, underway or are nearing completion.</p>	<p>Low</p> <p>Council maintains relationships with iwi in our area and will continue to build on these.</p>	<p>Through the development of the LTP 2021-2031, Council has specifically sought input from iwi and Māori.</p> <p>Council will continue to build on the relationships we maintain.</p>

Legislative

Assumption	Implication	Level of uncertainty	Impact	Mitigation
<p>We expect to see continued focus on the way Council delivers its core services and provides infrastructure for growth.</p> <p>There is likely to be increased regulation aimed at delivering higher public health and environmental standards.</p> <p>Legislative reforms are likely to continue to focus on alternative ways to deliver public services. For example the review of Three Waters and joint Council-controlled organisations for providing services. Similarly the Future of Local Government Review and the Resource Management Act reform will have impacts.</p> <p>There is currently insufficient detail regarding the possible changes to the delivery of Three Waters (water supply, wastewater and stormwater) services. This is similar for the Local Government Review and the Resource Management Act reform work. It is prudent to plan on a business as usual approach to service delivery, but with an allowance for staff time for the initial phases as indicated by Central Government.</p>	<p>Council will need to be involved in any national conversations about service delivery, to ensure we are ready to adapt to any changes that are made at the national level.</p> <p>Costs associated with the impact of legislative changes are unlikely to be recovered from Central Government. These may be substantial.</p> <p>Individual activities of Council may need to make specific assumptions.</p>	<p>Moderate</p> <p>Legislative change and national direction is highly dependent on the political direction and priorities at the time.</p>	<p>High</p> <p>Some changes to the delivery of services could significantly alter how Council functions, however the generally lengthy development process of legislation and implementation phases will allow for suitable planning and may require community consultation.</p> <p>Changes to the delivery of three waters could significantly impact Council's financial position, depending on how this is structured. This could impact the Council's levels of debt, forecast capital and operational expenditure and income. The actual impact can not be quantified at this point.</p>	<p>Continue to watch and input into legislative developments, to ensure a Western Bay of Plenty voice is heard and Council is prepared for any changes.</p>

13

COVID-19

Assumption	Implication	Level of uncertainty	Impact	Mitigation
<p>Disruptive events, such as COVID-19, have significant potential to cause shocks to international, national and local systems.</p> <p>Implications for the District are wide ranging and depend on the level of domestic infection rates, national and international responses.</p> <p>Impacts on the economy and population growth are expected to be greatest, but possibly short term. International tourism is expected to continue to be significantly impacted.</p> <p>Currently we are expecting economic impacts in 2020 and for these to be largely recovered by the close of 2022.</p> <p>We assume that our projects and works will be completed to time, as planned in the LTP, and there will be no significant delays caused directly or indirectly by COVID-19.</p>	<p>Council may need to be in a position to respond to emerging events. Council may consider bringing forward some infrastructure projects in order to help maintain economic activity in the District and support impacted workers.</p> <p>Alternatively, Council may look to defer projects in order to limit additional economic stresses.</p> <p>Council may need to change the way we work and how we use our public spaces to limit infection.</p> <p>Council may need to reschedule the timing of projects and works or reconsider budgets, due to COVID-19.</p>	<p>High</p> <p>The future situation is uncertain and very difficult to predict.</p>	<p>High</p> <p>Implications for Council's growth and financial models and work programmes could be extensive. Council will have to be flexible in its response.</p> <p>The key impact of any lockdowns affecting our District or material/contractor availability, would be potential delays in Council project delivery and associated expenditure.</p>	<p>Council will continue to monitor the situation and may revise any plans, with consultation through Annual Plans if necessary.</p>



Assumption	Implication	Level of uncertainty	Impact	Mitigation
<p>How land is used in the District will change.</p> <p>We expect to see a physical expansion and increased intensification of urban areas. This will generally be in line with the District Plan and the new SmartGrowth Joint Spatial Plan (incorporating the Urban Form and Transport Initiative (UFTI)).</p> <p>This may see an increase in impervious surfaces in urban areas.</p> <p>The Joint Spatial Plan will result in a new urban settlement pattern being developed. This may signal the development of new residential areas. However, this is likely to be in the 10-50 year time period.</p> <p>We will also expect to see continued conversion of dairy land to horticulture over the next 10 years.</p>	<p>Council will have to ensure that services are appropriately sized to accommodate growth and service any growth areas.</p> <p>Similarly, increased horticulture development may have implications for roading.</p>	<p>Low</p> <p>Growth areas are sufficiently well signalled through the District Plan and SmartGrowth. The development of a new settlement pattern will require a political process, community engagement and a high level of technical scrutiny to ensure it is viable.</p> <p>Horticulture growth is currently occurring and has been well signalled by industry.</p>	<p>Moderate</p> <p>Land use changes have direct implications for the design of our services. If this occurs in unexpected areas, or does not occur as planned, then there may be financial implications.</p>	<p>Council will maintain input into SmartGrowth and UFTI.</p> <p>Council will be reviewing the District Plan during the course of this LTP.</p>

15

Inflation rates

Assumption	Implication	Level of uncertainty	Impact	Mitigation
<p>Costs are assumed to increase due to inflation.</p> <p>Financial projections over the 10-year period have been adjusted inline with indices prepared by BERL (September 2020), which deals specifically with the costs local government deal with. Council has identified that the faster rebuild scenario is most suited for our District. The indices are applied according to the types of expenditure that make up each activity.</p> <p>An inflation assumption of 2% has been used for the remaining 20 years of the Infrastructure Strategy.</p> <p>For the Uniform Targeted Rates (UTR) (stormwater, water and wastewater) the inflation rate is defined by Council and is generally based on historic and projected financial information:</p> <p>2022: 3%</p> <p>2023-2031: 1%</p>	<p>Inflation rates impact the expected costs of our services in the future.</p> <p>These vary by activity as the type of goods purchased differ.</p>	<p>Moderate</p> <p>The level of uncertainty for this assumption is moderate. It is difficult to predict inflation over a 10-year period, therefore actual results are likely to vary from these indices, particularly from 2024 onwards.</p>	<p>Moderate</p> <p>If inflation is under-estimated and actual cost increases are materially higher than forecast, budgets for the first year of the LTP may be too low to complete the work scheduled for the year. In such cases the work would be re-scheduled.</p> <p>If inflation is less than forecast, some work may be brought forward from Year 2 of the Plan or surplus revenue held over the following year.</p>	<p>Inflation assumptions are reviewed each year as part of the annual budgeting process.</p>

Projected indexed prices from a 1,000 base in September 2020											
Year	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Roading	1,015	1,048	1,082	1,116	1,151	1,187	1,224	1,261	1,300	1,340	1,381
Planning and regulation	1,014	1,040	1,066	1,094	1,121	1,149	1,178	1,207	1,237	1,267	1,297
Water and environment	978	1,019	1,053	1,089	1,127	1,167	1,202	1,243	1,285	1,328	1,369
Community activity	1,007	1,038	1,067	1,097	1,127	1,159	1,189	1,222	1,256	1,291	1,325

16

Interest rates

Assumption	Implication	Level of uncertainty	Impact	Mitigation
Interest rates will fluctuate over the course of the LTP. However, on average, the interest rate on future term borrowing for the 10 years of the LTP has been estimated at 3.8%.	Interest rates govern the cost of borrowing. While borrowing is beneficial in spreading the cost of infrastructure across all generations that benefit from it, fluctuating interest rates can impact how much we pay.	<p>Low</p> <p>The level of uncertainty for this assumption is low. Council has a high level of confidence in these assumptions, which are based on cost, market information and hedges on existing borrowings through interest rate swaps, in conjunction with advice from New Zealand Treasury experts.</p>	<p>Moderate</p> <p>If interest rate assumptions were too low, it would result in borrowing costs being higher than forecast.</p> <p>If interest rate assumptions were too high, borrowing costs would be lower than forecast. A 0.5% movement on \$150m of debt equates to a \$750k movement in interest expense.</p>	Interest rate assumptions are reviewed each year as part of the annual budgeting process.

17

External funding for projects

Assumption	Implication	Level of uncertainty	Impact	Mitigation
<p>External funding will be available and some projects will be contingent on this.</p> <p>Council and the community often rely on external funding sources to help deliver projects.</p> <p>Council is aware of approximately \$87m of community and recreation facility projects that the community is wanting to deliver over the next 10 years. Where Council is planning on making a contribution, this has been included in the LTP. Otherwise it is assumed that the projects will be delivered with external funding and that there will be no ongoing cost to Council.</p> <p>Council is able to access central government funds in some situations to assist with delivery of projects. It is assumed these projects will not be delivered unless there is certainty of funds from Central Government.</p> <p>There will be more central government funding available in the early years of the LTP, as part of the economic recovery response to COVID-19. However, there will be less funding available from other sectors (philanthropic organisations).</p>	<p>Some projects will only be progressed with sufficient external funding.</p>	<p>High</p> <p>The level of uncertainty for this assumption is high. It is difficult to predict whether community groups and Council for that matter will be successful in obtaining external funding for projects.</p> <p>The level of funding available may vary from our assumptions.</p>	<p>Moderate</p> <p>If the project is unable to secure funds then Council may be approached to meet any shortfall. If this is the case, this request will be considered through the annual budget process. If the project does not proceed, Council will remove the funding contribution (if applicable) from the budget.</p>	<p>Council will continue to talk with partnering agencies regarding funding availability.</p>



Asset lifecycles

Assumption	Implication	Level of uncertainty	Impact	Mitigation (revise through LTP)
<p>Asset lifecycles will align with those forecast and used as the basis of depreciation. It is assumed that assets will be replaced at the end of their useful life.</p> <p>Please refer to the depreciation section of Council's Significant Accounting Policies.</p>	<p>Asset life cycles drive our renewals and maintenance schedules.</p>	<p>Low</p> <p>Asset condition is monitored to ensure that maintenance or replacement is optimised.</p>	<p>Low</p> <p>Several asset classes have very young infrastructure (they have a long time until their theoretical end of life). As such the likelihood of significant levels of failures or early replacement is muted for Council.</p>	<p>Council will continue to maintain its asset management processes and plan accordingly.</p>



Pyes Pa School

Financial Strategy

Rautaki Tahua

The Financial Strategy describes how we plan to finance our activities in a way that is sustainable over the long term and promotes community wellbeing. This provides the framework for delivery of the Long Term Plan 2021-2031 (LTP) and the 30-year Infrastructure Strategy. Debt and rates limits are tools that enable us to deliver projects and services through providing the financial resources, while also making sure that the costs are controlled and spread prudently. Prioritisation is the key to ensuring the community has the services it expects to have, in a way that balances affordability with delivery.



Financial Strategy Contents

Introduction	65
How the Financial Strategy and Infrastructure Strategy work together	66
Key messages	67
Future influences on our financial approach	72
What are we working with	76
The challenges	80
What we are working towards	82
Where we will be in 2031	82
How we will manage the unexpected	83
Financial policies and investment holdings	85

Introduction

Western Bay of Plenty District aspires to be a vibrant, healthy and welcoming place with a thriving economy and clean, green and valued environment. We want to promote inter-generational community wellbeing – across each of the social, environmental, cultural and economic aspects. To achieve this, we need to have the capacity and resources to deliver quality and affordable services to the community.

The Western Bay of Plenty District is a high growth area and has had considerable population and economic growth over the past 10 years. Our close proximity to Tauranga City, and location in the 'golden triangle' (between Auckland, Hamilton and Tauranga) has led to the popularity of our District for new residents and businesses. We expect growth to continue for the foreseeable future. This growth does come at a cost, with investment in infrastructure necessary to provide increased capacity and allow for development of new areas. Our debt profiles peak in alignment with the delivery of this infrastructure and reduces over time as growth occurs and costs are recovered from developments.

Council's finances are in good shape. The economic climate in which we are operating is currently more uncertain (due to the impacts of COVID-19), but we are still confident in the economic strength underpinning our District over the long-term. We understand circumstances can change and have adopted a balanced financial approach in this strategy that supports the District's continued population and economic growth, while ensuring prudent management of debt and rates levels and providing scope to adapt to changing circumstances. Recent Central Government funding, as part of the COVID-19 recovery funds, has increased the number of capital projects we plan to deliver.

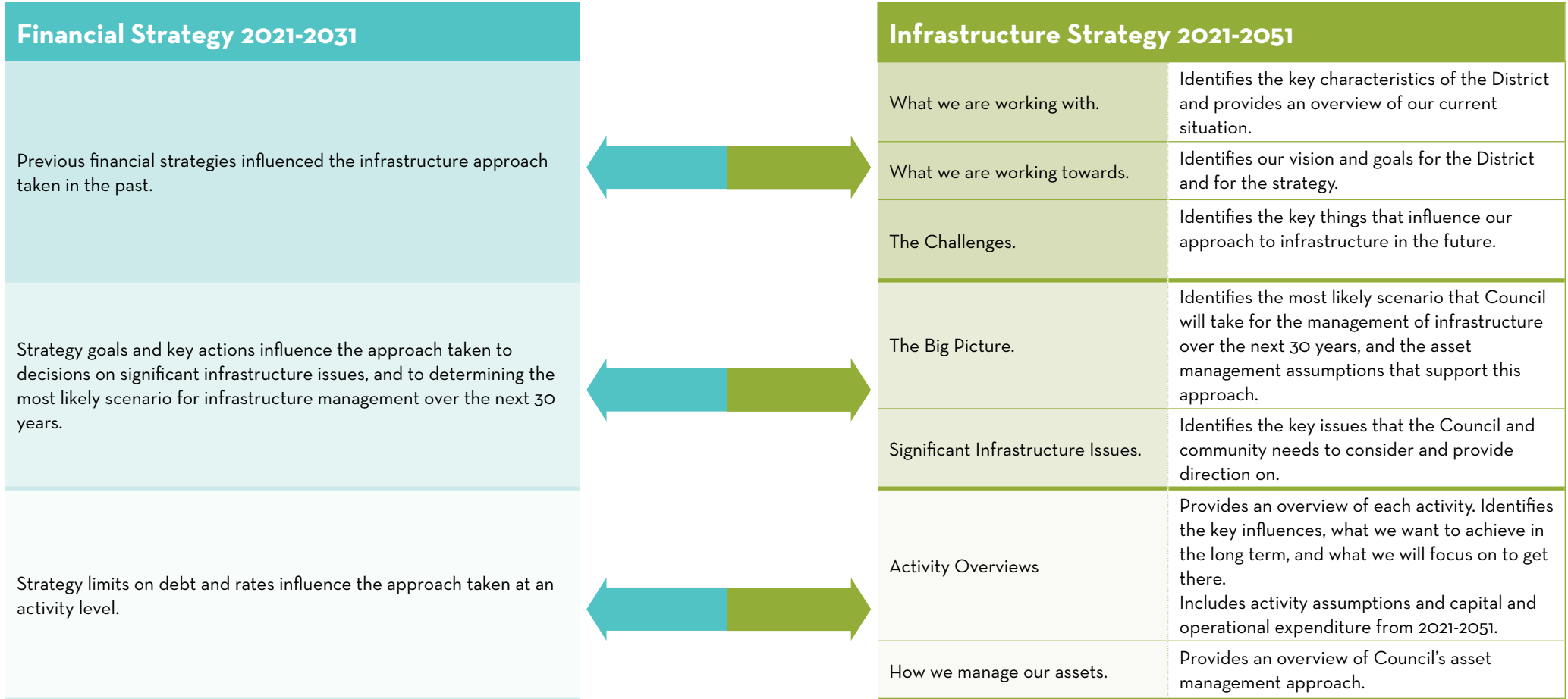
Year one of the LTP 2021 sees a planned step-change for rates. This is in response to an increase in capital project delivery to respond to growth, increased levels of service including the new kerbside waste service, increased maintenance costs for our roading assets and to meet legislative deliverables such as the review of the District Plan and Three Waters' compliance. Council has plans to limit the average rates increase across the District to 12% for year one of the 2021 LTP and subsequently reduce this limit to 4% per annum, for year two onwards, and ensure that net debt does not exceed 180% of our total revenue.

This approach supports delivery of the Infrastructure Strategy where the focus is on maintaining the infrastructure we currently have, and investing in infrastructure where benefits for community wellbeing can be achieved, and where legislation requires it. Priorities include infrastructure investment in Ōmokoroa and proactively planning for and responding to environmental issues including climate change and increasing water quality standards that impact on Council's water supply, wastewater and stormwater activities. Proposed changes to levels of service are highlighted as are other key decision points. The Financial Strategy provides 'room to move', recognising that decisions made down the track may change our forecast expenditure profile.



How the Financial Strategy and Infrastructure Strategy work together

The two strategies go hand in hand. The Infrastructure Strategy outlines what we need to do, when and why, and the Financial Strategy puts the financial framework around this to provide a balance between delivery and affordability.



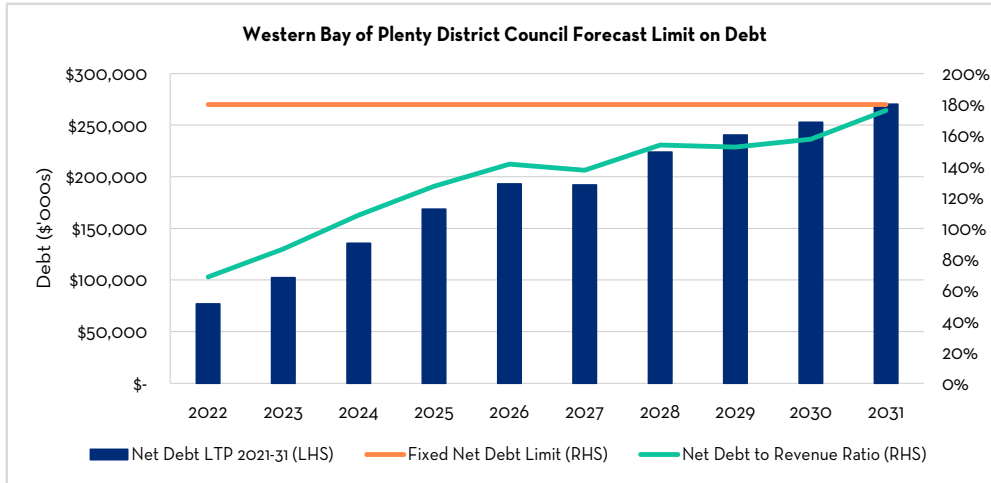
Key messages

Council will continue with the good financial progress made over the last three years. The focus from 2021 to 2031 will be on achieving the following goals and actions.

Goal 1: We will continue to manage our levels of service

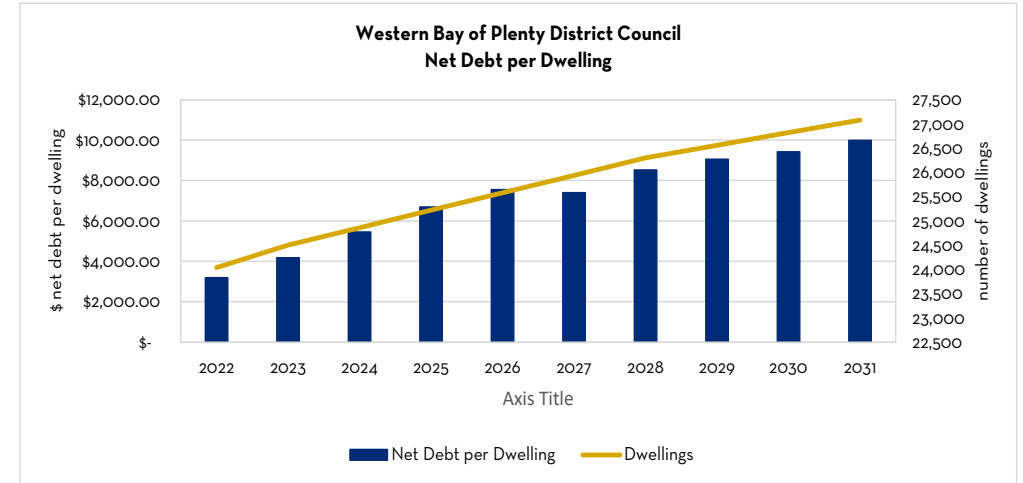
Why is this important	What we have done to date	Key actions to achieve this goal
<p>It is important that we can achieve the community's aspirations in a fiscally responsible way, through balancing delivery of services that people want, with the community's ability to pay for these services. We also need to ensure we have 'room to move' for those unexpected situations that can arise.</p>	<p>Since 2015, we have been including a rates portion to fund growth-related debt interest payments. Through the 2018-28 LTP, the community supported Council reviewing the actual amount annually to take account of growth. Over the last three years, the amount we put towards this has been able to reduce, due to increased building and the recovery of the costs from developments and favourable interest rates.</p> <p>This approach, coupled with prudent management of the capital works programme, means our net debt has reduced from \$144 million in 2015 to \$75.5 million in 2019/20. For the 2020/21 year our total gross debt is tracking below what was forecast in the 2018-28 LTP (\$90m vs \$120m) which creates a more manageable financial situation for the future.</p> <p>Over the next 10 years we will see net debt increase, but remain under our self imposed 180% of total revenue cap*. Debt spreads the costs of an asset across its lifetime, meaning that all those that benefit from it contribute. This is key to intergenerational wellbeing.</p> <p>*The Local Government Funding Agency Limited currently sets a limit of net debt at 300% for local authority borrowers.</p>	<ol style="list-style-type: none"> 1. Ensure that net debt (total external debt less cash on hand) does not exceed 180% of our total revenue. While we are currently substantially below this limit (net debt to revenue was 83% in 2019 reduced from 168% in 2015), the limit is set at a prudent level to ensure we can respond to unforeseen circumstances as necessary. 2. That Council has the option to contribute a portion of rates per year to growth related interest and debt repayments, according to forecast growth. This will be considered by Council each year through the Annual Plan process. 3. Continue to apply a prudent approach to implementation of the capex programme through the 'just in time' principle, assessing capacity to deliver, and staging works where practical.

Figure 1: Forecast Debt 2021-2031



Net debt is projected to peak at 2031 with projections post-2031 indicating a reduction in debt levels based on the infrastructure demands contained in the Asset Management Plans that support Council's Infrastructure Strategy within the 2021-31 Long Term Plan.

Figure 2: Net Debt per Dwelling 2021-2031 and number of Dwellings



* The number of dwellings is based on Council's population growth and dwelling projections.



Goal 2: We will continue to manage rates

Why is this important	What we have done to date	Key actions to achieve this goal
<p>It is important that we can achieve the community's aspirations in a fiscally responsible way, through balancing delivery of services that people want, with the community's ability to pay for these services. We also need to ensure we have 'room to move' for those unanticipated situations that can arise and are difficult to predict.</p>	<p>In the 2018-28 LTP the community supported Council continuing to limit rates increases to 4% per annum. This includes an allowance for growth and inflation ((local government cost index (LGCI) - the inflation measure used by councils) each year.</p> <p>Since 2015 the actual rates increase has been below 4% (with one exception just above 4% due to growth exceeding forecast estimates).</p> <p>Year one of the LTP 2021 sees a planned step-change for rates. This is due to increased capital project delivery to respond to growth, increased levels of service including the new kerbside waste service, increased maintenance costs for our roading assets and to meet legislative deliverables such as the review of the District Plan and Three Water's compliance.</p>	<p>4. Limit the average rates increase to 12% for 2021/2022. This includes inflation and excludes growth.</p> <p>Limit the average rates increase across the District to 4% per annum for years 2022/2023 onwards. This includes inflation and excludes growth.</p> <p>Figure 3 shows the total rates increase excluding growth and Figure 4 shows the total rates increase including growth.</p> <p>5. Rates income is limited to a maximum of 80% of total revenue, with the balance derived from other sources. Figure 5 shows the sources of revenue and Figure 6 shows how this will be achieved over the LTP period.</p>

Figure 3: Planned increase in total rates excluding growth

Total rates	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Rates before inflation	8.31 %	1.08 %	1.00 %	0.70 %	(0.07)%	1.01 %	0.45 %	0.41 %	(1.45)%	(0.69)%
Inflation (LGCI)	3.20 %	2.90 %	2.90 %	2.90 %	2.90 %	2.80 %	2.90 %	2.90 %	2.90 %	2.70 %
Rates after inflation	11.51 %	3.98 %	3.90 %	3.60 %	2.83 %	3.81 %	3.35 %	3.31 %	1.45 %	2.01 %

These rate increase percentages exclude water by meter and rating penalties.

Figure 4: Planned increase in total rates including growth

Total rates	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Rates before inflation	8.31 %	1.08 %	1.00 %	0.70 %	(0.07)%	1.01 %	0.45 %	0.41 %	(1.45)%	(0.69)%
Inflation (LGCI)	3.20 %	2.90 %	2.90 %	2.90 %	2.90 %	2.80 %	2.90 %	2.90 %	2.90 %	2.70 %
Rates after inflation	11.51 %	3.98 %	3.90 %	3.60 %	2.83 %	3.81 %	3.35 %	3.31 %	1.45 %	2.01 %
Growth	1.43 %	1.50 %	1.36 %	1.34 %	1.32 %	1.30 %	1.29 %	1.18 %	1.17 %	1.16 %
Increase in rates (including growth)	12.94 %	5.48 %	5.26 %	4.94 %	4.16 %	5.11 %	4.63 %	4.50 %	2.62 %	3.17 %

These rate increase percentages exclude water by meter and rating penalties.

Figure 5: Sources of Revenue (excludes vested assets)

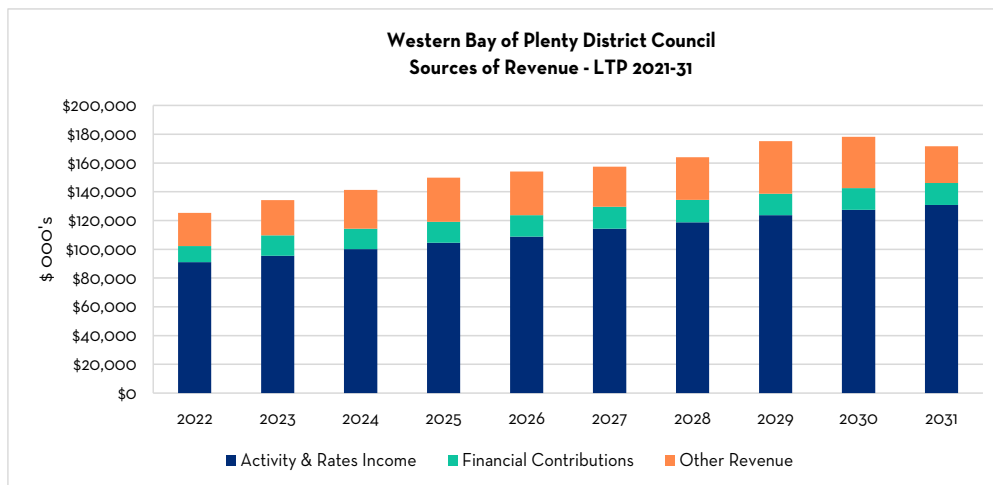
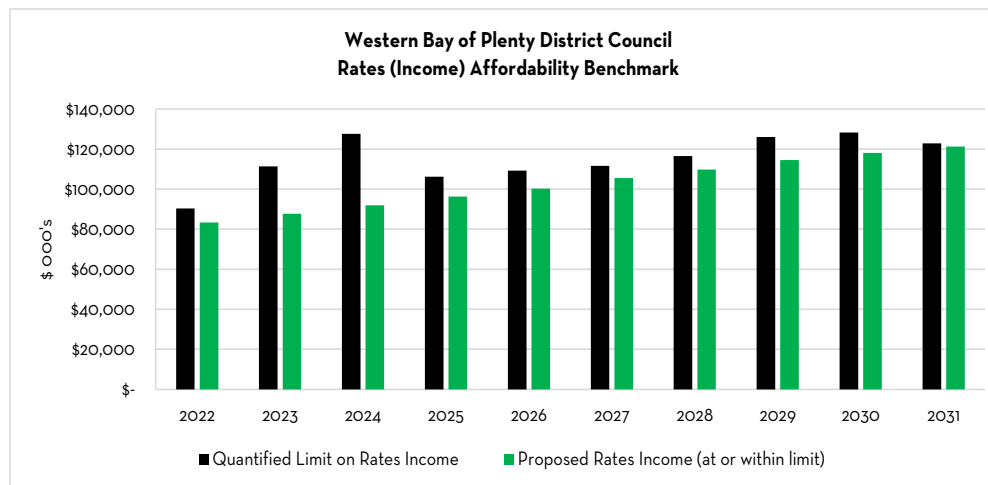


Figure 6: Maximum Rates Income Limit



Goal 3: We will continue to invest in our communities and the future of our District

Why is this important	What we have done to date	Key actions to achieve this goal
<p>It is important that we provide good quality infrastructure to attract investment to our District and provide confidence to ratepayers that levels of service can be delivered now and in the future.</p> <p>It is important that Council continues to encourage growth in our District as it brings many benefits including increased prosperity, attracting investment, and community vibrancy and diversity.</p> <p>Our approach enables intergenerational wellbeing to be safeguarded, with today's communities and tomorrow's communities paying their share.</p>	<p>In the 2021-31 LTP supporting information, Council has outlined the planned infrastructure spending for stormwater, wastewater, water supply and transportation. This recognised the need to spend over \$500 million on new or replacement infrastructure, and over \$300 million on operational costs such as maintenance over the 10 years.</p>	<ol style="list-style-type: none"> Allocate \$187 million during 2021-2031 to renew assets for water, wastewater, stormwater and transportation. Allocate \$296 million during 2021-2031 for water, wastewater, stormwater and transportation infrastructure to provide for growth. The majority of this is for development of Ōmokoroa. Continue to charge developers a contribution towards costs of providing new infrastructure required for growth. Continue with a 'just in time' approach to infrastructure provision, with close monitoring of the actual uptake of growth. Ensure that there is sufficient funding in place for renewal of assets when required. <p>Figure 7 shows the whole of Council capital expenditure from 2021-2031. Figure 8 shows the whole of Council operational expenditure from 2021-31.</p> <p>Note: for a breakdown of the infrastructure expenditure components of these graphs, please refer to the Infrastructure Strategy.</p>

Figure 7: Total Capital Expenditure 2021-2031

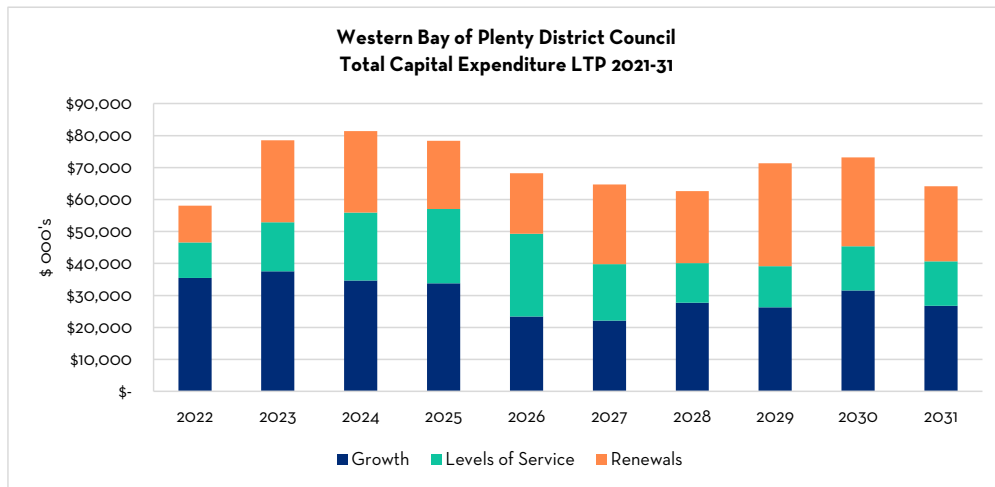


Figure 8: Total Operational Expenditure 2021-2031

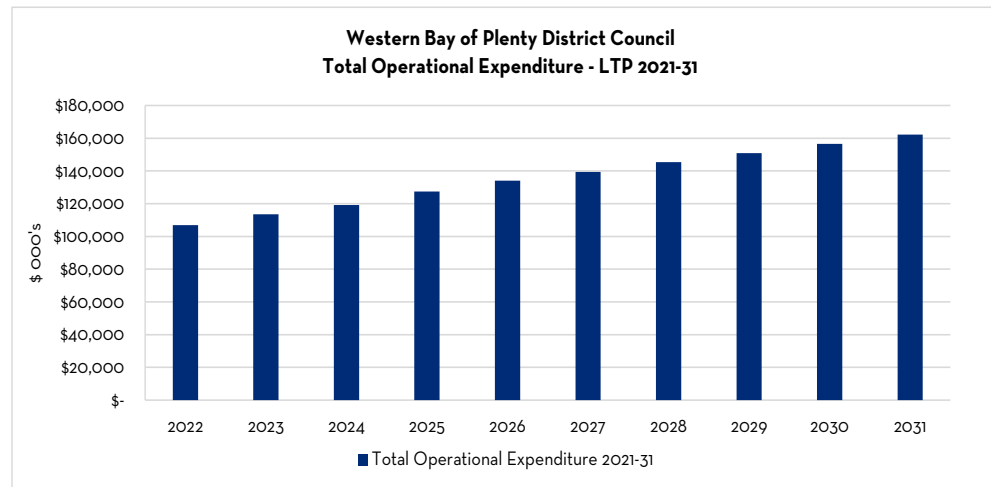
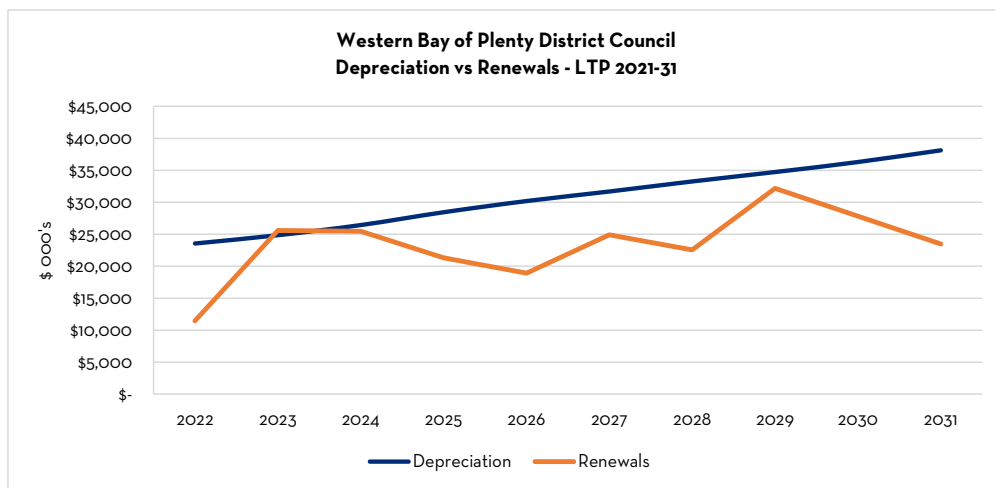


Figure 9: Depreciation vs renewals



Future influences on our financial approach

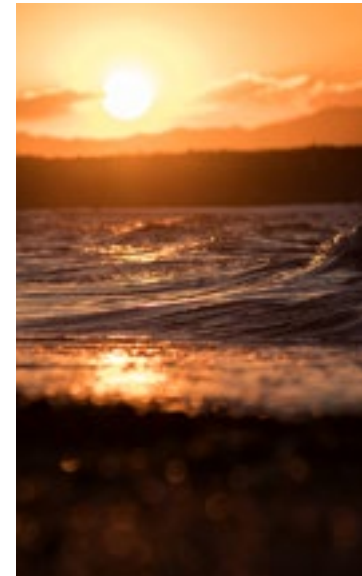
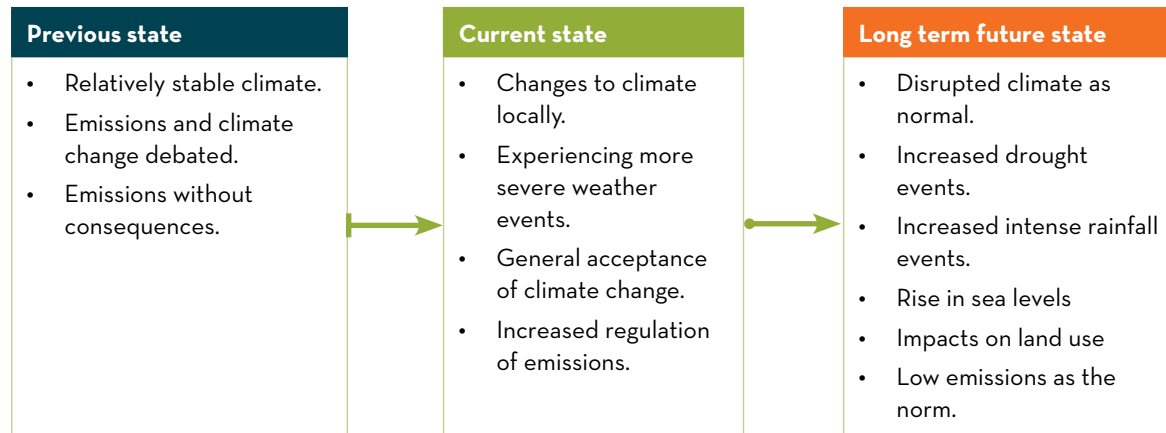
Significant infrastructure issues over the next 30 years

The Infrastructure Strategy identifies 12 significant issues over the next 30 years (outlined below). Significant decisions on these issues are required within the term of this LTP however the potential budget implications are likely to be felt over a longer period of time.

Issue	Why this is significant
1. Significant investment in growth infrastructure for Ōmokoroa, in particular implications of Ōmokoroa Stage 3 Structure Plan.	Currently underway.
2. Development of the Rangiuru Business Park and associated infrastructure.	Initial works currently underway. Further decisions necessary in 2021- 2023.
3. Implementation of SmartGrowth / UFTI growth infrastructure. Including the implications on local roads from the construction of the Takitimu North Link and Ōmokoroa four laning.	Significant decision required for 2027-2037 LTP process.
4. Provision of community and recreation facilities for a growing community – swimming pools, libraries/ community hubs and recreation facilities	Significant decision required for 2021-2031 LTP process, and 2036-46 LTP process.
5. Increased roading costs due to asset maintenance needs and growth pressures	Significant decision required for 2021-2031 LTP process.
6. Increased standards of compliance for treatment of and method of wastewater discharge.	Significant decision required for 2024-2034 LTP process.
7. Increased demand for new and improved walking and cycling facilities.	Significant decisions required for 2021-2031 LTP process.
8. Council's level of service for solid waste, kerbside services, provision of a greenwaste/recycling/ resource recovery centre in Ōmokoroa and waste infrastructure investigations.	Decision made through the LTP Amendment in 2019. Further decisions to be made following investigations in 2024.
9. Increased standards of compliance for treatment of stormwater discharge.	Decision made through the 2018 LTP, however there are ongoing decision points
10. Provision of boat launching facilities to the harbour to cater for growth.	Works planned for 2021-31.
11. Security, resilience and increased compliance for water supply.	Further decisions required following initial works.
12. Investment into provision of elder housing stock.	Significant decision required for 2021-2031 LTP process.

Climate Change

A key consideration is how climate change may impact our communities and our assets. We expect that we will experience increased effects from climate change and will have to have the financial capacity to prepare and respond.



We have to make provision to plan for and address the implications of climate change. We will progress this through four work streams to establish our governance, our strategy, our risk management approach and to put in place metrics and targets. This involves individual projects in our activity areas, a Council-wide approach to mitigation and risk, and providing sufficient debt headroom for works as needed (either in responding to events made more severe by climate change or undertaking mitigation actions). The strategic assumptions set out the basis of our current planning. The uncertainty around the exact timing of climate change impacts requires a flexible approach and it is important to ensure we have financing available if we need it.

Affordability

A key financial consideration is the ability of our community to pay for the cost of services delivered through their rates. The ageing population will result in a high proportion of our community being on fixed incomes. This impacts on their ability to absorb significant or cumulative rates increases.

The current measure used to describe rates affordability is the rates affordability benchmark. The Financial Strategy sets in place the limits that this benchmark is assessed against. Council meets the rate affordability benchmark if:

- its actual rates income equals or is less than each quantified limit on rates
- its actual rates increases are equal or less than each quantified limit on rates increases.

Debt affordability benchmarks are also set in this strategy through quantified limits on borrowing.



Long Term Plan consultation

Consultation on the LTP is the key way to 'test' the community's willingness to pay the rate increases (to achieve the delivery of services). From this Council determines the appropriate level of increase that ratepayers could absorb.

Council is required to include a disclosure statement in the Annual Report on the financial performance in relation to these benchmarks.

National and global influence

Our District is influenced by external factors – national and international, environmental, economic and political. Future changes in interest rates, international markets and legislation, as well as natural hazards and climate change, are likely to impact on our financial situation.

The continued impacts of the COVID-19 pandemic at an international and national level will be a disrupting force. Council's resilience and ability to respond to these factors outside of its control will be enhanced by the prudent approach to debt management. This gives us flexibility to respond to new situations.

Recognising that there are many unknowns about future events and circumstances, we have included a brief comment from work carried out by BERL (economists) to look at economic scenarios to 2030 below, as well as a brief comment with a more local focus.



COVID-19 and beyond

Immediate impact

Immediate spike in unemployment, especially face-to-face sectors like tourism. Alert level 4 containment measures imply a 21 percent decrease in employment. Alert level 1 containment measures imply a three percent decrease in employment.

Accommodation and food services; construction; and arts and recreation services exhibit a drop in employment of 39, 36 and 36 percent, respectively.

Long term recovery

The economic crisis brought about by COVID-19 containment measures has seen a sharp drop in economic activity. While official Treasury and Reserve Bank scenarios project a swift recovery, global considerations along with vaccine timelines suggest a recovery over a longer time horizon. We suggest a five to eight-year recovery scenario; as opposed to a two-year turnaround.

The manufacturing, construction, agriculture, education, and healthcare and social assistance sectors will recover by 2030. Tourism will experience a more prolonged period of lower activity.

Challenges and opportunities

A growing population reinforces the need for local government to continue providing services.

While a shrinking working-age proportion of the population implies the need to consider new challenges.

New options for local government funding should be explored. Debt financing is a prudent option, especially as long-term interest rates are set to remain low for longer.

The role of local government during the recovery will be to support the demand side by maintaining (if not bringing forward) operating spending. On the supply side, investments in community infrastructure to instil confidence will be important.

Māori have historically been disproportionately affected by economic crises. However, the increasing diversification of Māori economic activity may also be a factor in improving resilience to future crises.

Leisure, work, and ways of living are changing. One common theme that has emerged is connectedness. Local government has a role to play in facilitating connectedness through effective investment in “third places”, including actively advocating for digital inclusion.

(Economic Scenarios to 2030: The post-COVID-19 scene – July 2020)

The local outlook

At the District and sub-region wide level, the economic outlook is fairly positive. Our economy has been cushioned from some of the impacts of COVID-19, due to our diverse economy, strong rural sector (especially horticulture) and low reliance on international tourists.

Our economy pre-COVID-19

- six years of strong growth
- high demand for housing
- development pipeline
- low unemployment - 3.3%
- Port of Tauranga strong
- diversified regional economy
- some challenges: housing, transport, environmental.



Figure 10: Top 10 Industries (Western Bay sub-region) - GDP



Figure 11: Employment by sector (Western Bay sub-region)



We expect to see continued population growth due to the District's natural appeal and attraction to internal migrants. We expect to see continued economic growth, but not at the levels forecast pre-COVID-19. There will be growth in terms of jobs and output. This is an area where continual monitoring and engagement with the business community is important.

What are we working with

Our District

The Infrastructure Strategy provides an overview of the key characteristics of the Western Bay of Plenty District. In summary our District is:

- A sunbelt destination due to the coastal and harbour location and temperate climate.
- Growing from 30,000 people in 1991, to an estimated population of 57,355 in 2021, and projected to continue to grow to 71,367 by 2051.
- A mix of four urban growth areas at Ōmokoroa, Waihi Beach, Katikati and Te Puke, smaller settlements such as Maketu and Paengaroa, and the balance being predominately rural.
- An area with a higher national average of people aged 65 years and over.
- Located next to one of New Zealand's fastest growing cities, Tauranga, where the growth is projected to continue over the next 30 years.
- Dominated by the primary industries of agriculture and horticulture, that drives a multitude of professional businesses and service industries.

The context provides both challenges and opportunities for the future of our District and the ability to achieve our aspirations. The challenges and opportunities are explored further in the Infrastructure Strategy with some reference where relevant in this strategy (e.g. ageing population, or affordability).

Our current financial situation

When the Western Bay of Plenty District Council was created in 1989 it had few financial reserves or investments and inadequate infrastructure to service its fast-growing communities. Since then Council has committed significant investment in infrastructure, including improving the quality of water supplies, establishing wastewater schemes, sealing roads and improving stormwater networks.

Debt was used to pay for this infrastructure as a fair way of funding the cost. Our District now has infrastructure that will last well into the future. However high debt levels were a consequence of this lead investment and the impact of the global financial crisis in 2007 reduced revenue from growth required to pay for this debt. **Figure 12** shows the debt profile from 1993-2020.

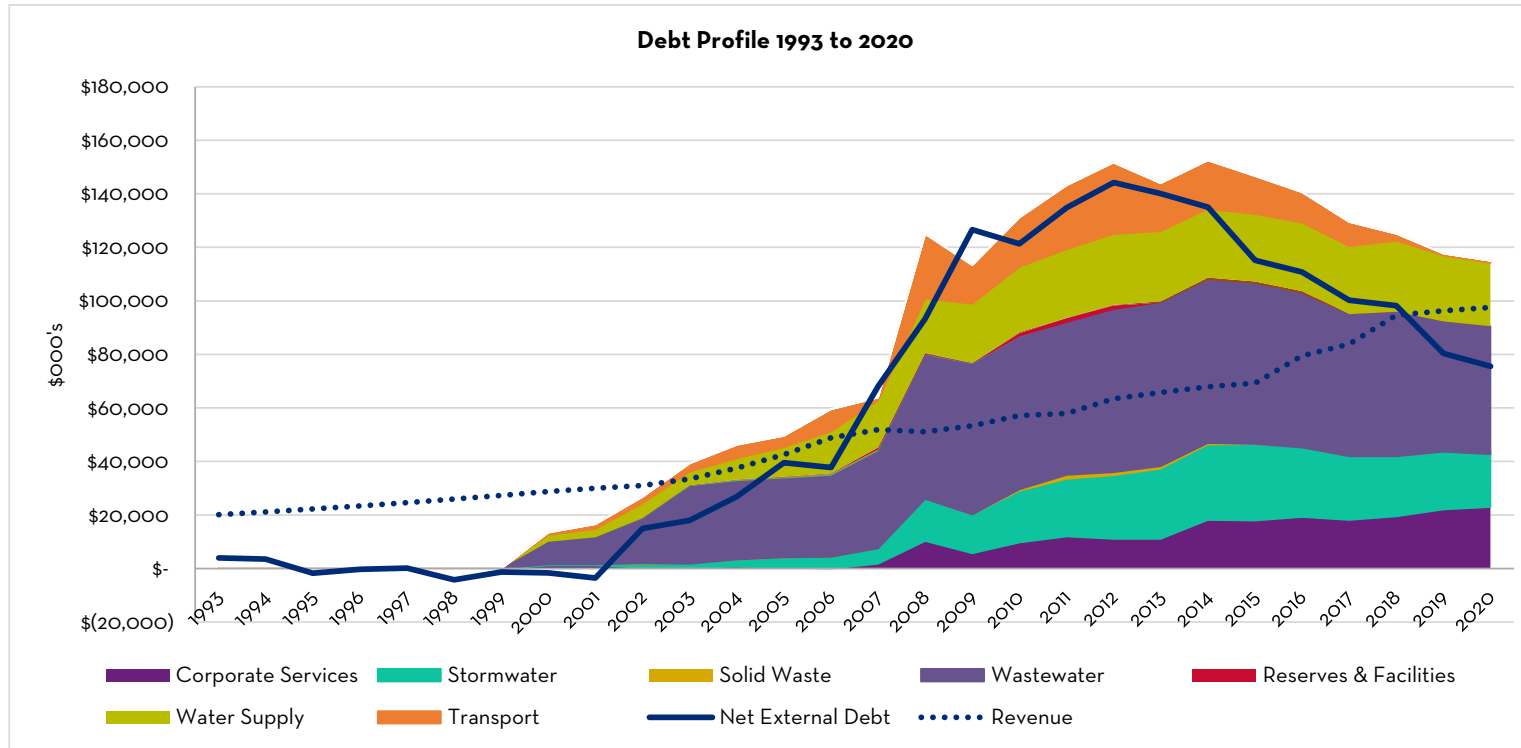
From 2015 we increased the amount of rates funding towards growth-related debt interest payments. Through the 2018-28 LTP the community supported Council reviewing the actual amount annually to take account of growth. Over the last three years, the amount we put towards this has been reduced, due to increased building and favourable interest rates.

This approach, coupled with prudent management of the capital works programme, means our net debt has reduced from \$144 million in 2015 to \$75.5 million 2019/20. This has created a more manageable financial situation for the future.

Although Western Bay has higher rates than other similar local authorities it now has infrastructure that will last well into the future and accommodate expected growth.



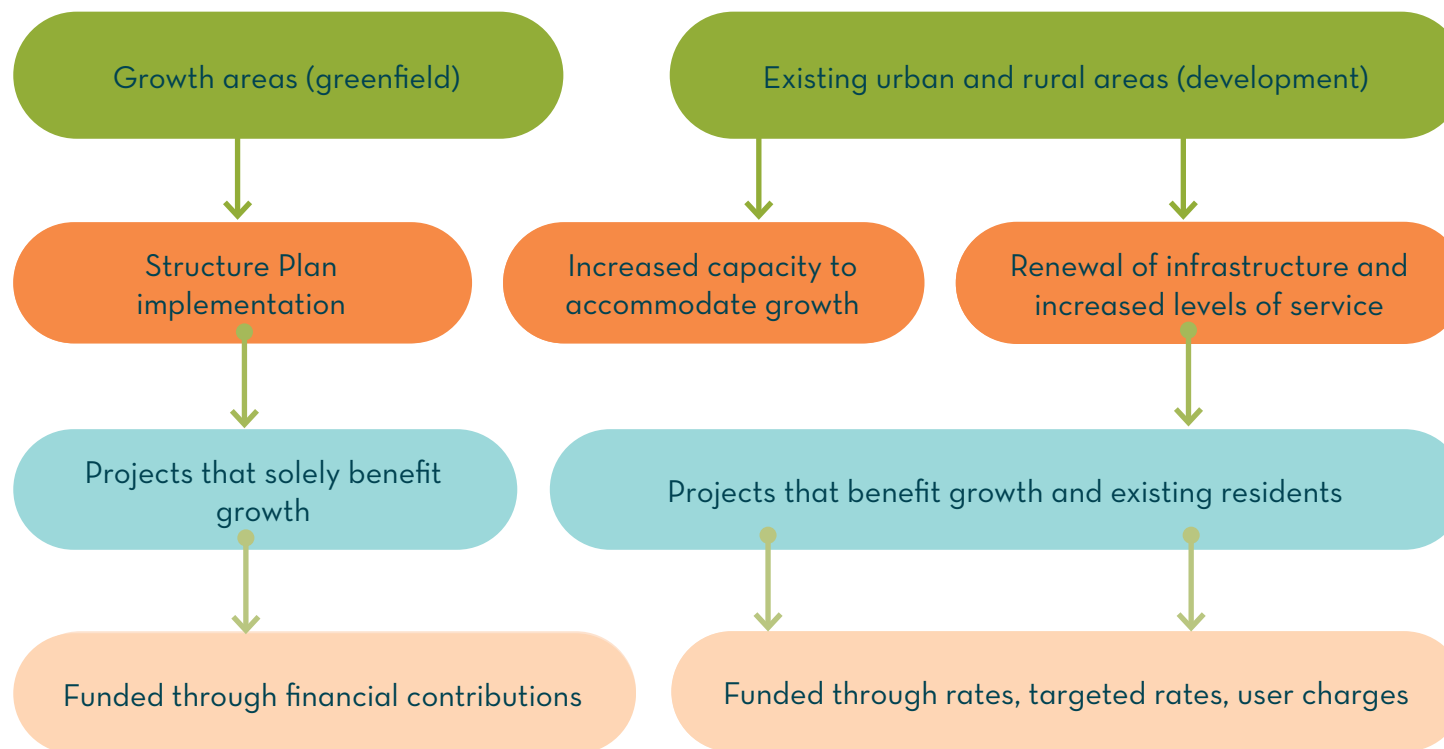
Figure 12: Council's Debt Profile 1993-2020



Funding growth

We fund growth-related infrastructure in a number of ways. Developers are charged financial contributions under the Resource Management Act 1991 and we use rates, targeted rates and user charges. Our sources of income to fund growth-related infrastructure are shown in **Figure 13**.

Figure 13: Sources of income to fund development



Use of debt

By using loans to pay for assets with a long life, we can recover the cost from ratepayers over the life of the asset. In this way the cost is allocated fairly between current and future ratepayers and better provides for intergenerational equity. The roading, sewerage, stormwater and potable water extensions and upgrades that we have invested in have long lives and will continue to be used over the next 20-50 years. We need to ensure that future ratepayers pay their fair share of the cost of infrastructure developed for their eventual use, rather than costs being met by current ratepayers.

Reliability of asset data that forecasts are based on

Overall asset condition data is considered to be extensive and reasonably accurate, particularly in the transportation activity due to the nature of the performance-based contract. Wastewater and stormwater assets are relatively young in age so there is limited need to confirm condition assessments. In some cases there is still data to be obtained and this is a focus moving forward to ensure asset condition data is captured as required. This information will improve future investment decisions.

Council has a good degree of confidence in the reliability of asset information however regular analysis is undertaken to identify opportunities for improvement. One of the key tools is implementation of our asset management system called AssetFinda and associated resourcing to improve asset data and modelling and to provide technical advice and support to managers.

Cost influences

There are several major drivers of Council cost shown in the table below.

Driver	Key considerations
Increased service demand	<ul style="list-style-type: none">• growth in population, visitor numbers, businesses and properties• changes in land use• extending the areas covered by existing utility networks.
Changes in service levels	<ul style="list-style-type: none">• frequency and reliability of service• higher or lower standards of service - can be in response to community aspirations, legislation or affordability constraints.
New services	<ul style="list-style-type: none">• new infrastructure such as wastewater schemes• new services - usually in response to community demand• new services required by legislation.
Asset management	<ul style="list-style-type: none">• maintaining and renewing assets - is influenced by the type and age of assets• depreciation - this is a way of providing for future replacement of assets• purchase and sale of assets.
Debt servicing	<ul style="list-style-type: none">• changes in interest rates• new expenditure funded through loans• speed of debt repayment - largely depends on income from financial contributions paid when properties are subdivided.
Price changes	<ul style="list-style-type: none">• local government cost index - this reflects price changes in the goods councils usually purchase• contract price escalations - long term contracts sometimes contain cost escalation clauses• tender prices - this is influenced by availability of materials and skilled labour.
Productivity	<ul style="list-style-type: none">• finding smarter ways of doing things in everyday business• shared service delivery - working with other councils to avoid duplication and provide better services.

The challenges

Population growth



In 2021, the estimated population of the Western Bay of Plenty District is 57,355. This is projected to grow to 71,367 in 2051, bringing another 14,012 people to our District. The majority of this growth will be experienced in Ōmokoroa where the population will more than double in size over the next 30 years, increasing from 4,575 in 2021 to 12,086 people in 2051.

The planned population capacity for the Ōmokoroa urban growth area is around 12,000 and this is expected to be reached by 2045. That's almost the combined population of Katikati and Te Puke today. The majority of this growth will occur prior to 2031, and then we will experience a slowing down of growth which reflects a shift from natural increase to natural decline. Most of the population growth experienced to date has come from migration from other areas in New Zealand and also immigration and it is expected that this will continue to be the case. Further information on population growth projections is included in the assumptions section of the LTP.

Existing urban growth areas

Western Bay of Plenty District has four existing urban growth areas identified in the SmartGrowth Settlement Pattern at Waihi Beach, Katikati, Ōmokoroa and Te Puke. These towns have been growing since the 1980s and still have capacity for additional residential dwellings and commercial/industrial development. Minimal growth is expected outside of these main urban centres. In Ōmokoroa, planning is underway for development of the land between State Highway 2 and the railway which will increase the total capacity to 5,300 dwellings on the peninsula. The existing urban growth areas are where Council's planning and infrastructure investment has been focused to date.

Future urban growth areas

The Urban Form and Transport Initiative (UFTI), a collaboration of WBOPDC, Tauranga City Council, Waka Kotahi NZ Transport Agency and other Crown bodies has been working to identify how the sub-region may grow in the future. The adopted final report suggests the development of a new settlement in the East of the district and development of Te Puna and Plummers Point may occur beyond the next 30 years. These recommendations are still subject to several planning studies before significant infrastructure investment will progress, and there may be changes to timing. The UFTI final report also has implications for the Northern Corridor (Bethlehem to Waihi Beach), particularly around provision for public transport. The Infrastructure Strategy expands on this further. The Financial Strategy has been prepared to position Council's finances to allow for future investment as necessary to deliver on the expected growth.



Ōmokoroa Growth

Repaying growth related debt



We manage our spending so that the timing of infrastructure projects is matched to income from financial contributions. In some cases, such as park and reserve development, the project can be undertaken in stages, timed to match revenue from growth as it occurs (i.e. the ‘just in time’ principle).

Difficulties arise with projects like wastewater schemes, which are typically designed for a large capacity so they are financially viable. In such cases it is more difficult to match expenditure to income because it is not practical to construct the project in stages so decisions are based on assumptions of growth for many years ahead. For example, our Ōmokoroa wastewater scheme was built to cater for an eventual expected population of 12,000 residents. If growth expectations are subsequently reduced, we have to find other funding sources to meet the interest and capital repayments on loans raised to pay for the development.

The paying down of debt, through rates, is one option. Goal One of this Financial Strategy enables the use of rates to fund debt repayments, however any potential use of this tool will depend on the economic and growth projections for coming years and will be assessed on an annual basis.

Effect of changes in land use on service demand



Demand for infrastructure services (roads, water supply, wastewater, stormwater, reserves, facilities) increases where development occurs. Development may be subdivisions for housing, new commercial or industrial areas or intensification of existing development. For our District, growth is mainly driven by housing development.

Within the rural sector land use changes could affect service demand, especially for water supply and roading. For example, if an area serviced by the water supply network changed from a dry land crop to a crop requiring irrigation there could be an increase in demand for water. Likewise, for roading, if the land use changed from forestry to lifestyle blocks, the pattern of road use would change. The monitoring frameworks we have in place are important to understand actual growth and future growth projections for residential and other land use activities. The annual Development Trends report and our reporting requirements against the National Policy Statement on Urban Development are key ways that we can inform our infrastructure planning processes.

Long term financial information for some activities



From a long term planning perspective, there is good information in place for the Three Waters and transport to determine a financial capital and operational programme of expenditure and highlight any forecast issues over a 30-year period as required by the Infrastructure Strategy.

Recreation and open space, solid waste and community facility activities currently only have robust financial information for the next 10 years to 2031. It is expected that Council’s asset management system (AssetFinda) will provide improved capability to forecast beyond this and will be incorporated into the 2024-2054 Infrastructure Strategy process.





What we are working towards

Vision for the Western Bay of Plenty District

Our community has helped to identify what is important and these are things we want to retain and grow further so that our District will be a place where people continue to enjoy living want to move to and want to visit.

The type of District we want to live in is one where:

We can all enjoy a healthy and safe lifestyle.	Our communities are vibrant and welcoming.	Leaders are effective, informed and inclusive.	Our environment is clean, green and valued.	Our economy is thriving.
------------------------------------------------	--------------------------------------------	------------------------------------------------	---------------------------------------------	--------------------------

Our strategies provide specific direction on the contribution that infrastructure and all Council services will make to this vision, and the framework for what we do and why do it. For this LTP, community conversations held during 2020 have helped to identify the key things that are important to the community and that require prioritisation over the next ten years. **The themes are centred on the wellbeing of our communities:**



Social



Environmental



Cultural



Economic

The role of the Financial Strategy is to support the ability of Council to appropriately invest in these areas of importance through providing a balance between prudent financial management and delivery of services.

Where we will be in 2031

The goals and key actions in this strategy provide direction on the financial approach we will take to work towards achieving this vision and strategic direction. Our aim is that by 2031 we will have:

- Maintained annual average rates increases at less than 4% (excluding growth) over the course of the LTP period, excluding the planned 11.51% increase in 2021/22.
- Utilised our strong balance sheet and low interest rate operating environment to invest in long-term assets and community infrastructure.
- Development will continue to make a fair and reasonable contribution to the cost of growth infrastructure, through Financial Contributions.
- Provided infrastructure that meets the level of service needs of our community.
- Continued to provide timely infrastructure that enables growth in key areas.

Looking beyond 2031, we will have more ratepayers and more infrastructure to look after and will still be growing!

How we will manage the unexpected

As the world continues to deal with the impacts of COVID-19, the future is somewhat uncertain. In developing this strategy, we considered how we would respond if faced with unexpected situations that could affect our financial situation.

Lower than expected growth

Growth forecasts are volatile and can be affected by external factors outside of our control, such as what happens in overseas financial markets, or how the world responds to a global pandemic. We have been conservative in our approach to ensure that, should growth not meet expectations, we will still be in a good position to cover the interest costs on our debt (although we may not be able to make repayments on the principal).

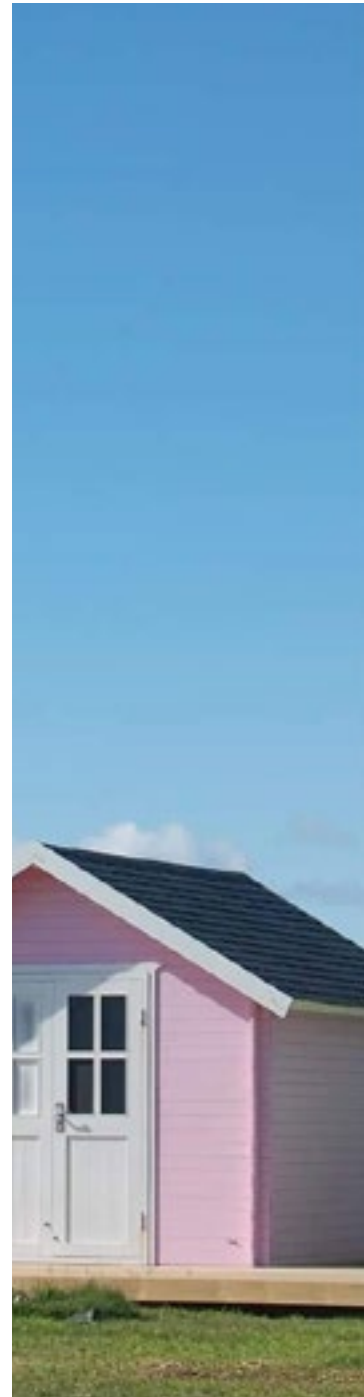
If growth is substantially less than forecast, the shortfall can be managed. Our general approach would be to:

- Promote development in areas where there is existing capacity in infrastructure.
- Consider reductions in levels of service.
- Sell assets that are not essential to operations and are easiest to sell, for example Capamagian Farm, Waihi Beach.
- Sell and lease back operational land, for example our head office at Barkes Corner, Tauranga.
- Seek Central Government assistance where practical.
- Avoid adding to our debt until levels of growth improve. This means postponing the start of projects (particularly those driven by growth), delaying or cancelling planned projects that are funded by loans, and/or delaying infrastructure upgrades.
- We would be very reluctant to defer maintenance of assets or reduce maintenance standards, as this may end up being more costly in the long run. Borrowing to cover an income shortfall would be our last resort because this would make the problem worse in later years.

On the other hand, if growth and therefore financial contributions income is higher than our forecasts, there may be an opportunity to reduce the need for further rates increase.

Our strategy to use rates to service our growth-related debt where appropriate, will be reviewed each year. We will look at growth rates and interest rates, to determine if a rates contribution is necessary. Any significant or material changes to the level of rates used to repay debt will be publicly consulted on through the Annual Plan process for that year.

Enabling Rangiora Business Park is an important role for Council and this involves a number of projects. The Council is taking a largely administrative role as a funding mechanism for Waka Kotahi funding. Council mitigates its risk through the ability to walk away from projects if external funding arrangements aren't in place. Residual risk is the same as all other structure plan areas.



Cost of debt and access to refinancing

Over the next few years there is a risk that access to borrowing may become more difficult. When our existing debt matures, re-financing may be harder to obtain, particularly if financial markets deteriorate because of ongoing financial problems globally that may be exacerbated by the impacts of COVID-19.

We considered what might happen if these markets deteriorated to such an extent that borrowing becomes difficult in New Zealand. While we believe this is unlikely, we have considered how we would respond. The situation would arise without notice and the severity of the immediate situation would depend on the maturity profile of our debt at the time.

Our response would be to:

- seek central government assistance to meet immediate commitments
- seek Bay of Plenty Regional Council assistance (where practical)
- raise income through an emergency rates increase
- aggressively sell land and other liquid assets
- postpone the start of all projects not already committed.

Contingency and disaster management

The Canterbury earthquakes of 2010 and 2011 raised public awareness of our vulnerability to unexpected events and the potential for sudden destruction of infrastructure, such as water networks, roading and buildings that are the foundations of our community.

We considered how we might respond if there was a failure in major infrastructure that demanded significant unplanned expenditure. This might occur because of a natural disaster, accident or other event.

Council is part of the Bay of Plenty Lifelines Group which contributes to joint initiatives to reduce the vulnerability of utilities to hazards. The group undertakes an assessment of the vulnerability of various types of infrastructure to hazards including floods, earthquake, volcanic eruption, tsunami, storm surge, fire, wind and landslide.

We have built up a Disaster Contingency Fund which currently sits at \$9.3m and have insurances that cover some of our assets. However, in the event of major infrastructure failure this amount would not cover the total cost of replacement or repair.

Our initial approach would be:

- use financial investments to provide ready cash flow
- use debt capacity to access borrowing
- use insurance payouts where available
- utilise the self-funding disaster contingency fund
- seek Central Government assistance
- sell assets not essential to operations that are easiest to sell.

In the longer term, our recovery strategy would be to increase rates to top-up reserves or to provide increased insurance cover on underground assets.

Financial policies and investment holdings

Notes on investment holdings

We are required to include in our Financial Strategy information on our objectives for holding financial investments and equity securities and to provide quantified targets for returns on those investments. We must also include our policy on giving of securities for our borrowing.

Financial instruments

We hold financial investments such as term deposits, as part of managing our cash flow to finance expenditure on operations, for example to:

- Provide ready cash in the event of a natural disaster. This cash is intended to bridge the gap between the disaster and the reinstatement of normal income streams and assets.
- Invest amounts allocated to accumulated surplus, Council-created and restricted reserves, sinking funds and general reserves.
- Invest funds allocated for approved future expenditure, to implement strategic initiatives or to support inter-generational allocations.
- Invest proceeds from the sale of assets.
- Invest surplus cash and working capital funds.

Our main aim when investing is the protection of our investment so only creditworthy counterparties are acceptable.

We also seek to:

- maximise return on our investment
- ensure investments are liquid
- manage potential capital losses due to interest rate movements if investments need to be liquidated before maturity.

We also invest in interest rate swaps and forward foreign exchange contracts, for the purpose of managing the risks of movements in exchange rates and interest rates. These financial instruments are used as hedging tools rather than to earn a return on the investment.

Te Tumu investment

In 2007 Tauranga City Council and Western Bay of Plenty District Council jointly acquired a block of land in Papamoa, referred to as Te Tumu. This land was purchased with the condition of providing the vendor the option to acquire it sometime between December 2016 and December 2026 by repaying the loan and interest to Tauranga City Council and Western Bay of Plenty District Council.

Our objective in purchasing the land was to ensure development of the land was consistent with SmartGrowth initiatives. Neither council intended to be the developer of this land or retain ownership in the long-term.

In November 2020 Western Bay District Council disposed of its interest in Te Tumu to Tauranga City Council, in order to allow Tauranga City Council to negotiate directly with the developer rather than through a tripartite agreement involving both councils. This disposal involved a loan agreement between Western Bay District Council and Tauranga City Council, and it is envisaged that the loan will be repaid to Western Bay Council during the 2026 financial year. This loan has a projected balance on maturity of \$13m.

Equity securities

We do not currently hold equity securities (shares) for the primary purpose of earning a return on our investment. There are no plans to invest in equity securities during the term of this plan.

Below is a list of the companies in which we currently hold shares and details of the objective for holding the equity securities and a target rate of return.

Company	Objective of holding equity	Target rate of return
New Zealand Local Government Funding Authority (LGFA) – 8% shareholding.	<ul style="list-style-type: none"> To obtain a return on investment To ensure that the LGFA has sufficient capital to become and remain viable so that it continues as a source of debt funding for us. 	≥0%
Bay of Plenty Local Authority Shared Services – 1/9th holding.	<ul style="list-style-type: none"> To provide the Bay of Plenty region councils with an umbrella vehicle to investigate, procure, develop and deliver shared services. 	≥0%
Western Bay of Plenty Tourism and Visitors' Trust – 50% holding.	<ul style="list-style-type: none"> To facilitate the establishment and governance of a regional tourism organisation, Tourism Bay of Plenty, which is a not-for-profit entity established to promote the economic welfare and development of the western Bay of Plenty region and its citizens through marketing, management and other activities that impact the region as a visitor and tourism destination. 	≥0%
NZ Local Government Insurance Company Limited (Civic Assurance) – 16,142 shares or 0.3% holding.	<ul style="list-style-type: none"> Civic Assurance is a mutual fund so a prescribed number of shares is held proportionate to our interest in the fund. 	≥0%
Zespri Group Limited – 17,660 shares.	<ul style="list-style-type: none"> Shares were acquired as a result of purchasing of land under kiwifruit orchards. They are incidental to the main reason for buying the land, which is for future infrastructure development. 	≥0%

Security for Council borrowing

Our Treasury Policy includes the following statement regarding offering security for Council borrowing:

Council's borrowings and interest-rate risk management instruments will generally be secured by way of a charge over rates and rates revenue offered through a Debenture Trust Deed. The utilisation of special funds and reserve funds and internal borrowing of special funds/reserve funds and other funds will be on an unsecured basis.

Under the Debenture Trust Deed, Council's borrowing is secured by a floating charge over all Council rates levied under the Rating Act, excluding any rates collected by Council on behalf of any other local authority. The security offered by Council ranks equally or 'Pari Passu' with other lenders.

Council offers deemed rates as security for general borrowing programs. From time to time, with prior Council approval, security may be offered by providing a charge over one or more of Councils assets. Physical assets will be charged only where:

- There is a direct relationship between the debt and the purchase or construction of the asset, which it funds (e.g. an operating lease, or project finance).
- Council considers a charge over physical assets to be appropriate.
- Any pledging of physical assets must comply with the terms and conditions contained within the Debenture Trust Deed.

Council very rarely makes purchases in foreign exchange except for the occasional purchase of equipment or services. Our Treasury Policy precludes the use of foreign exchange risk management products, except to hedge significant commitments (i.e. those over \$10,000). As a result of its limited use of foreign exchange, Council has little direct risk of changes in currency exchange rates.

Funding renewals and replacement of assets

Prudent financial management requires organisations to plan for the replacement or renewal of their assets when they reach the end of their useful lives in order to maintain the service they provide. The intergenerational equity principle suggests that, ideally, today's ratepayers should pay for the 'asset-life' they are consuming and likewise future generations should pay for their share of the asset's life. This provides for the intergenerational wellbeing of our communities. There are three principal ways this can be achieved:

Approach	Details
1. Pay as you go	Capital funded annually by rating existing ratepayers to cover the expenses incurred in that year. Suitable when capital expenditure is evenly spread over the years, so there is less risk that today's ratepayers are not paying their fair share when compared to future ratepayers.
2. Saving for asset replacement (charge rates over the life of the asset – spend later)	Ratepayers are rated annually to fund depreciation, which builds up in a reserve account to fund future replacements of assets. Unsuitable if ratepayers are already servicing debt incurred to acquire the existing asset. If debt were incurred, today's ratepayers would be paying twice for the asset, once through debt repayments and interest, and again through financing the depreciation.
3. Borrowing to fund asset replacement (spend now – charge rates over the life of the asset)	Ratepayers are rated annually to fund interest and capital repayments on loans matched to the life of the asset. In the future replacement of the asset would be financed in the same way. Suitable if our overall level of debt can accommodate the required borrowing.

We use a mix of these approaches to fund the replacement and renewal of our assets, choosing an approach that best suits each type of asset. We do not keep individual reserves to repay loans. We either fund loan repayments from rates, financial contributions and other income in the year repayments are due, or we refinance the loan. Shown below is the approach we usually take for different asset types.

Type of asset	Objective of holding equity
Water, wastewater and stormwater reticulation, treatment plants and buildings	Borrowing to fund asset replacement. Pay as you go.
Computer systems, office furniture and equipment, motor vehicles	Saving for asset replacement.
Roads and bridges	Pay as you go. Borrowing to fund asset replacement.
Other buildings	Saving for asset replacement.



Playground - Pukehina



Infrastructure Strategy Rautaki Hangahanga

Infrastructure provides the foundation on which our District is built and supports most of what we do in our daily lives; the water we drink, the parks we play in, the way we get to work and it doesn't end there! The decisions we make as a community on infrastructure investment have a huge influence on shaping the future of our District.

Infrastructure Strategy Contents

Introduction	91
Key infrastructure messages 2021-2051	91
How the Financial Strategy and Infrastructure Strategy work together	92
What we are working with	93
What we are working towards	95
The challenges	97
The big picture	102
Significant Infrastructure Issues	105
Activity Overviews	112
• Stormwater	113
• Water supply	118
• Wastewater	123
• Transportation	127
• Solid waste	134
• Recreation and open spaces	138
• Community facilities	143
How we manage our assets	148

Introduction

Infrastructure provides the foundation on which our District is built and supports most of what we do in our daily lives; the water we drink, the parks we play in, the way we get to work and it doesn't end there! The infrastructure in our communities underpins much of our wellbeing - social, economic, environmental and cultural. The decisions we make as a community on infrastructure investment have a huge influence on shaping the future of our District.

The District is growing and changing rapidly and requires a good long-term plan in place to deliver the right infrastructure, at the right time and in the right location. This strategy provides a comprehensive overview of the infrastructure services Council will deliver to the community over the next 30 years and identifies the issues and challenges we will face in doing this. We need to be nimble in our approach as there are things we know with certainty but there are also lots of unknowns that may impact significantly on what we do in the future!

The following types of infrastructure are included as they are fundamental to the development of successful communities and for achieving our future aspirations for community wellbeing:



Infrastructure is a core part of what Council provides to the community. Council spends over \$30 million (capital expenditure) every year on infrastructure and looks after over \$1.43 billion worth of assets. It is not possible to do everything and choices are made on how Council will manage infrastructure investment. The Financial Strategy helps to achieve the balance between the ability of the community to pay and the need to deliver important infrastructure services to the community.

Key infrastructure messages 2021-2051

The focus of this strategy is to continue caring for and maintaining the infrastructure we currently have, and to invest in infrastructure where benefits for community wellbeing can be achieved. This means ensuring infrastructure continues to meet the needs of our communities, provides for economic, cultural, social and environmental aspects of wellbeing and provides infrastructure to enable further growth to occur. The Financial Strategy supports this approach by setting in place prudent limits on debt and rates increases.

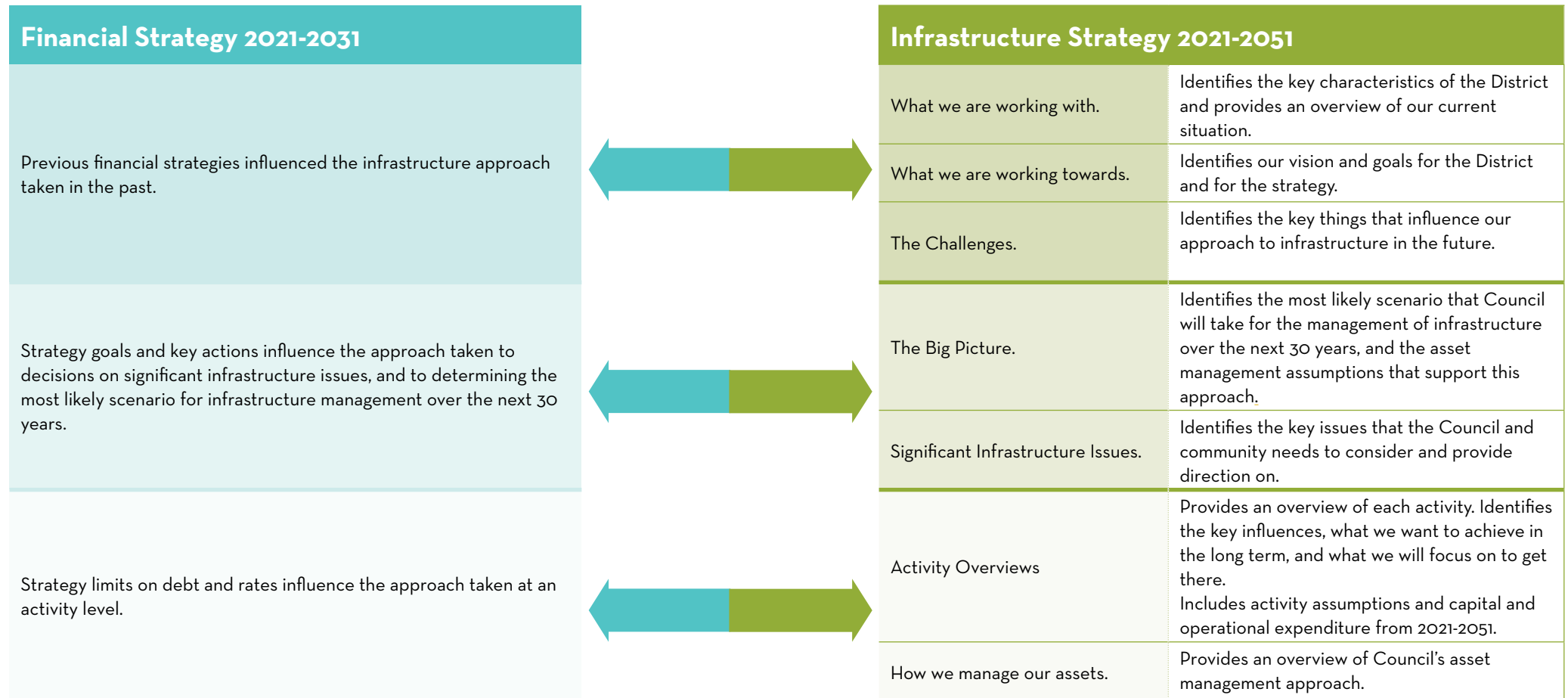
A high priority for infrastructure investment is Ōmokoroa, with significant growth-related projects over the next 30 years, particularly for transport. Council is also proactively planning for and responding to environmental issues including climate change and increasing water quality standards that particularly impact on the water, wastewater and stormwater activities of Council.

There will also be level of service changes as Council responds to community expectations. Through the LTP 2021-2031 Council considered significant changes to the level of service provided for swimming pools in the Recreation & Open Space area and changes to our approach for elder housing in the Community Facilities area. Changes in the delivery of kerbside waste services, under the Solid Waste activity, will also occur at the start of this LTP, which were agreed through a Long Term Plan amendment process in 2019/20.

The high level of population growth projected for the next ten years is greater than that expected later on. This has meant that many of our significant infrastructure issues are in the next ten years, and our District is experiencing a period of substantial infrastructure investment.

How the Financial Strategy and Infrastructure Strategy work together

The two strategies go hand in hand. The Infrastructure Strategy outlines what we need to do, when and why, and the Financial Strategy puts the financial framework around this to provide a balance between delivery and affordability.



What we are working with

This section provides an overview of our District; the things that make us unique and that have shaped who we are today. This provides the context for the approach taken to infrastructure in the 2021-31 Long Term Plan (LTP) and in the future.



The environment

Western Bay of Plenty District stretches from Waihi Beach in the north to Otamarakau in the south and covers 195,000 hectares of coastal, rural and urban areas. The diverse landscape, combined with a favourable temperate climate, provides an area rich in resources including indigenous flora and fauna, highly versatile soils, rivers and harbours.

Almost half of the District is in forest and a further 40% is pastoral land. Less than 1% of the total area is urban and includes the towns of Waihi Beach, Katikati, Ōmokoroa, and Te Puke. Smaller rural settlements are located across the District. Along the Pacific Coast, Waihi Beach and Pukehina Beach have grown from being popular holiday places to places with higher proportion of permanent residents.

The spread of settlements across the District makes the delivery of infrastructure more expensive compared to a compact single settlement like a city. The topography and soil types can also increase infrastructure costs, particularly for roading which often suffers from weather-related stormwater damage. Council applies a number of techniques to make sure infrastructure spending is an efficient use of ratepayer money. This includes rules in the District Plan that concentrate development in areas where infrastructure already exists or is planned to occur.

The types of natural hazards that are potentially generated in the Bay of Plenty coastal and harbour areas include tsunamis, storm erosion and storm flooding. The major natural hazard risk in the District is flooding. Waihi Beach is the most susceptible due to a combination of low-lying urban areas impacted by tidal conditions and undersized pipes. Katikati, Te Puke and Ōmokoroa and some of the smaller settlements such as Paengaroa are also compromised by infrastructure that is under capacity.

Long term coastal erosion is evident in coastal settlements (Pukehina/Waihi Beach), seacliffs (Maketu), estuary margins (Little Waihi), and the shoreline of Tauranga Harbour (Ōmokoroa, Te Puna, Opureora) and along the open coast. The Coastal Erosion Responses Policy 2017 provides a framework for consistent decision making where Council-owned coastal land is affected by coastal erosion or subsidence and rising sea levels.

Neighbouring areas have active volcanoes and identified fault lines both of which have the potential to have a catastrophic impact on the District. Earthquakes have the potential to rupture wastewater and reticulated water pipes, affect bores and aquifers, while liquefaction could damage and disrupt the transport network. Slips and landslides due to increasing storms and rainfall events could damage roads and disrupt travel and in doing so have the potential to cut off some communities for a period of time.

The resilience of infrastructure is a key consideration in investment decisions. Technology is playing a big part in what we can do to improve the District's resilience to natural hazards. For example, use of more resilient materials for pipe replacement and use of data collection and monitoring.



Paengaroa



The people

In 1991 the District population was 30,000. The Western Bay of Plenty sub-region is now one of the fastest growing areas in New Zealand and includes Tauranga City with 154,550 people and Western Bay of Plenty District with an estimated 57,355 people (2021). Most of the growth has come from migration from other parts of New Zealand and it is expected that this will continue.

The sub-region is known as a ‘sunbelt’ destination due to the temperate climate and coastal location, attracting a higher ratio of older people than the national average. The District is projected to continue to grow to 71,367 by 2051 which means that another 14,012 people are expected to join us over the next 30 years. Waihi Beach, Katikati, Ōmokoroa, and Te Puke urban growth areas accommodate the majority of the population and future growth.



The economy

The economic strengths of the District include highly productive soils, exceptional growing climate, a range of lifestyle opportunities and a manufacturing base with an export focus all next to New Zealand’s largest export port. Agriculture and horticulture are the main economic drivers in the Western Bay of Plenty.

These primary sectors drive a multitude of professional businesses and service industries and employ a diverse labour force. Urban growth areas include land zoned for commercial and industrial purposes to support further business development occurring. The Rangiuru Business Park located near Te Puke and the Tauranga Eastern Link, provides capacity for commercial and industrial growth with around 150 hectares of land available. Access to the business park on to SH2 has been enabled through recent Central Government funding from the Provincial Growth Fund.

The environment, soils and climate are not only attractive for agricultural production but also for people wanting a relaxed outdoor lifestyle. The District is close to the amenities of Tauranga, yet retains a rural and small-town atmosphere.



The infrastructure

Between 1998 and 2008 the District grew rapidly with the population increasing by 18%. Council provided infrastructure for the growing community. Water and wastewater schemes were established predominately for development of urban areas, with water supply also supporting development of the primary sector in rural areas. During this period there were substantial government subsidies for these schemes which Council took advantage of.

Prior to the 2007 Global Financial Crisis, Council’s approach to infrastructure was that ‘growth pays for growth’ and that new infrastructure was installed ahead of time to encourage growth. The slowing down of growth created a conflict between these approaches, substantially increasing debt to fund the shortfall of financial contributions received from growth. This prompted a change in approach, to a policy of ‘just in time’ infrastructure provision. Where practical, capital expenditure is committed where there is sufficient information to show that development will occur. This seeks to ensure that growth-related debt is repaid as growth occurs and that existing infrastructure is used to its full extent. The good news is that our investment in infrastructure has created capacity that will serve the District well into the future.

From 2015 to 2018, the District increased the funding to growth-related debt interest payments. Through the 2018-28 LTP the community supported Council reviewing the actual amount annually to take account of growth. Over the last three years, the amount we put towards this has been reduced, due to increased building activity and favourable interest rates.

This approach, coupled with prudent management of the capital works programme, means our net debt has reduced from \$144 million in 2015 to \$75.5 million in 2020. This has created a more manageable financial situation for the future.

What we are working towards

Where are we now

Despite the issues caused by COVID-19, the Western Bay of Plenty District is maintaining a strong economy, largely due to a thriving primary sector and building industry and sustained population growth. High volumes of subdivision consents and building activity are positive signs for continued growth.

At the district and sub-region wide level, the economic outlook is fairly positive. Our economy has been cushioned from some of the impacts of COVID-19, due to our diverse economy, strong rural sector (especially horticulture) and low reliance on international tourists. However, we acknowledge that some parts of the community have been impacted much more.

Council has made a conscious effort over the last nine years to manage debt and achieve a reasonable balance between delivering services and managing rates increases. This has put us in a good position to continue to invest in infrastructure required for growth continue to manage existing infrastructure networks and deliver on community wellbeing. Council is aware that circumstances can change and has provided scope in this strategy and the Financial Strategy to be flexible and responsive to this change.



Where we want to be

Our community has identified what is important and these are things that we want to retain and grow further so that our District will be a place that people continue to enjoy living, want to move to and want to visit.

The type of District we want to live in is one where:

- we can all enjoy a healthy and safe lifestyle
- our communities are vibrant and welcoming
- leaders are effective, informed and inclusive
- our environment is clean, green and valued
- our economy is thriving
- leaders are effective, informed and inclusive.

We will work to improve community wellbeing across all four aspects - social, cultural, economic and environmental. Our strategies provide specific direction on the contribution that infrastructure will make to this vision and the framework for what we do and why we do it.

Alongside this District vision sits our sub-regional approach

SmartGrowth sets the strategic vision and direction for the growth and development of Tauranga City and the Western Bay of Plenty District. SmartGrowth is a collaboration between Western Bay of Plenty District Council, Bay of Plenty Regional Council (BOPRC), Tauranga City Council (TCC) and Tangata Whenua working in partnership with Central Government, businesses, education groups, industry and the community. It provides a shared pathway to guide us all toward a single vision - making the Western Bay a great place to live, learn, work and play.

How we are going to get there

Our goals for infrastructure planning, provision and management over the next 30 years are to:

	Goals	What this means	Financial considerations
1.	Maintain the infrastructure and services we provide as efficiently and effectively as possible.	Regular condition assessments, renewals and upgrades are undertaken to ensure infrastructure continues to meet the needs of our community. Continue with a 'just in time' approach to renewal and replacement of assets.	<ul style="list-style-type: none"> • Ensure depreciation funding is sufficient for renewals expenditure. • Enduring programme of renewal and operational expenditure. • Optimise use of infrastructure and streamline operational costs.
2.	Provide the infrastructure required to support a growing community.	Continue to invest in the development of growth areas in the District, recognising the benefits of growth to our community. Continue with a 'just in time' approach to the provision of growth infrastructure.	<ul style="list-style-type: none"> • Debt limits provide capacity for growth funded capital expenditure to occur. • Just in time approach provides greater certainty of growth funding revenue. • Manages debt profile within identified debt limits.
3.	Identify and plan for potential changes to levels of service in the future.	The strategy identifies if consideration needs to be given to a potential change in the current level of service approach. This could be as an outcome of the challenges outlined in this strategy, community expectation, and/or our ability to achieve the vision and goals outlined in this strategy.	<ul style="list-style-type: none"> • Flexibility in Financial Strategy debt and rates limits to adjust to a potential increase or decrease of costs associated with a change in levels of service.
4.	Continually improve our knowledge of infrastructure, particularly in terms of changing technologies.	This ensures that Council keeps pace with the changing world of infrastructure and technology, and applies this thinking to future planning and investment decisions.	<ul style="list-style-type: none"> • Flexibility in Financial Strategy to adjust to a potential increase or decrease of costs associated with a change in approach.

The challenges

This section outlines how population growth, climate change, legislative change, as well as future trends, are likely to affect infrastructure management in the future.

There will always be a degree of uncertainty about how significant these factors are going to be, but they all have the potential to create a wide influence. For some of the challenges such as an ageing population, there are many unknowns regarding the extent of impact this demographic change will have on our approach to infrastructure provision. We can make some assumptions but will need to ‘watch this space’ to better understand from research and engagement with our community how we might need to respond to this change.

For this reason, these challenges require ongoing consideration, and Council will need to take a flexible approach to adapt to changing conditions. More detailed information on the challenges (and opportunities) is provided in the activity overviews.

While the impacts of COVID-19 are significant, it is expected that the local economy will have largely recovered from the impacts by the close of 2022 with economic growth above 2019 levels. The overall impacts of COVID-19 on the Infrastructure Strategy are expected to be limited. However, there is a high degree of uncertainty and this will be a matter of continual monitoring by Council. It has not been considered as a systemic challenge when looking at the next 30 years.

The key challenges

There are four key challenges that have the most influence on our approach to infrastructure planning and provision over the next 30 years. These are:



Population growth



Legislative change



Climate change



Economic growth

Our growing population



Population growth brings a number of benefits to the District but also creates challenges for the delivery of services and funding of infrastructure. Benefits include increased prosperity, attracting investment, and greater community vibrancy and diversity. Growth increases the number of rateable properties in the District and the expected demand for services and infrastructure.

Population projections help us plan the infrastructure required for growth. The projections tell us how many people are expected to move here, the number of dwellings they are expected to require and where they are likely to go.

In 2021, the estimated population of the Western Bay of Plenty District is 57,355. This is projected to grow to 71,367 in 2051, bringing another 14,012 people to our District. The majority of this growth will be experienced in Ōmokoroa where the population will more than double over the next 30 years, increasing from 4,575 in 2021 to 12,086 people in 2051 (refer Figures 1 and 2 overleaf). The planned population capacity for this urban growth area is around 12,000 and this is expected to be reached by 2045. That’s almost the combined population of Katikati and Te Puke today. This growth is not limited to the District. Tauranga City is expected to grow by an additional 56,800 people by 2051. Given the interconnectedness of our Districts, growth planning is undertaken at a sub-regional level. The majority of this growth will occur prior to 2031, and then we will experience a slowing down of growth which reflects a shift from natural increase to natural decline. The District appeals to a broad range of people, with families, retirees, and new migrants moving here. Most of the population growth experienced to date has come from migration from other areas in New Zealand. We also attract immigration from overseas. It is expected that this will continue to be the case over the next 30 years. Further information on population growth projections is included in the assumptions section of the LTP.

Existing urban growth areas

Western Bay of Plenty District has four existing urban growth areas identified in the SmartGrowth Settlement Pattern at Waihi Beach, Katikati, Ōmokoroa and Te Puke. These towns have been growing since the 1980's and still have capacity for additional residential dwellings, and commercial/industrial development. Minimal growth is expected outside of these main urban centres in the next 10 years. In Ōmokoroa, planning is underway for development of the land between State Highway 2 and the railway which will increase the total capacity to 5,300 dwellings on the peninsula. The existing urban growth areas are where Council's planning and infrastructure investment has been focused to date.

Figure 1: Urban Growth Area Dwelling Projections 2021-2051

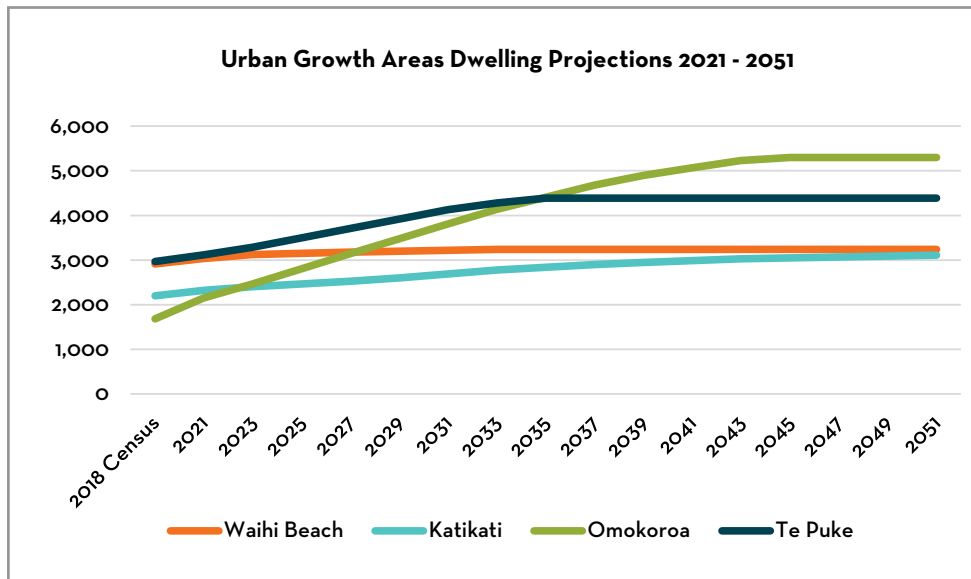
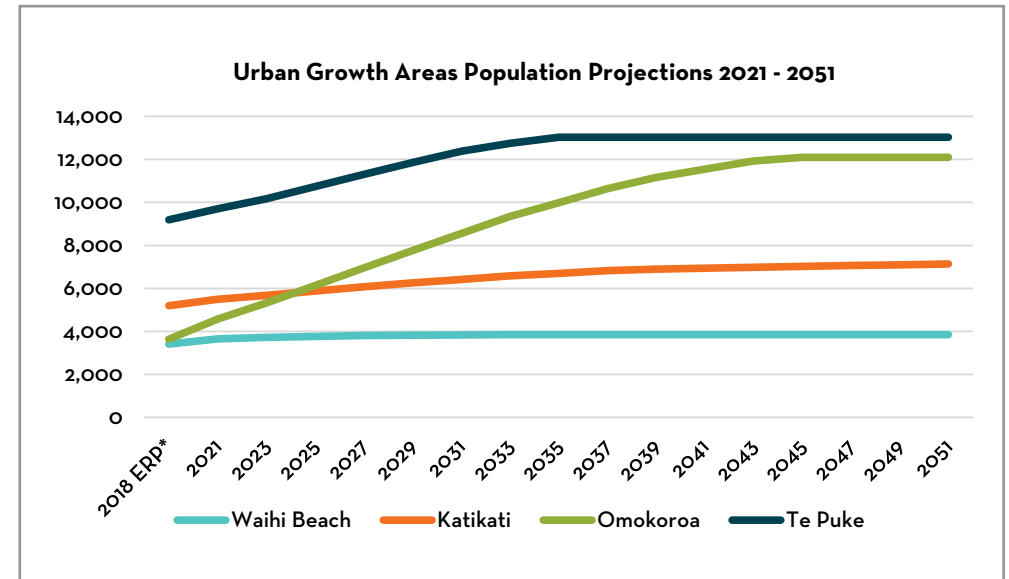


Figure 2: Urban Growth Area Population Projections 2021-2051



Future urban growth areas

The Urban Form and Transport Initiative (UFTI), a collaboration of Western Bay, Tauranga City Council, Waka Kotahi (NZTA) and other Crown bodies, has been working to identify how the sub-region may grow in the future. The adopted final report suggests the development of a new settlement in the east of the District and development of Te Puna and Plummers Point may occur beyond the next 30 years. These recommendations are still subject to several planning studies before significant infrastructure investment will progress, and there may be changes to timing. The UFTI final report also has implications for the Northern Corridor (Bethlehem to Waihi Beach), particularly around provision for public transport. The Financial Strategy has been prepared to position Council's finances to allow for future investment as necessary to deliver on the expected growth.

Compliance with the National Policy Statement on Urban Development (NPS UD)

Our District is classified as a Tier 1 Urban Environment in the NPS UD, which reflects how quickly we're growing as a District and sub-region. We have obligations under the NPS UD to ensure provision of sufficient land for development for the short, medium and long term.

There is still enough availability of developable land under the NPS-UD 20% "competitive margin" for the short and medium term projected uptake across the District. It's projected that the remaining capacity will be used in Te Puke by 2035, and in Ōmokoroa by 2045. For the long term requirements, Council is working through SmartGrowth to identify future urban areas.

Legislative Change



As legislation and regulation evolves and changes over time, so will the Council's investment programme. Requirements from the following legislative changes have been incorporated into the strategy thinking.

- **National Policy Statement on Urban Development** identifies the sub-region as a tier one urban area - meaning it is a high growth area. It requires assessments of demand and development capacity and a Future Development Strategy. Councils are also required to provide an additional margin of feasible development capacity over and above projected demand of at least 20% in the short to medium term (3-10 years) and 15% in the long term (30 years +). The sub-region is fortunate to already be in a good position to respond to this through UFTI, SmartGrowth and the Settlement Pattern Review process, and will continue to work in partnership to report against these requirements. It is recognised that the sub-region does not currently meet the minimum land requirements.
- **National Policy Statement for Freshwater Management (Te Mana o te Wai)** directs Bay of Plenty Regional Council to set new objectives, policies and limits for water management at a local level, and that 'gives effect' to Te Mana o te Wai. The plan changes will be designed to improve water management including the quality of water, water allocation decisions and the relationship of iwi with freshwater. Interpretation and application of the National Policy Statement may increase costs for infrastructure delivery and land supply issues.
- **National Policy Statement for Highly Productive Land** is expected to come into effect in early 2021. Its purpose is to recognise the importance of high quality land for primary production and the need to protect it from inappropriate subdivision, use and development. This may require Council to identify highly productive land, and introduce new rules to prevent subdivision of such land and to possibly introduce buffer zones with sensitive areas.
- **National Policy Statement on Indigenous Biodiversity** is expected to come into effect in the second quarter of 2021. It will require Council to identify areas of significant indigenous biodiversity in the District Plan. The Plan currently largely meets the requirements of this NPS but will need some strengthening of objectives and policies.
- **The Three Waters Review** may result in significant structural changes to Council's role in the delivery of water supply, wastewater and stormwater services. Regardless of how it is delivered, the community will still need services to be provided and planned for. There is currently insufficient detail regarding the possible changes to services, and therefore it is prudent to plan on a business as usual approach to service delivery.

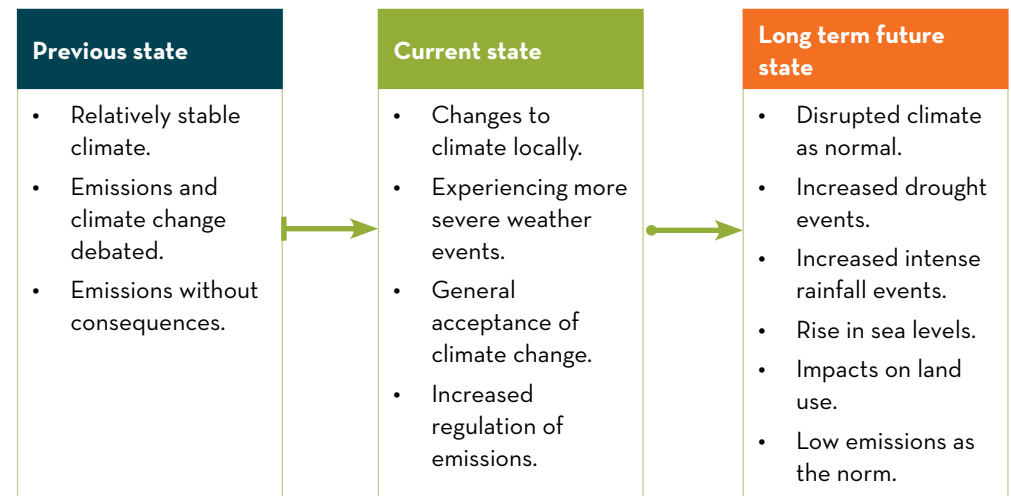
Other areas on which to keep a watching brief on are possible changes to the Resource Management Act and potential future changes to the Local Government Act through the Local Government review. These may see significant changes to Council's responsibilities, with a possible move to a region-wide unitary plan, this would impact on how growth is to be planned and provided for, and may also see an alteration to Councils' responsibilities. Full details are not known at this point and therefore we have planned on the status quo.

It is expected that Central Government and Regional Council will continue the trend of higher public health, environmental and cultural outcomes expressed through national and regional policy statements. The impact of this on resource consents for stormwater and wastewater discharge, for water takes, and drinking water standards has already been noticed and is changing what we do and how we work to ensure environmental outcomes and targets are met, often increasing our costs to deliver these services to the community. This combined with increased pressures from climate change and growth, is likely to increase the challenges for the District for secure and resilient future water sources.

Climate Change



A key consideration is how climate change may impact our communities and our assets. We expect that we will experience increased effects from climate change and will have to have the financial capacity to prepare and respond.



We are required to make provision to plan for and address the implications of climate change. We will progress this through four work streams to establish our governance, our strategy, our risk management approach and to put in place metrics and targets. This involves individual projects in our activity areas, a Council-wide approach to mitigation and risk, and providing sufficient debt headroom for works as needed (either in responding to events made more severe by climate change or undertaking mitigation actions). The strategic assumptions set out the basis of our current planning. The uncertainty around the exact timing of climate change impacts requires a flexible approach and ensuring we have financing available if we need it is important.

The District can expect to see more extreme weather and storm events because of climate change. Our weather patterns are expected to change, with:

- more hot days (temperatures 25 degrees celcius or more)
- milder autumns and winters
- wetter winters
- decreasing summer rainfall with heavier downpours
- fewer cold nights and frosts
- rising sea levels (0.52m above Moturiki Datum 1953 at 2070).

Overall, it is expected that there will be more extreme weather and storm events (potentially three times more frequent), and increased risk from natural hazards such as coastal erosion and inundation.

Climate change is a core component of infrastructure planning and modelling. We can generally expect to see increasing erosion, inundation and damage associated with increasing storm intensity and rising sea levels. This would have a significant impact on large areas of coastline, land use planning, private property and Council's infrastructure and finances. Stormwater, wastewater and roading require increased expenditure on operational responses and repairs due to damage from storms.

