It's steady as we grow

Amended Long Term Plan 2018-2028

Western Bay of Plenty District Council

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INTRODUCTION TO THE AMENDED LONG TERM PLAN 2018-2028

Following substantial community consultation, the Western Bay of Plenty District Council made the decision to take a greater role in the management of solid waste in the District and initiate procurement of Council contracted kerbside services. As this is a significant change to levels of service, it has involved an amendment to the Long Term Plan 2018-2028.

In the following pages you will find the changes to the Long Term Plan 2018-2028 that relate to the Solid Waste activity.

The amendment reflects Council's decisions and includes:

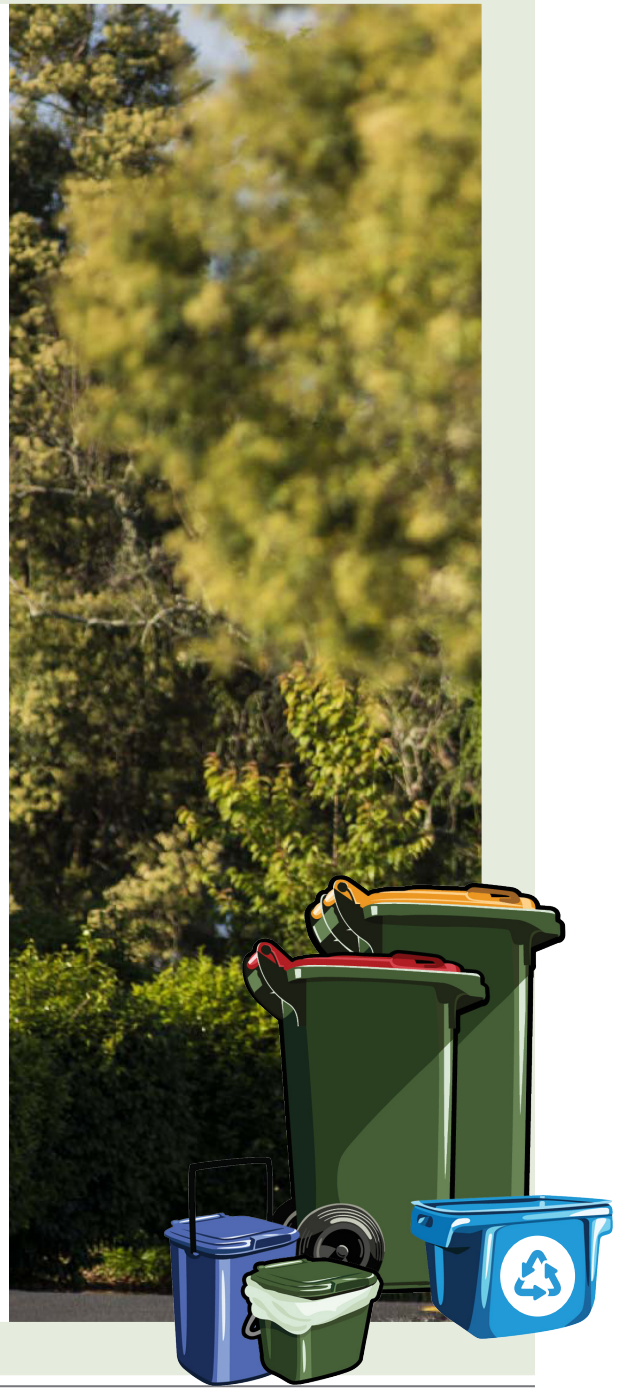
- A Council-contracted recycling collection and separate glass collection
- A Council-contracted food scraps (urban areas) collection
- A Council contracted user-pays rubbish collection, and
- Council oversees the installation and operation of a single trial rural recycling drop-off point.

Financial impact from the amendment

Council finances will alter significantly from what was currently planned in the LTP, from 2021/22 onward, when the proposed Council–contracted services become operational. The proposed amendment to the Long Term Plan addresses year 2021-2028.

	2019/20	2020/21	2021/2022 onwards
Operational Expenditure	$160,008	$105,819	$4,009,479
Capital Expenditure	$95,325		
Funding from targeted rates	$15,300		$1,651,725
Funding from user charges			$2,357,754
Funding from other sources – general rates/waste levy	$144,708	$105,819	

Note:
Figures include inflation but exclude GST.



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 benchmarks

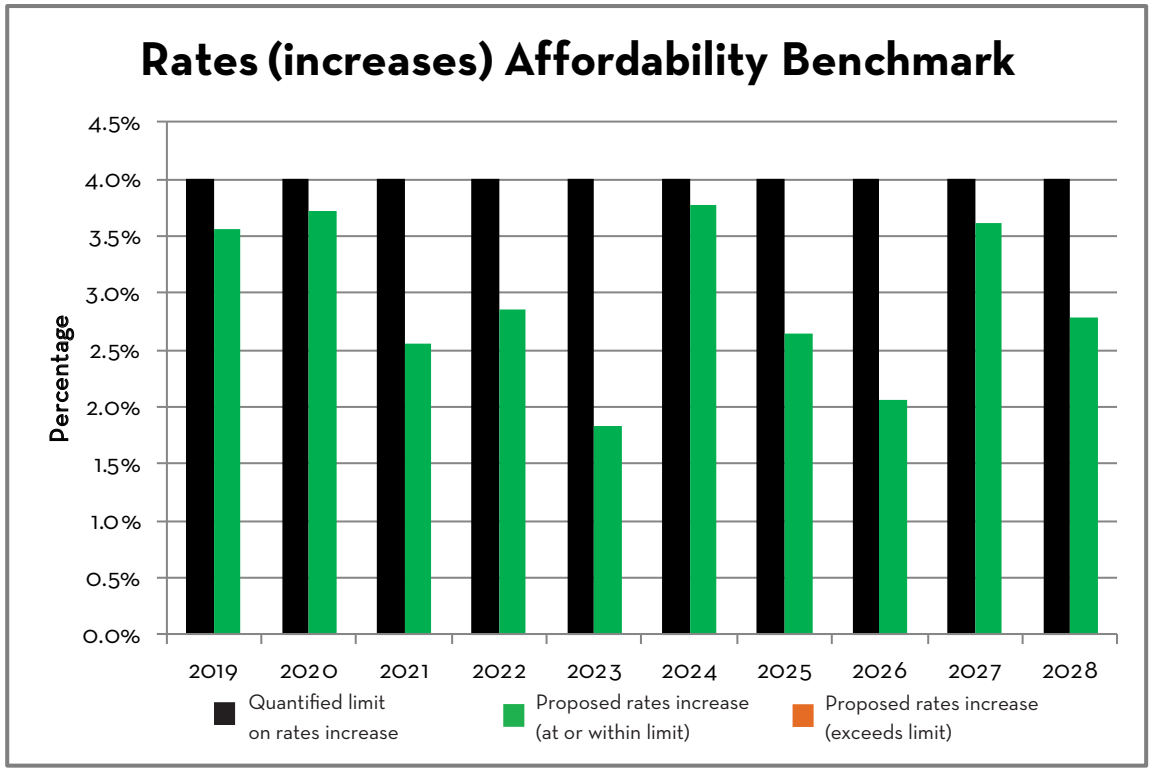
The Council meets the rates affordability benchmark if:

- 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.

Rates (Increases) Affordability Benchmark

The following graph compares the Council's planned rates with a quantified limit on rates contained in the Financial Strategy. The quantified limit is 4% (excluding growth).

Note: For the purposes of this benchmark rates income excludes rates penalties.

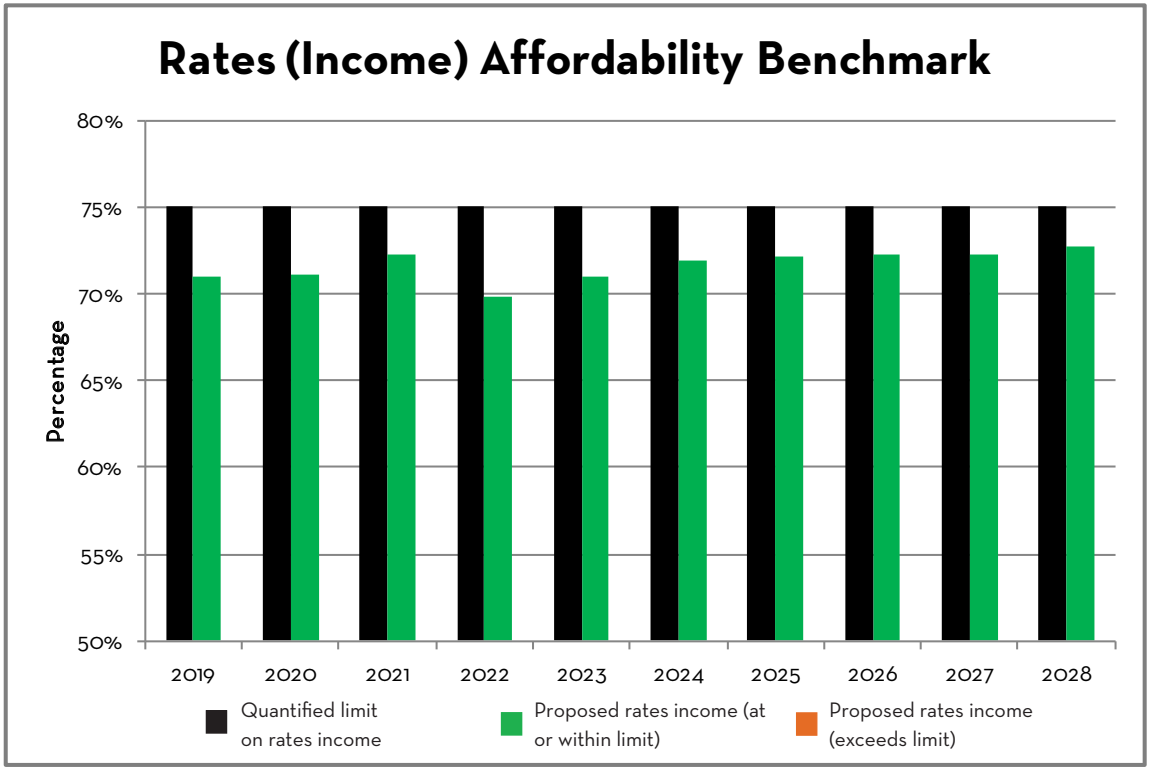


AMENDED LONG TERM PLAN 2018-2028

Taken from chapter one (page 20) of the existing Long Term Plan 2018-2028 - *Long Term Plan disclosure statement section*

Rates (Income) Affordability Benchmark

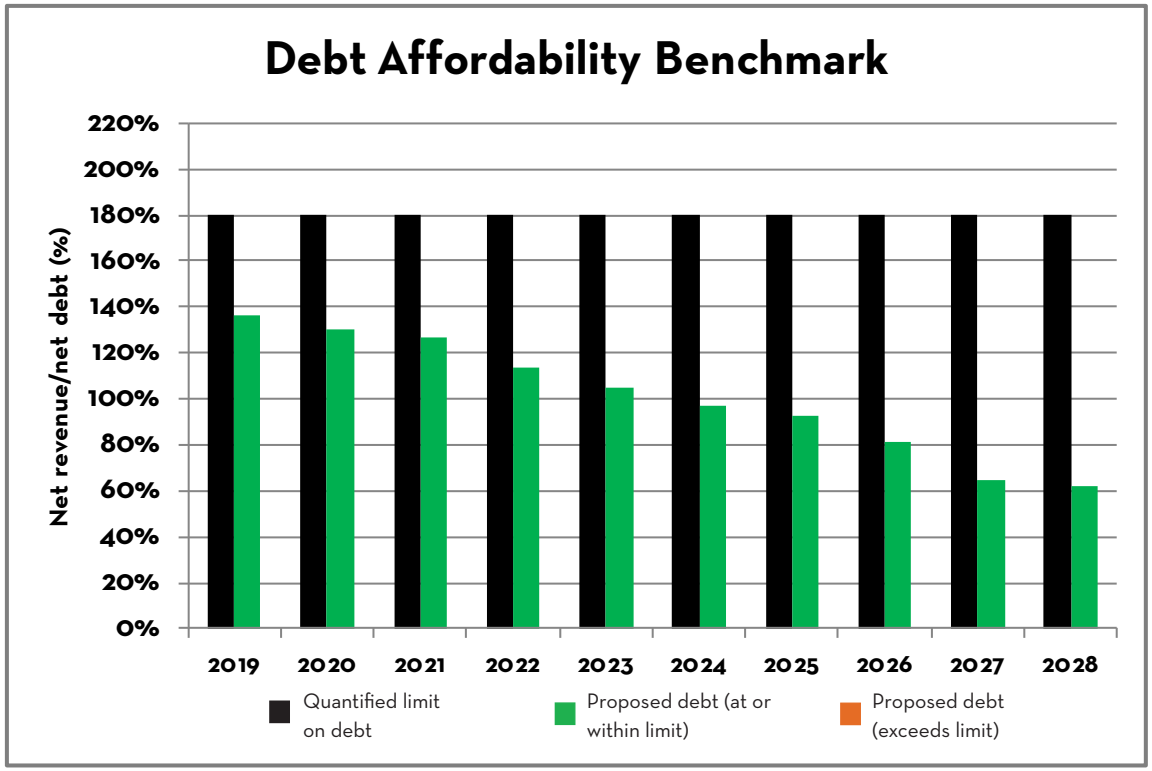
The following graph compares the Council's planned rates with a quantified limit on rates contained in the financial strategy included in this long-term plan. The quantified limit is limiting rates levels to a maximum of 75% of total revenue. For this benchmark total revenue excludes revenue from non-cash sources e.g. vested assets and revaluation movements.



Note: Excludes 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 contained in the financial strategy. The quantified limit is that debt will not exceed 180% of revenue (excluding financial contributions and vested assets) during 2019 – 2028.



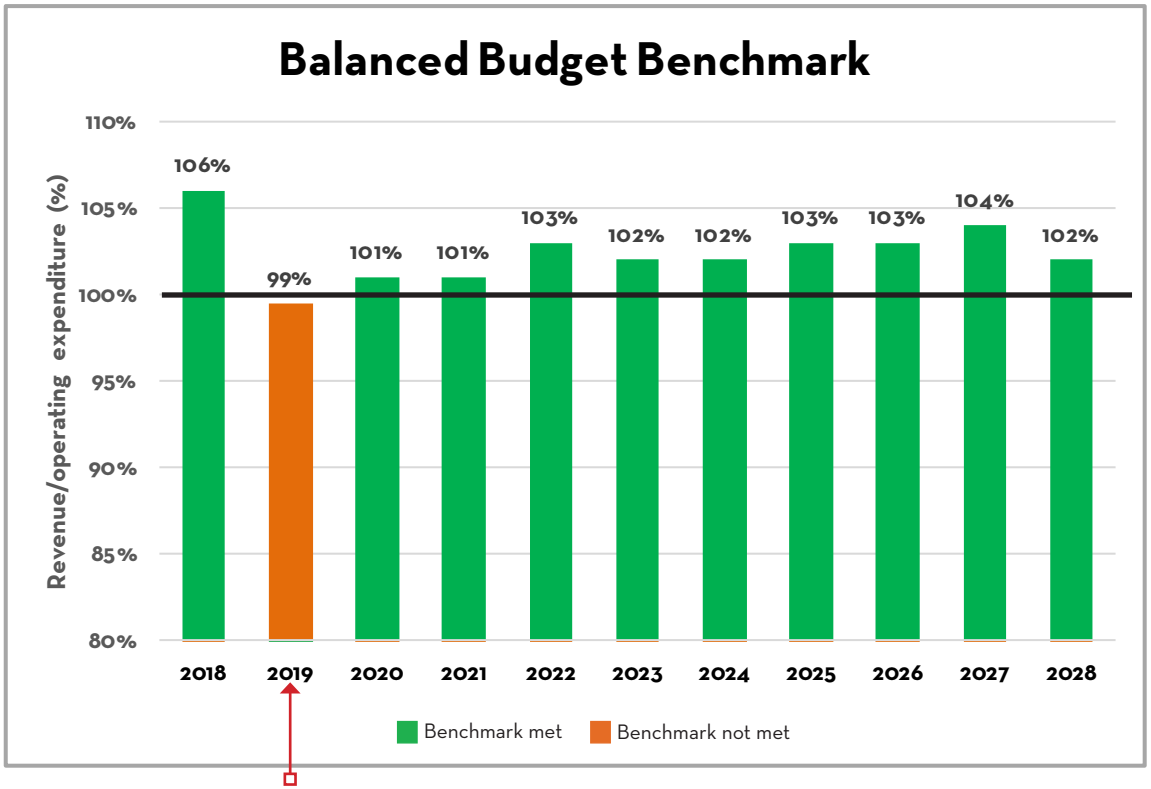
Note: Excludes financial contributions and vested assets.

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter one (page 22) of the existing Long Term Plan 2018-2028 - *Long Term Plan disclosure statement section*

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 the balanced budget benchmark if its planned revenue equals or is greater than its operating expenses.



The reason for the benchmark not being met is due to financial contribution income being a higher proportion of total revenue in the year (excluded in this graph).

Note: Excludes financial contributions and vested assets.

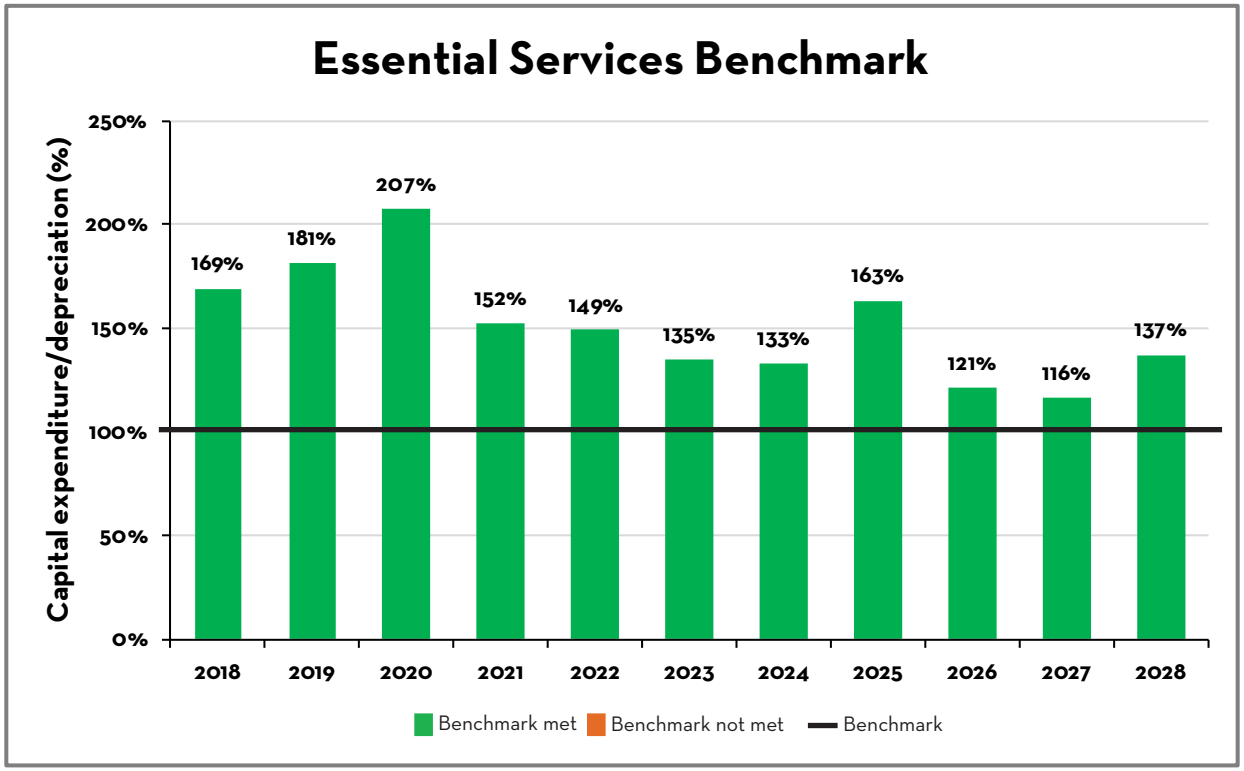
AMENDED LONG TERM PLAN 2018-2028

Taken from chapter one (page 23) of the existing Long Term Plan 2018-2028 - *Long Term Plan disclosure statement section*

Essential services benchmark

The following graph displays the Council's planned capital expenditure on network services as a proportion of depreciation on network services.

The Council meets the essential services benchmark if its planned capital expenditure on network services (being; transportation, water, wastewater and stormwater) equals or is greater than depreciation on network services.



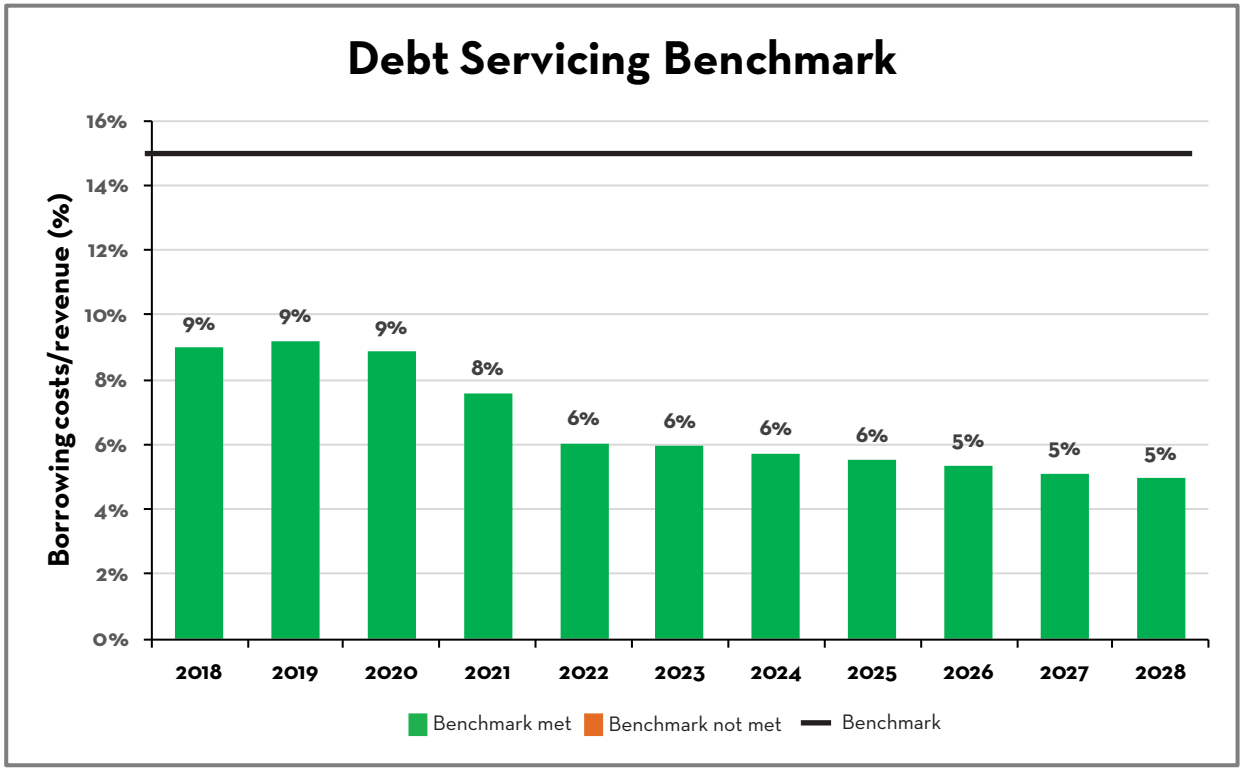
AMENDED LONG TERM PLAN 2018-2028

Taken from chapter one (page 24) of the existing Long Term Plan 2018-2028 - *Long Term Plan disclosure statement section*

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 planned borrowing costs equal or are less than 15% of its revenue.



Note: Excludes financial contributions and vested assets.

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter two (page 39) of the existing Long Term Plan 2018-2028 - *Goal 1: we will continue to manage our debt section*

Figure 1: Forecast Deb 2018-2028

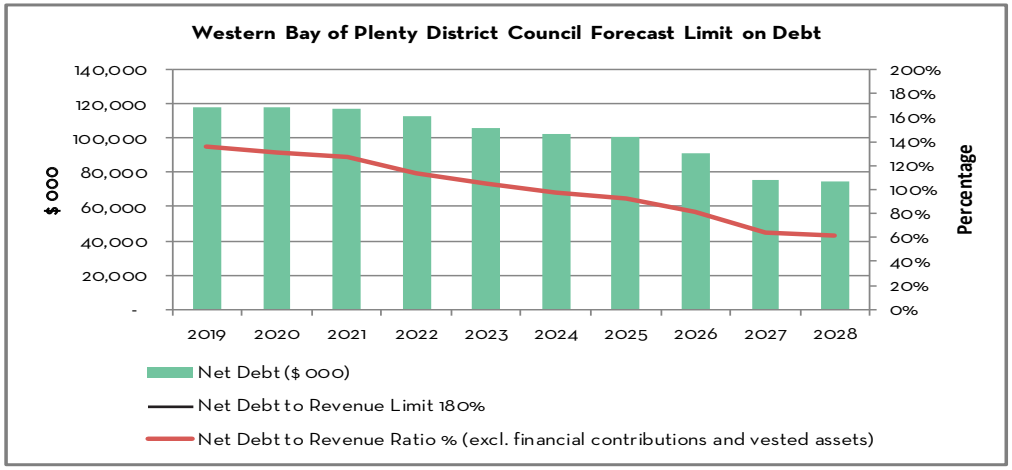
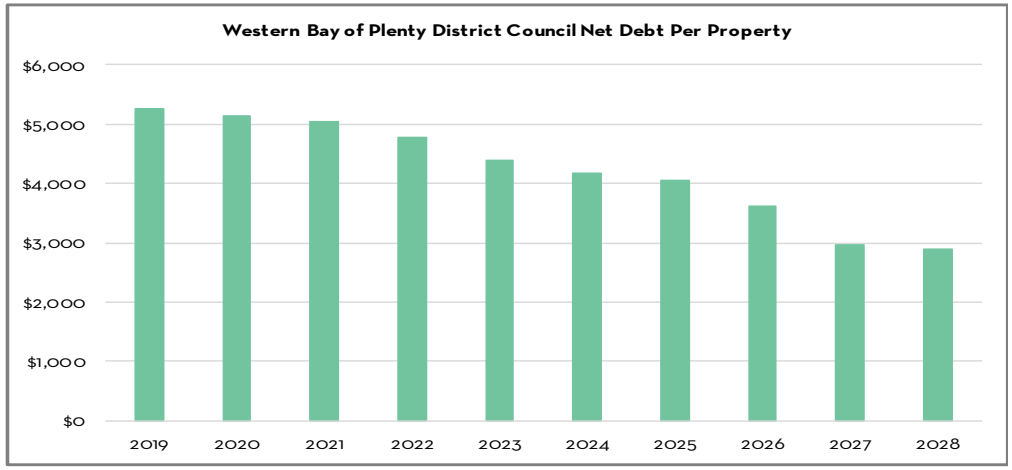


Figure 2: Net Debt per property 2018-2028



AMENDED LONG TERM PLAN 2018-2028

Taken from chapter two (page 40) of the existing Long Term Plan 2018-2028 - *Goal 2: we will continue to manage rates increases section*

Figure 3: Planned increase in total rates excluding growth

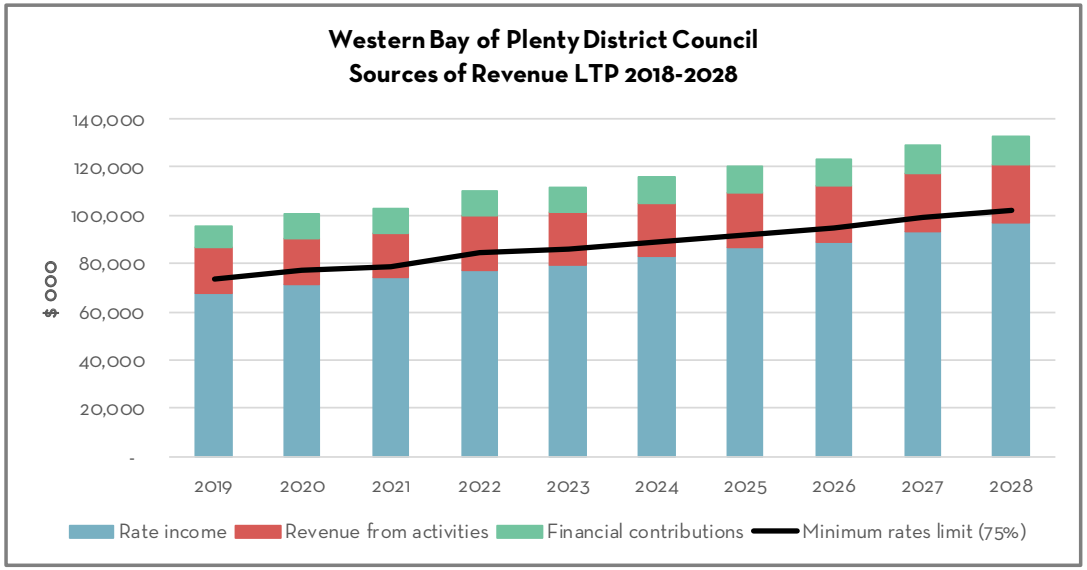
Total rates	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Rates before inflation	1.57 %	1.54 %	0.33 %	0.55 %	(0.46)%	1.48 %	0.25 %	(0.44)%	1.01 %	0.09 %
Inflation (LGCI)	2.00 %	2.20 %	2.20 %	2.20 %	2.30 %	2.30 %	2.40 %	2.50 %	2.60 %	2.70 %
Rates after inflation	3.57 %	3.74 %	2.53 %	2.75 %	1.84 %	3.78 %	2.65 %	2.06 %	3.61 %	2.79 %

Figure 4: Planned increase in total rates including growth

Total rates	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Rates before inflation	1.57 %	1.54 %	0.33 %	0.55 %	(0.46)%	1.48 %	0.25 %	(0.44)%	1.01 %	0.09 %
Inflation (LGCI)	2.00 %	2.20 %	2.20 %	2.20 %	2.30 %	2.30 %	2.40 %	2.50 %	2.60 %	2.70 %
Rates after inflation	3.57 %	3.74 %	2.53 %	2.75 %	1.84 %	3.78 %	2.65 %	2.06 %	3.61 %	2.79 %
Growth	1.28 %	1.25 %	1.28 %	1.25 %	1.23 %	1.12 %	1.10 %	1.09 %	1.07 %	1.06 %
Increase in rates (including growth)	4.85 %	4.99 %	3.81 %	4.00 %	3.07 %	4.90 %	3.75 %	3.15 %	4.68 %	3.85 %

Taken from chapter two (page 41) of the existing Long Term Plan 2018-2028

Figure 5: Sources of Revenue (excludes vested assets)



AMENDED LONG TERM PLAN 2018-2028

Taken from chapter two (page 42) of the existing Long Term Plan 2018-2028 - *Goal 3: We will continue to invest in our communities and the future of our District section*

Figure 7: Forecast Debt 2018-2028

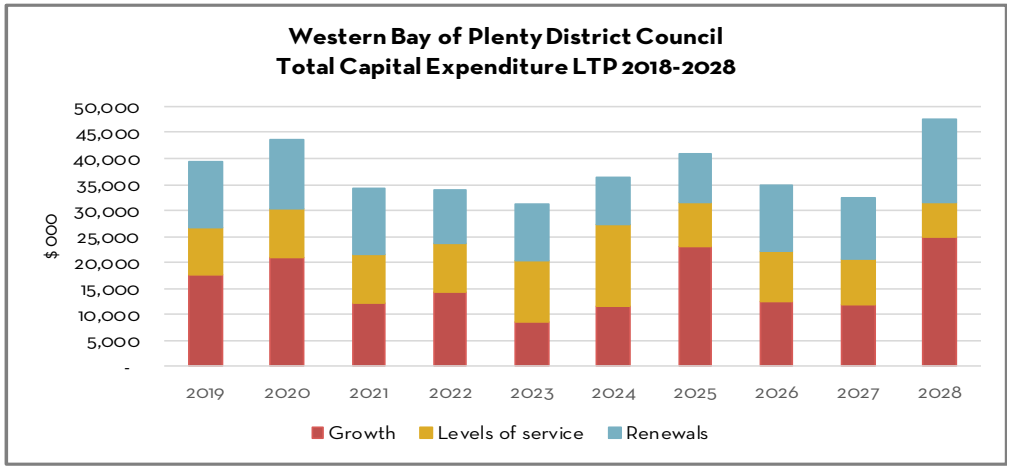
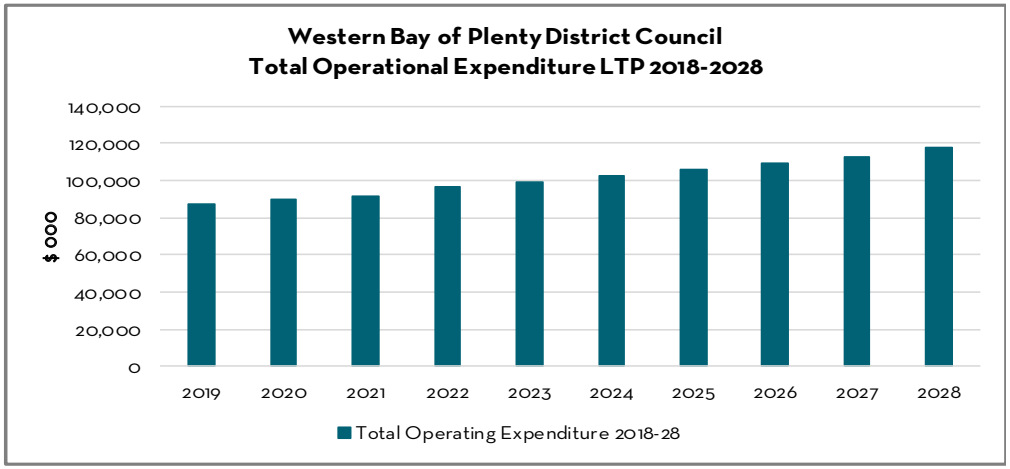
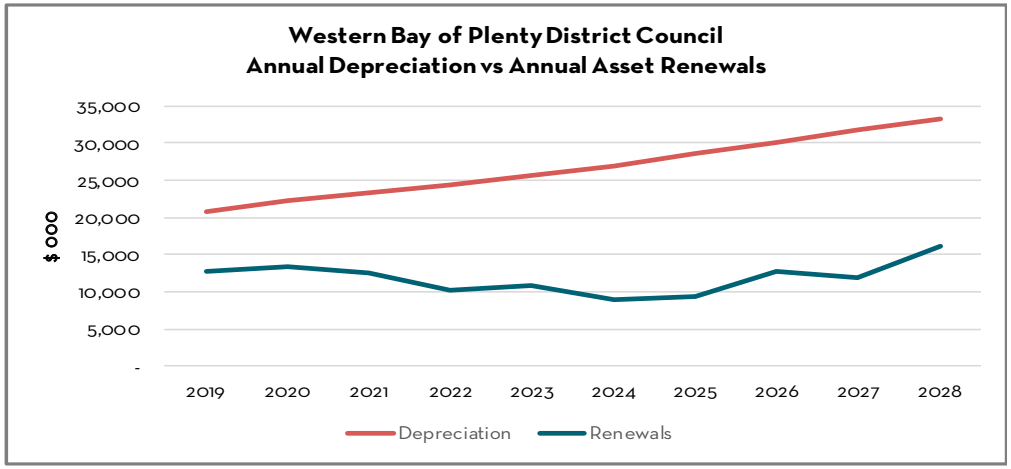


Figure 8: Total Operational Expenditure 2018-2028



Operational Expenditure includes costs, interest, depreciation and overheads

Taken from chapter 2 (page 43) of the existing Long Term Plan 2018-2028



AMENDED LONG TERM PLAN 2018-2028

Taken from chapter two (page 50) of the existing Long Term Plan 2018-2028 - *The challenges section*

Effect of changes in land use on service demand

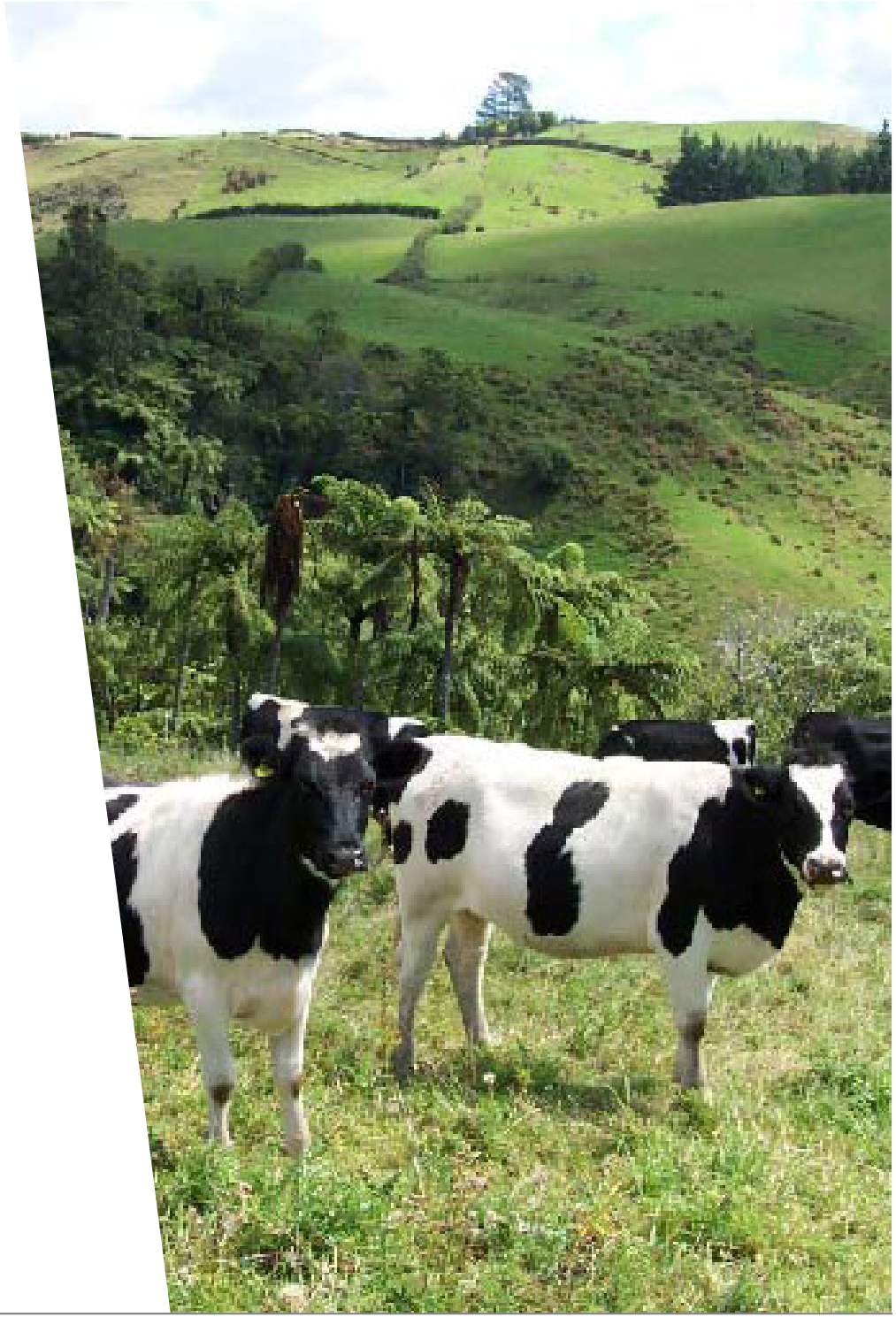
Demand for infrastructure services (roads, water supply, wastewater, stormwater, reserves, facilities) increases where development occurs. Development may be subdivisions for housing, new commercial or industrial areas or intensification of existing development. For our District, growth is mainly driven 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 landuse activities. The annual Development Trends report and our new reporting requirements against the National Policy Statement on Urban Development Capacity 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 leisure, solid waste and community facility activities currently only have robust financial information for the next ten years to 2028. It is expected that Council's new asset management system (AssetFinda) will provide improved capability to forecast beyond this and will be incorporated into the 2021-2051 Infrastructure Strategy process. The Solid Waste Investigations and Council's subsequent decision to introduce Council contracted kerbside services has provided clarity around the future direction of the activity and its funding needs. The Recreation and Leisure and Communities Strategy reviews in 2018/19 will also provide clarity on outcomes, goals and levels of service for these activities which will influence future capital programmes of delivery.



AMENDED LONG TERM PLAN 2018-2028

Taken from chapter two (page 78) of the existing Long Term Plan 2018-2028 - *Theme 3: protecting our environment and resources section*

	Issue	Why this is significant	2018-2028 LTP funding	Principal options	Implications
10	**Council's level of service for solid waste**	Council intends to introduce a Council contracted kerbside service to most households in the district and trial a rural recycling drop-off site. This is a significant change in levels of service. The Waste Management and Minimisation Plan (2017) also includes the following actions: • Council actively investigates alternative recycling and rubbish collection models to achieve better oversight and management of solid waste and recycling throughout the District. • Council agrees in principle to establish a recycling centre in Omokoroa similar, to the existing centres at Katikati and Te Puke. This is subject to the operational costs being agreed with the community, as part of the above investigation and consultation in 2018/19. • Investigation into a future transfer station is progressed. These actions are significant as they could result in a potential change to Council's solid waste level of service.	Increase in operational expenditure of $4,009,479 in the 2021/22 year, then increasing by inflation thereafter. $1.29 million from 2020/21 to 2022/23 for development of a recycling centre at Omokoroa (note the existing greenwaste facility is being relocated and costs for this are included as part of this relocation).	Introduce new kerbside services. This was fully consulted on as part of the Long Term Plan Amendment in 2019. Implement actions from the Waste Management and Minimisation Plan. This reviewed Plan was adopted by Council in December 2017 following initial engagement with the community on potential changes to the current level of service provided by Council to achieve the vision and goals of the Plan and Council's Solid Waste Strategy. No other options are identified as the Plan and changes to kerbside services have only recently been adopted and reflect the community input received.	The changes will increase levels of service and reduce the amount of waste to landfill.

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter two (page 95) of the existing Long Term Plan 2018-2028 - *Activity overview: solid waste section*

SOLID WASTE

Solid waste is the unwanted or unusable materials that are 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 planning for 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 management education, managing illegal dumping and supporting community initiatives to reduce waste. Currently Council does not provide rubbish collection services, however from the 2021/2022 year Council plans to introduce a Council contracted kerbside service for recycling, glass, food scraps (urban areas) and rubbish for most households in the District. A polluter pays principle applies, putting the onus on the individual to take responsible actions for waste minimisation.

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.

What influences our approach

	Issue	Response
Population Growth, Economic Growth, Environmental Sustainability, Climate Change	Urban areas have a greater concentration of people that produce waste and place greater demand on natural resources. 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. A solid waste audit undertaken in 2016 identified that each week within the sub-region, the community is sending nearly 190 tonnes of paper and cardboard, 30 tonnes of plastic, and over 60 tonnes of glass to landfill that could instead be recycled. This is in addition to approximately 400 tonnes of food and garden waste sent to landfill each week. This is a significant amount of waste going to landfill that could be recycled or composted	An analysis of factors driving demand for waste services in the future suggests that changes in demand will occur over time reflecting increasing population, increasing geographical size, changing household demographic, changing customer expectation (notably migration of residents from other areas with more comprehensive council kerbside services) and Central Government requirements (e.g. the introduction of product stewardship schemes). However, while steady growth is predicted, no dramatic shifts are expected. If new waste management approaches are introduced, then this could shift material between disposal and recovery management routes. Council's planned kerbside service aims to improve the rate of diversion and reduce the proportion of waste sent to landfill. 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.
Economic Growth (tourism)	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 holiday makers differ to that of residents. Consequently, demand for recycling and waste services increases noticeably over the holiday season.	Community awareness of recycling and waste services through education and signage.

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 as reported by licensed operators, the number of initiatives funded by the Ministry for the Environment Waste Minimisation Scheme, and waste audits.

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter two (page 96) of the existing Long Term Plan 2018-2028 section - *Activity overview: solid waste section*

How we will achieve this

Current approach

Following investigations and community consultation, Council plans to introduce new kerbside services in the 2021/22 year. This will be a significant increase in levels of services and will increase the level of diversion and reduce the proportion of waste sent to landfill. Until a new service comes into effect, Council will continue with the current approach and levels of service. The current level of service focuses on providing incentives (such as access to recycling and greenwaste facilities, and education programmes) to encourage responsible waste minimisation actions. Individual households purchase their own rubbish collection services and no Council subsidies are provided towards this.

Future thinking and planned changes to current approach

Council has explored options for a potential change to the level of service for solid waste. The review of the Waste Management and Minimisation Plan (WMMP) and Solid Waste Strategy in 2017 has resulted in a shared vision with Tauranga City Council (TCC) of "Minimising Waste to Landfill". This recognises the high proportion of garden waste, food waste, electronic waste and recyclable items that are going to landfill. Around 70% of kerbside rubbish collected from households could be recycled or composted instead of being sent to landfill.

The Council plans to introduce kerbside collections for recycling, glass, food scraps (urban areas) and rubbish. This is a significant increase in levels of service aimed to increase the rates of diversion.

The WMMP also includes the following actions:

- Council actively investigates alternative recycling and rubbish collection models to achieve better oversight and management of solid waste and recycling throughout the District.
- Council agrees in principle to establish a recycling centre in Omokoroa similar to the existing centres at Katikati and Te Puke. This is subject to the operational costs being agreed with the community, as part of the above investigation and consultation in 2018/19.
- Investigation into a future transfer station is progressed.

The recycling centres at Katikati and Athenree are operating at capacity within their current operating hours. Tauranga City Council is under increasing pressure for use of their recycling centres and transfer stations. Given the growth occurring in the sub-region, an assessment of the demand for and location of future 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 2018-2048

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 2021-2051 Infrastructure Strategy. Within the 2018-28 LTP the main delivery projects for this activity are:

- Operation of a Council contracted kerbside collection - $4,009,479 for the 2021/22 year, then increasing by inflation thereafter.
- Omokoroa Recycling Centre - $1.29 million from 2020/21 to 2022/23.
- District solid waste minimisation - $1.49 million from 2018-2028 (used to fund actions from the WMMP e.g. waste education programmes).
- District wide trade waste implementation - $559,250 from 2018-2028.

Key activity assumptions

Relevant Strategic assumptions	Activity Assumption	Risk	Impact
Environmental Sustainability and Legislative Changes	The waste levy funding provided by the Waste Minimisation Act 2008 will not be removed or reduced.	The Act provides funding through a waste levy which is collected on waste delivered to landfill sites and applied to waste minimisation activities and product stewardship schemes. This is a key funding source for projects that deliver on the WMMP.	If the funds were not available this would either be a cost to the ratepayer or the project would not proceed.
Environmental Sustainability and Community Expectations	Council will undertake an increased role in waste management.	Poorly managed change can result in increased costs and project delays, and/or community discontent with the process.	Council's waste management role will change during the period of this strategy, primarily through the procurement and management of kerbside collections. A future role maybe to oversee development of a transfer station.

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter two (page 106) of the existing Long Term Plan 2018-2028 - *How we will manage our assets section*

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 leisure 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 AMP's 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. One area where levels of service will change is the planned introduction of a Council contracted kerbside rubbish and recycling collection across the District.

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 AMP's 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 seeks 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 aim to reduce the vulnerability of Bay of Plenty lifelines including improving disaster preparedness planning. The group assess the vulnerability of various types of infrastructure to hazards including floods, earthquake, volcanic eruption, tsunami, storm surge, fire, wind and landslide.

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 2015 (international risk management standards). A risk register identifies the top level strategic and operational risks for the organisation and District. The most significant risks identified are Central Government influences, a major earthquake, and incorrect growth assumptions. Mitigation measures include the annual review of growth projections against actual uptake, 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 AMP's. 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 streamlined 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 $8 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 have 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.

SOLID WASTE

OVERVIEW

Our Solid Waste Strategy 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 well-being and prosperity. With our population growing, so demands on our natural resources will increase. The challenge is to lessen our impacts on the environment and reduce consumption and waste.

The Solid Waste Strategy aligns to Council's Waste Management and Minimisation Plan (adopted in December 2017 as part of this LTP, to align with the Waste Management and Minimisation Plan which was adopted in December 2017. The primary aim of this Strategy is to reduce the amount of waste produced by reducing, reusing, 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.

Our Strategy and actions have been developed in response to the changing waste management environment. Our community expectations have changed, with an increasing awareness and support for Council to take a more substantial role in waste management. Council is planning to introduce a Council contracted, ratepayer funded kerbside recycling and rubbish collection service (recycling, glass, food scraps (urban areas) and rubbish). We will also replace the Omokoroa greenwaste facility with a new green waste and recycling centre.

Our strategy seeks to progress our Waste Management and Minimisation Plan's vision of reducing waste to landfill. The Plan is available on our website at:

www.westernbay.govt.nz/Documents/Services/A-Z%20Services/ Joint-waste-minimisation-Plan.pdf

There are no significant variations between the proposals in the Waste Management and Minimisation Plan and this Solid Waste Strategy. The Waste Management and Minimisation Plan will be reviewed in 2022/23.

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 provision of kerbside services will help make this easier for our communities. Our `polluter-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 planned 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.

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.

A Council contracted kerbside collection service is planned to become operational in 2021/22. The service would be available for most households in our District. The service would provide:

- a Council-contracted recycling collection and separate glass collection
- a Council-contracted food scraps (urban areas) collection, and
- a Council-contracted user-pays rubbish collection.

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:

- Glass bottles and jars
- Paper and cardboard
- Steel cans
- Aluminium cans
- Fluorescent light bulbs
- Used motor oil
- Plastic (number 1)
- Plastic (number 2)
- Ferrous and non ferrous metal
- Batteries
- Whitewear (a fee applies)

and we offer greenwaste disposal services at the above sites and also Omokoroa 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.

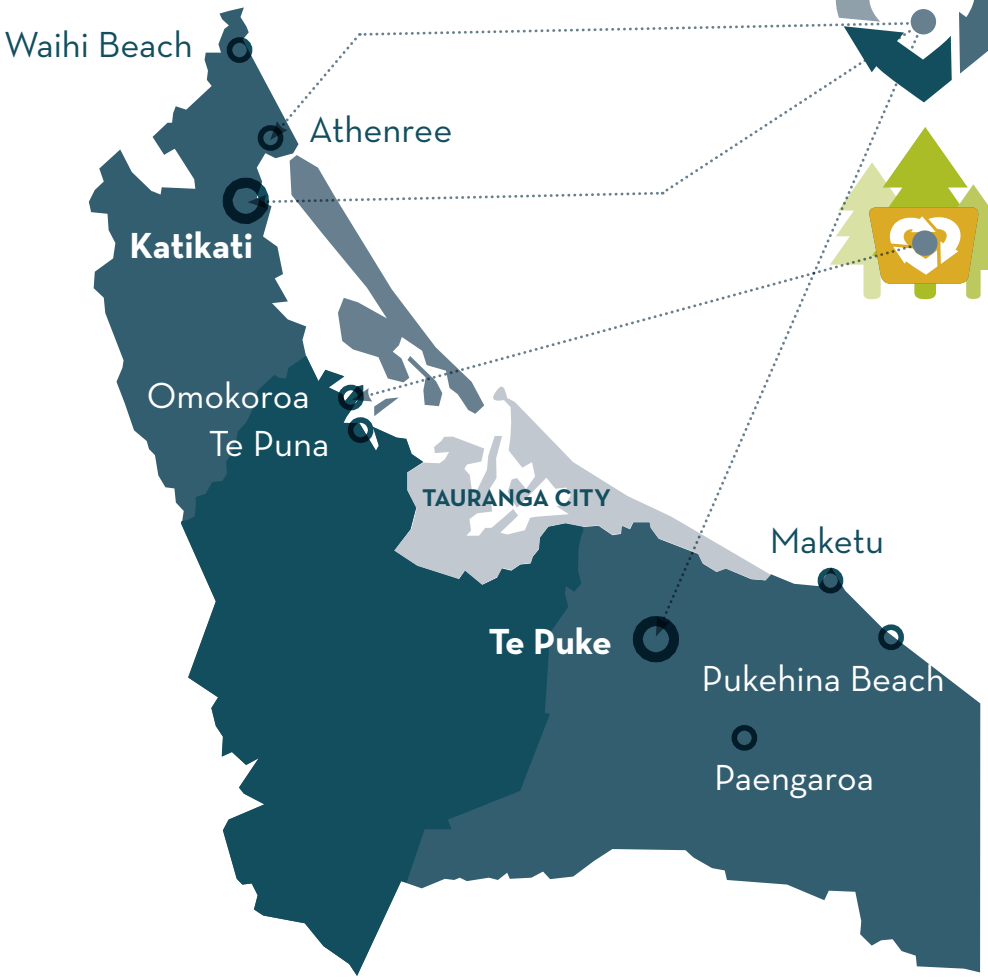
Additionally, a trial of an unmanned rural recycling drop off site is planned for 2019/20 until 2021. This will test the concept and assess if it will make recycling more easily accessible for those in our remote rural areas. Its performance will be reviewed to determine if the trial should continue or if further sites should be introduced.

We maintain closed and capped landfills at Te Puke, Waihi Beach and Athenree in accordance with consent conditions.

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter three (page 272) of the existing Long Term Plan 2018-2028 - *Solid waste activity*

WHAT WE PROVIDE



RECYCLING & GREENWASTE CENTRES

Katikati, Te Puke, Athenree

GREENWASTE DROP-OFF

Omokoroa

EDUCATION PROGRAMMES

ONGOING MONITORING OF

CLOSED & CAPPED LANDFILLS

Athenree, Te Puke, Waihi Beach

MONITOR

ILLEGAL DUMPING (FLY-DUMPING)

across our District

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter three (page 273) of the existing Long Term Plan 2018-2028 - *Solid waste activity*

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Effective waste management practices that minimise waste to landfill and encourage efficient use of resources to reduce environmental harm.

OUR GOALS

- 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.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
Reduce and recover more waste.	**Advocacy** 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.	Advocate
	Education and information Education and information are vital tools for changing attitudes and behaviours towards waste minimisation and management.	
	Partners in providing education and distributing information 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, Ministry for the Environment, Environmental Education for Resource Sustainability Trust, Waste Watchers, Pare 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.	Partner
	Schools 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.	Partner/Advocate
	Community 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.	Partner

GOAL	OUR APPROACH	OUR ROLE
Reduce and recover more waste (cont).	**Business and rural sectors** Support key business and rural sector groups to establish waste minimisation education programmes that each sector can own and sustain into the future.	Facilitator/Advocate
	Communication 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.	Lead
	Welcome pack Include information on weekly kerbside collections and drop-off facilities within the welcome pack we distribute to all new residents in our District.	Lead
	Signage Ensure that industry-standard signage is provided showing where waste materials can be disposed of at known fly-dumping trouble spots.	Partner
	Composting/worm composting 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.	Advocate/Facilitator
	Kerbside collections Planned provision of Council contracted kerbside collections, to improve the diversion of waste from landfill.	Lead
	Recycling services **Recycling drop-off facilities** Where viable options for recycling are proposed by private or community sectors, we will investigate whether these options can enhance or replace our operated services. Trial of rural recycling drop-off site to increase accessibility.	Lead
	Public recycling Subject to community demand and willingness-to-pay, work with community boards to establish public recycling facilities in public places.	Facilitator

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter three (page 275) of the existing Long Term Plan 2018-2028 - *Solid waste activity*

GOAL	OUR APPROACH	OUR ROLE
Reduce and recover more waste (cont).	**Illegally dumped waste** Change attitudes toward fly-dumping 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 dumping occurs and where appropriate install mobile closed circuit television cameras at problem sites Pursue infringements and prosecutions where there is sufficient information to support such action.	Lead
	Waste Management and Minimisation Bylaw Enforce the Waste Management and Minimisation Bylaw to ensure that all people in our District take responsibility for the proper disposal of their waste.	Lead
Apply the latest proven and cost effective waste management and minimisation approaches.	**Hazardous Waste Management** 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.	Lead
	Landfills 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.	
	Trial and pilot schemes Unmanned recycling stations in District.	Facilitate/Partner/Lead
	Kerbside services Food scraps collection (for urban areas) to address the biggest component of household waste.	Lead

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter three (page 276) of the existing Long Term Plan 2018-2028 - *Solid waste activity*

GOAL	OUR APPROACH	OUR ROLE
To collect information to enable informed decision making.	**Solid Waste Analysis Procedure** Undertake regular solid waste audit procedure which will follow the Ministry for the Environment (MfE) Solid Waste Analysis Protocol (SWAP) [1].	Lead
	Monitoring and target setting Set targets for: • Business waste minimisation • Waste free parenting & living • Pare kore • Kerbside recycling.	Lead
	Kerbside services • Require accurate and regular data from the contractor on waste volumes, put-out rate, rates of contamination, and other information as necessary.	Lead/Partner
To create benefit for our community.	**Community waste initiatives** (a) Provide grants to community groups interested in establishing local waste management initiatives that adopt environmentally sound practices.	Partner/Advocate/Facilitator
	(b) Support community organisations in their applications to appropriate funding sources to establish new community waste initiatives.	Partner/Advocate
	Events and promotions National promotions (a) Assist in the promotion of national campaigns that contribute to the goals for solid waste by providing community group contacts and local administrative support.	Partner
	Recognition of community actions (b) Advocate for the introduction of local awards to recognise outstanding contributions and innovations by communities and businesses to achieving our solid waste goals.	Advocate
	Mobile recycling and waste services (c) Provide event organisers with a resource kit to encourage waste reduction and recycling at major events in line with the Western Bay of Plenty Sub-regional Events Strategy.	Advocate
	Design principles for new developments 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.	Facilitator

[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.

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter three (page 277) of the existing Long Term Plan 2018-2028 - *Solid waste activity*

WHAT WE ARE PLANNING TO DO

All information from 2020– 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
318601	District Solidwaste Waste Minimisation Funding Pool	130	133	136	139	143	147	150	166	171	175
318605	Alternative Recycling and Rubbish Collection	25	-	-	-	-	-	-	-	-	-
318606	Envirohub	20	21	21	-	-	-	-	-	-	-
319902	District-wide Trade Waste Implementation	50	51	52	54	55	56	58	59	61	63
344401	Omokoroa Green Waste Facility / Recycling Centre	-	-	52	1,019	220	-	-	-	-	-
348504	Rural Recycling Drop Off Point	-	95	-	-	-	-	-	-	-	-
348501	Kerbside Waste Collection	-	-	-	3,957	4,053	4,156	4,260	4,374	4,496	4,621
348502	Kerbside Waste - Commercial Services	-	-	-	52	54	55	56	58	59	61
348503	Rural Recycling Drop Off Points	-	17	7	-	-	-	-	-	-	-

MAJOR PROJECTS PLANNED FOR 2018 - 2028

The introduction of Council contracted kerbside services in 2021/22 is a significant new component of the solid waste activity. This was the key component of the Long Term Plan Amendment adopted in June 2019.

The replacement of Omokoroa's Greenwaste facility includes a $1.2m allocation towards adding a recycling centre to the relocated green waste facility.

The trial of a rural recycling drop-off point is a project for the activity.

Waste Minimisation Funding Pool

This pool of funding allocates $1.8m over the duration of this plan.

Future projects include:

- Investigate a possible future transfer station near Omokoroa or Katikati.
- Investigate opportunities to partner with community groups to recover construction and demolition waste.

HOW OUR PLANS HAVE CHANGED

The timing and costs of some of our projects have been updated since we adopted our 2015 - 2025 Long Term Plan (LTP).

To see how our plans have changed click here for the complete list of the projects/programmes that have been revised or alternatively visit our website www.westernbay.govt.nz.

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter three (page 278) of the existing Long Term Plan 2018-2028 - *Solid waste activity*

HOW WE WILL TRACK PROGRESS TOWARDS OUR GOALS

OUTCOME Effective waste management practices that minimise waste to landfill and encourage efficient use of resources to reduce environmental harm.

GOAL	WE'LL KNOW WE'RE MEETING OUR GOAL IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
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.**	**Key Performance Measure** Percentage of actions identified in the Solid Waste Action Plan for the year that have been completed. This identifies the total annual actions required for this strategy. Actions are required within specification and budget.	100%	≥97%	≥97%	≥97%	≥97%	≥97%
	Key Resident Measure Level of customer satisfaction with household rubbish disposal methods.	79%	≥80%	≥80%	≥80%	≥80%	≥80%
	Supporting Measures Number of initiatives funded by the Ministry for the Environment Waste Minimisation	1	≥1	≥1	≥1	≥1	≥1
	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	New	≥33%	No audit	≥45%	≥47%	≥48%

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

WHAT WE PROVIDE	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
All Council-owned solid waste facilities' including closed landfills, meet environmental standards.	Number of abatement / infringement notices issued.	0	0	0	0	0	0
Provide and maintain drop-off recycling services.	Number of greenwaste and/or recycling facilities provided.	4	≥4	≥4	≥4	≥4	≥4
Assist in the provision of opportunities for the removal of hazardous waste.	Number of hazardous waste drop off points.	3	3	3	3	3	3

KEY ASSUMPTIONS

	ASSUMPTION	RISK
Council will undertake an increased role in waste management	Council's waste management role will change during the period of this LTP, primarily through the procurement and management of kerbside collections. Council's future role may also be to oversee the development of a transfer station.	Poorly managed change can result in increased costs and project delays, and/or community discontent with the process.
Solid waste generation rate, including diverted materials	An estimated 640kg per year of residential municipal solid waste will be generated per household, 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 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.
Recycling facilities are already reaching capacity.		
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 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 6 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.

DID YOU KNOW...

Weights for whiteware on average/per piece:

- Dishwasher – 40kg
- Refrigerator – 80kg
- Oven/stove – 75kg
- Dryer – 32kg
- Microwave – 10kg
- Washing Machine – 45kg

Total percentage by weight of recyclables from Katikati & Waihi Beach Recycling Centres:

- Glass - 70%
- Paper - 17%
- Plastic - 4%

Total percentage by weight of recyclables from Te Puke Recycling Centres:

- Glass - 48%
- Paper - 28%
- Plastic - 4%

Average weights for recyclable material per loose cubic metre

- On average: Kg/m3
- Glass: 220kg (Source: Recyclonomics)
- Plastics: 25kg (Source: Recyclonomics + averages)
- Cardboard: 90kg (Source: Recyclonomics)
- Paper: 160kg (Source: Full Circle)
- Aluminium: 30kg (Source: Recyclonomics)
- Steel cans: 90kg (Source: CMA recycling)
- Solid steel: 700kg (Source: CMA recycling)
- Food waste - 500g

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter three (page 280) of the existing Long Term Plan 2018-2028 - *Solid waste activity*

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ Providing recycling facilities and kerbside 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.	✗ Under-provision of recycling facilities fails to promote a positive shift in the community's attitude to waste.	• Each main urban community in our District has greenwaste and/or recycling facilities. • We will introduce a Council contracted kerbside service and rural recycling drop-off points to encourage recycling and diversion.
Environmental	✓ The hazardous waste collection removes household quantities potentially harmful substances. ✓ Protection and enhancement of our District's environment.	✗ 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.	• 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.
Economic	✓ Provision of user-pay services ensures that the generator of waste pays for the provision of the service.	✗ 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.	• 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 a trial for a rural recycling drop off point will make recycling more accessible.
Cultural	✓ Waste disposal services protect culturally sensitive Māori land and water resources.	✗ Waste entering water bodies affects the mauri of the environment.	• We will continue to take enforcement action against fly dumping.

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter three (page 281) of the existing Long Term Plan 2018-2028 - *Solid waste activity*

COUNCIL'S ADDITIONAL ASSET REQUIREMENTS

SOLID WASTE

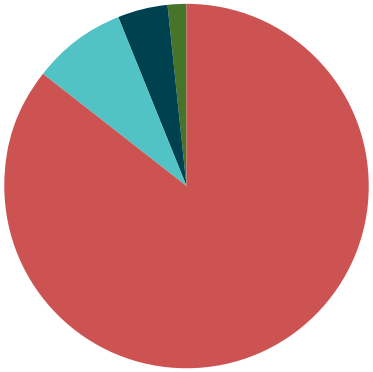
All information from 2020-2028 includes an annual adjustment for inflation.

CAPITAL EXPENDITURE	$'000									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
To meet additional demand (capacity for future residents - growth)	-	-	52	1,019	220	-	-	-	-	-
To improve the level of service	-	95	-	-	-	-	-	-	-	-
To replace existing assets (renewals)	-	-	-	-	-	-	-	-	-	-
Total capital expenditure	**-**	**95**	**52**	**1,019**	**220**	**-**	**-**	**-**	**-**	**-**

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for solid waste.

FUNDING SOURCES FOR SOLID WASTE 2018/19



Solid Waste

- **86%** Rate Income
- **8%** Subsidies
- **4%** User Fees
- **2%** Other

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter five (page 446) of the existing Long Term Plan 2018-2028 - *Summary of financial contributions policy section*

PROJECTED CAPITAL EXPENDITURE FOR GROWTH

COUNCIL ACTIVITY	FORECAST $'000									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Transportation	9,103	5,970	4,023	7,193	2,524	2,944	11,566	4,550	9,256	14,171
Water supply	1,562	3,971	2,787	1,502	2,894	4,196	4,094	1,483	-	1,319
Communities	169	79	916	96	67	76	362	415	457	6,298
Recreation and leisure	3,032	2,168	946	1,630	831	644	3,257	3,189	1,576	660
Wastewater	280	4,584	-	2,468	-	1,352	3,130	474	207	2,005
Solid waste	-	95	52	1,019	220	-	-	-	-	-
Stormwater	2,000	3,008	2,648	-	1,044	2,096	116	2,052	-	-
Economic	460	929	690	387	778	353	363	373	384	396

FINANCIAL CONTRIBUTIONS SOUGHT

COUNCIL ACTIVITY	FORECAST $'000									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Transportation	2,113	2,671	2,876	2,942	3,011	3,141	3,220	3,304	3,394	3,486
Water supply	1,203	1,505	1,641	1,680	1,721	1,525	1,563	1,605	1,650	1,696
Recreation and leisure	2,130	2,173	2,297	2,346	2,396	2,260	2,312	2,367	2,424	2,487
Wastewater	2,010	1,885	1,952	1,998	2,047	2,179	2,233	2,293	2,357	2,423
Stormwater	1,140	1,351	1,476	1,511	1,547	1,566	1,604	1,647	1,693	1,741
Natural environment	191	221	229	-	-	-	-	-	-	-
Total	**8,786**	**9,806**	**10,471**	**10,477**	**10,722**	**10,671**	**10,933**	**11,217**	**11,518**	**11,833**

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter four (page 300) of the existing Long Term Plan 2018-2028 - *Funding statement section*

WESTERN BAY OF PLENTY DISTRICT COUNCIL

SUMMARY FUNDING STATEMENT 2018 - 2028

FOR THE YEARS ENDED 30 JUNE	ANNUAL PLAN $'000	FORECAST $'000									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
General rates											
General rate	20,098	23,609	24,565	25,544	24,958	25,642	27,960	29,356	30,319	32,566	34,740
Community Board rates	427	438	446	458	466	479	489	503	513	528	540
Targeted rates											
Roading rate	13,978	13,209	13,917	14,269	14,597	15,041	15,320	15,691	16,356	16,530	16,989
Environmental protection rate	936	732	956	976	997	1,019	1,042	1,067	1,092	1,118	1,146
District library rate	1,651	1,600	1,682	1,771	1,856	1,936	2,023	2,087	2,156	2,269	2,371
Service charges	22,574	23,018	24,172	25,232	28,102	29,029	29,894	30,891	31,656	32,925	33,455
Capital contributions											
Financial contributions	10,020	8,786	9,806	10,471	10,477	10,722	10,671	10,933	11,217	11,518	11,833
Subsidies	12,818	9,487	9,207	8,342	10,297	8,897	8,919	9,119	9,374	10,254	9,900
Vested assets	2,240	2,240	2,292	2,342	2,397	2,453	2,515	2,577	2,645	2,718	2,793
Other revenue											
Fees and charges	9,392	10,656	11,081	11,538	14,334	14,733	15,077	15,485	15,897	16,320	16,814
Penalty revenue	1,200	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Other revenue	3,847	3,213	3,365	3,220	2,982	3,280	3,243	3,714	3,634	3,962	3,958
Total operating revenue	**99,182**	**97,990**	**102,488**	**105,164**	**112,463**	**114,231**	**118,152**	**122,422**	**125,860**	**131,708**	**135,538**
Other funding sources											
Loans	125,000	120,000	120,000	120,000	115,000	110,000	105,000	105,000	95,000	80,000	80,000
Cash reserves and surpluses	(57,113)	(66,058)	(89,241)	(99,709)	(87,037)	(58,726)	(74,229)	(70,254)	(61,991)	(41,344)	(49,566)
Total other funding sources	**67,887**	**53,942**	**30,759**	**20,291**	**27,963**	**51,274**	**30,771**	**34,746**	**33,009**	**38,656**	**30,434**
Total sources of funds	**167,070**	**151,932**	**133,247**	**125,454**	**140,426**	**165,504**	**148,923**	**157,168**	**158,869**	**170,363**	**165,972**
Less operating expenditure											
Operating costs	54,378	58,823	59,384	61,014	65,947	67,494	69,638	71,545	72,880	75,063	78,986
Interest	7,800	8,000	8,000	7,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Depreciation	20,174	20,807	22,189	23,329	24,509	25,744	26,999	28,696	30,187	31,874	33,308
Total operating expenditure	**82,352**	**87,630**	**89,573**	**91,343**	**96,456**	**99,239**	**102,637**	**106,241**	**109,067**	**112,937**	**118,293**
Other expenditure											
Capital expenditure	39,718	39,301	43,674	34,111	33,971	31,266	36,286	40,927	34,803	32,426	47,678
Debt repayment	45,000	25,000	-	-	10,000	35,000	10,000	10,000	15,000	25,000	-
Total other expenditure	**84,718**	**64,301**	**43,674**	**34,111**	**43,971**	**66,266**	**46,286**	**50,927**	**49,803**	**57,426**	**47,678**
Total expenditure	**167,070**	**151,932**	**133,247**	**125,454**	**140,426**	**165,504**	**148,923**	**157,168**	**158,869**	**170,363**	**165,972**
Operating surplus/(deficit)	**16,832**	**10,359**	**12,915**	**13,820**	**16,007**	**14,992**	**15,515**	**16,181**	**16,794**	**18,771**	**17,245**

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	ACTUAL $'000	ANNUAL PLAN $'000	FORECAST $'000									
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Operating funding per funding impact statement	85,029	80,912	82,838	85,890	87,747	95,782	97,158	100,973	104,818	107,798	113,158	116,481
Add: Subsidies and grants for capital expenditure	476	6,011	4,125	4,500	4,603	3,808	3,897	3,993	4,093	4,200	4,314	4,432
Swap revaluation movement	-	-	-	-	-	-	-	-	-	-	-	
Financial contributions	10,993	10,020	8,786	9,806	10,471	10,477	10,722	10,671	10,933	11,217	11,518	11,833
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation adjustments	7,648	-	-	-	-	-	-	-	-	-	-	-
Total	**104,145**	**96,943**	**95,750**	**100,196**	**102,822**	**110,067**	**111,777**	**115,637**	**119,845**	**123,215**	**128,990**	**132,745**
Total revenue per statement of revenue and expense	107,728	99,182	97,990	102,488	105,164	112,463	114,231	118,152	122,422	125,860	131,708	135,538
Less: Loss on shares adjustment	(76)	-	-	-	-	-	-	-	-	-	-	-
Less: vested assets	3,658	2,240	2,240	2,292	2,342	2,397	2,453	2,515	2,577	2,645	2,718	2,793
Total	**104,145**	**96,943**	**95,750**	**100,196**	**102,822**	**110,067**	**111,777**	**115,637**	**119,845**	**123,215**	**128,990**	**132,745**
Variance	-	-	-	-	-	-	-	-	-	-	-	-
Application of operating funding per funding impact statement	61,016	62,178	66,823	67,383	68,023	71,946	73,495	75,638	77,545	78,880	81,065	84,989
Total expenditure per statement of revenue and expense	75,312	82,351	87,630	89,573	91,343	96,456	99,239	102,637	106,241	109,067	112,937	118,293
Less: depreciation and amortisation	19,413	20,174	20,807	22,189	23,319	24,509	25,743	26,998	28,695	30,186	31,872	33,305
Less: other adjustments	(5,117)	-	-	-	-	-	-	-	-	-	-	-
Total	**61,016**	**62,178**	**66,823**	**67,383**	**68,023**	**71,946**	**73,495**	**75,638**	**77,545**	**78,880**	**81,065**	**84,989**
Variance	-	-	-	-	-	-	-	-	-	-	-	-

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter four (page 329) of the existing Long Term Plan 2018-2028 - *Prospective financial statements section*

WESTERN BAY OF PLENTY DISTRICT COUNCIL PROSPECTIVE STATEMENT OF FINANCIAL POSITION

FOR THE YEARS ENDED 30 JUNE	ANNUAL PLAN $'000	FORECAST $'000									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Current assets											
Cash and cash equivalents	16,505	1,720	2,076	2,704	1,720	3,972	2,807	4,158	3,824	4,440	4,839
Trade and other receivables	10,912	10,872	11,516	11,726	11,924	12,066	12,326	12,715	12,941	13,484	13,754
Total current assets	**27,417**	**12,592**	**13,591**	**14,430**	**13,644**	**16,038**	**15,133**	**16,872**	**16,766**	**17,924**	**18,593**
Non-current assets											
Property, plant and equipment	1,296,228	1,347,642	1,405,250	1,452,077	1,501,001	1,549,253	1,605,370	1,668,544	1,728,033	1,789,677	1,870,955
Intangible assets	2,899	2,377	2,172	2,098	2,198	2,118	2,214	2,131	2,224	2,139	2,231
Investments	22,129	22,416	10,559	10,559	10,479	10,399	10,319	10,319	10,159	9,919	9,919
Total non-current assets	**1,321,256**	**1,372,434**	**1,417,981**	**1,464,734**	**1,513,677**	**1,561,770**	**1,617,903**	**1,680,993**	**1,740,416**	**1,801,735**	**1,883,105**
Total assets	**1,348,674**	**1,385,026**	**1,431,572**	**1,479,163**	**1,527,321**	**1,577,807**	**1,633,036**	**1,697,866**	**1,757,182**	**1,819,659**	**1,901,698**
Current liabilities											
Trade and other payables	13,614	14,295	14,353	14,455	14,458	14,671	14,970	15,234	15,412	15,715	16,271
Employee accruals	2,725	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575	2,575
Other current liabilities	9,655	9,655	9,655	9,655	9,655	9,655	9,655	9,655	9,655	9,655	9,655
Provisions	312	312	312	312	312	312	312	312	312	312	312
Borrowings	25,000	-	-	10,000	35,000	10,000	10,000	15,000	25,000	-	25,000
Total current liabilities	**51,306**	**26,837**	**26,896**	**36,997**	**62,000**	**37,213**	**37,512**	**42,776**	**52,955**	**28,257**	**53,813**
Non-current liabilities											
Borrowings	100,000	120,000	120,000	110,000	80,000	100,000	95,000	90,000	70,000	80,000	55,000
Employee benefit liabilities	150	150	150	150	150	150	150	150	150	150	150
Provisions	208	350	342	334	326	318	310	302	294	286	278
Total non-current liabilities	**100,358**	**120,500**	**120,492**	**110,484**	**80,476**	**100,468**	**95,460**	**90,452**	**70,444**	**80,436**	**55,428**
Total liabilities	**151,664**	**147,337**	**147,388**	**147,481**	**142,476**	**137,681**	**132,972**	**133,228**	**123,398**	**108,693**	**109,241**
Net assets	**1,197,010**	**1,237,689**	**1,284,185**	**1,331,682**	**1,384,845**	**1,440,126**	**1,500,064**	**1,564,638**	**1,633,783**	**1,710,967**	**1,792,457**
Represented by											
Retained earnings	803,817	814,328	826,894	838,917	853,031	864,995	876,556	890,362	904,619	918,556	936,403
Restricted reserves	266	266	266	266	266	266	266	266	266	266	266
Council-created reserves	26,755	26,603	26,952	28,745	30,638	33,667	37,619	39,993	42,530	47,362	46,757
Asset revaluation reserve	366,172	396,492	430,073	463,755	500,910	541,198	585,623	634,016	686,368	744,783	809,031
Total public equity	**1,197,010**	**1,237,689**	**1,284,185**	**1,331,682**	**1,384,845**	**1,440,126**	**1,500,064**	**1,564,638**	**1,633,783**	**1,710,967**	**1,792,457**

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter four (page 330) of the existing Long Term Plan 2018-2028 - *Prospective financial statements section*

WESTERN BAY OF PLENTY DISTRICT COUNCIL
PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE 2018-2028

FOR THE YEARS ENDED 30 JUNE	ANNUAL PLAN $'000	FORECAST $'000									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Revenue from non-exchange transactions											
Fees and charges from activities	5,439	6,170	6,501	6,615	9,199	9,513	9,715	9,965	10,299	10,601	10,966
Rate income	64,670	67,998	71,273	74,238	76,910	79,383	83,118	86,512	88,976	93,202	96,554
Fines	245	253	283	342	348	372	333	341	302	307	314
Vested assets	2,240	2,240	2,292	2,342	2,397	2,453	2,515	2,577	2,645	2,718	2,793
Financial contributions	10,020	8,786	9,806	10,471	10,477	10,722	10,671	10,933	11,217	11,518	11,833
Subsidies and grants	12,818	9,487	9,207	8,342	10,297	8,897	8,919	9,119	9,374	10,254	9,900
Other revenue	617	360	368	375	383	392	401	410	420	430	441
Gains	-	-	-	-	-	-	-	-	-	-	-
Total revenue from non-exchange transactions	**96,049**	**95,294**	**99,730**	**102,725**	**110,011**	**111,732**	**115,672**	**119,857**	**123,233**	**129,030**	**132,801**
Revenue from exchanged transactions											
Finance income	1,280	779	792	413	413	413	413	413	413	413	413
Dividends	100	-	-	-	-	-	-	-	-	-	-
Rental Income	1,053	858	885	904	892	911	903	959	982	1,005	1,031
Other exchange revenue	700	1,058	1,082	1,121	1,148	1,176	1,165	1,193	1,233	1,260	1,294
Total operating revenue	**99,182**	**97,990**	**102,488**	**105,164**	**112,463**	**114,231**	**118,152**	**122,422**	**125,860**	**131,708**	**135,538**
Expenditure											
Other expenses	34,986	38,162	38,249	39,448	43,894	44,962	46,586	47,952	48,721	50,318	53,611
Personnel costs	19,390	20,662	21,135	21,576	22,052	22,533	23,052	23,594	24,159	24,747	25,378
Depreciation	19,926	20,375	21,763	22,928	24,108	25,364	26,615	28,328	29,813	31,515	32,941
Amortisation	248	432	426	401	401	380	384	368	374	359	367
Impairment expense	-	-	-	-	-	-	-	-	-	-	-
Finance costs	7,800	8,000	8,000	7,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Total operating expenditure	**82,351**	**87,630**	**89,573**	**91,343**	**96,456**	**99,239**	**102,637**	**106,241**	**109,067**	**112,937**	**118,293**
Share of associates retained surplus	-	-	-	-	-	-	-	-	-	-	-
Net surplus / (deficit)	**16,832**	**10,359**	**12,915**	**13,820**	**16,007**	**14,992**	**15,515**	**16,181**	**16,794**	**18,771**	**17,245**
Gains/(losses) on asset revaluations	24,893	30,319	33,580	33,678	37,151	40,284	44,420	48,389	52,347	58,410	64,243
Other assets at fair value through other comprehensive income	-	-	-	-	-	-	-	-	-	-	-
Total other comprehensive income for the year	**24,893**	**30,319**	**33,580**	**33,678**	**37,151**	**40,284**	**44,420**	**48,389**	**52,347**	**58,410**	**64,243**
Total comprehensive income for the year	**41,725**	**40,679**	**46,494**	**47,498**	**53,159**	**55,276**	**59,935**	**64,570**	**69,141**	**77,181**	**81,488**

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter four (page 331) of the existing Long Term Plan 2018-2028 - *Prospective financial statements section*

WESTERN BAY OF PLENTY DISTRICT COUNCIL
PROSPECTIVE STATEMENT OF CASH FLOWS 2018 - 2028

FOR THE YEARS ENDED 30 JUNE	ANNUAL PLAN $'000	FORECAST $'000									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Cash flow from operating activities											
Cash will be provided from:											
Rates and services charges	59,433	63,906	66,478	69,410	71,815	74,298	77,673	80,876	83,294	87,169	90,580
Other revenue	2,214	1,886	2,059	2,028	2,041	2,174	2,135	2,228	2,299	2,362	2,429
Financial contributions	10,020	8,786	9,806	10,471	10,477	10,722	10,671	10,933	11,217	11,518	11,833
Sundry revenue	500	360	368	375	383	392	401	410	420	430	441
User fees	9,392	10,656	11,081	11,538	14,334	14,733	15,077	15,485	15,897	16,320	16,814
Subsidies and grants	12,818	9,487	9,207	8,342	10,297	8,897	8,919	9,119	9,374	10,254	9,900
Interest revenue - external	413	413	413	413	413	413	413	413	413	413	413
Regional Council rates	6,293	6,538	6,708	6,890	7,096	7,323	7,572	7,860	8,174	8,534	8,935
Total operating cash provided	**101,083**	**102,032**	**106,120**	**109,467**	**116,856**	**118,952**	**122,861**	**127,324**	**131,088**	**136,999**	**141,344**
Cash was applied to:											
Suppliers and employees	55,311	58,143	59,325	60,922	65,944	67,283	69,341	71,283	72,703	74,765	78,435
Interest on public debt	7,800	8,000	8,000	7,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Regional Council rates	6,293	6,538	6,708	6,890	7,096	7,323	7,572	7,860	8,174	8,534	8,935
Total operating cash applied	**69,404**	**72,681**	**74,034**	**74,812**	**79,040**	**80,607**	**82,913**	**85,143**	**86,878**	**89,299**	**93,371**
Net cashflows from operating activities	**31,679**	**29,351**	**32,086**	**34,655**	**37,816**	**38,345**	**39,948**	**42,181**	**44,210**	**47,700**	**47,973**
Cash flow from investing activities											
Cash will be provided from:											
Proceeds from sale of property, plant and equipment	85	85	87	89	91	92	95	97	99	101	104
Proceeds from sale of investments	35,000	80	11,857	-	80	80	80	-	160	240	-
Total investing cash provided	**35,085**	**165**	**11,944**	**89**	**171**	**172**	**175**	**97**	**259**	**341**	**104**
Cash will be spent on:											
Purchase of property, plant and equipment	39,718	39,301	43,674	34,111	33,971	31,266	36,286	40,927	34,803	32,426	47,678
Purchase of investments	320	-	-	-	-	-	-	-	-	-	-
Total investing cash applied	**40,038**	**39,301**	**43,674**	**34,111**	**33,971**	**31,266**	**36,286**	**40,927**	**34,803**	**32,426**	**47,678**
Net cashflows from investing activities	**(4,953)**	**(39,136)**	**(31,731)**	**(34,022)**	**(33,800)**	**(31,093)**	**(36,112)**	**(40,831)**	**(34,544)**	**(32,085)**	**(47,574)**
Cash flow from financing activities											
Cash will be provided from:											
Loans raised	20,000	20,000	-	-	5,000	30,000	5,000	10,000	5,000	10,000	-
Total financing cash provided	**20,000**	**20,000**	**-**	**-**	**5,000**	**30,000**	**5,000**	**10,000**	**5,000**	**10,000**	**-**
Cash will be spent on:											
Repayment of public debt	45,000	25,000	-	-	10,000	35,000	10,000	10,000	15,000	25,000	-
Total financing cash applied	**45,000**	**25,000**	**-**	**-**	**10,000**	**35,000**	**10,000**	**10,000**	**15,000**	**25,000**	**-**
Net cashflows from financing activities	**(25,000)**	**(5,000)**	**-**	**-**	**(5,000)**	**(5,000)**	**(5,000)**	**-**	**(10,000)**	**(15,000)**	**-**
Net increase/(decrease) in cash held	**1,726**	**(14,785)**	**356**	**631**	**(984)**	**2,252**	**(1,164)**	**1,350**	**(333)**	**615**	**399**
Plus opening cash balance	14,779	16,505	1,720	2,075	2,706	1,721	3,972	2,808	4,158	3,825	4,441
Closing cash position	**16,505**	**1,720**	**2,075**	**2,706**	**1,721**	**3,973**	**2,808**	**4,158**	**3,825**	**4,441**	**4,839**

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter four (page 332) of the existing Long Term Plan 2018-2028 - *Prospective financial statements section*

WESTERN BAY OF PLENTY DISTRICT COUNCIL
PROSPECTIVE STATEMENT OF CHANGES IN NET ASSETS/EQUITY 2018 - 2028

FOR THE YEARS ENDED 30 JUNE	ANNUAL PLAN $'000	FORECAST $'000									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Accumulated funds at the start of the year	784,185	803,817	814,328	826,894	838,917	853,031	864,995	876,555	890,362	904,619	918,555
Net surplus for the year	19,632	10,511	12,566	12,022.71	14,114.02	11,964.34	11,560.39	13,806.63	14,256.97	13,936.37	17,847.29
Accumulated funds at the end of the year	**803,817**	**814,328**	**826,894**	**838,917**	**853,031**	**864,995**	**876,555**	**890,362**	**904,619**	**918,555**	**936,403**
Asset revaluation reserves at the start of the year	341,279	366,172	396,492	430,073	463,755	500,910	541,199	585,623	634,017	686,369	744,784
Revaluation of infrastructural assets	24,893	30,320	33,581	33,682	37,156	40,288	44,425	48,393	52,352	58,415	64,248
Asset revaluation reserves at the end of the year	**366,172**	**396,492**	**430,073**	**463,755**	**500,910**	**541,199**	**585,623**	**634,017**	**686,369**	**744,784**	**809,032**
Council reserves at the start of the year	29,822	27,021	26,869	27,218	29,011	30,904	33,932	37,885	40,259	42,796	47,628
Movements during the year	(2,802)	(152)	349	1,793	1,893	3,028	3,953	2,374	2,536	4,832	(605)
Council reserves at the end of the year	**27,021**	**26,869**	**27,218**	**29,011**	**30,904**	**33,932**	**37,885**	**40,259**	**42,796**	**47,628**	**47,023**
Equity at the end of the year	**1,197,009**	**1,237,689**	**1,284,184**	**1,331,682**	**1,384,845**	**1,440,126**	**1,500,064**	**1,564,638**	**1,633,783**	**1,710,967**	**1,792,457**

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter four (page 333) of the existing Long Term Plan 2018-2028 - *Prospective financial statements section*

WESTERN BAY OF PLENTY DISTRICT COUNCIL

RECONCILIATION BETWEEN SUMMARY FINANCIAL FORECASTS AND PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

FOR THE YEARS ENDED 30 JUNE	ANNUAL PLAN $'000	FORECAST $'000									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Total operating revenue											
Activity summary financial forecast statements											
Representation	419	430	514	449	457	551	479	493	503	518	529
Planning for the future	13	13	13	13	13	14	14	14	15	15	15
Communities	3,013	2,390	2,455	2,505	2,646	2,742	2,824	2,985	3,010	3,140	3,253
Recreation and leisure	2,312	3,234	3,125	3,120	3,156	3,226	3,099	3,210	3,293	3,975	3,466
Regulatory services	5,306	6,033	6,260	6,510	6,731	6,913	7,021	7,195	7,400	7,608	7,880
Transportation	27,350	25,040	26,850	27,663	27,326	28,070	28,757	29,441	30,465	31,057	31,890
Water supply	12,130	11,891	12,721	13,281	13,830	14,244	14,450	14,894	15,255	15,624	16,000
Stormwater	5,552	5,686	6,123	6,403	6,685	6,887	7,074	7,287	7,508	8,101	7,967
Natural environment	533	645	687	706	488	500	512	525	539	554	570
Wastewater	16,123	13,313	13,124	13,751	14,393	14,875	15,377	15,816	16,218	16,683	17,156
Solid waste	1,316	1,407	1,502	725	7,441	5,999	5,955	6,131	6,335	6,536	6,746
Economic	297	324	332	340	349	358	368	379	390	401	413
Support services	4,367	4,133	4,030	4,148	2,867	3,339	3,787	4,414	4,596	5,606	6,781
Total operating revenue	**78,731**	**74,539**	**77,737**	**79,615**	**86,382**	**87,720**	**89,718**	**92,783**	**95,527**	**99,819**	**102,668**
Total operating revenue per prospective statement of comprehensive revenue and expense	**99,182**	**97,990**	**102,488**	**105,164**	**112,463**	**114,231**	**118,152**	**122,422**	**125,860**	**131,708**	**135,538**
Variance	**(20,451)**	**(23,451)**	**(24,751)**	**(25,549)**	**(26,081)**	**(26,511)**	**(28,434)**	**(29,639)**	**(30,334)**	**(31,889)**	**(32,870)**
General rate allocated to activities	(19,362)	(22,261)	(23,517)	(24,241)	(24,689)	(25,068)	(26,926)	(28,082)	(28,697)	(30,175)	(31,094)
Environmental protection rate allocated to activities	(1,089)	(1,190)	(1,234)	(1,308)	(1,393)	(1,443)	(1,508)	(1,557)	(1,636)	(1,714)	(1,776)
Total allocations	**(20,451)**	**(23,451)**	**(24,751)**	**(25,549)**	**(26,081)**	**(26,511)**	**(28,434)**	**(29,639)**	**(30,334)**	**(31,889)**	**(32,870)**

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter four (page 333) of the existing Long Term Plan 2018-2028 - *Prospective financial statements section*

WESTERN BAY OF PLENTY DISTRICT COUNCIL

RECONCILIATION BETWEEN SUMMARY FINANCIAL FORECASTS AND PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

FOR THE YEARS ENDED 30 JUNE	ANNUAL PLAN $'000	FORECAST $'000									
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Total operating expenditure											
Activity summary financial forecast statements											
Representation	3,031	3,773	3,491	3,578	4,056	3,808	3,943	4,347	4,033	4,146	4,734
Planning for the future	2,060	2,479	2,395	2,433	2,323	2,496	2,531	2,538	2,655	2,769	2,706
Communities	6,540	7,297	7,419	7,607	7,941	8,176	8,483	8,802	9,082	9,445	9,818
Recreation and leisure	6,320	7,179	7,832	8,960	8,797	9,322	9,824	10,932	11,492	12,304	13,083
Regulatory services	7,449	8,711	8,880	9,034	9,328	9,528	9,904	10,119	10,409	10,758	11,118
Transportation	20,794	19,365	19,999	20,521	20,783	21,403	21,765	22,031	22,930	23,430	23,982
Water supply	11,158	12,416	12,851	13,576	14,039	14,488	15,134	15,678	16,199	16,700	16,815
Stormwater	3,963	4,358	4,524	4,738	5,021	5,053	5,290	5,542	5,477	5,563	5,441
Natural environment	791	900	909	940	958	979	1,015	1,035	1,041	1,082	1,106
Wastewater	13,337	12,998	13,180	13,594	13,714	13,938	13,992	14,039	13,927	13,869	15,109
Solid waste	2,042	1,919	2,127	2,137	6,153	6,281	6,447	6,570	6,753	6,930	7,077
Economic	648	708	733	752	777	819	878	922	985	1,041	1,122
Support services	4,218	5,528	5,232	3,471	2,568	2,947	3,432	3,685	4,083	4,902	6,183
Total operating expenditure	**82,351**	**87,630**	**89,573**	**91,343**	**96,456**	**99,239**	**102,637**	**106,241**	**109,067**	**112,937**	**118,293**
Total operating expenditure per prospective statement of comprehensive revenue and expense	**82,351**	**87,630**	**89,573**	**91,343**	**96,456**	**99,239**	**102,637**	**106,241**	**109,067**	**112,937**	**118,293**
Variance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net surplus per prospective statement of comprehensive revenue and expense	**16,832**	**10,359**	**12,915**	**13,820**	**16,007**	**14,992**	**15,515**	**16,181**	**16,794**	**18,771**	**17,245**
Other comprehensive revenue and expense											
Gains/(losses) on asset revaluation	24,893	30,319	33,580	33,678	37,151	40,284	44,420	48,389	52,347	58,410	64,243
Total other comprehensive revenue and expense for the year	**24,893**	**30,319**	**33,580**	**33,678**	**37,151**	**40,284**	**44,420**	**48,389**	**52,347**	**58,410**	**64,243**
Total comprehensive revenue and expense for the year	**41,725**	**40,679**	**46,494**	**47,498**	**53,159**	**55,276**	**59,935**	**64,570**	**69,141**	**77,181**	**81,488**

SOLID WASTE

COMMUNITY OUTCOME

Effective waste management practices that minimise waste to landfill and encourage efficient use of resources to reduce environmental harm.

GOALS

- Reduce and recover more waste.
- To create benefit for our community.
- Apply the latest proven and cost effective waste management and minimisation approaches.
- To collect information to enable decision making.

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.

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.

As of 2020/21 year onwards:

Council's increased role in kerbside service delivery through the Council contracted collection of rubbish, recycling, glass and food scraps (urban areas) (2021/2022 onwards). 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

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 Omokoroa).

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 Omokoroa 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.

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter five (page 464) of the existing Long Term Plan 2018-2028 - *Activity funding impact statement section*

WESTERN BAY OF PLENTY DISTRICT COUNCIL: FUNDING IMPACT STATEMENT 2018-2028 (WHOLE OF COUNCIL)

All information from 2020-2028 includes an adjustment for inflation and the annual plan figures have been revised for all group of activities.

FOR THE YEARS ENDED 30 JUNE		ANNUAL PLAN $'000	FORECAST $'000									
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Sources of operating funding												
General rates, uniform annual charges, rates penalties		22,066	25,556	26,507	27,773	26,988	27,857	30,188	31,983	32,810	35,342	37,450
Targeted rates		42,586	42,425	44,750	46,446	49,905	51,521	52,934	54,545	56,189	57,891	59,143
Subsidies and grants for operating purposes		6,807	5,362	4,706	3,739	6,490	5,000	4,926	5,026	5,174	5,940	5,468
Fees and charges		5,458	6,470	6,708	6,971	9,562	9,804	9,974	10,211	10,479	10,753	11,095
Interest and dividends from investments		100	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringement fees and other receipts		3,895	3,025	3,219	2,816	2,837	2,978	2,949	3,050	3,131	3,204	3,282
Total operating funding	**(A)**	**80,912**	**82,838**	**85,890**	**87,745**	**95,782**	**97,160**	**100,970**	**104,814**	**107,784**	**113,131**	**116,438**
Applications of operating funding												
Payments to staff and suppliers		54,346	58,416	59,383	61,023	65,549	67,452	69,555	71,152	72,880	75,065	78,506
Finance costs		7,800	8,000	8,000	7,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Other operating funding applications		32	408	-	-	397	44	83	393	-	-	483
Total applications of operating funding	**(B)**	**62,178**	**66,823**	**67,368**	**68,023**	**71,946**	**73,495**	**75,638**	**77,545**	**78,880**	**81,065**	**84,989**
Operating funding - surplus/(deficit)	**(A-B)**	**18,734**	**16,015**	**18,507**	**19,722**	**23,836**	**23,665**	**25,332**	**27,269**	**28,904**	**32,066**	**31,449**
Sources of capital funding												
Subsidies and grants for capital expenditure		6,011	4,125	4,500	4,603	3,808	3,897	3,993	4,093	4,200	4,314	4,432
Development and financial contributions		10,020	8,786	9,806	10,471	10,477	10,722	10,671	10,933	11,217	11,518	11,833
Increase/(decrease) in debt		2,066	10,138	11,124	1,020	(2,347)	(4,081)	150	911	(7,079)	(10,739)	(741)
Gross proceeds from sale of assets		85	85	87	89	91	92	95	97	99	101	104
Lump sum contributions		-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding		-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding	**(C)**	**18,182**	**23,135**	**25,517**	**16,183**	**12,028**	**10,630**	**14,908**	**16,034**	**8,437**	**5,195**	**15,627**
Applications of capital funding												
Capital Expenditure												
• to meet additional demand		11,988	17,444	20,913	12,134	14,369	8,433	11,738	22,966	12,616	11,962	24,933
• to improve the level of service		13,665	9,112	9,428	9,412	9,403	11,874	15,596	8,671	9,519	8,634	6,551
• to replace existing assets.		14,064	12,746	13,333	12,564	10,199	10,958	8,952	9,291	12,667	11,831	16,194
Increase/(decrease) in reserves		(2,802)	(152)	349	1,793	1,893	3,028	3,953	2,374	2,536	4,832	(605)
Increase/(decrease) in investments		-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**(D)**	**36,916**	**39,150**	**44,023**	**35,904**	**35,864**	**34,294**	**40,239**	**43,301**	**37,339**	**37,258**	**47,073**
Capital funding - surplus/(deficit)	**(C-D)**	**(18,734)**	**(16,015)**	**(18,507)**	**(19,722)**	**(23,836)**	**(23,665)**	**(25,332)**	**(27,269)**	**(28,904)**	**(32,066)**	**(31,449)**
Funding balance	**((A-B) + (C-D))**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

AMENDED LONG TERM PLAN 2018-2028

Taken from chapter five (page 475) of the existing Long Term Plan 2018-2028 - *Activity funding impact statement section*

WESTERN BAY OF PLENTY DISTRICT COUNCIL: FUNDING IMPACT STATEMENT 2018-2028 - SOLID WASTE

All information from 2020-2028 includes an adjustment for inflation.

FOR THE YEARS ENDED 30 JUNE		ANNUAL PLAN $'000	FORECAST $'000									
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Sources of operating funding												
General rates, uniform annual charges, rates penalties		632	708	708	745	769	785	816	830	874	910	929
Targeted rates		1,024	1,110	1,247	1,299	2,934	3,042	3,153	3,268	3,387	3,510	3,638
Subsidies and grants for operating purposes		130	173	126	(709)	2,010	410	195	200	217	223	230
Fees and charges		82	90	94	99	2,461	2,513	2,566	2,621	2,677	2,735	2,794
Internal charges and overheads costs recovered		-	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringement fees and other receipts		80	33	34	35	35	36	37	38	39	40	41
Total operating funding	**(A)**	**1,948**	**2,115**	**2,209**	**1,468**	**8,210**	**6,786**	**6,768**	**6,958**	**7,195**	**7,419**	**7,632**
Applications of operating funding												
Payments to staff and suppliers		1,479	1,315	1,524	1,501	5,453	5,613	5,756	5,893	6,087	6,256	6,431
Finance costs		6	(8)	(18)	(19)	24	(42)	(61)	(84)	(113)	(147)	(188)
Internal charges and overheads applied		521	584	597	624	637	654	684	696	716	750	766
Other operating funding applications		-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	**(B)**	**2,006**	**1,892**	**2,103**	**2,106**	**6,115**	**6,225**	**6,379**	**6,505**	**6,690**	**6,859**	**7,009**
Operating funding - surplus/(deficit)	**(A-B)**	**(58)**	**223**	**107**	**(638)**	**2,095**	**560**	**389**	**452**	**505**	**560**	**623**
Sources of capital funding												
Subsidies and grants for capital expenditure		-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions		-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt		59	(215)	(5)	703	(1,067)	(335)	(376)	(443)	(498)	(546)	(613)
Gross proceeds from sale of assets		-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions		-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding		-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding	**(C)**	**59**	**(215)**	**(5)**	**703**	**(1,067)**	**(335)**	**(376)**	**(443)**	**(498)**	**(546)**	**(613)**
Applications of capital funding												
Capital Expenditure									-	-	-	-
• to meet additional demand		-	-	-	52	1,019	220	-	-	-	-	-
• to improve the level of service		-	-	95	-	-	-	-	-	-	-	-
• to replace existing assets		-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves		2	9	6	13	9	6	13	9	6	14	10
Increase/(decrease) in investments		-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**(D)**	**2**	**9**	**101**	**65**	**1,028**	**226**	**13**	**9**	**6**	**14**	**10**
Capital funding - surplus/(deficit)	**(C-D)**	**58**	**(223)**	**(107)**	**638**	**(2,095)**	**(560)**	**(389)**	**(452)**	**(505)**	**(560)**	**(623)**
Funding balance	**((A-B) + (C-D))**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

AUDIT OPINION

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

To the reader

Independent auditor's report on Western Bay of Plenty District Council's amended 2018–28 long-term plan

I am the Auditor-General's appointed auditor for Western Bay of Plenty District Council (the Council).

The Council adopted its 2018–28 long-term plan (the plan) on 28 June 2018.

A long-term plan must contain a report from the auditor on:

- whether the plan gives effect to the purpose set out in section 93(6) of the Local Government Act 2002; and
- the quality of the information and assumptions underlying the forecast information in the plan.

We issued an unmodified opinion on the plan in our report dated 28 June 2018.

The Council has since consulted on a proposed amendment to the plan. The amendment to the plan proposed a change in the mix of services required and the level of Council involvement in its Kerbside Waste collection services in order to make progress towards Council's vision to increase the quantity of materials diverted from landfill.

Following the consultation process, the Council has decided to amend its plan. The amended plan replaces the previously adopted plan.

The amended plan must contain a report from the auditor that either confirms or amends the previous audit report issued when the plan was adopted.

My report is below.

I carried out the work for this report using the staff and resources of Audit New Zealand. This work was completed on 26 June 2019.

Report confirming our previous opinion

Our work for this report focused only on the amendment and its effect on the plan. We did not repeat the audit work we did on the plan when it was originally adopted.

As a result of this work, we do not consider it necessary to amend our previous opinion which was included in our report on the plan as originally adopted.

I confirm that our previous audit opinion on the plan as originally adopted issued on 28 June 2018 is not affected by the amendment to the plan.

As for our opinion on the plan prior to it being amended, this report does not provide assurance that the forecasts in the amended plan will be achieved, because events do not always occur as expected and variations may be material. Nor does it guarantee complete accuracy of the information in the amended plan.

Basis of this report

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. 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 that were consistent with those requirements.

We did not evaluate the security and controls over the electronic publication of the amended 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 amending 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 amended plan to be free from material misstatement.

I am responsible for reporting on whether the amendment to the plan affects my previous audit report on the plan as originally adopted. I do not express an opinion on the merits of the plan's policy content.

Independence and quality control

In carrying out our work, we complied with the Auditor-General's:

- independence and other ethical requirements, which incorporate the independence and ethical requirements of Professional and Ethical Standard 1 (Revised); and
- quality control requirements, which incorporate the quality control requirements of Professional and Ethical Standard 3 (Amended).

Other than our work in carrying out all legally required external audits, we have carried out an engagement in the area of the debenture trust deed which is compatible with those independence requirements. Other than this engagement we have no relationship with or interests in the Council.

Clarence Susan, Audit New Zealand
On behalf of the Auditor-General, Tauranga, New Zealand

It's steady as we grow

Long Term Plan 2018-2028

Western Bay of Plenty District Council

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GUIDE TO THIS PLAN

The Long Term Plan supporting information is divided into an introduction and five chapters.

INTRODUCTION

Here we introduce our District, explain why we are developing our Long Term Plan and what it includes.

CHAPTER 1 – OVERVIEW

The overview provides information on the key decisions made and mandatory reporting measures.

CHAPTER 2 – INFORMING OUR PLANNING

This chapter describes our approach to sustainable development and the principles that guide our decision-making and planning for the future. It also includes our Financial and Infrastructure Strategies.

CHAPTER 3 – ACTIVITIES

This chapter provides you with important information on our groups of activities. For each group of activities we describe the community outcome (key statement describing the community's vision for the future of the District) we want to achieve along with our goals which are more detailed outcomes and our approach, which is how we intend to reach each goal. Our approach may require us to have a particular role which is not always the same.

THE ROLES WE MAY HAVE:

LEAD	We are the principal decision-making authority
PARTNER	We will fund and carry out activities in formal partnership (including contracts) with other agencies
ADVOCATE	We will promote the interests of the community to other decision-making authorities
FACILITATOR	We will encourage others to be involved by bringing together interested parties
RESEARCH AND MONITORING	We will undertake research and monitoring in order to promote informed decision-making

For each group of activities you will find information about:

- What we provide
- Why we provide it (community outcomes)
- How we will achieve our community outcomes (goals, approach and role)
- What we are planning to do (projects and initiatives)
- How we will track progress towards our goals (performance measures)
- Key activity assumptions
- Effects of providing the activity
- What it will cost (summary financial forecast)
- Where the money comes from (funding sources).

MEASURING PROGRESS

We have developed measures to track progress towards our goals and community outcomes. We also have measures to track whether we're delivering our agreed levels of service for each group of activities. For each of these measures we show the latest actual results and set targets for the ten years of this Plan. Each year the results are published and discussed in our Annual Report, which covers the year to 30 June and is published in September or October of that year.

KEY ASSUMPTIONS

In planning for the long term we need to make assumptions about the future. Our assumptions underpin forecasts of demand for our services and our revenue. Some assumptions apply across all activities and are discussed in chapter two from page 28 (Key Strategic Assumptions for the Long Term Plan 2018-2028) or where an assumption is specific to a group of activities it is included there.

It is important to recognise the possibility that the assumption may turn out to be incorrect and to be clear about the potential consequences of assumptions being wrong. This risk is explained for each assumption.

EFFECTS OF PROVIDING THE ACTIVITY

Legislation requires us to identify the significant negative effects of each activity. We have broadened this analysis to include both positive and negative effects, to provide a more balanced picture of the impact of our activities on community well-being.

SUMMARY FINANCIAL FORECASTS AND ADDITIONAL ASSET REQUIREMENTS

The summary financial forecasts show expenditure and revenue forecasts for the ten years of the Plan, together with budgeted figures for 2018 for comparison.

The additional asset requirements show our planned capital expenditure for each activity, grouped according to the main driver of each project. It is important to note that although a project may be shown here as being for a single purpose, in reality it is likely to be for more than one purpose.

WHERE THE MONEY COMES FROM

For each activity, there is a short explanation of the main sources of funding. Full details of our funding rationale and approach for each activity are included in chapter five from page 390 (Overall Revenue and Financing Policy for each activity).

CHAPTER 4 – FINANCES

This chapter includes our Funding Impact Statement (including rates examples), prospective statements of financial position, changes in equity, reserve funds and schedule of fees and charges.

CHAPTER 5 – POLICIES, SUMMARIES AND STATEMENTS

This chapter includes our Overall Revenue and Financing Policy, various rates policies and significant accounting policies. You can also find in this chapter a summary of our Financial Contributions Policy.

OUR DISTRICT

OUR HISTORY

The Western Bay of Plenty has a long history of settlement by Māori. The western area of the District (Tauranga Moana) was occupied by the iwi of Ngati Ranginui, Ngaiterangi and Ngati Pukenga from the waka Takitumu and Mataatua. Te Arawa descendents from the waka Te Arawa inhabited much of the eastern area of the District and south to Rotorua.

Traders and missionaries were among the first European settlers who developed communities at Maketu and Tauranga. George Vesey Stewart founded Ulster settlements at both Katikati in 1875 and Te Puke in 1880. Tauranga, Te Puke and Katikati formed the nucleus for subsequent expansion of European pastoral farms. Te Puke and Katikati have grown steadily over the years and are the largest settlements in the District.

OUR PEOPLE

Western Bay of Plenty District is one of the faster growing areas in New Zealand with its current estimated population of just over 49,285 people expected to reach around 55,500 by 2033. Between the 2006 and 2013 censuses, the population of the District grew by 4.5%; it is estimated that the population will grow by 5.9% in the next five years. Most of this growth has come from migration from other parts of New Zealand.

AT A GLANCE

- Of the District's population 18% identify themselves as Māori, which is higher than the national average of 15%.
- 19% of residents in the District are over 65 years old, higher than the national average of 14%.
- Unlike the rest of New Zealand the most common family type in the District is couples without children (50%), reflecting the older age structure of the population.
- The average household size in the District is slightly lower at 2.6 than the national average of 2.7.
- In 2013 there were 16,941 occupied dwellings in the Western Bay of Plenty District, an increase of 1,284 dwellings or 8% compared with the 2006 Census.
- Overall the District has a lower level of socio-economic deprivation than the country as a whole.
- District residents had a lower than the national average personal income of $26,300, compared to the national average income of $28,500 in 2013.
- 70% of the District's residents own their own home, compared with 65% nationally.

OUR ENVIRONMENT

The Western Bay of Plenty District surrounds Tauranga, a fast-growing city of 115,000 people. The District covers 212,000 hectares of coastal, rural and urban areas. Almost half of the District is covered by forest, both planted (12.8%) and indigenous (35.4%) and a further 40% is pastoral land. Less than 1% of the total area of the District is urban and includes the townships of Waihi Beach, Katikati, Omokoroa, Te Puna, Te Puke and Maketu. Smaller rural settlements are at Paengaroa, Pongakawa and Pukehina in the east and at Kauri Point, Tanners Point, Ongare, Tuapiro and Athenree in the western part of the District.

The District has a warm, sunny climate with an average of 1,900 – 2,300 sunshine hours per year with moderate rainfall of 1,200 – 2,400 mm per year. This diverse landscape, combined with a favourable temperate climate, provides an area rich in resources such as indigenous flora and fauna, highly versatile soils, rivers and harbours.

The land of the Western Bay of Plenty faces north-east to the sea. To the west are the rugged bush-covered Kaimai Ranges. Numerous streams drain the Kaimais, flowing down through the hills and coastal lowlands, into the swampy estuaries and mudflats of the Tauranga Harbour.

In the east, the Kaituna River drains the lakes of Rotorua and Rotoiti into the Maketu Estuary and out to sea, while smaller streams drain the eastern District into the Waihi Estuary.

Matakana Island forms a natural barrier between Tauranga Harbour and the Pacific Ocean.

OUR ECONOMY

Agriculture and horticulture are the main economic drivers of the Western Bay of Plenty District and the greater Tauranga and Western Bay sub-region. These two primary sectors fuel a multitude of professional businesses and service industries, employing a diverse labour force. Our environment, soils and climate are not only attractive for agricultural production but are also a magnet for people wanting a relaxed outdoor lifestyle. We are close to the amenities of Tauranga, yet we retain a rural and small town atmosphere. Manufacturing, commerce and trades are also vital to the sub-region's economic growth.

Our District is three times more reliant on horticulture and agriculture for its economic output than New Zealand as a whole. This dependence presents challenges for the District, as well as opportunities. The outbreak of the kiwifruit vine disease Psa-V in November 2010 is an example of the risks associated with economic dependence on single crops.

OUR COUNCILLORS

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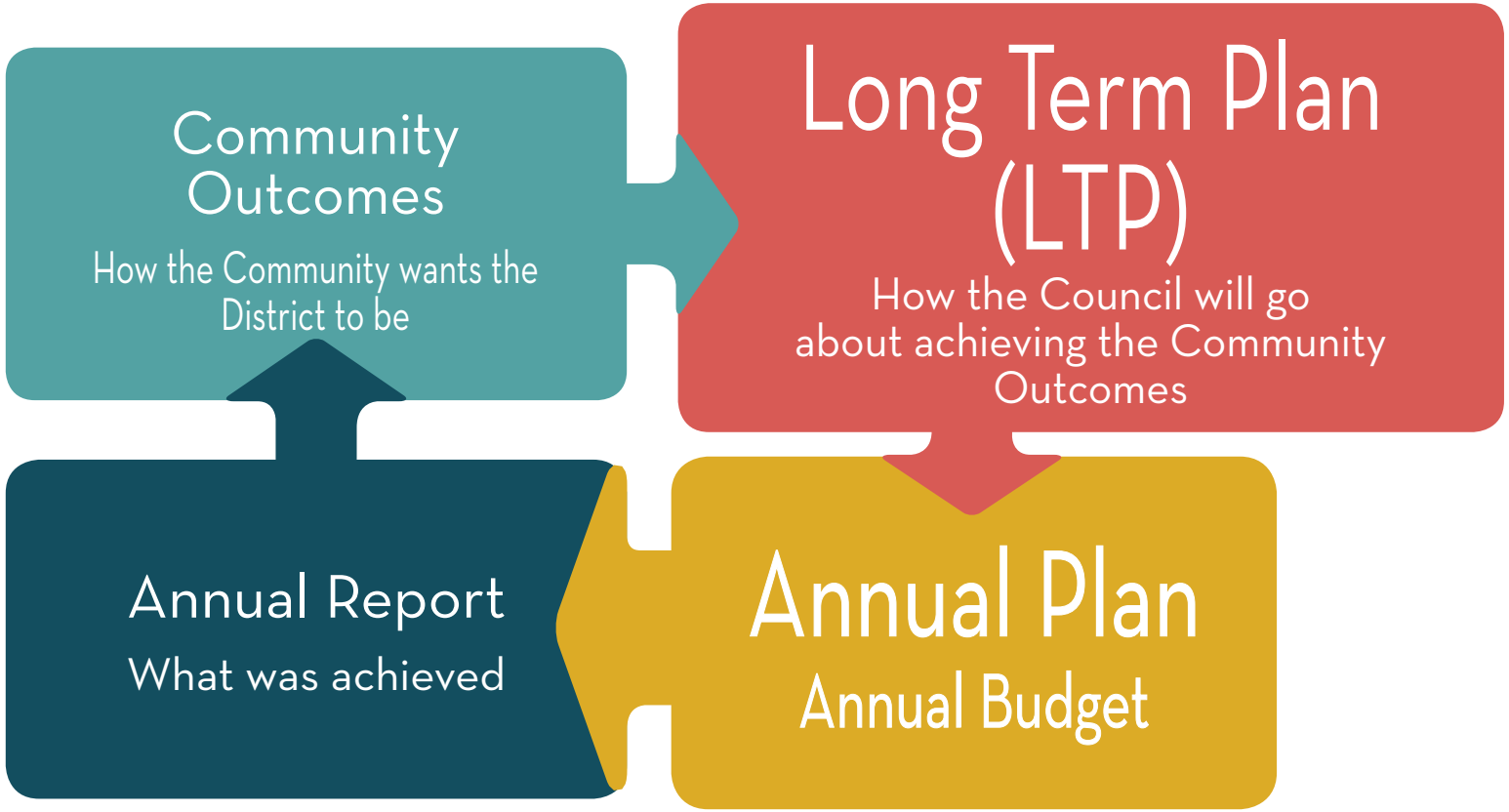
WHAT IS THE LONG TERM PLAN PROCESS?

The Long Term Plan (LTP) Consultation Document was adopted on 15 March 2018, and outlined the key issues, priorities and projects for the District over the next 10 years. The Consultation Document aimed to enable residents and stakeholders to participate in the development of the LTP by providing us with feedback on the key proposals. We started consulting on our LTP in early 2017 and since then we have held community conversations, workshops, drop-in meetings and encouraged online and hard copy submissions to ensure the feedback we received was from as broad a range of people in our community as possible. Our formal consultation period included five Have Your Say events held throughout the District. 419 submissions were received from residents and stakeholders during March - May 2018, which informed the decision-making on the LTP. The final plan was adopted on 28 June 2018.



WHAT IS THE LONG TERM PLAN?

The Long Term Plan (LTP) is essentially the District's blueprint for the next 10 years. It sets Council's direction for the future, and the projects and services that are planned to get us there - in line with Council's legal obligations, infrastructure needs and community priorities. The LTP summarises the financial impact of these things, setting out our assumptions, what our expenditure will be and how it will be paid for.

Our Financial Strategy, sets out how we intend to be financially sustainable in the years to come so we can continue to provide quality services. A thirty year infrastructure strategy has also been developed to outline the significant issues facing our infrastructure (roads, stormwater, waste water and water supply) over this period and how we intend to address these issues including identification of other options.

The LTP also introduces our community outcomes, which are an expression of what we intend to achieve to promote well-being in the community.

The LTP is based on a set of assumptions about the future and is reviewed every three years to reflect changes in the District, the economy and the priorities of the community. In years two and three of the LTP we produce an Annual Plan that shows how we're implementing the LTP. At the end of each year we produce an Annual Report which shows our financial results and the progress we've made against the LTP.

OUR PLANNING LINKAGES

AUDIT OPINION

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

To the reader:

Independent auditor's report on Western Bay of Plenty District Council's 2018-28 Long-Term Plan

I am the Auditor-General's appointed auditor for Western Bay of Plenty District Council (the Council). Section 94 of the Local Government Act 2002 (the Act) requires an audit report on the Council's long-term plan (the plan). Section 259C of the Act requires a report on disclosures made under certain regulations. We have carried out this work using the staff and resources of Audit New Zealand. We completed our report on 28 June 2018.

Opinion

In my 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 19 to 24 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.

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. 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 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 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.

I am 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. I do not express an opinion on the merits of the plan's policy content.

Independence

In carrying out our work, we complied with the Auditor-General's:

- independence and other ethical requirements, which incorporate the independence and ethical requirements of Professional and Ethical Standard 1 (Revised); and
- quality control requirements, which incorporate the quality control requirements of Professional and Ethical Standard 3 (Amended).

Other than our work in carrying out all legally required external audits, we have no relationship with or interests in the Council.

Clarence Susan
Audit New Zealand
On behalf of the Auditor-General, Tauranga, New Zealand

CHAPTER ONE

01

Overview

BAYSIDE
BUILDERS LTD

CHAPTER ONE

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MESSAGE FROM THE MAYOR

Welcome to this 2018-28 Long Term Plan (LTP)

This document outlines what communities in the Western Bay want to achieve in the long term and sets a pathway for Council to reach these objectives through strategies and actions.

It's About You

We started consulting on our LTP in early 2017 and since then we have held community conversations, workshops, drop-in meetings and encouraged online submissions to ensure the feedback we received was from as broad a range of people in our community as possible.

The decisions we made have been reached only after reading, analysing and deliberating on 419 submissions.

For those of you who made a submission, or want to know details of the decisions your Council has made on key issues the community raised, we have created a key decisions document to explain Council's vision and priorities for the coming 10 years. This can be found at www.westernbay.govt.nz/council-publications

The message that you, our ratepayers, have given us is that you want us to plan appropriately for growth while making sure rates remain affordable and Council debt is managed prudently. See Chapter Two and Chapter Four for more detail.

We have listened

This plan includes a number of significant policy, planning and infrastructure projects to accommodate growth over the next ten years, while keeping rates increases to less than four percent per annum (including inflation but excluding growth). The average annual increase to existing ratepayers over the 10 years of this plan is forecast to be less than 2.7 percent.

Key Decisions

While we always have an eye on the future, we have not lost sight of our day-to-day business.

We are determined to, wherever possible, improve the lives of our existing residents through better access to art, amenities, and community building activity. This LTP process sought feedback on four proposals, each with a preferred option. The topics and preferred options included:

1. Walkway and cycleway investment

Council's preferred option was to increase funding to $450,000 per year to enable faster development. Support was almost equally split between those in favour of the increase and those who wanted funding to remain the same. Because of that feedback we have decided to implement a stepped increase in funding across the first three years of this LTP. More details are available on Council's website on page 9 in the key decision document.

2. Western Bay Museum funding

The preferred option was to provide $70,000 per year in support through District-wide rates for the next three years. Following feedback we have decided to fund the museum at $70,000 per annum, through District-wide rates for the next 10 years, but will review this approach if a museum is established in Tauranga City.

3. Arts and culture investment

The preferred option was to enable Creative Bay of Plenty and The Incubator Creative Hub to partially implement the sub-regional Arts and Culture Strategy. Based on the feedback we have decided to continue with this approach.

4. Debt management approach

Council currently contributes $2.5m from general rates towards interest and debt repayments per year. Given the rate of growth it was proposed to reduce this to a $1m repayment for year one of the LTP and review this decision annually to take into account growth. Through deliberations, Council decided to continue with this approach as proposed in the Consultation Document.

Steady as we grow

We know that in the coming years we will need to be proactive in planning for the development and growth of our District but for now we are firmly committed to the 'steady as we grow' philosophy.

I hope you find the plan we have for the District strikes the right balance between looking ahead and planning for change, while balancing rates affordability and prudently reducing Council's debt.

Garry Webber
Mayor, Western Bay of Plenty District Council

OUR FOCUS FOR THE NEXT 10 YEARS

Through the development of the LTP we've outlined four key themes to guide our work over the next 10 years, along with meeting our responsibilities to manage our finances.

1. The pace of change

The District is growing rapidly. Growth bring a lot of benefits but also challenges. We manage our growth in partnership with Tauranga City Council, Bay of Plenty Regional Council and Tangata Whenua, through SmartGrowth.

Determining how and where the District grows, how to fund that growth and provide the required infrastructure is core business for Council. We are also focusing on how to enable the housing our community needs, as we grow and our population ages.

2. Getting around

A safe, efficient transport network is essential for our District to support the movement of goods and people. We will continue to plan with Tauranga City Council, Bay of Plenty Regional Council, and the New Zealand Transport Agency to deliver an integrated transport network that will service our future residential and business land developments, and advocate for critical state highway upgrades. We are also focussed on developing our cycleway / walkway network across the District.

3. Protecting our environment and resources

Our communities told us they value the natural areas of the District such as rivers, streams and our coastal environment. We are focussed on managing our resources well, to maintain these natural assets.

Reducing waste and managing our waste stream better, being smart about how we use water, and sustainably managing stormwater and wastewater are our focus areas over the next 10 years. We will also be focussing on responding to coastal erosion and sea level rise, and the impacts that will have on our District.

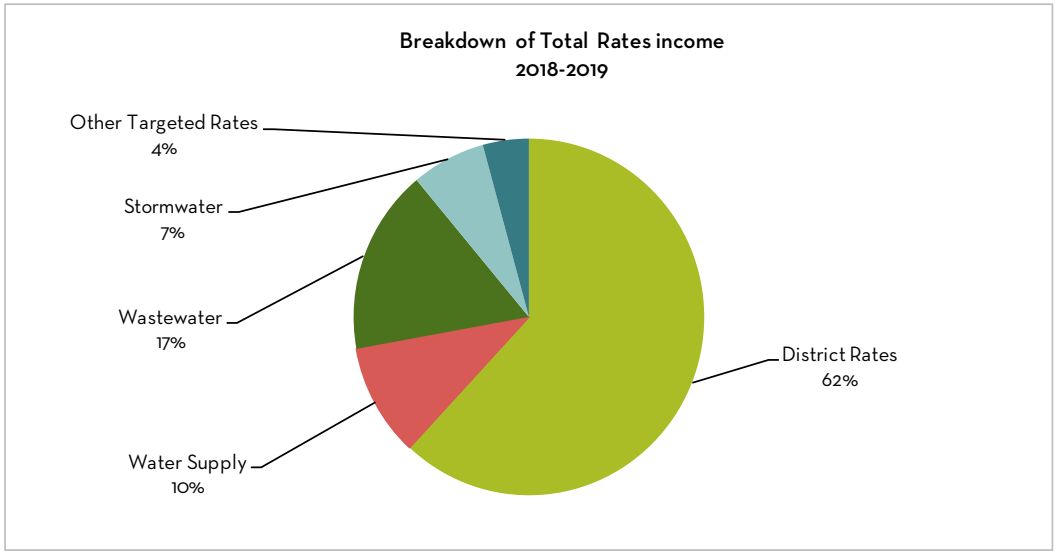
4. Building communities

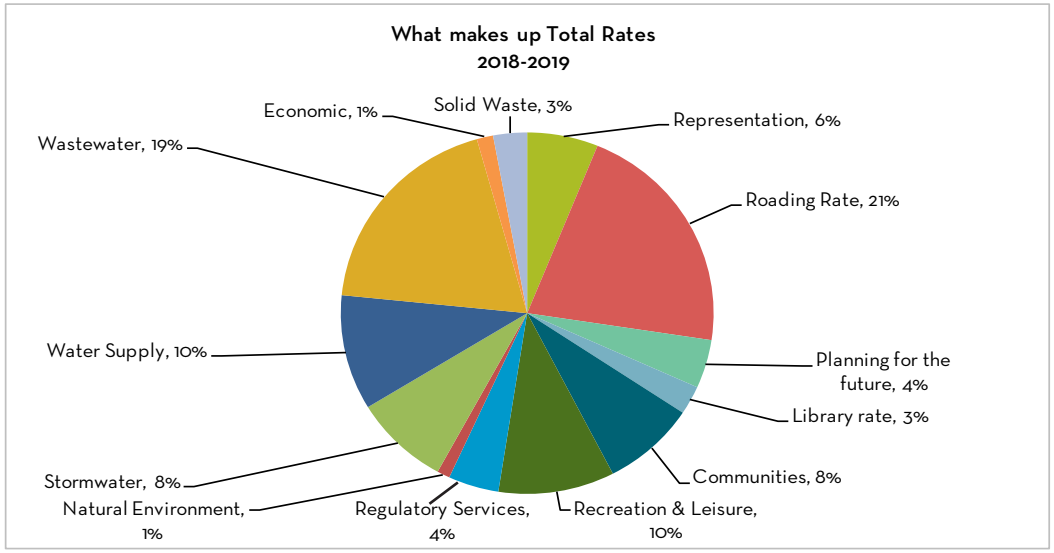
We have many distinct communities with a strong sense of connection to their place. We will continue to support our communities to be great places to live by providing key facilities such as community halls, libraries, parks and reserves and recreation facilities. We will also continue to support social and economic development through service delivery contracts and town centre developments. We will invest more in arts, culture and heritage.

5. Managing our finances

Over the next 10 years we will remain focussed on debt management and rates affordability. We plan to steadily reduce our net debt, and to keep our rates increases to no more than 4% per annum (including inflation) for existing ratepayers.

YEAR ONE (2018-19) RATES OVERVIEW





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 benchmarks

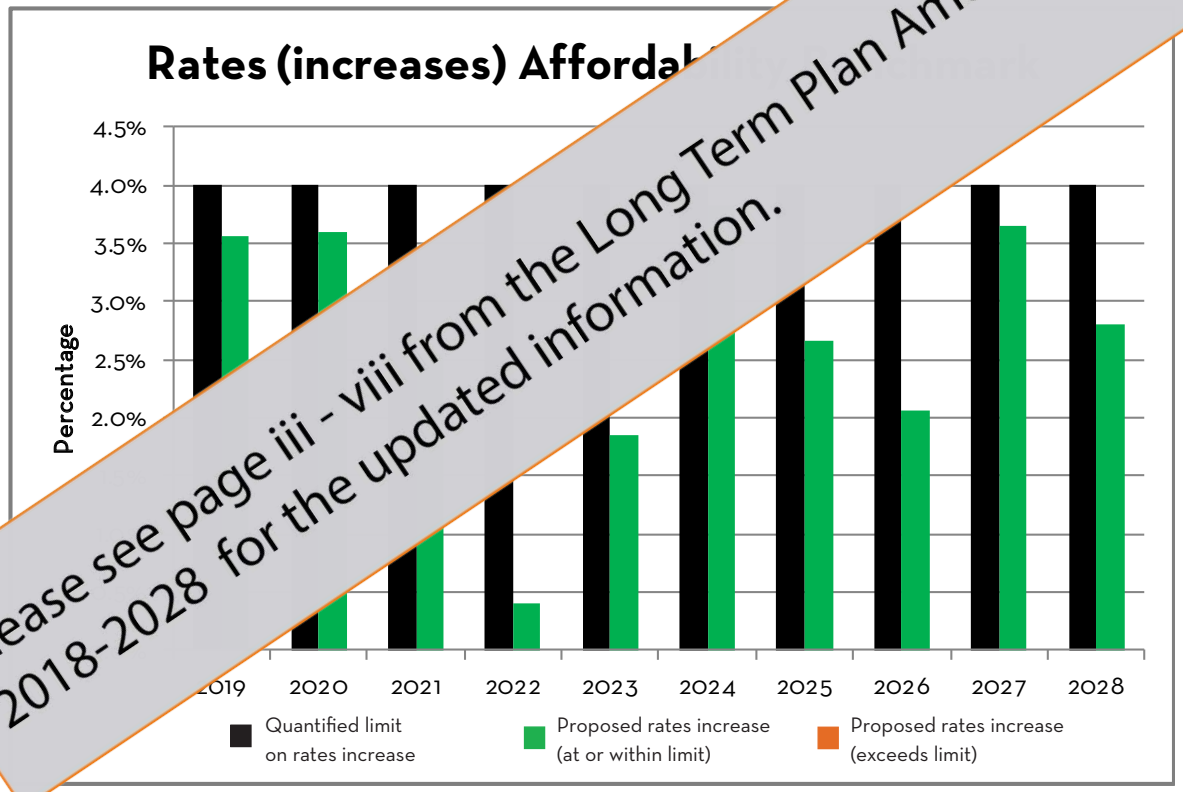
The Council meets the rates affordability benchmark if:

- 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.

Rates (Increases) Affordability Benchmark

The following graph compares the Council's planned rates with a quantified limit on rates contained in the Financial Strategy. The quantified limit

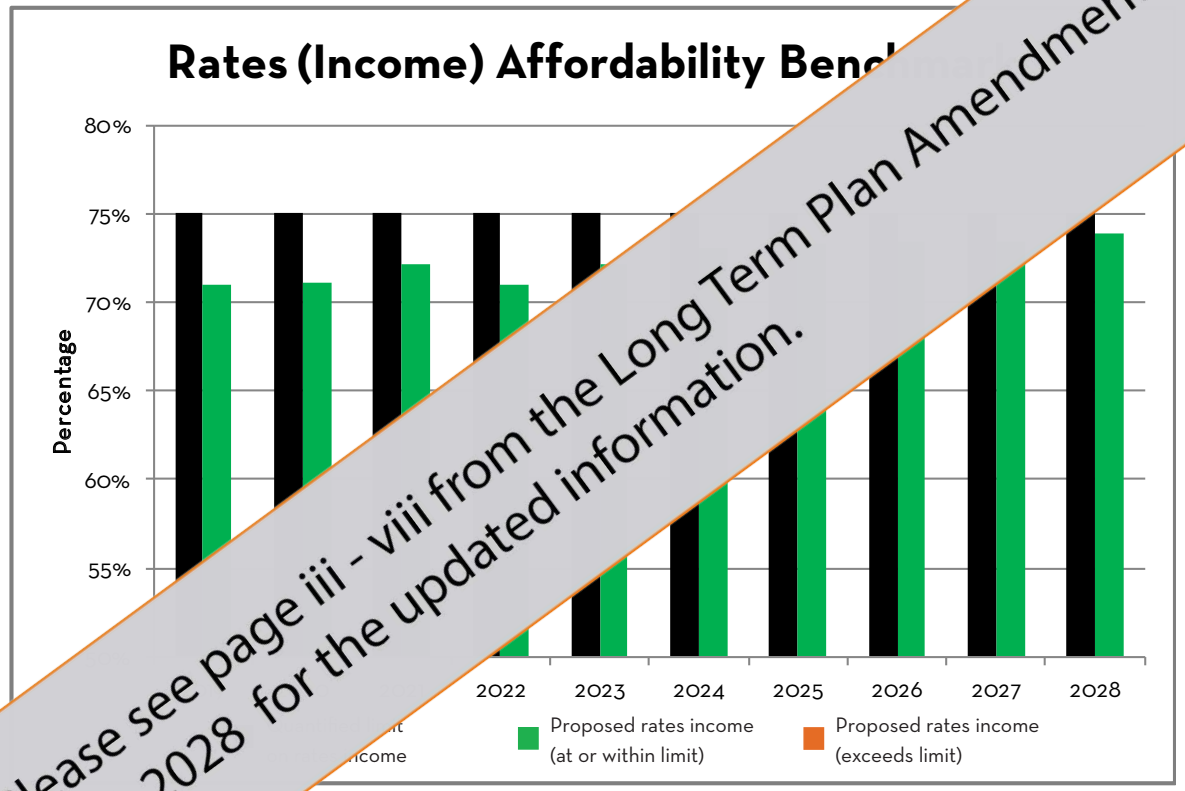
Note: For the purposes of this benchmark rates income excludes rates penalties.



Please see page iii - viii from the Long Term Plan Amendment 2018-2028 for the updated information.

Rates (Income) Affordability Benchmark

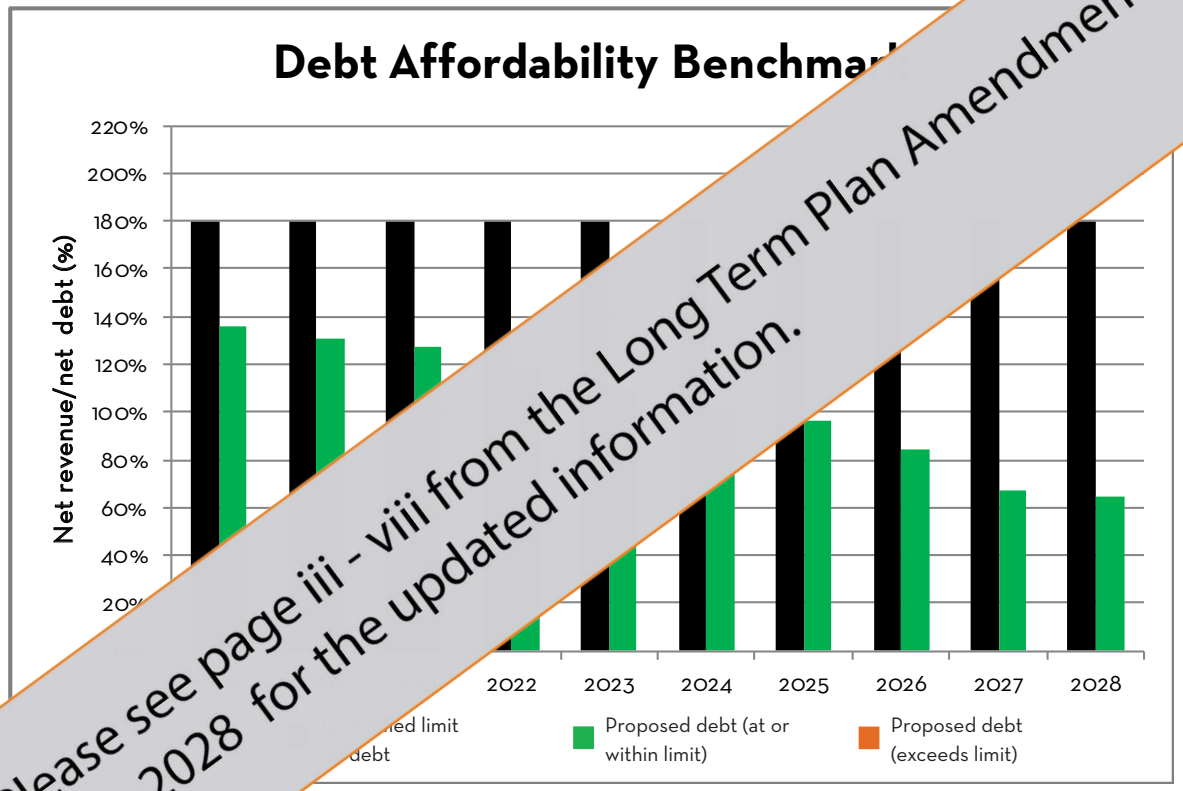
The following graph compares the Council's planned rates with a quantified limit on rates contained in the financial strategy included in this long-term pl[illegible]ified limit is limiting rates levels to a maximum of 75% of total revenue. For this benchmark total revenue excludes revenue from non-cash sources e.g. vested assets and revaluation mo[illegible]



Please see page iii - viii from the Long Term Plan Amendment 2018-2028 for the updated information.

Debt affordability benchmark

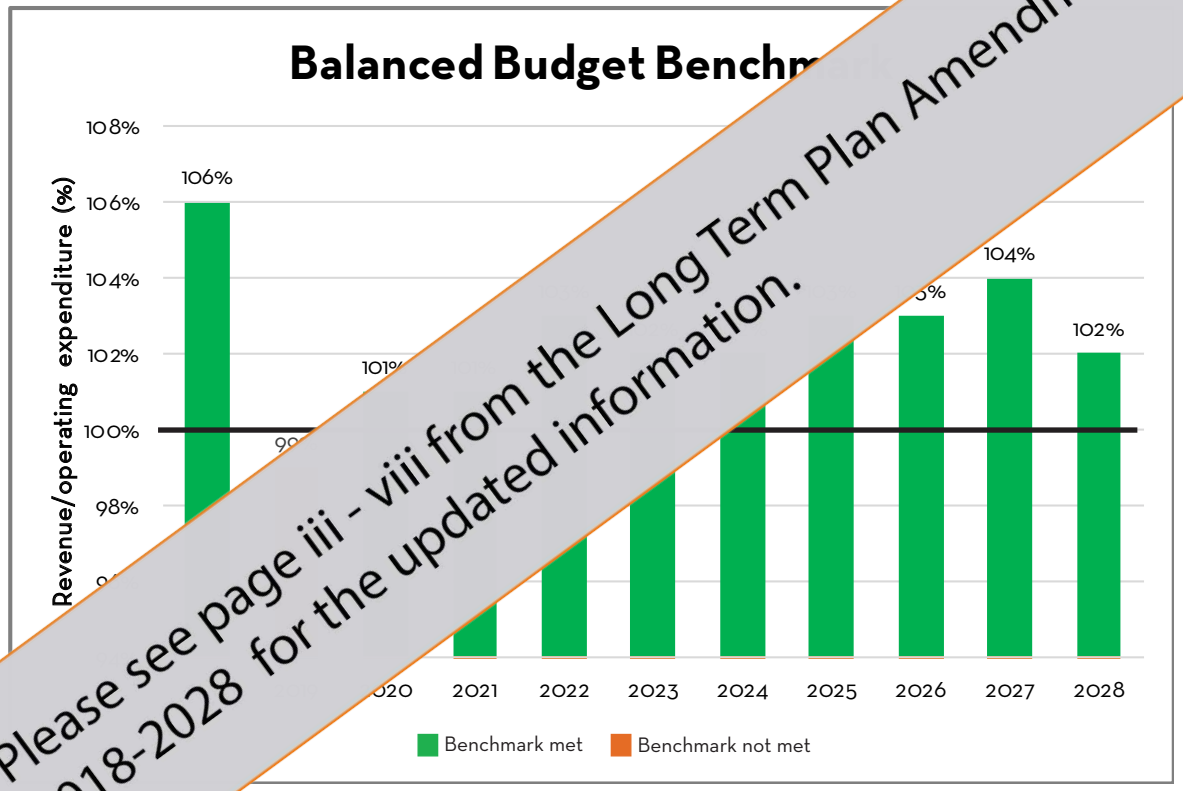
The Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing. The following graph compare planned debt with a quantified limit on borrowing contained in the financial strategy. The quantified limit is that debt will not exceed 180% of revenue (excluding financial contributions a 2019 – 2028.



Please see page iii - viii from the Long Term Plan Amendment 2018-2028 for the updated information.

Balanced budget benchmark

The following graph displays the Council's planned revenue (excluding development contributions, financial contributions, vested assets, gains on deriv[illegible]struments, and revaluations of property, plant, or equipment) as a proportion of planned operating expenses (excluding losses on derivative financial instruments and revaluations of prope[illegible]t). The Council meets the balanced budget benchmark if its planned revenue equals or is greater than its operating expenses.

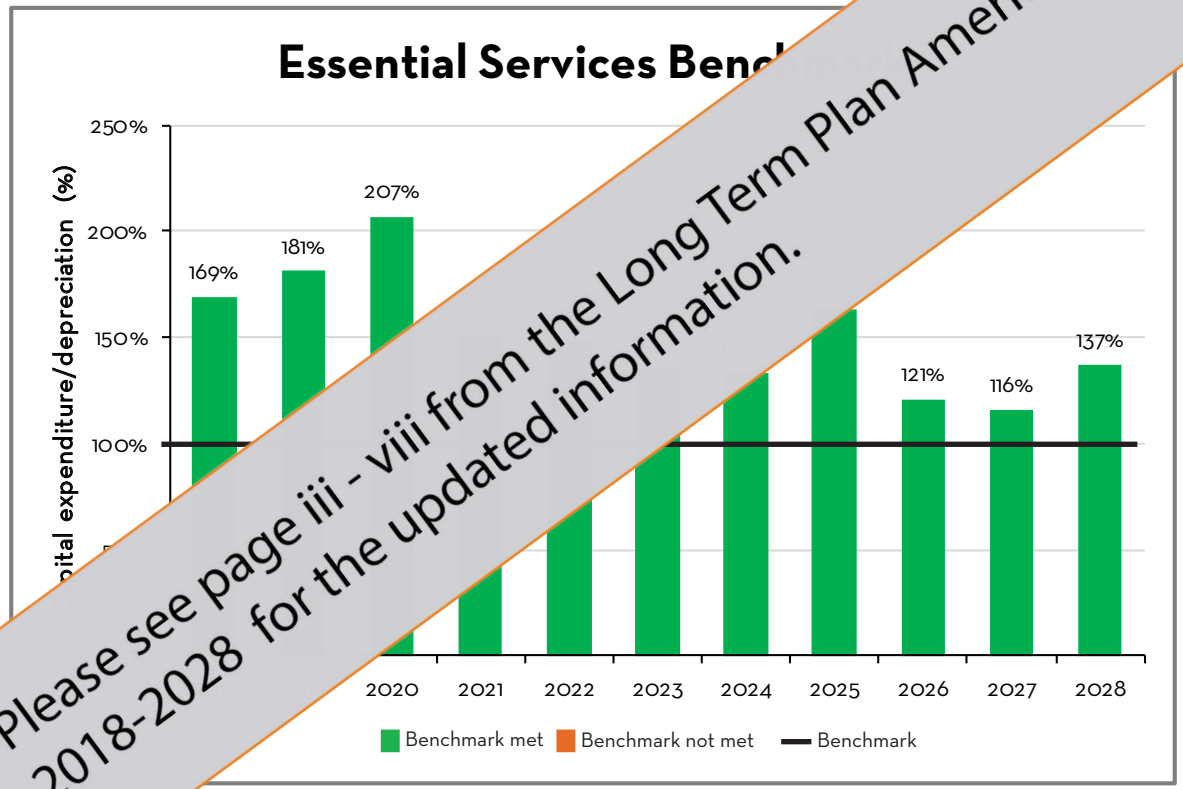


Please see page iii - viii from the Long Term Plan Amendment 2018-2028 for the updated information.

Essential services benchmark

The following graph displays the Council's planned capital expenditure on network services as a proportion of depreciation on network services.

The Council meets the essential services benchmark if its planned capital expenditure on network services (being; transportation, water, wastew ls or is greater than depreciation on network services.

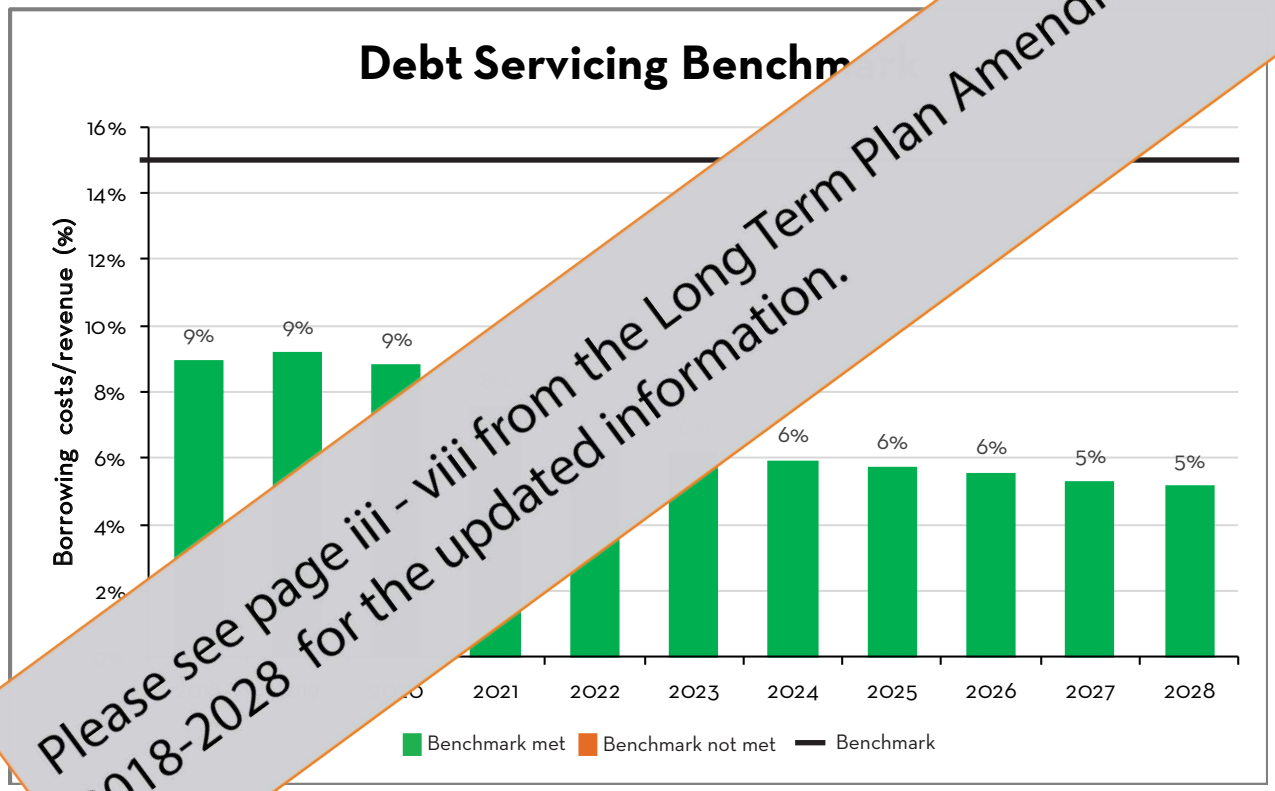


Please see page iii - viii from the Long Term Plan Amendment 2018-2028 for the updated information.

Debt servicing benchmark

The following graph displays the Council's planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial [illegible] ested 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 deb[illegible] nned borrowing costs equal or are less than 15% of its revenue.



Please see page iii - viii from the Long Term Plan Amendment 2018-2028 for the updated information.

MANDATORY NON-FINANCIAL PERFORMANCE MEASURES RULES

The need for standard performance measures for local authorities was addressed through the Local Government Act 2002 Amendment Act 2010. The purpose is to enable the public to compare the level of service provided by different local authorities.

In line with legislation the Secretary for Local Government developed performance measures for water, wastewater (sewerage), stormwater, roads and footpaths. The Non-Financial Performance Measure Rules 2013 were made in November 2013, and came into force on 30 July 2014.

These measures are included in the performance measures and levels of service for each of the activities. Targets are shown against each measure and Council's achievement against these targets will be included in Council's Annual Report

Water Supply

1. **Safety of drinking water**

   The extent to which the local authority's drinking water supply complies with:

   a. Part 4 of the drinking-water standards (bacteria compliance criteria); and
   b. Part 5 of the drinking-water standards (protozoal compliance criteria).

2. **Maintenance of the reticulation network**

   The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this).

3. **Fault response times**

   Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times measured:

   a. Attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site, and
   b. Resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption,
   c. Attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site; and
   d. Resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption.

4. **Customer satisfaction**

   The total number of complaints received by the local authority about any of the following:

   a. Drinking water clarity
   b. Drinking water taste
   c. Drinking water odour
   d. Drinking water pressure or flow
   e. Continuity of supply; and
   f. The local authority's response to any of these issues,

   expressed per 1000 connections to the local authority's net worked reticulation system.

5. **Demand management**

   The average consumption of drinking water per day per resident within the territorial authority district.

Sewerage and the treatment and disposal of sewage

1. **System and adequacy**

   The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system.

2. **Discharge compliance**

   Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of:

   a. Abatement notices
   b. Infringement notices
   c. Enforcement orders; and
   d. Convictions,

   received by the territorial authority in relation to those consents.

3. **Fault response times**

   Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured:

   a. Attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site; and
   b. Resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault.

4. **Customer satisfaction**

The total number of complaints received by the territorial authority about any of the following:

a. Sewage odour
b. Sewerage system faults
c. Sewerage system blockages; and
d. The territorial authority's response to issues with its sewerage system,

expressed per 1000 connections to the territorial authority's sewerage system.

Stormwater drainage

1. **System adequacy**

a. The number of flooding events that occur in a territorial authority district.
b. For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system).

2. **Discharge compliance**

Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of:

a. Abatement notices
b. Infringement notices
c. Enforcement orders; and
d. Convictions,

received by the territorial authority in relation to those resource consents.

3. **Response times**

The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.

4. **Customer satisfaction**

The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system.

The provision of roads and footpaths

1. **Road safety**

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.

2. **Road condition**

The average quality of ride on a sealed local road, measured by smooth travel exposure.

3. **Road maintenance**

The percentage of the sealed local road network that is resurfaced.

4. **Footpaths**

The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (such as its annual plan, activity management plan, asset management plan, annual works program or long term plan).

5. **Response to service requests**

The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the long term plan.

CHAPTER TWO

02

Informing our planning

CHAPTER TWO

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KEY STRATEGIC ASSUMPTIONS FOR THE LONG TERM PLAN 2018-2028

	ASSUMPTION	IMPLICATION	LEVEL OF UNCERTAINTY	IMPACT	MITIGATION
1	POPULATION GROWTH	Growth affects the number of rateable properties in the district and the expected demand for services and infrastructure. Growth has a lot of benefits but also creates challenges for the delivery of services and funding infrastructure work.	**Moderate** Based on national assumptions and regional economic projections, we expect sustained growth over the next 3 years. Growth becomes more difficult to predict over longer time periods because unforeseen events can alter migration, settlement patterns or resource limitations.	If population growth is faster than expected and the number of rateable properties are under-estimated, the consequences are: • Income growing faster than expected • Higher demand for Council services • Financial contributions being set too high. Council would respond by bringing forward future expenditure and adjusting financial contributions the following year. If population growth is lower than expected, the consequences are: • Over-investment in infrastructure and un-used 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. 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.	Council plans for growth in collaboration with TCC, BOPRC and Iwi, through SmartGrowth. Council re-forecasts growth projections each year through the annual plan to ensure infrastructure provision and service delivery are aligned to growth.

Year end 30 June	New lots created	Growth rate	Total dwellings	District Population
2018	333	1.51%	22,114	49,285
2021	297	1.28%	23,288	51,316
2028	274	1.06%	25,907	55,863
2048	105	0.35%	29,777	61,729

	ASSUMPTION	IMPLICATION	LEVEL OF UNCERTAINTY	IMPACT	MITIGATION
2	**CLIMATE CHANGE** As a result of climate change The Western Bay of Plenty can expect to see: • more hot days (temperatures 25 degrees or more) • milder autumns and winters • drier winters • increasing summer rainfall with heavier downpours • fewer cold nights and frosts • rising sea levels. Overall there will be more extreme weather and storm events, and increased risk from natural hazards such as coastal erosion and inundation[1]. This will have social, economic and environmental consequences that are difficult to predict and plan for.	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.	**Moderate** We know climate change will impact on our business, however the exact nature, extent and timing of the impacts is difficult to predict. The major impacts of climate change are expected outside of the 10-year planning horizon.	If the impacts of climate change are felt more severely within the 10 years, the likely consequences are: • Failure to meet the levels of service for 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.	Council has developed the 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 pa has been budgeted for coastal erosion works. Council is working with BOPRC and TCC to model the extent of harbour inundation under various sea level rise scenarios – this is being progressed through the Natural Hazards Charter. Council is also a member of the BOP Lifelines Group and is investigating the resilience of our infrastructure to a grange of natural hazards (that will most likely be exacerbated by climate change). Stormwater modelling work has also been budgeted for, to inform the capital works programme.
3	**CHANGING MAKE UP OF OUR COMMUNITIES** Our community demographics are changing[2]. We expect to see: • A higher proportion of our population over the age of 65 (33% by 2033). There will be more people over the age of 65 than children • More international migrants • Māori and Pacific Islanders making up a larger proportion of labour market entrants.	Increasing cooperation between local government and health sectors to understand and deliver healthy environments for residents. Changing methods of engagement to involve migrant communities and create welcoming tolerant communities. Continued cultural awareness practices in communities and workplaces. Changing use of infrastructure. Changing recreation patterns may change investment priorities.	**Low** Some changes such as the aging 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 imapcts of this have been been addressed under the population growth assumption.	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).	We continually monitor population demographics through SmartGrowth, using census data and National Institute of Demographic and Economic Analysis (NIDEA) projections. Our community engagement guidelines assist us to work with communities and respond to their changing needs. We are a funding partner in the Welcoming Communities programme, which assists local communities that have a high number of international migrants. The Places and Spaces Strategy guides our decision making for recreational facilities, and provides a framework to consider changing recreation patterns.

[1]BOPRC document Climate Change – What's in store?
[2]SmartGrowth 2014 Review of Demographic and Employment Projections 2013-2063.

OTHER ASSUMPTIONS

	CATEGORY	ASSUMPTION	IMPLICATIONS	LEVEL OF UNCERTAINTY
4	TECHNOLOGICAL CHANGE	**FAST MOVING TECHNOLOGY** The pace of change driven by technological advancements is expected to continue. We expect to see: • 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 infrastructure is likely to become obsolete before the end of its lifecycle. 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. 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. Increasing connectivity between energy, transportation and technology driving infrastructure investment decisions. There will be increased opportunities to deliver demand management and non-asset solutions as better information is available. Maintenance programmes may be more responsive, leading to less costly repairs. More 'localised' micro-solutions may become available and affordable, as opposed to large centralised infrastructure networks.	Low for years 1 – 3. High for years 4 - 10. We know changes will happen, but we don't know exactly when or how disruptive those changes will be.
5	SOCIAL	**EQUALITY AND EQUITY[3]** 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, or change only slightly.	Council may need to tailor solutions and investment for some communities, to ensure people are receiving the services they need. These may be geographic communities, or parts of the population (eg. older people).	Low We expect the imbalance between communities to remain, or to change only slightly.

[3]Statistics NZ: Household net worth statistics: Year ended June 2015, Statistics NZ website

	CATEGORY	ASSUMPTION	IMPLICATIONS	LEVEL OF UNCERTAINTY
6	ECONOMIC	**ECONOMIC GROWTH**[4] 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. We expect to see: • Significant growth in the kiwifruit industry • Growth in the avocado industry • Growth in tourism[5].	The kiwifruit industry are a high water user, and their demand will increase which may put pressure on infrastructure. Continued economic growth will require provision of business land and demands for freight movement will need consideration in transport network planning. 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. There may be increased pressure on the natural environment from increased use. The capacity of industry to deliver infrastructure projects may mean increased competition, leading to increased prices and possibly time delays.	**Low** Forecasts align with national forecasts for economic growth.
7		**COMMUNITY EXPECTATIONS** Our communities continue to have higher expectations for delivery of Council services. We expect to see: • Continued demands to not only maintain, but also improve levels of service across all of Council's business (with increased associated costs), and • Continued demands from the community to keep rates as low as possible.	Council will need to continue to find innovative ways to fund service delivery, other than through rates.	**Low**
8	ENVIRONMENTAL	**ENVIRONMENTAL SUSTAINABILITY** In line with the changing global environment, environmental sustainability will continue to be a requirement. We expect to see: • Increasing standards for water quality • Increasing requirements for efficient use of water • Increasing expectation for waste minimisation • Continued movement towards a 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.	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. These may be offset through joint funding of capital and renewal projects with central government agencies and other local authorities.	**Low** Legislation is already in place to address water quality and efficient use of water (via the National Policy Statement on Freshwater Management). Council's Waste Management and Minimisation Plan emphasises the need for waste reduction.

[4]Bay of Connections: Bay of Plenty Regional Economic Development Strategy, BOPRC Website.
[5]MBIE Monthly Regional Tourism Estimates, MBIE website and Tourism Bay of Plenty presentation to Community Committee 22 November 2017.

	CATEGORY	ASSUMPTION	IMPLICATIONS	LEVEL OF UNCERTAINTY
9		**HOUSING** The gap between house prices and personal incomes has lead to declining home ownership rates[6]. The cost of renting is also increasing relative to incomes. Housing affordability has an impact on the labour market and in turn on the local economy. In addition the quality of the existing housing stock is important. Poor quality housing impacts people's health and ability to work. We expect to see: • Continued requirements for Council to ensure land is available for residential development • Increasing focus and intervention on housing and housing affordability from central government • More awareness and intervention into the impacts of housing quality on people's health and ability to work and learn • Continued decline in rates of home ownership - more people renting rather than owning.	Council will be required to have clearly defined their role in housing, and be able to partner with others to deliver housing solutions for our communities.	Low Evidence is clear that housing affordability and availability is a significant challenge. This will continue over the next 10 years as actions to address the challenges will take time to have an effect.
10	POLITICAL	**COLLABORATION** We are increasingly being required to think 'outside the square' and work with others. We expect to see: • Continued emphasis on partnerships and shared service models • More legislative changes that will impact on the way Council does business, such as Urban Development Authorities. More boundary adjustments with TCC may occur in the future as land is zoned for residential and business development • Increasing public demand for different models of services delivery.	Council will need to be flexible in order to respond to this changing environment. It's important we maintain collaborative arrangements as there will be more, not less push for them in the future.	Low

[6]Statistics NZ, Dwelling and Household Estimates: September 2017 quarter, Statistics NZ website.

	CATEGORY	ASSUMPTION	IMPLICATIONS	LEVEL OF UNCERTAINTY
11	POLITICAL (CONTINUED)	**COMMUNITY PARTICIPATION** Communities want to engage with institutions like Councils 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. We expect to see increasing demand for new and more effective ways to engage and include people in Council's decision making[7].	Council will need to continuously evolve the way we engage our communities, and are inclusive of all members of our communities. We will need to rethink our traditional project management and delivery structures so that communities can have a greater role in what we do.	Low
12		**PARTNERSHIPS WITH MAORI** The settlement of the Treaty of Waitangi (Te Tiriti o Waitangi) claims in the District will continue over the next ten years. This will change the economic landscape, and is likely to offer new opportunities for collaboration and partnership.	Council may need to change the way it manages its assets to provide for greater iwi involvement. For example, in 2013 a joint committee of iwi authorities and councils was set up to co-govern the Kaituna River. This may also impact on how we use natural resources, such as revised limitations on our water take. 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	Low RMA amendments are now in place. More Treaty Settlements are being finalised.
13		**LEGISLATIVE CHANGES** We expect to see continued focus on the way Council delivers its core services and provides infrastructure for growth. There is likely to be increased regulation aimed at delivering higher public health and environmental standards. Local Government Act and Resource Management Act reforms are likely to continue to focus on alternative ways to deliver public services, to improve effectiveness and efficiency. Examples are Urban Development Authorities, and joint Council-controlled organisations for providing services.	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.	Low

[7]EYQ, The Upside of Disruption: Megatrends shaping 2016 and beyond, 2016.

TE ARA MUA - THE PATHWAY FORWARD

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.

Partnership Forum

Our Tauranga Moana /Te Arawa ki Takutai Partnership Forum represents iwi and hapū across the District, and address issues relating to Māori with the Mayor and all Councillors.

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.

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

FINANCIAL STRATEGY

Western Bay of Plenty District aspires to be a vibrant, healthy and welcoming place with a thriving economy, and clean, green and valued environment. To achieve this, we need to have the capacity and resources to deliver quality and affordable services to the community.

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INTRODUCTION

The Financial Strategy describes how we plan to finance our activities in a way that is sustainable over the long term. This provides the framework for delivery of the Long Term Plan 2018-2028 (LTP) and the 30-year Infrastructure Strategy. Debt and rates limits restrict what we can deliver each year but also enable delivery by providing the financial resources to do this. Prioritisation is the key to ensuring the community has the services it expects to have, in a way that balances affordability with delivery.

Over the last 20 years, we have been through a period of high growth that decreased considerably when the global financial crisis hit in 2007. Council was put into a difficult situation having significantly invested in infrastructure to support growth, with minimal revenue from development available to pay off the debt incurred. Council has made a conscious effort to reduce this debt and to put in place policies that mitigate the risk of this situation occurring again.

Today, Council's finances are in better shape and so is the economic climate in which we are operating. We understand circumstances can change, and have adopted a balanced financial approach in this strategy that supports the District forging ahead with population and economic growth, while ensuring prudent management of debt and rates levels and providing scope to adapt to changing circumstances. Council plans to limit the average rates increase across the District to 4% per annum (excluding growth) and ensure that net debt does not exceed 180% of our total revenue (excluding financial contributions and vested assets).

This approach supports delivery of the Infrastructure Strategy where the focus is on continuing with business as usual; ensuring infrastructure continues to meet the needs of our communities, and providing infrastructure to enable further growth to occur. Priorities include infrastructure investment in Omokoroa and proactively planning for and responding to environmental issues including climate change and increasing water quality standards that impact on the water, wastewater and stormwater activities of Council. There are no proposed changes to levels of service however decisions that have the potential to result in a change to levels of service in the future are identified in the Infrastructure Strategy. For example, a review of the Communities and Recreation and Leisure Strategy may result in a change to levels of service for libraries and recreation facilities. 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.

Financial Strategy 2018-2028	**Infrastructure Strategy 2018-2048**	
	Section	Purpose
Previous financial strategies influenced the infrastructure approach taken in the past.	*What we are working with*	Identifies the key characteristics of the District and provides an overview of our current situation.
	What we are working towards	Identifies our vision and goals for the District and for the strategy.
	The challenges	Identifies the key things that influence our approach to infrastructure in the future.
Strategy goals and key actions influence the approach taken to decisions on significant infrastructure issues, and to determining the most likely scenario for infrastructure management over the next 30 years.	*The big picture*	Identifies the most likely scenario that Council will take for the management of infrastructure over the next 30 years, and the asset management assumptions that support this approach.
	Significant infrastructure issues	Identifies the key issues that the Council and community needs to consider and provide direction on.
Strategy limits on debt and rates influence the approach taken at an activity level.	*Activity overviews*	Provides an overview of each activity. Identifies the key influences, what we want to achieve in the long term, and what we will focus on to get there. Includes activity assumptions and capital and operational expenditure from 2018-2048.
	How we manage our assets	Provides an overview of Council's asset management approach.

KEY MESSAGES

Council will continue with the good financial progress made over the last three years.

The focus from 2018 to 2028 will be on achieving the following goals and actions.

Goal 1: We will continue to manage our debt

Why is this important	What we have done to date	Key actions to achieve this goal
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.	In the 2015-25 LTP the community supported Council increasing the funding it puts into growth related debt interest payments from $1.3m to $2.5m per annum funded from a mix of the general, uniform and roading rates. This approach coupled with prudent management of the capital works programme and a significant increase in growth income over the last two years, means our net debt has reduced from $144 million in 2015 to $135 million in 2016/17. For 2017/18 we are tracking well below what was forecast in the 2015-25 LTP ($109m vs $144m) which creates a more manageable financial situation for the future.	**1** Ensure that net debt (total external debt less cash on hand) does not exceed 180% of our total revenue (excluding financial contributions and vested assets). From 2023 onwards net debt will be substantially below this limit. **2** A proposal is included in the Decision Story document to change the debt management approach to contribute $1 million of rates to interest and debt repayments in 2018/19 only and then revert to status quo of $2.5 million per year for the remainder of the LTP period. **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. The overall effect of these actions on the debt profile is shown in **Figure 1. Figure 2** shows what this looks like in terms of debt per number of rateable properties.

The number of rateable properties is based on Council's population growth and dwelling projections.

Figure 1: Forecast Debt 2018-2028

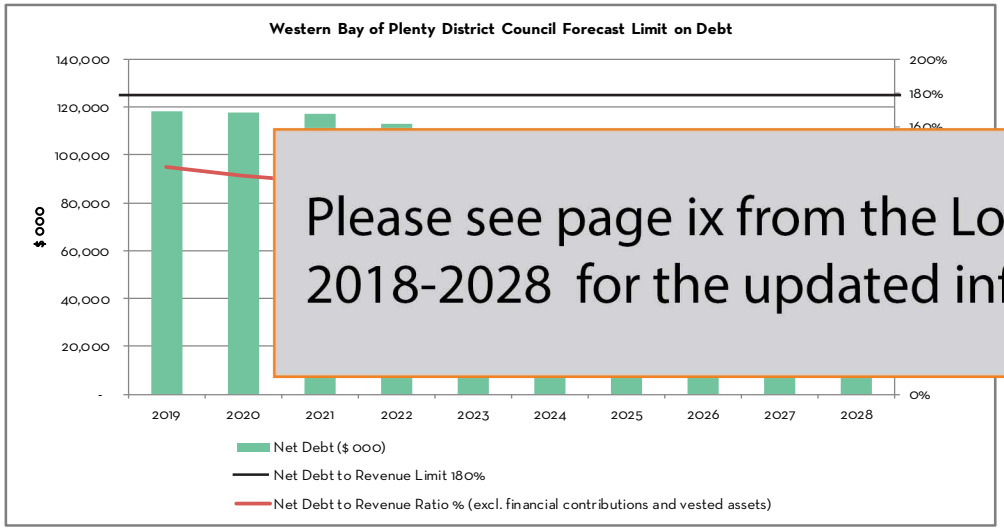
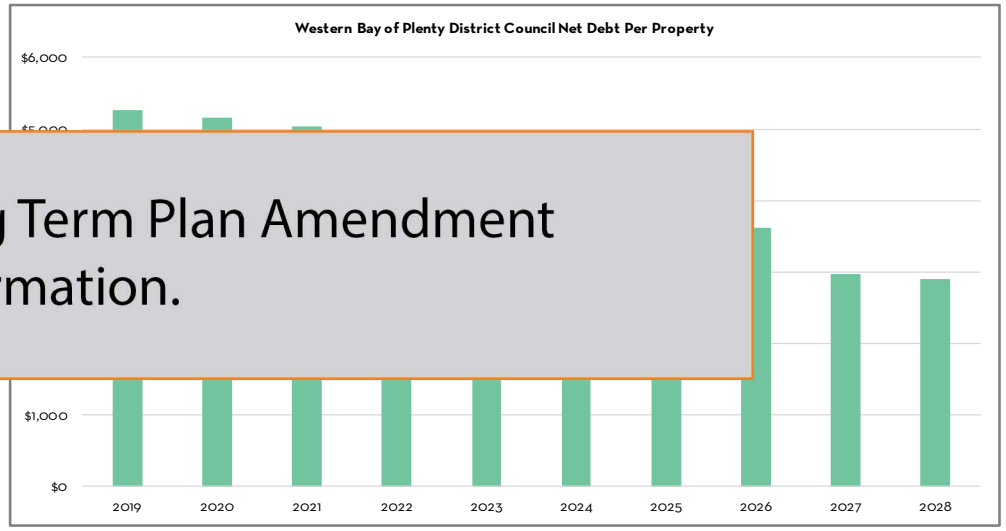


Figure 2: Net Debt per Property 2018-2028



Please see page ix from the Long Term Plan Amendment 2018-2028 for the updated information.

Goal 2:· We will continue to manage rates increases

Why is this important	What we have done to date	Key actions to achieve this goal
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.	In the draft 2015-25 LTP the community supported Council limiting rates increases to 5% per annum. This was reduced to 4% per annum when the final LTP was adopted and includes an allowance for growth and inflation (consumer price index) each year. In the 2016/17 Annual Report this showed the actual rates increase to be within the limit for the last 5 years. The exception being 2015/16 where the actual rates increase just exceeded the 4% limit due to the growth component being included in the rates limit and growth exceeding forecast estimates in that year.	**4** Limit the average rates increase across the District to 4% per annum. This includes inflation and excludes growth. **Figure 3** shows the total rates increase excluding growth and **Figure 4** shows the total rates increase including growth. **5** Rates income is limited to a maximum of 75% of total revenue (less vested assets), 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.

Figure 3: Planned increase in total rates excluding growth

Total rates	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Rates before inflation	1.57 %	1.40 %	0.35 %	(1.80)%	(0.46)%	1.52 %	0.26 %	(0.44)%	1.05 %	0.11 %
Inflation (LGCI)	2.00 %	2.20 %	2.20 %	2.20 %	2.30 %	2.30 %	2.40 %	[illegible] %	2.60 %	2.70 %
Rates after inflation	3.57 %	3.60 %	2.55 %	0.40 %	1.84 %	3.82 %	[illegible]	[illegible] %	3.65 %	2.81 %

Figure 4: Planned increase in total rates including growth

Total rates	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Rates before inflation	1.57 %	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	(0.44)%	1.05 %	0.11 %
Inflation (LGCI)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	2.40 %	2.50 %	2.60 %	2.70 %
Rates after inflation	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	3.82 %	2.66 %	2.06 %	3.65 %	2.81 %
Growth	[illegible]	[illegible]	[illegible]	[illegible]	1.23 %	1.12 %	1.10 %	1.09 %	1.07 %	1.06 %
Increase in rates (i	[illegible]	[illegible]	[illegible]	1.65 %	3.07 %	4.94 %	3.76 %	3.15 %	4.72 %	3.87 %

Please see page x from the Long Term Plan Amendment 2018-2028 for the updated information.

Figure 5: Sources of Revenue (excludes vested assets)

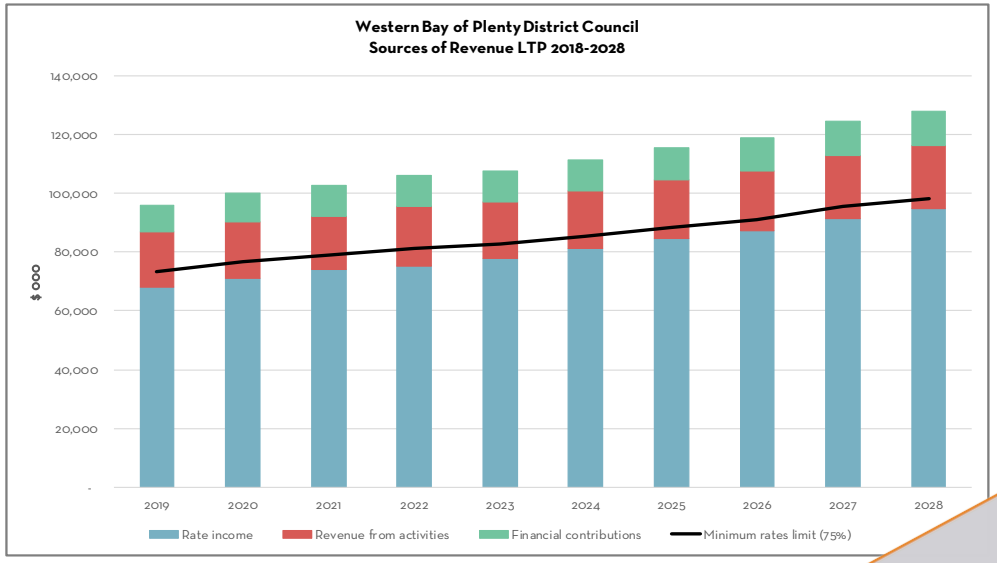
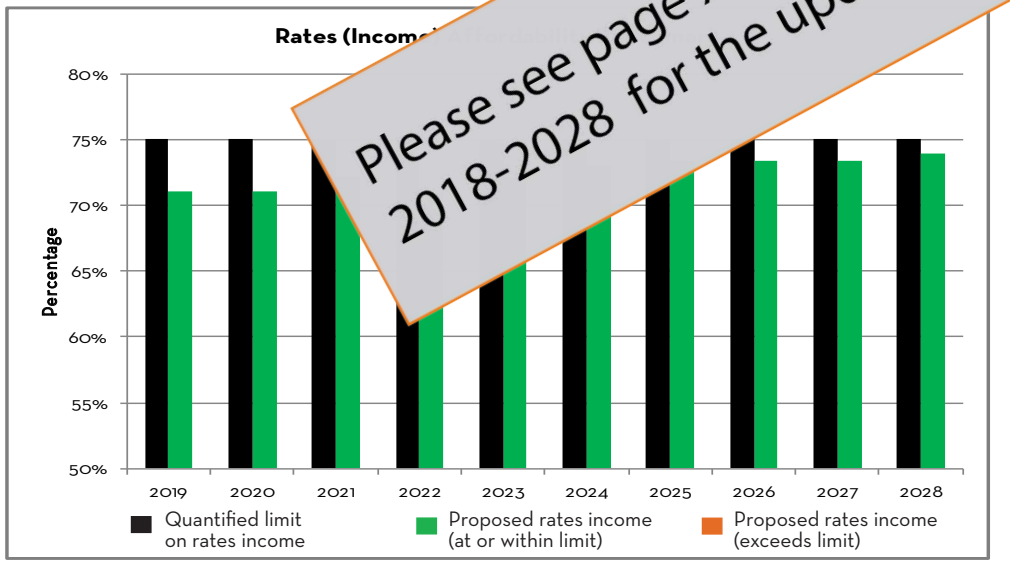


Figure 6: Maximum Rates Income Limit



Please see page x from the Long Term Plan Amendment 2018-2028 for the updated information.

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
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. It is important that Council continues to encourage growth occurring in our District as it brings many benefits including increased prosperity, attracting investment, and community vibrancy and diversity.	In the 2015-25 LTP Council outlined the planned infrastructure spending for stormwater, wastewater, water supply and transportation. This recognised the need to spend over $223 million on new or replacement infrastructure, and over $500 million on operational costs such as maintenance. The community also supported Council increasing investment in stormwater infrastructure to reduce the risk of flooding habitable properties.	**6** Allocate $84 million during 2018-2028 to renew assets for water, wastewater, stormwater and transportation. **7** Allocate $123 million during 2018-2028 for water, wastewater, stormwater and transportation infrastructure to provide for growth. The majority of this is for development of Omokoroa. **8** Continue to charge developers a contribution towards costs of providing new infrastructure required for growth. **9** Continue with a 'just in time' approach to infrastructure provision, with close monitoring of the actual uptake of growth. **10** Ensure that there is sufficient funding in place for renewal of assets when required. Refer to **Figure 9** overleaf. **Figure 7** shows the whole of Council capital expenditure from 2018-2028. **Figure 8** shows the whole of Council operational expenditure from 2018-28. Note for a breakdown of the infrastructure expenditure components of these graphs, please refer to the Infrastructure Strategy.

Figure 7: Total Capital Expenditure 2018-2028

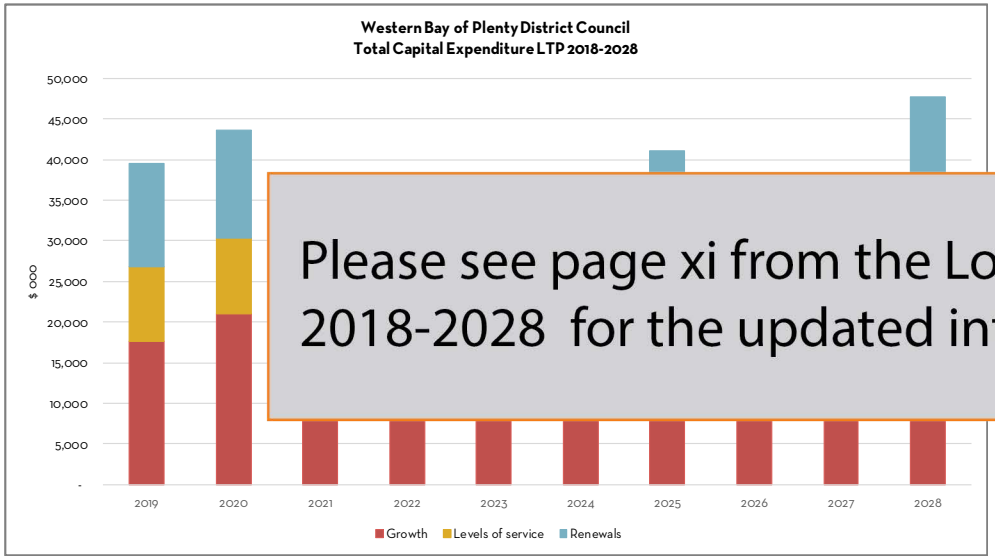
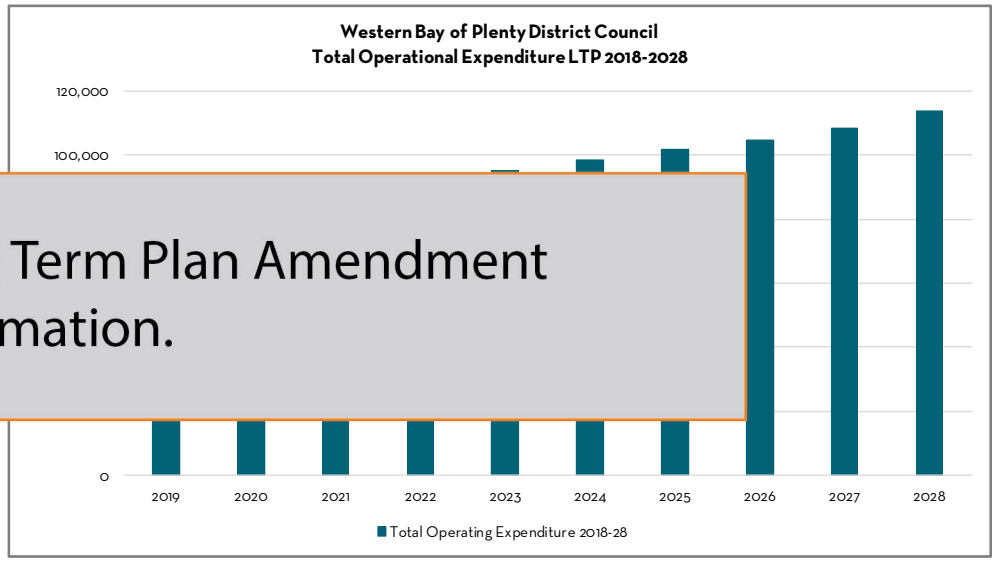


Figure 8: Total Operational Expenditure 2018-2028



Operational expenditure includes costs, interest, depreciation and overheads.

Please see page xi from the Long Term Plan Amendment 2018-2028 for the updated information.

Figure 9: Depreciation vs renewals

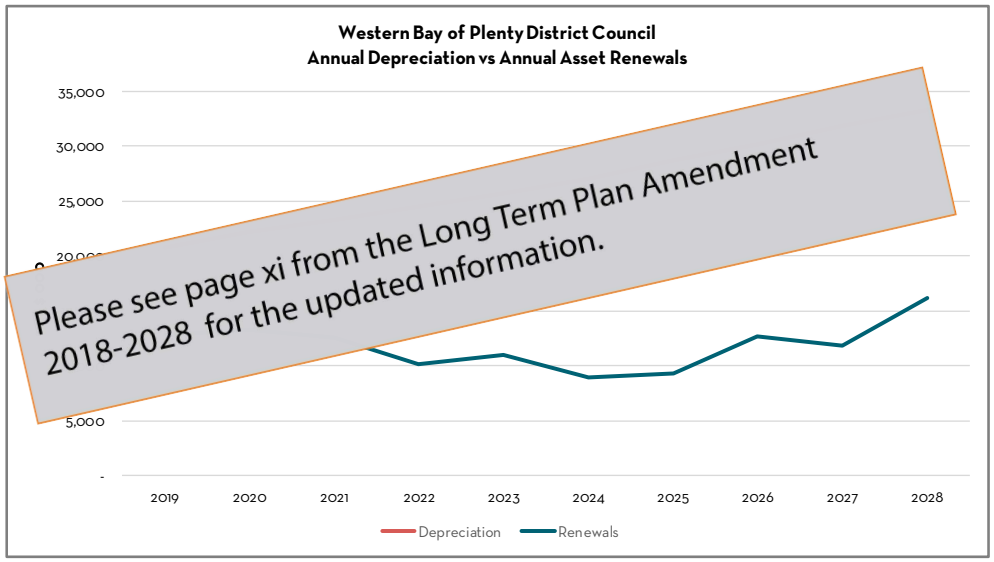
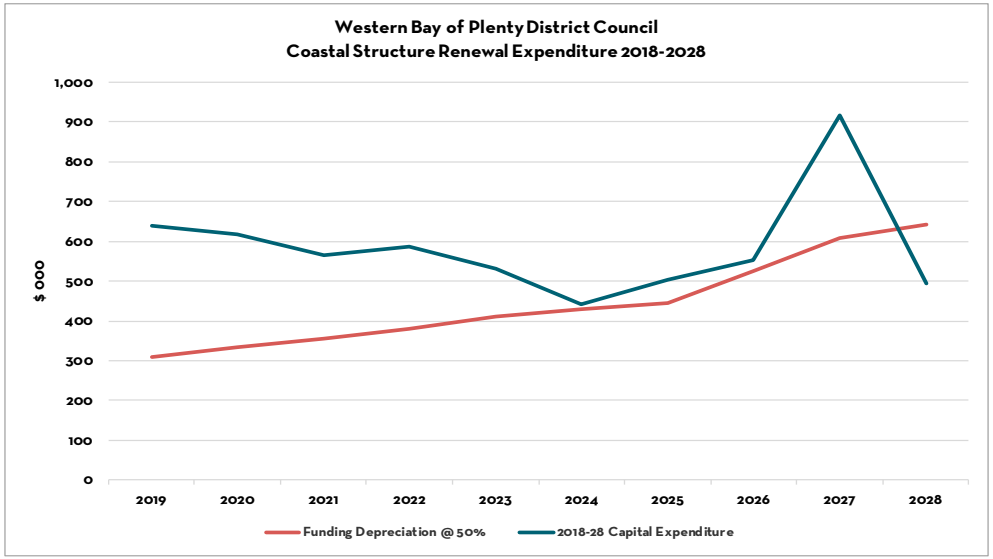


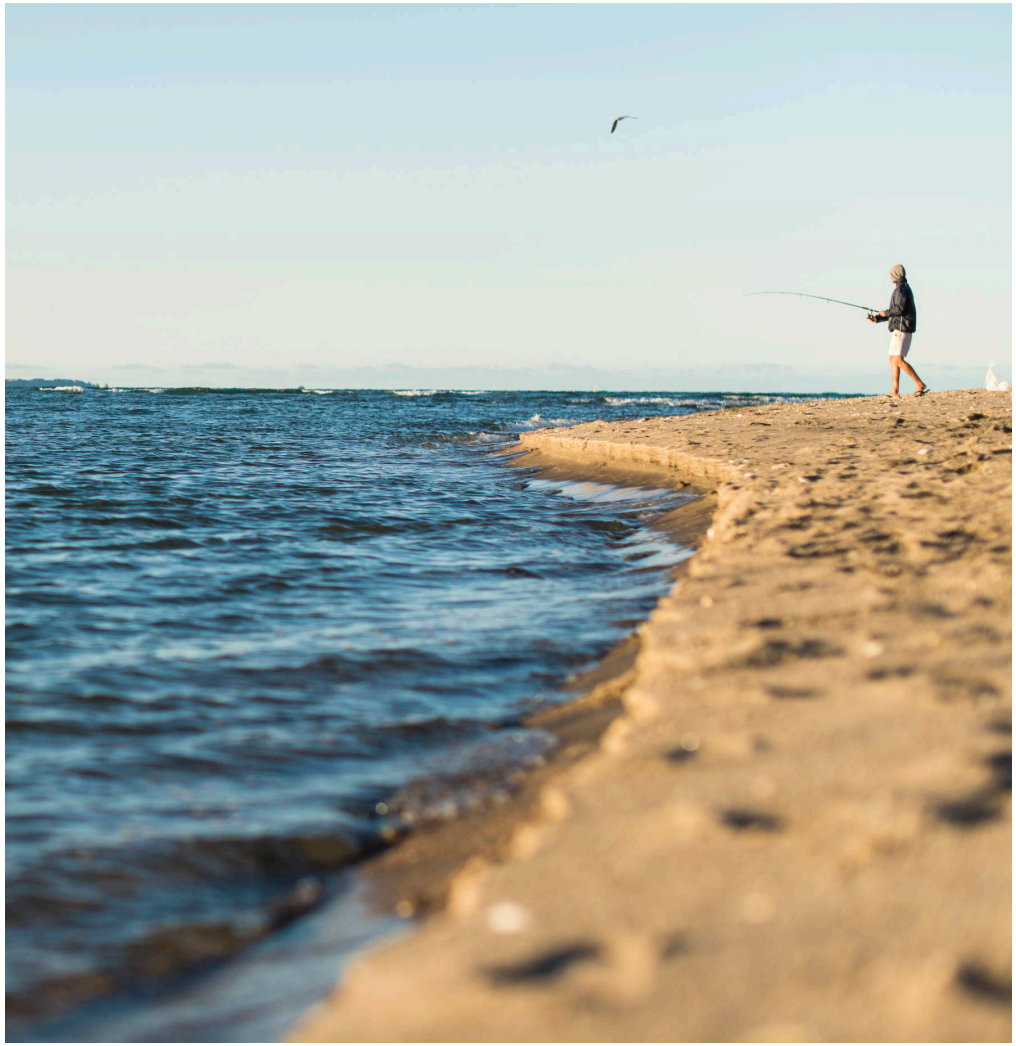
Figure 10 Coastal Structures Depreciation and Renewals



Council funds 50% of depreciation for coastal structure renewals **(refer Figure 10)**. This position will be reviewed in the 2021-2031 LTP once further information is available on understanding how the Council's Coastal Erosion Responses Policy (2017) affects the coastal structures renewals profile.

Council considers that the strategy goals and actions provide a good balance between supporting growth of the District, and continuing to maintain existing infrastructure, against the ability of our community to contribute towards the cost of services.

At the end of each financial year we report on our performance against the limits set in the Strategy. This is included in the Annual Report which is available on Council's website in September of each year.



FUTURE INFLUENCES ON OUR FINANCIAL APPROACH

Financial contributions to development contributions

Resource Management Act 1991 changes no longer permit the levying of financial contributions after April 2022. Council has had financial contributions since 1993 and will now need to transition to development contributions taken under the Local Government Act 2002. In undertaking this transition, there is a philosophical change that will impact on the current approach from using contributions to recover the **effects of development** to recovering the **cost of development** based on a benefit approach.

An initial assessment of financial contribution funded projects has been undertaken to determine potential 'fit' with the development contributions approach. The outcome of this and proposed approach taken to funding of relevant projects in the 2018-2028 LTP is:

Project type	Issue	Proposed approach in 2018-2028 LTP
Operational projects currently funded from financial contributions. E.g. Fencing subsidies	Operational projects do not qualify for development contributions as they only apply to capital expenditure driven by growth.	Rates and/or external funding will be assumed as revenue sources to substitute financial contribution funding for affected projects from 2022 onwards. This will be reviewed in more detail in advance of the 2021-31 LTP process. The review will include consideration of alternative funding sources and levels of service.
Capital projects currently funded from financial contributions (library development and new book purchases).	Need to determine level of service and extent to which the project provides for existing population and growth.	
Capital projects currently funded from financial contributions. E.g. Omokoroa structure plan stormwater projects.	These capital projects can be considered for development contribution funding and do have a justifiable growth component.	Assume development contributions will replace financial contribution funding as a revenue source from 2022 onwards. The level of development contribution funds that can be collected and the consequential impact on other funding sources (rates/external funding) will be reviewed. This will include consideration of levels of service and the nexus to growth.

The review process is currently being scoped and it is anticipated that this will commence in 2018/19. The transition from financial contributions to development contributions will be implemented in the 2021-2031 LTP.

Significant infrastructure issues over the next 30 years

The Infrastructure Strategy identifies ten 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.

Area affected	Significant issue	Significant decision timeframe
Theme: The pace of change		
Omokoroa	Significant investment in growth infrastructure.	Decision made on extent of investment and timing in the 2018-2028 LTP.
Eastern Ward	Provision of additional water capacity to the eastern area of the District.	Decision to follow option investigation and be considered in the 2019/20 Annual Plan.
Theme: Building communities		
District-wide	Provision of community and recreation facilities for a growing community.	Decision on levels of service and capital works programme for this (following strategy reviews) to occur in the 2021-2031 LTP process.
District-wide	Provision of boat launching facilities to the coast and harbour.	Decision on levels of service and capital works programme for this (following a sub regional harbour access assessment) to occur in the 2021-2031 LTP process.
Theme: Protecting our environment and our resources		
District-wide	Application of Coastal Erosion Responses Policy to coastal protection structures and strategic assets.	Decision on financial impact of policy being applied expected to occur in 2021-2031 LTP and 2024-2034 LTP.
District-wide	Increased standards of compliance for treatment of stormwater discharge.	Decision made on extent of investment and timing in the 2018-2028 LTP.
District-wide and Western Ward	Increased standards of compliance for treatment of wastewater discharge.	Decision for Katikati ocean outfall renewal project to follow option investigation and be considered in the 2024-2034 LTP.
District-wide	Increased standards of compliance for water quality.	Decision made on extent of investment and timing in the 2018-2028 LTP.
Omokoroa	Slips along the coastal area of Omokoroa peninsula.	Decision to follow research programme to determine options for a long term solution and be considered in the 2021-2031 LTP.
District-wide	Council's level of service for solid waste.	Decision on Council's role in alternative recycling and rubbish collection models, potential recycling centre at Omokoroa and potential future transfer station to be considered in the 2019/20 Annual Plan process (or an LTP amendment if there is a significant change to levels of service).

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 impacting 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; and
- 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.

Consultation undertaken on the LTP is the key way to 'test' the community's willingness to pay the proposed rate increases (to achieve the proposed delivery of services) and 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. In the 2016/17 Annual Report this showed the actual rates increase to be within the limit for the last five years. The exception being 2015/16 where the actual rates increase exceeded the 4% limit due to the growth component being included in the rates limit and growth exceeding forecast estimates in that year.

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. 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 requested a brief commentary on observed financial market and economic trends from both a New Zealand domestic perspective as well as international considerations. This information from PricewaterhouseCoopers is outlined in the next section:

Global Context

Global financial conditions have remained active over the past 12 months, aided by low global interest rates and on-going stimulus from many of the world's largest central banks (Europe and Japan in particular). These conditions are expected to persist with global growth projected to rise to 3.7% in2018, from 3.6% in 2017 (IMF, Oct 2017). Notwithstanding this outlook, the world economy continues to face a number of down-side risks, including:

Increasing global debt levels, reducing growth capacity and increasing financial stability risks, and weaker potential growth in the long-term (demographic changes across developed nations, and the uncertainty of technology on consumer spending habits).

With these factors in mind, it is expected that global interest rates will remain relatively low for much of 2018, albeit trending gradually higher in years to come as central banks unwind the monetary policy stimulus and oil-linked inflation begins to filter through the global financial system.

Domestic Context

New Zealand's economic growth over the last five years has been faster than most developed countries, driven by record immigration and supported by strong commodity prices (dairy) and positive business investment. However, dairy prices and immigration have both weakened over the last 12 months, although this is offset by an improvement in construction output and continued tourism growth. Despite political uncertainty, fundamental drivers of the domestic economy remain intact and we expect another year of solid growth in 2018 and into 2019. Near-term risks facing the New Zealand economy are a self-fulfilling slump in domestic activity (related to recent political change), resource scarcity (namely skill shortages in key industries), or a renewed fall in commodity prices.

Longer term, the risks facing the New Zealand economy continue to rest on the significant exposure/investment in the residential housing market, an under-investment into more productive assets (risking global competitiveness) and the increasing risk of on-going financial stability when domestic interest rates rise. As oil-related inflation begins to reach New Zealand, and in conjunction with recent strength in the New Zealand economy, it is expected that by late 2018 the Reserve Bank of New Zealand will signal eventual increases in the OCR, thus raising the level of domestic interest rates. With inflation expected to pick up both globally and domestically over 2018, it is expected that global monetary conditions, including those in New Zealand, will begin to gradually tighten (i.e. OCR hikes). These actions will lead to increased borrowing costs for Council as interest rates increase.

Furthermore, there is potential for fiscal policy impacts on Council activities due to the change in Government, although specific details of any such changes will only become apparent over coming months (years). The Annual Plan and Long Term Plan process allow us to regularly monitor, review and adjust to relevant change that occurs at a global and domestic level.

WHAT WE ARE 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 49,285 in 2018, and projected to continue to grow to 61,729 by 2048.
- A mix of four urban growth areas at Omokoroa, Waihi Beach, Katikati and Te Puke, smaller settlements such as Maketu and Paengaroa, and the balance being predominately rural.
- An area with a higher ratio of people aged 65 years plus than the national average.
- Located next to one of New Zealand's fastest growing cities – Tauranga, with the growth 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 and affordability).

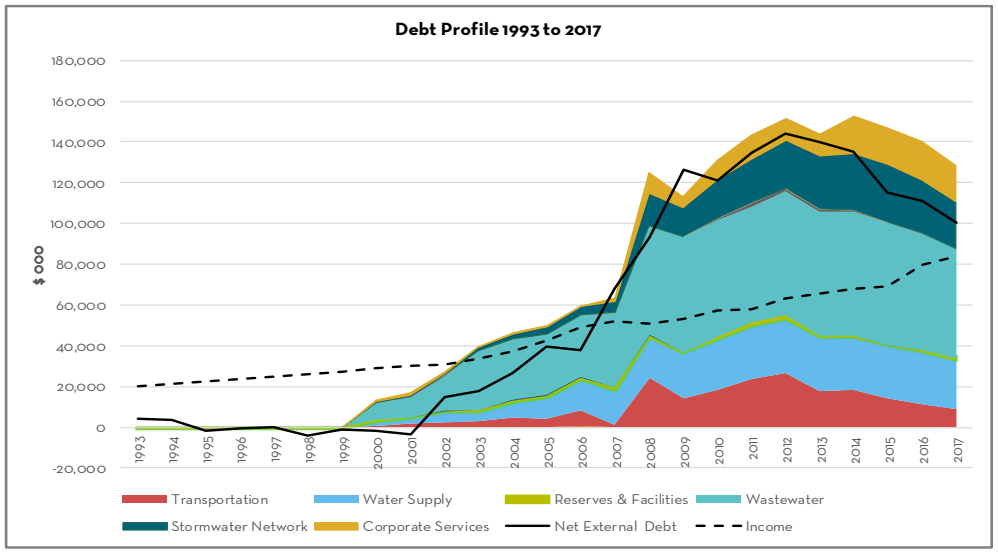
Our current financial situation

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 this time 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 of this infrastructure, which lasts for a long period of time. 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 reducing revenue from growth required to pay for this debt. **Figure 11** shows the debt profile from 1993-2017.

In the 2015-25 LTP the community supported Council increasing the funding it puts into growth related debt interest payments from $1m to $2.5m per annum funded from a mix of the general, uniform and roading rates. This approach coupled with prudent management of the capital works programme and a significant increase in growth income over the last two years, means our net debt has reduced from $144 million in 2015 to $135 million 2016/17. For the 2017/18 year we are tracking well below what was forecast in the 2015-25 LTP ($109m vs $144m) which creates 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.

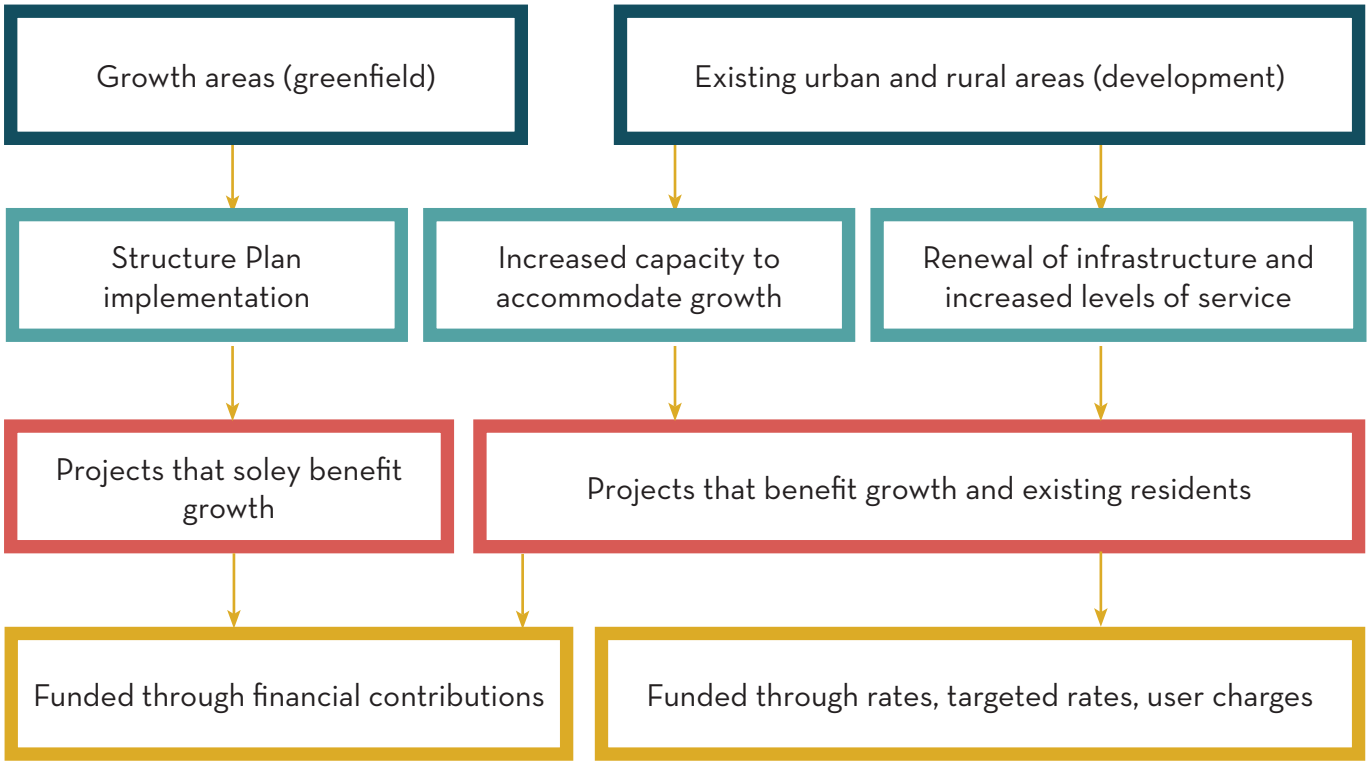
Figure 11: Council's Debt Profile 1993-2017



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 also use rates, targeted rates and user charges. Our sources of income to fund growth-related infrastructure are shown in **Figure 12**.