Adapting to climate change is becoming a more prominent feature of the Council's work programme, as we increase our knowledge on the impact it has on infrastructure. While planning for the potential impacts of climate change is part of business as usual, we need to better understand the implications of climate change for specific assets to inform future management and investment decisions we make on our infrastructure.

Some difficult decisions will be required regarding the best approach to managing challenges where it might not be feasible or practical to continue with infrastructure provision in some areas. Decisions will be necessary in the future regarding levels of service and if the community wishes to invest more to continue to meet the current levels or accept lower service. Council will be guided by relevant policies and best practice in determining responses, supported by community engagement at relevant points. We also anticipate future Central Government direction in this area, for example with recommended changes to the RMA. Council will continue to work with other lifeline utility operators and partners in the region to understand our risks, and to identify and plan for the impacts of climate change and other events that may test the resilience of our networks. Further details of how climate change is considered is given in the activity sections.



Economic Growth



Our economy is underpinned by agricultural and horticultural sectors and is strongly intertwined with Tauranga's economy which provides most of the sub-region's manufacturing and services. The important drivers of economic growth within the sub-region are population growth, infrastructure improvements, and increases in productivity of exporting sectors through improved technologies and higher levels of mechanisation. Despite the wider impacts of COVID-19, the western Bay of Plenty's economic outlook is still positive.

On the back of strong and continued population growth, our economy is projected to continue to grow. Our District is part of the Golden Triangle (Auckland, Waikato, Bay of Plenty) and our economic growth is expected to be above the national average. We can expect to see significant growth in the kiwifruit industry, and growth in avocado industry and tourism (building on our strong domestic visitor numbers and attracting more international visitors). These industries are heavily reliant on having an efficient transport network, particularly for freight movement, and security of water supply. Tourism (both international and domestic) also relies on access to accommodation options and tourist destinations such as historic sites, coastal and harbour parks, and recreational experiences. With our pre-Covid visitors predominantly domestic (80%), we expect continued demand in the short-term, with an increase as international tourism grows in the mid/longer term.

Other challenges that influence our infrastructure approach

Our District is ageing: The projected ageing population and the corresponding decrease in younger age groups will affect employment, retail, transport systems, demand on health and social services, housing provision and recreational activity. There are many unknowns about the extent of this impact on the provision of infrastructure and we will need to be cognisant of research undertaken in this area and of our community's expectations for future levels of service to cater to the demographic changes. Trends indicate that many older people are choosing to live in urban settlements with easier access to services. They are more likely to be living in one or two person households meaning more houses requiring services, but fewer people in each household lowering demand on a household basis. By 2031, one third of our District ratepayers will be over the age of 65 and largely reliant on fixed incomes which limit ratepayer ability to absorb rate increases.

Our District is becoming more diverse: The District will continue to appeal to new migrants from overseas and the ethnic profile will continue to change. This is likely to bring different demands on infrastructure services (such as catering to different cultural customs) and new opportunities as well (such as contributing to the diversity of our community).

Tauranga is growing fast: An additional 56,800 people are projected to be accommodated in Tauranga by 2051 and employment projections are expected to also increase. The City and District are to some extent intertwined as many people's live, work, play and learn experiences cross over the boundaries daily. Boundary adjustments will occur in the future as land in the District is included in Tauranga City Council's future growth and expansion, decreasing our ratepayer base and productive land area.

Housing is an issue: The affordability and availability of housing is a significant issue for New Zealand. A sub-regional approach is taken to land use planning and urban growth, through SmartGrowth and UFTI. Council collaborates with several groups and initiatives in the District to improve affordability and accessibility, it is also planning to undertake a full review of the District Plan.

Seasonal demand will continue: Horticultural workers and holidaymakers will continue to create large seasonal increases in population, placing greater demand on infrastructure services during this time.

We will continue to partner with Tangata Whenua: The settlement of Treaty of Waitangi claims in the District will continue over the next five years. This will change the economic landscape and is likely to offer new opportunities for collaboration and partnership, and potentially impact on resourcing requirements.

Technology is impacting on the way we do business: Information availability and technology are continually improving what we know so that this can be considered in our planning processes and infrastructure investment decisions. Ultrafast digital enablement is helping to change the way people are working, with an increase in people working from home. We know that the pace of change driven by technological advancements will continue. There are still things we can't anticipate which is why we need to be resilient and flexible to change.

Urban areas will continue to grow while rural areas have limited growth: Council has an ongoing challenge of meeting the different needs of the community in an equitable way, with some areas experiencing growth and other areas retaining a limited or static population base. Urban areas will typically have a higher level of infrastructure investment than rural areas as there is a greater concentration of people in one place. Future development in line with the recommendations of UFTI, will see continued growth of our urban areas and will see the need for planning for additional growth areas in the longer term.

The big picture

The **'Big Picture'** captures what we plan to do over the next 30 years, based on what we know at this point in time. This is the most likely scenario that we will take for capital and operational expenditure on infrastructure from 2021 to 2051. We have included the four activities of Council that collectively have a significant spend and that we have 30-year financial information on stormwater, water, wastewater and transportation (refer Figure 3, 4 and 5).

A separate overview is provided of the remaining infrastructure activities - Recreation & Open Space, solid waste and community facilities (refer Figure 6). A 10-year profile is provided as we need to do more work in this space to determine what the long term future looks like for these activities.

Over the next 30 years there are a number of significant issues and decisions required that will impact on the big picture scenario. This information is included in the following "Significant Infrastructure Issues" section, along with reference to when decisions will need to be made and the budget process they are likely to be considered in.

Expenditure highlights



The most likely scenario for Council is that we will be spending over \$1.05 billion on capital projects for infrastructure over the next 30 years and \$3.04 billion on operational costs over this time.

Council has a focus on infrastructure investment in urban growth areas, predominately Ōmokoroa, and beyond the 10 years in identified growth nodes, achieving agreed levels of service, and a steady programme of asset renewals. The main spikes in expenditure are attributable to the wastewater, transportation and water activities:

- The Katikati ocean outfall renewal in 2037 (\$14 million) is the most significant peak in expenditure. This project is identified as a significant issue as it is anticipated that Council will need to explore a range of options for wastewater disposal due to changing consent requirements.
- The Te Puke wastewater treatment plant requires major infrastructure upgrades expected to cost \$42 million. This is budgeted 2021-30, to provide needed capacity and to meet new resource consent conditions.
- Transportation continues to have peaks throughout the 30 years. A significant focus over the first ten years is the implementation of the Ōmokoroa structure plan with most of these projects funded from financial contributions.
- Investment in swimming facilities will see the delivery of indoor pools at Te Puke, Katikati, and Ōmokoroa.

- Investment in walking and cycling will continue to increase with an additional \$12.2 million over 2021-2031.
- An increase in expenditure for water supply from 2021 relates to an upgrade of the treatment plant in the eastern supply zone and further source exploration. Security, resilience and increased compliance for water supply is identified as a significant issue. Additional bores are required in the Central Supply Zone to service growth. This is planned to occur in 2043.
- Due to the age of assets in the water supply activity, there are a number of renewal projects around 2040 for replacement of the Maketū reservoir and water reticulation improvements in the Western Supply Zone.

While the expenditure peaks put pressure on Council expenditure at times, they are considered manageable within Council's planned debt management approach (i.e. room to move), and do not indicate any potential affordability issues in the future.

Through the LTP consultation, changes to levels of service for a number of activities have been identified as the preferred approach. This includes planned development of swimming facilities in Te Puke, Katikati and land purchase at Ōmokoroa. Investment in our elder housing stock. Delivery of libraries and community hubs for our four urban centres, is a change in approach to our libraries' service provision. Additional level of service changes are likely to occur within the next 30 years, and this means that the financial profile could change in the future. Council has ensured that there is 'room to move', in our financial planning, to accommodate these potential changes (and any other unforeseen events).

Operational expenditure gradually increases over the 30 years primarily due to additional assets coming into Council ownership and inflation. Council does not have any significant backlogs of expenditure or deferred expenditure that may create issues further down the track and is in a comfortable position to ensure assets continue to be maintained to meet level of service requirements. The transportation activity however, will require increased investment. This will address the increased demand placed on our network (seal width deficiency, an ageing network and network safety).

Figure 3: Projected Infrastructure Expenditure by Type 2021/22 - 2050/51

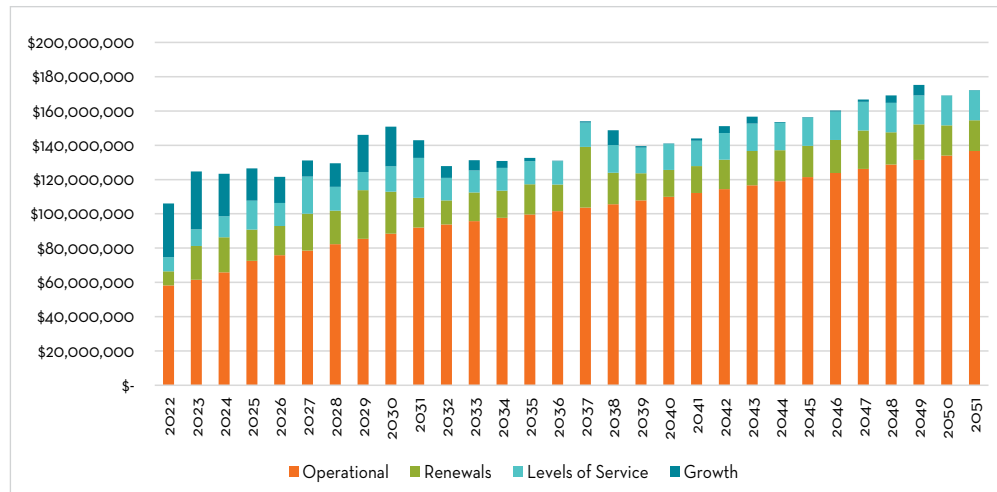
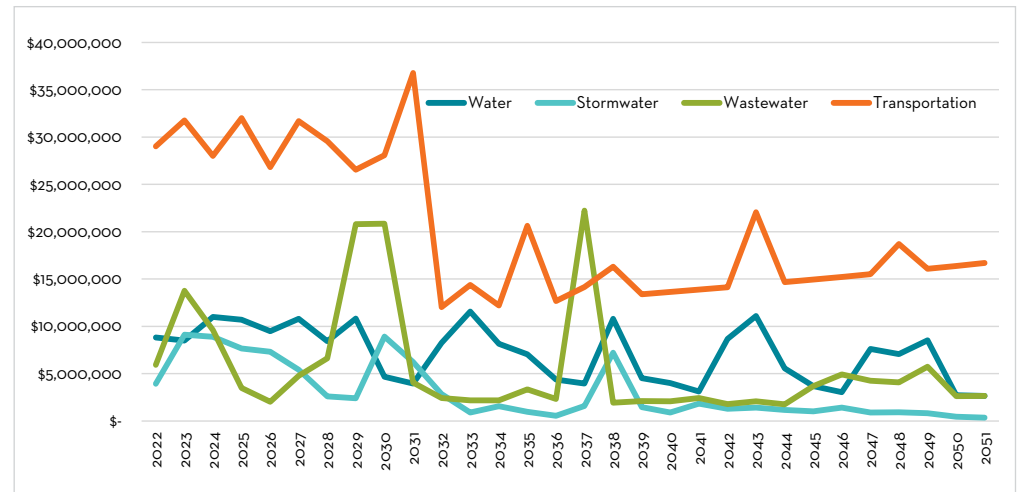


Figure 4: Projected Capital Expenditure by Activity 2021/22 - 2050/51



Explanation

- **Growth** is used to describe new projects identified in structure plans for the urban growth areas, and funded (either wholly or partially) from financial contributions.
- **Level of service (LOS)** is used to describe projects that deliver on Council's adopted level of service, and are not growth related or renewals. It is not about new levels of service or any specific change in levels of service.
- **Renewals** are used to describe projects that replace or upgrade existing assets.
- **Operational** is what we need to do on a day-to-day basis to plan for and deliver services and ensure our assets are maintained. Operational expenditure includes costs, interest (expenses only), depreciation and overheads.
- **2022** is the 2021/22 financial year.
- All financial information in the strategy includes inflation from 2022 onwards.

Figure 5: Projected Operational Expenditure by Activity 2021/22 - 2050/51

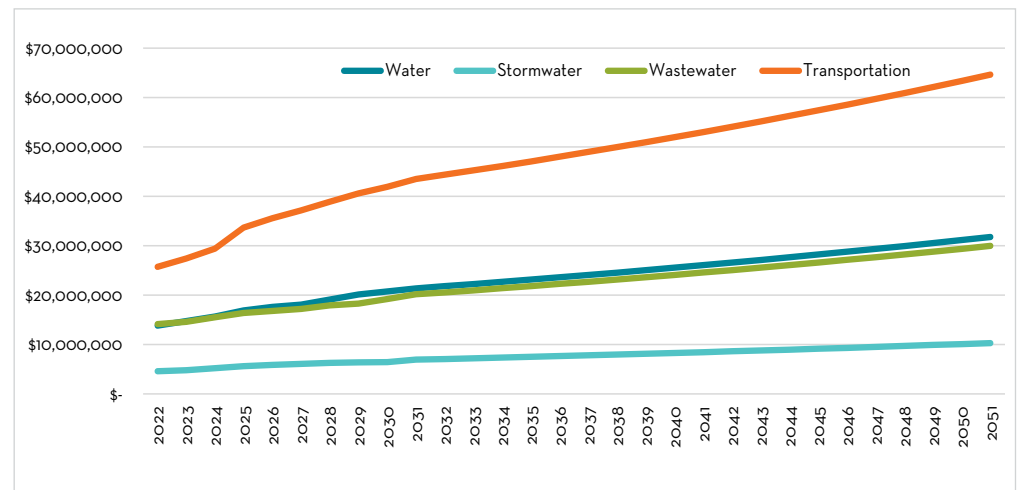
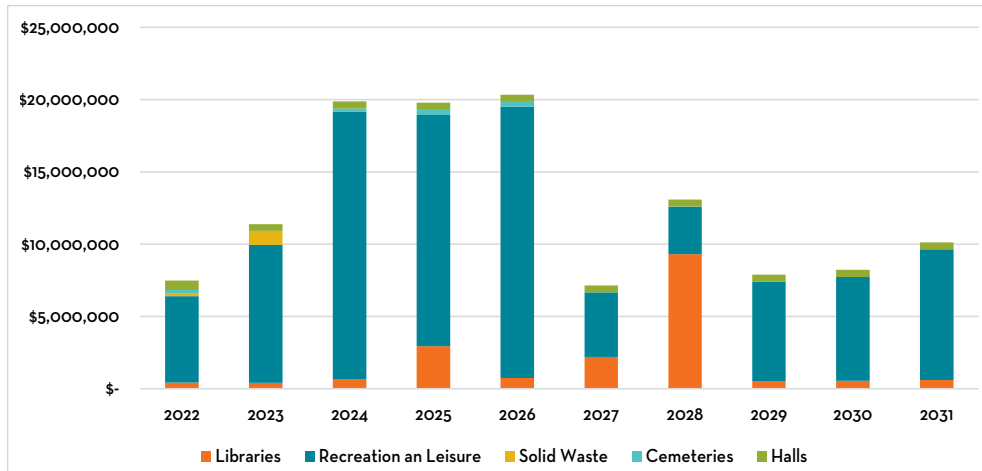


Figure 6: Projected Capital Expenditure for Community, Recreation, Solid Waste 2021/22 - 2030/31



Note: Community hall expenditure is included in the graph to demonstrate expenditure over the 10 years, however it is categorised as operational as it involves a grant to community hall committees who own the facilities to complete improvements.

Key assumptions

The 'Big Picture' is determined by applying a number of assumptions, for example population increases, climate change and demographic changes. The assumptions are outlined in the Strategic Assumptions from page 39.



Significant Infrastructure Issues

Significant infrastructure issues are those which are likely to cost a lot, have an impact across several infrastructure activities, and/or are have the potential to be a big change to the current approach and levels of service. We deliver infrastructure to support on community wellbeing, with all our projects providing a range of benefits across the four aspects of community wellbeing - social, cultural, economic and environmental.

The below are the significant infrastructure issues facing Council over the next 30 years. This is not exhaustive.

 Means Council's most likely scenario.

Issue	Why this is significant	2021-2031 LTP funding	Principal options	Implications
1. Significant investment in growth infrastructure for Ōmokoroa, in particular implications of Ōmokoroa Stage 3 Structure Plan.	Significant infrastructure investment is required in Ōmokoroa over the next 30 years to service a population that will grow to 12,086 people by 2045.	<p>\$15.6 million from 2021-2031 (Ōmokoroa stormwater capital works including renewals).</p> <p>\$11.6 million from 2021-2031 (Ōmokoroa wastewater capital works).</p> <p>Approximately \$72.3 million for Ōmokoroa urban growth transport works for 2021-2031.</p>	Continue with 'just in time' approach to infrastructure investment.	Provides a balance between enabling development to occur in a timely manner and reducing financial risk to Council if growth was to slow down in the future.
			Adopt a lead or lag approach to infrastructure provision	<p>Lead approach carries risk of high investment, slowing down of growth and inability to repay debt from growth contributions (similar to 2007 situation).</p> <p>Lag approach may discourage development occurring and have implications for housing costs.</p>
			Stop infrastructure investment.	Ōmokoroa zoned to provide for future urban development as part of SmartGrowth settlement pattern. Central government pressure to meet housing needs. Reduced land supply could lead to increased house prices.

Issue	Why this is significant	2021-2031 LTP funding	Principal options	Implications
<p>2. Development of the Rangiuru Business Park and associated infrastructure.</p>	<p>The development of Rangiuru Business Park provides much needed industrial and commercial land for the sub-region.</p> <p>Enabling infrastructure is needed for its development. This includes wastewater connections, water supply improvements and transportation links.</p>	<p>\$21 million budgeted for 2021-30 for Te Puke Wastewater Treatment Plant upgrades to accommodate Rangiuru Wastewater.</p> <p>\$14.5 million budgeted for 2024 Water Supply infrastructure.</p> <p>This is a Quayside project with the obligation resting on them to deliver. Council is acting as a facilitator to secure potential Waka Kotahi funding for the project on Quayside's benefit.</p> <p>Associated roading projects are expected to cost \$52 million. This may not be led by Council.</p> <p>\$18 million provincial growth funding for the motorway interchange has also been received for its development by 2023.</p>	<p>Co-fund with Quayside holdings the development of enabling infrastructure. Recovery of costs from Quayside.</p> <p>Council solely funds infrastructure investment.</p> <p>Council does not progress.</p>	<p>Enables joint sharing of risk and effective cost recovery. Enables economic development in the District. Funding received from the Provincial Growth Fund for roading connections is already in place. It is expected that ultimately the developer will pay. Stage 1 operational 2023. Our role is mostly an administrative mechanism for funding.</p> <p>Council enables economic development but takes on a large level of risk. If demand slows down inability to repay debt from growth contributions.</p> <p>Economic benefits for the District are not realised.</p>
<p>3. Implementation of SmartGrowth / UFTI growth infrastructure. Including the implications on local roads from the construction of the Takitimu North Link and Ōmokoroa four laning.</p>	<p>The Urban Form and Transport Initiative (UFTI) and SmartGrowth set out a growth vision for the western Bay of Plenty sub-region. This sees increased intensification in Tauranga, continued growth in Ōmokoroa, Katikati and Te Puke, and, beyond 2050, the development of Te Puna and a new town in the east of the District.</p> <p>The construction of the TNL including a major new bridge and cycleway will see the Council vested with a significant portion of the existing SH2 from Ōmokoroa Road to the Tauranga City boundary at the Wairoa River. The project will also require new local road connections and improvements with actions to encourage modal shift.</p>	<p>\$14 million from 2021-2031. This includes some transportation budgets for public transport.</p> <p>\$10 million for public transport infrastructure (including park and rides and ferry wharf upgrades).</p> <p>\$2.8 million in 2026 (subject to revocation agreements with Waka Kotahi) for additional works as a result of the SH2 revocation and vested land development assets.</p> <p>Future investment will depend on Council decisions regarding future growth nodes.</p>	<p>Delivery of enabling transportation and growth infrastructure.</p> <p>Future planning for future growth areas.</p> <p>Council does not deliver on UFTI or SmartGrowth.</p>	<p>Council, alongside its partners in SmartGrowth have committed to the implementation of the UFTI recommendations. This will help enable urban growth in the sub-region.</p> <p>Council will begin planning for future identified growth nodes. Infrastructure planning and development may need to begin within the next 10 years.</p> <p>Significant decision required for 2027-2037 LTP process.</p> <p>Council does not meet its obligations to its partners and growth is hindered. This will have negative impacts for all aspects of community wellbeing.</p>

Issue		Why this is significant	2021-2031 LTP funding	Principal options	Implications
4.	Provision of community and recreation facilities for a growing community – swimming pools, libraries/community hubs and recreation facilities.	<p>Our community and recreation assets are well used and valued by the community.</p> <p>Our swimming pools are ageing and need to better meet community aspirations and the needs of a growing community.</p> <p>Our libraries need to meet community aspirations and deliver multi-use spaces alongside traditional library services. These will be redeveloped alongside renewal schedules.</p> <p>Investment into our recreation assets is necessary to meet the increased demand placed on them by growth.</p>	<p>Te Puke Pool \$15 million in 2024-2026.</p> <p>Katikati Pool \$15 million in 2040.</p> <p>Interim covering of Katikati pool for \$2 million, and interim upgrades for Te Puke pool of \$300,000, 2021-2023.</p> <p>Ōmokoroa land purchase for a future pool, \$1 million in 2023-27.</p> <p>Ōmokoroa pool \$15 million post 2040.</p> <p>\$2.8 million in 2024-2027 for Waihi Beach Library.</p> <p>\$9 million in 2026-28 for Te Puke Library.</p> <p>\$8 million in 2032 for Ōmokoroa library.</p> <p>\$6.2 million for Ōmokoroa Active Reserves in 2022-27.</p> <p>\$13.3 million for District-wide reserves acquisitions. Primarily Ōmokoroa.</p>	<p>Council invests in indoor swimming pool facilities.</p> <p>Council provides multi-use hubs as part of library redevelopments.</p> <p>Council provides recreation facilities, in line with its levels of service, to meet growth needs in Ōmokoroa.</p> <p>Council maintains the current outdoor swimming pools and current libraries as is. Council does not formalise recreation land in Ōmokoroa.</p>	<p>Provision of indoor swimming pool facilities in the District, multi-use spaces in libraries, and recreation facilities deliver on multiple aspects of community wellbeing. It particularly strengthens social and cultural wellbeing.</p> <p>Significant decision made through 2021-2031 LTP process, and significant decision required for 2036-46 LTP process.</p> <p>Council provides two outdoor swimming pools only and does not look to deliver community hubs alongside libraries. These will likely incur increased maintenance costs as the assets continue to age and service provision does not meet communities' stated aspirations and service expectations.</p>
5.	Increased roading costs due to asset maintenance needs and growth pressures.	<p>The significant growth in population in the sub-region has increased demand on our roading network. Alongside this, our network is ageing and requires increased attention. This has meant that several of our roads are unsuitable for the traffic volumes now using them. Increased investment in replacement and maintenance is needed.</p>	<p>Our total roading spend on projects across the 10 years is \$300 million (this includes projects covered elsewhere in this list, such as Growth-related works, public transport enabling projects and walking and cycling).</p> <p>Expenditure has increased to \$96.1 million for the maintenance programme (2021-31).</p>	<p>Increased funding for maintenance and network improvements. That a lower level of service for our roading network is acceptable.</p> <p>Maintain funding levels and reduce maintenance to less than current levels.</p>	<p>Increased costs for ratepayers through the increased asset base and network investment required.</p> <p>Significant decision made through 2021-2031 LTP process.</p> <p>A lower level of service may be acceptable to the community.</p>

Issue	Why this is significant	2021-2031 LTP funding	Principal options	Implications	
6.	Increased standards of compliance for treatment of and method of wastewater discharge.	<p>Katikati wastewater ocean outfall is the consented discharge for the Katikati wastewater system which is due for renewal in 2037. The pipeline crosses the Tauranga Harbour and Matakana Island before discharging highly treated wastewater in the ocean.</p> <p>The discharge consent will require Council to potentially implement an alternative discharge for wastewater. Actual costs for the implementation of the alternative discharge location cannot be identified until options have been worked through with the community.</p>	<p>\$14 million for replacement of the existing Katikati outfall in 2037.</p>	<p>Undertake an assessment of options for wastewater disposal for the Katikati wastewater system including consideration of:</p> <ul style="list-style-type: none"> land based discharge reduction of inflows increase in treatment standards upgrade or replacement of pipes alternative disposal options combination of the above options. <p>This assessment will occur within the next five years.</p> <p>Note: No alternative options identified as this assessment will be a requirement of the renewed resource consent and to meet an increased population.</p>	<p>The option assessment will include identification of criteria that will be used to assess each option including cost, cultural impact, planning implications, community impact.</p>
	<p>Alternative discharge options are to be considered for Te Puke Wastewater Treatment Plant within the next 30 years and prior to the end of the current resource consent. Upgrades for the Wastewater Treatment Plant are planned within the LTP to deliver renewals, improve treatment and increase capacity.</p>	<p>\$20 million budgeted for 2021-30 for Te Puke Wastewater Treatment Plant upgrades for capacity and quality improvements. This is additional to the upgrades also required for the development of Rangioru Business Park.</p>	<p>Undertake investment to meet population growth and quality requirements.</p> <p>Includes investigating options.</p>	<p>Upgrades to the Te Puke Wastewater Treatment Plant will deliver environmental and cultural benefits.</p> <p>Investigations on future discharge options will have to be considered and discussed with the community in a later LTP process.</p>	
	<p>Introduction of reticulation in the Te Puna commercial area has been identified as an environmental issue. External Central Government funding can fund this. This funding can also support marae wastewater services.</p>	<p>Te Puna commercial wastewater reticulation and associated wastewater projects delivered by external funding.</p>	<p>The Three Waters Review funding package allows for a number of projects to be delivered. Scale and method is to be determined.</p>	<p>Helps deliver environmental benefits for the area, with consequential cultural and social advantages too. Specifically benefits those properties connecting.</p>	

Significant decision required for 2024-2034 LTP process.

Issue	Why this is significant	2021-2031 LTP funding	Principal options	Implications	
7.	Increased demand for new and improved walking and cycling facilities.	<p>Council will continue to build on the progress made in development of the walking and cycling network, and implement the Cycle Action Plan. This includes completion of sections of the Tauranga Moana Coastal Cycle Trail and extending network connections across the District.</p> <p>As part of Council's commitment to the Transport System Plan and SmartGrowth's future planning, we will look to encourage modal shift and transport choice. Walking and cycling infrastructure is a major part of this.</p>	<p>Council's total investment in walking and cycling is \$16.6 million over the next 10 years which includes \$2.7 million through recreation and open space budgets, \$13.4 million for District-wide cycling and urban footpath development, and \$500,000 for off-road walkways in rural areas.</p> <p>Council will also use this investment to leverage external funding to assist with development of the walking and cycling network.</p> <p>An ongoing investment is expected across the next 30 years as part of the delivery modal choice.</p>	<p>Implementing the Cycle Action Plan and continued investment in the network.</p>	<p>This recognises the multiple benefits of this network including recreation, health, amenity, tourism (and associated economic benefits), and commuter links. It supports Council's role in encouraging modal shift and transport choice.</p> <p>Significant decision made through 2021-2031 LTP process.</p>
				<p>Maintain the current network only.</p>	<p>This does not deliver on the multiple benefits offered through investment in walking and cycling. It does not directly increase costs.</p>
8.	<p>Council's level of service for Solidwaste, kerbside services a greenwaste/recycling/resource recovery centre in Ōmokoroa and waste infrastructure investigations.</p>	<p>A Council-led kerbside service is being introduced in July 2021. This will see a change to the current levels of service.</p> <p>Council has recognised the need to deliver a recycling centre in Ōmokoroa to meet residual recycling needs after kerbside recycling has been introduced, and for greenwaste drop-off.</p> <p>Further investigation and delivery of future waste infrastructure needs is necessary in the next 30 years. There is a need to meet a growing population. This includes looking at transfer station provision in the District.</p>	<p>\$2.6 million operational costs from 2021/22 onwards (with increases for population growth and inflation) for the delivery of kerbside services.</p> <p>\$1.2 million from 2021/22 to 2022/23 for development of a greenwaste/recycling resource recovery centre at Ōmokoroa.</p> <p>\$675,000 has been budgeted for community re-use facilities and rural recycling drop-off points for 2021-24.</p>	<p>Council has committed to the delivery of kerbside services.</p>	<p>Council has committed to the delivery of kerbside services, following community consultation in 2019. This will principally deliver environmental benefits.</p>
				<p>Council will need to investigate and plan for the delivery of waste infrastructure, including greenwaste/recycle facilities at Ōmokoroa. Investigations are also required for future waste infrastructure in the District.</p>	<p>Waste and recycling infrastructure is needed to deliver on environmental and social wellbeing.</p>

Issue		Why this is significant	2021-2031 LTP funding	Principal options	Implications
9.	Increased standards of compliance for treatment of stormwater discharge.	<p>Increased standards require a change to the approach taken to development and management of the stormwater network.</p> <p>Implementation of the Comprehensive Stormwater Consent requirements including water quality, network capacity and monitoring.</p> <p>This includes monitoring and compliance of stormwater discharge and improvements to the quality of stormwater discharge.</p> <p>Upgrades are required to the network to deliver better environmental outcomes and network performance.</p>	<p>Stormwater network upgrades of approximately \$55.8 million for 2021-2031. Including funding for water quality discharge improvements.</p> <p>Increased operational costs for monitoring and to ensure compliance with resource consent conditions.</p> <p>\$5.4 million to address undersized pipes in Te Puke (2035-2039).</p>	<p>Increase stormwater budgets to respond to increased water quality standards.</p> <p>This includes additional operational costs to monitor and respond to compliance issues, and implementation of additional projects that improve the quality and/or velocity of stormwater discharge into water courses.</p> <p>Through changes to the District Plan, Council may require new development to provide onsite retention/detention devices to reduce peak flows recognising the multiple benefits of this (for example, water storage for onsite use during dry periods).</p>	<p>Ensures adequate resources are in place to respond to changing requirements for management of stormwater. Delivers environmental and social benefits.</p> <p>Recognises that further change may still occur that could have future cost implications and impact Council's current approach to stormwater management.</p> <p>Progress through a change to the District Plan. Places the responsibility on private property to provide for onsite retention/detention devices and recognises benefits of this for use during dry periods of weather (eg watering of lawns and gardens). Reduces volume of stormwater entering into Council's stormwater network.</p>
10.	Provision of boat launching facilities to cater for growth.	<p>Demand on coastal marine facilities has increased and is expected to continue to increase over time as the population (in Tauranga and Western Bay) grows. Council has a coastal structures renewal and upgrade programme.</p> <p>Council needs to ensure that this investment responds to current and future demand for water access.</p>	<p>Northern Harbour boat ramp - \$4.5 million primarily in 2024-26.</p> <p>Ōmokoroa boat ramp and associated facilities - \$5.5 million across the LTP, but mostly in 2028-2031.</p> <p>Renewal of various other jetties, boat ramps and sea walls \$10.4 million for 2021-2031.</p>	<p>Protect remaining land available at boat ramps.</p> <p>Identify location for development of an all-tide boat ramp for the Northern Harbour and undertake works. Undertake upgrades at Ōmokoroa.</p> <p>Take into consideration District Plan provisions and Coastal Erosion Responses Policy.</p> <p>Continue to implement capital programme of improvements through LTP process.</p>	<p>Applies a strategic approach to future provision, looking at demand across the sub-region.</p> <p>Nexus to growth will inform discussion on potential funding sources of coastal marine facilities (if any).</p> <p>Need to ensure delivery programme meets current and future demand for boat launching facilities.</p>

Issue	Why this is significant	2021-2031 LTP funding	Principal options	Implications	
11.	Security, resilience and increased compliance for water supply.	<p>Western Bay's water supply is generally in good shape, as we've invested in deep bores and water treatment systems. However increase in compliance standards, monitoring and treatment are expected, such as UV treatment.</p> <p>Increased growth, increasing environmental standards and potential implications of climate changes will put increasing demand on our water sources and the need for new sources. This is particularly an issue in the Eastern Supply Zone with some areas currently over-allocated for water takes.</p>	<p>\$7 million for actions to meet increased treatment requirements (2021-31).</p> <p>\$1 million for actions required for resource consent renewal (2021-31).</p> <p>\$13 million for water source exploration and new bores (2021-31) of which \$4.6 million (2021-2024) is for alternative supply in the east.</p> <p>Investment into new sources and storage will be required across the 30 years, with \$17.7 million capital expenditure between 2031-2051.</p>	<p>Increase water budgets to respond to increased water quality requirements and supply needs.</p> <p>Note: No alternative options identified as changes will more than likely be a requirement of legislative change, Taumata Arowai and water supply regulations.</p> <p>Council would rather be prudent and proactive in its approach to planning and budgeting for this change.</p>	Ensures adequate resources are in place to respond to changing requirements for water quality management.
12.	Investment into provision of elder housing stock.	<p>Our elder housing requires redevelopment to address an ageing stock, to provide better use of sites and to deliver more units for a growing ageing population.</p>	<p>\$4.9 million for the redevelopment of three Elder Housing sites and delivery of up to 20 additional units (2021-2031).</p> <p>Further redevelopment of the existing stock across the 30 years to increase number of available units and quality (\$9.8 million between 2032-51).</p>	<p>Council invests in elder housing provision.</p> <p>Council maintains current elder housing stock.</p> <p>Council divests elder housing stock.</p>	<p>Council elder housing provision delivers on community wellbeing. Initial investment in 2021, but further investment is forecast across the 30 years.</p> <p>Significant decision made through 2021-2031 LTP process.</p>

Note: figures in the above table do not include inflation.



Activity Overviews

• Stormwater	113
• Water supply	118
• Wastewater	123
• Transportation	127
• Solid waste	134
• Recreation and open spaces	138
• Community facilities	143
How we manage our assets	148

Stormwater



Stormwater is water that originates during rainfall events. Stormwater is of concern for two reasons; stormwater quantity and stormwater quality. If not managed correctly, the volume and timing of the surface run-off can create flooding. The run-off can also collect contaminants from the land crosses to the waterways, and this can result in water pollution.

Council is responsible for the urban stormwater networks that generally protect buildings and property from the effects of flooding and coastal erosion. The network is made up of pipes and open channels linked to guide stormwater to streams, rivers and the ocean. Council's philosophy is to use natural contours and waterways rather than hard infrastructure, wherever practical. The road network (managed within the Transportation Activity) also helps to capture and manage stormwater flows.

The District has experienced a number of flooding events over the years due to increased rainfall intensities and development particularly in coastal and low-lying areas. Council takes an integrated catchment approach to mitigating as much as possible and practicable, the extent of flooding and the impact this has on people's property.

What influences our approach?

Issue	Response
<p>Population growth</p> <p>Urban areas have less permeable surfaces and a greater concentration of people affected by rainfall and flooding events. Therefore these areas require the highest investment in stormwater infrastructure.</p> <p>The greatest areas of demand for stormwater infrastructure are Waihi Beach, Katikati, Ōmokoroa and Te Puke.</p> <p>In some areas undersized stormwater infrastructure does not have the capacity required to dispose of stormwater runoff or deliver the required levels of protection from flooding.</p>	<p>Stormwater modelling is used to determine infrastructure requirements and uses adopted population projections.</p> <p>A level of service is in place that specifies no more than 30 properties per 1000 (3%) serviced by the stormwater network will experience flooding of homes (above floor level of habitable dwellings) in a 1-in-10-year rainfall event.</p> <p>Prioritisation of improvements to stormwater infrastructure is undertaken based on the properties most at risk of flooding.</p> <p>The District Plan rules require new dwellings to have habitable floor levels above the 1:50 year rainfall event. Building/resource consent waivers are in place for existing dwellings as incentives to landowners who want to raise their floor levels in a flood-prone area. Similarly, there are specific rules for the Minden area with overland flow paths identified.</p>
<p>Climate change</p> <p>Increased rainfall intensities require more capacity within the network to discharge stormwater run-off. More overland flow is expected for larger rainfall events.</p> <p>Sea level rise is increasing flooding and the boundaries for the 50 and 100-year floodable areas.</p>	<p>New and upgraded stormwater infrastructure incorporates the latest climate change information in design and implementation.</p> <p>Overland flow paths are identified and incorporated into new development. Identify key infrastructure subject to increased risk due to sea level rise.</p>

Issue	Response
<p>Environmental sustainability and legislative changes</p> <p>Increasing environmental standards impacting on the quality and amount of stormwater that is discharged into streams, rivers and oceans.</p> <p>Our comprehensive stormwater consents guide some of the environmental targets we aim to achieve. The National Policy Statement Freshwater Management and accompanying regulations will also bring new environmental requirements.</p> <p>There are ongoing investigations regarding who will be responsible for delivery of Stormwater, through Central Government’s Three Waters Review.</p>	<p>Water quality is likely to continue to be a focus for both central and regional government. It is also an area our community has indicated they would like to see improved.</p> <p>We use an integrated catchment management approach to provide a stormwater network that avoids impacts on water quality. We will increase monitoring and encourage options for low impact design solutions that manage flood risk and impacts on water quality and receiving environments.</p>

What we want to achieve



Council aims to deliver a stormwater management system that manages flood risk, contributes to improving water quality and contributes to enhancing ecological and cultural values. We want to see a reduction in flooding events that result in stormwater entering a habitable floor. This will help us all to enjoy a healthy and safe lifestyle, have vibrant and welcoming communities and a clean, green and valued environment.

In achieving this outcome, the focus over the next 30 years is to improve community resilience from potential flooding by ensuring that:

<p>There is a localised reduction of the risk of flooding events in existing floodable areas.</p>	<p>There is no increase in flooding event risk to existing development from new development or land use change.</p>	<p>Urban development is avoided in flood-prone areas unless mitigation measures can be provided.</p>	<p>The extent to which these goals are achieved is largely measured by Council’s stormwater level of service and customer perception surveys.</p>
<p>Communities are engaged and informed about stormwater and coastal erosion management approaches.</p>	<p>Compliance and monitoring activities are carried out.</p>		

How we will achieve this

Current approach

Council will use an integrated catchment based management approach to provide the following outcomes:

1. A stormwater network that minimises risks of flooding events.
2. Avoid negative impacts on water quality.
3. Be responsive to customer's stormwater issues.

Council has set targets that limit the percentage of properties serviced by Council's stormwater network that experience flooding of homes (above the floor level of habitable dwellings) in a 1-in-10 year rainfall event. This is location specific, ranging from 1% in Ōmokoroa and Katikati, to 3% for Te Puke and 6% for Waihi Beach. We are currently meeting this level of service.

A \$7.5 million programme has been included in the 2021-2031 LTP, building on our previous work, focusing on areas of essential upgrades and maintenance.

As the network of stormwater assets is relatively new (62% of stormwater pipes are less than 20 years old, with an 80-100 year life), the majority of renewals sit outside of the 30-year strategy. As some of the network is deemed to be undersized, the need for replacement with a larger pipe is assessed based on the flood risk to properties downstream or upstream. Overland flow paths play an important consideration in this assessment to ensure unimpeded flow.

Extensive modelling has been completed and used to obtain comprehensive stormwater consents. This helps to quantify risks to dwellings and inform priorities within the capital works programme. This information also influences decisions on where future development occurs in the District.

Future thinking and potential changes to current approach

Comprehensive stormwater resource consents have been put in place for the Ōmokoroa and Western areas, with Eastern and Central areas being progressed. These require a greater emphasis on the quality of stormwater discharge. Additional funding is included in this LTP for increased costs of compliance and to implement systems such as water treatment devices that improve water quality standards. Based on an integrated catchment management planning approach, we will carry out monitoring and modelling work to ensure compliance with consent conditions.

The Coastal Erosion Responses Policy 2017 provides a framework for consistent decision making where Council-owned coastal land is affected by coastal erosion or subsidence. This will be applied to all relevant infrastructure decisions in the future, noting that this affects more than just the stormwater activity.

Following the completion of the Tauranga Harbour Coastal Hazards Study, Western Bay has a greater understanding of inundation risks across the harbour. We are now undertaking further analysis of rainfall flooding risks and tsunami risks. These models will be revised over the next 30 years to reflect updated information.

Other issues to note include any potential change to the management and operation of open drains of the Waihi Estuary catchment. This is undertaken by the Waihi Land Drainage Society, a drainage scheme near Pukehina, operated by local farmers and assisted by Council for the protection of pasture against flooding.

Another issue is the impact of residential growth for the Te Puke township on stormwater infrastructure managed by BOPRC in the Te Puke stormwater catchment. The BOPRC has a level of service to maintain in managing a drainage canal system for the prevention of flooding of rural land.

Discussions have also been had with the BOPRC regarding the level of protection and appropriate funding model for the Katikati stopbanks (as they cross a number of individually-owned properties). There may also be future areas for innovation here including moorings and floating utility services and wetland management.

Expenditure Forecast 2021-2051

Figure 7: Stormwater Projected Capital Expenditure 2021/22 - 2050/51

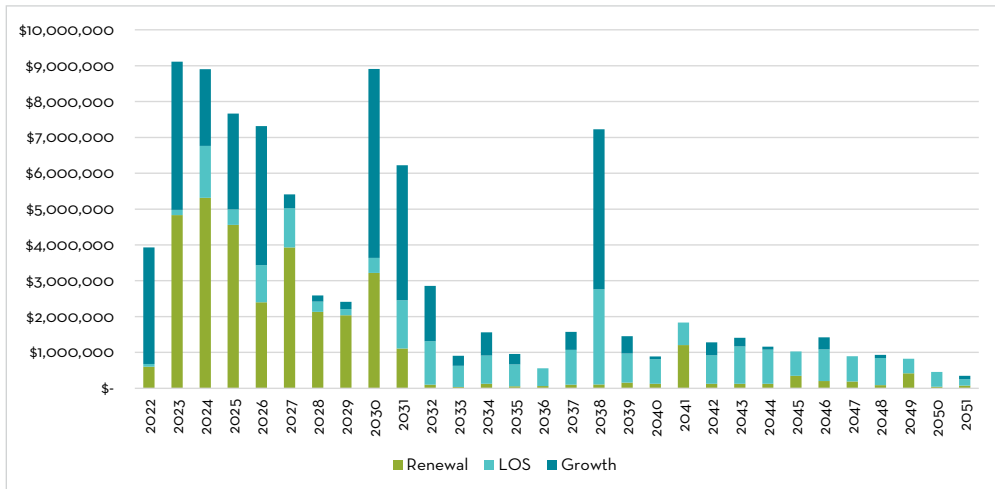
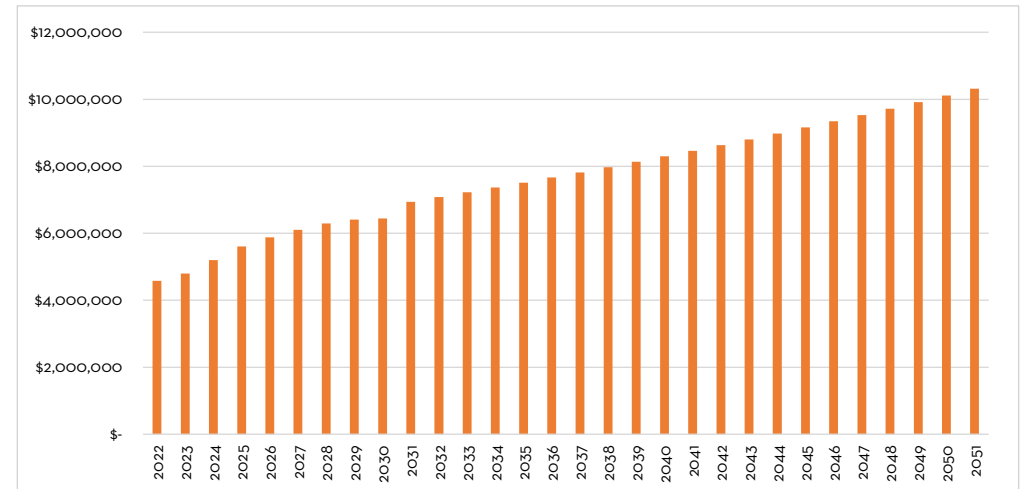


Figure 8: Stormwater Projected Operational Expenditure 2021/22 - 2050/51



Key Projects include:

- A total of \$2.3 million has been planned to assist with the application of a District Wide Resource Consent (including construction of stormwater treatment devices). This project is to be staged over several years.
- The ongoing work of renewals and upgrades of stormwater infrastructure to meet minimum level of service standards will continue. For small settlements, a programme of works totalling \$4.4 million is included in the 2021-31 LTP.
- Recent stormwater modelling for Te Puke identified areas of the piped network that are undersized. Recommended upgrades from the modelling report have been prioritised and included in Council's 30-year plan. Council has \$4.6 million allocated in the 2021-31 LTP for Te Puke stormwater upgrades.
- Growth-related stormwater infrastructure at Ōmokoroa has been budgeted at \$15.6 million across the 2021-31 LTP.
- Council worked with the community to develop a stormwater management plan for Waihi Beach. The stormwater management plan includes a long term strategy for Council and the community to help alleviate stormwater issues. Estimated costs for infrastructure upgrades is \$17.6 million which has been included in the 2021-31 LTP. Includes works at Pio Shores which are budgeted at \$3.3 million in the 2021-2031 LTP.
- Stormwater network upgrades of approximately \$55.8 million for 2021- 2031 . Including funding for water quality discharge improvements.
- \$5.4 million to address undersized pipes in Te Puke (2035-2034).

Key activity assumptions

Relevant strategic assumptions	Activity assumptions	Risk	Impact
Population growth	Estimates of land coverage imperviousness are made based on recommendations in the New Zealand Building Code Handbook	Increased land coverage (above the building code) by hard or impervious surfaces e.g. in-fill, roofing and driveways means less water soaks into the ground and more water runs off at a faster rate into the stormwater system.	The financial impact of responding to this risk is not factored into current budgets which are based on modelling of adopted population projections and building code land coverage estimates.
Climate change, environmental sustainability, legislative changes	Rainfall intensity values are generated from actual rainfall data. Factors have been applied to account for climate change over the next 100 years as determined by the Bay of Plenty Regional Council (BOPRC). These factors are based on Ministry for the Environment Climate Change recommendations.	If changes to rainfall intensity occur significantly faster or at a greater scale than forecast, this will place stress on our networks. Increased rainfall intensity creates more flood events as the rainfall is heavier and runs off the land faster placing greater demands on stormwater infrastructure.	If the rainfall intensity events increase significantly then a greater percentage of the stormwater infrastructure will be undersized. As a result the levels of service may not be achieved, and potentially the investment in stormwater infrastructure may need to increase.
	The sea level value used in relation to stormwater assets is based on the best estimate up to 2100, making allowances for high tide and storm surge as per the requirements of BOPRC outlined in their Hydrological and Hydraulic Guidelines.	Should sea level rise progress at a rate faster than anticipated, the design of the stormwater networks may not be suitable to cope with increased salt water intrusion, reduced fall for some drains and the increased impacts of storm events.	If sea levels are higher than estimated, the impact from storm events will increase, as will coastal flooding and the requirement for coastal protection works or a managed retreat of properties. Expensive redesign of some networks maybe required.
	The Government's Three Waters Review is considering how water services are structured and delivered. This may see changes in Council's role for managing stormwater. There is currently insufficient clarity on what this may finally look like and it is therefore prudent to plan on a business as usual approach with a likely increased focus on water quality.	Stormwater moves away from Council control and to a new body. Risk that the transition period for this is shorter than expected and additional funding is needed to meet these requirements. Alternatively, the risk that this does not occur and we plan investment that is not required.	Increased funding above that planned, may be necessary with implications for rates. If stormwater is no longer a Council role, there will be significant financial and structural implications for Council.

Water supply



Council is responsible for the sourcing, treatment, storage, distribution and management of the District’s water supply. Water is supplied from nine bore fields. The bores tap into deep reliable, plentiful and high-quality water in underground aquifers. Nine water treatment plants are located throughout the District. Water supply customers include residential, commercial, horticultural and agricultural users.

The past 10-20 years have seen the establishment of quality storage, source and distribution network improvements throughout the District to ensure Council can supply sufficient water to meet growing demands. Council has transformed its water supply by changing sources from rivers and streams to secure underground aquifers. This has resulted in a significant improvement in water quality from an ‘Ee’ to a ‘Bb’ Grade. Conversion to bore supplies has also enabled Council to increase its capacity and has improved the reliability of supply.

Installation of District-wide water meters was completed in 2018. Water meters have multiple benefits including customers managing their own usage in response to conservation initiatives and costs, identification of high volume users and system leaks, and the potential to delay investment in additional infrastructure as water demand decreases. Council is constantly aiming to achieve an appropriate balance between water production and water consumption. Water supply needs to be sufficient to cope with peak demand and water storage needs to ensure a minimum of 24 hours average daily demand storage in all systems.

Council’s water supply network services three water supply zones:

- Western Water Supply Zone: Waihi Beach, Athenree, Kauri/Tanners Point, Ongare Point, Aongatete and Katikati areas.
- Central Supply Zone: Te Puna, Minden, Pahoia and Ōmokoroa areas.
- Eastern Supply Zone: Te Puke urban and surrounding rural areas and areas east of Te Puke, Paengaroa, Maketu, Pukehina and Pongakawa.

What influences our approach?

Issue	Response
<p>Population growth</p> <p>Urban areas have a greater concentration of people that require access to water supply. The greatest areas of demand are the urban growth areas of Waihi Beach, Katikati, Ōmokoroa and Te Puke. Waihi Beach in particular has a significant impact on peak demand due to the high number of holiday homes and increases in water consumption during summer.</p>	<p>The use of water meters has helped improve our understanding of water consumption patterns, peak demand, water loss and have guided our planning for future water supply. They have acted as demand reduction tools. Council has also budgeted for additional supply and capacity works, to meet increased demand, \$12.5 million in the first seven years alone.</p>
<p>Economic growth</p> <p>Horticultural and agricultural users have high water consumption. New plantings and changes in orchard management practice encouraging greater use of frost protection and irrigation may increase future demand for water from groundwater and streams.</p> <p>Similarly, industrial/commercial development may require additional water. This would be necessary for workers’ basic drinking water and sanitation needs, but may also be needed for some business operations.</p> <p>This will only impact on Council’s supply and demand projections if they are connected to the Council-reticulated supply.</p>	<p>Council is working with BOPRC and industry leaders such as Zespri and Quayside Holdings to better understand their actual land use trends that have the potential to impact on future land use patterns and water allocation and supply. While some of this use does not affect Council’s water supply, it helps to understand the bigger picture of total water consumption in the District.</p> <p>Council also actively identifies high users and puts in place water conservation measures.</p>

Issue	Response
<p>Environmental sustainability and legislative changes</p> <p>There is a drive to conserve, use and manage water the best way possible to ensure water sources are sustainable. Increasing environmental standards impact on the approach taken to water allocation, quality and compliance.</p> <p>BOPRC is required to give effect to the National Policy Statement on Freshwater Management, which will see a changes to the Regional rules regarding water within the next three years. This creates uncertainty as to how resource consent applications for access to water supply will be considered in the future and what conditions will be imposed.</p> <p>The Government's Three Waters Review is considering how water services are structured and delivered. This may see changes in Council's role for water supply.</p>	<p>Demand management is done through water metering, Uniform Annual Charging on connection capacity, and water restrictions during peak demand periods. Pressure management and leak surveys are two ongoing initiatives to reduce losses and peak demand volumes to extend the life of the water source.</p> <p>Western Bay's water supply is generally in good shape, as we've invested in deep bores and water treatment systems. Our resource consents for water supply are up for renewal from 2024. We've factored in an additional \$1 million to meet expected regulations and standards.</p> <p>The outcome of the Three Waters Review is not yet known. Our planning is based on maintaining our levels of service and assets, and for this we have assumed no change in Council's role.</p>

What we want to achieve



Council aims to ensure that water supply is provided in a sustainable manner. This will help to achieve a clean, green and valued environment, a thriving economy, and enjoyment of a healthy and safe lifestyle.

In achieving this outcome, the focus over the next 30 years is to:

Continue to provide potable water of an appropriate standard and quality to meet the needs of consumers within the three supply zones.

Focus on the sustainable management of our water resource, water supply infrastructure and consumer use of water across the three supply zones.

The extent to which we achieve these goals is measured through levels of service relating to water storage and water quality, regular analysis of water consumption patterns and provision of capacity to enable growth to occur.

How we will achieve this

Current approach

Council will continue with the current approach with no changes to levels of service. This focuses on water conservation and demand management and ensuring there is sufficient capacity to provide water to urban growth areas.

The maintenance and upgrades to water systems will continue as a number of water supply assets will be near the end of their useful life within the next 30 years. These include some of the reservoirs and trunk mains particularly in the Western and Eastern Supply zones.

Council will continue to identify appropriate water sources and extend the water supply network to meet the needs of our growing communities. In the Central Supply Zone planned exploration and a new bore for Youngson Road will cater for growth in the Ōmokoroa and Te Puna area. A new bore and reservoir is planned in 2028 for the Western Supply Zone to cater to Waihi Beach and Katikati. In the Eastern Supply Zone, exploration and construction of new bores is planned to cater for growth and resilience of the water supply network. Much of the Eastern Supply Zone is currently over-allocated for water-takes resource consents, which poses issues now and these may increase over time as further pressures develop.

Future thinking and potential changes to current approach

Options are available in the Eastern Supply Zone for future water supply and storage, including further bores at Pongakawa and other locations, and an access agreement with Tauranga City Council to the Waiari water source that comes on stream in 2021. \$4.6 million (2021-2024) has been budgeted for an alternative eastern supply.

Additional budget of \$8 million is included in the LTP as a proactive response to the potential for increased water quality standards. It is expected that with the water reforms and the water regulator, Council will need to introduce a two-barrier treatment method to its water supplies through Ultra Violet (UV) treatment. Our water supply resource consents require renewal in 2026 onwards and will be assessed against any changes to legislation and water quality standards. This budget has been determined based on the potential requirement to develop UV systems for treating bore water, fluoride treatment systems (noting that this assumes a regulatory requirement to do so), automatic monitoring stations, and multi-barrier solutions.

A review of the water charging regime will be undertaken in 2022. This allows for consideration of District-wide information on water use patterns and water meter data. The purpose of the review is to ensure that the water charging approach continues to be undertaken on a fair and reasonable basis, taking into account actual information on water usage derived from the water meters.

Tauranga City Council and Western Bay of Plenty District Council have jointly appointed a three waters contractor. This allows the two councils to work together in the water services space to make the most of their individual and joint resources and expertise and build on national best practice.



Expenditure Forecast 2021-2051

Figure 9: Water Supply Projected Capital Expenditure 2021/22 - 2050/51

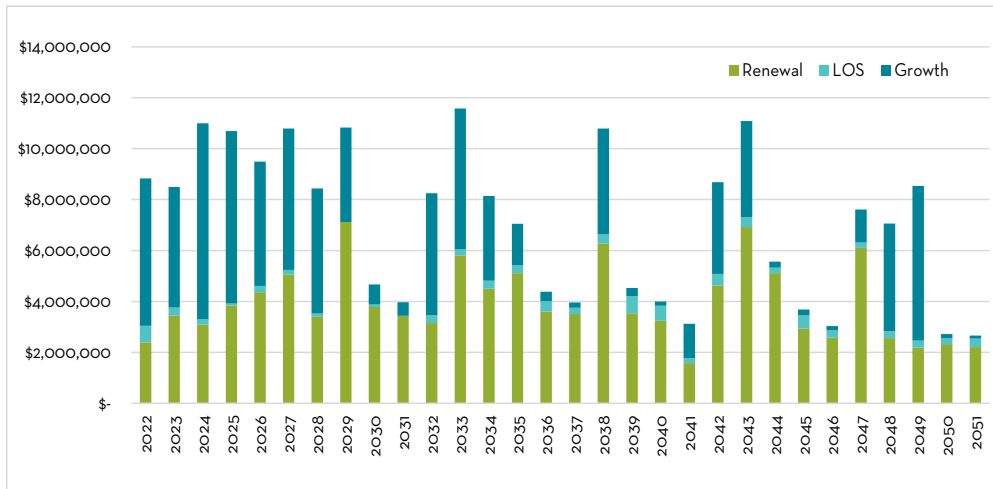


Figure 10: Water Supply Projected Operational Expenditure 2021/22 - 2050/51

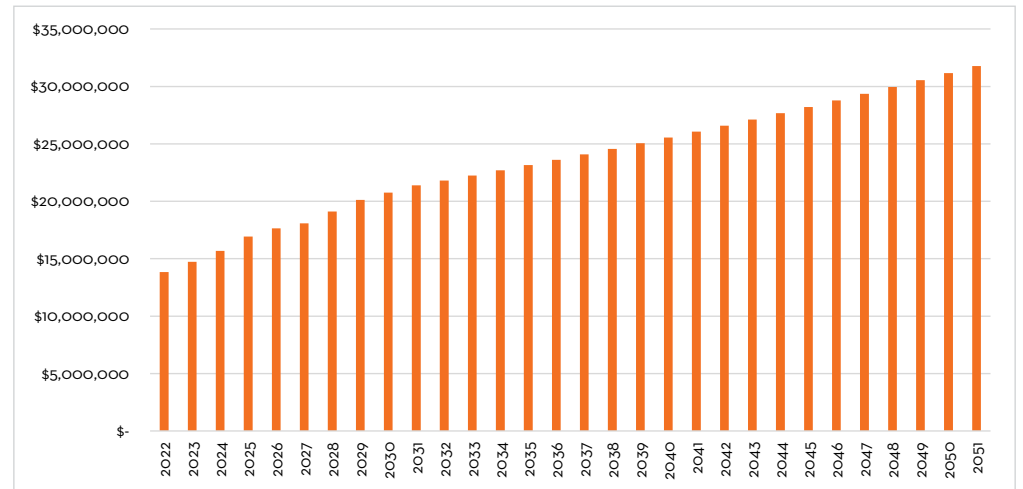


Figure 10 includes interest expense, overheads and depreciation and excludes internal interest income.



There are a number of key projects:

- In the Eastern Supply Zone and Central Supply Zone a number of significant projects for new water storage and water sources are planned to meet growth and demand. This includes \$4.6 million (2021-2024) is for alternative eastern supply.
- A number of resource consents for Council's water source takes are due to expire from 2026. Funding has been included to begin the consent renewals application from 2023. Across the District there is an increase in renewals of ageing asbestos-cement (AC) water mains, for the 2021-2031 period. These renewals have been scheduled in the asset management plan, and have been included in the Long Term Plan.

Key activity assumptions

Relevant strategic assumptions	Activity assumptions	Risk	Impact
<p>Environmental sustainability and legislative changes</p>	<p>There will be changes to legislation seeking to improve water standards.</p> <p>Taumata Arowai (Water Services Regulator), has recently been established. Its full powers are yet to pass into legislation, but it will oversee an increased focus on water quality and compliance. It is likely that increased treatment standards (particularly related to the treatment of water from previously 'secure' sources and chlorination) will be a focus.</p>	<p>That legislative change will require increased investment in this activity.</p>	<p>Council will need to comply with these changes. This may require additional expenditure to upgrade infrastructure and/or change levels of service to better meet new requirements. For example, increased water security and compliance/monitoring systems.</p> <p>Additional budget of \$8 million is included in the 2021-31 LTP for actions required for resource consent renewal from 2024 and meeting new compliance requirements for water treatment. This includes UV treatment at our bores.</p>
	<p>The Government's Three Waters Review is considering how water services are structured and delivered. This may see changes in Council's role for water supply.</p> <p>The outcome of the Three Waters Review is not yet known. Our planning is based on maintaining our levels of service and assets, and for this we have assumed no change in Council's role.</p>	<p>That changes to how water services are structured occur quickly, with a change to the role of Council.</p>	<p>This could see provision of Water Supply removed from Council. This could have implications for local oversight and input into the management of water supply schemes, and could significantly impact the financial and organisational structure of Council.</p>

Wastewater



Wastewater is the water that comes from toilets, showers, dishwashers, washing machines, taps and commercial or industrial processes. It is made up of 'blackwater' from the toilet and 'greywater' which is household water from the shower, bath, basins and washing machine. Demand for wastewater services is driven principally by population growth, environmental degradation and public health issues.

Council is responsible for wastewater collection, treatment and disposal to its customers in seven urban communities: Waihi Beach; Katikati, Ōmokoroa, Te Puke, Maketu/Little Waihi, Te Puna West and Ongare Point. The service applies to all residential, commercial and industrial users.

Wastewater from urban areas is collected and conveyed in pipes, manholes and pump stations to one of five wastewater treatment plants (WWTP) owned and operated by Council. Wastewater from Ōmokoroa and Te Puna West is an exception as it flows through the pressurised Ōmokoroa Transfer Pipeline and gets treated at the Chapel Street WWTP owned by Tauranga City.

What influences our approach?

Issue	Response
<p>Population growth</p> <p>Urban areas have a greater concentration of people that require provision of wastewater services. The greatest areas of demand for wastewater services are Waihi Beach, Katikati, Ōmokoroa and Te Puke. Waihi Beach experiences additional demand driven by holidaymakers.</p> <p>Requests for new wastewater connections are also received from areas currently not serviced, usually from the margins of urban areas and or industrial development proposals from outside existing wastewater service areas.</p>	<p>Demand management planning ensures that there is capacity within the wastewater network for existing and future customers. Planned improvements to WWTPs at Waihi Beach, Katikati and Te Puke will ensure that capacity is provided for the growing population and that consent standards are adhered to.</p>
<p>Environmental Sustainability and Legislative Changes</p> <p>Higher discharge quality requirements are expected in the future. The National Policy Statement for Freshwater Management, potential changes to the Resource Management Act, establishment of Taumata Arowai, and potential new water quality legislation will impact on this activity. From a cultural perspective there is a strong desire to remove discharge of wastewater into waterways and explore alternative discharge options such as discharging to land.</p> <p>Demand can be driven by requirements or changes to the BOPRC On-site Effluent Treatment (OSET) Regional Plan rules resulting from environmental assessments that confirm serious adverse environmental effects in specific areas due to continued septic tank use.</p> <p>Government's Three Waters Review is considering how water services are structured and delivered. This may see changes in Council's role for wastewater.</p>	<p>Council will be looking at a range of discharge options over the next five years to inform decisions on renewal and expenditure of the Katikati ocean outfall, taking into account changing environmental standards, cultural expectations, increasing discharge capacity to cater for growth and changes in technology. Similarly, Council has committed to exploring alternative discharge options for Te Puke WWTP.</p> <p>Council will work closely with BOPRC to understand future changes to the OSET Regional Plan rules and the implications for our communities.</p> <p>The outcome of the Three Waters Review is not known. Our planning is based on maintaining our levels of service and assets and for this we have assumed no change in Council's role.</p>

Issue	Response
<p>Healthy and safe communities</p> <p>Provision of reticulated wastewater systems in the District provides public health and sanitation benefits to the community. If adequate wastewater disposal systems were not available, economic development may be constrained, or environmental standards may be constrained or compromised. This would affect the community as a whole.</p>	<p>Council has a programme to encourage households to connect to the wastewater system where it is available for public health reasons.</p> <p>Reticulation in the Te Puna commercial areas and improved Marae wastewater services, externally funded.</p>

What we want to achieve



Council aims to deliver wastewater services that are well planned and maintained to ensure a clean and healthy environment. This will help us all to enjoy a healthy and safe lifestyle and a clean, green and valued environment.

In achieving this outcome, the focus over the next 30 years is:

That all Council's reticulated wastewater disposal systems meet acceptable health, safety and environmental standards.

To assist small urban communities along the Tauranga Harbour to ensure that the wastewater disposal options available to them meet health and safety requirements.

Council's wastewater network assets have been carefully developed to mitigate untreated or inadequately treated wastewater entering the local surface water, groundwater or land that cause adverse effects on public health and natural resources. The extent to which the outcomes are achieved is measured by compliance with environmental and health standards outlined in consent requirements.

How we will achieve this

Current approach

Council will continue with the current approach with no changes to levels of service. This focuses on continuing to meet standards required for operation of the wastewater network and providing wastewater capacity for urban growth areas.

Work will continue to maintain and upgrade plant and equipment through the capital and renewals programme.

Future thinking and potential changes to current approach

Higher discharge quality requirements are expected in the future. Council will progress investigations for alternative discharge options for both Katikati and Te Puke. The ocean outfall pipe in Katikati requires renewal in 2037 at an estimated cost of \$14 million.

Council will be looking at a range of discharge options over the next five years to inform decisions on this renewal and expenditure. This will take into account changing environmental standards, cultural expectations, increasing discharge capacity to cater for growth and changes in technology that increase water quality discharge.

New innovative technologies that find cheaper and more efficient ways to reduce volumes, and treat and dispose of wastewater are a key consideration in Council's approach to future options for the wastewater network. Most recently this thinking has been applied to the Ongare Point and Te Puna West wastewater schemes where low-pressure pump systems (sometimes including a grinder) have been installed to collect and pump all sewage from the property to the treatment plant. The low pressure sewer system significantly reduces wet weather flows caused by infiltration and influent. Council will be using a sealed gravity system in Ōmokoroa.

Expenditure Forecast 2021-2051

Figure 11: Wastewater Projected Capital Expenditure 2021/22 - 2050/51

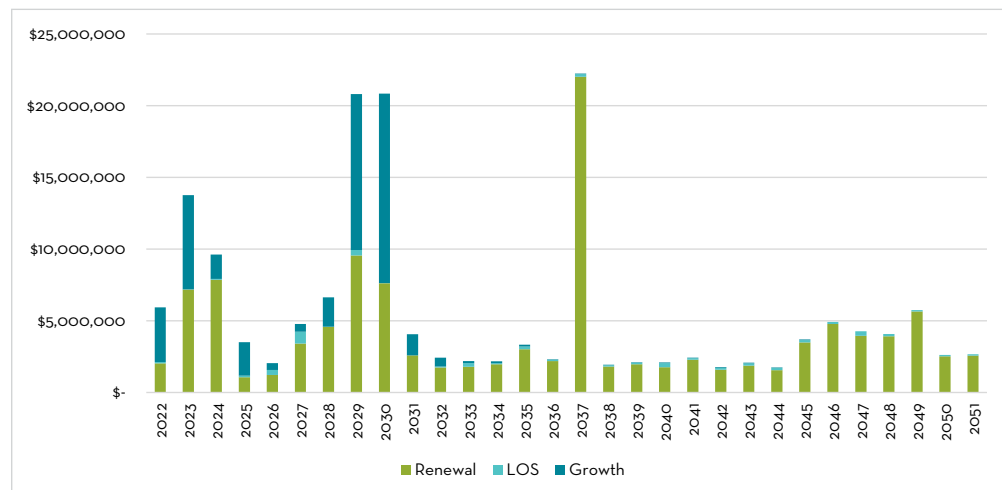


Figure 12: Wastewater Projected Operational Expenditure 2021/22 - 2050/51

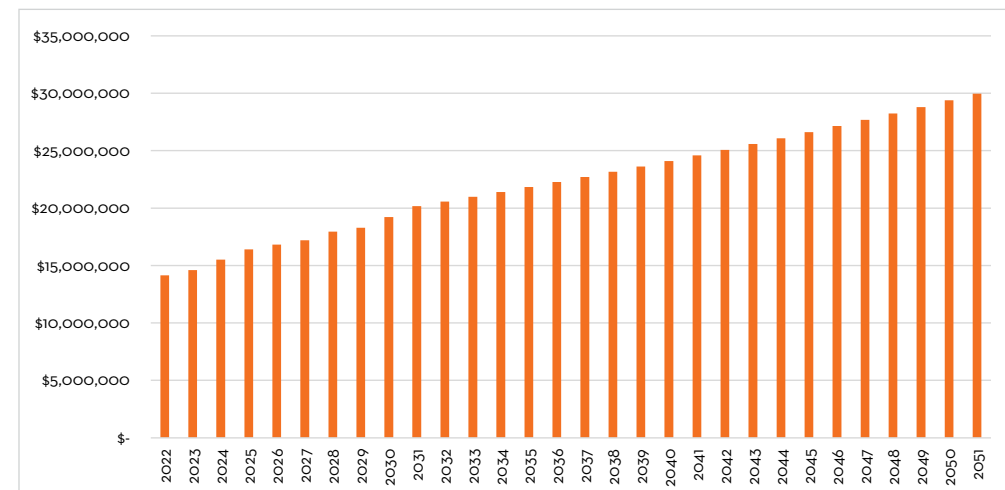


Figure 12 includes interest expense, overheads and depreciation and excludes internal interest income.

Key Projects include:

- Construction of new treatment infrastructure at Te Puke Wastewater Treatment Plant contributes towards the high capital expenditure for 2023-25 to meet increased demand due to growth, Rangiuru Business Park coming online, and new discharge consent conditions.
- Large capital expenditure is also expected over the 10-year period at the Waihi Beach Wastewater Treatment Plant to undertake upgrades and improvements for resilience.
- Katikati Wastewater Treatment Plant requires capacity upgrades to cater to growth and to continue to meet resource consent. The large capital expenditure anticipated in 2037 relates to the Katikati Wastewater Treatment Plant ocean outfall renewal.

Key activity assumptions

Relevant strategic assumptions	Activity assumptions	Risk	Impact
<p>Environmental sustainability and legislative changes</p>	<p>There will be changes to legislation and regulations that seek to improve water quality standards.</p> <p>This may be through increased national standards as a result of anticipated regulations, the National Policy Statement Freshwater Management, or similar mechanisms. It may also be through Regional Council's OSET standards or Regional Plan changes regarding water quality.</p>	<p>That legislative and regulatory changes will occur at a greater pace, or require a greater level of investment than forecast.</p>	<p>If legislation and regulations change then Council will need to comply with these changes. This may require additional expenditure to upgrade infrastructure and/or consideration of alternative methods and levels of service to better meet new requirements.</p>
	<p>The Government's Three Waters Review is considering how wastewater services are structured and delivered. This may see changes in Council's role for water supply.</p> <p>The outcome of the Three Waters Review is not yet known. Our planning is based on maintaining our levels of service and assets, and for this we have assumed no change in Council's role.</p>	<p>That changes to how wastewater services are structured occur quickly, with a change to the role of Council.</p>	<p>This could see the management of wastewater removed from Council. This could limit local oversight and input into the management of wastewater schemes, and could significantly impact the financial and organisational structure of Council.</p>



Te Ara Kahikatea Pathway, Te Puke

Transportation



Council is responsible for the provision of local roads, footpaths, bridges, streetlights, road signs, work site safety and network operations in the District. Waka Kotahi NZ Transport Agency (NZTA) funds and maintains the state highway network.

A joint performance based, contract arrangement is in place between Council and Waka Kotahi for the management of the state highway and local road network. The contract has been designed for better service delivery and value for money from road maintenance, renewal and capital expenditure through a single contract delivery model. Council works in partnership with Waka Kotahi to ensure integration of the state highway network with the local road network. A Funding Assistance Rate of 51% is provided by Central Government towards agreed local road maintenance and network improvement projects.

The direction provided by the sub regional UFTI project (Urban Form and Transport Initiative) and subsequently the TSP (Transport System Plan) have been incorporated into our planning and the LTP.

Council has a strong focus on development of footpaths, walkways and cycleways in urban areas and where appropriate, on rural roads. These facilities are beneficial for many reasons, including encouraging active living, recreational benefits, providing commuter links and reducing car usage, and attracting visitors to the District. The road network also helps to capture and manage stormwater flows.

Council spends around a third of our annual capital and operating expenditure on transportation – approximately \$35 million each year. This includes everything from; operations, maintenance, asset renewals, capital works such as seal extensions, seal widening, asset upgrades including large urban roading projects and network safety improvements.

New roading assets are obtained from vested land development infrastructure and state highway revocations resulting from new state highways constructed by Waka Kotahi.

What influences our approach?

Issue	Response
<p>Population growth</p> <p>Tauranga is a high growth area and the transport effects of this are also experienced in the Western Bay District on the state highway and local road network.</p> <p>The projected growth in Ōmokoroa will increase the size of this community from 4,575 (2021) to 12,086 (2045). It is expected that traffic volumes will almost triple, in line with the population growth.</p> <p>In small settlements such as the Minden, lifestyle blocks and incremental growth is increasing traffic volumes on rural roads. In some areas, peak time congestion is impacting on travel times between Tauranga and Western Bay.</p> <p>This also increases traffic volumes and results in parts of the roading network being below width and suffering from accelerated pavement deterioration.</p>	<p>Proposed Waka Kotahi improvements to the state highway network such as the Takitimu North Link and Loop Road to Ōmokoroa capacity and safety improvements will provide some relief from congestion issues along SH2 and are anticipated to improve the route’s poor safety record.</p> <p>Council will continue to implement structure plans for urban growth areas and deliver UFTI identified projects. Ōmokoroa transport investment is \$72.3m over the next 10 years.</p> <p>Council will invest in its asset base, increasing the renewal investment. This will see increased seal widening and increased network improvement programmes.</p>

Issue	Response
<p>Economic growth</p> <p>Economic growth has resulted in substantial network traffic volume increases over recent years. This has impacted on reliable journey times and increased congestion particularly along the state highway network. These traffic levels are expected to continue to increase.</p> <p>Rangiuru Business Park will deliver much needed industrial land for the sub-region to enable continued economic growth. Significant roading investment is needed for this development.</p> <p>In rural areas, the transport network serves horticulture, agriculture and forestry and their associated activities. The seasonal nature of the workforce in these industries impacts transport demand through an increase in traffic volumes, especially heavy vehicles. This can increase the rate of asset deterioration and increased maintenance. As seasonal workers are predominately working in rural areas, there is minimal access to public transport and cycleways to access service centres. The projected growth of the kiwifruit sector will increase pressure on the transport network.</p> <p>Tourism increases expectations of the customer experience from the road network including directional signs, pull off and rest areas, freedom camping areas and access to amenities such as public toilets and rubbish bins.</p>	<p>Council has levels of service that seek to provide a quality experience on local roads while meeting affordability levels. This includes responding to customer transport-related issues and ensuring that the network is in good condition and fit for purpose (measured by smooth travel exposure and responding to potential asset deterioration defects). Council monitors traffic volumes on local roads to determine if additional width is required at any point due to increased traffic demands. Increased maintenance and renewals costs have been planned for.</p> <p>Council expects transportation projects at Rangiuru Business Park to cost \$52 million. This is a Quayside project with the obligation resting on them to deliver. Council is acting as a facilitator to secure potential Waka Kotahi funding for the project on Quayside's benefit. \$18 million will also be invested by the Provincial Growth Fund for an interchange to access the site.</p> <p>Council has committed over \$16.6 million to walking and cycling in the 2021-2031 LTP (\$13.9 million through the Transport activity). It is expected that external funding will also contribute to total project costs. Limited public transport options are currently in place for the District. Through the modal shift project, in collaboration with Waka Kotahi and Tauranga City Council, we will be looking at how public transport, cycleways and ferries could be utilised.</p>
<p>Climate change and environmental sustainability</p> <p>The location of roads close to the coast may require sea defences to protect from coastal erosion or may need to be relocated in response to rising sea levels.</p> <p>Increasing frequency and intensity of storm events impacts the stormwater function of the road network due to increased run-off and current drainage may not be able to cope with this (e.g. undersized culverts).</p> <p>Given the increasing impact of climate change there will be a corresponding increasing focus on a low carbon transportation network. This is reflected through the Government's Policy Statements.</p>	<p>The Coastal Erosion Responses Policy will be applied in determining the approach to these assets.</p> <p>Council is working with other Lifeline utility owners to identify assets at risk to climate change risks and develop responses.</p> <p>Council has committed over \$16.6 million to walking and cycling in the 2021-2031 LTP and will be progressing work on modal shift and transport choice.</p>

Issue	Response
<p>Changing make up of our communities</p> <p>Ageing population seeking access to informal and passive recreational opportunities that walking and cycling networks can provide. Also require ease of access to local amenities from residential areas.</p> <p>Medical care and technology has improved, with older people living longer and driving longer than a generation ago. Older drivers are more likely to be injured or die following a crash than younger people. Health problems including diminishing vision, physical and/or cognitive abilities can make driving more difficult and risky. For example, older drivers may find their night vision deteriorates, which leads to difficulty detecting and assessing hazards at night.</p> <p>Older drivers are unlikely to have had any driver education for many years, meaning there may be gaps in general knowledge about the road code and new road rules.</p>	<p>Footpaths are being made wider and smoother to make them as accessible as possible to all ages and capabilities within the community. Pedestrian crossings provide safe access across busy roads.</p> <p>Waka Kotahi has resources that support senior drivers to stay mobile in a safe manner.</p>
<p>Community expectations</p> <p>There are ongoing concerns from residents who live on unsealed roads in rural areas wanting their roads to be sealed.</p> <p>There is a community expectation for the provision of suitable and safe walking and cycling facilities and for transport choice (multi-modal).</p> <p>Waka Kotahi and Local Government established the One Network Road Classification (ONRC) and customer levels of service to ensure that transport assets provide a consistent level of service. It is intended that the level of service is linked to future investment decisions. Therefore, if a road is below the level of service standard it is more likely to receive Waka Kotahi co-funding. If it is above the level of service, then it is less likely to receive Waka Kotahi funding subsidy.</p>	<p>Council allocates over \$1 million per annum towards seal extension, enabling 3-4 km of new seal extension each year. Prioritisation is based on criteria that include the volume of traffic, dust exposure to residents and degree of benefit gained relative to the cost of sealing the road. Council has increased the budget by an additional \$1 million per annum for the ten years of the LTP.</p> <p>Council has funds for off-road footpath and walkway/cycleway development. Council is also involved in planning for public transport options.</p> <p>The comparative measures established under the ONRC suggest that the District is achieving the required service levels for the different road categories. However, the ONRC measures are averages and are not sensitive enough to highlight service level gaps across the network.</p>
<p>Collaboration</p> <p>The timing of transportation projects is assessed on an annual basis as Council works in partnership with other agencies to fund and implement these works.</p> <p>External factors beyond Council's control such as the timing of private land use development, land issues, changes to the Waka Kotahi works and funding programmes, growth in traffic volumes and a change in accident patterns can impact on the prioritisation and timing of projects.</p>	<p>Council will continue to work in partnership with Waka Kotahi to ensure alignment of local and state highway transport projects.</p>

What we want to achieve



Council aims to deliver transportation networks that are safe, affordable, sustainable and planned to meet our community needs and support economic development. Provision of a safe and effective transportation network contributes to a thriving economy, and a healthy and safe lifestyle.

In achieving this outcome, the focus over the next 30 years is:

<p>That transportation networks support and promote economic development.</p>	<p>That the impact on the environment of the transportation system is mitigated where practicable.</p>	<p>That transport systems enable healthy activity and reduce transport-related public health risks.</p>	<p>There are a range of measures that help determine progress against these goals. The measures include compliance with Council's level of service standards for footpaths and road maintenance, customer perception surveys, and the percentage of the sealed road network that is resurfaced.</p>
<p>Transport systems improve access and mobility.</p>	<p>Land use and transportation network planning are integrated.</p>		

How we will achieve this

Current approach

Council will continue with the current approach. This focuses on providing transport infrastructure in urban growth areas in accordance with structure plans (with the majority of investment in Ōmokoroa over the next 10 years, approx. \$72.3 million), roading improvements such as continuation of seal extension programme, new footpaths and the cycleway programme, and working with Waka Kotahi on projects that impact on the state highway and local road network.

The joint maintenance contract will continue to ensure that maintenance is carried out in an appropriate and timely way and that repairs and renewals are sufficient to maintain levels of service on local roads. The contract allows for a number of processes to be undertaken on behalf of Council, this ranges from preparation of our Transport Asset Management Plan, costing of Council's projects and the delivery of Transport projects under our service level agreement. A level of decision making is developed through the contract within the bounds of the performance framework.

Future thinking and potential changes to current approach

Proposed Waka Kotahi projects will continue to have a significant impact on the transport network within the District over the next 30 years and Council will continue to advocate for these projects. This includes a programme of state highway corridor safety and capacity improvements, such as safety improvements along SH2 from Waihi to Te Puna, advocacy for the Ōmokoroa interchange, and support for the Takitimu North Link and Rangiuru Business Park interchange. We will continue to advocate for Waka Kotahi funding towards Katikati Bypass and town centre improvements.

The planned development and completion of the Takitimu North stage one (Tauranga to Te Puna) in 2026 will ease congestion on State Highway Two. Council's local roading network will increase when the old sections of state highway are revoked and are transferred to Council. This will increase road maintenance requirements over time. Additional budget has been included, however the costs may need to be revised as more information becomes available and discussions with Waka Kotahi progress. Stage two of Tauranga Northern Link (Te Puna to Ōmokoroa) has been withdrawn from the central government funded New Zealand Upgrades Programme and is now subject to funding through the National Land Transport Plan process. Indications are that stage two is unlikely to proceed in the next 10 years. Council and Waka Kotahi are working together in partnership to progress the Ōmokoroa interchange as a separate project to the wider stage two works.

Load limits on heavy vehicles have been increased to improve productivity. While most roads can support these heavy vehicles, there are some restrictions on bridges and pavements built on softer soils near the coast and on some bridges located within the state highway network. The longterm effects of heavier vehicles on local roads is not fully known but most likely will appear first on roads that act as detour routes for the state highway or on older pavements limiting their remaining lives. Council is working with Waka Kotahi to fund improvements on identified state highway detour routes to improve network resilience enabling local roads to meet a level of service suitable as a detour and to enhance customer journeys when they are diverted. The key areas of impact for Council are from logging, quarrying and packhouse activity. Council has increased the amount budgeted for maintenance and renewals to reflect the increasing demand placed on the network.

Improvements to environment outcomes driven by Government, Regional Council and the community are likely to impact on existing levels of service for transportation. Council will continue to monitor and consider potential changes that may impact on the transportation activity levels of service and investment.

As part of implementing a modal shift (moving to multiple transport choices) we will be looking at enabling increased public transport options, for example through park and ride facilities, enabling ferry services and developing walking and cycle routes.

We will develop a walking and cycling network that connects our communities, our businesses and can be used to live, work, learn and play. We have a good network that we will incrementally develop, building further links and connectivity. Over the course of the 30 years we will look to build connections across the district using both on road and separated routes.

Council will continue to support effective public transport options. Although predominantly led by Regional Council, Council involvement may include planning for park and ride locations and provision of bus stops. Following the work carried out by UFTI, this may also involve the consideration of the rail corridor from Ōmokoroa, to Tauranga, to Te Puke and beyond.

The joint maintenance contract will be reviewed at the relevant points in the contract cycle. This is to determine the best approach to service delivery going forward and if necessary may see changes to the structure of service delivery and associated costs.



Expenditure Forecast 2021-2051

Figure 13: Transportation Projected Capital Expenditure 2021/22 - 2050/51

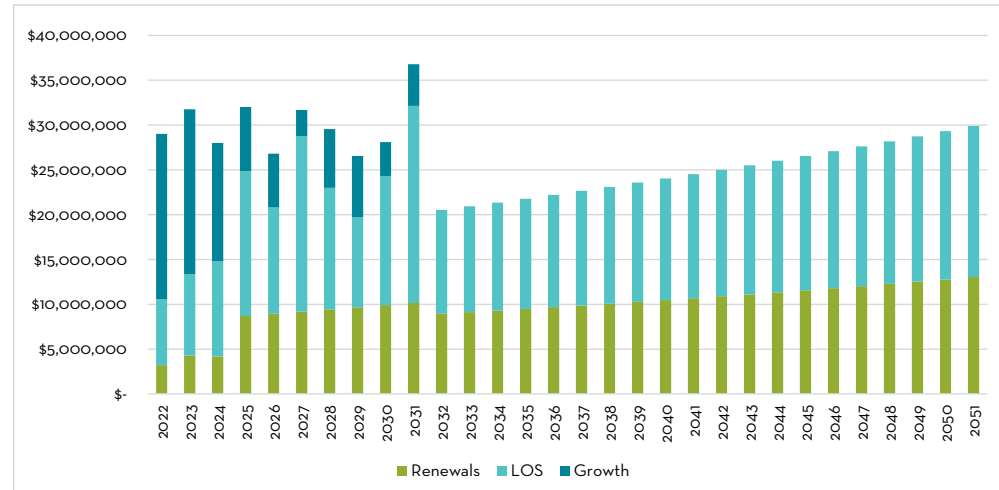


Figure 14: Transportation Projected Operational Expenditure 2021/22 - 2050/51

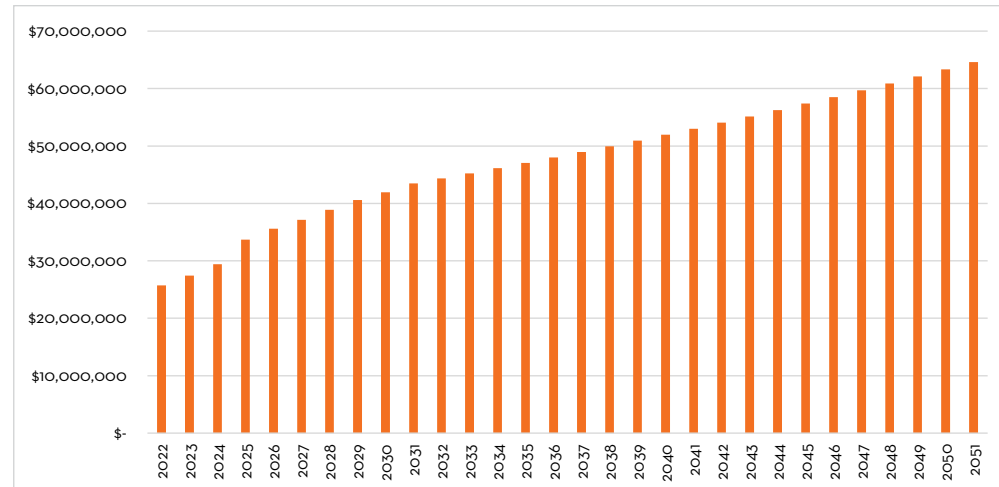


Figure 14 includes interest expense, overheads and depreciation and excludes internal interest income.



Key activity assumptions

Relevant strategic assumptions	Activity assumptions	Risk	Impact
Collaboration	Council is in a collaborative seven-year (with the option to extend for another two years) performance based road maintenance contract with Waka Kotahi. This ends in 2023. It is assumed that the replacement contract will be a similar model that retains the contract cost structure.	That the current contract cost structure is not maintained when the contract is retendered and costs increase above inflation.	Road maintenance and renewal costs could increase significantly. It is very difficult to reliably predict the likely impact due to the end of the contract being in the future and external commercial influences. The impact could be mitigated by reviewing levels of service or decreasing capital expenditure to manage any potential rates increase.
	The Waka Kotahi Financial Assistance Rate (FAR) is projected to remain constant at 51%. Waka Kotahi / Central Government funding will be available.	Waka Kotahi may reduce the FAR in the future which would increase costs to Council. Waka Kotahi funding may not be sufficient for all listed projects. It is very unlikely that the FAR will increase above 51%. If ONRC standards are below Council's current level of service then funding may reduce as it would be considered that the road maintenance is above that necessary for the road classifications.	Each 1% decrease in the FAR will increase Council's costs by around \$120,000 per annum. Council will need to decide if projects continue, change scope or are delayed if Waka Kotahi funding decreases or is not available. Alternative Central Government funding (e.g. NZ Upgrade Programme) may be available.
Climate change	It is assumed that costs for storm damage to roading will only exceed \$750,000 between two to three times over a 10-year period. The road maintenance contract with WestLink includes a risk transfer for storm damage to Council roads of \$750,000 per annum. Historical tracking shows that this cover is sufficient based on previous storm damage. The Waka Kotahi FAR applies to major events that cause significant damage to the network.	That the cost of damage to roads due to storms is significantly over \$750,000 per annum.	Potential debt increase that would need to be funded from rates if the cost of damage significantly exceeds \$750,000. The Waka Kotahi FAR subsidy would be expected to reduce the impact and increase funding for larger events.
Revocations	The State Highway 2 revocations will result in increasing high demand network assets and network length. This will increase Council's costs, but this maybe offset by contributions from development along the western corridor.	That ongoing land development and rates growth does not occur at the rate expected. That the lengths of SH2 vested in Council are below an adequate standard when transferred.	Maintenance and renewal costs will increase disproportionately without ongoing land development and rates growth to fund the cost of delivering the Levels of Service. There may be a reduction in the level of service or increase in rating required.

Solid waste



Solid waste is the unwanted or unusable materials disposed of or discarded after their primary use. The type of waste is defined by its composition or source, for example organic waste and demolition waste. Council’s main role in this activity is providing kerbside collection services, providing recycling and solid waste facilities, and education and enforcement to ensure individuals, households and businesses are dealing with their waste in the most responsible way. This includes provision of recycling and greenwaste facilities, waste minimisation education, managing illegal dumping and supporting community initiatives to reduce waste.

The Waste Management and Minimisation Plan (WMMP) sets out what Council will do and how we will work together to reduce and manage waste in the most effective way. Waste minimisation initiatives in the WMMP can be partially funded by a Central Government waste disposal levy.

The impact of Central Government’s proposal to extend and increase the levy will provide more opportunities for investment in the waste sector, including infrastructure. Council’s infrastructure in this space is primarily around our waste facilities, such as recycling and greenwaste centres, and the closed landfills we monitor.

What influences our approach?

Issue	Response
<p>Population growth, economic growth</p> <p>Urban areas have a greater concentration of people that produce waste and place greater demand on natural resources.</p> <p>An increase in commercial and industrial activity as a result (most likely) of improved economic conditions will have a direct impact on the amount of waste that is generated. Of particular importance to waste is the ongoing level of construction activity.</p>	<p>An analysis of factors driving demand for waste services in the future suggests that changes in demand will occur over time reflecting increasing population, changing household demographics, changing customer expectations and Central Government requirements (e.g. the introduction of product stewardship schemes).</p> <p>Kerbside services are planned to cater for population growth and to make responsible waste management easier.</p> <p>Future recycle centre and waste facility planning will see development of a site at Ōmokoroa, to meet the growing population's needs, and consideration of rural recycling drop off facilities.</p>
<p>Environmental sustainability</p> <p>Solid waste ‘SWAP’ audits were undertaken in 2018 to quantify what the waste make-up of our kerbside waste was. These identified that a significant amount of waste going to landfill could be recycled or composted. About 70% of what was thrown away did not need to go to landfill, but could have been diverted elsewhere.</p>	<p>Council will introduce kerbside collection services to drive better waste outcomes for the district. This will increase diversion and deliver environmental benefits.</p> <p>Central Government decisions may have implications for how our operations function.</p>

Issue	Response
<p>Climate Change</p> <p>The District has three closed landfills and is responsible to ensure that they are monitored and maintained to the applicable resource consent conditions for each closed landfill. As has been seen elsewhere in NZ (such as the West Coast) severe weather events and natural erosion can put these at risk and see waste and contamination spread in the environment.</p>	<p>Council has actively identified risk factors for all managed closed landfills in the District and these sites are actively monitored. A high level inspection was undertaken late 2019 into the condition of the closed landfills. Apart from minor issues with the closed landfill in Waihi Beach (not Athenree) no issues were noted.</p> <p>Other indirect drivers also impact upon the demand for waste services. Some examples are climate change (extreme storm events) and incidents such as the Rena oil spill which resulted in additional waste to landfill/compost.</p>
<p>Economic Growth (visitor numbers)</p> <p>Western Bay is a well-known holiday destination and experiences a significant increase in population over the holiday season. This influences the level of waste production in the Western Bay as the consumer patterns of holidaymakers differ to that of residents. Consequently, demand for recycling and waste services increases noticeably over the holiday season.</p>	<p>Council having a lead role in the delivery of kerbside services allows for increased direction to address these issues.</p> <p>Community awareness of recycling and waste services through education and signage.</p>

What we want to achieve



Council aims to ensure effective waste management practices that minimise waste to landfill and encourage efficient use of resources to reduce environmental harm. This will help to achieve an environment that is clean, green and valued, and help us all enjoy a healthy and safe lifestyle.

In achieving this outcome, the focus over the next 30 years is to:

Reduce and recover more waste.

Apply the latest proven and cost effective waste management and minimisation approaches.

Collect information to enable informed decision making.

Create benefit for our community.

The extent to which these goals are achieved is measured by customer surveys, the percentage of waste recycled or recovered, the number of initiatives funded by the Ministry for the Environment Waste Minimisation Scheme and waste audits.

How we will achieve this

Current approach

Council has resolved to introduce a Council-led kerbside service, which will start July 2021. The service provision will give households opportunity to divert waste from landfill through mixed recyclables, glass, and food scraps (in urban areas only) collections, with the remaining rubbish service a user-pays PAYT service. The current level of service also focuses on providing incentives (such as access to recycling and greenwaste facilities, and education programmes) to encourage responsible waste minimisation actions. Management of the bins and containers will lie with the contractor until the end of the contract, or Council purchases the assets prior (due to external funding availability).

Future thinking and potential changes to current approach

Council will plan its waste facilities to meet the needs of a growing population. This includes provision of recycling facilities and relocating the greenwaste drop-off in Ōmokoroa to meet increased population growth, and the consideration of other waste infrastructure needs here. The level of growth in the District, may require a future transfer station to be established, however this is a matter for investigations, future community consultation and Council direction.

Council will also look at the use of rural recycling drop-off facilities to provide increased opportunities for remote rural residents to divert waste from landfill and to manage waste responsibly. Council will also look at how future collaboration with community groups can further reduce waste to landfill and deliver wider community benefits such as resource recovery parks and similar initiatives.

The recycling centres at Katikati and Athenree are operating at capacity within their current operating hours, however this may change as kerbside recycling is rolled out. Given the growth occurring in the sub-region and the changes to kerbside services, an assessment of the demand for and location of future waste infrastructure, including transfer stations and recycling facilities, needs to be undertaken on a sub-regional basis, and consider potential business models for procurement of services.

Expenditure Forecast 2021-2051

The solid waste activity currently only has robust financial information to 2028. It is expected that the new asset management system (AssetFinda) will provide improved capability to forecast beyond this and will be used for the 2024-2054 Infrastructure Strategy.



Within the 2021-31 LTP the main delivery projects for this activity are:

- Delivery of the new Council-led kerbside services - \$2.6 million operational costs each year, from 2021/22 onwards.
- Ōmokoroa Greenwaste and Recycling Centre - \$1.2 million from 2020/21 to 2022/23.
- Rural recycling drop-off points - \$230,000 between 2021-2024.
- Community Reuse Centres - investigate and look to establish community-led resource recovery and re-use centres, \$445,000 in 2021-2024.

Key activity assumptions

Relevant strategic assumptions	Activity assumptions	Risk	Impact
Legislative changes	<p>The waste levy funding provided by the Waste Minimisation Act 2008 will not be removed and will increase.</p> <p>While central government has signalled the intention to introduce a container deposit scheme and other waste initiatives, these proposals have not been finalised.</p> <p>The plan has been prepared based on the current legislative framework.</p>	<p>The Act provides funding through a waste levy which is collected on waste delivered to landfill sites and applied to waste minimisation activities. This is a key funding source for projects that deliver on the Waste Management and Minimisation Plan.</p> <p>The risk that the planned expansion and increase to the Waste Levy will not occur.</p> <p>Legislative change will require changes to how Council services operate.</p>	<p>If the funds were not available this would either be a cost to the ratepayer or the project would not proceed.</p> <p>Increased costs may be necessary to address new legislative requirements and changes to services.</p>
Environmental sustainability and community expectations	<p>Environmental protection and improvements will be a community expectation of solid waste activities.</p>	<p>If Council actions are not as extensive or implemented as quick as the community expects, this may create community discontent.</p>	<p>Community discontent can direct energy away from other initiatives.</p> <p>Council revises its WMMP with community input, and Council's actions and approach to waste is aligned with the community's expectations.</p>
Economic markets	<p>The recyclables commodity market has had a significant level of fluctuation and this may continue for some time. COVID-19 has further impacted on these markets and incomes are not consistent.</p> <p>For the purposes of planning we assume that the current recyclables commodity market provides a consist level of return.</p>	<p>That the recyclables commodity market declines significantly.</p>	<p>The cost of operating our recycling services increases, requiring increased rates contributions. That collection of some products will have to cease due to a lack of markets or contamination rates.</p>

Recreation and open spaces



Council is responsible for the provision of facilities that offer a range of recreational experiences and opportunities to the community. This is the most visible type of infrastructure provided and is highly valued as it contributes to active healthy communities, social interaction, and protection of environmental, ecological and cultural areas. The type of infrastructure provided includes active and passive reserves, public toilets, playgrounds, coastal structures and swimming pools.

Council works with the community to identify expectations for the provision of Recreation and Open Space experiences.

Reserve management plans help to understand and respond to these needs, balancing aspirations with competing demands and affordability. Level of Service Guidelines informs decisions on the standard, size and quality of infrastructure required.

What influences our approach?

Issue	Response
<p>Population Growth</p> <p>Urban areas have a higher concentration of people that require access to Recreation and Open Space opportunities. They also often act as local focus points for the surrounding population. The greatest areas of demand are Waihi Beach, Katikati, Ōmokoroa and Te Puke.</p> <p>The rural and coastal nature of the District, as well as adjoining Department of Conservation land, provides a range of recreational experiences in close proximity to the urban environments within the District, Tauranga and the Waikato Region. As population increases, pressure on the use of facilities increases. This can lead to increased maintenance costs and an expectation that additional facilities are required.</p>	<p>We will provide safe, attractive and well-maintained facilities and amenities to our community. We will also provide a neighbourhood reserve (or equivalent) within 400m or within a 10-minute walk to 95% of urban households.</p> <p>We will use structure plans, reserve management planning and community planning processes to plan our reserves network to meet the demands of growth. Through 'green blue' network plans we will look for an integrated approach with other open space assets (such as stormwater reserves).</p> <p>Our swimming pools will need to be upgraded and redeveloped to meet the needs of a growing population.</p> <p>The Places and Spaces Strategy has been developed at a regional level and will inform better coordination of facility development across the region.</p>

Issue	Response
<p>Community Expectations and changing make up of our communities</p> <p>Community's expectations have increased with a greater range of activities emerging often with different requirements to what is currently provided.</p> <p>The impact is seen across this activity and includes:</p> <ul style="list-style-type: none"> Increasing expectations of the quality of play experience. This includes providing a variety of play equipment and adaptable equipment that can change over time. Increasing expectations of the type of experience provided at swimming facilities including covered pools for year-round use. New recreational activities being introduced to reflect a growing migrant population. Increasing expectations for facilities that provide access to the water. The ageing population could increase demand for low impact recreational experiences such as walking and cycling, and swimming and wellness facilities. 	<p>It is important that facilities are located and designed to be adaptable to changing community expectations particularly given the growth occurring and the changing demographics within our community (ethnicity and age).</p> <p>The recent review of the region-wide Spaces and Places Strategy will inform our approach here. Similarly, community involvement in the review of our Reserve Management Plans provides an opportunity to hear about community aspirations directly.</p> <p>We have planned for:</p> <ul style="list-style-type: none"> Greater community engagement and bigger budgets for playgrounds to address higher community expectations. Swimming pools are proposed to change from outdoor pools operating in summer only to indoor pools operating all year around. Wider, all-tide boat ramp and increased trailer parking facilities. Increased budgets to fund development of shared path cycleways throughout the District.
<p>Climate Change</p> <p>Rising sea levels and changes to rainfall patterns will impact on investment decisions for recreation assets. Many are located to provide a coastal and harbour experience (e.g. reserves, walkways, boat ramps) and at risk of increased erosion and inundation.</p> <p>Maintenance of sports fields and the need for irrigation and/or drainage may be of increasing concern in the future.</p>	<p>Council's Coastal Erosion Responses Policy is a key consideration in determining the future approach to renewal, upgrade or provision of public land and infrastructure located in coastal and harbour areas.</p> <p>The design and location of boardwalks in coastal/harbour areas takes into consideration sea level rise projections known at the time of construction.</p> <p>We will monitor ongoing trends to inform future planning.</p>
<p>Visitor Growth</p> <p>Tourism has an increasing impact on the recreation network through pressure on existing popular destinations such as boat ramps, and 'hidden gems' as tourists seek natural environment experiences.</p> <p>Tourism and population growth is increasing (80% of the tourism in the district has historically been domestic tourists) so this pressure will continue. For example Bowentown and Ōmokoroa experience significant congestion for carparking and boat launching at peak times.</p>	<p>Council has identified a number of projects that could improve the visitor experience and provide additional capacity. Some of these projects are included in the LTP and others may be included if external funding is achieved. This includes development and upgrade of public toilets at popular recreational destinations, boat ramps and carparking. Installation of Kiwicamp facilities to service freedom camping activities at Bowentown and the TECT All Terrain Park have also been progressed.</p> <p>Council will continue to seek Central Government funding towards tourism related infrastructure.</p>

Issue	Response
<p>Partnerships with Māori</p> <p>Treaty of Waitangi settlements have seen greater levels of involvement of Māori in planning and decision making processes. This can be through a formal structure such as co-governance and co-management arrangements, or through less formal planning and delivery processes.</p>	<p>Council is ensuring that new formal structures are integrated into our practices for delivery of this activity and will continue to apply the Te Ara Mua framework to engagement with Tangata Whenua.</p>
<p>Healthy and Safe Communities</p> <p>Physical activity levels have declined over the past decade, especially among children and young people. Obesity rates are rapidly increasing in both adults and children. Like other areas in New Zealand, the District needs to respond to increasing health related issues like cancer, cardio vascular disease and diabetes. Participation in recreation and active living contributes not only to the wellbeing of individuals but also in creating community cohesion and identity.</p>	<p>Recreation opportunities is a key way to encourage and motivate people to be active in their daily lives.</p> <p>Council will look to invest in swimming pools and walkways/cycleways alongside its sportsfields and active reserves.</p> <p>Council provide annual funding to Sport Bay of Plenty to deliver a number of sport and active living initiatives to the community such as Play in the Bay and City on its Feet.</p>

What we want to achieve



Council aims to deliver facilities that are well planned and safe to meet the diverse and changing needs of our community. This contributes to us all enjoying a healthy and safe lifestyle, our communities being vibrant and welcoming, and a clean, green and valued environment.

In achieving this outcome, the focus over the next 30 years is to:

Provide appropriate opportunities to access the recreation and open space network.

Connect our spaces and places to each other and to destinations such as schools and community gathering places.

Protect and enhance important environmental, cultural and heritage values.

Provides spaces and places that our community are proud of, that are safe and that encourage participation.

Collaborate and partner with tangata whenua and the community to provide recreation and open space experiences.

Proactively plan for future recreation and open space needs taking into consideration the range of factors that influence this including growth, current provision, changing trends, access and environmental factors.