Figure 12: Sources of income to fund development



Use of debt

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. 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.

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 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, installation of water meters will significantly improve data and information on water usage patterns and influences implementation of future capex programmes.

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 changes is implementation of a new asset management system called AssetFinda. This will improve both the quality of the asset data and ability to use that data in asset management practices. The software provided in the new system will help to reduce corporate risk due to improved renewal forecasting, reporting processes and new features such as predictive modelling which hasn't been available previously. Data cleansing is under way as part of this process and it is anticipated that the system will be live by June 2018. An additional staff resource has been budgeted for to assist with integration of the system into Council practices.

THE CHALLENGES

Population growth

In 2018, the estimated population of the Western Bay of Plenty District is 49,285. This is projected to grow to 61,729 in 2048, bringing another 12,444 people to our District. The majority of this growth will be experienced in Omokoroa where the population will triple in size over the next 30 years, increasing from 3,549 in 2018 to 10,782 people in 2048. The planned capacity for this urban growth area is 12,132 and this is expected to be reached by 2063. That's almost the combined population of Katikati and Te Puke today. The majority of this growth will occur prior to 2033, and then we will experience a slowing down of growth which reflects a shift from natural increase to natural decline. Most of the population and economic growth experienced to date has come from 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 Settlement Pattern at Waihi Beach, Katikati, Omokoroa 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 Omokoroa, planning is underway for development of the land between State Highway 2 and the Railway which will provide capacity for an additional 4286 dwellings. The existing urban growth areas are where Council's planning and infrastructure investment has been focused to date.

Future urban growth areas

The SmartGrowth Settlement Pattern identifies further potential growth locations that require investigation into the practicality of this. Council is commencing this work in 2018. A strategic assessment will be undertaken for Te Puna, Paengaroa, and Pukehina to determine the viability of becoming future urban growth areas. The long term growth allocated to Katikati will also be reviewed. A key consideration is the extent of capacity provided in existing infrastructure to accommodate growth occurring. From a cost and efficiency perspective, areas with existing capacity will be developed ahead of areas where additional infrastructure is required. Tauriko West is identified as a future urban growth area and is currently within the Council's boundary however a boundary adjustment will be undertaken to include this in the Tauranga City Council boundary.

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; decisions are based on assumptions of growth for many years ahead. For example, our Omokoroa 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.

It has now been accepted that we need to increase the level of funding from other sources to manage our debt and keep the interest costs under control. This approach will continue from 2019/20 or Year 2 of the LTP and through the life of this strategy.

Cost influences

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

Driver	Key considerations
Increased service demand	• Growth in population, visitor numbers, businesses and properties. • Changes in land use. • Extending the areas covered by existing utility network.
Changes in service levels	• Frequency and reliability of service. • Higher or lower standards of service - can be in response to community aspirations, legislation or affordability constraint.
New services	• New infrastructure such as wastewater schemes. • New services - usually in response to community demand. • New services required by legislation.
Asset management	• 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.
Debt servicing	• 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	• 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	• Finding smarter ways of doing things in everyday business. • Shared service delivery - working with other councils to avoid duplication and provide better services.

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.

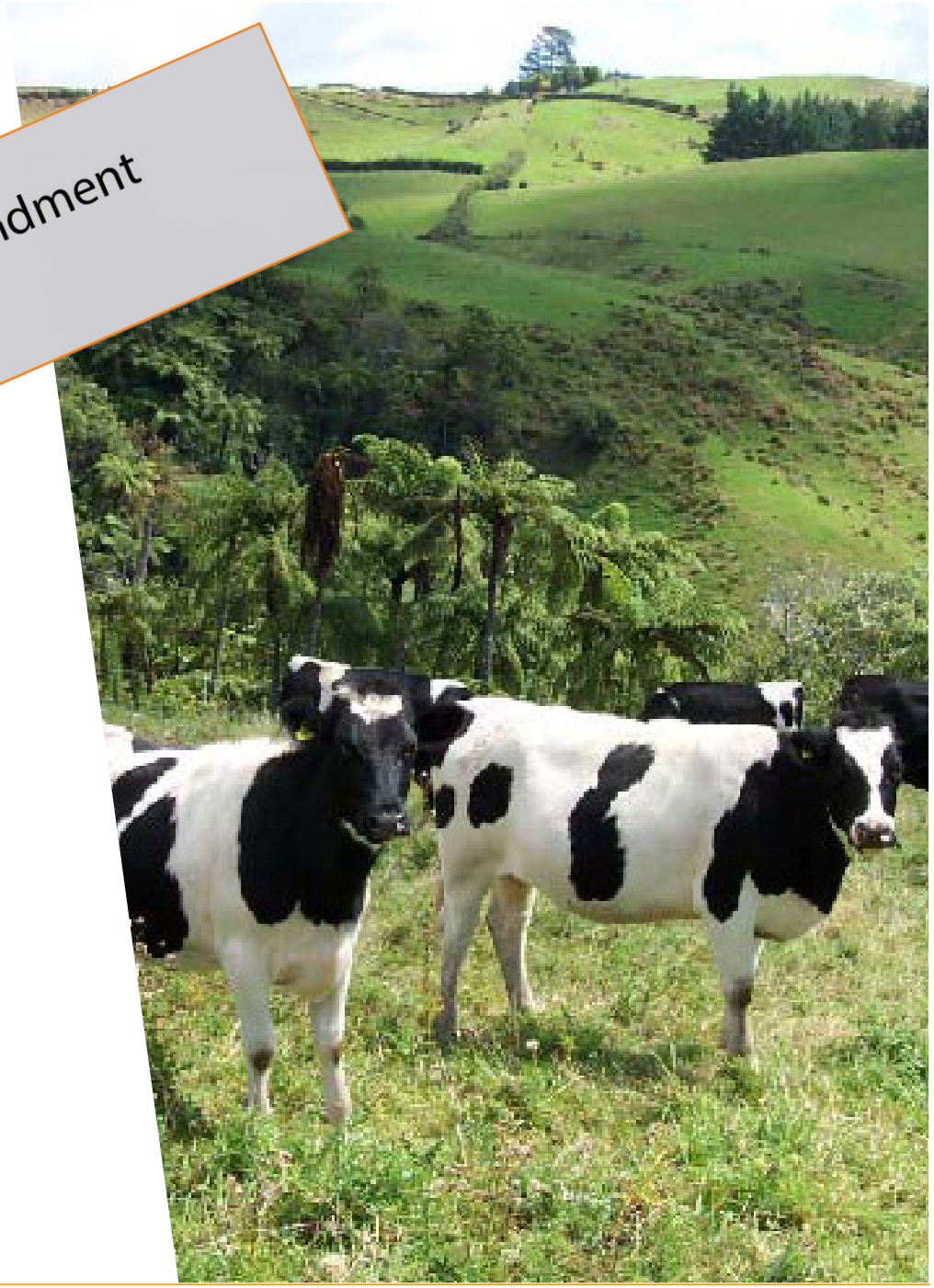
Within the rural sector land use changes could affect service demand, especially for water suppl and roading. For example, if an area serviced by the water supply network changed from land crop to a crop requiring irrigation there could be an increase in demand for w for roading, if the land use changed from forestry to lifestyle blocks the patt change. The monitoring frameworks we have in place are important t and future growth projections for residential and other landus Trends report and our new reporting requirements agai Development Capacity are key ways that we can i

Long term financial information f

From a long term planning p ters and transport to determin e and highlight any forecast is trategy.

Recr s currently only have robust pected that Council's new asset ed capability to forecast beyond this and will re Strategy process. The Recreation and Leisure and 9 and Solid Waste investigations will also provide clarity service for these activities which will influence future capital

Please see page xii from the Long Term Plan Amendment 2018-2028 for the updated information.



WHAT WE ARE WORKING TOWARDS

Vision for the Western Bay of Plenty District

Our community have helped to identify what is important to them 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 in, people want to move here, and people want to visit here. 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 2017 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:

- The pace of change
- Getting around
- Protecting our environment and resources, and
- Building communities

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

Where we will be in 2028

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 2028 we will have:

- Reduced our level of net debt from $109m in 2018/19 to $75m through efficient management of our capital expenditure programmes, additional contributions to interest and debt repayments each year and close monitoring of actual uptake of growth.
- Maintained average rates increases at less than 4% (excluding growth) over the ten year period.
- Transitioned from Financial Contributions to Development Contributions with development continuing to make a fair and reasonable contribution to the cost of growth infrastructure.
- Provided infrastructure that meets the level of service needs of our community.
- Continued to provide timely infrastructure that enables growth in key growth areas.
- Reviewed and adopted strategies and levels of service for some activities and made a number of significant decisions that influence future expenditure requirements.

Looking beyond 2028, we will have more ratepayers and more infrastructure to look after, and will still be growing!

FINANCIAL ASSUMPTIONS

Key assumptions	Description	Risk
Inflation	To comply with the requirements of the Local Government Act 2002, financial projections over the 10 year period have been adjusted by inflation. Costs are assumed to increase according to the schedule of indices below. The indices were prepared by Business and Economic Research Limited (BERL) in September 2017, an economic forecasting agency for the local government sector. The indices are applied according to the types of expenditure that makes up each activity. An inflation assumption of 2% has been used for the remaining 20 years of the Infrastructure Strategy. For the Uniform Targeted Rate (UTR) (stormwater, water and wastewater) the inflation rate is defined by Council and is generally based on historic and projected financial information: • 2018: 3% • 2019: 0% • 2020-2026: 3% • 2027-2028: 1%	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 2021 onwards. 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. 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. Inflation assumptions are reviewed each year as part of the annual budgeting process.

Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Roading	1000	1022	1044	1068	1093	1120	1148	1178	1210	1243
Planning & Regulation	1000	1021	1042	1065	1088	1113	1139	1166	1194	1224
Water and Environment	1000	1025	1048	1073	1099	1127	1155	1186	1219	1253
Community activity	1000	1020	1042	1064	1087	1111	1137	1164	1192	1223
Transport	1000	1020	1041	1064	1088	1113	1139	1168	1198	1230

Interest rates	The interest rate on future term borrowing for the 10 years of the LTP has been estimated at 6.0%.	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 sought from Council's treasury advisors. If interest rate assumptions were too low, it would result in borrowing costs being higher than forecast. 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. Interest rate assumptions are reviewed each year as part of the annual budgeting process.

Driver	Key considerations	
External funding for projects	Council and the community often rely on external funding sources to help deliver projects. Council is aware of approximately $33m 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. Council is able to access central government funds in some situations (e.g Housing Infrastructure Fund) to assist with delivery of projects. It is assumed these projects will not be delivered unless there is certainty of funds from central government.	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. 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.
Depreciation of coastal structures	Council funds 50% of depreciation for coastal structure renewals. This position will be reviewed in the 2021-2031 LTP once further information is available on understanding how the Council's Coastal Erosion Responses Policy (2017) affects the coastal structures renewals profile. Annual condition assessments will provide an overview of the asset condition and likely implications in terms of the renewals profile once the policy has been applied.	Based on the asset management plan, there is no identified funding or asset risk to warrant this approach changing over the next three years.

HOW WE WILL MANAGE THE UNEXPECTED

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 assumptions

Growth forecasts are volatile and can be affected by external factors outside of our control such as what happens in overseas financial markets. 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:

- 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.
- 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.
- Promote development in areas where there is existing capacity in infrastructure.

We would be very reluctant to defer maintenance of assets or reduce maintenance standards as this may end up being costlier 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 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 the Uniform Annual General Charge, the General Rate and the Roading Rate to service our debt will be reviewed each year to determine if it is still required and any changes to this approach will be publicly consulted on through the Annual Plan process for that year.

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 the ongoing financial problems in European countries and the United States.

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 repsonse would be:

- Seek central government assistance to meet immediate commitments.
- Seek Bay of Plenty Regional Council assistance (where practical).
- Raise income through an emergency rates increase.
- Aggresively 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 $8m. 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:

- Utilise the $8 million 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 primary objective 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.

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

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	• To obtain a return on investment, and • 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	• 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	• 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	• 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	• 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 asset

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 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:

	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
Other buildings	Saving for asset replacement

INFRASTRUCTURE STRATEGY

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.

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INTRODUCTION

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:

- Stormwater
- Water
- Wastewater
- Transport
- Solid Waste
- Recreation and Leisure
- Community Facilities (libraries, community halls, elder housing, cemeteries)

Infrastructure is a core part of what Council provides to the community. Council spends around $80 million every year on infrastructure and looks after over $1.1 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 2018-2048

The focus of this strategy is to continue with a business as usual approach for infrastructure activities. This means ensuring infrastructure continues to meet the needs of our communities, and providing infrastructure to enable further growth to occur. The Financial Strategy supports this approach by setting in place prudent limits on debt and rates increases.

There are no proposed changes to levels of service; however decisions that have the potential to result in a change to levels of service in the future are identified. For example, a review of the Communities and Recreation and Leisure Strategy may result in a change to levels of service for libraries and recreation facilities.

A high priority for infrastructure investment is Omokoroa 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 impact on the water, wastewater and stormwater activities of Council.

HOW THE INFRASTRUCTURE STRATEGY AND FINANCIAL 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.

Financial Strategy 2018-2028	**Infrastructure Strategy 2018-2048**		
	Section	Purpose	Page
Previous financial strategies influenced the infrastructure approach taken in the past.	*What we are working with*	Identifies the key characteristics of the District and provides an overview of our current situation.	61
	What we are working towards	Identifies our vision and goals for the District and for the strategy.	63
	The challenges	Identifies the key things that influence our approach to infrastructure in the future.	64
Strategy goals and key actions influence the approach taken to decisions on significant infrastructure issues, and to determining the most likely scenario for infrastructure management over the next 30 years.	*The big picture*	Identifies the most likely scenario that Council will take for the management of infrastructure over the next 30 years, and the asset management assumptions that support this approach.	68
	Significant infrastructure issues	Identifies the key issues that the Council and community needs to consider and provide direction on.	72
Strategy limits on debt and rates influence the approach taken at an activity level.	*Activity overviews*	Provides an overview of each activity. Identifies the key influences, what we want to achieve in the long term, and what we will focus on to get there. Includes activity assumptions and capital and operational expenditure from 2018-2048.	80
	How we manage our assets	Provides an overview of Council's asset management approach.	104

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 2018-28 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 212,000 hectares of coastal, rural and urban areas. The diverse landscape, combined with a favourable temperate climate, provides an area rich in resources such as 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, Omokoroa, and Te Puke. Smaller rural settlements are located throughout. Along the Pacific Coast, Waihi Beach and Pukehina Beach have grown from being popular holiday places to more permanent settlements that are still very popular holiday locations.

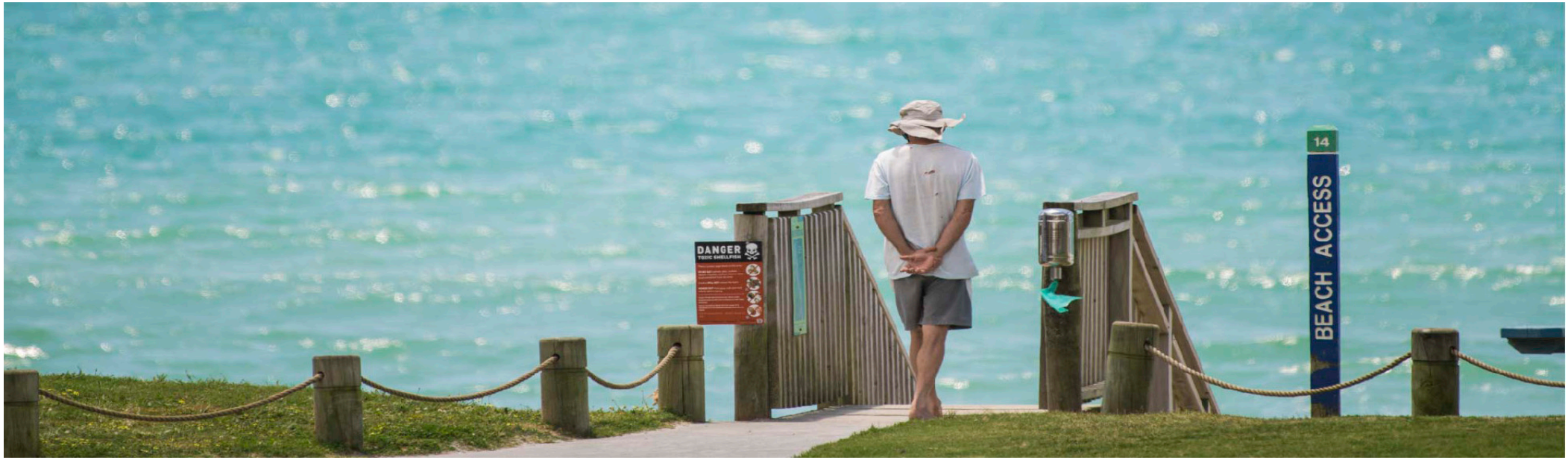
The District has a large rural land area and several distinct urban centres. The spread of settlements across the District including at the end of peninsulas makes the delivery of infrastructure more expensive compared to a compact single settlement like a city. The topography and soil types can also 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 generated in the Bay of Plenty coastal and harbour areas include tsunami, 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. Other areas where undersized infrastructure is in place include Katikati, Te Puke and Omokoroa and some of the smaller settlements such as Paengaroa.

Long term coastal erosion is evident particularly in coastal settlements (Pukehina/Waihi Beach), seacliffs (Maketu), estuary margins (Little Waihi), and the shoreline of Tauranga Harbour (Omokoroa, Te Puna, Opureora) and along the open coast which will increase with rising sea levels. 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. The implications of this policy on our infrastructure approach is explored further in the Significant Infrastructure Issues section.

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 improving what we can do to improve the District's resilience to natural hazards. For example, use of more resilient materials for pipe replacement.



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 128,200 people and Western Bay of Plenty District with 49,285 people (2018). Most of the growth has come from migration from other parts of New Zealand and it is expected that this will continue to be the case. 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 61,729 by 2048 which means that another 12,444 people will be joining us over the next 30 years. Waihi Beach, Katikati, Omokoroa, 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.

The environment, soils and climate are not only attractive for agricultural production but are 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 20% over this time. 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.

In the 2015-25 LTP the community supported Council increasing the funding it puts into growth related debt interest payments from $1.3m to $2.5m per annum funded from a mix of the general, uniform and roading rates. This approach coupled with prudent management of the capital works programme and a significant increase in growth income over the last two years, means our net debt has reduced from $144 million in 2015 to $100 million 2016/17. For the 2017/18 year we are tracking well below what was forecast in the 2015-25 LTP ($110m vs $137m) which creates a more manageable financial situation for the future.

WHAT WE ARE WORKING TOWARDS

Where we are now

Western Bay of Plenty District is forging ahead with a strong economy, a thriving primary sector and building industry, and sustained population growth. Increased subdivision consents and activity are positive signs for continued growth.

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

Where we want to be

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 (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.

This provides a sub-regional vision, but we also need to be clear about our local vision so that everything we do is working towards these longer-term objectives. Our community have identified what is important to them 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 in, people want to move here, and people 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 will make to this vision, and the framework for what we do and why do it.

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.	• 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.	• 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. • Impact of transition from Financial Contributions to Development Contributions particularly on community infrastructure.
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.	• 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.	• 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.

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 including increased prosperity, attracting investment, and 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. They inform the SmartGrowth Settlement Pattern which is essentially the 'blueprint' for the sub-region, setting out how, where and when development will occur over the next 20 - 50 years. The Settlement Pattern promotes a more compact urban footprint, seeking to protect rural land for the foreseeable future.

In 2018, the estimated population of the Western Bay of Plenty District is 49,285. This is projected to grow to 61,729 in 2048, bringing another 12,444 people to our District. The majority of this growth will be experienced in Omokoroa where the population will triple in size over the next 30 years, increasing from 3,549 in 2018 to 10,782 people in 2048 **(refer Figures 1 and 2)**. The planned capacity for this urban growth area is 12,132 people and this is expected to be reached by 2063.

That's almost the combined population of Katikati and Te Puke today. The majority of this growth will occur prior to 2033, and then we will experience a slowing down of growth which reflects a shift from natural increase to natural decline. Most of the population and economic growth experienced to date has come from migration 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 Settlement Pattern at Waihi Beach, Katikati, Omokoroa 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 Omokoroa, planning is underway for development of the land between SH2 and the Railway which will provide capacity for an additional 4286 dwellings. 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 2018-2048

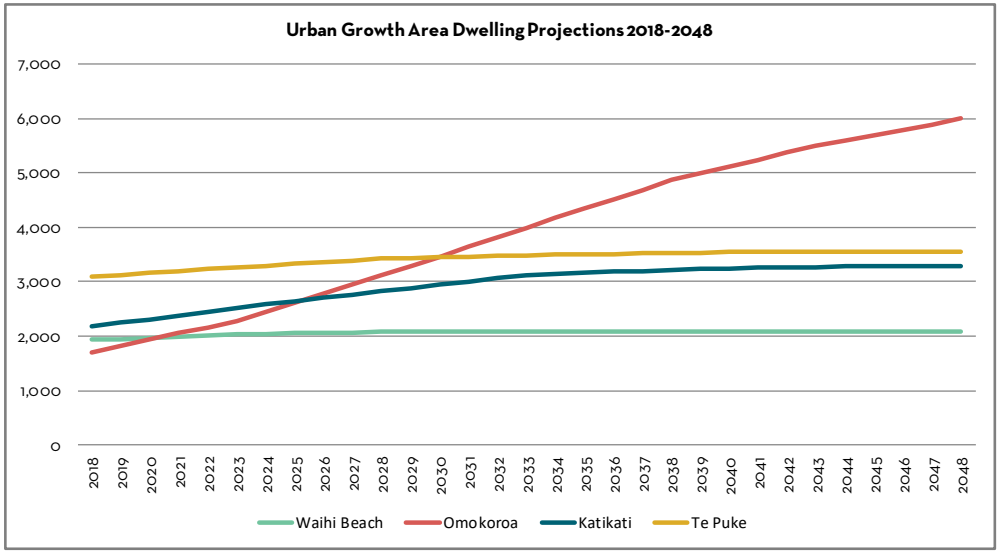
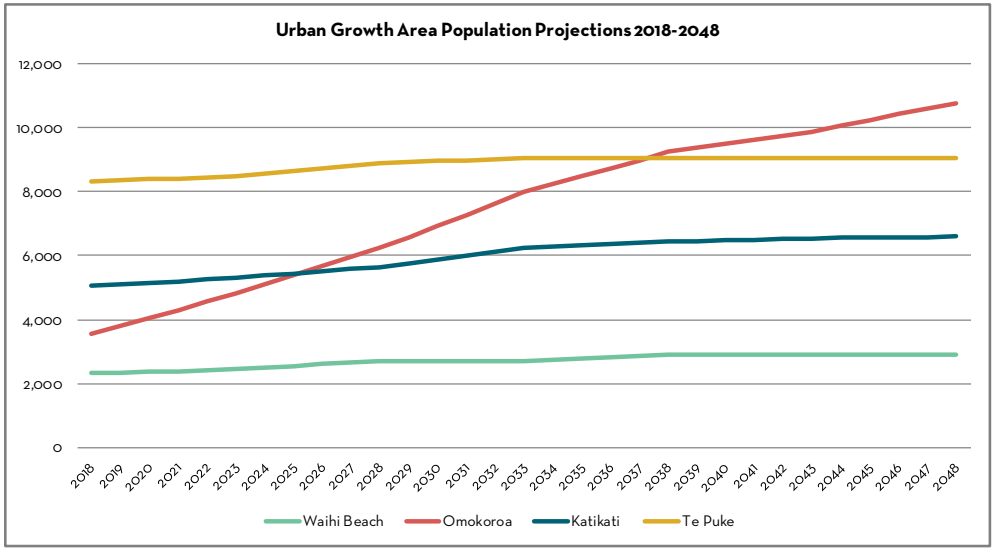


Figure 2: Urban Growth Area Population Projections 2018-2048



Future urban growth areas

The Settlement Pattern identifies further potential growth locations that require investigation into the practicality of this. Council is commencing this work in 2018. A strategic assessment will be undertaken for Te Puna, Paengaroa, and Pukehina to determine the viability of becoming future urban growth areas. The long term growth allocated to Katikati will also be reviewed. A key consideration is the extent of capacity provided in existing infrastructure to accommodate growth occurring. From a cost and efficiency perspective, areas with existing capacity will be developed ahead of areas where additional infrastructure is required. Tauriko West is identified as a future urban growth area and is currently within the Council's boundary however a boundary adjustment will be undertaken to include this in the TCC boundary.

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 Capacity identifies the sub-region as a high growth urban area and requires completion of housing and business land assessments. 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 SmartGrowth and the Settlement Pattern Review process, and will continue to work in partnership to report against these requirements
- National Policy Statement for Freshwater Standards directs BOPRC to set new objectives, policies and limits for water management at a local level. 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
- Resource Management Act 1991 changes no longer permit the levying of financial contributions after April 2022. Council has had financial contributions since 1993. In undertaking this transition, there is a philosophical change that will impact on the current approach from using contributions to recover **the effects of development** to recovering the **cost of development** based on a benefit approach.

It is expected that Central Government and Regional Councils will continue the trend of higher public health and environmental outcomes expressed through national and regional policy statements. The impact of this on resource consents for stormwater and wastewater discharge, 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.

Other areas to keep a watching brief on are the proposed Resource Management Act and Local Government Act reforms although the 2017 change in Government could impact on the original intent of these reforms. In November 2014, Bay of Plenty local authorities took part in a research project (Local Government Futures) to gain a greater understanding of the issues and opportunities related to the form and function of local government, and consider the potential for alternative ways in which local public services could be delivered to improve effectiveness and efficiency. This work recommended a detailed business case be prepared to explore options to improve service delivery in the water and wastewater functions (such as a joint approach to procurement through a combined business unit). A detailed business case was also recommended for the transport function and in particular exploring further the potential for a transport centre of excellence model. The detailed business cases have not progressed but could be reconsidered at a later date depending on the political appetite to undertake this work.

Climate Change

The District can expect to see more extreme weather and storm events because of climate change. Our weather patterns will change, and we will experience:

- More hot days where temperatures are 25 degrees or more
- Milder autumns and winters
- Drier winters
- Increasing summer rainfall with heavier downpours
- Fewer cold nights and frosts
- Rising sea levels

We can generally expect to see increasing erosion, inundation and damage associated with increasing storm intensity and rising sea levels. This will 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. Climate change is now a core component of infrastructure planning and modelling. We need to better understand the implications of climate change to inform future management and investment decisions we make on our infrastructure.

Adapting to climate change will become a more prominent feature of the Council's work programme in the future, as we increase our knowledge on the impact it has on 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. Council will be guided by relevant policies and best practice in determining a response to this and is contributing $20,000 in 2018/19 towards development of a climate change action plan.

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-regions manufacturing and services. The important drivers of 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.

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 the avocado industry and tourism. These industries are heavily reliant on having an efficient road network, particularly for freight movement, and security of water supply. Tourism also relies on access to accommodation options and tourist destinations such as historic sites, coastal and harbour parks, and recreational experiences.

The agriculture and horticulture industries attract a high proportion of seasonal workers from overseas. Housing, transport and access to services for seasonal workers are key issues that require greater consideration in our planning processes. Anecdotal evidence suggests that there is a shortfall in the quantity of accommodation available for the industry's seasonal workers. Concerns have also been raised regarding the quality of accommodation available for them. This situation is likely to be exacerbated by the continuing growth of the kiwifruit industry, which will result in greater demand for seasonal workers and put further pressure on the already limited housing stock. Addressing the issues is not for Council alone and will require a whole of industry approach with clearly defined roles and responsibilities.

Other challenges that influence our infrastructure approach

Our District is ageingw The 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 a lot of 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 2033, 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 50,000 people are projected to be accommodated in Tauranga by 2048 and employment projections are expected to also increase. The City and District are to some extent intertwined as many peoples 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 TCC's future growth planning 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 assessment of housing needs will better inform how we respond to this issue and help define what housing we need now and what we need in the future.

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 ten 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. Ultra fast 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 service of infrastructure investment than rural areas as there is a greater concentration of people in one place.

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 2018 to 2048. 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 Figures 3, 4 and 5)**.

A separate overview is provided of the remaining infrastructure activities - recreation and leisure, solid waste and community facilities **(refer Figure 6)**. A ten 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 "Significant Infrastructure Issues" section, along with reference to 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 $851 million on capital projects for infrastructure over the next 30 years and over $2 billion on operational costs over this time.

Council has a focus on infrastructure investment in urban growth areas, predominately Omokoroa, 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 ($13.7 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.

Transportation continues to have peaks throughout the 30 years predominately due to implementation of the Omokoroa structure plan with most of these projects funded from financial contributions.

The small spike in expenditure for water supply in 2021 is for an upgrade to the water treatment plant for the Pongakawa bore. This is identified as a significant issue as there are a range of options that could be considered for securing water supply in the Eastern Supply Zone.

Due to the age of assets in the water supply activity, there are a number of renewal projects around 2040 for replacement of the Maketu reservoir and water reticulation improvements in the Western Supply Zone.

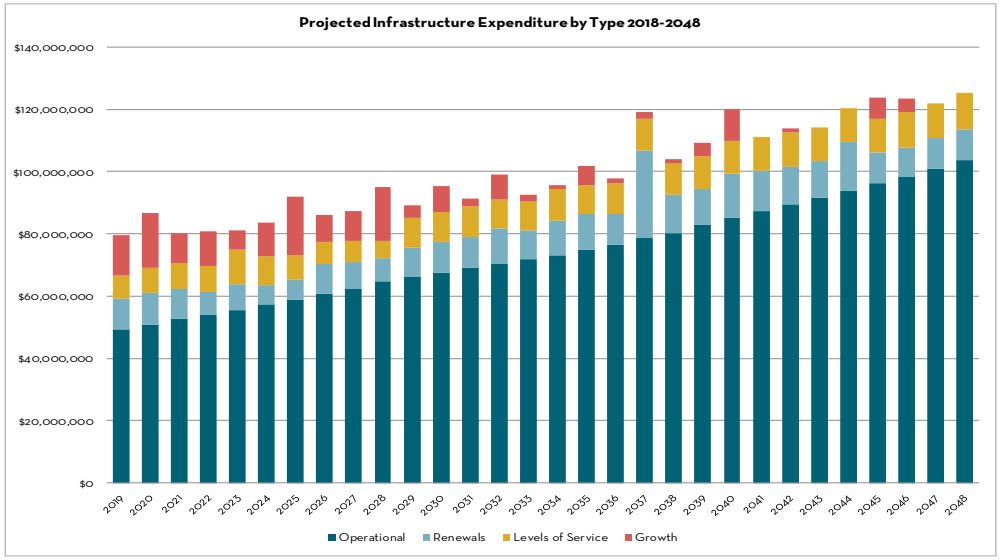
An additional bore is required in the Central Supply Zone to service growth. This is planned to occur in 2040.

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

There are no proposed changes to levels of service; however decisions that have the potential to result in a change to levels of service in the future are identified. For example, a review of the Communities and Recreation and Leisure Strategy may result in a change to levels of service for libraries and recreation facilities. This means that the financial profile could change in the future and Council has ensured that there is 'room to move' 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.

Figure 3: Projected Infrastructure Expenditure by Type 2018-2048



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.
- **2019** is the 2018/2019 financial year.

All financial information in the strategy includes inflation from 2020 onwards.

Figure 4: Projected Capital Expenditure by Activity 2018-2048

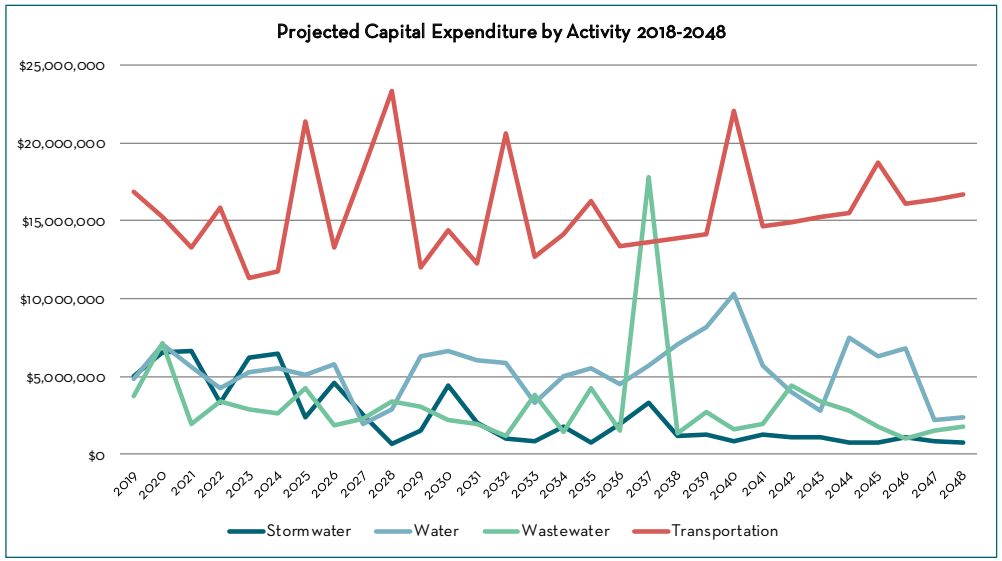


Figure 5: Projected Operational Expenditure by Activity 2018-2048

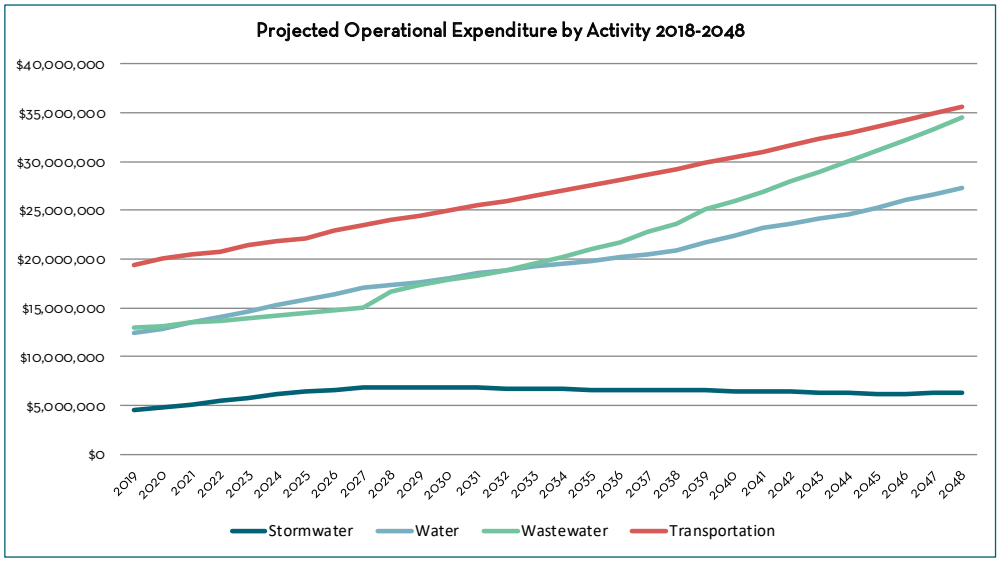
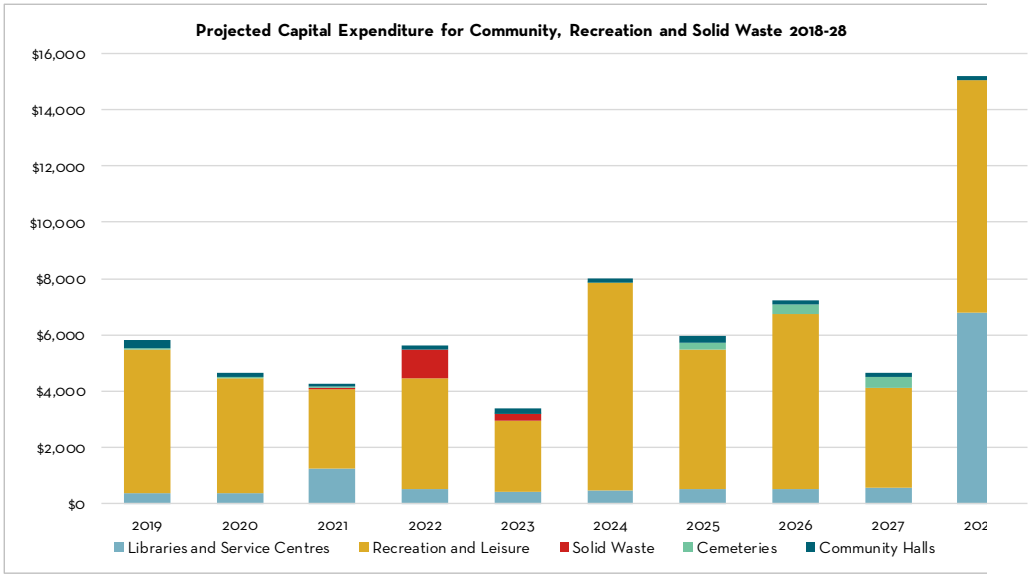


Figure 6: Projected Capital Expenditure for Community, Recreation, Solid Waste 2018-2028

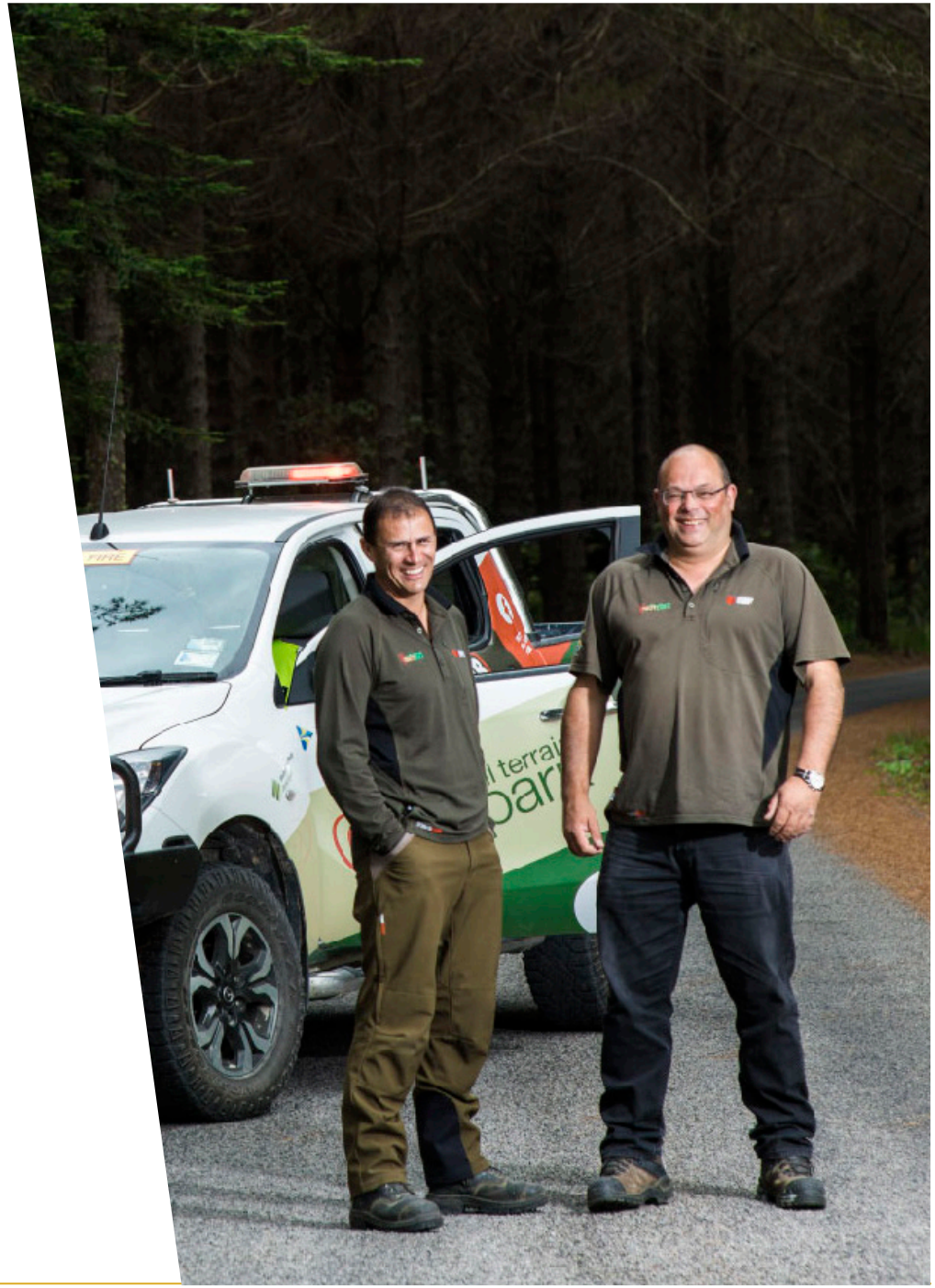


Note: Community hall expenditure is included in the graph to demonstrate expenditure over the 10 years however it is categorised as operational as it involves a grant to community hall committees who own the facilities to complete improvements.

Key assumptions

The **'Big Picture'** is determined by applying a number of assumptions. The assumptions outlined below are in addition to relevant Strategic Assumptions (e.g. population projections) included in the LTP and financial assumptions (e.g. inflation rates) which are outlined in Council's Financial Strategy.

Key assumptions	Description
Lifecycle of significant infrastructure assets	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. Refer the depreciation section of Council's Significant Accounting Policies.
Growth or decline in demand for services	Council's infrastructure is analysed and modelled to determine when and how additional capacity is required to cater for forecasted population growth. If growth does not occur, the investment programme can be adjusted through the LTP and Annual Plan process.
Changes in levels of service	There are no proposed changes to levels of service in the 2018-28 LTP; however decisions that have the potential to result in a change to levels of service in the future are identified in the Infrastructure Strategy. For example, a review of the Communities and Recreation and Leisure Strategy may result in a change to levels of service for libraries and recreation facilities and investigation into alternative recycling and rubbish collection models may result in a change to levels of service for the solid waste activity.



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. The significant issues are grouped under the four key themes of the 2018-2028 LTP. They are also likely to have longer term implications that sit outside of the next ten years. Some issues may be relevant to more than one theme. Where this is the case the issue sits under the theme that it most strongly aligns with.

Theme 1: The pace of change

Our District is changing, the population is increasing, and the economy is growing. This brings opportunities and challenges. The community has told us that change needs to happen in a smart, sustainable, inclusive manner aligned with the needs of tomorrow's community - not just today's.

The significant infrastructure issues relevant to this theme are outlined below. The preferred option is in green.

	Issue	Why this is significant	2018-2028 LTP funding	Principal options	Implications
1	**Significant investment in growth infrastructure for Omokoroa**	Significant infrastructure investment is required in Omokoroa over the next 30 years to service a population that will grow to 10,782 people by 2048 (then 12,132 by 2063).	$121 million from 2018-2028. $64 million from 2028-2048. Note this is for all growth areas but the majority of investment is in Omokoroa	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. **Decision confirmed in 2018-2028 LTP process.**
				Adopt a lead or lag approach to infrastructure provision.	Lead approach carries risk of high investment, slowing down of growth and inability to repay debt from growth contributions (similar to 2007 situation). Lag approach may discourage development occurring.
				Stop infrastructure investment.	Omokoroa is zoned to provide for future urban development as part of the SmartGrowth settlement pattern. Central Government pressure to meet housing needs. Reduced land supply could lead to increased house prices.

	Issue	Why this is significant	2018-2028 LTP funding	Principal options	Implications
2	**Provision of additional water capacity in the Eastern Supply Zone (Te Puke and surrounding areas)**	A new bore at the Pongakawa bore field has identified high levels of heavy metals that require treatment. There are a range of options available to provide water to this area. It is prudent to assess the cost benefit of each option prior to making an investment decision. We also need to consider the potential impact of the planned Rangiuru Business Park on water supply demand in this zone.	$5.6m from 2019/20 to 2021/22 for Pongakawa water treatment plant upgrade.	Assess the range of options available to provide future water capacity to the Eastern Supply Zone.	Undertake an assessment in 18/19 of the following options: • Use new Pongakawa bore and upgrade water treatment plant. • Utilise WBOPDC 25% share of water from the TCC Waiari water treatment plant supply. • Manage demand to ensure sufficient capacity is provided to future populations. • Identify an alternative water source for the Eastern Supply Zone. **Significant decision required for 2019/20 Annual Plan process.**
				Proceed with $5.6m project included in LTP to upgrade the Pongakawa water treatment plant.	Does not enable consideration of investment against other options available to provide future water capacity to the Eastern Supply Zone.

Theme 2: Building communities

People like living in our District. We want to build our community connections and sense of place. The community told us that a sense of identity and being connected is key to a vibrant thriving community as well as having the right tools to enhance that sense of connectedness.

The significant infrastructure issues relevant to this theme are outlined below. The preferred option is in green.

	Issue	Why this is significant	2018-2028 LTP funding	Principal options	Implications
3	**Provision of community and recreation facilities for a growing community**	Council provides a number of community and recreation facilities that require upgrade, redevelopment or are needed to provide additional capacity due to growth. This includes swimming pools, libraries, and community halls. The future provision of these facilities across the District requires a thorough understanding of current and future needs, facility trends, levels of service and Council's role in achieving this level of service.	**Libraries:** Waihi Beach Library $833,600 in 2020/21 Te Puke Library $6.1m in 2027/28 **Swimming Pools:** $521,000 in 2020/21 (contribution towards upgrade or new facility at Katikati or Te Puke) **Community Halls:** Programme of improvement across most halls (approx. $1.6m over 10 years)	Review Communities Strategy and Recreation and Leisure Strategy. Review current levels of service to ensure they deliver on strategy vision and goals. Identify capital works programme to deliver on reviewed strategy and levels of service.	Comprehensive strategy reviews will ensure that all key current and future considerations are incorporated into the strategic direction for community and recreation facilities. Potential to change existing levels of service and existing capital works programme. Potential to consider range of funding sources available. **Significant decision required for 2021-2031 LTP process.**
				Continue to implement capital programme of improvements through LTP process.	Current levels of service that the works programme is based on need to be tested to ensure they meet current and future demand, and take into consideration changing trends in community facility provision (e.g. multi-use, co-location, use and availability of technology).
4	**Provision of boat launching facilities to the coast and harbour**	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 included in the LTP with a budget in excess of $17m. Council needs to ensure that this investment responds to current and future demand for water access.	Northern Harbour boat ramp - $5.16m in 2024/25-2025/26. Omokoroa boat ramp $6.9m in 2019-2022 and 2027/28. Renewal of various jetties, boat ramps and sea walls $5.8m from 2018-2028	Undertake a sub regional assessment of harbour access and demand to identify who uses boat launching facilities and what the future demand is from current and future populations and visitors to the sub-region. Review current levels of service and capital works programme to align with assessment outcomes. Take into consideration District Plan provisions and Coastal Erosion Responses Policy.	Applies a strategic approach to future provision, looking at demand across the sub-region. Helps to better understand demand and growth implications. Nexus to growth will inform discussion on potential for development contribution funding of coastal marine facilities (if any). **Significant decision required for 2021-2031 LTP process.**
				Continue to implement capital programme of improvements through LTP process (over $17m of expenditure over 10 years).	Need to ensure delivery programme meets current and future demand for boat launching facilities.

Theme 3: Protecting our environment and resources

We want to manage our resources and reduce waste to protect the environment we live in and enjoy. The community told us we need to do more in this space and have options on how we recycle and reuse our waste.

The significant infrastructure issues relevant to this theme are outlined below. The preferred option is in green.

	Issue	Why this is significant	2018-2028 LTP funding	Principal options	Implications
5	Application of Coastal Erosion Responses Policy (2017)	Where coastal erosion of Council owned coastal land affects existing coastal protection structures and/or strategic assets, any decision on the future of that asset will only be made after consideration of the criteria included in the policy. This impacts on the renewals, upgrade and replacement approach to assets in these locations. The total cost of implementing this policy on Council's infrastructure decisions is currently unknown as we need to understand what the extent of impact might be. Known issues such as the Omokoroa slips are being dealt with on a case by case basis whereby funding is allocated once the response options are identified. Annual asset condition assessments will begin to provide us with further information on the policy implications.	$2.2 million District wide erosion protection works from 2018-2028. This is funded from the Environmental Protection Rate.	Annual condition assessments and case by case assessments will inform budget decisions on coastal protection structures and/or strategic assets in future LTP processes. This could require additional budget, reduced budget or no change.	The number of assets that this policy affects is significant and the implication of the policy on the future of these assets is unknown. Therefore it is difficult to determine the extent of additional budget required until we have a better understanding of the assets affected and their assessment against the policy criteria. **Significant decisions required for 2021 - 2031 and 2024-2034 LTP process.**
				Provide additional budget in the 2018-28 LTP for policy implementation.	The number of assets that this policy affects is significant and the implication of the policy on the future of these assets is unknown. Therefore it is difficult to determine the extent of additional budget required until we have a better understanding of the assets affected and their assessment against the policy criteria.

	Issue	Why this is significant	2018-2028 LTP funding	Principal options	Implications
6	**Increased standards of compliance for treatment of stormwater discharge**	Increased standards require a change to the approach taken to development and management of the stormwater network. This includes monitoring and compliance of stormwater discharge and improvements to the quality of stormwater discharge	Stormwater network upgrade approx. $2.6 million from 2018-2028 including funding for water quality discharge improvements. Funding for two additional monitoring staff to ensure compliance with resource consent conditions.	Increase stormwater budgets to respond to increased water quality standards. This includes additional staff 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. Monitor potential impact of further water reforms on Council's approach to stormwater management.	Ensures adequate resources are in place to respond to changing requirements for management of stormwater. Recognises that further change may still occur that could have future cost implications and impact Council's current approach to stormwater management. **Decision confirmed in 2018-2028 LTP process.**
				Through changes to the District Plan, 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).	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 (e.g. watering of lawns and gardens). Reduces volume of stormwater entering into Council's stormwater network.
				Wait until the extent of change required is fully understood and the associated financial implications. No financial provision in the 2018-2028 LTP.	Comprehensive resource consents anticipated being in place by 2019 and we know there will be a greater emphasis on the quality of stormwater discharge requiring additional expenditure that we will need to respond to.
7	**Increased standards of compliance for treatment of wastewater discharge**	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. 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.	$13.7 million for replacement of the existing outfall in 2037 of the Wastewater AMP.	Undertake an assessment of options for wastewater disposal for the Katikati wastewater system including consideration of: • Land based discharge. • Reduction of inflows. • Increase in treatment standards. • Upgrade or replacement of pipes. • Alternative disposal options. • Combination of the above options. This assessment will occur within the next five years. Note no alternative options identified as this assessment will be a requirement of the renewed resource consent.	The option assessment will include identification of criteria that will be used to assess each option including cost, cultural impact, planning implications, community impact. **Significant decision required for 2024-2034 LTP process.**

	Issue	Why this is significant	2018-2028 LTP funding	Principal options	Implications
8	**Increased standards of compliance for treatment of water**	Water reforms are increasing the compliance requirements for water quality, particularly drinking water as an outcome of the Havelock North drinking water enquiry. Western Bay's water supply is generally in good shape, as we've invested in deep bores and water treatment systems. However the outcomes of the enquiry report are likely to lead to an increase in compliance standards.	$5.9 million for actions required for resource consent renewal from 2024.	Increase water budgets to respond to increased water quality requirements. Monitor potential impact of further water reforms on Council's approach to water management. Note no alternative options identified as changes will more than likely be a requirement of the renewed resource consent. Council would rather be prudent and proactive in its approach to planning and budgeting for this change.	Ensures adequate resources are in place to respond to changing requirements for water quality management. Recognises that further change may still occur that could have future cost implications and impact Council's current approach to water management. **Decision confirmed in 2018-2028 LTP process.**
				Wait until the extent of change required is fully understood and the associated financial implications. Legislation anticipated to take effect in 2022 with allowance for transitional change. No financial provision in the 2018-2028 LTP.	Council's response to increased standards would be considered in the 2021-2031 LTP process.
9	**Omokoroa Slips**	In March-April 2017, the impact of two cyclones resulted in significant slips along the coastal area of Omokoroa peninsula. The slips impact on a number of private properties, and on the future provision or restoration of a popular walkway connection around the western side of Omokoroa peninsula.	$20,000 per annum to implement hold and maintain approach.	**Short Term (2017/18):** $300,000 of existing budget to be used with a $300,000 landowner contribution to reinstate and undertake stability protection works for the Bramley Drive and Ruamoana Place walkway.	Addresses immediate issue of private property impact and walkway access. Will still require a longer term solution to bank stability.
				Medium Term (1-3 years): Adopt a hold and maintain approach which involves pruning and planting where required, monitoring, and working with private land owners. Continue with University of Waikato research project on discovering how to improve the stability of the material that make Omokoroa's peninsula cliffs prone to slippage.	Recognises that research work is underway which may identify new options for improving bank stability, and that technological advances in this area may also identify new ways of addressing this issue.
				Long Term (3+ years): Consider research outcomes and any changes in technology to determine approach for longer term improvements to walkways and bank stability in the Omokoroa area. Apply Coastal Erosion Responses Policy to assessment of options.	Recognises that research work is underway which may identify new options for improving bank stability, and that technological advances in this area may also identify new ways of addressing this issue. **Significant decision required for 2021-2031 LTP process.**

	Issue	Why this is significant	2018-2028 LTP funding	Principal options	Implications
10	**Council's level of service for solid waste**	The Waste Management and Minimisation Plan (2017) includes the following actions: • Council actively investigates alternative recycling and rubbish collection models to achieve better oversight and management of solid waste and recycling throughout the District • Council agrees in principle to establish a recycling centre in Omokoroa similar, to the existing centres at Katikati and Te Puke. This is subject to the operational costs being agreed with the community, as part of the above investigation and consultati 2018/19 • Investigation i transfer Th	$50,000 in 2018/19 for investigations. $1.29 million from 2020/21 to 2022/23 for development of a recycling centre at Omokoroa (note the existing greenwaste facility is being relocated and costs for this are included as part of this relocation).	Implement actions from the Waste Management and Minimisation Plan. This reviewed Plan was adopted by Council i December 2017 following initial eng with the community on potenti to the current level of ser Council to achieve t Plan and Coun No oth ha	Th mplications of this option will be ined through the investigation and will include consideration riate funding sources for tion of the actions. **cision required for 2019/20 cess.**

Please see page xiii from the Long Term Plan Amendment 2018-2028 for the updated information.

Theme 4: Getting around

Our economy is dependent on the transportation network as most of our economic growth is in the primary sector. The LTP pre-engagement identified that the community support investment in cycleway and walkway development and upgrades to rural roads remain a priority. We know the District needs an efficient and safe transport network to be able to get goods to markets, and allow residents to get from point to point. As the population grows, congestion and traffic problems will become more prevalent. Alternative options to private transport will be important to get right if we are going to maintain the lifestyle that makes Western Bay special while encouraging economic growth.

No significant issues have been identified under this theme as it is proposed that the delivery of transportation infrastructure will continue with no significant change of approach from the 2015-2045 Infrastructure Strategy. Council will continue to build on the progress made in development of the walking and cycling network, including completion of sections of the Tauranga Moana Coastal Cycle Trail. This recognises the multiple benefits of this network including recreation, health, amenity, tourism (and associated economic benefits), and commuter links. Council's total investment in walking and cycling is $8.15m over the next ten years which includes $1.7m in Omokoroa, $6.1m for District wide cycling and urban footpath development, and $556,000 for off road walkways in rural areas. Council will also use this investment to leverage external funding to assist with development of the walking and cycling network.

The rural road seal extensions will continue in accordance with Council's prioritisation criteria with $11.4 million committed over the next ten years.

A detailed assessment of the One Network Road Classification (refer to transportation activity overview for an explanation) application to the District will be undertaken to fully understand the impact of these measures on Council's road network and the financial implications of this. At this stage, Council is confident that there is general alignment with the customer levels of service; however the Roading Efficiency Group may be undertaking further work on the technical measures which could alter the current levels of service delivered over the network.

Population growth will increase the volume of traffic as the sub-region is private vehicle reliant. Strategically Council will need to continue to work with NZTA, BOPRC and TCC on transport planning and delivery including modal shifts to public transport and walking/cycling, and integrated landuse planning and road improvements. The key partner in this area is NZTA for planning, funding and delivery.

ACTIVITY OVERVIEWS

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Recreation and Leisure	97
Community Facilities (Libraries, community halls, elder housing, cemeteries)	101

STORMWATER

Stormwater is water that originates during rainfall events. Stormwater is of concern for two reasons; stormwater quantity issues and stormwater quality issues. 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 it travels through to the waterways, which can result in water pollution.

Council is responsible for the development of the urban stormwater network that generally protects buildings and property from the effects of flooding and coastal erosion. The network is made up of pipes and open channels linked together to drain 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 a comprehensive catchment approach to mitigating as much as possible and practicable, the extent of flooding that occurs and the impact that this has on people's property.

What influences our approach

	Issue	Response
Population Growth	Urban areas have less permeable surfaces and a greater concentration of people affected by rainfall and flooding events, and therefore require the highest investment in stormwater infrastructure. The greatest areas of demand for stormwater infrastructure are Waihi Beach, Katikati, Omokoroa and Te Puke. In some areas undersized stormwater infrastructure is not able to provide the capacity required to dispose of stormwater runoff or deliver the required levels of protection from flooding.	Stormwater modelling is used to determine infrastructure requirements and uses adopted population projections. A level of service is in place that no more than 3% of properties serviced by the stormwater network will experience flooding of homes (above floor level of habitable dwellings) in a 1 in 10 year rainfall event. Prioritisation of pipe replacement is undertaken based on the properties most at risk of flooding. An additional $20m was included in the 2015-2025 LTP for additional storm protection works particularly in Waihi Beach. Waihi Beach and Te Puke are now covered by District Plan rules that future proof flood mitigation by requiring new dwellings to have habitable floor levels to cope with a 1:50 year rainfall event, and building/resource consent waivers are in place as incentives to landowners who want to raise their floor levels.
Climate Change	Increased rainfall intensities are demanding more capacity within the network to discharge stormwater runoff. Sea level rises are increasing flooding and the boundaries for the 50-year floodable areas.	All new and upgraded stormwater infrastructure incorporates latest climate change information in the design and implementation.
Environmental Sustainability and Legislative Changes	Increasing environmental standards impacting on the quality and amount of stormwater that is discharged into streams, rivers and oceans	It is likely that further legislative change will occur on water quality standards that will impact on this activity in the future. We are planning and responding to what we know is required at this point in time.

What we want to achieve

Council aims to deliver stormwater approaches that are innovative, affordable and lead to a reduction in flooding events (flooding events are defined as an overflow from a stormwater system that enters 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:

- There is a localised reduction of the risk of flooding events in existing floodable areas.
- There is no increase in flooding event risk to existing development from new development or land use change.
- Urban development is avoided in flood-prone areas unless mitigation measures can be provided.
- Communities are engaged and informed about stormwater and coastal erosion management approaches.
- Compliance and monitoring activities are carried out.

The extent to which these goals are achieved is largely measured by Council's stormwater level of service (outlined below) and customer perception surveys.

How we will achieve this

Current approach

Council will continue with the current approach with no changes to the level of service for stormwater.

In 2015 Council set a target that no more than 3% of properties serviced by Council's stormwater network will experience flooding of homes (above floor level of habitable dwellings) in a 1 in 10 year rainfall event. A $20 million District stormwater flood prevention programme approved at the same time focuses on essential upgrades and maintenance to help achieve this level of service target. Additional funding of $2.6 million is included in the 2018-2028 LTP to support implementation of this programme.

As the network of stormwater assets is relatively new (average age of 26 years 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.

Stormwater modelling continues for urban communities to quantify risk 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

Four comprehensive resource consents to manage stormwater catchments will be in place by 2019 (Omokoroa, Western, Eastern and Central). These will require a greater emphasis on the quality of stormwater discharge. Additional funding is included in the 2018-28 LTP for increased costs of compliance and to implement systems such as water treatment devices that improve water quality standards. However, the extent of impact that this will have on the current approach is unknown and is likely to require consideration of a range of methods for managing stormwater in the future.

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.

As part of the Natural Hazards Charter programme, Council is working jointly with TCC and BOPRC to undertake harbour flood modelling. The modelling outcomes will be used to inform a joint Plan Change on flood risk.

Other issues to note include any potential change to the management and operation of open drains currently undertaken by the Waihi Land Drainage Society, and discussions with the Bay of Plenty Regional Council regarding the level of protection and appropriate funding model for the Katikati stopbanks (as they cross a number of individually owned properties).

Expenditure Forecast 2018-2048

Figure 7: Stormwater Projected Capital Expenditure 2018-2048

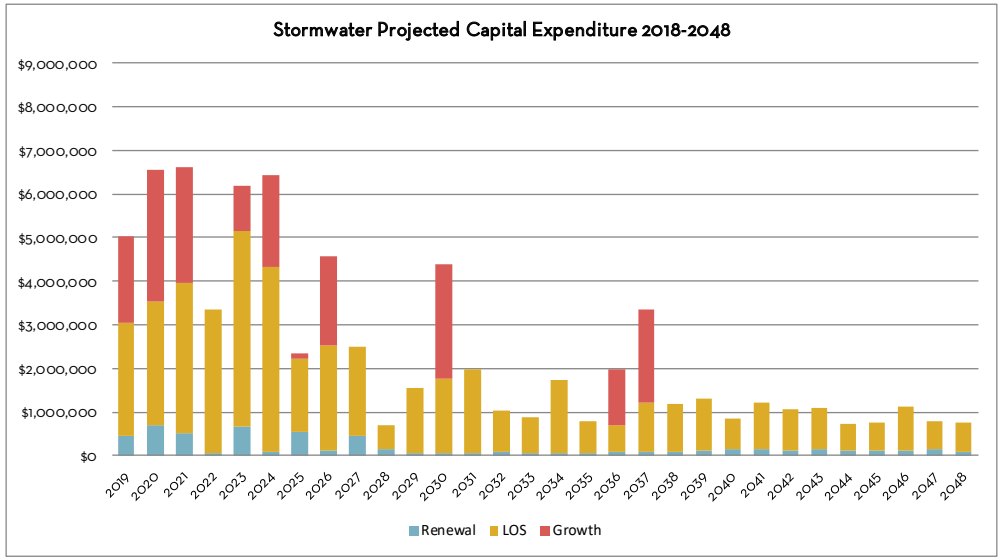
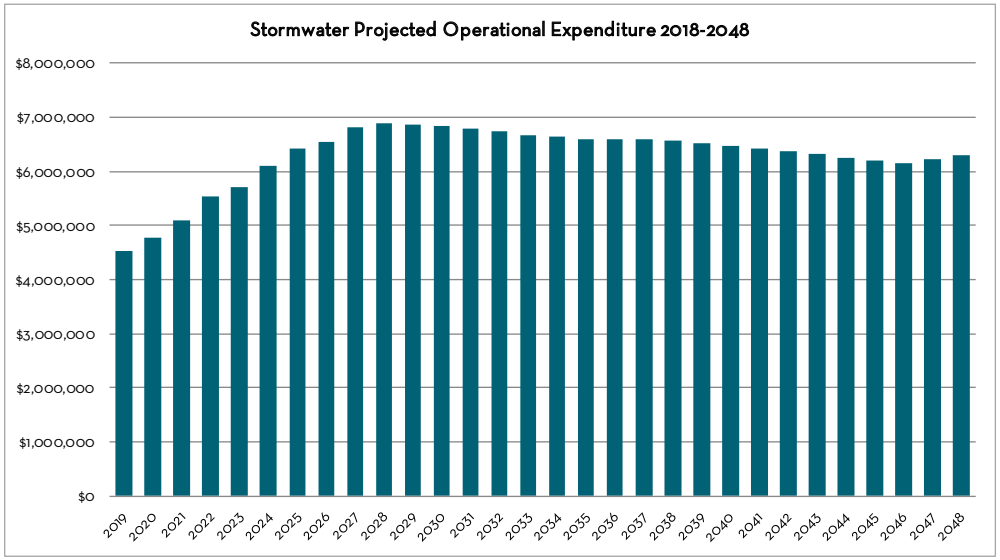


Figure 8: Stormwater Projected Operational Expenditure 2018-2048



Key activity assumptions

	Activity Assumption	Risk	Impact
Population Growth	**Land coverage imperviousness** 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. infill, 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 this response 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** 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 BOPRC. These factors are based on Ministry for the Environment Climate Change recommendations	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 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 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.	The risk of an increase in the sea level rise projections is a loss of property and assets in the coastal environment.	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.

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 and one isolated surface supply in Te Puke. The bores tap into deep reliable, plentiful and high-quality water in underground aquifers. Ten water treatment plants are located throughout the District. Water supply customers include residential, commercial, horticultural and agricultural users.

The past 10-20 years has 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 to meet future demand and has improved the reliability of supply under drought conditions.

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

Western Water Supply Zone: Waihi Beach, Athenree, Te Kauri/Tanners Point, Ongare Point, Aongatete and Katikati areas

Central Supply Zone: Te Puna, Minden, Pahoia and Omokoroa areas

Eastern Supply Zone: Te Puke urban and surrounding rural areas and areas east of Te Puke including the Bush, Paengaroa, Maketu, Pukehina and Pongakawa.

Installation of District wide water meters will be complete by the end of the 2017/18 financial year. 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.

What influences our approach

	Issue	Response
Population Growth	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, Omokoroa 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.	These areas will all be on water meters in 2018. Water meters provide a greater understanding of water consumption patterns, peak demand, water losses, and where future water supply is needed.
Economic Growth	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. This will only impact on Council's supply and demand projections if they are connected to the Council reticulated supply.	Council is working with BOPRC and industry leaders such as Zespri to better understand their actual land use patterns and trends that have the potential to impact on future landuse patterns and water allocation and supply. While some of this use does not affect Council water supply, it helps to understand the bigger picture of total water consumption in the District.
Climate Change	The weather is one of the biggest influences on water consumption in the District. This will likely change 'traditional' water consumption patterns as summer periods experience more rainfall and winter periods are drier.	Greater extremes in weather patterns are likely to translate to greater extremes in water consumption. Council will continue to monitor water usage patterns and extrapolate this information to determine future demand (along with growth) and predict timing for investment in water infrastructure (e.g. new bores or storage areas).
Environmental Sustainability and Legislative Changes	There is a national and regional 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. BOPRC is consulting on Plan Change 9 to the Regional Policy Statement that gives effect to the National Policy Statement for Freshwater Management. 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. The Government inquiry into Havelock North drinking water has identified that across the country there are many threats and risks to drinking water. The outcomes from this report (such as changing regulations and monitoring systems) are likely to lead to an increase in compliance standards.	Demand management is undertaken 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. Western Bay's water supply is generally in good shape, as we've invested in deep bores and water treatment systems. However the outcomes of the enquiry report are likely to lead to an increase in compliance standards. Our resource consents for water supply are up for renewal from 2024. We've factored in an additional $5.9 million to meet expected regulations and standards.

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, and
- 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, the recent construction of a second bore at Ohourere and a new bore planned for Youngson Road will cater for growth in the Omokoroa 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.

Future thinking and potential changes to current approach

Options are available in the Eastern Supply Zone for future water supply and storage options including a second bore at Pongakawa and an access agreement with TCC to the Waiari water source that comes on stream in 2021.

Additional budget of $5.9 million is included in the 2018-28 LTP as a proactive response to the potential for increased water quality standards. This funding is from 2024 onwards as the water supply resource consents require renewal in 2024 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 ultra violet 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 2020. This provides time for District wide information on water use patterns to be gathered once the water meter installation project is completed. 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 produced a water services collaborative opportunities document. The two councils intend to work together in the water services space to make the most of their individual and joint resources and expertise, and are inviting Local Government Futures partner councils to be involved.

Expenditure forecast 2018-2048

Figure 9: Water Projected Capital Expenditure 2018-2048

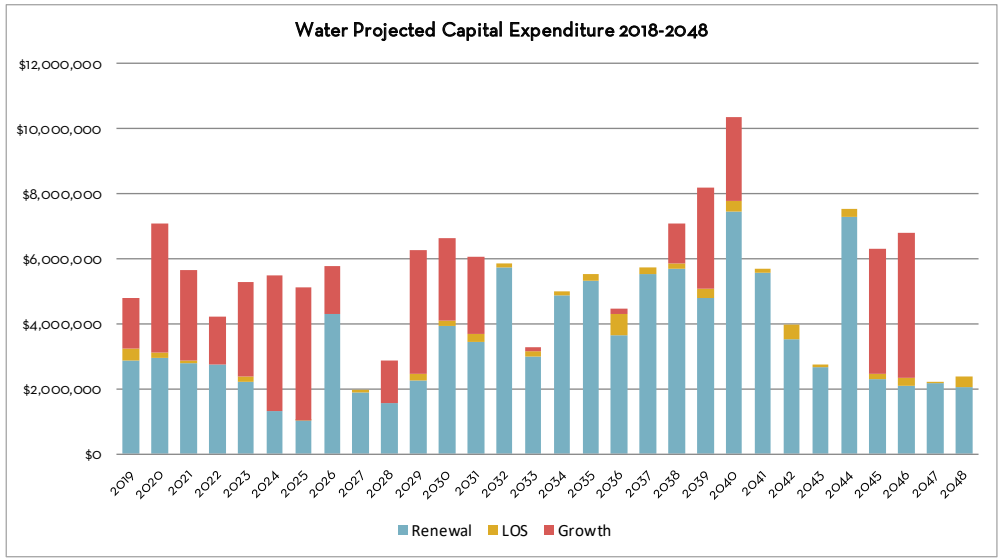
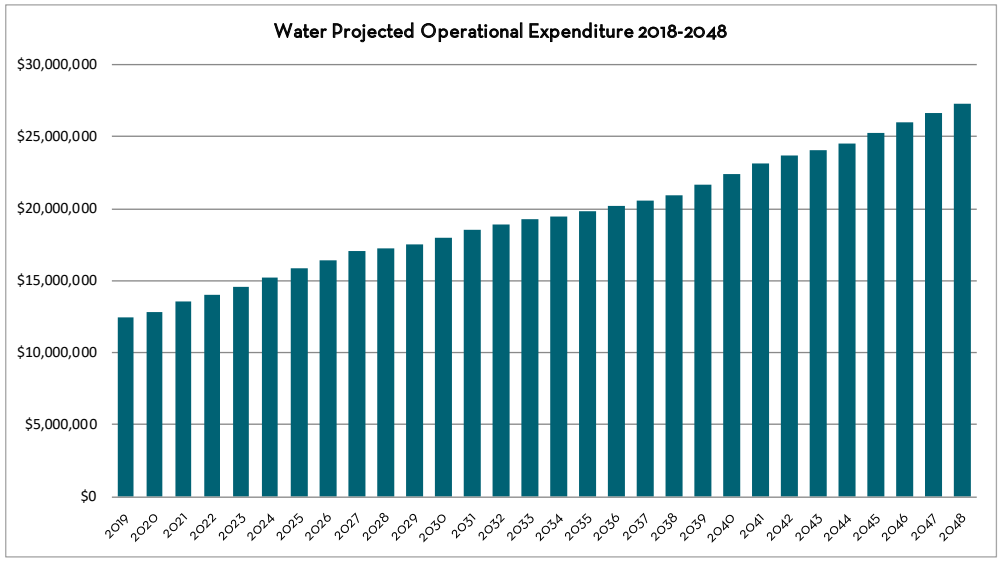


Figure 10: Water Projected Operational Expenditure 2018-2048



Key activity assumptions

Relevant Strategic assumptions	Activity Assumption	Risk	Impact
Environmental Sustainability and Legislative Changes	There will be changes to legislation that seek to improve water standards. These changes are likely to come as a result of the Government Inquiry into Havelock North Drinking Water and implementation of the Proposed Region-wide Water Quantity Plan (Plan Change 9). The SOLGM Business Performance Working Party is of the view that it is likely that increased treatment standards (particularly related to the treatment of water from previously 'secure' sources and chlorination) recommended for immediate consideration by Councils are going to gain strong support and are likely to be implemented.	That legislative change will require increased investment in this activity.	If legislation changes then 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, the ability for the District Health Board to make independent decisions on water treatment standards. Additional budget of $5.9 million is included in the 2018-28 LTP for actions required for resource consent renewal from 2024 and meeting new District Health Board requirements for water treatment.

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 services to its customers in the following urban communities: Waihi Beach, Katikati, Omokoroa, Te Puke, Maketu/Little Waihi, and Te Puna West and Ongare Point (to be constructed in 2018 and 2019).

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 Omokoroa and Te Puna West is an exception as it flows through the pressurised Omokoroa Transfer Pipeline and gets treated at the Chapel Street WWTP owned by TCC.

What influences our approach

	Issue	Response
Population Growth	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, Omokoroa and Te Puke. Waihi Beach experiences additional demand driven by holiday makers. 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.	Demand management planning ensures that there is capacity within the wastewater network for existing and future customers. Planned improvements to WWTP's at Waihi Beach, Katikati and Te Puke will ensure that capacity is provided for the growing population and that consent standards are adhered to. Council has a programme to actively encourage households to connect to the wastewater system where it is available for public health reasons.
Environmental Sustainability and Legislative Changes	Higher discharge quality requirements are expected in the future. The National Policy Statement for Freshwater Management, potential changes to the Resource Management Act 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. Demand can be driven by requirements or changes to Regional Council's On-site Effluent Treatment Regional Plan 2006 resulting from environmental assessments that confirm serious adverse environmental effects in specific areas due to continued septic tank use.	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. Three of Council's rural communities (Te Puna West, Ongare Point, and Tanners Point) were identified as displaying degrading state of on-site effluent treatment putting the surrounding land and waterways at risk of contamination. Following consultation projects have been developed to provide reticulation to Te Puna West and Ongare Point. Further investigation has identified that there is no requirement for a community scheme at Tanners Point.
Healthy and Safe Communities	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.	Council has a programme to actively encourage households to connect to the wastewater system where it is available for public health reasons.

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 areas in our District served by 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.

Guided by the desired outcome and goals, Council's wastewater network assets have been carefully developed to mitigate untreated or inadequately-treated wastewater entering the local surface water, groundwater or land causing adverse effects on the public health and natural resources. The extent to which the outcomes are achieved is largely 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. BOPRC will make a decision on resource consent applications for Katikati and Te Puke wastewater discharge options. If successful it is likely that one of the consent conditions is to identify alternative discharge options for both Katikati and Te Puke. The ocean outfall pipe in Katikati requires renewal in 2037 at an estimated cost of $13.7 million. Council will be looking at a range of discharge options over the next five years to inform decisions on this renewal and expenditure, taking 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 Maketu and Little Waihi wastewater scheme where low-pressure grinder pump system has 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 consider using this technology in Omokoroa to enable a greater level of development while remaining within the daily volume that can be discharged into the TCC network.

Expenditure Forecast 2018-2048

Figure 11: Wastewater Projected Capital Expenditure 2018-2048

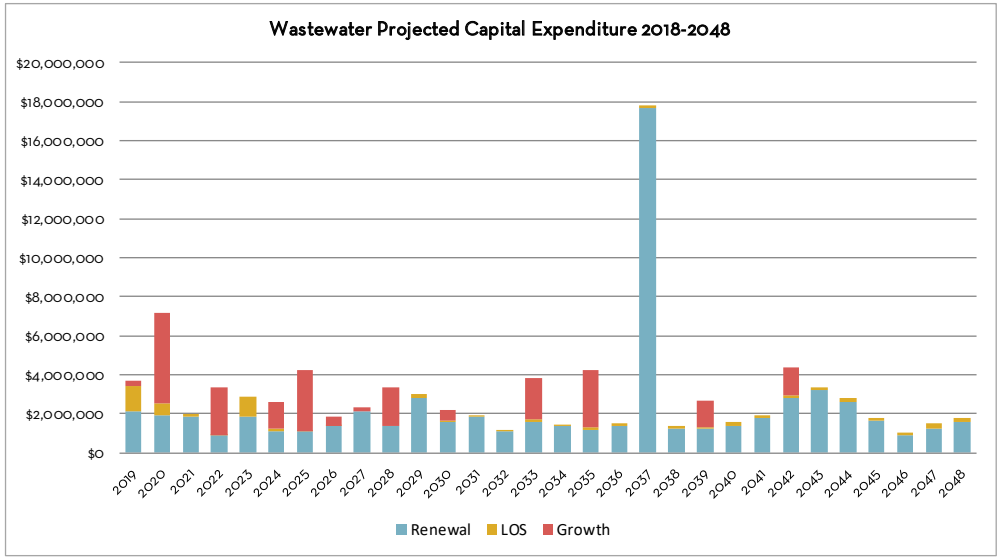
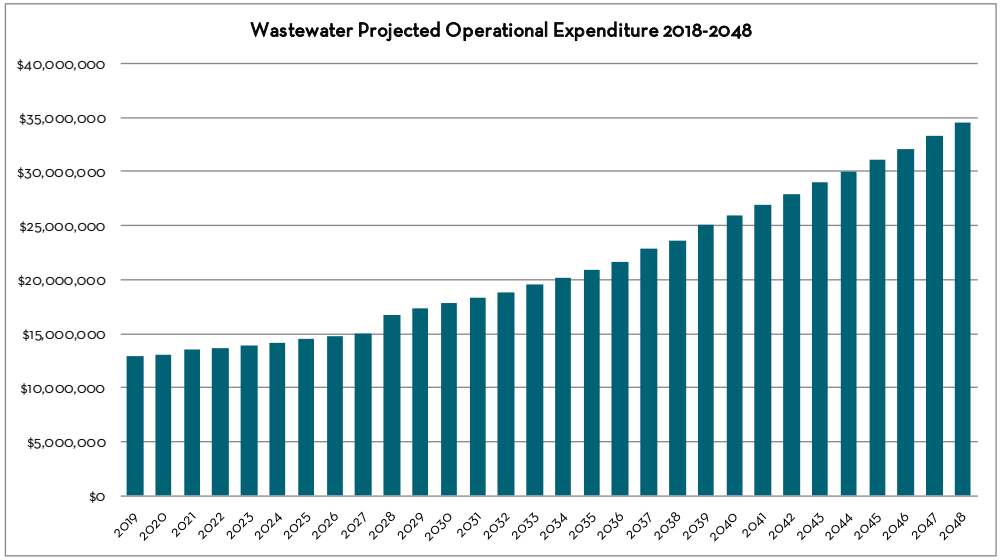


Figure 12: Wastewater Projected Operational Expenditure 2018-2048



Key activity assumptions

Relevant Strategic assumptions	Activity Assumption	Risk	Impact
Legislative Changes	There will be changes to legislation that seek to improve water quality standards.	That legislative changes will require increased investment in this activity	If legislation changes 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.

TRANSPORTATION

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

A joint performance based contract arrangement is in place between Council and NZTA for the management of the state highway and local road network. The contract has been designed to obtain better service delivery and value for money from road maintenance, renewal and capital expenditure activities through a single contract delivery model. Council works in partnership with NZTA 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.

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 tourists 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 general maintenance, to road seal extensions and widening, to large urban roading projects and network safety improvements.

What influences our approach

	Issue	Response
Population Growth	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. The projected growth in Omokoroa will increase the size of this community from 3,549 (2018) to 10,782 (2048) and 12,000 (2063). It is expected that traffic volumes will triple in line with the population growth. In small settlements such as the Minden lifestyle blocks, incremental growth is slowly increasing traffic volumes on rural roads. In some areas, peak time congestion is impacting on travel times between Tauranga and Western Bay.	Proposed NZTA improvements to the state highway network such as the Tauranga Northern Link and Loop Road to Omokoroa capacity and safety improvements will provide some relief from congestion issues along SH2 and are anticipated to improve the region's poor safety record. Council will continue to implement structure plans for urban growth areas of Te Puke, Waihi Beach and Katikati. Omokoroa transport investment is $32m over the next ten years.
Economic Growth	Economic growth has resulted in network traffic volumes increase by 12% over the past two years. This has impacted on reliable journey times and increased congestion particularly along the state highway network. 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 on transport demand through an increase in traffic volumes especially heavy vehicles to depending on public transport or walking and cycling routes to access key destinations such as shopping centres. 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. Tourism increases expectations of the customer experience from the road network including directional signs, pull off and rest areas, and access to amenities such as public toilets and rubbish bins.	Council has levels of service in place that seeks to provide a quality experience on local roads. 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.

	Issue	Response
Climate Change and Environmental Sustainability	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. 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). Given the increasing impact of climate change there will be a corresponding increasing focus on a low carbon transportation network.	The Coastal Erosion Responses Policy will now be applied in determining the approach to these assets. Council has committed over $8 million to walking and cycling in the 2018-2028 LTP. It is expected that external funding will also contribute to total project costs. Limited public transport options are in place for the District.
Changing Make Up of Our Communities	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. 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. 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.	The design of footpaths needs to be wider and smoother to make them as accessible as possible to all ages and capabilities within the community. Pedestrian crossings need to provide safe access across busy roads. NZTA has resources in place that seek to support senior drivers to stay mobile in a safe manner.
Legislative Changes	The change from Financial Contributions to Development Contributions could impact on the current approach to funding District roading improvements.	The extent of this impact on the growth funding component of these projects will be determined through a comprehensive assessment across all relevant activities, commencing in 2018.
Community Expectations	There are ongoing concerns from residents who live on unsealed roads in rural areas wanting their roads to be sealed and provision of suitable and safe walking and cycling facilities.	Council allocates over $1 million per annum towards seal extension, enabling 3-4 km of new seal extension to be undertaken each year. Prioritisation is based on criteria that include the volume of traffic the road carries, dust exposure to residents and degree of benefit gained relative to the cost of sealing the road. Council has funds set aside for off road footpath and walkway/cycleway development in rural areas.
Community Expectations	NZTA 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 NZTA funding. If it is above the level of service, then it is less likely to receive NZTA funding subsidy.	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 on part of the network.
Fast Moving Technology	The pace of change driven by technological advancements is beginning to have a noticeable impact on transportation options. The increasing use of drones and electric cars creates a different transportation environment, along with computerised cars that seek to reduce human error when driving (e.g. car slows down to respond to congestion ahead).	Technological advances have the ability to be disruptive but it is difficult to predict at this point in time what the extent of this impact might be. It is important that we keep pace with changes occurring in transportation technology and have flexibility to adjust as and when (and if) required (for example through provision of electric car charging stations in public places).
Collaboration	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. External factors beyond Council's control such as the timing of private development, land issues, changes to the NZTA works and funding programmes, growth in traffic volumes and a change in accident patterns can impact on the prioritisation and timing of projects.	Council will continue to work in partnership with NZTA to ensure alignment of local and state highway transport projects.

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:

- That transportation networks support and promote economic development.
- That the impact on the environment of the transportation system is mitigated where possible.
- That 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.

There are a range of measures in place 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.

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 Omokoroa over the next ten years, approx. $71 million), roading improvements such as continuation of seal extension, new footpaths and the cycleway programme, and working with NZTA 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.

Future thinking and potential changes to current approach

Proposed NZTA 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, that includes the Katikati bypass and safety improvements along SH2 from Waihi to Te Puna. The increase in emphasis on safety may require increased investment by Council in safety projects in the future however the extent of this is unknown at this stage.

The proposed development and completion of the Tauranga Northern Link in 2022 is expected to ease traffic congestion, improve safety and provide capacity for growth in Omokoroa, Waihi Beach and Te Puna. This will also add to Council's local roading network as the old sections of state highway will be transferred to Council and will increase road maintenance requirements over time. Additional budget will be included once the costs for this are defined.

The One Network Road Classification (ONRC) developed by NZTA and Road Controlling Authorities seeks to link the level of service to the road category, to match levels of service with volume and use, to look and feel and journey experience and ultimately investment. Council staff had input into the development of this classification approach. The existing levels of service in the maintenance contract were developed after extensive testing and community consultation and align well with the ONRC classifications. At this stage, Council is confident that there is general alignment with the customer levels of service, however NZTA are undertaking further work on the performance measures which could alter this position. A detailed assessment of the ONRC customer outcomes and performance measures (once finalised) will be undertaken once this information is available to fully understand the impact of these measures on Council's local road network and the financial implications of this.

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 built on softer soils near the coast and on some bridges located within the state highway network. The long-term effects of heavier vehicles on local roads is not fully known but most likely will appear first on roads that act as detour routes from the state highway. Council is working with NZTA 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.

Improvements to environment outcomes driven by Government, BOPRC 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.

Forecast Expenditure 2018-2048

Figure 13: Transportation Projected Capital Expenditure 2018-2048

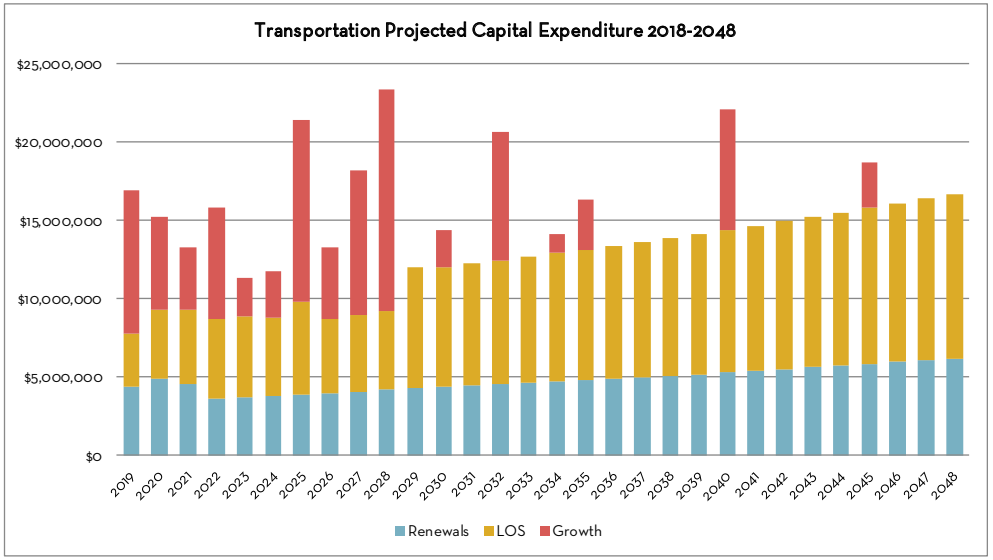
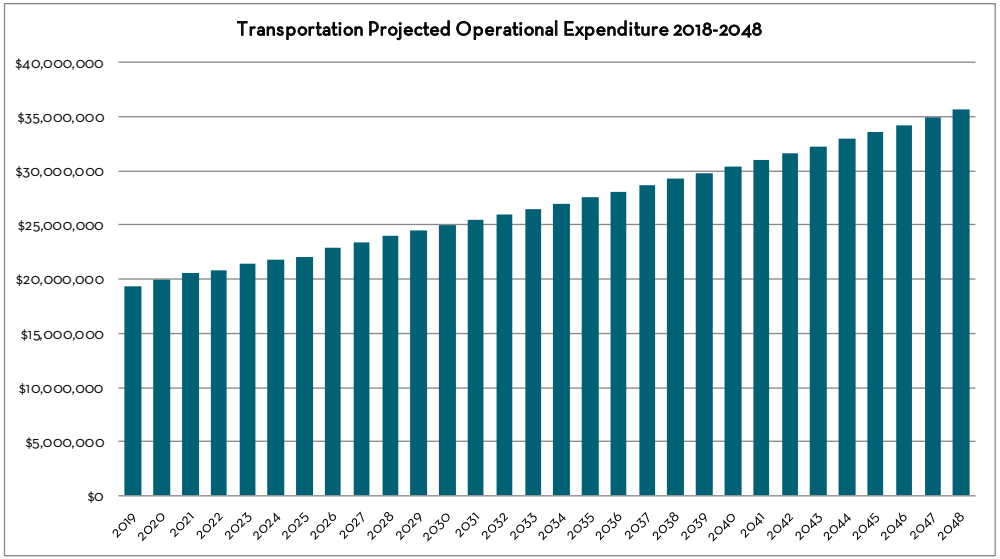


Figure 14: Transportation Projected Operational Expenditure 2018-2048



Key activity assumptions

Relevant Strategic assumptions	Activity Assumption	Risk	Impact
Collaboration	**Transport network – performance based contract** Council is in a collaborative seven year (with the option to extend for another two years) performance based road maintenance contract with NZTA. This expires 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 so far into 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.
	Financial Assistance Rate (FAR) There have been delays to the preparation of the Government Policy Statement (GPS) on land transport, the National Land Transport Programme (NLTP), and the Investment Assessment Framework (IAF), which will result in delays to when NZTA funding is finalised. This means that, prior to the Council's adoption of its 2018-28 Long Term Plan, it will not have agreement about the level of NZTA funding it expects to receive, with an announcement currently set for 31 August 2018. The forecast financial statements are based on the assumption that Council will be able to claim 51% of all maintenance and renewal costs for district roads in line with currently known NZTA work categories and classifications. Should the outcome of the NLTP result in less roading expenditure items being covered by the subsidy, the work programme for roading could be impacted. Any financial impact to Council will be managed through limiting CAPEX work programs to within Council's affordability of local share.	NZTA may reduce the FAR in the future which would increase costs to Council. 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.
Climate Change	**Storm Damage** It is assumed that costs for storm damage to roading will only exceed $750,000 between two to three times over a ten 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 NZTA 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.	Potential debt increase that would need to be funded from rates if the cost of damage significantly exceeds $750,000. The NZTA FAR subsidy will reduce the impact and increase funding for larger events.

SOLID WASTE

Solid waste is the unwanted or unusable materials that are 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 planning for 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 management education, managing illegal dumping and supporting community initiatives to reduce waste. Currently Council does not provide rubbish collection services. A polluter pays principle applies, putting the onus on the community to take responsible actions for waste minimisation.

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.

What influences our approach

	Issue	Response
Population Growth, Economic Growth, Environmental Sustainability, Climate Change	Urban areas have a greater concentration of people that produce waste and place greater demand on natural resources. 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. A solid waste audit undertaken in 2016 identified that each region, the community is sending nearly 190 tonn tonnes of plastic, and over 60 tonnes of recycled. This is in addition to sent to landfill each w could be recy	An analysis of factors driving de s that changes in demand will asing geographical si ation (notab cil introduced, management routes. and for waste services. Some storm events) and incidents such as the Rena oil al waste to landfill/compost.
Economic Growth (tourism)	W differ to ervices increases	mmunity awareness of recycling and waste services through education and signage.

Please see pages xiv - xv from the Long Term Plan Amendment 2018-2028 for the updated information.

What we want to achie

Council aims to ensure effe s that minimise waste to landfill and encourage efficient use of re ronmental harm. This will help to achieve an environment that is clean, gre d, 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 as reported by licensed operators, 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 will continue with the current approach and levels of service, until outcomes of investigations below are known. The current level of service focuses on providing incentives (such as access to recycling and greenwaste facilities, and education programmes) to encourage responsible waste minimisation actions. Individual households purchase their own rubbish collection services and no Council subsidies are provided towards this.

Future thinking and potential changes to current approach

Council is exploring options for a potential change to the level of service for solid waste. The review of the Waste Management and Minimisation Plan (WMMP) and Solid Waste Strategy in 2017 has resulted in a shared vision with Tauranga City Council (TCC) of "Minimising Waste to Landfill". This recognises the high proportion of garden waste, food waste, electronic waste and recyclable items that are going to landfill. Around 72% of kerbside rubbish collected from households could be recycled or composted instead of being sent to landfill. The WMMP now includes the following actions:

- Council actively investigates alternative recycling and rubbish collection models to achieve better oversight and management of solid waste and recycling throughout the District.
- Council agrees in principle to establish a recycling centre in Omokoroa similar to the existing centres at Katikati and Te Puke. This is subject to the operational costs being agreed with the community, as part of the above investigation and consultation in 2018/19.
- Investigation into a future transfer station is progressed.

The recycling centres at Katikati and Athenree are operating at capacity within their current operating hours. Tauranga City Council is under increasing pressure for use of their recycling centres and transfer stations. Given the growth occurring in the sub-region, an assessment of the demand for and location of future 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 2018-2048

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 information to forecast beyond this and will be used for the 2021-2051 Infrastructure Strategy. Within the 2018-28 LTP the main delivery projects for this activity are:

- Omokoroa Recycling Centre - $[illegible]
- District solid waste minimisation [illegible]
- [illegible]
- [illegible]

Please see pages xiv - xv from the Long Term Plan Amendment 2018-2028 for the updated information.

Key activity assumptions

Relevant Strategic assumptions	Assumption	Risk	Impact
Environmental Sustainability and Legislative Changes	[illegible]	[illegible] vides funding through a waste levy which is [illegible]lected on waste delivered to landfill sites and applied to waste minimisation activities and product stewardship schemes. This is a key funding source for projects that deliver on the WMMP.	If the funds were not available this would either be a cost to the ratepayer or the project would not proceed.
Environmental Sustainability and Community Expectations	Council will investigate an increasing role in waste [illegible].	Poorly managed change can result in increased costs and project delays, and/or community discontent with the process.	Council's waste management role may change during the period of this strategy. A future role could be to procure and manage kerbside collection and oversee development of a transfer station.

RECREATION AND LEISURE

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 leisure 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
Population Growth	Urban areas have a higher concentration of people that require access to recreation and leisure opportunities. The greatest areas of demand are Waihi Beach, Katikati, Omokoroa and Te Puke. 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.	Council will continue to maintain existing levels of service and deliver on the Recreation and Leisure Strategy. Population based standards (hectares of reserve land per 1000 people) are in place to provide reserves for a growing population. A review of the Recreation and Leisure Strategy in 2018/2019 will consider current and future recreation demand and trends and population projections. A greater level of analysis is used to understand actual and projected demand for specific facilities. For example sportsfield demand analysis helps to determine if there is adequate supply of sportsfields to meet current and future demand from codes.
Legislative Changes	The change from Financial Contributions to Development Contributions will impact on the current approach to growth funding of recreation and leisure projects. Examples include coastal structure projects and some reserve development projects.	The extent of this impact on the growth funding component of these projects will be determined through a comprehensive assessment across all relevant activities, commencing in 2018.
Community Expectations and changing make up of our communities	Community's expectations have increased with a greater range of activities emerging often with different requirements to what is currently provided. The impact is seen across this activity and includes: • 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 aquatic 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.	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). A review of the Recreation and Leisure Strategy in 2018/2019 will consider current and future recreation demand and trends.
Climate Change	Rising sea levels and increased rainfall will impact on investment decisions for recreation assets as often these are located to provide a coastal and harbour experience (e.g. reserves, walkways, boat ramps).	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. The design and location of boardwalks in coastal/harbour areas takes into consideration sea level rise predications known at the time of construction.

	Issue	Response
Economic Growth	Tourism has an increasing impact on the recreation network through pressure on existing popular destinations such as boat ramps, and 'hidden gems' as tourist seek natural environment experiences. Tourism and population growth is increasing so this pressure will continue. For example Bowentown and Omokoroa Point experience significant congestion for carparking and boat launching at peak times.	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, and development of a Visitor Centre at the TECT All Terrain Park (jointly owned with TCC). The second round of the Central Government Tourism Infrastructure Fund will occur in 2018 and Council will seek funding contributions to tourism related infrastructure projects. A review of the Recreation and Leisure Strategy in 2018/2019 will consider current and future recreation demand and trends including the impact of tourism. Consideration will be given to the potential for tourist charges to help fund infrastructure improvements and reduce the ratepayer impact.
Partnerships with Maori	Treaty of Waitangi settlements have seen greater levels of involvement of Maori 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.	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.
Healthy and Safe Communities	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.	Council provision of recreation opportunities is a key way to encourage and motivate people to be active in their daily lives. 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. A review of the Recreation and Leisure Strategy in 2018/2019 will include consideration of physical activity and health statistics and trends, and the influence our places and spaces have on these statistics.

What we want to achieve

Council aims to deliver recreation and leisure 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 safe, healthy and appropriate facilities.
- Provide a basic range of public facilities.
- Work and collaborate with the community and Tangata Whenua to provide and promote recreation and leisure facilities.
- Support provision of sub-regional recreation and leisure opportunities.
- Protect important natural environment, cultural and heritage values.
- Ensure resources are secured to provide for future public recreation and leisure needs in response to population growth, changing recreation trends and changing demographics of our community.

The extent to which the goals are achieved is measured by a range of factors including customer surveys, total hectares of reserve provided per 1000 residents, and implementation of Council's Recreation and Leisure Strategy and reserve management plan actions.

How we will achieve this

Current approach

Council will continue with the current approach. This 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. The Recreation and Leisure activity will continue to work with Transportation to develop the walking and cycling network recognising multiple benefits gained from this investment.

Future thinking and potential changes to current approach

The change from financial contributions to development contributions will require a review of existing levels of service particularly for active and local reserve provision and development, and coastal facilities. This will need to clearly identify the extent to which these projects are providing for existing communities and for growth.

The Regional Spaces and Places Strategy (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 TCC on future facility provision in the eastern part of the District and for future swimming pool provision across the sub-region. Council's Recreation and Leisure Strategy will be reviewed in 2018/19 alongside a review of the Communities Strategy.

Council has included a funding contribution of $521,000 in 2020/21 of the LTP for upgrade or redevelopment of the Te Puke High School Pool and/or the Dave Hume Pool in Katikati. This assumes a significant part of the project cost will be met by external funders. The extent to which this is the case will be dependent on what the community expectations are for the future of these facilities and the cost of this. This could require additional Council funding in the future, and would need to be considered in the context of District and sub-regional aquatic facility provision.

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 (either to accommodate climate change, erosion effects or improve harbour access provision) are often undertaken.

A significant all-tide boat launching facility upgrade or new facility is signalled for Omokoroa and the location of the Northern Harbour Boat Ramp will need to be resolved. These projects require a sub-regional assessment of harbour access and demand to better understand what is available, who uses these facilities and what the future demand is from both Tauranga and Western Bay residents and visitors. The projects also need to be assessed against Council's Coastal Erosion Responses Policy 2017.