Achievement of goals is measured by a range of factors including condition ratings, customer surveys, user numbers and number of engagement processes.

How we will achieve this

Current approach

The current approach focuses on providing recreational experiences in growth areas such as local reserves and walkways, and maintaining existing assets to ensure they remain fit for purpose and provide a safe and enjoyable experience for users. Council will continue to work with Transportation to develop the walking and cycling network recognising the multiple benefits gained from this investment. Council, through the LTP 2021-31 process, is consulting on improvements to swimming pools and provision of indoor pools.

Future thinking and potential changes to current approach

The Regional Spaces and Places Strategy (originally prepared in 2017) will be used to guide decision making on future planning and investment in sport and recreation within the District. This includes actions for Council to work in partnership with Tauranga City Council on future facility provision. Council's proposals regarding swimming pools have been informed by this strategy and community engagement.

Council included over \$30 million in the LTP to provide for swimming facilities in the District. \$15 million (\$10 million Council funded) has been scheduled in 2025 for the development of the Te Puke swimming pool, \$15 million (beyond 2040) for Katikati facilities and an additional \$2 million for interim funding for to cover the outdoor pool, and provision made for land purchase in Ōmokoroa to provide a pool beyond 2030. The existing swimming pools were built in the 1960s/70s and require a high level of maintenance. They are also not meeting the growing population needs or recreation aspirations.

Coastal marine assets are maintained to provide existing levels of service. However, demand on coastal marine facilities (e.g. boat ramps, jetties) is expected to increase over time as the population grows. As structures become due for renewal, upgrades are often undertaken (either to accommodate climate change, erosion effects or improve harbour access provision). A significant all-tide boat launching facility upgrade or new facility is signalled for Ōmokoroa and the location of the Northern Harbour Boat Ramp will need to be resolved. A sub-regional assessment of harbour access and demand has been undertaken, and further information is needed to be collected regarding users and to better understand the future demand. The main issues are having adequate land-based facilities (sufficient parking) and properly sized ramps. The projects also need to be assessed against Council's Coastal Erosion Responses Policy 2017.

Significant growth in the development of cycleway networks within the Western Bay of Plenty has been underway since 2017. The Walking and Cycling Strategy has been revised, including an Action Plan in preparation for public consultation. The Ōmokoroa to Tauranga cycleway is almost completed and urban cycleway connections within Waihi Beach, Katikati and Te Puke are advanced. The Paengaroa to Rotorua Lakes now connects the Tauranga region to Rotorua. Within 10 to 20 years it is expected that new shared-use cycleways will be established from Waihi Beach to Ōmokoroa, Papamoa to Maketu/Pukehina. Planning is underway to connect Ōmokoroa to Pahoia and ultimately beyond, towards Katikati. Funding for these projects will be largely supported from the transportation budget and accessing external funding, including from Waka Kotahi.

Council is not the only provider of recreation facilities in the District. A number of facilities have been or are planned to be developed by community groups using external funding. While Council may not be a direct provider of these facilities, it can often support development through provision of Council land or a partial funding contribution. Examples are a future cricket pavilion at Pongakawa, and Te Puke Sports rugby fields and grandstand.



Expenditure Forecast 2021-2051

The Recreation and Open Space activity only has robust financial information to 2031. The new asset management system (AssetFinda) is providing improved capability to forecast beyond this but requires increased data integrity.

Within the 2021-31 LTP the main delivery projects for this activity are:

- Northern Harbour Boat Ramp - \$4,500,000 in 2022, and 2025-2026.
- Ōmokoroa Boat Ramp - \$5,500,000 in 2022, 2024 and 2029-2031.
- Coastal marine structures renewals - \$10,350,000 from 2022-2031.
- District-wide reserves acquisition - \$13,300,000 from 2022-2031.
- District reserves asset renewals - \$6,700,000 from 2022-2031.
- District reserves erosion protection works - \$2,000,000 from 2022-2031.
- Cycleways & Walkways \$2,700,000 from 2022 - 2031.
- Ōmokoroa Active Reserve development - \$6,200,000 in 2024 and 2026.
- Te Puke new indoor pool facility \$15,000,000 from 2024 - 2026.
- Dave Hume pool – pool roof covering \$2,000,000 from 2022 - 2023.

Key activity assumptions

Relevant strategic assumptions	Activity assumptions	Risk	Impact
Changing make up of our communities, community expectations, population growth and economic growth	Recreation trends and community expectations - An ageing, growing and more diverse population will see changing expectations for the type, quality and access to Recreation & Open Space activities.	Expectations could significantly change the current levels of service provided and/or the types of services provided.	Potential for increased funding to deliver places and spaces of a higher quality, greater variety of experiences and with greater levels of accessibility.
Collaboration	TECT All Terrain Park (jointly owned with TCC) - The Park will become self-funding through generation of forestry income and revenue from commercial activities. The estimated forecast for this is in 10-15 years.	The forestry revenue is not sufficient to achieve a self funding park and/or decisions are made to retain the forestry that impact on the ability to achieve this objective.	Ongoing ratepayer funding required for development and operation of the park.

Community facilities



For the purpose of this strategy, community facilities incorporate the libraries and service centres activity, and the community facility activity which includes community halls, cemeteries and housing for older people.

Council provides library and service centre facilities at Waihi Beach, Katikati, Ōmokoroa, and Te Puke, an information and community centre at Maketu, and a service centre at Barkes Corner in Tauranga. The library and service centre model provides a one-stop-shop of information. The importance of community halls is reflected in local community ownership of 19 halls across the District. Council provides land for 15 of these halls and collect rates on behalf of the hall committees for maintenance and agreed capital development requirements. These facilities are highly valued by the community as they provide opportunities to socialise, recreate, connect and learn.

Councils have had a long standing role in providing housing for older people, enabling older people on low incomes to 'age in place' in a safe, secure and well-maintained environment. Council owns 70 elder housing units in Te Puke, Katikati and Waihi Beach built between 1963 and 1989. We are currently reviewing the Elder Housing Activity, and consulting with the public through the Long Term Plan. Council is looking to increase expenditure in this area to deliver an increase in housing stock.

Cemeteries provide families, friends and visitors a place to remember their loved ones. Council is legally required to provide cemeteries to ensure the burial and cremation needs of our District are met now and in the future. Five cemeteries are provided in Katikati, Maketu, Oropi and Te Puke (old cemetery and new cemetery).

What influences our approach?

Issue	Response
<p>Population Growth</p> <p>The greatest areas of demand for community facilities are the urban growth areas of Waihi Beach, Katikati, Ōmokoroa and Te Puke.</p> <p>Increasing population corresponds with increasing capacity requirements for cemeteries.</p>	<p>Demand for library services has reached a point where building expansion is required; some locations with greater urgency than others. Pātuki Manawa, in Katikati has provided a larger library space and a multi-use community space. Ōmokoroa Library has recently moved to the new Western Avenue sports pavilion. A programme for library and service centre development is included in the LTP to ensure facilities are fit for purpose and future proofed. Upgrades/a new library and community hub are planned for Waihi Beach in 2025/28 and for Te Puke in 2027/28.</p> <p>Katikati cemetery has approximately 10 years remaining to reach capacity. The cemeteries at Maketu and Te Puke have substantial capacity beyond 20 years. We are looking at land for a new cemetery with urupa near Katikati.</p>

Issue	Response
<p>Community expectations</p> <p>The community’s expectations of facility standards and service quality have increased and there are a greater range of activities emerging often with different requirements to what is currently provided.</p> <p>The function of libraries is changing to become multi-purpose community facilities and places that provide access to technology learning centres and multimedia hubs.</p> <p>A variety of ways to memorialise people’s lives and funerary practices is expected.</p>	<p>It is important that facilities are located and designed to be adaptable to changing community expectations particularly given the growth occurring, and the changing demographics within our community (ethnicity and age).</p> <p>The review of the Communities Strategy identified a clear need for libraries and combined community hub model for across the district.</p> <p>Council is looking to progress natural burial areas within the Te Puke Cemetery and a future Katikati cemetery. We will look for other remembrance and memorial options as we review the Reserve Management Plans.</p>
<p>Legislative changes</p> <p>A review of the Burials and Cremation Act 1964 and related legislation is being undertaken by the Ministry of Health. This may see increased responsibilities for Council in this space.</p>	<p>Council will continue to monitor the legislative process. It is currently too early in the process and there is limited certainty, to inform any changes to our planning.</p>
<p>Changing make up of our communities</p> <p>The District is experiencing increasing numbers of people living longer than before. At the same time there has been a decline in the affordability of housing across the District. As a result we are likely to see an increased demand for housing for older people on low incomes.</p> <p>The District is experiencing an increase in the number of residents from Asia, the Pacific and other ethnic groups.</p> <p>Seasonal workers are heavy users of library facilities for Wi-Fi access and social connections. This is a key consideration in the design of new library spaces and the availability of existing library services.</p> <p>Increased diversity requires consideration of different cultural customs regarding burial methods when planning for future cemetery provision.</p>	<p>The challenges and opportunities that an ageing population present are being increasingly considered in planning processes.</p> <p>Council is actively looking at ways to improve housing affordability and better understand housing needs. Examples are development of the special housing area in Ōmokoroa that has 50% affordable housing (approx. 120 houses) and development of a housing needs assessment for the sub-region. Council has been reviewing its approach to Council owned elder housing, and is consulting on it through this LTP. Council’s preferred option is to increase investment in this area to deliver increased housing stock.</p> <p>The ageing population is a key driver in planning for the future provision of cemeteries. As well as this the cultural diversity of our community is changing, bringing different burial and cremation needs which may change the current level of service for cemetery/urupa provision and associated facilities.</p> <p>Multi-use spaces, as part of our libraries, have been identified as key aspects for the future of our libraries. These act as a hub for the community and a venue for a range of groups.</p>

Issue	Response
<p>Fast Moving Technology</p> <p>There is an increasing reliance on Council-provided community facilities to be places where people can use technology (e.g. free Wi-Fi and computer access) and/or learn to use technology (e.g. technology learning centres).</p>	<p>We recognise the importance that digital connectivity plays in today's world. We provide free Wi-Fi at our libraries, and offer computer literacy sessions as well as online learning course. We also offer ebooks, eAudio and online magazines through our library service.</p> <p>In line with priorities for libraries to progress digital literacy, Council has partnered with Central Government to establish the Katikati hub as a regional digital hub.</p>

What we want to achieve



Council aims to ensure that social infrastructure (community facilities, services and networks that help individuals, families, groups and communities) meets the diverse needs of communities; and that communities are strong and can influence their futures. This contributes to us all enjoying a healthy and safe lifestyle and our communities being vibrant and welcoming.

The focus for community facilities over the next 30 years is to create facilities, services and networks that mean that in the Western Bay of Plenty, no matter what age you are:

People feel safe and welcome.

People are connected and feel they belong.

People can be active and healthy, and enjoy the outdoors.

People have access to adequate housing.

People can learn and contribute.

Key measures that determine how we are progressing against this outcome include the number of library visits, number of maintenance programmes in place with existing hall committees and customer satisfaction with the services provided. For cemeteries the target relates to the percentage of plot availability. For elder housing targets are set regarding occupancy rates and service provision.

How we will achieve this

Current approach

Council will continue with the current approach. This focuses on implementing projects that achieve level of service requirements such as library and service centre improvements and provision of additional cemetery land. Work has been completed on moving the Ōmokoroa Library to the new Sports Pavillion, offering the growing community a bigger space.

Council has reviewed the approach to elder housing through the LTP. Council will invest \$4.9 million over 2021-2031 to redevelop and increase the number of units available. This would see 17 units replaced with 34 new units at two of our sites.

Future thinking and potential changes to current approach

Council has reviewed the Communities Strategy, to reflect our changing population and community aspirations. A key change has been Council's approach to developing community hubs alongside our libraries in the District. Our level of service is to provide a network of libraries and service centres that provide safe, welcoming, inclusive and flexible spaces for community connection in each of the four urban centres. Through this LTP, \$2.8m has been budgeted to build a new library and hub at Waihi Beach. Within the 10 years of the plan to either refurbish the existing library, or construct a new library in Te Puke. A \$9 million budget has been included for this. Similarly, a new library and hub will be built at Ōmokoroa, once the Ōmokoroa Structure Plan and plans for the town centre are finalised. This would be in 2032 and is budgeted to cost \$8 million. The Council's Head Office, at Barkes Corner, will need replacement within the next 30 years. Waka Kotahi has also indicated the need to use the current site for state highway improvements. Exact timing and scale depends on the asset condition and potential changes to local government organisation and use of the current site (Waka Kotahi may need to use part of the site for roading purposes). Investigations are planned in 2025-26, with a budget of \$250,000. A new building would be expected to cost around \$31.5 million (in 2021 figures). A provisional date of 2035-2040 has been made for the purposes of this strategy.

It is possible that the way people use community halls may change in the future, where the expectation is for development of multi-use facilities that offer a range of spaces catering to a wider range of activities (rather than one large space). The future role of community halls will be a consideration included in the Communities Strategy review.

Katikati cemetery has approximately 10 years remaining to reach capacity. The cemeteries at Maketu and Te Puke have substantial capacity beyond 20 years. New cemetery land to service the Katikati area, is currently being developed using Council-owned land, further up Hot Springs Road from the existing cemetery. This land is also providing for urupa. Additionally, provision for natural burials are being considered through the 2021-2031 LTP. A cemetery land capacity review will be undertaken prior to 2025 (when the funding is available) to determine a wider approach. This will consider where population growth is occurring across the sub-region, changing demographics and associated requirements for cemetery space. Council is also intending to work with Tangata Whenua to identify current and future requirements for urupa.

Council has reviewed its role in the provision of elder housing. Council's preferred option will see increased investment to deliver more housing and maximise the sites we currently own. \$4.9 million has been included in the first 10 years of the LTP to replace 17 units with 34 new units. From 2031-2051, Council will budget a further \$9.8 million to redevelop other sites which will see 39 units replaced by 59 new units.



Expenditure Forecast 2021-2031

The community facility activities only have robust financial information to 2031. The new asset management system (AssetFinda) is providing improved capability to forecast beyond this but requires increased data integrity.

Within the 2021-31 LTP the main delivery projects for this activity are:

- A capital expenditure programme of improvements to library and service centres to meet the level of service of a library and service centre providing multi-use community spaces in each of the four urban centres (Te Puke, Katikati, Waihi Beach and Ōmokoroa):
 - Waihi Beach - \$2.8 million in 2024-2027.
 - Te Puke - \$9 million in 2026-2028.
 - Ōmokoroa - \$8 million in 2032.
- Cemetery land purchase in the west of the District - \$860,000 in 2024-2026.
- Community hall improvements - \$4.5 million from 2021-31.
- Elder housing improvements and increased stock- \$4.9 million from 2021-2031 (funded from rental income).








Key activity assumptions

Relevant strategic assumptions	Activity assumptions	Risk	Impact
Legislative changes	Central Government funding arrangements for elder housing will not change.	A change in funding arrangements could either increase funding available for Council's delivery of this activity, or increase costs to tenants.	This would have implications for the financials of the activity. Changes to legislation will take time and Council will be able to prepare and make suitable decisions in advance.
Changing make up of our communities	<p>The District's population will get older and will become more diverse.</p> <p>This will have implications for the level of demand on elder housing; it may change how our libraries and community halls are used; it may have implications for funerary practices.</p>	That change will happen quicker than planned for and Council facilities and services no longer meet community expectations.	<p>Council has planned for multi-use hubs as part of new libraries, to enable flexible spaces for a variety of council uses.</p> <p>Council will continue to monitor trends and engage with the community to plan for the future of services.</p> <p>Council has planned to increase the number of units available as elder housing.</p>

How we manage our assets

Council provides the community with infrastructure managed to deliver the agreed levels of service, cost effectively and within an acceptable level of delivery risk. To do this, Council must make decisions and manage its assets throughout their entire lifecycle: build, operate, maintain and renew.

Infrastructure overview

Activity	Asset type	Approximate asset replacement cost	
 Stormwater	<ul style="list-style-type: none"> Reticulation (pipes and pump stations) Drainage reserves (including stormwater ponds) Open drains 	<ul style="list-style-type: none"> Open drains Coastal protection works Earth dam 	\$170 million (does not include coastal protection works (it comes under recreation & open space))
 Water Supply	<ul style="list-style-type: none"> Source (stream intakes, groundwater bore sites, water treatment plants) Reticulation (mains and submains, booster pump sites) 	<ul style="list-style-type: none"> Storage (treated water reservoirs and tank sites) 	\$242 million
 Wastewater	<ul style="list-style-type: none"> Pipes Pump stations 	<ul style="list-style-type: none"> Treatment plants 	\$210 million
 Transportation	<ul style="list-style-type: none"> Roads (sealed and unsealed) Bridges Culverts 	<ul style="list-style-type: none"> Footpaths (hard surface and metalled surface) Streetlights Road signs 	\$826 million
 Solid Waste	<ul style="list-style-type: none"> Recycling and greenwaste centres (including land) Greenwaste drop-off 	<ul style="list-style-type: none"> Closed and capped landfills 	\$2 million
 Recreation & open space	<ul style="list-style-type: none"> Active reserves Passive reserves TECT All Terrain Park and Huharua Park Forestry 	<ul style="list-style-type: none"> Public toilets Playgrounds and furniture Coastal and marine structures (jetties, boat ramps, wharves, seawalls) Swimming pools 	\$72 million excluding land
 Community facilities	<ul style="list-style-type: none"> Library and Service Centres Community Halls 	<ul style="list-style-type: none"> Cemeteries Elder housing units 	\$20 million for libraries and service centres \$1 million for cemeteries \$8 million for elder housing \$2 million for dog pounds and other community buildings

Asset Management Plans

Asset management plans (AMPs) are in place for all activities included in this strategy. The plans have been prepared based on standard industry practice and are used to forecast expenditure needed to operate, maintain and renew assets. The financial forecasts in AMPs are a result of analysing asset requirements based on three key assumptions:

- the future service level being delivered to the community
- the future demand for the service, and
- the age, performance and life of the asset.

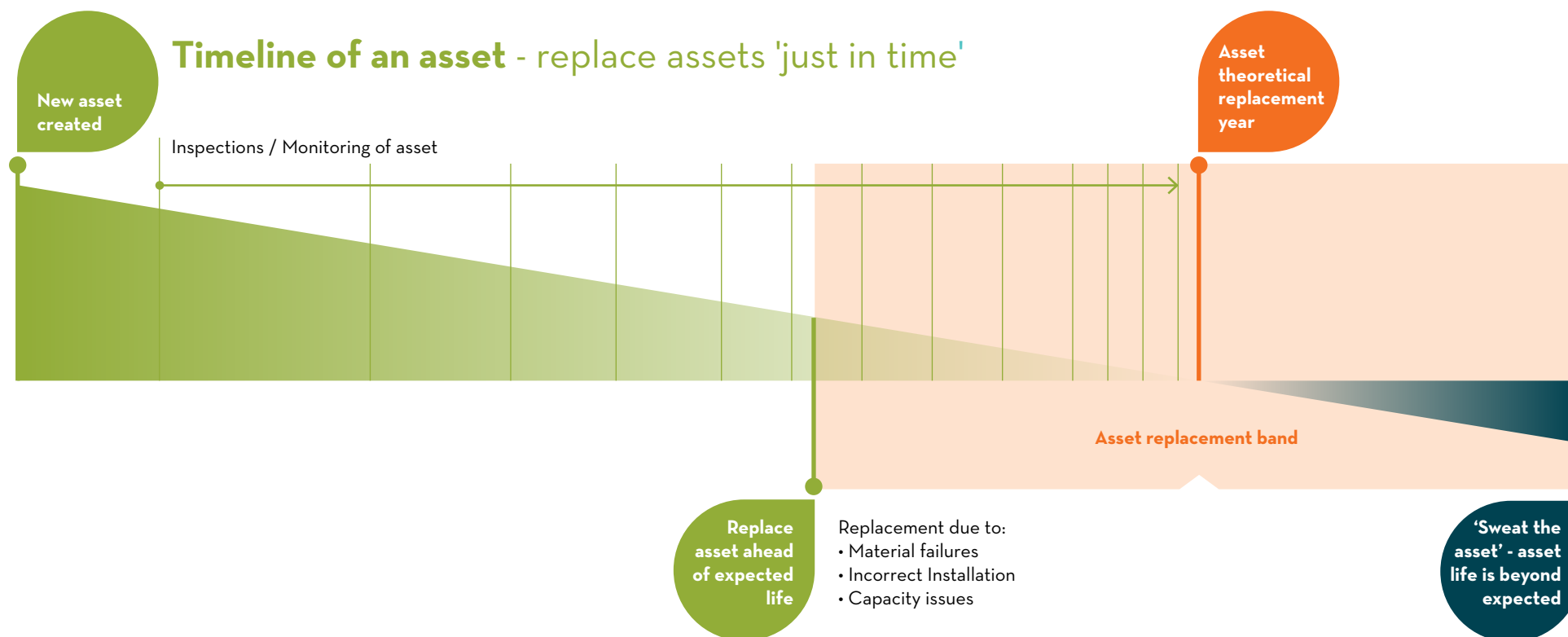
The LTP, Financial Strategy and Infrastructure Strategy then balance the forecasted spending needs with Council and ratepayer affordability.

Replacement of assets

Council has a renewal and upgrade programme to replace assets before they fail or do not have sufficient capacity for users. When considering the renewals programme, Council looks at both the condition and performance of the asset, taking into account the level of service being delivered and whether the asset is still fit for purpose. The aim being to get the best possible use of an asset from when it is constructed to the point when it is no longer usable. This includes the servicing and maintenance of assets to extend the asset life and gain additional service benefits.

Council also receives new assets from developers, which are checked for compliance before they become a Council asset. The expected useful lives of Council assets are detailed in AMPs and an overview is provided in the significant accounting policy regarding depreciation.

The diagram below illustrates the timeline of an asset and application of the 'just in time' approach.





Most infrastructure in the District is relatively new and only a short way into its asset life. This means that the majority of significant asset renewals sit outside the 30-year strategy. The focus is instead on regular monitoring of the condition and performance of the assets. The exception to this is water assets, and some recreation and open space and road assets.

Changes in demand and growth

Growth and demand, although related, have different implications for each activity. Growth generally relates to the growth or change in population, these changes will in turn create demand. Demand however may also be influenced by factors separate to growth such as a change in trends.

Council's infrastructure is analysed and modelled to determine when and how additional capacity should be implemented to cater for forecasted population growth. Growth rates are regularly monitored so that the investment programme can be adjusted if required to recognise a slowing down or speeding up of development on the ground. Other demand factors are identified in AMPs and in the activity overview section of this strategy.

Levels of service

Infrastructure planning allows the relationship between levels of service and the cost of the service to be determined. Council agrees levels of service with the community and then these provide the platform for infrastructure decisions. Climate change, natural hazards, community expectations, and improving public health and environmental outcomes tend to be the main drivers that result in a change to levels of service. While the strategy identifies a 'business as usual' approach for infrastructure, it also identifies where potential level of service changes may occur in the future.

Public health and environmental outcomes

With increasing knowledge of public health and the environment, and corresponding increasing community expectations, the requirements to improve public health and environmental outcomes inevitably increase. The AMPs and activity overviews in this strategy identify the likely implication of these changes on the management of infrastructure, in particular wastewater and stormwater discharge and water quality.

Natural hazards and risk management

Council is aware of the importance of managing the effects of more intense storm events, rising sea levels and other natural hazards. Many initiatives are in place that seek to better understand, plan for and respond to the impact of natural hazards on Council infrastructure and operations. Council takes a Regional and District approach to the management of natural hazards and risk.

At a regional level, Council is part of the Bay of Plenty Lifelines Group along with other utility and service providers. The focus of this group is on investigating the resilience of our infrastructure, and understanding the interdependencies of the infrastructure network. The group aims to reduce the vulnerability of Bay of Plenty lifelines including improving disaster preparedness planning. The group assesses the vulnerability of various types of infrastructure to hazards including floods, earthquake, volcanic eruption, tsunami, storm surge, fire, wind and landslide. Work is underway to examine the risk profile of these lifelines assets against the impacts of climate change.

A Natural Hazards Charter is in place between Council, TCC and BOPRC. This outlines how the councils will give effect to the natural hazard risk assessment requirements of the Regional Policy Statement, and includes implementation of a natural hazards research programme.

At a District level, the Risk Management Policy (2013) provides the framework for the management of risks by Council. The aim is not to eliminate risk but rather to manage the risks involved in all activities to maximise opportunities and minimise adversity. The Policy uses a standard methodology consistent with ISO 31000 2018 (international risk management standards). A risk profile identifies the top level strategic and operational risks for the organisation and District. The most significant risks identified are macro-economic impacts (including Central Government policies), natural disasters and crises, and the renewal and maintenance of infrastructure. Mitigation measures include our detailed asset management planning, civil defence planning and testing, annual review of insurance cover, and ongoing monitoring of emerging Central Government issues.

The risk framework is applied at an activity level within AMPs. Risk is assessed against the ability to achieve the activity outcome and levels of service. The risk category tables identify the type of risk, frequency and impact ratings, and mitigation approaches. Critical asset data is included in the AMP and the management approach to these assets. For example, in the AMP for water supply, it is recognised that severe failure of critical water assets could compromise levels of service, provision of supply or ability to meet normal demands or contamination of supply. A 'Vulnerability Analysis' for water assets identifies individual critical assets and the likely impact of failure from natural events and asset priority ratings. The Utilities Operational Emergency Manual deals with the practical effects of asset failure, impact and restoration methodology. The criticality of the asset is taken into account when developing the renewal profiles.

Planned improvements to the risk management framework seek to move from a quarterly monitoring and reporting process, to a more integrated and consistent approach. The aim is to ensure risk management is a part of what we do on a regular basis and ensure that we focus on the areas that need the most attention.

The most vulnerable parts of our infrastructure to various hazards have been identified through the Regional Lifelines work and included in our GIS mapping information. This is Council-owned infrastructure identified as 'almost certain' or 'likely' to be vulnerable to hazard and include water supply in each of the three zones with vulnerability to earthquakes (and flooding, storm surge in the central zone) and roads such as Welcome Bay Road which is vulnerable to flooding.



Council has a Disaster Contingency Fund which currently sits at \$9.26 million and insurance cover. However, in the event of major infrastructure failure this amount would not cover the total cost of replacement or repair. The Financial Strategy outlines the options for funding infrastructure repairs if this situation was to occur.

Council has commissioned infrastructure modelling to better understand the impact of extreme events on underground and above ground assets and ensure that the appropriate level of insurance is in place for replacement. This will highlight areas of vulnerability and ensure that the appropriate financial and management response is in place.

The resilience of assets is a key consideration in asset renewal, replacement and investment decisions. Examples include:

- Provision of earthquake sensors and planned installation of automatic shut off valves to water supply in the event of an earthquake to minimise loss of water.
- Polyethylene pipes that are more flexible to ground movement and less likely to break.
- Installation of pressurised systems (including the use of grinder pumps) to reduce the amount of inflow (or rainwater) into the stormwater and wastewater network.
- Considering resilience in the use of construction materials and design for development of a replacement jetty.
- Exploring ways to share water within and across each water supply zone.
- Continuous improvement in the approach to materials and fitting selection. Council has a development code that lists approved materials for use and an assessment process that provides rigour to new products that come on the market, including consideration of the potential to improve the resilience of the assets.

Technological improvements play a big part in improving the resilience of assets and it is important that Council continues to keep connected with what is going on in this area.

At an organisational level, business continuity plans identify critical and non critical council functions and ensure effective systems and processes are in place should a major event occur.

Asset condition

Overall asset condition data is considered to be extensive and reasonably accurate, particularly in the transportation activity due to the nature of the performance based contract. Wastewater and stormwater assets are relatively young in age so there is a limited need to confirm condition assessments. In some cases there is still data to be obtained and this is a focus moving forward to ensure all asset condition data is captured. This information will improve future investment decisions. For example, the installation of water meters has significantly improved data and information on water usage patterns and influences implementation of future capex programmes.

Regular condition assessments help to inform the maintenance and renewals approach. For underground assets a variety of methods are used to assess asset condition including CCTV and maintenance contracts.



Continuous improvement

Council has a good degree of confidence in the reliability of information about its assets and regular analysis is undertaken to identify opportunities for improvement and to maintain these confidence levels.

One of the key changes implemented in June 2018 was the introduction of a new asset management system for three waters, Recreation and Open Space, solid waste and community facilities assets called AssetFinda. The overriding benefit was to improve both the quality of the asset information and the ability to use it in asset management practices. The software is helping to reduce corporate risk by allowing for improved renewal forecasting, reporting processes and new features such as predictive modelling which weren't available with our previous system. Good data is fundamental to making good decisions and a data cleansing programme has been underway since the system was introduced. A new team has also been established to drive improvements in our asset information quality and to assist with the integration of the system into Council practices.

From a long term planning perspective, there is good information in place for the three waters and transport to determine a financial capital and operational programme of expenditure and highlight any forecast issues. Recreation and open space, solid waste and community facility activities have begun to improve the information outside of the 10 year period but will require further improvements for planning beyond this timeframe. AssetFinda, along with IBIS Breeze (a new financial forecasting tool), provides improved capability to do this and we should see an increase in the quality of information for our asset and planning processes.

All AMPs have a Plan Improvement Programme in place. Progress against these actions is reviewed annually and prior to the three yearly AMP review. Operational performance measures, monthly progress reports, and annual reviews of the operational and financial components of the AMP all contribute to improved asset information.

Asset performance

Water, Wastewater and Stormwater

Council considers its three waters networks perform to acceptable standards as determined by levels of service and key performance indicators. Performance issues include rare instances of low pressure, pipe bursts and occasional sewage overflows due to blockages and or inflow/infiltration. There is an ongoing programme of improvements in place to address these issues.

The stormwater level of service seeks to minimise the impact of flooding events on the number of habitable floors affected, reducing as much as possible the impact on the liveable areas of peoples houses. The known issue of undersized stormwater pipes is managed by prioritising replacement for stormwater areas most at risk of flooding habitable floors.

It is expected that with the water reforms and the water regulator that Council will need to introduce a two barrier treatment method to its water supplies through UV treatment. Provision has been made for this for the first few years of the LTP. Continued compliance costs are expected across the 30 years.





Transportation

Condition measures suggest the road network is being managed to an appropriate level. Western Bay of Plenty District is performing well when compared against peer networks. Measures show:

- Smooth travel exposure is above 90% across the different road types in the network and an average of 94%.
- Condition index (0 = defect free; 5= unsatisfactory) for sealed roads is 0.36 and unsealed roads is 2.26.
- Percentage of sealed network that is more than one metre under width is currently 23%.

To address under width roads we will focus on widening the higher volume roads where the deficiency is greater than one metre. Council is also looking to increase the amount of pavement rehabilitation and reseals through this LTP.

There is an increased demand for a quality walking and cycling network. The value of the existing network was shown through the community's response to COVID-19, where user numbers increased. We are now proposing increased investment in the walking and cycling network. Council has approved the Walking and Cycling Action Plan.

The joint principles Council/Waka Kotahi performance-based One Network Maintenance Contract requires operational performance targets and levels of service to be met as contractual deliverables. This ensures that the maintenance contract is operating to the right standard and preserving the assets overall. The maintenance contract includes a measurement regime to ensure that maintenance is carried out in an appropriate and timely way and that the repairs and renewals are sufficient to maintain the overall condition of the assets. The service delivery contract measures delivering the Council's customer levels of service are prepared and reported every year to both the contract management board and to the Council.

Recreation and open space

Council considers its reserves and facilities networks perform to acceptable standards as determined by levels of service and key performance indicators. Council has consistently achieved the level of service that requires over 90% of recreational facilities to have a condition rating of acceptable to excellent (as defined in the New Zealand Park and Recreation Asset Grading Standard manual). Condition assessments of assets are undertaken on an annual basis. Information on the performance of assets is generally received through community feedback, and industry benchmarking. Investment in our swimming pools will see performance levels improved or maintained in this area.

Solid waste

Condition assessments are undertaken on solid waste assets. The assets are determined to perform to acceptable standards with condition ratings as very good condition and minor defects only.

Community facilities

Council considers the community facilities network performs to acceptable standards as determined by levels of service and key performance indicators. A hold and maintain approach is taken to asset management to ensure that facilities are adequate for their intended purpose, and to recognise that due to the age of many of the assets, they may no longer be fit for purpose and future proofed for our growing community. Council direction regarding potential changes to levels of service will provide direction on this alongside the LTP, for example increased investment into elder housing.

3

Activities To mātou mahi



This chapter shows how we will contribute to the delivery of Western Bay's community outcomes. Each of these sections look at key activities aligned to deliver on these community outcomes, our approach, our plans, what you can expect from us and how we will measure our progress.



Chapter 3

Activities

To mātou mahi

Leadership

Representation	158
Planning for the Future	166

Building Communities

Communities Group of Activities	177
• Community Building	178
• Libraries and Service Centres	188
• Community Facilities	196
Recreation and Open Space	206
Regulatory Services	220
Stormwater	234
Transportation	246
Water Supply	266

Protecting the Environment

Natural Environment & Sustainable Living	278
Wastewater	286
Solid Waste	298

Supporting the Economy

Economic Development	308
----------------------	-----

Support Services

	320
--	-----





Leadership
Representation
Māngai



Representation Māngai

This Activity has two areas of focus. It includes running the process to provide the District with a democratically elected Mayor, Councillors and Community Board members and the governance of the District by these elected members. This involves the organising and preparation of Council meetings, and organising civic events such as citizenship ceremonies. The activity also includes Māori representation arrangements and collaborative processes with other councils.

What we provide

One Mayor

Eleven councillors

Five Community Boards

- Waihi Beach
- Katikati
- Ōmokoroa
- Te Puke
- Maketu

Three Ward Forums

- Katikati-Waihi Beach
- Kaimai
- Maketu-Te Puke

One Māori Representation Forum

Why we provide this activity

Our community outcome

Elected members represent the views of residents and make decisions which improve our communities and environment, now and for the future.

- We have effective representation arrangements for our communities.
- We engage with our communities, listen well, lead effectively and make well-informed decisions.
- We actively seek and consider the full range of residents' views on our plans, policies and projects.
- We have strong relationships with Tangata Whenua and work together in a range of ways so that Tangata Whenua perspectives inform our decisions.
- Our strategic relationships at all levels are maintained and strengthened.



Representation

Overview

As our communities become increasingly diverse, the need for effective representation and participation in decision making becomes more important. The activity reflects a desire by residents for greater participation in local government and in matters that affect their lives and communities.

We continue to have three wards (Kaimai Ward, Katikati-Waihi Beach Ward and Maketu-Te Puke Ward), a Mayor, and 11 councillors. We still have five community boards representing Ōmokoroa, Katikati, Waihi Beach, Te Puke and Maketu, following the representation review completed in 2019.

We also have three Ward Forums made up of elected members appointed by Council, which represent our wards' interests for both urban and rural areas. Ward Forums make recommendations to Council or committees on community development plans and community issues; consider matters referred by Council; encourage community participation and communicate with community organisations within their ward.

We will continue to strengthen relationships with iwi and hapū and develop emerging leadership structures, so that opportunities for collaboration and partnership continue for the benefit of the whole community.

We will continue to work with iwi and hapū to provide for their representation aspirations.

In 2016, the Partnership Forum adopted Te Ara Mua - a strategic plan that identified issues of significance for iwi and hapū. Te Ara Mua outlines how Council will work with iwi and hapū to address issues of significance, and progress mutually agreed work programme actions. We will continue to implement this plan.

Our region is unique in that it has already developed a number of initiatives to encourage a collaborative response to improve the wellbeing of its residents. For example, the SmartGrowth initiative is a shared response to managing growth in the Western Bay of Plenty sub-region (see Planning for the Future chapter).

We want to ensure that our District has the most effective local government structure in place.

We need to ensure that the community has a say about the preferred structure of local government and preparing for any change that may occur.

Our representation activity includes:

- The leadership and direction provided to the organisation and wider community by the Mayor, councillors, community boards and ward forums.
- Māori representation arrangements ensuring Tangata Whenua perspectives on issues and making recommendations to Council and its committees.
- The support provided to Council and its committees by the democracy services activity.



How we will achieve our community outcome

Goal	Our approach
We have effective representation arrangements for our communities.	<ul style="list-style-type: none"> • Consider options relating to the future structure of this Council. • Enable citizens to elect their representatives every three years.
We engage with our communities, listen well, lead effectively and make well informed decisions.	<ul style="list-style-type: none"> • Hold Council meetings in communities more often, where appropriate. • Increase councillor presence in communities by increasing the number of councillor facilitated meetings. • Increase councillor participation in community organisations, boards and co-governance structures. • Provide opportunities for elected members to strengthen their leadership and governance skills.
We actively seek and consider the full range of residents views on our plans, policies and projects.	<ul style="list-style-type: none"> • Offer communities a wide range of opportunities to participate in our processes and decisions. • Effectively communicate ways our communities can connect with us and participate in matters that affect them. • Regularly engage with residents about upcoming decisions and communicate the outcomes of these decisions. • Listen to and consider the range of views communicated to make better decisions. • Better understand and improve the ways in which decisions are informed by the range of views communicated to us. • Engage with the community to develop, consult on and implement an Annual Plan and Long Term Plan in line with the requirements of the Local Government Act 2002.
We have strong relationships with Tangata Whenua and work together in a range of ways so that Tangata Whenua perspectives inform our decisions.	<ul style="list-style-type: none"> • Provide for the on-going involvement of Tangata Whenua in our decision-making. • Strengthen relationships with iwi and hapū by identifying and supporting agreed projects that will better meet the needs of Tangata Whenua. • Provide opportunities for elected members to increase their knowledge of the Treaty of Waitangi, tikanga Māori and te reo Māori.
Our strategic relationships at all levels are maintained and strengthened.	<ul style="list-style-type: none"> • Represent and advocate for our District at local, regional and central government committees, sub-regional strategies, networks and forums.

What are we planning to do

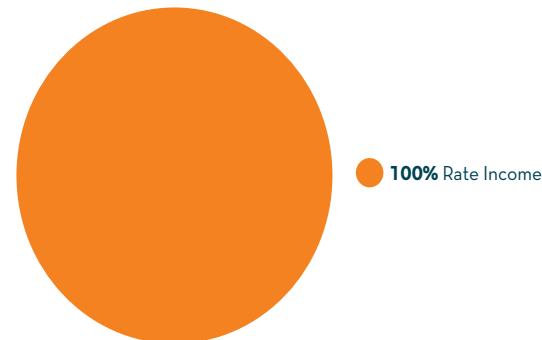
All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
236801	Representation Review (occurs every six years)	-	-	42	43	-	-	-	-	49	50
250401	Triennial Elections	203	-	-	227	-	-	245	-	-	262
284801	Elected Members induction	130	-	-	146	-	-	157	-	-	168
296101	Recruitment of CEO	-	-	-	81	-	-	-	-	92	-
315901	Waihi Beach Community Board Grants	5	5	5	5	6	6	6	6	6	6
316001	Katikati Community Board Grants	8	8	8	9	9	9	9	10	10	10
316101	Ōmokoroa Community Board Grants	8	9	10	10	11	12	13	13	13	14
316201	Te Puke Community Board Grants	11	11	12	12	12	13	13	13	13	14
316301	Maketu Community Board Grants	5	5	5	5	6	6	6	6	6	6
354701	Representation - Live Streaming Council Meetings	20	36	37	38	39	40	41	42	43	44

Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for the representation activity.

Funding sources for 2021-22







How we will track progress

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We have effective representation arrangements for our communities. We engage with our communities, listen well, lead effectively and make well-informed decisions.	Key Performance Measure Percentage of meetings attended by Elected Members (Mayor and councillors) and Community Board members.	95%	≥80%	≥80%	≥80%	≥80%	≥80%
	<ul style="list-style-type: none"> Elected Members at Council and committee meetings. Community Board Members at Community Board meetings. 	96%	≥80%	≥80%	≥80%	≥80%	≥80%
We actively seek and consider the full range of residents' views on our plans, policies and projects. We have strong relationships with Tangata Whenua and work together in a range of ways so that Tangata Whenua perspectives inform our decisions.	Key Resident Measure Level of satisfaction with representation provided by elected members:						
	<ul style="list-style-type: none"> Community Māori 	53%	≥60%	≥60%	≥65%	≥65%	≥70%
Our strategic relationships at all levels are maintained and strengthened.	Supporting Measures Percentage of eligible population that votes in Local Body Elections.	39.14%	No election	≥40%	No election	≥40%	≥40%
	Level of satisfaction with opportunities to participate in decision making.						
Representation will be provided by:	<ul style="list-style-type: none"> Community Māori 	50%	≥60%	≥60%	≥65%	≥65%	≥65%
	<ul style="list-style-type: none"> Māori 	37%	≥60%	≥60%	≥65%	≥65%	≥65%
	Percentage of residents satisfied that the decisions Council has made are in the best interests of the District.	47%	≥60%	≥60%	≥60%	≥60%	≥60%
<ul style="list-style-type: none"> One Mayor 11 councillors Five Community Boards. Three Ward Forums One Māori representation forum 	Number of meetings held per annum:						
	<ul style="list-style-type: none"> Council 	12	≥8	≥8	≥8	≥8	≥8
	<ul style="list-style-type: none"> Community Boards (per board) (eight weekly) 	4	≥6	≥6	≥6	≥6	≥6
	<ul style="list-style-type: none"> Māori representation forum Ward Forums 	2	≥2	≥2	≥2	≥2	≥2
Council will engage with communities about decisions that impact on their community.	<ul style="list-style-type: none"> Ward Forums 	New	≥4	≥4	≥4	≥4	≥4
	Number of engagement opportunities with Elected Members held within the communities around the District.	8	≥4	≥4	≥4	≥4	≥4

Key assumptions

Assumption	Description	Risks
Council committee and board structure	We will have seven committees, one Partnership Forum, and full Council.	Changes to the number of committees may impact on operating costs of governance support services.
Joint committee structure	Existing joint committees continue to operate: <ul style="list-style-type: none"> • SmartGrowth Implementation Committee • Regional Transport Committee • Bay of Plenty Civil Defence Emergency Management Group. 	<p>If some joint committees ceased there could be a reduced understanding by other councils and organisations of how we operate.</p> <p>Changes to the number of joint committees may impact on operating costs of governance support services.</p>
Elected members' expenses and general remuneration and remuneration for statutory hearings	No change to the Elected Members' Expenses Policy approved by the Remuneration Authority. Elected members' remuneration is reviewed annually by the Remuneration Authority and distributed through salaries. Remuneration for elected members' attendance at statutory hearings under the Resource Management Act 1991 is assumed at 20 days per year.	Changes to elected members' expenses policy could result in higher or lower expense claims, increasing or decreasing operating costs. If more statutory hearings are required elected members' costs would increase but this would be met partially by the consent applications fees.
Amalgamation	The Western Bay of Plenty District Council remains a separate entity and no amalgamation proposal is included (or amalgamation is not completed) during this Long Term Plan timeframe.	If amalgamation does occur this would require substantial review of all planned actions and projects.
Public reporting standards	Accounting standards and public reporting requirements do not significantly change (International Financial Reporting standards; New Zealand Chartered Accountants Code of Ethics).	If standards change significantly, operating costs may increase because systems would require modifications to produce the information in a new format.

Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> Improved ability for the public to participate and influence Council decision making. Improved participation in decision making reduces a range of social issues for disadvantaged groups. Working with local, sub-regional, regional and national networks and agencies is vital in keeping informed and advocating for the needs of our District. Improved participation increases the community's satisfaction with decisions made by Council. 	<ul style="list-style-type: none"> Lack of knowledge and/or interest in Council activities and processes present barriers to residents participating in and influencing our decision-making. The views expressed by the public are not always in agreement with each other which can lead to some residents believing their views have not been taken into account. Working with other agencies can be timeconsuming and the outcomes are not always tangible. 	<ul style="list-style-type: none"> Efforts are made to ensure Council information is readily available and everyone has the opportunity to participate. Projects will be undertaken to improve public participation and influence over our decision making. Council meetings will be held in the community to encourage local community attendance. Selective involvement in a range of local, sub-regional, regional and national networks.
 <p>Cultural</p>	<ul style="list-style-type: none"> Provision for Tangata Whenua representation, for example through the Partnership Forums. Increased opportunities for co-governance and co-management of assets. 	<ul style="list-style-type: none"> Our formal processes for decision making and consultation may unintentionally discourage minority and disadvantaged groups within the community from taking part. The perception of many Tangata Whenua that there is insufficient Māori representation in Council. 	<ul style="list-style-type: none"> A variety of engagement methods are considered when formulating consultation plans for major projects. We developed Te Ara Mua: The Pathway, which is a strategy that sets out actions undertaken by Council in partnership with the Partnership Forum. We work with Tangata Whenua on projects and ensure we meet Treaty of Waitangi (Tiriti o Waitangi) obligations. We provide training for councillors in the Treaty of Waitangi (Te Tiriti o Waitangi), tikanga Māori and te reo Māori. We use Council's Tangata Whenua engagement guidelines.
 <p>Environmental</p>	<ul style="list-style-type: none"> Effective representation ensures our decision-making protects and improves the environment. 	<ul style="list-style-type: none"> None identified. 	<ul style="list-style-type: none"> Leadership and governance training for councillors.
 <p>Economic</p>	<ul style="list-style-type: none"> A strong local economy is a key part of a robust, attractive, sustainable community. 	<ul style="list-style-type: none"> Increased costs of providing more opportunities for the public to participate. 	<ul style="list-style-type: none"> Continually monitoring costs and endeavouring to balance the amount and type of engagement we undertake with the costs of engagement processes.



Leadership
**Planning for the
Future**
Mahere ki
Raurangi



Planning for the Future Mahere ki Raurangi

Planning for the future includes the development of this Long Term Plan and other strategic plans, policies and bylaws to support the health, safety and general wellbeing of our communities.

What we provide

Policy and Planning

- Bylaws
- Policies
- Strategies
- S17A reviews
- Advocacy

Infrastructure Planning

- Development engineering

Resource Management

- Compliance
- Resource Consents
- Building Consents
- Structure Plans
- Growth Strategies

Why we provide this activity

Our community outcome

In consultation with our communities and guided by our sustainable development approach, we plan for the future.

- Develop, monitor, review and advocate policy and plans that support the achievement of our vision for the District, our community outcomes and the direction provided by SmartGrowth.



Planning for the Future

Overview

Our District is constantly changing and continues to experience rapid population growth and a consequent increase in housing, plus shifts in social and ethnic make-up. We inform our future planning through monitoring our demographic changes, development trends, the state of our environment and customer satisfaction.

Council maintains and develops strategic plans, policies and bylaws to support the health, safety and general wellbeing of communities. This involves responding to legislative changes, updating and developing new strategies, monitoring the impact of growth and development in our District, undertaking community engagement and working with key stakeholders and other agencies to plan for our future.

Planning for the future includes local government policy and planning, resource management planning and infrastructure planning activities. More particularly these activities help us to:

- Understand the characteristics of our District, the trends that are occurring and the pressures it is facing.
- Work with our communities to understand their aspirations for the future and ensure they have a voice in matters that affect their lives.
- Identify and respond to the resource management issues facing our District, including improvements in urban design quality and revitalisation of our town centres, maintaining rural production and amenity and protection of the environment.
- Develop policies and bylaws to support the health, safety and general wellbeing of our communities.
- Advocate for our communities, residents and District.

Climate change

Going forward we will be taking better account of the effects of climate change in our planning. We are currently developing a wider Climate Change Action Plan to better articulate the actions we will take to respond to the effects of climate change over the next 10 years.

Housing

We have also been active in the housing space, developing a Housing Action Plan which includes responding to homelessness, seasonal workers, healthy housing (such as Project Wai Ora, and Healthy Whare project), housing affordability and elder housing.

District Plan

We will be commencing a full review of the District Plan in 2021. This will include a new online plan that is fully interactive for public use. This will involve substantial engagement with Tangata Whenua, our community and key stakeholders as we progress through the review.

In terms of legislative reforms, there are a series of National Policy Statements being introduced which will have implications for the District Plan (such as urban development and highly productive land), and the Council as a service provider (such as freshwater management).



SmartGrowth – an overview

SmartGrowth is the growth management strategy for the western Bay of Plenty sub-region, comprising both the Western Bay of Plenty District and Tauranga City. This area has experienced population growth since the 1950s.

SmartGrowth is a collaboration between Western Bay of Plenty District Council, Tauranga City Council, Bay of Plenty Regional Council, Waka Kotahi NZ Transport Agency and Tangata Whenua. We work in partnership with Central Government, businesses, education groups, industry and the community.

The SmartGrowth strategy was developed in 2004 to outline a plan for sustainable urban and rural growth management. Fundamental to this management plan was the protection of versatile (productive) soils. SmartGrowth identifies 50-year land supply needs and sequences its release and development according to demand and the ability for it to be serviced by appropriate infrastructure and equitable funding. This is important as our District has a large land area and several distinct urban centres, so providing infrastructure is more expensive compared to a compact, single settlement like a city.

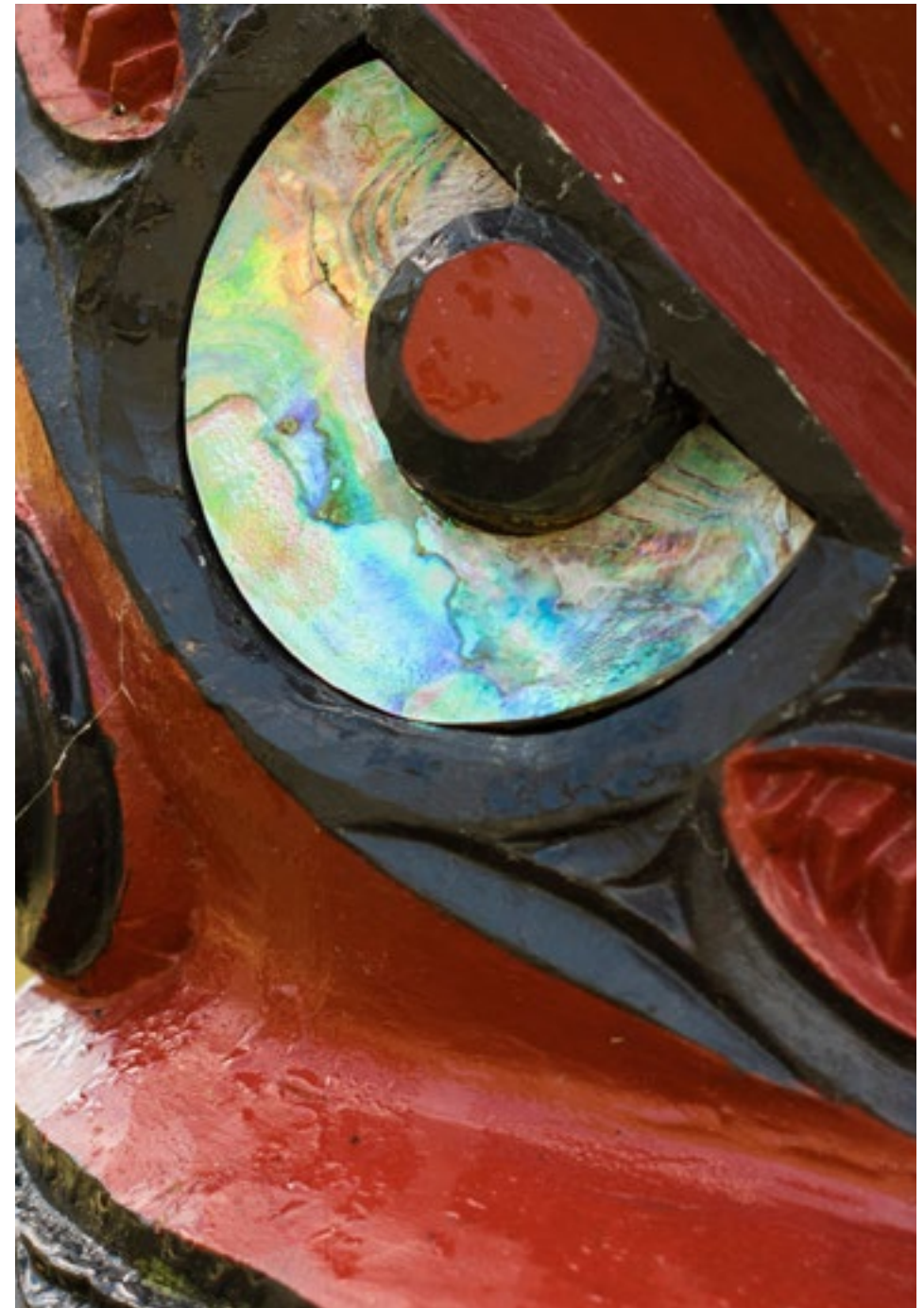
The SmartGrowth strategy is anchored through the Regional Policy Statement (RPS) and the Long Term Plans and District Plans of the partner councils, and is an effective channel for securing Central Government funding to progress the Western Bay of Plenty sub-region.

Alongside Tauranga City's implementation of the Compact City initiative agreed through SmartGrowth, we are reviewing the housing provisions in our District Plan, to ensure a range of housing typologies are provided to meet the needs of the community.

The National Policy Statement on Urban Development Capacity required the growth councils of New Zealand to produce a Future Development Strategy that identified the short (three-year), medium (10-year), and long term (30-year) land requirements for housing. As part of this process, SmartGrowth initiated a project called Urban Form and Transport Initiative (UFTI) to ensure integration between housing provision and transportation requirements. Both of these processes have been brought together along with a review of the SmartGrowth Strategy to produce a Joint Spatial Plan for the sub-region.

Te Ara Mua

Council will continue to work with Tangata Whenua to implement Te Ara Mua - the pathway forward. Te Ara Mua provides Ngā Whetu, a framework for identifying issues of significance to Māori in line with the Treaty of Waitangi principles that have been adopted by Council, and the clear statutory obligations Council has to Māori. The Plan also outlines Ngā Kaihoe, an annual work programme to drive actions that address issues of significance.



How we will achieve our community outcome

Goal	Our approach
<p>Develop, monitor, review and advocate policy and plans that support the achievement of our vision for the District, our community outcomes and the direction provided by SmartGrowth.</p>	<p>Our people and communities</p> <ul style="list-style-type: none"> • Undertake our planning collaboratively to ensure people have a voice in matters that affect their lives. • Make it easier for people to understand our processes and how to participate in them (for example Annual Plan, Long Term Plan and District Plan processes). • Recognise, plan and advocate for the needs of diverse groups within our communities, to support people from different cultures, older people, younger people and people with disabilities to meet their social needs, maximise their potential for development and enhance their wellbeing. • Build the capacity of Tangata Whenua to support the development of comprehensive Iwi and Hapū Management Plans. • Improve capability and capacity to engage with and respond to Tangata Whenua.
	<p>Resource management planning</p> <ul style="list-style-type: none"> • Ensure an operative District Plan is in place and kept up to date. • Manage growth by implementing the SmartGrowth Strategy based on the following principles: <ul style="list-style-type: none"> - Residential growth centres to accommodate most additional population growth and provide for a range of urban living opportunities. - Employment growth centres to provide for employment opportunities of local and regional significance. - Rural development opportunities that protect the productive land resource while also allowing for rural lifestyles. - Transport corridors linking the region internally and externally. - Ideally, costs of development are to be met by the developer and not by the community.
	<p>Strategic planning</p> <ul style="list-style-type: none"> • Ensure a Long Term Plan is in place and review it every three years. • Develop and review our strategies.
	<p>Community planning</p> <ul style="list-style-type: none"> • Work with communities to develop and monitor Community Development Plans (environmental, social, economic, cultural and infrastructural) for each of our District's communities. • Promote improvements in design and urban design quality in our District. • Support crime prevention through environmental design plans. • Plan to support town centre revitalisation. • Understand the social infrastructure requirements of our communities to support individuals, families, groups and communities to meet their social needs, maximise their potential for development and enhance their wellbeing.

Goal	Our approach
<p>Develop, monitor, review and advocate policy and plans that support the achievement of our vision for the District, our community outcomes and the direction provided by SmartGrowth.</p>	<p>Infrastructure planning</p> <ul style="list-style-type: none"> • Undertake investigations and feasibility studies to provide information for decision making on infrastructure projects.
	<p>Policy and bylaw development</p> <ul style="list-style-type: none"> • Develop policies and bylaws to support the health, safety and general wellbeing of communities. • Review our bylaws and policies in accordance with legislative requirements.
	<p>Monitoring and review</p> <ul style="list-style-type: none"> • Monitor, review and report progress towards community outcomes. • Monitor trends and changes in legislation to determine the impact on our activities. • Monitor the state of the environment and effectiveness of our District Plan. • Monitor the impacts of growth and development on our District in accordance with District and sub-regional monitoring frameworks.
	<p>Collaboration and advocacy</p> <ul style="list-style-type: none"> • Work with key stakeholders and other agencies to take a collaborative approach to planning for the future. • Influence legislation and national policy. • Advocate for our communities, residents and District.

What are we planning to do

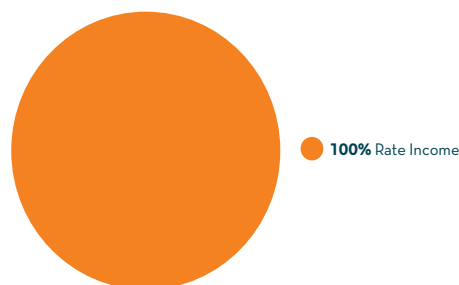
All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
151102	Reserve Management Plans - Te Puke/Maketu	20	-	-	-	-	-	-	-	-	26
151103	Reserve Management Plans - Katikati/Waihi Beach	-	-	-	-	-	-	24	-	-	-
151105	Reserve Management Plans - Kaimai	-	-	-	22	-	-	-	-	-	-
151107	Policy & Planning - Reserve Concept Plans	5	5	5	6	6	6	6	6	6	7
175602	Policy & Planning - Management of LTP Review	50	124	107	-	137	117	-	148	127	-
175910	Policy & Planning - Policy Development and Review	10	10	11	11	11	12	12	12	13	13
252208	Planning - Smartgrowth Implementation Coordination Share	150	155	160	165	171	175	180	185	190	195
287702	Solid Waste/Joint Waste Management And Minimisation Action Plan Review	-	21	11	-	-	-	-	25	13	-
288702	Strategy Review	-	21	-	-	23	-	-	25	-	-
293002	Policy & Planning - Bylaw Review And Development	10	5	5	11	6	6	6	-	-	-
294208	Resource Management - Ōmokoroa Structure Plan Stage 3	20	-	-	-	-	-	-	-	-	-
296301	Monitoring Reports - Annual Residents Survey	50	52	53	55	57	58	60	62	63	65
346201	Te Ara Mua Implementation	20	21	21	22	23	23	24	25	25	26
346401	Natural Hazards Collaborative Planning	150	155	-	-	-	-	-	-	-	-
353801	Planning - Wellbeing Plan Implementation of Agreed Actions	180	186	192	-	-	-	-	-	-	-
354101	Resource Management - District Plan Review	562	666	831	529	-	-	-	-	-	-
354901	Resource Management - Eastern Town Concept Plan	-	-	-	-	-	-	-	62	63	-

Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for the planning for the future activity.

Funding sources for 2021-22





How we will track progress



What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
Develop, monitor, review and advocate policy and plans that support the achievement of our vision for the District, our community outcomes and the direction provided by SmartGrowth.	Key Performance Measure Plans, strategies and policies are developed or reviewed in accordance with Council-approved programme.	90%	100%	100%	100%	100%	100%
	Key Resident Measure Level of resident satisfaction with the impact of growth on: <ul style="list-style-type: none"> • range of housing choices • personal safety • time taken to travel around their area • employment opportunities • road safety • overall pleasantness. Based on a two yearly surveys.	No survey	≥70%	No survey	≥70%	≥70%	≥70%
The District Plan is updated to meet the needs of our District.	State of the Environment reporting is completed on a five yearly basis.	Not required	Yes	Not required	Not required	Yes	Not required
	Plan changes and the District Plan review meet statutory requirements.	New measure	100%	100%	100%	100%	100%
	Structure Plans are developed and reviewed to ensure there is greenfield land to accommodate growth as required by the National Policy Statement on Urban Development Capacity.	<10 years supply	≥10 years supply	≥10 years supply	≥10 years supply	≥10 years supply	≥10 years supply
Council processes comply with the statutory requirements.	LTP, Annual Plan and Annual Report are each adopted within statutory timeframes.	New measure	100%	100%	100%	100%	100%
	The percentage of Council bylaws that are reviewed within statutory timeframes.	New measure	100%	100%	100%	100%	100%

Key assumptions

Assumption	Description	Risks
SmartGrowth participation	Our SmartGrowth Strategy partners remain committed to the implementation of the Plan, according to the timetable of actions adopted by the partners.	Without the commitment of our Strategy partners to the adopted SmartGrowth principles, planning for expected growth in the sub-region would be less effective.
Regional Policy Statement	Through our own plans we are required to give effect to the direction provided in the Regional Policy Statement prepared by the Bay of Plenty Regional Council.	If the direction provided by the Regional Policy Statement changes when it is reviewed we may be required to review our own plans sooner than we would otherwise have planned which could lead to increased operating expenditure.
Legislative changes	The Resource Management Act may be substantively reviewed in the next 10 years. Urban development powers given to Kainga Ora will mean more development of social housing/affordable housing in our District, however this is also expected to consume significant staff time.	RMA reform may require extensive changes to the District Plan, impacting on Council's resources. The extent of development powers under the Urban Development Bill may change and may impact on Council's resources in turn.

Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> Engaging communities in planning and policy development processes enables them to have a voice in matters that affect their lives. Community safety is enhanced by plans that adopt Crime Prevention through Environmental Design principles. Community planning processes assist in defining community identity, encourage community leaders to emerge and provide a framework for realising community aspirations. Engagement processes enable community members to hear and appreciate views different from their own. Ensuring appropriate and timely social infrastructure is available to meet new communities' social needs, maximize their potential for development and enhance their wellbeing. 	<ul style="list-style-type: none"> Communities may not have the capacity for engagement on all plans and policies. Policies and plans can be of advantage to some individuals or groups at the expense of others. 	<ul style="list-style-type: none"> Using innovative approaches for connecting with communities to enhance planning and policy development. Ensuring equal opportunities exist for different stakeholder groups to make submissions and access information.
 <p>Cultural</p>	<ul style="list-style-type: none"> Identifying and protecting cultural heritage sites. Community development approaches recognise the diversity of their cultural and ethnic make-up. Better understanding of the cultural traditions and heritage of people living within our District. Engaging Tangata Whenua in planning and policy development enables their input into matters that affect their lives. Supporting Hapū Management Plans assists iwi and hapū in improving resource management, as well as progressing their social and economic development. 	<ul style="list-style-type: none"> None identified. 	

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Environmental</p>	<ul style="list-style-type: none"> • Protection of significant landscape features and sites of ecological significance. • Improvements in the quality of the natural environment (for example waterways, air, native flora and fauna). • Protecting versatile soils. • Protecting amenity values. • Enhanced understanding of how well our natural environment can adapt to change and absorb the impact of human activities. • Minimising adverse environmental effects of our decision making protects and improves the environment. 	<ul style="list-style-type: none"> • Environment Court appeal processes are costly for all parties. 	<ul style="list-style-type: none"> • Ensuring robust pre-engagement processes are undertaken to minimise the risk of appeal or challenge.
 <p>Economic</p>	<ul style="list-style-type: none"> • Land use and transport planning are more integrated. • Areas for business growth are identified and planned for to provide a range of quality employment opportunities. • Sensitivity issues that arise from incompatible activities being side-by-side are avoided. • Well-planned town centres and a quality-built environment present an attractive investment proposition. 	<ul style="list-style-type: none"> • Some policy decisions take time to consult upon and may take months (or even years) to develop. • Environment Court appeal processes are costly for all parties. 	<ul style="list-style-type: none"> • Ensuring robust pre-engagement processes are undertaken to minimise the risk of appeal or challenge.

Building Communities

Communities Group of Activities

Taumahi ā-Hāpori

Outcome

In the Western Bay of Plenty, no matter what age you are:

- people feel safe and welcome
- people are connected and feel they belong
- people can be active and healthy, and enjoy the outdoors
- people have access to adequate housing
- people can learn and contribute.

Principle and way of working

“The knowledge of what makes a great community, sits within that community.”

“Mā te hāpori anō te oranga o te hāpori”

Council will work with communities to build:

Whakawhanaungatanga - Relationships

Manaakitanga - Support

Oritetanga - Equal Opportunity

There are four areas Council will focus on over the next three years.

Older people

Young people

Digital enablement

Events



This group of activities includes the following Council activities:

Community Building

Community Facilities (community halls, cemeteries and elder housing)

Libraries and Service Centres.

How we will track progress

We'll know we're meeting our levels of service if:

Key Performance Measure

Number of activity performance measures achieved (Community Building, Community Facilities, Libraries and Service Centres) 2020 unaudited baseline result 66%.

Key Resident Measure

Level of resident satisfaction with Community Services based on a two yearly survey. This includes community development, library services and cemeteries.

Result	Target				
	2022	2023	2024	2025-27	2028-31
2020 New	≥70%	≥70%	≥70%	≥70%	≥70%
No survey	≥80%	No survey	≥80%	≥80%	≥80%



Building Communities
Community
Building
Paihere Hapori



Community Building
Paihere Hapori

As part of the Communities Strategy, our Community Building activity involves working with our communities and local organisations to achieve social and cultural wellbeing.

What we provide

Community support through grants and service delivery contracts that contribute to achieving social and cultural wellbeing:

- Safer Communities
- Welcoming Communities
- Age-friendly Communities
- support for aspirations of our Māori communities
- support for participation in active communities – sport and recreation
- support for delivering the Housing Action Plan.

Why we provide this activity

Our community outcome

In the Western Bay of Plenty, no matter what age you are:

- people feel safe and welcome
- people are connected and feel they belong
- people can be active and healthy and enjoy the outdoors
- people have access to adequate housing
- people can learn and contribute.



Community Building

Overview

Our key way of working is set out in the Communities Strategy – that the knowledge of what makes a great community, sits within that community.

We focus on supporting local initiatives and local action. We support local organisations to work together to deliver on their community's aspirations.

The impact of COVID-19 on our communities highlighted the capacity our communities have to work together to address their own needs, if they have some support. We established a Community Resilience Fund to support local organisations to deliver much needed services for local people. The Fund has strengthened Council's relationship with local organisations and has reinforced that our approach of letting communities lead is the right one.

Our core programmes include:

Safer Communities

- In partnership with Tauranga City Council, we are a designated international Safe Community. We support delivery of the Safer Communities programme through funding and engagement with local community safety committees. We are also developing a CCTV policy that contributes to supporting safer communities.

Welcoming Communities

In partnership with Tauranga City Council, we are an accredited 'Established Welcoming Community' – a community that welcomes newcomers and creates an inclusive environment for all ethnicities. We support delivery of the Western Bay of Plenty Welcoming Plan through funding and direct engagement with our migrant communities.

Housing Action Plan

Council has adopted a Housing Action Plan. We support delivery of that Plan through funding for the Regional Healthy Housing Programme and developing strategic partnerships to improve access to affordable housing.

• Iwi / Hapū aspirations

We support delivery of actions in Te Ara Mua – by providing funding for iwi / hapū management plans, Marae sustainability and local iwi / hapū-led initiatives.

• Community Matching Fund

We provide grants funding to community and local organisations that are contributing to achieving community outcomes.

• Events support

We recognise that events contribute to achieving social, cultural and economic outcomes. We support events through direct funding and through a dedicated Council resource.

• Community capacity building

We support community planning processes which bring communities together to understand their strengths and develop shared outcomes, goals and actions.



We work with 'umbrella' entities that coordinate delivery of agreed strategies and actions in local communities and across the Western Bay. These include Sport Bay of Plenty, Creative Bay of Plenty, Western Bay Museum and Katikati Community Centre. We work with our service providers to understand local community aspirations and needs and to focus on local actions that address these needs.

Under the Civil Defence Emergency Management Act, we are part of the Bay of Plenty Civil Defence and Emergency Management Group. Council has a legislative role to play in supporting communities through emergencies, and ensuring critical services get up and running as soon as possible after an emergency event. We support communities and Marae to develop local response plans that contribute to safer, more resilient communities.

Over the next three years we will focus on supporting older people and youth in our communities. We have a focus on addressing the 'digital divide' for youth and older people, and on events (including arts and cultural events and activities) that engage youth and older people.



How we will achieve our community outcome

Goal	Our approach
<p>The District has strong collaborative networks, delivering agreed strategies and programmes that contribute to social and cultural wellbeing.</p>	<p>Provide funding support and engage in core programmes that achieve our community outcomes, including:</p> <ul style="list-style-type: none"> • Safer Communities • Welcoming Communities <p>Provide funding support and engage with ‘umbrella’ organisations that deliver on agreed strategies and actions, including:</p> <ul style="list-style-type: none"> • Creative Bay of Plenty, the Arts Incubator, Western Bay Museum and Tauranga Art Gallery • Sport Bay of Plenty • Bay of Plenty Surf Lifesaving <p>Engage with and support local community networks to deliver on their agreed action plans.</p>
<p>Communities have the capacity to deliver their own initiatives that achieve their goals.</p>	<p>Through the Community Matching Fund, provide funding support to organisations that deliver local services and coordinate actions to achieve local community aspirations.</p> <p>Fund and support strengths based community planning processes to assist communities to have agreed common outcomes, goals and actions.</p> <p>Support delivery of events through facilitation and funding.</p> <p>Use service delivery contracts to deliver local actions that contribute to achieving agreed goals and outcomes.</p>
<p>Communities host and deliver events that bring the community together and contribute to a sense of belonging.</p>	<ul style="list-style-type: none"> • Fund and support events and activities that promote social and cultural wellbeing.
<p>Tangata Whenua are supported to achieve their aspirations and to build capacity to contribute to decision making.</p>	<p>Fund and support the development of iwi / hapū management plans and arrangements that enable participation in decision making.</p> <p>Fund and support Marae and papakainga development, through the Marae Sustainability Initiatives Fund (Marae) and Joint Agency Group (Papakainga).</p> <p>Fund and support events and activities that promote social and cultural wellbeing.</p>
<p>Council is contributing to improving access to adequate housing.</p>	<p>Fund and support delivery of actions set out in the Housing Action Plan, including the Regional Healthy Housing programme, support for Papakainga development, and innovative approaches to improving the supply of social and affordable housing.</p>
<p>Council’s Civil Defence and emergency management functions are maintained.</p>	<p>Maintain the Western Zone Emergency Operations Centre, including site and staffing management (including staff training).</p> <p>Fund and participate in the Bay of Plenty Lifelines Group.</p> <p>Support local community response and marae preparedness planning.</p>

What are we planning to do

All information from 2023 - 2031 includes an adjustment for inflation.

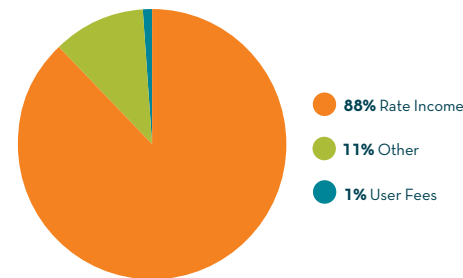
Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
148805	Community - Grant Katikati Open Air Art Grant (Murals)	8	9	9	9	9	9	10	10	10	10
148809	Community - Grants Te Puke/Maketu	34	35	36	37	38	39	40	41	42	42
148810	Community - Grants Waihi Beach	34	35	36	37	38	39	40	41	42	42
148811	Community - Grants Kaimai	34	35	36	37	38	39	40	41	42	42
148813	Community - Grant The Incubator Creative Hub	20	21	21	22	22	23	23	24	24	25
148815	Community Plan Funding	30	31	32	32	33	34	35	36	37	37
148818	Communities - Age Friendly Communities	20	21	21	22	22	23	23	24	24	25
148901	Community Services Contract - Tauranga Citizens Advice Bureau	23	24	24	25	26	26	27	27	28	29
149001	Community Services Contract - Creative Bay of Plenty	104	107	110	113	116	118	121	124	127	130
149102	Community Services Contract - Sports Bay of Plenty	62	64	66	67	69	71	73	74	76	78
149104	Communities - Sport Bay Of Plenty Additional Services	40	41	42	43	44	46	47	48	49	50
299901	Community Development - Crime Prevention Projects	16	16	16	17	17	18	18	19	19	19
300301	Cultural Development - Cultural Initiatives	15	15	16	16	17	17	17	18	18	19
303901	Community Services Contract - Katikati Community Centre	30	31	32	33	34	34	35	36	37	38
315602	Bay of Plenty Local Authority Shared Services	40	41	42	43	44	46	47	48	49	50
323201	Communities - Papakainga Development	55	57	58	60	61	63	64	66	67	69
326701	Community - Grants Tauranga Art Gallery	40	41	42	43	44	46	47	48	49	50
331001	Cultural Development - Supporting Iwi and Hapū Management Plan Implementation	75	77	79	81	83	85	87	89	92	94
334801	Cultural Development - Marae Sustainability Funding	50	51	53	54	56	57	58	60	61	62
336101	Community Services Contract - Museum Operations	73	147	151	155	159	163	166	170	174	178
340901	Community Development - Tauranga Western Bay Safer Communities	31	31	32	33	34	35	36	37	37	38
341001	Policy & Planning - Regional Healthy Housing Programme	60	62	63	65	67	68	70	72	73	75
341002	Policy & Planning - Housing Action Plan Implementation	20	21	21	22	22	23	23	24	24	25

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
342702	Communities - Film Bay of Plenty	18	19	19	20	20	21	21	22	22	23
345501	Community Development - Welcoming Communities Contract	40	41	42	43	44	46	47	48	49	50
345502	Community Development - Migrant Support Grant	15	16	16	17	17	17	18	18	19	19
347901	Community Development - SocialLink	60	62	63	65	67	68	70	72	73	75
355001	Communities - Event expenses	120	123	127	130	133	137	140	143	147	150
355302	Communities - CCTV management	50	51	53	-	-	-	-	-	-	-
420101	Community - Otanewainuku Kiwi Trust	30	31	32	32	33	34	35	36	37	37
420101	Community - Otanewainuku Kiwi Trust Fence Project	50	51	-	-	-	-	-	-	-	-
420403	Property - Halls Te Puna Community Centre Strategic Assessment	25	-	-	-	-	-	-	-	-	-

Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for the building communities activity.

Funding sources for 2021-22







How we will track progress

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We fund and support collaborative networks and programmes.	Accreditation under Safer Communities and Welcoming Communities is maintained.	New measure	Accreditation maintained	Accreditation maintained	Accreditation maintained	Accreditation maintained	Accreditation maintained
We fund and support community-led initiatives.	Number of projects receiving funding from Community Matching Fund that are successfully delivered.	New measure	≥90%	≥90%	≥90%	≥90%	≥90%
	Percentage of deliverables in service delivery contracts that are met.	New measure	≥90%	≥90%	≥90%	≥90%	≥90%
We engage with and fund Tangata Whenua to build capability and achieve aspirations.	Number of projects funded from the Marae Sustainability Initiatives Fund that are successfully delivered.	New measure	≥90%	≥90%	≥90%	≥90%	≥90%
We support and fund implementation of Council's Housing Action Plan.	Number of homes in the Western Bay of Plenty assessed and upgraded through the Regional Healthy Housing Programme.	New measure	≥60	≥60	≥60	≥60	≥60
We will maintain capability to effectively respond to an emergency.	The city/district/region is prepared for an can effectively respond to an emergency.	New	Advancing	Advancing	Advancing	Maturing	Maturing
We will provide community education initiatives to increase public awareness and readiness for local and regional hazards.	Percentage of residents that have an understanding of what the consequences would be if a disaster struck their area. Based on a two-yearly survey.	New	No survey	80%	No survey	85%	85%
	Percentage of residents that have taken any action to prepare for an emergency. Based on a two-yearly survey.	New	No survey	80%	No survey	85%	85%

Key assumptions

Assumption	Description	Risks
Community capacity	Communities have capacity and capability to lead their own planning and want support from Council to do so.	Insufficient capacity may lead to stalled community planning and development. Council may need to invest resources in community capacity building.

Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> • Activities are targeted at improving the wellbeing of communities in our District. • Community building activities encourage participation and build tolerance and inclusiveness. • Community organisations are supported. • Improves safety in communities. • Building capacity and capability within communities and with Tangata Whenua assists in achieving local aspirations and supports good decision making. 	<ul style="list-style-type: none"> • Difficulties in engaging with some groups in the community can mean the 'voice' of some parts of the community is not included in decision making. • Unable to prevent natural disasters causing human suffering and trauma on a large scale. 	<ul style="list-style-type: none"> • Effective use of technology and emerging tools to engage with our communities. • Facilitation and support to collaborate with all sectors of the community.
 <p>Cultural</p>	<ul style="list-style-type: none"> • Local heritage is preserved and promoted. • Events and programmes that support inclusiveness and ensure cultural diversity is celebrated, help to achieve wider social and cultural wellbeing. • Use of Marae to support Civil Defence. 	<ul style="list-style-type: none"> • Management of the effects of a natural disaster may significantly impact on Tangata Whenua relationships to the land, sea and rivers. • Emergency events and shocks can negatively community connections and relationships. 	<ul style="list-style-type: none"> • Work with hapū and iwi to build their readiness to reduce hazards, respond and recover from disaster. • Work with local communities to build resilience to shocks, stresses and emergencies.
 <p>Environmental</p>	<ul style="list-style-type: none"> • Identification of hazards and appropriate steps taken to reduce and manage the risks associated with those hazards. 	<ul style="list-style-type: none"> • Events or activities that are not well managed can cause local environmental effects, such as noise, traffic congestion. • Disasters can cause varying levels of damage to the environment. • Damage to lifelines (e.g. electricity, water supplies) causing wide-spread health and safety issues. 	<ul style="list-style-type: none"> • Support and facilitation role from Council to ensure events and activities are well organised and communicated.
 <p>Economic</p>	<ul style="list-style-type: none"> • Arts, culture and events can encourage and support the creative economy, supporting entrepreneurs and businesses to our District. • Lifeline infrastructure, such as water, wastewater and electricity, is managed to ensure continuous supply. 	<ul style="list-style-type: none"> • Prioritisation of essential services in a disaster may have negative consequences to those communities not receiving emergency care. 	<ul style="list-style-type: none"> • Building the capability of local not-for-profit organisations. • The Recovery component of Civil Defence and Emergency Management aims to rebuild and rehabilitate the District damaged as a result of the disaster.





Building Communities
Libraries and
Service Centres
Wharepukapuka
me Papa Ratonga



Libraries and Service Centres Wharepukapuka me Papa Ratonga

Our libraries and service centres sit at the heart of our community. They provide welcoming and inclusive spaces where people can connect and access knowledge. Our libraries empower people through literacy, learning and free access to information and resources. Reading, digital fluency, free computer access and training are all central to our libraries. They also house our local heritage, stories and history. Our libraries and service centres belong to everyone and contribute to connected communities where lifelong learning opportunities thrive.

What we provide

- **One** Head office (key service centre)
- **Four** libraries and service centres in Waihi Beach, Katikati, Ōmokoroa and Te Puke
- **One** Community Hub
- **One** Regional Digital Hub as part of The Centre - Pātuki Manawa in Katikati
- **112,026** items held in the four libraries
- **277,056** library items issued (during 1 July 2019 – 30 June 2020)
- **12,241** people attended **1,115** events (during 1 July 2019 – 30 June 2020 at our school holiday, weekly interactive activities)
- **68,052** free Wi-Fi sessions (during 1 July 2019 - 30 June 2020)
- **215,404** people visited Western Bay Council's libraries and service centres (during 1 July 2019 - 30 June 2020)

Why we provide this activity

Our community outcome

In the Western Bay of Plenty, no matter what age you are:

- people feel safe and welcome
- people are connected and feel they belong
- people can learn and contribute.

Our goals and approach set out how the libraries and services centres contribute to achieving these outcomes.



Libraries and Service Centres

Overview

The core role of libraries has remained constant over time but the way libraries deliver services to meet community demand has changed. Our libraries still house and provide physical and unique resources but the reasons for people to visit libraries has changed. People are now seeking an 'experience', creativity, face-to-face connectivity, one-on-one guidance and expertise. Libraries with digital technology provide multi-channel access to collections and services. They are a conduit to government services and information. For people with no IT/internet services in their home, libraries provide the technology they require.

COVID-19 in 2020 highlighted the nationwide inequities of access to technology and digital services. Our libraries have played a key role in bridging this digital divide.

COVID-19 also highlighted the value of Council's libraries for online engagement. Through access to social media and the web, Council's libraries provided information, community connection, learning and creative experiences for a wide audience.

This is a key part of the service our libraries provide for our communities.



In the Western Bay our libraries include Council service centres, providing a 'one-stop shop' for information and access to Council services.

The Centre - Pātuki Manawa in Katikati

Is an example of a modern library, service centre and purpose-built community space that is used for delivery of library programmes and for community use. In line with priorities for libraries to progress digital literacy, Council has partnered with Central Government to establish a Regional Digital Hub. Over the next three years Council will work with the local community and the Provincial Growth Fund to provide digital technology and deliver programmes that make the best use of the opportunities technology provides.

Ōmokoroa

Council has opened an interim space for the library in Ōmokoroa. This space will act as a holding space until a new library and service centre is provided in the new town centre. This is outside of the 10 years of this LTP.

Waihi Beach and Te Puke

The next 10 years will see the rebuild of the Waihi Beach Library and the Te Puke library and service centre. The rebuilds will ensure the libraries and service centres sit at the heart of the community, and provide multi-use community space. Council will look for partnership opportunities to ensure these spaces respond to local community needs and aspirations.

From our surveys we know the public has a high level of satisfaction with the library service, however they would like to have increased digital access and increased 'people' spaces for activities such as study areas, children's events, community displays and technology enabled hubs. Through our capital works and programming, we are responding to this feedback.

How we will achieve our community outcome

Goal	Our approach
Our network of libraries and service centres are safe, welcoming, inclusive, flexible spaces for community connection.	<p>Our libraries and service centres will be located within our town centres as a key community space that is easily accessible for local communities.</p> <p>We will design our libraries to provide flexible spaces that can be used for a range of different purposes, including learning, creativity, community and business development opportunities.</p>
Our libraries enable access to information and knowledge.	<p>At the core of our library service is our collection of books, magazines, e-content and other resources. We will maintain and enhance this collection to support our wider goals of improving literacy, reducing inequities in access to information and to support lifelong learning.</p> <p>We will maintain and enhance access to our local heritage collection as a key repository for local heritage and local stories, supporting a sense of belonging and connection to our place.</p> <p>We will also continue to provide access to key resources for research, such as newspapers, magazines, databases and journals. Our staff are trained to navigate a wide range of topics.</p> <p>We will continue to provide access to Council services and information through a shared service model in our libraries, to ensure access to services is available within local communities.</p>
Our libraries are places to share and enhance learning, knowledge, and creativity.	<p>We will continue to provide programmes that focus on early literacy, teens and youth, and services for older people.</p> <p>We will work to enhance our partnerships with Tangata Whenua.</p> <p>We will enhance our digital literacy programmes by providing facilities that are technology enabled and will partner with Central Government and local communities on specific programmes that aim to bridge the digital divide.</p>
Our libraries collaborate with the community. We host, connect and facilitate.	<p>We will continue to operate Western Bay Community Archive and work with volunteers to enhance our local heritage collection.</p> <p>We will enhance our community outreach through supporting local community event and through using our digital platforms to create connections.</p> <p>We will work with local organisations, including arts, culture and heritage provider and schools to deliver programmes that meet the needs of our communities and to expand our services. We will focus on connecting with youth, Māori, and migrant populations.</p> <p>For new builds, we will look for opportunities to partner with other providers and local community groups to ensure what's provided is sustainable and meets community needs.</p>

What are we planning to do

All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
175202	Libraries - Te Puna Community Library	11	11	12	12	12	13	13	13	13	14
248801	Libraries - Hastie Bequest	12	12	13	13	13	14	14	14	15	15
282103	Libraries - Book Purchases Renewals	325	342	361	379	399	419	439	450	460	470
282105	Libraries - Book Purchases New	50	53	56	59	63	66	70	71	73	75
303902	Communities - Katikati Community Centre	10	10	11	11	11	11	12	12	12	12
318401	Reconfiguring the public reception area Barks Corner	35	-	-	-	-	46	-	-	-	-
318501	Radio Frequency Identification Technology for the District Libraries	40	-	42	-	-	-	58	-	-	56
330902	Libraries - Aotearoa Peoples Network Kaharoa (Apnk) Operational Costs	23	24	25	26	28	28	29	31	32	32
332101	Waihi Beach Library Building	10	-	211	2,491	278	-	-	-	-	-
332301	Te Puke Library Building	-	-	-	-	-	1,707	8,738	-	-	-

Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for the library and service centres activity.





How we will track progress

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We provide a network of libraries and service centres that provide safe, welcoming, inclusive and flexible spaces for community connection.	Number of library and service centre providing multi-use community spaces. Aim is one in each of the four urban centres (Te Puke, Katikati, Waihi Beach and Ōmokoroa).	New measure)	1 centre	1 centre	1 centre	2 centres	4 centres
	Number of physical visits to libraries and service centres per annum.	215,404	≥310,000	≥310,000	≥310,000	≥315,000	≥315,000
	Resident satisfaction with library and service centres service.	New measure	≥85%	≥85%	≥85%	≥85%	≥85%
We provide access to free WiFi technology and programmes that meet community needs.	Number of free wi-fi users.	68,052	75,000	80,000	80,000	85,000	85,000
We provide access to and maintain collections, including heritage collections, that meet customer needs.	Number of library items available per person.	2.56	2	2	2	2	2
	Increasing membership. 2020 - membership 17,000.	New measure	≥17,000	≥17,000	≥17,000	≥17,500	≥17,500
We provide programmes and events that cater for community needs and aspirations.	Number of events and programmes facilitated by Council library services.	1,115	≥400	≥400	≥400	≥400	≥400
	Number of partnerships for programme delivery.	New measure	≥4	≥4	≥4	≥4	≥4
We provide customer services that are responsive to the needs of the community.	Percentage customer satisfaction with service provided by frontline staff based on two yearly survey.	No survey	≥90%	No survey	≥90%	≥90%	≥90%
	Percentage of service requests resolved within specified timeframe.	97%	≥95%	≥95%	≥95%	≥95%	≥95%
	Percentage of customers surveyed where service requests were not actioned.	1%	≤5%	≤5%	≤5%	≤5%	≤5%

Key assumptions

Assumption	Description	Risks
E-Govt strategy and broadband take-up.	<p>Aotearoa People's Network Kaharoa (APNK) provides free access to broadband internet services in New Zealand public libraries so that everyone can benefit from accessing, experiencing and creating digital content.</p> <p>Currently there are more than 140 partner libraries through 50 councils as well as two Marae. The APNK is a partnership between public libraries and the National Library, and is designed to provide the connectivity and technical capability to allow public libraries to support the communities they serve.</p> <p>The programme is funded through the National Library along with partner contributions which are necessary to ensure sustainability. An evaluation of APNK in 120 libraries has highlighted family and social benefits, improved educational opportunities for economic and financial activity and an enhanced engagement between communities and the democratic process.</p>	<p>If the programme was discontinued and the offer of partnership to public libraries withdrawn, Council would have to find alternative funding. If this could not be found, Western Bay communities would not realise the benefits identified for individual citizens.</p>
Library asset renewals.	<p>Eight percent of books will be retired each year. This takes into account the 12-year life of printed material and four-year life of audio visual material.</p>	<p>Levels of service will not be reached if books are not replaced at the assumed level.</p>

Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> Libraries provide public space for social interaction and participation in community life. Increases digital access for communities. Provides a range of community-based educational opportunities for people of all types and ages. Supports education and skill development. Contributes to people's sense of belonging to an area. Provides information about available community services, may improve access to those services. 	<ul style="list-style-type: none"> None identified. 	<ul style="list-style-type: none"> Effectively utilising existing space to support the range of needs of library users.
 <p>Cultural</p>	<ul style="list-style-type: none"> Provides a mechanism to showcase, communicate and preserve cultural knowledge. Provides a connection to our heritage and to the heritage of others. Provides digital access. Promotes empathy and understanding between different cultures. Reduces social isolation and celebrates cultural diversity. 	<ul style="list-style-type: none"> Having insufficient resources and knowledge to effectively cater to and reflect the range of cultures in our communities. 	<ul style="list-style-type: none"> Cultural diversity training for staff. Seeking knowledge and expertise from those in our communities from across all cultures.
 <p>Environmental</p>	<ul style="list-style-type: none"> Raises awareness of environmental issues through displays. Allows access to knowledge about environmental issues. Library buildings can be showcases for sustainability and eco-design. 	<ul style="list-style-type: none"> None identified. 	<ul style="list-style-type: none"> Planning for new libraries incorporates sustainability and eco-design features.
 <p>Economic</p>	<ul style="list-style-type: none"> Enables individuals to gain knowledge, up-skill and become computer literate. Helps individuals who are unable to access information technology elsewhere. Provides an anchor for downtown developments. Supports employers, e.g. referring potential employees. 	<ul style="list-style-type: none"> User fees and charges for some services may be a barrier to access. 	<ul style="list-style-type: none"> Planning for new libraries will include consideration of information communications technology. User fees and charges are reviewed annually.



Building Communities
Community
Facilities
Hanga ā-Hapori



Community Facilities Hanga ā-Hapori

As part of the Communities Group of activities, community facilities include community halls, elder housing and cemeteries. Community facilities contribute to achieving social and cultural wellbeing. They contribute to having communities where people are connected and feel they belong, have access to adequate housing, and have spaces where they can be active and healthy and learn and contribute.

What we provide

- elder housing
- cemeteries
 - *Katikati*
 - *Maketu*
 - *Oropi*
 - *Te Puke (Old and New)*
- help support community halls.

Why we provide this activity

Our community outcome

In the Western Bay of Plenty, no matter what age you are:

- people feel safe and welcome
- people are connected and feel they belong
- people can be active and healthy, and enjoy the outdoors
- people have access to adequate housing
- people can learn and contribute.



Community Facilities

Overview

Community halls

The importance of community halls is reflected in local community ownership of 18 halls across our District. Council provides the land for 15 of these halls. Council has a Halls Policy which guides the operational relationship between Council and hall committees. Under the Halls Policy condition assessments are completed for each hall every six years. The condition assessments inform the 10-year work programmes for each hall and are used to set the rates based on maintenance and agreed capital development requirements.

A wide range of activities and events are held in halls which support recreation, learning and social interaction within our communities.

Elder housing

Affordable housing is a big issue for the District. Council is keen to work in partnership with central government and local providers to ensure more affordable housing options are in the District. Council's elder housing provides much needed affordable accommodation for older people in the district who have limited financial means. Council has reviewed the activity to decide what is the most effective and efficient way to deliver the service. Council intends to continue providing elder housing as it does now, and to redevelop the stock over time so that the housing is fit for purpose and more can be provided. Council has also reviewed the rental income received. To make the activity financially sustainable, council intends to increase the rents over the next two years. Staff will work with existing tenants to ensure they can access appropriate income subsidies so their effective rent is a maximum of 35% of their nett income.

Cemeteries

Cemeteries provide families, friends and visitors a place to remember their loved ones. We are legally required to provide cemeteries to ensure needs of our District are met now, and in the future. We are confident that our cemeteries have sufficient capacity to meet current and future demand.

Attitudes to burial and remembrance are changing, with people seeking different options including natural burials and remembrance gardens. Council has earmarked space for natural burials within the Te Puke cemetery and will explore costs and options for development over the next year.



How we will achieve our community outcome

Goal	Our approach
Elder housing that meets the needs of our older residents that have high housing needs.	<p>Council is completing a Section 17A review of its elder housing activity. Council intends to retain its elder housing stock and redevelop it over time, so that it is fit for purpose and so that more housing for older people with limited means can be provided in the future.</p> <p>Council is also developing an Elder Housing Policy to guide the setting of rents, eligibility criteria for prospective tenants, and other operational matters.</p>
A network of community halls across the District meets local needs for education, recreation and social connection.	<p>Work with halls on a yearly basis to implement their 10-year work programmes and to understand any future development plans.</p> <p>Run a yearly expo for hall committees to understand requirements, and to share their experiences and approaches.</p>
Cemeteries and places of remembrance meet the needs of our communities.	<ul style="list-style-type: none"> • Continue to own and maintain cemeteries at Katikati, Oropi, Te Puke (2) and Maketu. • Progress with development of a new cemetery and urupa at Hot Springs Road, Katikati. • Explore options for remembrance gardens through Reserve Management Planning processes. • Develop plans for natural burial areas earmarked for Te Puke cemetery, and for the new cemetery to be opened on Hot Springs Road.

What are we planning to do

All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
264315	Cemetery/Urupa Land Purchase & Development - West	60	-	211	325	334	-	-	-	-	-
264316	Katikati Cemetery Beams	15	-	16	-	-	-	-	-	-	-
264402	Reserves - Cemetery Te Puke Burial Beams	100	-	-	16	-	-	17	-	-	19
264405	Reserves - Cemetery Te Puke Natural Burials Planning	20	21	11	-	-	-	-	-	-	-
280001	Property - Pensioner Housing Capital	339	694	79	2,018	83	1,781	87	89	92	94
280801	Property - Halls Katikati	45	46	47	48	50	51	52	53	54	56
280803	Property - Halls Ohauti	13	13	14	14	15	15	15	16	16	16
280804	Property - Halls Omanawa	10	10	10	10	11	11	11	11	12	12
280805	Property - Halls Ōmokoroa	28	29	30	31	32	32	33	34	35	35
280806	Property - Hall Oropi	26	27	28	29	29	30	31	32	32	33
280809	Property - Halls Paengaroa	13	13	14	14	14	15	15	15	16	16
280810	Property - Halls Pyes Pa	23	24	24	25	26	26	27	28	28	30
280811	Property - Halls Te Puke	27	51	52	125	128	72	73	75	77	79
280812	Property - Halls Te Puna Community Centre	62	64	65	67	69	71	72	74	76	77
280813	Property - Halls Te Puna	9	9	10	10	10	10	11	11	11	11
280815	Property - Halls Waihi Beach	47	48	50	51	52	53	55	56	57	58
280816	Property - Halls Kaimai	9	9	9	10	10	10	10	10	11	11
280819	Property - Halls Pukehina Beach	5	5	6	6	6	6	6	6	7	7
280820	Property - Halls Te Ranga	7	7	7	7	7	7	8	8	8	8
280822	Property - Halls Whakamarama	14	14	15	15	16	16	16	17	17	17
280830	Property - Halls Te Puke (Loan)	66	68	70	-	-	-	-	-	-	-
280832	Property - Halls Katikati (Loan)	34	35	36	36	37	38	39	40	41	-
280833	Pukehina Hall Loan	200	-	-	-	-	-	-	-	-	-
299502	Oropi Cemetery Beams & Roadway	-	-	-	10	-	-	-	-	-	-
299602	Maketu Cemetery Extension	45	-	11	-	-	11	-	-	12	-

Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for the community facilities activity.




How we will track progress

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We will provide cemeteries at Katikati, Maketu, Oropi and Te Puke that cater for the burial needs of the community.	Number of cemeteries where plot availability is >30% of annual plot requirements or 5 plots at any one time.	4	4	4	4	4	4
	Areas for natural burials provided in the District.	New measure	1	1	1	2	2
We provide dedicated areas for memorialisation across the District.	Areas dedicated to memorialisation (either within a cemetery or in a reserve) provided in each ward of the District.	New measure	2	2	3	3	4
Partnerships with hall committees will be maintained.	Number of 10-year maintenance programmes in place with existing hall committees.	New measure	≥14	≥14	≥14	≥14	≥14
	Minimum number of notifications (per year) each hall committee will receive regarding annual budget and policy changes.	2	≥1	≥1	≥1	≥1	≥1
We provide affordable rental housing for older people with limited financial means.	Percentage of service requests actioned within agreed timeframes.	90%	≥90%	≥90%	≥90%	≥90%	≥90%
	Annual housing occupancy rate of all available units.	100%	≥90%	≥90%	≥90%	≥90%	≥90%
	Number of units provided across the District. Aim is to increase stock over time.	New 70	70	70	76	82	87



Key assumptions

Assumption	Description	Risk
Cemeteries service demand.	<p>The projected demand for our cemeteries is estimated as follows:</p> <ul style="list-style-type: none"> • Katikati Cemetery: 14 burials and 5 ash interments per year. • Maketu Cemetery: 7 burials and 1 ash interment per year. • Oropi Cemetery: 2 burials and 1 ash interment per year. • Te Puke Cemetery: 26 burials and 14 ash interments per year. 	If actual demand exceeds forecast demand capital expenditure would be required earlier than forecast and income would need to increase.
Changing demographics population ageing.	The number of residents aged over 65 years old is projected to increase in the District over the next 10 years. This is likely to increase the demand for affordable housing for older people.	The increasing demand for community facilities for older people cannot be absorbed by existing community infrastructure.
Increasing cultural diversity.	Our District is experiencing an increase in the number of residents from Asia, the Pacific and other ethnic groups. We need to consider different cultural customs regarding burial methods and possibly different housing requirements as they age.	Failure to plan for increased cultural diversity could result in unexpected additional expenditure required for alternative delivery methods for housing and burials.
Housing for older people funding.	Central Government funding arrangements for housing for older people are unlikely to change with respect to local government.	This risk has been considered within the review of elder housing activity.





Significant effects of providing this activity - community meeting places

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> Halls and Marae provide an important public space for social interaction, recreation and learning. 	<ul style="list-style-type: none"> Halls may be in locations that are not accessible for some residents. Difficulty encouraging people to join hall committees. All ratepayers in the hall area are required to pay for hall maintenance but may not all use the hall. 	<ul style="list-style-type: none"> Work with hall committees to assist them in promoting the use of halls.
 <p>Cultural</p>	<ul style="list-style-type: none"> Provides venues for cultural and art events. 	<ul style="list-style-type: none"> May not provide appropriate facilities for certain types of cultural and art events. 	<ul style="list-style-type: none"> Collection of rates on behalf of hall committees to support the capital development and maintenance of halls. Establishment of the Marae maintenance fund to contribute to the maintenance of Marae.
 <p>Economic</p>	<ul style="list-style-type: none"> Provides a cost-effective venue for events and recreation activities. 	<ul style="list-style-type: none"> Difficulty in raising funds and encouraging the use of halls to support ongoing maintenance and capital development costs. 	<ul style="list-style-type: none"> Collection of rates on behalf of hall committees to support the capital development and maintenance of halls.

Significant effects of providing this activity - housing for older people

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Cultural</p>	<ul style="list-style-type: none"> Many of the units are located in areas where residents are able to access cultural and art events. 	<ul style="list-style-type: none"> Occupancy does not reflect the ethnic make-up of our District's population. 	<ul style="list-style-type: none"> Ensure Māori and people from other cultures are aware of the availability of housing for older people.
 <p>Economic</p>	<ul style="list-style-type: none"> Housing is affordable to low income older residents. Provision of housing is self-funding not requiring ratepayer funding. 	<ul style="list-style-type: none"> Council will not be able to meet the demand for housing. 	<ul style="list-style-type: none"> Liaison with social housing providers and Kainga Ora should existing funding arrangements change.

Significant effects of providing this activity - cemeteries

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> Meets community needs for cemeteries. 	<ul style="list-style-type: none"> Māori provide their own cemeteries, i.e. urupa. May not meet the burial needs of our increasingly culturally diverse population. Potential for increased demand due to the increasing proportion of older residents. 	<ul style="list-style-type: none"> Consideration of the cultural diversity of the population when reviewing cemetery capacity. Projected population ageing figures are considered in the planning of cemeteries.
 <p>Cultural</p>	<ul style="list-style-type: none"> Preservation of history. 	<ul style="list-style-type: none"> Inability to meet some very specific cultural requirements may lead to customer dissatisfaction. 	<ul style="list-style-type: none"> Social infrastructure planning guidelines require consideration of cultural diversity when planning for cemeteries.
 <p>Environmental</p>	<ul style="list-style-type: none"> Relevant legislative and industry health and safety standards are complied with. 	<ul style="list-style-type: none"> Potential health effects. 	<ul style="list-style-type: none"> We adhere to the legal, health and safety requirements to minimise the environmental impact of cemeteries.
 <p>Economic</p>	<ul style="list-style-type: none"> Primarily funded by those requiring the service. 	<ul style="list-style-type: none"> There may be some people or their families who struggle to pay to use the cemetery. 	<ul style="list-style-type: none"> While the majority of cost is funded by the users of the service we contribute some funding to public cemeteries.



Elder housing



**Building Communities
Recreation and
Open Space
Rēhia me Papa
Wātea**



Recreation and Open Space Rēhia me Papa Wātea

Our recreation and open space network plays an important role in contributing to the social, environmental, cultural and economic wellbeing of our community.

What we provide

This activity includes all recreation and open space assets owned and administered by Council. Among other things, recreation includes leisure, organised sport, informal sports activity and passive recreation such as walking.

Activities such as arts and culture, facilities such as libraries and community halls and the natural environment aspects of open space are included in other Activity Plans within this LTP.

- walking and cycling networks
- neighbourhood reserves
- camp grounds
- esplanade and coastal reserves
- swimming pools
- indoor recreation centre (with Katikati College)
- water access – boat ramps, wharves and jetties, pontoons
- coastal erosion protection structures (seawalls)
- playgrounds
- heritage, natural and cultural reserves
- skate parks
- public toilets
- sport and recreation parks
- sub-regional parks (TECT Park and Huharua Park)

Why we provide this activity

Our community outcome

The recreation and open space network makes a significant contribution to achieving the following outcomes from the Communities Strategy and Environment Strategy.

- people are connected and feel they belong
- people can be active and healthy
- people enjoy the outdoors
- connecting people with the natural environment and having a lighter footprint
- protecting important natural and cultural areas.



Recreation and Open Space

Overview

The benefits of an active, healthy community, particularly as the population ages, are well known. Our network of public open space and facilities provides opportunities for people to interact socially and improve their health as well as contributing to the protection of cultural, landscape and ecological values.

As the population increases, additional demand is placed on our recreation and open space network. We need to ensure we keep pace with this demand so that it continues to meet the needs of the distinct communities located across the District.

In common with other councils across the country we remain aware of the need to balance effective development and management of our recreation and open space network with the community's ability to pay for it. The impact of COVID-19 on our communities highlighted the significant role our recreation and open space network has in contributing to local community wellbeing and the importance of ensuring we continue to provide these opportunities as we grow.

All councils in the Bay of Plenty have worked together to develop and recently review a regionally focused Spaces and Places Strategy and fund its implementation over the next several years. Across the region we are seeing better coordination of facility development and improved relationship building where partnership/collaborative approaches may form part of the solution. We are also aware of the need to meet community aspirations and to manage competing demands for open space and facilities from different user groups. Our ongoing programme of reserve management plan reviews provides the opportunity to work with each ward to identify local community aspirations and put in place a plan for how these can be responded to through development and management of parks and reserves.