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 the Te Puke Gymsports Facility.

Expenditure forecast 2018-2028

The recreation and leisure 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 2021-2051 Infrastructure Strategy. Within the 2018-28 LTP the main delivery projects for this activity are:

- **Northern Harbour Boat Ramp** - $5,161,940 in 2022, and 2025-2026.
- **Omokoroa Boat Ramp** - $6,894,500 in 2019-2022 and 2028.
- **Coastal marine structures renewals** - $5,843,582 from 2018-2028.
- **General reserves acquisitio**n - $2,386,950 from 2018-2028.
- **District reserves asset renewals** - $5,231,485 from 2018-2028.
- **District reserves erosion protection works** - $2,208,000 from 2018-2028.
- **Omokoroa Active Reserve development** - $5,840,800 in 2024 and 2026.
- **Te Puke aquatic centre service delivery** - $1,183,780 from 2018-2028.

Key Activity assumptions

Relevant Strategic assumptions	Activity Assumption	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 and leisure 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, Omokoroa, 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 18 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 pensioner housing units in Te Puke, Katikati and Waihi Beach built between 1963 and 1989. Currently the units have 100% occupancy with an average waiting list of 10-12 people.

Council is legally required to provide cemeteries to ensure the burial and cremation needs of our District are met now and in the future. Four cemeteries are provided in Katikati, Maketu, Oropi and Te Puke.

What influences our approach

	Issue	Response
Population Growth	The greatest areas of demand for community facilities are the urban growth areas of Waihi Beach, Katikati, Omokoroa and Te Puke. Increasing population corresponds with increasing capacity requirements for cemeteries.	Demand for library services has reached a point where building expansion is required; some locations with greater urgency than others. A new library in Katikati will provide a larger library space, information centre and a multi-use community space. A programme for library and service centre development is included in the 2018-28 LTP to ensure facilities are fit for purpose and future proofed. Katikati cemetery has approximately 10 years remaining to reach capacity. The cemeteries at Maketu and Te Puke have substantial capacity beyond 20 years. A review of the Communities Strategy in 2018/19 will consider current and future community facility requirements.
Community Expectations	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. The function of libraries is changing to become multipurpose community facilities and places that provide access to technology learning centres and multimedia hubs.	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). A review of the Communities Strategy in 2018/19 will consider current and future community facility requirements.
Legislative Changes	The change from Financial Contributions to Development Contributions will impact on the current approach to growth funding of library and community centre projects.	The extent of this impact on the growth funding component of these projects will be determined through a comprehensive assessment across all relevant activities, commencing in 2018.

	Issue	Response
Changing make up of our communities	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. The District is experiencing an increase in the number of residents from Asia, the Pacific and other ethnic groups. 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. Increased diversity requires consideration of different cultural customs regarding burial methods when planning for future cemetery provision.	The challenges and opportunities that an ageing population present are being increasingly considered in planning processes. Council is actively looking at ways to improve housing affordability and better understand housing needs. Examples are development of the special housing area in Omokoroa that has 50 % affordable housing (approx. 120 houses) and development of a housing needs assessment for the sub-region. 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. A review of the Communities Strategy in 2018/19 will consider current and future community facility requirements.
Fast Moving Technology	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).	A review of the Communities Strategy in 2018/19 will consider current and future community facility requirements.

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 provide opportunities for our:

- Communities to be healthy and safe, and
- Communities to be vibrant and diverse.

The key measures that determine how we are progressing against this outcome include the number of library visits, the amount of library space available per 1000 residents, the number of partnerships in place with existing hall committees, and customer satisfaction with the services provided. For elder housing targets are in place for occupancy rates and for cemeteries the target relates to the percentage of plot availability.

How we will achieve this

Current approach

Council will continue with the current approach. This focuses on implementing projects that achieve current level of service requirements such as library and service centre improvements and provision of additional cemetery land.

Future thinking and potential changes to current approach

A review of the Communities Strategy in 2018/19 (alongside the Recreation and Leisure Strategy) will consider the changing make up of our community, population growth, influence of technology and community expectations, and what this means to the strategy outcomes and levels of service moving forward. Any change to the existing level of service could influence the proposed capital expenditure programme for community facility investment in the future. Council is also developing a community hub policy and digital enablement plan which will influence the future provision of community facilities in the District, and will be a key consideration in the strategy reviews. It is also possible that the way people use community halls may change in the future, where the expectation is for development of multiuse 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.

The current library and service centre at Omokoroa is not fit for purpose for the existing and future population of this major growth area. The Communities Strategy review and community engagement process for the Omokoroa structure plan will help to define future requirements for Omokoroa community facilities. Once this has been determined, a project budget for a new library and service centre in Omokoroa will be included in the next available budget process.

Katikati cemetery has approximately 10 years remaining to reach capacity. The cemeteries at Maketu and Te Puke have substantial capacity beyond 20 years. A cemetery land capacity review will be undertaken prior to 2025 (when the funding is available) to determine the best 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.

A Section 17A review of Council's elder housing will be undertaken in 2018/2019. This will look at the cost effectiveness of the current arrangements and consider options for the governance, funding, and delivery of these services to the community.

Expenditure forecast 2018-2028

The community facility activities currently only have 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 2021-2051 Infrastructure Strategy. Within the 2018-28 LTP the main delivery projects for these activities are:

A capital expenditure programme of improvements to library and service centres to meet the level of service of 26m2 library floor space per 1000 residents:

- Waihi Beach - $833,600 in 2020/2021
- Te Puke - $6.1 million in 2027/2028

Cemetery land purchase in the western District - $934,200 in 2025-2027.

Community hall improvements - $1.6 million from 2018-28.

Pensioner housing improvements - $552,000 from 2018-2028 (funded from rental income)

Key Activity Assumptions

Relevant Strategic assumptions	Activity Assumption	Risk	Impact
Legislative Changes	Central Government funding arrangements for housing of older people will change.	A change in funding arrangements could either increase or decrease Council's funding contribution to this activity.	The impact of this change will be considered in the Section 17A review of the elder housing activity.

HOW WE WILL MANAGE OUR ASSETS

Council aims to provide the community with infrastructure at agreed levels of service, cost effectively, and within an acceptable level of service delivery risk. To do this, Council must make decisions and manage its assets through the entire lifecycle of an asset; build, operate, maintain and renew.

Infrastructure overview

STORMWATER

ASSET TYPE
- *Reticulation (pipes and pump stations)*
- *Drainage reserves (including stormwater ponds)*
- *Open drains*
- *Coastal protection works*
- *Earth dam*

APPROX. ASSET REPLACEMENT COST

$108 MILLION

WATER SUPPLY

ASSET TYPE
- *Source (stream intakes, groundwater bore sites, water treatment plants)*
- *Storage (treated water reservoirs and tank sites)*
- *Reticulation (mains and submains, booster pump sites)*

APPROX. ASSET REPLACEMENT COST

$149 MILLION

WASTEWATER

ASSET TYPE
- *Pipes*
- *Pump stations*
- *Treatment plants*

APPROX. ASSET REPLACEMENT COST

$114 MILLION

TRANSPORTATION

ASSET TYPE
- *Roads (sealed and unsealed)*
- *Bridges*
- *Culverts*
- *Road signs*
- *Footpaths (hard surface and metalled surface)*
- *Streetlights*

APPROX. ASSET REPLACEMENT COST

$737 MILLION

SOLID WASTE

ASSET TYPE
- *Recycling and greenwaste centres*
- *Greenwaste drop off*
- *Closed and capped landfills*

APPROX. ASSET REPLACEMENT COST

$1.1 MILLION

RECREATION AND LEISURE

ASSET TYPE
- *Active reserves*
- *Passive reserves*
- *TECT All Terrain Park and Huharua Park*
- *Forestry*
- *Public toilets*
- *Playgrounds and furniture*
- *Coastal and marine structures*
- *(jetties, boat ramps, wharves, seawalls)*
- *Swimming pools*

APPROX. ASSET REPLACEMENT COST

$50 MILLION EXCLUDING LAND

COMMUNITY FACILITIES

ASSET TYPE
- *Library and Service Centres*
- *Community Halls*
- *Cemeteries*
- *Pensioner Units*

APPROX. ASSET REPLACEMENT COST

$5.7 MILLION FOR LIBRARIES AND SERVICE CENTRES

$746 THOUSAND FOR CEMETERIES

$6.1 MILLION FOR PENSIONER HOUSING (EXCLUDES LAND FOR ALL)

Asset Management Plans

Asset management plans (AMP's) are in place for all of the 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 AMP's 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 and Infrastructure Strategy then balance the forecasted spending needs with Council and ratepayer affordability.

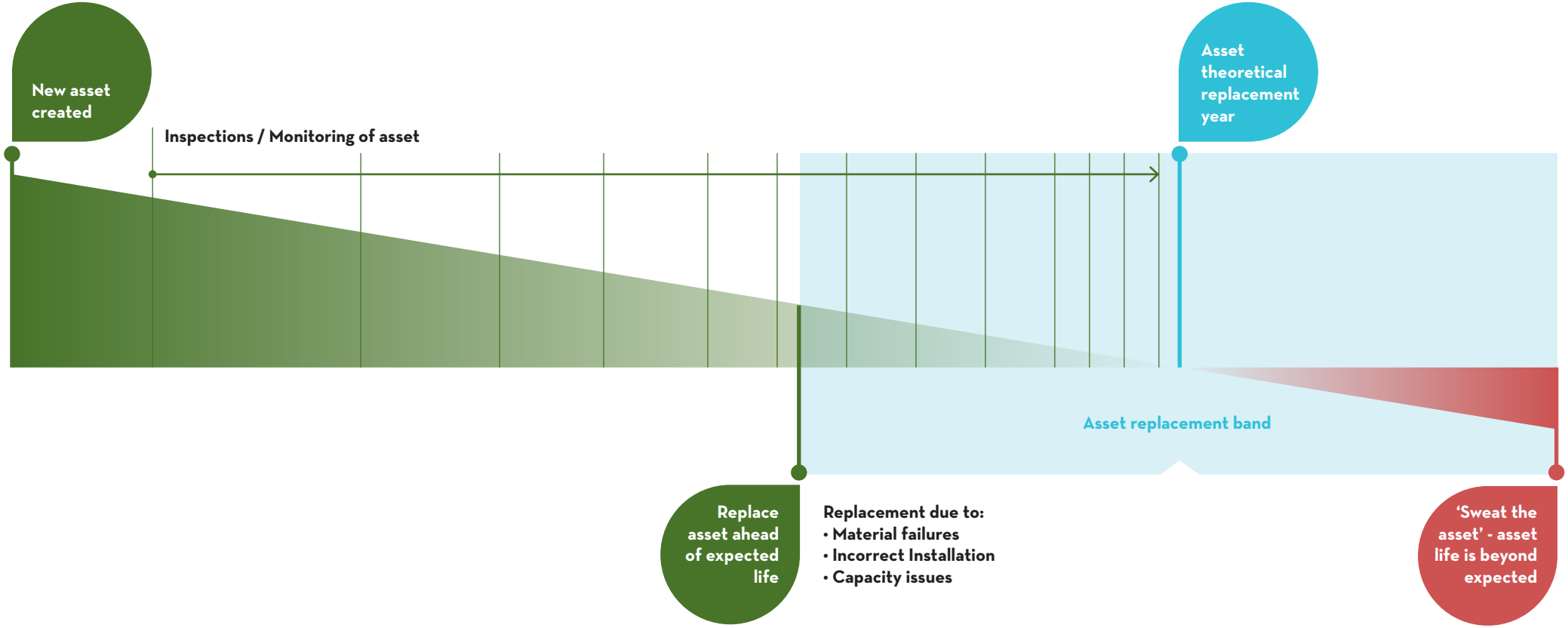
Replacement of assets

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 AMP's 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.

Timeline of an asset - Replace assets 'Just in time'



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 leisure 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 AMP's 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 [illegible] platform for infrastructure decisions. Climate change, natural hazards, community expectati[illegible] and improving public health and environmental outcomes tend to be the main drivers [illegible] in a change to levels of service. While the strategy identifies a 'business as usual' [illegible] infrastructure, it also identifies where potential level of service changes ma[illegible] For example, the potential for Council led kerbside rubbish and recycl[illegible] District.

Public health and environmental outcomes

With increasing knowledge of public health and t[illegible] community expectations, the requirements [illegible] inevitably increase. The AMP's and acti[illegible]ation of these changes on the managem[illegible]rmwater discharge and water quality.

Natural hazards a[illegible]

Council is awa[illegible] intense storm events, rising sea levels and other [illegible] that seeks to better understand, plan for and respond t[illegible]ncil infrastructure and operations. Council takes a Regional an[illegible]gement of natural hazards and risk.

At a Regional level, Co[illegible]y of Plenty Lifelines Group along with other utility and service providers. The [illegible]oup is on investigating the resilience of our infrastructure, and understanding the int[illegible]ndencies of the infrastructure network. The group aim to reduce the vulnerability of Bay of [illegible]enty lifelines including improving disaster preparedness planning. The group assess the vulnerability of various types of infrastructure to hazards including floods, earthquake, volcanic eruption, tsunami, storm surge, fire, wind and landslide.

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 2015 (international risk management standards). A risk register identifies the top level strategic and operational risks for the organisation and District. The most significant risks identified are Central Government influences, a major earthquake, and incorrect growth assumptions. Mitigation measu[illegible]clude the annual review of growth projections against actual uptake, civil defence planning [illegible], annual review of insurance cover, and ongoing monitoring of emerging Centr[illegible]ues.

The risk framework is applied [illegible]P's. Risk is assessed against the ability to achieve the activity ou[illegible]k category tables identify the type of risk, frequency and i[illegible] Critical asset data is included in the AMP and the m[illegible]le, in the AMP for water supply, it is recog[illegible] compromise levels of service, provi[illegible]ontamination of supply. A 'Vulnerability [illegible]assets and the likely impact of failure from [illegible]ies Operational Emergency Manual deals with the [illegible] restoration methodology. The criticality of the asset is [illegible]e renewal profiles.

[illegible]isk management framework seek to move from a quarterly [illegible] process, to a more streamlined and consistent approach. The aim is to [illegible]ent is a part of what we do on a regular basis and ensure that we focus on the [illegible] the most attention.

[illegible]st vulnerable parts of our infrastructure to various hazards have been identified through [illegible] 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 $8 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 have 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.

Please see page xvi from the Long Term Plan Amendment 2018-2028 for the updated information.

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 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 and TCC have a joint 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, installation of water meters will significantly improve data and information on water usage patterns and influence 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 asset information however regular analysis is undertaken to identify opportunities for improvement.

One of the key changes is implementation of a new asset management system called AssetFinda. This will improve both the quality of the asset data and ability to use that data in asset management practices. The software provided in the new system will help to reduce corporate risk due to improved renewal forecasting, reporting processes and new features such as predictive modelling which hasn't been available previously. Data cleansing is under way as part of this process and it is anticipated that the system will be live by June 2018. An additional staff resource has been budgeted for to assist with 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 leisure, solid waste and community facility activities have limited information outside of the ten year period and require considerable improvement in planning beyond this timeframe. It is expected that AssetFinda will provide improved capability to do this and improve the quality of information for the 2021-2051 Infrastructure Strategy process.

All AMP's 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 it's "water" 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 and the additional investment made in this activity through the 2015-25 LTP.

Transportation

Condition measures suggest the road network is being managed to an appropriate but minimal level. Western Bay of Plenty District is part of a peer group of 22 networks. Measures show:

- Smooth travel exposure is around 88 – one of two at this level. Most are above 90.
- Condition index is 98 – There are 5 networks at or below this level.
- Pavement index is 94 – There are 4 networks at or below this level.

The NZTA network condition measures are average values based typically based on sample surveys. They are suitable for comparing overall network condition but not particularly sensitive in detecting changes in condition or when comparing one year with the next.

The joint performance based contract between Council and NZTA requires operational performance targets and levels of service to be met as these are contractual deliverables. This ensures that the maintenance contract is operating to the right standard and preserving the stock of 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 Councils customer levels of service are prepared and reported every year to both the contract management board and to the Council.

Recreation and Leisure

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. The 2016/17 Annual Report highlights an increasing trend in resident satisfaction from 2010 to 2017.

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. Strategy reviews and potential changes to levels of service will provide direction on this over the next three years.

CHAPTER THREE

03 Council activities

CHAPTER THREE

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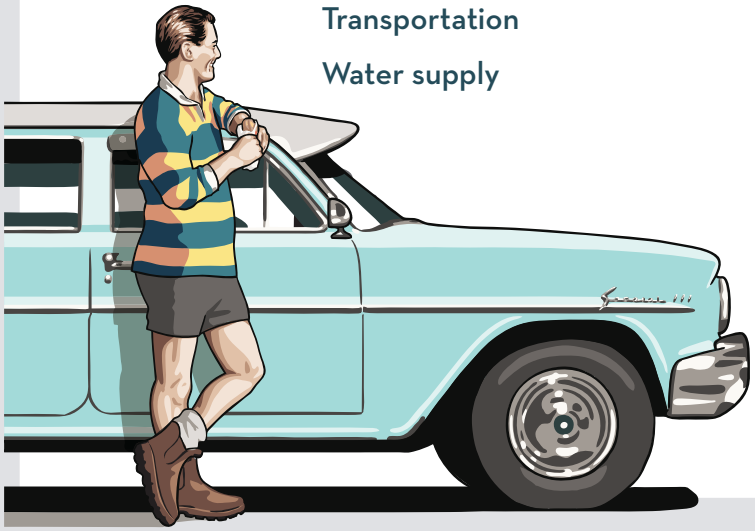


REPRESENTATION

REPRESENTATION

OVERVIEW

This Strategy has two areas of focus. It includes both 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, organising civic events such as citizenship ceremonies. The Strategy also includes the combined Partnership Forum and collaborative processes with other councils.

As our communities become increasingly diverse, the need for effective representation and participation in decision making becomes more important. The strategy 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 eleven councillors. We still have five community boards representing Omokoroa, Katikati, Waihi Beach, Te Puke and Maketu.

Council will review these arrangements through its representation review in 2018 and may need to update the strategy to reflect any changes that come through during this process.

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.

In the past we have had Te Kōmiti Māori and the Partnership Forums operating as governance forums involving iwi, hapū and Council. This triennium we have a single Partnership Forum, representing both Tauranga Moana (the Western part of the District) and one representing Te Arawa (the Eastern part of the District). The new model is intended to better enable whole of District representation at iwi and hapū level.

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 forms the basis of the work programme for the Partnership Forum.

Our region is unique in that it has already developed a number of initiatives to encourage a collaborative response to improve the well-being 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 Strategy includes:

- The leadership and direction provided to the organisation and wider community by the Mayor, councillors and community boards
- The advisory role provided by the Partnership Forum offering 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.

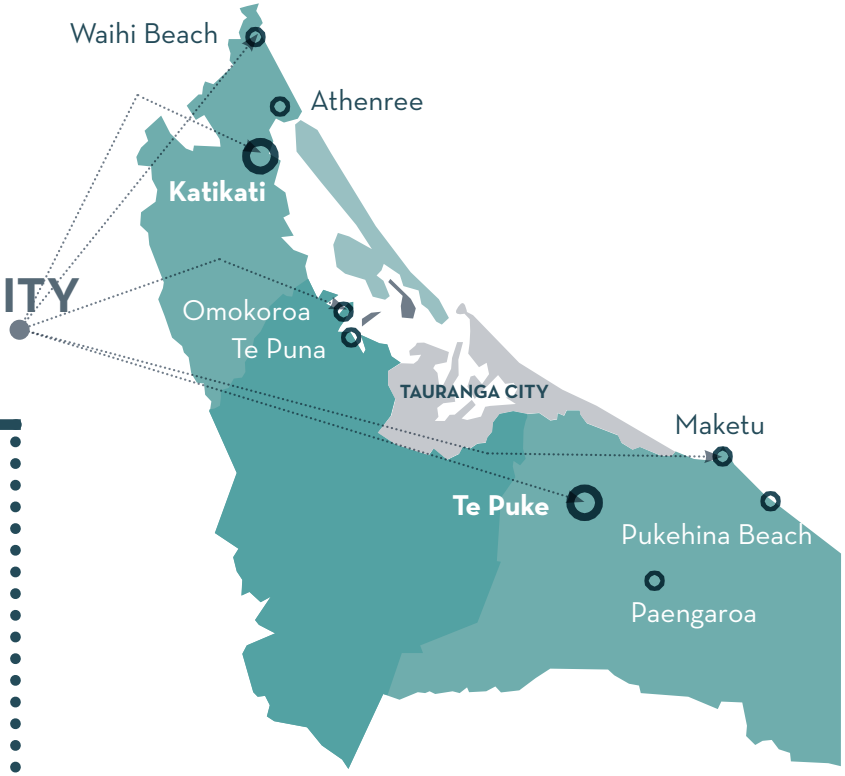
WHAT WE PROVIDE

REPRESENTATION IS PROVIDED BY:

1 MAYOR

5 COMMUNITY BOARDS

11 COUNCILLORS



1 PARTNERSHIP FORUM
Comprising iwi and hapū representatives

Participation in a range of
COMMUNITY ORGANISATIONS, BOARDS & CO-GOVERNANCE STRUCTURES
within the Western Bay of Plenty District

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

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

OUR GOALS

- 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
- Our financial management is prudent, effective and efficient.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
We have effective representation arrangements for our communities.	• Consider options relating to the future structure of this Council	Lead
	• Enable citizens to elect their representatives every three years.	Lead
We engage with our communities, listen well, lead effectively and make well informed decisions.	• Hold Council meetings in communities more often, where appropriate	Lead
	• Increase councillor presence in communities by increasing the number of councillor facilitated meetings	Lead
	• Increase councillor participation in community organisations, boards and co-governance structures	Lead
	• Provide opportunities for elected members to strengthen their leadership and governance skills.	Lead

GOAL	OUR APPROACH	OUR ROLE
We actively seek and consider the full range of residents views on our plans, policies and projects.	• Offer communities a wide range of opportunities to participate in our processes and decisions	Lead
	• Effectively communicate the ways that our communities can connect with us and participate in matters that affect them	Lead
	• Regularly engage with residents about upcoming decisions and communicate the outcomes of these decisions	Lead
	• Listen to and consider the range of views communicated to make better decisions	Lead
	• Better understand and improve the ways in which decisions are informed by the range of views communicated to us	Lead
	• 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.	Lead
We have strong relationships with Tangata Whenua and work together in a range of ways so that Tangata Whenua perspectives inform our decisions.	• Provide for the on-going involvement of Tangata Whenua in our decision-making	Partner
	• Strengthen relationships with iwi and hapū by identifying and supporting agreed projects that will better meet the needs of Tangata Whenua	Partner
	• Provide opportunities for elected members to increase their knowledge of the Treaty of Waitangi, tikanga Māori and te reo Māori.	Partner
Our strategic relationships at all levels are maintained and strengthened.	• Represent and advocate for our District at local, SmartGrowth, regional and central government committees, networks and forums.	Lead
Our financial management is prudent, effective and efficient.	• Exercise prudence at all times and ensure decisions are based on sound financial information	Lead
	• Develop and review financial policies to give effect to our strategic intent and to ensure legislative compliance	Lead
	• Develop and review revenue and financing policies in conjunction with strategy reviews.	Lead

WHAT WE ARE PLANNING TO DO

All information from 2020 – 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
236801	Representation Review - Triennially	-	-	-	43	44	-	-	-	-	61
250401	Triennial Elections	203	-	-	216	-	-	239	-	-	257
284801	Elected Members induction	130	-	-	138	-	-	154	-	-	165
296101	Recruitment of Chief Executive Officer	75	-	-	-	-	83	-	-	-	-
315901	Waihi Beach Community Board Grants	5	5	5	5	5	6	6	6	6	6
316001	Katikati Community Board Grants	8	8	8	9	9	9	9	9	10	10
316101	Omokoroa Community Board Grants	7	7	8	9	9	10	11	12	13	13
316201	Te Puke Community Board Grants	11	11	11	12	12	12	13	13	13	13
316301	Maketu Community Board Grants	5	5	5	5	5	6	6	6	6	6

*These community board grants are budgeted by the respective community boards and approved by Council.

HOW WE WILL TRACK PROGRESS TOWARDS OUR GOALS

OUTCOME Leaders are informed by the views of residents to make effective decisions which improve our communities and environment, now and for the future.

GOAL	WE'LL KNOW WE'RE MEETING OUR GOAL IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
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.** **Our financial management is prudent, effective and efficient.**	**Key Performance Measure**						
	Percentage achievement in the financial performance index (the index monitors Council's financial trends and level of compliance with 5 key treasury ratios. Target 100% is total compliance).	100%	100%	100%	100%	100%	100%
	Key Resident Measure						
	Level of satisfaction with representation provided by elected members:						
	• Community	61%	≥70%	≥70%	≥70%	≥70%	≥70%
	• Māori	62%	≥70%	≥70%	≥70%	≥70%	≥70%
	Supporting Measures						
	Percentage of eligible population that votes in Local Body Elections.	38.4%	No election	≥35%	No election	≥35%	≥35%
	Level of satisfaction with opportunities to participate in decision making.						
	• Community	56%	≥55%	≥55%	≥60%	≥60%	≥60%
	• Māori	46%	≥55%	≥55%	≥60%	≥60%	≥60%
	Percentage of residents satisfied that the decisions Council has made are in the best interests of the District.	New	≥60%	≥60%	≥60%	≥60%	≥60%
	Percentage movement in total rates income (excluding growth and inflation).	2.5%	≤4%	≤4%	≤4%	≤4%	≤4%

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

GOAL	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
Representation will be provided by: • 1 Mayor • 11 Councillors • 5 Community Boards. **NOTE: this is subject to the outcome of the 2018 Representation Review.**	**Number of meetings held per annum:**						
	• Council	10	≥6	≥8	≥8	≥8	≥8
	• Community.	6	≥6	≥8	≥8	≥8	≥8
	Tangata Whenua governance participation	1	≥2	≥2	≥2	≥2	≥2
	Percentage attendance of elected members (Councillors and Mayor) at Council and Committee meetings.	87.5%	≥80%	≥80%	≥80%	≥80%	≥80%
	Percentage attendance of Community Board members at Community Board meetings.	91.8%	≥80%	≥80%	≥80%	≥80%	≥80%
	Level of compliance with statutory timeframes in adopting Annual Plan / Long Term Plan and Annual Report.	100%	100%	100%	100%	100%	100%
Council will engage with communities about decisions that impact on their community.	Number of engagement opportunities with Elected Members held within the communities around the District.	New	≥4	≥4	≥4	≥4	≥4
Finances will be managed to comply with the limits identified in the Treasury Policy.	Interest expense on external debt as a percentage of rates revenue (Maximum identified in Treasury Policy is 25%).	13.0%	≤25%	≤25%	≤25%	≤25%	≤25%
	Liquidity ratio – this ratio monitors Council's ability to pay all current liabilities if they became due immediately.	130%	≥110%	≥110%	≥110%	≥110%	≥110%
	Percentage of net external debt to total revenue.	119%	≤180%	≤180%	≤180%	≤180%	≤180%
Council will be financially prudent in the management of rates levied.	The percentage of District Rates income not spent or committed at the end of the financial year.	(0.4%)	≤2%	≤2%	≤2%	≤2%	≤2%

KEY ASSUMPTIONS

	ASSUMPTION	RISK
Election cycle	Triennial elections are held; by-elections as required.	If many by-elections were needed operating expenditure would increase.
Representation review	Review of representation undertaken at least every six years, with the next review to be held in 2018.	If representation reviews were undertaken more frequently operating costs would increase.
Council committee and board structure	We have 8 committees, one Partnership Forum, 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: • SmartGrowth Implementation Committee • Joint Tauranga City Council/Western Bay of Plenty District Council Governance Committee • Joint Road Safety Committee • Regional Transport Committee • Bay of Plenty Civil Defence Emergency Management Group.	If some joint committees ceased there could be a reduced understanding by other councils and organisations of how we operate. Changes to the number of joint committees may impact on operating costs of governance support services.
Elected members' expenses and general remuneration	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.	Changes to elected members' expenses policy could result in higher or lower expense claims, increasing or decreasing operating costs.
Elected members' remuneration for Statutory Hearings	Remuneration for elected members' attendance at Statutory Hearings under the Resource Management Act 1991 is assumed at 20 days per year.	If more Statutory Hearings are required elected members' costs would increase but this would be partially met by the consent applications fees.
Legislative environment	The legislative environment governing Local Government, rating, public finance and resource management remains as it is presently.	If legislation significantly changes, processing times and operating expenses could increase as systems and policies may require change as a result.
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.

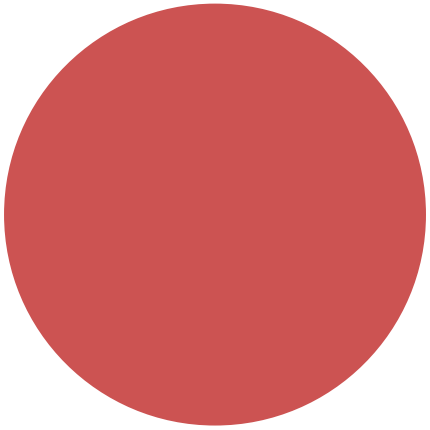
SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ 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.	✗ 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 time-consuming and the outcomes are not always tangible.	• 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.
Environmental	✓ Effective representation ensures our decision-making protects and improves the environment.	✗ None identified.	• Leadership and governance training for councillors.
Economic	✓ A strong local economy is a key part of a robust, attractive, sustainable community.	✗ Increased costs of providing more opportunities for the public to participate.	• Continually monitoring costs and endeavouring to balance the amount and type of engagement we undertake with the costs of engagement processes.
Cultural	✓ Provision for Tangata Whenua representation, for example through the Partnership Forums. ✓ Increased opportunities for co-governance and co-management of assets.	✗ 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.	• 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.

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for representation.

FUNDING SOURCES FOR REPRESENTATION 2018/19



Representation

100% Rate Income

PLANNING FOR THE FUTURE

PLANNING FOR THE FUTURE

OVERVIEW

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 well-being of our communities.

Our District is constantly changing and has experienced 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.

We need to plan for further demographic change in our District. Our population is aging and more people are living for longer. In light of these changes, we have developed our plans for the future with a particular focus on how to make our District accessible and safe for older people, and ensuring we provide appropriate social and recreational opportunities for all ages.

SmartGrowth anticipates that the District's population will increase by up to 25% by 2033. Approximately 86% of the population growth will be in the 65+ age group. This means that by 2033 more than one third of the District's population will be over 65 years of age. By 2033 the population is projected to be 57,546.

PLANNING FOR THE FUTURE

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, 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 and trends of our District, as well as 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
- Develop policies and bylaws to support the health, safety and general well-being of our communities
- Advocate for our communities, residents and District.

Going forward we will be taking better account of the effects of climate change in our planning. We have developed a Coastal Erosion Responses Policy in 2017 to enable consistent decision-making

when Council-owned land is affected by coastal erosion or subsidence. We will be looking to develop 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.

We have also been active in the housing space, developing our response to homelessness, seasonal workers, healthy housing (such as Project Wai Ora, and Healthy Whare project), housing affordability and pensioner housing. Along with our SmartGrowth Partners, we have commissioned a Housing Needs Assessment to better understand the key areas of need, in terms of location, affordability and housing typology. Responding to the recommendations of this assessment will be a focus over the next three years.

The National Policy Statement on Urban Development Capacity (NPS) placed new requirements on Council to ensure more land is ready for development. Council is undertaking structure plan processes in Katikati and Omokoroa, and in 2018 will initiate a settlement pattern review with our SmartGrowth partners. This will review the existing areas identified for residential, commercial and industrial development and assess the amount of land required to accommodate the projected population. It will also consider whether new areas will be required to accommodate growth. The NPS also resulted in Council reviewing structure plans in urban growth areas, such as Katikati and Omokoroa.

Our Planning for the Future Strategy includes policy and planning, resource management and infrastructure planning activities. These activities plan for the future guided by our sustainable development approach and the SmartGrowth Strategy. More particularly these activities help us to:

- Understand the characteristics and trends of our District as well as 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
- Develop policies and bylaws to support the health, safety and general well-being of our communities
- Advocate for our communities, residents and District.

SMARTGROWTH - AN OVERVIEW

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

At the last Census in 2013 the sub-region contained 3.7% of the nation's population with projections estimating a population of 222,453 by 2033 and 261,247 in 2063. Based on these figures the Western Bay of Plenty sub-region looks set to become the fourth most populated area in New Zealand. It is vital that we plan for and manage this population growth effectively.

SmartGrowth is a collaboration between Western Bay of Plenty District Council, Tauranga City Council, Bay of Plenty Regional Council, New Zealand 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 currently 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.

A comprehensive review of the SmartGrowth strategy in 2013 resulted in an updated strategy which places emphasis not only on growth management, but also on recognising the impacts of land-use on environmental, social, economic and cultural matters. It identifies six 'interest areas' including:

- Creating visionary, collaborative leadership, a strong partnership and provide effective advocacy
- Protecting and enhancing our distinctive natural environment
- Working in partnership with the community to make the western Bay of Plenty active, vibrant, connected, caring, healthy and safe
- Developing a thriving, growing, diverse and sustainable economy
- Realising economic and social opportunities for Tangata Whenua while protecting cultural identity
- All partners working from the same long term planning blueprint, which incorporates planning for land use, transport and other infrastructure in an efficient and affordable way.

Due to the growth of Tauranga City's population and the impending shortage of land for housing development, planning for Tauriko West is underway. It is anticipated that Western Bay will initiate a boundary alteration process to propose the transfer of this land to Tauranga City in 2018/19. This is because Tauranga City will provide the infrastructure to this area, and the area will effectively become a new suburb of Tauranga City. Altering the boundary would offer consistency with things such as the delivery of council services including roading, footpaths, reserves, water supply and wastewater, as well as governance including political representation and the setting of rates.

Alongside Tauranga City's implementation of the Compact City initiative agreed through SmartGrowth, we will be reviewing the medium density housing provisions in our District Plan, and exploring alternative housing such as multiple Tiny Houses.

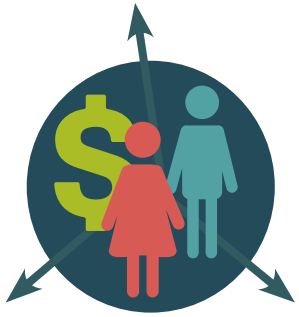
TE ARA MUA

Council will be working with the Partnership Forum 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 for the Partnership Forum to drive actions that address issues of significance.

WHAT WE PROVIDE

PLANNING FOR THE FUTURE INCLUDES:

POLICY & PLANNING



RESOURCE MANAGEMENT

INFRASTRUCTURE PLANNING ACTIVITIES

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

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

OUR GOAL

- 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.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
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.	**Our people and communities**	
	• Undertake our planning collaboratively to ensure people have a voice in matters that affect their lives	Lead
	• 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)	Lead
	• 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 well-being	Lead/Advocate
	• Build the capacity of Tangata Whenua to support the development of comprehensive Iwi and Hapū Management Plans	Facilitator
	• Improve capability and capacity to engage with and respond to Tangata Whenua.	Lead
	Resource management planning	
	• Ensure an Operative District Plan is in place and review it every 10 years.	Lead

	• Manage growth by implementing the SmartGrowth Strategy based on the following principles:
	  • 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. However, current low growth projections mean that rates will be the cost of development due to the impacts of the global economic downturn).
		Lead/Partner

GOAL	OUR APPROACH	OUR ROLE
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 (cont.)	**Strategic planning**	
	• Ensure a Long Term Plan is in place and review it every three years	Lead
	• Develop and review our strategies.	Lead
	Community planning	
	• Work with communities to develop and monitor Community Development Plans (environmental, social, economic, cultural and infrastructural) for each of our District's communities	Facilitator/Partner
	• Promote improvements in design and urban design quality in our District	Facilitator
	• Support crime prevention through environmental design plans	Lead/Facilitator
	• Plan to support town centre revitalisation	Lead
	• 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.	Lead/Advocate
	Infrastructure planning	
	• Undertake investigations and feasibility studies to provide information for decision-making on infrastructure projects.	Lead
	Policy and by-law development	
	• Develop policies and by-laws to support the health, safety and general wellbeing of communities	Lead
	• Review our bylaws and policies in accordance with legislative requirements.	Lead
	Monitoring and review	
	• Monitor, review and report progress towards community outcomes	Lead
	• Monitor trends and changes in legislation to determine the impact on our activities	Lead
	• Monitor the state of the environment and effectiveness of our District Plan	Lead
	• Monitor the impacts of growth and development on our District in accordance with District and sub-regional monitoring frameworks.	Lead/Partner
	Collaboration and advocacy	
	• Work with key stakeholders and other agencies to take a collaborative approach to planning for the future	Partner
	• Influence legislation and national policy	Advocate
	• Advocate for our communities, residents and District.	Advocate

WHAT WE ARE PLANNING TO DO

All information from 2020 – 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
151102	Reserve Management Plans - Te Puke/Maketu	-	-	-	21	-	-	-	-	-	-
151103	Reserve Management Plans - Katikati/Waihi Beach	20	-	-	-	-	-	-	-	-	24
151105	Reserve Management Plans - Kaimai	-	-	-	-	-	-	23	-	-	-
151107	Reserve Management Plans / Concept Plan Reviews	10	10	10	11	11	11	11	12	12	12
160801	Funding Review	25	-	-	-	-	-	-	-	-	-
175602	LTP Development and Adoption	-	102	104	-	109	111	-	117	119	-
175910	Policy Review & Development	10	10	10	11	11	11	11	12	12	12
287702	Solid Waste/Joint WMMP Action Plan Review	50	10	10	-	-	-	-	-	-	-
289102	Strategy Review	-	5	-	5	-	-	6	-	-	-
293002	Bylaw Review and Development	10	5	5	5	5	6	6	6	6	6
296301	Monitoring Reports - Annual Residents Survey	50	51	52	53	54	56	57	58	60	61
339201	s17A Review Pensioner Housing	30	-	-	-	-	-	-	-	-	-
343601	Omokoroa Point Project Coordination	20	20	21	-	-	-	-	-	-	-
346201	Te Ara Mua Implementation	20	20	21	21	22	22	23	23	24	24
346301	Climate Change Action Plan	20	-	-	-	-	-	-	-	-	-
346001	Community Hub Policy	10	-	-	-	-	-	-	-	-	-
252208	Smartgrowth Implement - Coordination Share	100	102	104	107	109	111	114	117	119	122
294208	Structure Plan Reviews	40	10	42	11	44	11	46	12	48	12
346401	Natural Hazards Collaborative Planning	50	51	-	-	-	-	-	-	-	-

HOW WE WILL TRACK PROGRESS TOWARDS OUR GOALS

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

GOAL	WE'LL KNOW WE'RE MEETING OUR GOAL IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
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 District Plan changes are developed or reviewed in accordance with Council approved programme.	New	100%	100%	100%	100%	100%
	Level of resident satisfaction with the impact of growth on: • 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%

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

GOAL	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
The District Plan is updated to meet the needs of our District.	State of the Environment reporting is completed on a five yearly basis.	New	Yes	Not required	Not required	Yes	Not required
	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.	New	≥10 years supply	≥10 years supply	≥10 years supply	≥10 years supply	≥10 years supply
We will work with communities to develop and review community development plans. These detailed plans set the vision for the community and actions required to achieve it.	The number of community plans developed or reviewed where Council has provided support to the community.	2	≥1	≥1	≥1	≥1	≥1

KEY ASSUMPTIONS

	ASSUMPTION	RISK
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.
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 published 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.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY

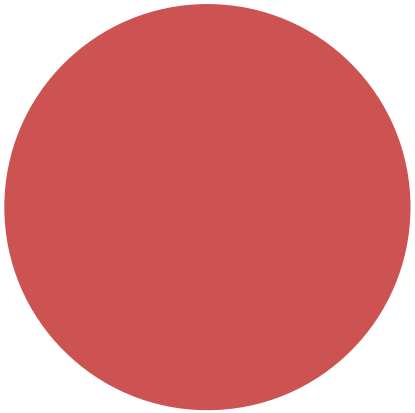
WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ Engaging communities in planning and policy development processes enables them to have a voice in matters that affect their lives. ✓ Community safety is enhanced by plans that adopt Crime Prevention through Environmental Design 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.	✗ 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.	• 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.
Environmental	✓ 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.	- Environment Court appeal processes are costly for all parties.	• Ensuring robust pre-consultation processes are undertaken to minimise the risk of appeal or challenge.

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Economic	✓ 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.	✗ 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.	• Ensuring robust pre-consultation processes are undertaken to minimise the risk of appeal or challenge.
Cultural	✓ 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.	✗ None identified.	

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for planning for the future.

FUNDING SOURCES FOR PLANNING FOR THE FUTURE 2018/19



Planning for the future

100% Rate Income

Leadership

Representation 111

Planning for the future 121

Building Communities

Communities strategy 134

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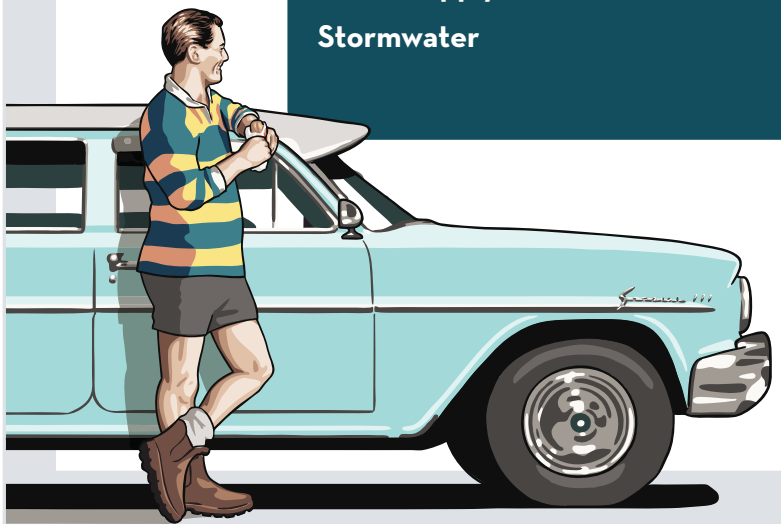


COMMUNITIES STRATEGY

COMMUNITIES STRATEGY

OVERVIEW

This strategy aims to ensure our communities are sustainable and resilient and that their residents feel included. Residents support and look out for each other, they influence decisions that affect them, they collaborate to achieve the collective good and they foster tolerance and acceptance of others.

Sustainable, connected and resilient communities need strong social and cultural infrastructure to be able to respond to challenges and changes in society.

Our Communities Strategy aims to ensure we have in place what is needed for individuals, families, groups and communities to meet their social needs, maximise their potential for development and enhance their well-being. These include community facilities, services and networks or social infrastructure. Not all social infrastructure in a community is provided by Council, but we make a significant contribution to community well-being in the following ways:

- Providing places to learn, meet and socialise, for example halls and libraries (see Libraries and Service Centres page 148 and Community Facilities page 155)
- Supporting communities through a range of community building activities (see the Community Building section page 138)
- Encouraging communities to be prepared and able to look after themselves in a civil defence emergency (see the Civil Defence and Emergency Management section page 164).

Good social infrastructure, such as libraries, community meeting places and parks, provides the spaces and facilities for people to meet others, enjoy recreation time and activities and learn. Libraries are important community facilities and their role in communities is changing from being solely about books and learning to a place to meet others, access community services and use information technology. The increasing importance of information communication technology is evidenced by the significant increase in the numbers of people (particularly young people and tourists) using our libraries as a result of the introduction of free wifi in 2012, which had more than 70,000 sessions in the 2016-2017 year.

Our Digital Enablement Plan is about increasing access to and capability to use digital technologies. We will continue our drive to support the installation of more Ultra Fast Broadband, rural broadband, and better mobile coverage. We will also continue our support for digital literacy and tech access programmes.

While there is a high level of use and satisfaction with our District's libraries, lack of space is becoming an increasing challenge as we try to balance the need for a wide range of books and resources with the changes in the way libraries are used. We will complete the construction of a new library and service centre in Katikati in 2018. See the Libraries and Service Centres section on page 148 for more information.

We help support a network of community halls (managed by various hall committees) and public cemeteries throughout our District, as well as a portfolio of housing for older people on low incomes. More information on these activities can be found in the Community Facilities section page 155.

The Civil Defence Emergency Management section page 165 describes our role and the approaches we take in ensuring communities and businesses are prepared and able to respond to a civil defence emergency.

The Community Building section on page 139 outlines how we work with communities, including how we support the delivery of community services and assist people to have their say on what they want for their community.

We will continue to provide the Community Matching Fund of $100,000 per year to support community organisations in undertaking recreation, cultural/social initiatives, with $40,000 of this fund dedicated to environmental projects, such as community landscaping and community planning. We also have a fund available for marae maintenance of about $33,000 per year, which was introduced in 2014.

This strategy will be substantively reviewed over the next three years.

HOW WE WILL TRACK PROGRESS TOWARDS OUR GOALS

OUTCOME	Public spaces and community facilities enable recreation, bring people together and create a sense of belonging, all of which is essential for healthy and vibrant communities.

GOAL	WE'LL KNOW WE'RE MEETING OUR GOAL IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
Communities are healthy and safe. **Communities are vibrant and diverse.** **Communities participate in the development of their futures.**	**Key Performance Measure** Percentage completion of the annual work programme as identified in the Community Strategy and action plan.	86%	≥90%	≥90%	≥90%	≥90%	≥90%
	Key Resident Measure Level of resident satisfaction with Community Services based on a two yearly survey. This includes community development, library services and cemeteries.	83%	≥80%	No survey	≥80%	≥80%	≥80%

COUNCIL'S ADDITIONAL ASSET REQUIREMENTS

COMMUNITIES

All information from 2020-2028 includes an annual adjustment for inflation.

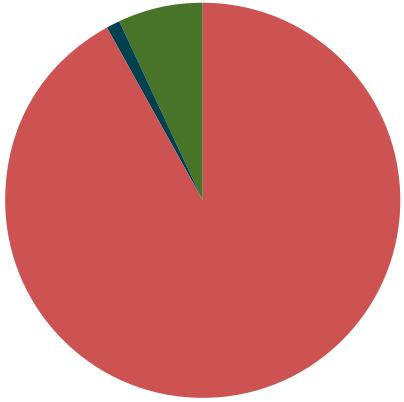
CAPITAL EXPENDITURE	$'000									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
To meet additional demand (capacity for future residents - growth)	169	79	916	96	67	76	362	415	457	6,298
To improve the level of service	-	-	-	37	-	-	-	-	48	-
To replace existing assets (renewals)	361	377	394	411	430	448	469	490	512	537
Total capital expenditure	**530**	**456**	**1,310**	**544**	**497**	**524**	**831**	**905**	**1,017**	**6,835**

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for the building community policies.

FUNDING SOURCES FOR COMMUNITIES 2018/19

Other income includes rental income, project contributions and book sale income.



Communities

- **92%** Rate Income
- **1%** User Fees
- **7%** Other

COMMUNITY BUILDING

COMMUNITY BUILDING

OVERVIEW

As part of the Communities Strategy, Community Building involves working with our communities and local organisations to provide community facilities, services and networks that help individuals, families, groups and communities. Our Community Team is fundamental to achieving this outcome.

By supporting the establishment of local community groups, for example neighbourhood support groups, environmental care groups and community patrols, we can help communities to help themselves. Supporting the involvement of people in communities produces leaders for the future.

We provide grant funding to a number of local organisations. Highlights in the 2016/17 year included $15,000 to support the on-going work of Tauranga Western Bay Safer Communities.

Our communities are constantly changing and our community building activities need to respond to these changes. Key drivers for our community building activities during the period of this Long Term Plan will be our ageing population, the importance of retaining and engaging our young people and the growing ethnic diversity of our communities.

This focus on building community capacity has also seen changes to how we undertake community development planning. Whereas in the past community planning was led by Council, there is now more of a focus on a partnership approach between Council and our communities. These activities have strong linkages with other Council strategies including governance and planning for the future.

We work with a wide range of agencies so our District can benefit from the resources, services and funding provided by central government agencies and regional organisations. For example, we work with the New Zealand Police, Ministry of Social Development and Tauranga Western Bay Safer Communities to achieve a safe place to 'live, work and play'.

We will also continue to review the value for money we receive from our service delivery contractors. Our current service delivery contracts include Citizen's Advice Bureau, Katikati Community Resource Centre along with Surf Lifesaving New Zealand, Sport Bay of Plenty, Tauranga Art Gallery and Creative Bay of Plenty.

We recognise and acknowledge the value of community volunteers and the contribution they make to building strong resilient and connected communities. Building the capability of local organisations to provide services to their community improves access to services for community members. In particular we develop the capability of those who govern community organisations and encourage the use of business strategies to help them identify sustainable funding sources so they are not solely reliant on the uncertainty of grant income.

Like most Districts there are areas of poverty. Council will investigate whether the way in which it provides services and distributes its facilities should take into account levels of deprivation and prosperity across the District. For example, should areas of high deprivation have more parks, recognising that residents are less like to have transport to access parks that are not within walking distance.

We will continue to support healthy homes through our Healthy Whare programme, and continue to connect several communities with limited water access through Project Wai Ora.

The role and impact of urban design and the quality of our built environment contribute to community identity and the overall safety of our town centres and residential areas. Equally important is the need to preserve our links with the past.

We encourage development that is guided by our Residential Development Guidelines and help preserve the richness of our cultural heritage through policies and rules in our District Plan, which is guided by the SmartGrowth Strategy and the sub-regional Cultural Heritage Strategy.

Public art can also be an effective way to reflect the history and identity of an area, and often provides economic benefits to a community. The importance of the arts to communities is reflected in our own Public Art Policy, which identifies our role and approach to the provision of public art.

Similarly the Sub-Regional Arts and Culture Strategy recognises that local community events contribute to community pride and provide support for local people to come together, which can also bring economic benefits.

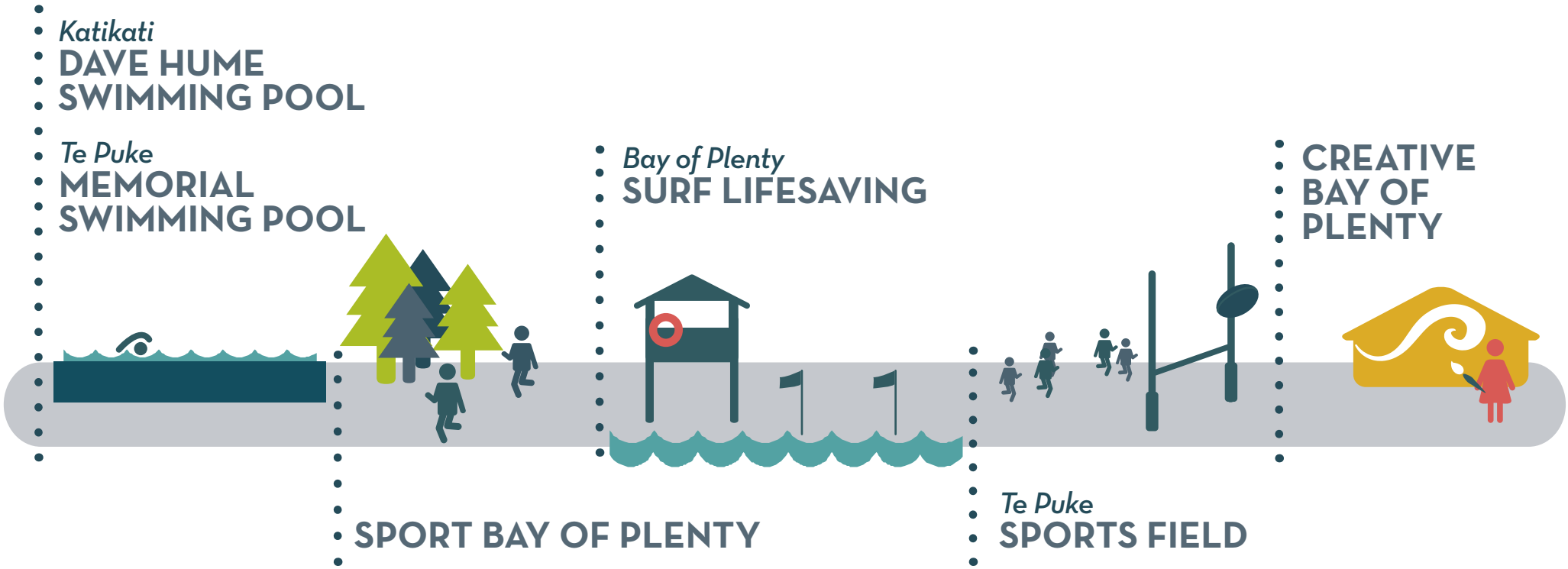
We recognise the importance of having meaningful and purposeful relationships with Tangata Whenua and focus on building the capability of local hapū and iwi to achieve their aspirations. This includes providing assistance to Tangata Whenua in the development of hapū and iwi management plans, supporting opportunities for the development of papakainga and more recently the establishment of a fund to contribute to the maintenance of marae across the District. Internally there is a focus on building our capability and capacity to work effectively with Tangata Whenua, by implementing the Te Ara Mua partnership framework, and continuing governance partnership through the Partnership Forum.

We provide grant funding to a number of local organisations. Highlights in the 2016/17 year included $15,000 to support the on-going work of Tauranga Western Bay Safer Communities, and an increase in annual funding for the Surf Life Saving New Zealand lifeguards in our District to $92,642.

We have made some changes to the way we distribute grants. The Community Matching Fund is a contestable pool of $100,000, of which $40,000 is available to environmental projects.

WHAT WE PROVIDE

SERVICE DELIVERY CONTRACTS



WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Social infrastructure (the community facilities, services and networks that help individuals, families, groups and communities) meets the diverse needs of communities; communities are strong and can influence their futures.

OUR GOALS

- Communities are healthy and safe
- Communities are vibrant and diverse
- Communities participate in the development of their futures.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
Communities are healthy and safe.	**Community health and safety**	
	• Implement the Community Safety Policy by:	
	• Assisting communities in community safety planning and the establishment of neighbourhood support groups and community patrols	Facilitator
	• Supporting local Safer Community Forum	Facilitator
	• Strengthening links with 'Tauranga Western Bay Safer Communities'.	Facilitator
	• Encourage development that results in a built environment that is safe and improves the health of residents	Partner
	• Support sports clubs and provide opportunities for community participation in sport and recreation	Lead
	• Secure professional lifeguard services for the main ocean beaches over the peak summer holiday period.	Lead
	Community support	
	• Provide support to communities by:	
	• Responding, as appropriate, to issues emerging within our communities	Research/monitoring
	• Advocating to Central Government and other relevant agencies for integrated and effective solutions to the health and safety needs of communities	Advocate
	• Working co-operatively with central government departments and relevant organisations to assist in the effective development and delivery of well co-ordinated services	Facilitator
	• Encouraging and supporting community organisations to use business strategies for generating income in the pursuit of social outcomes.	Facilitator

GOAL	OUR APPROACH	OUR ROLE
Communities are healthy and safe (cont.)	**Community support (cont.)**	
	• Advocating for and supporting community-based initiatives that promote local access to social services	Advocate
	• Ensuring that the way we interact with other agencies, for example through facilitation and advocacy achieves benefit for our communities	Lead
	• Advocating for initiatives that support and acknowledge the contributions of volunteers to the vitality of local communities	Advocate
	• Investigate the concept of equity and its implications for the provision of our services.	Lead
	Funding and financial relief	
	• Provide funding and limited financial relief by:	
	• Promoting and raising awareness of available external funding options	Facilitator
	• Supporting initiatives through service delivery contracts, where appropriate	Lead
	• Applying for external funding to support improved community well-being in our District	Lead/Partner
	• Promoting our 'Facilities in the Community Fund' (provided through the Recreation and Leisure Strategy)	Lead/Facilitator
	• Promoting our community funding opportunities	Lead/Facilitator
	• Providing limited financial relief from fees and rates for ratepayers experiencing extreme financial hardship.	Lead/Facilitator
Communities are vibrant and diverse.	**Community identity**	
	• Build the identity of communities in our District by:	
	• Identifying and protecting important cultural and heritage sites	Advocate/Facilitator/Partner
	• Supporting the co-ordination of festivals, sporting and cultural events that contribute to the local economy and reflect the diversity of the many groups within communities	Facilitator
	• Supporting initiatives that promote the local identity of town centres and rural areas in our District	Facilitator
	• Advocating for and facilitating the provision of sub-regional arts, cultural and heritage facilities	Advocate/Facilitator
	• Supporting community landscape plans undertaken by community groups which promote the development or protection of the identity of urban areas in our District	Facilitator
	• Encouraging the use of our Residential Development Guidelines so that development complements the natural and existing built environment and supports SmartGrowth principles	Lead
	• Supporting activities and initiatives run by and for young people to give them a sense of belonging and place within our communities and opportunities for skill development	Facilitator/Advocate
	• Funding specialist agencies to promote and provide access to the arts and culture across our District.	Lead/Partner

GOAL	OUR APPROACH	OUR ROLE
Communities are vibrant and diverse (cont.)	**Community identity (cont.)**	
	• Implementing our Public Art policy to:	
	• Encourage public art that complements the unique identity of a town centre, its natural environment and cultural heritage	Facilitator
	• Ensure that public art is well managed and maintained	Lead
	• Ensuring Council-owned facilities and reserves contribute to building a sense of local identity and reflect the diversity of communities.	Lead
Communities participate in the development of their futures.	**Community participation**	
	• Encourage community participation through:	
	• Supporting communities to 'own' their community plans	Lead
	• Supporting the fulfilment of community plan actions in collaboration with a range of other organisations	Facilitator
	• Encouraging local involvement in the delivery of services to communities in our District.	Facilitator
	Māori development	
	• Promoting and supporting opportunities for Māori to live, work and play on Māori land through the development of papakainga and, where appropriate, through partnerships, regulatory controls and limited financial relief and incentives	Advocate/Partner/Facilitator
	• Build the capacity of Tangata Whenua to support the development of comprehensive Iwi and Hapū Management Plans	Facilitator
	• Support Māori to contribute to our decision-making processes.	Facilitator
	Cultural diversity	
	• Work with migrants who live in our District and migrant support organisations to better understand and respond to their needs.	Facilitator

WHAT WE ARE PLANNING TO DO

All information from 2020 – 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
148804	Tauranga Orchestra Grant	1	1	1	1	1	1	1	1	1	1
148805	Katikati Open Air Art Grant (Murals)	8	8	8	9	9	9	9	9	10	10
148809	Community Grants - Te Puke/Maketu	20	20	21	21	22	22	23	23	24	24
148810	Community Grants - Waihi Beach/Katikati	20	20	21	21	22	22	23	23	24	24
148811	Community Grants - Kaimai	20	20	21	21	22	22	23	23	24	24
148812	Community Matching Fund - Accum Ecological Fund	40	41	42	43	43	44	45	47	48	49
148813	The Incubator Creative Hub	10	15	21	21	22	22	23	23	24	24
148814	BOP Coast Rowing Club	70	-	-	-	-	-	-	-	-	-
148901	Tauranga Citizens Advice Bureau Service Delivery Contract	18	20	23	23	24	24	25	26	26	27
149102	Sport BOP Community Service Delivery Contract	60	61	62	64	65	67	68	70	71	73
149202	BOP Surf Lifesaving- Service Delivery Contract	94	98	102	104	106	109	111	114	117	120
299901	Crime Prevention Projects	15	15	16	16	16	17	17	17	18	18
303901	Katikati Resource Centre Service Delivery Contract	29	30	30	31	32	32	33	34	35	36
315602	Bay of Plenty Local Authority Shared Services	40	41	42	43	43	44	45	47	48	49
326701	Tauranga Art Gallery Service Delivery Contract	34	35	36	36	37	38	39	40	41	42
336101	Museum facilities - Katikati	70	71	73	74	76	78	80	81	83	86
340901	Tauranga Western Bay Safer Communities	30	31	31	32	33	33	34	35	36	37
341001	Healthy Whare Project	40	41	42	43	43	44	45	47	48	49
341002	Implementation of the Housing Needs Assessment	20	20	21	21	-	-	-	-	-	-
342701	BOP Film Trust	18	19	-	-	-	-	-	-	-	-
345501	Welcoming Communities Contract	10	31	31	32	33	33	34	35	36	37
345502	Migrant Support Grant	15	15	16	16	16	17	17	17	18	18
345503	Multi-Cultural Tauranga	10	10	-	-	-	-	-	-	-	-

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
149001	Community Services contract - Creative Bay of Plenty	100	102	104	106	109	111	114	116	119	122
300301	Cultural Development / Wellbeing	15	15	16	16	16	17	17	17	18	18
323201	Papakainga Development	55	56	57	59	60	61	63	64	66	67
331001	Mana Whatkahono a Rohe/HIMPs/Supporting Iwi and Hāpu Management	50	51	52	53	54	56	57	58	60	61
334801	Marae Sustainability Initiatives	50	51	52	53	54	56	57	58	60	61
334802	Marae Toolkit	25	26	-	-	-	-	-	-	-	-

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

GOAL	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
Develop and deliver a coordinated Community Safety Programme in accordance with the Community Safety Policy.	Number of Community Safety initiatives supported by Council.	New	≥2	≥2	≥2	≥2	≥2
We will actively build capability in community organisations.	Number of capability building workshops held.	4	≥2	≥2	≥2	≥2	≥2
We will engage with Tangata Whenua.	Number of engagement initiatives with Tangata Whenua.	31	≥4	≥4	≥4	≥4	≥4
	Number of new or reviewed iwi/hapū management plans received.	3	≥2	≥2	≥2	≥2	≥2

KEY ASSUMPTIONS

	ASSUMPTION	RISK
Treaty of Waitangi settlements	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.	Council may need to change the way we work with iwi and hapū, for example providing for co-governance of assets.
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

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ Activities are targeted at improving the well-being of communities in our District. ✓ Community building activities encourage people to be involved in their community. ✓ Community organisations are supported. ✓ Improves safety in communities.	✗ Time consuming nature of building relationships. ✗ Difficulties in engaging with some groups in the community.	• Effective use of technology and emerging tools to engage with our communities.
Environmental	✓ Encourage the establishment and support of local environmental care groups to rehabilitate and protect the environment.	✗ None identified.	
Economic	✓ The arts and events can encourage entrepreneurs and businesses to our District.	✗ While Council is supportive of community events there is only a minimal budget to support the running of events.	• Building the capability of local not-for-profit organisations. • Providing mentoring service from Events Net.
Cultural	✓ Protects cultural heritage.	✗ Reluctance of some Māori to share their cultural heritage information with us may make it difficult to protect. ✗ Landowners may not be aware or wish to protect cultural heritage sites on private land.	• Effect a District Plan Change to include cultural heritage sites in the Plan.

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for community building.

LIBRARIES AND SERVICE CENTRES

LIBRARIES AND SERVICE CENTRES

OVERVIEW

Our libraries fulfil an important community function by providing equitable access to technology, space and library services and enable people to meet, learn and be inspired. Libraries have been described as well-insulated public squares or 'community anchors' demonstrating their value as important community assets. Libraries provide digital access to heritage collections facilitating an important community connection to the history of our District.

The fundamental principles and core role of libraries have remained constant over time but the way libraries deliver services in order to meet the needs of communities has changed. Our library spaces still house and provide physical and unique materials, but the main reasons for library visits are changing to seeking experience, creativity, face-to-face connectedness, guidance and expertise. How I-Libraries provide multi-channel access to collections and services and are a conduit to government services and information. For those with connectivity issues at home, technology is available in the library.

We have four libraries, located in Katikati, Omokoroa, Te Puke and Waihi Beach. At the request of the community we also collect rates for the provision of a community library in Te Puna.

In the Western Bay of Plenty District our libraries include Council service centres, providing a 'one stop shop' for information. To ensure information about community services is accessible we also contribute funding to the Tauranga Citizens' Advice Bureau and the Katikati Community Resource Centre. The Katikati Community Resource Centre offers information, services and support to the community in the areas of health, education and well-being through an information and advisory service, adult and community education, school holiday, after-school and youth programmes. A wide range of health professionals, social service providers and community support groups use the Centre regularly. The Centre also advocates for community health and wellbeing needs and services within the community, while the Tauranga Citizens' Advice Bureau provides help and information on a wide range of issues.

Feedback from the public shows a high level of satisfaction with their library service although 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. Libraries in our District are substantially smaller by comparison to libraries in other, similar sized districts in New Zealand and by comparison to national standards. We face a significant challenge in determining how to provide modern library buildings and resources that reflect the changing needs of our communities and the new approach to public library service delivery, within a financially constrained environment. We are currently constructing a new library, service centre and community hub facility in Katikati which will open in mid 2018. It will provide increased space allowing for community meetings, displays and gatherings, library events and programmes, and access to technology and associated training programmes.

WHAT WE PROVIDE

ONE
HEAD OFFICE
with service centre

FOUR
LIBRARIES
and service centres

82,826 ITEMS HELD IN THE FOUR LIBRARIES

238,805
LIBRARY ITEMS ISSUED
during 1 July 2016 - 30 June 2017

373 EVENTS ATTENDED BY
5,269
PEOPLE
from 1 July 2016 - 30 June 2017 at our school holiday, weekly programmes, interactive school programmes.

Funding to support
KATIKATI RESOURCE CENTRE AND TAURANGA CITIZENS' ADVICE BUREAU

SCHOOL HOLIDAY EVENTS, WEEKLY PROGRAMMES, INTERACTIVE SCHOOL PROGRAMMES

71,984
FREE WIFI

LOCAL HISTORY ARCHIVES

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Social infrastructure (the community facilities, services and networks that help individuals, families, groups and communities) meets the diverse needs of communities; communities are strong and can influence their futures.

OUR GOAL

- Communities are vibrant and diverse.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
Communities are vibrant and diverse.	**Libraries** • We will continue to own and operate District libraries offering a wide range of books, materials, technology and services to: • Provide a safe place for relaxing, learning and recreation • Provide a place for social interaction and participation in community life • Promote access to information and communication technology • Improve access to library materials by rural residents • Build community participation and support community development • Support heritage preservation that builds a sense of belonging to the area • Support lifelong learning and literacy • Contribute to the economic development of the area.	Lead
	Service centres • Provide customers with a friendly environment which offers accurate, user-friendly information and responds to requests for our services in a timely and cost effective way.	Lead
	Information about community services and events • Contribute funding to organisations that provide advice and information to residents about community services and events.	Partner

WHAT WE ARE PLANNING TO DO

All information from 2020 – 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
318401	Reconfiguring the public reception area Barkes Corner	-	-	-	37	-	-	-	-	48	-
332101	Waihi Beach Library Build	-	-	834	-	-	-	-	-	-	-
248801	Hastie Bequest Grant	12	12	13	13	13	13	14	14	14	15
332301	Te Puke Library Build	-	-	-	-	-	-	-	-	-	6,164
175202	Te Puna Community Library	11	11	11	12	12	12	13	13	13	13
282103	District Library Book Purchases - Renewals	299	313	329	345	362	379	398	418	438	461
282105	District Library Book Purchases New	49	49	51	54	56	59	62	66	69	73
318501	Radio Frequency Identification Technology for the District Libraries	30	-	-	43	-	-	45	-	-	61
330902	APNK (Aotearoa Peoples Network Kaharoa) - Operational Expenditure	21	22	23	24	25	27	27	29	30	31

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

GOAL	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
Library services will be maintained at Katikati, Omokoroa, Te Puke and Waihi Beach.	Number of library items available per person.	2.19	1.6	1.6	1.6	1.6	1.6
	Library space (m^2) available per 1,000 residents.	20m^2	32m^2	32m^2	32m^2	32m^2	32m^2
	Number of physical visits per annum.	305,035	≥310,000	≥310,000	≥310,000	≥315,000	≥315,000
	Number of free Wi-Fi users.	New	25,000	25,000	25,000	25,000	25,000
	Number of events and programmes facilitated by Council library services.	New	≥400	≥400	≥400	≥400	≥400
We will be responsive to customers requests for service.	Percentage of service requests resolved within specified timeframe.	94.8%	≥95%	≥95%	≥95%	≥95%	≥95%
	Percentage of customers surveyed where service requests were not actioned.	New	≤5%	≤5%	≤5%	≤5%	≤5%
	Percentage customer satisfaction with service provided by frontline staff based on two-yearly survey.	No survey	No survey	≥90%	No survey	≥90%	≥90%

KEY ASSUMPTIONS

	ASSUMPTION	RISK
E-Govt strategy and broadband take-up	Aotearoa Peoples 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. 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. 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.	If the programme were to be 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.
Library asset renewals	8% 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.	Levels of service will not be reached if books are not replaced at the assumed level.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ 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.	✗ None identified.	• Effectively utilising existing space to support the range of needs of library users.
Environmental	✓ Raises awareness of environmental issues through displays. ✓ Allows access to knowledge about environmental issues. ✓ Library buildings can be showcases for sustainability and eco-design.	✗ None identified.	• Planning for new libraries incorporates sustainability and eco-design features.

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Economic	✓ Improves the standard of the workforce by enabling 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.	✗ Allocation of rates funding to this activity leaves less funding available for other Council services.	• Planning for new libraries will include consideration of information communications technology.
Cultural	✓ 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.	✗ Having insufficient resources and knowledge to effectively cater to and reflect the range of cultures in our communities.	• Cultural diversity training for staff. • Seeking knowledge and expertise from those in our communities from across all cultures.

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for libraries and service centres.

COMMUNITY FACILITIES

COMMUNITY FACILITIES

OVERVIEW

As part of the Communities Strategy, Community Facilities involves the provision of public spaces and community facilities. The strategy enables recreation, brings people together and creates a sense of belonging, all of which is essential for healthy and vibrant communities.

We are a key provider of indoor and outdoor community facilities, for example libraries, parks, playgrounds and halls. The Community Facilities activity includes community meeting places, housing for older people and cemeteries. See our Recreation and Leisure Strategy page 171 and the Libraries section page 135 of our Communities Strategy for information on our other community facilities and public spaces.

Māori, who represent approximately 17% of our District's population, tend to use their own community meeting places (marae) while also paying rates for the provision of our halls. For our Māori communities marae fulfil the same function as community halls. The marae is the turangawaewae and is the basis for traditional Māori community life. In some cases marae are used by the general public or in the event of a civil defence emergency.

In recognition that the use of marae by Māori reduces the demand on halls, we've created a fund to support the maintenance of marae that belong to iwi and hapū with land interests within Council boundaries.

COMMUNITY MEETING PLACES

The importance of community halls is reflected in local community ownership of 18 halls across our District. We provide the land for 15 of these halls and collect rates on behalf of the various hall committees for maintenance and capital development requirements. A wide range of activities and events is held in halls which support recreation, learning and social interaction within our communities.

As a result of the construction of a roundabout in Te Puna, the Te Puna War Memorial Hall is to be rebuilt in another location. The hall committee and the community wish to build a new facility, rather than relocate the former one. We are currently working with the hall committee and the community to determine the types of activities a new facility would need to accommodate, the design of the facility and the new location for the hall.

HOUSING FOR OLDER PEOPLE

Local authorities have had a long standing role in providing housing for older people which enables those on low incomes to live in a safe, secure and well-maintained environment.

There has been a lot of discussion in recent years about whether Council should be in the business of providing housing for older people. Feedback from our communities signalled support for Council's ongoing involvement and we will continue to provide housing for older people while it remains a self-funding activity. However, we will investigate the implications of recent changes to legislation which excludes local government from subsidy funding arrangements.

Our District is seeing increasing numbers of older people living longer. At the same time, and largely as a consequence of population growth, there has been a decline in the affordability of housing across our District. As a result we are likely to see an increased demand for housing for older people on low incomes.

The challenges and opportunities that an ageing population present are being increasingly considered in planning for a sustainable future and we are actively considering ways to improve housing affordability (e.g. removing barriers to development/fast tracking development applications).

CEMETERIES

Cemeteries provide families, friends and visitors a place to remember their loved ones. We are legally required to provide cemeteries to ensure the burial and cremation 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. o risks to public health are anticipated from our cemetery operations.

Our ageing population is a key driver in our planning for the future provision of cemeteries. As well as this the cultural diversity of our District's residents is changing, so there may be different burial and cremation needs which may require consideration in the future.

WHAT WE PROVIDE

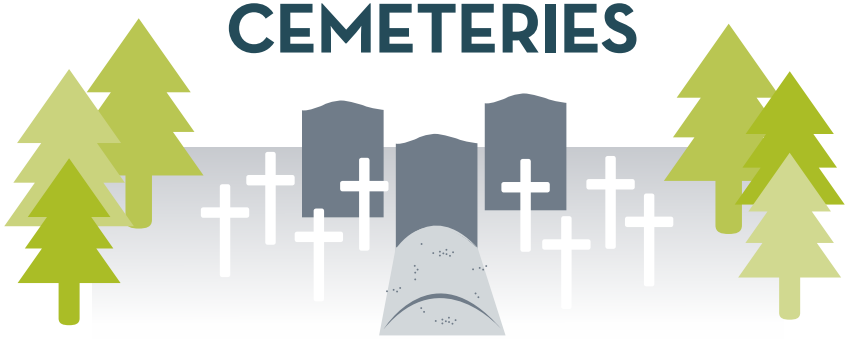
HOUSING FOR OLDER PEOPLE

34 UNITS in Te Puke

17 UNITS in Katikati

19 UNITS in Waihi Beach

CEMETERIES



KATIKATI Cemetery

MAKETU Cemetery

OROPI Cemetery

TE PUKE Cemetery
(and old Te Puke Cemetery where further plots are unavailable)

HELP SUPPORT COMMUNITY HALLS

KAIMAI HALL
KATIKATI WAR MEMORIAL HALL
OHAUITI HALL OMANAWA HALL
OMOKOROA SETTLERS HALL
OROPI HALL
PAHOIA COMMUNITY HALL
PAENGAROA HALL
PUKEHINA BEACH COMMUNITY CENTRE
PYES PA HALL
TE PUKE WAR MEMORIAL HALL
& Settlers Lounge & Pioneer Room
TE PUNA COMMUNITY CENTRE
TE PUNA WAR MEMORIAL HALL
TE RANGA HALL
WAIHI BEACH COMMUNITY CENTRE
WHAKAMARAMA HALL

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Social infrastructure (the community facilities, services and networks that help individuals, families, groups and communities) meets the diverse needs of communities; communities are strong and can influence their futures.

OUR GOALS

- Communities are healthy and safe
- Communities are vibrant and diverse.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
Communities are healthy and safe.	• Continue to own and maintain cemeteries at Katikati, Oropi, Te Puke (2) and Maketu	Lead
	• Retain ownership, maintenance and management of housing for older people across our District, while it continues to be self-funding and investigate the implications of recent changes in social housing legislation	Lead
	• Maintain partnerships with hall committees to provide community meeting places across our District	Partner
	• Work with hall committees to build their capacity in promoting the use of halls	Advocate
	• Encourage local schools to provide community meeting places, particularly in rural communities.	Advocate

WHAT WE ARE PLANNING TO DO

All information from 2020 – 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
280001	Pensioner Housing Capital Requirements	50	51	52	53	54	56	57	58	60	61
264315	Cemetery Land Purchase & Development - West	-	-	-	-	-	-	227	349	358	-
264316	Katikati Cemetery Berms	40	-	16	-	-	17	-	-	18	-
264402	Te Puke Cemetery Berms	-	-	16	-	-	-	17	-	-	-
299502	Oropi Cemetery Berms & Roadway	-	9	-	-	-	-	10	-	-	-
299602	Maketu Cemetery Berms & Rock Wall	50	20	-	-	11	-	-	-	12	-
280801	Katikati Hall Improvements	29	23	6	13	11	6	26	8	8	9
280803	Ohauiti Hall Improvements	16	13	1	8	9	1	4	33	33	34
280804	Omanawa Hall Improvements	15	5	4	3	2	4	3	2	2	2

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
280805	Omokoroa Hall Improvements	2	2	2	2	3	3	3	3	3	3
280806	Oropi Hall Improvements	-	15	0	8	8	10	9	9	10	10
280809	Paengaroa Hall Improvements	31	7	4	18	13	16	40	5	5	6
280810	Pyes Pa Hall Improvements	5	4	6	1	6	3	14	2	2	2
280811	Te Puke Hall Improvements	35	39	40	41	42	43	44	45	46	47
280812	Te Puna Community Centre Hall Improvements	30	19	15	20	23	12	6	3	3	3
280813	Te Puna War Memorial Hall Improvements	-	-	8	7	13	6	1	9	10	10
280815	Waihi Beach Community Hall improvements	26	19	14	14	11	17	24	12	12	12
280816	Kaimai Hall improvements	5	2	1	6	1	4	18	2	2	2
280819	Pukehina Beach Community Centre Improvements	5	13	5	6	7	6	17	9	7	7
280820	Te Ranga Hall Improvements	6	2	3	3	4	3	3	9	8	9
280822	Whakamarama Hall Improvements	10	10	10	11	11	11	11	12	12	12
280830	Te Puke Hall Improvements Loan	75	-	-	-	-	-	-	-	-	-

All information from 2020 - 2028 includes an adjustment for inflation.

COMMUNITY HALLS PLANNED CAPITAL WORKS PROGRAMMES 2018/19 (FIRST YEAR OF THIS TEN YEAR PLAN)

Please note: hall committees ask us to help them fund capital projects and major maintenance works on the halls. We levy a uniform targeted rate over the defined areas of benefit to help the hall committees fund their work programmes. Hall area of benefit maps are available on our website www.westernbay.govt.nz.

COMMUNITY HALL	CHARGE PER PROPERTY IN AREA OF BENEFIT	2017/18 ANNUAL PLAN	PROPOSED 2018/19 (FIRST YEAR)	WORK PROGRAMME
	NO. RATEPAYER	$	$	
Kaimai Hall	407	5.24	13.03	Maintenance and insurance costs.
Katikati War Memorial Hall	4,407	7.00	7.00	Fixed charge.
Ohauiti Hall	267	16.17	59.21	Capital and maintenance works required.
Omanawa Hall	423	9.29	36.17	Capital and maintenance works required.
Omokoroa Settlers Hall	1,871	1.35	1.35	Fixed charge of $1.35 as requested by Hall board.
Oropi War Memorial Hall	553	45.86	45.11	Loan repayment only for 2019.
Paengaroa Hall	677	17.05	45.99	Capital and maintenance works required.
Pukehina Beach Community Centre	817	3.16	5.62	Maintenance and insurance costs.
Pyes Pa Hall	533	4.23	8.71	Insurance costs included.
Te Puna Community Centre Hall	1,390	2.09	22.21	Capital and maintenance works required.
Te Puna War Memorial Hall	1,390	-	-	Replacement Hall Project underway.
Te Puke War Memorial and Settlers Hall	3,954	27.46	28.80	Insurance costs included.
Te Ranga Hall	140	14.78	42.84	Insurance costs included.
Waihi Beach Community Hall	3,019	2.64	10.00	Capital and insurance cost. Fixed charge.
Whakamarama Hall	499	12.95	20.00	Fixed charge of $20.00 as requested by Hall board.
Otamarakau Settlers Hall	These halls are not located on Council-owned land and we do not collect rates on behalf of these hall committees.			
Pongakawa Hall				

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

GOAL	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
We will provide cemeteries at Katikati, Maketu, Oropi and Te Puke (excludes old Te Puke cemetery as there are no further plots available).	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
Partnerships with hall committees will be maintained.	Number of partnership agreements in place with existing hall committees.	15	≥14	≥14	≥14	≥14	≥14
	Minimum number of notifications (per year) each hall committee will receive regarding annual budget and policy changes.	2	2	2	2	2	2
We will provide and maintain 70 pensioner units in Katikati, Te Puke and Waihi Beach.	Percentage of service requests actioned within agreed timeframes.	94%	≥90%	≥90%	≥90%	≥90%	≥90%
	Annual housing occupancy rate of all available units.	100%	100%	100%	100%	100%	100%
	Percentage of pensioner housing annual inspections completed.	100%	100%	100%	100%	100%	100%

KEY ASSUMPTIONS

	ASSUMPTION	RISK
Cemeteries service demand	The projected demand for our cemeteries is estimated as follows: • 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 double in our District from 9,000 in 2013 to 18,800 in 2033. This will increase the proportion of residents aged over 65 from 20% to 33% over the same time period. This may increase the demand for affordable housing for older people and increased cemetery usage. Young people aged 15-29 years old are substantially under-represented in our District and account for just 14% of the population compared with 20% nationally.	The increasing demand for community facilities for older people cannot be absorbed by existing community infrastructure. Lack of suitable community facilities for young people.
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 may change.	Depending on the nature of the change, we may need to review our Housing for Older People policy.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY - COMMUNITY MEETING PLACES

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ Halls and marae provide an important public space for social interaction, recreation and learning.	✗ 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.	• Work with hall committees to assist them in promoting the use of halls.
Environmental	✓ Provides a venue for learning about environmental sustainability.	✗ Many halls do not feature all of the sustainable initiatives (e.g. solar panels) that are available.	• Consideration is given to environmental sustainability as halls are replaced or renovated.
Economic	✓ Provides a cost effective venue for events and recreation activities.	✗ Difficulty in raising funds and encouraging the use of halls to support ongoing maintenance and capital development costs.	• Collection of rates on behalf of hall committees to support the capital development and maintenance of halls.
Cultural	✓ Provides venues for cultural and art events.	✗ May not provide appropriate facilities for certain types of cultural and art events.	• 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.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY - HOUSING FOR OLDER PEOPLE

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ Our housing units provide safe, secure and affordable housing for older people. ✓ The grouping of the units encourages social networks to reduce isolation. ✓ Housing in the community supports 'aging in place'.	✗ Potential for increased demand due to the increasing proportion of older residents requiring affordable housing.	• To date there has not been a large waiting list, indicating the units are meeting demand. • Liaison with social housing providers and Housing New Zealand Corporation could occur in the future if demand increases.
Environmental	✓ Insulation in pensioner housing units to reduce health requirements and improve the wellbeing of occupants.	✗ Inability to adequately maintain units could place occupants' health at risk. ✗ The pensioner housing units do not feature all of the sustainable initiatives e.g. solar panels that are available.	• As sustainability initiatives become more affordable Council would be in a better position to investigate the use of sustainability features for pensioner housing units.

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Economic	✓ Housing is affordable to low income older residents. ✓ Provision of housing is self-funding not requiring ratepayer funding.	✗ Council will not be able to meet the demand for housing.	• Liaison with social housing providers and Housing New Zealand Corporation should existing funding arrangements change.
Cultural	✓ Many of the units are located in areas where residents are able to access cultural and art events.	✗ Occupancy does not reflect the ethnic make-up of our District's population.	• Ensure Māori and people from other cultures are aware of the availability of housing for older people.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY - CEMETERIES

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ Meets community needs for cemeteries.	✗ 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.	• Consideration of the cultural diversity of the population when reviewing cemetery capacity. • Projected population ageing figures are considered in the planning of cemeteries.
Environmental	✓ Relevant legislative and industry health and safety standards are complied with.	✗ Do not offer natural burials. ✗ Potential health effects. ✗ Potential air discharges. ✗ Potential groundwater contamination if monitoring inaccurate.	• We adhere to the legal, health and safety requirements to minimise the environmental impact of cemeteries.
Economic	✓ Primarily funded by those requiring the service.	✗ There may be some people or their families who struggle to pay to use the cemetery.	• While the majority of cost is funded by the users of the service we contribute some funding to public cemeteries.
Cultural	✓ Preservation of history.	✗ Inability to meet some very specific cultural requirements may lead to customer dissatisfaction.	• Social infrastructure planning guidelines require consideration of cultural diversity when planning for cemeteries.

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for community facilities.

CIVIL DEFENCE AND EMERGENCY MANAGEMENT

CIVIL DEFENCE AND EMERGENCY MANAGEMENT

OVERVIEW

This strategy aims to build resilience within communities so they know their risks and can work to reduce them. As a result, communities can cope with, move forward, and learn from emergencies when they occur.

It is vital that the community and Council are prepared to respond to, effectively manage and recover in emergency situations. While it is a legal requirement for us to provide Civil Defence and Emergency Management it is also a community expectation that these services will be provided across our District.

Our approach to civil defence and emergency management covers all aspects of the '4R' approach:

- **Reduction** – identifying the hazards and taking appropriate steps to reduce and manage the risks associated with those hazards
- **Readiness** – the community, businesses and the Council being prepared to respond to an emergency event which could occur at any time
- **Response** – responding at short notice to an emergency to minimise the impacts on our community
- **Recovery** – the efforts of the Council, the community and Central Government are co-ordinated to address the immediate, medium and long term recovery of a community following disaster.

All Councils in the region including Western Bay are a member of the Bay of Plenty Civil Defence Emergency Management Group. The Bay of Plenty Civil Defence Emergency Group establishes and maintains arrangements that ensure coordination and communication happens, and that support is available when it's needed. Ultimately, the work of the Group supports communities to be more resilient to the impacts of emergencies.

Some Civil Defence Emergency Management activities are delivered for the Council by Emergency Management Bay of Plenty (EMBOP), a shared service between the councils in the region which Council contributes funding to (EMBOP). Council also provides and operates an Emergency Operations Centre for the Western Zone to manage emergencies, as a shared service with Tauranga City Council.

Council and EMBOP provide emergency management services including:

- Providing staff for the emergency operations centre
- Developing and implementing Civil Defence Emergency Management plans, procedures and guidelines
- Ensuring operational readiness to respond to and recover from civil defence emergencies
- Promoting emergency preparedness through education programmes and raising public awareness
- Hazards management to build community resilience
- Resilience planning in infrastructure assets
- Member of the Bay of Plenty Lifelines Group
- Strategic recovery planning
- Engaging the community for preparedness planning
- Community education
- Practice and preparation (staff training)
- Building a strong relationship with community and lifelines (such as fire, police, healthcare, telecommunications, power, transport etc).

WHAT WE PROVIDE

RESILIENCE PLANNING

COUNCIL STAFF
trained to respond

EDUCATION

EMERGENCY OPERATIONS CENTRE

COMMUNICATIONS SUPPORT

BAY OF PLENTY CIVIL DEFENCE AND EMERGENCY MANAGEMENT GROUP *and Plan*

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Social infrastructure (the community facilities, services and networks that help individuals, families, groups and communities) meets the diverse needs of communities; communities are strong and can influence their futures.

OUR GOAL

- Communities are healthy and safe.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
Communities are healthy and safe.	**Emergency management** • Ensure that threats to life and property in emergency situations are effectively managed, in accordance with legislative requirements.	Partner
	Emergency first response • Support volunteer groups in their emergency first response work through the provision of grants, service delivery contracts and advocacy as appropriate. This will include securing professional lifeguard services for the main ocean beaches over the peak summer holiday period.	Partner/Advocate

WHAT WE ARE PLANNING TO DO

All information from 2020 – 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
156302	Lifeline Facilities Study	10	10	10	11	11	11	11	12	12	12
316401	Annual Contribution to Regional Council for the Emergency Management Group Operation	60	61	63	64	65	67	68	70	72	73
323301	Council Grant - Rural Fire	15	-	-	-	-	-	-	-	-	-

HOW OUR PLANS HAVE CHANGED

The timing and costs of some of our projects have been updated since we adopted our 2015 - 2025 Long Term Plan (LTP).

To see how our plans have changed click here for the complete list of the projects/programmes that have been revised or alternatively visit our website www.westernbay.govt.nz.

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

GOAL	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
Emergency Management services will be provided.	Percentage of Emergency Operations Centre (EOC) staff trained to operate the emergency operations centre.	84%	≥85%	≥85%	≥85%	≥85%	≥85%
	Percentage of roles in the Emergency Operation Centre that are filled.	126%	≥85%	≥85%	≥85%	≥85%	≥85%
	Number of community initiatives to promote emergency readiness and response (i.e. emergency plans and actions identified).	11	8	8	8	8	8

KEY ASSUMPTIONS

	ASSUMPTION	RISK
Emergency management legislative requirements	The requirements of the Civil Defence Emergency Management Act 2002 remain unchanged.	If the legislative requirements for emergency management changed significantly the combined local Civil Defence Emergency Management Plan would need to be revised.
Emergency management regional partnerships	The combined local Tauranga City/Western Bay of Plenty District/Civil Defence Emergency Management group continues to work within the Bay of Plenty Civil Defence Emergency Management Group, according to the Bay of Plenty Civil Defence Emergency Management Group Plan 2012-2017.	If the Tauranga City and Western Bay of Plenty District Civil Defence jurisdictions were no longer combined the cost of providing the service would increase as each local authority would have to maintain its own response.
Climate change	Climate change is expected to increase the likelihood of extreme weather events and therefore increase the frequency of emergency response call outs. This increase is not quantifiable.	Council may be subject to increased costs as a result of more frequent weather events.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ Enhanced community resilience through Civil Defence support of volunteer groups.	✗ Unable to prevent natural disasters causing human suffering and trauma on a large scale.	• Our approach to Civil Defence and Emergency Management aims to maximise community readiness, response and recovery.
Environmental	✓ Identification of hazards and appropriate steps taken to reduce and manage the risks associated with those hazards.	✗ 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.	• One of the key approaches to Civil Defence and Emergency Management is to reduce the risks of hazards as much as possible to protect the environment.
Economic	✓ Lifeline infrastructure, such as water, wastewater and electricity, is managed to ensure continuous supply.	✗ Prioritisation of essential services in a disaster may have negative consequences to those communities not receiving emergency care.	• Recovery aims to rebuild and rehabilitate the District damaged as a result of the disaster.
Cultural	✓ Use of marae to support civil defence.	✗ Management of the effects of a natural disaster may significantly impact on Tangata Whenua relationships to the land, sea and rivers.	• Work with hapū and iwi to build their readiness to reduce hazards, respond and recover from disaster.

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for civil defence and emergency management.

RECREATION AND LEISURE

RECREATION AND LEISURE

This strategy supports a sustainable, liveable community that can draw on well-planned recreational opportunities which are part of the 'live, learn, work, play' SmartGrowth philosophy. Whether it's fishing, hunting, swimming at the beach, river rafting, a concert in a park, strolling along the harbour edge, going for a bike ride, or kicking a ball around, the Western Bay outdoors provides the opportunity.

Council's long-term recreation and leisure goal is to ensure a basic range of recreational opportunities are available to meet the present and future needs of the community. Each community has access to its own facilities and spaces that enable people to enjoy themselves and feel proud about where they live. A good network of public open spaces and facilities brings opportunities for people to interact socially and improve their health as well as providing cultural, landscape and ecological protection.

The benefits of an active, healthy community particularly as the population ages, are well known and as the population pressures increase additional demand is placed on the existing network of recreational and community facilities.

Being vigilant in our spending has meant we have been able to complete several projects over the last 3-4 years which have involved great partnerships with local communities. For example, the skate path at Omokoroa was a joint community and Council effort and the community were also actively involved in the construction of the new tennis courts at the Omokoroa sportsground. The Katikati community was fully engaged with the Henry Road to Haiku park cycleway and suspension bridge as well as other local cycleway networks. This community also successfully undertook the construction of an open-air performance stage (for community events) in Haiku Park. We have endeavoured to be more proactive in engaging, working and planning alongside our communities. For example, workshops, open days and online methods "Have Your Say" in the development of Concept Plans at various reserves.

The vision of a sub-regional park where specialist sporting clubs can put down roots and establish facilities to service the burgeoning Western Bay has been one of the great success stories of collaboration between Western Bay of Plenty District Council and Tauranga City Council. Awarded "Outstanding Park of the Year" in 2011 and subsequently twice the recipient of an internationally recognised Green Flag Award, the TECT All Terrain Park has proved both the concept and the ability of the joint councils to deliver on the vision.

With more than a dozen clubs establishing facilities in addition to the public walks and trails built for casual visitors, the first stage of development is now complete. The target and challenge for the next 10 years is to keep building and developing the infrastructure that will allow recreation based commercial interests to establish at the Park and build the ability of the Park to generate income for its long-term development and use. Common event spaces, improved roading and modern communications are all priorities for the next 10 years to support commercial expansion.

Huharua Park at the end of Plummers Point Road, is a popular visitor destination. The Whakaririhau entrance with the Whakairo Carvings leading into the Pa, and the palisade fencing, enhance the cultural history of Ongarahu Pa. The Park will continue to be improved for passive use with no planned infrastructure other than a connection to the Omokoroa to Tauranga walkway/cycleway.

With anticipated growth in visitor numbers of 60% over the next 10 years, tourism is likely to increase pressure on our popular recreation destinations. As a response to this, we have included projects to upgrade public toilets at popular recreation destinations, boat ramps, and associated car parking and a development of a visitor centre at the TECT all terrain park.

We continue to provide and enhance local facilities with our community facility grants but we are also keen to support and develop nationwide initiatives, like the cycleway network. During 2015, Council was successful in obtaining central government national cycleway funding towards the Omokoroa to Tauranga, Waihi to Waihi Beach and Paengaroa to Maketu district cycle ways.

Over the next few years we propose with the assistance of neighbouring Councils, local community support and private funders to further develop cycleway networks as well as to advocate for further government funding to develop our network to link to the national cycleway.

As an increasing proportion of the population ages it is well recognised that trends in recreation will change. For example there is reduced participation in active sports but an increasing demand for passive recreation cycling. We are planning for this by reducing the amount of new land required for sports fields from 2019 and increasing the amount of land required for passive recreation such as cycle and walkways.

We're currently doing some future planning for the Omokoroa Domain and boat ramp. We know the Omokoroa Boat ramp will be under a lot of pressure as the peninsula grows to 12,000 people, so we've included a budget of $6.9 million to upgrade the boat ramp and surrounding area.

In common with other councils across the country we remain aware of the need to balance effective development and management of our reserves and facilities with the community's ability to pay for it. All councils in the Bay of Plenty region have worked together to develop a regionally focused Places and Spaces Strategy and fund its implementation over the next several years. Across the region we will see 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 reserves and recreational facilities from different user groups.

This strategy will be substantially reviewed over the next three years.

WHAT WE PROVIDE

19 BOAT RAMPS

9 WHARVES AND JETTIES

5 PONTOONS

5,835 METRES OF SEA WALLS

41 KILOMETRES OF PATHS

1,362 METRES *of boardwalks*

11,765 SQUARE METRES *of walkway structures*

176,396 SQUARE METRES DISTRICT-WIDE* ROADS & PARKING

**excludes sub-regional parks*

2 SUB-REGIONAL PARKS

54,907 SQUARE METRES *of roads and parking*

7 BUILDINGS

6 CAMPING GROUNDS

69 PUBLIC TOILETS

2 SWIMMING POOLS

32 SPORTS FIELDS

27 PLAYGROUNDS

42 HARD COURTS

4 SKATE PARKS

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Recreation and leisure facilities are well planned and safe to meet the diverse and changing needs of our community.

OUR GOALS

- Provide safe, healthy and appropriate facilities
- Provide a basic range of public facilities across our District
- Work and collaborate with the wider community including Tangata Whenua to provide and promote recreation and leisure facilities
- Support provision of sub-regional recreation and leisure opportunities
- Protect important natural environment, cultural and heritage values
- Ensure resources are secured to provide for future public recreation and leisure needs in response to population growth, changing recreational trends and the changing demographics of our communities.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
Provide safe, healthy and appropriate facilities. Provide a basic range of public facilities across our District. Work and collaborate with the wider community including Tangata Whenua to provide and promote recreation and leisure facilities.	Planning and delivering facilities that are safe, affordable and reflect the unique characteristics of the locality is undertaken by:	
	• Showing leadership in our approach to sustainable development.	Lead
	• Reviewing and implementing Reserve Management Plans to ensure the ongoing management and development of reserves for use and enjoyment of the community.	Lead
	• Managing our recreation and leisure assets well through comprehensive asset management planning.	Lead
	• Building sustainable partnerships within our communities to help create facilities that best match community expectations.	Lead
	• Ensuring facilities are safe by meeting best practice guidelines and relevant health and safety requirements.	Partner

GOAL	OUR APPROACH	OUR ROLE
Provide safe, healthy and appropriate facilities. Provide a basic range of public facilities across our District. Work and collaborate with the wider community including Tangata Whenua to provide and promote recreation and leisure facilities.	**Boat ramps, jetties, wharves, pontoons, seawalls for reserves, car parks, vehicular road access, land provision and sports fields, community indoor facilities, hard courts (tennis, netball, basketball, cricket wicket and multi use surfaces), playgrounds, public toilets, swimming pools, skate parks and pathways, walkways, cycle ways, picnic areas, beach, bush and river access.**	Lead/Supporter/Facilitator/ Funder
	The provision of safe, affordable recreation and leisure facilities that reflect the unique characteristics of the locality will be determined by: • Community demand and size, nature of the site, likely user needs, including the demographics of the community, the availability of alternative facilities, cultural and environmental impacts • If a club or community want a service or facility beyond a basic level of service, as outlined in the Level of Service Provision Guidelines, it will contribute the additional costs of construction and maintenance.	
	Art, Culture, Heritage and Facilities	Facilitator/Advocate/Funder
	• To meet community needs a range of options will be considered in order to provide art, culture, heritage including public art, access to existing venues and facility initiatives.	
	Camping grounds	Lead/Partner
	• Support the continued operation of camping grounds on our reserve land • Provide freedom camping opportunities throughout the District.	
	Landscaping and minor capital development	Lead
	• May be provided in order to improve the usage of a reserve or facility and to reflect community identity. Examples include signage, seating, bollards and fencing.	