Our recent review of levels of service for swimming pools, indoor recreation centres, sport and recreation parks and neighbourhood reserve, and a review of our Walking and Cycling Action Plan has enabled us to ensure we continue to provide fit-for-purpose places and spaces for our existing and future communities.



Our focus for this activity

Pools

After years of feasibility work identifying the need for investment in the Te Puke Memorial Pool, Council has agreed to include funding in the 2021-2031 Long Term Plan to enable this to happen and will work with the community over the next three years to identify options for a new swimming pool development. Provision is also made for upgrade work to the Dave Hume Swimming Pool and future replacement (2040+) and the purchase of land in Ōmokoroa for future swimming pool development.

Reserves

We now have a clear approach to determine our requirements for local neighbourhood reserves in new growth areas and across the District and for sport and recreation parks.

Sports Centres

We will continue to work in partnership with Katikati College to ensure the community access agreement for the Katikati Action Centre is maximised to best meet the needs of local communities. Any other proposals for similar types of facilities will be assessed on a case-by-case basis and in accordance with the BOP Spaces and Places Strategy.

Walking and Cycleways

Our refreshed Walking and Cycling Action Plan enables us to continue to build on the significant achievements to date and to continue to work with neighbouring councils, local community support and private funders to further develop cycleway network as well as advocate for further government funding to develop our network.

Boat Ramps

A review of all previous information on boat ramp use over the last 10-20 years has identified that all-tide or 'premier' boat ramps within the District and western Bay of Plenty region will continue to come under pressure from growth. Council needs to plan for this through a mix of capacity upgrades and new provision.

Over the next three years we will also focus on understanding barriers to participation in sport and recreation activities, continuing to enhance our open space network through our reserve management planning processes and working with Tauranga City Council and other organisations to ensure our joint sub-regional parks approach continues to respond to growth, recreation and environmental needs of the western Bay of Plenty sub-region.

How we will achieve our community outcomes

Goal	Our approach
<p>Provide appropriate opportunities to access the recreation and open space network.</p> <p>Note: Access can mean physical access, affordable access, disabled access, geographic access etc.</p>	<ul style="list-style-type: none"> • Continue to apply adopted levels of service to the provision of the recreation and open space network, including the provision of facilities to a 'basic' standard with a requirement for the community to fund any higher level of service. • Apply new adopted levels of service for swimming pools, indoor recreation centres, neighbourhood parks and sport and recreation parks. • Improve monitoring of facility use in community partnership agreements to ensure utilisation is maximised where appropriate and meeting the needs of local communities. • Recognise the need to achieve a balance between enhancing accessibility to the open space network, while protecting areas where there are important natural, cultural and environmental values.
<p>Connect our spaces and places to each other and to destinations such as schools and community gathering places.</p>	<ul style="list-style-type: none"> • Continue to implement the Walking and Cycling Action Plan, working with neighbouring councils, local communities and private funders as well as advocating for further government funding to develop our network.
<p>Protect and enhance important environmental, cultural and heritage values.</p>	<ul style="list-style-type: none"> • Continue to enhance the open space network to achieve environmental and cultural objectives where possible in existing and new reserves, and reflect the heritage values of the area. • Continue to carry out riparian planting programmes with the community, secure esplanade reserves for conservation and recreational values and apply the Coastal Erosion Responses Policy to existing coastal assets and future planning.
<p>Provides spaces and places that our community are proud of, that are safe and that encourage participation.</p>	<ul style="list-style-type: none"> • Apply Crime Prevention Through Environmental Design Principles (CPTED) to our open space network development and management approach. • Support meaningful partnerships which increase opportunities for affordable access to recreation facilities and open space networks. • Understand barriers to participation in recreation activities. Utilise existing community research and locally based engagement to assist in identifying options to remove these barriers. • Encourage use of the recreation and open space network for activities that appeal to a diverse range of people and that bring communities together.
<p>Collaborate and partner with Tangata Whenua and the community to provide recreation and open space experiences.</p>	<p>Use open space network plans and iwi/hapū management plans to identify potential sites that require protection in the future. Work in partnership to identify the potential to secure land that protects cultural and environmental values where these may be at risk of development. Consider alongside subregional parks approach.</p> <p>Continue to engage with the community, including on new or upgraded facility development, walking and cycleway development, reserve management planning processes and concept plan/reserve development processes.</p>

Goal	Our approach
Proactively plan for future recreation and open space needs taking into consideration the range of factors that influence this including growth, current provision, changing trends, access and environmental factors.	<ul style="list-style-type: none"> • Continue to review and update Reserve Management Plans so that they remain relevant, reflect local community needs and future challenges and trends. • Develop and implement open space network plans to enable a clear set of priorities to assist with future planning. Align with green blue network plans to ensure an integrated approach. • Ensure recreation and open space networks are an integral part of development of structure plans for future growth areas, and implement agreed levels of service through these plans. • Work with Tauranga City Council and other parties to ensure our joint sub-regional parks approach continues to respond to growth, recreation and environmental needs of the western Bay of Plenty sub-region. • Apply the New Zealand Recreation Association (NZRA) reserve categories to our open space network to ensure we have clearly defined role and functions of different types of open space and to assist with benchmarking against other councils.

What are we planning to do

All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
163503	Te Puke Aquatic Centre Service Delivery Contract	110	113	116	119	122	-	-	-	-	-
164501	Reserves - Te Puke Sports Field Service Delivery Contract	15	15	16	16	17	17	17	18	18	19
165401	Reserves - Pools Katikati Service Delivery Contract	105	319	327	336	345	353	361	370	379	387
166008	Centennial Park Sports Fields Renovation and Drainage	50	-	686	-	-	-	-	-	-	-
212912	Moore Park Katikati - Toilet	-	-	370	-	-	-	-	-	-	-
212914	Reserves - Katikati Moore Park New Sports Field 2020	-	-	274	-	-	-	-	-	-	-
213404	Reserves - Asset Management Plan	50	77	53	54	56	57	58	60	61	62

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
217805	Ōmokoroa Sports Ground (Western Avenue) Capital Development	125	-	132	-	-	-	-	-	-	-
217808	Reserves - Cooney Reserve Toilet	50	206	-	-	-	-	-	-	-	-
218406	Reserves - Ōmokoroa Domain Concept Plan Implementation	208	141	90	88	89	57	-	-	-	-
219304	Reserves - Katikati Park Road Whakarunuhau and Signage	15	26	-	-	-	-	-	-	-	-
225403	Reserves - District-Wide Reserves Minor Works	30	31	42	43	44	57	58	60	61	62
244005	Paengaroa - New Sports Field	-	-	-	-	-	321	-	-	-	-
244113	Reserves - Maramatanga Park Concept Plan Implementation	18	72	42	179	44	-	-	-	-	-
244912	Reserves - District Wide Acquisition Funding	700	720	2,323	217	2,502	285	291	2,684	2,747	2,806
245601	Reserves - Maketu Spencer Avenue Funding For General Development	10	10	11	11	11	11	12	-	-	-
245602	Spencer Avenue - Concept Plan	-	15	-	-	-	-	-	-	-	-
246810	Midway Park & Pukehina Parade - Sportsfield Medium 2nd Stage	-	-	69	-	-	-	-	-	-	-
249201	Reserves - Community Facilities Grant	55	57	58	60	61	63	64	66	67	69
258204	Pools - Katikati Dave Hume Pool Covering	250	1,799	-	-	-	-	-	-	-	-
260105	The Landing - Jetty	-	10	180	-	-	-	-	-	-	-
260306	Kauri Point - Car Park	-	-	21	67	-	-	-	-	-	-
260307	Kauri Point - Walkway Development	-	-	26	-	-	-	-	-	-	-
260314	Kauri Point - Owarau Pa Planting, Restoration	-	-	114	-	-	-	-	-	-	-
260315	Kauri Point - Atea Development	-	15	129	-	-	-	-	-	-	-
260316	Kauri Point - North Beach Development	-	-	38	-	-	-	-	-	-	-
260317	Kauri Point - Northern Lookout Fences For Pa	-	-	33	-	-	-	-	-	-	-
260318	Kauri Point - Interpretation Design Guide	-	-	13	-	-	-	-	-	-	-
260319	Kauri Point - Lookout Interpretation Maps & Panels	-	-	37	-	-	-	-	-	-	-

Recreation and Open Space - Building Communities - Activities

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
260320	Kauri Point - South Lookout Palisades Entranceway	-	-	37	-	-	-	-	-	-	-
260409	Minden Te Puna Neighbourhood Park	-	103	-	-	111	-	-	-	-	-
260415	Pahoia Domain Carpark Extension	-	-	21	114	-	-	-	-	-	-
260507	Maketu Ward Misc Old Coach Rd/Pokopoko Street	-	-	-	38	-	-	-	-	-	-
260522	Otamarakau / Rogers Road - Planting & Weed Spraying	-	-	-	11	-	-	-	-	-	-
260523	Otamarakau / Rogers Road - Boat Ramp & Formalise Boat Access	-	-	-	22	-	-	-	-	-	-
260524	Otamarakau / Rogers Road - Car Parks	-	-	-	56	-	-	-	-	-	-
260613	Te Puke Misc - Village Heights Reserve	-	-	26	-	-	-	-	-	-	-
260730	Tohora View And Brown Drive Reserve Walkway Development	-	-	22	-	-	-	-	-	-	-
265810	McMillan Road Picnic Area Development	-	-	-	108	39	-	-	-	-	-
265839	Woodlands Road Res - Car Park and Capital Development	15	-	-	-	-	-	-	-	-	-
265840	Stormwater - Katikati Highfields Pond	50	134	-	-	-	-	-	-	-	-
281507	Reserves - Coastal & Marine Projects Funding	50	51	53	54	56	57	58	60	61	62
289808	Reserves - TECT All Terrain Park Public Infrastructure	100	103	106	108	111	114	117	119	122	125
289815	Reserves - TECT All Terrain Park Roding	600	514	158	162	167	57	58	60	61	62
289823	Reserves - TECT All Terrain Park Subhub & Park Signage	20	21	21	22	22	23	23	24	24	25
289824	Reserves - TECT All Terrain Park - Forest Replantings	-	171	226	140	158	112	-	30	172	-
289835	Reserves - TECT All Terrain Park Plans And Assessments	20	21	21	22	22	23	23	24	24	25
289840	Reserves - TECT All Terrain Park Asset Development	88	165	76	49	93	44	13	-	-	-
289855	Reserves - TECTAll Terrain Park Hood Road Extension	90	103	-	-	-	-	-	-	-	-

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
289857	Reserves - TECT All Terrain Park Events Space Electricity Network Extension	-	129	-	-	-	-	-	-	-	-
289861	Reserves - TECT All Terrain Park Ngawaro Road Crossing	60	-	-	-	-	-	-	-	-	-
289862	Reserves - Tect All Terrain Park Te Matai Road Network Extension	-	-	-	54	56	-	-	-	-	-
289863	Reserves - TECT All Terrain Park Te Matai Sealed Driver Training Area - Forestry	-	-	-	433	-	-	-	-	-	-
289864	Reserves - TECT All Terrain Park Inclusive Adventure Playground	-	103	950	1,083	-	-	-	-	-	-
289865	Reserves - TECT All Terrain Park Motorsport Shared Training/Administration Build	-	-	211	-	-	-	-	-	-	-
295201	Northern Harbour Boat Ramp - Construction	-	103	222	2,274	2,335	-	-	-	-	-
295203	Reserves - Ōmokoroa Domain Funding	200	308	528	-	-	-	-	1,193	1,221	3,118
311701	Reserves - Ecological Financial Contributions Fencing	1	1	1	1	1	1	1	1	1	1
311702	Reserves - Ecological Financial Contributions Enhancement Plantings	1	1	1	1	1	1	1	1	1	1
312501	Reserves - District Signage Capital	50	51	53	22	22	23	23	24	24	25
312502	Reserves - District Signage Operating	10	10	11	11	11	11	12	12	12	12
318901	Reserves - Sub Regional Council Contribution To Sports And Exhibition Centre Funding	33	34	35	36	37	38	39	40	41	42
320801	Reserves - Asset Replacement Projects Funding	650	668	898	704	723	740	757	775	794	811
321101	Reserves - Coastal Marine Asset Replacement Project Funding	600	1,234	1,690	1,083	1,112	1,138	1,165	1,193	1,221	1,247
321802	Reserves - Waihi Beach Community Centre Toilet	20	134	-	-	-	-	-	-	-	-
322004	Reserves - Planning Tauranga Harbour Recreation Strategy	5	5	5	5	6	6	6	6	6	6
322101	Wilson Park	25	27	-	-	-	-	-	-	-	-
322301	Waikaraka Drive LP and Stopped Road	-	-	54	-	-	-	-	-	-	-
322701	Pongakawa Domain Upgrade Access and Hardcourt	-	-	-	94	-	-	-	-	-	-

Recreation and Open Space - Building Communities - Activities

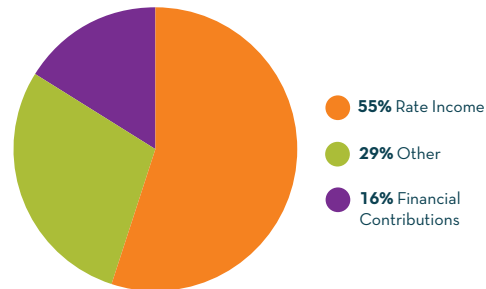
Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
322710	Pongakawa - Reserve Development	-	-	23	-	-	-	-	-	-	-
326104	Reserves - Pools Te Puke Painting	-	82	-	-	-	-	-	-	122	-
326105	Reserves - Pools Te Puke Repairs And Maintenance	20	21	21	22	22	23	23	-	-	-
326106	Pools - Te Puke New Indoor Swimming Pool Facility	100	206	1,056	6,715	8,340	-	-	-	-	-
326107	Pools - Te Puke Interim Upgrade	300	-	-	-	-	-	-	-	-	-
326108	Pools - Te Puke New Indoor Pool Facility	-	-	-	108	1,112	1,138	1,165	1,193	1,221	1,247
330701	Reserves - Tauranga Harbour Explanade Funding	25	26	26	27	28	28	29	30	31	31
330801	Reserves - Matakana Island Panepane Point Development	20	103	106	87	-	-	-	-	-	-
331201	Reserves - Tauranga Harbour Margins Project Funding	25	26	26	27	28	28	29	30	31	31
336701	Reserves - Matakana Island Service Delivery Contract Funding	5	5	5	5	6	6	6	6	6	6
342001	Reserves - Assets Erosion Protection Funding	200	206	211	217	222	228	233	239	244	249
345301	Reserves - Cycleways & Walkways Funding	150	206	264	325	334	341	350	358	366	374
345401	Ōmokoroa Active Reserves	-	514	4,224	542	1,334	-	-	-	-	-
345601	Reserves - Waihi Beach Skatepark Upgrade	408	-	-	-	-	-	-	-	-	-
345701	Sub-Regional Coastal Park - Council Contribution	-	-	-	-	-	569	-	-	-	-
352301	Reserves - District CCTV Implementation	50	51	53	-	-	-	-	-	-	-
353701	Reserves - Dog Parks - Capital Development	30	31	32	32	-	-	-	-	-	-
353702	Reserves - Dog Parks Maintenance	5	10	16	22	22	23	23	24	24	25
354201	Reserves - Conway Road Reserve Concept Plan Implementation	40	117	294	249	200	-	-	-	-	-
354301	Reserves - Waitekohekohe Reserve Concept Plan Implementation	378	184	216	226	128	6	-	-	-	-
354302	Reserves - Thompsons Track Development Feasibility Study	-	-	16	-	-	-	-	-	-	-
354401	Reserves - Wairoa Road Rowing Club Reserve	-	-	64	96	72	9	58	-	-	-

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
354501	Reserves - Lynley Park Subdivision	-	57	53	44	156	216	-	-	-	-
354601	Reserves - Precious Family Reserve Concept Plan Implementation	-	185	109	68	-	-	-	-	-	-
357501	Reserves - Bell Road Kaituna River Access	-	64	32	27	34	-	-	-	-	-
357601	Reserves - Otaiparia Kaituna River	160	344	61	78	181	-	-	-	-	-
358901	Coastal & Marine - Panepane Wharf Replacement	-	206	1,690	-	-	-	-	-	-	-
356001	Maketu School Facilities	26	33	-	-	-	-	-	-	-	-
218504	Te Puna Quarry Park	90	-	-	-	-	-	-	-	-	-

Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for the recreation and open space activity.

Funding sources for 2021-22



How we will track progress





What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We provide safe, attractive and well-maintained facilities and amenities to our community.	<p>Key performance measures</p> <p>The percentage of recreational facilities that have an average to excellent grading of equal to or less than 3 (1 excellent, 5 very poor) as defined in the NZ Park and Recreation Asset Grading manual).</p>	94.8%	≥90%	≥90%	≥90%	≥90%	≥90%
We continue to provide quality experiences that meet the needs of our community through ongoing planning, development and management of the recreation and open space network.	<p>Key performance measures</p> <p>Increasing overall resident satisfaction with recreation and open space facilities and amenities.</p> <p>Two yearly survey based on residents who are 'very satisfied' and 'satisfied'.</p>	No survey	≥80%	No survey	≥81%	No survey	≥82%
We provide a fit-for-purpose, future-proofed swimming pool network that meets the needs of local communities.	<p>Increasing user numbers at Dave Hume Swimming Pool and Te Puke Memorial Pool.</p> <p>- Katikati</p> <p>- Te Puke</p> <p>Note: When pools are closed for development target is 0.</p>	New New	≥25,000 ≥25,000	0 ≥25,000	≥30,000 ≥25,000	≥30,000 (2026 = 0)	≥30,000 ≥30,000
We engage with our community on an ongoing basis to ensure our planning processes for recreation and open space respond to community needs.	<p>The number of recreation and open space community engagement processes undertaken each year continues to be maintained or increased.</p> <p>Baseline will be number of engagements taken in 2020/2021.</p>	New	Maintain or increase ≥2	Maintain or increase ≥2	Maintain or increase ≥2	Maintain or increase ≥2	Maintain or increase ≥2
We provide safe, attractive and well-maintained facilities and amenities to our community.	Maintain Recreation Aotearoa Green Flag accreditation for at least two parks within our open space network on a three yearly basis.	1	No application	2	No application	2	2
We provide an accessible network of reserves within urban areas for recreation and amenity purpose.	Neighbourhood reserves (or a suitable equivalent experience e.g. sport and recreation parks) are located within 800 meters (5-10 minute walk) of urban/town residential properties.	New	≥85%	≥85%	≥85%	≥90%	≥95%

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We provide a safe and connected walking and cycling network that leads to improved transport choices and provides a variety of recreational experiences through and beyond our District.	Walking and cycling track counters identify increasing use over time.	New	≥90,000	≥95,000	≥100,000	≥105,000	≥110,000
We continue to provide quality experiences that meet the needs of our community through ongoing planning, development and management of the recreation and open space network.	Increasing resident satisfaction with the accessibility to recreation and open space opportunities locally and across the District.	New	≥80%	No survey	≥81%	No survey	≥82%
	Increasing resident satisfaction with the quality of recreation and open space opportunities locally and across the District.	New	≥80%	No survey	≥81%	No survey	≥82%
We provide a safe and connected walking and cycling network that leads to improved transport choices and provides a variety of recreational experiences through and beyond our District.	<i>Refer Transportation Activity Plan measures regarding satisfaction with the walking and cycling network.</i>						

Key assumptions

Assumption	Description	Risks
Asset lifespan	Expenditure forecasts are based on the latest condition assessments (for an asset or group of assets) and an estimate of the asset's useful life remaining.	Under or over-estimation of useful life will result in errors in forecasting for replacing assets.
Capital costs	Forecast capital costs are based on best known information i.e. recent projects and contractor costs.	If costs are higher than forecast the programme will be slowed unless the increased cost can be met elsewhere.

Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> Provides space for physical activity, recreation and play; helps to provide for a healthy and interactive community. A higher level of facilities and managed open space creates an attractive place to visit/live and a higher level of social/cultural wellbeing. Fosters a sense of civic pride. The open space network provides a smoke-free environment. 	<ul style="list-style-type: none"> Potential for negative impact on privacy, noise and loss of views. Some uses affect neighbouring properties. May attract anti-social behaviour (graffiti, drinking alcohol, bullying). Managing community expectations for local recreation opportunities. 	<ul style="list-style-type: none"> Providing a process of public consultation through reviews of Reserve Management Plans on a regular basis. Design active reserve space to meet anticipated uses and minimise impact on surrounding area. Apply best practice urban design principles to minimise impacts of new development. Apply Crime Prevention Through Environmental Design (CPTED) principles in planning for reserve space.
 <p>Cultural</p>	<ul style="list-style-type: none"> Provides a location for community events. 	<ul style="list-style-type: none"> Congestion and over-use of destination parks and facilities. Increased traffic congestion around peak activity periods. 	<ul style="list-style-type: none"> Providing a process of public consultation through reviews of Reserve Management Plans on a regular basis. Design active reserve space to meet anticipated uses and minimise impact on surrounding area.
 <p>Environmental</p>	<ul style="list-style-type: none"> Provides places of respite, retreat and connection to the natural environment. Encourages community groups to work collectively on environment restoration projects (eg Coast care). Protects areas of cultural, historic and environmental value. 	<ul style="list-style-type: none"> Littering and discarded rubbish. Chemical use on parks (e.g. spraying weed killers). Increased traffic congestion around peak activity periods. 	<ul style="list-style-type: none"> Signage is used to inform users of the chemical use regime. Manage accessibility to protect areas of significance. Providing a process of public consultation through reviews of Reserve Management Plans on a regular basis. Design active reserve space to meet anticipated uses and minimise impact on surrounding area.
 <p>Economic</p>	<ul style="list-style-type: none"> Attracts tourism to our District. 	<ul style="list-style-type: none"> Congestion and over-use of destination parks and facilities. Increased traffic congestion around peak activity periods. 	<ul style="list-style-type: none"> Providing a process of public consultation through reviews of Reserve Management Plans on a regular basis. Design active reserve space to meet anticipated uses and minimise impact on surrounding area.



Building Communities
Regulatory
Services
Ratonga
Waeture



Regulatory Services Ratonga Waeture

As a regulator we are required to take a balanced response to decision making by considering the competing rights of individuals and groups to undertake particular activities.

What we provide

- parking services
- animal control services
- resource consent
- building consent processing and inspections
- licencing for food and alcohol
- noise control
- dog shelters
- Building Act, RMA and bylaw compliance monitoring
- BWOFF
- fencing and swimming pool audits
- LIMS and PIMS.

Why we provide this activity

Our community outcome

Regulatory services are delivered through a balanced compliance approach, promoting the safety and wellbeing of our communities and enhanced sustainability of our built and natural environments.

- communities are healthy and safe
- animal control services: Provide a safe environment for the public through promoting responsible dog ownership
- building services: Building work is regulated to ensure the health and safety of people and sustainability in design and construction methods
- resource consent services: The quality of the environment is maintained and enhanced through effective decision-making on resource consents
- community protection: Improve, protect and preserve the environment and public health and safety by minimising risks from nuisances and offensive behaviour.



Regulatory Services

Overview

Our decisions on these activities are influenced by:

- Legislation, regulations and national standards that we are required to comply with.
- The opportunities we take to develop local policies, plans and bylaws to regulate local issues.

Our Regulatory Services group of activities includes protecting people and the environment by regulating and licensing aspects of commercial services and private behaviour where wellbeing issues arise. These activities include:

- resource consent services (*including Land Information Memorandum*)
- animal control services
- building services
- community protection (*such as bylaw compliance, alcohol licencing, food licencing, parking, etc.*)

Overall, we aim to provide high quality regulatory services in a fair and impartial manner, ensuring that customers are kept fully informed at key stages in the service delivery process.



Regulatory services group of activities

Resource Consent Services (including Land Information Memorandum)

Since 2015, the District has experienced a high level of growth and unprecedented demand for residential properties, which has had direct impact particularly on Council's consenting and inspecting functions. This growth has only marginally slowed in 2020, however the challenge for us remains to ensure we meet statutory requirements such as processing time, and have sufficient resourcing with the right technical expertise to enable us to meet the needs of our customers.

Animal Control Services

There have also been effects of growth on other areas of service delivery that may be less obvious. For example, with the population growth the District has experienced, the number of dogs in the District has also increased. This presents challenges meeting existing levels of service such as response times for dog control service requests and complaints, managing the registration process and following up registration of known dogs.

Online services

We know customer expectations are changing and there is demand for us to deliver more of our services online. We launched online Building Consents in 2017 and Resource Consents in 2019 and are working towards an electronic District Plan in the near future.

Building Consent

Recent changes to the Building Act 2004 include new categories for exemptions (where some building work no longer requires a building consent) and building materials for modular construction. These changes have impacted the way we work and the decisions we can make. While new building exemptions may reduce our workload for building consents, it will likely increase compliance issues particularly with our District Plan. Similarly, new building methodologies for pre-certified modular/factory construction may reduce our initial building consent workload, however there will be an increased risk around liability. Faster construction methods may also result in an increase in the number of houses being built, which may lead to an increase in consent applications. Looking forward, we need to ensure that we continue to provide efficient and cost-effective services to our communities in line with any revised legislative requirements.

Other issues we know are important to our communities include our response to issues such as littering, dog control, unsafe or illegal buildings and car parking. We will continue to ensure that our responses and any actions are well balanced and fair.

How we will achieve our community outcome

Goal	Our approach
<p>Animal Control Services Provide a safe environment for the public through promoting responsible dog ownership.</p>	<p>To achieve our goal we engage with the community to manage dog safety concerns by:</p> <ul style="list-style-type: none"> • Ensuring we have a Dog Control Policy and Bylaw in place at all times to set out how we will manage dogs within our District and the compliance approaches we may take. • Maintaining a register of dogs within our District and having a process for unregistered dogs. • Providing for the impounding and care of stray and seized dogs. • Providing a complaint resolution service in relation to roaming dogs, barking dogs, sub-standard care and dog attacks. • Monitoring dogs in public spaces. • Promoting responsible dog ownership through education and community dog events. • Actively re-homing suitable dogs and fostering these dogs until an appropriate home can be found. • Responding to reports of livestock wandering in public places.
<p>Building Services Building work is regulated to ensure the health and safety of people and sustainability in design and construction methods.</p>	<p>To achieve our goal we administer the requirements of the Building Act 2004 ('the Act') and other related legislation by:</p> <ul style="list-style-type: none"> • Maintaining our accreditation as a Building Consent Authority. • Providing information to the public regarding the Act, Building Code and building consent process. • Processing building consents applications to ensure compliance with the Act and Building Code and issuing consent approvals. • Inspecting building work to ensure that the work complies with the Act and Building Code and issue Code Compliance Certificates where appropriate. • Administering processes to enable issuance of Compliance Schedules, Certificates of Acceptance and building warrants of fitness. • Investigating complaints and breaches of the Act. • Issuing Notices to Fix and, where appropriate, infringement notices pursuant to the Act. • Identifying earthquake-prone buildings and issuing earthquake-prone building notices to strengthen or demolish unsafe buildings. • Lodging complaints to the Building Practitioners Board in relation to misconduct of Licensed Building Practitioners or non-licensed builders undertaking restricted building work. • Ensuring that we have a policy in place detailing our approach for managing dangerous and insanitary buildings. • Undertaking requirements and obligations for earthquake-prone buildings pursuant to the Act. • Processing of building consent applications for swimming pool fencing to ensure compliance with the Act. • Inspecting of swimming pool fencing to ensure compliance with the Act and issue Code Compliance Certificates or certificates of periodic inspection where appropriate. • Responding to claims on weather-tightness for dwellings and multi-unit dwellings. • Responding to and administering the process where applications for Determinations are submitted to the Ministry of Business, Innovation and Employment.

Goal	Our approach
<p>Resource Consent Services The quality of the environment is maintained and enhanced through effective decision-making on resource consents.</p>	<p>To achieve our goal we administer the requirements of the Resource Management Act 1991 and other related legislation by:</p> <ul style="list-style-type: none"> • Providing information to people about how the rules in our District Plan may impact on activities they wish to undertake, the activities undertaken by neighbouring properties and in relation to the preparation of resource consent applications. • Processing resource consent applications for land use and subdivision. • Processing Project Information Memoranda (PIMs) and Land Information Memoranda (LIMs). • Monitoring compliance with conditions of consent and District Plan rules and taking enforcement action where appropriate.
<p>Community Protection Improve, protect and preserve the environment and public health and safety by minimising risks from nuisances and offensive behaviour.</p>	<p>To achieve our goal we undertake the following functions:</p> <p>Environmental health</p> <ul style="list-style-type: none"> • Meeting the accreditation requirements of a Food Verification Agency. • Working with businesses to assist them in meeting the requirements of the Food Act 2014. • Registering and inspecting/verifying food premises, hairdressers, camping grounds and mortuaries. • Investigating noise complaints on a 24 hour/day basis and take compliance action as required. • Investigating reported methamphetamine contaminated properties and require appropriate remediation. <hr/> <p>District Licensing Committee</p> <ul style="list-style-type: none"> • Deliver District Licensing Committee activities as required by the Sale and Supply of Alcohol Act 2012, including processing applications for alcohol licences and monitoring the performance of licensed premises to ensure compliance with this Act. • Minimising harm through effective decision making on alcohol licences. <hr/> <p>Hazardous substances</p> <ul style="list-style-type: none"> • Providing information and support for the public on hazardous substances. • Managing hazardous substances in public places. • Responding to hazardous substances incidents in public places and on private property. <hr/> <p>Parking enforcement</p> <p>Enable maximum car park availability in the Katikati and Te Puke town centres (and seasonally at Waihi Beach) during working/shopping hours by checking adherence to parking restrictions, ensuring vehicles are registered and display current warrants of fitness, ensuring that car parks (e.g. mobility and vehicle loading parks are used appropriately) and issuing infringement notices where appropriate.</p> <hr/> <p>General</p> <p>Provide a customer contact service for matters covered by a number of bylaws and undertake compliance actions in order to minimise nuisance to the public.</p>

What are we planning to do

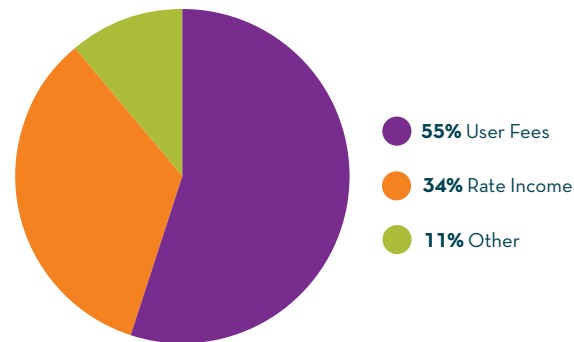
All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
336201	Development Code Project Administration	50	-	-	-	-	-	-	-	-	-
336202	Asset Management -Automated Asbuilt Workflow	-	10	-	-	-	-	-	-	-	-
336203	Asset Management -Automated Asbuilt Workflow	-	31	-	-	-	-	-	-	-	-
358601	Compliance - Seasonal Bylaw compliance & Monitoring	71	73	75	76	78	80	82	83	85	87
358701	Compliance - Resource Consent Monitoring	101	104	106	109	111	114	116	119	121	124

Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for the regulatory services activity.

Funding sources for 2021-22



How we will track progress





What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
<p>Resource Consent Services The quality of the environment is maintained and enhanced through effective decision making on resource consents.</p> <p>Animal Control Services Provide a safe environment for the public through promoting responsible dog ownership.</p> <p>Building Services Building work is regulated to ensure the health and safety of people and sustainability in design and construction methods.</p> <p>Community Protection Improve, protect and preserve the environment and public health and safety by minimising risks from nuisances and offensive behaviour.</p>	<p>Key Performance Measure Number of successful legal challenges or mediation settlements (excludes weather tightness claims).</p> <p>Key Resident Measure Percentage of service requests that are complaints about Council processes for:</p> <ul style="list-style-type: none"> • Animal control • Health and Licensing • District Plan and Bylaw Compliance • Building • Resource Consent Compliance and Enforcement 	0	0	0	0	0	0
		New measure	≤3%	≤3%	≤3%	≤3%	≤3%
Resource consent applications will be processed within the statutory timeframe and their compliance monitored.	Percentage of all resource consent applications processed within statutory timeframes.	86%	100%	100%	100%	100%	100%
	Percentage resource consents monitoring schedule completed to ensure compliance with consent conditions.	99%	100%	100%	100%	100%	100%
	Number of resource consent decisions overturned through appeal.	0	0	0	0	0	0
Building and health applications and plan checking will be processed within statutory timeframes.	Percentage of building consent applications and plan checking processed within the statutory timeframes.	96%	100%	100%	100%	100%	100%
Requests for further information on building consent applications are issued within a reasonable time period.	Percentage of requests for further Information that are issued within 15 working days of the application being accepted.	70%	≥75%	≥80%	≥85%	≥85%	≥85%
Code of Compliance Certificates are issued within the statutory period.	Percentage of Code of Compliance Certificates that are issued within the statutory timeframe.	97%	100%	100%	100%	100%	100%

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
Land Information Memoranda (LIM) and Project Information Memoranda (PIM) will be processed within the statutory timeframe (10 days).	Percentage of LIM and PIM applications processed within the statutory timeframe (10 days).	100%	100%	100%	100%	100%	100%
Known dogs in our District are registered.	Percentage of known dogs in our District that are registered.	98.9%	≥98%	≥98%	≥98%	≥98%	≥98%
Known dogs in our District are microchipped (excluding those meeting the requirements to register as working dogs).	Percentage of known domestic dogs in our District that are microchipped.	80%	≥80%	≥80%	≥85%	≥85%	≥85%
We will respond to customer service requests in a timely manner.	Percentage of service requests received that are actioned within specified timeframe.						
	• Animal	93%	≥90%	≥90%	≥90%	≥90%	≥90%
	• Building	71%	≥90%	≥90%	≥90%	≥90%	≥90%
	• Health	81%	≥90%	≥90%	≥90%	≥90%	≥90%
	• District Plan and bylaw compliance	90%	≥90%	≥90%	≥90%	≥90%	≥90%
	• Resource consent compliance and enforcement	96%	≥90%	≥90%	≥90%	≥90%	≥90%
Food business are regularly monitored and assessed.	Percentage of food businesses that are scheduled for verification are assessed in accordance with statutory requirements.	61%	95%	95%	95%	95%	95%
Parking is monitored within Te Puke and Katikati town centres and largely on a seasonal basis at Waihi Beach.	Percentage of parking infringements correctly issued.	97.9%	95%	95%	95%	95%	95%





Key assumptions

Assumption	Description	Risks
Animal control demand	Service requests remain static at an average of 1,900 requests per year, approximately the same as the average of previous years.	Significant changes to animal control legislation could increase the number of service requests. As the District population grows, there may be more demand for animal control due to increasing animal numbers and expectations of new residents.
Building consents demand	The number of building consent applications lodged per annum will remain approximately the same as 2019/20 numbers of 1,148 building consent applications received.	If demand for building consent processing increases beyond our assumption, capacity to process those consents within statutory timeframes may be compromised. Conversely, there has been strong growth in consent numbers over recent years, and this may not be sustained at the same level for the period of the plan.
Building inspections demand	The number of building inspections per annum will remain approximately the same as 2019/20 numbers of 12,515 inspections.	The number of inspections is strongly influenced by the number of building consent applications lodged. Any increase or decrease beyond the assumed number of building consent applications will likely impact the number of building inspections.
Building-related complaints and service requests	Service requests remain static at around 61 requests per year, approximately the same as the average of the previous two years.	As the District population grows, the number of complaints may increase. This could have resourcing implications.
Alcohol licences demand	Alcohol licence applications and renewals will remain approximately the same as 2019/20 numbers of around 300 applications.	If demand for alcohol licences increases then our capacity to process those applications in a timely manner may be compromised.
Resource consents demand	Resource consent application numbers will remain relatively consistent with 2019/20 numbers of 365 applications.	If demand for resource consents increases beyond our assumption capacity to process those consents within statutory timeframes may be compromised.
Land Information Memoranda (LIM) and Property Information Memoranda (PIM) demand	LIM and PIM application numbers will stay relatively consistent with 2019/20 numbers of 1,219 LIMs and 133 PIMs.	If demand for LIMs and PIMs increases beyond our assumption capacity to process those consents within statutory timeframes may be compromised.
Resource consent compliance activity demand	Resource consent monitoring demands are expected to be approximately 890 resource consents annually. This reflects averages from previous years and increased monitoring requirements.	If demand for resource consents compliance monitoring increases beyond our assumption, then our capacity to monitor all required resource consents may be compromised.
Registered premises demand (including food, hairdressers, camping grounds and mortuaries)	The number of registered premises is expected to be the same as the 2019/20 year at 337.	The Food Act 2014 has changed the way in which food premises are assessed for registration, including a range of premises that previously did not have to be registered. Therefore there is a high level of uncertainty as to the likely number of registered food premises in the District. The implementation of the registration assessment process will be undertaken by March 2019. This level of uncertainty may drive a resourcing requirement if the number of premises exceeds this assumption.
New legislation	Legislative changes that impact Regulatory Services are likely to occur during the period of this plan.	We may need to increase capacity to implement the required processes and/or adjust the skill base of our team.



Significant effects of providing this activity - Animal Control Services

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> • Provision of public places where both dog owners and other people can interact safely are important for community wellbeing. • We can manage the use of areas where the risk to public safety from uncontrolled access by dogs is too great. • Provides resources to deal with dog complaints which, if left unmanaged, can negatively impact upon community safety and wellbeing. • Registration of dogs enables lost dogs to be identified and returned to owners. 	<ul style="list-style-type: none"> • May be perceived by some members of the community as over-regulation in terms of their own social choices. 	<ul style="list-style-type: none"> • Balance the needs of dog owners with the need for public safety. • Undertake a balanced compliance approach to enforcement of the Dog Control Bylaw, provisions of the Dog Control Act 1996. • Respond to complaints and investigate compliance with the Dog Control Bylaw and the Act. • Education and community interaction through dog events and a range of communication tools.
 <p>Cultural</p>	<ul style="list-style-type: none"> • Enables dogs and their owners to be directed towards using less culturally sensitive areas. • Different groups in the community have varying expectations on the management of dogs. 	<ul style="list-style-type: none"> • Dogs not under control impact upon sensitive cultural areas. 	<ul style="list-style-type: none"> • Limiting access to culturally sensitive areas but accepting the need to provide recreational areas for owners to exercise their dogs. • Providing educational material to increase understanding of our philosophy behind dog restriction areas. • Within the scope of regulation, we adapt our compliance approach to be sensitive to the needs of each community.
 <p>Environmental</p>	<ul style="list-style-type: none"> • Protects the environment by directing dog owners to use recreation areas with minimal ecological impact. 	<ul style="list-style-type: none"> • Dogs that are not under control can impact upon sensitive ecological areas/environments 	<ul style="list-style-type: none"> • We limit dog access to sensitive ecological areas/ environments while accepting the need to provide recreational areas for owners to exercise their dogs. • Provide educational material to increase understanding of our philosophy behind dog restriction areas.
 <p>Economic</p>	<ul style="list-style-type: none"> • Enforcement of dog restriction areas in some of our popular tourism areas, for example Waihi Beach, retains the appeal and therefore continued use by visitors of these locations. • Council is seen as dog-friendly and encourages positive dog interaction, which is appealing to residents and visitors. 	<ul style="list-style-type: none"> • Responsible dog owners and people without dogs contribute towards the dog control activity which primarily deals with a small number of non-complying/irresponsible dog owners. • Public consultation costs associated with policy review/ development project. 	<ul style="list-style-type: none"> • Effectively manage staffing levels. • Review policy and bylaw when necessary and make a balanced response. • The most effective, balanced policy decisions require appropriate public inputs.



Significant effects of providing this activity - Building Services

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> Ensures that buildings and structures are safely constructed, healthy and maintained. Ensuring buildings are fit to meet future demands. Complaint investigation and resolution addresses community concerns. 	<ul style="list-style-type: none"> Community expectations not met in relation to our ability to demand action on behalf of private property owners. 	<ul style="list-style-type: none"> Ensuring that dangerous and insanitary buildings are assessed to enable mitigation of the dangerous/ insanitary condition. Processing of building consent applications and inspection of swimming pool fencing to improve safety outcomes for our community. Ensuring that buildings accessible by the public are compliant for access and facilities for persons with disabilities as required by the Building Act. Ensuring buildings are adequately upgraded for fire protection and accessibility when they are altered or a change of use occurs.
 <p>Cultural</p>	<ul style="list-style-type: none"> Buildings can be sympathetic to or complement our cultural heritage. 	<ul style="list-style-type: none"> No significant negative effects of the building services activity on cultural wellbeing have been identified. 	<ul style="list-style-type: none"> Appropriately applying the Building Act and Building Code when assessing culturally significant buildings.
 <p>Environmental</p>	<ul style="list-style-type: none"> We notify Heritage New Zealand where a listed building has applied for building consent. Modern building construction techniques and materials encourage more sustainable buildings particularly in the efficient use of energy. We can provide information that assists in improving sustainability within new building projects, e.g. energy and water usage. 	<ul style="list-style-type: none"> Increased restrictions on redevelopment of listed heritage buildings may impact on their future use, and therefore continued sustainability of some buildings. 	<ul style="list-style-type: none"> Providing advice and referral relating to the sustainability of buildings, for example energy efficiency. Ensuring dwellings are equipped with adequate wastewater disposal and potable water supply.
 <p>Economic</p>	<ul style="list-style-type: none"> Ensure that consents and Code Compliance Certificates are processed within statutory timeframes so that applicants are not financially compromised by delays. Ensure inspections can be undertaken within a reasonable timeframe. Ensure reasonable guidance is provided to inform private decision making relating to development and building projects. 	<ul style="list-style-type: none"> Consent fees are a recognised cost of building. 	<ul style="list-style-type: none"> Ensure building consent processes are efficient. Review of fee structures to ensure cost effectiveness and appropriate funding source. Review of resourcing to ensure capability to deliver service.





Significant effects of providing this activity - Resource Consents

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> The current planning framework (outlined within our District Plan and supporting guidance documents) recognises the need to provide safe homes, streets and public spaces. A healthy and safe community is one which is planned with long-term sustainability in mind. A well-planned district is one with supporting infrastructure, facilities and services. Our planning framework recognises this and identifies provision of these elements. Resource consent process enables those deemed affected to participate in the determination process. 	<ul style="list-style-type: none"> Individuals may have conflicting opinions on what constitutes the best outcomes. Planning decisions may restrict an individual's options for use of their land. 	<ul style="list-style-type: none"> Our planning framework and Structure Plans have been developed in accordance with SmartGrowth principles. These recognise the importance of sustainable communities including the need for healthy, safe and accessible communities. Resource consent application decisions give effect to these planning frameworks. We are willing to work with stakeholders to assist in planning and provision of supporting community services, e.g. recreational facilities, community halls.
 <p>Cultural</p>	<ul style="list-style-type: none"> Planning frameworks provide for iwi/hapū aspirations. This includes recognising the cultural connection of Māori to their land, water, sites and wāhi tapu. Our District Plan offers an opportunity to ensure the historical and cultural heritage of all citizens is recognised. Iwi/Hapū Management Plans assist Council in taking account of iwi and hapū aspirations. 	<ul style="list-style-type: none"> Requires Tangata Whenua to reveal cultural heritage sites which they may be reluctant to do. Developers and iwi/ hapū may have conflicting opinions on what constitutes the best outcomes for protecting cultural heritage. 	<ul style="list-style-type: none"> Our District Plan recognises the importance of historically and culturally significant sites. Resource consent assessments give consideration to known sites of cultural significance and provides the matter to the appropriate iwi/ hapū for direction on their views and future involvement in the matter. District Plan review process enables Council to collaborate with Tangata Whenua on the identification of cultural heritage sites within our District. The resource consent process is a component of the Papakainga Toolkit, which supports hapū / whānau to realise their housing aspirations.

Significant effects of providing this activity - Resource Consents

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Environmental</p>	<ul style="list-style-type: none"> • Our District Plan provides planning controls to enable protection of the natural and physical environment. • Structure planning promotes development in a controlled manner. 	<ul style="list-style-type: none"> • The resource consent activity should maintain and enhance environmental wellbeing. 	<ul style="list-style-type: none"> • In reviewing our District Plan we will give ongoing regard to maintaining and enhancing the natural and physical environment and promote development in a controlled manner. • The District Plan identifies areas of significant landscape and ecological value. • We monitor compliance of resource consent conditions, including the provision of protection lots.
 <p>Economic</p>	<ul style="list-style-type: none"> • Our planning framework supports our local economy, recognises and provides for quality development and enables the uniqueness of our District and individual towns. • The provision of information held by Council on a property file can inform the viability of development and/or investment decisions. 	<ul style="list-style-type: none"> • Resource consent application decisions (and associated conditions) may be considered onerous by applicants and may impact on the economic viability of some proposals. • Our District Plan and other supporting planning documents do not always support the desires of all individual businesses/commercial interests. • Resource consent fees are an additional cost to development. 	<ul style="list-style-type: none"> • Resource consent decisions reflect assessment of the level of effect and alignment to the objectives and policies in the District Plan. Conditions are attached to mitigate the impact of proposals. • The resource consent process may require a contribution from the consent holder towards the provision of infrastructure for wider community benefit. This is prescribed by legislation and Council's District Plan. • We seek to respond to the needs of local businesses through zoning changes and adapting plan provisions as appropriate. • Our District Plan has been developed to provide a rule-based framework for managing the growth of our District. It gives effect to legislation, the Regional Policy Statement and SmartGrowth principles.

Significant effects of providing this activity - Community Protection

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> • Ensures provision of safe public spaces. • Benefits the community by supporting provision of safe, reliable infrastructure and resources. • Minimises risks from nuisances and offensive behaviour. • Protects and preserves public health. 	<ul style="list-style-type: none"> • Limits placed on some social activities can cause tensions. 	<ul style="list-style-type: none"> • Responding to community concerns and complaints and investigating to ensure compliance with relevant standards. Intervening only when necessary. • Providing educational material to improve general understanding of the community protection activity. • Working with businesses to ensure that they provide safe food for our communities. • Working with our communities to determine appropriate local responses. • Educating our communities in terms of our legislative abilities in dealing with reported issues, e.g. noise control, public place drinking.
 <p>Cultural</p>	<ul style="list-style-type: none"> • Ensures clear standards and safe environments for all ethnic groups in their preparation of food. 	<ul style="list-style-type: none"> • Differences in food regulations may be complex for new immigrant food operators. 	<ul style="list-style-type: none"> • We support businesses to understand and implement new standards. • Implementation of food legislation enables recognition of different ethnic groups undertaking the role of food operators.
 <p>Environmental</p>	<ul style="list-style-type: none"> • Protects and preserves the environment. • Minimise the effects of nuisances. 	<ul style="list-style-type: none"> • More regulation, for example through the development of bylaws may frustrate some people in the community and create resentment at perceived over-regulation. 	<ul style="list-style-type: none"> • Enforcing bylaws to help protect the environment - for example, from littering. • Working with other agencies to resolve matters beyond the scope of our services. • Community engagement processes ensure community interests inform the development of policies.
 <p>Economic</p>	<ul style="list-style-type: none"> • Provides a benchmark for health and safety standards within food and liquor premises, engenders customer trust in establishments. 	<ul style="list-style-type: none"> • Business operators don't like receiving infringement notices. 	<ul style="list-style-type: none"> • Ensuring that standards are upheld in food and liquor licensed premises. • We review levels of service within this activity and will consider all options for efficient service provision.



Building Communities **Stormwater** Waiāwhā



Stormwater Waiāwhā

Council's stormwater network is designed to manage the risk of flooding and coastal erosion to buildings and property, in a way that avoids negative impacts on the environment. The stormwater network includes watercourses, open channels, swales, pipes and structures that channel stormwater to a final discharge point. It includes primary and secondary overland flow paths, stormwater detention and stormwater treatment.

What we provide

- **146.1**km stormwater pipes
- **2,952** manholes
- **15** soakholes
- **1** dam
- **7** pump stations
- **688** utility catchpits
- **48** stormwater ponds
- **33.6**km of open drains
- **1.2**km of rising mains.

Why we provide this activity

Our community outcome

A stormwater management system that manages flood risk contributes to improving water quality and contributes to enhancing ecological and cultural values.



Stormwater

Overview

Stormwater management will continue to be a high priority over the next 10 years. With climate change and urban growth, there is a focus on designing networks in urban areas that are resilient to changing weather patterns, while also contributing to improving water quality and enhancing ecological and cultural values. This requires an integrated approach that focuses on the receiving environment and sustainable management of water resources alongside the need to manage the risk of flooding. Documents such as Ngā Wai Manga – Urban Water Principles, produced by the Urban Water Working Group, provide guidance for implementing an integrated approach.

Legislative requirements regarding the quality and quantity of stormwater released must be met by Council. Under the Resource Management Act 1991 district councils must manage land use in a way that minimises environmental effects.

The Three Waters Review may result in significant structural changes to Council’s role in the delivery of water supply, wastewater and stormwater services. Regardless of how it is delivered, the community will still need services to be provided and planned for. There is currently insufficient detail regarding the possible changes to services and therefore it is prudent to plan on a business as usual approach to service delivery.



The District has three stormwater management areas:

Urban growth areas

These are the main urban areas within our District planned for future urban development and expansion. They will have significant stormwater infrastructure and the greatest potential to affect receiving environments.

Small settlements

These are small urban settlements with some stormwater infrastructure generally of low capital value when compared to the infrastructure in urban growth areas.

Rural settlements

These areas include land zoned rural as well as rural villages that have fewer than 50 residential dwellings. These areas are provided for by the stormwater infrastructure that is supplied as part of the roading system.

Urban		Rural
Urban growth areas	Small settlements	Rural settlements
Katikati	Kauri Point	Little Waihi
Ōmokoroa	Maketu	Plummers Point
Te Puke	Minden	Pongakawa
Waihi Beach (including Island View/Pios Beach, Athenree)	Ongare Point	Rogers Road
	Paengaroa	Te Kahika
	Pukehina Beach	Tuapiro
	Tanners Point	All other rural areas
	Te Puna	

Over the next 10 years we will continue to obtain and implement comprehensive stormwater consents for sub-catchments, based on an integrated catchment management planning approach. We will carry out monitoring and modelling work to ensure compliance with consent conditions.

We will use structure planning processes to design integrated stormwater management networks in urban growth areas.

Extensive modelling has been completed and used to obtain comprehensive stormwater consents. This has resulted in:

Specific District Plan rules for the Minden area.

Overland flow paths are identified in the Minden Lifestyle Zone Structure Plan and new stormwater works may be proposed as a result of development in the future.

Waihi Beach and Te Puke

Identification of floodable areas and at-risk properties in Te Puke and Waihi Beach. A programme of work is in place to address flooding issues. We aim to protect 97% of existing urban growth areas and small settlement properties from having a habitable floor flooding incident in a 1:10 year rainfall event. It is important to understand that we are not aiming to stop flooding of non-habitable floor space such as garages, sheds or gardens. Communities can expect some surface flooding.

District Plan rules in Waihi Beach and Te Puke also future-proof flood mitigation by requiring all new dwellings to have habitable floor levels that protect properties against flooding in a 1:50 year rainfall event.

We will continue to invest in our stormwater network to meet agreed levels of service and the conditions of our comprehensive stormwater consents.

Under our Development Code and the resource consent process for subdivision, developers are required to make adequate provision for the collection and disposal of stormwater run-off from hard surfaces created through the development process. This may result in vesting of new stormwater infrastructure in Council, where appropriate.

As the need for stormwater management increases with the intensification of development and increasing frequency and intensity of rainfall events caused by climate change, so changes to the design of stormwater infrastructure are required in accordance with our level of service for stormwater.

Urban growth areas and small settlements that receive direct benefits from the stormwater network pay a targeted rate for stormwater management. Stormwater management also has a public good benefit in terms of public health and environmental benefits. As a result, 10% of stormwater funding is provided by the general rates levied on all rateable properties.



How we will achieve our community outcomes

Goal	Our approach
<p>Use an integrated catchment-based management approach that:</p> <ul style="list-style-type: none"> • Reduces flood risk by upgrading infrastructure, identifying secondary flow paths and minimising runoff. • Uses low-impact design to improve water quality, including maintaining natural flows as much as possible and reducing contaminants through systems that mimic natural processes. • Minimises loss of habitat in receiving environments. • Provides recreational opportunities and amenity values where possible. • Recognises cultural values associated with local waterways. 	<ul style="list-style-type: none"> • We will continue work to obtain and implement comprehensive stormwater consents that are based on catchment management plans. • We will progressively upgrade the public stormwater network in accordance with our asset management plan and the requirements of our comprehensive stormwater consents. • We will use structure planning processes to develop integrated stormwater networks in urban growth areas.
<p>Engage with communities and Tangata Whenua to build understanding about various approaches to stormwater management, including coastal erosion protection and ensure their views are sought and taken into account.</p>	<ul style="list-style-type: none"> • We will engage with communities and Tangata Whenua through the process of obtaining comprehensive stormwater consents and in structure planning processes. • We will carry out specific engagement in areas where upgrades to the existing network or options for coastal erosion protection are proposed.
<p>Undertake compliance and monitoring activities through a balanced approach, to ensure best practice use of the stormwater network.</p>	<ul style="list-style-type: none"> • We will implement a monitoring and compliance programme in accordance with requirements of our comprehensive stormwater consents.

What are we planning to do

All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
226332	Waihi Beach Pump Station Renewals	-	-	59	61	111	77	58	48	57	65
226353	Waihi Beach 2 Mile Creek West Bank	200	2,892	2,136	-	-	-	-	-	-	-
226355	Waihi Beach 1 Mile Creek Improved Flow Path	-	-	-	-	-	117	601	-	-	-
226356	Waihi Beach Diversion of Maranui Flood Water	-	-	-	55	114	-	-	-	-	-
226357	Waihi Beach Upper Catchment Attenuation/ Darley Drain	-	-	-	-	-	-	-	124	508	-
226358	Waihi Beach 2 Mile Creek Upper Catchment Attenuation	-	103	854	1,653	228	-	-	-	-	-
226360	Waihi Beach Edinburgh Street Pipe Upgrade	-	-	406	-	-	-	-	-	-	-
226361	Stormwater - Waihi Beach Pio Shores	150	475	-	551	-	934	-	840	863	-
226362	Waihi Beach Pipe Upgrade	-	-	-	-	-	736	-	-	-	-
226363	Waihi Beach Otto Road New Pumping System	-	-	-	-	717	-	-	-	-	-
226364	Waihi Beach Earth Dam	-	-	-	-	-	1,016	902	-	-	-
226365	Stormwater - Waihi Beach Improvements Various	-	-	43	77	80	82	174	87	330	754
226413	Katikati Upgrades Highfield Drive	-	283	-	-	-	-	-	-	-	-
226420	Katikati Upgrades Belmont Rise, Grosvenor Place	-	-	-	353	-	-	-	-	-	-
226421	Katikati Upgrades Francis Drive	-	-	-	176	-	-	-	-	-	-
226515	Ōmokoroa Upgrades Hamurana Road, Owen Place	-	-	-	-	-	374	90	-	-	-
226523	Stormwater - Ōmokoroa Vivian Drive Upgrade	-	-	598	-	-	-	-	-	-	-
226524	Ōmokoroa Stormwater Renewals	-	-	-	50	341	-	-	-	-	-
226525	Ōmokoroa Stormwater Upgrades	-	-	48	331	-	-	-	-	-	-
226602	Stormwater - Te Puke Area 3 Structure Plan	1,377	-	-	66	689	-	-	148	1,558	-
226620	Te Puke Offsite Mitigation Due to Growth (Pumps/Ponds)	-	-	694	716	-	-	-	-	-	-
226636	Te Puke Upgrades Princess Street, Saunders Place	35	341	-	-	-	-	-	-	-	-
226638	Te Puke Upgrades Seddon Street, Raymond, Dunlop, Bishoprick	-	36	374	-	-	-	-	-	-	-

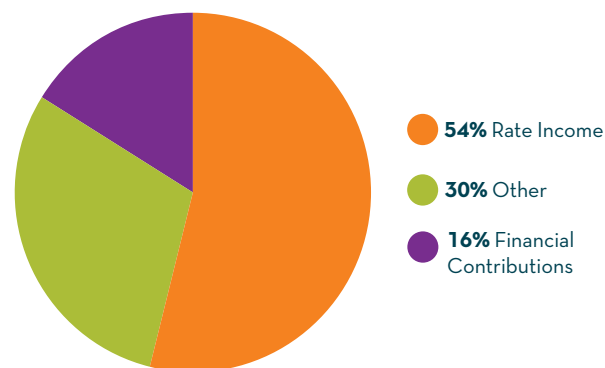
Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
226642	Te Puke Upgrades Williams Drive	-	-	-	-	-	269	-	-	-	-
226651	Te Puke Upgrades Oxford Street/ Boucher Avenue	-	-	88	904	-	-	-	-	-	-
226652	Te Puke Stormwater - King Street Outfall	-	-	-	-	455	-	-	-	-	-
226655	Te Puke Upgrades Galway Place	-	62	-	-	-	-	-	-	-	-
226657	Stormwater - Te Puke Upgrades Tynan Street	-	-	-	-	-	-	-	-	-	358
226658	Stormwater - Te Puke Upgrades Jellicoe Street/ Dunlop Road	-	-	-	-	-	-	-	-	508	-
265413	Maketu Upper Catchment Attenuation	-	-	-	-	11	140	-	-	-	-
301808	Upgrade Pukehina Beach Road Stage 4	-	-	-	50	262	-	-	-	-	-
301829	Upgrades Pukehina Beach Road Stage 2, Stage 3	-	46	427	-	-	-	-	-	-	-
301830	Upgrades Pukehina Beach Road Stage 5, Stage 6	-	-	-	-	-	274	-	-	-	-
301831	Upgrades Pukehina Beach Road Stage 7, Stage 8	-	-	-	-	-	257	-	-	-	-
301832	Upgrades Pukehina Beach Road Stage 9	-	-	-	-	-	-	-	-	-	501
311302	Stormwater - Asset Validation	50	52	53	55	57	58	60	62	63	65
316601	Katikati Structure Plan Utilities Stormwater	-	-	-	226	2,841	-	-	49	510	-
317201	Ōmokoroa Structure Plan - Stormwater Industrial	1,875	3,740	1,068	1,543	341	249	169	-	3,207	3,764
319601	Stormwater - Comprehensive Stormwater Consents	150	258	267	276	285	280	240	309	317	325
331501	Waihi Beach Otawhiwi Marae Stormwater Drain	-	-	475	-	-	-	-	-	-	-
331601	Stormwater - Te Puke Ohineangaanga Stream	-	-	395	-	-	-	-	-	-	-
332401	Minden Stormwater Investigation	-	52	-	-	-	-	-	-	-	-
332614	Small Communities Stormwater Infrastructure Rehabilitation	-	-	-	-	-	7	-	-	-	-
332616	Tanners Point Upgrades Tanners Point Road East Stage 2	-	-	-	132	-	-	-	-	-	-
332617	Tanners Point Upgrades Tanners Point Road North	-	-	-	-	137	105	228	-	-	-
332621	Kauri Point Upgrades	-	155	363	-	-	-	-	-	-	-
332627	Stormwater - Kauri Point Upgrades Stanley Street	-	-	-	-	-	-	-	124	-	-
332630	Stormwater - Small Communities Annual Contribution To Waihi Drainage Society	5	5	5	6	6	6	6	6	6	7

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
332635	Paengaroa Upgrades Halls Rd Stage 1 & 2	-	-	-	-	-	-	-	581	863	-
332636	Paengaroa Restoration (Black Road Outlet)	-	-	-	165	-	-	-	-	-	-
340001	Stormwater - Small Communities Infrastructure Remediation	17	18	18	19	13	13	13	14	14	14
340101	Stormwater - District Wide Modelling	100	103	107	77	80	82	84	87	89	91
340201	Asset Management - Waihi Land Drainage District	25	-	-	28	-	-	30	-	-	-
344601	Waihi Beach Stormwater - Athenree Improvements	-	-	-	-	-	397	-	-	-	-
344801	Ōmokoroa Upgrades Myrtle Drive, Gerald Place	-	362	-	-	-	-	-	-	-	-
344901	Ōmokoroa Stormwater- Harbour View Road Upgrade	-	-	-	33	615	-	-	-	-	-
345001	Ōmokoroa Stormwater - Upgrade for Ōmokoroa Road, Tory Way, Tralee Street	-	31	374	-	-	-	-	-	-	-
345101	Ōmokoroa Stormwater - Upgrade Precious Reserve Pond	-	-	-	127	-	-	-	-	-	-
352801	Stormwater - Ongare Point Improvements	-	-	-	-	-	-	-	-	89	351
352901	Stormwater - Catchment Management Plans Review And Update	-	-	-	83	85	-	-	-	-	98
353001	Stormwater - Ōmokoroa Comprehensive Consent Renewal	50	155	107	-	-	-	-	-	-	-

Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for stormwater

Funding sources for 2021-22



How we will track progress





What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We use an integrated catchment based management approach to provide a stormwater network that minimises risks of flooding events.	Key Performance Measure The number of times per annum flooding occurs outside identified flood-prone urban areas during a one-in-50 year or less storm event.	○	≤3	≤3	≤3	≤3	≤3
	Key Resident Measure Level of resident satisfaction with the stormwater network.	62%	≥65%	≥65%	≥65%	≥65%	≥65%
	The number of flooding events that occur within the Western Bay of Plenty District. For each flooding event (district-wide), the number of habitable floors affected (expressed per 1000 properties connected to Council's stormwater system).	○	≤30 (3%) per event	≤30 (3%) per event	≤30 (3%) per event	≤30 (3%) per event	≤30 (3%) per event
	For a one-in-ten year flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to Council's stormwater system).	Per event	Per event	Per event	Per event	Per event	Per event
	<ul style="list-style-type: none"> • Waihi Beach • Katikati • Ōmokoroa • Te Duke • Maketu 	○	○	○	○	○	○
We use an integrated catchment based management approach to provide a stormwater network that avoids impacts on water quality.	Compliance with Council's resource consents for discharge from our stormwater system, measured by the number of:						
	• Abatement notices	○	○	○	○	○	
	• Infringement notices	○	○	○	○	○	
	• Enforcement orders and	○	○	○	○	○	
	• Convictions	○	○	○	○	○	
Received by Council in relation to those resource consents.							

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We will carry out compliance and monitoring activities in a balance way to ensure best practice.	Percentage complete of Council's annual audit programme.	New	80%	80%	80%	80%	80%
	Number of awareness / education initiatives on best practice delivered.	New	≥3	≥3	≥3	≥3	≥3
We will be responsive to customer's stormwater issues.	The median response to attend a flooding event, measured from the time that Council receives the notification to the time that service personnel reach the site.	0 minutes	≤120 minutes	≤120 minutes	≤120 minutes	≤120 minutes	≤120 minutes
	<ul style="list-style-type: none"> Urgent 		≤60 mins	≤60 mins	≤60 mins	≤60 mins	≤60 mins
	<ul style="list-style-type: none"> Non urgent 	≤24 hours	≤24 hours	≤24 hours	≤24 hours	≤24 hours	
	The number of complaints received by Council about the performance of its stormwater system, expressed per 1000 properties connected to the Councils stormwater system.	0.17	≤30	≤30	≤30	≤30	≤30

Key assumptions

Assumption	Description	Risks
Land coverage imperviousness	Estimates of land coverage imperviousness are made based on the recommendations in the New Zealand Building Code Handbook.	<p>Significant differences between forecast population and household growth and actual out-turns would result in Council failing to provide appropriate and cost-effective levels of service to communities.</p> <p>Over-estimating the speed of growth could increase Councils debt if infrastructure development was undertaken in anticipation of growth that did not eventuate.</p>
Rainfall intensity values	Rainfall intensity values are generated from actual rainfall data. Climate change factors are accounted for in accordance with best practice.	If the rainfall intensity values increase significantly then a greater percentage of the stormwater infrastructure will be under-sized. As a result the levels of service may not be achieved and potentially the investment in stormwater infrastructure may need to increase.
Sea level changes	Sea level rise values are factored into stormwater modelling, in accordance with best practice.	If sea level rise varies from those estimated, changes in system and funding requirements may occur as a result.
Stormwater asset cost estimates	Asset valuations have been calculated using data obtained from the Rawlinsons Publication. This publication contains average rates from contractors throughout New Zealand.	If asset valuations vary from those calculated changes in funding requirements will occur as a result.
Stormwater asset economic life	The estimates of economic life of stormwater assets are based on recommendations in the International Infrastructure Management Manual.	If the estimated economic life of assets is inaccurate estimates of renewal expenditure will be inaccurate and funding requirements may change as a result.

Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> The stormwater network reduces the risk of damage from flooding to individual properties. The stormwater network provides a safe living environment for the whole community. 	<ul style="list-style-type: none"> Disruption during the implementation of works. Individuals can affect the stormwater network and neighbouring properties by altering natural flowpaths. Flooding can affect public health and safety. Stormwater can cause public health issues through the bacterial contamination of beaches. 	<ul style="list-style-type: none"> Continue to advise landowners of potentially flood-prone areas. Monitor new developments to ensure natural flowpaths are maintained.
 <p>Cultural</p>	<ul style="list-style-type: none"> The stormwater network can help in protecting sites of cultural and historical significance from erosion and flooding. Acknowledges the significance of the receiving waters and the need to improve the mauri of water bodies, which improves health and wellbeing. 	<ul style="list-style-type: none"> Contamination of the receiving environment is unacceptable to Tangata Whenua. 	<ul style="list-style-type: none"> Continuing to better identify sites of cultural significance. Continue to monitor discharges to comply with the consent conditions set by the Bay of Plenty Regional Council.
 <p>Environmental</p>	<ul style="list-style-type: none"> The stormwater network reduces the potential for damage and erosion to property, essential utilities and transport infrastructure. The stormwater network can help prevent other contaminants from reaching sensitive environments. 	<ul style="list-style-type: none"> Stream degradation through erosion by inadequately controlled discharges. Barriers for fish, contamination from sediment and pollutants. Beach erosion from stormwater outlets. Transfer of contaminants such as silt, nutrients, toxic substances. 	<ul style="list-style-type: none"> Continue to monitor discharges to comply with the consent conditions set by the Bay of Plenty Regional Council.
 <p>Economic</p>	<ul style="list-style-type: none"> The stormwater network reduces the potential for damage and erosion to property, essential utilities and transport infrastructure. Efficiencies are available through integrating stormwater activities with others such as land use, transportation and industrial development. 	<ul style="list-style-type: none"> The cost of maintaining the stormwater network to ensure it is free from blockages before high rainfall events. Existing stormwater issues include costs associated with damage related to flooding, stream erosion and personal safety. 	<ul style="list-style-type: none"> Continue to promote value for money by integrating stormwater upgrades with other projects.



Waihi Beach stormwater pond



Building Communities **Transportation** Rangawaka



Transportation Rangawaka

Council's transportation activity aims to provide a safe and effective transportation network which contributes to the health and wellbeing of the community. An efficient transport network enables economic development that is of district, regional and national importance. The network provides strategic transport links to the Port of Tauranga which has the largest maritime import/export freight volumes in New Zealand.

What we provide

As at 30 June 2020

- **1,073**km of network connections to state highways
- **910**km sealed roads
- **163**km unsealed roads
- **170**km urban roads
- **903**km rural roads
- **142** bridges
- **39** culverts (greater than 1.4m diameter)
- **189**km hard surfaced footpaths
- **2.1**km metallised surfaced footpaths
- **3,454** streetlights
- **6,923** road signs.

Why we provide this activity

Our community outcome

Transportation networks are safe, affordable, sustainable and planned to meet our community's needs and support economic development.

- Transportation networks support and promote economic development.
- The impact on the environment of the transportation system is mitigated where practicable.
- Transport systems enable healthy activity and reduce transport-related public health risks.
- Transport systems improve access and mobility.
- Land use and transportation network planning are integrated. Communities are healthy and safe.



Transportation

Overview

Our transportation activity seeks to guide the future development and management of the transportation network over the next 10 years. Where land use and transport planning are integrated and infrastructure is affordable, our rural and urban communities are connected and the concept of “live, work, learn and play” is supported.

This activity supports the objectives of the National Land Transport Programme, Regional Land Transport Plan, Regional Policy Statement, SmartGrowth Strategy and the Tauranga Urban Network Strategy. Our transportation activities have the most significant impact on our District in terms of cost.

Council has budgeted to assist, facilitate and advocate for key state highway roading projects including the Takitimu North Link (TNL), upgrading Ōmokoroa’s roading network (in alignment with the structure plan) and Katikati bypass. To improve the efficiency and effectiveness of commuter and freight movements the Government has indicated that it will continue to invest in strategic corridors. For our District this means the construction of the Takitimu North Link and advocating for other safety improvements along the State Highway network. State Highway 29 provides a strategic freight link between the Bay of Plenty, the Waikato and Auckland and State Highway 2 provides a key link between Tauranga and Katikati / Coromandel. Council will be advocating for these roads to be improved.



Waka Kotahi NZ Transport Agency (NZTA)

Waka Kotahi funds and maintains the state highway network for Central Government and we fund and maintain our local roads.

Waka Kotahi controls the Land Transport Fund which is financed from petrol tax, vehicle registration and other user fees and charges. The Funding Assistance Rate (FAR) provided by Central Government for local road maintenance and safety improvements remains at 51%, which is not expected to change during the life of this Plan.

Urban Form and Transport Initiative (UFTI)

We continue to implement sub-regional strategies through SmartGrowth, including the Urban Form and Transport Initiative (UFTI) which is a sub-regional growth management strategy with a 50-100 year planning horizon, in partnership with Tauranga City Council, the Bay of Plenty Regional Council, Tangata Whenua, and with Waka Kotahi as lead Crown agency. Key implications of the UFTI framework are a multi modal transport system, enabling the Takitimu North Link (TNL) state highway, unlocking development potential in the Minden area, and state highway revocation implications.

The Western Bay of Plenty District Council also contributes to the Western Bay Transportation System Plan which is expected to provide the delivery of the specific network planning and strategic delivery within the sub-region over the next 20 years.

Projects identified in this activity are consistent with the UFTI framework, such as road works which have already begun in Ōmokoroa and will continue over the next 10 years in response to population growth.

Our roading programme, specifically over the next five years, seeks to balance the overall aims of our Transportation activity with the need to maintain affordable levels of service for our District's communities. On completion of the Takitimu North Link, ownership of the section of old SH2 from Wairoa Bridge to Loop Road (approximately) will be transferred from Waka Kotahi back to Council. This will add several kilometres to Council's roading network and significantly increase our road maintenance requirements over time

The Annual Residents' Survey

The Annual Residents' Survey reports on residents' perceptions of our service delivery. Survey results show the majority of our community is satisfied with the levels of service on local roads. There are ongoing concerns from residents who live on unsealed roads who wish their roads to be sealed. The key roading issues that residents would like addressed are comfort improvements, such as the timely filling of potholes and an improvement in the general smoothness of rural roads. These have remained the top issues over time.

Our planned work programme

In line with our Walking and Cycling Action Plan, we will be committing \$16.6 million (\$13.9 million under the transportation activity) over the life of the plan to fund the construction of new footpaths, walkways and cycle routes throughout the District. The focus will be on the development responding to community demand by constructing cycle routes in our District that will eventually form part of the Tauranga Moana Coastal Cycle Trail which will extend from Waihi Beach around the Tauranga Harbour margin to Tauranga, onwards to Maketu and then inland to Paengaroa. We take a regional perspective on linking gateways such as Tauranga City, Hauraki and the Rotorua lakes.

Growth

We remain committed to a range of strategic roading projects that will have significant benefits for local communities and other road users. The timing of these projects will be assessed on an annual basis as we will be working in partnership with other agencies to fund and implement these works. External factors beyond our control such as the timing of private development, changes to Waka Kotahi projects and funding programmes, growth in traffic volumes and a change in accident patterns can also affect the prioritisation. Consenting and authorities (such as heritage authorities) can affect the timing of projects.

The SmartGrowth strategy has recently been reviewed. Housing densities and growth projections have been agreed but settlement patterns may change.

The timing of growth may impact the funding and timing of roading in the areas set aside for new residential growth and will be reassessed annually to take into account any changes. We are aware of the need to balance effective development and management of our local roading network with the community's ability to pay for it. This challenge is made even more acute as we have already committed to a number of projects and must maintain safety standards.

We have to retain asset renewals funding for a number of key District roading projects such as bridge deck renewals and network improvements on specific roads, for example Welcome Bay Road, Ōmokoroa Road and Waihi Beach Road.

Seal extension

Council is allocating approximately over \$1 million per annum towards seal extension which will enable an additional 3-4km (approximately) of seal extension to be undertaken each year. Seal extension delivery is based on Council's seal extension programme which prioritises individual road sections based on a number of specific criteria.



Road widening

With an increase in traffic volumes on our roads, there is now a significant length of roads in the District which are under the standard road width for those traffic volumes, presenting safety risks to road users. Council may be widening these sections of road when we rehabilitate road pavements as part of our ongoing renewal programme.

Council Community Roding Allocation Policy

Council allocates road rate funding for community roading works in consultation with each community. The annual budgets are allocated according to the Council Community Roding Allocation Policy. Typically the funds are spent on new kerb and channel, footpaths, town centre upgrades, cycleways and parking areas.

Project	Allocation	Split	Decision
Seal extension	60%	80%	Council Policy
Rural communities		20%	Council
Waihi Beach	40%	19.9%	Community Board
Katikati		21.3%	
Ōmokoroa		12.7%	
Te Puke		38.0%	
Maketu		9.0%	

Seal widening

As with the seal extension programme, we are planning to continue with the programme of seal widening as this brings additional safety benefits for road users and this will mainly be undertaken in association with road rehabilitation works.

How we will achieve our community outcomes

Goal	Our approach
<p>Transportation networks support and promote economic development.</p>	<p>We have a critical role in ensuring the provision of transport infrastructure that supports and promotes economic development in our District. In addition we recognise the strategic importance of our District's transportation network to the economic growth of the region and the contribution it makes towards achieving national economic outcomes by enabling the efficient flow of goods, services and people both now and in the future.</p> <p>Network optimisation</p> <p>Continue to work with the Waka Kotahi, the Bay of Plenty Regional Council, state highway agencies and Kiwi Rail to optimise the efficiency of our District's existing transportation network.</p> <p>(a) Asset management</p> <p>Set and deliver levels of service for maintenance of the local roading network that optimise the use of existing infrastructure and ensure land use and access relationships are managed to improve the efficiency of traffic flows on the local roading and state highway networks.</p> <p>(b) Demand management</p> <p>Work with other agencies including the Bay of Plenty Regional Council and adjoining territorial authorities to investigate initiatives that manage travel demand to improve the efficiency of transport networks in our District, the sub-region and region. This will include:</p> <ul style="list-style-type: none"> • Supporting initiatives that encourage greater use of rail to transport bulk produce over medium to long distances. • Supporting initiatives that recognise and provide for seasonal variations in tourist traffic flows and seasonal work force movements at harvest-time. • Plan for park and ride facilities including investigating suitable sites and securing land as appropriate. <hr/> <p>Network development</p> <p>Contribute to the long term planning and development of transport networks in our District and sub-region that support sustainable economic growth.</p> <p>(a) Local network development</p> <p>Investigate and, where appropriate, develop local connections to improve the accessibility of key centres of economic activity in our District.</p> <p>This may include securing and developing key collector routes in residential growth areas and promoting alternative routes for heavy traffic to reduce congestion and improve accessibility in our District's main centres. This also includes the provision of walking and cycling networks, noting their role in the creation of successful town centres and rural connections for use throughout the District.</p> <p>We have investigated the Stock Route as an alternative route to divert freight traffic from the centre of Te Puke. At an estimated cost of over \$30 million this project is considered unaffordable at this time and is therefore not provided for within the current 10-year funding period.</p>

Goal	Our approach
<p>Transportation networks support and promote economic development.</p>	<p>(b) Māori roadways There are 47 km of Māori roadways in our District which we do not own and they do not form part of the local network. Some Māori roadways are maintained by Council in accordance with the Māori Roadways Policy. More Māori roadways may be added to the maintenance list in the future on a case by case basis dependent on them meeting the criteria for inclusion and the availability of funding.</p> <hr/> <p>(c) Regional and sub-regional network development In partnership with key agencies we will continue to investigate and, where appropriate, contribute to the development of sub-regional and regional connections to address the legacy of network deficits and improve the flow of goods, services and people. This will include:</p> <ul style="list-style-type: none"> • Supporting and advocating for the improvement and upgrading of state highways: <ul style="list-style-type: none"> - Katikati bypass - Takitimu North Link (supporting Waka Kotahi), and advocating for local road connections and conditions on revocation of existing State Highway to become local road) - Ōmokoroa/Te Puna four-laning - Ōmokoroa/State Highway 2 intersection - State Highway 29/State Highway 2 passing lanes - Tauriko bypass - Safety improvements to State Highway 29 and State Highway 2 (north of Tauranga) - Investigating methods for securing and protecting future rail corridors (including dual track corridors) - Protecting and securing key strategic roading corridors as opportunities arise. <p>Working to ensure that, where possible, proposed developments to the regional/sub-regional network will support provision for walking and cycling.</p>
<p>The impact on the environment of the transportation system is mitigated where practicable.</p>	<p>Town centre vitality Continue to provide the following transport-related services and facilities to contribute to the amenity and vibrancy of local town centres:</p> <ul style="list-style-type: none"> • In addition to car parking provisions in our District Plan, we will continue to provide off-street car parking facilities in our District's main town centres in accordance with our parking policy. • Local accessibility is an important factor in the vitality of our town centres. Ensuring high quality, safe walking and cycling networks is a core objective of both our Walking and Cycling Action Plan and our Built Environment Strategy. <p>Provide and maintain street gardens, street trees and other public amenities.</p>

Goal	Our approach
<p>The impact on the environment of the transportation system is mitigated where practicable.</p>	<p>We will implement this goal by:</p> <ul style="list-style-type: none"> strengthening and integrating sustainable transport solutions supporting national and regional initiatives that promote alternative modes of transport and initiatives that promote energy efficiency in the transport system. <p>Environmental impact</p> <p>(a) Environmental standards Ensure construction and maintenance activities on the local network are environmentally appropriate, meet legal requirements and are financially sustainable.</p> <p>(b) Sustainable materials and practices Promote the use of sustainable materials and best practice where appropriate.</p> <p>(c) Emergency events Support a basic response service to manage the environmental impacts of traffic accidents and spills on our District’s local roading network.</p> <p>(d) Rural litter Provide a monthly roadside litter removal on a limited number of rural roads that provide the main accesses to urban communities.</p>
	<p>Energy efficiency</p> <p>We acknowledge that improving energy efficiency in the transport network is important, not only because it saves costs but because it reduces the effects on the environment of vehicle-related emissions. We will use the following mechanisms to encourage energy efficiency within the transport system:</p> <ul style="list-style-type: none"> Investigate traffic management and road network changes to achieve greater energy-efficiency, particularly on high volume parts of the local network. Where appropriate, advocate for improved energy efficiency on the state highway network.
<p>Transportation networks support and promote economic development.</p>	<ul style="list-style-type: none"> In planning, developing and maintaining a network for walking and cycling, promote the use of energy-efficient modes of transport. Incorporate ‘live, work, learn and play’ principles in land use planning to reduce travel demand and enable the use of energy-efficient modes of transport. <p>Continue working with other agencies including the Bay of Plenty Regional Council and adjoining territorial local authorities, to investigate other travel demand management initiatives that would promote energy efficiency within the transport system, for example workplace and school travel plans.</p>

Goal	Our approach
<p>Transport systems enable healthy activity and reduce transport-related public health risks.</p>	<p>Public health risks</p> <p>(a) Road safety</p> <p>Promote the development of a road safety management culture and continue to contribute to the achievement of national road safety goals by:</p> <ul style="list-style-type: none"> • Contributing to the development and funding of sub-regional road safety education programmes in conjunction with other agencies through Road Safety Action Plans. • Constructing, maintaining and improving the local roading network, including footpaths and lighting, in accordance with appropriate standards and giving effect to the Waka Kotahi National Safer Journeys Strategy. • Working with other transport providers and key agencies to ensure appropriate road safety regulations are developed, implemented and enforced. <p>(b) Vehicle-related emissions</p> <p>Investigate, advocate for and, where appropriate, contribute to the development of initiatives that reduce the negative health effects of motor vehicle-related emissions such as dust, noise and vibrations. This will include:</p> <ul style="list-style-type: none"> • Undertaking seal extensions to reduce dust on unsealed roads. • Developing heavy vehicle bypasses and alternative routes to reduce noise, vibrations and air emissions in Te Puke and Katikati. <p>(c) Personal security</p> <p>Design and maintain new transport infrastructure including walkways, cycleways, car parks and street lighting, in accordance with best practice guidelines and codes of practice, that promote a sense of improved personal security and follow the principles of Crime Prevention Through Environmental Design (CPTED).</p> <p>All forms of transport have the potential to impact public health, whether it is exposure to vehicle-related emissions, dust, the health benefits associated with walking and cycling or the significant economic and social impact that traffic-related accidents can have on the community. This outcome recognises the role we play in improving transport network systems to protect the health, safety and security of users.</p>

Goal	Our approach
<p>Transport systems enable healthy activity and reduce transport-related public health risks.</p>	<p>Healthy Activity</p> <p>Undertake the following activities to enable the use of active modes of transport and encourage healthy activity. Make walking and cycling more viable and convenient methods of transport within our District. This includes:</p> <ul style="list-style-type: none"> • Planning, developing and maintaining a safe network for walking and cycling throughout our District For example, developing selected rural cycleways that connect communities throughout the District as part of the Tauranga Moana Coastal cycle trail. • Ensuring that land use planning and resource consent processes consider walking and cycling in all new structure planning activities. • Exploring opportunities for links between the network and key recreational hubs and corridors. • Ensuring that safety and amenity provision for walking and cycling are made available in new or upgraded infrastructure as appropriate. • Providing and maintaining footpaths in urban communities to agreed levels of service. • As part of the walking and cycling strategy investigate the provision of footpath/cycleways on rural roads, specifically in proximity to schools, sports facilities, community halls and marae. <p>Working with key agencies and interest groups to assist in the promotion of the health benefits of walking and cycling.</p>
<p>Transport systems improve access and mobility.</p>	<p>Transport networks help people access and participate in a wide range of activities and services. Lack of access and impaired mobility can reduce a person’s ability to participate in the community and take advantage of social, cultural and economic opportunities. This goal reflects our role in ensuring that transport networks support community linkages and social networks by improving access and mobility through:</p> <p>Availability of alternative modes of transport</p> <p>Provide basic infrastructure for the Bay of Plenty Regional Council to support the availability of public transport services within our District. The level of support for harbour and land-based public transport services may vary and/ or be extended to other identified growth areas according to community demand and willingness to pay.</p>
	<p>Mobility</p> <p>A number of factors can inhibit or prevent people using the transport network, for example age, physical disability, affordability. We will implement the following approaches to improve opportunities for mobility impaired people to use our District’s transport network:</p> <ul style="list-style-type: none"> • All new local network-related construction and maintenance activities, including walkways and cycleways, will be undertaken in accordance with best practice mobility guidelines. • We may retrofit key sections of the existing network in key urban centres to ensure compliance with best practice mobility guidelines, depending on feasibility and affordability. • Mobility parking must be provided in all new car parking developments in accordance with best practice mobility guidelines. • To improve pedestrian mobility we will support initiatives to reduce heavy freight traffic volumes passing through our District’s town centres, residential and other inappropriate areas. • Advocate for continued central government involvement in improving the affordability of public transport. <p>Advocate for the use of wheelchair accessible buses with low floors to service public transport routes.</p>

Goal	Our approach
<p>Land use and transportation network planning are integrated.</p>	<p>We will ensure land use and transport planning processes are integrated and support the SmartGrowth principle of ‘live work, learn and play’ are well connected and linked to existing services and infrastructure.</p> <p>Strategic transportation infrastructure</p> <p>The Government Policy Statement on Land Transport 2018-2028 (due to be updated in 2021) addresses the role of strategic transportation infrastructure in the future economic development of the nation. The economic centres of Hamilton and Auckland together with the strategic location of the Port of Tauranga form the ‘Golden Triangle’ of the North Island. Because of this, the Tauranga Eastern Link and State Highway 29 have been confirmed as the preferred primary freight routes to the Port of Tauranga.</p> <p>Over time it is anticipated that greater projected freight volumes will use State Highway 29 as the preferred strategic route between other economic centres and the Port of Tauranga and further investment in this route will provide economic benefit and improve safety.</p> <p>In addition, the Government Policy Statement 2015-2025 recognises the importance of transportation infrastructure to support the tourism industry and to promote connectivity between employment centres and rural and urban communities. While we do not have responsibility for state highway management we consider the further development of State Highway 2 an important element in the economic growth productivity of the region and overall road safety.</p> <p>(a) Sub-regional advocacy</p> <p>Work with SmartGrowth’s strategic partners, including Waka Kotahi (NZTA) to promote to Central Government the need for a secure and efficient state highway network within the sub-region.</p> <p>(b) Transport planning</p> <p>Make every effort to ensure that transport planning is undertaken in an integrated manner with Waka Kotahi and neighbouring territorial local authorities.</p> <p>(c) Transport network funding</p> <p>Ensure that funding for the sub-regional transport network is undertaken in a collaborative manner with Waka Kotahi and neighbouring territorial local authorities.</p>



Land Transport programme - 2021/2022 to 2024/2025

Under the Land Transport Management Act 2003 (the Act) we are required to prepare a three-year Land Transport Programme detailing activities for which we want to receive financial assistance from the Waka Kotahi New Zealand Transport Agency (NZTA). The Land Transport Programme submitted to Waka Kotahi represents only part of our total annual work programme which consists of both subsidised and unsubsidised work.

The three-year Land Transport Programme includes both capital and maintenance works. The subsidised maintenance programme includes structural and corridor maintenance, including renewals which are capital costs under accounting standards, minor safety works, preventative maintenance, emergency works and limited construction works. For other subsidised capital works we are required to follow the standard Waka Kotahi subsidy funding application process.

In accordance with section 13 of the Act we will consult on the Land Transport Programme through the Long Term Plan 2021-2031.

The three-year Land Transport Programme can be summarised as follows:

Subsidised maintenance and capital programme	2021/22	2022/23	2023/24	Total \$
Gross anticipated expenditure 2021/22 - 2023/24	\$9,704,256	\$9,585,256	\$10,385,256	\$29,674,768
Anticipated Waka Kotahi subsidy 2021/22 - 2023/24	\$5,119,171	\$4,888,481	\$5,296,481	\$15,304,132

All information from 2021-2024 includes an adjustment for inflation.

This programme reflects outcomes from various District and sub-regional transportation planning processes, for example SmartGrowth, Regional Land Transport Plan, Community Development Plans and individual road strategies.

Council notes the Waka Kotahi funding constraints and that this may affect Council's ability to deliver the programme if a Waka Kotahi subsidy is not available for some components.

Council prepares an Activity Management Plan in line with Waka Kotahi guidance.

What are we planning to do

All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
152301	Transportation - Road Safety Operation	70	72	74	77	79	81	83	85	88	90
210413	Transportation - Minor Capital Rooding Improvements	3,000	3,096	3,192	3,285	3,381	3,474	3,564	3,657	3,750	3,840
279202	Transportation - Land Purchases	150	155	160	164	169	174	178	183	188	192
282702	Transportation - Waihi Beach Community Rooding Funding	145	150	154	159	163	168	172	177	181	185
282802	Transportation - Katikati Community Rooding Funding	162	168	173	178	183	188	193	198	203	208
282902	Transportation - Ōmokoroa Community Rooding Funding	97	100	103	106	109	112	115	118	121	124
283002	Transportation - Te Puke Community Rooding Funding	290	299	308	317	327	336	344	353	362	371
283102	Transportation - Maketu Community Rooding Funding	67	69	72	74	76	78	80	82	84	86
283202	Transportation - Rural Rooding	229	236	243	251	258	265	272	279	286	293
283408	Seal Extension	2,029	2,093	2,158	2,221	2,286	2,349	2,410	2,473	2,536	2,597
283423	Transportation - One Network Maintenance Contract Pavement Surfacing (Reseals)	1,788	2,187	2,255	2,321	2,389	2,454	2,518	2,584	2,649	2,713
283426	Transportation - One Network Maintenance Contract Pavement Unsealed Strengthening	612	631	651	670	689	708	727	746	765	783
283429	Transportation - One Network Maintenance Contract Pavement Rehabilitation	1,105	2,275	3,410	5,699	5,866	6,027	6,183	6,344	6,506	6,662
283432	Transportation - One Network Maintenance Contract Drainage Improvements	31	32	33	34	35	36	37	38	39	39
283435	Transportation - One Network Maintenance Contract Ancillary Improvements	15	15	16	16	17	17	18	18	19	19
283438	Transportation - District Capital Network Improvements	747	771	795	818	842	865	887	911	934	956
283441	Transportation - One Network Maintenance Contract Pavement Seal Widening	1,522	1,571	1,619	1,667	4,882	1,762	1,808	1,855	1,903	1,948
293201	Network Upgrades - Joint Officials Group	100	206	532	1,095	-	-	-	-	-	-
302801	Waihi Beach Rooding Structure Plan	50	888	266	-	46	587	382	-	-	112
302901	Transportation - Katikati Structure Plan	976	1,758	72	-	-	-	-	59	336	789

Transportation - Building Communities - Activities

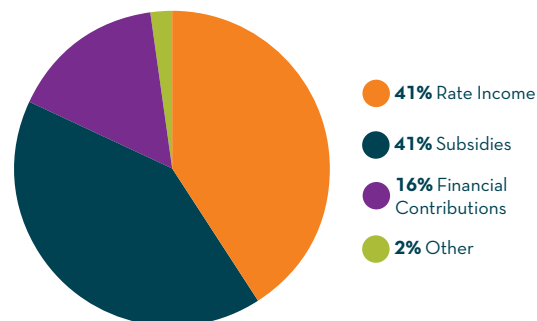
Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
302902	Transportation - Katikati Structure Plan Funding	300	621	72	-	-	-	-	59	336	643
303001	Ōmokoroa Roding Structure Plan - Catchment	-	425	1,105	5,830	766	4,032	3,832	634	2,643	12,231
303003	Ōmokoroa Roding Structure Plan - Rural	-	-	-	-	45	560	-	24	475	-
303004	Ōmokoroa Roding Structure Plan - Strategic	-	-	-	-	203	2,518	-	55	1,069	-
303005	Ōmokoroa Roding Structure Plan - Rates	-	-	-	-	113	1,417	178	18	356	-
303009	Ōmokoroa Roding Structure Plan - Catchment Cycle And Walkways	660	227	234	241	218	-	-	-	-	-
303010	Ōmokoroa Roding Structure Plan - Southern Industrial Area	1,000	-	-	-	-	-	-	-	-	-
303012	CIP1a - Ōmokoroa Structure Plan - Prole Road Urbanisation	2,500	2,980	4,190	3,285	-	-	-	-	-	-
303013	CIP1b - Ōmokoroa Structure Plan - Prole Road - Hamurana To End	2,000	2,072	2,192	-	-	-	-	-	-	-
303014	CIP2a - Western Ave Urbanisation - Ōmokoroa to North Of Gane Place	1,000	722	426	-	-	-	-	-	-	-
303015	CIP2b - Hamurana Road Urbanisation Gane Place NE Western Avenue	360	454	-	-	-	-	-	-	-	-
303016	CIP3a - Ōmokoroa Structure Plan - Southern Industrial Road - Design	1,000	1,032	638	-	-	-	-	-	-	-
303017	CIP3b - Ōmokoroa Structure Plan - Southern Industrial Road - RTB	-	-	372	-	-	-	-	-	-	-
303018	CIP4a - Ōmokoroa Structure Plan - Ōmokoroa Road Urbanisation - Western Ave To Margaret Drive	1,289	-	-	-	-	-	-	-	-	-
303019	CIP4b - Ōmokoroa Structure Plan - Ōmokoroa Road Urbanisation - Margaret Drive To Tralee Street	1,849	1,230	1,064	-	-	-	-	-	-	-
303020	CIP5a - Ōmokoroa Structure Plan - Ōmokoroa Road - Rail Pedestrian Cycle Bridge	-	516	532	-	-	-	-	-	-	-
303021	CIP5b - Ōmokoroa Structure Plan - Ōmokoroa Road - Prole Road Intersection Roundabout	100	516	958	-	-	-	-	-	-	-
303022	CIP5c - Ōmokoroa Structure Plan - Ōmokoroa Road Urbanisation - Prole Road To Neil Group	1,100	1,445	-	-	-	-	-	-	-	-
303023	CIP5d - Ōmokoroa Structure Plan - Ōmokoroa Road - Neil Group Roundabout	200	1,342	-	-	-	-	-	-	-	-
303024	CIP5d - Ōmokoroa Structure Plan - Ōmokoroa Road Urbanisation - Neil Group To Railway Line	1,300	1,101	-	-	-	-	-	-	-	-
303101	Transportation - Te Puke Structure Plan Urban Catchment	78	419	1,269	834	147	83	309	205	480	69

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
307601	Transportation - Walking and Cycling	700	980	1,277	1,643	1,691	1,737	1,782	1,829	1,875	1,920
307604	District Walking - Off-Road	50	52	53	55	56	58	59	61	63	64
324004	Strategic Roding - No 3 & Sh2, & Rangioru	-	-	-	1,095	-	-	-	-	-	-
324009	Transportation - Modelling	100	103	106	110	113	116	119	122	125	128
324013	Transportation - Service Relocations	135	139	144	148	152	156	160	165	169	173
342601	Transportation - Road Improvements Led Lighting	500	-	-	-	-	-	-	-	-	-
353901	Transportation - Public Transport Infrastructure (UFTI Commitment)	50	103	106	110	113	116	119	122	125	128
354001	Transportation - Ōmokoroa Ferry Infrastructure (UFTI Commitment)	-	-	-	-	-	-	1,782	1,829	-	-
355201	Transportation - Te Puke Bypass	200	206	-	-	-	-	-	-	-	-
357701	Transportation - Park And Ride Facilities Ōmokoroa	25	13	13	13	1,691	1,737	-	-	-	-
357702	Transportation - Park And Ride Te Puna	-	-	-	-	-	-	1,782	1,829	-	-
300214	Quayside Rangioru (<i>This project is administered by Western Bay of Plenty District Council and delivered by Quayside Holdings Limited. Refer to additional disclosure in Chapter Two - Infrastructure Strategy page 128).</i>)	1,000	20,235	32,335	-	-	-	-	-	-	-
300503	Opureora Marae Coastal Protection Works	-	-	-	-	225	-	-	-	-	-

Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for transportation.

Funding sources for 2021-22



How we will track progress

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
Transportation networks support and promote economic development. The impact on the environment of the transportation system is mitigated where practicable. Transport systems enable healthy activity and reduce transport-related public health risks. Transport systems improve access and mobility. Land use and transportation network planning are integrated.	Key Performance Measure The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.						
	<ul style="list-style-type: none"> Fatal crashes 	New	≤0	≤0	≤0	≤0	≤0
	<ul style="list-style-type: none"> Serious injury crashes 	New	≤0	≤0	≤0	≤0	≤0
	Key Resident Measure Level of satisfaction with our transportation networks (roads, cycling and walkways).	54.5%	≥60%	≥60%	≥65%	≥65%	≥65%
We will respond to customer transport-related issues. The network and its facilities are up to date, in good condition and fit for purpose.	The percentage of customer service requests relating to roads and footpaths to which Council responds within 15 working days.	70.8%	≥90%	≥90%	≥90%	≥90%	≥90%
	Level of customer satisfaction with action taken to resolve service requests.	89.3%	≥85%	≥85%	≥85%	≥85%	≥85%
	The average quality ride on a sealed local road network, measured by smooth travel exposure.	94%	≥90%	≥90%	≥90%	≥90%	≥90%
	There are a number of potential defects in road pavement structure and its surface. The condition index is a weighted measure of the fault types.						
	<ul style="list-style-type: none"> sealed Roads 	0.36	0.3	0.3	0.3	0.3	0.3
	<ul style="list-style-type: none"> unsealed roads. 	2.26	3.0	3.0	3.0	3.0	3.0
	Please note: (0 = defect free; 5= unsatisfactory).						
The percentage of sealed network that is more than one metre under width, as per road classification.	New	22%	23%	23%	25%	26%	
The percentage of the sealed local road network that is resurfaced.	7.8%	≥4%	≥4%	≥4%	≥4%	≥4%	
Adverse environmental effects, such as dust, noise and vibration are managed effectively.	Length of unsealed roads (km).	163km	≤158km	≤155km	≤152km	≤149km	≤140km





What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
The road network is convenient, offers choices for travel and is available to the whole community.	Number of successful prosecutions for non-compliance with Resource Management Consents and Heritage New Zealand Pouhere Taonga Act 2014 by the Bay of Plenty Regional Council or Heritage New Zealand.	0	0	0	0	0	0
	The percentage of footpaths that fall within the level of service or service standard for the condition of footpaths as identified in the transportation asset management plan	99%	≥95%	≥95%	≥95%	≥95%	≥95%
	The increase in total length of cycleways and walkways within the District.	12,886m	≥1,000m	≥1,000m	≥1,500m	≥2,000m	≥2,000m







Key assumptions

Assumption	Description	Risks
Traffic generation	Traffic movements on local roads are expected to increase by 2% per annum over the next 10 years, reflecting projected population and economic growth rates. The region is a substantial producer of a range of basic commodities many of which are exported through the Port of Tauranga. Accordingly the Port is New Zealand's largest in terms of volumes accounting for almost 25% of all imports and exports. The Port also handles considerable volumes of import and export cargoes for other regions. Consequently the region's road network has greatest intensity of use by freight vehicles in the country, over twice the national average.	<p>Fluctuations in the price of crude oil can have an effect on fuel prices. Rising fuel costs may reduce the number of journeys made and similarly falling prices may increase the number of journeys.</p> <p>The significant increase in road freight movements predicted in the Regional Land Transport Plan will reduce capacity in the existing network. A lack of transport capacity may act to constrain development and thus detract from the levels of economic growth that might be achieved.</p>
Strategic transport partners	Our strategic transport partners remain committed to the implementation of adopted sub-regional and regional initiatives, in accordance with agreed priorities and timeframes. This includes SmartTransport corridors together with initiatives identified in SmartGrowth and the Bay of Plenty Regional Land Transport Programme.	Without the commitment of our strategic transport partners and the availability of funding, planning for expected growth and development in our District could be less effective.
Transport network standards	Our local network maintenance and development programme has been prepared in accordance with current industry best practice standards. Assumes seal extension, life of fabric seals, is increased with a resulting decrease in maintenance costs.	If the standards for roading are increased this could result in greater than forecast expenditure or non-compliance.
Risk profile	It is estimated that the cost of natural hazard events on the local roading network will not exceed \$800,000 per annum (adjusted for inflation) over the 10 year term of this Long Term Plan.	We may not be able to access sufficient insurance cover at reasonable premiums in the future.
Structure plans	Proposed transportation expenditure is linked to our Structure Plan development programme. It is anticipated that the Structure Plan development programme will, in theory, have a nil effect on rating as expenditure will be recovered through financial contributions. All structure plans apart from recreation and leisure aspects are modelled over a 25-year period. Only projects for the term of this Plan are shown on the District Planning maps. All other projects are deferred to after 2028.	The continuing reduction in development due to a prolonged global economic downturn will reduce our ability to fund these projects from financial contributions (subdivision fees).

Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> • Provides for safe and easy travel around our District. • Provides connectivity both within and between communities. • Provides access to community, recreation and leisure facilities. • Provides access to retail, commercial and professional services. • Provides for transport options such as walking and cycling. • Provides for integrated planning of the transport network and landuse. 	<ul style="list-style-type: none"> • Potential for negative impacts from traffic noise and vibration to properties adjoining roads. • Potential for air pollution from traffic fumes to affect health. • Potential for dust on unsealed roads to affect health. • Poor design and use can result in dangers to people and high social cost from accidents. • Main roads can divide communities. • Heavy traffic volumes can lead to a loss of amenity in urban areas. 	<ul style="list-style-type: none"> • Continuing the road sealing programme. • Continuing the road widening programme. • Continuing to fund a road safety coordinator to work with the community. • Continuing to advocate for bypasses around urban centres. • Continuing the programme of road safety improvement.
 <p>Cultural</p>	<ul style="list-style-type: none"> • Provides access to sites of cultural and historical significance. 	<ul style="list-style-type: none"> • Provides easier access to sites that are culturally sensitive. • Potential for road construction to disturb sites of cultural significance including wāhi tapu. 	<ul style="list-style-type: none"> • Continuing to better identify sites of cultural significance. • Continuing to invest in good relationships with Tangata Whenua.
 <p>Environmental</p>	<ul style="list-style-type: none"> • Land taken for roading but surplus to development requirements may be used for environmental enhancement such as the development of wetlands. • Provides access to reserves and conservation areas. 	<ul style="list-style-type: none"> • Potential for noise pollution especially from heavy freight vehicles. • Potential for air pollution from vehicle exhaust fumes. • Potential for contamination from pollutants running off the road surface during storms. • Provides access for the illegal dumping of rubbish. 	<ul style="list-style-type: none"> • Continuing to investigate the use of sustainable roading materials. • Continuing to investigate the potential to reduce contaminants from roads entering the surrounding environment. • Continuing to provide rubbish collection on key arterial routes servicing urban communities.
 <p>Economic</p>	<ul style="list-style-type: none"> • Provides routes for the delivery of goods and services. • Provides a physical linkage between customers and businesses. • Provides a corridor for utility services. 	<ul style="list-style-type: none"> • Loss of productive land resulting from the development of transport corridors and infrastructure. • Cost of acquiring land for new roads and upgrades. • High cost of maintaining roading infrastructure potential for loss of agricultural and horticultural production due to dust from unsealed roads. 	<ul style="list-style-type: none"> • Continuing to advocate for government funding for strategic District roading projects. • Continuing to achieve 'value for money' when awarding roading contracts through robust procurement procedures and performance criteria.

Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> • Provides for safe and easy travel around our District. • Provides connectivity both within and between communities. • Provides access to community, recreation and leisure facilities. • Provides access to retail, commercial and professional services. • Provides for transport options such as walking and cycling. • Provides for integrated planning of the transport network and landuse. 	<ul style="list-style-type: none"> • Potential for negative impacts from traffic noise and vibration to properties adjoining roads. • Potential for air pollution from traffic fumes to affect health. • Potential for dust on unsealed roads to affect health. • Poor design and use can result in dangers to people and high social cost from accidents. • Main roads can divide communities. • Heavy traffic volumes can lead to a loss of amenity in urban areas. 	<ul style="list-style-type: none"> • Continuing the road sealing programme. • Continuing the road widening programme. • Continuing to fund a road safety coordinator to work with the community. • Continuing to advocate for bypasses around urban centres. • Continuing the programme of road safety improvement.
 <p>Cultural</p>	<ul style="list-style-type: none"> • Provides access to sites of cultural and historical significance. 	<ul style="list-style-type: none"> • Provides easier access to sites that are culturally sensitive. • Potential for road construction to disturb sites of cultural significance including wāhi tapu. 	<ul style="list-style-type: none"> • Continuing to better identify sites of cultural significance. • Continuing to invest in good relationships with Tangata Whenua.
 <p>Environmental</p>	<ul style="list-style-type: none"> • Land taken for roading but surplus to development requirements may be used for environmental enhancement such as the development of wetlands. • Provides access to reserves and conservation areas. 	<ul style="list-style-type: none"> • Potential for noise pollution especially from heavy freight vehicles. • Potential for air pollution from vehicle exhaust fumes. • Potential for contamination from pollutants running off the road surface during storms. • Provides access for the illegal dumping of rubbish. 	<ul style="list-style-type: none"> • Continuing to investigate the use of sustainable roading materials. • Continuing to investigate the potential to reduce contaminants from roads entering the surrounding environment. • Continuing to provide rubbish collection on key arterial routes servicing urban communities.
 <p>Economic</p>	<ul style="list-style-type: none"> • Provides routes for the delivery of goods and services. • Provides a physical linkage between customers and businesses. • Provides a corridor for utility services. 	<ul style="list-style-type: none"> • Loss of productive land resulting from the development of transport corridors and infrastructure. • Cost of acquiring land for new roads and upgrades. • High cost of maintaining roading infrastructure potential for loss of agricultural and horticultural production due to dust from unsealed roads. 	<ul style="list-style-type: none"> • Continuing to advocate for government funding for strategic District roading projects. • Continuing to achieve 'value for money' when awarding roading contracts through robust procurement procedures and performance criteria.



Building Communities
Water Supply
Puna Wai /
Kohinga Wai



Water Supply

Puna Wai / Kohinga Wai

We supply potable (drinking) water to over 16,000 properties in our District through water infrastructure operating in the Western, Central and Eastern supply zones. Our customer base includes residential, commercial, horticultural and agricultural users.

What we provide

- Water reticulation operated in three zones:
 - Western (*Waihi Beach, Katikati*)
 - Central (*Ōmokoroa, Te Puna*)
 - Eastern (*Te Puke, Maketu, Pukehina Beach, Paengaroa*)
 - District-wide metering
 - **26** booster pump stations
 - **9** bore fields
 - **10** water treatment plants
 - **31** reservoirs and tank sites
 - **716**km of watermains
 - **1** surface supply (bush dam)
- 17,250** watermain fronting properties are connected to Council's water supply.

Why we provide this activity

Our community outcome

Water supply is provided to our community in a sustainable manner.

- Provide potable water of an appropriate standard and quality to meet the needs of consumers within the three supply zones
- Sustainably manage our water resource, water supply infrastructure and consumer use of water across the three supply zones.



Water Supply

Overview

Water treatment, storage and distribution are provided in each of the supply zones. Through the operation and maintenance of the treatment plants, pumping stations, reservoirs and the reticulation network, water is delivered to our community through more than 17,800 connections.

Water is sourced from nine secure bore fields across our District. The change from surface supplies, which are prone to contamination, to secure groundwater supplies has enabled us to increase production capacities to meet growing demand. It has also improved the quality and reliability of supply, particularly during adverse conditions such as drought or floods. Our water sources have significantly improved water quality with source/reticulation supplies grading of Bb or better, in accordance with New Zealand Drinking Water Standards 2005 (amended 2018).

Having completed the transition to secure groundwater sources, Council is obliged by a number of drivers to place greater emphasis on water conservation and future growth. These include environmental sustainability, compliance requirements (including resource consent conditions), statutory frameworks and policies, and legislative responsibilities.

Key functions of this activity

Reducing water

Reducing water demand has many advantages as it lengthens the life of existing treatment, storage and reticulation infrastructure and means we can defer some capital expenditure. Water conservation also provides additional environmental benefits to the community by reducing the volumes of wastewater and protecting the water resource itself.

Studies by the Bay of Plenty Regional Council have highlighted the need to carefully manage future demand for water, especially in the eastern area of our District where forecast and existing demand may exceed the volume available for allocation. The allocation of water outside our reticulation system is the role of the Regional Council. Both councils see water conservation as an important part of ensuring the social, cultural, economic and environmental wellbeing of our communities and we will assist and educate water consumers about this.

District-wide metering

District-wide metering was completed in 2018 and assists customers in managing their usage in response to conservation initiatives and costs. Meters enable us to identify high volume users and system leaks. This is important for predicting future demand and to measure losses from the network. Water metering for all customers is an important part of our water supply activity and allows for the installation of backflow protection devices to all connections for the protection of customers in the event of a loss of pressure in the water main network. It also encourages conservative use of water as all customers pay for the water they use. Water conservation helps to ensure that sufficient water is available for all current users and provides for future generations.

Drinking water

Supplying drinking water for the purpose of domestic, commercial, industrial and livestock use is a high priority within our water management strategy. In drought or emergency situations we may require certain customer groups to reduce their usage to ensure adequate domestic supplies are available.

Non-standard connections (larger than 20mm)

Customers with non-standard connections (larger than 20mm) pay increased charges to reflect the greater demand such connections place on the network. These customers are mainly non-residential and may choose to reduce the additional charge by downsizing their connections. We will continue to work with this customer group to find the most practicable solutions to meet their water demands.

We have one uniform targeted rate for unmetered connections and one uniform volumetric charge across all three water supply zones.

The Three Waters Review, may result in significant structural changes to Council's role in the delivery of water supply, wastewater and stormwater services. Regardless of how it is delivered, the community will still need services to be provided and planned for. There is currently insufficient detail regarding the possible changes to services, and therefore it is prudent to plan on a business as usual approach to service delivery.

How we will achieve our community outcomes

Goal	Our approach
<p>Provide potable water of an appropriate standard and quality to meet the needs of consumers within the three supply zones.</p> <p>Sustainably manage our water resource, water supply infrastructure and consumer use of water across the three supply zones.</p>	<ul style="list-style-type: none"> • Maintain water treatment plants at a minimum of grade 'B' compliance with New Zealand Drinking Water Standards 2005 (amended 2018). Maintain piped water supplies at a minimum of grade 'b' compliance with New Zealand Drinking Standards 2005 (amended 2018). • Maintain adequate storage and supply to meet the needs of normal domestic, commercial and industrial water use for the Western, Central and Eastern Supply zones in the event of a one-in-50 year drought, with reasonable restrictions in place. • Maintain water storage systems to ensure a minimum of 24 hours average daily demand storage in all systems. • The reticulated network is only extended when consistent with our policy on network extensions and water connections. • When considering applications for new connections give priority to households, livestock (including dairy farms) and commercial and industrial uses (where land is zoned for these purposes) rather than for general agricultural irrigation. • Water meters are used to charge according to volume for all consumers. • Appropriate funding mechanisms are used to encourage equitable and sustainable use of water. • Enable cross-boundary supply with Tauranga City subject to suitable agreements being in place.

What are we planning to do

All information from 2023 - 2031 includes an adjustment for inflation.

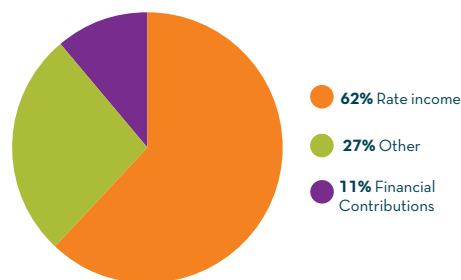
Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
243002	Water - Eastern Reticulation Improvements	699	987	1,019	1,174	993	1,538	1,173	1,179	1,692	1,367
243028	No: 1/2 Road Reticulation Improvements	380	-	-	-	-	-	-	-	-	-
243029	Water - Eastern Treatment Plant Renewals and Improvements	429	221	32	430	376	514	36	111	38	117
243031	Eastern Supply Zone - Reservoir Imps	170	481	267	153	228	85	24	3,486	25	26
243033	Eastern Water Consents And Compliance Renewals	-	77	107	55	57	-	30	-	-	-
243034	Water - Muttons Treatment Plant - Renewal	100	517	534	-	-	-	-	-	-	-
243210	Water - Ōmokoroa Stage 2 Water Reticulation	513	-	-	-	-	-	-	-	-	-
243307	Water - Ōmokoroa Structure Plan	1,362	1,056	-	-	389	736	565	-	713	-
243310	Water - Central Reticulation Improvements	226	150	182	1,036	1,135	1,125	1,141	648	720	621
243320	Water - Central Additional Bore	1,000	310	753	-	-	-	601	2,225	-	-
243333	Central Water Demand Management	40	26	27	28	28	-	-	-	-	-
243335	Water - Central Additional Reservoir	1,100	1,136	-	-	-	234	1,442	1,483	-	-
243338	Water - Central Source And Storage Improvements	37	131	298	358	174	166	132	-	-	-
243340	Water - Central Site Security and Electrical Intruder Alarms	100	193	155	110	256	128	114	12	13	59
243341	Central Water Consents and Compliance Renewals	-	-	101	55	57	47	-	56	-	-
243619	Water - Western Reticulation Capital Improvements	293	372	668	694	891	499	833	1,193	1,233	1,082
243622	Water - Western Katikati Structure Plan	456	124	263	239	-	-	-	-	-	-
243623	Waihi Beach Structure Plan - Water	-	137	-	-	-	31	-	-	-	-
243624	Water - Western Bulk Flow Meters	75	77	53	-	91	-	-	-	-	-
243625	Water - Western Site Security and Intruder Alarms	240	291	240	118	484	1,042	42	352	25	26
243636	Western Water Demand Management	25	57	59	28	-	29	-	31	-	33
243640	Western Water Consents And Compliance Renewals	-	52	117	55	46	47	-	74	-	-
243641	Water - Waihi Beach Structure Plan B Funding	-	-	-	-	-	-	-	-	-	137
287112	Water - Eastern Alternative Supply	1,100	1,136	1,175	1,419	-	-	-	-	-	-

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
287113	Eastern Supply Zone Bulk Flow Meters	75	77	80	83	91	93	60	-	-	-
287117	Water - Eastern Demand Management	50	52	53	-	57	-	90	-	25	26
287118	Water - Eastern Structure Plan Implementation	19	136	182	231	-	-	-	-	76	-
287119	Water Eastern - Te Puke Structure Plan Fund B	-	146	-	-	-	-	-	-	-	-
287201	Western Supply Zone Additional Bore At Existing Bore Field Katikati	50	-	-	661	1,138	-	-	-	-	-
287203	Additional Reservoir Capacity Project	50	-	-	-	-	888	2,164	-	-	-
310601	Water - Western Asset Validation	10	21	11	22	11	23	12	25	13	26
310701	Water - Central Asset Validation	20	10	21	11	23	12	24	12	25	13
310801	Water - Eastern Asset Validation	10	21	11	22	11	23	12	12	25	13
319001	District Wide Water Metering Central Supply Zone	80	83	53	-	-	58	60	-	-	-
337201	Water - Western Reticulation Modelling	35	-	5	-	40	-	6	-	44	-
340601	Water - Central Modelling	10	62	21	-	23	-	6	-	25	-
340701	Water - Eastern Reticulation Modelling	-	21	-	6	-	23	-	-	25	-
340801	Western Water - Reservoirs, Pumps & Controls Renewals	135	234	-	121	-	128	34	136	36	143
345201	Western Supply Zone - Additional Water Source	-	-	-	-	-	-	-	-	-	390
350026	Water - Eastern Supply To Rangiuru Business Park	100	413	4,806	3,857	-	-	-	-	-	-
350027	Water - Eastern Rangiuru Business Park New Pipeline	-	-	214	-	3,186	3,504	-	-	-	-
350027	Water - Eastern Rangiuru Business Park New Pipeline	-	-	214	-	3,186	3,504	-	-	-	-

Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for water supply.

Funding sources for 2021-22



How we will track progress

What we do	How we track progress	Result 2020	Target										
			2022		2023		2024		2025-27		2028-31		
Provide potable water of an appropriate standard and quality to meet the needs of consumers within the three supply zones. Sustainably manage our water resource, water supply infrastructure and consumer use of water across the three supply zones.	Key Performance Measure For the three supply zones the percentage of Council's treated water supply with a Ministry of Health grading as per the New Zealand Drinking Water Standards 2005 (revised 2018).												
	• B or better for treatment	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	• b or better for distribution	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
We will provide good quality potable water to service growth within the three supply zones.	Key Resident Measure Level of resident satisfaction with the quality of Council's water supply.	76%	≥80%	≥80%	≥85%	≥85%	≥85%	≥85%	≥85%	≥85%	≥85%	≥85%	≥85%
	Ability of reservoirs to provide a minimum of 24-hour daily demand.	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
We will monitor sustainable delivery and effectively manage the risks associated with the quality and quantity of the public water supply.	Percentage of year where reservoirs are maintained at a minimum of 50% full for 80% of the time, in accordance with Ministry of Health requirements.	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	The extent to which Council's drinking water supply complies with: Part 4 of the drinking-water standards (bacterial compliance criteria), and Part 5 of the drinking-water standards (protozoal compliance criteria).	0	≥99%	≥99%	≥99%	≥99%	≥99%	≥99%	≥99%	≥99%	≥99%	≥99%	≥99%
	Distribution Zones (Yes or No)	Part 4	Part 5	Part 4	Part 5	Part 4	Part 5	Part 4	Part 5	Part 4	Part 5	Part 4	Part 5
	• Athenree	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	• Katikati	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	• Ōmokoroa Minden	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	• Pongakawa	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	• Te Puke	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We will monitor sustainable delivery and effectively manage the risks associated with the quality and quantity of the public water supply.	The percentage of real water loss from Council's networked reticulation system. To be monitored through the water metering system.	19.7%	≤25%	≤25%	≤22%	≤20%	≤20%
	The average consumption of drinking water per day per resident within Council's district.	170 litres	≤220 litres	≤200 litres	≤200 litres	≤190 litres	≤180 litres
We will respond to customers issues with the water supply.	Where Council attends a callout in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured: Attendance for callouts: from the time Council receives notification to the time service personnel reach the site:						
	• Urgent callouts	0.76 hours	≤60 minutes	≤60 minutes	≤60 minutes	≤60 minutes	≤60 minutes
	• Non urgent callouts	3.8 hours	≤24 hours	≤24 hours	≤24 hours	≤24 hours	≤24 hours
	Resolution of callouts from the time Council receives notification to the time service personnel confirm resolution of the fault or interruption.						
	• Urgent callouts	6.18 hours	≤5 hours	≤5 hours	≤5 hours	≤5 hours	≤5 hours
	• Non urgent callouts	26.5 hours	≤28 hours	≤28 hours	≤28 hours	≤28 hours	≤28 hours
	Total number of complaints received by Council about any of the following:						
	Drinking water clarity: • drinking water taste • drinking water odour • drinking water pressure or flow • continuity of supply and • Council's response to any of these issues. Expressed per 1,000 connections to Council's networked reticulation system.	6.79	≤30	≤30	≤30	≤30	≤30





Key assumptions

Assumption	Description	Risks
Eastern Supply Zone	No provision is made in our Asset Management Plan (AMP) for infrastructure to reticulate and supply future development at Rangiuuru as it has not been given approval to proceed.	Minor because the AMP can be updated if and when the industrial park is given approval to proceed and water is available.
Drinking water standard	The standard for drinking water as specified in Drinking Water Standards for New Zealand 2005 (revised 2018) remains unchanged for compliance with the Health (Drinking Water) Amendment Act 2007.	Quality of water supplied differs from supply standards.
Industrial water demand	Industrial demand is based on the continual growth of existing demand profiles in commercial, industrial and agricultural sectors. Trends have been identified and analysis undertaken as per the Water Asset Management Plan.	If demand assumptions are incorrect, investment in water assets may not be optimal, however, much of the work can be modified according to actual growth.
Residential water demand	<p>Growth in water demand is based on forecast population growth and household numbers and from historical trends in individual household consumption. Trends have been identified and analysis undertaken per the Water Asset Management Plan. Expect residential water metering to reduce growth in demand.</p> <p>Risks exist where consumers are not currently connected to the water supply network but it is available for them. If there are large numbers of these new consumers in any one location connecting to the water supply upgrades to the capacity of the supply network may need to be brought forward.</p>	If demand assumptions are incorrect, investment in water assets may not be optimal, however, much of the work can be modified according to actual growth.
Water asset renewals	<p>The assessed condition of the assets will not deteriorate with the provision of further field data. Asset replacement is scheduled based on accepted national standards and international best practice approaches to 'whole of life' asset management.</p> <p>Water reticulation, source headworks and storage assets will be renewed 'just in time' throughout the 10-year period according to their determined life expectancies and performance.</p>	<p>Assets that have accelerated deterioration rates are not appropriately funded.</p> <p>Delaying the renewal work by 'sweating the asset' unreasonably would increase maintenance expenditure and progressively increase the risk of reduced levels of service in the reticulated area.</p>
Water asset replacement	All pipe replacement is with either Polyvinyl chloride (PVC) or Polyethylene (PE) plastic pipes. This is in line with current levels of service and budgets.	Increased construction and ratepayer costs if alternative pipe materials are used, for example ductile iron.
Water losses	Management of reticulation systems and water metering will have reduced water losses from 28% to 10% between 2018 and 2028. Observation and analysis of the three supply zone networks by staff suggest this reduction is achievable. The availability of water is not expected to be affected by climate change during the 10 years of this Plan. Proposals adopted for water metering used as a demand management tool and to encourage more efficient use of the resource will help address longer term risks.	If the target is not met investment in new water sources may need to be brought forward.

Assumption	Description	Risks
Water level of service	No provision is made for changes to the adopted levels of service, funding policy or bylaws.	Changes to levels of service will have cost implications for ratepayers
Water sources	All future water supplies are from proven groundwater sources adjacent to existing infrastructure. Current consents allow for growth for the next 50 years and are all sites close to existing water treatment plants.	Considerable increased investment in reticulation would be required if new bore sources had to be located.
Impact of water metering	<p>Metering households has reduced demand for water and may delay the need for additional water sources.</p> <p>Bulk-flow metering and demand management activities will continue over the next 10 years.</p>	<p>Increased investment in water sources and the reticulation network may be required if demand does not reduce as a result of metering.</p> <p>If demand is not reduced through these initiatives Council will not be able to defer the funding for significant capital and renewals projects</p>



Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> Provides for a safe and convenient drinking water supply for residential properties' everyday needs. Provides water for a range of recreation and leisure activities, e.g. swimming pools. Provides the operational basis for the sewerage network. 	<ul style="list-style-type: none"> Increasing the amount of water taken for public supply from groundwater bores means less groundwater is available for landowners wanting to develop private bores for irrigation. 	<ul style="list-style-type: none"> These effects are monitored and controlled by the Bay of Plenty Regional Council through resource consents required to extract and use water.
 <p>Cultural</p>	<ul style="list-style-type: none"> Good quality water is available to residents which improves health and wellbeing. 	<ul style="list-style-type: none"> Water abstraction from streams and rivers can have an adverse effect on the mauri of the water body. 	<ul style="list-style-type: none"> Continuing to better identify the cultural significance of water catchments through resource consent conditions.
 <p>Environmental</p>	<ul style="list-style-type: none"> Treated water returned to the environment. 	<ul style="list-style-type: none"> Water extraction from rivers and streams has the potential for negative impacts on ecological values as habitats for native species of plants and animals. 	<ul style="list-style-type: none"> We are continuing to monitor and reduce water losses from the public supply system to reduce the amount of water we need to take.
 <p>Economic</p>	<ul style="list-style-type: none"> Provides a reliable water supply for commercial and industrial users. Provides a reliable water supply for agriculture and horticulture. 	<ul style="list-style-type: none"> Some people may find it difficult to pay for the water they use and will have to reduce their use. Businesses using large volumes of water may decide against locating in our District due to water costs. 	<ul style="list-style-type: none"> We are continuing to install water meters for all customers in our District. We are making consumers aware of their water use by charging for water by volume used.



Stream water testing



Protecting the Environment
**Natural
Environment &
Sustainable
Living**
Taiao Māori me
Nohonga
Tautāine



Natural Environment and Sustainable Living
Taiao Māori me Nohonga Tautīnei

Council's Environment Strategy sets out Council's contribution to achieving a clean, green and valued environment.

What we provide

- education programmes and initiatives.
- support for environmental service delivery providers.
- fencing subsidies (protected bush lots).
- community group support.
- liaison with the regional council and partners (with a focus on environmental issues).

Why we provide this activity

Our community outcome

A clean green valued environment, achieved by:

- increasing indigenous biodiversity
- protecting important natural and cultural areas
- having a lighter footprint
- connecting people with the natural environment
- making decisions to address the impacts of climate change.



Natural Environment and Sustainable Living

Overview

Council has a statutory obligation under the Local Government Act 2002 to promote environmental wellbeing for the benefit of today's and future generations. Under the Resource Management Act 1991 we have responsibilities to control the effects of land use on the environment including natural hazards and indigenous biodiversity.

Council provides incentives for landowners undertaking conservation and environmental restoration work, through protection lot rules in the District Plan. Council also supports environmental monitoring programmes, so that we have relevant data to understand the value of the work we're doing and ensure it is being maintained.

Our communities value their local green space and sites of natural and cultural significance. Parks and reserves can provide habitat for native species and connections to rivers, harbours and the ocean. Protecting and enhancing natural and cultural sites of significance not only preserves the sites, it enables the historical knowledge gained from those sites to be preserved and used to inform our present actions.

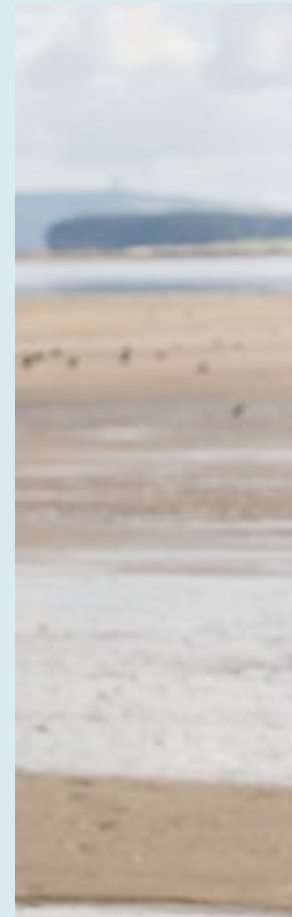
The Western Bay of Plenty is fortunate to have several large projects and programmes involving Bay of Plenty Regional Council, Department of Conservation, Tangata Whenua, landowners and community environmental groups, that aim to improve biodiversity and water quality. These projects have grown from the desire of local communities to protect and enhance the natural environment that they value so highly. Council supports these initiatives and will continue to collaborate with local communities on project delivery.

Protecting and enhancing our natural environment also contributes to our resilience to the impacts of climate change. Healthy natural habitats maintain our groundwater, sequester carbon and improve air and water quality.

Green 'corridors' through urban areas can have multiple functions and bring nature into our towns.

Fostering our connection to nature is essential, in particular in our towns. Council supports programmes that engage local communities in the environment around them and educates them about how their choices and actions affect the environment. The community is interested in having a lighter environmental footprint and Council supports programmes that engage individuals and communities in how to do this.

Over the next three years Council will focus on:



Kaituna River

Supporting implementation of the Kaituna River Action Plan and actions linked to the Tauranga Moana Harbour Programme.

Education

Continuing to fund programmes that build understanding and educate us about our unique natural environment and how we can have a lighter environmental footprint.

Cultural heritage

Investment into Te Tawa ki Tahataharoa as an important wetland and cultural heritage restoration.

Collaboration and funding support

Continuing collaboration and funding support for existing projects and building relationships to support future projects.

Funding support to local environmental projects through the Community Matching Fund – Ecological Fund.

Ōmokoroa

Development of gullies within Ōmokoroa Structure plan to create a blue-green network with multi-functions – stormwater management, biodiversity, walkway / cycleway connections and cultural values.

How we will achieve our community outcomes

Goal	Our approach
Increasing indigenous biodiversity	<p>We will align our funding and support with multi-agency collaborative projects involving Bay of Plenty Regional Council, local conservation and restoration groups, local landowners and Tangata Whenua. Our funding will contribute to identified local actions.</p> <p>We will support and fund action plans where Council is a partner agency, including Te Maru o Kaituna and the Tauranga Moana Harbour programme.</p> <p>We will continue to support the Coastcare programme.</p>
Connecting people with the natural environment and having a lighter footprint	<p>We will support local environmental education programmes that engage communities and schools, in both urban and rural environments.</p> <p>We will continue to support Sustainable Backyards and Sustainable Neighbourhoods Projects.</p> <p>We will use the Community Matching Fund to support local environment projects that have both ecological and sustainable living outcomes.</p>
Protecting important natural and cultural areas	<p>We will continue to use incentives, rules and monitoring to protect important natural and cultural areas. This includes the use of protection lot provisions. Council will continue to monitor protection lots to ensure they are maintaining and enhancing important ecological features.</p> <p>We will work with Tangata Whenua on mapping cultural heritage sites and methods for protection.</p> <p>We will work in partnership with Tangata Whenua on the restoration of Te Tawa ki Tahataharoa.</p>
Making decisions to address the impacts of climate change	<p>We will develop tools and use structure planning processes to develop gullies network plans. We will start with the gullies through the Ōmokoroa Stage 3 Structure Plan area.</p>

What are we planning to do

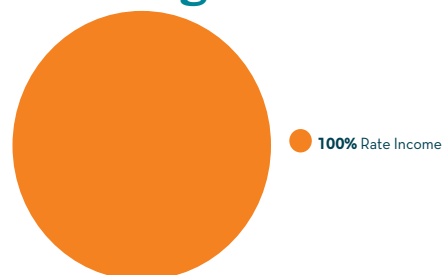
All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
162401	Reserves - Esplanade Strips Compensation Funding	10	10	11	11	17	18	18	25	25	26
244602	Reserves - Community Contract Coastcare	30	31	32	33	34	35	36	37	38	39
252302	Environmental Services Contract - Ecology Education	52	53	55	57	59	60	62	64	65	67
252306	Environment - Maketu Ongatoro Wetland Society Education Programme	35	36	37	39	40	41	42	43	44	46
302302	Reserves - Pukehina Beach Protection Funding	15	15	16	17	17	18	18	19	19	20
306403	Environment Support - Tahataharoa Longer Term Wetland Restoration	20	31	32	33	34	35	36	37	38	39
306405	Natural Environment - Ōmokoroa Gullies Development	-	-	53	55	57	58	60	62	-	-
306902	Compliance - Environmental Monitoring Protection Lots	50	52	53	55	57	58	60	62	63	65
311810	Grant - Tauranga Moana Biosecurity Capital	10	10	11	-	-	-	-	-	-	-
311812	Environment - Envirohub	40	41	43	44	46	47	48	49	51	52
352201	Environment - Community Matching Fund Ecological	40	41	43	44	46	47	48	49	51	52
356402	Environment - Kaituna River Action Plan Implementation	50	52	53	-	-	-	-	-	-	-
357901	Environmental Programmes - Multi-Agency	180	186	192	143	148	152	156	161	165	169

Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for natural environment and sustainable living.

Funding sources for 2021-22



How we will track progress





What we do	How we will monitor progress	Actual 2020	Target				
			2022	2023	2024	2025-27	2028-31
We support multi-agency programmes and community-led programmes that increase indigenous biodiversity, improve water quality and protect significant natural habitats and cultural heritage sites, in both urban and rural environments.	Key performance measure: Percentage of projects funded through Community Matching Fund that are completed.	New Measure	≥90%	≥90%	≥90%	≥90%	≥90%
	Key resident measure: Percentage of residents who perceive the environmental attributes monitored have improved or are being maintained (the features monitored include the quality of streams and rivers, harbours and estuaries, air quality, the amount of noxious weeds, protection of historic places, general level of cleanliness and the amount and quality of native plants and animals).	76%	≥75%	≥75%	≥75%	≥75%	≥75%
We use incentives, rules and monitoring to increase protection of significant natural and cultural features.	Amount of additional land included in protection areas in addition to what is shown as ecological features in the District Plan. Baseline per District Plan is 18,338ha.	New Measure	≥10ha	≥10ha	≥10ha	≥10ha	≥10ha
	Number of protection areas monitored to ensure compliance.	105	≥50	≥50	≥50	≥50	≥50
We support environmental education programmes that build our understanding of the natural environment and how we can have a lighter footprint and lead to action.	Number of environmental and sustainable living education initiatives.	New Measure	≥6	≥6	≥6	≥6	≥6
	Number of schools engaged in local environmental and sustainable living initiatives led by local organisations.	New Measure	≥6	≥6	≥6	≥6	≥6
We use structure planning processes and assessment tools to develop blue/green networks that maintain and protect natural assets.	Percentage of structure plans incorporating a blue/green network plan.	New Measure	100%	100%	100%	100%	100%

Key assumptions

Assumption	Description	Risks
Working in partnership	It is assumed that our partnerships with other agencies in the region to co-operate with and provide programmes will continue as at present.	If partnership arrangements are varied, costs of programme provision may increase or services may no longer be able to be provided.



Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> Provides environmental education which is recognised as one of the most valuable methods of supporting the natural environment. The natural environment is a highly valued community asset. Everyone benefits from an enhanced natural environment. Residents and visitors use the natural environment as a community resource and for opportunities to socialise. Engagement of community members to create environmental community groups provides both social and environmental enhancement outcomes. 	<ul style="list-style-type: none"> There may be some community environmental groups who consider our work with the natural environment to be inappropriate (possibly by location or by method of remediation/enhancement). 	<ul style="list-style-type: none"> We focus on education as a means of helping communities understand why we do this work, for example by targeting schools. Research indicates that developing an awareness of environmental sustainability early in life means that practices/understanding are embedded and often practised in later years.
 <p>Cultural</p>	<ul style="list-style-type: none"> The natural environment is a valued and significant cultural asset. Protection and enhancement of the natural environment and cultural sites supports local identity. Fosters respect for the cultural traditions and heritage of an area/environment. 	<ul style="list-style-type: none"> Risk of cultural sites being seen as less important. Risk of the mauri or spiritual significance of a cultural site being diminished. 	<ul style="list-style-type: none"> Ensure that staff have access to relevant information and are appropriately equipped with the knowledge and skills to share information relating to the cultural significance of our natural environment.
 <p>Environmental</p>	<ul style="list-style-type: none"> Helps support habitats for native flora and fauna. Helps to ensure that our use of the natural environment for farming practices is more sustainable into the future. Helps to sustain and enhance biodiversity within our District. Contributes to landscape character and visual amenity. Can be used to manage or mitigate natural hazards and the predicted impact of climate change. 	<ul style="list-style-type: none"> There may be some members of the community who hold differing views on the methods by which we seek to improve our natural environment, for example clearing mangroves. 	<ul style="list-style-type: none"> We work with communities, landowners and environmental groups to provide education and support regarding the work we are undertaking.
 <p>Economic</p>	<ul style="list-style-type: none"> A high quality natural environment is vital for continued commercial success across a range of businesses reliant on natural resources. Provision of funding support is a vital tool in ensuring the establishment and ongoing support for these environmental protection and enhancement projects. 	<ul style="list-style-type: none"> Environmental restoration and protection projects may be perceived as impeding economic progress, for example land development. Our work may initiate projects which will require financial support long term. Groups unable to manage themselves effectively in the future may request further financial support at a later date. 	<ul style="list-style-type: none"> We work with landowners and commercial businesses to help educate them in terms of both regulatory provisions and environmental best practice. We support groups and provide longterm advice about managing projects and sourcing longterm funding.



Protecting the Environment **Wastewater** Waipara



Wastewater Waipara

Council aims to ensure that wastewater treatment and disposal systems are sustainable and continue to meet environmental and health and safety standards. We will continue to encourage households to explore and implement measures that reduce wastewater volume per person.

What we provide

- **Maketu:** 37.8km of pipes and 525 household pumps and two booster pumps.
- **Ōmokoroa:** 81km of pipes and 16 pump stations.
- **Te Puke:** 74.2km of pipes and eight pump stations.
- **Katikati:** 76.2km of pipes and 15 pump stations.
- **Waihi Beach:** 81.4km of pipes and 24 pump stations.
- **Te Puna:** 126 household pumps.
- **Ongare Point:** 4.1km of pipes and 56 household pumps.

Why we provide this activity

Our community outcome

Wastewater services are well planned and maintained to ensure a clean and healthy environment.

- All areas in our District served by Council's reticulated wastewater disposal systems meet acceptable health, safety and environmental standards.
- Assist small urban communities along the Tauranga Harbour to ensure that the wastewater disposal options available to them meet health and safety requirements.



Wastewater

Overview

Increasing demand for wastewater services is driven by population growth, environmental degradation and public health issues. Waihi Beach experiences additional seasonal demand driven by holidaymakers. Developers pay financial contributions (subdivision fees) which are used to repay the costs of building future capacity into our District's wastewater schemes.

There is no need to increase the number of wastewater treatment plants in our District, however we will be continually upgrading the capacity of the existing plants to cope with future growth and also recognising the increased requirements of the quality of discharge to be met under the National Policy Statement (NPS).

We have five wastewater treatment plants at Katikati, Maketu/Little Waihi, Te Puke, Waihi Beach and Ongare Point and one wastewater treatment scheme in Ōmokoroa and one in Te Puna West. There are increased pressures on smaller communities to look at alternative treatment and disposal options, especially with regard to Regional Council's new discharge requirements.

Urban Centres

- Katikati
- Maketu/Little Waihi
- Ōmokoroa
- Te Puke
- Waihi Beach.

By calculating residential flows we are able to measure the capacity of our existing treatment plants. The following method is used for this purpose:

- Population based on an average of 2.7 people per house or dwelling.
- Average dry weather flow of 220 litres per person per day in area water supply.

We are near to or at capacity for the Te Puke treatment plant which we are planning to upgrade by 2025. Katikati and Waihi Beach are also nearing capacity and will require upgrades in the next 10 years.

There are a number of households in each wastewater scheme that can be connected but have currently chosen not to. We have a programme to actively encourage these households to connect for public health reasons.

Levels of service relating to the quality and quantity of discharges from treatment plants are prescribed by legislation and resource consent conditions. All our treatment plants comply with these service levels and no changes are anticipated in the short to medium term, subject to the renewal of resource consents. There are no significant variations between the assessment of water and sanitary services and this wastewater activity.



Ōmokoroa

The Ōmokoroa Peninsula is currently serviced with a reticulated network that discharges to a common storage chamber/pump station north of the railway line. The pump station is designed to cater for a population of 12,000 people. The collected wastewater is discharged via a 16km pipeline to Tauranga City Council wastewater network in Bethlehem. As development takes place in Ōmokoroa, new reticulated infrastructure will feed into this existing pump station.

Te Puke

Te Puke wastewater treatment plant is nearing capacity and is required to meet more stringent treatment parameters by 2025 as set by the recently renewed resource consent. Upgrade options are currently being considered.

Katikati

Katikati currently discharges its wastewater via an ocean outfall off Matakana Island. As part of its resource consent renewal Council will be looking at alternative discharge options over 3 - 5 years. This will need to be implemented by 2038 when the resource consent expires.

Septic tank effluent pump station

The success of the pressurised scheme in Maketu/Little Waihi, using a grinder pump system to connect individual households to the treatment plant, resulted in a similar scheme being built in Te Puna West in 2017.

A new wastewater scheme was constructed for Ongare Point in 2018. This is a Septic Tank Effluent Pump System. It includes onsite holding tanks for the primary treatment of solids on each property, which will be owned and maintained by Council. The scheme allows for a smaller scale, more affordable treatment system and can be expanded through a series of modular upgrades to add capacity to connect the infill growth expected over the next 25 years.

Small coastal communities

For areas of our District where a reticulated wastewater scheme is unavailable, wastewater must be managed onsite. The Bay of Plenty Regional Council is responsible for the consenting and management of onsite schemes.

We will continue to work with the Regional Council and our small coastal communities to investigate options for sustainable onsite wastewater treatment.

Our investigations have indicated that the communities at Kauri Point, Plummers Point and Tuapiro Point are compatible with the Regional Council's operative Onsite Effluent Treatment Plan (OSET), as individual properties are large enough to provide sufficient area for effective landbased treatment. At Tanners Point properties are within a maintenance zone in the OSET plan. This means properties within the zone are required to undertake more frequent maintenance on their tanks and provide feedback to the Regional Council. No further Council expenditure has been allocated for these coastal communities in this Long Term Plan. However, should Regional rules change, Council may be required to investigate options further with these communities.

Rural communities

For rural areas of our District where reticulated schemes are unavailable, the Bay of Plenty Regional Council is responsible for the consenting and management of onsite wastewater schemes.

The Three Waters Review, may result in significant structural changes to Council's role in the delivery of water supply, wastewater and stormwater services. Regardless of how it is delivered, the community will still need services to be provided and planned for. There is currently insufficient detail regarding the possible changes to services, therefore it is prudent to plan on a business as usual approach to service delivery.



Te Puke Wastewater Treatment Plant

How we will achieve our community outcomes

Goal	Our approach
All areas in our District served by Council's reticulated wastewater disposal systems meet acceptable health, safety and environmental standards.	<ul style="list-style-type: none"> Ensure sludge disposal meets environmental and health standards by investigating new technology to reduce sludge, alternative uses and options for sludge disposal Ensure that the disposal of treated effluent meets environmental and health standards and is affordable.
Assist small urban communities along the Tauranga Harbour to ensure that the wastewater disposal options available to them meet health and safety requirements.	<ul style="list-style-type: none"> In consultation with ratepayers advocate to the Bay of Plenty Regional Council to ensure that wastewater disposal systems, other than Council-owned systems, meet acceptable health, safety and environmental standards.

What are we planning to do

All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
168603	Waihi Beach Wastewater Treatment	100	130	188	129	68	245	59	126	136	143
168604	Waihi Beach Wastewater Treatment Plant Fixed Generator	-	-	-	-	-	-	-	371	-	-
168605	Waihi Beach Wastewater Treatment Plant Mechanical Separator for Wetlands	-	-	-	-	-	818	-	-	-	-
225615	Wastewater - Te Puke Wastewater Pump Station Renewals and Access	30	-	32	33	140	157	213	95	251	192
225632	Te Puke Wastewater Treatment Plant Upgrade	1,400	4,699	5,073	-	-	-	1,082	5,562	5,711	-
225635	Rangiuru Business Park Share of the Contribution Towards the Cost of the Treatment Plant Upgrade	-	1,033	1,068	-	-	-	2,043	10,506	10,787	-
225723	Wastewater - Katikati Pump Station	-	21	28	80	81	-	121	125	189	211
225724	Wastewater - Katikati Treatment Plant Emergency Storage	30	695	175	35	137	53	18	15	146	42
225743	Wastewater - Katikati Infrastructure Improvements	-	10	-	11	19	20	20	21	22	22
225744	Katikati Wastewater Treatment Plant Upgrades	300	155	214	220	228	2,044	2,104	-	-	-
225745	Wastewater - Katikati Treatment Plant Fixed Generator	-	-	-	-	285	-	-	-	-	-
225746	Wastewater - Katikati Grit/Stone Interceptor Chamber Prior to Wills Rd Pump Station	-	36	374	-	-	-	-	-	-	-

Wastewater - Protecting the Environment - Activities

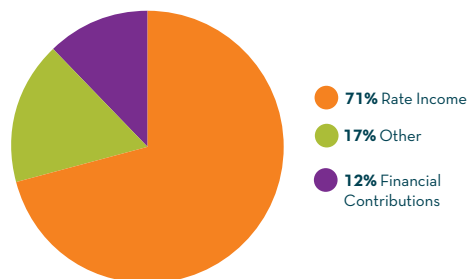
Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
226001	Wastewater - Waihi Beach Treatment Pump Station Renewal	60	58	83	137	225	453	450	338	357	461
226025	Waihi Beach Treatment Plant Upgrade	114	238	305	1,322	341	-	-	-	-	-
226031	Waihi Beach Wastewater Treatment Plant Screw Press	-	52	587	-	-	-	-	-	-	-
226032	Wastewater - Waihi Beach Network Infrastructure Renewals/Rehab	-	-	-	-	-	-	-	-	57	59
229815	Wastewater - Ōmokoroa Pumpstation Renewals	-	93	-	78	15	113	90	85	19	39
295703	Wastewater - Te Puke Structure Plan	221	10	182	175	-	-	-	-	-	-
295803	Wastewater - Maketu Treatment Plant Renewals	30	21	-	-	11	-	-	-	13	-
295804	Wastewater - Maketu Fixed Generator	-	-	-	110	-	-	-	-	-	-
310902	Wastewater - Waihi Beach Asset Validation	55	31	59	11	11	12	12	12	13	13
311002	Wastewater - Katikati Asset Validation	7	7	7	8	13	13	14	14	14	15
311102	Wastewater - Te Puke Asset Validation	10	10	11	11	11	12	12	12	13	13
316701	Katikati Structure Plan Utilities Wastewater	-	88	107	827	-	-	-	-	38	102
317001	Waihi Beach Structure Plan Utilities Wastewater	-	11	32	-	125	554	-	-	-	-
317301	Ōmokoroa Structure Plan - Wastewater	3,475	5,042	-	-	-	-	-	371	2,386	1,363
319502	Waihi Beach Infiltration Investigation and Remedial Work	-	72	96	-	-	-	-	-	-	-
319803	Wastewater - Te Puna Scheme Renewals	-	-	-	17	-	-	-	-	-	-
323402	Katikati Infiltration Investigation	-	52	53	55	57	58	60	-	63	-
323502	Ōmokoroa Infiltration Investigation	-	-	-	44	34	-	-	-	-	-
323602	Wastewater - Te Puke Infiltration Investigations	50	-	-	-	-	35	36	-	-	-
323603	Wastewater - Te Puke Infiltration Rehabilitation	50	-	-	-	-	-	120	-	-	-
335006	Wastewater - Maketu Asset Assessment	-	-	-	-	-	-	-	6	6	7
336301	Waihi Beach Wastewater Treatment Plant M - QMRA Review	-	-	-	48	-	-	-	-	-	-
336601	Wastewater - Ōmokoroa Manhole Repair	-	-	-	-	-	117	120	124	-	-

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
338601	Wastewater - Ōmokoroa Asset Validation	10	10	11	11	11	12	12	12	13	13
340501	Wastewater - District Wide Reticulation Modelling	50	10	11	11	11	-	-	-	-	-
342101	Katikati Wastewater Network Upgrades	-	-	-	-	-	-	-	1,691	391	593
343901	Wastewater - Ōmokoroa Reduce Infiltration	-	-	16	132	108	-	18	19	127	-
344001	Te Puke Wastewater Treatment Plant Rock Filter	-	155	-	-	-	-	-	-	-	-
344101	Te Puke Wastewater Treatment Plant - Wetlands Decommissioning	-	155	-	-	-	-	-	-	-	-
344301	Maketu Wastewater Pump Station Renewals	-	-	-	-	60	128	36	-	127	312
348702	Wastewater SCADA	50	-	53	-	57	-	12	-	13	-
353101	Wastewater - Waihi Beach Wastewater Treatment Plant Renewal of Resource Consent	-	-	107	110	-	-	-	-	-	-
353201	Wastewater - Waihi Beach SAS Lagoon Repairs	-	826	-	-	-	-	-	-	-	-
353501	Wastewater - Te Puke Infrastructure Rehabilitation	-	-	-	55	131	82	-	-	-	-
353502	Wastewater - Te Puke Network Upgrades	25	227	977	-	-	-	120	1,360	70	520
353601	Wastewater - Ongare Wastewater Scheme Renewals	-	-	-	17	-	-	-	-	-	-

Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for wastewater.

Funding sources for 2021-22



How we will track progress

What we do	How we track progress	Actual 2020	Target				
			2022	2023	2024	2025-27	2028-31
All areas in our District served by Council's reticulated wastewater disposal systems meet acceptable health, safety and environmental standards.	Key Performance Measure Percentage compliance with resource consents for each wastewater scheme: <ul style="list-style-type: none"> • Katikati • Maketu/Little Waihi • Te Puke • Waihi Beach • Ongare Point. 	91%	≥90%	≥90%	≥90%	≥93%	≥95%
	Key Resident Measure Level of resident satisfaction with Council's reticulated wastewater disposal system.	93%	≥90%	≥90%	≥90%	≥95%	≥95%
Maintain wastewater systems and have capacity to meet demand. Provide wastewater services that meet customer needs.	The number of dry weather sewage overflows from Council's sewerage system, expressed per 1000 sewerage connections to that sewerage system. <i>Note: only applies when 1mm of rain has fallen in a 24 hour period.</i>	2.94	≤2	≤2	≤2	≤2	≤2
	Compliance with resource consents for discharge from the sewerage system measured by the number of: <ul style="list-style-type: none"> • abatement notices • infringement notices • enforcement orders • convictions received by Council in relation to those resource consents.	0	0	0	0	0	0
Provide wastewater services that meet customer needs.	Where Council attends to sewage overflows resulting from a blockage or other fault in the Councils sewerage system, the following median response times measured:						
	Attendance time: From the time Council receives notification to the time that service personnel reach the site.	1.10 hours	≤60 minutes	≤60 minutes	≤60 minutes	≤60 minutes	≤60 minutes
	Resolution time: From the time Council receives notification to the time that service personnel confirm resolution of the blockage or other fault.	6.75 hours	≤5 hours	≤5 hours	≤5 hours	≤5 hours	≤5 hours

What we do	How we track progress	Actual 2020	Target				
			2022	2023	2024	2025-27	2028-31
Provide wastewater services that meet customer needs.	<p>The total number of complaints received by Council about any of the following:</p> <ul style="list-style-type: none"> • sewage odour • sewerage system faults • sewerage system blockages • Council's response to issues with sewerage system. <p>Expressed per 1000 connections to the Council's sewerage system.</p>	12	≤40	≤40	≤40	≤40	≤40





Wastewater connections

30 June 2020				
System	Number of connections	Properties paying availability, but not connected (includes vacant sections)	Total properties eligible to connect	Total capacity (population equivalents)
Katikati wastewater	1,977	200	2,404	6,000
Maketu/Little Waihi wastewater stage 1	470	109	567	3,000
Ōmokoroa wastewater	1,482	341	1,971	12,000
Te Puke wastewater	2,862	121	2,870	9,000
Waihi Beach wastewater	2,602	147	2,893	21,000
Total	9,393	918	10,705	51,000

Key assumptions

Assumption	Description	Risks
Domestic wastewater flows	<p>Average dry weather flow (ADWF) or average domestic daily wastewater flow of 220 litres per person per day.</p> <p>Number of people per dwelling = 2.7.</p> <p>For accommodation facilities such as campgrounds and motels, different factors are applied. For holiday areas like Waihi Beach and Maketu/Little Waihi, the wastewater schemes have been designed for peak holiday resident populations.</p>	<p>Higher than predicted wastewater flows resulting in under-capacity systems and/ or advanced expenditure for upgrades of reticulation and treatment assets.</p> <p>Lower than predicted wastewater flows would mean the assets would be under-utilised.</p>
Industrial and commercial wastewater flow	<ul style="list-style-type: none"> • Light flow 0.4 litres per second per hectare. • Medium flow 0.7 litres per second per hectare. • Heavy flow 1.3 litres per second per hectare. <p>Flow assumptions are generally greater than currently experienced by Western Bay of Plenty District industries. Flow data may be distorted by high water-use industries.</p>	<p>Higher than predicted wastewater flows would result in under-capacity systems and/or advanced expenditure for upgrades of reticulation and treatment assets. Lower than predicted flows would result in under-utilised assets.</p>
Wastewater assets economic life	<p>Economic life of assets:</p> <ul style="list-style-type: none"> • Polyvinyl chloride (PVC), polyethylene (PE) plastic components: 80 years • Pumps: 15 years • Electrical: 15 years • Concrete Structures: 60 years. <p>Concrete structures are given a lower life in wastewater environments based on experience and condition rating.</p>	<p>Asset renewals are required earlier than programmed, requiring funding earlier than budgeted. Alternatively asset renewals can be deferred due to longer than expected life resulting in savings.</p>
Wastewater asset valuations	<p>Asset valuations have been calculated from unit rates using data from the Rawlinsons Publication and comparing it with previous actual data. A 20% allowance is made for design and consenting. Unit rates have adequate allowance for construction variations.</p>	<p>If the unit rates used budget allocations for renewals would be incorrect.</p> <p>This may require greater funding.</p>
Wastewater emergency storage at pump stations	<p>Capacity for nine hours emergency storage at pump stations</p>	<p>If storage capacity is insufficient, overflows would occur, with consequential environmental damage. Prosecution may follow.</p>

Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> Wastewater treatment schemes provide a safe disposal method for urban areas where smaller section sizes are unsuitable for onsite treatment. Wastewater treatment schemes decrease the risk of infection in the urban environment as there is no requirement for septic tanks. 	<ul style="list-style-type: none"> The costs of providing, operating and maintaining the schemes is high due to energy requirements. Unless properly maintained there can be problems with foul odour. Creates an ongoing need for the disposal of sewage sludge. 	<ul style="list-style-type: none"> We will continue to encourage households to reduce the amount of wastewater they produce, for example through re-use of grey water for garden irrigation. We will continue to investigate alternatives for the sustainable disposal of sewage sludge.
 <p>Cultural</p>	<ul style="list-style-type: none"> Respects cultural sensitivity around receiving environments. Receiving environments are improved. 	<ul style="list-style-type: none"> Receiving waters may be adversely affected if wastewater is not properly treated and, where overflows occur, could adversely affect health through consumption of contaminated shellfish and other kaimoana. 	<ul style="list-style-type: none"> Council has opted for a land-based disposal approach with the Maketu/Little Waihi wastewater scheme.
 <p>Environmental</p>	<ul style="list-style-type: none"> Having wastewater treatment plants reduces the amount of untreated effluent entering the environment. 	<ul style="list-style-type: none"> Ecosystems in the receiving environments may be adversely affected by spills or overflows of untreated sewage; smell and noises from the wastewater treatment plants and pumping stations may create nuisance or impact public health and the operation and maintenance of our assets. The operation and maintenance of our assets include the production of greenhouse gases through energy use, wastewater treatment processes and biosolids. 	<ul style="list-style-type: none"> We continue to monitor treated effluent to ensure it meets the conditions of resource consents. Wetlands are used for effluent treatment to promote their retention and development as they are a rare ecosystem in the region. Environmental damage during the construction of new works is mitigated through resource consent conditions.
 <p>Economic</p>	<ul style="list-style-type: none"> Allows for better use of the available developable land. Provides infrastructure to enable business development in the community. A wastewater system that is working well and meeting its levels of service, will increase property values and ensure our towns are good places for people to 'live, work, learn and play'. 	<ul style="list-style-type: none"> Restricted capacity can result in constraints on development potential and business capacity. The cost of the investment in infrastructure. Significant costs and time to implement system upgrades and overflow reduction improvement. 	<ul style="list-style-type: none"> We will continue to monitor our wastewater systems to ensure they are working well and meeting levels of service.



Mural - Waihi Beach



Protecting the Environment
Solid Waste
Paratotoka



Solid Waste Paratotoka

This section sets out our sustainable development approach to the management of solid waste activities across our District. Human activity is inextricably linked to the health of our natural environment. A healthy environment is essential for overall wellbeing and prosperity. With our population growing, demands on our natural resources will increase. The challenge is to lessen our impacts on the environment and reduce consumption and waste.

What we provide

- kerbside recycling, glass, food scraps and general waste services (from July 2021 onwards)
- recycling and Greenwaste Centres
- *Katikati, Te Puke, Athenree*
- greenwaste Drop-off
- *Ōmokoroa*
- education programmes
- ongoing monitoring of closed and capped landfills
- *Athenree, Te Puke Waihi Beach*
- monitor and remove illegal dumping (fly-tipping) across our District.

Why we provide this activity

Our community outcome

Effective waste management practices that minimise waste to landfill and encourage efficient use of resources to reduce environmental harm.

- Reduce and recover more waste.
- Apply the latest proven and cost-effective waste management and minimisation approaches.
- To collect information to enable decision making.
- To create benefit for our community.



Solid Waste

Overview

The Solid Waste Activity aligns to Council's Waste Management and Minimisation Plan (adopted December 2017) and its vision to reduce waste to landfill. The primary aim of this is to reduce the amount of waste produced by reducing, re-using, recycling and recovering waste going to landfill. We will do this through effective waste management practices that minimise waste to landfill and encouraging efficient use of resources to reduce environmental harm.

Future focus

Kerbside collection

A Council-contracted kerbside collection service will become operational in 2021/22 (year one of the LTP). The service would be available for most households in our District. The service would provide:

- Council-contracted mixed recycling collection and separate glass collection
- Council-contracted food scraps (urban areas) collection
- Council-contracted user-pays rubbish collection.

Our approach and actions have been developed in response to the changing waste management environment and substantial community engagement on changes to kerbside waste. Our community expectations have changed, with an increasing awareness and support for Council to take a more substantial role in waste management.

Waste infrastructure

To meet the growing population we will need to consider other waste infrastructure needs, including a potential future transfer station for the District and approaches to construction and demolition wastes.

We will also replace the Ōmokoroa greenwaste facility with a new greenwaste facility and explore if the new site could also be used to recover additional recyclables.

Rural recycling

We are also looking to introduce rural recycling drop-off points to service those households that won't receive a kerbside recycling service.

Waste Management and Minimisation Plan review

There are no significant variations between the proposals in the Waste Management and Minimisation Plan and this LTP. The Waste Management and Minimisation Plan will be next reviewed in 2022/23.

Our role in solid waste

We see our role continuing in planning for solid waste activities, education and enforcement to ensure individuals, households and businesses are dealing with their waste in the most responsible way. The new kerbside services will help make this easier for our communities. Our "user pays" principle guides our planning for this activity. This principle requires that those producing waste should pay the appropriate cost for its disposal and that, by paying for its disposal, people are more likely to change their behaviour and attitudes towards waste minimisation. This has been reflected in the kerbside services through a pay-per-pick-up approach to rubbish collections.

The Waste Minimisation Act 2008 puts a levy on all waste disposed of to landfills to generate funding to help local government, communities and businesses reduce the amount of waste. Territorial authorities receive 50% of the total money collected through the waste disposal levy and these payments are made on a population basis. The money must be spent on promoting or achieving waste minimisation in accordance with our Waste Management and Minimisation Plan. The level of funding is expected to increase over the coming years and provide more funding to Council for extending waste minimisation initiatives in the District.

We will continue to investigate suitable waste-related projects that could be either District-wide or benefit a specific area, subject to approval through the Annual Plan or Long Term Plan processes.

Free drop-off points for recyclable materials are provided at the Council-owned and operated community recycling centres at Athenree, Katikati and Te Puke. They accept a wide range of recyclables. We also offer greenwaste disposal services at the above sites and also Ōmokoroa at a fee. Greenwaste is collected from the drop-off points by contractors for composting. At the recycling centres we also take small quantities of domestic hazardous waste.

We maintain closed and capped landfills at Te Puke, Waihi Beach and Athenree in accordance with consent conditions.

How we will achieve our community outcomes

Goal	Our approach
Reduce and recover more waste.	<p>Kerbside collections</p> <ul style="list-style-type: none"> • Council-contracted kerbside collections will improve the diversion of waste from landfill, through providing increased opportunities to recycle or compost material. <p>Advocacy</p> <ul style="list-style-type: none"> • Advocate where possible for stronger responsibility by producers, brand owners, importers and retailers for the minimisation of waste accompanying their goods, e.g. packaging and product stewardship. <p>Education and information</p> <ul style="list-style-type: none"> • Education and information are vital tools for changing attitudes and behaviours towards waste minimisation and management. <p>Partners in providing education and distributing information</p> <ul style="list-style-type: none"> • Partner with organisations that specialise in waste matters, for example Tauranga City Council, the Bay of Plenty Regional Council, Bay of Plenty / Waikato Waste Liaison Forum, BOPLASS, Ministry for the Environment, Environmental Education for Resource Sustainability Trust, Waste Watchers, Para Kore, Zero Waste Education Ltd and waste service businesses to ensure a co-ordinated, consistent and up-to-date response to education and information needs. <p>Schools</p> <ul style="list-style-type: none"> • Support the waste minimisation education programme in schools across our District. • Advocate for central government to assume responsibility for waste minimisation education as a core part of the education curriculum. <p>Community</p> <ul style="list-style-type: none"> • Assist in funding waste minimisation education programmes for the wider community, targeting community groups and organisations in the first instance, as well as community events. <p>Business and rural sectors</p> <ul style="list-style-type: none"> • Support key business and rural sector groups to establish waste minimisation education programmes that each sector can own and sustain into the future. <p>Communication</p> <ul style="list-style-type: none"> • Provide user-friendly access to waste services information available through our libraries and service centres, on our website and our online Waste Services Directory. We respond to waste services and information requests.

Goal	Our approach
Reduce and recover more waste.	<p>Welcome pack</p> <ul style="list-style-type: none"> • Include information on weekly kerbside collections and drop-off facilities within the welcome pack we distribute to all new residents in our District. <p>Signage</p> <ul style="list-style-type: none"> • Ensure that industry-standard signage is provided showing where waste materials can be disposed of at known fly-tipping trouble spots. <p>Composting/worm composting</p> <ul style="list-style-type: none"> • Educate communities, households and workplaces on the benefits of composting organic waste and greenwaste. • Provide workshops in the District to assist the community to set up home worm composting units and partner to reduce organic/food waste. • Provide greenwaste drop-off facilities that accept garden waste for composting off site. <p>Recycling services</p> <ul style="list-style-type: none"> • Recycling drop-off facilities: We will look to introduce rural recycling drop-off points to increase accessibility for those households that won't receive a kerbside recycling service. <p>Illegally dumped waste</p> <ul style="list-style-type: none"> • change attitudes toward fly-tipping by ensuring people know where they can dispose of their waste safely • work with local communities to achieve clean roadsides and waterways • monitor public spaces where fly-tipping occurs • search for identification in dumped rubbish with a view to prosecution. • pursue infringements and prosecutions where there is sufficient information to support such action <p>Waste Management and Minimisation Bylaw</p> <ul style="list-style-type: none"> • Enforce the Waste Management and Minimisation Bylaw to ensure that all people in our District take responsibility for the proper disposal of their waste.
Apply the latest proven and cost-effective waste management and minimisation approaches.	<p>Hazardous Waste Management</p> <ul style="list-style-type: none"> • Small quantities (30kg or litres) of household hazardous waste will be accepted at the Katikati, Athenree and Te Puke centres. All waste must be accompanied by a completed household hazardous waste declaration form that can be ordered from Council Customer Services. <p>Landfills</p> <ul style="list-style-type: none"> • Continue with our aftercare responsibilities for closed landfills at Athenree, Strang Road, Te Puke and Waihi Beach as required by the conditions of resource consent. Landfill facilities and user-pays drop-off sites for specific waste are provided by the private sector.

Goal	Our approach
Apply the latest proven and cost-effective waste management and minimisation approaches (continued).	<p>Trial and pilot schemes</p> <ul style="list-style-type: none"> Working with local communities on unmanned recycling stations, community-led recycling/re-use opportunities, and other waste reduction initiatives. <p>Kerbside services</p> <ul style="list-style-type: none"> Food scraps collection (for urban areas) to divert from landfill the 'low-hanging fruit' biggest component (by weight) of household waste .
To collect information to enable informed decision making.	<p>Solid Waste Analysis Procedure</p> <ul style="list-style-type: none"> Undertake regular solid waste audit procedure which will follow the Ministry for the Environment (MfE) Solid Waste - Analysis Protocol (SWAP).¹ <p>Monitoring and target setting</p> <p>Set targets for:</p> <ul style="list-style-type: none"> Approved/adopted Waste Minimisation programmes Kerbside services. <p>Kerbside services</p> <ul style="list-style-type: none"> Require accurate and regular data from the contractor on waste volumes, put-out rate, rates of contamination and other information as necessary.
To create benefit for our community.	<p>Community waste initiatives</p> <ol style="list-style-type: none"> Provide grants to community groups interested in establishing local waste management initiatives that adopt environmentally sound practices. Support community organisations in their applications to appropriate funding sources to establish new community waste initiatives. <p>Events and promotions</p> <p><i>National promotions</i></p> <ol style="list-style-type: none"> Assist in the promotion of national campaigns that contribute to the goals for solid waste by providing community group contacts and local administrative support. <p><i>Recognition of community actions</i></p> <ol style="list-style-type: none"> Advocate for the introduction of local awards to recognise outstanding contributions and innovations by communities and businesses to achieving our solid waste goals. <p><i>Mobile recycling and waste services</i></p> <ol style="list-style-type: none"> Provide event organisers with access to information/assistance to encourage waste reduction and recycling at major events in line with the Western Bay of Plenty Sub-regional Events Strategy.

¹ It should be noted that the SWAP may not be required when a Council-contracted kerbside recycling and rubbish collection is implemented as Council will be able to use other methods such as weighing trucks; kerbside audit.

Goal	Our approach
To create benefit for our community (continued).	Design principles for new developments <ul style="list-style-type: none"> Eco-design principles result in well-planned, well-executed and sustainable developments. We support the application of eco-design principles in developments when opportunities are available and will consider the inclusion of these principles in Council plans.

What are we planning to do

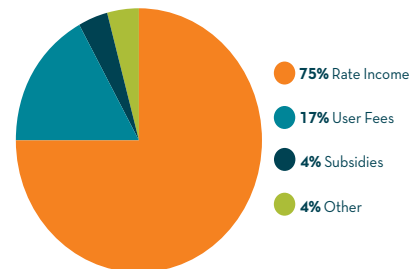
All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
318601	District Solidwaste Waste Minimisation Funding Pool	130	134	139	143	159	164	168	173	178	182
319902	Wastewater - Tradewaste Bylaw Implementation	50	52	53	55	57	58	60	62	63	65
344401	Solid Waste - Ōmokoroa Green Waste Facility / Recycling Centre	200	981	-	-	-	-	-	-	-	-
348501	Kerbside Collection	2,271	2,346	2,546	2,628	2,713	2,924	3,009	3,094	3,336	3,417
348502	Kerbside Waste- Commercial Services	49	50	52	54	55	57	59	60	62	63
348503	Solid Waste - Rural Recycling Drop-off Points	30	103	107	-	-	-	-	-	-	-
348505	Solid Waste - Kerbside Rubbish Monthly Charge	327	337	349	360	372	382	393	404	415	425
355101	Solid Waste - Community Re-use Facility	45	207	214	-	-	-	-	-	-	-

Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for solid waste.

Funding sources for 2021-22







How we will track progress

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
All areas in our District served by Council's reticulated wastewater disposal systems meet acceptable health, safety and environmental standards.	Key Performance Measure Percentage of waste recycled or recovered as estimated by solid waste two yearly audit. The audit will be undertaken as per the Solid Waste Analysis protocol issued by the Ministry for the Environment.	No audit	≥33%	No audit	≥45%	≥47%	≥48%
Assist small urban communities along the Tauranga Harbour to ensure that the wastewater disposal options available to them meet health and safety requirements.	Key Resident Measure Percentage level of customer satisfaction with household rubbish disposal methods.	65%	≥80%	≥80%	≥85%	≥85%	≥85%
Apply the latest proven and costeffective waste management and minimisation approaches.							
To collect information to enable decision making.							
To create benefit for our community.							
All Council-owned solid waste facilities, including closed landfills, meet environmental standards.	Number of abatement / infringement notices issued.	0	0	0	0	0	0
	Number of greenwaste and/or recycling facilities provided.	4	≥4	≥4	≥4	≥4	≥4
	Number of initiatives funded by the Ministry for the Environment Waste Minimisation.	4	≥1	≥1	≥1	≥1	≥1
	Number of hazardous waste drop-off points.	3	3	3	3	3	3

Key assumptions

Assumption	Description	Risks
Solid waste generation rate, including diverted materials.	An estimated 640kg per year of municipal solid waste will be generated per person, reducing over ten years.	Progress towards waste minimisation is not achieved. Without tangible action there is a potential for more waste to go to landfill.
Solid waste environmental consciousness profile.	Communities in the Western Bay of Plenty District are more conscious of the environmental impact of their actions. Communities are demonstrating an increasing willingness to reduce this acknowledged impact.	Council is unable to keep up with the increased environmental awareness and is slow to meet community expectations.
New kerbside services will reduce demand for some recycling facilities.	Community recycling centres will see a decrease in commodities and usage as the new kerbside service comes into effect. This will be reviewed and changes to operations made as necessary.	That community recycling centres are not fully utilised.
Waste Minimisation Act.	The Waste Minimisation Act was passed in September 2008. The Act provides for, among other things, additional funding through a waste levy to be collected on waste delivered to landfill sites and applied to waste minimisation activities and product stewardship schemes.	Change to the Act could result in reduced funding or the elimination of the waste levy. This may lead to additional costs or a reduction in the services offered.
Waste Levy increases.	The waste levy (amount paid as a government levy on waste to landfill) will increase from \$10 a tonne to \$60 a tonne over the coming years. This will mean increased funding received from Central Government to Council for waste management and minimisation projects.	That funding is not distributed back to councils and some initiatives cannot be undertaken.
Product stewardship schemes.	Product stewardship and container deposit schemes will come into effect in the course of the LTP. This will have impacts for how community recycling centres and kerbside collections operate.	That the design of product stewardship schemes places increased costs or obligations on councils.
Waste Management and Minimisation Plan.	Council will continue to have an up-to-date Waste Management and Minimisation Plan as required by section 41 of the Waste Minimisation Act 2008.	If the WMMP is not updated every six years funding from the Waste Levy may be at risk.
Solid waste changes in technology.	Technology could potentially reduce operational and disposal costs and reduce impacts on the environment.	Innovative technologies may increase costs in the short term if economies of scale cannot be easily achieved.

Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> • Providing recycling services promotes environmental consciousness. • Community and school involvement in programmes. • Better awareness of waste minimisation methods fosters improved community health, safety and well-being. • Community participation in services and events provides positive social feedback. 	<ul style="list-style-type: none"> • Provision of recycling services may reduce personal responsibility to 'reduce' the amount of waste produced. 	<ul style="list-style-type: none"> • We will provide an education programme to help people look to reduce their waste. • We will introduce a Council-contracted kerbside service and rural recycling drop-off points to encourage recycling and diversion.
 <p>Cultural</p>	<ul style="list-style-type: none"> • Waste disposal services protect culturally sensitive Māori land and water resources. 	<ul style="list-style-type: none"> • Waste entering water bodies affects the mauri of the environment. 	<ul style="list-style-type: none"> • We will continue to take enforcement action against fly-tipping.
 <p>Environmental</p>	<ul style="list-style-type: none"> • The hazardous waste collection removes household quantities potentially harmful substances. • Protection and enhancement of our District's environment. • Kerbside services enable the majority of the District to manage their waste effectively and divert material from landfill 	<ul style="list-style-type: none"> • Landfill sites can create leachate that infiltrates groundwater and gases that are discharged into the environment. • Collection services can lead to visual pollution on roadsides. 	<ul style="list-style-type: none"> • We will continue to manage and monitor the closed landfill sites to meet compliance with resource consent conditions. • We will not develop additional landfill sites. • We will continue to license and monitor waste collection operators. • We will implement a Council contracted kerbside service.
 <p>Economic</p>	<ul style="list-style-type: none"> • Provision of user-pay services ensures that the generator of waste pays for the provision of the service. 	<ul style="list-style-type: none"> • User-pays can lead to illegal dumping of rubbish to avoid payment. • Financial cost of recycling and disposal services. The cost of recycling services is affected by the world markets for recyclable materials, for example glass and plastic. 	<ul style="list-style-type: none"> • We monitor trends in these markets and revise the expected costs of our recycling services through the Annual Plan or Long Term Plan processes. These cost are weighed against the environmental benefits of recycling. • The provision of kerbside services and rural recycling drop off points will make recycling more accessible.



Supporting the Economy
**Economic
Development**
Whanake
Taiōhanga



Economic Development Whanake Taiōhanga

This activity focuses on Council's role in supporting economic development, tourism, promotions, events and town centre development.

What we provide

- Town Centre Promotion
- *Te Puke, Katikati, Waihi Beach*
- support for external organisations, focused on strengthening our local economics
- supporting economic development and tourism

Why we provide this activity

Our community outcome

To encourage the sustainable use of local resources in a way which strengthens economic opportunities and improves social outcomes.

- Foster partnerships between organisations, including local and Central Government and businesses to support economic, social, cultural and environmental development.
- Council services are committed to being business-friendly to encourage and enable businesses to flourish and contribute to building vibrant communities.
- Enable an environment where community groups and business can collaborate and work together on shared outcomes for communities.



Economic Development

Overview

Council still sees its role as supporting and promoting economic development with an emphasis on:

- The interconnections between social, cultural and economic outcomes (e.g. adequate affordable housing for the workforce).
- Facilitating businesses and community organisations to learn from each other to improve economic, social and environmental outcomes.
- Continuing to support local organisations to promote vibrant town centres that service their communities, visitors and businesses.
- Encouraging innovation.
- Working with partner organisations in the government and business sectors to implement our sub-regional international strategy.

COVID-19 has had a significant negative impact on our economy particularly on tourism and the hospitality industries, although we have also seen a boom in the horticulture industry during this time.



Shovel ready projects

Crown Infrastructure Partners (CIP) Projects

- Ōmokoroa Urbanisation (Western Avenue to Tralee Street)
- Ōmokoroa Southern Industrial Road
- Prole Road Urbanisation (Ōmokoroa to Waipapa River)
- Western Avenue Urbanisation (Ōmokoroa to North of Gane Place)
- Ōmokoroa Road Urbanisation (Prole Road to Railway Line)

Three Waters Funded Projects

- Water - Western Water - SH2 Watermain Replacement
- Water - Treatment Plant Monitoring Equipment (CIP)
- Water - Supply Improvements to Marae (CIP) - Contingency Project
- Wastewater - Ōmokoroa - Extension to Cooneys Reserve
- Waihi Beach - Extension of Reticulation to Anzac Bay
- Wastewater - CIP Te Puna Village
- Wastewater - Te Puna Marae Reticulation (CIP)
- Wastewater - Te Puke Makahe Marae (CIP)
- Wastewater - Waihi Beach - Otawhiwhi Marae
- Wastewater - Katikati - Te Rereatukahia Marae
- Wastewater - Te Puna - Waitui Reserve Rising Main Relocation (CIP)
- Waihi Beach Wastewater Treatment Plant
- Wastewater Reticulation Extensions - Contingency Projects - does not need to have an individual project
- Wastewater - Marae Onsite Wastewater (CIP) - ALOS Project
- Stormwater - Ōmokoroa stormwater Bund and Flap Gates.
- Stormwater - Waihi Beach - 2 Mile Creek
- Staff/implementation Resource
- Regional Three Waters Project
- Technical support for the combined three waters contract
- Asset Management Specialist
- Three Waters Maintenance Software - Contingency Project

Provincial Growth Fund (PGF)

- PGF Fund to Quayside for Rangiora Business Park and enabled Stage 1 to proceed.

Tourism Bay of Plenty

Council helps to fund Tourism Bay of Plenty, which was instrumental in increasing the number of tourists to the District prior to the COVID-19 pandemic.

Te Moananui ā Toi | The Coastal Bay of Plenty was in a strong position prior to the pandemic, experiencing both domestic and international growth. Visitor spend in our subregion reached \$1,017m in the year ending June 2020.

Visitor spend goals (total, domestic, international and cruise) were unable to be met due to the imposed travel restrictions. Total visitor spend was \$91m (7.1%) short of the June 2020 target.

However, Te Moananui ā Toi | the Coastal Bay of Plenty has experienced less impact than the national average loss of 12.3% thus far, due to having less reliance on the international visitor market than some other key New Zealand destinations. The limited potential travel market and the effects of COVID-19 on tourism will continue to have an impact on Tourism Bay of Plenty's activities in the short term. As a result, Tourism Bay of Plenty's immediate focus is on the domestic and local markets.

Council will have a role in supporting the implementation of the new Statement of Intent (2020-2023) after the recent Whakaari (White Island) eruption and COVID-19 impact on international tourism. As part of that, Tourism Bay of Plenty has developed a new campaign to encourage the region to feel proud of our place and appreciate all that it has to offer.

Bay of Connections

Council participates in regional and sub-regional economic development initiatives in recognition of our close relationship with Tauranga and the rest of the region. At a regional level, Bay of Connections takes an inclusive approach to advance local priorities and regional opportunities, while progressing development of a transitions plan focused on priority areas such as workforce development, infrastructure, Māori economic development and the transition to a low carbon economy.

Provincial Growth Fund

We enable economic growth in our District through good land use planning, and support the utilisation of these areas. For example, Council has recently received funding through the Provincial Growth Fund to help unlock commercial and industrial development opportunities at Rangioru.

Priority One

At a sub-regional level, Council is a co-funder of Priority One, the Western Bay of Plenty sub-regional economic development agency focused on attracting businesses to the sub-region. Priority One was instrumental in securing \$400,000 funding for the Regional Digital Hub at Katikati over five years, through the Provincial Growth Fund. Priority One is funded by businesses as well as the two councils. The councils' priorities are reflected in a joint service delivery contract with Priority One.

The Urban Form and Transport Initiative

The Urban Form and Transport Initiative (UFTI) will help with economic development as it identifies how the sub-region may grow in the future in relation to land use planning and transportation planning. This growth will stimulate the economy and efficient travel options such as the Takitimu North Link will increase the efficiency of vehicle movements between Western Bay of Plenty and Tauranga City.

Key stakeholder relationships

We will continue to develop our relationship with stakeholders in key economic sectors such as kiwifruit, avocado, dairy production and logistics.

Town centre development

Town centre development continues across the District, with a review of the Ōmokoroa Structure Plan underway and actions to implement Town Centre Plans when opportunities arise. Promotions and events organised by Council-funded Katch Katikati, EPIC Te Puke and Waihi Beach Events and Promotions also help attract locals and visitors. Katch Katikati and the Te Puke Economic Development Group continue to support businesses by providing networking and training opportunities, as well as advocating on their behalf.

Did you know?

The District produces approximately 164 million trays per year of kiwifruit (as at 10 June 2020), up from 123 million in 2017; this trend is expected to continue. Our District is also a significant contributor to the avocado industry, with 1.6 million 5.5kg trays being produced in the Bay of Plenty out of 2.9 million trays. On average this industry has been growing in production since 2009, although the number of hectares of avocado orchard in the Bay of Plenty region has been relatively static for the past four years.

Coastal Bay of Plenty's annual visitor spend, in 2018/19, reached \$1,082 million, showing growth of 5.3% year-on-year, while the national average growth rate was 3.2% over the same period. Domestic annual visitor spend grew 3.9% year-on-year to reach \$849 million, exceeding the national growth rate for the same period of 2.3%. International visitor spend grew 10.8% year-on-year to reach \$233 million and considerably higher than the national growth rate of 4.6%. Cruise activity spend in the coastal Bay of Plenty for the year ending 30 June 2019 was \$90 million. This represents growth of 34.8% compared to the 2017/18 results, which is in line with the 35% increase in cruise ship visits.

How we will achieve our community outcomes

Goal	Our approach
<p>Foster partnerships between organisations, including local and Central Government and businesses to support economic, social, cultural and environmental development.</p>	<ul style="list-style-type: none"> • Participate in existing networks (e.g. Smart Economy, Bay of Connections, Māori Business Network, SmartGrowth, and Sustainable Business Network) and encourage the inclusion of social, cultural and environmental perspectives to advance the sustainable economic development of our communities. • Improve the linkages between organisations that advance the economic development of the District. • Work closely with primary industries (e.g. kiwifruit) and where necessary advocate to Central Government to accommodate the projected growth of these industries. • Work with educational institutions and relevant agencies to ensure all residents in the District, especially young people, have meaningful education, employment and training opportunities and are able to effectively participate in the workforce and community. • Recognise the importance of having sufficient affordable, healthy and safe housing to accommodate the workforce. • Recognise the increasing cultural diversity of our communities, workforce and employers and support their contribution to a sustainable District economy. • Work with iwi and hapū to support their economic development aspirations in line with the Māori Economic Development Strategy – He Mauri Ohooho. • Investigate initiatives that recognise and support the cultural diversity of the Western Bay of Plenty District economy.
<p>Council services are committed to being business-friendly to encourage and enable businesses to flourish and contribute to building vibrant communities.</p>	<ul style="list-style-type: none"> • Strengthen the ‘business friendliness’ of Council services. • Continue to automate and digitise Council services for a more efficient processing and interaction with businesses. • Provide cost-effective, sustainable and productive infrastructure to enable the District to function and prosper such as water, wastewater, stormwater, wi-fi and transportation. • Take an active role in growing healthy, thriving and vibrant town centres that service their communities, visitors and businesses with a quality experience that encourages them to keep coming back: <ul style="list-style-type: none"> - Work with the community, landowners, stakeholders and potential sponsors to develop and implement town centre plans. - Provide community and visitor information facilities in Katikati and Te Puke town centres. - Provide town centre promotion, support events and festivals and work with organisers to ensure successful event management within our towns and communities. - Develop the western Bay of Plenty as a leading domestic and international tourist destination.

Goal	Our approach
<p>Enable an environment where community groups and business can collaborate and work together on shared outcomes for communities.</p>	<ul style="list-style-type: none"> • Advocate for and facilitate the establishment of an environment that builds the capacity and capability of community, voluntary and social enterprise sectors to effectively deliver services. • Investigate community ownership of asset models that build the capacity and capability of community, voluntary and social enterprise sectors to effectively deliver services. • Encourage businesses to adopt sustainable business practices to improve community outcomes. • Encourage and facilitate collaboration between the 'for profit' sector and the community, voluntary and social enterprise sectors to create positive social and environmental outcomes. • Foster and recognise business innovation that incorporates economic, cultural, social and environmental benefits: <ul style="list-style-type: none"> - Recognise innovation by supporting awards for businesses that incorporate economic, cultural, social and environmental benefits. - Investigate ways in which Council could incentivise innovation which incorporates economic, cultural, social and environmental benefits. - Advocate to Central Government to fund economic initiatives in the District. • Foster and encourage innovation within Council that incorporates economic, cultural, social and environmental benefits: <ul style="list-style-type: none"> - Investigate ways to encourage innovation internally.

What are we planning to do

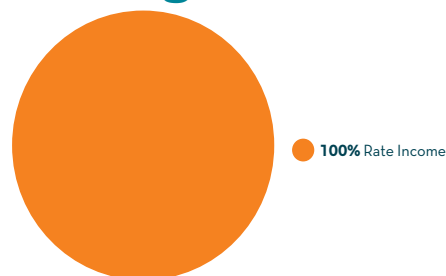
All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
298901	Economic Services Contract - Tourism Bay of Plenty	232	238	245	251	258	264	270	277	283	289
299001	Economic Services Contract - Priority One	182	187	192	197	202	207	212	217	222	227
299101	Economic Development - Environmental Capacity Building	20	15	21	16	22	17	23	18	24	19
299301	Te Puke Promotion - Te Puke Economic Development Group	74	76	78	80	82	84	86	88	90	92
299302	Town Centre Promotion - Te Puke Epic	34	35	36	37	38	38	39	40	41	42
299303	Economic - Epic Te Puke Additional Support	10	10	11	11	11	11	12	12	12	12
299401	Town Centre Promotion - Katch Katikati	114	117	120	123	127	130	133	136	139	142
302201	District Town Centre Development	220	226	232	238	245	250	256	262	269	274
313505	Property - Waihi Beach Town Centre Development	200	51	-	-	-	-	-	-	-	-
326804	Property - Katikati Town Centre Development Ward Funded	94	98	103	108	112	114	117	120	123	125
326805	Property - Town Centre Katikati	50	103	528	217	-	228	-	239	-	249
336501	Town Centre Promotion - Waihi Beach	52	53	55	56	58	59	61	62	63	65
357101	Economic - Waihi Beach Events and Promotions	10	10	11	11	11	11	12	12	12	12

Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for economic development.

Funding sources for 2021-22





How we will track progress

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
<p>Foster partnerships between organisations, including local and central government and businesses to support economic, social, cultural and environmental development.</p> <p>Council services are committed to being business friendly to encourage and enable businesses to flourish and contribute to building vibrant communities.</p> <p>Enable an environment where community groups and business can collaborate and work together on shared outcomes for communities.</p>	<p>Key Performance Measure Percentage of economic contracts where key contract requirements have been achieved. Key service delivery contracts held with Priority One, Tourism BOP, Te Puke Economic Development Group, EPIC Te Puke, Katch Katikati and Waihi Beach Events and Promotions.</p>	100%	≥90%	≥90%	≥90%	≥90%	≥90%
	<p>Key Resident Measure Level of resident satisfaction with our role in promoting employment and business opportunities within the sub-region.</p>	49%	≥65%	≥65%	≥65%	≥65%	≥65%
<p>Council will support external organisations tasked with developing economic activity in the District.</p>	Total invested in economic support through service delivery contracts.	\$12.95	≥\$12 per resident	≥\$11 per resident	≥\$11 per resident	≥\$11 per resident	≥\$11 per resident
	Level of resident satisfaction with the promotion of town centres and events in Katikati, Te Puke and Waihi Beach.	49%	≥65%	≥65%	≥65%	≥65%	≥65%



Key assumptions

Assumption	Description	Risks
Economic sub-regional partner: Priority One	Priority One remains an effective organisation and the joint service delivery agreement between Tauranga City Council, Western Bay of Plenty District Council and Priority One continues on a three-year rolling basis.	If an effective sub-regional economic development organisation no longer existed our strategies would be less effective and may cost more to implement.
Economic sub-regional partner: Tourism Bay of Plenty	Tourism Bay of Plenty remains an effective organisation and the joint service delivery agreement between Tauranga City Council, Western Bay of Plenty District Council and Tourism Bay of Plenty continues on a three-year rolling basis.	If an effective regional tourism organisation no longer existed our strategies would be less effective and may cost more to implement.
Local economic development organisations	Town centre promotion and local economic development organisations in our District remain viable, effective and able to take part in joint projects with us.	If effective town centre and local economic development organisations did not exist we would need to consider alternative service delivery models, which may have higher operational costs.
Growth in visitor numbers	International visitor spend is forecast to grow by 5.3% per annum, and domestic visitor spend growth by 3.7% per annum. Overall, tourism is expected to grow by 60% over 10 years to \$1.45 billion. The impact of visitors will be concentrated on our District's coastal communities.	If visitor numbers grow faster than expected there would be pressure on infrastructure and visitor facilities.

Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Social</p>	<ul style="list-style-type: none"> • A strong, sustainable local economy is essential for our communities and the District as a whole. A vibrant and viable town centre provides a focus for the community and provides jobs and services along with a destination for socialising and leisure. • The social wellbeing of communities is affected by its residents' ability to access employment and a range of goods and services. • Economic growth can stimulate provision of additional services and facilities so improving the social infrastructure on offer to our communities. • Social outcomes are inextricably linked to the economy which is recognised in the Economic Strategy. • Community organisations/non-government organisations provide a large number of jobs and significantly contribute to the gross domestic product of the economy. Assisting these organisations in their day-to-day operations and management will improve their ability to contribute to the economy and communities. 	<ul style="list-style-type: none"> • Our role is relatively limited and, while we can support provision of the 'right conditions' for economic development, we cannot control all aspects. 	<ul style="list-style-type: none"> • Maximising what influence Council does have to support economic development.
 <p>Cultural</p>	<ul style="list-style-type: none"> • Our cultural and historic heritage is a considerable asset and adds to the high quality landscape and built heritage our District offers, all part of a favourable location for economic development. • We support protection and enhancement of this asset and are also aware of the economic opportunities available from cultural and historic tourism. • The Māori economy is significant in the District and has potential to grow and positively impact on the overall economy, particularly as Treaty settlements are concluded. 	<ul style="list-style-type: none"> • There is often tension between the protection of our cultural heritage and economic progress. 	<ul style="list-style-type: none"> • We are aware of the sensitive cultural and historic heritage within our District and seek to work with Tangata Whenua and historic protection agencies to ensure that economic development positively impacts our cultural and historic assets. • Where possible we will work to enhance and support opportunities for our communities to learn more about our cultural and historic heritage. • Council will support, as appropriate, the development of the Māori economy.

Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p>Environmental</p>	<p>Sustainable economic development considers its potential impact on all four of the wellbeings, including the environment.</p> <ul style="list-style-type: none"> • Supports innovation which maximises the use of local resources and minimises waste that occurs in the production of goods. • Minimising the impact of economic growth on the environment while considering the benefits and need for such growth are important. 	<ul style="list-style-type: none"> • There is often a tension between environmental protection and economic progress. 	<ul style="list-style-type: none"> • We consider the impact of economic development on the environment. Our approach to sustainable development and our legislative framework and guidelines indicate our mechanisms for regulating the impacts of this growth, where this is possible. • We resource community development staff to work with environmental care groups to enhance and improve the environment, particularly in areas where growth has had negative impacts on the natural environment. • Our District Plan has introduced incentives such as Environmental Protection lots to offset some of the impacts of growth on the environment. • We provide educational literature (leaflets, signage) to help our communities appreciate the impacts of growth/ human disturbance on the environment.
 <p>Economic</p>	<ul style="list-style-type: none"> • A strong local economy is a key part of a robust, attractive, sustainable community. • Supporting the provision of the right conditions for economic development, including employment land, accessible town centres, supporting infrastructure and a quality lifestyle, is vital. • We provide visitor information facilities which encourage more visitors and more spending within the local economy. 	<ul style="list-style-type: none"> • The local economy is driven by many external factors. Our role is therefore limited and while we can seek to create desirable conditions for economic growth we cannot control the direct creation of employment opportunities and continuation of local economic development. 	<ul style="list-style-type: none"> • We understand the need to support economic development and are keen to improve those processes which have an impact on those delivering economic development, for example building and consent processes and our planning framework. • We encourage businesses, landowners, developers and communities to have input our planning and policy development frameworks. We encourage feedback from our communities.



Children taking part in TECT Park's 10th Birthday Celebrations 2020



Support Services Ratonga Taunaki

Support Services



Our Corporate Plan guides the activities that support our staff to produce their best work and deliver the highest standards of service to our customers.

Overview

Support services include:

- financial management
- human resources
- communications and community engagement
- customer service
- information technology
- asset management
- information management
- procurement
- risk management
- corporate assets and quality management.

Direction of the Corporate Plan

We follow a philosophy of continuous improvement which is implemented across the organisation. Every three years we develop a Corporate Plan which identifies the key improvement areas management will focus on, over and above business as usual.

For the period 2020-2023, the organisational direction is to build on our understanding of what our current customers value and anticipate the services future customers will want. This means we will need to develop our capacity and capability to proactively manage change and make sound decisions about using technology effectively and strategically for the future.

Corporate sustainability

There will be a new focus on corporate sustainability, building on our baseline energy benchmarking set in 2019 and appointing a staff 'energy champion' to guide efforts towards greater energy efficiency.

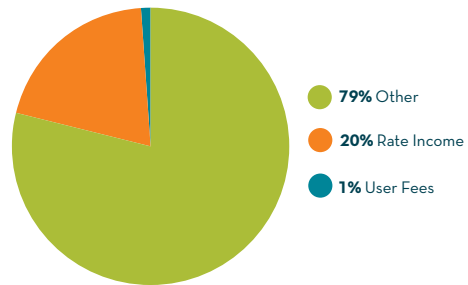
To achieve our wider goals, we will need a workforce that is ready for the future, with appropriate skills, knowledge and confidence to make the most of change and opportunity. This will require effective engagement and good workforce planning which includes training and career development, effective reward and recognition programmes, equal opportunity, fair treatment, flexible policies and family friendliness.



Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for support services.

Funding sources for 2021-22



Levels of service

These activities support the other activities of Council. These areas do not have external levels of service.

Significant negative effects of providing this activity

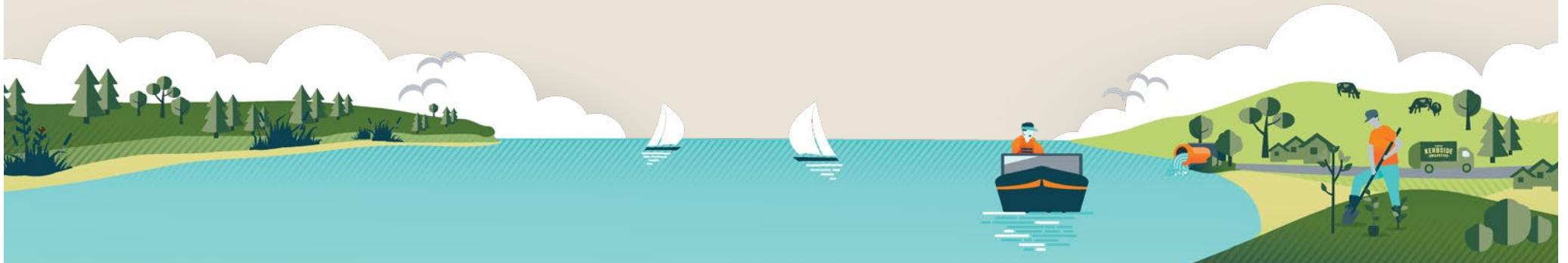
There are no significant negative economic, environmental, cultural or social effects for providing this group of activities.

4

Financials Ngā Ahumoni



This chapter includes our Funding Impact Statement (including rates examples), prospective statements of financial position, changes in equity, reserve funds and structure plan maps and schedules for growth related projects.



Chapter 4

Financials

Ngā Ahumoni

Funding Impact Statements and other rating information	326
Prospective Financial Statements	350
Reserve Funds	356
Structure Plans	362





Funding Impact Statements and other rating information

Whakatau tahua me ētahi atu taipitopito

This statement shows the rate charges for 2021/22,
as well as the basis for the charges.

What rates are used for

There are three main types of rates:

General Rate

This consists of:

- A rate in the dollar charged on capital value
- A Uniform Annual General Charge (UAGC), which is a flat amount levied on each rating unit.

The General Rate is used to fund our day-to-day operations and activities that are considered to be mainly for public benefit.

Targeted Rates

Council uses targeted rates to collect funds over areas that benefit from a particular service. This rating tool is chosen where services are specific to a particular community or area within the District and it is not considered fair to charge all ratepayers. For example charges for water, wastewater and town centre promotion.

Roading Rate

This consists of:

- A rate in the dollar charged on land value
- The roading charge, which is a flat amount levied on each rating unit
- The rural works charge, which is a fixed amount on every rural zoned property in the District.

The Roothing Rate is used to fund the building and maintenance of the roading network within the District.

To see what Council's rating approach could mean for your rates, from page 348 and 349 we have put together a few examples of the effect on the rates of typical properties across the District.

Each typical property type total rates examples were calculated across five areas of the District within the three wards:

Katikati/Waihi Beach Ward

Kaimai Ward

Maketu/Te Puke Ward

There are a number of different ward-based or area of benefit charges that apply, which affect the total rates paid. Some properties are connected to services like reticulated water supply and wastewater, which also affect rates.

Please note that these examples do not include GST or Regional Council rates. We collect these on behalf of the Government and Regional Council respectively, and they are included in your rates bill.

Rates graphs for 2021-22

To view the rates increases (in graph form) for each property type/area in the District visit www.westernbay.govt.nz/LongTermPlan2021-2031

Area of Benefit for halls (map)

To view the Area of Benefit for halls view www.westernbay.govt.nz/area-of-benefit-halls



Funding Impact Statement - Rates

Rate Funding Mechanisms 2021/2022

The following rates are GST exclusive. The defined areas of benefits, land areas, or zones are available on Council maps at - Barks Corner, Tauranga and can be viewed on our website at www.westernbay.govt.nz. Further detail on the rate funding mechanisms can be found in Councils Revenue and Financing Policy. All our funding sources will also be used during each future year covered by the Long Term Plan 2021-2031.

General Rates

General rates are set under section 13 of the Local Government (Rating) Act 2002 on a differential basis on the capital value of all rateable rating units for the District. General Rates consist of a rate in the dollar charged on capital value and a Uniform Annual General Charge (UAGC) which is a flat amount assessed on each rateable rating unit.

Differential general rate

Our policy is to have the same system for charging General Rates across the whole District. Our current differential rates policy is that all rateable rating units are charged at a differential of 1.0 for the General Rate.

The different categories of land and rates are outlined in the table below. The objectives of the differential rate, in terms of the total revenue sought from each category are:

Source	Differential categories	Matters	Factor of liability	2020/21 Annual Plan Revenue (\$)	General Rate in the dollar of capital value	2021/22 Annual Plan Revenue (\$)
General rate	Residential zoned areas	Zone	Capital value	6,075,462	0.0008668	7,172,174
	Rural zoned areas	Zone	Capital value	13,366,596	0.0008668	15,779,466
	Commercial/industrial zoned area/post-harvest zoned areas	Zone	Capital value	676,124	0.0008668	798,175
	Forestry	Zone	Capital value	92,837	0.0008668	109,596
Total General Rates				20,211,020		23,859,411

Uniform Annual General Charge (UAGC)

A uniform annual general charge set under section 15 (1) of the Local Government (Rating) Act 2002 for all rateable land within the District. The size of the UAGC is set each year by Council and is used as a levelling tool in the collection of General Rates. The combined revenue sought from both the UAGC and certain targeted rates set on a uniform basis, is to be assessed close to but not exceeding 30% of the total rates revenue. If the Uniform Annual General Charge (UAGC) were set at zero the effect would be to increase the amount of General Rates assessed on capital value which would increase the share assessed on properties with higher capital values and decrease the share assessed on lower capital values. In setting the level of the UAGC, we consider the following issues:

- The impact of a high UAGC on those with low incomes and relatively low property values.
- The impact of a low UAGC on the relative share of rates levied on large rural properties.
- Fairness and equity and the social consequences of an unfair distribution of rates.
- The collective effect of other flat charges (e.g. environmental protection rate, targeted rate for libraries) on affordability for low income households.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
UAGC	-	-	Fixed amount per rating unit	5,580,120	210.00	4,796,400

Funding Impact Statement - Rates

Targeted Rates

We use targeted rates (as defined in the Local Government (Rating) Act 2002 to collect funds over areas of benefit. This rating tool is chosen where the services provided are specific to a particular community or area within our District and it is not considered fair to charge all ratepayers. These rates are collected according to the factors listed below. Area of Benefit maps for the various targeted rates can be viewed on our website at www.westernbay.govt.nz.

Roading rates

The Council sets three roading rates. One is a differentiated targeted rate. The second targeted rate is District-wide on all rateable rating units. The third rate is for all rateable rating units which have a rural zoning.

SOURCE	DIFFERENTIAL CATEGORIES / CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Roading rate	1. Residential and Rural zoned	Land use	Land value	8,574,040	0.000662	9,594,254
	1. Forestry zoned	Land use	Land value	65,993	0.000662	73,846
	1. Commercial/Industrial or Post-harvest zoned	Land use	Land value	437,357	0.001323	489,397
	2. Roothing rate (District-wide)	All rateable land within the local authority district	Fixed amount per rating unit	1,605,367	78.65	1,796,388
	3. Roothing rate (Rural-zoned)	Land use	Fixed amount per rating unit	2,712,046	297.09	3,034,748
Total Roothing targeted rates				13,394,803		14,988,633

Funding Impact Statement - Rates

Community Board targeted rates

The community board rates are uniform targeted rates set under section 16 of the Local Government (Rating) Act 2002. The community board rates part fund community board activity. The different rates are based on where the land is situated (refer to Council maps). The rates are outlined in the table below.

SOURCE	CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Community Boards	Waihi Beach	Location	Fixed amount per rating unit	77,537	26.68	83,017
	Katikati	Location	Fixed amount per rating unit	94,084	21.86	100,239
	Ōmokoroa	Location	Fixed amount per rating unit	69,712	38.38	76,845
	Te Puke	Location	Fixed amount per rating unit	113,027	29.84	121,811
	Maketu	Location	Fixed amount per rating unit	77,019	137.62	80,507
Total Community Board targeted rates				431,379		462,419

Environmental Protection Targeted Rate

The environmental protection rate is a uniform targeted rate set under section 16 of the Local Government (Rating) Act 2002. It is set as a fixed amount per rating unit for the District. The environmental protection rate part funds the following activities: wastewater, environmental protection, recreation and leisure.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Environmental Protection Rate	-	All rateable land within the District	Fixed amount per rating unit	936,360	65.83	1,503,480

Funding Impact Statement - Rates

Solid Waste Targeted Rates

The solid waste rates are targeted rates set under section 16 (3) (b) of the Local Government (Rating) Act 2002. The solid waste rate part funds the solid waste activity.

SOURCE	CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Solid waste	Western	Location - Katikati/Waihi Beach ward	Fixed amount per rating unit	668,997	83.79	647,089
	Eastern	Location - Te Puke/Maketu ward	Fixed amount per rating unit	522,684	51.68	380,150
Total Solid Waste targeted rates				1,191,680		1,027,239

Ōmokoroa Greenwaste

The Ōmokoroa greenwaste rate is a uniform targeted rate set under section 16 of the Local Government (Rating) Act 2002. The Ōmokoroa greenwaste targeted rate part funds greenwaste facilities. The targeted rate is on all rating units in the Ōmokoroa community board defined area of benefit.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Ōmokoroa greenwaste		Location - Ōmokoroa	Fixed amount per rating unit	110,758	54.88	110,748

Kerbside Collection

The kerbside collection rate is a uniform targeted rate set under section 16 (3) (a) of the Local Government (Rating) Act 2002. The kerbside collection rate part funds the solid waste activity.

SOURCE	CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Kerbside Collection	Rural service area	Service Provision	Extent of service provision	-	85.22	501,264
Kerbside Collection	Urban service area	Service Provision	Extent of service provision	-	129.57	1,462,327
Total Waste & Recycling Initiatives targeted rates				-		1,963,591

Funding Impact Statement - Rates

Library Services Targeted Rates

The library services rates are targeted rates set under section 16 of the Local Government (Rating) Act 2002. They are a fixed amount per rating unit for the District, and a fixed amount for the defined area of benefit Te Puna. The library services targeted rates part fund the library activity.

SOURCE	CATEGORIES	MATTERS	DIFFERENTIAL FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Library Services	District-wide	All rateable land within the District	Fixed amount per rating unit	1,784,521	116.28	2,655,740
Te Puna Library rate		Location - Te Puna area of benefit	Fixed amount per rating unit	11,220	7.53	11,220
Library Services rate				1,795,741		2,666,960

Funding Impact Statement - Rates

Western Water

The western water rates are differential targeted rates set under section 16 and a volumetric water rates set under section 19 of the Local Government (Rating) Act 2002. The western water targeted rate part funds the western water activity, this area approximates the Katikati/Waihi Beach ward. The different categories of land are based on the provision or availability of water supply services provided by Council on all rating units in the western water zone. Where a rating unit has the ability to, but is not connected to the water supply an availability rate is charged.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Western water	Metered connection (standard 20mm)	Location of land and provision or availability of service	Per connection	2,579,974	367.57	2,619,304
	Metered connection (additional to standard 20mm)	Location of land and provision or availability of service	Per connection	26,060	97.96	27,037
	Metered connection (25mm)	Location of land and provision or availability of service	Per connection	4,323	205.84	4,323
	Metered connection (32mm)	Location of land and provision or availability of service	Per connection	-	421.71	-
	Metered connection (40mm)	Location of land and provision or availability of service	Per connection	3,308	1,102.71	3,308
	Metered connection (50mm)	Location of land and provision or availability of service	Per connection	13,508	1,929.74	13,508
	Metered connection (100mm)	Location of land and provision or availability of service	Per connection	8,822	8,821.68	8,822
	Metered connection (150mm)	Location of land and provision or availability of service	Per connection	-	20,308.24	-
	Unmetered connection	Location of land and provision or availability of service	Per connection	-	478.53	-
	Availability charge	Location of land and availability of service	Per rating unit	60,647	183.79	54,034
	Consumption charge		A fixed amount per cubic metre of water consumption	-	1.24	
	Woodland Road water supply extension (capital repayment over time through rate)	Location of land in defined area of benefit and provision or availability of service	Per rating unit	2,109	527.37	2,109
	Woodland Road water supply extension (one-off capital repayment)	Location of land in defined area of benefit and provision or availability of service	Per rating unit	32,640	3,626.62	32,640
Total western water rates				2,731,391		2,765,085

Funding Impact Statement - Rates

Central Water

The central water rates are differential targeted rates set under section 16 and a volumetric water rates set under section 19 of the Local Government (Rating) Act 2002. The central water targeted rate part funds the central water activity. The area serviced is approximated by the Kaimai Ward area. The different categories of land are based on the provision or availability of central water supply services provided by Council on all rating units in the central water zone. Where a rating unit has the ability to, but is not connected to the water supply an availability rate is charged.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Central water	Metered connection (standard 20mm)	Location of land and provision or availability of service	Per connection	1,484,248	367.57	1,549,675
	Metered connection (additional to standard 20mm)	Location of land and provision or availability of service	Per connection	24,729	97.96	24,686
	Metered connection (25mm)	Location of land and provision or availability of service	Per connection	5,763	205.84	5,763
	Metered connection (32mm)	Location of land and provision or availability of service	Per connection	-	421.71	-
	Metered connection (40mm)	Location of land and provision or availability of service	Per connection	-	1,102.71	-
	Metered connection (50mm)	Location of land and provision or availability of service	Per connection	15,438	1,929.74	15,438
	Metered connection (100mm)	Location of land and provision or availability of service	Per connection	-	8,821.68	-
	Metered connection (150mm)	Location of land and provision or availability of service	Per connection	-	20,308.24	-
	Unmetered connection	Location of land and provision or availability of service	Per connection	957.06	478.53	957.06
	Availability charge	Location of land and availability of service	Per rating unit	49,253	183.79	48,888
	Consumption charge		A fixed amount per cubic metre of water consumption	-	1.24	-
Total central water rates				1,580,388		1,645,408

Funding Impact Statement - Rates

Eastern Water

The eastern water rates are differential targeted rates set under section 16 and a volumetric water rates set under section 19 of the Local Government (Rating) Act 2002. The eastern water targeted rate part funds the eastern water activity. The area serviced is approximated by the Maketu/Te Puke Ward area. The different categories of land are based on the provision or availability of central water supply services provided by Council. The targeted rates are on all rating units in the Eastern water area or in defined areas of benefit. Where a rating unit has the ability to, but is not connected to the water supply an availability rate is charged.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Eastern water	Metered connection (standard 20mm)	Location of land and provision or availability of service	Per connection	1,967,235	367.57	1,987,819
	Metered connection (additional to standard 20mm)	Location of land and provision or availability of service	Per connection	15,313	97.96	15,772
	Metered connection (25mm)	Location of land and provision or availability of service	Per connection	6,999	205.84	6,999
	Metered connection (32mm)	Location of land and provision or availability of service	Per connection	-	421.71	-
	Metered connection (40mm)	Location of land and provision or availability of service	Per connection	5,514	1,102.71	5,514
	Metered connection (50mm)	Location of land and provision or availability of service	Per connection	28,946	1,929.74	28,946
	Metered connection (100mm)	Location of land and provision or availability of service	Per connection	26,465	8,821.68	26,465
	Metered connection (150mm)	Location of land and provision or availability of service	Per connection	20,308	20,308.24	20,308
	Unmetered connection	Location of land and provision or availability of service	Per connection	1,436	478.53	1,436
	Availability charge	Location of land and availability of service	Per rating unit	57,523	183.79	53,850
	Consumption charge		A fixed amount per cubic metre of water consumption	-	1.24	
	Black Road water supply extension (capital repayment over time through rate)	Location of land in defined area of benefit and provision or availability of service	Per rating unit	2,045	511.27	2,045
	Black Road water supply extension (one-off capital repayment)	Location of land in defined area of benefit and provision or availability of service	Per rating unit	-	3,515.93	-
	Gibraltar water scheme	Location of land in defined area of benefit and provision or availability of service	Per rating unit	2,900	100.00	2,900
Total eastern water rates				2,134,683		2,152,053

Funding Impact Statement - Rates

Waihi Beach Wastewater

The Waihi Beach wastewater rates are differential targeted rates set under section 16 of the Local Government (Rating) Act 2002. The Waihi Beach wastewater targeted rate part funds the Waihi Beach wastewater activity. The different categories of land are based on the provision or availability of wastewater services provided by Council. The targeted rates are on all rating units in the Waihi Beach wastewater area or in defined areas of benefit. Where a rating unit has the ability to, but is not connected to the wastewater system an availability rate is charged. A rating unit used primarily as a residence is deemed to only have one toilet.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Waihi Beach wastewater	Availability charge	Location of land and provision or availability of service	Per rating unit	69,863	472.05	74,584
	Connection charge	Location of land and provision or availability of service	On each rating unit connected to the scheme	2,599,080	944.09	2,621,738
	Multiple pan charge	Location of land and provision or availability of service	Per water closet or urinal after the first	305,681	791.98	308,080
	Waihi Beach School	Location of land and provision or availability of service	Per rating unit	8,085	8,085.00	8,085
Total Waihi Beach wastewater				2,982,709		3,012,487

Funding Impact Statement - Rates

Katikati Wastewater

The Katikati wastewater rates are differential targeted rates set under section 16 of the Local Government (Rating) Act 2002. The Katikati wastewater targeted rate part funds the Katikati wastewater activity. The different categories of land are based on the provision or availability of wastewater services provided by Council. The targeted rates are on all rating units in the Katikati wastewater area or in defined areas of benefit. Where a rating unit has the ability to, but is not connected to the wastewater system an availability rate is charged. A rating unit used primarily as a residence is deemed to only have one toilet.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Katikati wastewater	Availability charge	Location of land and provision or availability of service	Per rating unit	94,410	472.05	72,696
	Connection charge	Location of land and provision or availability of service	On each rating unit connected to the scheme	2,137,420	944.09	2,175,183
	Multiple pan charge	Location of land and provision or availability of service	Per water closet or urinal after the first	281,924	791.98	281,945
	Katikati College	Location of land and provision or availability of service	Per rating unit	22,993	22,993.00	22,993
	Katikati Primary	Location of land and provision or availability of service	Per rating unit	14,722	14,722.00	14,722
Total Katikati wastewater				2,551,468		2,567,539

Funding Impact Statement - Rates

Ōmokoroa Wastewater

The Ōmokoroa wastewater rates are differential targeted rates set under section 16 of the Local Government (Rating) Act 2002.