GOAL	OUR APPROACH	OUR ROLE
Provide safe, healthy and appropriate facilities. Provide a basic range of public facilities across our District. Work and collaborate with the wider community including Tangata Whenua to provide and promote recreation and leisure facilities.	**Sustainable management** • Plan with our communities and take into account existing social infrastructure and future needs to ensure the sustainability and appropriateness of the recreation opportunities we develop.	Lead
	• Aim to have multiple activities on one site to encourage sustainable management and avoid duplication of supporting facilities and infrastructure.	Lead
	Explore options for community ventures • This includes joint funding, community leasing/development in order to provide facilities which meet community requirements.	Facilitator
	Encourage local identity • Support the inclusion of high quality public art within our District's reserves and facilities in line with the objectives of our Public Art Policy.	Lead/Facilitator/Partner
	Promote local facilities and reserves and support events • Promote our District's facilities and reserves through our libraries, service centres and website • Support events by offering the use of Council-owned public spaces.	Lead/Partner
Support provision of sub-regional recreation and leisure opportunities.	**Sub-regional parks and facilities** A co-ordinated and planned approach between councils will be taken to consider sub-regional recreation and leisure opportunities and determine processes for acquisition, funding, governance, management and development.	Partner
	Sub-regional support services for recreation and leisure Partner with specialist agencies to support communities in defining and achieving their future recreation needs.	Partner/Facilitator
Protect important natural environment, cultural and heritage values.	**Balancing values** Work with the community, Tangata Whenua and relevant agencies to identify and protect recreational land that has important environmental, cultural and heritage values and take account of these values when planning for and managing existing and future reserves.	Lead
	Working Together Work with the Bay of Plenty Regional Council, Department of Conservation and Environmental Protection Groups to provide recreational opportunities and better quality and sustainable recreational environments.	Partner/Facilitator/Advocate

GOAL	OUR APPROACH	OUR ROLE
Ensure resources are secured to provide for future public recreation and leisure needs in response to population growth, changing recreational trends and the changing demographics of our communities.	**Financial resources** • Draw on a range of financial resources in order to fund existing and future recreational opportunities including financial contributions, rates, user fees and charges, leases and community-based funding.	Lead
	Land purchase • Secure suitable land for recreation and leisure including land that: - Supports co-location of outdoor and indoor organised activities - Supports neighbourhood reserves where new residential development occurs - Is identified as esplanade within the District Plan or is land that provides suitable access to water - Is suitable for walkway and cycleway linkages - Supports our long-term recreational needs - Is suitable for sub-regional parks - Is significant for its natural environment, cultural or heritage value - Is identified within the District Plan.	Lead
	For more information please refer to other documents including the District Plan, Walking and Cycling Strategy, Community Development Plans and Town Centre Plan - available on our website www.westernbay.govt.nz or telephone our friendly Customer Services Team on 07 571 8008.	
	Land Sales Sell land where it is no longer required for community or recreational purposes.	Lead
	Community based resources Work with others to secure resources in order to provide high quality recreational facilities. This includes forming strategic alliances with other major stakeholders (for example, other councils and the Department of Conservation), establishing partnerships with community groups and funding organisations, working with the community in accessing support or resources (which may include donations and sponsorship) and advocating for the community in accordance with this, our Recreation and Leisure Strategy.	Lead/Partner/Facilitator

WHAT WE ARE PLANNING TO DO

All information from 2020 – 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
213404	Asset Management Plan	50	77	52	53	82	56	57	58	60	61
164501	Te Puke Sports Field Service Delivery Contract	15	15	16	16	16	17	17	17	18	18
164906	Waihi Beach Dam Car Park and Toilet	200	-	-	-	-	-	-	-	-	-
166008	Centennial Park sports fields renovation and drainage	50	-	-	-	-	722	-	-	-	-
212910	Moore Park Katikati - Capital Development	-	51	-	-	-	-	-	-	-	-
212912	Moore Park Katikati - Toilet	-	122	-	-	-	-	-	-	-	-
212914	Moore Park Katikati - Council Funded	662	-	-	277	-	-	-	-	-	-
217403	Ohineangaanga Stream Esplanade	30	-	-	-	-	-	-	-	-	-
217805	Omokoroa Reserve Projects	150	204	-	106	-	-	-	-	-	-
225403	District Wide Reserves Minor Works	25	26	26	27	33	33	34	35	36	37
237104	Island View Reserve (Albacore Avenue) - Upgrade Toilet/ Carpark	-	143	-	-	-	-	-	-	-	-
244004	Paengaroa - Playground Upgrade/Walkway	80	-	-	-	-	-	-	-	-	-
244005	Paengaroa - New Sports Field	-	-	-	-	-	-	-	-	336	-
244006	Paengaroa - Cycle Trail Facilities	-	-	63	-	-	-	-	-	-	-
244912	General Reserve Acquisition	200	204	208	213	217	222	227	291	298	306
244914	Tahataharoa Heritage Reserve Acquisition	200	204	-	-	-	-	-	-	-	-
245601	Spencer Avenue - General Development	10	10	10	11	11	11	11	12	12	12
245602	Spencer Avenue - Concept Plan	-	-	-	-	16	-	-	-	-	-
245906	Brighton Road Reserve - Playground	-	36	-	-	-	-	-	-	-	-
246005	Pohutukawa Park	160	-	-	-	-	-	-	-	-	-
246810	Midway Park & Pukehina Parade - Sportsfield Medium 2nd stage	-	-	-	-	-	-	74	-	-	-
249201	Facilities in the Community Contribution	55	56	57	59	60	61	63	64	66	67
260105	The Landing - Jetty	-	-	-	-	-	167	-	-	-	-
260306	Kauri Point - Car Park	-	82	-	-	-	-	-	-	-	-
260307	Kauri Point - Walkway Development	-	-	26	-	-	-	-	-	-	-
260314	Kauri Point - Owarau Pa Planting, Restoration etc	-	108	-	-	-	-	-	-	-	-

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
260315	Kauri Point - Atea Development	137	-	-	-	-	-	-	-	-	-
260316	Kauri Point - North Beach Development	36	-	-	-	-	-	-	-	-	-
260317	Kauri Point - Northern Lookout Fences for Pa	-	31	-	-	-	-	-	-	-	-
260318	Kauri Point - Interpretation Design Guide	-	-	-	13	-	-	-	-	-	-
260319	Kauri Point - Lookout Interpretation Maps & Panels	-	-	-	-	38	-	-	-	-	-
260320	Kauri Point - South Lookout Palisades Entranceway	-	-	36	-	-	-	-	-	-	-
260401	Anson Bush Reserve facilities	-	-	36	-	-	-	-	-	-	-
260409	Minden Te Puna Neighbourhood Park	-	102	-	-	109	-	-	116	-	-
260415	Pahoia Domain Carpark Extension	-	26	104	-	-	-	-	-	-	-
260507	Maketu Ward Misc. Old Coach Rd/Pokopoko Street	-	-	-	-	38	-	-	-	-	-
260522	Otamarakau / Rogers Road - Planting & Weed spraying	-	-	-	-	-	-	12	-	-	-
260523	Otamarakau / Rogers Road - Boat Ramp & Formalise boat access	-	-	-	-	-	-	23	-	-	-
260524	Otamarakau / Rogers Road - Car Parks	-	-	-	-	-	-	59	-	-	-
260613	Te Puke Misc. - Village Heights Reserve	-	-	-	-	-	28	-	-	-	-
260702	Athenree Foreshore Reserve Landscape & Minor Capital	20	-	-	-	-	-	-	-	-	-
260720	Athenree South Foreshore Reserves - Landscape Development	10	-	-	-	-	-	-	-	-	-
260721	Athenree South Foreshore Reserves - Seating, Bollards etc	10	-	-	-	-	-	-	-	-	-
260722	Athenree North Foreshore Reserve - New Walkway	17	-	-	-	-	-	-	-	-	-
260725	Dr North Reserve - Capital Development	14	-	-	-	-	-	-	-	-	-
260730	Tohora View and Brown Drive Reserve - Walkway Development	-	-	-	22	-	-	-	-	-	-
265803	Gilfillan Drive & Accessway, Walkway New High .5km	30	-	-	-	-	-	-	-	-	-
265808	Katikati Foreshore Reserves Walkway Extension	100	102	-	-	-	-	-	-	-	-
265810	McMillan Road Picnic Area Development	-	-	-	-	38	-	-	-	-	-
265839	Woodlands Road Reserve - Car Park and Capital Development	-	-	-	16	-	-	-	-	-	-

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
281002	Waitui Reserves Toilet and Extend Boat Ramp	134	-	-	-	-	-	-	-	-	-
294507	Omokoroa Sports Ground - Council funded	-	244	-	-	-	-	-	-	-	-
294701	Omokoroa Reserves Projects	200	204	-	-	-	-	-	-	-	-
294801	Te Puna Station Road Harbour Access 12/13	90	-	-	-	-	-	-	-	-	-
294802	Te Puna Station Road Harbour Car Park	30	-	-	-	-	-	-	-	-	-
311701	Ecological Development Impact Fee's - Fencing	1	1	1	1	1	1	1	1	1	1
311702	Ecological Development Impact Fee's - Enhancement Plantings	1	1	1	1	1	1	1	1	1	1
312501	District Signage - Capital	20	20	21	21	22	22	23	23	24	24
312502	District Signage - Operating	10	10	10	11	11	11	11	12	12	12
318901	Sub Regional Recreation FC share Sports and Exhibition Centre	33	34	35	35	36	37	38	39	40	41
320801	District Reserves Asset Renewals	370	479	594	426	489	400	620	623	632	599
321701	Adela Stewart Drive Reserve Hardcourts	-	-	95	-	-	-	-	-	-	-
322101	Wilson Park	-	51	-	-	-	-	-	-	-	-
322301	Waikaraka Drive LP and Stopped Road	-	51	-	-	-	-	-	-	-	-
322701	Pongakawa Domain Upgrade Access and Hardcourt	-	-	91	-	-	-	-	-	-	-
322710	Pongakawa - Reserve Development	-	-	-	-	-	24	-	-	-	-
330701	Tauranga Harbour Esplanade Reserves Management Project	25	26	26	27	27	28	28	29	30	31
330801	Panepane Point Reserve Development	30	31	31	32	33	33	34	35	36	37
331201	Tauranga Harbour Margins Project	25	26	26	27	27	28	28	29	30	31
336701	Opureora Marae Toilet - Service Delivery Contract	5	5	5	5	5	6	6	6	6	6
342001	District Reserves Erosion Protection Works	200	204	208	213	217	222	227	233	238	245
345301	Cycleways & Walkways - Increased Funding	100	102	104	106	109	111	114	116	119	122
345401	Omokoroa Active Reserves	-	-	-	-	-	4,444	-	1,397	-	-
345601	Waihi Beach Skatepark Upgrade	-	204	-	-	-	-	-	-	-	-
163503	Te Puke Aquatic Centre Service Delivery Contract	100	102	104	117	120	122	125	128	131	135
165401	Dave Hume Swimming Pool Service Delivery Contract	95	100	106	112	112	113	114	114	114	114
324702	Dave Hume Pool - Feasibility Study	50	-	-	-	-	-	-	-	-	-

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
326102	District-wide Swimming Pools	-	-	469	-	-	-	-	-	-	-
326103	Te Puke Aquatic Centre - Capital	40	-	-	-	-	-	-	-	-	-
326104	Te Puke Aquatic Centre - Pool Painting	-	-	104	-	-	-	-	-	-	122
326105	Te Puke Aquatic Centre - Repairs & Maintenance	20	20	21	21	22	22	23	23	24	24
281507	Omokoroa Geology Land Stability Monitoring, Bore Drains and Maintenance	50	51	52	53	54	56	57	58	60	61
281509	One Mile Creek - Bank Protection	25	-	-	-	-	-	-	-	-	-
295201	Northern Harbour Boat Ramp - construction	-	-	-	330	-	-	2,388	2,444	-	-
295203	Omokoroa Boat Ramp	100	153	261	266	-	-	-	-	-	6,115
321101	Coastal Marine Structures Renewals	638	618	564	586	533	441	503	553	915	493
322003	Tauranga Harbour Recreation Strategy Harbour Forum	1	1	1	1	1	1	1	1	1	1
322004	Tauranga Harbour Recreation Strategy Monitoring	5	5	5	5	5	6	6	6	6	6
347501	Uretara Stream/Yeoman Walkway Erosion	75	-	-	-	-	-	-	-	-	-
289808	TECT All Terrain Park - Public Infrastructure	100	102	104	106	109	111	114	116	119	122
289815	TECT All Terrain Park - Roading (new & upgrades)	-	-	104	851	326	167	171	-	-	-
289823	TECT All Terrain Park - Subhub & park signage	20	20	21	21	22	22	23	23	24	24
289824	TECT All Terrain Park - Forest Replantings	-	-	-	-	-	31	127	-	-	-
289828	TECT All Terrain Park - Event Space	75	-	-	-	-	-	-	-	-	-
289835	TECT All Terrain Park - Plans and Assessments	20	20	21	21	22	22	23	23	24	24
289840	TECT All Terrain Park - Asset Renewals	76	42	29	200	65	80	51	98	46	13
289841	TECT All Terrain Park - Cell Phone Tower (50% WBOPDC 50% TCC)	250	-	-	-	-	-	-	-	-	-
289848	TECT All Terrain Park - Cell Phone Tower - (100% Subsidy)	250	-	-	-	-	-	-	-	-	-
345701	Sub-regional Coastal Park - Council contribution	-	-	-	-	-	-	-	-	596	-

*TECT All Terrain Park includes Western Bay of Plenty District Council & Tauranga City Council's (50% contribution)

**TECT All Terrain Park external funding

***TECT All Terrain Park includes Western Bay of Plenty District Council, Tauranga City Council's and external funding

HOW WE WILL TRACK PROGRESS TOWARDS OUR GOALS

OUTCOME *Recreation and leisure facilities are well planned and safe to meet the diverse and changing needs of our community*

GOAL	WE'LL KNOW WE'RE MEETING OUR GOAL IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
Provide safe, healthy and appropriate facilities. **Provide a basic range of public facilities across our District.** **Work and collaborate with the wider community including Tangata Whenua to provide and promote recreation and leisure facilities.** **Support provision of sub-regional recreation and leisure opportunities.** **Protect important natural environment, cultural and heritage values.** **Ensure resources are secured to provide for future public recreation and leisure needs in response to population growth, changing recreational trends and the changing demographics of our communities.**	**Key Performance Measure** Total hectares of park land provided for recreation or conservation purposes per 1,000 residents.						
	• Excluding sub regional parks (TECT All Terrain Park and Huharua Harbour Park).	24.0	≥23HA	≥23HA	≥23HA	≥22HA	≥21HA
	• Including Council's share of sub-regional parks.	41.1	≥40HA	≥39HA	≥39HA	≥37HA	≥36HA
	Please note: *The decreasing trend is recognising population growth in the District and that facilities will be shared by more people.*						
	Key Resident Measure Level of resident satisfaction with reserves and recreational facilities and amenities. This is a two yearly survey based on residents who are 'very satisfied' and 'satisfied'.	83%	≥80%	No survey	≥80%	≥80%	≥80%
	Key supporting measures Percentage of recreational facilities that have a condition rating ≤ 3 (1 excellent, 5 very poor as defined in the NZ Park and Recreation Asset Grading Standard manual).	94.9%	≥90%	≥90%	≥90%	≥90%	≥90%
	Percentage of annual work programme completed as identified in the Recreation and Leisure Strategy and Action Plan. This identifies the total annual actions required for this strategy.	86%	≥90%	≥90%	≥90%	≥90%	≥90%
	Percentage of Reserve Management Plans that have been reviewed (3 yearly cycle) in accordance with the Reserves Management Act 1977.	No review	100%	No review	No review	100%	100%

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

NOTE: the level of service for the provision of cycleways is included in the transportation activity.

GOAL	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
We will provide a basic range of public facilities across our District.	Number of hectares per 1,000 residents:						
	• Actively maintained parkland (excludes sports parks)	4.89	≥4.8	≥4.8	≥4.8	≥4.0	≥4.0
	• Natural land	18.71	≥16.7	≥16.7	≥16.7	≥16.7	≥16.7
	• Sports parks.	1.45	≥1.5	≥1.5	≥1.5	≥1.3	≥1.0
	Please note: *this excludes the joint sub-regional TECT All Terrain Park and Huharua Harbour Park.*						
	Number of recreational facilities provided:						
	• Playgrounds per 1,000 children (under 15 years old)	2.9	≥3	≥3	≥3	≥3	≥3
	• Skateparks/paths facilities	6	6	6	7	7	7
	• Boat ramps	18	18	18	18	18	18
	• All tide boat ramps.	2	2	2	2	2	2
	Number of Council funded swimming pools (Katikati and Te Puke).	2	2	2	2	2	2
	Level of reserve-user satisfaction as monitored by the two-yearly intercept surveys ('satisfied' or 'very satisfied').	No survey	No survey	≥85%	No survey	≥85%	≥85%
We will provide sub-regional parks per the joint partnership with Tauranga City Council.	Maintain Green Flag accreditation for the TECT All Terrain Park on a three yearly basis.	Achieved	No application	Achieved	No application	Achieved	Achieved

KEY ASSUMPTIONS

	ASSUMPTION	RISK
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.
Demographic impacts	There may be less demand for sports fields over time and a greater demand for indoor sports and aquatic facilities. There may be more demand for walking/cycling recreation and transportation linkages. There may be less demand for birth -15 age play equipment. There may be more demand for arts/culture/heritage recreational facilities, in recognition of a less physically active age population. As the population ages, more disposable income may be available for recreational activity such as boating, freedom camping.	It is likely that there will be a surplus of sports fields. The provision of recreation and leisure facilities may not change in time to reflect the changes in recreation and leisure trends. Demand for all-tide harbour access structures (boat ramps, jetties) freedom camping areas and erosion protection structures may increase.
Climate change	Provision has not been made to cater for additional projects as a result of climate change although we have projects that address existing coastal erosion issues.	Extreme weather events can cause significant damage to coastal reserves. We may not be able to remediate or actively respond to such events.
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 costs can be met elsewhere.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ 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 create an attractive place to visit/live and a higher level of social/cultural well-being. ✓ Provides a location for community events. ✓ Provides places of respite, retreat and connection to the natural environment. ✓ Fosters a sense of civic pride. ✓ Our District reserves network provides a smoke free environment. ✓ Encourages community groups to work collectively on environment restoration projects (e.g. Coastcare).	✗ Potential for negative impact on privacy, noise and loss of views. ✗ Increased traffic congestion around peak activity periods. ✗ Some uses affect neighbouring properties. ✗ May attract anti-social behaviour (graffiti, drinking alcohol, bullying). ✗ Littering and discarded rubbish. ✗ Managing community expectations for local recreation opportunities. ✗ Chemical use on parks (e.g. spraying weed killers).	• 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. • Signage is used to inform users of the chemical use regime.

DID YOU KNOW...

- Reserves account for 2,899 hectares of our District and we actively manage 1,129 hectares of those.
- Many of our most popular reserves border the harbour; residents and visitors are particularly keen to make use of the beaches and the water. The wetlands around Tauranga Harbour are recognised as regionally important and we have a responsibility to balance the demand for leisure with the need to protect sensitive environmental areas across our District.

COUNCILS ADDITIONAL ASSET REQUIREMENTS

RECREATION AND LEISURE

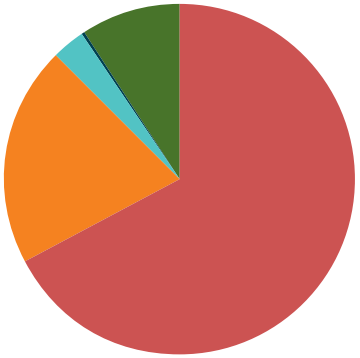
All information from 2020-2028 includes an annual adjustment for inflation.

CAPITAL EXPENDITURE	$'000									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
To meet additional demand (capacity for future residents - growth)	3,032	2,168	946	1,630	831	644	3,257	3,189	1,576	660
To improve the level of service	445	378	333	353	386	5,522	364	1,699	310	318
To replace existing assets (renewals)	1,384	1,471	1,447	1,478	1,087	1,088	1,173	1,273	1,594	7,221
Total capital expenditure	**4,861**	**4,017**	**2,726**	**3,460**	**2,304**	**7,253**	**4,794**	**6,162**	**3,479**	**8,199**

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for recreation and leisure.

FUNDING SOURCES FOR RECREATION AND LEISURE 2018/19



Recreation & leisure

- **67%** Rate Income
- **20%** Financial Contributions
- **3%** Subsidies
- **1%** User Fees
- **9%** Other

REGULATORY SERVICES

REGULATORY SERVICES

OVERVIEW

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.

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 by-laws to regulate local issues.

Our Regulatory Services Strategy includes activities which protect people and the environment by regulating and licensing aspects of commercial services and private behaviour where well-being issues arise. These activities include:

- Animal control services
- Building services
- Resource consent services
- Community protection.

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.

When we developed our last plan in 2015, development activity and growth were beginning to build pace following the downturn that hit the global economy between 2007 and 2011. This had a major impact on the building and property development sectors, particularly residential building.

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. The challenge for us has been to ensure we meet statutory processing times and have sufficient resourcing with the right technical expertise to enable us to meet the needs of our customers.

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.

We know customer expectations are changing and there is demand for us to deliver more of our services online. Significant work has been undertaken to launch online applications and processing of building consents and Land Information Memoranda (LIMs). Online resource consents and an intuitive electronic District Plan being identified as priorities for the near future.

The Resource Legislation Amendment Act 2017 amended five pieces of legislation including 40 changes to the Resource Management Act 1991. One of the key areas of amendment relates to how Council will engage and partner with Tangata Whenua, providing the opportunity to enter into Mana Whakahone A Rohe agreements with Council. These set out partnership arrangements and expectations in relation to resource management matters.

There has also been new administration, licensing and inspection processes for Council to implement from the Food Act 2014, which requires Council to become accredited as an agency under the Act and meet new standards. National outcomes are being developed, which will set performance expectations for Council and will require Council to rigorously report on its performance.

These reforms and any future changes to legislation clearly impact upon the way we work and the decisions we can make. 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 taken are well balanced and fair.

WHAT WE PROVIDE

WHY WE PROVIDE IT

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.

OUR GOALS

- **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.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
Animal Control Services - Provide a safe environment for the public through promoting responsible dog ownership.	To achieve our goal we engage with the community to manage dog safety concerns by: • 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, substandard 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.	Lead/Partner

GOAL	OUR APPROACH	OUR ROLE
Building Services - Building work is regulated to ensure the health and safety of people and sustainability in design and construction methods.	To achieve our goal we administer the requirements of the Building Act 2004 ('the Act') and other related legislation by: • 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 • 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 administer the process where applications for Determinations are submitted to the Ministry of Business, Innovation and Employment.	Lead
Resource Consent Services - The quality of the environment is maintained and enhanced through effective decision-making on resource consents.	To achieve our goal we administer the requirements of the Resource Management Act 1991 and other related legislation by: • 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.	Lead

GOAL	OUR APPROACH	OUR ROLE
Community Protection - Improve, protect and preserve the environment and public health and safety by minimising risks from nuisances and offensive behaviour.	To achieve our goal we undertake the following functions: **Environmental health** • 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 • Monitoring the quality of water supplies • Investigating reported methamphetamine contaminated properties and require appropriate remediation.	
	District Licensing Committee Managing the District Licensing Committee as required by the Sale of and Supply of 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.	Lead
	Hazardous substances • 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.	Lead
	Parking enforcement • 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 mobility car parks are used appropriately and issuing infringement notices where appropriate.	Lead
	General • Provide a customer contact service for matters covered by a number of by-laws in order to minimise nuisance to the public.	Lead

WHAT WE ARE PLANNING TO DO

All information from 2020 – 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
278002	Dog Park Options	-	10	-	-	-	-	-	-	-	-

HOW WE WILL TRACK PROGRESS TOWARDS OUR GOALS

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.

GOAL	WE'LL KNOW WE'RE MEETING OUR GOAL IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
Resource consent services **The quality of the environment is maintained and enhanced through effective decision-making on resource consents.** **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.** **Community protection** **Improve, protect and preserve the environment and public health and safety by minimising risks from nuisances and offensive behaviour.**	**Key Performance Measure** Number of successful legal challenges or mediation settlements (excludes weathertightness claims).	0	0	0	0	0	0
	Key Resident Measure Level of customer satisfaction based on customer surveys of regulatory services. (This survey includes resource consents, building and animal control services, alcohol licencing, parking and registered premises).	No survey	≥85%	≥85%	≥85%	≥85%	≥85%

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

GOAL	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
Resource consent applications will be processed within the statutory timeframe and their compliance monitored.	Percentage of all resource consent applications processed within statutory timeframes.	94.2%	100%	100%	100%	100%	100%
	Percentage resource consents monitoring schedule completed to ensure compliance with consent conditions.	94%	100%	100%	100%	100%	100%
	Number of resource consent decisions overturned through appeal.	1	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.	99%	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.	New	≥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.	New	100%	100%	100%	100%	100%
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).	99.8%	100%	100%	100%	100%	100%
Known dogs in our District are registered.	Percentage of known dogs in our District that are registered.	98%	≥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.	New	≥78%	≥80%	≥82%	≥84%	≥86%

GOAL	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
We will respond to customer service requests in a timely manner.	Percentage of service requests received that are actioned within specified timeframe.						
	• Animal	98%	≥90%	≥90%	≥90%	≥90%	≥90%
	• Building	80%	≥90%	≥90%	≥90%	≥90%	≥90%
	• Health	92%	≥90%	≥90%	≥90%	≥90%	≥90%
	• Resource consent compliance and enforcement	97%	≥90%	≥90%	≥90%	≥90%	≥90%
	• Bylaw and District Plan compliance and enforcement	New	≥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.	New	95%	95%	95%	95%	95%
Alcohol licences are issued within a reasonable period.	Percentage of licence decisions issued within 5 working days of receipt of completed agency reports.	New	98%	98%	98%	98%	98%
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.	New	95%	95%	95%	95%	95%

KEY ASSUMPTIONS

	ASSUMPTION	RISK
Animal control demand	Service requests remain static at around 2050 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 2016/17 numbers of 1393 building consent applications.	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 2016/17 numbers of 11,255 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 50 requests per year, approximately the same as the average of previous 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 2016/17 numbers of 352 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 2016/17 numbers of 532 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 2016/17 numbers of 1007 LIMs and 480 PIMs.	If demand for LIMs and PIMs increases beyond our assumption capacity to process those consents within statutory timeframes may be compromised.

	ASSUMPTION	RISK
Resource consent compliance activity demand	Resource consent monitoring demands are expected to remain at approximately 550 resource consents annually, consistent with an average of the numbers for the last 3 years.	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 approximately 400 at March 2019.	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	Implementation of new legislation in the Food Act 2014, Resource Legislation Amendment Act 2017 and earthquake-prone buildings component of the Building Act 2004 requires new implementation processes and may require additional resourcing. Other 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

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ Provision of public places where both dog owners and other people can interact safely are important for community well-being. ✓ 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 well-being. ✓ Registration of dogs enables lost dogs to be identified and returned to owners.	✗ May be perceived by some members of the community as over-regulation in terms of their own social choices.	• 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.
Environmental	✓ Protects the environment by directing dog owners to use recreation areas with minimal ecological impact.	✗ Dogs that are not under control can impact upon sensitive ecological areas/environments	• We limit dog access to sensitive ecological areas/ environments whilst 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.
Economic	✓ 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.	✗ 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.	• 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.
Cultural	✓ 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.	✗ Dogs not under control impact upon sensitive cultural areas.	• 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.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY - BUILDING SERVICES

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ 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.	✗ Community expectations not met in relation to our ability to demand action on behalf of private property owners.	• 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 Act. • Ensuring buildings are adequately upgraded for fire protection and accessibility when they are altered or a change of use occurs.
Environmental	✓ 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.	✗ Increased restrictions on redevelopment of listed heritage buildings may impact on their future use, and therefore continued sustainability of some buildings.	• 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.
Economic	✓ 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.	✗ Consent fees are a recognised cost of building.	• 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.
Cultural	✓ Buildings can be sympathetic to or complement our cultural heritage.	✗ No significant negative effects of the building services activity on cultural well-being have been identified.	• Appropriately applying the Building Act and Building Code when assessing culturally significant buildings.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY - RESOURCE CONSENTS

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ 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.	✗ Individuals may have conflicting opinions on what constitutes the best outcomes. ✗ Planning decisions may restrict an individual's options for use of their land.	• 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.
Environmental	✓ Our District Plan provides planning controls to enable protection of the natural and physical environment. ✓ Structure planning promotes development in a controlled manner.	✗ The resource consent activity should maintain and enhance environmental well-being.	• 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.
Economic	✓ Our planning framework supports our local economy, recognises and provides for quality development and enables our District's and individual towns' uniqueness. ✓ The provision of information held by Council on a property file can inform the viability of development and/or investment decisions.	✗ 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.	• 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.

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Cultural	✓ 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.	✗ 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.	• 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 /whanau to realise their housing aspirations.

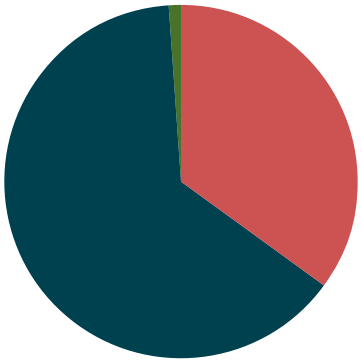
SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY - COMMUNITY PROTECTION

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ 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.	✗ Limits placed on some social activities can cause tensions.	• 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.
Environmental	✓ Protect and preserve the environment. ✓ Minimise the effects of nuisances.	✗ More regulation, for example through the development of bylaws may frustrate some people in the community and create resentment at perceived over-regulation.	• 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.
Economic	✓ Provides a benchmark for health and safety standards within food and liquor premises, engenders customer trust in establishments.	✗ Business operators don't like receiving infringement notices.	• 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.
Cultural	✓ Ensures clear standards and safe environments for all ethnic groups in their preparation of food.	✗ Differences in food regulations may be complex for new immigrant food operators.	• 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.

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for regulatory.

FUNDING SOURCES FOR REGULATORY 2018/19



Regulatory

- **35%** Rate Income
- **64%** User Fees
- **1%** Other

TRANSPORTATION

TRANSPORTATION

OVERVIEW

Council's transportation strategy aims to provide a safe and effective transportation network which contributes to the health and well-being 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.

Our transportation strategy 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.

Our strategy 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 Tauranga Northern Link (TNL) 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 Tauranga Northern Link with an extension to Omokoroa, which Council will advocate for. State Highway 29 provides a strategic freight link between the Bay of Plenty, the Waikato and Auckland and SH2 provides a key link between Tauranga and Katikaiti / Coromandel. Council will be advocating for these roads to become RONS with co-investment from NZTA.

The New Zealand Transport Agency (NZTA) funds and maintains the state highway network for Central Government and we fund and maintain our local roads.

The New Zealand Transport Agency 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 exptected to change during the life of this Plan.

We continue to implementing SmartGrowth, a 50 year sub-regional growth management strategy, in partnership with Tauranga City Council, the Bay of Plenty Regional Council and Tangata Whenua. SmartGrowth and the Regional Land Transport Plan 2018-2028 sets the direction for future growth. Projects identified in our strategy are consistent with this approach. For instance roading works has already begun in Omokoroa 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 Strategy with the need to maintain affordable levels of service for our District's communities. On completion of the TNL ownership of the section of old SH2 from Wairoa Bridge to Loop Road (approximately) will be transferred from the NZTA back to Council. This will add several kilometers to Council's roading network and significantly increase our road maintenance requirements over time.

The Annual Residents' Survey reports on residents' perceptions of our service delivery. Public submissions on our draft Annual Plans 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 Strategy we plan to commit $3.8 million over the life of the plan to fund the construction of new footpaths, walkways and cycle routes in urban areas and, where appropriate, on rural roads. The focus will be on the development of three 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. Ultimately, Council seeks to link our cycleways with neighbouring districts such as Tauranga City, Hauraki and the Rotorua lakes, and work with NZTA to achieve a cycleway network associated with State Highways.

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 the New Zealand Transport Agency 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, Omokoroa Road and Waihi Beach Road.

Council is allocating $1.03 million per annum towards seal extension which will enable approximately 3km of new seal extension to be undertaken each year. Seal extension delivery is based on Council's seal extension policy which prioritises individual road sections based on a number of specific criteria.

Council allocates road rate funding for community roading works in consultation with each community. The annual budgets are allocated according to the Council Community Roading 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%**	19.0%	Community Board
Katikati		21.3%	
Omokoroa		12.7%	
Te Puke		38.0%	
Maketu		9.0%	

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.

DID YOU KNOW...

- The Western Bay of Plenty District covers 212,000 hectares (about three-and-a-half times the size of Lake Taupo).
- The 1056km of local roads and 131km of state highway in our District are managed under a performance based contract (West Roads) arrangement.
- The road maintenance contract is a collaborative contract with NZTA for the maintenance of state highways and local roads within the Western Bay of Plenty district. The contract is delivered by Opus, Downer, Swaps and a large number of specialised local suppliers.
- The contract has been designed to obtain better service delivery and value for money from road maintenance, renewal and capital expenditure activities through a single contract delivery model.

WHAT WE PROVIDE

1056 KILOMETRES
of network connections to state highways

Sealed roads:
874.5 KILOMETRES

UnSealed roads:
181.5 KILOMETRES

Urban roads:
157.8 KILOMETRES

Rural roads:
898.2 KILOMETRES

141
BRIDGES

39
CULVERTS
greater than 1.4m diameter

159.7
HARD SURFACED FOOTPATHS

1.4 KILOMETERS
METALLED SURFACED FOOTPATHS

2,280
STREETLIGHTS

6,127
ROAD SIGNS

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Transportation networks are safe, affordable, sustainable and planned to meet our Community's needs and support economic development.

OUR GOALS

- 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.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
Transportation networks support and promote economic development.	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. **Network optimisation** Continue to work with the New Zealand Transport Agency, the Bay of Plenty Regional Council, state highway agencies and Kiwi Rail to optimise the efficiency of our District's existing transportation network. (a) *Asset management* 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.	Lead/Partner

GOAL	OUR APPROACH	OUR ROLE
Transportation networks support and promote economic development (cont.)	(b) *Demand management* 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: • 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.	Lead
	Network development Contribute to the long term planning and development of transport networks in our District and sub-region that support sustainable economic growth. (a) *Local network development* Investigate and, where appropriate, develop local connections to improve the accessibility of key centres of economic activity in our District. 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. 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.	Partner / Advocate
	(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 Maori 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.	Partner / Advocate

GOAL	OUR APPROACH	OUR ROLE
Transportation networks support and promote economic development (cont.)	(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: • Supporting and advocating for the improvement and upgrading of state highways: - Katikati by-pass - Tauranga Northern Link - Omokoroa/Te Puna 4 laning - Omokoroa/SH 2 intersection - SH 29/SH 2 passing lanes - Tauriko bypass - Safety improvements to SH 29 and SH 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. • Working to ensure that, where possible, proposed developments to the regional/sub-regional network will support provision for walking and cycling.	Partner/Advocate
	Town centre vitality Continue to provide the following transport related services and facilities to contribute to the amenity and vibrancy of local town centres: • 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 Strategy and our Built Environment Strategy • Provide and maintain street gardens, street trees and other public amenities.	Lead

GOAL	OUR APPROACH	OUR ROLE
The impact on the environment of the transportation system is mitigated where practicable.	We will implement this goal by: • Strengthening and integrating sustainable transport solutions • Supporting national and regional initiatives that promote alternative modes of transport • Supporting national and regional initiatives that promote energy efficiency in the transport system. **Environmental impact** (a) *Environmental standards* Ensure construction and maintenance activities on the local network are environmentally appropriate, meet legal requirements and are financially sustainable. (b) *Sustainable materials and practices* Promote the use of sustainable materials and best practice where appropriate.	Lead Lead
	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.	Lead
	(d) *Rural litter* Provide a monthly rubbish collection on a limited number of roads that provide the main accesses to urban communities.	Lead
	Energy efficiency 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: • 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.	Lead/Partner/Advocate
Transportation networks support and promote economic development.	• 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 • 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.	Lead/Partner/Advocate

GOAL	OUR APPROACH	OUR ROLE
Transport systems enable healthy activity and reduce transport-related public health risks	**Public health risks**	
	(a) Road safety Promote the development of a road safety management culture and continue to contribute to the achievement of national road safety goals by: • 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 NZTA National Safer Journeys Strategy • Working with other transport providers and key agencies to ensure appropriate road safety regulations are developed, implemented and enforced.	Partner
	(b) Vehicle-related emissions 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: • 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.	Lead/Partner/Advocate
	(c) Personal security 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).	Lead
	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.	

GOAL	OUR APPROACH	OUR ROLE
Transport systems enable healthy activity and reduce transport-related public health risks (cont.)	**Healthy Activity** 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: • 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 • Working with key agencies and interest groups to assist in the promotion of the health benefits of walking and cycling.	Lead/Partner/Advocate
Transport systems improve access and mobility.	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: **Availability of alternative modes of transport** 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.	Partner

GOAL	OUR APPROACH	OUR ROLE
Transport systems improve access and mobility (cont.)	**Mobility** 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: • 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 • Advocate for the use of wheelchair accessible buses with low floors to service public transport routes.	Lead/Advocate
Land use and transportation network planning are integrated.	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. **Strategic transportation infrastructure** The Government Policy Statement on Land Transport 2015–2025 (due to be updated in 2018) 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 SH 29 have been confirmed as the preferred primary freight routes to the Port of Tauranga. 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. 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. (a) *Sub-regional advocacy* Work with SmartGrowth's strategic partners, including the New Zealand Transport Agency to promote to Central Government the need for a secure and efficient state highway network within the sub-region..	Partner/Advocate

GOAL	OUR APPROACH	OUR ROLE
Land use and transportation network planning are integrated (cont.)	(b) *Transport planning* Make every effort to ensure that transport planning is undertaken in an integrated manner with the New Zealand Transport Agency and neighbouring territorial local authorities.	Lead/Partner/Advocate
	(c) *Transport network funding* Ensure that funding for the sub-regional transport network is undertaken in a collaborative manner with the New Zealand Transport Agency and neighbouring territorial local authorities.	Partner/Advocate

LAND TRANSPORT PROGRAMME

2018/2019 to 2020/2021

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 New Zealand Transport Agency (NZTA). The Land Transport Programme submitted to NZTA 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 NZTA 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 2018-2028. The three-year Land Transport Programme can be summarised as follows:

SUBSIDISED MAINTENANCE AND CAPITAL PROGRAMME	2018/19 $	2019/20 $	2020/21 $	TOTAL $
Gross anticipated expenditure 2018/19 - 2020/21	15.62	16.66	17.08	**49.36**
Anticipated New Zealand Transport Agency subsidy 2018/19 - 2020/21	8.28	8.80	9.02	**26.10**

All information from 2019 - 2021 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 NZTA funding constraints and that this may affect Council's ability to deliver the programme if a NZTA subsidy is not available for some components.

In accordance with the Act requirements the table below highlights key contributions made by our Land Transport Programme to national and regional transport strategies and plans.

	MAINTENANCE	CAPITAL
Land Transport Management Act	○	○
NZ Transport Strategy Objectives		
• Assisting economic developments	×	×
• Assisting safety and personal security	×	×
• Improving access and mobility	○	×
• Protecting and promoting public sustainability	×	○
Ensuring environmental sustainability	○	○
National Energy and Conservation Strategy	×	○
Regional Land Transport Plan	○	○

Minor contribution: ○

Major contribution: ×

WHAT WE ARE PLANNING TO DO

All information from 2020 – 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
283202	Rural Community Roading	224	229	234	239	245	251	257	264	271	278
282702	Waihi Beach Roading Projects	142	145	148	151	155	159	163	167	172	176
282802	Katikati Roading Projects	159	162	166	170	174	178	182	187	192	198
282902	Omokoroa Roading Projects	95	97	99	101	104	106	109	112	115	118
283002	Te Puke Roading Projects	284	290	296	303	310	318	326	334	343	356
283102	Maketu Community Roading	39	40	41	69	71	73	74	76	78	81
302801	Waihi Beach Roading Structure Plans	-	-	457	570	-	-	-	-	-	-
302802	Waihi Beach Roading Structure Plans - RD 22	-	-	-	615	-	-	-	-	-	-
302901	Katikati Roading Structure Plans	65	-	-	1,008	-	-	-	-	-	2,196
302902	Katikati Roading Rates	65	-	-	907	-	-	-	-	-	573
303001	Omokoroa Roading Structure Plans - Catchment	1,227	2,176	325	1,469	-	-	6,035	1,857	1,767	7,207
303003	Omokoroa Roading Structure Plans - Rural	636	131	325	-	-	-	158	-	950	273
303004	Omokoroa Roading Structure Plans - Strategic	1,579	590	731	-	-	-	710	-	2,777	615
303005	Omokoroa Roading Structure Plans - Rates	592	328	244	59	-	-	395	-	1,210	342
303009	Omokoroa Roading Structure Plans - Catchment - Cycle and Walkways	200	204	209	214	219	224	230	207	-	-
303010	Omokoroa Roading Structure Plans - Southern Industrial Area	2,500	-	-	-	-	-	-	-	-	-
303101	Te Puke Roading Structure Plans - Urban Catchment	265	461	-	669	-	358	469	-	-	342
303103	Te Puke Roading No3/SH 2 Intersection - Strategic Roading	-	-	-	-	547	-	195	-	-	-
293201	Network Upgrades - JOG	-	-	104	214	219	560	1,148	-	-	-
309101	Eastern Arterial Road 2013-16-(Prev: 302701) - JOG TEM	-	307	-	-	-	-	-	-	-	-
324004	Strategic Roading - No 3 & SH2, Rangiuru Industrial Roading Link, Mid Block Connection Rangiuru Industrial Roading Link	-	-	-	-	-	-	1,148	-	-	-
324005	Water Trunk Main Relocation	-	434	-	-	-	-	-	-	-	-

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
324009	Strategic Roading - e.g. Traffic Modelling - Rangiuru Industrial Roading Link	-	102	104	107	109	112	115	118	121	124
324013	Transport - Service Relocations	135	138	141	144	148	151	155	159	163	168
324014	Sub Regional Transport Centre	50	51	52	-	-	-	-	-	-	-
279202	Property Purchases Roading	150	153	157	160	164	168	172	177	182	186
283408	Seal Extension	1,029	1,051	1,074	1,099	1,124	1,152	1,181	1,212	1,245	1,279
283423	Pavement Surfacing - Reseals 2018 to 2025 (NZTA Subsidy 51%)	1,703	1,741	1,778	1,819	1,862	1,908	1,955	2,006	2,061	2,117
283426	Pavement Unsealed Strength 2018-2025 (NZTA Subsidy 51%)	582	595	608	622	637	652	669	686	705	724
283429	Pavement Rehabilitation - 2018 to 2025 (NZTA Subsidy 51%)	1,052	1,075	1,098	1,124	1,150	1,178	1,208	1,239	1,273	1,308
283432	Drainage Improvements - 2018 to 2025 (NZTA Subsidy 51%)	29	30	31	31	32	33	34	35	36	36
283435	Ancillary Improvements - 2018 to 2025 (NZTA Subsidy 51%)	14	14	15	15	15	16	16	17	17	18
283438	Transport District Capital - Network Improvements - 2018 to 2025 (NZTA Subsidy 51%)	574	599	624	651	666	683	700	718	737	758
283441	Pavement Seal Widening (PBC) - @ 3km pa - 2018 to 2025 (NZTA Subsidy 51%)	1,000	1,022	1,044	1,068	1,093	1,120	1,148	1,178	1,210	1,243
342601	LED Lighting Conversion	1,040	1,022	1,044	-	-	-	-	-	-	-
152301	Road Safety Programme	50	51	52	53	55	56	57	59	61	62
210413	Minor Improvements - 2018 to 2025 (NZTA Subsidy 51%)	1,000	2,044	2,088	2,136	2,186	2,240	2,296	2,356	2,420	2,486
210414	Minor Improvements 2 - 2018 to 2025 (NZTA Subsidy 51% RR 49%)	400	-	-	-	-	-	-	-	-	-
307601	District Walking/Cycling & Urban footpath developments	350	409	470	481	492	504	517	530	545	559
307604	District Walking - Off-road	50	51	52	53	55	56	57	59	61	62

HOW WE WILL TRACK PROGRESS TOWARDS OUR GOALS

OUTCOME Transportation networks are safe, affordable, sustainable and planned to meet our Community's needs and support economic development.

The Local Government Act 2002 introduced standard performance measures for transportation to be reported by all local authorities. Ihese mandatory measures have been integrated into Council's performance framework and are also shown in italics.

GOAL	WE'LL KNOW WE'RE MEETING OUR GOAL IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
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.*	-6	≤0	≤0	≤0	≤0	≤0
	Key Resident Measure Level of satisfaction with our transportation networks (roads, cycling and walkways).	56%	≥60%	≥60%	≥60%	≥60%	≥60%

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

GOAL	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
We will respond to customer transport related issues.	*The percentage of customer service requests relating to roads and footpaths to which Council responds within 10 working days.*	85%	≥90%	≥90%	≥90%	≥90%	≥90%
	Level of customer satisfaction with action taken to resolve service requests.	90%	≥85%	≥85%	≥85%	≥85%	≥85%
The network and its facilities are up to date, in good condition and fit for purpose.	*The average quality ride on a sealed local road network, measured by smooth travel exposure.*	95%	≥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.						
	Sealed Roads	0.2	0.3	0.3	0.3	0.3	0.3
	Unsealed roads	2.3	3.0	3.0	3.0	3.0	3.0
	Please note: (0 = defect free; 5= unsatisfactory).						
	The percentage of the sealed local road network that is resurfaced.	17.9%	≥4%	≥4%	≥4%	≥4%	≥4%
Adverse environmental effects, such as dust, noise and vibration are managed effectively.	Length of unsealed roads (km).	182.5 km	182km	179km	176km	173km	170km
	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 road network is convenient, offers choices for travel and is available to the whole community.	*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.*	100%	≥95%	≥95%	≥95%	≥95%	≥95%
	The increase in total length of cycleways and walkways within the District.	1,103m (unaudited)	≥1,000m	≥1,000m	≥1,000m	≥1,000m	≥1,000m
	Use of the Omokoroa – Tauranga cycleway. *Cycleway scheduled for completion in 2018/2019.*	New	Increasing	Increasing	Increasing	Increasing	Increasing

KEY ASSUMPTIONS

	ASSUMPTION	RISK
Economic growth	Economic growth in the Golden Triangle (Auckland/Waikato/Bay of Plenty) will continue to be above the national average.	Over-estimating the speed of growth could increase our debt if infrastructure development is undertaken in anticipation of growth and growth does not occur.
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.	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. 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.
Change of demographics	The region has an increasing number of residents over 65 years which is above the national average.	If this trend continues there is a risk that there will be inadequate provision of appropriate infrastructure.
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

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ 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.	✗ 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.	• 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 by-passes around urban centres. • Continuing the programme of road safety improvement.
Environmental	✓ 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.	✗ 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.	• 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.
Economic	✓ Provides routes for the delivery of goods and services. ✓ Provides a physical linkage between customers and businesses. ✓ Provides a corridor for utility services.	✗ 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.	• 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.
Cultural	✓ Provides access to sites of cultural and historical significance.	✗ Provides easier access to sites that are culturally sensitive. ✗ Potential for road construction to disturb sites of cultural significance including wāhi tapu.	• Continuing to better identify sites of cultural significance. • Continuing to invest in good relationships with Tangata Whenua.

COUNCIL'S ADDITIONAL ASSET REQUIREMENTS

TRANSPORTATION

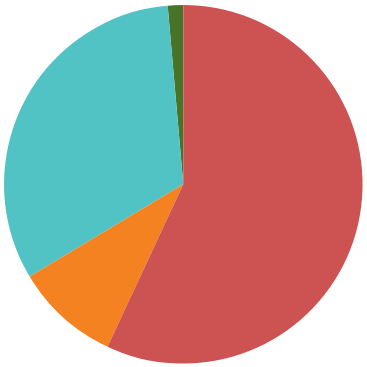
All information from 2020-2028 includes an annual adjustment for inflation.

CAPITAL EXPENDITURE	$'000									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
To meet additional demand (capacity for future residents - growth)	9,103	5,970	4,023	7,193	2,524	2,944	11,566	4,550	9,256	14,171
To improve the level of service	3,385	4,379	4,721	5,067	5,149	5,052	5,947	4,724	4,853	4,989
To replace existing assets (renewals)	4,407	4,898	4,559	3,596	3,680	3,771	3,865	3,966	4,074	4,185
Total capital expenditure	**16,895**	**15,247**	**13,303**	**15,856**	**11,353**	**11,767**	**21,378**	**13,240**	**18,183**	**23,345**

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for transportation.

FUNDING SOURCES FOR TRANSPORTATION 2018/19



Transportation

- **57%** Rate Income
- **9%** Financial Contributions
- **32%** Subsidies
- **2%** Other

WATER SUPPLY

WATER SUPPLY

OVERVIEW

We supply potable (drinking) water to approximately 41,000 people in our District through the water infrastructure operating in the Western, Central and Eastern supply zones. Our customer base includes residential, commercial, horticultural and agricultural users.

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 15,600 connections.

Water is sourced from nine secure bore fields across our District and one isolated surface supply in Te Puke. 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 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 2008).

Having completed the transition to secure groundwater sources we can place greater emphasis on water conservation. There are several drivers including environmental sustainability, statutory frameworks and policies, legislative responsibilities and compliance requirements that make water conservation necessary. 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 well-being of our communities and we will assist and educate water consumers about this.

We started rolling out District-wide water metering for all our customers in 2012/13. The Central supply area (including Omokoroa) has been completed, the Eastern and Western supply areas are underway and we aim to have all water connections metered by June 2018. District-wide metering can assist 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 strategy and will allow 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 main trunk water supply. It will also encourage conservative use of water as all customers will be paying for the water they use. Water conservation will help ensure that sufficient water is available for all current users and provide for future generations.

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.

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 amalgamated the charges across the three water supply zones, so there is now one uniform targeted rate for unmetered connections and one uniform volumetric charge across all three water supply zones. This runs in parallel with the staged approach to the introduction of a uniform district-wide wastewater charging regime in 2014/15.

There are no significant variations between the assessment of water and sanitary services and this Water Supply Strategy.

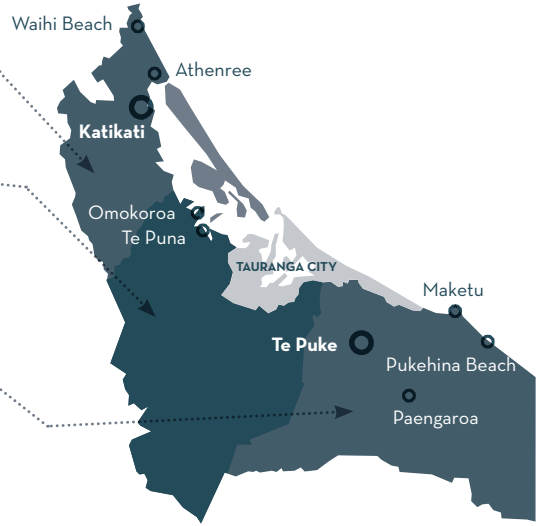
WHAT WE PROVIDE

Water reticulation operated in three supply zones:

WESTERN
Waihi Beach, Katikati

CENTRAL
Omokoroa, Te Puna

EASTERN
Te Puke, Maketu, Pukehina Beach, Paengaroa



DISTRICT-WIDE WATER METERING
completed 2018

26 BOOSTER PUMP STATIONS

9 BORE FIELDS

10 WATER TREATMENT PLANTS

1 SURFACE SUPPLY *(Bush Dam)*

24 RESERVOIRS & TANK SITES

APPROXIMATELY **674** KILOMETRES *of water mains*

15,600 *out of* **16,500**

water main fronting properties are connected to Council's water supply

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Water supply is provided to our Community in a sustainable manner.

OUR GOALS

- 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.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
Provide potable water of an appropriate standard and quality to meet the needs of consumers within the three supply zones.	• Maintain water treatment plants at a minimum of grade 'B' compliance with New Zealand Drinking Water Standards 2005 (amended 2008). Maintain piped water supplies at a minimum of grade 'b' compliance with New Zealand Drinking Standards 2005 (amended 2008).	Lead
	• 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.	Lead
	• Maintain water storage systems to ensure a minimum of 24 hours average daily demand storage in all systems.	Lead
	• The reticulated network is only extended when consistent with our policy on network extensions and water connections.	Lead
	• 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.	Lead
Sustainably manage our water resource, water supply infrastructure and consumer use of water across the three supply zones.	• Water meters are phased-in and used to charge according to volume for all consumers.	Lead
	• Appropriate funding mechanisms are used to encourage equitable and sustainable use of water.	Lead
	• Enable cross-boundary supply with Tauranga City subject to suitable agreements being in place.	Lead/Partner

WHAT WE ARE PLANNING TO DO

All information from 2020 – 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
243619	Western Water Reticulation Renewals	630	718	901	1,180	737	237	256	609	669	653
243622	Katikati Structure Plan - Water	-	-	377	-	-	-	338	-	-	316
243623	Waihi Beach Structure Plan - Water	-	154	-	-	-	-	-	-	-	-
243624	Western Supply Zone - Bulk Flow Meters	160	36	-	-	88	-	-	-	-	-
243636	Western Supply Zone - Water Demand Management	25	56	58	27	-	28	-	30	-	31
287201	Western Supply Zone - Additional Bore at Existing Bore Field Katikati	-	-	-	644	1,099	-	-	-	-	-
287203	Additional Reservoir Capacity Project	50	-	-	-	-	857	2,079	-	-	-
310601	Asset Assessment - Western Water	10	21	10	21	11	23	12	24	12	25
318201	District Wide Water Metering Project - Western Supply Zone	50	-	-	-	-	-	-	-	-	-
337201	Western Supply Zone - Water Modelling Calibration	20	-	5	-	22	-	6	-	24	-
340801	Western Supply Zone - Reservoirs, Pumps & Controls Renewals	110	13	-	-	-	-	32	-	-	-
345201	Western Supply Zone - Additional Water Source	-	-	-	-	-	-	-	-	-	376
243210	Omokoroa Stage 2 Water Reticulation	221	-	-	-	1,795	-	983	-	-	-
243310	Central Water reticulation improvements	850	514	836	505	131	307	187	585	616	441
243320	Central Supply Zone - Construct Additional Bore	850	1,333	1,362	-	-	-	-	-	-	627
243333	Central Supply Zone - Water Demand Management	100	26	26	27	27	-	-	-	-	-
243335	Central Supply Zone - Construct Additional Reservoir	30	205	838	858	-	-	693	1,483	-	-
310701	Asset Assessment - Central Water	20	10	21	11	22	11	23	12	24	13
340601	Central Supply Zone - Water Modelling Calibration	10	113	63	-	22	-	6	-	24	-
243002	Eastern Water Reticulation improvements	1,291	1,707	1,046	1,042	1,361	766	539	3,114	614	465
287112	Eastern Supply Zone - Alternative Water supply	250	2,255	210	-	-	3,099	-	-	-	-
287113	Eastern Supply Zone Bulk Flow Meters	100	-	-	-	-	-	-	-	-	-

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
287117	Eastern Supply Zone - Water demand management	55	56	52	54	55	56	-	-	-	-
287118	Te Puke Infrastructure areas 3 + 4	161	26	-	-	-	240	-	-	-	-
310801	Asset Assessment - Eastern Water	20	10	21	11	22	11	23	12	24	13
340701	Eastern Supply Zone Water Modelling Calibration	20	-	5	-	22	-	6	-	24	-

MAJOR PROJECTS PLANNED FOR 2018 - 2028

District-wide

- District-wide metering of all water connections to be completed by June 2018
- District-wide network reticulation improvements, upgrades and renewals 2019-2028, $15,565,610.

All information from 2020 – 2028 includes an adjustment for inflation.

HOW WE WILL TRACK PROGRESS TOWARDS OUR GOALS

OUTCOME Water supply is provided to our Community in a sustainable manner.

The Local Government Act 2002 introduced standard performance measures for water supply to be reported by all local authorities. These mandatory measures have been integrated into Council's performance framework and are also shown in italics.

GOAL	WE'LL KNOW WE'RE MEETING OUR GOAL IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
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 (amended 2008).						
	• B or better for treatment	100%	100%	100%	100%	100%	100%
	• b or better for distribution	100%	100%	100%	100%	100%	100%
	Key Resident Measure Level of resident satisfaction with the quality of Council's water supply.	80%	≥80%	≥80%	≥80%	≥82%	≥82%
	Supporting measures In a one-in-50 year drought, the ability to supply water to meet the normal daily water demand (1,100 litres per person per day).	100%	100%	100%	100%	100%	100%
	Ability of reservoirs to provide a minimum of 24 hour daily demand.	100%	100%	100%	100%	100%	100%

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

GOAL	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET									
		2017	2019		2020		2021		2022-24		2025-28	
We will provide good quality potable water to service growth within the three supply zones.	Percentage of year where reservoirs are maintained at a minimum of 50% full, in accordance with Ministry of Health requirements.	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.	*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)*	100%	≥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
	• Athenree		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	• Katikati		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	• Omokoroa Minden		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	• Pongakawa		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	• Te Puke		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	• Te Puke Bush		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	The percentage of real water loss from Council's networked reticulation system. *The result is calculated using the Water NZ water loss benchmarking calculation.*	21% Central 23% Eastern & Western	≤25%		≤25%		≤22%		≤22%		≤20%	
	The average consumption of drinking water per day per resident within the Council's District.	240 litres	≤240 litres		≤220 litres		≤220 litres		≤210 litres		≤200 litres	
We will respond to customers issues with the water supply	*Where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured:* *Attendance for call-outs: from the time Council receives notification to the time service personnel reach the site:*											
	• Urgent call outs	30 minutes	≤1 hr		≤1 hr		≤1 hr		≤1 hr		≤1 hr	
	• Non urgent call outs	4.9 hours	≤8 hrs		≤8 hrs		≤8 hrs		≤8 hrs		≤8 hrs	

GOAL	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
We will respond to customers issues with the water supply. (Cont.)	*Resolution of call-outs from the time Council receives notification to the time service personnel confirm resolution of the fault or interruption.*						
	• *Urgent call outs*	2.7 hours	≤8 hrs	≤8 hrs	≤8 hrs	≤8 hrs	≤8 hrs
	• *Non urgent call outs*	24.5 hours	≤24 hrs	≤24 hrs	≤24 hrs	≤24 hrs	≤24 hrs
	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*	19.03	≤30	≤30	≤30	≤30	≤30

KEY ASSUMPTIONS

	ASSUMPTION	RISK
Eastern Supply Zone	No provision is made in our Asset Management Plan (AMP) for infrastructure to reticulate and supply future development at Rangiuru 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 2008) 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.

	ASSUMPTION	RISK
Residential water demand	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. 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.	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	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. 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.	Assets that have accelerated deterioration rates are not appropriately funded. Delaying the renewal work by "sweating the asset" unreasonably would increase maintenance expenditure and progressively increase the risk of reduced LoS in the reticulated area.
Water asset replacement	All pipe replacement is with either Polyvinyl chloride (PVC) or Polyethanol (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 reduce water losses from 28% to 10% over 10 years. 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 ten 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.
Water level of service	No provision is made for changes to the adopted levels of service, funding policy or by-laws.	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	Metering households will reduce demand for water and delay the need for additional water sources. District-wide water metering will be installed progressively throughout the district, and it expected to be completed by July 2018. Bulk –flow metering and demand management activities will be introduced over the next 10 years and will be ongoing.	Increased investment in water sources and the reticulation network may be required if demand does not reduce as a result of metering. If demand is not reduced through these initiatives Council will not be able to defer the funding for significant capital and renewals projects

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ 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.	✗ 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.	• These effects are monitored and controlled by the Bay of Plenty Regional Council through resource consents required to extract and use water.
Environmental	✓ Treated water returned to the environment.	✗ Water extraction from rivers and streams has the potential for negative impacts on ecological values as habitats for native species of plants and animals.	• We are continuing to monitor and reduce water losses from the public supply system to reduce the amount of water we need to take.
Economic	✓ Provides a reliable water supply for commercial and industrial users. ✓ Provides a reliable water supply for agriculture and horticulture.	✗ 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.	• 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.
Cultural	✓ Good quality water is available to residents which improves health and well-being.	✗ Water abstraction from streams and rivers can have an adverse effect on the mauri of the water body.	• Continuing to better identify the cultural significance of water catchments through resource consent conditions.

COUNCIL'S ADDITIONAL ASSET REQUIREMENTS

DISTRICT-WIDE WATER SUPPLY

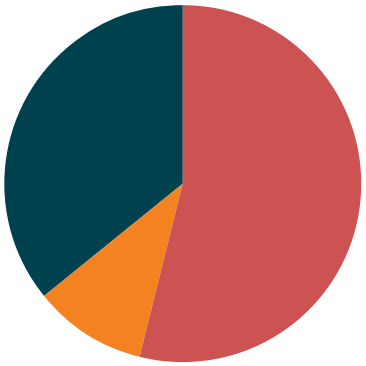
All information from 2020-2028 includes an annual adjustment for inflation.

CAPITAL EXPENDITURE	$'000									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
To meet additional demand (capacity for future residents - growth)	1,562	3,971	2,787	1,502	2,894	4,196	4,094	1,483	-	1,319
To improve the level of service	360	149	73	-	154	-	17	-	73	-
To replace existing assets (renewals)	2,881	2,951	2,784	2,727	2,229	1,309	1,015	4,308	1,899	1,559
Total capital expenditure	**4,803**	**7,071**	**5,644**	**4,229**	**5,277**	**5,505**	**5,126**	**5,790**	**1,973**	**2,877**

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for water supply.

FUNDING SOURCES FOR WATER SUPPLY 2018/19



Water supply

- **54%** Rate Income
- **10%** Financial Contributions
- **36%** User Fees

STORMWATER

STORMWATER

OVERVIEW

Council's stormwater systems are built to protect buildings and property from the effects of flooding and coastal erosion. These systems include watercourses, open channels, swales and structures that channel stormwater to a final discharge point. They include primary and secondary overland flow paths, stormwater detention and stormwater treatment.

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.

We continue to manage 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 nodes 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
Omokoroa	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	

The Minden area has its own potential geotechnical challenges. Specific District Plan rules are in place surrounding the management of stormwater during subdivision and development. 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.

Over the 10-year period of this Plan we propose to continue our stormwater modelling of both the urban growth areas and small settlements. Waihi Beach and Te Puke have been extensively modelled. As a result of the work to date we are better able to identify floodable areas and at-risk properties. This has enabled us to propose a programme of work over the 10 years to address flooding issues. We are aiming to protect 97% of existing urban growth nodes and small settlement properties from having a habitable floor flooding 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 will have to expect some surface flooding.

We propose to spend $19,938,000 over the 10-year period of which $12,080,000 is dedicated to additional works at Waihi Beach. This has already begun with bank protection works completed for the downstream section of Two Mile Creek and will continue for the upstream section. This is because the Creek is an important element of the wider stormwater management approach for the northern Waihi Beach catchments. The rest of the money is proposed to be spent on projects across the District including stormwater modelling, stormwater treatment, capital upgrades and renewals. Funding for structure plan areas in relation to stormwater has been bought forward to 2018.

We are offering to waive building consent and resource consent fees as an incentive to any landowners who wants to undertake raising their habitable floor levels to cope with a 1:50 year rainfall event. It is the only feasible method available to mitigate the risk of flooding in a 1:50 year event, for some properties.

Waihi Beach and Te Puke are now covered by District Plan rules that future-proof flood mitigation by requiring new dwellings to have habitable floor levels that protect properties against flooding in a 1:50 year rainfall event.

Demand for stormwater services is managed in accordance with our Development Code and corresponding levels of service. Levels of service are set to meet legislative requirements and are related to the containment of water within the system under varying flood conditions and the quantity and quality of water released into the environment. To address this, our capital works programme for 2018-28 focuses on essential upgrades and maintenance to ensure compliance with the current levels of service.

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.

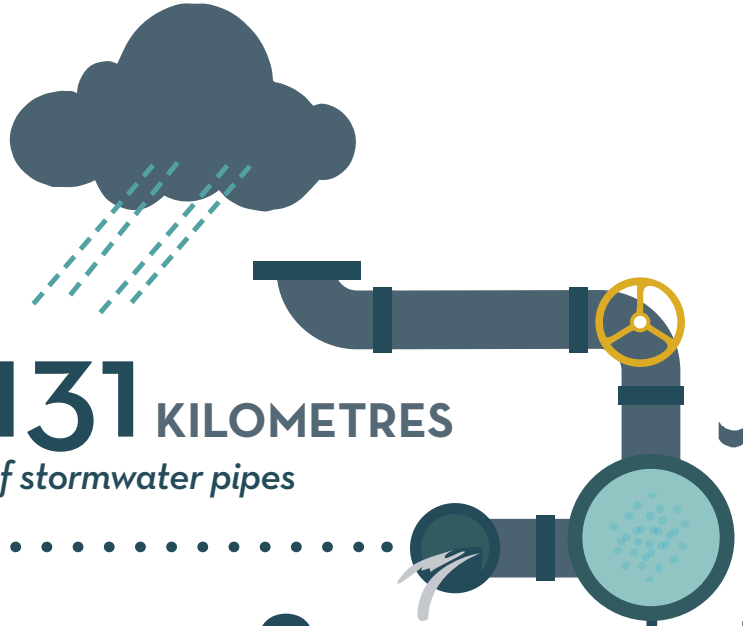
As the need for stormwater management increases with the intensification of development and increasing frequency and intensity of rainfall events caused by climate change, so changes to the design of stormwater infrastructure are required in accordance with our level of service for stormwater.

Only those urban growth areas and small settlements that receive direct benefits from the stormwater network have paid a stormwater rate.Council has recognised that the provision of stormwater reticulation has a public good benefit in terms of the community and environmental benefits. As a result 10% of stormwater funding is provided by the General Rate levied on all rateable properties.

DID YOU KNOW...

- Stormwater is managed through 'stormwater networks' which are made up of pipes and open channels linked together to drain stormwater to streams, rivers and the ocean. In Waihi Beach we also have pumps to help the water drain away in low lying areas.
- The total value of the stormwater system throughout the entire Western Bay of Plenty District (not including roading related stormwater assets) in 2017 was $110 million (reticulation and plant).
- Stormwater systems are in place, throughout all areas of our District, ranging in size from small pipes leading to small roadside swales (in rural areas), to networks of large pipes and culverts (in urban areas).

WHAT WE PROVIDE



131 KILOMETRES
of stormwater pipes

1 DAM

7 PUMP STATIONS

2,508 MANHOLES

14 SOAKHOLES

440 CATCHPITS

35 KILOMETRES
of open drains

1.2 KILOMETRES
of rising mains

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Stormwater networks are designed and managed to meet community and environmental needs.

OUR GOALS

To develop a catchment based flood risk management framework that recognises and allows for the nature and behaviour of surface water systems to improve community resilience from potential flooding by ensure that:

- There is localised reduction of risk in existing floodable areas
- There is no increase in flood risk to existing development from new development or land use change
- Urban development is avoided in flood-prone areas unless mitigation measures can be provided that do not affect the capacity / effective functioning of existing downstream stormwater systems
- Communities are engaged and informed about various approaches to stormwater management and their views are sought and taken into account
- Compliance and monitoring activities are carried out.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
To develop a catchment based flood risk management framework that recognises and allows for the nature and behaviour of surface water systems to improve community resilience from potential flooding; by ensuring that: There is a localised reduction of the risk of flooding events in existing floodable areas. There is no increase in flooding event risk to existing development from new development or land use change.	• Take a whole of catchment approach to managing development and land use change, recognise and understand the nature and behaviour of surface water systems within catchments and allow for the natural processes of those systems	Lead/Partner
	• Recognise the importance of making local flood risk management decisions within a catchment context, and take into account cumulative effects	Lead/Partner
	• Recognise the effects of climate change on surface water systems and potential increases in flood risk and undertake appropriate adaptation measures.	Lead/Partner
Urban development is avoided in flood-prone areas unless mitigation measures can be provided that do not affect the capacity / effective functioning of existing downstream stormwater systems.	• Consider all practicable options to manage flood risk, including structural and non-structural opportunities	Lead/Partner
	• Ensure avoidance, mitigation and response management options are sustainable and affordable.	Lead
	Recognise flood risk management in the broader context of sustainable management by: • Encouraging new subdivision, use and development (including infill and intensification of existing development opportunity) within areas that do not have a potential flood risk or which do not increase a potential flood risk within a catchment • Ensuring all development avoids flood-prone and coastal protection areas or mitigates the hazard through acceptable design solutions.	Lead

GOAL	OUR APPROACH	OUR ROLE
Communities are engaged and informed about various approaches to stormwater management and their views are sought and taken into account.	• Roles and responsibilities amongst individuals, communities, councils and central government are clearly stated.	Advocate
	• Engage communities and stakeholders in: • Understanding surface water systems and the flood risks associated with these • Actively managing the flood risks associated within surface water systems including long-term risks and residual risks • Enhancing their individual responsibility in managing personal risk.	Advocate/ Partner
Compliance and monitoring activities are carried out.	• Quantify water quality issues by monitoring the effect of stormwater discharges on receiving environments and remedy as appropriate	Lead / Partner
	• Undertake contaminant loading studies, including those associated with roading stormwater systems	Research Monitoring
	• Explore the use of incentives to encourage run-off containment on sites.	Lead / Research/ Monitoring
Coastal Erosion Protection		
Communities are engaged and informed about various approaches to coastal erosion management and their views are sought and taken into account.	• Roles and responsibilities amongst individuals, communities, councils and central government are clearly stated.	Advocate
	• Engage communities and stakeholders in: • Understanding costal process and the erosion risks associated with these • Actively managing the erosion risks associated with the open coast including long-term risks and residual risks • Enhancing their individual responsibility in managing risk to coastal properties.	Advocate / Parter

WHAT WE ARE PLANNING TO DO

All information from 2020 - 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
226312	Structure Plan Athenree Catchment 3c	-	-	-	-	165	-	-	-	-	-
226313	Structure Plan Athenree Catchment 6b	-	-	-	-	-	23	-	-	-	-
226332	Waihi Beach Pump Station Renewals	48	34	18	42	45	74	45	96	80	63
226353	Waihi Beach 2 Mile Creek West Bank	1,140	1,025	2,096	-	-	-	-	-	-	-
226355	Waihi Beach 1 Mile Creek Improved Flow Path	-	-	629	-	-	-	-	-	-	-
226356	Waihi Beach Diversion of Maranui Flood Water	-	-	-	-	1,319	-	-	-	-	-
226357	Waihi Beach Upper Catchment Attenuation/Darley Drain	-	-	-	537	-	-	-	-	-	-
226358	Waihi Beach 2 Mile Creek Upper Catchment Attenuation	-	-	-	537	1,649	1,352	578	-	-	-
226359	Waihi Beach Broadlands Block - Upgrade Drains	-	113	-	-	-	-	-	-	-	-
226360	Waihi Beach Edinburgh Street Pipe Upgrade	-	-	-	-	-	372	-	-	-	-
226361	Waihi Beach Pio Shores Stormwater Upgrade	100	256	262	268	275	-	-	-	-	-
	Waihi Beach Pipe Upgrade	-	-	-	-	-	-	-	652	-	-
226363	Waihi Beach Otto Road New Pumping System	-	-	-	-	-	-	635	-	-	-
226364	Waihi Beach Earth Dam	-	-	-	826	725	-	-	-	-	-
226413	Katikati Upgrades Highfield Drive	-	-	-	-	264	-	-	-	-	-
226420	Katikati Upgrades Belmont Rise, Grosvenor Place	-	-	-	-	-	-	323	-	-	-
226421	Katikati Upgrades Francis Drive	-	-	-	-	-	-	162	-	-	-
226515	Omokoroa Upgrades Hamurana Road, Owen Place	-	-	-	-	-	-	-	-	341	83
226523	Omokoroa Upgrade Vivian Drive (OM 5)	-	123	472	-	-	-	-	-	-	-
226524	Omokoroa Stormwater Renewals	-	-	-	-	330	-	-	-	-	-
226525	Omokoroa Stormwater Upgrades, Omokoroa Road(OM7)	400	513	-	-	-	-	-	-	-	-
226602	Te Puke Area 3 Structure Plan	-	220	1,153	-	-	992	-	-	-	-
226620	Te Puke Stormwater Relating to Subdivision	-	-	-	-	714	733	-	-	-	-
226633	Te Puke Upgrades Lee Street, Harris Street	-	349	105	-	-	-	-	78	-	-
226636	Te Puke Upgrades Princess Street, Saunders Place	-	328	-	-	-	-	-	-	-	-

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
226638	Te Puke Upgrades Seddon Street Raymond, Dunlop, Bishoprick	-	-	-	328	-	-	-	-	-	-
226642	Te Puke Upgrades Williams Drive	-	-	-	-	-	-	-	-	244	-
226648	Te Puke Open Drain Safety Improvements	-	205	-	-	-	-	-	-	-	-
226651	Te Puke Upgrades Oxford Street/ Boucher Avenue	-	-	-	-	-	924	-	-	-	-
226652	Te Puke Stormwater - King Street Outfall	-	-	-	376	-	-	-	-	-	-
226655	Te Puke Upgrades Galway Place	-	-	-	-	55	-	-	-	-	-
226656	Te Puke Stormwater network upgrades Queen Street	300	-	-	-	-	-	-	-	-	-
311302	Stormwater Asset Validation	50	51	52	54	55	56	58	59	61	63
316601	Katikati Structure Plan Utilities Stormwater	-	-	1,306	-	-	-	-	1,522	-	-
317201	Omokoroa Structure Plan Stormwater	2,000	2,768	-	-	-	-	-	530	-	-
319601	Stormwater Network Upgrade / Comprehensive Stormwater Consents	340	369	231	215	220	225	231	237	244	251
331501	Waihi Beach Otawhiwhi Marae Stormwater Drain	50	-	-	-	-	440	-	-	-	-
331601	Te Puke Ohineangaanga Stream Upper Catchment Screen Device	420	-	-	-	-	-	-	-	-	-
340001	Growth Communities Stormwater Infrastructure Rehabilitation	17	17	18	18	19	19	20	13	13	14
340101	District Wide Stormwater Modelling	155	41	42	43	44	45	46	47	49	50
340201	Asset Management Waihi Land Drainage District	22	-	-	24	-	-	25	-	-	28
344501	Stormwater - Installation of Rain Gauges through out District	30	31	-	-	-	-	-	-	-	-
344601	Waihi Beach Stormwater - Athenree improvements	-	-	-	-	-	-	-	-	366	-
344701	Katikati Stevens Stormwater Pond Embankment Repair	-	21	189	-	-	-	-	-	-	-
344801	Omokoroa Upgrades Myrtle Drive, Gerald Place	-	-	-	-	165	-	-	-	-	-
344901	Omokoroa Stormwater- Harbour View Road Upgrade	-	21	-	-	-	-	-	557	-	-
345001	Omokoroa Stormwater - Upgrade for Omokoroa Road, Tory Way, Tralee Street	-	-	-	-	-	349	-	-	-	-

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
345101	Omokoroa Stormwater - Upgrade Precious Reserve Pond	-	-	-	-	-	-	116	-	-	-
345902	Waihi Beach Shoreline Protection Options Assessment	75	77	-	-	-	-	-	-	-	-
265413	Maketu Upper Catchment Attenuation	-	-	-	139	-	-	-	-	-	-
301808	Upgrade Pukehina Beach Road Stage 4	-	-	-	-	-	-	46	237	-	-
301829	Upgrades Pukehina Beach Road Stage 2, Stage 3	-	-	-	-	44	394	-	-	-	-
301830	Upgrades Pukehina Beach Road Stage 5, Stage 6	-	-	-	-	-	-	-	-	252	-
301831	Upgrades Pukehina Beach Road Stage 7, Stage 8	-	-	-	-	-	-	-	-	48	-
332614	Small Communities Stormwater Infrastructure rehabilitation	-	-	-	-	-	-	-	-	7	-
332615	Tanners Point Upgrades Tanners Point Road	-	-	92	-	-	-	-	-	-	-
332616	Tanners Point Upgrades Tanners Point Road East Stage 2	-	-	-	-	-	-	116	-	-	-
332617	Tanners Point Upgrades Tanners Pr Road North	-	-	-	-	-	-	-	119	98	213
332618	Tanners Point Upgrades Tanners Pt Road West	-	90	-	-	-	-	-	-	-	-
332621	Kauri Point Upgrades	-	-	-	-	154	338	-	-	-	-
332630	Pukehina Stormwater Contribution to Waihi Drainage Society	5	5	5	5	5	6	6	6	6	6
332635	Paengaroa Upgrades Halls Rd stg 1 & 2	-	-	-	-	-	-	-	486	768	-
332636	Paengaroa Restoration (Black Road Outlet)	-	-	-	-	-	147	-	-	-	-
332401	Minden Stormwater Investigation and Remedial Work	20	31	-	-	-	-	-	-	-	-

HOW WE WILL TRACK PROGRESS TOWARDS OUR GOALS

OUTCOME Stormwater networks are designed and managed to meet community and environmental needs.

The Local Government Act 2002 introducted standard performance measures for storm water to be reported by all local authorities. Ihese mandatory measures have been integrated into Council's performance framework and are also shown in italics.

Flooding event has been defined as an overflow of stormwater from a territorial authority's stormwater system that enters a habitable floor (Non-Financial Performance Measures Rules 2013).

GOAL	WE'LL KNOW WE'RE MEETING OUR GOAL IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
To develop a catchment based flood risk management framework that recognises and allows for the nature and behaviour of surface water systems to improve community resilience from potential flooding by ensure that: **There is localised reduction of risk in existing floodable areas.** **There is no increase in flood risk to existing development from new development or land use change** **Urban development is avoided in flood-prone areas unless mitigation measures can be provided that do not affect the capacity / effective functioning of existing downstream stormwater systems** **Communities are engaged and informed about various approaches to stormwater management and their views are sought and taken into account** **Compliance and monitoring activities are carried out.**	**Key Performance Measure** The number of times flooding occurs outside identified flood-prone urban areas during a one-in-50 year or less storm event. This performance measure is assessed on a per event basis i.e. flooding in more than one location in a single event will be counted as 1.	5 events	≤3 events	≤3 events	≤3 events	≤3 events	≤3 events
	Key Resident Measure Level of resident satisfaction with stormwater systems.	69%	≥65%	≥65%	≥65%	≥65%	≥65%

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

GOAL	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
We will provide stormwater assets to minimise risks of flooding events.	*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).*	0.05%	*≤30 (3%) per event*	*≤30 (3%) per event*	*≤30 (3%) per event*	*≤25 (3%) per event*	*≤25 (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
	• Waihi Beach	0	*≤60 (6%)*	*≤60 (6%)*	*≤60 (6%)*	*≤60 (6%)*	≤60 (6%)
	• Katikati	0	*≤10 (1%)*	*≤10 (1%)*	*≤10 (1%)*	*·≤0 (1%)*	*≤10 (1%)*
	• Omokoroa	0	*≤10 (1%)*	*≤10 (1%)*	*≤10 (1%))*	*≤10 (1%)*	*≤10 (1%)*
	• Te Puke	0	*≤30 (3%)*	*≤30 (3%)*	*≤30 (3%)*	*≤30 (3%)*	*≤30 (3%)*
	• Maketu	0	*≤30 (3%)*	*≤30 (3%)*	*≤30 (3%)*	*·≤30 (3%)*	*≤30 (3%)*
	Compliance with Council's resource consents for discharge from our stormwater system, measured by the number of:						
	• *Abatement notices*	0	0	0	0	0	0
	• *Infringement notices*	0	0	0	0	0	0
	• *Enforcement orders, and*	0	0	0	0	0	0
	• *Successful prosecutions*	0	0	0	0	0	0
	received by Council in relation to those resource consents						
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.*	13 minutes	≤120 minutes	≤120 minutes	≤120 minutes	≤120 minutes	≤120 minutes
	The number of complaints received by Council about the performance of its stormwater system, expressed per 1000 properties connected to the Councils stormwater system.	10.8	*≤30*	*≤30*	*≤30*	*≤20*	*≤20*

KEY ASSUMPTIONS

	ASSUMPTION	RISK
Land coverage imperviousness	Estimates of land coverage imperviousness are made based on the recommendations in the New Zealand Building Code Handbook.	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. Over-estimating the speed of growth could increase Councils debt if infrastructure development was undertaken in anticipation of growth that did not eventuate.
Rainfall intensity values	Rainfall intensity values are generated from actual rainfall data. Factors have been applied to account for climate change up to the year 2030 as directed by the Bay of Plenty Regional Council. These factors are based on the Ministry for the Environment Climate Change recommendations.	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	The sea level values used in relation to stormwater assets are based on the best estimate up to the year 2100, making allowances for high tide and storm surge as per the requirements of the Bay of Plenty Regional Council. The requirements are outlined in the Hydrological and Hydraulic Guidelines.	If sea levels vary 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

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ 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.	✗ 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.	• Continue to advise landowners of potentially flood-prone areas. • Monitor new developments to ensure natural flowpaths are maintained.
Environmental	✓ The stormwater network can reduce the amount of sediment reaching sensitive receiving environments, such as wetlands, estuaries and harbours, after high rainfall events. ✓ The stormwater network can help prevent other contaminants from reaching sensitive.	✗ 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.	• Continue to monitor discharges to comply with the consent conditions set by the Bay of Plenty Regional Council.
Economic	✓ 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.	✗ 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.	• Continue to promote value for money by integrating stormwater upgrades with other projects.
Cultural	✓ 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 well-being.	✗ Contamination of the receiving environment is unacceptable to Tangata Whenua.	• 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.

COUNCIL'S ADDITIONAL ASSET REQUIREMENTS

STORMWATER

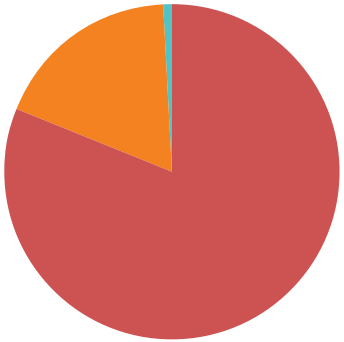
All information from 2020-2028 includes an annual adjustment for inflation.

CAPITAL EXPENDITURE	$'000									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
To meet additional demand (capacity for future residents - growth)	2,000	3,008	2,648	-	1,044	2,096	116	2,052	-	-
To improve the level of service	2,577	2,858	3,456	3,292	4,484	4,238	1,677	2,415	2,067	541
To replace existing assets (renewals)	465	687	507	60	657	94	550	109	442	159
Total capital expenditure	**5,042**	**6,553**	**6,611**	**3,352**	**6,185**	**6,427**	**2,342**	**4,576**	**2,510**	**700**

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for storm water.

FUNDING SOURCES FOR STORMWATER 2018/19



Stormwater

- **81%** Rate Income
- **18%** Financial Contributions
- **1%** Subsidies

Leadership

Representation 111

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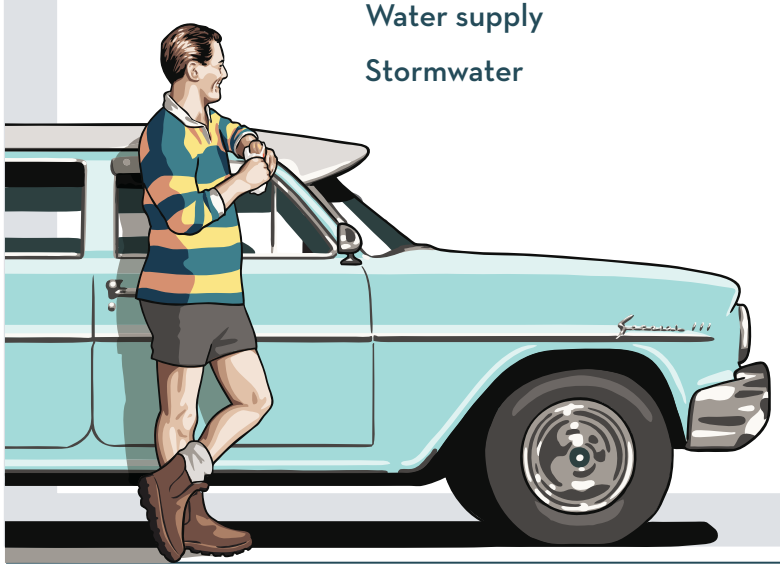


NATURAL ENVIRONMENT

NATURAL ENVIRONMENT

OVERVIEW

Council has an important role in protecting the natural environment of the Western Bay. It is one of our most valuable assets covering 212,000 hectares of coastal, rural and urban areas. The land of the Western Bay of Plenty faces north-east to the sea. To the west are the rugged bush-covered Kaimai ranges. Numerous streams drain the Kaimai range, flowing down through the hills and coastal lowlands into the swampy estuaries and mudflats of the Tauranga Harbour.

The Kaituna River drains the lakes of Rotorua and Rotoiti into the Maketu Estuary and out to sea, while smaller streams drain the western district into the Tauranga Harbour.

Matakana Island forms a natural barrier between Tauranga Harbour and the Pacific Ocean.

From our beaches and harbours to our wetlands and forests, all are recognised by our communities, Tangata Whenua and visitors. These important resources should be protected and enhanced.

The quality of the natural environment is directly related to people's quality of life and the success of many commercial activities is reliant on resources such as water and soils. Population growth and economic development put pressure on the sustainability of the natural environment. Pressure for the expansion of urban areas affects the natural ecosystems of both the land and sea. Issues such as environmental pollution, waste generation and management, heritage protection and preservation of indigenous wildlife all require consideration as our District grows and develops.

We acknowledge our responsibilities towards the environment and take a sustainable approach towards environmental protection and enhancement in order that future generations can continue to appreciate what we enjoy today.

Much of our work affects the natural environment. We have statutory obligations under the Local Government Act 2002 and Resource Management Act 1991 to control the effects of land use on the environment including natural hazards and indigenous biodiversity. We do this through planning and resource consents and our role in providing infrastructure; for example water, sewerage and roads, which potentially impact on many elements of the environment. It is essential therefore that we take a sustainable approach in order to recognise and, where necessary, minimise the impacts of projects on the environment.

While our work spans regulatory activities such as District Plan preparation, infrastructure development and recreation and leisure planning, it is important to recognise that our role is broader than regulation.

We understand the value of a wider commitment to the natural environment and continue to see the benefits of environmental education, provision of environmental information and support for environmental projects and groups within our communities. Where human activities affect the environment we are keen to support initiatives which seek to offset these negative impacts, understanding that the timeframe for environmental restoration projects is often long term.

In our role as one of a range of organisations we continue seeking to improve and enhance the natural environment, in particular through our close relationship with the Bay of Plenty Regional Council, which also focuses on environmental projects and managing the effects of people's use of freshwater, and biodiversity. We will continue to actively cooperate and support these organisations in order to ensure the sustainably of our natural environment into the future.

Activities that are provided within the Natural Environment Strategy include:

- Environmental education programmes and initiatives delivered mostly through service delivery contracts with Wild About New Zealand and CoastCare
- Support for community based environmental projects provided by our Community Development Team which helps communities to realise their capacity to drive and implement environmental projects
- Fencing subsidies to encourage protection of important ecological areas on private land
- Funding that can support projects or initiatives that enhance the quality of the environment.
- A Community Matching Fund which has an environmental portion of $40,000 as a contestable fund
- Support for Environmental Management Plans.

This strategy is due to be substantively reviewed over the next three years.

WHAT WE PROVIDE

EDUCATION PROGRAMMES & 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 IT

OUR COMMUNITY OUTCOME

Areas of our natural environment with important environmental, cultural and heritage values are protected.

OUR GOALS

- Support the provision of environmental education and information across our District
- Support community-based environmental projects.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
Support the provision of environmental education and information across our District.	• Collaborate with environmental protection agencies to support the development of environmental education initiatives for community environment care groups • Work with other agencies, in particular the Bay of Plenty Regional Council to provide accessible, user-friendly environmental information.	Partner/Facilitator
Support community based environmental projects.	• Support the community to implement environmental projects recognised in Community Plans • Acknowledge and recognise outstanding contributions towards environmental enhancement through TrustPower awards • Liaise with other organisations to develop and manage environmental projects within our District • Offer financial support where possible to projects or initiatives which contribute towards environmental enhancement • Use incentives to encourage legal protection of important ecological areas, for example fencing subsidies.	Facilitator

WHAT WE ARE PLANNING TO DO

All information from 2020– 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
151501	Fencing Subsidies	52	53	54	56	57	58	60	61	63	65
151502	Fencing Subsidies	21	22	22	23	23	24	24	25	26	26
306902	Environmental Monitoring of Protection Lots	50	51	52	54	55	56	58	59	61	63
252302	Ecology Community Services Contract	49	50	51	52	53	55	56	58	59	61
252303	Materials - Volunteer Support	5	5	5	5	5	5	5	5	5	6
306401	Natural Environment Support	5	5	5	5	5	6	6	6	6	6
306403	Tahataharoa Longer Term Wetland Restoration	-	10	10	11	11	11	12	12	12	13
311801	Ecological Development Impact Fee's - Enhancement Planting	17	17	17	18	18	19	19	20	20	21
311802	Ecological Development Impact Fee's - Associated Works	10	10	10	11	11	11	12	12	12	13
311804	Ecological Development Impact Fee's - Education	8	8	8	8	8	8	9	9	9	9
311805	Ecological Development Impact Fee's- Monitoring	27	28	28	29	30	30	31	-	-	-
311807	Ecological Development Impact Fee's- Maketu Bio Dev Plan	4	-	-	-	-	-	-	-	-	-
311808	Ecological Development Impact Fee's- Pukehina Bio Dev Plan	7	-	-	-	-	-	-	-	-	-
311809	Ecological Development Impact Fee's - Newdicks Bio Development Plan	11	-	-	-	-	-	-	-	-	-
162401	Compensation for Esplanade Strips	10	10	10	11	11	11	12	18	18	19
244602	Coastcare Community Services Contract	15	15	16	16	16	17	17	24	24	25
244606	Coastcare Materials	15	15	16	16	16	17	17	18	18	19
302302	Pukehina Beach Refurbishment	15	15	16	16	16	17	17	18	18	19

HOW WE WILL TRACK PROGRESS TOWARDS OUR GOALS

OUTCOME Areas of our natural environment with important environmental, cultural and heritage values are protected.

GOAL	WE'LL KNOW WE'RE MEETING OUR GOAL IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
Support the provision of environmental education and information across our District.	**Key Performance Measure** Amount of additional land included in protection lots in accordance with the District plan						
	• Riparian (kilometres)	New	4.0	4.0	4.0	4.0	4.0
	• Wetland (hectares)	New	1.5	1.5	1.5	1.5	1.5
	• Tall forest, Regenerating Forest, Shrub land (hectares)	New	60	60	60	60	60
Support community-based environmental projects.	**Key Resident Measure** Percentage of residents surveyed who perceive the environmental attributes monitored have improved or are being maintained. **Please note:** the environmental 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.	79%	≥75%	≥75%	≥75%	≥75%	≥75%

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

WHAT WE PROVIDE	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
Facilitate and support community involvement in protecting and enhancing the natural environment.	Percentage of environmental groups that Council supports.	47.5%	≥50%	≥50%	≥50%	≥50%	≥50%
	Number of community environmental education initiatives.	New	≥6	≥6	≥6	≥6	≥6c
Ensure protection lots are compliant with terms of covenants.	Number of protection lots monitored to ensure compliance.	41	≥40	≥40	≥40	≥40	≥40

KEY ASSUMPTIONS

ASSUMPTION	DESCRIPTION	RISK
Population growth impact	Population growth and development occurs at a rate and is managed in a way that our natural environment can adapt to change and absorb the impact of human activities.	If we inaccurately forecast the rates of growth and development in our District our natural environment will be unable to cope and will be adversely affected.
Fencing grants	We will continue to contribute funds to ecological protection programmes facilitated by the Bay of Plenty Regional Council; these are Environmental Management Plans.	If fencing grants are no longer offered remaining stream, wetland and bush areas may be compromised. Costs of restoration are likely to be high.
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.
Rising sea levels/frequent severe weather events	An integrated, multi-agency response to the effects of rising sea levels will be implemented to address land stability and coastal erosion issues across our District.	If an integrated, multi-agency approach is not taken, land instability and coastal erosion issues may remain unresolved and the costs of land remediation may increase.

DID YOU KNOW...

- At the start of 2018 there were 39 environmental care groups working within our District
- One of these groups, the Uretara Estuary Managers, have won a national Green Ribbon Award for their work and are the only group to actively and successfully work with landowners to restore ecological values in 4 entire catchments under their Catchment Guardianship Scheme.
- The more successful groups are turning over a minimum of approximately $60,000-70,000 each year

- In the last decade, Kiwi and Kokako have been translocated back into the District by the Otanewainuku Kiwi Trust and more are in progress. The Aongatete Forest Restoration Trust have reintroduced Weka as well as having discovered a small population of Riflemen.
- The Predator Free NZ movement is starting up in several placed throughout the sub-region, including Te Puke.

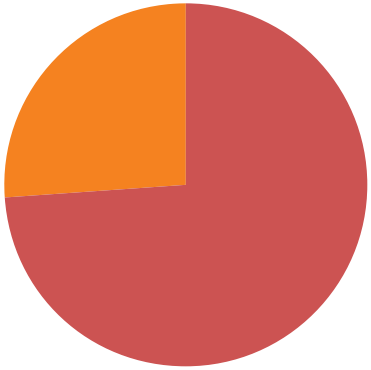
SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ 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.	✘ 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).	• 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 practiced in later years • Using signage as a means of 'getting the message across'.
Environmental	✓ Helps support habitats for native flora and fauna ✓ Helps to ensure that our use of the natural environment for farming practices, etc 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.	✘ 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.	• We work with communities, landowners and environmental groups to provide education and support regarding the work we are undertaking.
Economic	✓ 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.	✘ 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.	• We work with commercial businesses to help educate them in terms of both regulatory provisions and environmental best practice • We support groups and provide long term advice about managing projects and sourcing long term funding.
Cultural	✓ 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.	✘ Risk of cultural sites being seen as less important ✘ Risk of the mauri or spiritual significance of a cultural site being diminished.	• 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.

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for natural environment.

FUNDING SOURCES FOR NATURAL ENVIRONMENT 2018/19



Natural Environment

- **74%** Rate Income
- **26%** Financial Contributions

WASTEWATER

WASTEWATER

OVERVIEW

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.

Increasing demand for wastewater services is driven by population growth, environmental degradation and public health issues. Waihi Beach experiences additional seasonal demand driven by holiday makers. Developers pay financial contributions (subdivision fees) which are used to repay the costs of building future capacity into our District's wastewater schemes:

URBAN CENTRES

- Katikati
- Maketu/Little Waihi
- Omokoroa
- Te Puke
- Waihi Beach

We have four wastewater treatment plants at Katikati, Maketu/Little Waihi, Te Puke and Waihi Beach and one wastewater treatment scheme in Omokoroa. Resource consents for two of the wastewater treatment plants (Te Puke and Katikati) are currently being renewed and the capital works programme may be influenced by resource consent requirements, which have been submitted to the Regional Council. Council is planning to construct a new wastewater and treatment plant scheme for Ongare Point in 2018. A new scheme for Te Puna West was completed in 2017 and wastewater is now being pumped into the Omokoroa transfer main.

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, and have sufficient capacity for the next 10 years for the remaining treatment plants. An increase in urban development outside our existing structure plans during the life of this plan would require expansions of the treatment plants.

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 Strategy.

Omokoroa

The Omokoroa Peninsula is currently serviced with a reticulated network north of the railway line that discharges to a common storage chamber/pump on Council owned land adjacent to 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 Omokoroa, new reticulated infrastructure will feed into this existing pump station.

Te Puke Waste Water Treatment Plant Upgrade

As the Te Puke Wastewater Treatment Plant is nearing capacity, Council is upgrading the facility. This is due to start within three years, and will be subject to new resource consent conditions in relation to the discharge consent, currently lodged with the Regional Council. Council will be looking into alternative discharge points over the next 3-5 years.

Katikati Waste Water Treatment Plant Alternative Options Assessment

Katikati currently discharges its wastewater via an ocean outfall of Matakana Island. As part of its resource consent renewal Council will be looking at alternative discharge options over the 3 -5 years. The aim will be to be to implement the preferred option over the 2021/2031 LTP.

SEPTIC TANK EFFLUENT PUMP SYSTEM

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 is being constructed for Ongare Point. This will be 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 (ONSET), as individual properties are large enough to provide sufficient areas for effective land-based treatment. At Tanners Point properties are within a maintenance zone in the OSET plan. This means properties within the zine 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.

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

WHAT WE PROVIDE

MAKETU

37.8
KILOMETRES
of pipes

524
HOUSEHOLD PUMPS

2
BOOSTER PUMPS

- *treatment plant with two sequential batch reactor tanks and emergency pond*
- *discharge to land via subsurface drip irrigation*

OMOKOROA

64.3
KILOMETRES
of pipes

14
PUMP STATIONS

- *sewage is pumped to the Tauranga City Chapel Street plant for treatment*

TE PUKE

71.9
KILOMETRES
of pipes

7
PUMP STATIONS

- *treatment plant with a sequentially activated sludge system, ultraviolet disinfection and wetland*

KATIKATI

73.6
KILOMETRES
of pipes

15
PUMP STATIONS

- *treatment plant with aerated lagoons, ultraviolet disinfection and wetland*

WAIHI BEACH

80.0
KILOMETRES
of pipes

26
PUMP STATIONS

- *treatment plant with aerated lagoons, ultraviolet disinfection and wetland*

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Wastewater services are well planned and maintained to ensure a clean and healthy environment.

OUR GOALS

- 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.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
All areas in our District served by Council's reticulated wastewater disposal systems meet acceptable health, safety and environmental standards.	• Ensure sludge disposal meets environmental and health standards by investigating new technology to reduce sludge, alternative uses and options for sludge disposal	Lead
	• Ensure that the disposal of treated effluent meets environmental and health standards and is affordable.	Lead
Assist small urban communities along the Tauranga Harbour to ensure that the wastewater disposal options available to them meet health and safety requirements.	• 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.	Partner/Advocate

DID YOU KNOW...

- Of the 49,000 residents that live in the Western Bay of Plenty, more than 19,000 are serviced by a Council wastewater system. This represents a total of 8,775 connections to the wastewater systems.
- In 2016/17 almost 1,900 million litres of wastewater was discharged into the public wastewater network.
- In 2017 the total value of Council's wastewater assets was $136 million (reticulation) / $185 million (reticulation and plant).