The Ōmokoroa wastewater targeted rate part funds the Ōmokoroa wastewater activity. The different categories of land are based on the provision or availability of wastewater services provided by Council. The targeted rates are on all rating units in the Ōmokoroa wastewater area or in defined areas of benefit. Where a rating unit has the ability to, but is not connected to the wastewater system an availability rate is charged. A rating unit used primarily as a residence is deemed to only have one toilet.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Ōmokoroa wastewater	Availability charge	Location of land and provision or availability of service	Per rating unit	74,584	472.05	74,584
	Connection charge	Location of land and provision or availability of service	On each rating unit connected to the scheme	1,776,777	944.09	1,873,075
	Multiple pan charge	Location of land and provision or availability of service	Per water closet or urinal after the first	183,725	791.98	183,739
	Ōmokoroa Point School	Location of land and provision or availability of service	Per rating unit	6,813	6,813.00	6,813
	Astelia Place	Location of land in Astelia Place and availability of service	Per rating unit	1,187	593.64	1,187
Total Ōmokoroa wastewater				2,043,087		2,139,398

Ongare Point

The Ongare Point wastewater rates are differential targeted rates set under section 16 of the Local Government (Rating) Act 2002. The Ongare Point wastewater targeted rate part funds the Ongare Point Wastewater wastewater activity. The different categories of land are based on the the provision or availability of wastewater services provided by Council. The targeted rates are on all properties in the Ongare Point wastewater area or in defined areas of benefit. The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Ongare Point Wastewater	Availability charge	Location of land and provision or availability of service	Per rating unit	-	472.05	-
	Connection charge	Location of land and provision or availability of service	On each rating unit connected to the scheme	44,372	944.09	44,372
	Multiple pan charge	Location of land and provision or availability of service	Per water closet or urinal after the first	-	791.98	-
Total Ongare Point wastewater				44,372		44,372

Funding Impact Statement - Rates

Te Puke Wastewater

The Te Puke wastewater rates are differential targeted rates set under section 16 of the Local Government (Rating) Act 2002. The Te Puke wastewater targeted rate part funds the Te Puke wastewater activity. The different categories of land are based on the provision or availability of wastewater services provided by Council. The targeted rates are on all rating units in the Te Puke wastewater area or in defined areas of benefit. Where a rating unit has the ability to, but is not connected to the wastewater system an availability rate is charged. A rating unit used primarily as a residence is deemed to only have one toilet.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Te Puke wastewater	Availability charge	Location of land and provision or availability of service	Per rating unit	32,571	472.05	32,571
	Connection charge	Location of land and provision or availability of service	On each rating unit connected to the scheme	2,633,067	944.09	2,667,998
	Multiple pan charge	Location of land and provision or availability of service	Per water closet or urinal after the first	586,813	791.98	586,857
	Te Puke High School	Location of land and provision or availability of service	Per rating unit	12,657	12,657.00	12,657
	Te Puke Intermediate School	Location of land and provision or availability of service	Per rating unit	13,692	13,692.00	13,692
	Te Puke Primary School	Location of land and provision or availability of service	Per rating unit	12,867	12,867.00	12,867
	Fairhaven Primary School	Location of land and provision or availability of service	Per rating unit	11,560	11,560.00	11,560
	Te Timatanga Hou Kohanga Reo	Location of land and provision or availability of service	Per rating unit	236	236.00	236
Total Te Puke wastewater				3,303,463		3,338,439

Funding Impact Statement - Rates

Maketu / Little Waihi Wastewater Wastewater

The Maketu / Little Waihi wastewater rates are differential targeted rates set under section 16 of the Local Government (Rating) Act 2002. The Maketu / Little Waihi wastewater targeted rate part funds the Maketu / Little Waihi Wastewater wastewater activity. The different categories of land are based on the provision or availability of wastewater services provided by Council. The targeted rates are on all rating units in the Maketu / Little Waihi wastewater area or in defined areas of benefit. Where a rating unit has the ability to, but is not connected to the wastewater system an availability rate is charged. A rating unit used primarily as a residence is deemed to only have one toilet.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Maketu / Little Waihi Wastewater	Availability charge	Location of land and provision or availability of service	Per rating unit	50,981	472.05	50,981
	Connection charge	Location of land and provision or availability of service	On each rating unit connected to the scheme	434,281	944.09	439,002
	Multiple pan charge	Location of land and provision or availability of service	Per water closet or urinal after the first	35,636	791.98	35,639
	Maketu / Little Waihi Wastewater High School	Location of land and provision or availability of service	Per rating unit	2,912	2,912.00	2,912
Total Maketu / Little Waihi Wastewater				523,811		528,534

Funding Impact Statement - Rates

Waihi Beach Coastal Protection

The Waihi Beach Coastal Protection rates are targeted rates set under sections 16 and 117 of the Local Government (Rating) Act 2002. The Waihi Beach Coastal Protection targeted rates part fund coastal protection in Waihi Beach. The different categories of land are based on the provision of services provided by Council. The targeted rates are on all rating units in the Waihi Beach area or defined areas of benefit. The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Waihi Beach Coastal Protection	Rock revetment area of benefit - Operational	Location of land and provision or availability of service	Per rating unit	9,174	173.09	9,174
	Rock revetment area of benefit - Capital	Location of land and provision or availability of service	Per rating unit	34,194	1,486.69	34,194
	Rock revetment area of benefit capital lump sum (optional)*	Location of land and provision or availability of service	Per rating unit		14,924.00	-
	- Ward area	Location of land and provision or availability of service	Per rating unit	43,879	14.10	43,879
	- Dunes northern end area of benefit	Location of land and provision or availability of service	Per rating unit	14,367	624.66	14,367
	- Dunes Glen Isla Place area of benefit	Location of land and provision or availability of service	Per rating unit	4,504	643.41	4,504
Total Waihi Beach Coastal Protection				106,118		106,118

*Lump sum contributions are invited in respect of Waihi Beach Rock Revetment within the defined areas of benefit in lieu of future payments of the Rock Revetment area of benefit - capital rate above. Offer letters are sent out each year inviting rate payers to make a lump sum contribution.

Funding Impact Statement - Rates

Stormwater

The stormwater rate is a differential targeted rate set under section 16 of the Local Government (Rating) Act 2002. Stormwater targeted rate part funds stormwater in defined areas of benefit. The different categories of land are based on the provision services provided by Council. The targeted rates are on all rating units in defined areas of benefit.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Stormwater	Kauri Point	Location of land and provision or availability of service	Fixed amount per rating unit	14,295	174.33	14,295
	Tanners Point	Location of land and provision or availability of service	Fixed amount per rating unit	19,002	174.33	19,351
	Te Puna	Location of land and provision or availability of service	Fixed amount per rating unit	23,709	174.33	23,709
	Pukehina	Location of land and provision or availability of service	Fixed amount per rating unit	111,920	174.33	111,920
	Waihi Beach	Location of land and provision or availability of service	Fixed amount per rating unit	1,260,578	405.07	1,269,489
	Katikati	Location of land and provision or availability of service	Fixed amount per rating unit	883,458	405.07	882,648
	Ōmokoroa	Location of land and provision or availability of service	Fixed amount per rating unit	830,394	405.07	879,812
	Ongare Point	Location of land and provision or availability of service	Fixed amount per rating unit	18,305	174.33	18,653
	Tuapiro Point	Location of land and provision or availability of service	Fixed amount per rating unit	4,358	174.33	4,358
	Te Puke	Location of land and provision or availability of service	Fixed amount per rating unit	1,208,729	405.07	1,218,045
	Paengaroa	Location of land and provision or availability of service	Fixed amount per rating unit	52,125	174.33	52,299
	Maketu	Location of land and provision or availability of service	Fixed amount per rating unit	89,780	174.33	89,606
	Minden	Location of land and provision or availability of service	Fixed amount per rating unit	-	-	-
Total Stormwater				4,516,651		4,584,185

Funding Impact Statement - Rates

Land Drainage

Land Drainage rates are targeted rates set under section 16 of the Local Government (Rating) Act 2002. Land Drainage targeted rates part fund land drainage in Little Waihi defined areas of benefit. The categories of land liable for each rate are based on the provision of services provided by Council and the location of land. The targeted rates are on all rating units in defined areas of benefit.

The different categories of land and rates are outlined in the table below.

SOURCE	CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Land Drainage	Land Drainage - drains class A	Location of land and provision or availability of service	Per hectare of each rating unit	174,567	43.66	183,573
	Land Drainage - drains class B	Location of land and provision or availability of service	Per hectare of each rating unit	2,024	20.35	2,137
	Land Drainage - pumps class A	Location of land and provision or availability of service	Per hectare of each rating unit	330,704	192.78	363,390
	Land Drainage - pumps class B	Location of land and provision or availability of service	Per hectare of each rating unit	7,834	134.64	8,617
	Land Drainage - pumps class C	Location of land and provision or availability of service	Per hectare of each rating unit	10,000	96.90	11,047
Total Land Drainage				525,129		568,764

Funding Impact Statement - Rates

Community Halls

Community Hall rates are uniform targeted rates set under section 16 of the Local Government (Rating) Act 2002.

Community Hall targeted rates part fund Community Halls in defined areas of benefit. The categories of land are based on the location of land. The targeted rates are on all rating units in defined areas of benefit.

The different categories of land and rates are outlined in the table below.

SOURCE	CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Community Halls	Katikati War Memorial Hall	Location of land and provision or availability of service	Fixed amount per rating unit	76,670	17.00	78,222
	Te Puna War Memorial Hall	Location of land and provision or availability of service	Fixed amount per rating unit	30,783	6.00	9,072
	Te Puna Community Centre	Location of land and provision or availability of service	Fixed amount per rating unit	7,227	41.00	61,992
	Paengaroa Hall	Location of land and provision or availability of service	Fixed amount per rating unit	3,253	17.50	12,810
	Pukehina Beach Community Centre	Location of land and provision or availability of service	Fixed amount per rating unit	3,272	6.50	5,330
	Pukehina Hall	Location of land and provision or availability of service	Fixed amount per rating unit	-	-	-
	Oropi War Memorial Hall	Location of land and provision or availability of service	Fixed amount per rating unit	22,854	40.45	26,496
	Kaimai Hall	Location of land and provision or availability of service	Fixed amount per rating unit	4,237	21.50	8,772
	Omanawa Hall	Location of land and provision or availability of service	Fixed amount per rating unit	11,302	22.50	9,608
	Te Ranga Hall	Location of land and provision or availability of service	Fixed amount per rating unit	2,500	25.00	6,500
	Te Puke War Memorial and Settlers Hall	Location of land and provision or availability of service	Fixed amount per rating unit	89,434	32.00	145,152
	Ōmokoroa Settlers Hall	Location of land and provision or availability of service	Fixed amount per rating unit	11,880	11.50	28,348
	Ohauti Hall	Location of land and provision or availability of service	Fixed amount per rating unit	13,600	49.00	13,083

Funding Impact Statement - Rates

SOURCE	CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Community Halls (continued)	Waihi Beach Community Centre	Location of land and provision or availability of service	Fixed amount per rating unit	31,120	15.00	46,875
	Whakamarama Hall	Location of land and provision or availability of service	Fixed amount per rating unit	10,280	27.00	13,959
	Pyes Pa Hall	Location of land and provision or availability of service	Fixed amount per rating unit	5,652	43.50	23,099
Total Community Halls				324,062		489,317

Promotion rates

Promotion rates are targeted rates set under section 16 of the Local Government (Rating) Act 2002. Promotion targeted rates part fund town centre promotion in defined areas of benefit. The categories of land are based on the location of land. The targeted rates are on all rating units in defined areas of benefit.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES / CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Waihi Beach Events and Promotions	Waihi Beach community board area	Location - Waihi Beach community board area (all land other than commercial/industrial)	Fixed amount per rating unit	18,239	12.29	38,250
Waihi Beach Events and Promotions	Commercial/industrial zoned area	Location of land and land use	Fixed amount per rating unit	36,985	216.10	12,750
Katikati Promotion	Katikati Town Centre	Location of land - Katikati	Fixed amount per rating unit	323,613	20.00	91,820
Katikati Promotion	Katikati Ward promotion	Location of land - Katikati (all land other than commercial/industrial)	Fixed amount per rating unit	34,071	7.42	34,071
Katikati Promotion	Commercial/industrial zoned area	Location of land and land use	Fixed amount per rating unit	43,361	309.72	43,361
Ōmokoroa Promotion	Ōmokoroa Town Centre	Location of land - Ōmokoroa	Fixed amount per rating unit	-	-	-
Te Puke Promotion	Te Puke promotion	Location of land - Te Puke (all land other than commercial/industrial)	Fixed amount per rating unit	48,136	11.80	48,136

Funding Impact Statement - Rates

SOURCE	DIFFERENTIAL CATEGORIES / CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Te Puke Promotion	Te Puke promotion	Location of land - Maketu (all land other than commercial/industrial)	Fixed amount per rating unit	18,604	5.61	18,239
Te Puke Promotion	Commercial/industrial zoned area	Location of land and land use	Fixed amount per rating unit	37,725	170.44	36,985
Total Town Centre promotion rates				328,130		323,613

Development Fund Rates

Development fund rates are uniform targeted rates set under section 16 of the Local Government (Rating) Act 2002.

Targeted rates part fund Pukehina development in defined areas of benefit. The different categories of land are based on land use and services provided by Council. The targeted rates are on all rating units in defined areas of benefit.

The different categories of land and rates are outlined in the table below.

SOURCE	CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Pukehina development rate	Residential	Land use	Fixed amount per rating unit	12,640	20.00	12,640

Pukehina Beach Protection Rate

The Pukehina Beach Protection rate is a differential targeted rate set under section 16 of the Local Government (Rating) Act 2002.

The Pukehina Beach Protection targeted rate part funds Pukehina beach protection in defined areas of benefit. The different categories of land are based on location of land. The targeted rates are on all rating units in defined areas of benefit.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Pukehina beach protection	Coastal	Location	Fixed amount per rating unit	12,240	46.02	12,240
Pukehina beach protection	Inland	Location	Fixed amount per rating unit	3,060	8.23	3,060
Total Pukehina Beach Protection				15,300		15,300

Funding Impact Statement - Rates

Community Development and Grants

Community Development and Grants rates are differential targeted rates set under section 16 of the Local Government (Rating) Act 2002, which part fund the communities activity. The different categories of land are based on location of land. The targeted rates are on all rating units in defined areas of benefit.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2020/21 Annual Plan Revenue (\$)	Amount (\$)	2021/22 Annual Plan Revenue (\$)
Katikati resource centre	Katikati	Location - Katikati community board area	Fixed amount per rating unit	22,261	4.85	22,261
Katikati resource centre	Waihi Beach	Location - Waihi Beach community board area	Fixed amount per rating unit	7,420	2.38	7,420
Heritage Museum	District-wide	All rateable land within the District	Fixed amount per rating unit	71,400	3.13	71,400
Total Community Development and grants				101,081		101,081

Early Payment of Rates for Subsequent Years

Rates eligible for early repayment, under the Early Repayment of Rates for Subsequent Years Policy are:

- Te Puna West Wastewater Capital Targeted Rate.
- Ongare Point Wastewater Capital Targeted Rate.
- Woodland Road Rural Water Supply Targeted Rate.
- Black Road Rural Water Supply Targeted Rate.

Rating Units

The projected number of rating units at the end of the preceding financial year for each year covered by the long-term plan are as follows:

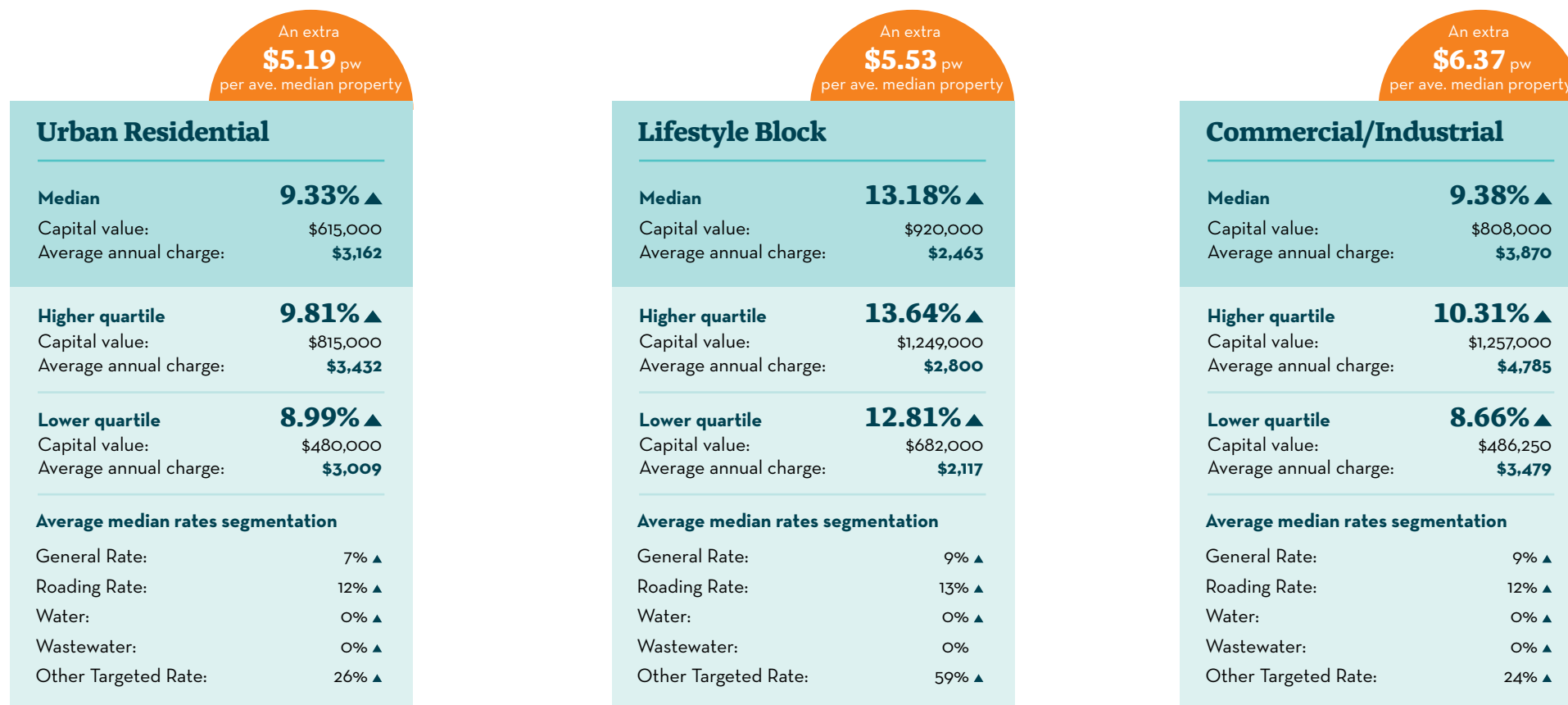
Financial year ending 30 June	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Number of rating units for Western Bay of Plenty District Council	23,861	24,246	24,631	24,942	25,253	25,564	25,875	26,186	26,441	26,697	26,952

We're managing our finances, with planned increases in rates, so we can deliver for the future

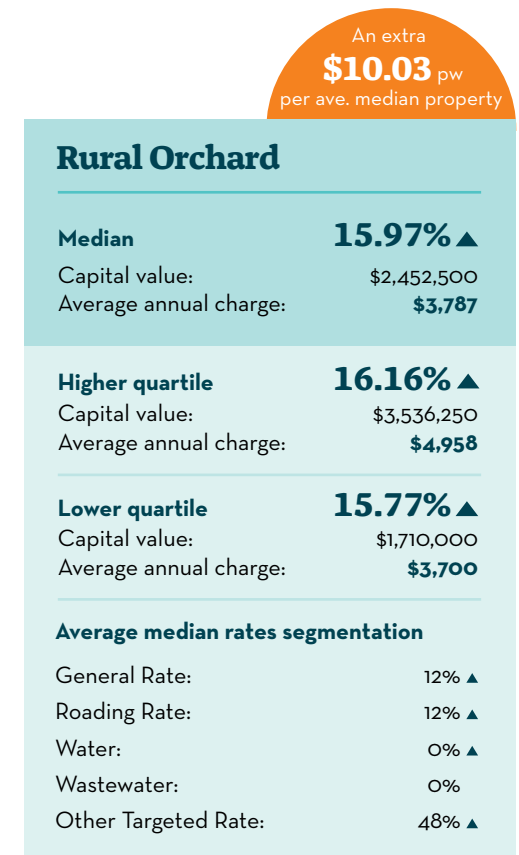
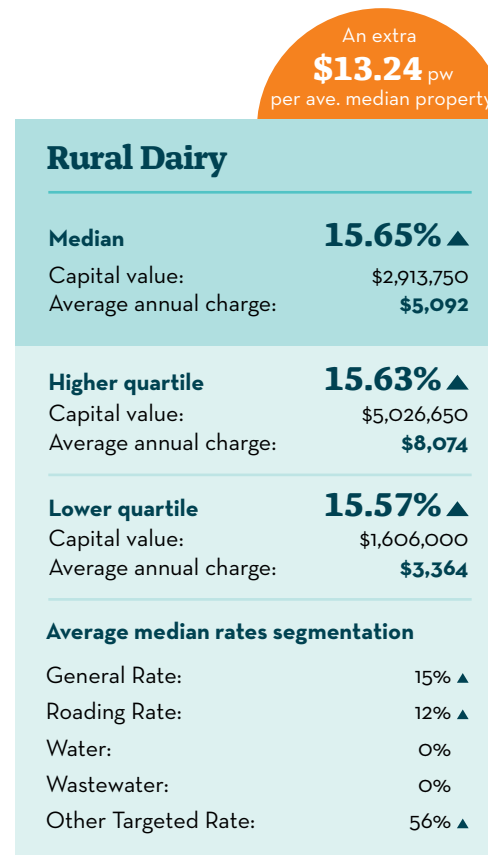
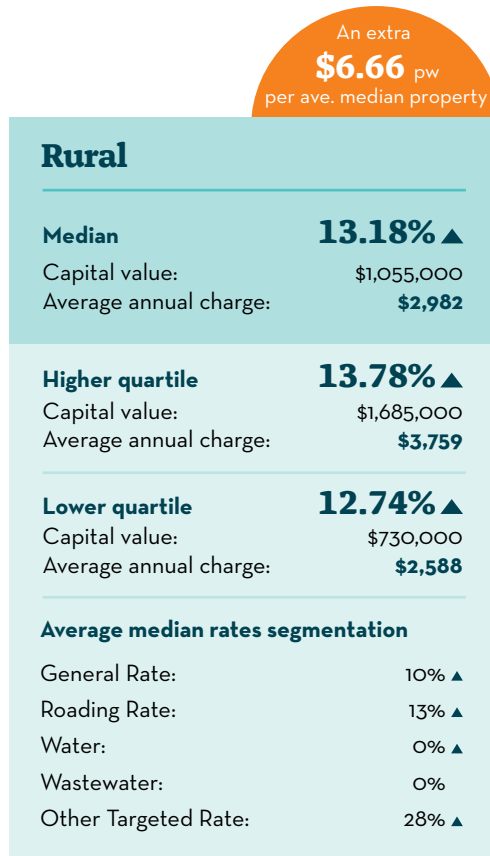
The Financial Strategy in Chapter Two page 69 sets out rates increases for each of the 10 years of the LTP.

Year One of the LTP 2021-2031 sees a planned step-change for rates. This is in response to an increase in capital project delivery to respond to growth, increased levels of service including the new kerbside recycling, glass and rubbish service, increased maintenance costs for our roading assets and to meet legislative deliverables such as the review of the District Plan and Three Water's compliance.

What it means for your property



IMPORTANT: All percentage increases above are from the previous rates year. The rates increases above include the charge for the introduction of Council's kerbside recycling collection from 1 July 2021. Only properties receiving this service will be charged in their rates invoice.



IMPORTANT: All percentage increases above are from the previous rates year. The rates increases above include the charge for the introduction of Council's kerbside recycling collection from 1 July 2021. Only properties receiving this service will be charged in their rates invoice.

Prospective Financial Statements

Whakataunga Tahua Torohū

Cautionary note

The information in the prospective financial statements is uncertain and its preparation requires the exercise of judgement. Actual financial results achieved are likely to vary from the information presented and the variations may be material. Events and circumstances may not occur as expected and may or may not have been predicted or the Council may subsequently take actions that differ from the proposed course of action on which the prospective financial statements are based.

Assumptions underlying prospective financial information

The financial information contained within these policies and statements is prospective information and has been prepared in compliance with PBE FRS 42: Prospective Financial Information. The purpose for which it has been prepared is to enable the public to participate in the decision-making processes as to the services to be provided by Western Bay of Plenty District Council over the financial years from 2021/22 to 2030/31 and to provide a broad accountability mechanism of the Council to the community. Refer to the Strategic Assumptions section in Informing our Planning from page 39 for details of underlying assumptions.



Western Bay of Plenty District Council

Prospective statement of financial position

For the years ended 30 June	Annual Plan \$'000					Forecast \$'000					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Current assets											
Cash and cash equivalents	4,124	26,634	39,176	41,810	37,274	30,419	44,008	24,464	18,562	20,287	20,295
Receivables	21,897	13,426	16,371	18,577	15,759	16,231	16,623	17,318	18,555	18,888	18,200
Prepayments and accrued income	724	940	1,008	1,038	1,108	1,160	1,196	1,242	1,279	1,320	1,350
Non current assets held for sale	3,495	1,214	1,250	1,289	1,331	1,372	1,412	1,456	1,501	1,545	1,590
Other financial assets	-	-	-	-	-	-	-	-	-	-	-
Total current assets	30,240	42,213	57,804	62,713	55,472	49,182	63,238	44,479	39,897	42,040	41,434
Non-current assets											
Investment in CCOs and other similar entities	3,353	3,181	4,131	5,031	5,746	6,183	6,495	6,808	7,170	7,595	8,113
Other financial assets	11,210	11,519	11,519	11,519	11,519	11,519	286	286	286	286	286
Investment in associates	212	212	212	212	212	212	212	212	212	212	212
Property, plant & equipment	1,504,734	1,631,599	1,703,163	1,843,142	1,916,411	1,984,021	2,113,532	2,197,337	2,261,069	2,416,175	2,476,144
Intangible assets	2,306	6,540	8,013	9,114	9,414	9,731	9,930	10,091	10,176	10,204	10,142
Forestry assets	8,539	11,287	11,626	11,975	12,346	12,716	13,072	13,465	13,869	14,271	14,670
Total non-current assets	1,530,354	1,664,339	1,738,664	1,880,993	1,955,648	2,024,383	2,143,529	2,228,198	2,292,783	2,448,744	2,509,568
Total assets	1,560,594	1,706,552	1,796,468	1,943,706	2,011,120	2,073,565	2,206,768	2,272,677	2,332,679	2,490,784	2,551,002
Current liabilities											
Creditors and other payables	16,245	23,589	32,664	37,265	29,737	29,387	26,309	34,152	30,135	31,945	30,342
Borrowings	20,000	10,000	15,000	15,000	15,000	10,000	25,000	-	-	-	-
Employee entitlements	2,575	3,573	3,699	3,835	3,997	4,157	4,343	4,538	4,741	4,947	5,156
Provisions	313	696	696	696	696	696	696	696	696	696	696
Total current liabilities	39,133	37,858	52,059	56,796	49,430	44,240	56,348	39,385	35,572	37,588	36,194
Non-current liabilities											
Borrowings	90,000	93,400	126,400	162,400	191,000	213,473	210,973	248,473	258,973	272,973	290,673
Provisions	492	313	313	313	313	313	313	313	313	313	313
Derivative financial instruments	8,368	12,632	12,632	12,632	12,632	12,632	12,632	12,632	12,632	12,632	12,632
Total non-current liabilities	98,860	106,345	139,345	175,345	203,945	226,418	223,918	261,418	271,918	285,918	303,618
Total liabilities	137,993	144,203	191,404	232,140	253,374	270,657	280,266	300,803	307,489	323,506	339,812
Net assets	1,422,600	1,562,349	1,605,065	1,711,566	1,757,746	1,802,908	1,926,502	1,971,875	2,025,190	2,167,279	2,211,190
Equity											
Accumulated funds	890,574	954,642	974,592	995,970	1,017,691	1,037,124	1,054,576	1,072,654	1,096,599	1,117,749	1,126,451
Other reserves	532,026	607,707	630,473	715,596	740,055	765,784	871,926	899,220	928,591	1,049,530	1,084,739
Total equity	1,422,600	1,562,349	1,605,065	1,711,566	1,757,746	1,802,908	1,926,502	1,971,875	2,025,190	2,167,279	2,211,190

Prospective statement of comprehensive revenue and expense 2021-2031

For the years ended 30 June	Annual Plan \$'000					Forecast \$'000					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Revenue from non-exchange transactions											
Fees and charges	6,737	7,641	7,935	8,151	8,281	8,545	8,768	8,987	9,089	9,302	9,517
Rates	75,174	83,374	87,645	91,980	96,267	100,254	105,475	109,794	114,569	118,080	121,234
Fines	228	211	219	228	236	244	254	262	268	273	279
Vested assets	2,240	2,240	2,313	2,387	2,459	2,534	2,602	2,673	2,745	2,816	2,884
Financial contributions	10,098	11,221	14,035	14,127	14,597	14,978	15,310	15,664	14,912	15,101	15,267
Subsidies and grants	11,745	16,982	18,524	21,227	24,609	23,606	21,471	22,544	29,555	28,435	18,179
Other revenue	450	400	412	424	435	447	458	469	481	492	503
Fair value movement in derivative financial instruments	-	-	-	-	-	-	-	-	-	-	-
Gains	-	489	464	479	506	510	493	538	553	554	553
Total revenue from non-exchange transactions	106,671	122,559	131,546	139,002	147,390	151,118	154,831	160,931	172,172	175,053	168,416
Revenue from exchange transactions											
Finance income	413	263	270	278	286	293	301	308	316	323	330
Dividends	-	-	-	-	-	-	-	-	-	-	-
Rental income	773	746	766	787	759	779	798	817	836	856	874
Other exchange revenue	1,078	1,773	1,644	1,283	1,296	1,811	1,536	1,876	1,934	1,986	2,039
Total revenue from exchange transactions	2,264	2,781	2,681	2,349	2,340	2,884	2,634	3,000	3,086	3,165	3,243
Total revenue	108,935	125,340	134,227	141,351	149,730	154,002	157,465	163,932	175,258	178,219	171,660
Expenditure											
Other expenses	41,970	52,881	56,386	58,156	62,014	64,862	66,788	69,329	71,409	73,696	75,353
Personnel costs	22,860	26,369	27,292	28,300	29,494	30,674	32,049	33,483	34,981	36,501	38,049
Depreciation	22,599	23,560	24,857	26,445	28,451	30,199	31,695	33,270	34,740	36,308	38,140
Amortisation	426	347	287	238	200	168	143	123	106	93	82
Impairment expense	-	-	-	-	-	-	-	-	-	-	-
Finance costs	4,146	3,675	4,651	6,057	7,285	8,160	8,729	9,204	9,717	9,883	10,600
Total operating expenditure	92,001	106,832	113,472	119,197	127,443	134,063	139,404	145,409	150,953	156,481	162,224
Share of associate's surplus / (deficit)	-	-	-	-	-	-	-	-	-	-	-
Operating surplus / (deficit)	16,933	18,508	20,755	22,154	22,287	19,938	18,061	18,522	24,305	21,738	9,436
Gain / (Loss) on property, plant & equipment revaluations	33,580	30,284	21,961	84,347	23,893	25,224	105,533	26,850	29,011	120,351	34,475
Reversal of impairment	-	-	-	-	-	-	-	-	-	-	-
Other assets at fair value through other comprehensive income	-	-	-	-	-	-	-	-	-	-	-
Total other comprehensive revenue and expenses	33,580	30,284	21,961	84,347	23,893	25,224	105,533	26,850	29,011	120,351	34,475
Total comprehensive revenue and expense / (deficit) for the year attributable to Council	50,513	48,792	42,716	106,501	46,180	45,162	123,594	45,373	53,316	142,089	43,911

Western Bay of Plenty District Council

Prospective statement of changes in net assets/equity 2021-2031

For the years ended 30 June	Annual Plan \$'000		Forecast \$'000								
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Equity balance at 30 June											
Equity balance at 1 July	1,372,670	1,513,557	1,562,349	1,605,065	1,711,566	1,757,746	1,802,908	1,926,502	1,971,875	2,025,190	2,167,279
Comprehensive income for year	49,930	48,792	42,716	106,501	46,180	45,162	123,594	45,373	53,316	142,089	43,911
Equity balance at 30 June	1,422,600	1,562,349	1,605,065	1,711,566	1,757,746	1,802,908	1,926,502	1,971,875	2,025,190	2,167,279	2,211,190
Components of equity											
Retained earnings at 1 July	873,057	936,747	954,642	974,592	995,970	1,017,691	1,037,124	1,054,576	1,072,654	1,096,599	1,117,749
Net surplus/(deficit)	17,516	17,895	19,950	21,378	21,721	19,433	17,452	18,078	23,945	21,150	8,702
Retained earnings 30 June	890,574	954,642	974,592	995,970	1,017,691	1,037,124	1,054,576	1,072,654	1,096,599	1,117,749	1,126,451
Revaluation reserves at 1 July	470,670	547,669	577,953	599,914	684,261	708,154	733,377	838,911	865,761	894,772	1,015,122
Revaluation gains	32,217	30,284	21,961	84,347	23,893	25,224	105,533	26,850	29,011	120,351	34,475
Revaluation Reserves 30 June	502,886	577,953	599,914	684,261	708,154	733,377	838,911	865,761	894,772	1,015,122	1,049,598
Council created Reserves at 1 July	29,723	29,141	29,754	30,559	31,335	31,901	32,406	33,015	33,459	33,819	34,407
Transfers to / (from) Reserves	(583)	613	805	776	566	505	609	444	360	588	734
Council created Reserves 30 June	29,140	29,754	30,559	31,335	31,901	32,406	33,015	33,459	33,819	34,407	35,141
Components of equity	1,422,600	1,562,349	1,605,065	1,711,566	1,757,746	1,802,908	1,926,502	1,971,875	2,025,190	2,167,279	2,211,190

Forecast depreciation and amortisation by activity 2021-2031

For the years ended 30 June	Forecast \$'000									
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Representation	6	8	12	16	20	24	28	32	36	40
Communities	635	671	680	703	770	812	840	943	950	959
Recreation and Open Space	1,929	2,028	2,164	2,542	2,937	3,341	3,441	3,470	3,495	3,553
Regulatory Services	69	77	56	71	80	56	71	80	56	71
Stormwater	1,589	1,613	1,659	1,706	1,754	1,808	1,829	1,837	1,848	1,922
Transportation	10,623	11,350	12,183	13,249	14,133	14,954	15,862	16,762	17,621	18,500
Water Supply	4,090	4,263	4,435	4,595	4,758	4,910	5,098	5,284	5,443	5,488
Wastewater	3,711	3,818	4,090	4,357	4,419	4,449	4,508	4,625	5,140	5,648
Solid Waste	41	44	76	82	78	76	82	78	76	82
Support Services	1,215	1,273	1,330	1,332	1,420	1,409	1,634	1,736	1,737	1,959
	23,907	25,144	26,684	28,651	30,368	31,838	33,392	34,846	36,401	38,222

Western Bay of Plenty District Council
Prospective statement of cash flows 2021-2031

For the years ended 30 June	Annual Plan \$'000					Forecast \$'000					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Cashflow operating activities											
Cash was provided from:											
Rates revenue	75,088	82,623	86,467	91,097	97,394	100,065	105,318	109,516	114,074	117,947	121,509
Interest received	413	263	270	278	286	293	301	308	316	323	330
Other revenue	21,010	27,090	28,459	31,447	38,097	35,978	33,954	35,499	42,410	42,146	32,815
Financial contributions	10,098	11,221	14,035	14,127	14,597	14,978	15,310	15,664	14,912	15,101	15,267
Cash was provided from:	106,609	121,196	129,231	136,950	150,373	151,314	154,883	160,988	171,712	175,517	169,921
Cash was applied to:											
Payments to suppliers and employees	(64,640)	(76,439)	(79,821)	(84,304)	(94,284)	(95,487)	(99,960)	(99,565)	(107,883)	(109,356)	(113,925)
Interest paid	(4,146)	(3,675)	(4,651)	(6,057)	(7,285)	(8,160)	(8,729)	(9,204)	(9,717)	(9,883)	(10,600)
Cash was applied to:	(68,786)	(80,114)	(84,472)	(90,361)	(101,569)	(103,647)	(108,689)	(108,769)	(117,600)	(119,240)	(124,525)
Net cashflow from operating activities	37,822	41,082	44,759	46,588	48,804	47,668	46,194	52,218	54,112	56,277	45,397
Cashflow investment activities											
Cash was provided from:											
Proceeds from sale of property, plant & equipment	-	-	-	-	-	-	-	-	-	-	-
Proceeds from sale of investments	-	-	-	-	-	-	11,233	-	-	-	-
Cash was provided from:	-	-	-	-	-	-	11,233	-	-	-	-
Cash was applied to:											
Purchase of property, plant & equipment	(37,613)	(47,296)	(68,582)	(79,055)	(81,225)	(71,559)	(56,025)	(83,951)	(70,150)	(68,128)	(62,570)
Purchase of investments	-	(335)	(950)	(900)	(715)	(437)	(313)	(313)	(363)	(425)	(518)
Cash was applied to:	(37,613)	(47,631)	(70,217)	(79,955)	(81,940)	(71,995)	(56,338)	(84,263)	(70,513)	(68,553)	(63,088)
Net cashflow from investment activities	(37,613)	(47,631)	(70,217)	(79,955)	(81,940)	(71,995)	(45,105)	(84,263)	(70,513)	(68,553)	(63,088)
Cashflow finance activities											
Cash was provided from:											
Proceeds from borrowings	-	23,400	53,000	51,000	43,600	27,473	37,500	12,500	10,500	14,000	17,700
Cash was provided from:	-	23,400	53,000	51,000	43,600	27,473	37,500	12,500	10,500	14,000	17,700
Cash was applied to:											
Repayment of borrowings	-	(10,000)	(15,000)	(15,000)	(15,000)	(10,000)	(25,000)	-	-	-	-
Cash was applied to:	-	(10,000)	(15,000)	(15,000)	(15,000)	(10,000)	(25,000)	-	-	-	-
Net cashflow from finance activities	-	13,400	38,000	36,000	28,600	17,473	12,500	12,500	10,500	14,000	17,700
Cash balance											
Cash balance											
Net increase/(decrease) in cash held	209	6,852	12,541	2,634	(4,535)	(6,855)	13,589	(19,545)	(5,901)	1,725	8
Total cash resources at beginning of the year	3,915	19,782	26,634	39,175	41,809	37,274	30,419	44,008	24,463	18,562	20,287
Cash balance	4,124	26,634	39,175	41,809	37,274	30,419	44,008	24,463	18,562	20,287	20,295
Cash balance	4,124	26,634	39,175	41,809	37,274	30,419	44,008	24,463	18,562	20,287	20,295

Western Bay of Plenty District Council

Reconciliation of Summary Funding Impact Statement to Prospective Statement of Comprehensive Revenue and Expense

For the years ended 30 June	Annual Plan \$'000					Forecast \$'000					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Revenue											
Prospective Statement of Comprehensive Revenue Expenditure											
Total Operating Revenue	108,935	125,340	134,227	141,351	149,730	154,002	157,465	163,932	175,258	178,219	171,660
Total Revenue	108,935	125,340	134,227	141,351	149,730	154,002	157,465	163,932	175,258	178,219	171,660
Summary Funding Impact Statement											
Sources of operating funding											
Total sources of operating funding	96,597	105,394	110,341	114,632	124,660	130,635	136,340	143,880	147,441	149,870	153,776
Sources of operating funding	96,597	105,394	110,341	114,632	124,660	130,635	136,340	143,880	147,441	149,870	153,776
Add sources of capital funding											
Development and financial contributions	10,098	11,221	14,035	14,127	14,597	14,978	15,310	15,664	14,912	15,101	15,267
Gain disposal of assets	-	(388)	(401)	(413)	(426)	(412)	(423)	(435)	(447)	(458)	(469)
Subsidies and grants for capital expenditure	-	6,874	7,939	10,619	8,441	6,267	3,636	2,149	10,607	10,890	202
Vested assets	2,240	2,240	2,313	2,387	2,459	2,534	2,602	2,673	2,745	2,816	2,884
Add sources of capital funding	12,338	19,947	23,886	26,720	25,071	23,367	21,125	20,051	27,818	28,349	17,884
Total Revenue	108,935	125,341	134,227	141,351	149,731	154,002	157,465	163,931	175,258	178,219	171,660
Expenditure											
Prospective Statement of Comprehensive Revenue Expenditure											
Total Operating Expenditure	92,001	106,832	113,472	119,197	127,443	134,063	139,404	145,409	150,953	156,481	162,224
Total Expenditure	92,001	106,832	113,472	119,197	127,443	134,063	139,404	145,409	150,953	156,481	162,224
Summary Funding Impact Statement											
Application of operating fund											
Total application of operating funding	68,977	82,925	88,329	92,513	98,793	103,696	107,566	112,017	116,107	120,080	124,002
Application of operating fund	68,977	82,925	88,329	92,513	98,793	103,696	107,566	112,017	116,107	120,080	124,002
Add application of capital funding											
Depreciation and amortisation expense	23,025	23,907	25,144	26,684	28,651	30,368	31,838	33,392	34,846	36,401	38,222
Increase/(decrease) in provisions	-	-	-	-	-	-	-	-	-	-	-
Loss on changes in fair value of investment property and evaluation of financial assets	-	-	-	-	-	-	-	-	-	-	-
Loss on disposal of asset	-	-	-	-	-	-	-	-	-	-	-
Add application of capital funding	23,025	23,907	25,144	26,684	28,651	30,368	31,838	33,392	34,846	36,401	38,222
Total Expenditure	92,001	106,832	113,472	119,197	127,443	134,063	139,404	145,409	150,953	156,481	162,224



Reserve Funds Pūtea Rāhui

This statement shows the opening balances of Council's reserves and 1 July 2021, and the proposed deposits, withdrawals and closing balances as at 30 June 2031.

Reserve name	Purpose	Activity	Interest bearing	Opening balance 1 July 2021	Expected deposits to fund to 30 June 2031	Expected withdrawals from fund to 30 June 2031	Closing balance 30 June 2031
Restricted Reserves							
Restricted Reserves	<i>Restricted reserves have been established from public bequests and are only able to be spent in the manner specified by the donor.</i>						
Hunter Estate	Established from bequest made in the late 1980s. The funds can only be spent on capital expenditure in Katikati as detailed in our Reserve Management Plans.	Recreation and Leisure	Yes	42,996	16,522	-	59,518
l'Anson Park Trust	The accumulated interest is available for both operational and capital expenditure undertaken in the Te Puna area.	Recreation and Leisure	Yes	10,324	-	-	10,324
Hastie Bequest	The principle settlement amount of \$100,000 is maintained and the interest can be used for Te Puke area library purchases.	Communities	Yes	207,086	59,405	(134,916)	131,575
CE Miller Estate	The interest on the capital of \$9,763 is available for the beautification of Katikati.	Recreation and Leisure	Yes	18,562	5,911	-	24,473
Total Restricted Reserves				278,968	81,838	(134,916)	225,890
Asset Replacement Reserves							
Asset Replacement Reserves - general approach	Depreciation charged is transferred to the specified reserves detailed below and accumulated so that the interest earned on the reserves capital is available for asset replacement/renewals. The replacement/renewals programme is based on the renewals planned in our asset management plans. The reserves are not held as cash reserves.						
Asset Replacement - computers		Support Services	Yes	(636,158)	14,029,498	(13,329,498)	63,842
Coastal Marine		Recreation and Leisure	No	280,946	15,021,909	(16,021,909)	(719,054)
District Reserves		Support Services	No	2,729,347	8,741,618	(7,519,150)	3,951,815
Huharua Sub Regional Park		Recreation and Leisure	No	243,843	173,138	-	416,981
TECT All Terrain Park		Recreation and Leisure	No	1,145,668	1,174,012	(264,029)	2,055,651
Asset Replacement - office buildings		Recreation and Leisure	Yes	(561,948)	5,882,486	(5,300,978)	19,560
Asset Replacement - vehicles		Support Services	Yes	(816,745)	8,775,762	(7,875,762)	83,255
Asset Replacement - civil defence - vehicle		Communities	Yes	142,604	60,813	-	203,417

Reserve name	Purpose	Activity	Interest bearing	Opening balance 1 July 2021	Expected deposits to fund to 30 June 2021	Expected withdrawals from fund to 30 June 2021	Closing balance 30 June 2021
Asset Replacement Reserves							
Asset Replacement - telemetry		Communities	Yes	89,175	37,919	-	127,094
Asset Replacement - swimming pool		Recreation and Leisure	Yes	486,775	3,519,815	-	4,006,590
Asset Replacement - library books		Communities	Yes	1,877,424	2,810,143	(4,679,608)	7,959
Asset Replacement - cemetery		Communities	Yes	361,665	1,154,888	-	1,516,553
Total Asset Replacement Reserves				5,342,596	61,382,001	(54,990,934)	11,733,663
Community Board Reserves							
Community Boards - general approach	We have five community boards but not all of our District is covered by these boards. The Community Board rate is a Fixed amount for their community board area of benefit. The level of rating is determined based on the expected expenditure of the Board and may vary between Boards. Any unspent money at year end is transferred to the respective community board reserve account. Reserve funds can only be used for capital, one-off, or non-recurring expenditure items or grants.						
Waihi Beach Community Board		Communities	No	281,622	-	-	281,622
Katikati Community Board		Communities	No	61,162	-	-	61,162
Ōmokoroa Community Board		Communities	No	245,941	-	-	245,941
Te Puke Community Board		Communities	No	110,089	-	-	110,089
Maketu Community Board		Communities	No	159,659	-	-	159,659
Total Community Board Reserves				858,473	-	-	858,473

Reserve name	Purpose	Activity	Interest bearing	Opening balance 1 July 2021	Expected deposits to fund to 30 June 2031	Expected withdrawals from fund to 30 June 2031	Closing balance 30 June 2031
Other Community Reserves							
Other community reserves - general approach	These reserves have been established to accumulate sufficient funds to allow for planned expenditure (per the Long Term Plan) in particular areas, often for town centre development. The funding is provided by way of targeted rates.						
Katikati Development Fund	Set up several years ago in anticipation of the Katikati By-pass impacts on the town and to provide funding for main street improvements as well as encourage business development in Katikati.	Planning for the future	Yes	14,867	-	-	14,867
Waihi Beach Town Centre Development	For town centre development.	Economic	Yes	305,645	20,412	(251,400)	74,657
Katikati Town Centre Development	For town centre development scheduled to begin in as and when opportunities arise.	Economic	Yes	152,416	19,144	(1,811,412)	(1,639,852)
Ōmokoroa Town Centre Development	For town centre development scheduled to begin in as and when opportunities arise.	Economic	Yes	477,328	274,941	-	752,269
Te Puke Town Centre Development	For town centre development.	Economic	Yes	145,848	41,596	-	187,444
Pukehina Beach Development	Pukehina ratepayers are paying an annual rate of \$20 as a contribution towards a potential future sewerage scheme for the area.	Planning for the future	Yes	511,546	338,130	-	849,676
Pukehina Beach Protect Reserve				277,370	-	(172,740)	104,630
Total Other Community Reserves				1,885,020	694,223	(2,235,552)	343,691

Reserve name	Purpose	Activity	Interest bearing	Opening balance 1 July 2021	Expected deposits to fund to 30 June 2031	Expected withdrawals from fund to 30 June 2031	Closing balance 30 June 2031
Financial Contributions Reserves							
Financial contributions reserves - general	These are specific reserves that must be applied for a particular purpose and under specific criteria or qualifying conditions. These reserves are not cash reserves.						
Ecological financial contributions - capital	Financial contributions split into capital and operational components that are to be spent based on Council's annually approved ecological education programme. Capital expenditure must be by Council resolution and satisfy criteria for privately owned land. Operational expenditure is based on the prior year's closing operations balance available.	Natural Environment	No	306,176	-	-	306,176
Ecological financial contributions - operational	As above	Natural Environment	No	755,942	3,269,487	(3,495,173)	530,256
Parks and Community financial contributions	To provide for teaching and public education/awareness raising purposes.	Recreation and Leisure	No	4,336,901	44,187,092	(43,431,467)	5,092,526
Parking space financial contributions	Provided from financial contributions from developers in the urban areas where they cannot provide public car parks themselves.	Regulatory	No	49,974	-	-	49,974
Lynley Park wastewater remedial	Established from money received from Durham Properties Limited, to be used to fund any infrastructure failures in the Lynley Park Development.	Wastewater	No	367,633	58,730	(421,810)	4,553
Total Financial Contribution Reserves				5,816,626	47,515,309	(47,348,450)	5,983,485
General Reserves Established reserves for specific purposes							
Community Discretionary	For any under spent expenditure at year end.	Communities	No	14,386	-	-	14,386
General Rate	For the accumulation of any net surplus arising from accounts that are general rate funded each year. Deficits are not permitted in this reserve	All	No	2,052,287	-	(1,850,428)	201,859
Environmental Protection Rate	For the accumulation of any net surplus arising from the Environmental Protection Rate account Deficits are not permitted in this reserve.	All	No	948,642	1,772,368	(2,702,080)	18,930
Traffic and parking general	Holds the percentage balance of Council-issued infringement notice fines that were not payable to the Government as part of the legislation during the 1980s. Correspondence has not resolved whether the balance is still payable to the Government. No cash is held.	Regulatory	No	197,931	191,737	-	389,668
Total General Reserves				3,213,246	1,964,105	(4,552,508)	624,843

Reserve name	Purpose	Activity	Interest bearing	Opening balance 1 July 2021	Expected deposits to fund to 30 June 2031	Expected withdrawals from fund to 30 June 2031	Closing balance 30 June 2031
Special Reserves							
Disaster Contingency	Council's infrastructure self-insurance fund provided from the sale of power company shares in the 1990s. Council's policy is to self insure based on the premise that commercial infrastructure insurance is not available. Major infrastructure, apart from district roading is geographically dispersed throughout our District (primarily stand-alone sewerage and water schemes) and the likelihood of failure of this entire infrastructure at once is assessed as very low.	Communities	Yes	9,897,298	3,676,922	-	13,574,220
Re-budget Reserve	To allow for the adjustment of timing and cost to Council's capital work program.	All	No	282,520	-	-	282,520
Matakana Island Trust	Reserves accumulated several years ago from the appeal against the Katikati Reserve extension across to Matakana Island. The funds are available to be used for improvements to the Matakana Island community.	Planning for the Future	No	258,803	-	-	258,803
Corporate Property and Assets	For any surplus arising from the corporate property/land purchase account.	Support Services	No	642,490	1,067,012	(962,212)	747,290
Weathertight Homes	To settle potential weathertightness claims that may arise.	Regulatory	No	237,143	93,678	-	330,821
Panepane Point		Reserves	No	428,082	64,532	(315,040)	177,574
Total Special Reserves				11,746,336	4,902,144	(1,277,252)	15,371,228
Total All Council Created Reserves				29,141,266	116,539,620	(110,539,612)	35,141,273



Structure Plans Mahere Whaihanga

The Long Term Plan 2021-2031 shows the structure plan maps and schedules for growth related projects. The schedules outline the project estimated cost, its timing and funding source for completing the project.

Structure plan contents

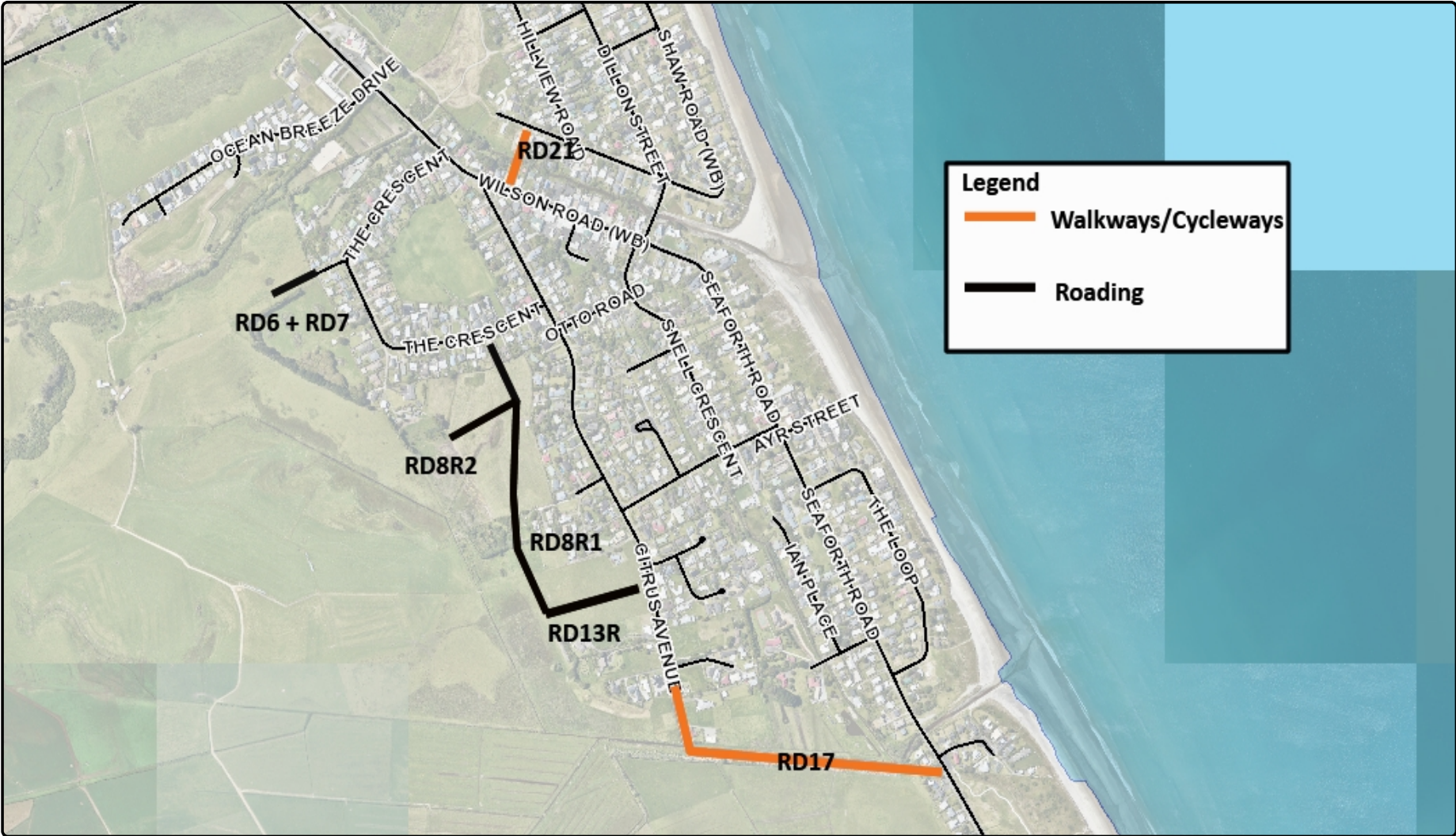
Waihi Beach transportation (schedule)	364
Waihi Beach transportation (map)	365
Waihi Beach utilities (schedule)	366
Waihi Beach utilities (map)	367
Katikati transportation (schedule)	368
Katikati transportation (map)	369
Katikati utilities (schedule)	370
Katikati utilities (map)	371
Ōmokoroa utilities (stage 2 plus part stage 3) (schedule)	372
Ōmokoroa utilities (map)	377
Ōmokoroa transportation (schedule)	378
Ōmokoroa transportation (map)	381
Te Puke transportation (schedule)	382
Te Puke transportation (map)	383
Te Puke utilities (schedule)	384
Te Puke utilities (map)	387

Structure Plan

Waihi Beach transportation (schedule)

Project No.	Project	Proposed total project cost (\$)	Funding Source (%)		Proposed Year of Construction (\$)												
			Developer Funded	Catchment Allocation	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
RD 17	Reserves Walkway adjacent to Three Mile Creek from Citrus Avenue to Seaforth Road	550,000	0%	100%		50,000	250,000	250,000									
RD 21	Town Centre link (Wilson to Edinburgh Walkway)	432,000		100%			432,000										
RD 13R	New Link Road Off Citrus Avenue Linking to RD 8 R1	2,209,680	71%	29%							100,000	1,000,000	1,109,680				
RD8R2	Centre Link Road cul-de-sac	659,520	73%	27%			659,520										
RD8R1	Centre Link Road	1,909,440	88%	12%							100,000	1,809,440					
RD 6	Farm Road widening	51,840		100%												51,840	
RD 7	Farm Road extension	273,600	87%	13%												273,600	
Total Waihi Beach transportation		6,086,080				-	50,000	1,341,520	250,000		-	200,000	2,809,440	1,109,680	-	-	325,440

Waihi Beach transportation (map)



Legend

- Walkways/Cycleways
- Roding

Produced using ArcMap by the Western Bay of Plenty District Council GIS Team.
 Crown copyright reserved. LINZ digital license no. HN/352200/03 & TD093522.
 Location of services is indicative only. Council accepts no liability for any error.
 Archaeological data supplied by NZ Archaeological Assoc/Dept. of Conservation.

Date: 28/06/2021
 Operator:
 A4 Scale 1: 10,000



Structure Plan - Waihi Beach (2021 -2031)
 Roding/Walkways



Structure Plan

Waihi Beach utilities (schedule)

Project no.	Project	Proposed total project cost (\$)	Funding Source (%)		Proposed Year of Construction (\$)										
			Developer fund	Financial contributions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Waihi Beach water supply															
WS4	Parallels RD 17 walkway	132,500	40%	60%				132,500							
WS5	Extends from Walkway to Citrus	26,500	40%	60%							26,500				
WS6	Parallels RD 6 - The Crescent	105,000	70%	30%											105,000
Total Waihi Beach water supply		264,000			-	-	-	132,500	-	-	26,500	-	-	-	105,000
Waihi Beach Wastewater															
WW3 -1	New Reticulation West of Citrus Avenue	153,750		100%						30,000	123,750				
WW3 -2	New Reticulation West of Citrus Avenue	41,000		100%			11,000	30,000							
WW5	New Pump Station in RD 13	430,500		100%						80,000	350,500				
Total Waihi Beach wastewater		625,250			-	-	11,000	30,000	-	110,000	474,250	-	-	-	-
Waihi Beach Stormwater															
	No expenditure				-	-	-	-	-	-	-	-	-	-	-
Total Waihi Beach water supply, wastewater, stormwater		889,250			-	-	11,000	162,500	-	110,000	500,750	-	-	-	105,000

Waihi Beach utilities (map)

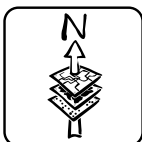


Produced using ArcMap by the Western Bay of Plenty District Council GIS Team. Crown copyright reserved. LINZ digital license no. HN/352200/03 & TD093522. Location of services is indicative only. Council accepts no liability for any error. Archaeological data supplied by NZ Archaeological Assoc/Dept. of Conservation.

Email: gis@westernbay.govt.nz 0 50 100 200 Meters Scale A4 - Date: 2020-09-03 1:7,000 Operator: jdm1 Map: E:\Shape\JDM\1_Projects\20200715 - Long Term Plan maps updated\20200723 - Long



Structure Plan - Waihi Beach (2021-2031)
Utilities

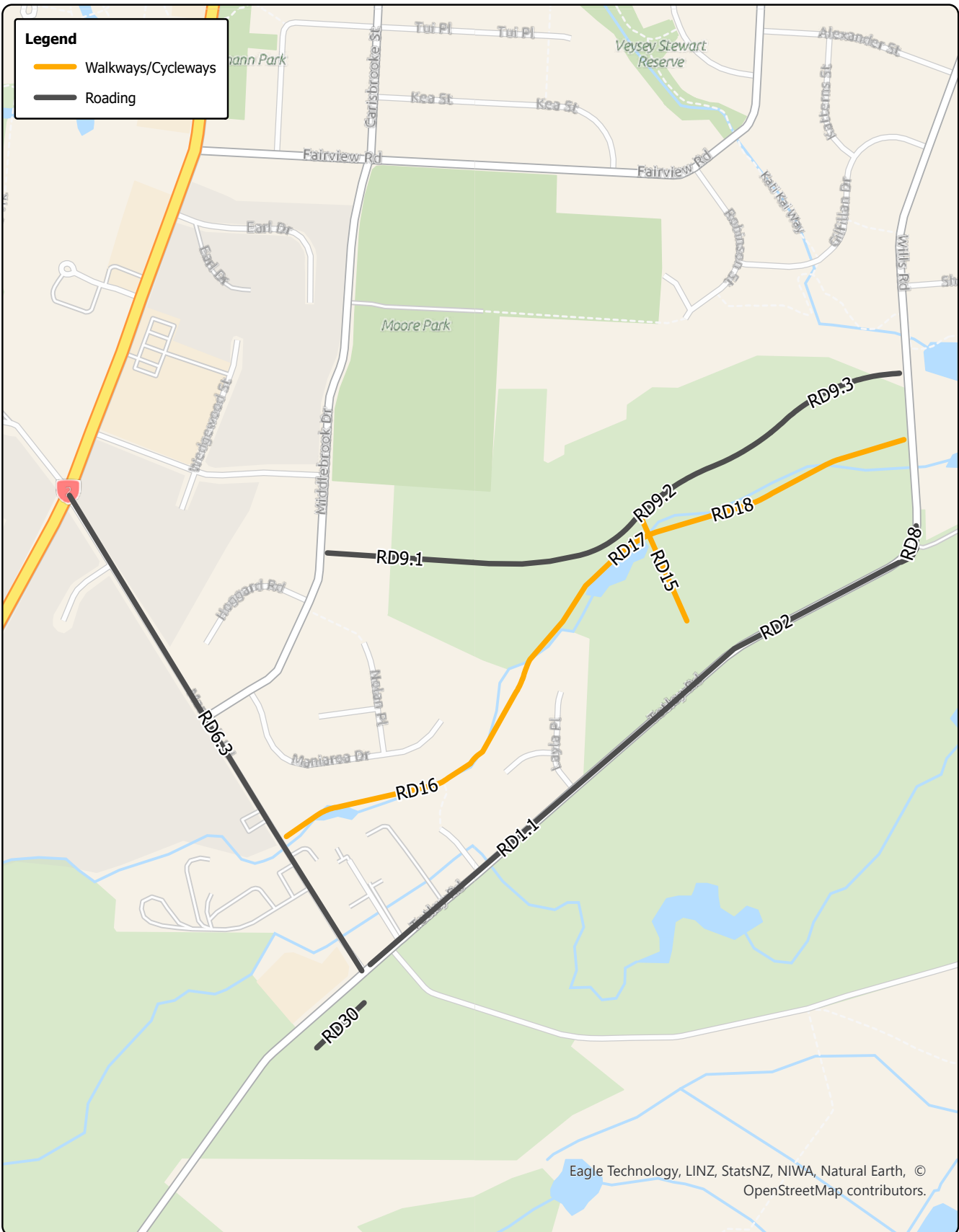


Structure Plan

Katikati transportation (schedule)

Project no.	Project	Proposed total project cost (\$)	Funding Source (%)			Proposed Year of Construction (\$)										
			Developer fund	Catchment allocation	Rates allocation	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Katikati urban area (RD - road or walkway project)																
RD 16	New Walkway from Marshall Road to connect with walkway RD 17 at south corner of High Density Housing Zone	168,168		50%	50%			84,084	84,084							
RD 6.3	Marshall Road (Stage 2) from existing urbanisation to Tetley Road	1,101,100		75%	25%	100,000	1,001,100									
RD 8	Wills Road - Tetley Road intersection corner upgrade	111,540		25%	75%			111,540								
RD 9.1	New Road (stage 1) - Wills Road to Carisbrooke extension	1,000,000	25%	25%	50%		100,000	900,000								
RD 1.1	Tetley Road Mid Section, from North from Marshall Road 385m	666,166		100%			100,000	566,166								
RD 2	Tetley Road Northern Section, from RD 1.1 to Wills Road	917,059		100%			100,000	817,059								
RD 9.2	New Road (stage 2) - Wills Road to Carisbrooke extension	1,892,604	77%	11.5%	11.5%									200,000	491,204	1,201,400
RD 9.3	New Road (Stage 3) - Wills Road to Carisbrooke extension	2,767,050	77%	11.5%	11.5%										200,000	2,567,050
RD 15	New Walkway south east corner of Moore Park to RD 19	114,400		100%	0%											114,400
RD 17	New Walkway from walkway RD 16 along south boundary of High Density Housing Zone, to Walkway RD 15 at SE Corner of Moore Park	102,960		50%	50%			51,480	51,480							
RD 18	New Walkway from Walkway RD 15 at SE corner of Moore Park to Wills Road and extension to new road RD 19 cul-de-sac	137,280		50%	50%											137,280
RD 30	Traffic Demand Management and Calming, NZTA requirement per consent order	429,000		50%	50%									50,000	379,000	
Total Katikati urban area transportation		9,407,327				100,000	1,301,100	2,530,329	135,564	-	-	-	-	250,000	1,070,204	4,020,130

Katikati transportation (map)



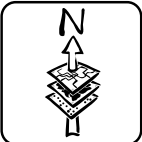
Eagle Technology, LINZ, StatsNZ, NIWA, Natural Earth, © OpenStreetMap contributors.

Produced using ArcMap by the Western Bay of Plenty District Council GIS Team. Crown copyright reserved. LINZ digital license no. HN/352200/03 & TD093522. Location of services is indicative only. Council accepts no liability for any error. Archaeological data supplied by NZ Archaeological Assoc/Dept. of Conservation.

Email: gis@westernbay.govt.nz 0 60 120 240 Meters Scale A4 - Date: 15/04/2021 Operator: hlb Map: E:\Shape\JDM\1_P\Projects\20200715 - Long Term Plan maps updated\20200723 - Long



Structure Plan - Katikati (2021-2031)
Roading and Walkways



Structure Plan

Katikati utilities (schedule)

Project no.	Project	Proposed total project cost (\$)	Funding Source (%)	Proposed Year of Construction (\$)										
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Katikati water supply														
WS2	(200mm dia) Tetley Road mid section Along RD1	166,500	100%		166,500									
WS3	(200mm dia) Tetley Road northern section and Wills Road	246,420	100%				246,420							
WS4	(200mm dia) Along RD 11 Middlebrook Drive	119,880	100%			119,880								
WS5	(200mm dia) Along RD 9	289,710	100%		289,710									
WS 9	Beach Road 200 dia, 650m	216,450	100%					216,450						
WS 10	New Bore: Included in AMP	-												
Total Katikati (water supply)		1,038,960		-	456,210	119,880	246,420	216,450	-	-	-	-	-	-
Katikati wastewater														
WW 1a	150mm dia - Moore Park South	84,942	100%			84,942								
WW3	Park Rd; rising main and pump station	850,000	100%				100,000	750,000						
WW 1b	150mm dia - Moore Park South	108,108	100%										30,000	78,108
Total Katikati (wastewater)		1,043,050		-	-	84,942	100,000	750,000					30,000	78,108
Katikati stormwater														
SWA	New Pipe 450mm diameter	441,630	100%										40,000	401,630
Pond 4b	New Pond 4b	1,083,128	100%					70,000	1,013,128					
SWC	New Pipe 450mm diameter	378,540	100%					40,000	338,540					
SWD	New Pipe 450mm diameter	311,244	100%					35,000	276,244					
Pond 4c	New Pond 4c	928,453	100%					60,000	868,453					
	Stevens Pond - Refer to Asset Management Plan													
Total Katikati (stormwater)		3,142,995		-	-	-	-	205,000	2,496,365	-	-	40,000	401,630	-
Total Katikati urban utilities		5,225,005		-	456,210	204,822	346,420	1,171,450	2,496,365	-	-	40,000	431,630	78,108

Katikati utilities (map)

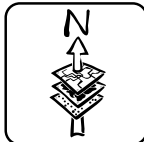


Produced using ArcMap by the Western Bay of Plenty District Council GIS Team. Crown copyright reserved. LINZ digital license no. HN/352200/03 & TD093522. Location of services is indicative only. Council accepts no liability for any error. Archaeological data supplied by NZ Archaeological Assoc/Dept. of Conservation.

Email: gis@westernbay.govt.nz 0 75 150 300 Meters Scale A4 - Date: 15/04/2021 Operator: hlb Map: E:\Shape\JDM\1_Projects\20200715 - Long Term Plan maps updated\20200723 - Long



Structure Plan - Katikati (2021-2031)
Utilities



Structure Plan

Ōmokoroa utilities (stage 2 plus part stage 3) (schedule)

Project no.	Project	Proposed total project cost (\$)	Funding Source (%)	Proposed Year of Construction (\$)										
			Financial contributions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
New water supply (central water supply)														
WS1	Prole reticulation stage 2 from Ōmokoroa Road to the end of Prole Road. This includes the trunk fire main and a rider main	975,150	100%		487,575	487,575								
WS2	New Watermain on Hamurana Stage 2 - railway to Prole Road	356,400	100%		178,200	178,200								
WS5	200mm watermain to SH2 from old highway	630,000	100%							630,000				
WS6a	200 mm main from SH2 to Prole Road	342,000	100%							342,000				
WS6b	200 mm main from Prole Road to Railway	513,000	100%		256,500	256,500								
WS6c	200mm watermain and 150mm rider main from Omokoroa Rd to the end of Industrial road. Includes fire hydrants and all connections	320,000	100%		220,000	100,000								
WS12a	l'Anson Road - (from Munro Rd to mid point) - new watermain proposed due to new Lifestyle developments	110,000	100%		110,000									
WS12b	l'Anson Road - new watermain (from mid point to end) proposed due to new Lifestyle developments	110,000	100%		110,000									
Total Ōmokoroa central water supply		3,356,550			-	1,362,275	1,022,275		-	-	342,000	630,000	-	-

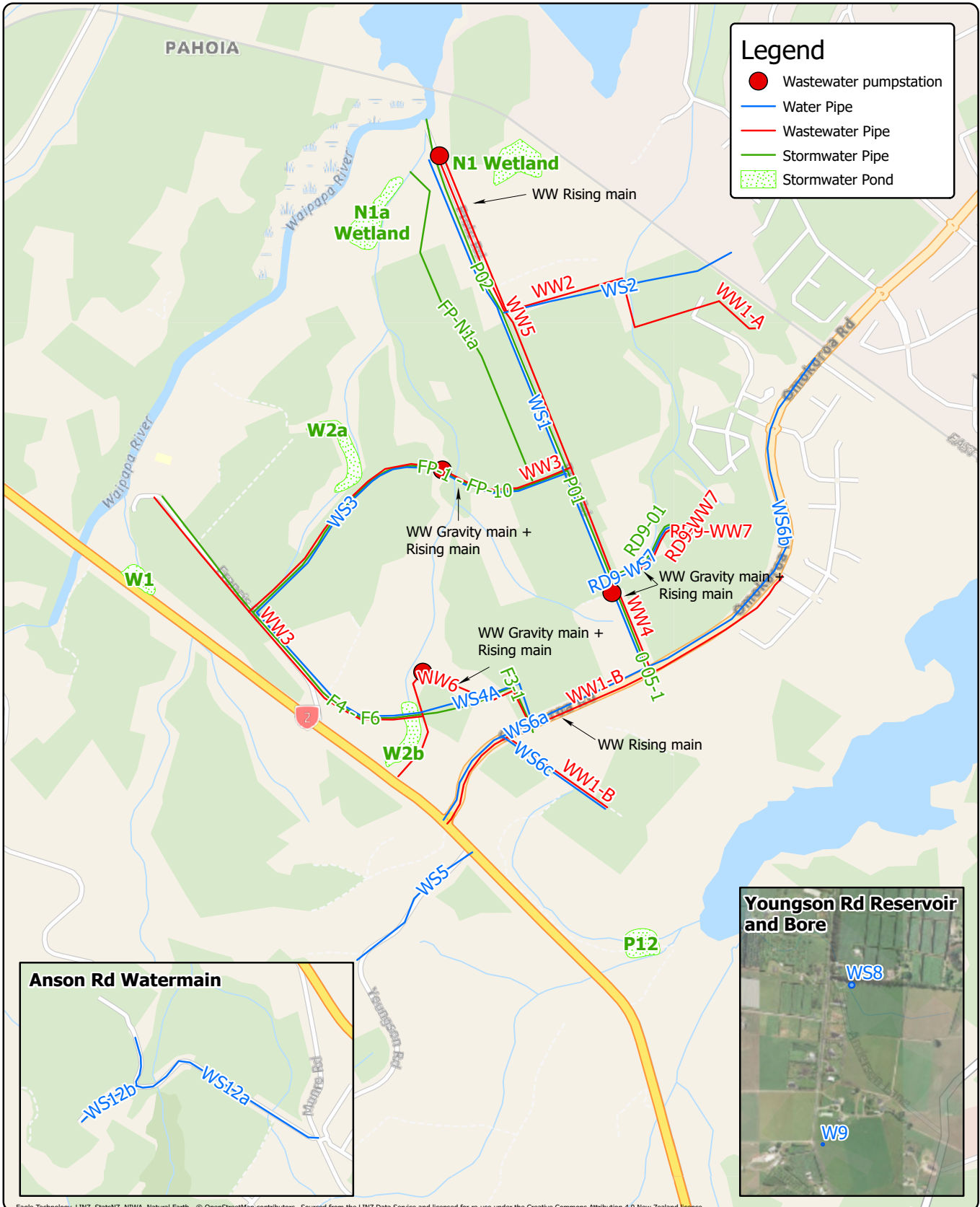
Project no.	Project	Proposed total project cost (\$)	Funding Source (%)	Proposed Year of Construction (\$)											
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
New wastewater (stage 2 including stage 3 area)															
WW1-A	Rising Main - Hamurana Road to Pump Station	1,100,000	100%		500,000	600,000									
WW1-B	Rising Main on Ōmokoroa Road (from SH2 to Neil Group, picks up Southern Industrial Road)	2,126,170	100%		600,000	500,000	1,026,170								
WW2	Rising Main on Hamurana Road from Prole Road to Pump Station and joining onto WW1A	1,337,394	100%		100,000	737,394	500,000								
WW3	Gravity and rising main on previous Hamurana Road (now included in new Francis/Prole Road Link Road)	2,048,079	100%									200,000	800,000	1,048,079	
WW4	Rising main and pump station on upper end of Prole Road	500,000	100%		75,000	425,000									
WW5	Gravity and rising main on Prole Road (from Ōmokoroa Road upper end to the lower end of Prole Road)	3,467,840	100%		1,500,000	1,000,000	967,840								
WW6	Francis Road Pump Station and rising main	1,180,000	100%									100,000	1,080,000		
Total Ōmokoroa new wastewater		11,759,484			- 2,775,000	3,262,394	2,494,010		-	-	-	-	300,000	1,880,000	1,048,079
New stormwater reticulation and ponds (stage 2)															
P12	New Pond	1,700,000	100%					1,400,000	300,000						
Total new stormwater reticulation and ponds (stage 2)		1,700,000			-	-	-	-	1,400,000	300,000	-	-	-	-	-

Project no.	Project	Proposed total project cost (\$)	Funding Source (%)	Proposed Year of Construction (\$)										
			Financial contributions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
New stormwater ponds (stage 3)														
N1	New Pond - N1 Wetland (PO1)													
N1a	New Pond - N1a Wetland	3,500,000	100%		500,000	2,000,000	1,000,000							
W1	W1 Wetland	560,000	100%											560,000
W2a	W2a Pond	1,635,000	100%											1,635,000
W2b	W2b Wetland	700,000	100%											700,000
Total new stormwater ponds (stage 3)		6,395,000			- 500,000	2,000,000	1,000,000		-	-	-	-	-	- 2,895,000

Project no.	Project	Proposed total project cost (\$)	Funding Source (%)	Proposed Year of Construction (\$)										
			Financial contributions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Stormwater (stage 2 stormwater reticulation (Prole Road))														
O-05-1	Ōmokoroa/Prole Road Roundabout stormwater	54,652	100%		54,652									
O-03-1	Ōmokoroa/Francis Road Roundabout stormwater	140,366	100%								140,366			
P01-1	Prole Road: Ōmokoroa Road To School Link (Ch61 - Ch268)	174,556	100%		87,278	87,278								
P01-2	Prole Road/School Link roundabout	62,661	100%		31,331	31,331								
P01-3	Prole Road: School link to Francis Link (Ch355 - Ch575)	124,849	100%		62,424	62,424								
P01-4	Prole Road/Francis Link roundabout	87,649	100%		43,824	43,824								
P01-5	Prole Road: Francis Link to Road 3 (Ch622 - Ch906)	577,039	100%		288,519	288,519								
P01-6	Prole Road/Rd3 South roundabout	118,455	100%		59,228	59,228								
P01-7	Prole Road: Road 3 (South) To Hamarana Road (Ch945 - Ch1101)	337,655	100%		168,828	168,828								
PO2-00	Future Hamarana intersection (estimated)	60,000	100%		30,000	30,000								
PO2-01	Prole Road: Hamarana Road To Road 3 (North) (Ch1101 - Ch1254)	365,040	100%		182,520	182,520								
PO2-02	Prole Road/Rd3 North roundabout	112,703	100%		56,351	56,351								
PO2-03	Prole Road: Road 3 (North) to Road 10 (Ch1292 - Ch1458)	365,040	100%		182,520	182,520								
P01-04	Prole Road/Rd10 Roundabout	54,451	100%		27,226	27,226								
P01-05	River access - design still to be done, price pro-rata rate and includes car parking	500,000	100%		100,000	400,000								
Total Stormwater (stage 2 stormwater reticulation (Prole Road))		3,135,116			-	1,374,701	1,620,049	-	-	-	-	140,366	-	-

Project no.	Project	Proposed total project cost (\$)	Funding Source (%)	Proposed Year of Construction (\$)											
			Financial contributions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
Stormwater (Francis Road)															
F6	Francis Road North (Cho - Ch401)	836,787	100%											836,787	
F5	Francis Road South (Ch401 - Ch1249)	1,690,268	100%											1,690,268	
F4	Francis Road/Ōmokoroa Link Roundabout	87,649	100%								87,649				
F3-1	Francis Road To Ōmokoroa Road (Ch 60 - Ch120)	125,205	100%								125,205				
Total Stormwater (Francis Road)		2,739,909			-	-	-	-	-	-	212,854	-	-	2,527,055	-
Total Ōmokoroa water supply, wastewater and stormwater		29,086,059			-	6,011,976	7,904,718	3,494,010	1,400,000	642,000	842,854	140,366	300,000	4,407,055	3,943,079

Ōmokoroa utilities (map)



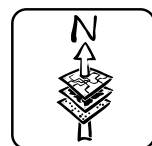
Esri Technology, LINZ, StatsNZ, NIWA, Natural Earth, © OpenStreetMap contributors, Sourced from the LINZ Data Service and licensed for re-use under the Creative Commons Attribution 4.0 New Zealand licence

Produced using ArcMap by the Western Bay of Plenty District Council GIS Team.
 Crown copyright reserved. LINZ digital license no. HN/352200/03 & TD093522.
 Location of services is indicative only. Council accepts no liability for any error.
 Archaeological data supplied by NZ Archaeological Assoc/Dept. of Conservation.

Email: gis@westernbay.govt.nz 0 100 200 400 Meters
 Date: 30/04/2021 Scale A4 - 1:14,420
 Operator: hlb
 Map: E:\Shape\JDM\1_P\Projects\20200715 - Long Term Plan maps updated\20200723 - Long



Structure Plan - Omokoroa (2021-2031)
 Utilities



Structure Plan

Ōmokoroa transportation (schedule)

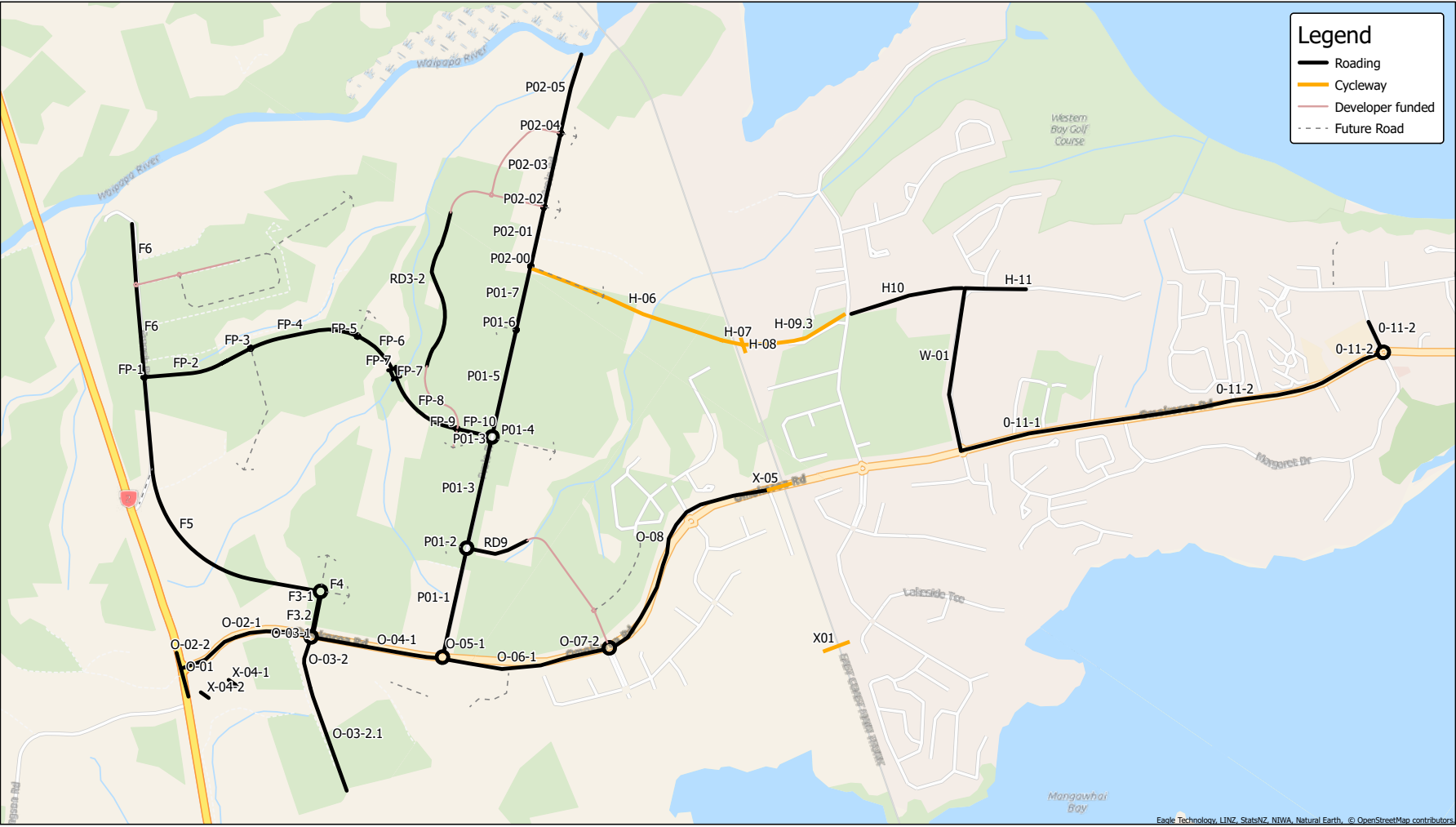
Project no.	Project	Proposed total project cost (\$)	Funding Source (%)						Proposed Year of Construction (\$)										
			Financial contributions			District Rate	NZTA	CIP	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
			Catch/m	Rural	Strategic														
Ōmokoroa (Crown Infrastructure Partnership (CIP) Projects)																			
O-11-1	Ōmokoroa Road Urbanisation - Western to Margaret Drive	3,288,800	20%	3%	7%	2%	68%	0%	2,000,000	1,288,800									
O-11-2	Ōmokoroa Road Urbanisation - Margaret Drive to Tralee Street	4,911,200	20%	3%	7%	2%	33.4%	34.6%	870,400	1,849,000	1,191,800	1,000,000							
O-03-2.1	Ōmokoroa Southern industrial road	2,800,000	54%	0%	0%	0%	46%	0%	200,000	1,000,000	1,000,000	600,000							
O-03-2	Ōmokoroa/Southern industrial road RTB	350,000	20%	10%	45%	25%	0%	0%				350,000							
W-01	Western Avenue Urbanisation - Ōmokoroa to Gane Place	2,200,000	32%	0%	0%	0%	0%	68%	100,000	1,000,000	700,000	400,000							
H-11	Hamurana Road Urbanisation from Gane Pl to NE end of Western Avenue urbanisation	800,000	100%	0%	0%	0%	0%	0%		360,000	440,000								
X-05	Ōmokoroa Rd - Rail Pedestrian/ Cycleway Bridge	1,000,000	100%	0%	0%	0%	0%	0%			500,000	500,000							
O-05-1	Ōmokoroa Road/Prole Road intersection Roundabout	1,500,000	100%	0%	0%	0%	0%	0%		100,000	500,000	900,000							
O-06-1	Ōmokoroa Road urbanisation - Prole Road to Neil Group intersection	2,500,000	20%	10%	45%	25%	0%	0%		1,100,000	1,400,000								
O-07-2	Ōmokoroa Road/Neil Group Roundabout	1,500,000	20%	10%	45%	25%	0%	0%		200,000	1,300,000								
O-08	Ōmokoroa Road - Neil Group Intersection to Railway line urbanisation	3,566,834	20%	6%	13%	5%	0%	56%	1,200,000	1,300,000	1,066,834								
P-01	Prole Road urbanisation	12,575,328	40%	0%	0%	0%	0%	60%	250,000	2,500,000	2,887,798	3,937,530	3,000,000						
P-02	Prole Road urbanisation	6,067,706	100%	0%	0%	0%	0%	0%		2,000,000	2,007,706	2,060,000							
Total Ōmokoroa (CIP) projects		43,059,868							4,620,400	12,697,800	12,994,138	9,747,530	3,000,000	-	-	-	-	-	

Note: \$17.87m is used to fund the Omokoroa projects by Crown Infrastructure Partnership Ltd (CIP) and Waka Kotahi (NZTA). This amount will be used to fund the total expenditure on the Omokoroa projects and the funding sources reduced accordingly and as agreed by Council.

Project no.	Project	Proposed total project cost (\$)	Funding Source (%)	Proposed Year of Construction (\$)										
			Financial contributions Catchment Finco	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Ōmokoroa (stage 2 pedestrian and cycleways projects)														
H-10	Hamurana Road - Western to Kaylene Pedestrian/Cycleway	460,000	100%	460,000										
H-07	Hamurana Road Cycleway Bridge	792,000	100%				100,000	692,000						
H-08	Hamurana Road Cycleway - Southern ramp	72,000	100%					72,000						
H-09.3	Hamurana Road Cycleway - Northern ramp	360,015	100%					360,015						
H-02	Hamurana Road Pedestrian/ Cycleways	-												
H-04	Hamurana Road Pedestrian/Cyclways	-												
X-01	Pedestrian Bridge	800,000	100%						100,000	700,000				
H-06	Hamurana Road Pedestrian/ Cycleway	880,000	100%				80,000	800,000						
Ōmokoroa Stage 2 Walkways/ Cycleways	Walkways/Cycleways included in Stage 2	1,576,000	100%	200,000	200,000	200,000	200,000	200,000	200,000	200,000	176,000			
Total Ōmokoroa (stage 2 pedestrian and cycleways)		4,940,015		660,000	200,000	200,000	380,000	2,124,015	300,000	900,000	176,000	-	-	-

Project no.	Project	Proposed total project cost (\$)	Funding Source (%)				NZTA	Proposed Year of Construction (\$)																	
			FINCOS			Dist. Rate		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2031+						
			Catch/m	Rural	Strat.																				
Remaining stage 2 urbanisation projects																									
X-04-1	Park & Ride Facility at SH2 end	1,100,000	95%	0%	0%	5%								100,000	1,000,000										
X-04-2	Park & Ride Facility at SH2 end	2,200,000	95%	0%	0%	5%								200,000	2,000,000										
O-01	Ōmokoroa Road/SH2 Intersection upgrade	330,000	100%	0%	0%	0%								330,000											
O-02-1	Ōmokoroa Road - SH2 to Francis Road urbanisation	-																							
O-02-2	Ōmokoroa Road full urbanisation to 4 lanes - SH2 to Francis Road	2,481,920	20%	10%	45%	25%							100,000	2,381,920											
O-03-1	Ōmokoroa Road/Francis Rd roundabout	1,500,000	20%	10%	45%	25%							100,000	1,400,000											
O-04-1	Ōmokoroa Road Full Urbanisation - Francis to Prole Road	2,000,000	20%	20%	45%	15%									100,000	1,900,000									
F3.1	Francis Road - Ōmokoroa Rd to Commercial area 2 lanes	631,000	20%	10%	45%	25%	0%						100,000	531,000											
F3.2	Francis Road to commercial are - full urbanisation with 4 lanes	620,000	20%	10%	45%	25%	0%						100,000	520,000											
F4	Francis Road/Commercial Area roundabout	900,000	100%	0%	0%	0%							100,000	800,000											
F5	Francis Road Urbanisation - Commercial area roundabout to Prole/ Francis link road	17,127,483	100%	0%	0%	0%									200,000	100,000	8,000,000	8,827,483							
F6	Francis Road North Urbanisation - Prole Road/ Francis link intersection to end of Francis Road	2,889,200	100%	0%	0%	0%									100,000	1,434,000	1,355,200								
Total Ōmokoroa remaining stage 2 urbanisation projects		31,779,603												- 500,000	6,262,920	3,000,000	400,000	3,434,000	9,355,200	8,827,483					
Total Ōmokoroa transportation (stages 2 and 2)		79,779,486												5,280,400	12,897,800	13,194,138	10,127,530	5,124,015	800,000	7,162,920	3,176,000	400,000	3,434,000	9,355,200	8,827,483

Ōmokoroa transportation (map)



Legend

- Roding
- Cycleway
- Developer funded
- - - Future Road

Produced using ArcMap by the Western Bay of Plenty District Council GIS Team.
 Crown copyright reserved. LINZ digital license no. HN/35220003 & TD093522.
 Location of services is indicative only. Council accepts no liability for any error.
 Archaeological data supplied by NZ Archaeological Assoc/Dept. of Conservation.

Email: gis@westernbay.govt.nz
 Date: 19/03/2021
 Operator: hlb
 Map: E:\Shape\JDM\1_Projects\20200715 - Long Term Plan maps updated\20200723 - Long Term Plan maps updated.aprx

0 125 250 500 Meters Scale (A3) : 1:10,000



Structure Plan - Omokoroa (2021-2031) Roding/Walkways - Map 1

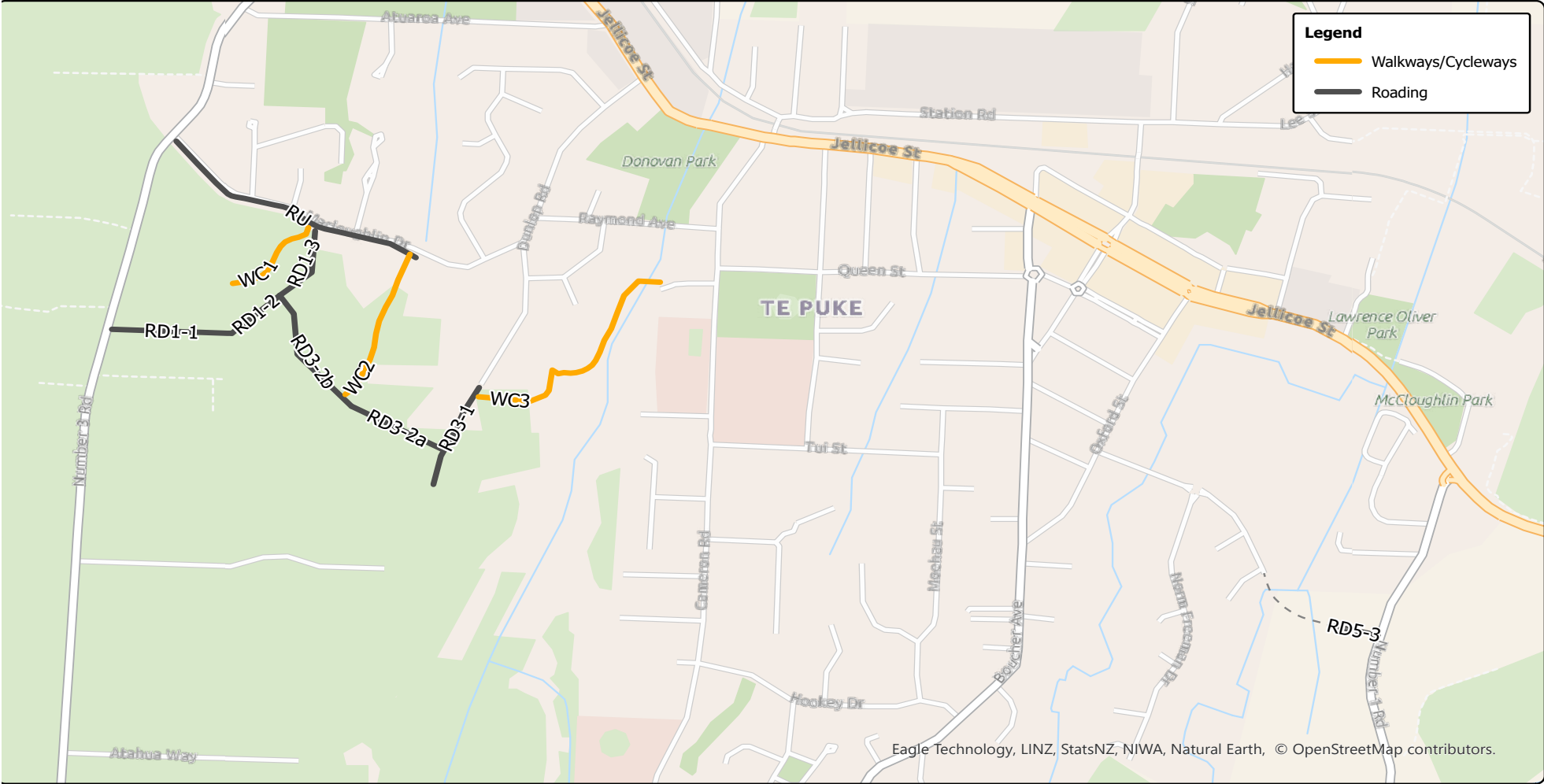


Structure Plan

Te Puke transportation (schedule)

Project no.	Project	Proposed total project cost (\$)	Funding Source (%)		Proposed Year of Construction (\$)											
			Developer fund	Catchment allocation	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
RD 3-1	Collector Road C	1,152,000	74%	26%		100,000	1,052,000									
WC 1	Walkway along area	241,776	0%	100%				241,776								
WC 3	Walkway towards school	751,680	0%	100%					751,680							
RD 5-3	New Collector Road Intersection No 1 Road	608,000	74%	26%		200,000	200,000								208,000	
RD 1-1	Collector Road	1,221,120	74%	26%			80,000	1,141,120								
RD 1-2	Collector Road	622,080	74%	26%			50,000	572,080								
RD 1-3	Collector Road C	852,480	74%	26%			80,000	772,480								
WC 2	Walkway along gully	383,688	0%	100%											383,688	
RU	Urbanisation Maclaughlan (Partly completed)	1,270,080	74%	26%			100,000	1,170,080								
RD 3-2a	Collector Road C	737,280	74%	26%					40,000	500,000	197,280					
RD 3-2b	Collector Road C	1,728,000									80,000	1,000,000	648,000			
Total Te Puke transportation		9,568,184				-	300,000	1,562,000	3,897,536	791,680	500,000	277,280	1,000,000	648,000	383,688	208,000

Structure Plan Te Puke transportation (map)



Produced using ArcMap by the Western Bay of Plenty District Council GIS Team.
 Crown copyright reserved. LINZ digital license no. HN/352200/03 & TD093522.
 Location of services is indicative only. Council accepts no liability for any error.
 Archaeological data supplied by NZ Archaeological Assoc/Dept. of Conservation.