WHAT WE ARE PLANNING TO DO

All information from 2020– 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
168603	Waihi Beach Wastewater Treatment Plant Renewals	280	267	189	79	879	349	266	59	817	150
168604	Waihi Beach Wastewater Treatment Plant Fixed Generator	-	-	-	-	-	135	-	-	-	-
168605	Waihi Beach Wastewater Treatment Plant Mechanical Seperator for Wetlands	-	-	-	-	154	-	-	-	-	-
226001	Waihi Beach Pump Station Renewals	150	133	147	150	165	169	173	380	341	351
226025	Waihi Beach Treatment Plant upgrade additional aeration capacity	-	-	-	322	-	-	-	-	-	-
310902	Waihi Beach Asset Assessment	6	6	6	6	7	7	7	12	12	13
317001	Waihi Beach Structure Plans Utilities Wastewater	-	625	-	-	-	-	-	-	-	-
319502	Waihi Beach Infiltration Investigation and Remedial Work	40	-	-	-	-	-	-	89	116	56
336301	Waihi Beach Wastewater Treatment Plant Monitoring and Review	10	-	-	-	-	-	51	-	-	-
340501	Wastewater Modelling	20	-	21	21	11	11	12	12	-	-
225723	Katikati Wastewater Pump Station Renewals	87	76	75	118	96	169	173	107	134	150
225724	Katikati Wastewater Treatment Plant Renewals	400	1,097	629	118	321	45	40	249	207	83
225727	Katikati Wastewater Treatment Plant renewals of resource consent	100	-	-	-	-	-	-	-	-	-
225743	Katikati Wastewater Infrastructure rehabilitation	50	41	52	-	11	-	12	20	21	21
311002	Katikati Asset Assessment	6	6	6	6	7	7	7	12	12	13
316701	Katikati Structure Plans Utilities Wastewater	-	-	-	-	-	-	520	-	207	-
323402	Katikati Infiltration Investigation	10	-	-	-	-	34	35	-	-	-
342101	Katikati Wastewater Network Upgrades	-	-	-	-	-	1,352	312	474	-	-
344201	Katikati Wastewater Treatment Plant - Trailer Mounted Diesel Pump	95	-	-	-	-	-	-	-	-	-

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
229815	Omokoroa Wastewater Pump Station Renewals	66	68	178	236	264	282	254	261	256	85
317301	Omokoroa Structure Plans Utilities Wastewater	-	3,307	-	537	-	-	1,544	-	-	627
323502	Omokoroa Infiltration Investigation	-	-	-	43	33	-	-	-	-	-
331701	Te Puna West wastewater system	53	-	-	-	-	-	-	-	-	-
336601	Omokoroa Manhole Repair	200	-	210	-	-	-	-	-	-	-
338601	Omokoroa Asset Assessment	6	6	6	6	7	7	7	12	12	13
343901	Omokoroa Infiltration Rehabilitation	20	51	105	21	22	-	-	-	-	-
220102	Te Puke Wastewater Treatment Plant Fixed Generator	120	-	-	-	-	-	-	-	-	-
220103	Te Puke Wastewater Treatment Plant Sludge Thickner	-	-	-	-	550	-	-	-	-	-
220104	Te Puke Wastewater Treatment Plant Micro Screen	350	-	-	-	-	-	-	-	-	-
220105	Te Puke Wastewater Treatment Plant Inlet Grit Trap	-	513	-	-	-	-	-	-	-	-
220106	Te Puke Wastewater Treatment Plant Effluent Monitoring Equipment	-	-	-	-	121	-	-	-	-	-
220107	Te Puke Wastewater Treatment Plant Screen	-	-	-	-	-	-	578	-	-	-
225615	Te Puke Wastewater Pump Station Renewals	72	128	87	94	36	79	103	108	45	119
225619	Te Puke Wastewater Treatment Plant Renewals	81	66	272	73	63	-	102	56	22	76
225620	Te Puke Wastewater Treatment Plant Renewals of Resource Consent	235	56	-	-	-	-	-	-	-	-
225632	Te Puke Wastewater Treatment Plant Upgrade	280	-	-	1,610	-	-	-	-	-	1,378
225633	Te Puke Wastewater Pipe Renewals	55	-	-	-	-	-	-	-	-	-
295702	Te Puke Structure Plan Area 3 Phase 2	-	318	-	-	-	-	-	-	-	-
295703	Te Puke Structure Plan Area 3	-	334	-	-	-	-	177	-	-	-
311102	Te Puke Asset Assessment	6	6	6	6	7	7	7	12	12	13
323602	Te Puke Infiltration Investigation	-	41	31	-	-	-	-	-	37	38
344001	Te Puke Wastewater Treatment Plant Rock Filter	-	-	-	-	110	-	-	-	-	-

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
344101	Te Puke Wastewater Treatment Plant - Wetlands Decommissioning	-	-	-	-	110	-	-	-	-	-
335001	Maketu Wastewater Treatment Plant Improvements	140	62	-	-	-	-	-	-	-	-
344301	Maketu Wastewater Pump Station Renewals	-	-	-	-	-	-	-	130	280	326
331801	Ongare Point Wastewater System	873	-	-	-	-	-	-	-	-	-

HOW OUR PLANS HAVE CHANGED

The timing and costs of some of our projects have been updated since we adopted our 2015 - 2025 Long Term Plan (LTP).

To see how our plans have changed click here for the complete list of the projects/programmes that have been revised or alternatively visit our website www.westernbay.govt.nz.

Wastewater connections

SYSTEM	30 JUNE 2017			
	NUMBER OF CONNECTIONS	PROPERTIES PAYING AVAILABILITY, BUT NOT CONNECTED (INCLUDES VACANT SECTIONS)	TOTAL PROPERTIES ELIGIBLE TO CONNECT	TOTAL CAPACITY (POPULATION EQUIVALENTS)
Katikati wastewater	1938	256	2194	6000
Maketu/Little Waihi wastewater stage 1	438	125	563	3000
Omokoroa wastewater	1131	181	1312	12000
Te Puke wastewater	2668	70	2738	9000
Waihi Beach wastewater	2599	230	2829	21000
TOTAL	**8774**	**862**	**9636**	**51000**

Figures in the table above are for the year ended 30 June 2017.

HOW WE WILL TRACK PROGRESS TOWARDS OUR GOALS

OUTCOME Wastewater services are well planned and maintained to ensure a clean and healthy environment.

The Local Government Act 2002 introducted standard performance measures for wastewater to be reported by all local authorities. These mandatory measures have been integrated into Council's performance framework and are also shown in italics.

GOAL	WE'LL KNOW WE'RE MEETING OUR GOAL IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
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.**	**Key Performance Measure** Percentage compliance with Resource Consents for each wastewater scheme.						
	• Katikati	90.6%	≥90%	≥90%	≥90%	≥93%	≥95%
	• Maketu/Little Waihi	100%	≥94%	≥96%	≥96%	≥98%	≥99%
	• Te Puke	92.5%	≥90%	≥90%	≥90%	≥93%	≥95%
	• Waihi Beach	97.9%	≥97%	≥97%	≥97%	≥97%	≥98%
	• Ongare Point.	New	≥95%	≥95%	≥95%	≥95%	≥95%
	Key Resident Measure Level of resident satisfaction with Councils reticulated wastewater disposal system.	96%	≥90%	≥90%	≥90%	≥95%	≥95%

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

WHAT WE PROVIDE	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
Maintain wastewater systems and have capacity to meet demand.	*The number of dry weather sewerage overflows from Council's sewerage system, expressed per 1000 sewerage connections to that sewerage system.* *NOTE: only applies when 1mm of rain has fallen in a 24 hour period.*	1.83	≤2	≤2	≤2	≤2	≤2
	Compliance with resource consents for discharge from the sewerage system measured by the number of; • *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 sewerage overflows resulting from a blockage or other fault in the Councils sewerage system, the following median response times measured:*						
	• *Attendance time: from the time that Council receives notification to the time that service personnel reach the site*	26 mins	≤1.5 hrs	≤1.5 hrs	≤1.5 hrs	≤1.5 hrs	≤1.5 hrs
	• *Resolution time: from the time that Council receives notification to the time that service personnel confirm resolution of the blockage or other fault.*	2 hours 47 mins	≤8 hrs	≤8 hrs	≤8 hrs	≤8 hrs	≤8 hrs
	The total number of complaints received by Council about any of the following: • Sewerage odour • Sewerage system faults • Sewerage system blockages • Council's response to issues with sewerage system. *Expressed per 1000 connections to the Councils sewerage system.*	29.27	≤40	≤40	≤40	≤40	≤40

KEY ASSUMPTIONS

ASSUMPTION	DESCRIPTION	RISK
Domestic wastewater flows	Average dry weather flow (ADWF) or average domestic daily wastewater flow of 220 litres per person per day. Number of people per dwelling = 2.7. For accommodation facilities, for example campgrounds and motels, different factors are applied. For holiday areas, for example Waihi Beach and Maketu/Little Waihi, the wastewater schemes have been designed for peak holiday resident populations forecast to 2021.	Higher than predicted wastewater flows resulting in under-capacity systems and/or advanced expenditure for upgrades of reticulation and treatment assets. Lower than predicted wastewater flows would mean the assets would be under-utilised.
Industrial and commercial wastewater flows	• 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. 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.	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.
Wastewater assets economic life	Economic life of assets: • Polyvinyl chloride (PVC), polyethanol (PE) plastic components 80 years • Pumps 15 years • Electrical 15 years • Concrete structures. 60 years Concrete structures are given a lower life in wastewater environments based on experience and condition rating.	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.
Wastewater asset valuations	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.	If the unit rates used budget allocations for renewals would be incorrect. This may require greater funding.
Wastewater emergency storage at pump stations	Capacity for nine hours emergency storage at pump stations.	If storage capacity is insufficient, overflows would occur, with consequential environmental damage. Prosecution may follow.
Legislation	There will be no significant changes to legislation affecting the wastewater activity (Health Act 1956 and Local Government Act 2002).	If new standards for wastewater that required upgrades to existing infrastructure were imposed, this would impact on the amount of rates paid by those served by Council schemes.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ 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.	✗ 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.	• We will continue to encourage households to reduce the amount of wastewater they produce, for example through reuse of grey water for garden irrigation. • We will continue to investigate alternatives for the sustainable disposal of sewage sludge.
Environmental	✓ Having wastewater treatment plants reduces the amount of untreated effluent entering the environment.	✗ 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.	• 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.
Economic	✓ 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'.	✗ 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.	• We will continue to monitor our wastewater systems to ensure they are working well and meeting levels of service.
Cultural	✓ Respects cultural sensitivity around receiving environments. ✓ Receiving environments are improved.	✗ 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.	• Council has opted for a land-based disposal approach with the Maketu/Little Waihi wastewater scheme.

COUNCIL'S ADDITIONAL ASSET REQUIREMENTS

DISTRICT-WIDE WASTEWATER

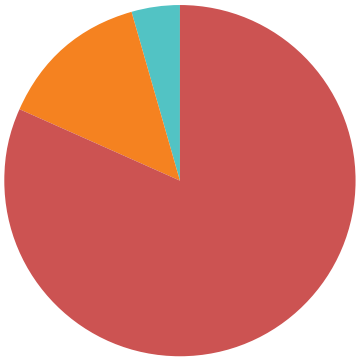
All information from 2020-2028 includes an annual adjustment for inflation.

CAPITAL EXPENDITURE	$'000									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
To meet additional demand (capacity for future residents - growth)	280	4,584	-	2,468	-	1,352	3,130	474	207	2,005
To improve the level of service	1,321	625	126	43	1,077	147	12	12	-	-
To replace existing assets (renewals)	2,126	1,931	1,839	869	1,834	1,093	1,123	1,370	2,123	1,362
Total capital expenditure	**3,727**	**7,140**	**1,965**	**3,380**	**2,911**	**2,592**	**4,264**	**1,856**	**2,331**	**3,367**

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for wastewater.

FUNDING SOURCES FOR WASTE WATER 2018/19



Wastewater

- **82%** Rate Income
- **14%** Financial Contributions
- **4%** Subsidies

SOLID WASTE

SOLID WASTE

OVERVIEW

Our Solid Waste Strategy sets out our sustainable development approach to the management of solid waste acti across our District. Human activity is inextricably linked to the health of our natural environment. A healthy environment is ess rall well-being and prosperity. With our population growing, so demands on our natural resources will increase. The chall r impacts on the environment and reduce consumption and waste.

The Solid Waste Strategy aligns to Council's Waste Management and Minimisation Plan (adopted in December 2017 as part of this LTP, to align with the Waste Management and Minimisation Plan which was adopted in December 2017. The primary aim of this Strategy is to reduce the amount of waste produced by reducing, reusing, 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.

Our Strategy and actions have been developed in response to the changing waste management environment. Our community expectations have changed, with an increasing awareness and support for Council to take a more substantial role in waste management. Council is to investigate a ratepayer funded kerbside recycling and rubbish collection servi replace the Omokoroa greenwaste facility with a new green waste and re

Our strategy seeks to progress our Waste Management and Mini waste to landfill. The Plan is available on our website at:

www.westernbay.govt.nz/Documents/Services/A-Z

There are no significant variations betwe Minimisation Plan and this Solid Wa be reviewed in 2022/23.

We see our role cont ensure individu ement to most responsible way. Our `pollu principle requires that those producing al and that by paying for its disposal people ar attitudes towards waste minimisation.

The Waste Minimisa aste disposed of to landfills to generate funding to help local g and businesses reduce the amount of waste. Territorial authorities re otal money collected through the waste disposal levy and these payments are population basis. The money must be spent on promoting or achieving waste minimisati accordance with our Waste Management and Minimisation Plan. 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 re and operated Community Recycling

- Glass bottl
- Pap

errous metal

itewear (a fee applies).

and we offer greenwaste disposal services at the above sites and also Omokoroa 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.

Please see page xvii - xxvii from the Long Term Plan Amendment 2018-2028 for the updated information.

WHAT WE PROVIDE

RECYCLING & GREENWASTE CENTRES
Katikati, Te Puke, Athenree

GREENWASTE DROP-OFF
Omokoroa

...IMES

ONGOING MONITORING OF
CLOSED & CAPPED LANDFILLS
Athenree, Te Puke, Waihi Beach

MONITOR
ILLEGAL DUMPING (FLY-DUMPING)
across our District

Please see page xvii - xxvii from the Long Term Plan Amendment 2018-2028 for the updated information.

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

Effective waste management practices that minimise waste to landfill and encourage efficient use of resources to reduce environmental harm.

OUR GOALS

- 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.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
Reduce and recover more waste.	**Advocacy** Advocate where possible for stronger [illegible] for the minimisation of waste accompany[illegible]	Advocate
	Education and inform[illegible] Education a[illegible] towards waste minimisation and manag[illegible]	
	Partners in [illegible] on [illegible] matters, for example Tauranga City Council the Bay of Plenty [illegible] Liaison Forum, Ministry for the Environment, Environmental [illegible] Trust, Waste Watchers, Pare Kore, Zero Waste Education Ltd and waste [illegible] ordinated, consistent and up-to-date response to education and information	Partner
	Schools [illegible] 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.	Partner/Advocate
	Community 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.	Partner

Please see page xvii - xxvii from the Long Term Plan Amendment 2018-2028 for the updated information.

GOAL	OUR APPROACH	OUR ROLE
Reduce and recover more waste (cont).	**Business and rural sectors** Support key business and rural sector groups to establish waste minimisation education programmes that each sector can own and sustain into the future.	Facilitator/Advocate
	Communication Provide user-friendly access to waste services information available through our libraries and serv[illegible] website and our online Waste Services Directory. We respond to waste services and inform[illegible]	Lead
	Welcome pack Include information on weekly kerbside collections and drop-off facilit[illegible] all new residents in our District.	Lead
	Signage Ensure that industry-standard signage is prov[illegible] fly-dumping trouble spots.	Partner
	Composting/worm compost[illegible] Educate communit[illegible] ganic waste and greenwaste. Provide w[illegible] orm composting units and partner to redu[illegible] [illegible] ste for composting off site.	Advocate/Facilitator
	[illegible] ing are proposed by private or community sectors, we will investigate whether these [illegible] eplace our operated services.	Lead
	[illegible] ection of recycling [illegible] stigate the introduction of a kerbside rubbish and recycling service procured and managed by Council, to replace the current privately provided service.	Lead
	Public recycling Subject to community demand and willingness-to-pay, work with community boards to establish public recycling facilities in public places.	Facilitator

Please see page xvii - xxvii from the Long Term Plan Amendment 2018-2028 for the updated information.

GOAL	OUR APPROACH	OUR ROLE
Reduce and recover more waste (cont).	**Illegally dumped waste** Change attitudes toward fly-dumping 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 dumping occurs and where appropriate install mobile closed circuit telev[illegible] cameras at problem sites Pursue infringements and prosecutions where there is sufficient information to support suc[illegible]	Lead
	Waste Management and Minimisation Bylaw Enforce the Waste Management and Minimisation Bylaw to ensure that [illegible] for the proper disposal of their waste.	Lead
Apply the latest proven and cost effective waste management and minimisation approaches.	**Hazardous Waste Management** Small quantities (30kg or litres) of household [illegible] e Puke centres. All waste must be accompanie[illegible] hat can be ordered from Council customer s[illegible]	Lead
	Landfills Continue wit[illegible] trang Road, Te Puke and Waihi Beach as requ[illegible] user-pays drop-off sites for specific waste a[illegible]	
	[illegible]	Facilitate/partner
	[illegible]	Facilitate/partner

Please see page xvii - xxvii from the Long Term Plan Amendment 2018-2028 for the updated information.

GOAL	OUR APPROACH	OUR ROLE
To collect information to enable informed decision making.	**Solid Waste Analysis Procedure** Undertake regular solid waste audit procedure which will follow the Ministry for the Environment (MfE) Solid [illegible] Analysis Protocol (SWAP) [1].	Lead
	Monitoring and target setting Set targets for • Business waste minimisation • Nappy lady • Pare kore • Kerbside recycling	[illegible]
To create benefit for our community.	**Community waste initiatives** (a) Provide grants to com[illegible] initiatives that adopt environmentally [illegible]	Partner/Advocate/Facilitator
	(b) Supp[illegible] unding sources to establish new	Partner/Advocate
	[illegible] campaigns that contribute to the goals for solid waste by providing [illegible] local administrative support.	Partner
	[illegible] nity actions (b) Advo[illegible] for the introduction of local awards to recognise outstanding contributions and innovations by [illegible] munities and businesses to achieving our solid waste goals.	Advocate
	Mobile recycling and waste services (c) Provide event organisers with a resource kit to encourage waste reduction and recycling at major events in line with the Western Bay of Plenty Sub-regional Events Strategy.	Advocate
	Design principles for new developments 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.	Facilitator

[1]It should be noted that the SWAP may not be required if Council contracted kerbside recycling and rubbish collection is implemented as Council will be able to use other methods such as weighing trucks.

Please see page xvii - xxvii from the Long Term Plan Amendment 2018-2028 for the updated information.

WHAT WE ARE PLANNING TO DO

All information from 2020– 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
318601	District Solid Waste Waste Minimisation Funding Pool	130	133	136	139	143	147	[illegible]	[illegible]	171	175
318605	Alternative Recycling and Rubbish Collection	25	-	-	-	-	[illegible]	[illegible]	[illegible]	-	-
318606	Envirohub	20	21	21	-	[illegible]	[illegible]	[illegible]	[illegible]	-	-
319902	District-wide Trade Waste Implementation	50	51	52	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	61	63
344401	Omokoroa Green Waste Facility / Recycling Centre	-	-	52	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-

MAJOR PROJECTS PLANNED FOR 2018 - 2028

The replacement of Omokoroa's Greenwaste facility includes a $1.2m allocation tow[illegible]y.

Waste Minimisation Funding Pool

This pool of funding allocates $1.8m over the duration of this plan.

Future projects may include:

- Investigation into Council led kerbside recyclin[illegible]
- Investigate a possible future transfer s[illegible]
- Investigate additional commu[illegible]
- Investigate opportun[illegible]

HOW OU[illegible]

The timing and co[illegible]d since we adopted our 2015 - 2025 Long Term Plan (LTP).

To see how our plan[illegible]mplete list of the projects/programmes that have been revised or alternatively visit our website www.westernbay.govt.nz.

Please see page xvii - xxvii from the Long Term Plan Amendment 2018-2028 for the updated information.

HOW WE WILL TRACK PROGRESS TOWARDS OUR GOALS

OUTCOME Effective waste management practices that minimise waste to landfill and encourage efficient use of resources to reduce environmental harm.

GOAL	WE'LL KNOW WE'RE MEETING OUR GOAL IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
Reduce and recover more wasteApply the latest proven and cost effective waste management and minimisation approaches **To collect information to enable decision making** **To create benefit for our community**	**Key Performance Measure** Percentage of actions identified in the Solid Waste Action Plan for the year that have been completed. This identifies the total annual actions required for this strategy. Actions are required within specification and budget.	100%	≥97%	≥97%	[illegible]	[illegible]7%	≥97%
	Key Resident Measure Level of customer satisfaction with household rubbish disposal methods.	79%	[illegible]	[illegible]	[illegible]	[illegible]	≥80%
	Supporting Measures Number of initiatives funded by the Ministry for the Environment Waste Minimisation				[illegible]	≥1	≥1
	Percentage of waste recycled or recovered [illegible] solid waste two yearly audit. The au[illegible] per the Solid Waste Analysis [illegible] for the Environment			[illegible]dit	≥45%	≥47%	≥48%

HOW WE WILL TRACK PROGRESS [illegible]

WHAT WE PROVIDE	WE'LL KNOW WE'RE [illegible]	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
All Council-owned solid wa[illegible] facilities' including cl[illegible] meet environm[illegible]	[illegible]d.	0	0	0	0	0	0
Provide and [illegible] recycling servi[illegible]	[illegible] recycling facilities provided.	4	≥4	≥4	≥4	≥4	≥4
Assist in the pro[illegible] opportunities for [illegible] hazardous waste.	[illegible]dous waste drop off points.	3	3	3	3	3	3

Please see page xvii - xxvii from the Long Term Plan Amendment 2018-2028 for the updated information.

KEY ASSUMPTIONS

	ASSUMPTION	RISK
Council will investigate an increasing role in waste management	Council's waste management role may change during the period of this LTP. Council's future role could be to procure and manage a future kerbside collection in the District and to oversee the development of a transfer station.	Poorly managed change can result in increased [illegible] nd project delays, and/or com[illegible] ent with the process.
Solid waste generation rate, including diverted materials	An estimated 640kg per year of municipal solid waste will be generated per person, reducing over t[illegible] years.	[illegible] te minimisation is not [illegible] ible action there is a [illegible] to go to landfill.
Solid waste environmental consciousness profile	Communities in the Western Bay district are more conscious of the environm[illegible] actions. Communities are demonstrating an increasing willingness to re[illegible]	[illegible] o with the [illegible] reness and is [illegible] y expectations.
Recycling facilities are already reaching capacity.		
Waste Minimisation Act	The Waste Minimisation Act was passed i[illegible] additional funding through a waste l[illegible] to waste minimisation activitie[illegible]	[illegible] hange 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 Management and Minimisation Plan	Council will [illegible] ion Plan as required by section [illegible]	If the WMMP is not updated every 6 years funding from the Waste Levy may be at risk.
Solid waste changes in technology	[illegible] costs and reduce impacts on the	Innovative technologies may increase costs in the short term if economies of scale cannot be easily achieved.

Please see page xvii - xxvii from the Long Term Plan Amendment 2018-2028 for the updated information.

DID YOU KNOW

Weights f[illegible]

- Dishwashe[illegible]
- Oven/stove – 75kg
- Dryer – 32kg
- Washing Machine – 45kg

Total percentage [illegible] Katikati & Waihi Beach Recycling Centres:

- Glass - 70%
- [illegible] - 17%
- Plastic - 4%

Total percentage by [illegible] recyclables from Te Puke Recycling Centres:

- Glass - 48%
- Paper - 28%
- Plastic - 4%

Average weights for recyclable material per loose cubic metre

- On average: Kg/m3
- Glass: 220kg (Source: Recyclonomics)
- Plastics: 25kg (Source: Recyclonomics + averages)
- Cardboard: 90kg (Source: Recyclonomics)
- Paper: 160kg (Source: Full Circle)
- Aluminium: 30kg (Source: Recyclonomics)
- Steel cans: 90kg (Source: CMA recycling)
- Solid steel: 700kg (Source: CMA recycling)
- Food waste - 500g

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADD[illegible]NG THESE EFFECTS
Social	✓ Providing recycling facilities 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.	✗ Under-provision of recycling facilities fails to promote a positive shift in the community's attitude to waste.	• Each main[illegible] in our District has gree[illegible] facilities.
Environmental	✓ The hazardous waste collection removes household quantities potentially harmful substances. ✓ Protection and enhancement of our District's environment.	✗ La[illegible] on	[illegible]ntinue to manage and monitor the closed [illegible]ill 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.
Economic	✓ Provision of user-pay s[illegible] generator of wast[illegible] service.	[illegible] dumping of rubbish to [illegible]ost of recycling and disposal services. The [illegible] of recycling services is affected by the world markets for recyclable materials, for example glass and plastic.	• 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.
Cultural	[illegible]ensitive	✗ Waste entering water bodies affects the mauri of the environment.	• We will continue to take enforcement action against fly dumping.

Please see page xvii - xxvii from the Long Term Plan Amendment 2018-2028 for the updated information.

COUNCIL'S ADDITIONAL ASSET REQUIREMENTS

SOLID WASTE

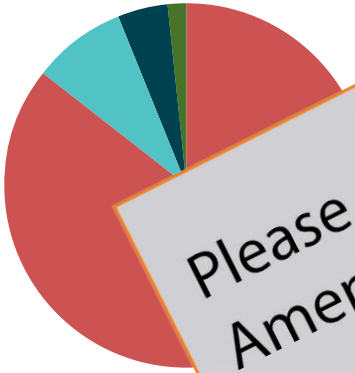
All information from 2020-2028 includes an annual adjustment for inflation.

CAPITAL EXPENDITURE	$'000									
	2019	2020	2021	2022	2023	20			2027	2028
To meet additional demand (capacity for future residents - growth)	-	-	52	1,019	2				-	-
To improve the level of service	-	-	-	-					-	-
To replace existing assets (renewals)	-	-	-						-	-
Total capital expenditure	**-**	**-**	**52**					**-**	**-**	**-**

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and

FUNDING SOURCES FOR SOLID WASTE 2018/19



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ECONOMIC

ECONOMIC

OVERVIEW

This strategy focuses on Council's role in supporting economic development, tourism, promotions, events and town centre development.

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 there is a Bay of Connections Strategy which focuses on aquaculture, freight logistics, energy and forestry production and a Māori Economic Development Strategy (He Mauri Ohooho). Iwi and hapū are significant land owners and contributors to the District economy which is set to increase as iwi and hapū in the District complete their Treaty settlements. Closer to home we are a part of Smart Economy which focuses on innovation, entrepreneurship, social infrastructure which attracts people to the area, education and skill development, partnerships and joint initiatives, and providing a business-friendly environment.

Kiwifruit production has risen dramatically since the recovery from the impact of the PSA V disease. The District produces approximately 123 million trays per year of kiwifruit, and this is estimated to increase to 200 million over the next 10 years. Avocado production is also anticipated to increase in production.

Town centre development continues across the District, with a review of the Omokoroa Structure Plan underway, the development of Jellicoe St in Te Puke and improving car parking in Maketu and Katikati. Developments such as these are particularly important for attracting locals and visitors to Te Puke in light of the Tauranga Eastern Link which bypasses the town. Landscaping and other improvments in Katikati showcase the War Memorial Hall, in particular removing the car parking spaces in front of the hall and improving the amenity of this area. Promotions and events organised by Council-funded Katch Katikati and EPIC Te Puke 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.

In recognition that Waihi Beach is a popular tourist destination, the Waihi Beach Community Events and Promotions Association provides visitor information facilities, networking opportunities for businesses and organises promotions and events. The Waihi Beach Community Board and Council are strong supporters of the association and its activities.

At a more strategic 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 has been instrumental in progressing the development of a university campus in the central business district of Tauranga.

Tourism Bay of Plenty, for which Council provides funding, has been instrumental in increasing the number of tourists to the District. Notably, Tourism Bay of Plenty has developed a 10 year Visitor Economy Strategy in conjunction with key agencies, including Council. The purpose of this strategy is to identify actions to increase the visitor spend in the sub-region. In 2016 visitor expenditure was $901m and this is now estimated to have leapt to over $1b by year end 2018. Council will have a role in supporting the implementation of the Visitor Economy Strategy.

Council has given consideration to whether these service providers are appropriate for the future and whether collectively they maximise the services provided to the District. Increased communication, networking and joint initiatives will be encouraged between the providers to ensure there is a consistent approach throughout the District, while recognising the unique qualities of each area.

Council still sees its role as supporting and promoting economic development, however it is proposing to change the focus of this work with more of an emphasis on:

Working closely with businesses, industry and other agencies including the education sector.

- The interconnections between economic, 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
- The importance of continuing to take an active role in growing healthy, thriving and vibrant town centres that service their communities, visitors and businesses
- Localised economic community development
- Encouraging innovation.

WHAT WE PROVIDE

TOWN CENTRE PROMOTION
Te Puke, Katikati, Waihi Beach

SUPPORT FOR EXTERNAL ORGANISATIONS
FOCUSED ON STRENGTHENING
our local economics

SUPPORTING
ECONOMIC DEVELOPMENT & TOURISM

DID YOU KNOW...

- BA5 (Business After 5) in Katikati, meets on the third Wednesday each month. The venue is at a different business each month. Contact the co-ordinator for more information on 549 5250 or email info@katchkatikati.co.nz
- BA5 (Business After 5) in Te Puke is held on the fourth Wednesday each month at various venues. Starting at 5.15pm and aiming to finish at 6.30pm, each session enables business owners to network and discuss a different theme each time. Contact 573 6772 or email coordinator@tepuke.co.nz for further information
- A range of international speakers on relevant issues have presented to a wide range of community groups to inspire and motivate community action
- An emerging focus on youth issues in both Katikati and Te Puke is evident and much work is being invested in these areas. In Te Puke there is a focus on making pathways to employment easier while Katikati is focusing on young people at risk

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

To encourage the sustainable use of local resources in a way which strengthens economic opportunities and improves social outcomes.

OUR GOALS

- 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.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
Foster partnerships between organisations, including local and Central Government and businesses to support economic, social, cultural and environmental development.	• 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.	Lead/Partner/Facilitator
	• 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 hapu 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.	Lead/Partner/Facilitator/ Advocate

GOAL	OUR APPROACH	OUR ROLE
Council services are committed to being business friendly to encourage and enable businesses to flourish and contribute to building vibrant communities.	• Strengthen the 'business friendliness' of Council services. • Provide cost effective, sustainable and productive infrastructure to enable the District to function and prosper such as water, waste water, storm water, 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: - 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.	Lead/Partner/Facilitator
Enable an environment where community groups and business can collaborate and work together on shared outcomes for communities.	• 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: - 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 for increased funding and resources to undertake research and development to support innovation in the District • Foster and encourage innovation within Council that incorporates economic, cultural, social and environmental benefits: - Investigate ways to encourage innovation internally.	Partner/Facilitator/Advocate

WHAT WE ARE PLANNING TO DO

All information from 2020 – 2028 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	$'000									
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
298901	Tourism BOP Service Delivery Contract	210	222	236	251	267	283	302	321	342	380
299001	Priority One Service Delivery Contract	176	180	184	188	192	196	201	205	210	216
299101	Community Capacity Building	15	20	16	21	16	22	17	23	18	24
299301	Te Puke Promotion Service Delivery Contract - Te Puke Edge	71	72	74	75	77	79	81	82	84	87
299302	Te Puke Promotion Service Delivery Contract - Civic	32	33	34	35	35	36	37	38	39	40
299401	Katikati Town Centre Promotion Service Delivery Contract	77	79	81	82	84	86	88	90	92	95
302201	District Town Centre Development	-	-	-	234	239	244	250	256	262	269
313505	Waihi Beach Town Centre Development - Capital Wk Program	-	306	365	53	-	-	-	-	-	-
326804	Katikati Town Centre Development - Ward Funded	90	93	96	100	104	108	113	117	122	126
326805	Katikati Town Centre Development - Capital Work Program	150	306	-	-	435	-	-	-	-	-
326903	Omokoroa Town Centre Development - District Funded	220	224	229	-	-	-	-	-	-	-
336501	Waihi Beach Promotion Service Delivery Contract	51	52	53	54	55	57	58	59	61	62

HOW WE WILL TRACK PROGRESS TOWARDS OUR GOALS'

OUTCOME *To encourage the sustainable use of local resources in a way which strengthens economic opportunities and improves social outcomes*

GOAL	WE'LL KNOW WE'RE MEETING OUR GOAL IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
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.**	**Key Performance Measure** Percentage of economic contracts where key contract requirements have been achieved.	New	≥90%	≥90%	≥90%	≥90%	≥90%
	Key Resident Measure Level of resident satisfaction with our role in promoting employment and business opportunities within the sub-region.	68%	≥65%	≥65%	≥65%	≥65%	≥65%

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

GOAL	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2017	2019	2020	2021	2022-24	2025-28
Council will support external organisations tasked with developing economic activity in the District.	Total invested in economic support through service delivery contracts.	New	≥ $12 per resident	≥ $11 per resident	≥ $11 per resident	≥ $11 per resident	≥ $10 per resident
	Number of joint economic initiatives identified in the service delivery contracts that have been implemented.	10	≥2	≥2	≥2	≥2	≥2
Council will facilitate economic development through the development and promotion of the town centres.	Level of resident satisfaction with the promotion of town centres and events in Katikati, Te Puke and Waihi Beach.	64%	≥65%	≥65%	≥65%	≥65%	≥65%

Investment in Economic Support per resident based on population projections. The increasing population and no increase in funding means $ per resident is reducing.

KEY ASSUMPTIONS

ASSUMPTION	DESCRIPTION	RISK
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 subregional 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.
Economic sub regional partnerships: SmartEconomy	Our strategic partners remain committed to the implementation of the SmartEconomy Strategy which we adopted in 2004 and reviewed in 2013. We remain committed to the Regional Economic Strategy, which is driven by the Bay of Connections Governance Group.	If the SmartEconomy strategic partners were no longer committed to the sub-regional strategy we would have to reconsider our own strategy. Similarly, should commitment towards the Regional Economic Strategy differ this connection/alignment would be reviewed.
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

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	✓ 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 well-being 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-today operations and management will improve their ability to contribute to the economy and communities.	✗ Our role is relatively limited and, while we can support provision of the 'right conditions' for economic development, we cannot control all aspects.	• Maximising what influence Council does have to support economic development.
Environmental	✓ Sustainable economic development considers its potential impact on all four of the well-beings, including the environment. ✓ 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.	✗ There is often a tension between environmental protection and economic progress.	• 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.

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Economic	✓ 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.	✗ 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.	• 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.
Cultural	✓ 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.	✗ There is often tension between the protection of our cultural heritage and economic progress.	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.

COUNCIL'S ADDITIONAL ASSET REQUIREMENTS

ECONOMIC

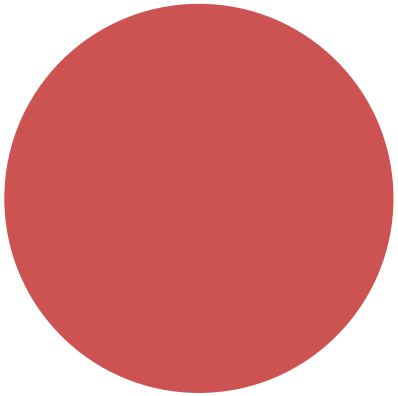
All information from 2020-2028 includes an annual adjustment for inflation.

CAPITAL EXPENDITURE	$'000									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
To meet additional demand (capacity for future residents - growth)	460	929	690	387	778	353	363	373	384	396
To improve the level of service	-	-	-	-	-	-	-	-	-	-
To replace existing assets (renewals)	-	-	-	-	-	-	-	-	-	-
Total capital expenditure	**460**	**929**	**690**	**387**	**778**	**353**	**363**	**373**	**384**	**396**

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for economic.

FUNDING SOURCES FOR ECONOMIC 2018/19



Economic

100% Rate Income

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SUPPORT SERVICES

SUPPORT SERVICES

OVERVIEW

Strategies within our Corporate Plan guide the activities that support our staff to produce their best work and deliver the highest standards of service to our customers. Support services include communications and community engagement, relationship management, customer services, information management, information technology, financial management, corporate assets, procurement, risk management, and quality management.

For many years we have followed a philosophy of continuous improvement, which is implemented across the organisation. Over the next three years we aim to build on the gains we have made to better understand what our customers value, so that we can target our service delivery more effectively. Smart use of technology and making the most of the information we already have are two other ways we can look for improvements in what we do each day.

We also need to keep an eye on changes that are likely to affect us, prepare for them and if possible, use them to advantage. This means taking a more strategic, questioning look at things that may have previously been considered routine or straightforward.

DIGITAL EXPECTATIONS

Our customers increasingly expect to transact and interact with us digitally - in their own time - wherever they are. This is an area of exciting possibility, with potential for greater efficiency and more responsive services. There are also opportunities for us to share public information we hold about communities and places in our district, at very little cost.

As a major provider of essential services, we need to carefully consider how we can meet these expectations, while maintaining responsive services to those people who choose to use traditional communication channels..

The roll-out of rural broadband and urban fibre by Chorus and Ultrafast Fibre will mean more of our residents can access improved internet speeds, so we expect to see increased use of our website, both for transactions and as a primary source of information. We intend to broaden the range of services that are delivered electronically, where there is customer demand to do so.

CHANGING DEMOGRAPHICS

Throughout New Zealand and much of the developed world the average age of the workforce is increasing, and this is particularly true for the Western Bay of Plenty. Good workforce planning is important to ensure skills and knowledge are available in the organisation. A well-engaged work force is also a result of good workforce planning and practice which includes training and career development, effective reward and recognition programmes, equal opportunity, fair treatment and family friendliness. We recognise there are different generational expectations around job satisfaction and career development and we aim to be a workplace of opportunity to all.

UNDERSTANDING WHAT OUR CUSTOMERS VALUE

We continually strive to improve our customer focus, particularly our skills and capacity to be responsive to customers and to engage with a cross-section of the community. We aim to build on our success in this area and make sure that in designing our services we better understand and put emphasis on those things that key customer groups value,

VALUE FOR MONEY

Our organisation has a strong track record of continuous improvement, quality management and process innovation, but it is important that we become more transparent in using benchmarks, statistics and other hard facts to demonstrate the value for money we provide.

The key strategic approach for each of the corporate support activities is broadly described below:

CORPORATE SUPPORT ACTIVITY	WHAT THIS ACTIVITY DOES	STRATEGIC APPROACH
Customer services	Ensure customers receive timely, accurate and user friendly information, service and advice.	Focus on understanding the diversity of customers and their needs and respond to them effectively.
Communications and community engagement	Ensure customers and communities are engaged and kept informed.	Provide engagement opportunities and communications that are targeted to identified, diverse customer groups.
Relationship management	Maintain effective relationships with residents and key communities of interest.	The purposes of key relationships are clearly understood and our obligations to Māori under the Treaty of Waitangi are fulfilled.
Human resources	Manage workforce capability and capacity.	Future workforce needs are understood so that staffing levels, skills and competencies are available to deliver the agreed services to the community.
Information management	Ensure data is accessible, clear and secure.	Information is managed to ensure it is easily accessible, the integrity of the data is maintained and it is used to add value to decision-making.
Information technology	Ensure information systems are integrated, secure and responsive to business needs.	Smart use of technology to achieve agreed strategic initiatives and optimise the customer experience.
Financial management	Provide comprehensive financial planning and monitoring services.	Timely, accessible and reliable information is available to inform decision-making, both for staff and elected members.
Corporate assets	Sustainably manage Council's corporate buildings, equipment, vehicles and land.	Assets, planning and property staff work together to enable the sustainable development of corporate property, equipment and vehicles.
Procurement	Ensure services purchased provide the best value for money, are sustainable and environmentally responsible.	Sustainable purchasing practices that demonstrate value for money and are environmentally responsible.
Risk management	Identify, minimise or mitigate risks.	Integrated risk management information to inform decision making and ensure continuity of Council services.
Quality management	Document and review key processes to ensure knowledge is maintained and opportunities for improvement identified.	Documentation of key processes secures knowledge and facilitates opportunities for improvement.

COUNCIL'S ADDITIONAL ASSET REQUIREMENTS

SUPPORT SERVICES

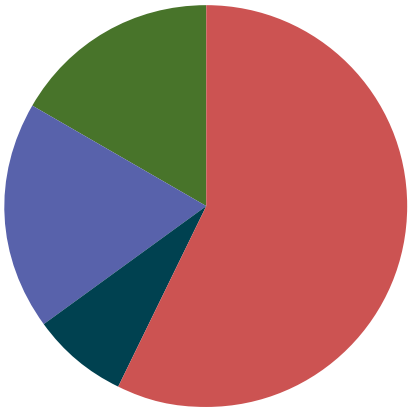
All information from 2020-2028 includes an annual adjustment for inflation.

CAPITAL EXPENDITURE	$'000									
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
To meet additional demand (capacity for future residents - growth)	838	204	72	73	75	77	79	80	82	84
To improve the level of service	1,024	943	702	611	625	639	654	669	1,282	703
To replace existing assets (renewals)	1,123	1,018	1,034	1,057	1,042	1,149	1,096	1,151	1,185	1,172
Total capital expenditure	**2,985**	**2,166**	**1,808**	**1,742**	**1,741**	**1,865**	**1,829**	**1,901**	**2,550**	**1,959**

WHERE THE MONEY COMES FROM

Please refer to Chapter 5 'Policies, Summaries & Statements' for the Revenue and Financing Policy for support services.

FUNDING SOURCES FOR SUPPORT SERVICES 2018/19



Support Services

- **57%** Rate Income
- **9%** User Fees
- **18%** Interest
- **16%** Other

CHAPTER FOUR

04 Financials

CHAPTER FOUR

Funding statement and other rating information (including rates examples)	300
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WESTERN BAY OF PLENTY DISTRICT COUNCIL

SUMMARY FUNDING STATEMENT 2018 - 2028

FOR THE YEARS ENDED 30 JUNE	ANNUAL PLAN $'000										
	2018	2019	2020	2021				2025	2026	2027	2028
General rates											
General rate	20,098	23,609	24,565				65	29,360	30,323	32,570	34,742
Community Board rates	427	438	446				489	503	513	528	540
Targeted rates											
Roading rate	13,978	13,209	17				15,320	15,691	16,356	16,530	16,989
Environmental protection rate	936	732				1,019	1,042	1,067	1,092	1,118	1,146
District library rate	1,651	1,600				1,936	2,023	2,087	2,156	2,269	2,371
Service charges	22,574	23,0				27,289	28,108	29,062	29,779	30,997	31,475
Capital contributions											
Financial contributions	10,020				10,477	10,722	10,671	10,933	11,217	11,518	11,833
Subsidies	12,818				10,297	8,897	8,919	9,119	9,374	10,254	9,900
Vested assets	2			2	2,397	2,453	2,515	2,577	2,645	2,718	2,793
Other revenue											
Fees and charges				11,538	11,976	12,318	12,601	12,947	13,291	13,641	14,060
Penalty revenue				1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Other revenue			566	3,221	3,015	3,314	3,278	3,751	3,671	4,000	3,998
Total operating revenue			02,401	**105,081**	**108,444**	**110,115**	**113,930**	**118,096**	**121,418**	**127,144**	**130,847**
Other funding sources											
Loans		0	120,000	120,000	115,000	110,000	105,000	105,000	95,000	80,000	80,000
Cash reserves and surpluses		058)	(89,409)	(99,733)	(87,037)	(58,727)	(74,228)	(70,254)	(61,991)	(41,345)	(49,566)
Total other funding sources		**53,942**	**30,591**	**20,267**	**27,963**	**51,273**	**30,772**	**34,746**	**33,009**	**38,655**	**30,434**
Total sources of funds		**151,932**	**132,992**	**125,348**	**136,407**	**161,389**	**144,702**	**152,842**	**154,427**	**165,799**	**161,281**
Less operating expe											
Operating costs	54,378	58,823	59,224	60,918	61,937	63,390	65,428	67,231	68,450	70,512	74,310
Interest	7,800	8,000	8,000	7,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Depreciation	20,174	20,807	22,189	23,319	24,499	25,733	26,988	28,684	30,175	31,861	33,293
Total operating expenditure	**82,352**	**87,630**	**89,413**	**91,237**	**92,436**	**95,123**	**98,416**	**101,915**	**104,625**	**108,373**	**113,603**
Other expenditure											
Capital expenditure	39,718	39,301	43,579	34,111	33,971	31,266	36,286	40,927	34,803	32,426	47,678
Debt repayment	45,000	25,000	-	-	10,000	35,000	10,000	10,000	15,000	25,000	-
Total other expenditure	**84,718**	**64,301**	**43,579**	**34,111**	**43,971**	**66,266**	**46,286**	**50,927**	**49,803**	**57,426**	**47,678**
Total expenditure	**167,070**	**151,932**	**132,992**	**125,348**	**136,407**	**161,389**	**144,702**	**152,842**	**154,427**	**165,799**	**161,281**
Operating surplus/(deficit)	**16,832**	**10,359**	**12,988**	**13,844**	**16,007**	**14,992**	**15,514**	**16,181**	**16,794**	**18,771**	**17,244**

Please see page xxix from the Long Term Plan Amendment 2018-2028 for the updated information.

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	ACTUAL $'000	ANNUAL PLAN $'000	FORECAST $'000									
	2017	2018	2019	2020	2021	2022	2023				2027	2028
Operating funding per funding impact statement	85,029	80,912	82,838	85,803	87,664	91,763	[illegible]				108,594	111,790
Add: Subsidies and grants for capital expenditure	476	6,011	4,125	4,500	4,603	3,808	[illegible]				4,314	4,432
Swap revaluation movement	-	-	-	-	-	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-
Financial contributions	10,993	10,020	8,786	9,806	10[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	11,217	11,518	11,833
Lump sum contributions	-	-	-	-	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-
Revaluation adjustments	7,648	-	-	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-
Total	**104,145**	**96,943**	**95,75[illegible]**	[illegible]	[illegible]	[illegible]	[illegible]	**111,416**	**115,519**	**118,773**	**124,426**	**128,054**
Total revenue per statement of revenue and expense	107,728	99,182	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]10,115	113,930	118,096	121,418	127,144	130,847
Less: Loss on shares adjustment	(76)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-
Less: vested assets	3,658	[illegible]	[illegible]	[illegible]	[illegible]	2,397	2,453	2,515	2,577	2,645	2,718	2,793
Total	**104[illegible]**	[illegible]	[illegible]	[illegible]	[illegible]9	**106,047**	**107,662**	**111,416**	**115,519**	**118,773**	**124,426**	**128,054**
Variance	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-	-
Application of operating funding per funding impact statement	[illegible]	[illegible]	[illegible]	**[illegible]7,223**	**67,917**	**67,936**	**69,389**	**71,427**	**73,230**	**74,450**	**76,511**	**80,310**
Total expenditure per statement of [illegible] and expense	[illegible]	[illegible]	[illegible],630	89,413	91,237	92,436	95,123	98,416	101,915	104,625	108,373	113,603
Less: depreciation and a[illegible]	[illegible]	[illegible]4	20,807	22,189	23,319	24,499	25,733	26,988	28,684	30,175	31,861	33,293
Less: other adjustments	[illegible]	-	-	-	-	-	-	-	-	-	-	-
Total	[illegible]016	**62,178**	**66,823**	**67,223**	**67,917**	**67,936**	**69,389**	**71,427**	**73,230**	**74,450**	**76,511**	**80,310**
Variance	-	-	-	-	-	-	-	-	-	-	-	-

Please see page xxx from the Long Term Plan Amendment 2018-2028 for the updated information.

FUNDING IMPACT STATEMENT - RATES

Rate Funding Mechanisms 2018/2019

The following rates are GST exclusive. The defined areas of benefits, land areas, or zones are available on Council maps at Barkes 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 2018-2028.

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	2017/18 ANNUAL PLAN REVENUE ($)	GENERAL RATE IN THE DOLLAR OF CAPITAL VALUE	2018/19 ANNUAL PLAN REVENUE ($)
General rate	Residential zoned areas	Zone	Capital value	4,689,930	0.0009124	5,699,225
	Rural zoned areas	Zone	Capital value	9,664,109	0.0009124	11,894,569
	Commercial/industrial zoned area/post-harvest zoned areas	Zone	Capital value	496,033	0.0009124	576,603
	Forestry	Zone	Capital value	71,479	0.0009124	82,465
Total general rates				**14,921,551**		**18,252,862**

Uniform Annual General Charge (UAGC)

A uniform annual general charge set under section 15 (1) of the Local Government (Rating) Act 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	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
UAGC	-	-	Fixed amount per rating unit	**5,176,605**	**245.00**	**5,364,765**

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. The first 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. The roading targeted rates part fund the transportation activity. Commercial / industrial and post harvest zoned rating units are charged a differential of 2.0 based on the assessed impact they have on the roading infrastructure.

SOURCE	DIFFERENTIAL CATEGORIES / CATEGORIES	MATTERS	FACTOR	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Roading rates	1. Residential and Rural zoned	Land use	Land value	8,969,073	0.000815	8,485,200
	1. Forestry zoned	Land use	Land value	71,565	0.000815	65,241
	1. Commercial/Industrial or Post-harvest zoned	Land use	Land value	432,219	0.001631	401,034
	2. Roading rate (District-wide)	All rateable land within the local authority district	Fixed amount per rating unit	1,675,307	$72.30	1,583,099
	3. Roading rate (Rural)	Land use	Fixed amount per rating unit	2,830,199	$261.07	2,674,426
Total roading targeted rates				**13,978,362**		**13,209,000**

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	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Community Boards	Waihi Beach	Location	Fixed amount per rating unit	82,455	26.53	80,683
	Katikati	Location	Fixed amount per rating unit	88,540	20.86	92,174
	Omokoroa	Location	Fixed amount per rating unit	71,313	45.40	74,642
	Te Puke	Location	Fixed amount per rating unit	108,748	28.25	112,138
	Maketu	Location	Fixed amount per rating unit	76,282	135.46	78,837
Total Community Board targeted rates				**427,338**		**438,474**

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	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Environmental Protection Rate	-	All rateable land within the District	Fixed amount per rating unit	**918,000**	**32.61**	**714,000**

FUNDING IMPACT STATEMENT - RATES

Solid Waste Targeted Rates

The solid waste rates are uniform 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	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Solid waste	Western	Location - Katikati/Waihi Beach wards	Fixed amount per rating unit	534,100	78.39	585,431
	Eastern	Location - Maketu/ Te Puke ward	Fixed amount per rating unit	447,255	65.10	468,695
Total Solid Waste targeted rates				**981,355**		**1,054,126**

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	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Library Services	Library rate	All rateable land within the District	Fixed amount per rating unit	1,640,084	72.57	1,589,060
Te Puna Library rate	Te Puna Library rate	Location	Fixed amount per rating unit	10,506	7.90	$11,220
Library Services rate				**1,650,590**		**1,600,280**

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	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Western water	Metered connection (standard 20mm)	Location of land and provision or availability of service	Nature and number of connections	713,763	382.10	2,481,740
	Metered connection (additional to standard 20mm)	Location of land and provision or availability of service	Nature and number of connections	18,711	99.00	23,067
	Metered connection (25mm)	Location of land and provision or availability of service	Nature and number of connections	4,493	213.98	4,493
	Metered connection (32mm)	Location of land and provision or availability of service	Nature and number of connections	-	421.71	-
	Metered connection (40mm)	Location of land and provision or availability of service	Nature and number of connections	3,439	1,146.30	3,439
	Metered connection (50mm)	Location of land and provision or availability of service	Nature and number of connections	14,042	2,006.03	14,042
	Metered connection (100mm)	Location of land and provision or availability of service	Nature and number of connections	9,170	9,170.40	9,170
	Metered connection (150mm)	Location of land and provision or availability of service	Nature and number of connections	-	21,111.03	-
	Unmetered connection	Location of land and provision or availability of service	Nature and number of connections	2,363,125	497.50	118,405
	Availability charge	Location of land and availability of service	Per rating unit	81,196	191.05	73,554
	Consumption charge		A fixed amount per cubic meter of water consumption	-	$1.13	-
Total western water rates				**3,207,939**		**2,727,911**

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	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Central water	Metered connection (standard 20mm)	Location of land and provision or availability of service	Nature and number of connections	1,221,574	382.10	1,329,708
	Metered connection (additional to standard 20mm)	Location of land and provision or availability of service	Nature and number of connections	24,453	99.00	20,196
	Metered connection (25mm)	Location of land and provision or availability of service	Nature and number of connections	5,777	213.98	5,563
	Metered connection (32mm)	Location of land and provision or availability of service	Nature and number of connections	-	421.71	-
	Metered connection (40mm)	Location of land and provision or availability of service	Nature and number of connections	-	1,146.30	-
	Metered connection (50mm)	Location of land and provision or availability of service	Nature and number of connections	14,042	2,006.03	16,048
	Metered connection (100mm)	Location of land and provision or availability of service	Nature and number of connections	-	9,170.40	-
	Metered connection (150mm)	Location of land and provision or availability of service	Nature and number of connections	-	21,111.03	-
	Unmetered connection	Location of land and provision or availability of service	Nature and number of connections	995	497.50	995
	Availability charge	Location of land and availability of service	Per rating unit	43,559	191.05	50,437
	Consumption charge		A fixed amount per cubic meter of water consumption	-	1.13	-
Total central water rates				**1,310,400**		**1,422,948**

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	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Eastern water	Metered connection (standard 20mm)	Location of land and provision or availability of service	Nature and number of connections	1,947,946	382.10	1,981,953
	Metered connection (additional to standard 20mm)	Location of land and provision or availability of service	Nature and number of connections	20,988	99.00	15,939
	Metered connection (25mm)	Location of land and provision or availability of service	Nature and number of connections	7,917	213.98	7,703
	Metered connection (32mm)	Location of land and provision or availability of service	Nature and number of connections	-	421.71	-
	Metered connection (40mm)	Location of land and provision or availability of service	Nature and number of connections	5,732	1,146.30	5,732
	Metered connection (50mm)	Location of land and provision or availability of service	Nature and number of connections	30,090	2,006.03	30,090
	Metered connection (100mm)	Location of land and provision or availability of service	Nature and number of connections	27,511	9,170.40	18,341
	Metered connection (150mm)	Location of land and provision or availability of service	Nature and number of connections	21,111	21,111.03	21,111
	Unmetered connection	Location of land and provision or availability of service	Nature and number of connections	995	497.50	995
	Availability charge	Location of land and availability of service	Per rating unit	60,563	191.05	61,709
	Consumption charge		A fixed amount per cubic meter of water consumption	-	1.13	-
	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				**2,125,753**		**2,146,473**

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.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Waihi Beach wastewater	Availability charge	Location of land and provision or availability of service	Per rating unit	87,567	453.72	85,752
	Connection charge	Location of land and provision or availability of service	On each rating unit connected to the scheme	2,361,133	907.43	2,429,190
	Multiple pan charge	Location of land and provision or availability of service	Each subsequent water closet or urinal to a rating unit	273,278	761.22	284,696
	Waihi Beach School	Location of land and provision or availability of service	Nature and number of connections	7,768	7,768.00	7,768
Total Waihi Beach wastewater				**2,729,746**		**2,807,407**

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.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Katikati wastewater	Availability charge	Location of land and provision or availability of service	Per rating unit	73,048	453.72	73,048
	Connection charge	Location of land and provision or availability of service	On each rating unit connected to the scheme	1,797,619	907.43	1,926,474
	Multiple pan charge	Location of land and provision or availability of service	Each subsequent water closet or urinal to a rating unit	243,590	761.22	247,397
	Katikati College	Location of land and provision or availability of service	Nature and number of connections	22,093	22,093.00	22,093
	Katikati Primary	Location of land and provision or availability of service	Nature and number of connections	14,146	14,146.00	14,146
Total Katikati wastewater				**2,150,496**		**2,283,158**

FUNDING IMPACT STATEMENT - RATES

Omokoroa Wastewater

The Omokoroa wastewater rates are differential targeted rates set under section 16 of the Local Government (Rating) Act 2002.

The Omokoroa wastewater targeted rate part funds the Omokoroa 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 Omokoroa 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.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Omokoroa wastewater	Availability charge	Location of land and provision or availability of service	Per rating unit	56,714	453.72	71,687
	Connection charge	Location of land and provision or availability of service	On each rating unit connected to the scheme	1,097,990	907.43	1,371,127
	Multiple pan charge	Location of land and provision or availability of service	Each subsequent water closet or urinal to a rating unit	209,336	761.22	176,603
	Omokoroa Point School	Location of land and provision or availability of service	Nature and number of connections	6,546	6,546.00	6,546
	Astelia Place	Location of land in Astelia Place and availability of service	Per rating unit	1,164	582.00	1,164
Total Omokoroa wastewater				**1,371,750**		**1,627,127**

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.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Te Puke wastewater	Availability charge	Location of land and provision or availability of service	Per rating unit	32,214	453.72	31,306
	Connection charge	Location of land and provision or availability of service	On each rating unit connected to the scheme	2,444,616	907.43	2,491,803
	Multiple pan charge	Location of land and provision or availability of service	Each subsequent water closet or urinal to a rating unit	567,870	761.22	564,064
	Te Puke High School	Location of land and provision or availability of service	Nature and number of connections	12,161	12,161.00	12,161
	Te Puke Intermediate School	Location of land and provision or availability of service	Nature and number of connections	13,156	13,156.00	13,156
	Te Puke Primary School	Location of land and provision or availability of service	Nature and number of connections	12,363	12,363.00	12,363
	Fairhaven Primary School	Location of land and provision or availability of service	Nature and number of connections	11,108	11,108.00	11,108
	Te Timatanga Hou Kohanga Reo	Location of land and provision or availability of service	Nature and number of connections	227	227.00	227
Total Te Puke wastewater				**3,093,715**		**3,136,188**

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.

The different categories of land and rates are outlined in the table below.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Maketu / Little Waihi Wastewater	Availability charge	Location of land and provision or availability of service	Per rating unit	49,001	453.72	49,001
	Connection charge	Location of land and provision or availability of service	On each rating unit connected to the scheme	421,048	907.43	400,177
	Multiple pan charge	Location of land and provision or availability of service	Each subsequent water closet or urinal to a rating unit	68,510	761.22	-
	Maketu / Little Waihi Wastewater High School	Location of land and provision or availability of service	Nature and number of connections	7,316	7,316.00	7,316
Total Maketu / Little Waihi Wastewater				**545,875**		**456,494**

FUNDING IMPACT STATEMENT - RATES

Waihi Beach Coastal Protection

The Waihi Beach Coastal Protection rates are targeted rates set under section 16 and Part 4A 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	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 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	8,644	166.37	8,818
	Rock revetment area of benefit - Capital	Location of land and provision or availability of service	Per rating unit	39,685	1,313.60	30,213
	Rock revetment area of benefit capital lump sum (optional)*				16,559.00	
	- Ward area	Location of land and provision or availability of service	Per rating unit	42,426	14.10	42,878
	- Dunes northern end area of benefit	Location of land and provision or availability of service	Per rating unit	13,740	606.34	13,946
	- Dunes Glen Isla Place area of benefit	Location of land and provision or availability of service	Per rating unit	4,307	624.53	4,372
Total Waihi Beach Coastal Protection				**108,802**		**100,226**

*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.

Omokoroa Greenwaste

The Omokoroa greenwaste rate is a uniform targeted rate set under section 16 of the Local Government (Rating) Act 2002.

The Omokoroa greenwaste targeted rate part funds greenwaste facilities. The targeted rate is on all rating units in the Omokoroa community board defined area of benefit.

SOURCE	DIFFERENTIAL CATEGORIES	MATTERS	FACTOR	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Omokoroa greenwaste		**Location**	**Fixed amount per rating unit**	**62,865**	**48.06**	**78,290**

FUNDING IMPACT STATEMENT - RATES

Stormwater

The stormwater rates are targeted rates set under section 16 of the Local Government (Rating) Act 2002. Stormwater targeted rates part fund stormwater in defined areas of benefit. The rates are based on the provision services provided by Council. The targeted rates are on all rating units in defined areas of benefit.

The rates are outlined in the table below.

SOURCE	CATEGORIES	MATTERS	FACTOR	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Stormwater	Kauri Point	Location of land and provision or availability of service	Fixed amount per rating unit	13,441	165.94	13,441
	Tanners Point	Location of land and provision or availability of service	Fixed amount per rating unit	18,087	165.94	18,253
	Te Puna	Location of land and provision or availability of service	Fixed amount per rating unit	23,232	165.94	23,066
	Pukehina	Location of land and provision or availability of service	Fixed amount per rating unit	105,870	165.94	106,202
	Waihi Beach	Location of land and provision or availability of service	Fixed amount per rating unit	1,154,782	389.34	1,183,983
	Katikati	Location of land and provision or availability of service	Fixed amount per rating unit	795,032	389.34	789,192
	Omokoroa	Location of land and provision or availability of service	Fixed amount per rating unit	522,884	389.34	615,936
	Ongare Point	Location of land and provision or availability of service	Fixed amount per rating unit	8,463	165.94	9,127
	Tuapiro Point	Location of land and provision or availability of service	Fixed amount per rating unit	4,149	165.94	4,149
	Te Puke	Location of land and provision or availability of service	Fixed amount per rating unit	1,111,955	389.34	1,121,299

SOURCE	CATEGORIES	MATTERS	FACTOR	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Stormwater (continued)	Paengaroa	Location of land and provision or availability of service	Fixed amount per rating unit	49,782	165.94	50,778
	Maketu	Location of land and provision or availability of service	Fixed amount per rating unit	80,647	165.94	80,647
	Minden	Location of land and provision or availability of service	Fixed amount per rating unit	-	-	-
Total Stormwater				**3,888,324**		**4,016,072**

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	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 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	136,792	33.35	138,485
	Land Drainage - drains class B	Location of land and provision or availability of service	Per hectare of each rating unit	1,467	14.52	1,481
	Land Drainage - pumps class A	Location of land and provision or availability of service	Per hectare of each rating unit	188,398	139.74	268,860
	Land Drainage - pumps class B	Location of land and provision or availability of service	Per hectare of each rating unit	6,877	105.06	9,771
	Land Drainage - pumps class C	Location of land and provision or availability of service	Per hectare of each rating unit	6,645	73.44	9,474
Total Land Drainage				**340,179**		**428,071**

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	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Community Halls	Katikati War Memorial Hall	Location of land	Fixed amount per rating unit	30,611	7.00	30,989
	Te Puna War Memorial Hall	Location of land	Fixed amount per rating unit	-	-	-
	Te Puna Community Centre	Location of land	Fixed amount per rating unit	2,754	21.74	30,865
	Paengaroa Hall	Location of land	Fixed amount per rating unit	11,322	45.39	31,136
	Pukehina Beach Community Centre	Location of land	Fixed amount per rating unit	2,550	5.60	4,590
	Pukehina Hall	Location of land	Fixed amount per rating unit	-	-	-
	Oropi War Memorial Hall	Location of land	Fixed amount per rating unit	24,945	44.70	24,945
	Kaimai Hall	Location of land	Fixed amount per rating unit	2,122	13.00	5,304
	Omanawa Hall	Location of land	Fixed amount per rating unit	3,876	36.00	15,300
	Te Ranga Hall	Location of land	Fixed amount per rating unit	2,040	42.84	5,998
	Te Puke War Memorial and Settlers Hall	Location of land	Fixed amount per rating unit	106,834	28.80	114,336
	Omokoroa Settlers Hall	Location of land	Fixed amount per rating unit	2,346	1.35	2,677
	Ohauiti Hall	Location of land	Fixed amount per rating unit	4,284	58.99	15,810

SOURCE	CATEGORIES	MATTERS	FACTOR	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Community Halls (continued)	Waihi Beach Community Centre	Location of land	Fixed amount per rating unit	7,854	10.00	30,410
	Whakamarama Hall	Location of land	Fixed amount per rating unit	6,477	20.00	10,240
	Pyes Pa Hall	Location of land	Fixed amount per rating unit	2,224	8.67	4,641
Total Community Halls				**210,239**		**327,240**

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	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Waihi Beach Events and Promotions	Waihi Beach promotion charge	Location - Waihi Beach community board area (all land other than commercial/industrial)	Fixed amount per rating unit	31,743	12.83	39,015
Waihi Beach Events and Promotions	Commercial/industrial zoned area rate	Location of land and land use	Fixed amount per rating unit	10,581	228.16	13,005
Katikati Promotion	Katikati Ward charge	Location of land - Katikati	Fixed amount per rating unit	87,320	20.00	88,540
Katikati Promotion	Katikati Ward promotion charge	Location of land - Katikati (all land other than commercial/industrial)	Fixed amount per rating unit	32,101	8.00	35,416
Katikati Promotion	Commercial/industrial zoned area rate	Location of land and land use	Fixed amount per rating unit	40,854	310.00	42,780
Omokoroa Promotion	Omokoroa Town Centre rate	Location of land - Omokoroa	Fixed amount per rating unit	-	-	-
Te Puke Promotion	Te Puke promotion charge	Location of land - Te Puke (all land other than commercial/industrial)	Fixed amount per rating unit	42,966	12.37	49,099

FUNDING IMPACT STATEMENT - RATES

SOURCE	DIFFERENTIAL CATEGORIES / CATEGORIES	MATTERS	FACTOR	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Te Puke Promotion (continued)	Te Puke promotion charge	Location of land - Maketu (all land other than commercial/industrial)	Fixed amount per rating unit	16,280	5.76	18,604
Te Puke Promotion	Commercial/industrial zoned area rate	Location of land and land use	Fixed amount per rating unit	33,013	173.85	37,725
Total Town Centre promotion rates				**294,858**		**324,184**

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.. 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	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Pukehina development rate	Residential	Land use	Fixed amount per rating unit	**12,600**	**20.00**	**12,640**

Pukehina Beach Protection Rate

The Pukehina Beach Protection rates are targeted rates set under section 16 of the Local Government (Rating) Act 2002.

The Pukehina Beach Protection targeted rates part fund Pukehina beach protection in defined areas of benefit. The rates are based on location of land. The targeted rates are on all rating units in defined areas of benefit.

The rates are outlined in the table below.

SOURCE	CATEGORIES	MATTERS	FACTOR	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Pukehina beach protection	Coastal	Location	Fixed amount per rating unit	12,248	46.02	12,240
Pukehina beach protection	Inland	Location	Fixed amount per rating unit	3,060	8.18	3,060
Total Pukehina Beach Protection				**15,308**		**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	2017/18 ANNUAL PLAN REVENUE ($)	AMOUNT ($)	2018/19 ANNUAL PLAN REVENUE ($)
Katikati resource centre	Katikati	Location - Katikati community board area	Fixed amount per rating unit	14,611	5.03	22,261
Katikati resource centre	Waihi Beach	Location - Waihi Beach community board area	Fixed amount per rating unit	4,870	2.44	7,420
Heritage Museum	District-wide	All rateable land within the District	Fixed amount per rating unit	-	3.26	71,400
Heritage Museum	Katikati	Location - Katikati community board area	Fixed amount per rating unit	30,600	-	-
Total Community Development and grants				**50,081**		**101,081**

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	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Number of rating units for Western Bay of Plenty District Council	22,502	22,890	23,288	23,681	24,072	24,440	24,808	25,176	25,544	25,907

RATES EXAMPLES

To see what Council's rating approach could mean for your rates we have put together a few examples of the effect on the rates of typical properties across the District.

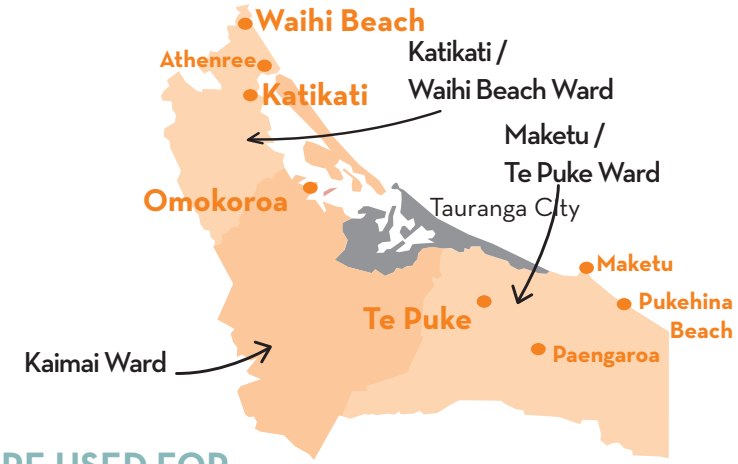
Six different property types were chosen and a range of low, medium and high land and capital values were assigned to each type. The three examples per property type should enable you to get a fair idea of what your rates will be in 2018/19 depending on the type of property you own.

The six typical property types identified are:

- **Urban Residential**
- **Commercial /Industrial**
- **Rural**
- **Rural Dairy**
- **Rural Orchard**
- **Lifestyle Block**

For each typical property type total rates examples were calculated across five areas of the District within the three wards (Katikati/Waihi Beach, Kaimai and Maketu/Te Puke). 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.

The results of these calculations are shown in the following graphs. Please note that these examples do not include GST or Regional Council rates. We collect these on behalf of the Regional Council and they are included in your rates bill.



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 Roading Rate is used to fund the building and maintenance of the roading network within the District.

Rate changes for 2018/19

The tables on the following pages set out the rates changes, for a range of property types and different parts of the District. Note that these are based on an example representative property.

Urban Residential

Median Values

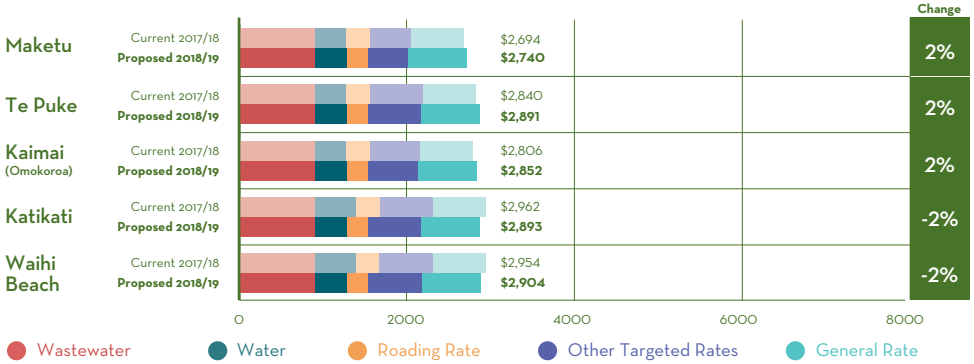
Urban Residential

Example Property

- Land Value: **$235,000**
- Capital Value: **$505,000**
- Water Connection
- Wastewater Connection

0.22%
Average Rate Increase

Rates below based on the example property.



Lower Quartile

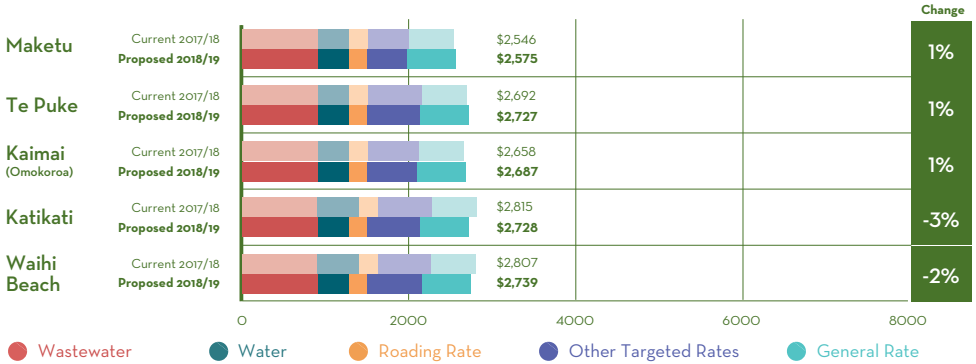
Urban Residential

Example Property

- Land Value: **$177,000**
- Capital Value: **$376,000**
- Water Connection
- Wastewater Connection

-0.40%
Average Rate Increase

Rates below based on the example property.



Upper Quartile

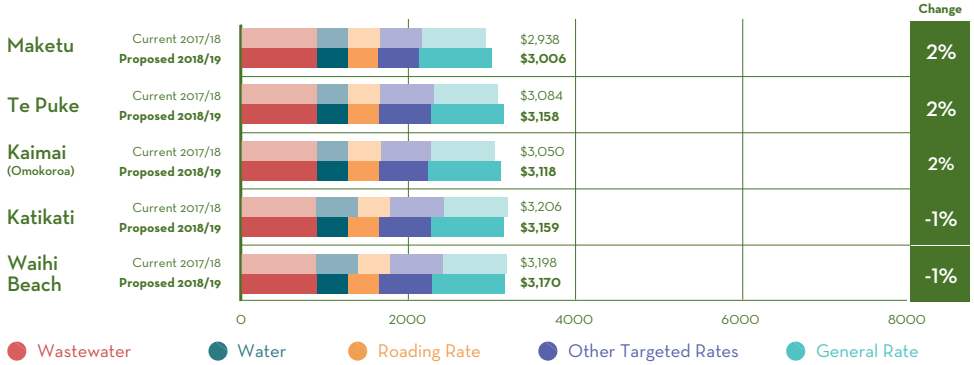
Urban Residential

Example Property

- Land Value: **$360,000**
- Capital Value: **$685,000**
- Water Connection
- Wastewater Connection

0.92%
Average Rate Increase

Rates below based on the example property.



Commercial /Industrial

Median Values

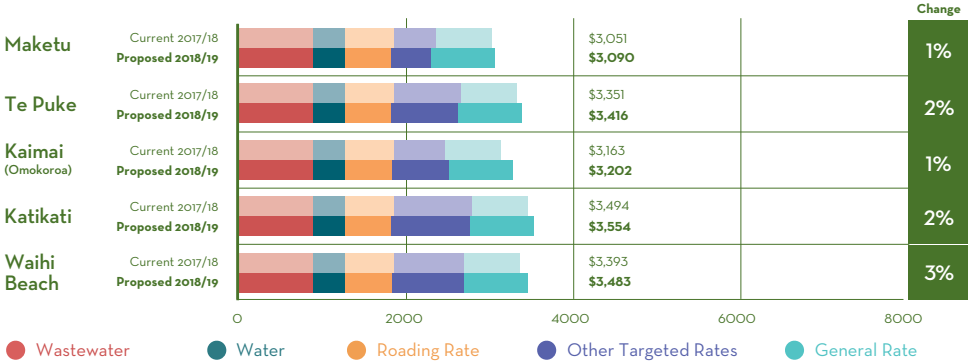
Commercial /Industrial

Example Property

- Land Value: **$300,000**
- Capital Value: **$563,000**
- Water Connection
- Wastewater Connection

1.76%
Average Rate Increase

Rates below based on the example property.



Lower Quartile

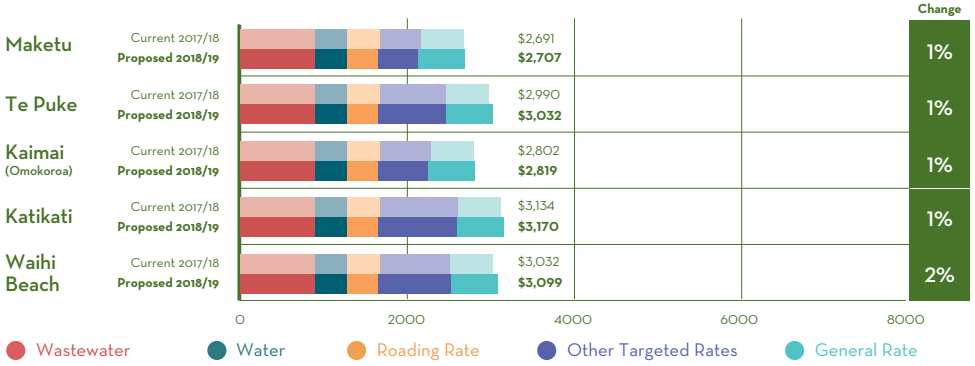
Commercial /Industrial

Example Property

- Land Value: **$185,000**
- Capital Value: **$348,000**
- Water Connection
- Wastewater Connection

1.19%
Average Rate Increase

Rates below based on the example property.



Upper Quartile

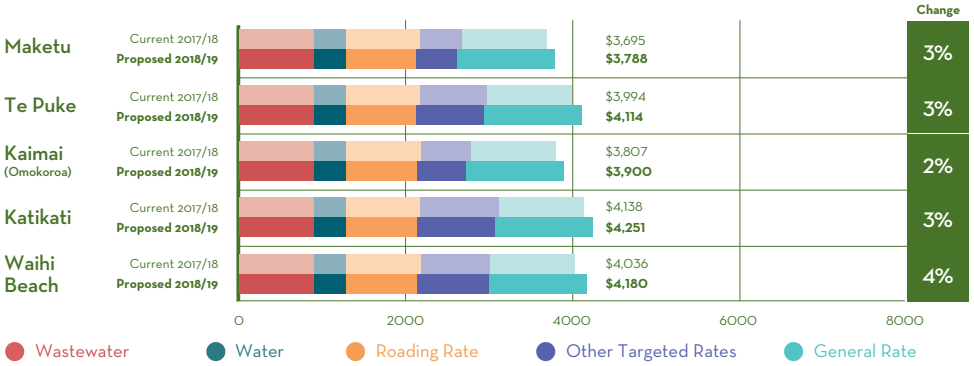
Commercial /Industrial

Example Property

- Land Value: **$475,000**
- Capital Value: **$1,015,000**
- Water Connection
- Wastewater Connection

2.85%
Average Rate Increase

Rates below based on the example property.



Rural

Median Values

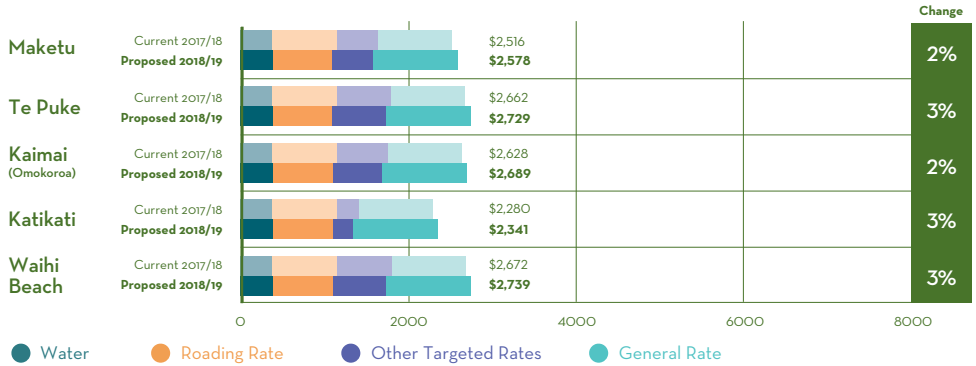
Rural

Example Property

- Land Value: **$465,000**
- Capital Value: **$830,000**
- Water Connection

2.50%
Average Rate Increase

Rates below based on the example property.



Lower Quartile

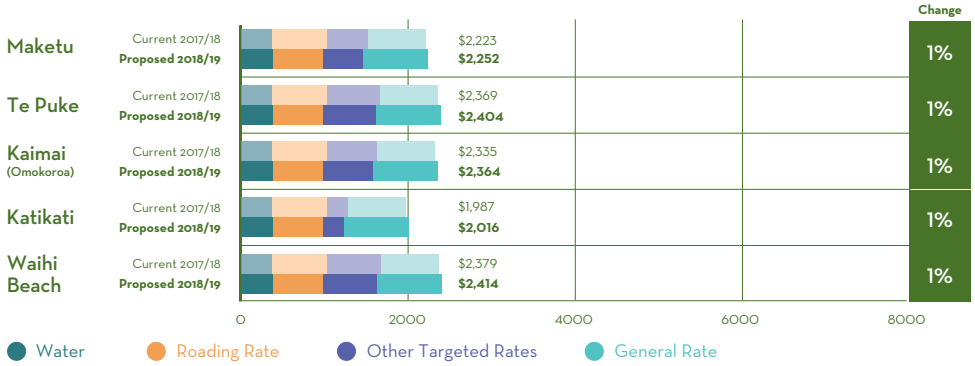
Rural

Example Property

- Land Value: **$340,000**
- Capital Value: **$585,000**
- Water Connection

1.40%
Average Rate Increase

Rates below based on the example property.



Upper Quartile

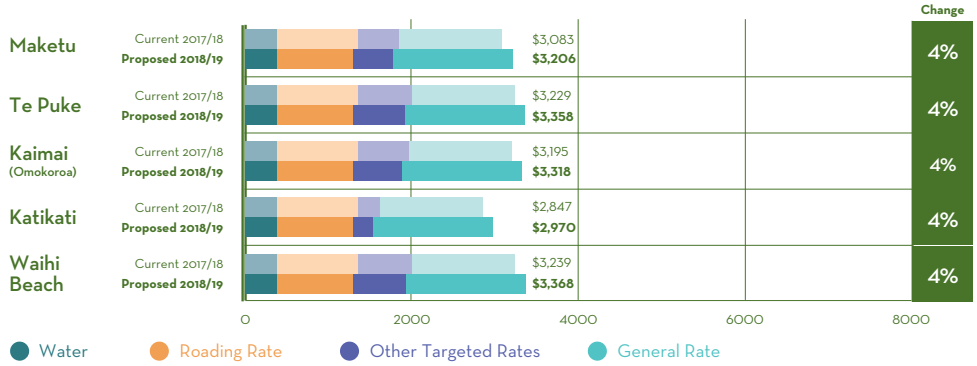
Rural

Example Property

- Land Value: **$710,000**
- Capital Value: **$1,300,000**
- Water Connection

4.02%
Average Rate Increase

Rates below based on the example property.



Rural Dairy

Median Values

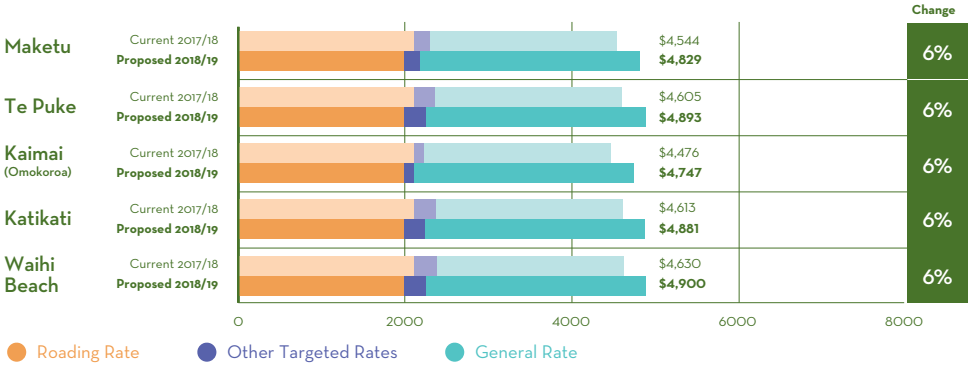
Rural Dairy

Example Property

- Land Value: **$2,040,000**
- Capital Value: **$2,625,000**

6.04%
Average Rate Increase

Rates below based on the example property.



Lower Quartile

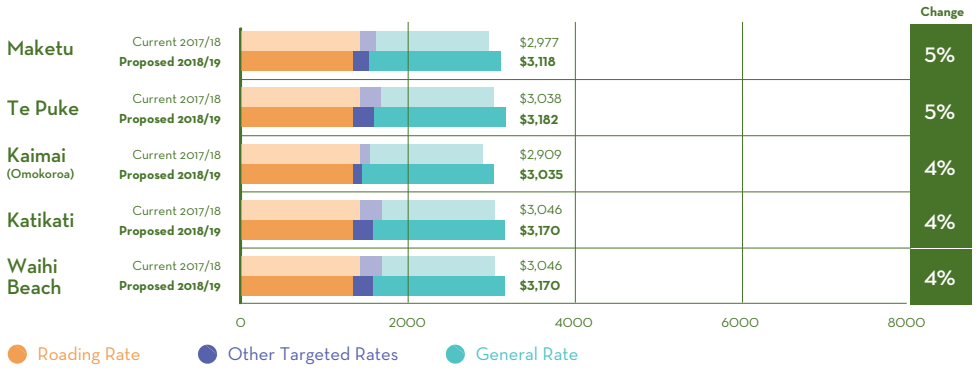
Rural Dairy

Example Property

- Land Value: **$1,245,000**
- Capital Value: **$1,460,000**

4.39%
Average Rate Increase

Rates below based on the example property.



Upper Quartile

Rural Dairy

Example Property

- Land Value: **$3,485,000**
- Capital Value: **$4,371,000**

6.75%
Average Rate Increase

Rates below based on the example property.

Rural Orchard

Median Values

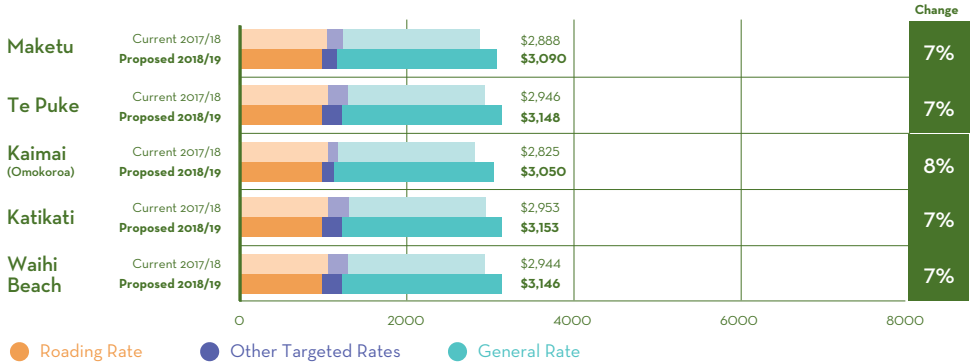
Rural Orchard

Example Property

- Land Value: **$810,000**
- Capital Value: **$1,830,000**

7.09%
Average Rate Increase

Rates below based on the example property.



Lower Quartile

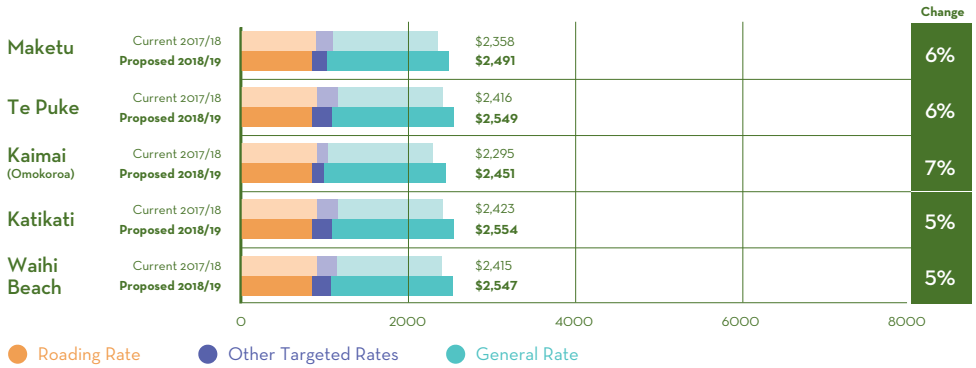
Rural Orchard

Example Property

- Land Value: **$635,000**
- Capital Value: **$1,330,000**

5.77%
Average Rate Increase

Rates below based on the example property.



Upper Quartile

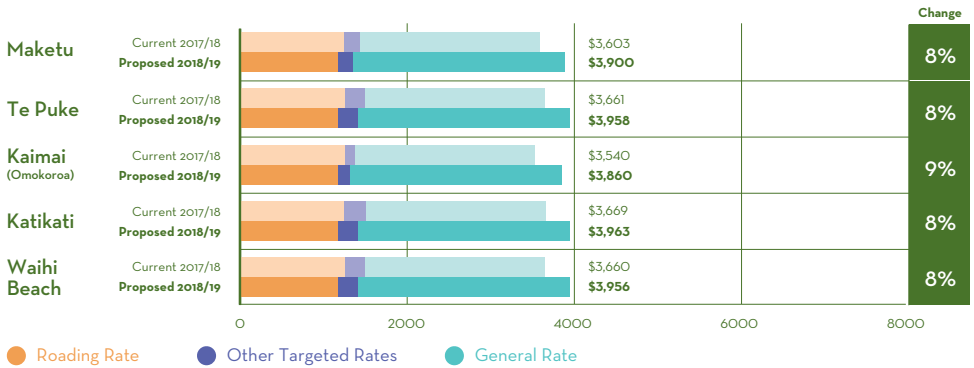
Rural Orchard

Example Property

- Land Value: **$1,040,000**
- Capital Value: **$2,512,500**

8.30%
Average Rate Increase

Rates below based on the example property.



Lifestyle Block

Median Values

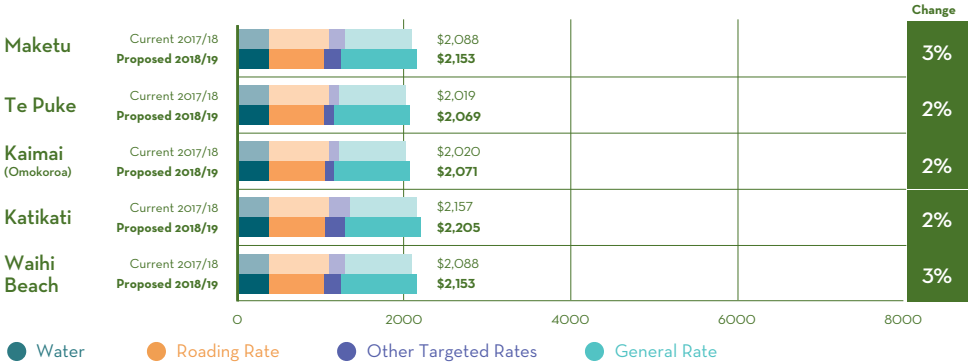
Lifestyle Block

Example Property

- Land Value: **$410,000**
- Capital Value: **$730,000**
- Water Connection

2.69%
Average Rate Increase

Rates below based on the example property.



Lower Quartile

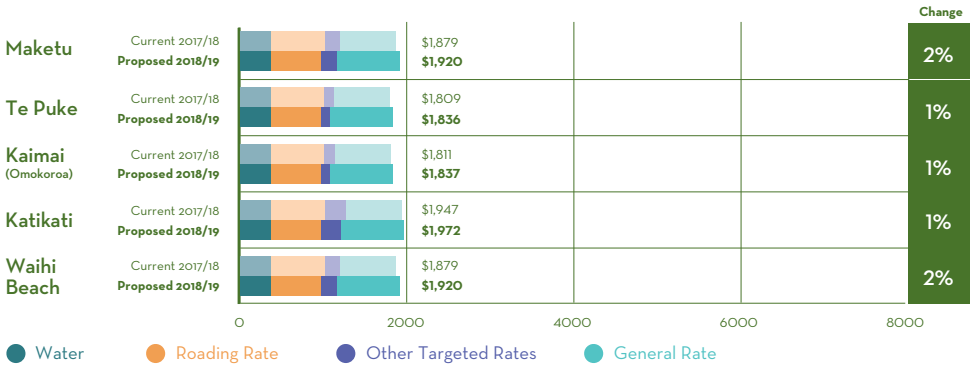
Lifestyle Block

Example Property

- Land Value: **$325,000**
- Capital Value: **$550,000**
- Water Connection

1.71%
Average Rate Increase

Rates below based on the example property.



Upper Quartile

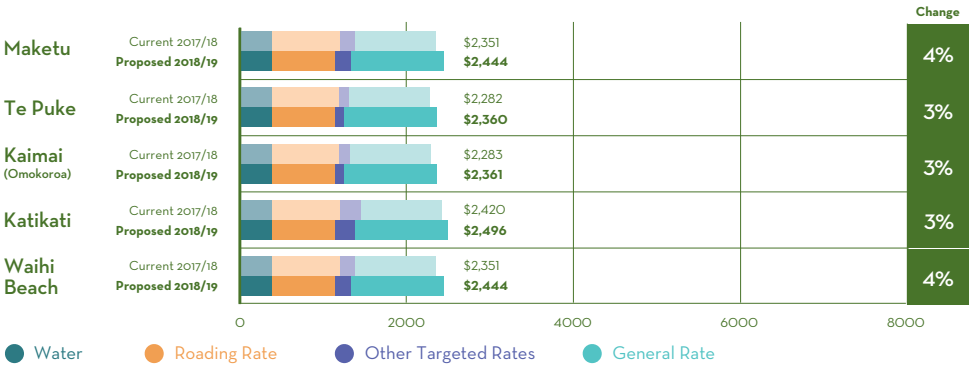
Lifestyle Block

Example Property

- Land Value: **$525,000**
- Capital Value: **$946,000**
- Water Connection

3.59%
Average Rate Increase

Rates below based on the example property.



PROSPECTIVE FINANCIAL STATEMENTS

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 2018/19 to 2027/28 and to provide a broad accountability mechanism of the Council to the community. Refer to Chapter Two page 28 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					FOREC $'0					
	2018	2019	2020	2021	2022				2026	2027	2028
Current assets											
Cash and cash equivalents	16,505	1,720	2,244	2,900	1,90			4	3,970	4,577	4,966
Trade and other receivables	10,912	10,872	11,516	11,726	1			2,715	12,941	13,484	13,754
Total current assets	**27,417**	**12,592**	**13,760**	**14,626**				**17,029**	**16,911**	**18,061**	**18,720**
Non-current assets											
Property, plant and equipment	1,296,228	1,347,641	1,405,152	1,451,9			87	1,668,467	1,727,963	1,789,614	1,870,898
Intangible assets	2,899	2,377	2,172				2,214	2,131	2,224	2,139	2,231
Investments	22,129	22,416	10,559				10,319	10,319	10,159	9,919	9,919
Total non-current assets	**1,321,256**	**1,372,433**	**1,417,88**				**1,617,819**	**1,680,917**	**1,740,346**	**1,801,672**	**1,883,048**
Total assets	**1,348,674**	**1,385,025**	**1,43**			,894	**1,633,119**	**1,697,945**	**1,757,257**	**1,819,733**	**1,901,768**
Current liabilities											
Trade and other payables	13,614	14,295				14,671	14,970	15,234	15,412	15,715	16,271
Employee accruals	2,725	2,5			575	2,575	2,575	2,575	2,575	2,575	2,575
Other current liabilities	9,655				9,655	9,655	9,655	9,655	9,655	9,655	9,655
Provisions	312				312	312	312	312	312	312	312
Borrowings	25,00			0	35,000	10,000	10,000	15,000	25,000	-	25,000
Total current liabilities	**5**			**,997**	**62,000**	**37,213**	**37,512**	**42,776**	**52,955**	**28,257**	**53,813**
Non-current liabilities											
Borrowings				110,000	80,000	100,000	95,000	90,000	70,000	80,000	55,000
Employee benefit liabilities			150	150	150	150	150	150	150	150	150
Provisions			342	334	326	318	310	302	294	286	278
Total non-current liabilities			**120,492**	**110,484**	**80,476**	**100,468**	**95,460**	**90,452**	**70,444**	**80,436**	**55,428**
Total liabilities			**147,388**	**147,481**	**142,476**	**137,681**	**132,972**	**133,228**	**123,398**	**108,693**	**109,241**
Net assets		**,688**	**1,284,255**	**1,331,778**	**1,384,936**	**1,440,213**	**1,500,147**	**1,564,717**	**1,633,858**	**1,711,040**	**1,792,527**
Represented by											
Retained earnings		814,328	826,967	839,018	853,132	865,096	876,658	890,465	904,722	918,661	936,510
Restricted reserves	269	272	277	281	286	293	299	306	316	326	336
Council-created reserves	26,752	26,597	26,941	28,730	30,618	33,640	37,586	39,952	42,480	47,302	46,687
Asset revaluation reserve	366,172	396,491	430,071	463,749	500,900	541,184	585,605	633,993	686,341	744,751	808,994
Total public equity	**1,197,010**	**1,237,688**	**1,284,255**	**1,331,778**	**1,384,936**	**1,440,213**	**1,500,147**	**1,564,717**	**1,633,858**	**1,711,040**	**1,792,527**

Please see page xxxi from the Long Term Plan Amendment 2018-2028 for the updated information.

WESTERN BAY OF PLENTY DISTRICT COUNCIL
PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE 2018

FOR THE YEARS ENDED 30 JUNE	ANNUAL PLAN $'000										
	2018	2019	2020	2021					2026	2027	2028
Revenue from non-exchange transactions											
Fees and charges from activities	5,439	6,170	6,501					7,427	7,693	7,923	8,213
Rate income	64,670	67,998	71,186				73	84,724	87,140	91,316	94,616
Fines	245	253	28				333	341	302	307	314
Vested assets	2,240	2,240					2,515	2,577	2,645	2,718	2,793
Financial contributions	10,020	8,786				22	10,671	10,933	11,217	11,518	11,833
Subsidies and grants	12,818	9,48				8,897	8,919	9,119	9,374	10,254	9,900
Other revenue	617					392	401	410	420	430	441
Gains	-				-	-	-	-	-	-	-
Total revenue from non-exchange transactions	**96,0**				**105,991**	**107,616**	**111,449**	**115,532**	**118,791**	**124,467**	**128,109**
Revenue from exchanged transactions											
Finance income				413	413	413	413	413	413	413	413
Dividends				-	-	-	-	-	-	-	-
Rental Income				904	892	911	903	959	982	1,005	1,031
Other exchange revenue			082	1,121	1,148	1,176	1,165	1,193	1,233	1,260	1,294
Total operating revenue			**102,401**	**105,081**	**108,444**	**110,115**	**113,930**	**118,096**	**121,418**	**127,144**	**130,847**
Expenditure											
Other expenses		6,162	38,089	39,342	39,885	40,857	42,376	43,637	44,291	45,765	48,932
Personnel costs		20,662	21,135	21,576	22,052	22,533	23,052	23,594	24,159	24,747	25,378
Depreciation		20,375	21,763	22,918	24,098	25,353	26,604	28,316	29,801	31,502	32,926
Amortisation	248	432	426	401	401	380	384	368	374	359	367
Impairment expens	-	-	-	-	-	-	-	-	-	-	-
Finance costs	7,800	8,000	8,000	7,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Total operating	**82,351**	**87,630**	**89,413**	**91,237**	**92,436**	**95,123**	**98,416**	**101,915**	**104,625**	**108,373**	**113,603**
Share of associate	-	-	-	-	-	-	-	-	-	-	-
Net surplus / (deficit	**16,832**	**10,359**	**12,988**	**13,844**	**16,007**	**14,992**	**15,514**	**16,181**	**16,794**	**18,771**	**17,244**
Gains/(losses) on asset	24,893	30,319	33,580	33,678	37,151	40,284	44,420	48,389	52,347	58,410	64,243
Other assets at fair value t comprehensive income	-	-	-	-	-	-	-	-	-	-	-
Total other comprehensive income for the year	**24,893**	**30,319**	**33,580**	**33,678**	**37,151**	**40,284**	**44,420**	**48,389**	**52,347**	**58,410**	**64,243**
Total comprehensive income for the year	**41,725**	**40,679**	**46,567**	**47,522**	**53,159**	**55,277**	**59,934**	**64,570**	**69,141**	**77,181**	**81,487**

Please see page xxxii from the Long Term Plan Amendment 2018-2028 for the updated information.