Email: gis@westernbay.govt.nz
 Date: 15/04/2021
 Operator: hlb
 Map: E:\Shape\JDM\1_Projects\20200715 - Long Term Plan maps updated\20200723 - Long Term Plan maps updated.aprx

0 125 250 500 Meters Scale A4 - 1:12,134



Structure Plan - Te Puke (2021-2031)
 Roading/Walkways



Structure Plan

Te Puke utilities (schedule)

Project no.	Project	Proposed total project cost (\$)	Funding Source (%)	Proposed Year of Construction (\$)										
			Financial contributions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Te Puke (Area 3 Eastern) water supply														
WS1	Along RD1-3	71,000	100%			5,000	66,000							
WS2	Along RD1-2	66,000	100%			5,000	61,000							
WS 3	Connector	28,000	100%				28,000							
WS 4	Along RD 1-1	95,000	100%				5,000	90,000						
WS 5	Along Boundary and RD 3-2	130,000	100%				10,000	120,000						
WS 6	Along RD 3-2 from RD 3-1 to first shelter belt	60,000	100%										60,000	
WS 7	Upgrading of existing main from 100mm to 200mm PE from McLoughlin Drive to and along Dunlop Road to service the new subdivision off Dunlop Road. The total cost of this is proposal is \$355,000 but proposed to be shared between Asset renewal (37%) and Structure plan (63%)	223,650	63%		30,000	193,650								
Total Te Puke (Area 3 Eastern) water supply		673,650			-	30,000	203,650	170,000	210,000	-	-	-	-	60,000

Structure Plan Te Puke utilities (schedule)

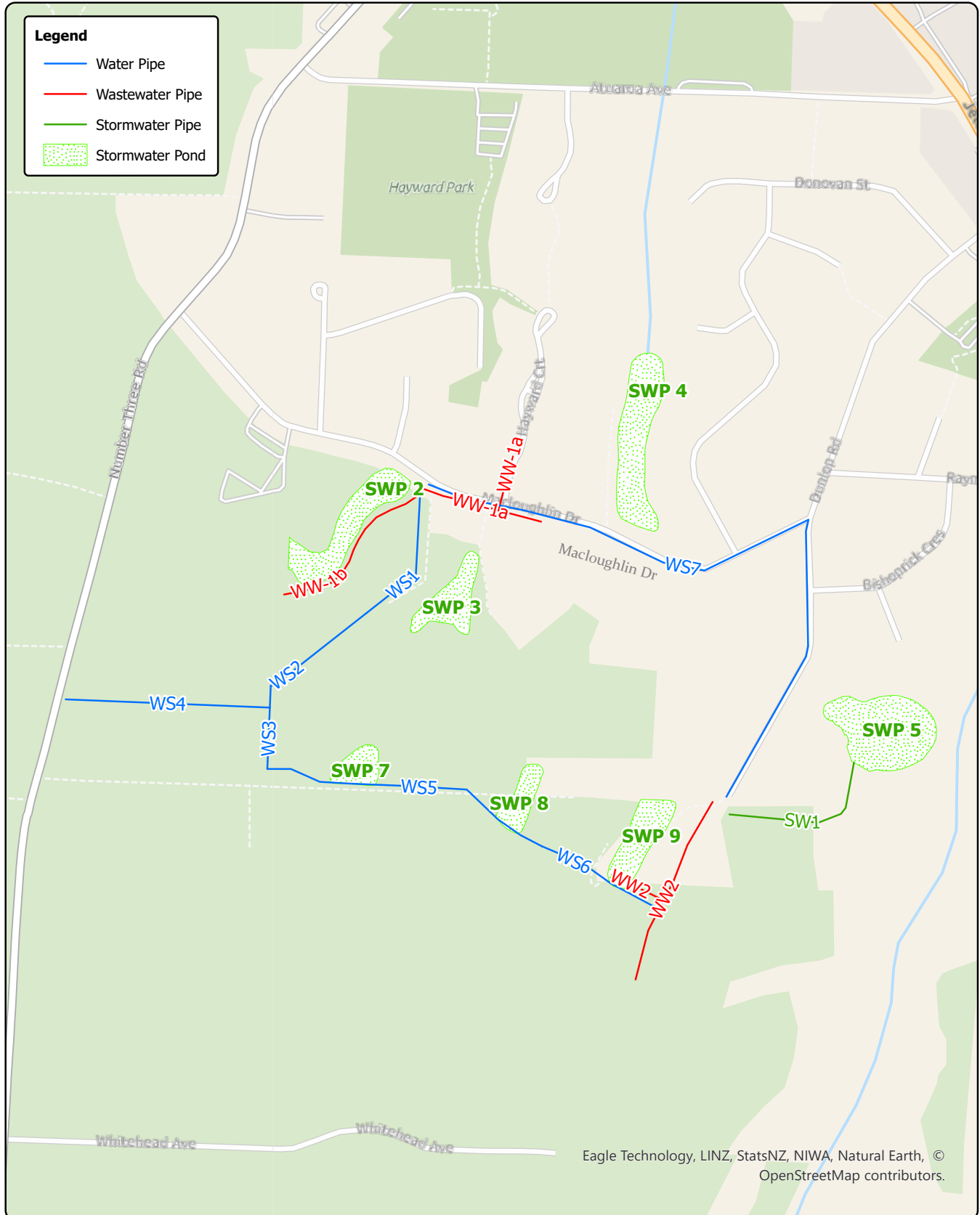
Project no.	Project	Proposed total project cost (\$)	Funding Source (%)	Proposed Year of Construction (\$)										
			Financial contributions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Te Puke (Area 3 Eastern) wastewater														
WW-1a SP Area 3 Phase 1	New Reticulation on RU (Macloughlin Drive urbanisation) and to connect to Hayward Court. Rate includes for 120m of road works. Use of pump system will cover the rest of the area along SS-1b	73,640	100%		73,640									
WW-1b SP Area 3 Phase 1	New Reticulation adjacent to RD 1-3 and parallel to the stormwater main along SW Pond 2. Includes for a pump system to cover the rest of the area	160,430	100%			10,000	150,430							
WW-2 SP Area 3 Phase 3	New Wastewater reticulation adjacent RD 3-1 (Southern end of Dunlop Road)	147,280	100%		147,280									
Off site of Area 3	Upgrade to downstream system to prevent surcharging and enable connection	178,840	100%				20,000	158,840						
Total Te Puke (Area 3 Eastern) wastewater		560,190		-	220,920	10,000	170,430	158,840	-	-	-	-	-	-

Structure Plan

Te Puke utilities (schedule)

Project no.	Project	Proposed total project cost (\$)	Funding Source (%)			Proposed Year of Construction (\$)										
			Developer fund	Fincos	Rates allocation	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Te Puke (Area 3 Eastern) stormwater																
SW 1	Stormwater main from Dunlop Road (RD3) to SW Pond 5	266,500		100%			266,500									
SWP 2	Pond 2 extension by developer		100%	0%												
SWP 3	Pond 3 by Developer		100%	0%												
SWP 4	Pond 4 by Finco	924,000	0%	100%										80,000	844,000	
SWP 5	Pond 5 by Finco	1,210,000	0%	100%		100,000	1,110,000									
SWP 6	Pond 6 by Developer		100%	0%												
SWP 7	Pond 7 by Developer		100%	0%												
SWP 8	Pond 8 by Finco	423,500		100%										40,000	383,500	
SWP 9	Pond 9 by Finco	665,500		100%						60,000	605,500					
Total Te Puke (Area 3 Eastern) stormwater		3,489,500				100,000	1,376,500	-	-	60,000	605,500	-	-	120,000	1,227,500	-
Total Te Puke utilities		4,723,340				100,000	1,627,420	213,650	340,430	428,840	605,500	-	-	120,000	1,287,500	-

Te Puke utilities (map)

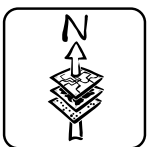


Produced using ArcMap by the Western Bay of Plenty District Council GIS Team. Crown copyright reserved. LINZ digital license no. HN/352200/03 & TD093522. Location of services is indicative only. Council accepts no liability for any error. Archaeological data supplied by NZ Archaeological Assoc/Dept. of Conservation.

Email: gis@westernbay.govt.nz 0 45 90 180 Meters Scale A4 -
 Date: 2020-09-03
 Operator: jdm1 1:6,200
 Map: E:\Shape\JDM\1_ Projects\20200715 - Long Term Plan maps updated\20200723 - Long



Structure Plan - Te Puke (2021-2031) Utilities



5

Policies, Summaries and Statements

Ngā Kaupapa here, ngā
Whakarāpopototanga
me ngā Whakapuakanga



This chapter provides an overview of Council's key policies for the Long Term Plan. Also covered in this chapter are Council's prudential benchmarks, activity funding impact statements and Audit New Zealand's audit opinion on the Long Term Plan 2021-2031.



Chapter 5

Policies, Summaries and Statements

Ngā Kaupapa here, ngā Whakarāpopototanga me ngā Whakapuakanga

Overall Revenue and Financing Policy	391	Statement on Council-Controlled Organisations	463
Summary of Specific Rates Policies	427	Activity Funding Impact Statements	471
Significant Accounting Policies	429	Long Term Plan Disclosure Statement for period commencing 1 July 2021	487
Summary of Financial Contributions Policy	445	Auditor's Report	491
Treasury Policy	449		
Significance and Engagement Policy	457		





Overall Revenue and Financing Policy Pūtea Katoa me Kaupapahere Tahua

This policy deals with the revenue and financing decisions taken at a “whole of Council” level. It documents our high level rating philosophy and summarises the rationale for the rating decisions taken.

Introduction

We have considered the distribution and timing of benefits, rating efficiency and transparency, community preferences and the overall impact on the economic, cultural, social and environmental wellbeing of our District. In particular, we have considered the impacts of our rating proposals on a range of representative properties. These can be viewed at westernbay.govt.nz/LongTermPlan2021-2031.

Our Revenue and Financing Policy for each group of activities can be found from page 396 and when read in conjunction with the Funding Impact Statement, from page 472, this policy links the funding decisions taken at the activity level, with the eventual rates assessment that each ratepayer will receive.

Council's funding philosophy

Ratepayers have told us that fairness and equity in rating is very important to them. We try wherever practical, to maintain a close relationship between the benefits received by groups of ratepayers and the rates they pay for those services, especially where communities within our District have differing levels of service. Where levels of service are more uniform or where it is impractical to identify groups of ratepayers that principally benefit, we use General Rates which are essentially a tax. In theory taxation is not related to benefit received but is charged according to an assessment of ability to pay – in the case of Council rates this is assessed by property value.

In principle, we seek to recover the maximum amount possible from the direct users of a service (the 'user-pays' principle) or from those that create the need for a service (the 'exacerbator-pays' principle). The primary tools we use to achieve these principles are fees and targeted rates. We also seek to ensure that people pay for services at the time they consume them, (the 'inter-generational equity' principle). Costs of service include capital costs, direct and indirect operational costs, depreciation, interest and loan repayments. The tools we use to achieve inter-generational equity include loans, financial contributions and increases in the rating base resulting from growth.

Fees

These are funding tools which are used where the users of services can be individually identified, for example building consents.

Targeted rates

Targeted rates tend to be used where categories of ratepayers can be identified as a group, rather than individually, as primarily benefiting from a service or contributing to the requirement for a Council service, for example stormwater.

Targeted rates can be used to recover capital costs as well as operating costs.

Financial contributions

Our policy for recovering the costs of infrastructure built to accommodate growth is to use financial contributions. Our Financial Contributions Policy is set through our District Plan under the Resource Management Act 1991.

The details of the policy is published as part of the District Plan and is available on our website www.westernbay.govt.nz and at our libraries and service centres.

Our District Plan provides that waivers and reductions to financial contributions levied under the Resource Management Act 1991 are agreed through our Annual Plan process. The Long Term Plan 2021-31 is also our Annual Plan for 2021/2022.

Debt financing

As we have no significant reserves, we rely on loans to finance infrastructure development, for example wastewater schemes. The portion of interest and loan repayments relating to growth is generally funded through financial contributions, however in periods of low growth they may be funded from rates. This is detailed in our Financial Strategy from the Informing our Planning section on page 76. The remaining interest and loan repayments are funded by annual rates or charges. We acknowledge that the interest on loans increases the overall cost of services but we believe that this disadvantage is offset by the advantages of a more equitable allocation of cost between existing and future ratepayers. As our rating base increases with new development there are more ratepayers to meet the cost of interest and loan repayments.

For transportation infrastructure, however, we have traditionally used less debt to finance capital expenditure. For this activity, where the capital development programme is more evenly spread over time and the users of the service are less easy to identify individually, we have primarily used rates to finance capital expenditure with loans used to a lesser degree.

The overall use of debt financing is limited by the extent of our indebtedness and the principles of prudent financial management. Our Financial Strategy in the Informing our Planning section from, page 76 proposes a limit on debt and our Treasury Policy, page 449 contains limits on debt and interest payments in relation to our assets and revenue. The term of our debt is related to the useful life of the asset financed but does not generally exceed 30 years. This ensures that the people benefiting from the asset repay the loan before the asset's life is over.

For several activities we operate a current account funding programme to smooth rates increases over time and to ensure renewals are adequately provided for. The level of rates in year one of the Long Term Plan is set such that once inflation is added to each of the ten years of the Plan, the projected current account balance in years 10 and 30 is adequate to meet the balanced budget test. The current account balance reflects all revenue and expenditure (including operating and capital costs) and all funding requirements (including loans, financial contributions and other revenue).

Depreciation funding and current account deficit funding

Prudent financial management requires organisations to plan for the replacement or renewal of their assets when they reach the end of their useful lives to maintain the service they provide. The inter-generational equity principle suggests that, ideally, today's ratepayers should pay for the 'asset-life' they are consuming and likewise future generations should pay for their share of the asset's life. There are three principal ways this can be achieved:

1. Pay as you go

- Capital funded annually by rating existing ratepayers to cover the expenses incurred in that year.

Suitable when capital expenditure is evenly spread over the years so there is less risk that today's ratepayers are not paying their fair share when compared to future ratepayers.

2. Saving for asset replacement

(charge rates over the life of the asset - spend later)

- Ratepayers are rated annually to fund depreciation which builds up in a reserve account to fund future replacements of assets.

Unsuitable if ratepayers are already servicing debt incurred to acquire the existing asset. If debt were incurred, today's ratepayers would be paying twice for the asset, once through debt repayments and interest and again through financing the depreciation.

3. Borrowing to fund asset replacement

(spend now - charge rates over the life of the asset)

- Ratepayers are rated annually to fund interest and capital repayments on loans matched to the life of the asset. In the future, replacement of the asset would be financed in the same way.

Suitable if our overall level of debt can accommodate the required borrowing.

There is no legal requirement for councils to accumulate dedicated depreciation reserves, however the Local Government Act 2002 (LGA) requires that councils have a balanced budget, which means that revenue must be greater than operating expenditure (which includes depreciation). As the balanced budget test is conducted at the local authority level it is considered acceptable and within the bounds of prudence to run an operating deficit on one activity and a surplus on another. This means that we are not required to retain revenue on an annual basis in dedicated depreciation reserves if we can show through our financial strategy that future rates revenue is adequate to fund infrastructure renewals when they are needed.

When setting rates we consider the impact they have on the affordability to the various sectors of the community. Where there is a clear need to balance the principles set out above, some redistribution of rates may be required. This is done through the development of the financial strategy.

Rating policy

1. Rating unit

Under the relevant legislation, we have the ability to set our unit of rating as a dwelling (or separately used inhabited part of a property) as opposed to a property. We have chosen to retain our rating unit as a property, consistent with our policy in previous years.

2. Rating basis

The Local Government (Rating) Act 2002 allows us to choose from three rating systems - the land value rating system, the capital value rating system and the annual value rating system. There is no legislation prescribing the best type of rating system for each council. We will assess the General Rate and all other property value-based rates (except the roading rate) on capital value. The roading rate will be assessed on land value.

We show a land value and an improvement value on our property valuations. The improvement value reflects the added value given to the land by buildings or other structures, including fruit trees, vines and landscaping. Capital value includes both the land value and the value of improvements. The improvement value excludes chattels, stock, crops, machinery or trees other than fruit or nut trees, vines, berry-fruit bushes and live hedges.

Regardless of the rating basis we use, the total amount of rates collected remains the same but the incidence of rating shifts. To illustrate the differences between the land and capital value rating systems for example, consider two identically valued pieces of land, one with a substantial dwelling on it and the other with no improvements. Under the land value rating system the two properties would pay the same rates. Under the capital value rating system the property with the substantial improvement would pay more than the property that was undeveloped.

3. General rates

General Rates consist of a rate in the dollar charged on capital value and a Uniform Annual General Charge (UAGC) which is a flat amount levied on each rating unit. The size of the UAGC is set each year by Council and is used as a levelling tool in the collection of General Rates. If the Uniform Annual General Charge (UAGC) were set at zero the effect would be to increase the amount of General Rates assessed on capital value which would increase the share levied on properties with higher capital values and decrease the share levied on lower capital values.

In setting the level of the UAGC, we consider the following issues:

- The impact of a high UAGC on those with low incomes and relatively low property values.
- The impact of a low UAGC on the relative share of rates levied on high value properties, for example large rural properties.
- Fairness and equity and the social consequences of an unfair distribution of rates.
- The collective effect of other flat charges (e.g. environmental protection rate, targeted rate for libraries) on affordability for low income households.

4. Differential general rate

Our policy is to have the same system for charging General Rates across the whole District.

Our current policy for differentials on General Rates:

- Residential zoned areas 1.0
- Rural zoned areas 1.0
- Commercial/industrial zoned areas 1.0
- Post-harvest zoned areas 1.0

5. Multiple dwelling differentials

There are no multiple dwelling differentials for any rates assessed on capital value.

6. Environmental protection rate

The Environmental Protection Rate is a fixed charge on each rateable unit. It funds a number of activities that are seen to benefit the District as a whole.

7. Rooding rates

There are three rooding rates:

- Rooding rate on land value
- Rooding Uniform Targeted Rate (UTR) which is a fixed amount on every property in our District
- Rural works charge which is a fixed amount on every rural zoned property.

We use the rural works charge and the rooding UTR to reduce the share of rooding rates levied on higher value properties. If these fixed charges were not included, large pastoral farms for example, would be liable for an unfairly large share of the revenue required for rooding.

We are unable to collect direct user charges; only central government can charge road user fees and levy petrol tax.

The rooding rate on land value is calculated using the following differentials:

- Residential zoned areas 1.0
- Rural zoned areas 1.0
- Commercial/industrial zoned areas 2.0
- Post-harvest zoned areas 2.0

8. Targeted rates

We use targeted rates, as defined in the Local Government (Rating) Act 2002, to collect funds over areas of benefit. This rating tool is chosen where the services provided are specific to a particular community or area within our District and it is not considered fair to charge all ratepayers, e.g. charges for town centre promotion and community halls. Details of these rates are shown in the Funding Impact Statement, from page 472. These rates may be collected on a uniform (fixed) basis per property or on the capital value of each property.

Water rates are charged using a metered or unmetered Uniform Targeted Rate (UTR).

Our policy on water meters is that all properties connected to Council's water supply should be metered.

In establishing the criteria for water metering we recognised the environmental benefits that would result from water conservation if all users were metered and balanced that against the cost of installing meters on all properties and the affordability of such a strategy.

Where meters are in use charges are as follows:

- Each property will be charged the metered Uniform Targeted Water Rate for the first meter, and
- An additional Uniform Targeted Rate will be charged for every additional meter on the property. This covers the costs of reading, billing, maintenance and future meter replacement.
- Connections larger than 20mm will be charged additional UTRs in proportion to the capacity of the connection.
- A charge based on water consumption per m³ is also levied.

Where unmetered connections are in place a single annual charge is levied. This charge is higher than the metered water annual charge to take into account water usage.

10. Wastewater

Our policy on wastewater charges is:

10.1 Uniform Targeted Rate

All properties connected or available to be connected (within 30 metres of a public wastewater drain) will be charged a Uniform Targeted Wastewater Rate.

10.2 Multiple connection charges

We have a policy for charging properties with more than one toilet. It applies to all wastewater schemes.

- Each residential household will pay one standard connection charge to the wastewater scheme regardless of the number of toilets in the dwelling. This charge covers fixed and variable costs.
- For non-residential properties with more than one toilet in Katikati, Ōmokoroa, Te Puke and Waihi Beach, each property will pay the standard connection charge for the first toilet. For each additional toilet, the charge will be:
 - 25% of the variable cost component of the standard connection charge, plus
 - 100% the full fixed cost component of the standard connection charge.

- For non-residential properties with more than one toilet in Maketu, each property will pay the standard connection charge for the first toilet. For each additional toilet, the charge will be:
 - 100% of the variable cost component of the standard connection charge, plus
 - 100% the full fixed cost component of the standard connection charge.

Our intention is to achieve a fair allocation of the costs of the wastewater scheme based on the usage of capacity in the system. We acknowledge that in some instances additional toilets may be installed in non-residential properties for convenience which may not result in an increase in total usage.

Council has a multiple pan remission policy to address instances where organisations would be charged unduly high amounts by the application of this policy.

11. Schools

Although the Rating Powers (Special Provision for Certain Rates for Educational Establishments) Amendment Act 2001 was repealed, schools are charged for sewage disposal on the same basis as that envisaged by the Act but as a targeted rate for each individual school in our District. This is because schools by and large, have accepted the levies charged.

Leadership Representation

Our community outcome

Elected leaders represent the views of residents and make decisions which improve our communities and environment, now and for the future.

- We have effective representation arrangements for our communities.
- We engage with our communities, listen well, lead effectively and make well-informed decisions.
- We actively seek and consider the full range of residents' views on our plans, policies and projects.
- We have strong relationships with Tangata Whenua and work together in a range of ways so that Tangata Whenua perspectives inform our decisions.
- Our strategic relationships at all levels are maintained and strengthened.

Discussion / Rationale	Funding Approach
<p>The whole of the District benefits from the representation provided by elected members, while residents of each Community Board area also benefit from having a Community Board.</p>	<p>The General Rate and Uniform Annual General Charge fund elected members' expenditure. Community Board rates (a fixed charge per property) fund Community Boards.</p> <p>Targeted rates (a fixed charge per property) over the area of benefit may fund particular community development projects.</p>
<p>Resource consent hearings Consent applicants receive a private benefit when the Regulatory Hearing Committee hears resource consent applications, although it is recognised that the purpose of the Committee is to provide a democratic process for the benefit of the public. No inter-generational benefits have been identified. No exacerbator has been identified.</p>	<p>Resource consent hearings Fees and charges to fund up to 25% of the cost of elected members' expenses are charged to the consent applicant. General Rates fund the balance.</p>



Leadership

Planning for the future

Our community outcome

In consultation with our communities and guided by our sustainable development approach, we plan for the future.

- Develop, monitor, review and advocate policy and plans that support the achievement of our vision for the District, our community outcomes and the direction provided by SmartGrowth.

Discussion / Rationale	Funding Approach
<p>Policy and planning The community as a whole benefits from monitoring, policy and planning activities.</p> <p>Individuals may request private plan changes to the District Plan. Applicants would receive a private benefit from this service and it is possible and practical to charge them a fee to recover the costs of this service.</p> <p>Council's Strategic and District Planning activities guide Council's high-level, long term vision and plans. To this extent, these activities provide inter-generational benefits. No exacerbator was identified for this activity.</p>	<p>Policy and planning All expenditure on policy and planning activities are funded from General Rates, with the exception of private District Plan changes where the costs are recovered from the applicant.</p> <p>Environmental monitoring is funded through ecological financial contributions.</p>
<p>Strategic planning of infrastructure Infrastructure investigations and feasibility studies are undertaken to provide us with information for decision-making.</p> <p>At the planning stage it is not always possible to identify individuals or groups who will benefit from an activity. If a project goes ahead, some design work will have been done and consents obtained. This may provide a benefit to the future users of water and wastewater schemes and to groups of ratepayers in the case of stormwater investigations. For other infrastructure planning projects it may be possible to identify individuals who benefit from the resulting development. Third party benefits also result from information gathering and knowledge gained during investigations.</p> <p>If a project does not go ahead, no private benefit can be identified. To the extent that the costs of such applications and consent costs are capitalised, it could be considered that this activity delivers an inter-generational benefit.</p> <p>No exacerbator for this activity was identified.</p>	<p>Strategic planning of infrastructure Central government funding may be available to fund certain infrastructure investigations.</p> <p>The Bay of Plenty Regional Council may fund particular projects through its Regional Infrastructure Fund.</p> <p>Wastewater investigations: Funded 55-65% from the Environmental Protection Rate and 35-45% initially loan funded and recovered by Uniform Targeted Rate for wastewater.</p> <p>Water and stormwater investigations: Funded from General Rates and Uniform Annual General Charge.</p> <p>All other infrastructure planning costs: Funding will be assessed on a project by project basis.</p>

Building communities

Community building

Our community outcome

In the Western Bay of Plenty, no matter what age you are:

- people feel safe and welcome
- people are connected and feel they belong
- people can be active and healthy and enjoy the outdoors
- people have access to adequate housing
- people can learn and contribute.

Discussion / Rationale	Funding Approach
<p>Building communities - grants and contracts</p> <p>This policy includes:</p> <ul style="list-style-type: none"> • Creative Bay of Plenty • Sport Bay of Plenty • Bay of Plenty Surf Lifesaving • Fee abatement scheme (when funded) • Community Matching Fund • Western Bay Museum <p>The community as a whole benefits from Council's service delivery contracts and grant schemes. Individuals benefiting from these activities cannot be separately identified.</p>	<p>General Rates and Uniform Annual General Charge fund this activity.</p>
<p>Katikati Community Centre</p> <p>The Katikati Community Centre offers information, services and support to the community in the areas of health, education and wellbeing.</p>	<p>Katikati Community Centre</p> <p>Funded from targeted rates (75% from the Katikati Community Board Area of Benefit and 25% from the Waihi Beach Community Board Area of Benefit).</p>

Building communities

Libraries and service centres

Our community outcome

In the Western Bay of Plenty, no matter what age you are:

- people feel safe and welcome
- people are connected and feel they belong
- people can learn and contribute.

Our goals and approach set out how the libraries and services centres activity contributes to achieving these outcomes.

Discussion / Rationale

Libraries

The whole community benefits from a better informed and more literate community. Many residents value the existence of a library and service centre and having the option to use them even if they choose not to. Individuals benefit from the learning opportunities provided by libraries and information provided at the service centres. Having a library in a community may contribute to the public's pride in its community and acts as an anchor for further development.

Developers and new residents benefit from the provision of local library services which must be increased to cater for growth. Legislation stipulates that where libraries are provided, residents must be offered membership free of charge.

Funding Approach

Operational Expenditure:

- 0-10% - User Fees and Charges.
- 90-100% - Uniform Targeted Rate.

Capital Expenditure:

Capital expenditure for new buildings that provide a shared library / service centre is funded as follows:

- 15-25% general rates.
- 15-35% financial contributions.
- 40-70% uniform targeted rates and sales proceeds from existing buildings, where applicable.

Grant funding will be sought, where applicable and available.

Stock renewals are funded from uniform targeted rates.

Capital expenditure for new stock required as a result of population growth is funded from financial contributions.

Grant funding (Hastie Bequest Fund) is used for Te Puke area library purchases and as a contribution to the regional digital hub in Katikati.

Te Puna library contract

We fund this contract as a collecting agent in order to secure public access to the facilities for the benefit of the Te Puna community.

We cannot charge user fees for this facility as we do not own the assets.

Te Puna library contract

This contract is funded by a targeted rate over the defined area of benefit (Te Puna).

Building communities

Libraries and service centres

Discussion / Rationale	Funding Approach
<p>Service centres</p> <p>Many individuals seek information from us in order to comply with Council processes, regulations and procedures. Individuals also obtain other benefits from information provided either in person, via the phone, email or the internet from Council service centres.</p> <p>This activity also includes delivery of internal service level agreements to other departments and functions and the monitoring of customer satisfaction with these services. Internal customers can be identified and charged through internal cost recoveries and overheads.</p>	<p>Operational expenditure for service centres is funded from general rates. For internal services provided, internal recoveries and overheads are applied.</p> <p>User fees and charges fund printing and scanning costs.</p>



Building communities

Community facilities

Our community outcome

In the Western Bay, no matter what age you are:

- people feel safe and welcome
- people are connected and feel they belong
- people can be active and healthy and enjoy the outdoors
- people have access to adequate housing
- people can learn and contribute.

Discussion / Rationale	Funding Approach
<p>Community halls</p> <p>All community halls are available to the public. Groups and individuals use the halls for community and recreational use. Users can be identified and are charged by the respective hall committee for hireage. The community benefits from the existence of the hall and the option they have to use it.</p> <p>In terms of Council policy, the facility must be available to the public and any project eligible for funding must enhance the value of the facility to the public at large.</p> <p>Hall committees are able to apply for funding for capital development to community trusts and sponsors which could reduce the amount required to be collected by Council from ratepayers.</p>	<p>Community Halls</p> <p>Operational expenditure (Council's operational costs only) Funded from General Rates.</p> <p>Capital expenditure and significant maintenance projects (hall committee costs) Funded from a Uniform Targeted Rates over a defined hall areas of benefit.</p>
<p>Housing for older people</p> <p>The public indirectly benefits from supporting the health and well-being of low income residents through the provision of affordable housing.</p> <p>Most of the benefits of elder housing are gained by the tenants of the units. Access to Council-owned affordable housing is limited to a relatively small number of low income older residents.</p>	<p>Housing for older people</p> <p>100% of the funding for capital, operations and maintenance is provided from rental income.</p>

Building communities

Community facilities

Discussion / Rationale	Funding Approach
<p>Cemeteries</p> <p>The public receives indirect benefit from this activity through the existence of cemeteries and the option they have of using them. The public also benefits from the heritage values of cemeteries and there are third party benefits associated with public health.</p> <p>Users of this service are the families of the deceased that choose to use Council cemeteries - from within and outside our District. They can be identified at the time of burial and charged for the use of the cemetery.</p> <p>The useful life of a cemetery is limited by the rate of uptake of the interment plots. As plots are used and spare capacity reaches a minimum level, we have to develop additional plots or berms.</p> <p>Booking of plots, without the requirement to pay an appropriate fee results in the need to develop additional berms in the absence of a corresponding income.</p> <p>Individuals can exclude themselves from using this service by choosing to be cremated or buried in other than Council-owned and operated cemeteries - for example an urupa.</p> <p>Vandalism can result in additional costs of providing this service.</p>	<p>Cemeteries</p> <p>Fees and charges target to recover 65-75% of capital, operational and renewals costs. General Rates are used to fund the remaining 25-35%.</p> <p>Any shortfall will be funded from the General Rate.</p>
<p>Gibraltar water scheme</p> <p>A private water scheme which supplies water to properties in Te Puke (No.3 Road) that are not serviced by Council's water infrastructure.</p>	<p>Targeted rate to support Gibraltar Water Supply Company.</p>

Building communities

Recreation and open space

Our community outcome

The recreation and open space network makes a significant contribution to achieving the following outcomes from the Communities Strategy and Environment Strategy.

- people are connected and feel they belong
- people can be active and healthy
- people enjoy the outdoors
- connecting people with the natural environment and having a lighter footprint
- protecting important natural and cultural areas.

Discussion / Rationale

District reserves, harbour structures, recreational service delivery contracts

Reserves provide recreation and open space to the community as a whole and many residents value their existence and the option to use them for both passive and active recreation. Facilities are available for use by visitors and residents alike.

Communities are often proud of their reserves and even if they do not use them themselves, people may recognise a prestige value attached to a particular reserve area.

In many cases it is not practical or efficient to identify the individual users of reserves and recreational assets.

Sports and recreational clubs whose clubhouses occupy parts of our reserves can be identified and are charged rentals. Graziers who occupy reserves for grazing can also be identified and charged. While users of jetties and boat ramps are not charged there could be some commercial use of these structures that could be identified and charged for. Users of swimming pools can be identified and charged by the pool administrators. Income from pool users contributes to the cost of running pools.

The level of provision of recreational assets is linked to demand, which is affected by population growth and development. Property developers can be identified and charged for the resulting consumption of reserves and facility capacity when properties are developed.

Funding Approach

District reserves, harbour structures, recreational service delivery contracts

Loans are used to finance significant reserve land acquisition opportunities. Loans are serviced (repaid) through recreation and leisure financial contributions when related to growth or from General Rates, as appropriate.

General Rates, fees for commercial use of boat ramps, rentals, lease fees, grazing fees, fines and reparation are used to fund operational expenditure including financing costs, renewals and capital expenditure relating to existing ratepayers.

The Environmental Protection Rate is used to fund coastal erosion projects relating to reserves.

The service delivery contracts for Council's swimming pools is funded from the Uniform Annual General Charge. User fees and charges contribute help to offset operational costs.

Financial contributions are used to fund the capital cost of swimming pool upgrades and development, where increased capacity is required to accommodate growth.

For the rest of the network, financial contributions are used to fund capital development that is required to accommodate growth and to service loans where appropriate. Capital developments funded by financial contributions may include expenditure on assets that are not in Council ownership or on Council land.



Building communities

Recreation and open space



Discussion / Rationale

Land has an infinite life with the life of improvements exceeding 15 years. Lives of coastal and harbour structures range from 15-50 years. The life of swimming pool assets is estimated at 50 + years.

Actions identified that result in increased expenditure on this activity include vandalism, littering and inappropriate use of facilities which results in increased costs to ratepayers for maintenance and replacement of assets.

Camping grounds

While we do not run motor camps, we do lease property on a commercial basis to various motor camp operators. The lessees of the property have a legal interest in the land and use this for commercial gain. They are charged market rates for the right of occupation through a lease agreement.

The properties are either held as reserve land or as corporate property.

The public benefits from the existence of the camp ground as a community asset and public access to the property is protected by Section 17 of the Reserves Act 1977, subject to any specific terms of the lease and bylaws.

The Reserves Act also requires that any financial surpluses generated from reserve land must be used for reserve purposes, providing a public benefit.

The land and improvements to the property revert to Council on expiry, surrender, breach or otherwise of each lease. No inter-generational benefits have been recognised as the useful life of the assets is not known.

Actions that result in increased expenditure on this activity include legal disputes which may arise with lessees and could result in increased expenditure such as increased compliance and monitoring costs.

Funding Approach

Council encourages communities and clubs to apply for funding from external sources for recreational facilities before approaching Council for funding. Only if communities are unsuccessful in obtaining funding will Council consider contributing funding to any recreation facilities beyond the basic level of provision of facilities outlined in this Strategy.

Council (along with Tauranga City Council) receives income from the commercial forestry crop at TECT Park which assists in funding costs associated with development and management of the Park.

Camping grounds

Lease rentals fund operating costs, overheads and maintenance of the properties undertaken by Council. Any shortfall will be funded from the General Rate.

Building communities

Regulatory services - animal services

Our community outcome

Regulatory services are delivered through a balanced compliance approach, promoting the safety and well-being of our communities and enhanced sustainability of our built and natural environments.

- communities are healthy and safe
- animal control services: Provide a safe environment for the public through promoting responsible dog ownership
- building services: Building work is regulated to ensure the health and safety of people and sustainability in design and construction methods
- resource consent services: The quality of the environment is maintained and enhanced through effective decision-making on resource consents
- community protection: Improve, protect and preserve the environment and public health and safety by minimising risks from nuisances and offensive behaviour.

Discussion / Rationale

Animal control services

The public benefits from the enforcement of bylaws and legislation aimed at meeting health, public order and safety requirements. In relation to dog control in particular, the community as a whole benefits from Council's response to complaints about uncontrolled or nuisance dogs. Events provide dog owners with an opportunity for interaction and education.

Similarly patrolling public places and enforcement of designated dog on leash/ prohibited areas (especially during the holiday season) benefit the wider community, as does impounding nuisance dogs. Many impounded dogs are returned to their owners upon payment of applicable infringement fees and impounding costs. Destruction of unclaimed dogs is avoided where possible through use of our adoption and fostering programmes.

Registration of dogs provides a benefit to identifiable individuals as lost and found dogs can be returned to owners. Dog owners who do not maintain control of their animals may cause public nuisance and/ or danger, requiring the attention of animal control officers. While identified offenders are fined, there remains an unrecovered cost of enforcement. People can avoid using the registration services by not owning a dog.

Funding Approach

Animal control services

Funding targets for the dog control activity are set at 75-85% private benefit funded through dog registration fees, impounding fees and fines, and 15-25% public benefit funded through General Rates.

Funding targets for the livestock control activity are set at 0-10% private benefit funded through user fees, impounding fees and sale of unclaimed stock and 90-100% public benefit funded through General Rates. Where cost recovery through fees falls short of these targets, the shortfall will be funded through General Rates.

Building communities

Regulatory services - animal services



Discussion / Rationale	Funding Approach
<p>There is a more defined private benefit that can be attributed to livestock control services where we respond to complaints about wandering stock. In most cases stray stock is returned to the owner by animal control officers. Offenders can only be prosecuted through the courts, with unrecovered costs of enforcement remaining in cases where prosecution would be cost prohibitive and/or unlikely to be successful. Council is empowered to sell unclaimed stock, which can partially recover the costs incurred by its impoundment.</p> <p>Education improves overall public safety and increases compliance.</p>	

Building communities

Regulatory services - building services

Community outcome

Regulatory services are delivered through a balanced compliance approach, promoting the safety and well-being of our communities and enhanced sustainability of our built and natural environments.

- communities are healthy and safe
- animal control services: Provide a safe environment for the public through promoting responsible dog ownership
- building services: Building work is regulated to ensure the health and safety of people and sustainability in design and construction methods
- resource consent services: The quality of the environment is maintained and enhanced through effective decision-making on resource consents
- community protection: Improve, protect and preserve the environment and public health and safety by minimising risks from nuisances and offensive behaviour.

Discussion / Rationale

Building services

The public benefits from the assurance that building standards are being upheld. However a private benefit can be attributed to an applicant for a building consent and the administration, processing and inspection costs charged accordingly.

Public education and the monitoring and investigation of complaints improve safety and benefits the community. Complaint investigations incur costs that cannot always be attributed to a specific applicant or fee so cannot be recovered.

Individuals have the opportunity to obtain information without being an applicant for a specific process.

The community may benefit from the use of information obtained by individuals.

When applicants are well informed, applications can be processed more smoothly. The public may benefit from this in terms of reduced numbers of complaints.

Monitoring and reporting misconduct in relation to restricted building work improves safety and benefits the wider community.

Funding Approach

Building services

The overall funding target for Building Services is 85-95% user fees and infringements, and 5-15% General Rates.

Within this, the funding targets for maintaining Building Consent accreditation, processing building consents, building warrants of fitness and compliance schedule applications (and undertaking the necessary inspections for these processes) are 90-100% user fees and 0-10% General Rates

Public enquiries, including complaints and their investigation, are funded by General Rates except where it is appropriate and practical to recover user or infringement fees. Where enforcement and legal action is taken, cost recovery will be sought, but any shortfall will be funded by General Rates.

Building communities

Regulatory services - resource consents

Our community outcome

Regulatory services are delivered through a balanced compliance approach, promoting the safety and well-being of our communities and enhanced sustainability of our built and natural environments.

- communities are healthy and safe
- animal control services: Provide a safe environment for the public through promoting responsible dog ownership
- building services: Building work is regulated to ensure the health and safety of people and sustainability in design and construction methods
- resource consent services: The quality of the environment is maintained and enhanced through effective decision-making on resource consents
- community protection: Improve, protect and preserve the environment and public health and safety by minimising risks from nuisances and offensive behaviour.

Discussion / Rationale

Resource consents

The service exists primarily to enable the development aspirations of individuals, in a manner that meets community expectations as set out in the District Plan. Generally, the applicant for services can be identified and charged, although it is acknowledged that there is a wider public benefit from this service.

Control of development and the imposition of consent conditions benefits the public in general. Our District Plan rules are designed to control the negative effects of development and to impose charges on developers to mitigate those negative effects for the benefit of the wider community. Notified consents provide an opportunity for non-applicants to have their say, although recent trends show there is generally a small number of notified consents annually.

Where resource consents are appealed to the Environment Court, we have no ability to charge appellants or other parties in the appeal process.

Individuals have the opportunity to obtain information without necessarily being a consent applicant, such as prior to purchasing a property or understanding the legality of activities being undertaken by neighbours. Whilst individuals may derive a private benefit when making enquiries and could theoretically be charged for this service, this would not be practical.

Discussion / Rationale

Land Information Memoranda (LIMs) and Property Information Memoranda (PIMs)

Individuals can apply for a LIM or PIM on any property, enabling the applicant to be well informed about their property purchase decisions. They derive a private benefit from the use of this service, and can be identified and charged at the time they apply to use the LIMs/PIMs service. Indirectly, this service can bring illegal or dangerous situations to the attention of Council.

Funding Approach

Resource consents

For processing land use and subdivisions consent applications, the funding target is 100% user fees with any shortfall funded from General Rates.

Appeals to the Environment Court are funded 100% from General Rates.

Public enquiries are 100% funded by General Rates.

Funding Approach

Land Information Memoranda (LIMs) and Property Information Memoranda (PIMs)

Funding target for the LIMs and PIMs service is 100% user fees, with any shortfall from General Rates.

Building communities

Regulatory services - community protection

Community outcome

Regulatory services are delivered through a balanced compliance approach, promoting the safety and well-being of our communities and enhanced sustainability of our built and natural environments.

- communities are healthy and safe
- animal control services: Provide a safe environment for the public through promoting responsible dog ownership
- building services: Building work is regulated to ensure the health and safety of people and sustainability in design and construction methods
- resource consent services: The quality of the environment is maintained and enhanced through effective decision-making on resource consents
- community protection: Improve, protect and preserve the environment and public health and safety by minimising risks from nuisances and offensive behaviour.

Discussion / Rationale

Traffic and parking services

Enforcement of bylaws and Transport Regulations for improving and maintaining traffic safety provides a public benefit. Individuals benefit from the potential opportunity to use convenient parking spaces, but they cannot be identified. Enforcement of parking bylaws enables businesses in the patrolled areas to benefit from accessible parking close to their businesses.

Alcohol licensing and the District Licensing Committee

The public benefits from the assurance that premises selling alcohol are appropriately licensed, complying with the conditions of their licence and meeting the obligation to reduce alcohol-related harm. Private benefit is also derived for applicants with licences, as they are legally required before a business can operate. Applicants can be identified and charged for these services.

Environmental Health

Public health and safety is protected when food and other premises are appropriately registered and monitored. Private benefit is also derived from applicants for these various licenses as they are legally required before a business can operate. Applicants can be identified and charged for these services. Premises with poor or unsafe food handling practices can be charged for the costs associated with compliance.

Management of hazardous substances in public places benefits the wider community.

Funding Approach

Traffic and parking services

Funding target is 100% through infringement fines, with any shortfall funded from General Rates.

Alcohol licensing and the District Licensing Committee

Funding target is 50-60% user fees and 40-50% from General Rates.

Environmental Health

Funding targets for the following services are:

- licensed premises - 55-65% from user fees and 35-45% from General Rates
- management of hazardous substances in public places - 100% from General Rates
- swimming pool fencing services - 75-85% from user fees and 15-25% from General Rates.

Building communities

Regulatory services - community protection

Discussion / Rationale	Funding Approach
<p>Swimming pool fencing inspections ensures public health and safety through compliance with Building Act 2004 requirements. A private benefit can be attributed to an identifiable pool owner, and the administration, processing and inspection costs can be charged accordingly.</p>	
<p>Resource consent monitoring and District Plan compliance Monitoring and enforcement of consent conditions ensures that development of our District is consistent with our District Plan, benefiting the whole community rather than individuals. Protection lot monitoring, noise control and bylaw enforcement benefit the community as a whole. Individual consent holders can be identified and charged when they receive monitoring of their consent conditions.</p> <p>Monitoring expenditure can increase where there is non-compliance with consent conditions and enforcement is required. Cost recovery can include infringement fines and/or prosecution through the court.</p>	<p>Resource consent monitoring and District Plan compliance Funding target is 5-15% from user fees and infringement fines and 85-95% from General Rates.</p>
<p>Public enquiries about nuisances, general bylaw compliance and monitoring Responses to community concerns and public enquiries on nuisances and bylaw compliance has wider public benefit. Private benefits may be derived where rectification has a positive impact on neighbouring properties. However, it is difficult to identify and charge these people for this service.</p> <p>Some of the cost of investigation can be recovered through fines and penalties from those found in breach. However, because there are no infringement penalties in a number of our bylaws, and the Health Act (as legislation does not empower this), the cost of compliance and monitoring cannot necessarily be recovered through infringement fees. Prosecution through the courts is costly and requires a substantive evidence base in order to gain a favourable outcome.</p>	<p>Public enquiries about nuisances, general bylaw compliance and monitoring Funding target is 5-15% infringement fees and 85-95% General Rates, with any shortfall funded from General Rates.</p>

Building communities

Stormwater

Our community outcome

A stormwater management system that manages flood risk, contributes to improving water quality, and contributes to enhancing ecological and cultural values.

Discussion / Rationale

Stormwater - General

Education aimed at raising community awareness of stormwater issues and good practice benefits the District as a whole.

Some communities will be required to implement higher standards of stormwater treatment as a result of having sensitive receiving environments, for example wetlands, estuaries and harbours. While these communities could be seen as the cause of the adverse environmental effects, protection of these environments also benefits the whole District.

Individual property owners within a community cannot exclude themselves from benefiting from the existence of a stormwater system and we could not exclude them from receiving these benefits if they refused to pay for the service.

Different communities may benefit from different levels of service for stormwater. This could be as a result of topographical conditions, for example steep slopes, unstable land or density of settlement, i.e. urban versus rural densities of development.

Funding Approach

Capital expenditure

Financed initially by loans and serviced from:

Financial contributions, if expenditure is to accommodate growth and/or to pay for the consumption of excess capacity in the stormwater supply system. Includes the related loan servicing (holding) costs.

For capital expenditure to service existing ratepayers. 90% Uniform Targeted Rates over the defined area of benefit which has a reticulated stormwater system. 10% from General Rates.

Areas of benefit

- Urban Growth nodes – Katikati, Ōmokoroa, Te Puke, Waihi Beach (including Pios Beach, Athenree).
- Small settlements – Kauri Point, Maketu/Little Waihi, Paengaroa, Pukehina, Tanners Point and Te Puna.
- Minden.

Building communities

Stormwater

Discussion / Rationale

Stormwater - General

Individuals benefit from the delivery of this service through the reduction in risk of damage due to flooding and/or erosion on their properties. Properties that benefit from stormwater assets can be identified.

Individuals also benefit from this service as it reduces the risk of flooding to commercial and business centres.

Developers benefit from the existence of excess capacity in the stormwater system. In some cases stormwater assets and levels of service have to be increased to enable development to proceed.

Not all ratepayers are connected to a stormwater system, primarily our District's towns and small settlements are connected but not our rural residents.

Some actions increase expenditure on this service:

- Modifications to overland flow paths through minor earthworks, construction of retaining walls or fences.
- Growth of trees or shrubs in overland flow paths.
- Additional paving, hard surfaces or buildings may increase the volume of stormwater run-off and reduce its quality/effectiveness.
- Inappropriate disposal of hazardous substances and contaminants into the stormwater system increases the requirements for stormwater prior to discharge.

Expected useful lives of stormwater assets:

- Reticulated stormwater >60 years.
- Open drains 30 to 50 years.

Some drains and reticulation systems have surplus capacity which can be utilized by later developments.

If this activity were funded using a rate in the dollar a disproportionate burden of the funding would fall on high value properties, especially those in rural areas where there is limited stormwater infrastructure benefit received.

Funding Approach

Operational, maintenance and renewals expenditure

90% Uniform Targeted Rates over the defined area of benefit which has a reticulated stormwater system. 10% from General Rates.

Areas of benefit

- Urban Growth nodes - Katikati, Ōmokoroa, Te Puke, Waihi Beach (including Pios Beach, Athenree).
- Small settlements - Kauri Point, Maketu/Little Waihi, Daengaroa, Pukehina, Tanners Point and Te Puna.
- Minden.

General Rates may be used to service interest payments and growth related debt when Council considers that financial contributions and/or development contributions will not provide adequate funding.

Building communities

Stormwater



Discussion / Rationale

Waihi Beach coastal protection project

This policy applies to the project that comprises:

- Dune enhancement - 412m dune enhancement (shoreline at northern end of Shaw Road)
- Rock revetment - 1,047m rock revetment (along shoreline at Shaw Road, Ayr Street and the Loop) and 1.2m wide timber access ways
- Three Mile Creek works - 146m dune enhancement (shoreline off Glen Isla Place) and creek training at Three Mile Creek using training groynes
- Maintenance and monitoring during the life of the works.

The policy does not apply to:

- Coastal erosion works in other locations, intended for the purpose of protecting Council esplanade reserves, strategic harbour walkways or public access ways. Such structures are included in the District Reserves Activity.
- Additional works at Two Mile Creek, e.g. Creek Training.

If coastal erosion went uncontrolled and damage to property occurred, the image of Waihi Beach could be adversely affected.

If protection works were not constructed other costs may be imposed on the community such as litigation in the event of property loss or the need for other solutions to the erosion problem.

Walkways along the top of the rock revetment will provide public access. Two Council reserves (Elizabeth Street Reserve and Brewer Park) will be protected through these works. These reserves comprise two out of 85 properties in the primary hazard area. The works reduce the risk of erosion to esplanade reserves but the works themselves will reduce the amenity value of the esplanade reserves.

In areas where beach scraping and dune care is undertaken there is expected to be some improved beach amenity value and environmental enhancement.

Funding Approach

Waihi Beach coastal protection project

Loans will be used to finance capital expenditure, excluding renewals, over a 25 year period. These loans will be serviced from the following revenue sources:

General rate reserves

To finance up to 5% of the capital cost of the project.

Balance of Waihi Beach Drainage Reserve and Waihi Beach Erosion Reserve
Lump sums transferred to finance the capital cost of the project. (\$272,000).

Rates collected for coastal protection works (2003/04) - Lump sum transferred to finance the capital cost of the project. (\$245,474).

Uniform Annual General Charge (UAGC)

To fund the revenue required for capital and all operating, maintenance and finance costs of the Three Mile Creek training groynes.

Uniform Targeted Rate for the Waihi Beach Ward

To fund 25% of the remaining revenue requirement for capital and all operating, maintenance and financing cost of the rock revetment works. To fund 30% of the remaining revenue requirement for capital and all operating, maintenance and financing cost of the coastal protection works for the dune enhancement work (northern end and off Glen Isla Place).

Area of benefit targeted rates

Uniform Targeted Rate for 83 beachfront properties directly benefiting from the works or

- lump-sum contributions* equivalent to loan and interest portion of revenue requirement over 25 years; and
- area of benefit targeted rates to meet the revenue required for maintenance and operations for those properties that elect to take up the lump-sum payment option.

To fund 75% of the remaining revenue requirement for capital and all operating, maintenance and financing costs of the rock revetment (53 properties).

Building communities

Stormwater

Discussion / Rationale	Funding Approach
<p>Waihi Beach coastal protection project (continued)</p> <p>Two Mile Creek and Three Mile Creek provide waterways into which stormwater discharges flow from both rural and urban catchments. The eroding effects of additional stormwater from increased urban development are not considered significant in terms of intensity, when compared to the overall quantity of stormwater from existing urban and rural catchments.</p> <p>Three Mile Creek receives treated discharges from the Waihi Beach wastewater treatment plant.</p> <p>The Waihi Beach community therefore benefits from the existence of Two Mile Creek and Three Mile Creek but there is no direct stormwater or wastewater benefit from the erosion mitigation works.</p> <p>Individual properties that receive benefits from the reduced risk of property damage resulting from coastal erosion can be identified and can be charged for the service.</p> <p>The life of the protection works is 25 years. The works are designed to protect buildings and property that have a long life.</p>	<p>To fund 70% of the remaining revenue requirement for capital and all operating, maintenance and financing costs of the coastal protection works for the dune enhancement, northern end (23 properties) and off Glen Isla Place (7 properties).</p> <p><i>* a lump-sum payment option is offered each year to the properties benefiting from the rock revetment.</i></p>
<p>Two Mile Creek</p> <p>A public benefit has been identified as there is no practicable alternative to using Two Mile Creek to convey the stormwater that collects in this area to the ocean.</p>	<p>Council conveys stormwater collected above Two Mile Creek to the ocean through Two Mile Creek the increase in dwellings and changes to rainfall patterns have led to the banks of the creek eroding. It has been identified that there is a private benefit from the proposed capital works as the mitigation of erosion protects those properties from further loss of land or damage.</p> <p>Capital Works</p> <p><i>Above Dillon Street bridge.</i></p> <ul style="list-style-type: none"> • Capital works to be funded 90% from growth communities UTR and 10% from General Rates. • Any land required to achieve the preferred solution will be vested by the respective land owners. <p><i>Below Dillon Street bridge.</i></p> <ul style="list-style-type: none"> • 25% to be funded by the properties who receive a direct benefit as a result of the works. • The balance will be funded 90% from growth UTR and 10% from General Rates.

Building communities

Transportation

Our community outcome

Transportation networks are safe, affordable, sustainable and planned to meet our community's needs and support economic development.

- Transportation networks support and promote economic development.
- The impact on the environment of the transportation system is mitigated where practicable.
- Transport systems enable healthy activity and reduce transport-related public health risks.
- Transport systems improve access and mobility.
- Land use and transportation network planning are integrated. Communities are healthy and safe.

Discussion / Rationale

Network optimisation and network development

Council has a statutory responsibility under the Local Government Act 2002 to manage its transportation network for the benefit of the community.

Both individuals and the community as a whole benefit from the efficient flow of goods, services and people through the transport network. Through registration, individual vehicles can be identified when they use the road. It is practically possible to charge road users through fuel taxes and road user charges and tolls. It is also possible to exclude road users who refuse to pay through enforcement of registration and tolling parts of the roading network.

When roads are not at capacity increased use by individuals does not reduce the ability of others to use the road. Conversely when capacity is reached, increased use of the road by individuals reduces the ability of others to use the road.

Public benefits of improving/maximising the efficient flows of goods and services and people through the network include:

- reductions in emissions and energy efficiency improvements as a result of reduced travel distances and/or congestion.
- contribution to improved social cohesion by increasing accessibility within the District
- indirect benefits of improved economic wellbeing.

Funding Approach

Capital expenditure

- Roading Rates including Roading Uniform Targeted Rate (UTC) and Rural Works charge for capital expenditure to service existing ratepayers
- Financial contributions for capital expenditure to accommodate growth and/or to pay for any excess consumption in the roading network. Includes the related loan servicing costs (interest, administration)
- Private contributions, where applicable, in terms of our policy.
 - Waka Kotahi NZ Transport Agency (NZTA) subsidies for eligible projects (49 - 51% for this Long Term Plan).

Where appropriate loans are used to finance large projects and then funded from the sources above.

Building communities

Transportation

Discussion / Rationale	Funding Approach
<p>Private benefits identified include:</p> <ul style="list-style-type: none"> • developers benefit from the ability to subdivide. This growth may result in uptake of the existing roading capacity • road users benefit from the maintenance and upgrade of roads by having reduced vehicle operating costs, reduced accidents, reduced driver frustration, reduced travelling times and increased road user comfort • safety improvements and travel time savings for road and rail users from increasing use of rail to transport bulk items • improved pedestrian mobility by removing heavy vehicle traffic from local town centres. <p>Commercial/Industrial and Post Harvest zoned properties are charged a differential of 2 in the roading rate. The rationale for this is that high volumes and heavy vehicles servicing these properties cause the infrastructure to wear at a higher rate. Integrated planning creates time and cost efficiencies which benefit individual transport users.</p> <p>Developers benefit from integrated transport planning because well connected subdivisions may command higher section prices.</p> <p>Our ability to recover for private benefit is limited by Government policy on the use of vehicle registration charges. This funding is provided through New Zealand Transport Agency (NZTA) subsidies which are available according to certain criteria.</p> <p>The components of roading have widely varying design lives ranging from 3 to 75 years. The key roading component lives are:</p> <ul style="list-style-type: none"> • Base course - 25-75 years • Seal - 12 years • Unsealed road surfaces - 3-5 years <p>Actions that result in increased expenditure on this activity include:</p> <ul style="list-style-type: none"> • illegally overloaded vehicles that reduce the life of the road • cattle crossings that require cleaning up • heavy traffic turning in driveways which damages the edges of roads. 	<p>Operational, maintenance and renewals expenditure including financing costs that relate to existing ratepayers</p> <ul style="list-style-type: none"> • Roothing Rate Uniform Targeted Rate on all properties in our District. • Roothing Rate based on land value for all residential, commercial, industrial, post-harvest zoned and rural properties. • Rural Works charge for all rural zoned properties. • New Zealand Transport Agency (NZTA) subsidies for eligible projects (49% - 51% for this Long Term Plan). <p>For particular community projects or higher levels of service, as negotiated with the relevant community</p> <p>Targeted rates over the defined area of benefit.</p> <p>Roothing rates may be used to service interest payments and growth related debt when Council considers that financial contributions and/or development contributions will not provide adequate funding.</p>

Building communities

Transportation



Discussion / Rationale	Funding Approach
<p>Environmental mitigation</p> <p>The community as a whole benefits from the effective management of the environmental impacts of the transport network as a result of:</p> <ul style="list-style-type: none"> • actions taken to reduce negative environmental effects • environmental recovery costs reduced by the ability to undertake immediate action to mitigate or reduce the environmental impact. <p>Emergency environmental response services provide a private benefit to those affected or responsible for accidents through our ability to undertake immediate action.</p> <p>These individuals could be identified at the time they use the service.</p> <p>Improved travel demand management benefits identifiable individuals by reducing travel time and energy consumption.</p> <p>Owners of poorly maintained vehicle, which contribute to excessive emissions, may result in more Council expenditure being required for this activity.</p>	
<p>Health and safety</p> <p>The public benefits of transport-related health impacts include:</p> <ul style="list-style-type: none"> • the potential for reduced community health costs through increased physical activity for example use of cycleways, walkways and footpaths • improved road safety and personal security • reduced vehicle emissions. <p>Pedestrians and cyclists cannot be as easily identified as vehicles when they use the roads. It would be impractical to identify the individual users of walkways and cycleways.</p> <p>Seal Extensions: Residents in the vicinity of roads undergoing seal extension enjoy a private benefit as they could technically be identified and charged. They could benefit from the potential reduction in vehicle wear and tear, increased road-user comfort, productive gains resulting from elimination of dust and increased property values.</p>	

Building communities

Transportation



Discussion / Rationale	Funding Approach
<p>Modal choice and mobility</p> <p>The transport network forms a vital part of any community's means of communication and movement of goods, services and people which benefits the community as a whole, even if they do not actually use some parts of it.</p> <p>The community as a whole also benefits from others using the transport network; for example visitors, ambulances, fire service, postal delivery, etc.</p> <p>The community and affected individuals gain indirect and direct benefits from the increased mobility of transport disadvantaged people, through the effect it has on their ability to participate in the economy and play a part in the social life of the community.</p> <p>Reducing heavy traffic volumes helps to improve individual pedestrian mobility, however it is not practical to individually identify those receiving this benefit. Individual users of public transport could theoretically be identified. However, where public transport is subsidised, charging the full cost of the service would defeat the purpose of the subsidy.</p> <p>The availability of alternative transport modes (including public transport) has the potential to reduce congestion and travel times for individual road users who can be separately identified.</p>	

Building communities

Water supply

Our community outcome

Water supply is provided to our community in a sustainable manner.

- Provide potable water of an appropriate standard and quality to meet the needs of consumers within the three supply zones.
- Sustainably manage our water resource, water supply infrastructure and consumer use of water across the three supply zones.

Discussion / Rationale

We have a statutory responsibility as an administering body under the Local Government Act 2002 to manage our District's water supply for the benefit of the community. However, it should be noted that many rural ratepayers in our District are not connected to Council water supplies as they provide their own water.

Provision of potable water provides public health and sanitation benefits to the community. It enables commercial and industrial businesses to have access to clean water for their activities.

If potable water were unavailable economic development would be constrained and the community as a whole would suffer.

Water supply schemes provide fire-fighting capability to the community.

Individuals provided with water can be identified and charged for the service. Increased use of water by some customers reduces the amount available for others. We are progressively implementing water metering across the District which will help extend the life of existing water supply schemes, help identify water losses through leaks and ensure that those individuals who use more water pay their fair share.

Water supply, treatment facilities and reticulation systems have surplus capacity designed to cater for growth. Developers who take advantage of this capacity by subdividing properties can be identified and charged.

The life of assets ranges from 40 to 100 years and are designed to cater for growth. Actions identified that result in increased expenditure on this activity include:

- undetected leaks resulting in water losses.
- illegal connections contributing to water losses.
- poor maintenance of pipes and taps leading to water losses.
- customers with large connections and a rapid delivery rate (>20mm) affect the level of service that can be offered elsewhere, especially in peak demand times.

Funding Approach

Capital expenditure

Initially financed by loans to match the life of the asset which are serviced from:

- Financial contributions, for expenditure to accommodate growth and/or to pay for the consumption of excess capacity in the water supply system. Includes the related loan servicing (holding) costs.
- User fees and charges for capital expenditure to service existing ratepayers.
- Targeted rates can be used to recover capital costs of extensions to networks.

Operational, maintenance and renewals expenditure including financing costs that relate to existing ratepayers

User fees and charges including:

- metered uniform targeted rates and charges for actual water consumed via metering
- unmetered water uniform targeted rates
- connection fees including additional fees for large connections >20mm
- availability charges - to those properties able to connect but not connected.

General Rates may be used to service interest payments and growth related debt when Council considers that financial contributions and/or development contributions will not provide adequate funding.

Protecting the environment

Natural environment and sustainable living

Our community outcome

A clean green valued environment, achieved by:

- increasing indigenous biodiversity
- protecting important natural and cultural areas
- having a lighter footprint
- connecting people with the natural environment
- making decisions to address the impacts of climate change.

Discussion / Rationale

The community as a whole benefits from activities that contribute to protecting and enhancing the environment. These benefits may include:

- Functional benefits - carbon sequestration, tourism opportunities and ecosystem services such as the provision of freshwater, air, fertile soils, riparian protection and flood control.
- Bequesting Value - the ability to pass on environmental integrity to future generations.
- Existence Value - the value of environmental preservation in perpetuity.
- Knowledge - increased awareness and knowledge that leads to local actions that enhance the environment.

These benefits accrue equally - no part of the community benefits more, or less, from this activity.

The Activity offsets negative environmental impacts of land use and development, that cannot be avoided or mitigated on site. It is therefore appropriate that some of the costs of the activity are funded from the 'exacerbator' through financial contributions.

Private landowners may gain a specific benefit where increased environmental enhancement protects their properties from natural hazard risks such as coastal erosion and flooding. Targeted rates may be used in these instances.

Land owners are incentivised to protect areas of significant ecological and cultural values. It is appropriate for these landowners to receive a remission in rates for these areas, in recognition of the feature's protection in perpetuity.

Funding Approach

Total Activity Programme:

- 45%-55% financial contributions.
- 45-55% - targeted rates funding.

Operational costs (including staff time) are funded from general rates.

Pukehina Beach Sand Relocation Programme:

- 80% of the programme funded by targeted rate over coastal side of Pukehina Parade.
- 20% of the programme funded by targeted rate over remaining properties in Pukehina Beach.

Protecting the environment

Wastewater

Our community outcome

Wastewater services are well planned and maintained to ensure a clean and healthy environment.

- All areas in our District served by Council's reticulated wastewater disposal systems meet acceptable health, safety and environmental standards.
- Assist small urban communities along the Tauranga Harbour to ensure that the wastewater disposal options available to them meet health and safety requirements.

Discussion / Rationale

Provision of reticulated wastewater systems in the district provides public health and sanitation benefits to the community. If adequate wastewater disposal systems were unavailable economic development may be constrained or environmental standards may be compromised, which would affect the community as a whole.

Individuals provided with reticulated wastewater can be identified and charged for the service. Wastewater reticulation systems, treatment facilities and disposal systems have surplus capacity designed to cater for growth. Developers who take advantage of this capacity by subdividing can be identified and charged.

Increased volumes of wastewater produced by some commercial and industrial users (trade waste) require that the capacity of the system be larger. Higher toxicity of the wastewater produced by some users requires more treatment in order to meet consents for disposal.

Many ratepayers are not connected to our wastewater systems and construct and maintain their own septic tanks.

Actions that result in increased expenditure on this activity include:

- Illegal disposal of stormwater into the wastewater systems via illegal private connections and sub-standard private connections.
- Infiltration and inflow into reticulation systems through poorly maintained or badly constructed reticulation systems.
- Illegal discharges of trade waste into domestic sewers.
- Trade waste discharges which are not measured or charged.
- Pollution of the harbour and coastal areas from poorly maintained septic tanks.
- Pollution caused by septic tank de-sludging.
- Contractors disposing of septage at non-conforming disposal sites.

Funding Approach

Capital expenditure

Initially financed from loans and serviced from:

- Financial contributions, if expenditure is to accommodate growth and/or to pay for the consumption of excess capacity in the wastewater supply system. Includes the related loan servicing (holding) costs.
- Wastewater targeted rates over the applicable area of benefit to fund capital expenditure (excluding renewals) to extend services to existing properties. This may include the opportunity for lump sum contributions.
- External subsidies.

Operational, maintenance and renewals expenditure including financing costs that relate to existing ratepayers

Funding sources to cover 96% of the revenue requirement include:

- area of benefit targeted rates (uniform charges)
- availability charges
- multiple connection charges
- capital charges
- financial contributions
- fees and charges from trade waste and connections
- subsidies (if available).

Protecting the environment

Wastewater

Discussion / Rationale	Funding Approach
<p>Wastewater infrastructure typically has a long life:</p> <ul style="list-style-type: none"> • reticulation and manholes 60 to 100 years, depending on pipe material • pumps and pump stations 25 years on average • wastewater treatment and disposal facilities 50 years. 	<p>To fund 4% of the revenue requirement:</p> <ul style="list-style-type: none"> • Environmental protection rate. <p>General Rates may be used to service interest payments and growth related debt when Council considers that financial contributions and/or development contributions will not provide adequate funding.</p>



Protecting the environment

Solid waste

Community outcome

Effective waste management practices that minimise waste to landfill and encourage efficient use of resources to reduce environmental harm.

- Reduce and recover more waste.
- Apply the latest proven and cost-effective waste management and minimisation approaches.
- To collect information to enable decision making.
- To create benefit for our community.

Discussion / Rationale

Education, promotion of waste minimisation benefits, planning for and monitoring waste benefits our district as a whole. When individuals make use of education and information on waste and hazardous waste issues the community benefits as a result.

If the remediation and monitoring of closed landfills were not undertaken it would affect the community as a whole, through downstream effects on the environment.

The existence of greenwaste and recycling facilities will benefit those in the local area.

If convenient facilities are not provided to dispose of greenwaste it may be more likely that it will be illegally dumped and may result in increased enforcement and regulatory costs for the whole community.

It is sometimes possible to identify individuals who are illegally dumping cars and other rubbish. They may be prosecuted.

Individuals using greenwaste and recycling facilities can be identified and charged for the service.

Council wishes to encourage recycling and therefore chooses not to charge gate fees at its recycling drop off facilities.

Council also wishes to consolidate its revenue collection for this activity by geographical area of benefit and has chosen to combine targeted rates for greenwaste and recycling with targeted rates for landfill remediation and monitoring where facilities are available.

Funding Approach

Capital expenditure excluding renewals

Initially financed by loans and serviced from solid waste targeted rates (uniform annual charges) over the applicable area of benefit (currently Eastern, Western and Ōmokoroa).

Waste minimisation levy received from the Ministry of the Environment to fund waste minimisation activities.

Operational, maintenance and renewals expenditure

Provided from:

- Environmental protection rate to fund District-wide operational expenditure.
- Area of benefit targeted rates uniform annual charges (Eastern and Western) and user fees to fund renewals and all operating, maintenance and financing costs of closed landfills, green waste and recycling centres.
- Waste Minimisation levy to fund waste minimisation activities.
- User fees, area of benefit targeted rates to fund renewals of capital and all operational, maintenance and financing costs of Ōmokoroa greenwaste facility.
- User fees for kerbside rubbish collections.
- Area of benefit targeted rates for service availability, for kerbside recycling, glass, and food scraps (urban areas) collections.

Protecting the environment

Solid waste

Discussion / Rationale

The life of greenwaste and recycling assets is estimated at 25 years. Achieving a cleaner environment benefits future generations through not leaving a legacy of waste.

Illegal dumping and littering requires cleaning up which increases costs. Offenders often cannot be identified.

We have a responsibility to ensure that remediation and monitoring of closed landfills continues.

Council's increased role in kerbside service delivery through the Council-contracted collection of rubbish, recycling, glass and food scraps (urban areas). These services benefit those households using the service. A targeted rate on the geographic area of benefit where the services are available, reflects the access to services. For rubbish collection user fees and charges are more appropriate, as those that create more waste are clearly identifiable and can be directly charged. Using fees and charges for rubbish collections also helps to encourage the reduction of waste to landfill and the utilisation of recycling options.

Funding Approach

Supporting our economy

Economic development

Community outcome

To encourage the sustainable use of local resources in a way which strengthens economic opportunities and improves social outcomes.

- Foster partnerships between organisations, including local and Central Government and businesses to support economic, social, cultural and environmental development.
- Council services are committed to being business-friendly to encourage and enable businesses to flourish and contribute to building vibrant communities.
- Enable an environment where community groups and business can collaborate and work together on shared outcomes for communities.

Discussion / Rationale

Economic development

The public benefits from a strong and sustainable local economy, increased prosperity and the availability of a wide range of employment opportunities provide third party benefits to the public.

The promotion of the region as a desirable place to work and do business, and the facilitation of investment and training opportunities in the District, provide benefits to the whole District. The marketing, development and management of the region as a tourism destination benefits the tourism industry and other businesses in our District. The community may receive third party benefits because, if tourism is growing, facilities can be developed to cater for visitors that are also enjoyed by local residents. In considering the practicality of charging businesses a targeted rate for economic development, it would be technically difficult to identify 'businesses' located on land zoned rural or residential. In addition, horticultural and agricultural businesses also benefited from economic development expenditure as they are also businesses.

Funding Approach

Funding is provided from:

General Rates (Uniform Annual General Charge):

- Economic development
- Tourism support

General Rates on capital value:

- Visitor information services

Uniform Targeted Rates on Community Board areas of growth centres:

- Town centre plan implementation
- Economic and community development projects

Ward uniform targeted rates (UTRs) for:

- Town centre promotion
- Service delivery contracts

Uniform targeted rates on commercial and industrial zoned and post harvest zoned properties:

- Town centre promotion
- Service delivery contracts

Uniform annual general charge (UAGC) for:

- Town centre development projects across our District.

Supporting our economy

Economic development

Discussion / Rationale	Funding Approach
<p>Visitor information</p> <p>This service is provided in anticipation of visitors' needs for information. There are public benefits from the existence of the service and from the option of using it when they need it.</p> <p>Some individuals benefiting from the visitor information service can be identified and charged. Some commercial tourism operators may benefit from referrals by the service.</p> <p>It is not our policy to charge users for the provision of visitor information. Volunteers provide some of this service.</p>	

Support services

Support services

Discussion / Rationale	Funding Approach
<p>Internal services</p> <p>The users of this activity are other Council functions or departments. As a result there are no public benefits identified.</p> <p>The users of these services are identifiable. Where particular costs can be allocated to specific departments on a user-pays basis they can be charged through internal recovery of direct costs.</p> <p>Where it is not possible to identify specific departments costs can be allocated to departments and functions in a fair and consistent manner through the overhead allocation process.</p> <p>When overheads are allocated to activities that are funded by fees or targeted rates there may be a consequential increase or decrease in fees required to fund that activity.</p> <p>Land has an infinite life and the life or remaining corporate assets will depend on their composition and purposes. This could range from 10 to 75 years.</p>	<p>Internal services</p> <p>All costs are recovered either on a user-pays basis, through overhead allocation, or allocation of the General Rate.</p>

Summary of Specific Rates Policies

Whakarāpopoto o ētahi Kaupapa here Tautuhi Rēti

In addition to Council's overall rating policies, specific policies have also been established over time to accommodate individual ratepayer circumstances that have been identified as requiring a specific approach. By having these specific policies available Council considers it provides a more equitable and fair rating system.

Council's specific rates policies

- Discount For Early Payment of Rates In Current Financial Year Policy.
- Early Payment Of Rates For Subsequent Years.
- Multiple Pan Wastewater Remission Policy.
- Rates Remission For Covenanted Land Policy.
- Remission Of Rates Penalties Policy.
- Rates Remission On Māori Freehold Land Policy.
- Rates Postponement For Financial Hardship Policy.
- Rates Postponement For Owners Aged Over 65 Policy.
- Rates Remission On Re-Zoned Land Policy.
- Rates Remission For Contiguous Land Policy.
- Rates Remission For Land Used for Sport and Games Policy.
- Rates Remission For Natural Disasters And Emergencies.
- Water Rates Remission Policy.

The policies can be viewed on Council's website www.westernbay.govt.nz/policiesandbylaws

Doggy Day out - 13 February 2021



Significant Accounting Policies

Kaupapa here Tautuhi Tatauranga

This section includes financial statements and information. The Local Government Act 2002 requires Council to include forecast financial statements for the local authority within the Long Term Plan (LTP). The main purpose of providing prospective financial statements is to enable stakeholders (residents and ratepayers, other local authorities, business community groups and government regulatory bodies etc.) to make decisions regarding Council and how it conducts its business.



This prospective financial information includes the prospective Statement of Comprehensive Revenue and Expense, the Prospective Statement of Financial Position, the Prospective Statement of Changes in Equity, the Prospective Statement of Cash Flows, and the accompanying Prospective Statement of Accounting Policies and Notes to the Financial Statements. This information must be prepared according to generally accepted accounting practice (GAAP) and recognised accounting standards.

Significant accounting policies contents

Prospective Statement of Comprehensive Revenue and Expense	431	Borrowing costs	435	• Infrastructure assets	439
Prospective Statement of Changes in Equity	431	Grant expenditure	435	• Revaluation	439
Prospective Statement of Financial Position	431	Foreign currency transactions	435	• Additions	439
Prospective Statement of Cash Flows	431	Income tax	435	• Disposals	439
Prospective Proposed Statement of Accounting Policies	431	Leases	435	• Depreciation	439
Prospective Funding Impact Statement	431	• <i>Finance leases</i>	435	Impairment of property, plant, and equipment and intangible assets	440
Reporting entity	432	• <i>Operating leases</i>	435	Intangible assets	440
Basis of preparation	432	Assets	436	• Software acquisition and development	440
Statement of compliance	432	• <i>Cash and cash equivalents</i>	436	• Easements	441
Measurement base	432	• <i>Receivables</i>	436	• Carbon credits	441
Presentation currency and rounding	432	• <i>Derivative financial instruments and hedge accounting</i>	436	• Amortisation	441
Critical accounting estimates and assumptions	432	Other financial assets	436	• Forestry assets	441
Cautionary note	432	• Subsequent measurement of financial assets at amortised cost	437	• Investment property	441
Standards issued and not yet effective and not yet adopted	433	• Subsequent measurement of financial assets at FVTOCRE	437	• Payables	441
Changes in accounting policies	433	• Subsequent measurement of financial assets at FVTSD	437	• Borrowings	441
Assumption underlying prospective financial information	433	• Expected credit loss allowance (ECL)	437	Employee entitlements	441
Significant accounting policies	433	• Financial assets at fair value through surplus or deficit	437	• Short-term employee entitlements	441
Associate entities	433	• Loans and receivables	437	• Long-term employee entitlements	441
Revenue	434	• Held-to-maturity investments	437	• Presentation of employee entitlements	442
Rates revenue	434	Fair value	438	Provisions	442
Financial contributions	434	• Fair value through other comprehensive revenue and expense	438	• Landfill post-closure provision	442
Waka Kotahi NZ Transport Agency roading subsidies	434	Impairment of financial assets	438	Financial guarantee contracts	442
Other grants received	434	• Loans and receivables, and held-to-maturity investments	438	Equity	442
Building and resource consent revenue	434	• Financial assets at fair value through other comprehensive revenue and expense	438	• Restricted reserves	442
Entrance fees	434	• Non-current assets held for sale	438	• Property revaluation reserve	442
Sales of goods	434	Property, plant and equipment	438	• Fair value through other comprehensive revenue and expense reserve	442
Infringement fees and fines	434	• Operational assets	438	• Council created reserves	442
Vested or donated physical assets	434	• Restricted assets	438	Goods and Service Tax (GST)	443
Donated and bequeathed financial assets	434			• Budget figures	443
Interest and dividends	435			Cost allocation	443
Construction contracts	435			Impact of COVID-19	443

Prospective Statement of Comprehensive Revenue and Expense

The Prospective Statement of Comprehensive Revenue and Expense shows all of Council's prospective revenue earned and expenses incurred for the years ended 30 June 2022 to 30 June 2031. Revenue includes revenue received from rates and other revenue such as investment revenue, rent and fees while expenses paid includes costs such as operating costs, interest payments and depreciation.

This Prospective Statement shows how total comprehensive revenue and expense is arrived at. Total comprehensive revenue and expense is then added or subtracted from Council's equity as shown in the Prospective Statement of Changes in Equity.

Prospective Statement of Changes in Equity

This Prospective Statement provides information about the nature of changes in Council's equity for the years ended 30 June 2022 to 30 June 2031.

Prospective Statement of Financial Position

The Prospective Statement of Financial Position shows the assets and liabilities of the Council as at 30 June each year from 2022 to 2031.

Assets include cash, accounts receivable (money owed to Council but not yet received), investments, land, buildings, operational and infrastructural assets. Current assets are amounts owed to Council that are expected to be received within the next 12 months while current liabilities are Council's debts that are due to be paid within the next 12 months. Investments are Council funds held in revenue earning securities while property, plant and equipment are of a permanent nature and are held for the benefit of the community.

Non-current liabilities represent money owed by Council that does not have to be paid within the next 12 months.

Prospective Statement of Cash Flows

This Prospective Statement covers all the inflows and outflows of cash during the year covered by the Prospective Statement of Comprehensive Revenue and Expense. The Prospective Statement of Cash Flows identifies the sources and application of cash in respect of Council's operating, investing and financing activities.

Prospective Proposed Statement of Accounting Policies

These explain the basis upon which the prospective financial Prospective Statements are prepared. They explain the methods adopted by Council used to measure the transactions incorporated into the financial Prospective Statements above.

Prospective Funding Impact Statement

The Prospective Funding Impact Statements ("PFIS") have been prepared in accordance with the Local Government (Financial Reporting) Regulations 2011, which came into effect 11 July 2011. This is a reporting requirement unique to local government and the disclosures contained within and the presentation of these statements is not prepared in accordance with generally accepted accounting practices.

The purpose of these statements is to report the net cost of services for significant groups of activities ("GOA") of Council, and are represented by the revenue that can be attributed to these activities less the costs of providing the service. They contain all the funding sources for these activities and all the applications of this funding by these activities. The GOA PFIS includes internal transactions between activities such as internal overheads and charges applied and or recovered and internal borrowings.

The PFIS is also prepared at the whole of Council level summarising the transactions contained within the GOA PFIS, eliminating internal transactions, and adding in other transactions not reported in the GOA statements. These items include but are not limited to gain and/or losses on revaluation and vested assets.

They also depart from GAAP as funding sources are disclosed within the PFIS as being either for operational or capital purposes. Revenue such as subsidies received for capital projects, development contributions and proceeds from the sale of assets are recorded as capital funding sources. Under GAAP these are treated as revenue in the Prospective Statement of Comprehensive Revenue and Expense.



Proposed Statement of Accounting Policies for Prospective Financial Statements

Reporting entity

Western Bay of Plenty District Council (Western Bay Council) is a territorial local authority established under the Local Government Act 2002 (LGA) and is domiciled and operates in New Zealand. The relevant legislation governing Western Bay Council's operations includes the LGA and the Local Government (Rating) Act 2002.

Western Bay Council provides local infrastructure, local public services, and performs regulatory functions to the community. Western Bay Council does not operate to make a financial return.

Western Bay Council has designated itself and the group as public benefit entities (PBEs) for the purposes of complying with generally accepted accounting practice.

The prospective financial statements of Western Bay Council are for the 10 year period ending 30 June 2031. The financial statements of Western Bay Council for each year within the Long Term Plan are to be authorised for issue by Council. These prospective financial statements were authorised for issue by the Western Bay Council on the 29 June 2021.

Basis of preparation

These set of prospective financial statements have been prepared in accordance with NZ generally accepted accounting practice (GAAP) and opening balances for the year ended 30 June 2021. Estimates have been restated accordingly if required. No actual financial results have been incorporated within the prospective financial statements.

Council and management of Western Bay of Plenty District Council accept responsibility for the preparation of the prospective financial statements, including the appropriateness of the assumptions underlying the prospective financial statements and other required disclosures.

Council, who are authorised to do so, believe the assumptions underlying the Prospective Financial Statements are appropriate and as such, have adopted the Consultation Document and have approved it for distribution on 18 February 2021.

The prospective financial statements have been prepared on the going concern basis, and the accounting policies have been applied consistently throughout.

Statement of compliance

The prospective financial statements of Western Bay Council have been prepared in accordance with the requirements of the Local Government Act 2002 (LGA), which include the requirement to comply with generally accepted accounting practice in New Zealand

(NZ GAAP). The prospective financial statements of the Council have been prepared in accordance with the requirements of the LGA and the Local Government (Financial Reporting and Prudence) Regulations 2014 (LG(FRP) R), which include the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

The prospective financial statements have been prepared in accordance with Tier 1 PBE accounting standards.

These prospective financial statements comply with PBE Standards.

Measurement base

The prospective financial statements have been prepared on an historical cost basis, except where modified by the revaluation of land and buildings, certain infrastructural assets, investment property, forestry assets and certain financial instruments (including derivative instruments).

Presentation currency and rounding

The prospective financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

Critical accounting estimates and assumptions

In preparing these prospective financial statements, Council has made estimates and assumptions concerning the future, these are outlined in the Informing our Planning section from page 39. These estimates and assumptions may differ from the subsequent actual results. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances.

Cautionary note

The information in the prospective financial statements is uncertain and the preparation requires the exercise of judgement. Actual financial results achieved for the period covered are likely to vary from the information presented, and the variations may be material. Events and circumstances may not occur as expected or may not have been predicted or Council may subsequently take actions that differ from the proposed courses of action on which the prospective financial statements are based.

The information contained within these prospective financial statements may not be suitable for use in another capacity.

Standards issued and not yet effective and not yet adopted

Standards, and amendments, issued but not yet effective that have not been early adopted, and which are relevant to Council are:

Financial instruments

In March 2019, the XRB issued PBE IPSAS 41 Financial Instruments. PBE IPSAS 41 replaces PBE IFRS 9 Financial Instruments. PBE IPSAS 41 is effective for the year ending 30 June 2023, with early application permitted. The main changes under PBE IPSAS 41 are:

- New financial asset classification requirements for determining whether an asset is measured at fair value or amortised cost.
- A new impairment model for financial assets based on expected losses, which may result in the earlier recognition of impairment losses.
- Revised hedge accounting requirements to better reflect the management of risks.

Council plans to apply this standard in preparing its 30 June 2023 financial statements. The Council do not expect the impact of this standard to have a material effect on the financial forecasts.

Service Performance Reporting

In November 2017, the XRB issued PBE FRS 48 Service Performance Reporting. PBE IPSAS 48 is effective for annual periods beginning on or after 1 January 2021, with early adoption permitted. Council plans to apply the new standard in preparing the 30 June 2022 financial statements. The Council do not expect the impact of this standard to have a material effect on the financial forecasts.

Cashflow Statements

Disclosure Initiative (Amendments to IAS 7), issued by the IASB in January 2016, amended IAS 7 Statement of Cash flows to require entities to provide disclosures that enable users of financial statement to evaluate changes in liabilities arising from financial assets. The IPSASB subsequently amended IPSAS 2 Cash Flow Statements in Improvements to IPSAS, 2018 and the NZASB amended PBE IPSAS 2 in 2018 Omnibus Amendments to PBE Standards. The Council plans to apply the new standard in preparing the 30 June 2022 financial statements. Council do not expect the impact of this standard to have a material effect on the financial forecasts.

Changes in accounting policies

There have been no other changes in accounting policy.

Assumption underlying prospective financial information

The financial information contained within these policies and statements is prospective information and has been prepared in compliance with PBE FRS 42: Prospective Financial Information. The purpose for which it has been prepared is to enable the public to participate in the decision-making processes as to the services to be provided by Western Bay of Plenty District Council over the financial years from 2021/22 to 2030/31 and to provide a broad accountability mechanism of the Council to the community.

Significant accounting policies

Associate entities

Council's entities associate investment is accounted for in the financial statements using the equity method. An associate is an entity over which Council has significant influence and that is neither a subsidiary nor an interest in a joint venture. Council has a 9.7% share in Bay of Plenty Local Authority Shared Services Limited (BOPLASS). The Council also has a 50% ownership in Western Bay of Plenty Tourism and Visitors' Trust.

The investment in an associate is initially recognised at cost and the carrying amount in the group financial statements is increased or decreased to recognise the group's share of the surplus or deficit of the associate after the date of acquisition. Distributions received from an associate reduce the carrying amount of the investment in the group financial statements.

If the share of deficits of an associate equals or exceeds its interest in the associate, the group discontinues recognising its share of further deficits. After the group's interest is reduced to zero, additional deficits are provided for, and a liability is recognised, only to the extent that Council has incurred legal or constructive obligations or made payments on behalf of the associate. If the associate subsequently reports surpluses, the group will resume recognising its share of those surpluses only after its share of the surpluses equals the share of deficits not recognised.

Where the group transacts with an associate, surpluses or deficits are eliminated to the extent of the group's interest in the associate.

Revenue

Revenue is measured at fair value.

Rates revenue

The following policies for rates have been applied:

- General rates, targeted rates (excluding water-by-meter), and uniform annual general charges are recognised at the start of the financial year to which the rates resolution relates. They are recognised at the amounts due. Western Bay Council considers that the effect of payment of rates by instalments is not sufficient to require discounting of rates receivables and subsequent recognition of interest revenue
- Rates arising from late payment penalties are recognised as revenue when rates become overdue
- Revenue from water-by-meter rates is recognised on an accrual basis based on usage. Unbilled usage, as a result of unread meters at year end, is accrued on an average usage basis
- Rates remissions are recognised as a reduction of rates revenue when Western Bay Council has received an application that satisfies its rates remission policy
- Rates collected on behalf of the Bay of Plenty Regional Council (BOPRC) are not recognised as revenue in the financial statements, as Western Bay Council is acting as an agent for the BOPRC.

Financial contributions

The Resource Management Act 1991 is the governing legislation regarding the charging of financial contributions.

Financial contributions are recognised as revenue when Western Bay Council provides, or is able to provide, the service for which the contribution was charged. Otherwise, development and financial contributions are recognised as liabilities until such time as Western Bay Council provides, or is able to provide, the service.

Waka Kotahi NZ Transport Agency roading subsidies

Council receives funding assistance from the Waka Kotahi which subsidises part of the costs of maintenance and capital expenditure on the local roading infrastructure. The subsidies are recognised as revenue upon entitlement, as conditions pertaining to eligible expenditure have been fulfilled.

Other grants received

Other grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

Building and resource consent revenue

Fees and charges for building and resource consent services are recognised on a percentage completion basis with reference to the recoverable costs incurred at balance date.

Entrance fees

Entrance fees are fees charged to users of Council's local pools. Revenue from entrance fees is recognised upon entry to such facilities.

Sales of goods

Revenue from the sale of goods is recognised when a product is sold to the customer.

Infringement fees and fines

Infringement fees and fines mostly relate to traffic and parking infringements and are recognised when the infringement notice is issued. The fair value of this revenue is determined based on the probability of collecting fines, which is estimated by considering the collection history of fines over the preceding 2-year period.

Vested or donated physical assets

For assets received for no or nominal consideration, the asset is recognised at its fair value when Council obtains control of the asset. The fair value of the asset is recognised as revenue, unless there is a use or return condition attached to the asset.

The fair value of vested or donated assets is usually determined by reference to the cost of constructing the asset. For assets received from property developments, the fair value is based on construction price information provided by the property developer.

For long-lived assets that must be used for a specific use (e.g. land must be used as a recreation reserve), Council immediately recognises the fair value of the asset as revenue. A liability is recognised only if Council expects that it will need to return or pass the asset to another party.

Donated and bequeathed financial assets

Donated and bequeathed financial assets are recognised as revenue unless there are substantive use or return conditions. A liability is recorded if there are substantive use or return conditions and the liability released to revenue as the conditions are met (e.g. as the funds are spent for the nominated purpose).

Interest and dividends

Interest revenue is recognised using the effective interest method. Interest revenue on an impaired financial asset is recognised using the original effective interest rate.

Dividends are recognised when the right to receive payment has been established. When dividends are declared from pre-acquisition surpluses, the dividend is deducted from the cost of the investment.

Construction contracts

Contract revenue and contract costs are recognised as revenue and expenses respectively by reference to the stage of completion of the contract at balance date. The stage of completion is measured by reference to the contract costs incurred up to the balance date as a percentage of total estimated costs for each contract.

Contract costs include all costs directly related to specific contracts, costs that are specifically chargeable to the customer under the terms of the contract and an allocation of overhead expenses incurred in connection with Council's construction activities in general.

An expected loss on construction contracts is recognised immediately as an expense in the statement of comprehensive revenue and expense.

Where the outcome of a contract cannot be reliably estimated, contract costs are recognised as an expense as incurred and where it is probable that the costs will be recovered, revenue is recognised to the extent of costs incurred.

Construction work in progress is stated at the aggregate of contract costs incurred to date plus recognised profits less recognised losses and progress billings. If there are contracts where progress billings exceed the aggregate costs incurred plus profits less losses, the net amounts are presented under other liabilities.

Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

Grant expenditure

Non-discretionary grants are those grants that are awarded if the grant application meets the specified criteria and are recognised as expenditure when an application that meets the specified criteria for the grant has been received.

Discretionary grants are those grants where Council has no obligation to award on receipt of the grant application and are recognised as expenditure when approved by Council and the approval has been communicated to the applicant. Council's grants awarded have no substantive conditions attached.

Foreign currency transactions

Foreign currency transactions (including those for which forward foreign exchange contracts are held) are translated into NZ\$ (the functional currency) using the spot exchange rate at the date of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

Income tax

Council does not pay income tax as Section CW39 of the Income Tax Act 2007 specifically exempts income derived by a local authority from income tax, unless that income is derived from a Council-Controlled Organisation, a port related commercial undertaking or as a trustee.

Leases

Finance leases

A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred.

At the commencement of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item and the present value of the minimum lease payments.

The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability.

The amount recognised as an asset is depreciated over its useful life. If there is no certainty as to whether Council will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

Council does not currently have any finance leases.

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

Assets**Cash and cash equivalents**

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities in the statement of financial position.

Receivables

Short-term receivables are recorded at the amount due, less an allowance for expected credit losses (ECL).

The Council and group apply the simplified ECL model of recognising lifetime ECL for receivables.

In measuring ECLs, receivables have been grouped into rates receivables, and other receivables, and assessed on a collective basis as they possess shared credit risk characteristics. They have then been grouped based on the days past due. A provision matrix is then established based on historical credit loss experience, adjusted for forward looking factors specific to the debtors and the economic environment.

Rates are “written-off”:

- when remitted in accordance with the Council’s rates remission policy; and
- in accordance with the write-off criteria of sections 90A (where rates cannot be reasonably recovered) and 90B (in relation to Māori freehold land) of the Local Government (Rating) Act 2002.

Other receivables are written-off when there is no reasonable expectation of recovery.

Derivative financial instruments and hedge accounting

Derivative financial instruments are used to manage exposure to foreign exchange arising from Western Bay Council’s operational activities and interest rate risks arising from Council’s financing activities. In accordance with its treasury policy, Council does not hold or issue derivative financial instruments for trading purposes.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at each balance date. The method of recognising the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and, if so, the nature of the item being hedged.

The Council and group have elected to not adopt the new hedge accounting requirements of PBE IPSAS 41 as permitted under the transitional provisions of PBE IPSAS 41.

This means the Council and group continues to apply the hedge accounting requirements of PBE IPSAS 29 *Financial Instruments: Recognition and Measurement*.

The associated gains or losses on derivatives that are not hedge accounted are recognised in the surplus or deficit.

Other financial assets

Other financial assets (other than shares in subsidiaries) are initially recognised at fair value. They are then classified as, and subsequently measured under, the following categories:

- amortised cost;
- fair value through other comprehensive revenue and expense (FVTOCRE); or
- fair value through surplus and deficit (FVTSD).

Transaction costs are included in the carrying value of the financial asset at initial recognition, unless it has been designated at FVTSD, in which case it is recognised in surplus or deficit.

The classification of a financial asset depends on its cash flow characteristics and the Council and group’s management model for managing them.

A financial asset is classified and subsequently measured at amortised cost if it gives rise to cash flows that are ‘solely payments of principal and interest (SPPI)’ on the principal outstanding, and is held within a management model whose objective is to collect the contractual cash flows of the asset.

A financial asset is classified and subsequently measured at FVTOCRE if it gives rise to cash flows that are SPPI and held within a management model whose objective is achieved by both collecting contractual cash flows and selling financial assets.

Financial assets that do not meet the criteria to be measured at amortised cost or FVTOCRE are subsequently measured at FVTSD. However, the Council and group may elect at initial recognition to designate an equity investment not held for trading as subsequently measured at FVTOCRE.

Financial assets are classified into the following categories for the purpose of measurement:

- fair value through surplus or deficit
- loans and receivables
- held-to-maturity investments; and
- fair value through other comprehensive revenue and expense.

The classification of a financial asset depends on the purpose for which the instrument was acquired.

Subsequent measurement of financial assets at amortised cost

Financial assets classified at amortised cost are subsequently measured at amortised cost using the effective interest method, less any expected credit losses. Where applicable, interest accrued is added to the investment balance. Instruments in this category include term deposits, community loans, and loans to subsidiaries and associates.

Subsequent measurement of financial assets at FVTOCRE

Financial assets in this category that are debt instruments are subsequently measured at fair value with fair value gains and losses recognised in other comprehensive revenue and expense, except expected credit losses (ECL) and foreign exchange gains and losses are recognised in surplus or deficit. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified to surplus and deficit. The Council and group do not hold any debt instruments in this category.

Financial assets in this category that are equity instruments designated as FVTOCRE are subsequently measured at fair value with fair value gains and losses recognised in other comprehensive revenue and expense. There is no assessment for impairment when fair value falls below the cost of the investment. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is transferred to accumulated funds within equity. The Council and group designate into this category all equity investments that are not included in its investment fund portfolio, and if they are intended to be held for the medium to long-term.

Subsequent measurement of financial assets at FVTSD

Financial assets in this category are subsequently measured at fair value with fair value gains and losses recognised in surplus or deficit.

Interest revenue and dividends recognised from these financial assets are separately presented within revenue.

Instruments in this category include the Council and group's investment fund portfolio (comprising of listed shares, bonds, and units in investment funds) and LGFA borrower notes.

Expected credit loss allowance (ECL)

The Council and group recognise an allowance for ECLs for all debt instruments not classified as FVTSD. ECLs are the probability-weighted estimate of credit losses, measured at the present value of cash shortfalls, which is the difference between the cash flows due to Council and group in accordance with the contract and the cash flows it expects to receive. ECLs are discounted at the effective interest rate of the financial asset.

ECLs are recognised in two stages. ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). However, if there has been a significant increase in credit risk since initial recognition, the loss allowance is based on losses possible for the remaining life of the financial asset (Lifetime ECL).

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, the Council and group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Council and group's historical experience and informed credit assessment and including forward-looking information.

The Council and group considers a financial asset to be in default when the financial asset is more than 90 days past due. The Council and group may determine a default occurs prior to this if internal or external information indicates the entity is unlikely to pay its credit obligations in full.

Financial assets at fair value through surplus or deficit

Financial assets at fair value through surplus or deficit include financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short-term or it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of short-term profit-taking. Derivatives are also categorised as held for trading unless they are designated into a hedge accounting relationship for which hedge accounting is applied.

Financial assets acquired principally for the purpose of selling in the short-term or part of a portfolio classified as held for trading are classified as a current asset. The current/non-current classification of derivatives is explained in the derivatives accounting policy above.

After initial recognition, financial assets in this category are measured at their fair values with gains or losses on remeasurement recognised in the surplus or deficit.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets.

After initial recognition, they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities and there is the positive intention and ability to hold to maturity. They are included in current assets, except for maturities greater than 12 months after balance date, which are included in non-current assets.

After initial recognition they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Fair value

Fair value through other comprehensive revenue and expense

Financial assets at fair value through other comprehensive revenue and expense are those that are designated into the category at initial recognition or are not classified in any of the other categories above. They are included in non-current assets unless management intends to dispose of, or realise, the investment within 12 months of balance date. Council includes in this category:

- investments that Council intends to hold long-term but which may be realised before maturity; and
- shareholdings that Council holds for strategic purposes.

On derecognition, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

Impairment of financial assets

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit.

Loans and receivables, and held-to-maturity investments

Impairment is established when there is evidence that Council and group will not be able to collect amounts due according to the original terms of the receivable.

Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation and default in payments are indicators that the asset is impaired.

The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits, local authority stock, government bonds, and community loans, are recognised directly against the instrument's carrying amount.

Financial assets at fair value through other comprehensive revenue and expense

For equity investments, a significant or prolonged decline in the fair value of the investment below its cost is considered objective evidence of impairment.

For debt investments, significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, and default in payments are objective indicators that the asset is impaired.

If impairment evidence exists for investments at fair value through other comprehensive revenue and expense, the cumulative loss (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the surplus or deficit) recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

Equity instrument impairment losses recognised in the surplus or deficit are not reversed through the surplus or deficit.

If in a subsequent period the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised, the impairment loss is reversed in the surplus or deficit.

Non-current assets held for sale

Non-current assets held for sale are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. Non-current assets held for sale are measured at the lower of their carrying amount and fair value less costs to sell.

Any impairment losses for write-downs of non-current assets held for sale are recognised in the surplus or deficit.

Any increases in fair value (less costs to sell) are recognised up to the level of any impairment losses that have been previously recognised.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale.

Property, plant and equipment

Property, plant, and equipment consist of:

Operational assets

These include land, buildings, landfill post-closure, library books, plant and equipment, and motor vehicles.

Restricted assets

Restricted assets are mainly parks and reserves owned by Council and group that provide a benefit or service to the community and cannot be disposed of because of legal or other restrictions.

Infrastructure assets

Infrastructure assets are the fixed utility systems owned by Council and group. Each asset class includes all items that are required for the network to function. For example, sewerage reticulation includes reticulation piping and sewerage pump stations. Land (operational and restricted) is measured at fair value, and buildings (operational and restricted), library books, and infrastructural assets are measured at fair value less accumulated depreciation. All other asset classes are measured at cost less accumulated depreciation and impairment losses.

Revaluation

Land and buildings (operational and restricted) library books, and infrastructural assets (with the exception of land under roads) are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value and at least every three years.

The carrying values of revalued assets are assessed annually to ensure that they do not differ materially from the assets' fair values. If there is a material difference, then the off-cycle asset classes are revalued.

Revaluations of property, plant, and equipment are accounted for on a class-of-asset basis. The net revaluation results are credited or debited to other comprehensive revenue and expense and are accumulated to an asset revaluation reserve in equity for that class-of-asset.

Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue and expense but is recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue and expense.

Transportation assets including roads, bridges and footpaths were revalued at depreciated replacement cost at 1 July 2018 and certified by Opus International Consultants Limited.

Water, wastewater and stormwater assets including reticulation, treatment plants, reservoirs and bores were revalued at depreciated replacement cost at 1 July 2017 and certified by Aecom New Zealand Limited.

Land and buildings, except land under roads, were revalued at fair value at 1 July 2017 by Opteon. Library books were revalued at fair value by Aecom at 1 July 2017 and Marine assets were revalued at fair value by Tonkin and Taylor at 1 July 2017.

All other asset classes are carried at depreciated historical cost.

Additions

The cost of an item of property, plant, and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to Council and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

In most instances, an item of property, plant, and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition.

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Council and group and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant, and equipment are recognised in the surplus or deficit as they are incurred.

Disposals

Gains and losses on disposals are determined by comparing the disposal proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to accumulated funds.

Depreciation

Depreciation is provided on a straight-line basis on all buildings, bridges, reticulation assets and other structures, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. Diminishing value is used for motor vehicles, office equipment and furnishings, library books and computer systems. Land and drains are non-depreciable. The useful lives and associated depreciation rates of major classes of assets have been estimated as noted overleaf.

Buildings		
• Concrete	100 years	Straight line
• Wooden	40 years	Straight line
• Improvements	10 years	Straight line
Land		Not depreciated
Other plant and equipment	10 years	Diminishing value
Office equipment and furnishings	10 years	Diminishing value
Computer systems	5 years	Diminishing value
Motor vehicles	5 years	Diminishing value
Library books	10-15 years	Straight line
Infrastructural assets		
Roading network		
• Pavements (base course)	25 to 75 years	Straight line
• Seal	5 to 60 years	Straight line
• Unsealed	3 to 5 years	Straight line
• Other	5 to 70 years	Straight line
• Formation (not depreciated)		
Bridges		
• Concrete	100 years	Straight line
• Steel	50 years	Straight line
Reticulation		
• Water	20 to 60 years	Straight line
• Sewerage	60 to 100 years	Straight line
• Stormwater	80 to 120 years	Straight line
• Treatment plant and equipment	25 to 50 years	Straight line
• Wooden reservoirs	80 years	Straight line
• Concrete reservoirs	100 years	Straight line
• Dams	100 years	Straight line
• Bores	100 years	Straight line
• Coastal Structures	22 years	Straight line

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end

Impairment of property, plant, and equipment and intangible assets

Intangible assets subsequently measured at cost that have an indefinite useful life, or are not yet available for use are not subject to amortisation and are tested annually for impairment.

Property, plant, and equipment and intangible assets subsequently measured as costs. Impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and its value in use.

If an asset's carrying amount exceeds its recoverable amount, the asset is regarded as impaired and the carrying amount is written-down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is recognised in the surplus or deficit.

Intangible assets

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use are recognised as an intangible asset. Direct costs include the software development employee costs and an appropriate portion of relevant overheads.

Staff training costs are recognised in the surplus or deficit when incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Costs associated with development and maintenance of Council's website are recognised as an expense when incurred.

Easements

Easements are recognised at cost, being the costs directly attributable to bringing the asset to its intended use. Easements have an indefinite useful life and are not amortised, but are instead tested for impairment annually.

Carbon credits

Purchased carbon credits are recognised at cost on acquisition. Free carbon credits received from the Crown are recognised at fair value on receipt. They are not amortised, but are instead tested for impairment annually.

They are derecognised when they are used to satisfy carbon emission obligations.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised in the surplus or deficit.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

Computer software	3 to 5 years	20% to 33.3%
Resource consents	life of the asset	5%
Property subdivision rights	19 years	5.3%

Forestry assets

Standing forestry assets are independently revalued annually at fair value less estimated costs to sell for one growth cycle. Fair value is determined based on the present value of expected future cash flows discounted at a current market determined rate. This calculation is based on existing sustainable felling plans and assessments regarding growth, timber prices, felling costs, and silvicultural costs and takes into consideration environmental, operational, and market restrictions.

Gains or losses arising on initial recognition of forestry assets at fair value less costs to sell and from a change in fair value less costs to sell are recognised in the surplus or deficit. Forestry maintenance costs are recognised in the surplus or deficit when incurred.

Investment property

Properties leased to third parties under operating leases are classified as investment property unless the property is held to meet service delivery objectives, rather than to earn rentals or for capital appreciation.

Investment property is measured initially at its cost, including transaction costs.

After initial recognition, all investment property is measured at fair value at each reporting date. Gains or losses arising from a change in the fair value of investment property are recognised in the surplus or deficit.

Payables

Short-term payables are recorded at the amount payable.

Borrowings

Borrowings are initially recognised at their fair value plus transaction costs. After initial recognition, all borrowings are measured at amortised cost using the effective interest method. Borrowings are classified as current liabilities unless the Council or group has an unconditional right to defer settlement of the liability for at least 12 months after balance date.

Employee entitlements

Short-term employee entitlements

Employee benefits expected to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date, retirement gratuity and long-service leave expected to be settled within 12 months and sick leave. A liability for sick leave is recognised to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent it will be used by staff to cover those future absences.

A liability and an expense are recognised for bonuses where the Council has a contractual obligation or where there is a past practice that has created a constructive obligation.

Long-term employee entitlements

Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee renders the related service, such as long service leave and retirement gratuities, have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

Presentation of employee entitlements

Sick leave, annual leave, and vested long service leave are classified as a current liability. Non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense and is included in “finance costs”.

Landfill post-closure provision

Council as operator of the Te Puke and Athenree landfills, has a legal obligation under the resource consent to provide ongoing maintenance and monitoring services at the landfill sites after closure. A provision for post-closure costs is recognised as a liability when the obligation for post-closure arises.

The provision is measured based on the present value of future cash flows expected to be incurred, taking into account future events including legal requirements and known improvements in technology. The provision includes all costs associated with landfills post-closure.

Financial guarantee contracts

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

Financial guarantee contracts are initially recognised at fair value. If a financial guarantee contract was issued in a stand-alone arm's length transaction to an unrelated party, its fair value at inception is equal to the consideration received. When no consideration is received, the fair value of the liability is initially measured using a valuation technique, such as considering the credit enhancement arising from the guarantee or the probability that Council will be required to reimburse a holder for a loss incurred discounted to present value. If the fair value of a guarantee cannot be reliably determined, a liability is only recognised when it is probable there will be an outflow under the guarantee.