WESTERN BAY OF PLENTY DISTRICT COUNCIL
PROSPECTIVE STATEMENT OF CASH FLOWS 2018 - 2028

FOR THE YEARS ENDED 30 JUNE	ANNUAL PLAN $'000										
	2018	2019	2020	2021	2022				2026	2027	2028
Cash flow from operating activities											
Cash will be provided from:											
Rates and services charges	59,433	63,906	66,391	69,327					81,458	85,283	88,642
Other revenue	2,214	1,886	2,059	2,028				2,228	2,299	2,362	2,429
Financial contributions	10,020	8,786	9,806					10,933	11,217	11,518	11,833
Sundry revenue	500	360	368					410	420	430	441
User fees	9,392	10,656	11,081					12,947	13,291	13,641	14,060
Subsidies and grants	12,818	9,487	9,207				8,919	9,119	9,374	10,254	9,900
Interest revenue - external	413	413					413	413	413	413	413
Regional Council rates	6,293	6,538					7,572	7,860	8,174	8,534	8,935
Total operating cash provided	**101,083**	**102,032**					**118,639**	**122,998**	**126,645**	**132,435**	**136,652**
Cash was applied to:											
Suppliers and employees	55,311					63,177	65,130	66,967	68,271	70,210	73,753
Interest on public debt	7,800					6,000	6,000	6,000	6,000	6,000	6,000
Regional Council rates	6,293					7,323	7,572	7,860	8,174	8,534	8,935
Total operating cash applied	**69,404**				**75,030**	**76,500**	**78,702**	**80,827**	**82,446**	**84,744**	**88,689**
Net cashflows from operating activities	**31,67**				**37,806**	**38,335**	**39,937**	**42,171**	**44,199**	**47,691**	**47,964**
Cash flow from investing activities											
Cash will be provided from:											
Proceeds from sale of property, plant and equipment				89	91	92	95	97	99	101	104
Proceeds from sale of investments				-	80	80	80	0	160	240	-
Total investing cash provided				**89**	**171**	**172**	**175**	**97**	**259**	**341**	**104**
Cash will be spent on:											
Purchase of property, plant and equipment			43,579	34,111	33,971	31,266	36,286	40,927	34,803	32,426	47,678
Purchase of investments			-	-	-	-	-	-	-	-	-
Total investing cash applied			**43,579**	**34,111**	**33,971**	**31,266**	**36,286**	**40,927**	**34,803**	**32,426**	**47,678**
Net cashflows from investing activities			**(31,635)**	**(34,022)**	**(33,800)**	**(31,093)**	**(36,112)**	**(40,831)**	**(34,544)**	**(32,085)**	**(47,574)**
Cash flow from financing activities											
Cash will be provided from:											
Loans raised		20,000	-	-	5,000	30,000	5,000	10,000	5,000	10,000	-
Total financing cash provided		**20,000**	**-**	**-**	**5,000**	**30,000**	**5,000**	**10,000**	**5,000**	**10,000**	**-**
Cash will be spent on:											
Repayment of public debt	45,000	25,000	-	-	10,000	35,000	10,000	10,000	15,000	25,000	-
Total financing cash applied	**45,000**	**25,000**	**-**	**-**	**10,000**	**35,000**	**10,000**	**10,000**	**15,000**	**25,000**	**-**
Net cashflows from financing activities	**(25,000)**	**(5,000)**	**-**	**-**	**(5,000)**	**(5,000)**	**(5,000)**	**-**	**(10,000)**	**(15,000)**	**-**
Net increase/(decrease) in cash held	**1,726**	**(14,785)**	**524**	**656**	**(994)**	**2,242**	**(1,174)**	**1,340**	**(344)**	**607**	**389**
Plus opening cash balance	14,779	16,505	1,720	2,244	2,900	1,906	4,147	2,973	4,314	3,969	4,576
Closing cash position	**16,505**	**1,720**	**2,244**	**2,900**	**1,906**	**4,147**	**2,973**	**4,314**	**3,969**	**4,576**	**4,966**

Please see page xxxiii from the Long Term Plan Amendment 2018-2028 for the updated information.

WESTERN BAY OF PLENTY DISTRICT COUNCIL
PROSPECTIVE STATEMENT OF CHANGES IN NET ASSETS/EQUITY 2018 - 2028

FOR THE YEARS ENDED 30 JUNE	ANNUAL PLAN $'000					FORECAST $'000				
	2018	2019	2020	2021	2022	20			2027	2028
Accumulated funds at the start of the year	784,185	803,817	814,328	826,967	839,018			465	904,722	918,661
Net surplus for the year	19,632	10,511	12,639	12,051	14,114			14,257	13,939	17,849
Accumulated funds at the end of the year	**803,817**	**814,328**	**826,967**	**839,018**	**853,1**			**904,722**	**918,661**	**936,510**
Asset revaluation reserves at the start of the year	341,279	366,172	396,491	430,071			05	633,994	686,341	744,751
Revaluation of infrastructural assets	24,893	30,319	33,580	33,678			48,389	52,347	58,410	64,243
Asset revaluation reserves at the end of the year	**366,172**	**396,491**	**430,071**	**463,7**			**633,994**	**686,341**	**744,751**	**808,995**
Council reserves at the start of the year	29,822	27,021	26,869			32	37,885	40,259	42,796	47,628
Movements during the year	(2,802)	(152)	349			3,953	2,374	2,536	4,832	(605)
Council reserves at the end of the year	**27,021**	**26,869**	**27,21**			**37,885**	**40,259**	**42,796**	**47,628**	**47,023**
Equity at the end of the year	**1,197,010**	**1,237,689**	**1,28**			**3 1,500,148**	**1,564,718**	**1,633,859**	**1,711,040**	**1,792,528**

Please see page xxxiv from the Long Term Plan Amendment 2018-2028 for the updated information.

WESTERN BAY OF PLENTY DISTRICT COUNCIL

RECONCILIATION BETWEEN SUMMARY FINANCIAL FORECASTS AND PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

FOR THE YEARS ENDED 30 JUNE	ANNUAL PLAN $'000	FORECAST $'000									
	2018	2019	2020	2021	2022				2026	2027	2028
Total operating revenue											
Activity summary financial forecast statements											
Representation	419	430	514	449					503	518	529
Planning for the future	13	13	13						15	15	15
Communities	3,013	2,390	2,455						3,010	3,140	3,253
Recreation and leisure	2,312	3,234	3,12						3,293	3,975	3,466
Regulatory services	5,306	6,033					7,195		7,400	7,608	7,880
Transportation	27,350	25,040					29,441		30,465	31,057	31,890
Water supply	12,130	11				450	14,894		15,255	15,624	16,000
Stormwater	5,552					7,074	7,287		7,508	8,101	7,967
Natural environment	53					512	525		539	554	570
Wastewater					14,875	15,377	15,816		16,218	16,683	17,156
Solid waste					1,878	1,729	1,801		1,889	1,969	2,052
Economic				549	358	368	379		390	401	413
Support services				2,873	3,345	3,792	4,419		4,599	5,609	6,783
Total operating revenue				**82,363**	**83,604**	**85,496**	**88,457**		**91,085**	**95,255**	**97,976**
Total operating revenue per prospective statement of comprehensive r expense				**105,081**	**108,444**	**110,115**	**113,930**		**118,096**	**121,418**	**127,144**	**130,847**
Variance			**51)**	**(25,549)**	**(26,081)**	**(26,511)**	**(28,434)**		**(29,639)**	**(30,334)**	**(31,889)**	**(32,870)**
General rate allocated to activities			(23,517)	(24,241)	(24,689)	(25,068)	(26,926)		(28,082)	(28,697)	(30,175)	(31,094)
Environmental protection rate allocated to activities			(1,234)	(1,308)	(1,393)	(1,443)	(1,508)		(1,557)	(1,636)	(1,714)	(1,776)
Total allocations		**,451)**	**(24,751)**	**(25,549)**	**(26,081)**	**(26,511)**	**(28,434)**		**(29,639)**	**(30,334)**	**(31,889)**	**(32,870)**
Total operating expenditure											
Activity summary financial forecast st											
Representation	3,031	3,773	3,491	3,578	4,056	3,808	3,943		4,347	4,033	4,146	4,734
Planning for the future	2,060	2,479	2,395	2,433	2,323	2,496	2,531		2,538	2,655	2,769	2,706
Communities	6,540	7,297	7,419	7,607	7,941	8,176	8,483		8,802	9,082	9,445	9,818
Recreation and lei	6,320	7,179	7,832	8,960	8,797	9,322	9,824		10,932	11,492	12,304	13,083
Regulatory serv	7,449	8,711	8,880	9,034	9,328	9,528	9,904		10,119	10,409	10,758	11,118
Transportation	20,794	19,365	19,999	20,521	20,783	21,403	21,765		22,031	22,930	23,430	23,982
Water supply	11,158	12,416	12,851	13,576	14,039	14,488	15,134		15,678	16,199	16,700	16,815
Stormwater	3,963	4,358	4,524	4,738	5,021	5,053	5,290		5,542	5,477	5,563	5,441
Natural environment	791	900	909	940	958	979	1,015		1,035	1,041	1,082	1,106
Wastewater	13,337	12,998	13,180	13,594	13,714	13,938	13,992		14,039	13,927	13,869	15,109
Solid waste	2,042	1,919	1,967	2,025	2,128	2,160	2,222		2,240	2,308	2,363	2,383
Economic	648	708	733	752	777	819	878		922	985	1,041	1,122
Support services	4,218	5,528	5,232	3,477	2,573	2,952	3,437		3,689	4,087	4,905	6,186
Total operating expenditure	**82,351**	**87,630**	**89,413**	**91,237**	**92,436**	**95,123**	**98,416**		**101,915**	**104,625**	**108,373**	**113,603**
Total operating expenditure per prospective statement of comprehensive revenue and expense	**82,351**	**87,630**	**89,413**	**91,237**	**92,436**	**95,123**	**98,416**		**101,915**	**104,625**	**108,373**	**113,603**
Variance	**-**	**-**	**-**	**-**	**-**	**-**	**-**		**-**	**-**	**-**	**-**
Net surplus per prospective statement of comprehensive revenue and expense	**16,831**	**10,359**	**12,988**	**13,844**	**16,007**	**14,992**	**15,514**		**16,181**	**16,794**	**18,771**	**17,244**
Other comprehensive revenue and expense											
Gains/(losses) on asset revaluation	24,893	30,319	33,580	33,678	37,151	40,284	44,420		48,389	52,347	58,410	64,243
Total other comprehensive revenue and expense for the year	**24,893**	**30,319**	**33,580**	**33,678**	**37,151**	**40,284**	**44,420**		**48,389**	**52,347**	**58,410**	**64,243**
Total comprehensive revenue and expense for the year	**41,724**	**40,679**	**46,567**	**47,522**	**53,159**	**55,277**	**59,934**		**64,570**	**69,141**	**77,181**	**81,487**

Please see pages xxxv - xxxvi from the Long Term Plan Amendment 2018-2028 for the updated information.

RESERVE FUNDS

RESERVE NAME	PURPOSE	ACTIVITY	INTEREST BEARING	OPENING BALANCE 1 JULY 2018	EXPECTED DEPOSITS TO FUND TO 30 JUNE 2028	EXPECTED WITHDRAWALS FROM FUND TO 30 JUNE 2028	CLOSING BALANCE 30 JUNE 2028
Restricted Reserves							
Restricted Reserves - general approach	Restricted reserves have been established from public bequests and are only able to be spent in the manner specified by the donor						
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	35,275	26,352	-	61,627
I'Anson Park Trust	The accumulated interest is available for both operational and capital expenditure undertaken in the Te Puna area.	Recreation and Leisure	Yes	8,972	6,702	-	15,674
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	208,197	154,237	(132,480)	229,954
CE Miller Estate	The interest on the capital of $9,763 is available for the beautification of Katikati.	Recreation and Leisure	Yes	16,185	12,593	-	28,778
Total Restricted Reserves				**268,629**	**199,884**	**(132,480)**	**336,033**
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	441,707	15,016,228	(9,591,057)	5,866,878
Coastal Marine		Recreation and Leisure	No	(259,343)	4,440,339	(5,843,582)	(1,662,586)
District Reserves		Support Services	No	2,340,594	13,550,297	(5,849,935)	10,040,956
Huharua Sub Regional Park		Recreation and Leisure	No	173,455	275,113	-	448,568
TECT All Terrain Park		Recreation and Leisure	No	765,559	1,302,265	(701,059)	1,366,765
Asset Replacement - office buildings		Recreation and Leisure	Yes	580,745	8,560,806	(3,821,073)	5,320,478
Asset Replacement - vehicles		Support Services	Yes	(37,429)	4,317,737	(5,468,723)	(1,188,415)
Asset Replacement - civil defence		Communities	Yes	159,812	11,310	-	171,122

RESERVE NAME	PURPOSE	ACTIVITY	INTEREST BEARING	OPENING BALANCE 1 JULY 2018	EXPECTED DEPOSITS TO FUND TO 30 JUNE 2028	EXPECTED WITHDRAWALS FROM FUND TO 30 JUNE 2028	CLOSING BALANCE 30 JUNE 2028
Asset Replacement Reserves							
Asset Replacement - telemetry		Communities	Yes	77,044	57,558	-	134,602
Asset Replacement - swimming pool		Recreation and Leisure	Yes	130,142	354,324	-	484,466
Asset Replacement - library books		Communities	Yes	2,236,846	4,253,949	(3,743,807)	2,746,988
Asset Replacement - Cemetery		Communities	Yes	200,472	350,948	-	551,420
Total Asset Replacement Reserves				**6,809,604**	**52,490,874**	**(35,019,236)**	**24,281,242**
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	356,225	-	-	356,225
Katikati Community Board		Communities	No	(71,371)	-	-	(71,371)
Omokoroa Community Board		Communities	No	297,964	-	-	297,964
Te Puke Community Board		Communities	No	124,192	-	-	124,192
Maketu Community Board		Communities	No	149,410	-	-	149,410
Total Community Board Reserves				**856,420**	**-**	**-**	**856,420**

RESERVE NAME	PURPOSE	ACTIVITY	INTEREST BEARING	OPENING BALANCE 1 JULY 2018	EXPECTED DEPOSITS TO FUND TO 30 JUNE 2028	EXPECTED WITHDRAWALS FROM FUND TO 30 JUNE 2028	CLOSING BALANCE 30 JUNE 2028
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	13,295	3,693	-	16,988
Waihi Beach Town Centre Development	For town centre development	Economic	Yes	435,144	-	(734,926)	(299,782)
Katikati Town Centre Development	For town centre development scheduled to begin in as and when opportunities arise	Economic	Yes	314,472	243,586	(890,800)	(332,742)
Omokoroa Town Centre Development	For town centre development scheduled to begin in as and when opportunities arise	Economic	Yes	36,122	25,398	-	61,520
Te Puke Town Centre Development	For town centre development	Economic	Yes	714,324	502,215	-	1,216,539
Pukehina Development	Pukehina ratepayers are paying an annual rate of $20 as a contribution towards a future sewerage scheme for the area	Planning for the future	Yes	642,894	588,339	-	1,231,233
Total Other Community Reserves				**2,156,251**	**1,363,231**	**(1,625,726)**	**1,893,756**

RESERVE NAME	PURPOSE	ACTIVITY	INTEREST BEARING	OPENING BALANCE 1 JULY 2018	EXPECTED DEPOSITS TO FUND TO 30 JUNE 2028	EXPECTED WITHDRAWALS FROM FUND TO 30 JUNE 2028	CLOSING BALANCE 30 JUNE 2028
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	243,088	-	-	243,088
Ecological financial contributions - operational	As above	Natural Environment	No	15,567	641,137	(1,977,726)	(1,321,022)
Parks and Community financial contributions	To provide for teaching and public education/awareness raising purposes.	Recreation and Leisure	No	(249,689)	23,193,046	(20,799,374)	2,143,983
Parking space financial contributions	Provided from financial contributions from developers in the urban areas where they cannot provide public car parks themselves.	Regulatory	No	50,105	-	-	50,105
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	348,467	-	-	348,467
Total Financial Contribution Reserves				**407,539**	**23,834,183**	**(22,777,100)**	**1,464,622**
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	4,445,024	2,564,947	(1,738,985)	5,270,986
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	1,958,527	1,637,209	(7,096,106)	(3,500,370)
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	175,561	146,396	-	321,957
Total General Reserves				**6,593,498**	**4,348,552**	**(8,835,091)**	**2,106,959**

RESERVE NAME	PURPOSE	ACTIVITY	INTEREST BEARING	OPENING BALANCE 1 JULY 2018	EXPECTED DEPOSITS TO FUND TO 30 JUNE 2028	EXPECTED WITHDRAWALS FROM FUND TO 30 JUNE 2028	CLOSING BALANCE 30 JUNE 2028
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	8,695,085	6,924,940	-	15,620,024
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	353,499	1,108,459	(1,547,385)	(85,426)
Weathertight Homes	To settle potential weathertightness claims that may arise.	Regulatory	No	200,000	-	-	200,000
Panepane Point		Reserves	No	421,418	-	(331,200)	90,218
Total Special Reserves				**9,928,805**	**8,033,399**	**(1,878,585)**	**16,083,619**
Total All Council Created Reserves				**27,020,745**	**90,270,123**	**(70,268,218)**	**47,022,650**

Western Bay of Plenty District Council

SCHEDULE OF FEES AND CHARGES 2018/2019 AND INDICATIVE FINANCIAL CONTRIBUTIONS

SCHEDULE OF FEES AND CHARGES 2018/2019

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All figures include GST

GENERAL

		FEES & CHARGES 2018/19 ($)	NOTES
DIGITAL PROPERTY FILES			
Digital Property File request – digital copy of property file records supplied as a downloadable file from the Council website.		30.00	Download file only.
An additional fee to provide the Digital Property File on a portable digital media (USB) for pick-up from any of Councils service centres.		5.00	Additional charge per media device.
An additional delivery charge of $5.00 shall apply to any digital property file stored on USB and delivery via post/ courier is requested.		5.00	Additional charge for delivery.
A property file request is not a Land Information Memorandum (LIM) and as such is not covered by any statutory requirement.			
PRINT AND COPY CHARGES			
Black and white	A4	0.20	
	A3	0.40	
	A2	1.50	
	A1	2.50	
Colour	A4	2.00	
	A3	3.50	
SCAN CHARGES			
Scan	per page	0.20	
GIS SERVICE FEE AND PRINT CHARGES			
Map creation, map data manipulation and printing - a quote will be supplied For further information please refer to Western Bay of Plenty District Council's Geospatial Data Policy Statement		125.00 per hour	Minimum charge $80.00 plus GST
Map prints	A2	30.00	
	A1	40.00	
	A0	50.00	
OFFICIAL INFORMATION REQUESTS - SUBJECT TO LEGISLATIVE CHANGE			
Staff time - first hour		No charge	
Staff time - after first hour per hour		76.00	
Work undertaken by external contractors and consultants charged at their normal hourly rate			Costs recovered from applicant
Printing			Costs recovered from applicant at standard Council print charges

All figures include GST

		FEES & CHARGES 2018/19 ($)	NOTES
PUBLICATIONS AND SUBSCRIPTIONS			
Asset Management Plans (AMP)			
Transportation AMP		500.00	
Water Supply AMP*		82.00	
Wastewater AMP*		82.00	
Stormwater AMP*		82.00	
Solid Waste AMP*		82.00	
Community Assets AMP*		82.00	
*Excludes appendices - price on application			
District Plan operative	Text	120.00	Future updates are included in the costs for the text and maps
District Plan maps	A4	160.00	
2009 Development Code	Printed copy	350.00	The 2009 Development Code (or subsequent updates) can also be viewed and downloaded via Council's website www.westernbay.govt.nz
	Disc	30.00	
	Updates	No cost	
Treasury Policy		15.00	
Annual Reports		20.00	
Civil Defence Plan - to non-distribution list agencies		No charge	
Properties - copies of leases/licences		No charge	
Management Plans (per plan)		20.00	
NEW SERVICES			
Council may implement new or additional services anytime through the financial year. Where new services are introduced that are not already included in fees and charges, a principle of 'actual and reasonable charges' will apply i.e. Council will only charge what is actual and reasonable to recover the costs of providing the service			

CUSTOMER SERVICES

LIBRARIES - FEES			
Reserve fee (adult)		1.00	
Replacement card		3.00	
Holiday membership		55.00	$45.00 refundable upon return of all items
Interloan request fee	per book	8.00	Plus lending library's fee, if any
	per article	5.00	
Top Shelf (2 weeks)		3.00	
DVD and video (1 week)	single	3.00	

All figures include GST

		FEES & CHARGES 2018/19 ($)	NOTES
LIBRARIES - OVERDUE CHARGES			
Adult items	per day	0.30	To a maximum of $10.00 per item
Junior items	per day	0.10	To a maximum of $5.00 per item
DVD, video, Top Shelf	per day	1.00	
Administration fee		10.00	
Lost or unreturned items Replacement cost, administration fee, debt collection recovery			
Unpaid charges of $50.00 and over Amount owed, debt collection recovery			

DISCOUNT POLICY

In addition to the regular `free to borrow' collections, our libraries offer access to some 'pay to borrow' collections. These include a best seller collection named 'Top Shelf', audio books, digital compact discs and music compact discs.

Our pay collections are promoted using eye catching display units for storage, in-house topical displays and offering customers loyalty cards. Our loyalty card system rewards customers by offering one free pay item following the rental of four `Top Shelf' items.

POLICY, PLANNING, REGULATORY AND INFRASTRUCTURE SERVICES CHARGE OUT RATES			
Group Manager		250.00	
Environmental Consents Manager, Building Services Manager, Compliance and Monitoring Manager, Senior Managers (engineering, property, reserves)		200.00	
Team Leader Inspections, Team Leader Processing		190.00	
Senior Consents Planner, Senior Building Control Officer, Senior Land Development Engineer, Professional Engineer, Senior Engineers		180.00	
Building Control Officer, Consents Planner, Environmental Health Officer		170.00	
Building Warrant of Fitness Officer, Land Development Engineer, Compliance and Monitoring Officer		150.00	
Building Administrators, Consents Officers, Compliance Administrator Officers, Legal Property Officer, Property Office, Reserves Officers, Engineering Officers		100.00	
Vehicles	per km	0.75km	
LAND INFORMATION MEMORANDA (LIM)			
Standard 10 day service (electronic)		240.00	
4 day service* (electronic)		370.00	
LIMs involving multiple titles		Price on application	
*LIM provided as a printed, hardcopy format		15.00	Additional fee
*LIM provided as a portable digital media		5.00	Additional fee

*An additional delivery charge of $5.00 shall apply to any LIM where postal / courier delivery is requested

#The statutory target is 10 working days. Council does not accept liability for any losses arising from a failure to meet the 4 day service; however, a 100% money-back guarantee applies if the 4 day target is not met.

All figures include GST

ANIMAL CONTROL SERVICES

REGISTRATION FEES 2018/2019

CLASS OF DOG	REGISTRATION FEE (IF PAID ON OR BEFORE 1 AUGUST 2018) ($)	REGISTRATION FEE DANGEROUS DOG (IF PAID ON OR BEFORE 1 AUGUST 2018) ($)	PENALTY FEE (IF PAID AFTER 1 AUGUST 2018) ($)	PENALTY FEE DANGEROUS DOG (IF PAID AFTER 1 AUGUST 2018) ($)
All dogs unless otherwise categorised	88.00	132.00	132.00	198.00
Stock working dog (kept solely or principally for the purpose of herding or driving stock)	47.50	71.25	71.25	106.50
Spayed or neutered dog	70.00	105.00	105.00	157.50
Any dog(s) kept by: New Zealand Police Customs Department Ministry of Defence Ministry of Agriculture Ministry of Fisheries Department of Conservation (for carrying out the function of the Police or Department of State)	-	-	-	-
Security dog (kept by a security guard as defined in the Private Investigators and Security Guards Act 1974 – as a bona fide security dog)	-	-	-	-
Search and Rescue dog	-	-	-	-
Disability assist dog	-	-	-	-
Dogs domiciled on Matakana Island	42.50	63.75	63.75	95.50

Notes:

(1) Dog owners who have more than 5 dogs may be entitled to discounted dog registration fees for the sixth and subsequent registration, on the following basis:
a) All dogs must be registered by 30 June to qualify.
b) All dogs must be microchipped.
c) No verified complaints have been received by Council in the previous registration year for welfare or nuisance complaints (e.g. barking, roaming).
Please note: No refund for deceased dogs will be paid to owners of more than 5 dogs where dogs were registered at a discounted or no charge, until the total number of dogs falls below 5.

(2) Legislation regarding the micro-chipping of dogs came into force on 1 July 2006, the cost of this process is passed on to the dog owner. Dog owners will be referred to a veterinarian at their own cost to have the dog micro-chipped. Dogs that must be micro-chipped before being released from the pound will be micro-chipped by Council staff. The dog owner will be charged for the cost of this service.

(3) **Disability assist dog** means a dog certified by one of the following organisations as being a dog trained to assist (or as being a dog in training to assist) a person with a disability:
(a) Hearing Dogs for Deaf People New Zealand.
(b) Mobility Assistance Dogs Trust.
(c) New Zealand Epilepsy Assist Dogs Trust.
(d) Royal New Zealand Foundation of the Blind.
(e) Top Dog Companion Trust.
(f) Assistance Dogs New Zealand.
(g) Perfect Partners Assistance Dogs Trust.

All figures include GST

	FEES & CHARGES 2018/19 ($)	NOTES
DOG ADOPTION FEE		
A dog adopted from a Western Bay of Plenty District Council pound (including registration until the end of the current year microchip, de-sexing and vaccination).	250 male dog 280 female dog	

DOG POUND FEES (IMPOUNDING)	Un-registered	Registered
First impounding	80.00	40.00
Second impounding (for same dog within 24 months)	160.00	80.00
Third and subsequent impounding (for same dog within 24 months)	200.00	160.00

		FEES & CHARGES 2018/19 ($)	NOTES
DOG POUND FEES			
Sustenance	per day	12.50	
Seizure fees:			
First seizure fee		80.00	
Second seizure fee		160.00	
Third seizure fee		200.00	
Euthanasia fee		45.00	
Micro-chipping fee		20.00	
Micro-chipping for third and subsequent dogs		20.00	
STOCK POUND FEES			
For every sheep, lamb or goat		40.00	
For all other animals		80.00	
REPEATED IMPOUNDING			
Stock, not necessarily the same animal but owned by the same person, impounded on a second or subsequent occasion			
For every sheep, lamb or goat (for same person within 24 months)		80.00	
For all animals (for same person within 24 months)		160.00	

All figures include GST

		FEES & CHARGES 2018/19 ($)	NOTES
SUSTENANCE			
Actual and Reasonable costs (minimum of $2.00 per head of stock per day)			
DRIVING CHARGES			
Actual and reasonable costs incurred in moving the stock to the pound or where it is delivered to the owner			
ADVERTISING			
Where applicable, a notification fee of $10.00 plus the actual cost of advertising impounded stock			
OTHER FEES			
Replacement tag	each	7.50	
Trading items (collars, leads, muzzles) are available and will be priced based on their cost plus a mark-up		Price on application	
High risk dog ownership licence (subject to Dog Control Act Amendment 2017)		280.00 deposit	
Multiple dog owner application • (Greater than 2 dogs urban) • (Greater than 5 dogs rural)		50.00	Applies to new dog owners to District and dog owners who increase their number of dogs to greater than: • 2 dogs urban • 5 dogs rural

*additional charges of officer time may apply for revisit & assessment at hourly rate of $150.00.

All figures include GST

BUILDING SERVICES

		FEES & CHARGES 2018/19 ($)	NOTES
SPECIALIST SERVICES			
More complex and larger projects may require the Council to refer documentation to specialists for checking for code compliance and to provide inspection services. Where specialist services are required, additional fees will be payable by the applicant based on actual cost. These may include:			
Engineering structure or land stability, fire planning and precautions, electrical design check, heating, ventilation and air conditioning, mechanical services.			
OTHER FEES			
Extension of time for consents		75.00	
Application to amend building consents (plus building consent fee and additional levies, if any, as a result of change in project value)		120.00	
Application for waiver of New Zealand Building Code		120.00	
Code Compliance Certificate application ***Note 1**		100.00	
Code Compliance Certificate review of historical Building Consents (over 5 years old) – additional hourly charges are applicable		500.00	
Document Filing Fee including receiving details of exempt building work undertaken as per schedule 1 of the Building Act 2004 (other than Certificate of Acceptance)		100.00	
Inspections (charged per inspection type at the rate current on the inspection date)		195.00	
Late cancellation of booked inspection. (Charged where cancellation not received at least 1 working day prior to booking date.)		120.00	
Title endorsements under s73 Building Act (includes Land Registrar fees)	per lot	450.00	Legal fee component may vary and is cost recoverable
Title endorsements under s75 Building Act (includes Land Registrar fees)	per lot	450.00	Legal fee component may vary and is cost recoverable

CERTIFICATE OF ACCEPTANCE

Value of project/type of work	Certificate of Acceptance lodgement fee $	Inspections
$1,000 to $5,000	1,067.50	Includes one inspection, additional inspections will be charged at the Councils rate for building consent inspections.
$5,001 to $20,000	1,595.00	
$20,001 to $100,000	2,235.00	
$100,001 to $400,000	2,900.00	
$400,001 upwards	3,497.00	

All figures include GST

BUILDING SERVICES

		FEES & CHARGES 2018/19 ($)	NOTES
Application for Certificate of Public Use (S.363A BA 2004)		120.00 plus inspection fees	
Compliance schedule and annual building warrant of fitness fees			
Compliance Schedule base fee	minimum fee[1]	140.00	
Plus fee per feature identified in Schedule	minimum fee[1]	30.00	
Amendment of Compliance Schedule	minimum fee[1]	100.00	
Plus fee per feature (altered, added or removed)		30.00	
Annual Building Warrant of Fitness	minimum fee[1]	140.00	
Expired Building Warrant of Fitness		140.00	
Building Warrant of Fitness Site Audit	minimum fee[1]	140.00	
Compliance schedule review of historical building consents (over 5 years old) additional hourly charges are applicable		500.00	
Fees, for non-routine inspections or services where fees have not otherwise been fixed, will be charged out at the Officer's hourly charge out rate plus incidental expenses		Price on application	
Compliance schedule and annual building warrant of fitness inspections requiring particular expertise, e.g. lifts, electrical heating, ventilation and air conditioning, fire safety measures or similar non-routine requests for information or services			Actual cost incurred of expert's report.
Applications for acceptance as independent qualified person (for Bay of Plenty/Waikato group)		Price on application	

Notes:

[1]Minimum fee which includes half an hour of officers time to review documents. Any additional time incurred will be charged at the set hourly rate. This may include costs incurred by external parties on Council's behalf.

BUILDING CONSENT APPROVAL INFORMATION

Provided as required by (s217 Building Act 2004) printed and forwarded monthly - email preferred	per month	25.00	
	per annum	200.00	

BUILDING CONSENT VETTING FEE

Pre application lodgement meeting assessment fee

This service is to assist applicants to assemble all necessary information to support their application.

This fee is charged at the discretion of Council and only charged where the service is necessary. Time taken may be charged and included in consent processing charges. Refer to hourly charge out rate.

All figures include GST

BUILDING CONSENT FEES AND CHARGES					
VALUE OF PROJECT/TYPE OR WORK	APPLICATION[2] ($)	PIM[4]/PIC[7]	PLAN PROCESSING[1]	COUNCIL LODGEMENT FEE[3]	INSPECTIONS
$1 to $5,000	100.00	105.00	212.50	417.50	Inspection fees payable on issue of building consent based on estimated number of inspections needed for the project. Inspections will be invoiced at the Councils inspection rate at completion of the project. -
$5,001 to $20,000	210.00	210.00	425.00	845.00	
$20,001 to $100,000	280.00	375.00	680.00	1,335.00	
$100,001 to $400,000	450.00	380.00	1,020.00	1,850.00	
$400,001 upwards	675.00	390.00	1,232.50	2,297.50	

REQUEST FOR EXEMPTION FROM BUILDING CONSENT SCHEDULE 1 BUILDING ACT					
VALUE OF PROJECT/TYPE OR WORK				COUNCIL LODGEMENT FEE[3]	INSPECTIONS
$1,000 to $5,000				312.50	
$5,001 to $100,000				635.00	
$100,001 upwards				960.00	
National Multiple-Use approvals granted by MBIE	The Councils building consent fees apply to this work.				
Solid fuel heater and domestic fireplace (includes Project Information Memorandum (PIM))	-	-	-	Freestanding 275.00* Inbuilt 425.00*	Freestanding *one inspection includes discounted inspection cost Inbuilt *two inspections includes discounted inspection cost includes Code Compliance certificate
Compliance Inspection (3 yearly) for swimming pool fencing	-	-	-	180.00	one inspection
Re-inspection for swimming pool fencing	150.00	-	-	-	

Also charged when consent is issued:
Building levy (payable to MBIE[6]) $2.01 GST inclusive for every $1,000 value project valued at $20,000 and over Levy for BRANZ (Building Research Authority) $1.00 GST exempt for every $1,000 value project valued at $20,000 and over.

Notes

[1] This is a minimum fee. Actual processing time and costs associated with approving the consent over and above the minimum fee, will be directly charged to the applicant.
[2] This fee includes Building Consent Authority Accreditation and Assessment Levy.
[3] This fee is non-refundable once the consent has been approved if you decide not to complete your project. If you cancel prior to approval a pro-rata charge will be made based on the processing undertaken. Actual processing time exceeding plan checking deposit will be invoiced.
[4] Includes $20.00 fee for Certificate of Title.
[5] Council sustainability initiative - fees remitted.
[6] Statutory payments to BRANZ (Building Research Association NZ) and MBIE (Ministry of Business, Innovation and Employment) (previously DBH).
[7] Where a Project Information Memorandum (PIM) has not been applied for, a Project Information Consideration (PIC) of the consent is still necessary and is charged accordingly.

All figures include GST		FEES & CHARGES 2018/19 ($)	NOTES
ALSO ADD FEES FOR:			
Rural numbers			
Application and placement		45.00	
Replacement rural number plates		15.00	
Assessment required for District Plan, engineering, environmental health and dangerous goods			
Assessments and site inspections charged at Officer's hourly charge-out rate or actual cost if external report required			

HEALTH

**PREMISES REGISTERED - FOOD HYGIENE REGULATIONS 1974 (EXISTING OPERATORS PRIOR TO 1 MARCH 2016)			
Food premises (high Risk): Following categories: restaurant/café, grocery/supermarket, butcher, deli, manufacture readily perishable foods, fish shop, takeaway, food packaging.		450.00	
Food premises (low risk): Fruit and vegetable shop, pre packaged goods only		290.00	
Food premises - mobile		450.00	
Change of Ownership of Premise		100.00	
Issue of Notice to Rectify/Non Compliance		320.00	
Additional inspections and mentoring	per hour	170.00	
FOOD PREMISES - OPERATING UNDER VOLUNTARY IMPLEMENTATION PROGRAMME (VIP) PRIOR TO 1 MARCH 2016			
New Food Act legislation was introduced in 2010. Fees for these services will be based on actual time involved in providing advisory and inspection services to assist premise owners implement food control plans			
Administration charge (annual) - until transition to registration under Food Act 2014		150.00	
Verification, inspection and audit	deposit	390.00	
	plus additional	170.00	Additional fee per hour after the first 1.5 hours
Note: Late penalty fee of 10% applies to all licence registration fees unpaid after 60 days from date of invoice.			

All figures include GST		FEES & CHARGES 2018/19 ($)	NOTES
**FOOD PREMISES - FOOD ACT 2014 (NEW OPERATOR AND TRANSITIONED PREMISES FROM 1 MARCH 2016)			
Food Control Plans			
Application for Registration of Food Control Plan (based on template or model)	application	220.00	
	plus additional	170.00	Additional fee per hour after the first hour
Application for renewal of registration of Food Control Plan (based on template or model)	application	150.00	
	plus additional	170.00	Additional fee per hour
Application for registration of an amendment to a Food Control Plan (based on a template or model)	application	150.00	
	plus additional	170.00	Additional fee per hour after the first hour
Verification, inspection and audit	deposit	390.00	
	plus additional	170.00	Additional fee per hour after the first 2 hours
National Programmes			
Application for assessment and registration of national programme business	application	220.00	
	plus additional	170.00	Additional fee per hour after the first hour
Application for renewal of registration of national programme	application	150.00	
	plus additional	170.00	Additional fee per hour
Verification, inspection and audit	deposit	390.00	
	plus additional	170.00	Additional fee per hour after the first 2 hours
**NON FOOD PREMISES (HEALTH) REGISTRATION			
Hairdressers		*300.00	
Mortuaries		*300.00	
Camping grounds		*390.00	
Change of ownership		*100.00	
Issue of Notice to Rectify/Non Compliance		*340.00	
Property Inspections and reporting (Health Act 1956)		*170.00	
*Additional inspections and processing		170.00	Per hour
**BYLAW LICENCES			
Amusement devices - licence fees pursuant to Amusement Devices Regulations 1978		12.00	
Trading in Public Places Licence (individual operator)	per annum	330.00	
	per month	150.00	Application fee plus $50.00 per month
Trading in Public Places Event Licence e.g. event - market, fair, festival		350.00	Plus additional monitoring time at $150.00 - $170.00 per hour
Public Places Licence - (permission to occupy footpath)	per annum	330.00	Fee for placement of tables & chairs on Council footpath/road reserve as outdoor seating for premises

All figures include GST

		FEES & CHARGES 2018/19 ($)	NOTES
FIREWORKS PERMITS			
Rural reserves		165.00	
Urban reserves		85.00	
CLUB, ON/OFF LICENCE FOOD INSPECTION			
Monitoring inspection - annual inspection of On, Off or Club Licence	per hour	170.00	

LIQUOR LICENCES[1]

		FEES & CHARGES 2018/19 ($)	NOTES
MANAGERS CERTIFICATES			
New or renewal		316.25	
SPECIAL LICENCES:			
Class 1	1 large event More than 2 medium events More than 12 small events	575.00	Large event 400 + people
Class 2	3 to 12 small events 1 to 3 medium events	207.00	Medium event
Class 3	1 or 2 small events	63.25	Small event Less than 100 people
Temporary Authority		296.70	

All figures include GST

ON / OFF / CLUB LICENCES

Fees vary depending on the "cost/risk rating" of each premises and consist of:

- an application fee, which licensees will have to pay when they apply for a new, renewed, or variation to a licence; and
- an annual fee, which must be paid by licensees each year.

Determining a premises' cost/risk rating

A premises' cost/risk rating will be determined by a combination of factors. Table 2 shows how a premises' cost/risk rating is determined. For example, a liquor store closing at 11:00 pm with two enforcements in the last 18 months would have an overall rating of 38.

Cost/risk rating of premises (direct from the regulations)

(1) A territorial authority must assign a cost/risk rating to any premises for which an on-licence, off-licence, or club licence is held or sought.
(2) The cost/risk rating of premises is the sum of the highest applicable weighting.
(3) The weightings relating to the type of licensed premises are as follows:

	Type of premises	Weighting
On Licence	Class 1 restaurant, night club, tavern, adult premises	15
	Class 2 restaurant, hotel, function centre	10
	Class 3 restaurant, other premises not otherwise specified	5
	BYO restaurants, theatres, cinemas, winery cellar doors	2
Off Licence	Supermarket, grocery store, bottle store	15
	Hotel, tavern	10
	Class 1, 2, or 3 club, remote sale premises, premises not otherwise specified	5
	Winery cellar doors	2
Club Licence	Class 1 club	10
	Class 2 club	5
	Class 3 club	2

Type of premises	Latest trading time allowed by licence (during 24 hour period from 6am to 6am)	Weighting
Premises for which an on-licence or club licence is held or sought	2am or earlier	0
	Between 2.01am and 3am	3
	Any time after 3am	5

All figures include GST

Type of premises	Latest trading time allowed by licence (during 24 hour period from 6am to 6am)	Weighting
Premises for which an off-licence is held or sought (other than remote sales premises)	10 pm or earlier	0
	Anytime after 10 pm	3
Remote sales premises	Not applicable	0

+

Number of enforcement holdings in last 18 months (applies to all types of premises)	Weighting
None	0
1	10
2 or more	20

=

Cost/Risk rating of premises	Fee category
0 - 2	Very low
3 - 5	Low
6 - 15	Medium
16 - 25	High
26 plus	Very High

Liquor Licences	Cost/risk Category ($)	Application Fee ($)	Annual Fee ($)
Application for On, Off or Club Licence, renewal of these licences, variation of condition of Licence	Very Low	368.00	161.00
	Low	609.50	391.00
	Medium	816.50	632.50
	High	1,023.50	1,035.00
	Very High	1,207.50	1,437.50

All figures include GST

Class 1 club	means a club that has or applies for a club licence and - (a) has at least 1000 members of purchase age; and (b) in the opinion of the territorial authority, operates any part of the premises in the nature of a tavern at any time.
Class 2 club	means a club that has or applies for a club licence and is not a class 1 or class 3 club.
Class 3 club	means a club that has or applies for a club licence and - (a) has fewer than 250 members of purchase age; and (b) in the opinion of the territorial authority, operates a bar for no more than 40 hours each week.
Class 1 restaurant	means a restaurant that has or applies for an on-licence and - (a) has, in the opinion of the territorial authority, a significant separate bar area; and (b) in the opinion of the territorial authority, operates that bar area, at least 1 night a week, in the manner of a tavern.
Class 2 restaurant	means a restaurant that has or applies for an on-licence and - (a) has, in the opinion of the territorial authority, a separate bar; and (b) in the opinion of the territorial authority, does not operate that bar area in the manner of a tavern at any time.
Class 3 restaurant	means a restaurant that has or applies for an on-licence and that, in the opinion of the territorial authority, only serves alcohol to the table and does not have a separate bar area.
BYO restaurant	means a restaurant for which an on-licence is or will be endorsed under section 37 of the Act.
Enforcement holding	means a holding as defined in section 288 of the Act, or an offence under the Sale of Liquor Act 1989 for which a holding could have been made if the conduct had occurred after 18 December 2013.
Remote sales premises	means premises for which an off-licence is or will be endorsed under section 40 of the Act.

[1] **These fees are set by legislation. If there are legislative changes the fees will be updated accordingly.**

All figures include GST

RESOURCE CONSENTS

		FEES & CHARGES 2018/19 ($)	NOTES
SUBDIVISION CONSENTS (NON-NOTIFIED) (INCLUDES PLANNING AND ENGINEERING AND DEPOSITS)			
Subdivision consents	minimum fee[1, 7]	(See # 'new' table below)	
Protection lot subdivision/Subdivisions utilising transferable rights	minimum fee[1, 3, 4, 7]	3,000.00	
Boundary adjustment	minimum fee[1, 7]	1,300.00	
Cross lease plans - stage cross lease/conversion	minimum fee[1, 7]	1,000.00	
Rights of way (s348 Local Government Act)	minimum fee[1]	700.00	
Certificates under s226 Resource Management Act	minimum fee[1]	700.00	
Lapsing of consent: extension of time (s125)	minimum fee[1]	1,300.00	
Change or cancellation of consent conditions (s127)	minimum fee[1, 7]	1,300.00	
s223 Certificate - payable at 223 stage Resource Management Act	minimum fee[1]	(See *'223' table below)	
s224 Certificate - payable at 224 stage Resource Management Act	minimum fee[1]	(See @ '224' table below)	
Road/street naming	minimum fee[1]	550.00	
Engineering fee - payable only if engineering conditions apply (s.244 (c) process only)	minimum fee[1]	550.00	
Reserves valuations - payable at 224 and not including financial contributions [5]		-	Fixed by Opteon
First additional lot		230.00	Fixed by Opteon
Two to four lots	per lot	51.75	Fixed by Opteon
Five to ten lots	per lot	23.00	Fixed by Opteon
Eleven or more lots	per lot	11.50	Fixed by Opteon
Sundry applications		500.00	
Subdivision consents that proceed to hearing [6]		-	Actual and reasonable cost
Application for esplanade reserve reduction or waiver		2,300.00	

# NEW	FEES & CHARGES 2018/19 ($)	* 223	FEES & CHARGES 2018/19 ($)	@ 224	FEES & CHARGES 2018/19 ($)
2 lots freehold	2,000.00	0-2 lots (including boundary adjustments)	250.00	0-2 lots (including boundary adjustments)	250.00
3-10 lots freehold	2,600.00	3-10 lots	350.00	3-10 lots	500.00
11-20 lots freehold	3,200.00	11 plus lots	690.00	11 plus lots	1,300.00
21 lots freehold	3,800.00	Unit title subdivisions	395.00	Unit title subdivisions	650.00
Unit title subdivisions (excl. s.32(2)(a) certification	1,900.00	Section 32(2)(a) certification	650.00		

All figures include GST

		FEES & CHARGES 2018/19 ($)	NOTES
NOTIFIED RESOURCE CONSENT APPLICATIONS, DESIGNATIONS, HERITAGE ORDERS AND PLAN CHANGES			
Public notification	minimum fee[1,6,7]	5,000.00	
Limited notification	minimum fee[1,6,7]	3,000.00	
LAND USE (NON-NOTIFIED) CONSENT APPLICATIONS EXCEPT SUBDIVISIONS (INCLUDES PLANNING AND ENGINEERING FEES AND DEPOSITS)			
Deemed permitted boundary activity (s.87BA Resource Management Act 1991)	minimum fee[1]	350.00	
Non notified applications:			
Controlled activity/fast track	minimum fee[1]	1,400.00	
Restricted descretionary activity	minimum fee[1]	2,000.00	
Discretionary activity	minimum fee[1]	2,500.00	
Non complying activity	minimum fee[1]	2,500.00	
Buildings in coastal erosion area - primary risk zone[3,4,7]	minimum fee[1]	3,000.00	
Landscape applications and other applications subject to fees waiver under plan[2,7]	minimum fee[1]	0	No fee[2]
Change or cancellation of consent conditions (s127) Resource Management Act [7]	minimum fee[1]	1,300.00	
Lapsing of consent/extension of time (s125) Resource Management Act	minimum fee[1]	1,300.00	
Consents that proceed to hearing[6]			Actual and reasonable cost
National Environmental Standard Assessment	minimum fee[1]	900.00	

Notes

General - These fees do not include Financial Contributions that may be imposed as conditions of consent. Council requires payment of all fees and charges prior to release of a decision document and 223 and 224 Certificates.

[1] This is a minimum fee. All costs associated with processing the application over and above the minimum fee will be directly charged to the applicant. This may include costs incurred by external parties on Council's behalf.

[2] These fees are indicative only of the activity and are not payable by the applicant.

[3] This fee includes the legal costs of preparing and registering a covenant on the title that will refer to the resource consent conditions. If the resource consent application is withdrawn or the consent is issued without a condition to require a covenant, then a fee refund of $1,000.00 (GST inclusive) will be payable.

[4] This fee includes the cost of monitoring the issued consent at $225.00. Additional time incurred will be invoiced at $150.00 per hour.

[5] These fees only apply to subdivision applications that require Opteon calculations at 224 for the purpose of determining Recreation and Leisure Financial Contributions. Note that any Recreation and Leisure Financial Contributions are additional to these fees.

[6] Council's funding policy requires that application (not subject to exemption) that proceed to Hearing will be charged 25% of the Elected Member's costs. Note: Exempted applications include any objection and any applications made by staff or Elected Members' that would not normally proceed to a Hearing but are required, for transparency purposes, to be heard.

[7] The application will attract an additional charge of $60 where a referral has been made under the Resource Consents Consultation protocol.

All figures include GST

		FEES & CHARGES 2018/19 ($)	NOTES
PLANNING ADVICE			
The Council would like to encourage good development outcomes. We believe that this can be achieved by engaging with developers during the early stages of the Planning Process. Council staff will arrange a meeting on request where the developer can discuss a development proposal with key staff members. A request for a meeting can be made through the Duty Planner on phone 0800 926 732.		free advice	Should be limited to 2 meetings. Each meeting to be no more than 1 hour duration.
REQUESTS FOR INFORMATION OR OTHER SERVICES NOT SUBJECT TO SPECIFIC FEE			
Any requests for services or information that are not specifically related to District Plan applications or of a non-routine nature will be charged at Officer's hourly charge out rate		As per hourly charge out rates	
MISCELLANEOUS			
Outline plan waiver		500.00	
Outline plan approval		1,400.00	
Miscellaneous certificates (including consent notices) and authenticated copies of Council resolutions	minimum fee[1]	400.00	
Overseas Investment Commission certificate	minimum fee[1]	600.00	
Certificate of Compliance (except subdivisions) and Certificate of Existing Use Rights - Resource Management Act	minimum fee[1]	1,100.00	
Compliance Certificate (Sale and Supply of Alcohol Act)	minimum fee[1]	200.00	
Peer reviews	minimum fee[1]		Actual cost
Designations/notice of requirement (non notified)	minimum fee[1]	2,500.00	
Surrender of Consent (s138) Resource Management Act	minimum fee[1]	500.00	
MONITORING AND COMPLIANCE			
Site visits required to monitor conditions of resource consent	per site visit	225.00	
	plus additional	150.00	Additional fee per hour after the first 1.5 hours
Noise: return of property seized under an excessive noise direction or abatement notice		256.00	
HYDRANT FLOW TESTING			
Hydrant[1]		56.00	
Hydrants		77.00	
Hydrant modelling for new connection purposes		153.00	

[1] This is a minimum fee. All costs associated with processing the application and monitoring the issued consent over and above the minimum fee will be directly charged to the applicant. For discretionary or non-complying applications, Council may not be able to grant consent. In these cases all application fees are still payable.

All figures include GST		FEES & CHARGES 2018/19 ($)	NOTES
ENGINEERING DESIGN APPROVAL			
Engineering design review, construction monitoring			The minimum Engineering fee is $350.00 or 1.75% of the estimated value of the works at current market rates, whichever is the higher. This fee applies to all works proposed to be vested in Council or private works that may require engineering design and construction as a condition of consent.
Administration fee - plus land subdivision and development administration fee		350.00	
LAND SUBDIVISION AND DEVELOPMENT FEES (ENGINEERING FEES PAYABLE WHEN REQUESTING A SERVICE)			
Services rendered and not provided for in fixed per hour fee (may be waived at discretion), e.g. requests for extraordinary attendances including meetings, site visits, etc.	per hour	180.00 0.75c km	Refer to hourly charge out rates plus 75c/km disbursements and internal fees plus 15%
UNCOMPLETED WORKS BONDS			
Administration process fee Uncompleted works bonds are calculated in accordance with our Development Code. However, the property owner undertaking the works will require Roading and/or Reserves consents prior to undertaking work outside their property.		400.00	
MAINTENANCE BONDS			
Administration process fee Construction maintenance bonds will be required where assets are to be vested to Council. The value of the construction maintenance bond will be calculated in accordance with our Development Code.		400.00	
NON-COMPLIANCE			
Miscertification charges and reinspection of previously non-complying works		180 .00 per hour	Refer to hourly charge out rates plus 75c/km disbursements and internal fees plus 15%.

All figures include GST

INFRASTRUCTURE SERVICES

		FEES & CHARGES 2018/19 ($)	NOTES
PROPERTIES / RESERVES - PROCESSING FEE			
Right of way easements subject to negotiation and valuation (excludes survey costs and disbursements)		500.00	
Easements (stormwater, water, etc.) subject to negotiation and valuation		307.00	
Exchange of land subject to negotiation and valuation	per half hour	50.00	Refer to hourly charge out rates plus 75c/km disbursements and internal fees plus 15%.
Licence to occupy legal unformed road to enable the carrying out of trade or business or for any other purpose		150.00	
Lease (excluding community groups)		276.00	
Variation of lease (excluding community groups)		128.00	
Renewal of lease (excluding community groups)		128.00	
Transfer of lease or subletting of lease (excluding community groups)		128.00	
Purchase of land	per half hour	50.00	Refer to hourly charge out rates plus 75c/km disbursements and internal fees plus 15%.
Partial/full release Memorandum of Encumbrance		128.00	
Esplanade strip instrument		235.00	
Sundry applications	per half hour	50.00	Refer to hourly charge out rates plus 75c/km disbursements and internal fees plus 15%.
SITE INSPECTIONS			
Subdivision, reserves	per hour	180.00	Refer to hourly charge out rates plus 75c/km disbursements and internal fees plus 15%.
LEASE/LICENCE APPLICATION AND CONSENTS			
(1) Department of Conservation (DOC) fees at approximately $50.00 per hour; and			
(2) legal costs from Council's solicitors; and			
(3) survey costs where applicable			

	FEES AND CHARGES 2018/19 $	
PENSIONER HOUSING	**NEW**	**OLD**
Single unit per week	124.00	120.00
Double unit per week	177.00	172.00

All figures include GST

	FEES & CHARGES 2018/19 ($)	NOTES
CEMETERIES		
Adult plot purchase	1,172.00	
Children's row plot	432.00	
Ashes plot purchase	318.00	
Ashes wall purchase	318.00	
Katikati Remembrance wall purchase	125.00	
Burial of ashes in existing plot	120.00	
Burial fee		
Adult	412.00	
Child	412.00	
Ashes	120.00	
Extra depth	120.00	
Re-opening fee (breaking of concrete)	120.00	
Disinterment and reinterment	Actual cost	

All figures include GST

RESERVES

SPORTS FIELDS AND COURTS

Ground charges

During the 2012-22 Long Term Plan process Council resolved to remove user charges for sports fields and courts. However, it is a requirement for Sports Clubs and casual users to still book fields/courts so Council can monitor usage, avoid booking conflicts and collect data for future demand analysis. Council also needs to programme maintenance e.g. mowing, turf renovation around users.

Bonds

Bonds may be required to ensure any potential damage or excessive wear and tear can be reinstated. Bonds are to be paid prior to confirmation of the booking and will range in value from $150.00 up to $2,000.00. Bonds are returned if premises are left clean, tidy and in good condition.

		FEES & CHARGES 2018/19 ($)	NOTES
Centennial Park Ablution block (booked users only)		Per day	**Seasons are defined as:**
Hot showers		20.00	Winter - 1 April to 30 September Summer - 1 October to 31 March Sporting codes may overlap the seasons but only if fields/courts are available.
Centennial Park Changing Rooms			**Note:**
Casual use	per booking	52.00	1. Clubs and schools are still required to book sports fields/courts for casual/ seasonal use.
Seasonal use		By agreement	2. Under the Reserves Act 1977 public shows, fairs with stalls, etc - public liability insurance for $250,000 is required. Evidence of this must be presented to Council staff two weeks prwior to the event.
Training lights		By agreement	
Storage		By agreement	3. Amusement devices such as merry-go-rounds and magic carpet rides must be registered by the owner with the Department of Occupational Health & Safety. Once registered a permit for use is available from Council.
Jubilee Park Cultural Courtyard Stage Hire	per day	50.00	Community use
	per day	250.00	Commercial use
	PLUS BOND	500.00	

All figures include GST		FEES & CHARGES 2018/19 $	NOTES
GROUND RENTALS FOR SPORT AND RECREATION CLUB BUILDINGS ON COUNCIL LAND - AS PER COUNCIL'S POLICY			
Annual lease/license fee for buildings on Council land. Excludes TECT Park and halls			Subject to individual lease conditions.
Annual administration fee:		250.00	The policy allows for fee waiver for certain organisations
Ground rental for buildings		0.80/m²	
Exclusive land rental		0.10/m²	
Commercial		Market rates	As agreed with the lease
MISCELLANEOUS - RESERVE USE CHARGES			
By agreement / concession / or fee set by authorised staff member			
Motorhome rallies / organised events	per vehicle per night	5.00	
TECT ALL TERRAIN PARK ARRIVAL CENTRE			
User group bookings			
No hire bond required			
$50.00 key bond is required			
Hire fee: Park user groups / clubs	per day	30.00	
General public bookings			
Hire bond may be required			
$50.00 key bond is required			
Hire fee as follows:	per half day	50.00	
	per whole day	75.00	
Call out charge			
Call out charge for non-approved activities	per hour	100.00	
Please note: a cleaning fee will be invoiced if facility is left in an unacceptable condition.			
RENTAL OF COUNCIL BUILDINGS AND FACILITIES NOT LISTED			
Fee varies depending on building or facility, actual fee in accordance with Council policy or by agreement.			

All figures include GST

ROADING

		FEES & CHARGES 2018/19 ($)	NOTES
VEHICLE CROSSING APPLICATIONS			
Administration, review and inspections		420.00	The application forms for both urban and rural vehicle crossings can be viewed and downloaded via Council's website www.westernbay.govt.nz
Re-inspection fee (if failed)		256.00	
ROAD SERVICES			
Stock crossing Permit (No fee for a renewal)		105.00	One-off payment
Unpermitted Stock Crossing - Inspection Fee (where no permit or permit application exists)		105.00	Per inspection
Licence to occupy legal unformed road to enable the carrying out of trade or business or for any other purpose		150.00	
ROAD STOCK CROSSING COST RECOVERY - TO BE APPLIED WHERE:			
Crossing is not permitted and stock have left effluent and debris on the road.		Actual and reasonable costs	Costs incurred by Council's contracted road maintenance provider
Permitted crossing where permit conditions to clean the road surface have not been complied with.		Actual and reasonable costs	
Stock permit inspection and re-inspection fee where there is non-compliance with stock crossing permit conditions.		105.00	Per inspection. Plus staff time at charge out rates
ROAD OPENING NOTICES/CORRIDOR ACCESS REQUESTS			
Consent to work on or below the road includes:			
Emergency works		51.00	
Minor works (connections and excavation less than 20 metres, on site)		51.00	
Major works		123.00	
Project work (work to exceed 28 days)		256.00	
OTHER			
Applications for road closures and road use (including sporting, recreational or other events on the road)		123.00	
Assessment of Structures & Pavements	per hour	150.00	
Road stopping applications - processing fee (excluding appeal to Court)		613.00	
Application to discharge stormwater to road		123.00	
Decorative streetlighting (see District Plan rule 12.4.4.6)			Calculable
Overweight and over dimension permits		123.00	
Overweight permits requiring bridge analysis		256.00 200.00	Per application, plus Per bridge
Approval of a construction zone		256.00	
Capacity consumption calculations for discretionary activities - pavement widening rate	per m^2	140.00	

All figures include GST		FEES & CHARGES 2018/19 ($)	NOTES
RENTALS FOR ENCROACHMENTS ON COUNCIL LAND			
Including but not limited to unformed road and esplanade reserves			
Where Council land is used by a private entity for commercial gain, Council may charge a market rate to that entity for use of that land in accordance with its Policy on Rentals for Encroachments on Council land. The rental is based on the use of the land. Where the assessed rental charge is less than $250.00 per annum, Council will not charge the annual rental.			
Rates are subject to individual assessment of each lease agreement and will be determined on the factors set in the Policy.			
Licence application fee Licence to occupy legal unformed road to enable the carrying out of trade or business or for any other purpose		150.00	
Usage		**Approximate market rates per annum**	
Forestry	Up to per Ha	100.00	*As determined at time of agreement*
Dairy	Up to per Ha	1,500.00	*As determined at time of agreement*
Grazing	Up to per Ha	650.00	*As determined at time of agreement*
Horticulture	Up to per Ha	3,500.00	*As determined at time of agreement*
Retail/Commercial	Up to per m²	200.00	Katikati - *As determined at time of agreement*
	Up to per m²	200.00	Te Puke - *As determined at time of agreement*
	Up to per m²	65.00	Industrial - *As determined at time of agreement*
Kiwifruit - gold	Up to per Ha	*-	**5% of undeveloped adjoining land value*
Kiwifruit - green	Up to per Ha	*-	**5% of undeveloped adjoining land value*
Avocado	Up to per Ha	*-	**5% of undeveloped adjoining land value*
COMMUNITY INFORMATION BOARDS			
Business advertising signage			
Supply and install signage		358.00	
Replace damaged / missing signage		358.00	
AS-BUILT DATA - ENGINEERING RECORDS			
Receiving accurate/completed electronic as-built records for transfer to Council's geographic information system (GIS)	per subdivision	100.00	
Correction of inaccurate or incomplete as-built records	per hour	155.00	
Conversion to electronic format			
Electronic conversion from paper as-built records	per hour	155.00	
Transfer of electronic as-built records to Council's GIS system	per hour	155.00	

All figures include GST

UTILITIES

		FEES & CHARGES 2018/19 ($)	NOTES
Charges for services rendered to the public in excess of 10 minutes (15 minutes at discretion	10 minutes	25.00	
Services rendered for re-inspection of previously non-compliant works, plus internal fees	10 minutes	25.00	
To observe & certify water pressure test on new water reticulation		150.00	
To observe, test & certify residual chlorine test results on water reticulation		150.00	
WATER CONNECTION			
Administration fee		105.00	
The physical connection to the water network will be undertaken by an approved contractor.			
Woodland Road Extension – New Connection		4,511.45	Includes capital contribution as required by Council's Rural Water Supply Extension Policy 2014
FINAL WATER METER READING			
Final water meter reading requesting for up to 48 hour notice period		100.00	
Final water meter reading requesting for up to five day notice period		50.00	
STORMWATER CONNECTION			
Administration fee		105.00	
Inspection fee		105.00	
SEWERAGE CONNECTION			
Administration fee		105.00	
Inspection fee		105.00	
Obtain quotes from any registered drainlayer. If the stormwater or wastewater connection is undertaken by Council's Network Maintenance Contractor, at a cost to the applicant, no inspection fee will be charged.			
TRADEWASTE BY-LAW CHARGES			
Initial application fee		155.00	
Connection fee (where applicable)		365.00	
Disconnection fee		365.00	
Re-inspection fee		286.00	
Compliance monitoring (lab testing)		Actual cost	
Temporary discharge application fee		143.00	
Special rates for loan charges		Actual cost	

All figures include GST

	FEES & CHARGES 2018/19 ($)	NOTES

ANNUAL TRADEWASTE CHARGES

Annual management fee for discharge to cover the wastewater authority's costs.

Based on classification of tradewaste as specified below

A	Permitted (not required)	N/A	**B2**	Conditional Medium Risk	$572.00
B1	Conditional Low Risk	$286.00	**B3**	Conditional High Risk	$1,145.00
			C	Prohibited (not consentable)	N/A

TRADE WASTE RETICULATION AND TREATMENT CHARGES

Based on Schedule 1C Tradewaste By-law 2008 and existing Reticulation and Wastewater Treatment Plant costs

GREENWASTE DROP-OFF CHARGES (MINIMUM CHARGE APPLIES)

Bagged greenwaste per bag			
Minimum charge per bag - less than or equal to 50 litres		4.00	
Black gardening bag - less than or equal to 250 litres		7.00	
Woolbag - less than or equal to 500 litres		15.00	
Loose greenwaste			
All vehicles charged	per m^3	25.00	Amount charged per m^3

Notes:

Operator will measure vehicle loads and advise customer cost of disposal. Final charge will always be determined by the site operator.

All figures include GST

		FEES & CHARGES 2018/19 ($)	NOTES
RECYCLING FEES (AT RECYCLING CENTRES ONLY)			
FREE - there is no charge for recycling the following items:		No charge	
Newspapers			
Paper			
Cardboard			
Scrap steel			
Aluminium cans			
Metal cans			
Car batteries			
Waste motor oil			
Glass bottles (white/green/brown)			
Plastics (numbers 1 & 2)			
Plastic milk containers			
Plastic soft drink and juice bottles			
NOT ACCEPTED - the following items are not accepted:			
Mixed waste			
Domestic cooking oil			
Organic waste			
Demolition waste			
Plastics (numbers 3 - 7)			
Polystyrene			
Contaminated recyclables			
E-waste			
OTHER RECYCLABLES			
Large whiteware e.g. fridges, washing machines, driers, stoves		10.00	
Small whiteware e.g, microwaves, benchtop ovens and BBQs		5.00	
TENTS/EQUIPMENT FOR SOLID WASTE/RECYCLING			
Event Recycling Tents/Equipment (2 sets)			
Bond	per event/per set	100.00	
User charge	per event/per set	75.00	

All figures include GST

	FEES & CHARGES 2018/19 ($)	NOTES
WASTE LICENCING FEE		
Register as a licensed waste collector in the Western Bay District. Fee includes first truck	350.00	
Fee per additional trucks	50.00	
WORM COMPOSTING WORKSHOP		
Worm composting workshop	34.50	

INDICATIVE FINANCIAL CONTRIBUTIONS - FOR INFORMATION ONLY

Financial Contributions are included in the fees and charges for information only and become effective on 1 July 2018. Financial Contributions are established based on the policy and methodology as presented in our District Plan in accordance with the Resource Management Act 1991. They may change in response to the capital works identified to be carried out as part of the Long Term Plan.

Our District Plan contains the original infrastructure schedules used for calculating financial contributions. These are updated annually through the Annual Plan with respect to costs and time only and are presented below.

As the process for setting financial contributions is established in our District Plan, submissions through the Annual Plan public consultation process are limited to the quantum of the financial contributions as set through the costs and timing of the construction of the various infrastructure.

WATER	PER ADDITIONAL LOT $
Western	4,639
Central	4,678
Eastern	12,773
WASTEWATER	
Waihi Beach	15,034
Katikati	5,730
Omokoroa	8,770
Te Puke	5,574
Maketu/Little Waihi	7,785
STORMWATER	
Waihi Beach	4,319
Katikati	5,358
Omokoroa	5,490
Te Puke	8,382
ECOLOGICAL	
Ecological	501
RECREATION AND LEISURE	
**Recreation and Leisure*	*7,423*

**As a result of Plan Change 73 - Financial Contributions, that became operative on the 4 November 2016, the method of financial contribution calculations have changed from a fixed percentage based on land value to a fixed amount.*

DWELLINGS ON MULTIPLE-OWNED MĀORI LAND

Applicable financial contributions are reduced by 50% where:

(a) the applicant completes the Papakainga Toolkit process; or

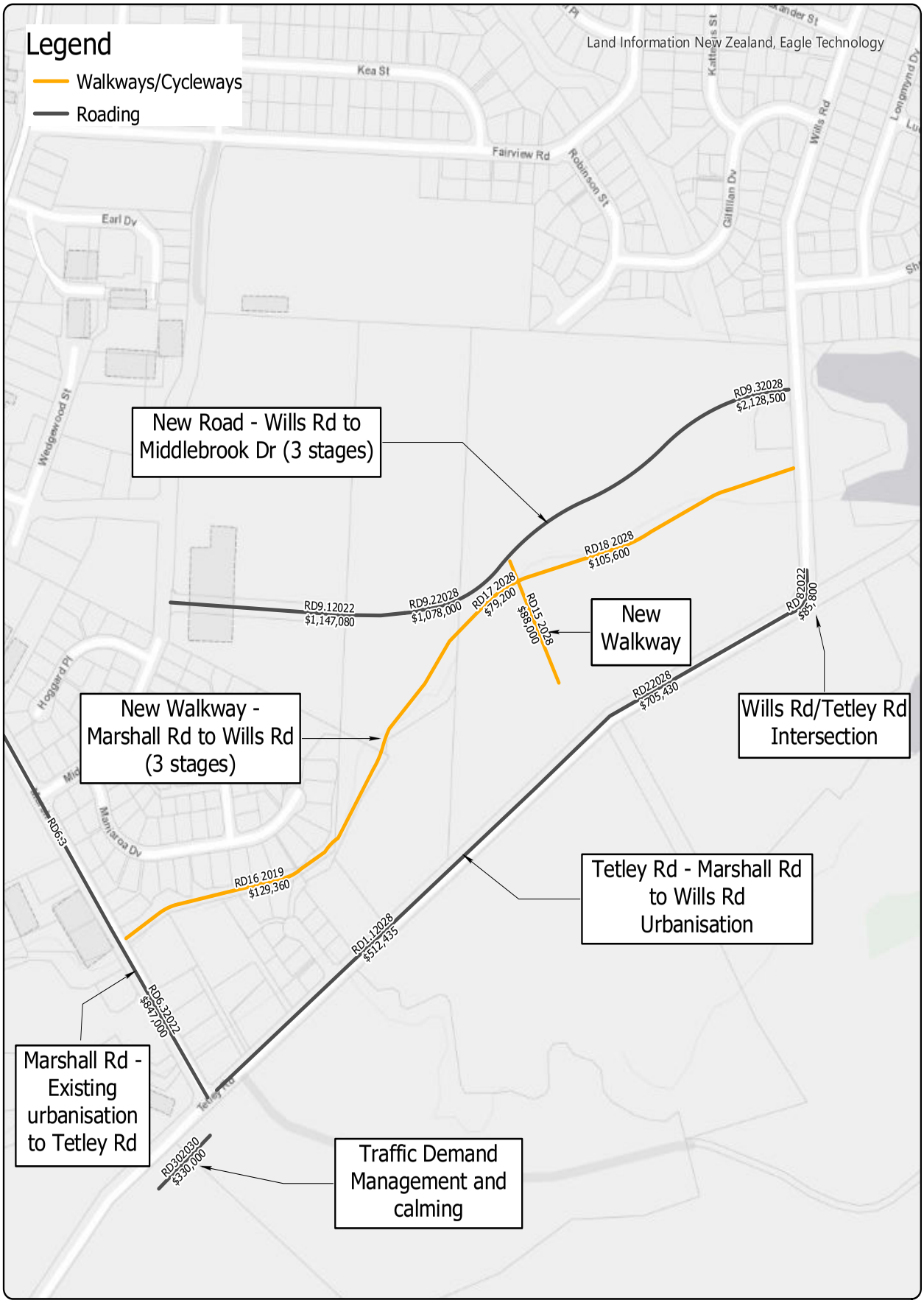
(b) the application has obtained funding through the Kainga Whenua Loan Scheme or the Kainga Whenua Infrastructure Grant to contribute towards the cost of financial contributions.

TRANSPORTATION	$	
Margaret Place Extension	18,150	per lot
Access to Omokoroa Developments Limited (formerly Fiducia area)	28,714	per lot
Omokoroa Southern Industrial Area	3,418	per 100m²
District-Wide	1,385	per lot

URBAN ROADING	PER ADDITIONAL LOT WITHOUT DISTRICT-WIDE TRANSPORTATION $	PER ADDITIONAL LOT INCLUDING DISTRICT-WIDE TRANSPORTATION $
Waihi Beach	2,195	3,580
Katikati	3,002	4,387
Omokoroa	11,553	12,938
Te Puke	3,587	4,972
RURAL ROADING	**$**	**$**
Waihi Beach/Katikati Wards	8,763	10,148
Kaimai Ward	8,763	10,148
Te Puke/Maketu Wards	8,763	10,148

KATIKATI TRANSPORTATION STRUCTURE PLAN

PROJECT NUMBER	PROJECT	Proposed year of Construction	Project Cost ($)	FUNDING SOURCE (%)				
				Developer Funded	Catchment Allocation	Rates Allocation	Rural Allocation	Strategic Allocation
	Katikati urban area							
RD 1.1	Tetley Rd mid section, from north from Marshall Road 385m	2028	$512,435		100%			
RD 2	Tetley Rd northern section, from RD 1.1 to Wills Road 500m	2028	$705,430		100%			
RD 6.3	Marshall Road (Stage 2): From Existing urbanisation to Tetley Road	2022	$847,000		75%	25%		
RD 8	Wills Rd - Tetley Rd intersection corner	2022	$85,800		25%	75%		
RD 9.1	New Road (stage 1): Wills Road to Carrisbrook extension	2022	$1,147,080	25%	25%	50%		
RD 9.2	New Road (stage 2): Wills Road to Carrisbrook extension	2028	$1,078,000	77%	11.5%	11.5%		
RD 9.3	New Road (Stage 3) Wills Road to Carrisbrook extension	2028	$2,128,500	77%	11.5%	11.5%		
RD 15	New Walkway: SE corner of Moore Park to RD 19	2028	$88,000		100%			
RD 16	New Walkway: From Marshall Rd to connect with Walkway RD 17 at South corner of High Density Housing zone	2019	$129,360		50%	50%		
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	2028	$79,200		50%	50%		
RD 18	New Walkway: From Walkway RD 15 at SE corner of Moore Park to Wills Road and extension to new road RD 19 culdesac	2028	$105,600		50%	50%		
RD 30	Traffic Demand Management and Calming, NZTA requirement per consent order	2030	$330,000		50%	50%		
	Total Katikati urban area		**$7,236,405**					



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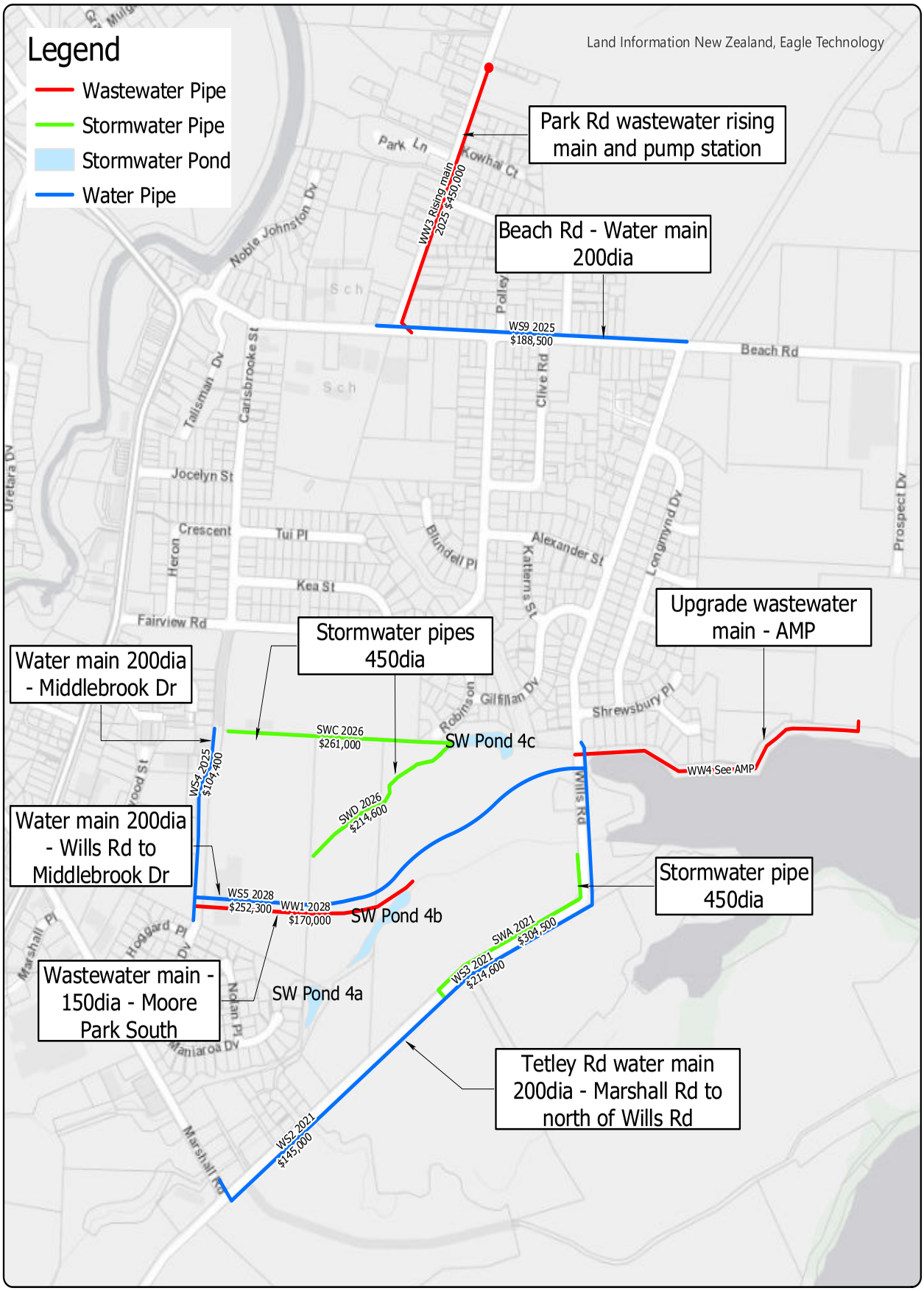
Western Bay of Plenty District Council

Structure Plan - Katikati (2019-2028)
Roading and Walkways

N

KATIKATI UTILITIES URBAN STRUCTURE PLAN AREA

				FUNDING SOURCE (%)		
PROJECT NUMBER	PROJECT	Proposed year of Construction	Project Cost ($)	Developer Funded	Rates Allocation	Financial Contributions
	New water supply supply					
WS2	(200mm dia) Tetley Road mid section Along RD1	2021	$145,000			100%
WS3	(200mm dia) Tetley Road northern section and Wills Road	2021	$214,600			100%
WS4	(200mm dia) Along RD 11 Middlebrook Drive	2025	$104,400			100%
WS5	(200mm dia) Along RD 9	2028	$252,300			100%
WS 9	Beach Road 200 dia, 650m	2025	$188,500			100%
WS 10	New Bore: See AMP					
	Total Katikati proposed new water supply		**$904,800**			
	New wastewater					
WW 1	(150mm dia) Moore Park South	2028	$170,000			100%
WW3	Park Rd; rising main and pump station	2025	$450,000			100%
WW4	Upgrade main: See AMP					
	Total Katikati proposed new wastewater		**$620,000**			
	New stormwater					
SWA	New Pipe 450mm diameter	2021	$304,500			100%
SWC	New Pipe 450mm diameter	2026	$261,000			100%
SWD	New Pipe 450mm diameter	2026	$214,600			100%
Pond 4b	New Pond 4b	2021	$941,850			100%
Pond 4c	New Pond 4c	2026	$807,350			100%
	Total Katikati proposed new stormwater		**$2,529,300**			



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Western Bay of Plenty District Council

Structure Plan - Katikati (2019-2028)
Utilities

N

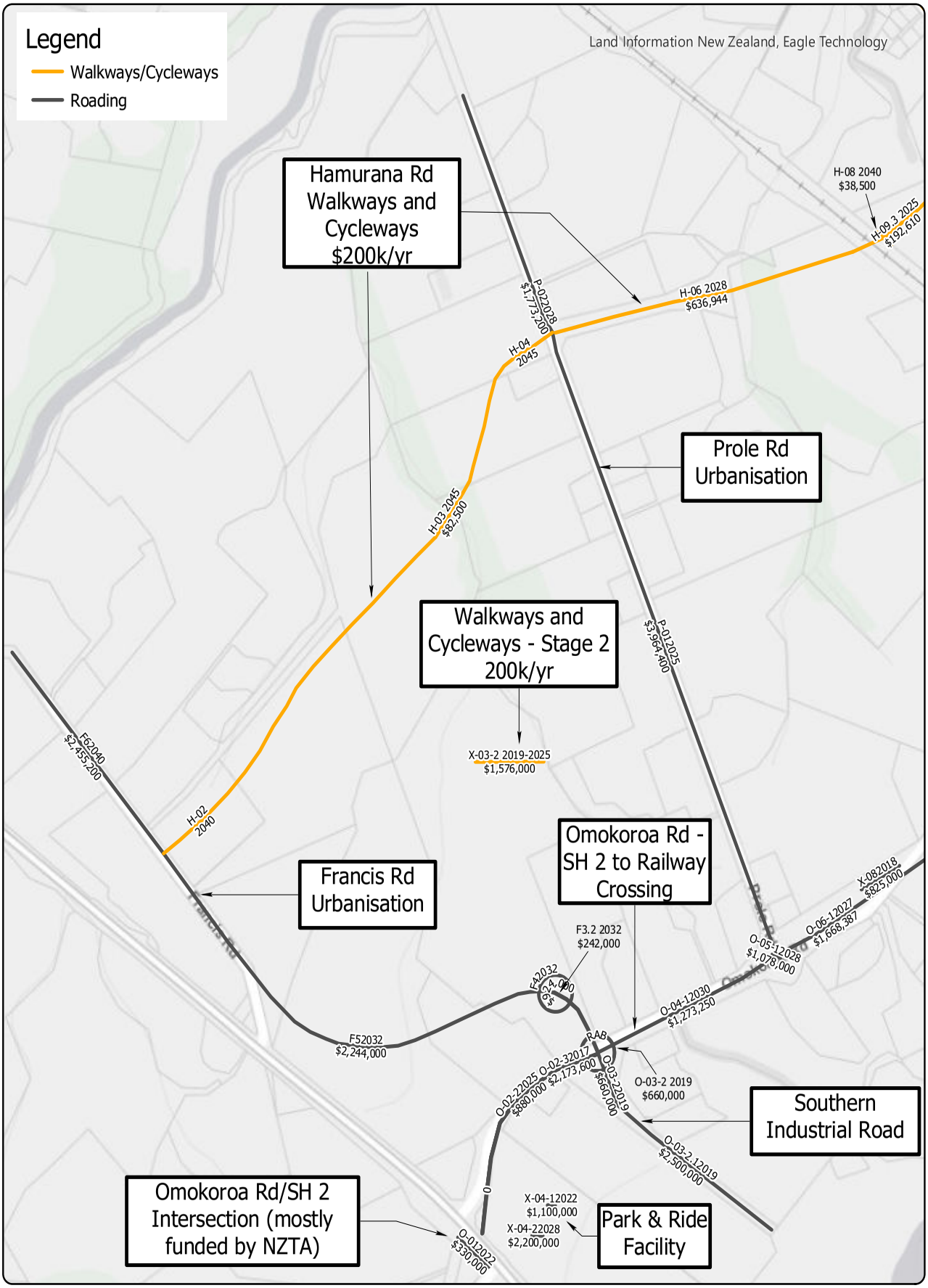
OMOKOROA STRUCTURE PLAN AREA: TRANSPORTATION

					FUNDING SOURCE (%)				
PROJECT NUMBER	PROJECT	ELEMENT	Proposed year of Construction	Project Cost ($)	Road Specific	Catchment Allocation	Rural Allocation	Strategic Allocation	District Rate Allocation
F3.1	Francis Road	Revised 2 of 4 lanes to service commercial zone	2025	$495,000		20	10	45	25
F3.2	Francis Road	Revised 4 lanes to service commercial zone	2032	$242,000		20	10	45	25
F4	Francis Road	New roundabout	2032	$924,000		100			
F5	Francis Road	Roundabout to the Shell Station	2032	$2,244,000		100			
F6	Francis Road	Shell Station to the end of Francis Road	2040	$2,455,200		100			
H-02	Hamurana Road	Cycleway by Developers	2040	$					
H-03	Hamurana Road	Gully Crossing Linkage Cycleway	2045	$82,500		100			
H-04	Hamurana Road	Cycleway by Developers	2045	$					
H-06	Hamurana Road	Prole Road to Railway Line: Cycleway	2028	$636,944		100			
H-07	Hamurana Road	Railway Bridge: Cycleway	2025	$825,000		100			
H-08	Hamurana Road	Ramp to Railway bridge (NE side)	2040	$38,500		100			
H-09.3	Hamurana Road	Railway Ramp to Kayelene Place: Construction	2025	$192,610		100			
H-10	Hamurana Road	Cycleway Kayelene Place to Western Avenue	2019	$175,000		100			
H-11	Hamurana Road	Gane Place intersection to NE end of Western Avenue section, widen to 8m, urbanise	2020	$440,000		100			
O-01	Omokoroa Road	SH2 Intersection (NZTA) – Funding source mostly NZTA	2022	$330,000		4			
O-02-1	Omokoroa Road	SH2 to Francis Road 2 lanes (NZTA) - Funding source NZTA (100%)	2022	$					
O-02-2	Omokoroa Road	SH2 to Francis Road-4 laning	2025	$880,000		20	10	45	25
O-02-3	Omokoroa Road	SH2 to Francis Road-4 laning Earthworks	2017	$2,173,600					
O-03-1	Omokoroa Road	Francis Road intersection Roundabout Construction	2020	$1,282,532		20	10	45	25
O-03-2	Omokoroa Road	Industrial entrance intersection: interim Right Turn Bay	2019	$660,000		20	10	45	25
O-04-1	Omokoroa Road	Francis Road to Prole Road 4 laning	2030	$1,273,250		20	20	45	15
O-05-1	Omokoroa Road	Prole Road intersection-construct right turn bay, seagull	2028	$1,078,000		100			
O-06-1	Omokoroa Road	Prole Road to designated Commercial area roundabout-2 lanes	2027	$1,668,387		20	10	45	25
O-07-1	Omokoroa Road	Seagull Right Turn Bay entrance to residential on east side (Neil Grp)	2017	$440,000		20	10	45	25
O-07-2	Omokoroa Road	Roundabout construction: single lane = access to Neil Grp and Commercial area	2027	$682,000		20	10	45	25
O-08	Omokoroa Road	Commercial area roundabout to Railway line, not including O-8-1, not including earthworks	2027	$2,750,000		20	20	45	15
O-08-1	Omokoroa Road	Roundabout access to SHA and Goldstone	2028	$660,000		20	20	45	15

					FUNDING SOURCE (%)				
PROJECT NUMBER	PROJECT	ELEMENT	Proposed year of Construction	Project Cost ($)	Road Specific	Catchment Allocation	Rural Allocation	Strategic Allocation	District Rate Allocation
O-08-2	Omokoroa Road	Earthworks - Commercial area roundabout to Railway line, not including O-8-1	2028	$440,000		20	20	45	15
O-11-1	Omokoroa Road	Western Avenue to Margaret Drive urbanisation. Excludes $500K for power undergrounding.	2019	$1,555,045		20	20	45	15
O-11-2	Omokoroa Road	Margaret Drive to Tralee Street. Includes $700K for power undergrounding.	2019	$2,849,000		20	20	45	15
P-01	Prole Road	Omokoroa Road to Hamurana Cycleway	2025	$3,964,400		100			
P-02	Prole Road	Hamurana Cycleway to end	2028	$1,773,200		100			
W-01	Western Avenue	Hamurana Road and to Gane Place urbanization	2020	$1,432,200		100			
X-01	Pedestrian Bridge	Lynley Park Railway Line to Stage 2 Area	2027	$440,000		100			
X-03-1	Walkways/Cycleways	Stage 1 – walkways and Cycleways on schedule A867061	2014-2025	$2,173,600		100			
X-03-2	Walkways/Cycleways	Stage 2 – walkways and Cycleways to be determined. $200k/yr allocated over 5 years commencing from 2019	2019-2025	$1,576,000		100			
X-04-1	Park & Ride Facility	Omokoroa Road – Land Purchase – Tie in with SH 2 intersection and SP review	2022	$1,100,000		95			5
X-04-2	Park & Ride Facility	Omokoroa Road – Construction	2028	$2,200,000		95			5
X-05	Pedestrian Bridge	Omokoroa Road Railbridge	2019	$350,000		100			
X-08	Omokoroa Road	Power undergrounding Prole to Railway	2018	$825,000		100			
		Total Omokoroa proposed transportation		**$43,306,968**					

OMOKOROA STRUCTURE PLAN AREA: SOUTHERN INDUSTRIAL ZONE

O.03.2.1	Southern Industrial Road	All construction Work to be completed in one year	2019	$2,500,000		100			
		Total Omokoroa southern industrial zone		**$2,500,000**					



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Western Bay of Plenty District Council

Structure Plan - Omokoroa (2019-2028)
Roading/Walkways
Sheet 1 of 2

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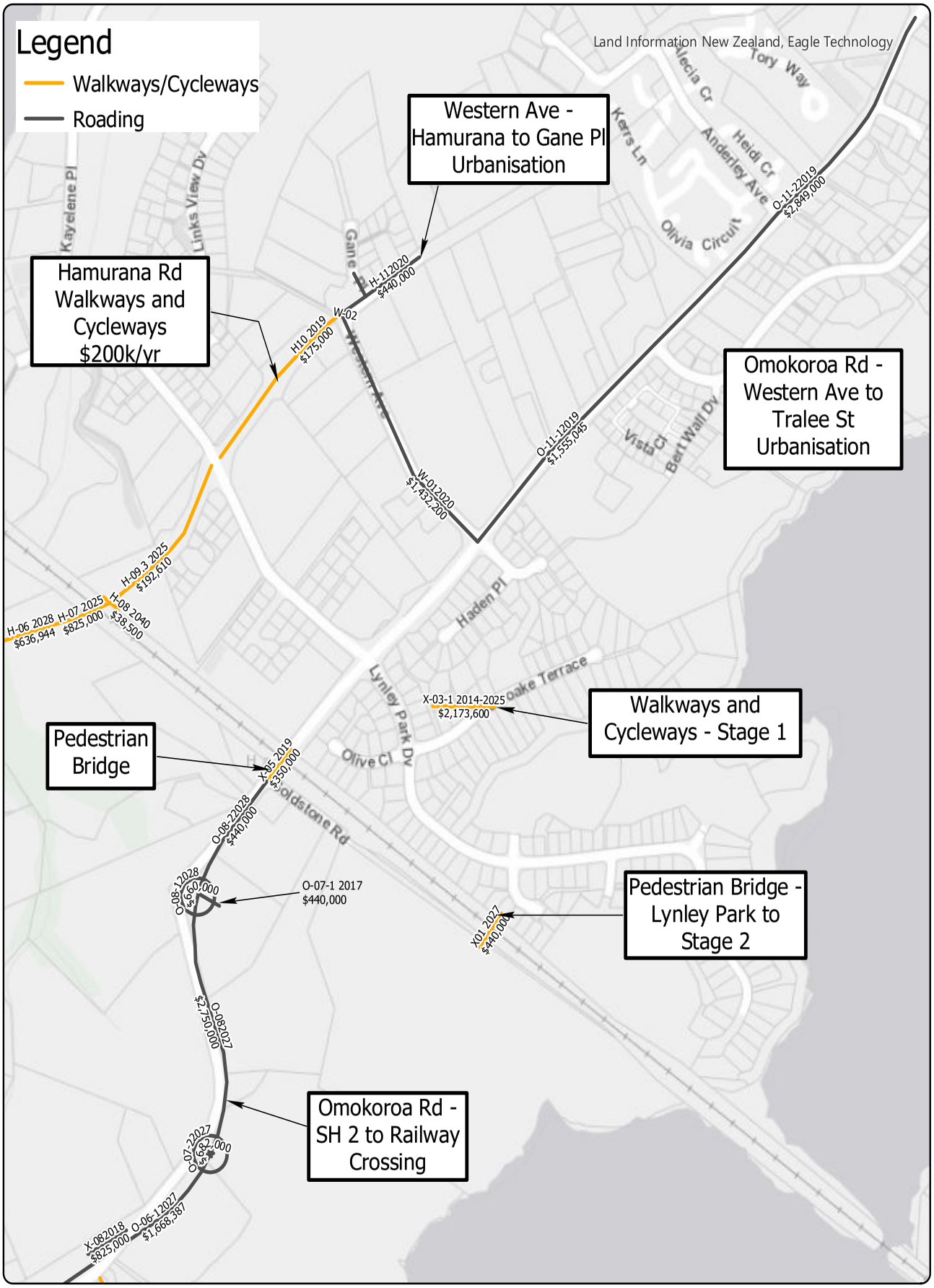

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Western Bay of Plenty District Council

Structure Plan - Omokoroa (2019-2028)
Roading/Walkways
Sheet 2 of 2

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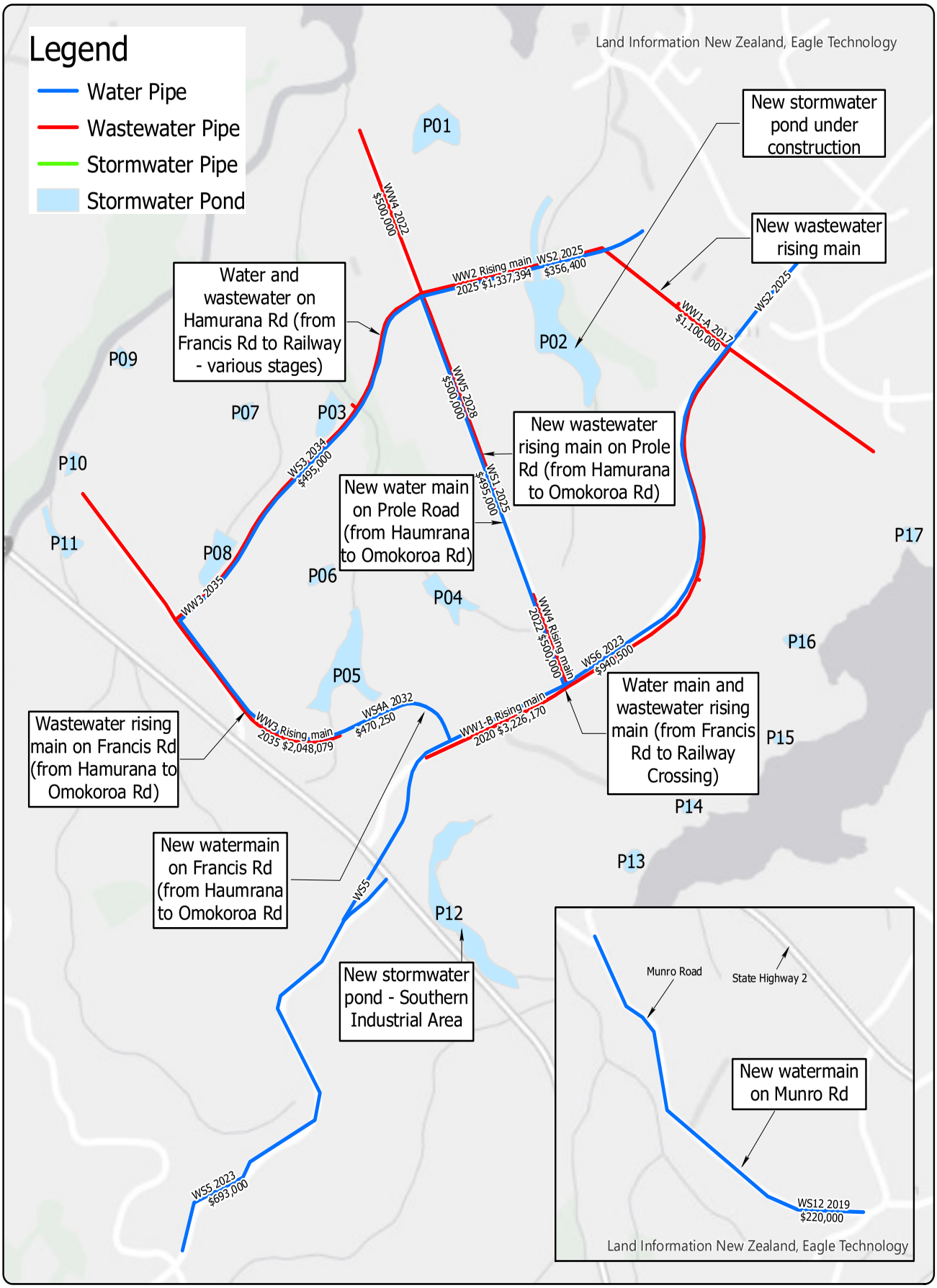
OMOKOROA UTILITIES STRUCTURE PLAN AREA

PROJECT NUMBER	PROJECT	Proposed year of Construction	Project Cost ($)	FUNDING SOURCE (%) Developer	Rates	Financial Contributions
	New water supply (central water supply)					
WS1	Prole reticulation stage 2	2025	$495,000			$495,000
WS2	Hamurana stage 2	2025	$356,400			$356,400
WS3	Hamurana stage 4	2034	$495,000			$495,000
WS4A	Francis Road stage 3A	2032	$470,250			$470,250
WS5	300mm main to SH2	2023	$693,000			$693,000
WS6	300 mm main SH2-Railway	2023	$940,500			$940,500
WS12	Munro Road Water Main Upgrade	2019	$220,000			$220,000
	Total new water supply (central water supply)		**$3,670,150**			**$3,670,150**
	New wastewater (Structure Plan Stage 2)					
WW1	Stage 1	2023	$4,326,170			$4,326,170
WW2	Stage 2	2025	$1,337,394			$1,337,394
WW3	Stage 3	2035	$2,048,079			$2,048,079
WW4	Stage 4	2022	$500,000			$500,000
WW5	Stage 5	2028	$500,000			$500,000
	Total new wastewater (Structure Plan Stage 2)		**$8,711,643**			**$8,711,643**
	New stormwater (Stage 2 Structure Plan)					
P14	New Pond	2021	$159,770			$159,770
P13	New Pond	2021	$227,342			$227,342
P04	New Pond	2026	$446,833			$446,833
P12	New Pond	2019	$500,000			$500,000
P12	New Pond	2020	$1,200,000			$1,200,000
P05	New Pond	2036	$797,898			$797,898
P06	New Pond	2036	$70,784			$70,784
P08	New Pond	2037	$435,412			$435,412
P07	New Pond	2037	$274,809			$274,809
P03	New Pond	2030	$339,883			$339,883
P01	New Pond	2030	$744,959			$744,959
P02	New Pond	2019	$1,500,000			$1,500,000
P02	New Pond	2020	$1,567,500			$1,567,500
P09	New Pond	2037	$220,442			$220,442
P10	New Pond	2037	$199,623			$199,623
P11	New Pond	2037	$279,568			$279,568
	Total new stormwater (Structure Plan Stage 2)		**$8,964,823**			**$8,964,823**



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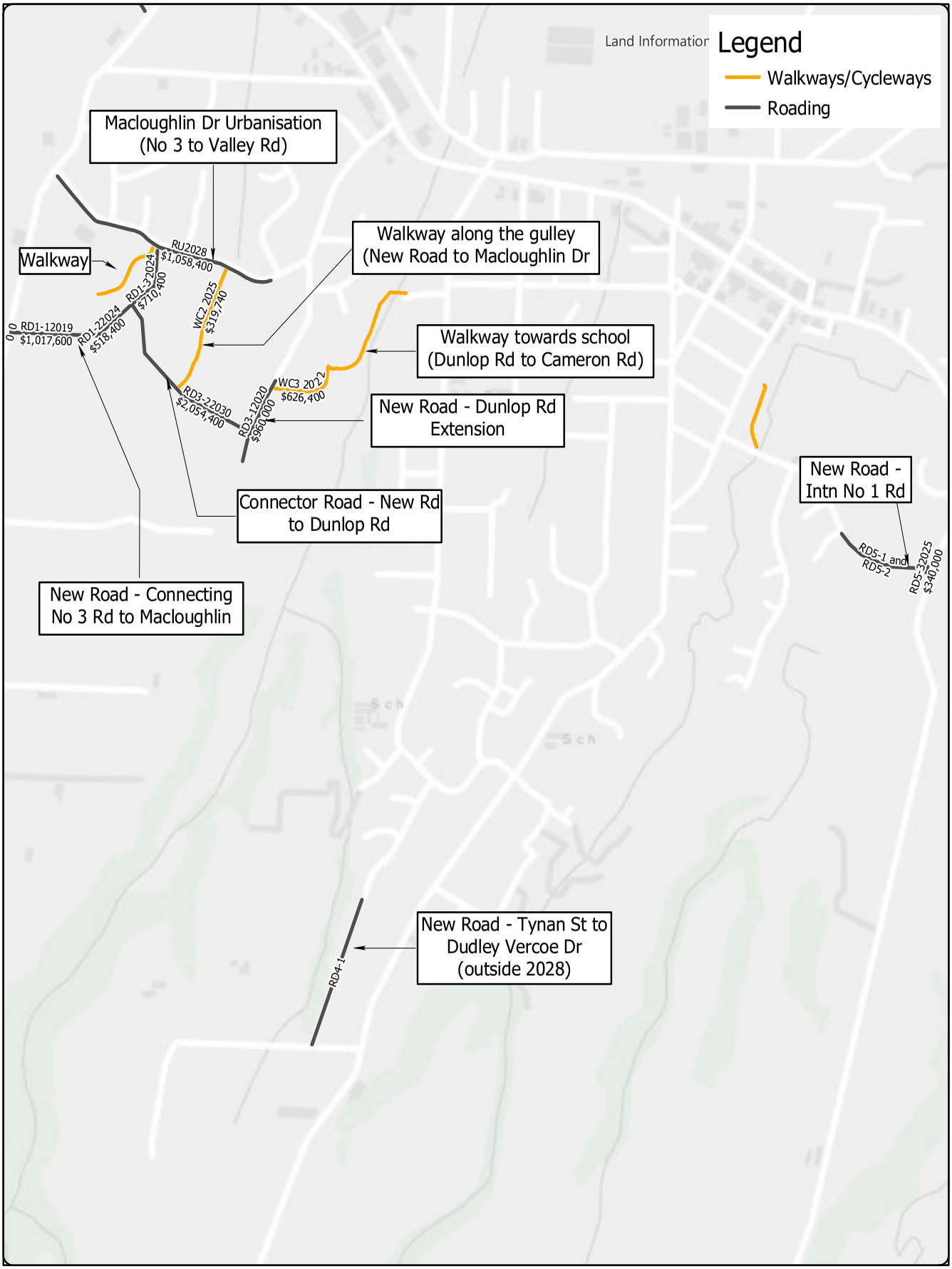
Western Bay of Plenty District Council