Financial guarantees are subsequently measured at the higher of:

- the present value of the estimated amount to settle the guarantee obligation if it is probable there will be an outflow to settle the guarantee, and
- the amount initially recognised less, when appropriate, cumulative amortisation as revenue.

Equity

Equity is the community's interest in Council and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components.

- Accumulated funds
- Restricted reserves
- Property revaluation reserve
- Fair value through other comprehensive revenue and expense reserve,
- Council created reserves.

Restricted reserves

Restricted reserves are a component of equity generally representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by the Council.

Restricted reserves include those subject to specific conditions accepted as binding by Council and which may not be revised by Council without reference to the Courts or a third party. Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met.

Also included in restricted reserves are reserves restricted by Council decision. Council may alter them without reference to any third party or the Courts. Transfers to and from these reserves are at the discretion of Council.

Property revaluation reserve

This reserve relates to the revaluation of property, plant, and equipment to fair value.

Fair value through other comprehensive revenue and expense reserve

This reserve comprises the cumulative net change in the fair value of assets classified as fair value through other comprehensive revenue and expense.

Council created reserves

These reserves are made up general reserves and form a component of equity. They include Asset replacement reserves, disaster contingency reserves and general reserves.

Goods and Service Tax (GST)

All items in the financial statements are stated exclusive of GST, except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the IRD is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Budget figures

The 2021 budget figures are those approved by Council in its 2020-21 annual plan which have subsequently been revised due to the shift in opening balances arising from the 2019-20 Annual Report. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted by the Council in preparing these financial statements.

Cost allocation

The cost of service for each significant activity of Council has been derived using the cost allocation system outlined below.

Direct costs are those costs directly attributable to a significant activity. Indirect costs are those costs that cannot be identified in an economically feasible manner with a specific significant activity.

Direct costs are charged directly to significant activities. Indirect costs are charged to significant activities using appropriate cost drivers such as actual usage, staff numbers, and floor area.

Impact of COVID-19

Western Bay Council has assessed the impacts of COVID-19 on its position as at 18 February 2021, and its key accounting estimates and its assumptions looking forward.

Council considers that the impact of COVID-19 immaterial and subsequently there are no adjustments required to key accounting estimates and assumptions.



Anzac Bay, Bowentown





Summary of Financial Contributions Policy

Whakarāpopoto o Kaupapa here Tuku Tahua

Council is required under sections 102(4) (d) and 106 of the Local Government Act 2002 (LGA) to have either a Development Contribution Policy under the LGA 2002 or a Financial Contribution Policy under section 108(9) of the Resource Management Act 1991 (RMA).

General position statement

Council's Financial Contributions Policy has been operative since 1991. The full policy is contained in the Western Bay of Plenty District Council District Plan.

Criteria

Protection of the natural and physical environment and social, economic, cultural and environmental wellbeing of the people and communities from the potential adverse effects of new or intensified development.

- The provision of adequate funding for and efficient utilisation of, the District's infrastructure.
- A financial contributions strategy which ensures that financial contributions are charged on the basis of covering the community's costs of providing infrastructure.
- A financial contributions strategy which is responsive to the social, environmental, cultural and economic needs of the community.
- Timing of development commensurate with the ability to make appropriate provision for infrastructure.

Summary of Financial Contributions Policy

Introduction

Growth in the District places significant pressure on Council to provide infrastructure at the appropriate levels of service. If growth is not managed in an integrated manner along with the provision of infrastructure, then the levels of service will fall short of the demands of growth and/or Council could be forced to develop infrastructure in an unplanned, ad hoc and inefficient manner.

Integration of Council's funding strategy with growth management is critical to ensure that funds are spent in the most effective manner possible. Part of the funding strategy is to also ensure that those who require the expenditure pay accordingly. Financial contributions from development are seen as a key part of that strategy to make sure that new development is not subsidised by existing ratepayers.

While it is acknowledged that development in the District has positive effects, it also has the potential to adversely affect the environment, including people and communities, in a range of ways. Some of these effects cannot be adequately avoided or mitigated on a site-by-site basis. Rather, they can best be addressed through the provision of new or improved infrastructure. In some parts of the District the community has already provided infrastructure ahead of development and measures to avoid or mitigate future effects are thus already in place. The types of adverse effects on the environment associated with new development that are best addressed through integrated provision of infrastructure include:

Wastewater

Effects on the environment including property, people and their health, amenity, social and cultural values through pollution of soil, ground and surface water, the coastal area including beaches and seafood and through odor.

Stormwater

Effects on property, human life and health and amenity and cultural values through flooding, siltation, erosion and pollution of waterways and coastal waters.

Water supply

Effects on health, fire safety, amenity, economic and cultural wellbeing through adequacy and quality of supply.

Transportation and Roading

Effects on access, mobility and safety, social, cultural and economic wellbeing through inadequate standards for the level of use.

Recreation and Leisure

Effects on wellbeing of people and communities and cultural and amenity values through inadequate or inappropriate provision of open space and facilities. New development may also have adverse effects on indigenous vegetation and habitats of indigenous fauna through inadequate protection of and, provision for, biodiversity.

Alternative means of funding the necessary additional infrastructure, such as by rates levied on existing properties and/or loans taken out by Council can place a disproportionate burden on the existing community, which is, in effect, being asked to subsidise growth and change. This may adversely affect the economic well-being of the existing community and may be unsustainable. Conversely new development should not subsidise activities that primarily benefit existing users. There needs to be an equitable sharing of costs between existing residents and new development.

Integrated growth management (statutory context)

While Council's financial contributions policy is determined as part of the District Plan process, the schedules of works and consequent amounts payable can be updated each year through the Long Term Plan or Annual Plan process. This is to ensure that amounts charged reflect up to date costs, including actual expenditure and any necessary changes in timing or patterns of growth. Financial contributions can also be reviewed through a plan change through the RMA process. Implementation and monitoring are carried out through separate processes such as the Annual Plan and Annual Report.

General approach to calculating financial contributions

Financial contributions in the District Plan are based on a buy-in to the surplus capacity of existing infrastructure and/or the payment of a contribution to development programmes involving the upgrading of existing infrastructure or the provision of new infrastructure, both of which allow for future development.

Infrastructure financial contributions are calculated in accordance with formulae set out in the District Plan and are based on approved development programmes. Some of these programmes will be established through urban growth structure plans (water, wastewater, stormwater and urban roading) which include schedules of works to be undertaken, timing and funding (particularly the split between developer and Council funding). For areas not covered by structure plans, e.g. rural areas, geographic spread and the unpredictability of the location of growth makes it difficult to implement planned infrastructure development programmes. Rather than restrict growth, Council wishes to provide for it in a responsive manner. Development in the rural area will be subject to financial contributions that have been developed on a broader catchment or District-wide basis.

Infrastructure provision or upgrades will be implemented through approved infrastructure development programmes that are based on criteria that are triggered by actual growth.

The level of financial contribution is generally calculated by projecting growth for various parts of the District, establishing the need for and, capital costs of, a service or facility for the planning period (including costs which have already been incurred in anticipation of growth) to service that growth and then determining an equitable contribution. Specifically, financial contributions for recreation, transportation and ecological protection are based on future capital expenditure requirements. Financial contributions for water, wastewater and stormwater are based on recovery of the value of existing surplus capacity, plus the value of additional capacity for future dwellings.

The financial contributions for ecological protection are figures which can only be reviewed through a change to the District Plan.

Subdivision is generally a precursor to further development and intensification of the use of land, so financial contributions are generally assessed at the time that a resource consent for a subdivision, development or new activity is granted and are paid directly to Council as the relevant condition of consent provides.

Financial contributions may also apply to land use changes where the new activity has a potential future impact on infrastructure.

As part of its Annual Plan process, Council may resolve to reduce or waive any particular financial contribution that would normally be charged during that year.

Such resolution will be recorded in the Annual Plan. This will be done only where it is shown that wider community detriment would be likely to occur if full financial contributions were

charged. Such a community subsidy is intended to be applied only where a clear net disbenefit to the community concerned would otherwise occur.

The following tables summarise the projected capital expenditure requirements over the 10 years of the Long Term Plan (2021-2031) which are attributable to growth and the funding provided by way of financial contributions for this capital expenditure.

The balance of the capital expenditure costs, apart from a small component for strategic roading capital expenditure, is recovered from financial contributions received in subsequent years to the Long Term Plan 2021-2031. Strategic roading comprises key roads that benefit the whole roading network and includes projects such as Ōmokoroa Road and Te Puke Highway. Strategic roading is funded by a mix of District-wide financial contributions, specific financial contributions, developers, subsidies from New Zealand Transport Agency and roading rates.

Projected Capital expenditure for growth

Council activity	Forecast \$'000											
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
Sources of operating funding												
Communities	124	320	53	547	2,901	674	1,784	8,883	71	85	149	
Transportation	5,392	18,624	40,173	47,113	13,537	7,765	12,331	11,254	7,773	8,622	17,734	
Water supply	3,025	5,787	4,726	7,690	6,766	4,888	5,558	4,904	3,708	789	527	
Recreation and open space	2,683	2,309	2,303	6,490	5,107	5,557	1,548	559	2,977	3,188	3,080	
Wastewater	1,030	3,610	6,440	1,691	2,387	478	569	1,100	10,194	12,627	516	
Solid waste	50	-	-	-	-	-	-	-	-	-	-	
Stormwater	2,115	3,251	4,132	2,136	2,678	3,883	389	169	198	5,274	3,764	
Economic	662	564	479	863	562	357	592	373	621	391	649	

Financial contributions sought

Council activity	Forecast \$'000										
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of operating funding											
Transportation	2,755	3,089	3,663	4,245	4,369	4,496	4,620	4,740	4,863	4,987	5,106
Water supply	1,605	2,045	2,122	1,886	1,951	2,020	2,078	2,144	1,736	1,788	1,837
Recreation and open space	-	2,293	2,357	2,241	2,298	2,360	2,415	2,472	2,532	2,591	2,646
Wastewater	1,836	1,911	1,960	1,802	1,969	2,038	2,087	2,148	1,949	2,001	2,050
Stormwater	1,479	1,600	1,676	1,637	1,689	1,744	1,790	1,842	1,717	1,763	1,806



Treasury Policy Kaupapa here Kaupapa Rawa

The purpose of the Treasury Policy is to outline approved policies and procedures in respect of all treasury activity to be undertaken by Western Bay of Plenty District Council.

The formalisation of such policies and procedures will enable treasury risks within Council to be prudently managed.

1. Policy objective

Council has Treasury risks arising from debt raising, investments and associated interest rate management activity.

Treasury activities are:

- compliance with the Local Government Act 2002
- develop and maintain professional relationships with the financial markets
- invest surplus cash in liquid and creditworthy investments
- raise appropriate finance, in terms of both maturity and interest rate
- manage the overall cash position of Council's operations.

2. General approach

2.1 Council is a risk-averse entity and does not wish to seek risk from its Treasury activities.

2.2 Activity which may be construed as speculative in nature is expressly forbidden.

2.3 Council manages both liabilities and cash investments through an internal Treasury activity. Funds are advanced by the Treasury activity for a specific period. Loans are repaid to the Treasury activity based on standard loan lives, depending on the useful lives of the assets.

2.3.1 Interest for loans is based on Council's weighted cost of funds.

2.3.2 Interest is credited to activities based on investment rates.

3. Liability management policy

3.1 Council approves borrowing by resolution during the Annual Planning process.

3.2 Council raises borrowing for the following primary purposes:

3.2.1 General debt to fund Council's Balance Sheet.

3.2.2 Specific debt associated with "special one-off" projects and capital expenditure.

3.2.3 To fund assets with inter-generational qualities.

3.3 Specific borrowing limits

In managing borrowing, Council will adhere to the following limits:

- the net interest expense of all external borrowings will not exceed 20% of total revenues
- the net interest expense of all external borrowings will not exceed 25% of annual rates revenue
- liquid ratio of $\geq 1:1.10$
- current ratio ≥ 1.25
- liquidity ratio (external term debt plus committed loan facilities plus available liquid short term financial investments divided by existing external debt) to be greater than 110%
- The percentage of net external debt to total revenue to be less than 180% in 2021 to 2031.

'Revenue' is defined as earnings from rates, government grants and subsidies, user charges, interest and other revenue.

'Rates' is defined as all revenue under the Local Government (Rating) Act 2002, excluding rates collected on behalf of the Bay of Plenty Regional Council.

'Total revenue' for the purposes of this policy includes: earnings from rates revenue; grants and subsidies; user charges; interest and other operating revenue (excluding vested assets and financial contributions).

3.4 Liquidity and credit risk management

3.4.1 Council's ability to readily attract cost-effective borrowing is largely driven by its ability to maintain a strong balance sheet, as well as its ability to rate, manage its image in the market and its relationships with bankers. Where possible, Council seeks a diversified pool of stock and bank borrowing and ensures that bank borrowings are only sought from the approved list of registered banks.

3.4.2 To minimise the risk of large concentrations of debt maturing or being reissued in periods where credit margins are high for reasons within or beyond Council's control, Council ensures debt maturity is spread widely over a band of maturities. Council manages this specifically by ensuring that:

- No more than 35% of total borrowing is subject to refinancing in any financial year. Total borrowing includes any forecast borrowing.

3.4.3 Council's liquidity ratio includes both cash and cash equivalents, and Council's guaranteed external facilities (2021:\$30m).

3.4.4 New Zealand Local Government Funding Agency Limited investment

The Council may borrow from the New Zealand Local Government Funding Agency Limited (LGFA) and, in connection with that borrowing, may enter into the following related transactions to the extent it considers necessary or desirable:

- (a) Contribute a portion of its borrowing back to the LGFA as an equity contribution to the LGFA.
- (b) Provide guarantees of the indebtedness of other local authorities to the LGFA and of the indebtedness of the LGFA itself.
- (c) Commit to contributing additional equity (or subordinated debt) to the LGFA if required.
- (d) Subscribe for shares and uncalled capital in the LGFA; and
- (e) Secure its borrowing from the LGFA, and the performance of other obligations to the LGFA or its creditors with a charge over the Council's rates and rates revenue.

3.5 Risk recognition

- Local government risk is priced to a higher fee and margin level.
- The Council's own credit standing, or financial strength as a borrower, deteriorates due to financial, regulatory or other reasons.
- A large individual lender to the Council experiences its own financial/exposure difficulties, resulting in the Council not being able to manage their debt portfolio as optimally as desired.
- New Zealand investment community experiences a substantial "over supply" of Council investment assets.
- Financial market stocks from domestic or global events.

A key factor of funding risk management is to spread and control the risk to reduce the concentration of risk at one point in time. This is so that if any of the above events occur, the overall borrowing cost is not unnecessarily increased and the desired maturity profile is not compromised due to market conditions.

3.6 Liquidity/funding risk control limits (borrowings)

3.6.1 Term debt and committed debt facilities must be maintained at an amount that exceeds 110% of projected peak net debt levels over the next year (per long term cash and debt forecasts).

3.6.2 Disaster recovery requirements are met through the liquidity ratio.

3.6.3 The maturity profile of the total committed funding in respect to all loans and committed facilities is to be controlled by the following system and apply when external debt exceeds \$25 million:

Council has the ability to pre-fund up to 18 months forecast debt requirements including re-financings. Debt refinancing that have been prefunded, will remain included within the funding maturity profile until their maturity date

A maturity schedule outside these limits requires specific Council approval.
 A 12-month phase-in, non-compliance period is permitted.

3.7 Interest rate risk management

Council’s borrowing gives rise to direct exposure to interest rate movements. Generally, given the long-term nature of Council’s assets, projects and inter-generational factors and Council’s preference to avoid an adverse impact on rates, there is a general tendency to have a high percentage of long-term fixed rate or hedged borrowing.

3.8 Approved financial instruments

Dealing in interest rate products must be limited to financial instruments approved by the Council. Any other financial instrument must be specifically approved by Council on a case-by-case basis and only be applied to the one singular transaction being approved.

Category	Instrument
Cash management and borrowing	<ul style="list-style-type: none"> • Bank overdraft • Committed cash advance and bank accepted bill facilities (term facilities) • Uncommitted money market facilities • Loan stock / bond issuance • Commercial paper (CP) / bills / promissory notes • Finance leases
Interest rate risk Management	<p>Forward rate agreements ('FRAs') on:</p> <ul style="list-style-type: none"> • Bank bills • Government bonds. <p>Interest rate swaps including:</p> <ul style="list-style-type: none"> • Forward start swaps (start date <24 months) • Amortising swaps (whereby notional principal amount reduces) • Swap extensions and shortenings <p>Interest rate options on:</p> <ul style="list-style-type: none"> • Bank bills (purchased caps and one for one collars) • Government bonds • Interest rate swaps (purchased only).

3.9 Interest rate risk control limits

Exposure to interest rate risk is managed and mitigated through the risk control limits below. Council’s forecast core external debt should be within the following fixed/floating interest rate risk control limit, and will apply when forecast core debt exceeds \$25 million.

- Core external debt is defined as gross external debt. When approved forecasts are changed, the amount of fixed rate cover in place may have to be adjusted to ensure compliance with the Policy minimums and maximums.

Debt Interest Rate Policy Parameters (calculated on a rolling basis)

Period	Minimum Fixed	Maximum Fixed
0 - 2 Yrs	40%	100%
2 - 5 Yrs	20%	80%
5 - 10 Yrs	0%	60%

“Fixed Rate” is defined as an interest rate repricing date beyond 12 months forward on a continuous rolling basis.

“Floating Rate” is defined as an interest rate repricing within 12 months.

The percentages are calculated on the rolling projected core debt level calculated by management (signed off by the CFO).

- 3.
- A fixed rate maturity profile that is outside the above limits, however self corrects within 90-days is not in breach of this Policy. Maintaining a maturity profile beyond 90-days requires specific approval by Council.
 - Floating rate debt may be spread over any maturity out to 12 months. Bank advances may be for a maximum term of 12 months.
 - Any interest rate derivatives with a maturity beyond 16 years must be approved by Council. The exception to this will be if council raises LGFA funding as fixed rate and this maturity is beyond 16 years.
 - Hedging outside the above risk parameters must be approved by Council.
 - Interest rate options must not be sold outright. However, one for one collar option structures are allowable, whereby the sold option is matched precisely by amount and maturity to the simultaneously purchased option. During the term of the option, only the sold side of the collar can be closed out (i.e. repurchased) otherwise, both sides must be closed simultaneously. The sold option leg of the collar structure must not have a strike rate “in-the-money”.
 - Purchased borrower swaptions mature within 12 months.
 - Interest rate options with a maturity date beyond 12 months that have a strike rate (exercise rate) higher than 2.00% above the appropriate swap rate, cannot be counted as part of the fixed rate hedge percentage calculation.
 - The forward start period on swap/collar strategies is to be no more than 24 months, unless the forward start swap/collar starts on the expiry date of an existing fixed interest rate instrument (i.e. either derivative or fixed rate borrowings) and has a notional amount which is no more than that of the existing fixed interest rate instrument

3.10 Loan payments

External loans are repaid on due date. The lengths of external loans are based on projected internal loans and cash requirements.

4. Investment policy

4.1 Council maintains investments in the following financial assets:

- Equity investments including shareholdings and loan advances to trading and service enterprises, charitable trusts and incorporated societies; for example sporting and community organisations
- Property investments, including land and buildings
- Treasury instruments incorporating longer term and liquidity investments.

4.2 Equity investments and loan advances

Investments include shareholdings in trading and service enterprises and loan advances to charitable trusts, incorporated societies, residential and rural housing which are consistent with Council's Long Term Plan. Council operates an internal borrowing system for funding infrastructural improvements as well as funding current accounts. This information is reported to Council on a quarterly basis.

4.2(a) New Zealand Local Government Funding Agency Limited Investment:

- The Council may invest in shares and other financial instruments of the New Zealand Local Government Funding Agency Limited (LGFA) and may borrow to fund that investment
- The Council's objective in making any such investment will be to:
 - (a) obtain a return on the investment; and
 - (b) ensure that the LGFA has sufficient capital to become and remain viable, meaning that it continues as a source of debt funding for the Council.
- Because of this dual objective, the Council may invest in LGFA shares in circumstances in which the return on that investment is potentially lower than the return it could achieve with alternative investments.

If required in connection with the investment, the Council may also subscribe for uncalled capital in the LGFA.

4.3 Property investments

Council's overall objective is to only own property that is necessary to achieve its strategic objectives.

Council reviews property ownership through assessing the benefits of continued ownership in comparison to other arrangements which could deliver the same results.

4.4 Treasury investments

Council maintains treasury investments for the following primary reasons:

- provide ready cash in the event of a natural disaster. This cash is intended to bridge the gap between the disaster and the reinstatement of normal revenue streams and assets
- invest amounts allocated to accumulated surplus, Council created and restricted reserves, sinking funds and general reserves
- invest funds allocated for approved future expenditure, to implement strategic initiatives or to support inter-generational allocations
- invest proceeds from the sale of assets
- invest surplus cash and working capital funds.

4.5 Counterparty credit risk

Counterparty credit risk is the risk of losses (realised or unrealised) arising from a counterparty defaulting on a financial instrument where Council is a party.

The credit risk to Council in a default event will be weighted differently depending on the type of instrument entered into.

Council will regularly review credit risk. Treasury related transactions would only be entered into with organisations specifically approved by Council.

Counterparties and limits can only be approved on the basis of long term credit ratings (Standard and Poor's or Moody's) being A- and above or short term rating of A-1 or above.

Council is not a long-term investor in Treasury investments.

Limits should be spread amongst a number of counterparties to avoid concentrations of credit exposure.

The following matrix guide below will determine limits:

The combined holdings of entities rated BBB to A shall not exceed \$10 million.

The combined holdings of corporates and financials shall not exceed \$10 million.

Authorised Asset Classes	Overall Portfolio Limit as a Percentage of the Total Portfolio	Approved Financial Market Investment Instruments (must be denominated in NZ dollars)	Credit Rating Criteria - Standard and Poor's (or Moody's or Fitch equivalents)	Limit for each issuer
New Zealand Government	100%	Government Stock/Treasury Bills	Not Applicable	Unlimited
Supranationals	50%	Bonds/MTNs/FRNs	AAA	Maximum of \$10 million
New Zealand Registered Banks	100%	Call/Deposits/Bank Bills/ Commercial Paper Bonds/MTNs/FRNs	Short term S&P rating of A-1+ Short term S&P rating of A-1 Long term rating of A+ or better	Maximum of \$30 million Maximum of \$10 million Maximum of \$10 million
Rated Local Authorities ("RLA")	50%	Commercial Paper/Bonds/MTNs/ FRNs	Minimum short term S&P rating of A-1 or minimum long term S&P rating of A+	Maximum of \$10 million
State Owned Enterprises ("SoE")	50%	Commercial Paper/ Bonds/ MTNs/FRNs	Short term S&P rating of A-1+ or long term rating of A+ or better	Maximum of \$10 million Maximum of \$5 million
Corporates	30%	Commercial Paper/Bonds/MTNs/ FRNs	Short term S&P rating of A-1 or long term rating of BBB to A Short term S&P rating of A-1+ or long term rating of A+ or better	Maximum of \$7 million Maximum of \$3 million
Financials	30%	Commercial Paper/ Bonds/MTNs/FRNs	Short term S&P rating of A-1+ or long term rating of A+ or better Short term S&P rating of A-1 or long term rating of BBB to A	Maximum of \$5 million Maximum of \$2 million

4.

4.5.1 Treasury investment objectives

Council's primary objective when investing is the protection of its investment. Accordingly, only creditworthy counterparties are acceptable.

Council also seeks to:

- Monitor investment return
- Ensure investments are liquid
- Manage potential capital losses due to interest rate movements if investments need to be liquidated before maturity.

4.5.2 Credit risk is minimised by limiting investments to registered banks, strongly rated State Owned Enterprises (SOE) and corporates within prescribed limits.

4.6 Interest rate risk management

Council's investments give rise to a direct exposure to a change in interest rates, impacting the return and capital value of its fixed rate investments.

Interest rate risk will be managed by reviewing rolling cashflow forecasts and using risk management instruments to protect investment returns and/or to change interest rate and maturity profile.

4.7 Special funds, sinking funds, reserve and endowment funds

Liquid assets are not required to be held against special funds and reserve funds. Instead Council will internally borrow or utilise these funds where ever possible.

4.7.1 Acquisition and disposal of assets

Any disposal of assets requires the approval of Council except those assets within delegated authority.

4.8 Security

Generally, Council does not offer assets or deemed rates as security for general borrowing programmes.

In some circumstances, with prior Council approval, security may be offered:

- On borrowings by granting a rates charge under the Council's Debenture Trust Deed.
- By providing a charge over one or more of the Council's assets.

4.9 Repayment

The Council repays borrowings from the specific sinking fund allocated to that borrowing or from general funds.

4.10 Contingent liabilities


Council from time to time provides financial guarantees to recreation and service organisations. Where possible Council shall obtain cross guarantees. Management ensures that the business plan of the guaranteed party furthers the strategic objectives of Council and that financial statements are received on a regular basis. Should the guarantee be called up, Council will take immediate steps to recover the money.

5. **Foreign exchange policy**

Council has foreign exchange exposure through the occasional purchase of foreign exchange denominated plant, equipment and services.

Generally, all commitments for foreign exchange greater than \$100,000 are hedged using foreign exchange contracts, once expenditure is approved. Council uses both spot and forward foreign exchange contracts.

The use of other foreign exchange risk management products is not permitted.



Significance and Engagement Policy Kaupapa here Hiranga me Whakapā

Council is required to have a Significance and Engagement Policy under Section 76AA of the Local Government Act 2002 (LGA).

The LGA sets out requirements to consult the community when making decisions. It gives Council some flexibility over how it chooses to meet those requirements. The Significance and Engagement Policy is the guide to how Council uses that flexibility.

1.	<p>Relevant legislation</p> <p>Local Government Act (LGA) 2002.</p>
2.	<p>Purpose of policy</p> <p>The purpose of this Policy is to let both Council and the community identify the level of significance of particular proposals or decisions, and to understand when and how the community will be engaged in making decisions.</p> <p>This Policy is one of the inputs into Council’s approach to sustainable decision making. The approach to sustainable decision making is set out in Schedule 1 to this Policy.</p>
3.	<p>Policy objective</p> <p>3.1 To set out how the level of significance of a proposal or decision is determined.</p> <p>3.2 To set out how Council will engage with the public about particular proposals or decisions, depending on its level of significance.</p>
4.	<p>Policy</p> <p>4.1 Council will take into account the following matters when determining the level of significance of a proposal or decision:</p> <ul style="list-style-type: none"> • Whether there is a legal requirement to engage with the community and what that requirement is (see policy 4.4 and 4.5). • Whether the proposal or decision affects the level of service of a significant activity. • The level of financial consequence of the proposal or decision. • Whether the proposal or decision affects a large part of the community, and the extent to which they are affected. • The likely impact on future and present interests of the community, recognising Maori cultural values and their relationship to land and water. • Whether community interest in the proposal or decision is high, and /or there are divided community views. • Whether community views are already known from previous engagement processes. • Whether the decision is reversible. <p>4.2 In general, if a proposal or decision is affected by a number of the above matters, the higher its level of significance, and greater the need for community engagement.</p> <p>4.3 Council will decide early in each process the appropriate level of engagement to support decision making, and will apply the principles of engagement set out in Part 5.</p> <p>4.4 In some instances legislation requires Council to follow either the Special Consultative Procedure (SCP) set out in Section 83 of the LGA 2002, or the principles of consultation set out in Section 82 of the LGA 2002, regardless of the level of significance of a proposal or decision.</p> <p>4.5 In accordance with Section 97 of the LGA 2002, some decisions will only be taken if they have been consulted on and provided for in a Long Term Plan. This includes a decision to alter significantly the intended level of service of a significant activity, and a decision to transfer the ownership or control of a strategic asset to or from a local authority. Council’s strategic assets are listed in Schedule 2 to this policy.</p> <p>4.6 For all other proposals or decisions Council will determine the appropriate level of engagement on a case by case basis, applying the engagement principles set out in Part 5 of this policy.</p> <p>4.7 Engagement will be informed by Council’s Community Engagement Guidelines and Tangata Whenua Engagement Guidelines and Protocols. A summary of the engagement spectrum and tools is provided in Schedule 3 to this policy.</p> <p>4.8 Council, through its Tangata Whenua Engagement Guidelines and Protocols, recognises the specific obligations set out in Section 81 of the LGA 2002 to establish and maintain processes to provide opportunities for Maori to contribute to Council decision-making processes.</p> <p>4.9 If Council makes a decision that is inconsistent with this policy, the steps identified in Section 80 of the LGA 2002 will be followed.</p>

5. Principles of engagement

Engagement will be:

- **Meaningful** - based on an open mind and willingness to listen.
- **Respectful** - with the aim of building council-community relationships.
- Supported by the provision of information which is balanced, sufficient and in plain language.
- Inclusive and endeavour to reach all those affected.
- Flexible and tailored to the needs of those who are being engaged.
- Coordinated across Council departments to minimise duplication and engagement fatigue.
- Pragmatic, efficient and value for money.

6. Policy procedures

- 6.1** Council will use an internal significance checklist, alongside each report to Council / Committee, to ensure the proposal or decision has been assessed against the matters set out in Policy 4.1.
- 6.2** Each Council report will include a section on Significance, detailing the level of significance of the particular proposal or decision and the rationale for why that level has been determined.
- 6.3** Each report seeking a decision will detail the level of engagement appropriate to the proposal or decision, and tools that will be used to engage. The Community Engagement Guidelines and Tangata Whenua Engagement Guidelines and Protocols will be used to inform engagement decisions.
- 6.4** The following financial thresholds will guide analysis of the level of financial consequence of a proposal or decision. Proposals or decisions above these thresholds will be considered to be of high significance:
 - Decisions or proposals in excess of \$8 million or which would result in a 5% or more increase in the annual District rates.
 - Decisions or proposals which would result in a new or increased targeted rate of more than 10% of existing rates per property.
 - Decisions or proposals relating to capital expenditure in excess of \$6 million (total project cost) which has not been provided for in the 3-year term of the current long term plan.

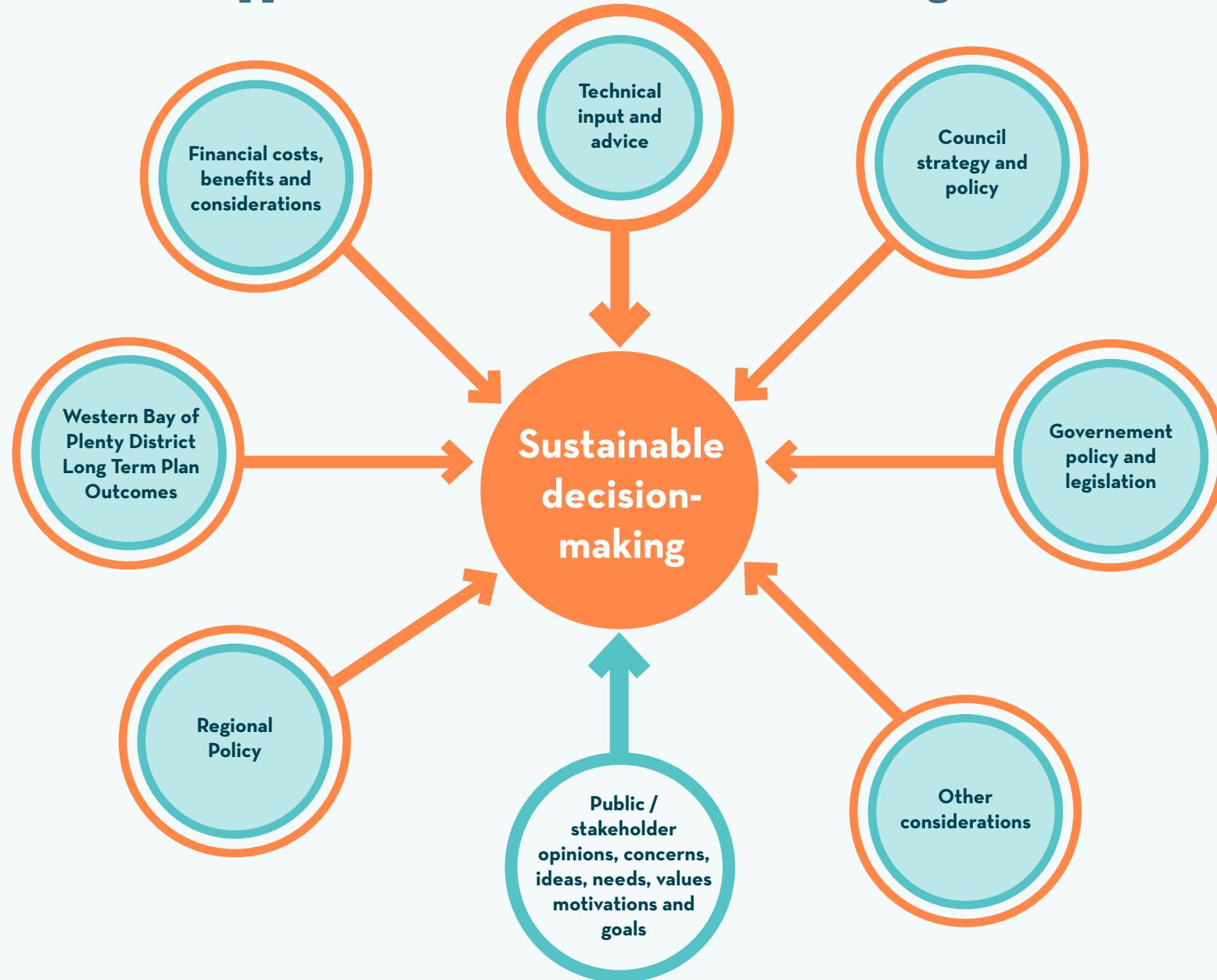
7. Definitions

Community	A group of people living in the same place or having a particular characteristic in common. Includes interested parties, affected people and key stakeholders.
Decisions	Refers to all the decisions made by or on behalf of Council including those made by officers under delegation. (Management decisions made by officers under delegation during the implementation of Council decisions will not be deemed as significant).
Engagement	A term used to describe the process of seeking public input to inform decision making. There is a continuum of community engagement (see Section 3 in Schedule 2 of this policy).
Significance	As defined in Section 5 of the LGA 2002 this means the degree of importance of the issue, proposal, decision, or matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for: <ul style="list-style-type: none"> a. the district or region; b. any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter; c. the capacity of the local authority to perform its role, and the financial and other costs of doing so.
Significant	Significant means that the issue, proposal, decision or other matter is assessed as having a high degree of significance against the criteria of this policy.
Strategic asset	As defined in Section 5 of the LGA 2002 “in relation to the assets held by a local authority, means an asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community; and includes: <ul style="list-style-type: none"> a. any asset or group of assets listed in accordance with section 76AA(3) by the local authority; and b. any land or building owned by the local authority and required to maintain the local authority's capacity to provide affordable housing as part of its social policy; and c. any equity securities held by the local authority in: <ul style="list-style-type: none"> (i) a port company within the meaning of the Port Companies Act 1988; (ii) an airport company within the meaning of the Airport Authorities Act 1966”. <p>Council's strategic assets are listed in Schedule 2.</p>

8. Policy review

8.1 This Policy will be reviewed every 3 years following the commencement of a new triennium.

Schedule 1 - Council's approach to sustainable decision making



**Community and stakeholder engagement (including consultation) - for example:
Stakeholder meetings and workshops, reference and advisory groups, surveys, focus groups, feedback forms.**

Schedule 2 - list of strategic assets

For the purposes of sections 5 and 76AA(3) of the Local Government Act 2002, Council considers the following assets to be strategic assets:

- The roading network as a whole
- Reserves listed and managed under the Reserves Act 1997 excluding:
 - (a) Reserves identified for investigation for disposal in an adopted Reserve Management Plan
 - (b) Local Purpose Reserves
- Land held under other Acts or as fee simple but listed as reserves or considered as reserves.
- Water reticulation network as a whole
- Wastewater plant and network as a whole
- Stormwater reticulation network as a whole
- Library network
- Elder housing network.

Schedule 3 - community engagement levels and methods of engagement

Spectrum level	Community participation goal	Promise to the community	Example techniques to consider
Inform Whakamōhio <i>Council led - this level is just as important as the other levels.</i>	To provide balanced and objective information to assist the community in understanding the problem, alternatives, opportunities and/or solutions.	We will keep you informed.	<ul style="list-style-type: none"> • Have Your Say Western Bay/Social media • Open days/drop-in sessions/Maori initiated events • Media (Maori and mainstream)
Consult Whakauiuia <i>Council led - this is the standard Council role.</i>	To obtain feedback on analysis, alternatives and/or decisions.	We will keep you informed listen to and acknowledge concerns and aspirations, and provide feedback on how your input influenced the decision.	<ul style="list-style-type: none"> • Feedback forms/surveys • Focus groups • Public meetings/Marae/community hui
Involve Whakaura <i>Council led - this is where we invest in our stakeholder relationships.</i>	To work directly with the community throughout the process to ensure concerns and aspirations are consistently understood and considered.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how your input influenced the decision.	<ul style="list-style-type: none"> • Community workshops • Partnership Forums • Hapu/Iwi Management Plans
Collaborate Mahi ngatāhi <i>Co-led - make sure you mean it. This is our partnerships, working together in collaboration.</i>	To partner with the community in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	<ul style="list-style-type: none"> • Citizen Advisory Committees • Partnership Forums
Empower Whakamanahia <i>Community led - most under used role. This is where Council can take a step back and our communities can step up and take responsibility.</i>	To place final decision making in the hands of the community.	You will decide and we will implement what you decide.	<ul style="list-style-type: none"> • Citizen juries • Ballots • Treaty settlement legislation



Statement on Council- Controlled Organisations Tauākī mō Ngā Tōpūtanga a Kaunihera

Council-Controlled Organisations (CCOs) are companies, trusts or other types of organisations in which a local authority holds 50% or more of the voting rights or has the power to appoint 50% or more of the directors. CCOs that operate for the purpose of making a profit are known as Council-Controlled Trading Organisations (CCTOs).

Western Bay of Plenty District Council is a member of the following Council-Controlled Organisations (CCOs):

- New Zealand Local Government Funding Agency (LGFA) - a CCTO
- Bay of Plenty Local Authority Shared Services Limited (BOPLASS)
- Western Bay of Plenty Tourism and Visitors Trust (Tourism Bay of Plenty)

These organisations have signed a Statement of Intent that is agreed with us and the other member councils.

Statement on Council-Controlled Organisations - Policies, Summaries and Statements

The Statement of Intent specifies:

- The objectives or purpose of the organisation; and
- The nature and scope of the activities to be delivered; and
- The performance targets and other measures by which the performance of the organisation may be judged in relation to its objectives.

The Statement of Intent is a public document that can be supplied on request.

The tables overleaf provides the information stated above:



Omokoroa - looking out towards Matakana and Mauao

Council-controlled organisation	Purpose
<p>New Zealand Local Government Funding Agency Limited, known as the 'LGFA'</p> <p>The principal shareholder councils of the LGFA are made up of 31 local and regional authorities including:</p> <ul style="list-style-type: none"> • Auckland Council • Bay of Plenty Regional Council • Christchurch City Council • Gisborne District Council • Hamilton City Council • Hastings District Council • Taupo District Council • Tauranga City Council • Wellington City Council • Wellington Regional Council • Western Bay of Plenty District Council • Whangarei District Council <p>and</p> <ul style="list-style-type: none"> • Her Majesty The Queen acting by and through the Minister of Local Government and the Minister of Finance 	<p>The LGFA is a partnership between Participating Local Authorities and the Government which enables councils to secure funding at lower interest margins and to make longer-term borrowings. The LGFA raises debt on behalf of local authorities through domestic and offshore sources, at a rate that is more favourable than that which would be secured if the council was to raise debt directly.</p> <p>Primary objective</p> <p>The LGFA will operate with the primary objective of optimising the debt funding terms and conditions for participating Local Authorities.</p> <p>Among other things this includes:</p> <ul style="list-style-type: none"> • Providing savings in annual interest costs for all Participating Local Authorities on a relative basis to other sources of funding Making longer-term borrowings available to Participating Local Authorities Enhancing the certainty of access to debt markets for Participating Local Authorities, subject always to operating in accordance with sound business practice • Offering more flexible lending terms to Participating Local Authorities. <p>Additional objectives</p> <p>The LGFA has a number of additional objectives which complement the primary objective. These objectives are to:</p> <ul style="list-style-type: none"> • Operate with a view to making a profit sufficient to pay a dividend in accordance with its stated dividend policy set out in its Statement of Intent. • Provide at least 50% of aggregate long-term debt funding to the Local Government sector. • Ensure its products and services are delivered at a cost that does not exceed the forecast for issuance and operating expenses Take appropriate steps to ensure compliance with the Health and Safety at Work Act 2015. • Maintain LGFA's credit rating equal to the New Zealand Government sovereign rating where both entities are rated by the same Rating Agency. • Achieve the financial forecasts (excluding the impact of AIL) set out in its Statement of Intent. • Meet or exceed the agreed Performance Targets set out in its Statement of Intent. • Comply with its Treasury Policy, as approved by the Board.

Council-controlled organisation

Performance targets and measures from statement of intent 2020/21 (will be updated for 2021/22)

**New Zealand Local Government
Funding Agency Limited, known as
the 'LGFA'**

The LGFA has the following performance targets:

LGFA's net interest income for the period to:

- 30 June 2021 will be greater than \$18.8 million.
- 30 June 2022 will be greater than \$20.2 million.
- 30 June 2023 will be greater than \$29.0 million.

LGFA's annual issuance and operating expenses (excluding AIL) for the period to:

- 30 June 2021 will be less than \$6.8 million
- 30 June 2022 will be less than \$6.8 million.
- 30 June 2023 will be less than \$7.0 million.

Total lending to participating Borrowers at:

- 30 June 2021 will be at least \$11,664 million
- 30 June 2022 will be at least \$12,260 million.
- 30 June 2023 will be at least \$12,681 million.

- LGFA will conduct an annual survey of Participating Borrowers who borrow from LGFA and achieve at least an 85% satisfaction score as to the value added by LGFA to the borrowing activities.
- Meet all lending requests from Participating Borrowers, where those requests meet LGFA operational and covenant requirements.
- Achieve 85% market share of all council borrowing in New Zealand.
- Review each Participating Borrower's financial position, its headroom under LGFA policies and arrange to meet each Participating Borrower at least annually.
- No breaches of Treasury Policy, any regulatory or legislative requirements including the Health and Safety at Work Act 2015.
- Successfully refinance of existing loans to councils and LGFA bond maturities as they fall due.
- Maintain a credit rating equal to the New Zealand Government rating where both entities are rated by the same credit rating agency.

Council-controlled organisation	Purpose
<p>Bay of Plenty Local Authority Shared Services Limited known as 'BOPLASS'</p> <p>The nine shareholding councils of BOPLASS are:</p> <ul style="list-style-type: none"> • Bay of Plenty Regional Council • Gisborne District Council • Kawerau District Council • Opotiki District Council • Rotorua District Council • Taupo District Council • Tauranga City Council • Western Bay of Plenty District Council • Whakatane District Council 	<p>BOPLASS is a company owned by nine councils in the Bay of Plenty/Gisborne regions, which investigates, develops and delivers shared services, and undertakes joint procurement where this is appropriate.</p> <p>Primary objectives</p> <p>Working together to provide benefits to councils and their stakeholders through improved levels of service, reduced costs, improved efficiency and / or increased value through innovation.</p>
Council-controlled organisation	Performance targets and measures from statement of intent 2020/21 (will be updated for 2021/22)
<p>Bay of Plenty Local Authority Shared Services Limited known as 'BOPLASS'</p>	<p>Over the next three years, the targets are to:</p> <p>Ensure supplier agreements are proactively managed to maximise benefits for BOPLASS councils.</p> <ul style="list-style-type: none"> • Measure: contracts reviewed annually to test for market competitiveness. New suppliers are awarded contracts through a competitive procurement process involving two or more vendors where applicable. <p>Investigate new Joint procurement initiatives for goods and services for BOPLASS councils.</p> <ul style="list-style-type: none"> • Measure: a minimum of four new procurement initiatives investigated. Initiatives provide financial savings of greater than 5% and/or improved service levels to the participating councils. <p>Identify opportunities to collaborate with other LASS in Procurement or Shared Service projects where alliance provides benefits to all parties.</p> <ul style="list-style-type: none"> • Measure: Quarterly reporting on engagement and a minimum of one new collaborative initiative undertaken annually. <p>Further develop and extend the Collaboration Portal for access to, and sharing of, project information and opportunities from other councils and the greater Local Government community to increase breadth of BOPLASS collaboration.</p> <ul style="list-style-type: none"> • Measure: number of listed projects to increase by 10% per year. Number of active users to increase by 20% per year. <p>Communicate with each shareholding council at appropriate levels.</p> <p>Measure: At least one meeting per year.</p> <p>Ensure current funding model is appropriate.</p> <p>Measure: Performance against budgets reviewed quarterly. Company remains financially viable.</p>

Council-controlled organisation	Purpose
<p>Western Bay of Plenty Tourism and Visitors Trust, trading as Tourism Bay of Plenty</p> <p>(This is a joint council-controlled Organisation of Western Bay of Plenty District Council and Tauranga City Council).</p>	<p>Tourism Bay of Plenty is the appointed destination manager and promoter, enabling visitor economy growth and sustainability.</p> <p>Additional objectives</p> <p>Tourism Bay of Plenty takes the leading role in growing visitor demand for the Western Bay of Plenty through targeted interventions that increase destination awareness and intent to visit, length of stay and spend.</p> <p>Performance targets and measures from statement of intent 2020 - 2023 (will be updated for 2021/22)</p> <p>Provide leadership for the visitor economy, including the destination management strategy, and work with both Councils to explore alternative funding mechanisms.</p> <ul style="list-style-type: none"> • Implement the destination management strategy and provide leadership to Councils to protect the sub-region for future generations. Provide leadership for the recovery and restart of the visitor economy to mitigate the impacts of the COVID-19 pandemic on the local economy. • Support Councils to explore alternative funding mechanisms. • Measure visitor spend. • Measure the contribution of tourism to GDP. • Measure the number of jobs provided by the tourism industry. <p>Target the Right Visitors at the Right Time with the Right Messages</p> <ul style="list-style-type: none"> • Understand current visitation levels and patterns • Implement campaigns to drive domestic visitation including collaboration with strategic partners for advertising, digital and PR initiatives. • Build reputation as per Place DNA™ by implementing story theme strategies identified in Brand Storybook research and embed across the Coastal Bay of Plenty. • Work with Tauranga City Council City Events team to support events aligning with our Place DNA™. <p>Connect with residents to maintain a community social licence, and measure this via likelihood to recommend the area to others to visit (Net Promoter Score™) and perceptions of the impact of tourism on the community.</p> <ul style="list-style-type: none"> • Measure and understand residents' sentiment towards tourism. Measured by the percentage of residents who agree that tourism has a positive impact on the community. Residents provide a rating of 1 to 10, where 1 is strongly disagree and 10 is strongly agree. • Residents' likelihood to recommend the city or district as a holiday destination, using the Net Promoter Score™. • Undertake research to further explore perceptions of the tourism industry (particularly cruise) among the local community (via Vital Signs and/or other projects). • Implement the Connect with Residents strategy and implement a local's communications plan. • Develop and maintain an Ambassador programme. • Implement stakeholder engagement & communications plan including Iwi/ and Hapū relationships, Leadership Advisory Group, and Industry events

Council-controlled organisation	Purpose
<p>Western Bay of Plenty Tourism and Visitors Trust, trading as Tourism Bay of Plenty</p> <p>(This is a joint council-controlled Organisation of Western Bay of Plenty District Council and Tauranga City Council).</p>	<p>Tourism Bay of Plenty is the appointed destination manager and promoter, enabling visitor economy growth and sustainability.</p>
	<p>Additional objectives</p>
	<p>Tourism Bay of Plenty takes the leading role in growing visitor demand for the Western Bay of Plenty through targeted interventions that increase destination awareness and intent to visit, length of stay and spend.</p>
	<p>Performance targets and measures from statement of intent 2020 - 2023 (will be updated for 2021/22)</p>
	<p>Enhance the visitor experience by providing fit for purpose visitor information services, including the development of Te Tomokanga and the use of digital services.</p> <ul style="list-style-type: none"> • Continue to implement the Visitor Experience Plan including continuing to provide fit-for-purpose visitor information services and exploring new opportunities. • Continue the project plan for Te Tomokanga. • Review the cruise sector model post-Covid 19. • Review and action the Future Network Strategy. <p>Grow capability of operators and increase supply of tourism product, including identifying and assisting in the product development of indigenous cultural experiences.</p> <ul style="list-style-type: none"> • Map regional natural and build assets to identify experience gaps and opportunities. • Identify and implement options for understanding and measuring environmental regeneration and implement any suitable options. • Enable, empower and facilitate opportunities for Māori economic development to identify, enhance, and promote tourism experiences which feature our unique culture, heritage, and history.* • Proactively identify and support the development of new products and experiences and engage with potential investors regarding product development.* • Develop and implement an industry capability programme and collaborate with operators to help enhance tourism experiences that align with target audiences and Place DNA™.* • Establish and maintain passion groups for niche development to align experiences with target audiences.* • Identify and support opportunities for new ‘tourism with purpose’ and environmental stewardship initiatives*. • Business Events development. <p>Prudent management of TBOP including risk and financial control, and compliance to regulatory and Code of Conduct frameworks.</p> <ul style="list-style-type: none"> • Manage P&L to budget and aim for best effort cost recovery through revenue growth opportunities and cost management strategies. • Code of Conduct compliance. • Compliance and regulatory obligations met. • Enterprise Risk Management Policy adherence. • Maintain good working relationships with Council staff and elected members, observing the ‘no surprises’ principle.



Barry and Jack - Katikati

Activity Funding Impact Statements

Tauākī a Whakaawe Pūtea Mahi

These statements show where each Council activity receives its funding from, and where the funding is applied.

Capital expenditure classifications

- **Growth** is used to describe new projects identified in structure plans for the urban growth areas, and funded (either wholly or partially) from financial contributions.
- **Level of service (LOS)** is used to describe projects that deliver on Council's adopted level of service, and are not growth related or renewals. It is not about new levels of service or any specific change in levels of service.
- **Renewals** are used to describe projects that replace or upgrade existing assets.



Western Bay of Plenty District Council - Funding Impact Statement 2021-2031 (whole of Council)

All information from 2023-2031 includes an adjustment for inflation.

For the years ended 30 June	Annual Plan \$'000					Forecast \$'000					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of operating funding											
General rates, uniform annual charges, rates penalties	46,325	31,515	32,962	35,767	36,336	39,051	40,617	42,408	44,405	46,782	48,860
Targeted rates	28,849	51,859	52,150	52,451	52,739	53,036	53,339	53,647	53,957	54,260	54,567
Subsidies and grants for operating purposes	11,745	10,108	10,585	10,608	16,168	17,339	17,835	20,395	18,948	17,544	17,977
Fees and charges and other revenue	6,602	8,418	8,658	8,814	9,054	9,509	9,758	10,003	10,127	10,362	10,599
Interest and dividends from interest	-	263	270	278	286	293	301	308	316	323	330
Local authority and fuel tax, fines, infringement fees, and other receipts	3,076	3,230	3,183	2,952	2,885	3,240	2,972	3,381	3,482	3,560	3,635
Total operating funding (A)	96,597	106,394	131,576	149,367	124,660	130,635	136,340	143,880	147,441	149,870	153,776
Applications of operating funding											
Payments to staff and suppliers	64,831	79,250	83,678	86,456	91,508	95,536	98,837	102,812	106,390	110,197	113,402
Finance costs	4,146	3,675	4,651	6,057	7,285	8,160	8,729	9,204	9,717	9,883	10,600
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	68,977	82,925	88,329	92,513	98,793	103,696	107,566	112,017	116,107	120,080	124,002
Operating funding - surplus/(deficit) (A-B)	27,620	23,469	43,247	56,854	25,867	26,939	28,773	31,864	31,333	29,790	29,774
Sources of capital funding											
Subsidies and grants for capital expenditure	-	6,874	7,939	10,619	8,441	6,267	3,636	2,149	10,607	10,890	202
Development and financial contributions	10,098	11,221	14,035	14,127	14,597	14,978	15,310	15,664	14,912	15,101	15,267
Increase/(decrease) in debt	(659)	13,400	38,000	36,000	28,600	17,473	12,500	12,500	14,500	17,000	20,700
Gross proceeds from sale of assets	(85)	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	2,240	2,313	2,387	2,459	2,534	2,602	2,673	2,745	2,816	2,884
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding (C)	9,353	33,735	62,286	63,133	54,096	41,252	34,048	32,986	42,765	45,807	39,053
Applications of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
• to meet additional demand	15,900	35,506	37,528	34,709	33,777	23,412	22,111	27,747	26,282	31,562	26,785
• to improve the level of service	12,141	11,112	15,398	21,202	23,287	25,866	17,680	12,357	12,857	13,820	13,905
• to replace existing assets	9,514	11,451	25,603	25,468	21,312	18,930	24,922	22,544	32,192	27,837	23,474
Increase/(decrease) in reserves	(583)	(5,047)	1,638	(1,158)	(4,158)	(6,199)	(8,387)	(4,606)	(4,403)	(5,217)	(3,449)
Increase/(decrease) in investments	-	3,181	4,131	5,031	5,746	6,183	6,495	6,808	7,170	7,595	8,113
Total applications of capital funding (D)	36,973	56,203	84,299	85,251	79,964	68,191	62,821	64,850	74,098	75,597	68,827
Capital funding - surplus/(deficit) (C-D)	(27,620)	(23,469)	(43,247)	(56,854)	(25,867)	(26,939)	(28,773)	(31,864)	(31,333)	(29,790)	(29,774)
Funding balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-	-

Western Bay of Plenty District Council - Funding Impact Statement 2021-2031 - Representation

All information from 2023-2031 includes an adjustment for inflation.

For the years ended 30 June	Annual Plan \$'000		Forecast \$'000								
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of operating funding											
General rates, uniform annual charges, rates penalties	3,353	3,093	2,779	3,014	3,580	3,207	3,325	3,854	3,581	3,849	4,321
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges and other revenue	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	766	1,052	1,068	1,117	1,160	1,215	1,267	1,322	1,380	1,436	1,496
Local authority and fuel tax, fines, infringement fees, and other receipts	-	-	77	-	-	-	-	-	-	-	-
Total operating funding (A)	4,119	4,144	3,924	4,132	4,740	4,422	4,592	5,176	4,961	5,285	5,817
Applications of operating funding											
Payments to staff and suppliers	1,873	2,035	1,730	1,834	2,352	1,919	1,981	2,448	2,113	2,322	2,728
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	2,240	2,083	2,149	2,249	2,335	2,444	2,547	2,660	2,775	2,884	3,005
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	4,113	4,118	3,879	4,083	4,686	4,363	4,529	5,108	4,888	5,206	5,733
Operating funding - surplus/(deficit) (A-B)	6	(26)	(44)	(49)	(54)	(59)	(63)	(68)	(74)	(79)	(84)
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding (C)	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	-	20	36	37	38	39	40	41	42	43	44
• to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves	6	6	8	12	16	20	24	28	32	36	40
Increase/(decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	6	26	44	49	54	59	63	68	74	79	84
Capital funding - surplus/(deficit) (C-D)	(6)	26	44	49	54	59	63	68	74	79	84
Funding balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-	-

Western Bay of Plenty District Council - Funding Impact Statement 2021-2031 - Planning for the Future

All information from 2023-2031 includes an adjustment for inflation.

For the years ended 30 June	Annual Plan \$'000		Forecast \$'000								
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of operating funding											
General rates, uniform annual charges, rates penalties	2,847	3,873	4,180	4,337	3,884	3,642	3,719	3,789	4,186	4,297	4,289
Targeted rates	13	13	13	13	13	13	13	13	13	13	13
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges and other revenue	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authority and fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	2,859	3,885	4,193	4,350	3,896	3,655	3,732	3,802	4,199	4,310	4,302
Applications of operating funding											
Payments to staff and suppliers	1,857	2,933	3,193	3,295	2,815	2,527	2,550	2,568	2,912	2,970	2,907
Finance costs	(25)	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	987	939	987	1,042	1,069	1,115	1,169	1,221	1,275	1,327	1,382
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	2,819	3,873	4,180	4,337	3,884	3,642	3,719	3,789	4,186	4,297	4,289
Operating funding - surplus/(deficit) (A-B)	40	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding (C)	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves	40	13	13	13	13	13	13	13	13	13	13
Increase/(decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	40	13	13	13	13	13	13	13	13	13	13
Capital funding - surplus/(deficit) (C-D)	(40)	13	13	13	13	13	13	13	13	13	13
Funding balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-	-

Western Bay of Plenty District Council - Funding Impact Statement 2021-2031 - Communities

All information from 2023-2031 includes an adjustment for inflation.

For the years ended 30 June	Annual Plan \$'000					Forecast \$'000					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of operating funding											
General rates, uniform annual charges, rates penalties	4,878	5,754	5,811	6,298	6,487	6,811	6,755	7,066	7,272	7,532	7,833
Targeted rates	2,141	3,123	3,245	3,298	3,395	3,607	3,682	3,793	3,984	4,114	4,173
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges and other revenue	75	80	82	84	87	89	91	93	95	98	100
Internal charges and overheads recovered	1,024	502	481	512	523	550	574	600	621	650	672
Local authority and fuel tax, fines, infringement fees, and other receipts	495	502	518	535	551	569	585	602	625	642	657
Total operating funding (A)	8,613	9,961	10,137	10,727	11,043	11,625	11,687	12,155	12,597	13,036	13,435
Applications of operating funding											
Payments to staff and suppliers	5,193	6,488	6,358	6,456	6,635	6,898	7,090	7,317	7,554	7,838	8,027
Finance costs	49	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	3,132	3,253	3,417	3,607	3,694	3,859	4,039	4,215	4,397	4,565	4,751
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	8,374	9,741	9,774	10,064	10,329	10,757	11,128	11,533	11,951	12,402	12,778
Operating funding - surplus/(deficit) (A-B)	239	(220)	(363)	(664)	(714)	(868)	(558)	(622)	(646)	(634)	(657)
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt	86	161	(229)	(85)	1,332	(65)	838	5,177	(403)	(403)	(388)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding (C)	86	161	(229)	(85)	1,332	(65)	838	5,177	(403)	(403)	(388)
Applications of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
• to meet additional demand	124	320	53	547	2,901	674	1,784	8,883	71	85	149
• to improve the level of service	-	85	51	53	-	-	46	-	-	-	-
• to replace existing assets	378	676	1,049	453	2,410	496	2,213	541	554	567	579
Increase/(decrease) in reserves	(177)	(700)	(1,020)	(474)	(3,266)	(366)	(2,647)	(3,624)	(381)	(422)	(459)
Increase/(decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	325	381	133	579	2,045	804	1,396	5,799	244	230	269
Capital funding - surplus/(deficit) (C-D)	(239)	220	363	664	714	868	558	622	646	634	657
Funding balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-	-

Western Bay of Plenty District Council - Funding Impact Statement 2021-2031 - Recreation and Open Space

All information from 2023-2031 includes an adjustment for inflation.

For the years ended 30 June	Annual Plan \$'000					Forecast \$'000					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of operating funding											
General rates, uniform annual charges, rates penalties	6,794	7,691	8,100	9,144	8,578	9,995	10,016	10,316	10,577	10,879	11,210
Targeted rates	-	215	432	444	455	467	353	361	370	379	387
Subsidies and grants for operating purposes	-	-	82	866	975	-	569	-	-	-	-
Fees and charges and other revenue	20	20	21	21	43	245	250	256	239	244	249
Internal charges and overheads recovered	1,582	1,779	1,858	1,936	2,018	2,091	2,172	2,274	2,369	2,457	2,565
Local authority and fuel tax, fines, infringement fees, and other receipts	709	1,339	1,166	829	796	1,261	945	1,297	1,338	1,366	1,392
Total operating funding (A)	9,105	11,045	11,659	13,239	12,865	14,060	14,304	14,505	14,894	15,324	15,803
Applications of operating funding											
Payments to staff and suppliers	4,974	6,017	6,387	6,415	6,593	7,911	7,728	8,395	8,467	8,685	8,993
Finance costs	(291)	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	2,659	2,941	3,075	3,218	3,335	3,453	3,597	3,759	3,921	4,069	4,242
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	7,341	8,958	9,462	9,634	9,928	11,364	11,325	12,154	12,388	12,754	13,235
Operating funding - surplus/(deficit) (A-B)	1,764	(2,087)	(2,196)	(3,605)	(2,937)	(2,696)	(2,979)	(2,350)	(2,505)	(2,570)	(2,568)
Sources of capital funding											
Subsidies and grants for capital expenditure	-	919	1,122	722	2,625	3,081	120	105	101	104	106
Development and financial contributions	2,205	2,576	4,613	4,558	4,619	4,680	4,734	4,790	4,647	4,562	4,467
Increase/(decrease) in debt	843	552	1,600	5,121	3,850	5,337	(231)	(250)	(269)	(283)	(306)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding (C)	3,048	4,047	7,335	10,401	11,094	13,097	4,623	4,646	4,480	4,383	4,268
Applications of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
• to meet additional demand	2,683	2,309	2,303	6,490	5,107	5,557	1,548	559	2,977	3,188	3,080
• to improve the level of service	520	1,879	2,855	7,098	9,053	11,268	993	781	740	757	773
• to replace existing assets	1,427	1,788	4,379	4,881	1,836	1,928	1,922	1,935	3,161	3,236	5,175
Increase/(decrease) in reserves	181	158	(6)	(4,463)	(1,965)	(2,959)	3,139	3,721	107	(228)	(2,192)
Increase/(decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	4,812	6,134	9,532	14,006	14,031	15,794	7,602	6,996	6,985	6,953	6,836
Capital funding - surplus/(deficit) (C-D)	(1,764)	2,087	2,196	3,605	2,937	2,696	2,979	2,350	2,505	2,570	2,568
Funding balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-	-

Western Bay of Plenty District Council - Funding Impact Statement 2021-2031 - Regulatory Services

All information from 2023-2031 includes an adjustment for inflation.

For the years ended 30 June	Annual Plan \$'000					Forecast \$'000					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of operating funding											
General rates, uniform annual charges, rates penalties	4,013	4,496	4,866	5,188	5,511	5,901	6,226	6,675	7,137	7,565	7,969
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges and other revenue	6,083	7,224	7,424	7,614	7,794	8,011	8,219	8,420	8,526	8,720	8,919
Internal charges and overheads recovered	757	1,058	1,218	1,280	1,327	1,385	1,446	1,508	1,571	1,634	1,700
Local authority and fuel tax, fines, infringement fees, and other receipts	86	274	280	287	203	208	212	217	222	226	231
Total operating funding (A)	10,938	13,052	13,789	14,370	14,834	15,504	16,103	16,819	17,455	18,145	18,819
Applications of operating funding											
Payments to staff and suppliers	6,963	8,437	8,778	9,130	9,473	9,889	10,246	10,700	11,071	11,534	11,932
Finance costs	(8)	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	3,939	4,603	4,913	5,195	5,308	5,551	5,820	6,071	6,331	6,586	6,850
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	10,894	13,040	13,691	14,325	14,781	15,441	16,066	16,771	17,402	18,119	18,783
Operating funding - surplus/(deficit) (A-B)	44	(12)	(98)	(45)	(53)	(63)	(37)	(48)	(54)	(26)	(36)
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding (C)	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
• to meet additional demand	-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	-	-	31	-	-	-	-	-	-	-	-
• to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves	44	12	67	45	53	63	37	48	54	26	36
Increase/(decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	44	12	98	45	53	63	37	48	54	26	36
Capital funding - surplus/(deficit) (C-D)	(44)	12	98	45	53	63	37	48	54	26	36
Funding balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-	-

Western Bay of Plenty District Council - Funding Impact Statement 2021-2031 - Stormwater

All information from 2023-2031 includes an adjustment for inflation.

For the years ended 30 June	Annual Plan \$'000					Forecast \$'000					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of operating funding											
General rates, uniform annual charges, rates penalties	974	700	718	736	755	775	795	815	825	845	866
Targeted rates	4,413	4,619	4,765	4,914	5,075	5,239	5,803	5,575	5,748	6,428	6,095
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges and other revenue	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authority and fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	5,386	5,319	5,484	5,651	5,830	6,014	6,597	6,390	6,573	7,273	6,961
Applications of operating funding											
Payments to staff and suppliers	1,031	1,197	1,259	1,328	1,498	1,581	1,582	1,653	1,731	1,807	1,980
Finance costs	866	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	633	771	804	840	875	883	919	961	1,005	1,042	1,088
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	2,531	1,968	2,064	2,169	2,374	2,464	2,501	2,614	2,736	2,849	3,068
Operating funding - surplus/(deficit) (A-B)	2,856	(3,351)	(3,420)	(3,482)	(3,457)	(3,549)	(4,096)	(3,776)	(3,838)	(4,424)	(3,893)
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	1,479	1,600	1,676	1,637	1,689	1,744	1,790	1,842	1,717	1,763	1,806
Increase/(decrease) in debt	1,123	2,649	6,409	4,214	3,446	3,596	1,428	(341)	(334)	5,348	1,361
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	300	310	320	331	341	350	361	371	381	390
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding (C)	2,602	4,549	8,395	6,171	5,466	5,681	3,568	1,862	1,754	7,492	3,557
Applications of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
• to meet additional demand	2,115	3,251	4,132	2,136	2,678	3,883	389	169	198	5,274	3,764
• to improve the level of service	1,080	310	1,337	3,185	2,601	1,912	2,120	847	1,187	2,195	2,379
• to replace existing assets	2,262	417	3,643	3,580	2,388	1,523	2,900	1,573	1,026	1,442	79
Increase/(decrease) in reserves	-	3,923	2,702	752	1,256	1,913	2,256	3,048	3,182	3,004	1,228
Increase/(decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	5,457	7,901	11,815	9,653	8,922	9,231	7,664	5,638	5,592	11,916	7,450
Capital funding - surplus/(deficit) (C-D)	(2,856)	3,351	3,420	3,482	3,457	3,549	4,096	3,776	3,838	4,424	3,893
Funding balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-	-

Western Bay of Plenty District Council - Funding Impact Statement 2021-2031 - Transportation

All information from 2023-2031 includes an adjustment for inflation.

For the years ended 30 June	Annual Plan \$'000					Forecast \$'000					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of operating funding											
General rates, uniform annual charges, rates penalties	-	50	52	53	55	56	58	59	61	62	64
Targeted rates	13,182	14,695	16,072	16,678	19,639	19,700	21,982	23,737	25,346	24,681	25,149
Subsidies and grants for operating purposes	9,821	9,935	10,324	9,557	15,002	17,130	15,952	18,175	18,721	17,312	17,739
Fees and charges and other revenue	10	10	10	11	11	11	12	12	12	13	13
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authority and fuel tax, fines, infringement fees, and other receipts	262	262	270	438	451	295	303	311	319	327	335
Total operating funding (A)	23,275	24,951	26,728	26,737	35,158	37,192	38,306	42,294	44,459	42,395	43,300
Applications of operating funding											
Payments to staff and suppliers	10,197	11,260	13,395	14,022	16,876	17,517	18,029	18,522	19,149	19,663	20,165
Finance costs	229	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	1,454	1,351	1,415	1,487	1,536	1,592	1,665	1,738	1,818	1,893	1,972
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	11,880	12,611	14,810	15,509	18,413	19,109	19,694	20,260	20,967	21,557	22,136
Operating funding - surplus/(deficit) (A-B)	11,395	(12,340)	(11,918)	(11,228)	(16,745)	(18,083)	(18,612)	(22,034)	(23,492)	(20,839)	(21,164)
Sources of capital funding											
Subsidies and grants for capital expenditure	-	5,655	4,334	3,809	1,959	-	-	-	-	-	-
Development and financial contributions	2,755	3,089	3,663	4,245	4,369	4,496	4,620	4,740	4,863	4,987	5,106
Increase/(decrease) in debt	1,584	50	1,697	1,496	1,374	2,022	53	(1,138)	(2,725)	(2,829)	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	1,400	1,445	1,490	1,533	1,578	1,621	1,663	1,707	1,750	1,792
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding (C)	4,339	10,194	11,140	11,039	9,235	8,097	6,294	5,264	3,844	3,908	6,898
Applications of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
• to meet additional demand	5,392	19,095	19,033	14,527	13,201	7,342	11,435	10,558	7,567	8,354	16,877
• to improve the level of service	9,317	6,725	8,469	9,310	10,124	10,529	11,060	9,568	9,313	9,819	9,745
• to replace existing assets	1,000	3,205	4,294	4,316	8,690	8,943	9,189	9,428	9,674	9,920	10,158
Increase/(decrease) in reserves	25	(6,491)	(8,738)	(5,886)	(6,034)	(635)	(6,778)	(2,255)	782	(3,347)	(8,718)
Increase/(decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	15,734	22,534	23,058	22,267	25,981	26,180	24,906	27,298	27,336	24,746	28,062
Capital funding - surplus/(deficit) (C-D)	(11,395)	12,340	11,918	11,228	16,745	18,083	18,612	22,034	23,492	20,839	21,164
Funding balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-	-

Western Bay of Plenty District Council - Funding Impact Statement 2021-2031 - Water Supply

All information from 2023-2031 includes an adjustment for inflation.

For the years ended 30 June	Annual Plan \$'000					Forecast \$'000					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of operating funding											
General rates, uniform annual charges, rates penalties	6,407	-	-	-	-	-	-	-	-	-	-
Targeted rates	6,052	11,750	12,041	12,342	12,630	12,927	13,230	13,538	13,848	14,151	14,458
Subsidies and grants for operating purposes	1,700	-	-	-	-	-	-	-	-	-	-
Fees and charges and other revenue	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authority and fuel tax, fines, infringement fees, and other receipts	-	47	42	43	46	45	44	48	50	49	49
Total operating funding (A)	14,159	11,797	12,082	12,385	12,675	12,973	13,274	13,586	13,898	14,200	14,507
Applications of operating funding											
Payments to staff and suppliers	5,382	6,313	6,775	7,281	8,148	8,459	8,475	8,996	9,441	9,598	9,886
Finance costs	1,008	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	2,223	2,392	2,478	2,577	2,682	2,746	2,846	2,978	3,109	3,215	3,355
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	8,613	8,704	9,253	9,858	10,830	11,205	11,321	11,974	12,551	12,813	13,241
Operating funding - surplus/(deficit) (A-B)	5,546	(3,092)	(2,829)	(2,526)	(1,845)	(1,767)	(1,953)	(1,612)	(1,347)	(1,387)	(1,266)
Sources of capital funding											
Subsidies and grants for capital expenditure	-	100	468	5,020	3,857	3,186	3,516	-	-	-	96
Development and financial contributions	1,605	2,045	2,122	1,886	1,951	2,020	2,078	2,144	1,736	1,788	1,837
Increase/(decrease) in debt	(2,276)	4,865	3,881	1,918	1,361	585	1,629	3,175	2,442	(632)	(809)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	200	207	214	220	228	234	240	247	254	260
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding (C)	(671)	7,210	6,678	9,037	7,389	6,019	7,457	5,559	4,425	1,409	1,384
Applications of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
• to meet additional demand	3,025	5,787	4,726	7,690	6,766	4,888	5,558	4,904	3,708	789	527
• to improve the level of service	30	995	805	609	316	984	1,346	288	365	133	85
• to replace existing assets	1,820	2,052	2,961	2,702	3,608	3,622	3,889	3,240	6,752	3,743	3,357
Increase/(decrease) in reserves	-	1,468	1,016	563	(1,456)	(1,708)	(1,383)	(1,262)	(5,052)	(1,869)	(1,318)
Increase/(decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	4,875	10,302	9,508	11,563	9,234	7,786	9,410	7,171	5,772	2,797	2,650
Capital funding - surplus/(deficit) (C-D)	(5,546)	3,092	2,829	2,526	1,845	1,767	1,953	1,612	1,347	1,387	1,266
Funding balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-	-

Western Bay of Plenty District Council - Funding Impact Statement 2021-2031 - Natural Environment and Sustainable Living

All information from 2023-2031 includes an adjustment for inflation.

For the years ended 30 June	Annual Plan	Forecast										
	\$'000	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of operating funding												
General rates, uniform annual charges, rates penalties		259	358	382	398	373	388	402	416	431	446	460
Targeted rates		530	573	592	612	631	652	669	688	708	727	744
Subsidies and grants for operating purposes		-	-	-	-	-	-	-	-	-	-	-
Fees and charges and other revenue		-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered		-	-	-	-	-	-	-	-	-	-	-
Local authority and fuel tax, fines, infringement fees, and other receipts		-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)		789	930	974	1,010	1,004	1,040	1,071	1,105	1,139	1,172	1,204
Applications of operating funding												
Payments to staff and suppliers		912	1,154	1,204	1,299	1,221	1,269	1,304	1,344	1,390	1,366	1,401
Finance costs		(87)	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied		84	76	80	84	87	91	95	99	103	107	111
Other operating funding applications		-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)		909	1,230	1,284	1,384	1,308	1,359	1,399	1,442	1,493	1,473	1,512
Operating funding - surplus/(deficit) (A-B)		(120)	300	310	374	303	319	328	338	354	300	308
Sources of capital funding												
Subsidies and grants for capital expenditure		-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions		219	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt		24	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets		-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions		-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding		-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding (C)		243	-	-	-	-	-	-	-	-	-	-
Applications of capital funding												
Capital expenditure		-	-	-	-	-	-	-	-	-	-	-
• to meet additional demand		-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service		-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets		-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves		123	(300)	(310)	(374)	(303)	(319)	(328)	(338)	(354)	(300)	(308)
Increase/(decrease) in investments		-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)		(123)	(300)	(310)	(374)	(303)	(319)	(328)	(338)	(354)	(300)	(308)
Capital funding - surplus/(deficit) (C-D)		120	(300)	(310)	(374)	(303)	(319)	(328)	(338)	(354)	(300)	(308)
Funding balance ((A-B) + (C-D))		-	-	-	-	-	-	-	-	-	-	-

Western Bay of Plenty District Council - Funding Impact Statement 2021-2031 - Wastewater

All information from 2023-2031 includes an adjustment for inflation.

For the years ended 30 June	Annual Plan \$'000					Forecast \$'000					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of operating funding											
General rates, uniform annual charges, rates penalties	12,331	-	-	-	-	-	-	-	-	-	-
Targeted rates	-	11,681	12,041	12,439	12,744	13,122	13,411	13,848	14,198	14,588	15,024
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges and other revenue	2	2	2	2	3	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authority and fuel tax, fines, infringement fees, and other receipts	248	48	49	51	53	54	56	57	59	60	62
Total operating funding (A)	12,581	11,731	12,092	12,492	12,799	13,176	13,467	13,906	14,257	14,648	15,086
Applications of operating funding											
Payments to staff and suppliers	5,270	5,744	5,885	6,168	6,564	6,754	6,997	7,520	7,600	7,908	8,066
Finance costs	1,929	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	2,025	2,131	2,207	2,292	2,387	2,448	2,534	2,653	2,771	2,862	2,988
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	9,225	7,874	8,093	8,459	8,951	9,202	9,531	10,173	10,371	10,769	11,055
Operating funding - surplus/(deficit) (A-B)	3,356	(3,857)	(4,000)	(4,033)	(3,849)	(3,974)	(3,935)	(3,733)	(3,886)	(3,879)	(4,032)
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	1,033	1,068	-	-	-	2,043	10,506	10,787	-
Development and financial contributions	1,836	1,911	1,960	1,802	1,969	2,038	2,087	2,148	1,949	2,001	2,050
Increase/(decrease) in debt	(2,347)	2,422	5,475	1,237	(837)	(1,853)	(1,878)	(2,201)	1,891	1,283	(118)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	340	351	363	375	387	397	409	420	431	442
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding (C)	(511)	4,673	8,820	4,470	1,507	572	607	2,399	14,767	14,502	2,375
Applications of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
• to meet additional demand	1,030	3,810	6,577	1,694	2,324	467	554	2,043	10,877	13,210	1,464
• to improve the level of service	520	100	10	64	121	353	818	12	371	13	-
• to replace existing assets	1,395	2,025	7,178	7,854	1,055	1,223	3,412	4,572	9,560	7,614	2,592
Increase/(decrease) in reserves	(100)	2,595	(946)	(1,110)	1,856	2,503	(241)	(496)	(2,154)	(2,456)	2,350
Increase/(decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	2,845	8,529	12,819	8,503	5,356	4,546	4,542	6,132	18,654	18,381	6,406
Capital funding - surplus/(deficit) (C-D)	(3,356)	3,857	4,000	4,033	3,849	3,974	3,935	3,733	3,886	3,879	4,032
Funding balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-	-

Western Bay of Plenty District Council - Funding Impact Statement 2021-2031 - Solid Waste

All information from 2023-2031 includes an adjustment for inflation.

For the years ended 30 June	Annual Plan \$'000					Forecast \$'000					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of operating funding											
General rates, uniform annual charges, rates penalties	795	122	134	147	162	177	192	209	226	244	263
Targeted rates	1,276	3,350	3,629	3,608	3,471	3,587	3,817	3,923	4,029	4,288	4,390
Subsidies and grants for operating purposes	223	173	179	185	191	209	214	220	227	233	238
Fees and charges and other revenue	100	771	798	752	779	806	830	857	881	905	927
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authority and fuel tax, fines, infringement fees, and other receipts	33	36	37	3	-	-	-	-	-	-	-
Total operating funding (A)	2,428	4,453	4,778	4,696	4,602	4,779	5,054	5,209	5,363	5,669	5,817
Applications of operating funding											
Payments to staff and suppliers	1,574	4,494	4,816	4,575	4,401	4,620	4,870	5,025	5,212	5,525	5,675
Finance costs	(36)	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	470	648	670	690	715	745	769	805	841	867	905
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	2,008	5,141	5,485	5,265	5,116	5,365	5,639	5,831	6,053	6,392	6,580
Operating funding - surplus/(deficit) (A-B)	420	689	708	569	514	586	586	622	690	723	763
Sources of capital funding											
Subsidies and grants for capital expenditure	-	200	981	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt	(368)	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding (C)	(368)	200	981	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
• to meet additional demand	50	-	-	-	-	-	-	-	-	-	-
• to improve the level of service	-	200	981	-	-	-	-	-	-	-	-
• to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves	2	(689)	(708)	(569)	(514)	(586)	(586)	(622)	(691)	(723)	(763)
Increase/(decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	(52)	(489)	274	(569)	(514)	(586)	(586)	(622)	(691)	(723)	(763)
Capital funding - surplus/(deficit) (C-D)	(420)	(689)	(708)	(569)	(514)	(586)	(586)	(622)	(690)	(723)	(763)
Funding balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-	-

Western Bay of Plenty District Council - Funding Impact Statement 2021-2031 - Economic Development

All information from 2023-2031 includes an adjustment for inflation.

For the years ended 30 June	Annual Plan \$'000					Forecast \$'000					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of operating funding											
General rates, uniform annual charges, rates penalties	749	736	753	780	795	823	838	865	881	909	924
Targeted rates	324	367	379	392	404	416	426	436	446	457	467
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges and other revenue	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authority and fuel tax, fines, infringement fees, and other receipts	-	-	-	-	-	-	-	-	-	-	-
Total operating funding (A)	1,074	1,104	1,132	1,172	1,199	1,239	1,264	1,301	1,327	1,366	1,390
Applications of operating funding											
Payments to staff and suppliers	666	744	760	786	800	827	841	867	882	908	922
Finance costs	(46)	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied	115	56	59	61	64	67	69	72	75	78	81
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	735	800	818	847	864	894	910	939	957	987	1,003
Operating funding - surplus/(deficit) (A-B)	339	(304)	(314)	(325)	(335)	(345)	(353)	(362)	(371)	(379)	(387)
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding (C)	-	-	-	-	-	-	-	-	-	-	-
Applications of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
• to meet additional demand	662	564	479	863	562	357	592	373	621	391	649
• to improve the level of service	-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves	(324)	(260)	(164)	(539)	(227)	(11)	(239)	(12)	(251)	(12)	(262)
Increase/(decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding (D)	339	304	314	325	335	345	353	362	371	379	387
Capital funding - surplus/(deficit) (C-D)	(339)	304	314	325	335	345	353	362	371	379	387
Funding balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-	-

Western Bay of Plenty District Council - Funding Impact Statement 2021-2031 - Support Services

All information from 2023-2031 includes an adjustment for inflation.

For the years ended 30 June	Annual Plan \$'000					Forecast \$'000					
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sources of operating funding											
General rates, uniform annual charges, rates penalties	2,926	4,642	5,187	5,671	6,156	7,275	8,290	8,343	9,227	10,153	10,661
Targeted rates	918	1,474	1,474	1,474	1,474	1,474	1,474	1,474	1,474	1,474	1,474
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and charges and other revenue	311	311	320	329	338	347	356	365	374	383	391
Internal charges and overheads recovered	18,787	19,870	20,796	21,824	22,467	23,279	24,297	25,373	26,492	27,487	28,633
Local authority and fuel tax, fines, infringement fees, and other receipts	1,244	986	1,014	1,044	1,072	1,101	1,128	1,156	1,185	1,212	1,240
Total operating funding (A)	24,185	27,282	28,791	30,343	31,508	33,476	35,546	36,711	38,751	40,709	42,399
Applications of operating funding											
Payments to staff and suppliers	18,937	22,437	23,139	23,865	24,131	25,363	27,142	27,457	28,868	30,073	30,721
Finance costs	557	3,675	4,651	6,057	7,285	8,160	8,729	9,204	9,717	10,316	11,032
Internal charges and overheads applied	2,956	3,015	3,167	3,327	3,409	3,527	3,688	3,844	4,013	4,168	4,334
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding (B)	22,449	29,126	30,957	33,249	34,824	37,050	39,559	40,506	42,599	44,557	46,087
Operating funding - surplus/(deficit) (A-B)	1,736	1,844	2,165	2,906	3,316	3,574	4,014	3,795	3,848	3,849	3,688
Sources of capital funding											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt	671	2,701	19,167	22,099	18,074	7,851	10,661	8,079	13,898	14,517	20,959
Gross proceeds from sale of assets	(85)	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding (C)	586	2,701	19,167	22,099	18,074	7,851	10,661	8,079	13,898	14,517	20,959
Applications of capital funding											
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-
• to meet additional demand	819	369	225	761	238	245	251	257	263	269	276
• to improve the level of service	674	799	822	846	1,033	781	1,258	820	840	860	879
• to replace existing assets	1,232	1,289	2,099	1,683	1,327	1,195	1,396	1,254	1,466	1,315	1,534
Increase/(decrease) in reserves	(404)	(4,781)	9,725	10,871	6,415	(4,126)	(2,753)	(4,856)	310	629	6,470
Increase/(decrease) in investments	-	3,181	4,131	5,031	5,746	6,183	6,495	6,808	7,170	7,595	8,113
Total applications of capital funding (D)	2,322	857	17,002	19,193	14,758	4,277	6,647	4,283	10,050	10,669	17,271
Capital funding - surplus/(deficit) (C-D)	(1,736)	(1,844)	(2,165)	(2,906)	(3,316)	(3,574)	(4,014)	(3,795)	(3,848)	(3,849)	(3,688)
Funding balance ((A-B) + (C-D))	-	-	-	-	-	-	-	-	-	-	-



Katikati Festival of Cultures - 2019



Long Term Plan Disclosure Statement for period commencing 1 July 2021

Tauākī Whākinga a
Mahere Rae Roa mai i te
timatanga o Hūrae 2021

The purpose of this statement is to disclose the Council's planned financial performance in relation to various benchmarks to enable the assessment of whether the council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings.

What is the purpose of the Long Term Plan disclosure statement

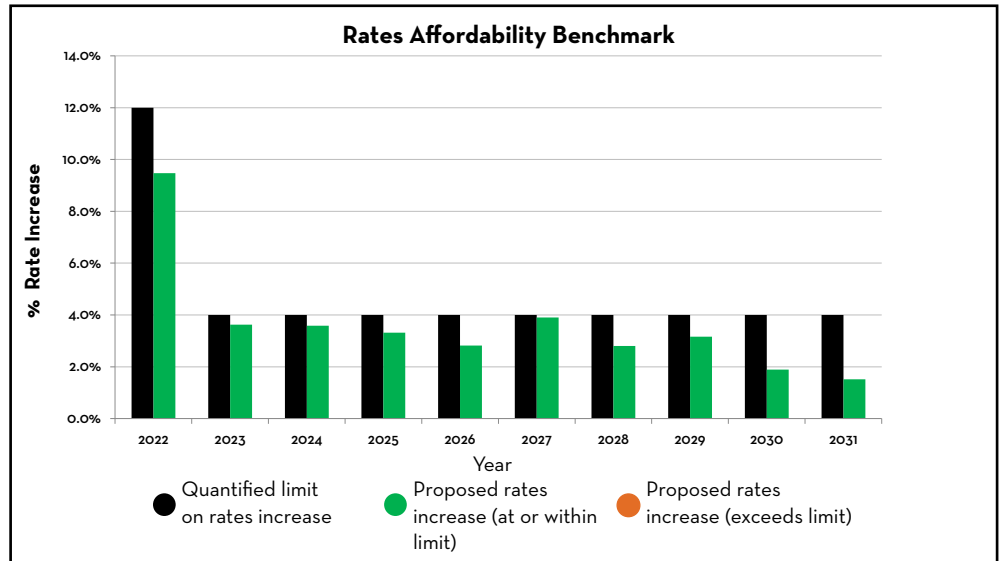
The purpose of this statement is to disclose the Council's planned financial performance in relation to various benchmarks to enable the assessment of whether the council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings. The Council is required to include this statement in its Long Term Plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

Rates Affordability Benchmark

The Council meets the rates affordability benchmark if:

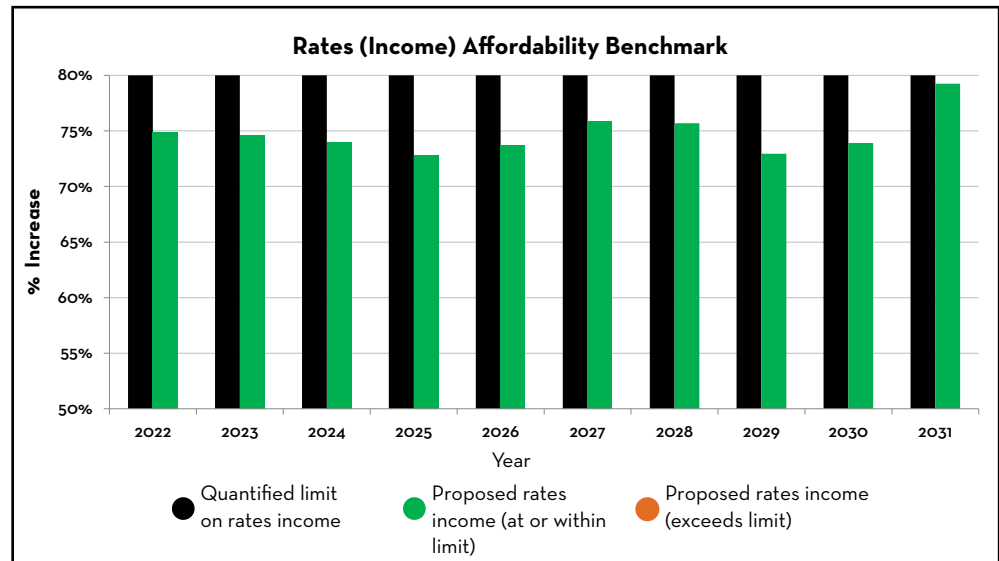
- its planned rates income equals or is less than each quantified limit on rates; and
- its planned rates increases equal or are less than each quantified limit on rates increases.

The following graph compares the Council's planned rates increases with a quantified limit on rates increases contained in the financial strategy included in this Long Term Plan. The quantified limit on rates increases is 12% for year one and 4% for subsequent years.



Rates (Income) Affordability Benchmark

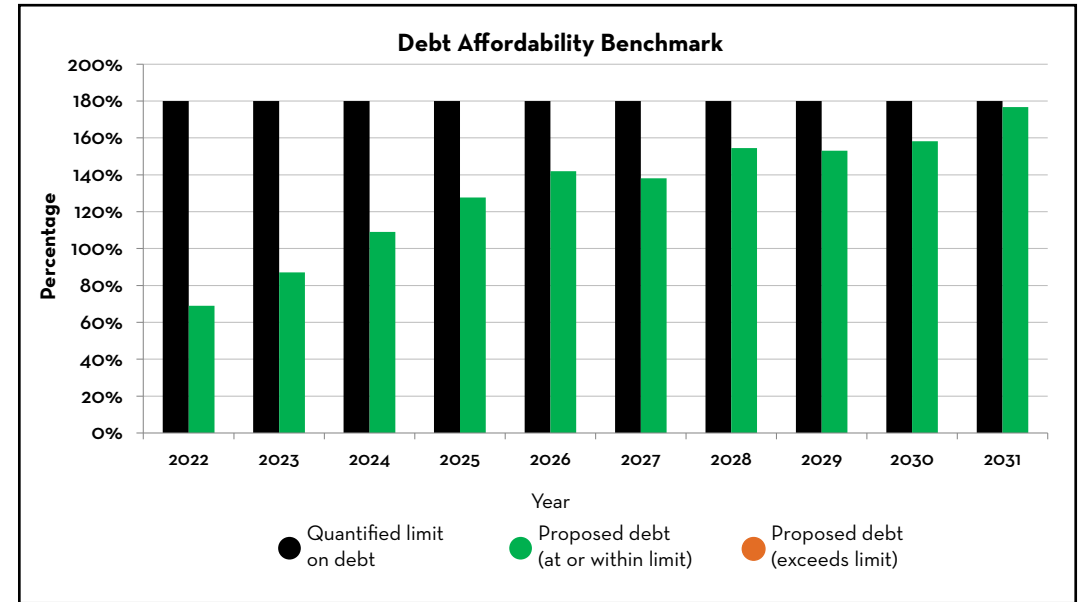
The following graph compares the council's planned rates income with a quantified limit on rates contained in the financial strategy included in the Long Term Plan. The quantified limit is that rates will be no more than 80% of revenue. Revenue is defined as total revenue as per the Statement of Comprehensive Revenue and Expenditure less Financial Contributions, Gains and Vested Assets.



Debt Affordability Benchmark

The Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing.

The following graph compares the Council's planned debt with a quantified limit on borrowing stated in the financial strategy included in this Long Term Plan. The quantified limit is that debt will not exceed 180% of revenue (excluding financial contributions and vested assets) during 2022 - 2031.

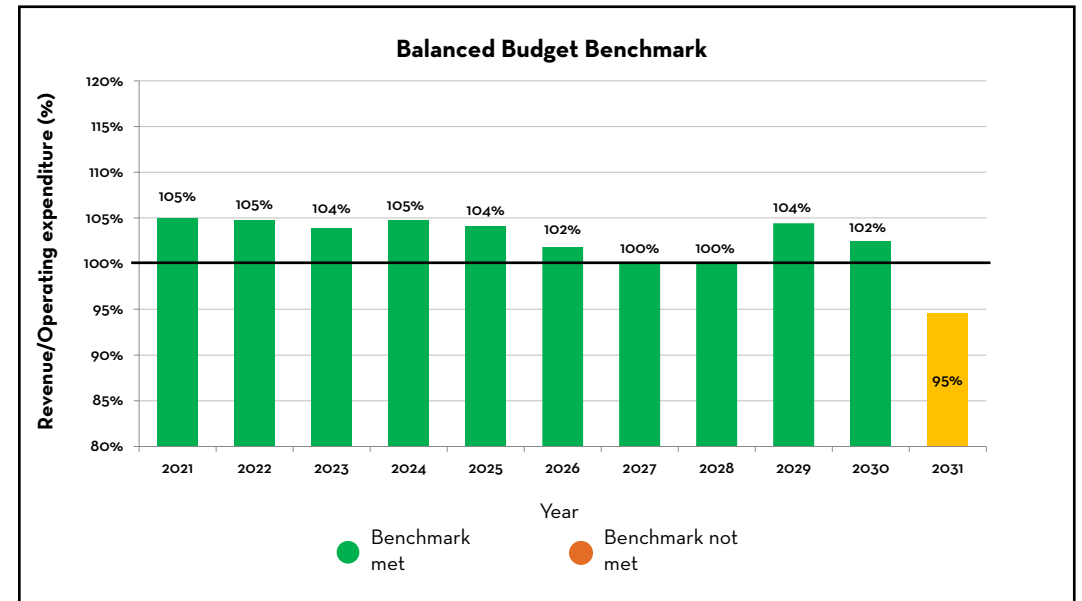


Balanced budget benchmark

The following graph displays the Council's planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment) as a proportion of planned operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant, or equipment).

The Council meets this benchmark if its planned revenue equals or is greater than its planned operating expenses.

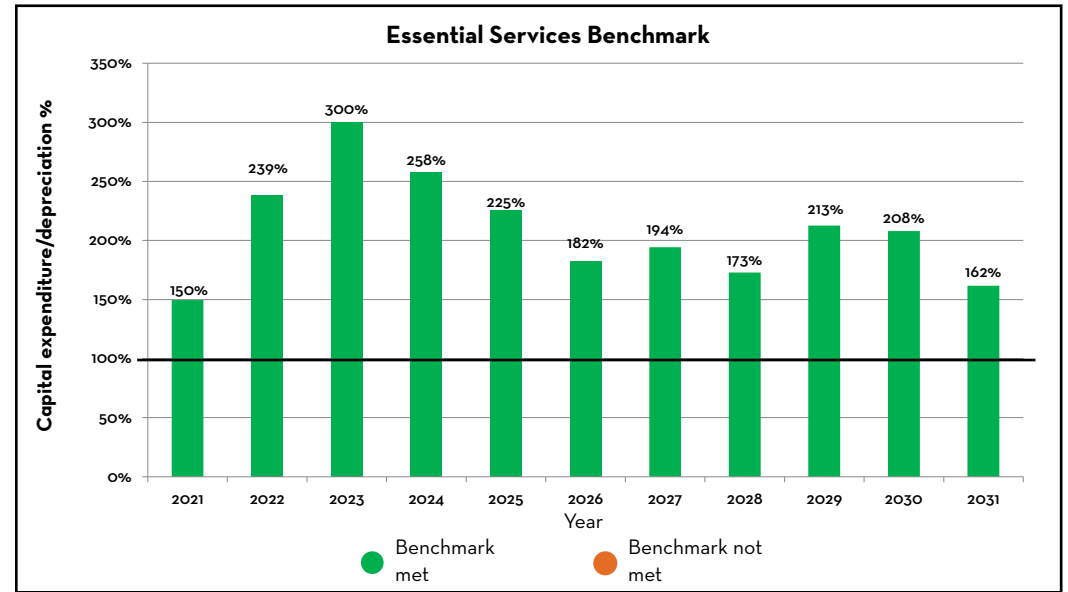
Council are proposing an unbalanced budget in 2030/31 due to the proportion of transport depreciation that is funded externally through Waka Kotahi. Council deem this to be prudent and affordable as the breach is nominal, non-cash in nature and is provided for by a third party.



Essential services benchmark

The following graph displays the Council's planned capital expenditure on network services as a proportion of expected depreciation on network services.

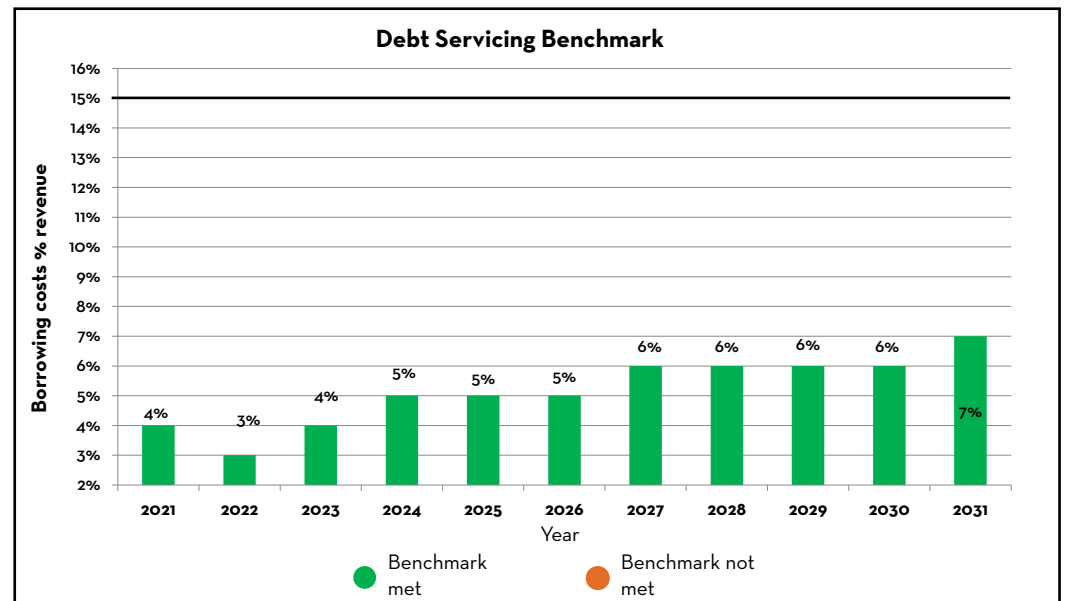
The Council meets this benchmark if its planned capital expenditure on network services (being; transportation, water, wastewater and Stormwater) equals or is greater than expected depreciation on network services.



Debt servicing benchmark

The following graph displays the Council's planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment).

Because Statistics New Zealand projects the council's population will grow faster than, the national population growth rate, it meets the debt servicing benchmark if its borrowing costs equal or are less than 15% of its revenue.



Auditor's Report

Ripoata o te Kaiarotake

To the reader: Independent Auditor's report on Western Bay of Plenty District Council's 2021 31 long-term plan

I am the Auditor-General's appointed auditor for Western Bay of Plenty District Council (the Council). The Local Government Act 2002 (the Act) requires the Council's long-term plan (plan) to include the information in Part 1 of Schedule 10 of the Act. Section 94 of the Act requires an audit report on the Council's plan. Section 259C of the Act requires a report on disclosures made under certain regulations. I have carried out this work using the staff and resources of Audit New Zealand. We completed our report on 29 June 2021.

Opinion

In our opinion:

- the plan provides a reasonable basis for:
 - long term, integrated decision making and co ordination of the Council's resources; and
 - accountability of the Council to the community;
- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 488 to 490 represent a complete list of the disclosures required by Part 2 of the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations) and accurately reflect the information drawn from the plan.

This opinion does not provide assurance that the forecasts in the plan will be achieved, because events do not always occur as expected and variations may be material. Nor does it guarantee the accuracy of the information in the plan.

Emphasis of Matter

Without modifying our opinion, we draw attention to the disclosure on page 99, outlining the Government's intention to make three waters reform decisions during 2021. The effect that the reforms may have on three waters services provided is currently uncertain because no decisions have been made. The Long-Term Plan was prepared as if these services will continue to be provided by the Council, but future decisions may result in significant changes, which would affect the information on which the consultation document has been based.

Basis of opinion

We carried out our work in accordance with the International Standard on Assurance Engagements (New Zealand) 3000 (Revised): Assurance Engagements Other Than Audits or Reviews of Historical Financial Information, which is available on the External Reporting Board's website. In meeting the requirements of this standard, we took into account particular elements of the Auditor-General's Auditing Standards and the International Standard on Assurance Engagements 3400: The Examination of Prospective Financial Information, which are available on the International Auditing and Assurance Standards Board's website, that were consistent with those requirements.

We assessed the evidence the Council has to support the information and disclosures in the plan and the application of its policies and strategies to the forecast information in the plan. To select appropriate procedures, we assessed the risk of material misstatement and the Council's systems and processes applying to the preparation of the plan.

Our procedures included assessing whether:

- the Council's financial strategy, and the associated financial policies, support prudent financial management by the Council;
- the Council's infrastructure strategy identifies the significant infrastructure issues that the Council is likely to face during the next 30 years;
- the Council's forecasts to replace existing assets are consistent with its approach to replace its assets, and reasonably take into account the Council's knowledge of the assets' condition and performance;
- the information in the plan is based on materially complete and reliable information;
- the Council's key plans and policies are reflected consistently and appropriately in the development of the forecast information;
- the assumptions set out in the plan are based on the best information currently available to the Council and provide a reasonable and supportable basis for the preparation of the forecast information;

- the forecast financial information has been properly prepared on the basis of the underlying information and the assumptions adopted, and complies with generally accepted accounting practice in New Zealand;
- the rationale for the Council's activities is clearly presented and agreed levels of service are reflected throughout the plan;
- the levels of service and performance measures are reasonable estimates and reflect the main aspects of the Council's intended service delivery and performance; and
- the relationship between the levels of service, performance measures, and forecast financial information has been adequately explained in the plan.

We did not evaluate the security and controls over the electronic publication of the plan.

Responsibilities of the Council and auditor

The Council is responsible for:

- meeting all legal requirements affecting its procedures, decisions, consultation, disclosures, and other actions relating to the preparation of the plan;
- presenting forecast financial information in accordance with generally accepted accounting practice in New Zealand; and
- having systems and processes in place to enable the preparation of a plan that is free from material misstatement.

We are responsible for expressing an independent opinion on the plan and the disclosures required by the Regulations, as required by sections 94 and 259C of the Act. We do not express an opinion on the merits of the plan's policy content.

Independence and quality control

We have complied with the Auditor General's:

- independence and other ethical requirements, which incorporate the independence and ethical requirements of Professional and Ethical Standard 1 issued by the New Zealand Auditing and Assurance Standards Board; and
- quality control requirements, which incorporate the quality control requirements of Professional and Ethical Standard 3 (Amended) issued by the New Zealand Auditing and Assurance Standards Board.

In addition to this audit and our report on the Council's annual report, we have carried out engagements in the areas of the debenture trust deed assurance engagement and the 2018-2028 long term plan amendment audit, which are compatible with those independence requirements. Other than these engagements we have no relationship with or interests in the Council.



Clarence Susan, Audit New Zealand
On behalf of the Auditor General, Tauranga, New Zealand



*Western Bay of Plenty
District Council*

Te Kaunihera a rohe mai i nga
Kuri-a-Whareī ki Otamarakau ki te Uru

Thank you for helping us shape the next 10 years.

Ka mihi ake mō tō āwhina
i tēnei mahi whai huarahi.

westernbay.govt.nz