Structure Plan - Omokoroa (2019-2028)
Utilities

N

TE PUKE ROADING AND TRANSPORTATION

				FUNDING SOURCE %				
PROJECT NUMBER	PROJECT	Proposed year of Construction	Project Cost ($)	Developer Funded	Catchment Allocation	Rates Allocation	Rural Allocation	Strategic Allocation
RD 1.1	Collector Road	2019	$1,017,600	74%	26%			
RD 1.2	Collector Road	2024	$518,400	74%	26%			
RD 1.3	Collector Road C	2024	$710,400	74%	26%			
RD 3.1	Collector Road C	2020	$960,000	74%	26%			
RD 3.2	Collector Road C	2030	$2,054,400	74%	26%			
RD 5.3	New Collector Road Intersection No 1 Road	2025	$340,000	74%	26%			
RU	Urbanisation MacLaughlan	2028	$1,058,400	74%	26%			
WC 1	Walkway along Area	2020	$201,480	0%	100%			
WC 2	Walkway along Gully	2025	$319,740	0%	100%			
WC 3	Walkway towards School	2022	$626,400	0%	100%			
	Total Te Puke Roading and Transportation		**$7,806,820**					



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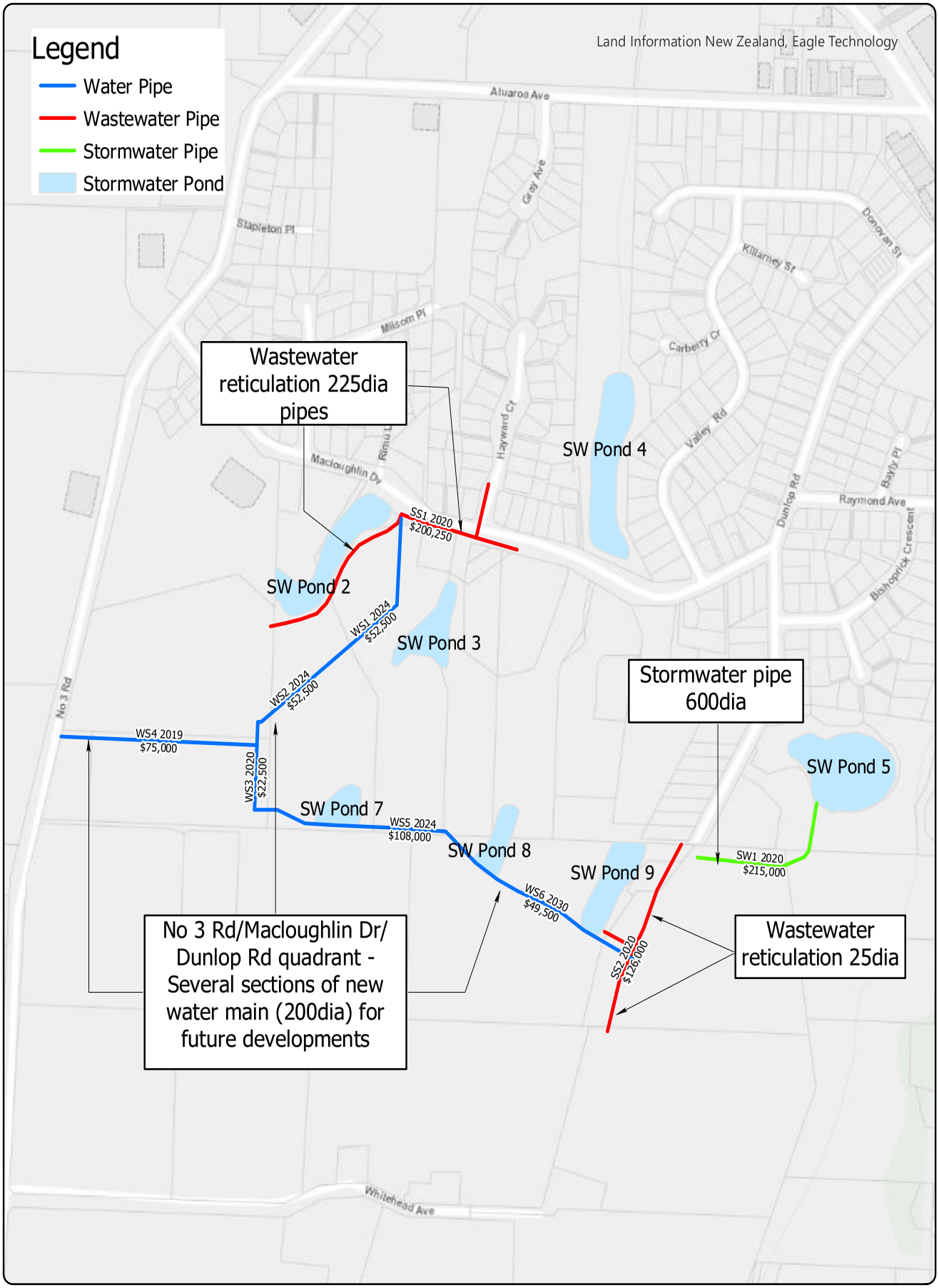
Western Bay of Plenty District Council

Structure Plan - Te Puke (2019-2028)
Roading/Walkways

N

TE PUKE UTILITIES STRUCTURE PLAN

PROJECT NUMBER	PROJECT	Proposed year of Construction	Project Cost ($)	FUNDING SOURCE % Developer	Contributions	Rates
	New water supply (Eastern water supply)					
WS1	Area 3 – Along RD 1.3	2024	$52,500		100%	
WS2	Area 3 – Along RD 1.2	2024	$52,500		100%	
WS3	Area 3 – Connector	2020	$22,500		100%	
WS4	Area 3 – Along RD 1.1	2019	$75,000		100%	
WS5	Area 3 – Along Boundary and RD 3.2	2024	$108,000		100%	
WS5	Area 4 – Pressure Management	2024	$50,000		100%	
WS6	Area 3 – Along RD 3.2 from RD 3.1 to first shelter belt	2030	$49,500		100%	
	Total new water supply (Eastern water supply)		**$410,000**			
	New Wastewater					
SS-1	Area 3 - New Reticulation near RD 1.3)	2020	$200,250		100%	
SS-2	Area 3 - New Reticulation adjacent RD 3.1	2020	$126,000		100%	
Off Site of Area 3	Area 3 - Upgrade to downstream system to prevent surcharging and enable connection	2025	$153,000		100%	
	Total new wastewater		**$479,250**			
	New Stormwater					
SW 1	Cut off from RD 3	2020	$215,000		100%	
SWP 2	Pond 2 extension by developer	2022	-	100%		
SWP 3	Pond 3 by Developer	2024	-	100%		
SWP 4	Pond 4 by Finco	2024	$880,000		100%	
SWP 5	Pond 5 by Finco	2021	$1,100,000		100%	
SWP 6	Pond 6 by Developer	2020	-	100%		
SWP 7	Pond 7 by Developer	2024	-	100%		
SWP 8	Pond 8 by Finco	2030	$360,000		100%	
SWP 9	Pond 9 by Finco	2030	$570,000		100%	
	Total new stormwater		**$3,125,000**			



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0 25 50 100 150 200 250 300 Meters

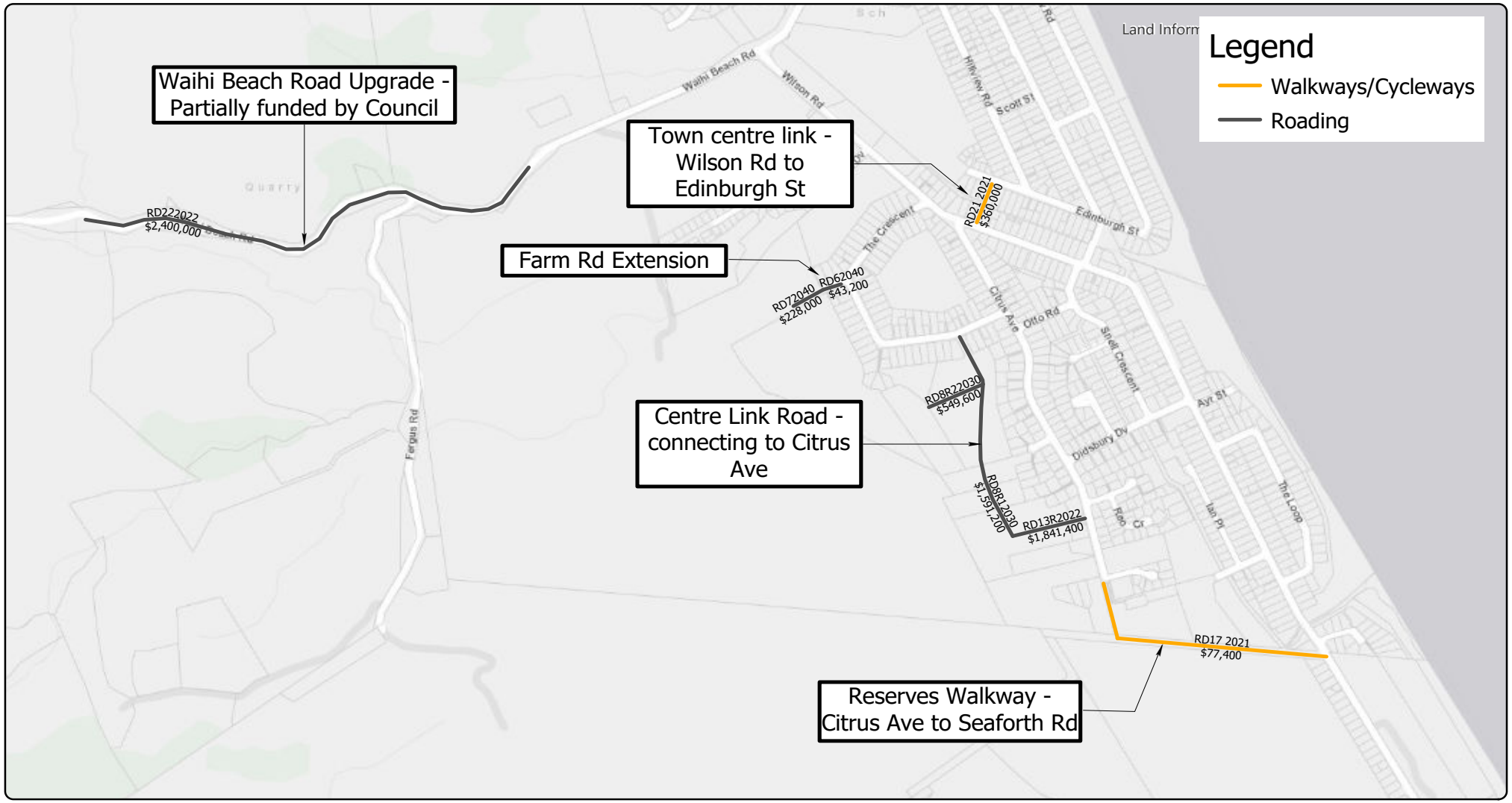
Western Bay of Plenty District Council

Structure Plan - Te Puke (2019-2028)
Utilities

N

WAIHI BEACH URBAN ROADING

				FUNDING SOURCE %				
PROJECT NUMBER	PROJECT	Proposed year of Construction	Project Cost ($)	Developer Funded	Catchment Allocation	Rates Allocation	Rural Allocation	Strategic Allocation
RD 6	Farm Road Widening	2040	$43,200		100%			
RD 7	Farm Road Extension	2040	$228,000	87%	13%			
RD8R1	Centre Link Road	2030	$1,591,200	88%	12%			
RD8R2	Centre Link Road Cul-de-sac	2030	$549,600	73%	27%			
RD 13 R	New Link road off Citrus Avenue linking to RD 8 R1	2022	$1,841,400	71%	29%			
RD 17	Reserves Walkway adjacent to Three Mile Creek: from Citrus Avenue to Seaforth Road	2021	$77,400		100%			
RD 21	Town Centre Link (Wilson Road to Edinburgh Street Walkway)	2021	$360,000		100%			
RD 22	Waihi Beach Road upgrade	2022	$2,400,000	Transportation Capex 302802	24%			
	Total Waihi Beach urban roading		**$7,090,800**					



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0 100 200 400 600 800 1,000 Meters

Western Bay of Plenty District Council

Structure Plan - Waihi Beach (2019-2028)
Roading/Walkways

N

WAIHI BEACH UTILITIES STRUCTURE PLAN

PROJECT NUMBER	PROJECT	Proposed year of Construction	Project Cost ($)	FUNDING SOURCE % Developer	Contributions	Rates
	New water supply					
WS4	Parallels RD 17 Walkway	2020	$125,000	40%		60%
WS5	Extends from walkway to Citrus	2020	$25,000	40%		60%
WS6	Parallels RD 6 – The Crescent	2030	$94,000	70%		30%
	Total new water supply		**$244,000**			100%
	New Wastewater					
WW3 -1	New reticulation West of Citrus Avenue	2020	$150,000			100%
WW3 -2	New reticulation West of Citrus Avenue	2020	$40,000			100%
WW5	New Pump Station in RD 13	2020	$420,000			100%
	Total new wastewater		**$610,000**			
	New Stormwater					
	Previous expenditure only					

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Scale A4 - 1:7,000
0 25 50 100 150 200 250 300 Meters

Western Bay of Plenty District Council

Structure Plan - Waihi Beach (2019-2028)
Utilities

N

CHAPTER FIVE

05

Policies, summaries & statements

CHAPTER FIVE

Policies

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OVERALL REVENUE AND FINANCING POLICY

INTRODUCTION

Our Revenue and Financing Policy for each group of activities can be found from 394.

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. 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 well-being of our District. In particular, we have considered the impacts of our rating proposals on a range of representative properties; these are shown in Chapter Four on pages 322-327 of this Plan.

When read in conjunction with the Funding Impact Statement, from Chapter Four pages 302-320, 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 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.

Targated 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 detail of the policy is published as part of the District Plan and is available on our website www.westernbay.govt.nz and at our offices and libraries.

After April 2022, financial contributions will not be available as a funding source. Within the next three years, Council intends to establish a Development Contributions Policy to replace financial contributions as a funding source, to the extent permitted by legislation. The Development Contributions Policy is expected to be operative by the time the final 2021-2031 Long Term Plan is adopted.

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 2018-2028 is also our Annual Plan for 2018/2019.

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. in Chapter Two on page 54. 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 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 Chapter Two, page 39 proposes a limit on debt and our Treasury Policy, page 447 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 differential rates policy is:

• Residential zoned areas	1.0
• Rural zoned areas	1.0
• Commercial/industrial zoned areas	1.0
• Post-harvest zoned areas	1.0

These differentials apply only to the General Rate.

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. Roading rates

There are three roading rates:

- Roading rate on land value
- Roading Uniform Targeted Rate (UTR) (fixed amount on every property in our district)
- Rural works charge (fixed amount on every rural zoned property).

We use the rural works charge and the roading UTR to reduce the share of roading 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 roading.

We are unable to collect direct user charges; only central government can charge road user fees and levy petrol tax.

The roading 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, Chapter Four from page 302. These rates may be collected on a uniform (fixed) basis per property or on the capital value of each property.

9. Water

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. We are in the final stage of a ten-year plan to install meters to all connected properties in the district, which is due for completion in June 2018.

In establishing the criteria for water metering we have 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 m^3 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, Omokoroa, 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.

We reviewed our multiple pan remission policy in 2015 to address instances where organisations would be charged unduly high amounts by the application of this policy. See page 430.

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.

REVENUE AND FINANCING POLICIES FOR EACH ACTIVITY

LEADERSHIP

REPRESENTATION

COMMUNITY OUTCOME

Leaders are informed by the views of residents to make effective decisions which improve our communities and environment, now and for the future.

GOALS

- 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
- Strategic relationships at all levels are maintained and strengthened
- Financial management is prudent, effective and efficient.

DISCUSSION / RATIONALE	FUNDING APPROACH
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.	The General Rate and Uniform Annual General Charge fund elected members' expenditure. Community Board rates (a fixed charge per property) fund Community Boards. Targeted rates (a fixed charge per property) over the area of benefit may fund particular community development projects.
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.	**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.

PLANNING FOR THE FUTURE

COMMUNITY OUTCOME

We plan for the future in consultation with our communities and guided by our sustainable development approach.

GOAL

• 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
Policy and planning The community as a whole benefits from monitoring, policy and planning activities. 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. 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.	**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. Environmental monitoring is funded through ecological financial contributions.
Strategic planning of infrastructure Infrastructure investigations and feasibility studies are undertaken to provide us with information for decision-making. 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. 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. No exacerbator for this activity was identified.	**Strategic planning of infrastructure** Central government funding may be available to fund certain infrastructure investigations. The Bay of Plenty Regional Council may fund particular projects through its Regional Infrastructure Fund. **Wastewater investigations:** Funded 60% from the Environmental Protection Rate and 40% initially loan funded and recovered by Uniform Targeted Rate for wastewater. **Water and stormwater investigations:** Funded from General Rates and Uniform Annual General Charge. **All other infrastructure planning costs:** Funding will be assessed on a project by project basis.

BUILDING COMMUNITIES

COMMUNITY BUILDING

COMMUNITY OUTCOME

Social infrastructure (the community facilities, services and networks that help individuals, families, groups and communities) meets the diverse needs of communities; communities are strong and can influence their futures.

GOALS

- Communities are healthy and safe
- Communities are vibrant and diverse
- Communities participate in the development of their futures.

DISCUSSION / RATIONALE	FUNDING APPROACH
Building communities – grants and contracts This policy covers: • Creative Bay of Plenty • Sport Bay of Plenty • Bay of Plenty Surf Lifesaving • Te Puke Sports fields • Fee abatement scheme (when funded) • Community Matching Fund • Western Bay Museum. The community as a whole benefits from Council's service delivery contracts and grant schemes. Individuals benefiting from these activities cannot be separately identified.	General Rates and Uniform Annual General Charge fund this activity.

LIBRARIES AND SERVICE CENTRES

COMMUNITY OUTCOME

Social infrastructure (the community facilities, services and networks that help individuals, families, groups and communities) meets the diverse needs of communities; communities are strong and can influence their futures.

GOAL

• Communities are vibrant and diverse.

DISCUSSION / RATIONALE	FUNDING APPROACH
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. Theoretically it would be possible to exclude ratepayers from the service if they refused to pay for it but legislation stipulates that we cannot charge for membership of libraries.	**Libraries** **Operational expenditure** Funding targets are set at 96% from the Uniform Targeted Rate and 4% from library user fees and charges. **Capital expenditure** Capital expenditure (including renewals) for existing ratepayers is funded by the Uniform Targeted Rate and General Rates and the sale proceeds of surplus existing library buildings. Capital costs arising from growth, including increases in the existing book stock are funded from recreation and leisure financial contributions.
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).
Service centres 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, the Katikati Resource Centre and the Tauranga Citizens' Advice Bureau. 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. External customers can be identified and could be charged for the service provided.	**Service centres** Funded from fees and charges for external customers, where practical and efficient; for example for property file access and printing. Contributions to the Tauranga Citizens' Advice Bureau is funded from general rates. Internal recoveries and overheads where applicable for internal services provided. The balance of both operational and capital expenditure is funded from general rates.
Katikati resource centre The Katikati Community Resource Centre offers information, services and support to the community in the areas of health, education and well-being.	**Katikati resource centre** Funded from targeted rates (75% from the Katikati Community Board Area of Benefit and 25% from the Waihi Beach Community Board Area of Benefit).

COMMUNITY FACILITIES (Community meeting places, housing for older people and cemeteries)

COMMUNITY OUTCOME

Social infrastructure (the community facilities, services and networks that help individuals, families, groups and communities) meets the diverse needs of communities; communities are strong and can influence their futures.

GOALS

- Communities are healthy and safe
- Communities are vibrant and diverse.

DISCUSSION / RATIONALE	FUNDING APPROACH
Community meeting places 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. 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. 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.	**Community meeting places** **Operational expenditure (Council's operational costs only)** Funded from General Rates. **Capital expenditure and significant maintenance projects (hall committee costs)** Funded from a Uniform Targeted Rates over a defined hall areas of benefit.
Housing for older people The public indirectly benefits from supporting the health and well-being of low income residents through the provision of affordable housing. Most of the benefits of pensioner 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.	**Housing for older people** 100% of the funding for capital, operations and maintenance is provided from rental income.
Cemeteries 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. 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. 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. 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. 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. Vandalism can result in additional costs of providing this service.	**Cemeteries** Fees and charges target to recover 70% of capital, operational and renewals costs. General Rates are used to fund the remaining 30%. Any shortfall will be funded from the General Rate.

COMMUNITY FACILITIES (Community meeting places, housing for older people and cemeteries)

DISCUSSION / RATIONALE	FUNDING APPROACH
Gibraltar water scheme A private water scheme which supplies water to properties in Te Puke (No.3 Road) that are not serviced by Council's water infrastructure.	Targeted rate to support Gibraltar Water Supply Company.

CIVIL DEFENCE AND EMERGENCY MANAGEMENT

COMMUNITY OUTCOME

Social infrastructure (community facilities, services and networks that help individuals, families, groups and communities) meets the diverse needs of communities; communities are strong and can influence their futures.

GOAL

- Communities are healthy and safe.

DISCUSSION / RATIONALE	FUNDING APPROACH
Civil defence The community as a whole benefits from the District's readiness and policies for dealing with a civil defence emergency. Individuals who directly benefit from this service cannot be separately identified. Public education advises the community how to cope with civil defence emergencies and how to reduce the likelihood of loss in emergency situations. Actions that result in increased expenditure on this activity include the careless use, transport and storage of large quantities of hazardous substances resulting in a civil emergency.	**Civil defence** Civil defence levy funded from the General Rate. External funding sources can include: • Central government cost sharing scheme, whereby a percentage of expenditure incurred in an emergency is refunded, based on the nature of the emergency • Central government recovery assistance, applicable only if an emergency is declared.
Rural fire The community benefits from the existence of the rural fire service. It values the opportunity to call on the rural fire service if necessary. People benefit even if they do not ever have to use the service. Actions that result in increased expenditure on this activity include vandalism, careless lighting and poor control of fires in rural areas can lead to out of control fires.	**Rural fire** Cost recovery charges from those responsible for causing the fire – wherever possible. General Rates for the balance of all operational and capital expenditure.

RECREATION AND LEISURE

COMMUNITY OUTCOME

Recreation and leisure facilities are well planned and safe to meet the diverse needs of our community.

GOALS

- Provide safe, healthy and appropriate facilities
- Provide a basic range of public facilities across the District
- Work with the wider community including tangata whenua to provide and promote recreation and leisure facilities.
- Support provision of sub-regional recreation and leisure opportunities
- Protect important natural environmental, cultural and heritage values
- Ensure resources are secured to provide for future public recreation and leisure needs.

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 users contributes to 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 capacity when properties are developed.

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 75 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.

FUNDING APPROACH

District reserves, harbour structures, recreational service delivery contracts

Loans are used to finance significant reserve land acquisitions 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.

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.

After April 2022, financial contributions will not be available as a funding source. Before that date, Council intends to establish a development contributions policy to replace financial contributions as a funding source (to the extent permitted by legislation).

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.

RECREATION AND LEISURE

DISCUSSION / RATIONALE	FUNDING APPROACH
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 though 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.	**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.

REGULATORY SERVICES - ANIMAL CONTROL 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

GOAL

• Provide a safe environment for the public through promoting responsible dog ownership.

DISCUSSION / RATIONALE	FUNDING APPROACH
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.	**Animal control services** Funding targets for the dog control activity are set at 80% private benefit funded through dog registration fees, impounding fees and fines, and 20% public benefit funded through General Rates. Funding targets for the livestock control activity are set at 5% private benefit funded through user fees, impounding fees and sale of unclaimed stock and 95% public benefit funded through General Rates. Where cost recovery through fees falls short of these targets, the shortfall will be funded through General Rates.

REGULATORY SERVICES - ANIMAL CONTROL SERVICES

DISCUSSION / RATIONALE	FUNDING APPROACH
Animal control services (continued) 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. 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. Education improves overall public safety and increases compliance.	

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.

GOAL

• Building work is regulated to ensure the health and safety of people and sustainability in design and construction methods.

DISCUSSION / RATIONALE	FUNDING APPROACH
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.	**Building services** The overall funding target for Building Services is 90% user fees and infringements, and 10% 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 95% user fees and 5% 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.

REGULATORY SERVICES - RESOURCE CONSENTS

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.

GOAL

• The quality of the environment is maintained and enhanced through effective decision-making on resource consents.

DISCUSSION / RATIONALE	FUNDING APPROACH
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.	**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.
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.	**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.

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.

GOAL

• Improve, protect and preserve the environment and public health and safety by minimising risks from nuisances and offensive behaviour.

DISCUSSION / RATIONALE	FUNDING APPROACH
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.	**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 The public benefits from the assurance that premises selling alcohol are appropriately licensed, complying with the conditions of their license and meeting the obligation to reduce alcohol-related harm. Private benefit is also derived for applicants with licenses, 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. 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.	**Alcohol licensing and the District Licensing Committee** Funding target is 55% user fees and 45% from General Rates **Environmental Health** Funding targets for the following services are: • Licensed premises - 60% from user fees and 40% from General Rates • Management of hazardous substances in public places - 100% from General Rates • Swimming pool fencing services - 80% from user fees and %20 from General Rates.
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. 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.	**Resource consent monitoring and District Plan compliance** Funding target is 10% from user fees and infringement fines and 90% from General Rates.

REGULATORY SERVICES - COMMUNITY PROTECTION

DISCUSSION / RATIONALE	FUNDING APPROACH
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. 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.	**Public enquiries about nuisances, general bylaw compliance and monitoring** Funding target is 10% infringement fees and 90% General Rates, with any shortfall funded from General Rates.

TRANSPORTATION

COMMUNITY OUTCOME

Transportation networks are safe, affordable, sustainable and planned to meet our community's needs and support economic development.

GOAL

- 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.

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.

Private benefits identified include:

- 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.

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)
- After April 2022, financial contributions will not be available as a funding source. Before that date, Council intends to establish a development contributions policy to replace financial contributions as a funding source (to the extent permitted by legislation).

- Private contributions, where applicable, in terms of our policy
  - New Zealand 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.

Operational, maintenance and renewals expenditure including financing costs that relate to existing ratepayers

- Roading Rate Uniform Targeted Rate on all properties in our District
- Roading 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).

For particular community projects or higher levels of service, as negotiated with the relevant community

Targeted rates over the defined area of benefit.

Roading 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.

TRANSPORTATION

DISCUSSION / RATIONALE	FUNDING APPROACH
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. Developers benefit from integrated transport planning because well connected subdivisions may command higher section prices. 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. The components of roading have widely varying design lives ranging from 3 to 75 years. The key roading component lives are: • Base course - 25-75 years • Seal - 12 years • Unsealed road surfaces - 3-5 years. Actions that result in increased expenditure on this activity include: • 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.	
Environmental mitigation The community as a whole benefits from the effective management of the environmental impacts of the transport network as a result of: • 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. Emergency environmental response services provide a private benefit to those affected or responsible for accidents through our ability to undertake immediate action. These individuals could be identified at the time they use the service. Improved travel demand management benefits identifiable individuals by reducing travel time and energy consumption. Owners of poorly maintained vehicle, which contribute to excessive emissions, may result in more Council expenditure being required for this activity.	

TRANSPORTATION

DISCUSSION / RATIONALE	FUNDING APPROACH
Health and safety The public benefits of transport-related health impacts include: • 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. 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. 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.	
Modal choice and mobility 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. The community as a whole also benefits from others using the transport network; for example visitors, ambulances, fire service, postal delivery, etc. 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. 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. 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.	

WATER SUPPLY

COMMUNITY OUTCOME

Water supply is provided to our community in a sustainable manner.

GOAL

- 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
- After April 2022, financial contributions will not be available as a funding source. Before that date, Council intends to establish a development contributions policy to replace financial contributions as a funding source (to the extent permitted by legislation).

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.

STORMWATER

COMMUNITY OUTCOME

Stormwater approaches are innovative, affordable and sustainable and lead to a reduction in flooding events.

(Flooding events are defined as an overflow of stormwater from a stormwater system that enters a habitable floor).

GOAL

- There is a localised reduction of the risk of flooding events in existing floodable areas
- There is no increase in flooding event risk to existing development from new development or land use change
- Urban development is avoided in flood-prone areas unless mitigation measures can be provided that do not affect the capacity / effective functioning of existing downstream stormwater systems
- Communities are engaged and informed about various approaches to stormwater management and their views are sought and taken into account
- Compliance and monitoring activities are carried out
- Communities are engaged and informed about various approaches to coastal erosion management and their views are sought and taken into account.

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.

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.

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
- After April 2022, financial contributions will not be available as a funding source. Before that date, Council intends to establish a development contributions policy to replace financial contributions as a funding source (to the extent permitted by legislation)
- 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, Omokoroa, Te Puke, Waihi Beach (including Pios Beach, Athenree)
- Small settlements – Kauri Point, Maketu/Little Waihi, Paengaroa, Pukehina, Tanners Point and Te Puna
- Minden.

Operational, maintenance and renewals expenditure including financing costs that relate to existing ratepayers

90% Uniform Targeted Rates over the defined area of benefit which has a reticulated stormwater system. 10% from General Rates.

STORMWATER

DISCUSSION / RATIONALE	FUNDING APPROACH
Stormwater – General (continued) 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.	*Areas of benefit* • Urban Growth nodes – Katikati, Omokoroa, Te Puke, Waihi Beach (including Pios Beach, Athenree) • Small settlements – Kauri Point, Maketu/Little Waihi, Paengaroa, 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.
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 - 1047m 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.	**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.

STORMWATER

DISCUSSION / RATIONALE

Waihi Beach coastal protection project

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.

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. Three Mile Creek receives treated discharges from the Waihi Beach wastewater treatment plant.

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.

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.

The life of the protection works is 25 years. The works are designed to protect buildings and property that have a long life.

FUNDING APPROACH

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).

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).

** a lump-sum payment option is offered each year to the properties benefiting from the rock revetment.*

STORMWATER

DISCUSSION / RATIONALE	FUNDING APPROACH
Two Mile Creek 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.	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. **Capital Works** Above Dillon Street bridge • 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. Below Dillon Street bridge • 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.

PROTECTING THE ENVIRONMENT

NATURAL ENVIRONMENT

COMMUNITY OUTCOME

Areas of our natural environment with important environmental, cultural and heritage values are protected.

GOALS

- Support the provision of environmental education and information across our District
- Support community based environmental projects.

DISCUSSION / RATIONALE	FUNDING APPROACH
Natural environment support (Local environmental officer and service delivery contracts). The community as a whole benefits from activities to protect and enhance the environment. Valuable environmental features are preserved for future generations. Individuals take part in community education and facilitation activities but even those that do not participate benefit from the results. Public and private land owners adjoining areas where remedial work has occurred may gain increased amenity value to their properties. Actions that result in increased expenditure on this activity include: • Land owner neglect, lack of pest control • Growth and subdivision alters the natural environment and increases the need to protect ecological features that remain.	Ecological financial contributions fund (before April 2022 only; thereafter these activities are funded by Environmental Protection Rate): • 80% of the cost of fencing grants • 100% environmental education service delivery contract • 100% regional biodiversity forum grants • Compensation for esplanade reserves. Environmental protection rate funds: • 20% of the costs of fencing grants (100% after April 2022): • 100% of the community environmental programme. Recreation and leisure financial contributions fund (before April 2022 only): • 50% of Council's contribution to the Coast Care programme. General Rates fund: • 50% (100% after April 2022) of Council's contribution the Coast Care programme • The Community Participation programme • Rates remission and other incentives not funded by recreation and leisure financial contributions. In addition, for specific projects targeted rates are used for: • Pukehina Beach Coastal side of Pukehina Parade for 80% of the grant to Pukehina Ratepayers Association for the costs of the sand relocation project • Remaining properties in Pukehina Beach for the remaining 20% of the grant to Pukehina Ratepayers Association for the sand relocation project.
Natural environment incentives The public benefits from fencing of ecological areas from farming activities in that biodiversity or valuable environmental features are preserved. Fencing subsidies can assist farming activities by containing stock and helping to pay for fencing. Council's incentivisation policy is designed to provide encouragement to individuals to protect the environment so it is difficult to allocate to particular ratepayers the private benefit share of costs. There is a need to recognise the work of volunteers in reducing our costs for this activity. Intergenerational benefits include: • Protection and enhancement will provide health and amenity value • Fencing ecological features will protect them for future generations • Growth and subdivision will increase the need to protect ecological features that remain.	
Waihi Land Drainage Private owned drainage system which services low lying farmland in the Pukehina area.	Targeted rate to properties receiving a direct benefit from the drainage system.

WASTEWATER

COMMUNITY OUTCOME

Wastewater services are well planned and maintained to ensure a clean and healthy environment.

GOALS

- All areas in our District served by our 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.

Wastewater infrastructure typically has a long life:

- 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.

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
- After April 2022, financial contributions will not be available as a funding source. Before that date, Council intends to establish a development contributions policy to replace financial contributions as a funding source (to the extent permitted by legislation)
- 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).

To fund 4% of the revenue requirement:

- Environmental protection rate.

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.

SOLID WASTE

COMMUNITY OUTCOME

Effective waste management practices that minimise waste to landfill and encourage efficient use of resources to reduce environment

GOALS

- Reduce and recover more waste
- To create benefit for our community
- Apply the latest proven and cost effective waste management and minimisation approaches
- To collect information to enable decision making.

DISCUSSION / RATIONALE

Education, promotion of waste minimisation benefits, planning for and monitorin
our district as a whole. When individuals make use of education and informa
hazardous waste issues the community benefits as a result.

If the remediation and monitoring of closed landfills were not un
community as a whole, through downstream effects on the

The existence of greenwaste and recycling facilities

If convenient facilities are not provided to disp
be illegally dumped and may result in inc
community.

It is sometimes possible to ide rubbish.
They may be prosecuted

Individuals using g harged for the service.

Council wishes to charge gate fees at its recycling
drop off facilities.

Council also wishes t or this activity by geographical area of
benefit and has chosen r greenwaste and recycling with targeted rates
for landfill remediation a acilities are available.

The life of greenwaste and ts is estimated at 25 years. Achieving a cleaner environment
benefits future generations t 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.

enewals

nd serviced from solid waste targeted rates (uniform annual charges).

rea of benefit (currently Eastern, Western and Omokoroa).

ation levy received from the Ministry of the Environment to fund waste minimisation

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 Omokoroa greenwaste facility.

Please see page xxxvii from the Long Term Plan Amendment 2018-2028 for the updated information.

SUPPORTING OUR ECONOMY

ECONOMIC

COMMUNITY OUTCOME

To encourage the sustainable use of local resources in a way which strengthens economic opportunities and improves social outcomes.

GOALS

- 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.

Town centre promotion

Council support for town centre promotion programmes benefits the respective communities. Individuals cannot be excluded from receiving the benefit. The town centre business community derives a greater benefit from town centre promotion than the community as a whole.

Visitor information

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.

Some individuals benefitting from the visitor information service can be identified and charged. Some commercial tourism operators may benefit from referrals by the service.

It is not our policy to charge users for the provision of visitor information. Volunteers provide some of this service.

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.

SUPPORT SERVICES

SUPPORT SERVICES	
DISCUSSION / RATIONALE	**FUNDING APPROACH**
Internal services The users of this activity are other Council functions or departments. As a result there are no public benefits identified. 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. 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. 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. 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.	**Internal services** All costs are recovered either on a user-pays basis, through overhead allocation, or allocation of the General Rate.

SPECIFIC RATES POLICIES

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SPECIFIC RATES POLICIES

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.

Discount for early payment of rates in current financial year

1. POLICY OBJECTIVE

To encourage early payment of rates by offering a discount to ratepayers who pay their total rates early.

2. GENERAL APPROACH

Council has Treasury risks arising from debt raising, investments and associated interest rate management activity.

Council recognises the cash flow advantage and reduced processing cost which result from early payment of rates, and offers a discount to encourage this outcome. This discount is to be set each year in the Annual Plan.

3. ELIGIBILITY CRITERIA

To be eligible to receive the discount:

- All prior year rates must have been paid and no arrears are owing; and
- Total current year rates must be paid by the discount date specified in the rates assessment resolution of Council.

4. POLICY PROCEDURES

- The discount amount and date by which the payment must be made will be included on the rates assessment.
- Decisions under this policy will be delegated to officers in accordance with Council's delegations register.

Rates remission for covenanted land

1. POLICY OBJECTIVE

To encourage the conservation of natural environments by way of a rates remission on land covenanted for environmental protection.

2. ELIGIBILITY CRITERIA

Ratepayers who own rating units may receive remission of rates on that portion of their property covenanted or designated as a protection lot, being either:

- Rating Units with a Queen Elizabeth II Trust Covenant; or
- Rating Units with Protection Lots created through subdivision processes under the Council's District Plan.

3. POLICY PROCEDURES

- **Queen Elizabeth II Trust Covenant:** Ratepayers may apply upon establishment of a covenant with the Queen Elizabeth II Trust and thereafter remission will be automatic. The area of the property used for the purposes of the Queen Elizabeth II Trust covenant is defined as that portion of the property set aside and protected. This area excludes any curtilage and any area not used for environmental protection purposes.
- **Rating Units with Protection Lots:** will automatically receive rate remission on the protected lot.
- Decisions under this policy will be delegated to officers in accordance with Council's delegations register.

Remission of rates penalties

1. POLICY OBJECTIVE

To enable Council to act fairly and reasonably in its consideration of penalties for overdue rates, due to circumstances outside the ratepayer's control or where there is limited financial impact on Council.

2. ELIGIBILITY CRITERIA

Where there are circumstances outside the ratepayer's control:

Remission of one penalty will be considered in any one rating year where payment has been late due to significant disruption to the ratepayer's circumstances. Each application will be considered on its merits and remission will be granted where it is considered just and equitable to do so.

Remission will be considered in the case of death, illness or accident of a family member, within 60 days of the due date for payment of rates.

Council shall have regard to:

- Excellent payment history, with no penalties incurred within the previous five years; and/or
- Whether the ratepayer can provide evidence that their payment has gone astray in the post or the late payment has otherwise resulted from matters outside their control.

Where there is limited financial impact:

At its sole discretion and without application by the ratepayer, Council may suppress penalties:

- Where trivial amounts are owing due to incorrect payment being made; or
- Where demonstrable progress is being made to pay both current rates and arrears (e.g. a fortnightly direct for a regular sum and period of time has been agreed with Council).

3. POLICY PROCEDURES

Decisions under this policy will be delegated to officers in accordance with Council's delegations register.

Rates remission on Māori freehold land

1. INTERPRETATION

Māori Freehold Land means:

a) Land whose beneficial ownership has been determined by a freehold order issued by the Māori Land Court (as defined in Local Government (Rating) Act 2002); or

b) At Council's discretion, former Māori freehold land whose status was changed to general land by the 1967 Status Declaration legislation.

2. GENERAL APPROACH

This policy aims to:

a) Contribute to the fair and equitable collection of rates from all sectors of the community, whilst recognising that certain Māori lands have particular conditions, features, ownership structures or other circumstances that make it appropriate to provide relief from rates;

b) Identify Māori freehold land that qualifies for longer term remission due to limited productive use or the presence of special features; and

c) Implement rates remissions on Māori freehold land and write off of rate arrears and penalties, subject to the conditions and criteria set out in this policy.

3. OBJECTIVES

a) To recognise situations where there is no trust, person or owner gaining an economic or financial benefit from the land;

b) To recognise and take into account the importance of the land for community goals relating to:

- The preservation of the natural character of the coastal environment
- The protection of natural features
- The protection of significant indigenous vegetation and significant habitats of indigenous fauna

c) To recognise and take account of the presence of waahi tapu that may affect the use of the land for other purposes;

d) To recognise matters related to the physical accessibility of the land;

e) To avoid further alienation of Māori freehold land;

f) To recognise and support the relationship with Māori and their culture and traditions with their ancestral land;

g) Where part only of a block is occupied, to grant remission for the portion of the land not occupied;

h) To facilitate and encourage economic development on Māori freehold land in order to increase the productive capacity of underutilised land, thereby generating economic or financial benefit for land owners.

4. POSTPONEMENT OF RATES

Council's policy does not provide for the postponement of rates on Māori freehold land, as security cannot be taken against Māori freehold land for postponed rates. Council will remit rates where it considers rates relief is appropriate, as set out in Parts One to Four of this policy.

5. PART ONE: REMISSIONS FOR LIMITED PRODUCTIVE USE

Council will consider placing Māori freehold land on the Annual Remissions List where it meets the following conditions and criteria:

Idle and unoccupied lots

Council will place unoccupied land on the Annual Remissions List where it considers that the land:

a) Is idle and is not being used for any productive purpose, or may be too small to be productive;

b) Does not generate any economic or financial benefit for any person; and

c) Has no immediate possibility of development.

Unique features

Council will place wholly or partially unoccupied Māori freehold land on the Annual Remissions List where it considers that the land:

a) Contains indigenous forest of high ecological value;

b) Provides traditional and important food source for tangata whenua;

c) Provides a traditional and important source for cultural, medicinal and spiritual needs of tangata whenua;

d) Has demonstrable strong spiritual and symbolic significance to iwi/hapu/whanau, above and beyond that of other Māori land;

e) Includes important tribal landmarks significant to tangata whenua; and/or

f) Is an important water catchment system to tangata whenua for sustaining physical and spiritual values.

Council will also have regard to whether the land:

a) Has road access and/or access to other services;

b) Is contiguous with forest reserves;

c) Is complementary to Marae Reserve Areas (as determined by the Māori Land Court);

d) Is high land or dispersed blocks of bush land;

e) Offers protection of low land development and investment in roads;

f) Complements water catchment areas; or

g) Enhances wildlife areas.

6. PART TWO: REMISSIONS FOR ECONOMIC DEVELOPMENT

Council will consider remission of rates on Māori freehold land as set out below, for a maximum period of 5 years:

The maximum rates to be written off are:

Year 1	Not more than 80% written off in year one
Year 2	Not more than 60% written off in year two
Year 3	Not more than 40% written off in year three
Year 4	Not more than 20% written off in year four
Year 5	Full rates payable in year five

In considering any application for remission under Part Two, Council will need to be satisfied that:

a) The projected cash flow shows an increase in the annual cash surplus over the period;

b) The projected cash flow is realistic and can be achieved;

c) The economic development proposal is likely to generate sufficient cash surplus so as to cover full rates following the period of remission;

d) The proposal is viable under the District Plan and any other bylaws or regulations that may apply to the proposal; and

e) There are no outstanding rates arrears due on the land (Note: Council may waive this requirement at its sole discretion).

Where rates have been remitted for economic development, Council will require an Annual Report to be provided by the applicant by no later than 1 June in each year, in order for the remissions to continue in the following rating year. The Annual Report must include to Council's satisfaction:

a) Annual accounts, prepared by a suitably qualified person;

b) Project cash flow for the remaining rating years for which the remission applies; and

c) A brief description on progress and milestones achieved in implementing the economic development proposal for which remission has been granted.

7. PART THREE: APPORTIONMENTS FOR MULTIPLE DWELLINGS

Council will consider creating apportionments on land where there is more than one dwelling.

This means the rates payable will be divided pro rata, based on the area occupied by each dwelling on the land. Each apportionment will be no less than 666m2.

Where part of the land is unutilised, a separate apportionment shall be created for this residue amount. The residue shall be placed on the Annual Remission List until such a time as the land becomes utilised.

8. PART FOUR: ARREARS AND PENALTIES

At Council's sole discretion, it may write off arrears and penalties for land that has limited productive use, having regard to:

a) Any targeted rates applicable to the land; and

b) Whether the rates are likely to accumulate to the point where they are not recoverable in a court of law after a period of six years in accordance with the Limitation Act 2010.

Residues created through apportionments may have the portion of arrears and penalties that relate to the residue written off at Council's sole discretion, having regard to (a) and (b) above.

Where Māori freehold land is not otherwise eligible for a remission under any other section of this policy, Council will negotiate with the land owner to write off all arrears and penalties if current rates are met over a period of 5 years.

9. APPLICATIONS FOR REMISSION

Applications should be made no later than 1 June prior to the rating year. Applications made after the commencement of the rating year may be accepted at the discretion of Council.

All applications made for remission under Parts One to Four of this policy must be in writing and include to Council's satisfaction:

a) Confirmation that the land is Māori freehold land, as defined in this policy;

b) Identification of each title for which the application for remission applies. This is expected to include photographs, valuation data and any relevant legal documentation associated with the land's title or status. Council reserves the right to require a site inspection by Council officers for any new applications for remission.

c) Confirmation that the applicant:

- Is identified owner for entering on rating records pursuant to Section 92 Local Government (Rating) Act 2002; and
- Has agreement from the landowners or Trust for the application to be made.

Remission applications made for economic development (Part Two) must also include to Council's satisfaction:

a) A description of the economic development proposal that the landowner(s) intend to undertake;

b) Demonstration that the proposal is viable under the District Plan and any other bylaws or regulations that may apply to the proposal;

c) Annual accounts and cash flow statements for the previous 3 years prepared by suitably qualified persons; and

d) A projected cash flow prepared by a suitably qualified person, covering the period of remission the application seeks (to a maximum of 5 years).

10. POLICY PROCEDURE

Council staff will support Māori freehold land owners in preparing applications for remission.

Applications for remission that contain all relevant information as set out in this policy will be processed within 20 working days of receipt.

Unsuccessful applicants will be advised of the reason(s) why the application was declined, and will be given the opportunity to resubmit the application.

Annual Remission Lists shall be submitted to Council for information at the end of each rating year.

Any Māori freehold land that is granted a remission under Part One, due to containing indigenous forest of high ecological value, will be entered on to Council's Bush Lots Register.

The Bush Lots Register shall be checked every four years to verify the use of land on the register has remained the same. Where the land has been developed, Council will establish status of the land in question, and determine any rates that will apply as a result.

Decisions under this policy will be delegated to officers in accordance with Council's delegations register.

Rates postponement for financial hardship

1. OBJECTIVE

To provide relief to ratepayers experiencing hardship from extreme financial circumstances affecting their ability to pay rates.

2. GENERAL APPROACH

Only rating units defined as residential and used solely for residential purposes (as defined by Council) will be eligible for consideration of rates postponement under the conditions and criteria of this policy.

3. ELIGIBILITY CRITERIA

When considering whether extreme financial circumstances exist, all of the ratepayer's personal circumstances will be relevant.

Application can only be made by the person entered on Council's rating information database as the "ratepayer" or their authorised agent.

The applicant must provide a complete application, including:

- Information on the ratepayers age, any physical or mental disability, injury, illness and family circumstances;
- Confirmation that the ratepayer is the current owner of the rating unit (which is the subject of the application), and that they have owned it for not less than two years;
- Confirmation that the ratepayer uses the rating unit as their residence;
- Confirmation that the ratepayer does not own any other rating units or investment properties (whether in the Western Bay of Plenty District or in another district); and
- Verification from the ratepayer's bank as to the level of equity the ratepayer holds in the property.

Council may consider further information to support the ratepayer's case for postponement, including:

- The likely period before the ratepayer's position could be expected to improve;
- The potential for the ratepayer's situation to deteriorate further;
- The views of any other party with a registered interest in the rating unit;
- Whether there are previous arrears owing on the property;
- Whether the applicant has sought and/or obtained financial assistance though any other means;
- Whether the ratepayer is unable to meet minimum living expenses;
- Whether the ratepayer is unable to meet mortgage repayments on the property, resulting in their mortgage provider enforcing the mortgage on their property;
- Whether the ratepayer is paying for medical treatment if the applicant or dependent family member:
    - Has an injury;
    - Requires palliative care; or
    - Is suffering from a serious illness.

At its discretion, Council may request a report from a budget advisor, in order to gain independent assessment about the ratepayer's financial situation.

Conditions of postponement

The applicant must have sufficient equity in the property to protect Council's projected rating interest in that property. The postponement of rates (when combined with any other money owing on the property) must not exceed 80 percent of the rateable value of the property.

Any postponed rates will be postponed until:

a) The death of the ratepayer(s); or

b) Until the ratepayer(s) ceases to be the owner or occupier of the rating unit; or

c) Until the ratepayer(s) ceases to use the property as his/her residence; or

d) Until a date specified by Council.

Consideration will also be given to postponing additional rate penalties for a period of up to 5 years to enable the ratepayer to clear rating debt, at the discretion of Council.

Council may charge an annual fee on postponed rates for the period between the due date and the date they are paid. This fee is designed to cover Council's administrative and financial costs and may vary from year to year.

Even if rates are postponed, as a general rule the ratepayer will be required to pay the first $500 of the rate account.

The policy will apply from the beginning of the rating year in which the application is made, although Council may consider backdating past the rating year in which the application is made depending on the circumstances.

The postponed rates or any part thereof may be paid at any time. The applicant may elect to postpone the payment of a lesser sum than that which they would be entitled to have postponed pursuant to this policy.

Postponed rates may be registered as a statutory land charge on the rating unit title. This means Council will have first call on the proceeds of any revenue from the sale or lease of the rating unit.

4 POLICY PROCEDURES

- Applications must be on the required form.
- Council will consider, on a case by case basis, all applications received that meet the eligibility criteria of this policy.
- Before approving an application Council must be satisfied that the ratepayer is unlikely to have sufficient funds left over, after the payment of rates, for normal health care, proper provision for maintenance of his/her home and chattels at an adequate standard as well as making provision for normal day-to-day living expenses.
- Decisions under this policy will be delegated to officers in accordance with Council's delegations register.

Rates postponement for homeowners aged over 65 years

1. OBJECTIVE

To give ratepayers over the age of 65 years a choice between paying rates now or later.

2. GENERAL APPROACH

Only rating units defined as residential and used for personal residential purposes by the applicant(s) will be eligible for consideration of rates postponement under the criteria and conditions of this policy.

Current and all future rates may be postponed indefinitely if at least one ratepayer (or, if the ratepayer is a family trust, at least one named occupier) is 65 years of age or older. In other cases, current and all future rates may be postponed to a date not more than 15 years from 30 June in the rating year in which application is made.

Owners of units in retirement villages will be eligible provided that Council is satisfied payment of postponed rates can be adequately secured.

Council will add to the postponed rates all financial and administrative costs to ensure neutrality. Therefore, the ratepayer meets the full cost of postponement.

Council will establish a reserve fund out of which any shortfall will be met between the net realisation on sale of a property and the amount outstanding for postponed rates and accrued charges, at the time of sale. This will ensure that neither the ratepayer(s) nor the ratepayer(s) estate will be liable for any shortfall.

3. ELIGIBILITY CRITERIA

- Any ratepayer is eligible for postponement provided that the rating unit is used by the ratepayer for personal residential purposes (which includes, in the case of a family trust owned property, use by a named individual or couple).
- Council must be satisfied, on reasonable assumptions, that the risk of any shortfall when postponed rates and accrued charges are ultimately paid is negligible. To determine this, an actuary has been engaged to develop a model that will forecast expected equity when repayment falls due.
- The property must be insured for its full value and evidence of this produced annually.

4. CONDITIONS OF POSTPONEMENT

Any postponed rates (under this policy) will be postponed until:

a) The death of the ratepayer(s) or named individual or couple; or

b) Until the ratepayer(s) ceases to be the owner or occupier of the rating unit (if the ratepayer sells the property in order to purchase another within the Council's district, Council will consider transferring the outstanding balance, or as much as is needed, to facilitate the purchase, provided it is satisfied that there is adequate security in the new property for eventual repayment); or

c) Until a date specified by Council.

Council will charge an annual fee on postponed rates for the period between the due date and the date they are paid. This fee is designed to cover Council's administrative and financial costs and may vary from year to year.

To protect Council against any suggestion of undue influence, applicants will be required to obtain advice from an appropriately qualified and trained counsellor. A counsellor's certificate will be required before postponement is granted, confirming that the applicant understands how the rates postponement scheme works. Applicants may also wish to obtain independent financial advice as to whether postponement is the right option for their individual circumstances.

If postponement is granted, the cost to the applicant is the interest Council will incur at the rate of Council's cost of borrowing for funding rates postponed, plus a margin to cover other costs (these will include Council's own in-house costs, a 1% p.a. levy on outstanding balances to cover external management and promotion costs and reserve fund levy of 0.25% p.a. and a contribution to cover the cost of the required counselling).

Council reserves the right not to postpone any further rates once the total of postponed rates and accrued charges exceeds 80% of the rateable value of the property as recorded in Council's rating information database.

The postponed rates or any part thereof may be paid at any time. The applicant may elect to postpone the payment of a lesser sum than that which they would be entitled to have postponed pursuant to this policy.

The policy will apply from the beginning of the rating year in which the application is made although Council may consider backdating past the rating year in which the application is made, depending on the circumstances.

Postponed rates will be registered as a statutory land charge on the rating unit title. This means that council will have first call to the proceeds of any revenue from the sale or lease of the rating unit.

5. REVIEW OR SUSPENSION OF POLICY

The policy is in place indefinitely and can be reviewed subject to the requirements of the Local Government Act 2002 at any time. The policy consciously acknowledges that future changes in policy could include withdrawal of the postponement option.

Any resulting modifications will not change the entitlement of people already in the scheme, or rates already postponed under this policy, until the agreed repayment date set under this policy.

However, there may be a requirement to pay future rates in the event that the policy is revoked in future.

6. POLICY PROCEDURES

- Applications must be on the required form which will be available from any Council office.
- Council notes that recipients may also benefit from other schemes.
- Decisions under this policy will be delegated to officers in accordance with Council's delegations register.

Rates remission on re-zoned land

1. OBJECTIVE

To ensure that owners of rating units that Council has rezoned can maintain their existing rating category of Residential, Rural, Commercial or Industrial until the property in question is on-sold or otherwise alienated.

2. ELIGIBILITY CRITERIA

To qualify for remission under this part of the policy the rating unit must be situated within an area of land that has been rezoned at the instance of Council for a use that would require the owner of the property to pay more rates.

The applicant must:

- Have been the property owner prior to the zone change being initiated;
- Not have actively sought rezoning; and
- Use the property for the same purpose as prior to the zone change being initiated.

Note: For the purpose of this policy, a zone change is considered to be initiated on the date that the plan change is formally notified.

3. POLICY PROCEDURES

- The remission will take the form of a special rateable value, based on the actual usage of the property, as opposed to its zoned usage.
- Applications to Council must be made on the required form and prior to the commencement of the rating year. Applications received during a rating year will be applicable for the commencement of the following rating year, and will not be backdated.
- If an application is approved the Council will direct its valuation service provider to inspect the rating unit and prepare a special rating valuation that will treat the rating unit as if it were a comparable rating unit elsewhere in the District. The ratepayer may be asked to contribute to the cost of this valuation. Ratepayers should note that the valuation service provider's decision is final as there are no statutory rights of objection or appeal for valuations done in this way.
- Decisions under this policy will be delegated to officers in accordance with Council's delegations register.

Rates remission for contiguous land

1. OBJECTIVE

To provide remissions for contiguous land in common ownership.

2. GENERAL APPROACH

Rating units that meet the criteria under this policy may qualify for a remission of Uniform Annual General Charges and any targeted rate set on the basis of a fixed dollar charge per rating unit.

3. ELIGIBILITY CRITERIA

To qualify for remission under this policy:

- Units must be on land which is contiguous as defined in the Local Government (Rating) Act 2002:
  - Owned by the same person or persons; and
  - Used jointly as a single unit; and
  - Contiguous or separated only by a road, railway, drain, water race, river or stream.
- The rating units must be owned, or leased (a registered lease for a term of not less than 10 years) by the same ratepayer.
- No remission will be granted on targeted rates for water supply, sewage disposal or refuse collection.
- Both lessee and owner of contiguous properties need to confirm that the lessee will be paying the rates for the term of the lease.
- Developers owning subdivided property are specifically excluded from receiving remissions under this policy. At its sole discretion, Council may reject an application on this basis.

4. CONDITIONS OF REMISSION

- The ratepayer will remain liable for at least one set of each type of uniform charge.
- The rates database will be amended to reflect the lease situation in the rating year following the application for contiguity.
- Remission may cease (at Council's sole discretion) where it has grounds to suspect that contiguous rating units have been created for development purposes.

5. POLICY PROCEDURES

- Applications must be made in writing.
- Decisions under this policy will be delegated to officers in accordance with Council's delegations register.

Rates remission for land used for sport and games

1. OBJECTIVE

To allow sports clubs (and other similar organisations) the ability to claim a 50% discount on rates payable (excludes any targeted rates for wastewater or water supply).

2. GENERAL APPROACH

Council recognises that sports clubs provide social and health benefits to their community and is therefore prepared to assist them with payment of rates.

3. ELIGIBILITY CRITERIA

The applicant must provide information so that Council is satisfied that:

- The land is owned and used by a society or association of persons (whether incorporated or not):
  - For games or sport; or
  - For the purpose of any branch of the arts;
- The land is not used for galloping races, harness races or greyhound races; and
- The land does not provide any private pecuniary benefit for any members of the society or association of persons that own and use the land.

The applicant will also need to provide information about any club licenses held under the Sale and Supply of Alcohol Act 2012. Where a club license is in force, Council will be entitled to separately value that portion of the property and charge full rates on it.

4. POLICY PROCEDURES

The above requested information will be required to be provided on first application.

- Council will confirm in writing whether the applicant qualifies for the remission.
- The ratepayer must notify Council in writing of any changes to its status prior to the commencement of the rating year.
- Council reserves the right to cease the remission in the event that the land no longer meets the eligibility criteria of this policy.
- Decisions under this policy will be delegated to officers in accordance with Council's delegations register.

Rates remission of wastewater charges (summary)

1. POLICY OBJECTIVE

1.1 To provide fair and reasonable relief to properties who have wastewater charges greater than a domestic household due to multiple pans.

1.2 To provide certainty regarding the conditions which must be satisfied before Council will accept an application for the remission of multiple pan wastewater charges.

2. GENERAL APPROACH

2.1 Council has resolved to assist customers with a wastewater remission if they believe that their wastewater charges, based on multiple pans, are not a true reflection of their actual use of the Council wastewater treatment capacity.

2.2 Council recognises that certain types of activities on properties with multiple pans offer social, community, recreational, economic and health benefits to the community and is therefore prepared to assess their wastewater charges based on the assumption that 85% of their water supply consumption equates to their wastewater discharge. This is to determine if these customers would pay less under this charging regime rather than being assessed on a multiple pan charge basis.

2.3 The wastewater discharge from commercial and industrial activities will be assessed against both the new formula and the Trade Waste Bylaw. This is in order to assess which is the most justifiable method of charging based on;

a) the composition and / or volume of their wastewater discharge, and

b) any additional treatment demands the discharge requires

2.4 Council will annually, prior to the initial rates demand being sent, write to all property owners eligible for a multiple pan wastewater remission advising them of the policy and requesting that they advise Council of whether they wish to apply for a remission.

3. POLICY CRITERIA AND CONDITIONS

3.1 Rest homes, retirement villages, pension housing and schools are **excluded** from this policy.

3.2 To be a qualifying property for a remission under this policy the rating unit must:

- Be connected to one of the Western Bay of Plenty District Council wastewater reticulated schemes
- Be connected to a Council water supply via a properly fitted and functioning Council water meter.

3.3 The application must be made in writing and signed by the property owner(s).

3.4 The application for wastewater remission must be made prior to the issuing of the first (July / December) rates installment for a full remission. Applications will not be backdated.

3.5 Applications received after the issuing of the first (July / December) rates installment will only be eligible for a 50% remission.

3.6 Applications will not be back dated.

4. POLICY PROCEDURES

4.1 The remission will take the form of a rebate of the difference between the standard UTR and multiple pan wastewater charge for the coming rating year and the estimated wastewater charge. This is based on the assumption that wastewater equals 85% of water supply consumption measured for the previous four billing periods. (*See worked example below).*

4.2 The water consumption for the previous four billing periods was been verified by water meter readings undertaken by Council staff.

4.3 Only one remission will be granted annually per qualifying property.

4.4 Each remission will be assessed on a case by case basis.

4.5 Council will delegate authority to consider and approve applications to Council officers.

Worked Example

District-wide	
Average daily water use per household	= 0.6m³
Average daily wastewater discharge (85% or 0.85 of water use)	= 0.5m³
Te Puke	
Wastewater Uniform Targeted Rates	= $666.00
Multiple pan charge	= $440.00

Te Puke property with 30 pans is currently charged on the following basis	
Current wastewater charge	One UTR + 29 multiple pan charges
	(1 x $666) + (29 x $440) = ($666) + ($12,760)
Total wastewater charge	**$13,426**

Wastewater assessment of the property using wastewater remissions policy	
Actual metered average daily water consumption	= 5.81 m³/day
Estimated average daily wastewater discharge	= 5.81 x 0.85
	= 4.94 m³/day

Wastewater assessment of the property using wastewater remissions policy	
Actual metered average daily water consumption	= 5.81 m³/day
Estimated average daily wastewater discharge	= 5.81 x 0.85
	= 4.94 m³/day

Wastewater charge under the new policy

Proposed charge

$$\frac{1\text{ UTR} + [(\text{Estimated wastewater discharge - average daily wastewater discharge}) \times 1\text{ UTR}]}{\text{Average daily wastewater discharge}}$$

= $666 + [(4.94 – 0.5)/0.5 x $666]

= $666 + $5,914.08

=$6,580.08

Wastewater rebate available = $13,426 - $6,580.08 = $6,845.92

5. ASSOCIATED POLICIES

5.1 Various rates remissions policies.

Rates remission for natural disasters and emergencies

1. POLICY OBJECTIVE

To provide remissions on land that has been subject to a natural disaster or emergency that renders the dwelling uninhabitable for an extended period of time, or has significant long term effect on the productive use of land.

2. GENERAL APPROACH

This policy is to provide for the possibility of rates remission where a form of natural or other type of disaster or emergency affects one or more rating units' capacity to be inhabited, used or otherwise occupied for an extended period of time.

3. POLICY CRITERIA AND CONDITIONS

The Council may, on written application from the ratepayer of rating units affected by a natural disaster or emergency, remit up to 100% of annual rates levied where:

- A dwelling is rendered uninhabitable by a natural disaster or event; and/or
- There is a significant long term effect on the productive use of Rural, Commercial or Industrial zoned land.

At its sole discretion, Council will determine on a case by case basis whether a specific event constitutes a 'natural disaster or emergency' for the purposes of applying this policy.

Each application will be considered on its merits and remission up to 100% may be granted where it is considered just and equitable to do so.

Applications may be declined if there is evidence to suggest the applicant's actions or inactions contributed to the circumstances under which the application is being made.

At Council's sole discretion, it may consider voiding the need for an application and grant remission for any rating unit or group of rating units collectively affected by a natural disaster or emergency.

Dwellings

Remissions will generally be granted for a period of 90 days in relation to uninhabitable dwellings. Council may extend the period of remission if the applicant can demonstrate that the dwelling remains uninhabitable, such as classification under section 124 of the Building Act 2004.

Productive land

Where the applicant perceives that there has been a significant long term effect on the productive use of Rural, Commercial or Industrial zoned land as a direct consequence of a natural disaster or emergency, they may apply to Council for remission. The application will need to include sufficient information to quantify the grounds for remission.

If Council is satisfied that there has been a significant long term effect as a result of a natural disaster or emergency, then a special valuation will be obtained and the property rated on that basis going forward, for time period determined at Council's sole discretion.

4. POLICY PROCEDURES

- Applications must be made in writing by 30 June each year to be considered for remission for the following year's rates.
- Where an application for a dwelling is approved by Council, the rating unit concerned will become non-rateable for the specific rating year, or a time period determined at Council's sole discretion.
- Decisions under this policy will be delegated to officers in accordance with Council's delegations register.

SIGNIFICANT ACCOUNTING POLICIES

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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.

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 2019 to 30 June 2028. 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 2018 to 30 June 2028.

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 2019 to 2028.

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 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 STATEMENTS

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.

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 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 2028. The financial statements of Western Bay Council for each year within the Long Term Plan are to be authorised for issue by Council.

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 2018. 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.

The final prospective financial statements were updated and presented to the Council for adoption on 28 June 2018. The financial information contained within this Long Term Plan may not be appropriated for purposes other than those described.

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 Chapter Two from page 28. 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 the Council are:

Interests in other entities

In January 2017, the XRB issued new standards for interests in other entities (PBE IPSAS 34-38). These new standards replace the existing standards for interests in other entities (PBE IPSAS 6-8). The new standards are effective for annual periods beginning on or after 1 January 2019, with early application permitted

The Council plans to apply the new standards in preparing the 30 June 2020 financial statements. The Council do not expect the impact of this standard to have a material effect on the financial forecasts.

Financial instruments

In January 2017, the XRB issued PBE IFRS 9 Financial Instruments. PBE IFRS 9 replaces PBE IPSAS 29 Financial Instruments: Recognition and Measurement. PBE IFRS 9 is effective for annual periods beginning on or after 1 January 2021, with early application permitted. The main changes under PBE IFRS 9 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.

The Council plans to apply this standard in preparing its 30 June 2022 financial statements. The Council do not expect the impact of this standard to have a material effect on the financial forecasts.

Employee benefits

In May 2017, the XRB issued PBE IPSAS 39 Employee Benefits. PBE IPSAS 39 replaces PBE IPSAS 25 Employee benefits. PBE IPSAS 39 is effective for annual periods beginning on or after 1 January 2019, with early adoption permitted. The Council plans to apply the new standard in preparing the 30 June 2020 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. The 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.

CHANGES IN ACCOUNTING POLICIES

Revenue from rates (excluding water by meter) is now recognised once the rates are struck in accordance with PBE IPSAS 23 Non-exchange Revenue. Previously revenue from rates was recognised when instalment invoices were issued. As rates are invoiced for the period 1 July to 30 June each year it is not expected that this change will have any impact on the prospective rates revenue.

There have been no other changes in accounting policy.

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 2018/19 to 2027/28 and to provide a broad accountability mechanism of the Council to the community.

SIGNIFICANT ACCOUNTING POLICIES

ASSOCIATE ENTITIES

Western Bay Council's entities associate investment is accounted for in the financial statements using the equity method. An associate is an entity over which Western Bay Council has significant influence and that is neither a subsidiary nor an interest in a joint venture. Western Bay 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 Western Bay 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.

New Zealand Transport Agency roading subsidies

Western Bay Council receives funding assistance from the New Zealand Transport Agency, 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 Western Bay 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 Western Bay 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), Western Bay Council immediately recognises the fair value of the asset as revenue. A liability is recognised only if Western Bay 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 Western Bay Council has no obligation to award on receipt of the grant application and are recognised as expenditure when approved by Western Bay Council and the approval has been communicated to the applicant. Western Bay 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

Western Bay 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 Western Bay 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.

Western Bay 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

Receivables are recorded at their face value, less any provision for impairment.

Short-term receivables are recorded at the amount due, less any provision for uncollectability. A receivable is considered to be uncollectable when there is evidence that the amount due will not be fully collected. The amount that is uncollectable is the difference between the amount due and the present value of the amount expected to be collected.

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 Western Bay Council's financing activities. In accordance with its treasury policy, Western Bay 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.

Western Bay Council has elected not to hedge account.

The associated gains or losses on derivatives that are not hedge accounted are recognised in the surplus or deficit.

OTHER FINANCIAL ASSETS

Financial assets are initially recognised at fair value plus transaction costs unless they are carried at fair value through surplus or deficit in which case the transaction costs are recognised in the surplus or deficit.

Purchases and sales of financial assets are recognised on trade-date, the date on which Western Bay Council commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Western Bay Council has transferred substantially all the risks and rewards of ownership.

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.

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. Western Bay Council includes in this category:

- investments that Western Bay Council intends to hold long-term but which may be realised before maturity; and
- shareholdings that Western Bay 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 the 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:

(a) Operational assets
These include land, buildings, landfill post-closure, library books, plant and equipment, and motor vehicles.

(b) Restricted assets
Restricted assets are mainly parks and reserves owned by Western Bay Council and group that provide a benefit or service to the community and cannot be disposed of because of legal or other restrictions.

(c) Infrastructure assets
Infrastructure assets are the fixed utility systems owned by Western Bay Council and group. Each asset class includes all items that are required for the network to function. For example, sewer reticulation includes reticulation piping and sewer 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 2014 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 2014 and certified by Aecom New Zealand Limited.

Land and buildings, including land under roads, were revalued at fair value at 1 July 2014 by Opteon. Library books were revalued at fair value by Aecom at 1 July 2014 and Marine assets were revalued at fair value by Tonkin and Taylor at 1 July 2014.

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 Western Bay 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 the 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 following.

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	12 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
OTHER STRUCTURES		
• Wooden reservoirs	80 years	Straight line
• Concrete reservoirs	100 years	Straight line
• Dams	100 years	Straight line
• Bores	100 years	Straight line

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each balance date.

Impairment of property, plant, and equipment

Property, plant, and equipment that have a finite useful life are reviewed for impairment at each balance date and 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. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit. For assets not carried at a revalued amount, the total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss on a revalued asset is credited to other comprehensive revenue and expense and increases the asset revaluation reserve for that class of asset. However, to the extent that an impairment loss for that class of asset was previously recognised in the surplus or deficit, a reversal of the impairment loss is also recognised in the surplus or deficit. For assets not carried at a revalued amount, the reversal of an impairment loss is recognised in the surplus or deficit.

Value in use for non-cash-generating assets

Non-cash-generating assets are those assets that are not held with the primary objective of generating a commercial return.

For non-cash-generating assets, value in use is determined using an approach based on either a depreciated replacement cost approach, a restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

Value in use for cash-generating assets

Cash-generating assets are those assets that are held with the primary objective of generating a commercial return.

The value in use for cash-generating assets and cash-generating units is the present value of expected future cash flows.

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 the 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%

Impairment of 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.

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 creditors and other payables are recorded at their face value.

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 Western Bay 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

Western Bay 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 Western Bay 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 Western Bay 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 the Western Bay 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, and
- 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 Western Bay Council.

Restricted reserves include those subject to specific conditions accepted as binding by the Western Bay Council and which may not be revised by the 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. The Western Bay Council may alter them without reference to any third party or the Courts. Transfers to and from these reserves are at the discretion of the Western Bay 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 SERVICES 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 2018 budget figures are those approved by the Council in its 2017-18 annual plan which have subsequently been revised due to the shift in opening balances arising from the 2016-17 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 the 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.

SUMMARY OF FINANCIAL CONTRIBUTIONS POLICY

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).

1. 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.

Between 2007/09 Council considered whether to retain a Financial Contributions Policy under the Resource Management Act 1991 or move to a Development Contributions Policy under the Local Government Act 2002. Council resolved to retain a Financial Contributions Policy.

1.1 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.

2. SUMMARY OF FINANCIAL CONTRIBUTIONS POLICY

2.1 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 the 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 the 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.

2.2 Integrated growth management (statutory context)

While the 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.

2.3 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 (2018-2028) 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 2018-2028. Strategic roading comprises key roads that benefit the whole roading network and includes projects such as Omokoroa 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									
	2019	2020	2021	2022	2023	[illegible]	[illegible]	[illegible]	2027	2028
Transportation	9,103	5,970	4,023	7,193	[illegible]	[illegible]	[illegible]	[illegible]	9,256	14,171
Water supply	1,562	3,971	2,787	1,502	[illegible]	[illegible]	[illegible]	1,483	-	1,319
Communities	169	79	916	[illegible]	[illegible]	[illegible]	[illegible]	415	457	6,298
Recreation and leisure	3,032	2,168	946	[illegible]	[illegible]	[illegible]	[illegible]	3,189	1,576	660
Wastewater	280	4,584	-	[illegible]	[illegible]	[illegible]	3,130	474	207	2,005
Solid waste	-	-	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-
Stormwater	2,000	3,008	[illegible]	[illegible]	[illegible]	2,096	116	2,052	-	-
Economic	460	929	[illegible]	[illegible]	[illegible]	353	363	373	384	396

FINANCIAL CONTRIBUTIONS SOUGHT

COUNCIL ACTIVITY	FORECAST $'000									
	[illegible]	[illegible]	[illegible]	2022	2023	2024	2025	2026	2027	2028
Transportation	[illegible]	[illegible]	[illegible]	2,942	3,011	3,141	3,220	3,304	3,394	3,486
Water supply	[illegible]	[illegible]	1,641	1,680	1,721	1,525	1,563	1,605	1,650	1,696
Recreation and leisure	[illegible]	[illegible]	2,297	2,346	2,396	2,260	2,312	2,367	2,424	2,487
Wastewater	[illegible]	[illegible]	1,952	1,998	2,047	2,179	2,233	2,293	2,357	2,423
Stormwater	[illegible]	1,351	1,476	1,511	1,547	1,566	1,604	1,647	1,693	1,741
Natural environment	[illegible]	221	229	-	-	-	-	-	-	-
Total	[illegible]	**9,806**	**10,471**	**10,477**	**10,722**	**10,671**	**10,933**	**11,217**	**11,518**	**11,833**

Please see page xxviii from the Long Term Plan Amendment 2018-2028 for the updated information.

TREASURY POLICY

Treasury Policy

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 ≥ 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 2018 to 2028.

'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 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:

PERIOD	MINIMUM	MAXIMUM
0 to 3 years	15%	60%
3 to 5 years	15%	60%
5 years plus	10%	60%

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	• Bank overdraft • Committed cash advance and bank accepted bill facilities (term facilities) • Uncommitted money market facilities • Loan stock / bond issuance • Commercial paper (CP) / bills / promissony notes • Finance leases
Interest rate risk Management	Forward rate agreements ('FRAs') on: • Bank bills • Government bonds. Interest rate swaps including: • Forward start swaps (start date <24 months) • Amortising swaps (whereby notional principal amount reduces) • Swap extensions and shortenings Interest rate options on: • 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 MONTHLY BASIS)		
Debt Period Ending	**Minimum Fixed**	**Maximum Fixed**
Current	50%	95%
Year 1	45%	95%
Year 2	40%	90%
Year 3	35%	85%
Year 4	30%	80%
Year 5	25%	75%
Year 6	15%	70%
Year 7	0%	65%
Year 8	0%	60%
Year 9	0%	55%
Year 10	0%	50%
Year 11	0%	45%
Year 12	0%	40%
Year 13	0%	35%
Year 14	0%	30%
Year 15	0%	25%
Year 16	0%	20%

"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).

- 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:

Counterparty	Minimum long term credit rating - stated and possible	Investments maximum per counterparty ($1m)	Interest rate risk management instrument maximum per counterparty ($1m)	Total maximum per counterparty ($1m)
New Zealand Government	Not applicable	Unlimited	None	Unlimited
Local Government Funding Agency Limited	A-	30.0	None	30.0
State-owned enterprises (SOE)	A-	5.0	None	5.0
New Zealand registered banks	AA- A-	30.0 15.0	35.0 20.0	40.0 25.0
Corporate bonds	A-	2.0	None	2.0
Local Government Stock	A- (if rated) Unrated	2.0 0.5	None None	2.0 0.5
NZD Registered Supra-nationals	AAA	10.0	None	10.0

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 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

1. RELEVANT LGISLATION

Local Government Act (LGA) 2002.

2. PURPOSE OF POLICY

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.

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.

3. POLICY OBJECTIVE

3.1 To set out how the level of significance of a proposal or decision is determined.

3.2 To set out how Council will engage with the public about particular proposals or decisions, depending on its level of significance

4. POLICY

4.1 Council will take into account the following matters when determining the level of significance of a proposal or decision:

- 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.

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.

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.

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.

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.

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.

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.

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.

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.

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 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.

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.

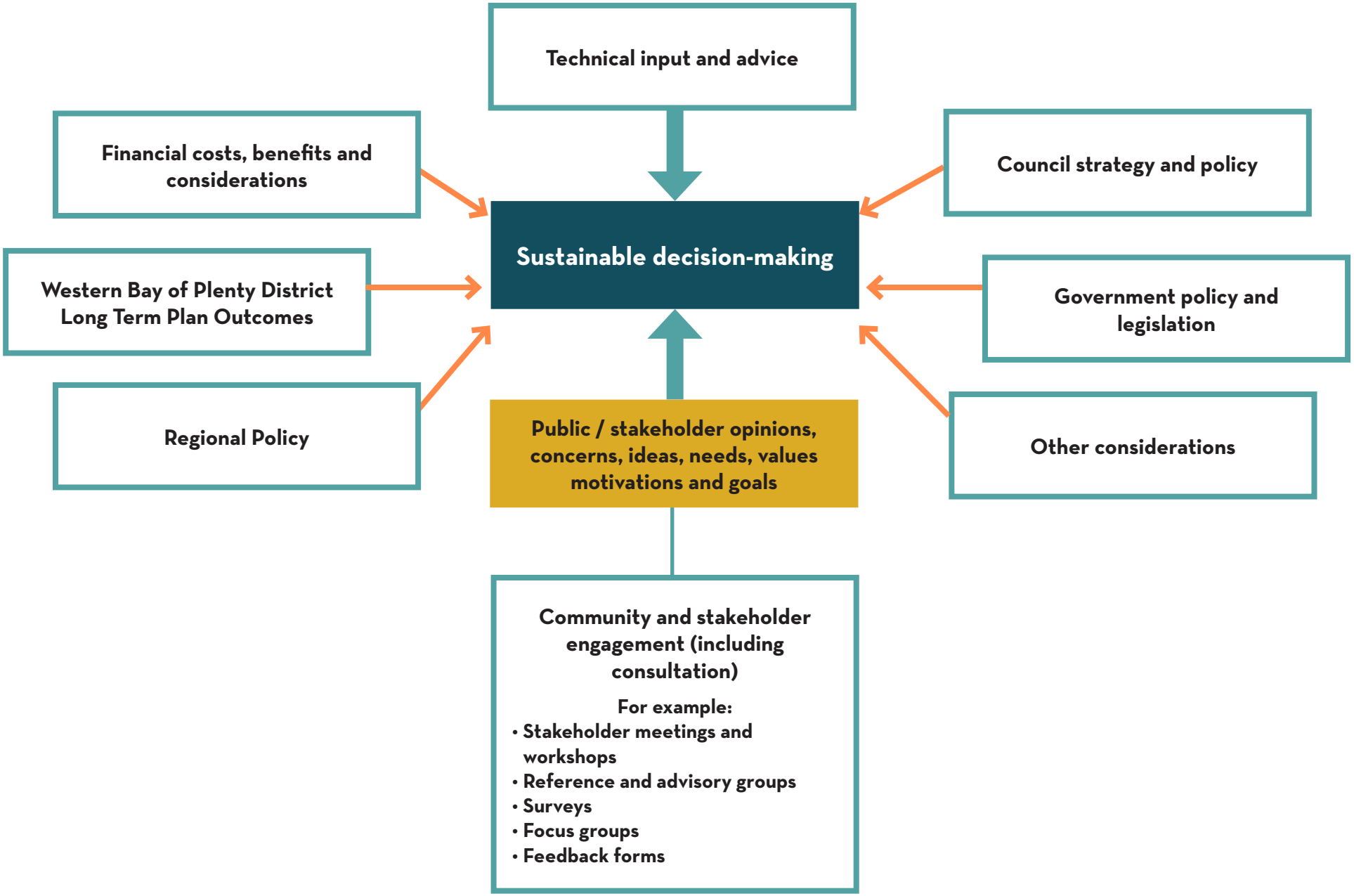
7. DEFINITIONS

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,— 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— (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— (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". Council's strategic assets are listed in Schedule 2.

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



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
- Pensioner housing network.

SCHEDULE 3 - COMMUNITY ENGAGEMENT LEVELS AND METHODS OF ENGAGEMENT

Schedule 3 – Community engagement levels and methods of engagement

SPECTRUM LEVEL	COMMUNITY PARTICIPATIO GOAL	PROMISE TO THE COMMUNITY	EXAMPLE TECHNIQUES TO CONSIDER
Inform Whakamōhio *Council led - this level is just as important as the other levels*	To provide balanced and objective information to assit the community in understanding the problem, alternatives, opportunities and/or solutions	We will keep you informed	Have Your Say Western Bay/Social media Open days/drop-in sessions/Maori initiated events Media (Maori and mainstream)
Consult Whakauiuia *Council led - this is the standard Council role*	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	Feedback forms/surveys Focus groups Public meetings/Marae/community hui
Involve Whakaura *Council led - this is where we invest in our stakeholder relationships*	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	Community workshops Partnership Forums Hapu/Iwi Management Plans
Collaborate Mahi ngatāhi *Co-led - make sure you mean it. This is our partnerships, working together in collaboration*	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	Citizen Advisory Committees Partnership Forums
Empower Whakamanahia *Commuity led - most under used role. This is where Council can take a step back and our commuities can step up and take responsibility*	To place final decision making in the hands of the community	You will decide and we will implement what you decide	Citizen juries Ballots Treaty settlement legislation

STATEMENT ON COUNCIL-CONTROLLED ORGANISATIONS

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.

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 table overleaf provides the information stated above:

COUNCIL-CONTROLLED ORGANISATION	PURPOSE
New Zealand Local Government Funding Agency Limited, known as the 'LGFA' The principal shareholder councils of the LGFA are made up of 31 local and regional authorities including: • 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 **and** • Her Majesty The Queen acting by and through the Minister of Local Government and the Minister of Finance	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. **PRIMARY OBJECTIVE** **The LGFA will operate with the primary objective of optimising the debt funding terms and conditions for participating Local Authorities.** **Among other things this includes:** • Providing savings in annual interest costs for all Participating Local Authorities on a relative basis to other sources of fundingMaking 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. **ADDITIONAL OBJECTIVES** **The LGFA has a number of additional objectives which complement the primary objective. These objectives are to:** • 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 2017/18 (WILL BE UPDATED FOR 2018/19)
New Zealand Local Government Funding Agency Limited, known as the 'LGFA'	**The LGFA has the following performance targets:** The average margin above LGFA's cost of funds charged to the highest rating Participating Local Authorities for the period to: • 30 June 2019 will be no more than 0.10% • 30 June 2020 will be no more than 0.10%. The above indicators include both LGFA Bills and Bonds and short dated and long dated lending to councils. **Annual issuance and operating expenses (excluding AIL) for the period to:** • 30 June 2019 will be less than $5.58 million • 30 June 2020 will be less than $5.70 million. **Total lending to participating Local Authorities at:** • 30 June 2019 will be at least $8,188 million • 30 June 2020 will be at least $8,391 million • Savings on borrowing costs for council borrowers: LGFA will demonstrate the savings to council borrowers on a relative basis to other sources of financing. This will be measured by maintaining or improving the prevailing secondary market spread between LGFA bonds and those bonds of a similar maturity issued by (i) registered banks and (ii) Auckland Council and Dunedin Council as a proxy for single name issuance of council financing.

COUNCIL-CONTROLLED ORGANISATION	PURPOSE
Bay of Plenty Local Authority Shared Services Limited known as 'BOPLASS' The nine shareholding councils of BOPLASS are: • 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	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. **PRIMARY OBJECTIVES** 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.

COUNCIL-CONTROLLED ORGANISATION	PERFORMANCE TARGETS AND MEASURES FROM STATEMENT OF INTENT 2017/18 (WILL BE UPDATED FOR 2018/19)
Bay of Plenty Local Authority Shared Services Limited known as 'BOPLASS'	Over the next three years, the targets are to: • Investigate new Joint Procurement initiatives for goods and services for BOPLASS Councils: - 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. • Provide support to BOPLASS councils that are managing or investigating Shared Services projects: - Quarterly satisfaction review with participating councils. Resource assignment measured from project job tracking. • Further develop and extend the Collaboration Portal for access to, and sharing of, project information and opportunities from other council and the greater Local Government community to increase breadth of BOPLASS collaboration: - All NZ councils are made aware of the Collaboration Portal and its benefits. Portal is operational outside of the LASS groups with a minimum of ten additional councils or local government related organisations having utilised the portal. • Ensure appointed vendors remain competitive and continued best value is returned to shareholders: - Contracts due for renewal are tested for competitiveness in the marketplace. New suppliers are awarded contracts through a competitive procurement process involving two or more vendors. • Complete independent review of governance performance and structure to ensure it supports BOPLASS' strategic direction: - Affirmative feedback received from shareholding councils following 2017/18 governance review • Communicate with each shareholding Council at appropriate levels: - At least one meeting per year. • Ensure current funding model is appropriate: - Performance against budgets reviewed quarterly. Company remains financially viable.

COUNCIL-CONTROLLED ORGANISATION	PURPOSE
Western Bay of Plenty Tourism and Visitors Trust, trading as Tourism Bay of Plenty (This is a joint council-controlled Organisation of Western Bay of Plenty District Council and Tauranga City Council)	Tourism Bay of Plenty is the appointed destination manager and promoter, enabling visitor economy growth and sustainability. **PRIMARY OBJECTIVE** Tourism Bay of Plenty takes the leading role in growing visitor demand for the WBOP through targeted interventions that increase destination awareness and intent to visit, length of stay and spend. **PERFORMANCE TARGETS AND MEASURES FROM STATEMENT OF INTENT 2017/18 (WILL BE UPDATED FOR 2018/19)** • Grow the tourism industry and increase visitor spend: - Increase overall and off-peak visitor spend by 4% to 30 June 2019 - Increase international visitor spend by 5.3% to 30 June 2019 - Increase domestic visitor spend by 3.7% to 30 June 2019. • Support tourism development and encourage investment - Increased visitor satisfaction, measured by a new Visitor Experience Survey - Funding for Mount Maunganui VIC. Funding for Tauranga VIC - Regional Growth Study priorities implemented - Regional Growth Study delivery - Industry Growth Programme developed. Establish Industry Advisory Group. • Partnership and collaboration locally, regionally, and nationally: - Regional Brand story developed - No Place Like Home campaign implemented - Support of 5 Major events per annum - WBOP Stakeholder Communication Plan delivery. • Support our unique cultural heritage: - TBOP Board Representation - Regular iwi communications - Iwi involvement in strategy developments. • Environmentally responsible for current and future generations: - Development / input into a sustainable tourism plan and initiatives. • Governance Best Practice - Draft Visitor Economy Strategy 2018-2028 completed for consultation - Commence study using fresh info. External Consultants - Manage Profit and Loss to budget - Code of conduct compliance. Compliance and regulatory obligations met - Enterprise Risk Management Policy adherence - No surprises policy maintained.

ACTIVITY FUNDING IMPACT STATEMENTS

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WESTERN BAY OF PLENTY DISTRICT COUNCIL: FUNDING IMPACT STATEMENT 2018-2028 (WHOLE OF COUNCIL)

All information from 2020-2028 includes an adjustment for inflation and the annual plan figures have been revised for all group of activities.

FOR THE YEARS ENDED 30 JUNE		ANNUAL PLAN $'000	FORECAST $'000									
		2018	2019	2020	2021	2022	2023	2024	2025	2026	202	2028
Sources of operating funding												
General rates, uniform annual charges, rates penalties		22,066	25,556	26,507	27,779	26,994	27,862	30,193	31,987	32,81		7,452
Targeted rates		42,586	42,425	44,663	46,359	48,238	49,803	51,164	52,721			7,148
Subsidies and grants for operating purposes		6,807	5,362	4,706	3,739	6,490	5,000	4,926	5,02			68
Fees and charges		5,458	6,470	6,708	6,971	7,205	7,399	7,521				9
Interest and dividends from investments		100	-	-	-	-	-					
Local authority fuel tax, fines, infringement fees and other receipts		3,895	3,025	3,219	2,816	2,835	2,978					
Total operating funding	**(A)**	**80,912**	**82,838**	**85,803**	**87,664**	**91,762**						**9**
Applications of operating funding												
Payments to staff and suppliers		54,346	58,416	59,223	60,917						,510	73,824
Finance costs		7,800	8,000	8,000	7,0						6,000	6,000
Other operating funding applications		32	408	-						-	-	483
Total applications of operating funding	**(B)**	**62,178**	**66,823**	**67**						**74,448**	**76,510**	**80,307**
Operating funding - surplus/(deficit)	**(A-B)**	**18,734**	**16,015**						**7,263**	**28,908**	**32,084**	**31,482**
Sources of capital funding												
Subsidies and grants for capital expenditure		6,0						3,993	4,093	4,200	4,314	4,432
Development and financial contributions							22	10,671	10,933	11,217	11,518	11,833
Increase/(decrease) in debt							(4,070)	157	917	(7,083)	(10,757)	(775)
Gross proceeds from sale of assets						91	92	95	97	99	101	104
Lump sum contributions						-	-	-	-	-	-	-
Other dedicated capital funding					-	-	-	-	-	-	-	-
Total Sources of capital funding					**16,157**	**12,038**	**10,641**	**14,915**	**16,040**	**8,432**	**5,175**	**15,593**
Applications of capital funding												
Capital Expenditure												
• to meet additional demand			,444	20,913	12,134	14,369	8,433	11,738	22,966	12,616	11,962	24,933
• to improve the level of servi			9,112	9,333	9,412	9,403	11,874	15,596	8,671	9,519	8,634	6,551
• to replace existing assets.			,064	12,746	13,333	12,564	10,199	10,958	8,952	9,291	12,667	11,831	16,194
Increase/(decrease) in reserves			(2,802)	(152)	349	1,793	1,893	3,028	3,953	2,374	2,536	4,832	(605)
Increase/(decrease) in investment			-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**(D)**		**36,916**	**39,150**	**43,928**	**35,904**	**35,864**	**34,294**	**40,240**	**43,303**	**37,340**	**37,259**	**47,074**
Capital funding - surplus/(deficit)	**(C-D)**		**(18,734)**	**(16,015)**	**(18,579)**	**(19,747)**	**(23,826)**	**(23,653)**	**(25,325)**	**(27,263)**	**(28,908)**	**(32,084)**	**(31,482)**
Funding balance	**((A-B) + (C-D))**		**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Please see page xxxviii from the Long Term Plan Amendment 2018-2028 for the updated information.

WESTERN BAY OF PLENTY DISTRICT COUNCIL: FUNDING IMPACT STATEMENT 2018-2028 - REPRESENTATION

All information from 2020-2028 includes an adjustment for inflation.

FOR THE YEARS ENDED 30 JUNE		ANNUAL PLAN $'000	FORECAST $'000									
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Sources of operating funding												
General rates, uniform annual charges, rates penalties		3,031	3,773	3,415	3,578	4,056	3,727	3,943	4,347	4,033	4,146	4,734
Targeted rates		-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes		-	-	-	-	-	-	-	-	-	-	-
Fees and charges		-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads costs recovered		543	821	849	879	909	940	972	1,004	1,039	1,077	1,114
Local authority fuel tax, fines, infringement fees and other receipts		-	-	77	-	-	82	-	-	-	-	-
Total operating funding	**(A)**	**3,574**	**4,593**	**4,340**	**4,457**	**4,965**	**4,748**	**4,915**	**5,350**	**5,072**	**5,222**	**5,847**
Applications of operating funding												
Payments to staff and suppliers		1,628	2,027	2,105	2,151	2,197	2,247	2,297	2,354	2,374	2,434	2,494
Finance costs		-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads applied		1,905	2,153	2,222	2,298	2,365	2,444	2,526	2,597	2,683	2,778	2,864
Other operating funding applications		32	408	-	-	397	44	83	393	-	-	483
Total applications of operating funding	**(B)**	**3,565**	**4,587**	**4,328**	**4,449**	**4,959**	**4,735**	**4,906**	**5,344**	**5,058**	**5,213**	**5,841**
Operating funding - surplus/(deficit)	**(A-B)**	**10**	**6**	**12**	**9**	**6**	**13**	**9**	**6**	**14**	**10**	**7**
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		10	6	12	9	6	13	9	6	14	10	7
Increase/(decrease) in investments		-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**(D)**	**10**	**6**	**12**	**9**	**6**	**13**	**9**	**6**	**14**	**10**	**7**
Capital funding - surplus/(deficit)	**(C-D)**	**(10)**	**(6)**	**(12)**	**(9)**	**(6)**	**(13)**	**(9)**	**(6)**	**(14)**	**(10)**	**(7)**
Funding balance	**((A-B) + (C-D))**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

WESTERN BAY OF PLENTY DISTRICT COUNCIL: FUNDING IMPACT STATEMENT 2018-2028 - PLANNING FOR THE FUTURE

All information from 2020-2028 includes an adjustment for inflation.

FOR THE YEARS ENDED 30 JUNE		ANNUAL PLAN $'000	FORECAST $'000									
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Sources of operating funding												
General rates, uniform annual charges, rates penalties		2,247	2,642	2,567	2,614	2,514	2,698	2,743	2,762	2,892	3,018	2,970
Targeted rates		13	13	13	13	13	14	14	14	15	15	15
Subsidies and grants for operating purposes		-	-	-	-	-	-	-	-	-	-	-
Fees and charges		-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads costs recovered		-	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringement fees and other receipts		-	-	-	-	-	-	-	-	-	-	-
Total operating funding	**(A)**	**2,259**	**2,655**	**2,580**	**2,628**	**2,527**	**2,711**	**2,757**	**2,777**	**2,906**	**3,033**	**2,985**
Applications of operating funding												
Payments to staff and suppliers		1,468	1,853	1,754	1,763	1,632	1,783	1,790	1,781	1,875	1,956	1,870
Finance costs		(186)	(163)	(172)	(181)	(191)	(202)	(213)	(224)	(237)	(250)	(264)
Internal charges and overheads applied		775	784	809	847	876	910	949	975	1,011	1,058	1,093
Other operating funding applications		-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	**(B)**	**2,057**	**2,473**	**2,391**	**2,429**	**2,316**	**2,491**	**2,526**	**2,531**	**2,650**	**2,764**	**2,699**
Operating funding - surplus/(deficit)	**(A-B)**	**203**	**181**	**189**	**198**	**211**	**220**	**231**	**245**	**257**	**269**	**286**
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		203	181	189	198	211	220	231	245	257	269	286
Increase/(decrease) in investments		-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**(D)**	**203**	**181**	**189**	**198**	**211**	**220**	**231**	**245**	**257**	**269**	**286**
Capital funding - surplus/(deficit)	**(C-D)**	**(203)**	**(181)**	**(189)**	**(198)**	**(211)**	**(220)**	**(231)**	**(245)**	**(257)**	**(269)**	**(286)**
Funding balance	**((A-B) + (C-D))**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

WESTERN BAY OF PLENTY DISTRICT COUNCIL: FUNDING IMPACT STATEMENT 2018-2028 - COMMUNITIES

All information from 2020-2028 includes an adjustment for inflation.

FOR THE YEARS ENDED 30 JUNE		ANNUAL PLAN $'000	FORECAST $'000									
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Sources of operating funding												
General rates, uniform annual charges, rates penalties		3,712	4,704	4,790	4,921	5,131	5,180	5,370	5,769	6,061	6,256	6,166
Targeted rates		1,876	1,838	1,879	1,913	2,040	2,120	2,186	2,330	2,338	2,449	2,541
Subsidies and grants for operating purposes		473	-	-	-	-	-	-	-	-	-	-
Fees and charges		75	75	77	78	80	82	83	85	87	89	92
Internal charges and overheads costs recovered		830	860	901	941	982	1,014	1,058	1,079	1,103	1,151	1,196
Local authority fuel tax, fines, infringement fees and other receipts		590	477	499	513	527	540	555	569	585	602	621
Total operating funding	**(A)**	**7,556**	**7,954**	**8,146**	**8,366**	**8,759**	**8,936**	**9,251**	**9,833**	**10,173**	**10,547**	**10,616**
Applications of operating funding												
Payments to staff and suppliers		4,396	4,793	4,733	4,739	4,873	4,935	5,069	5,216	5,295	5,431	5,561
Finance costs		(22)	50	54	49	44	37	31	26	20	13	8
Internal charges and overheads applied		2,439	2,708	2,864	3,031	3,203	3,347	3,499	3,611	3,754	3,951	4,138
Other operating funding applications		-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	**(B)**	**6,813**	**7,552**	**7,650**	**7,819**	**8,120**	**8,318**	**8,599**	**8,853**	**9,070**	**9,395**	**9,707**
Operating funding - surplus/(deficit)	**(A-B)**	**743**	**402**	**496**	**547**	**639**	**618**	**652**	**980**	**1,103**	**1,152**	**909**
Sources of capital funding												
Subsidies and grants for capital expenditure		-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions		-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt		2,728	215	73	581	51	83	99	113	94	136	5,180
Gross proceeds from sale of assets		-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions		-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding		-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding	**(C)**	**2,728**	**215**	**73**	**581**	**51**	**83**	**99**	**113**	**94**	**136**	**5,180**
Applications of capital funding												
Capital Expenditure												
• to meet additional demand		4,341	169	79	916	96	67	76	362	415	457	6,298
• to improve the level of service		-	-	-	-	37	-	-	-	-	48	-
• to replace existing assets		891	361	377	394	411	430	448	469	490	512	537
Increase/(decrease) in reserves		(1,761)	87	113	(182)	145	204	227	263	292	272	(746)
Increase/(decrease) in investments		-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**(D)**	**3,471**	**617**	**569**	**1,128**	**690**	**701**	**751**	**1,094**	**1,197**	**1,289**	**6,089**
Capital funding - surplus/(deficit)	**(C-D)**	**(743)**	**(402)**	**(496)**	**(547)**	**(639)**	**(618)**	**(652)**	**(980)**	**(1,103)**	**(1,152)**	**(909)**
Funding balance	**((A-B) + (C-D))**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

WESTERN BAY OF PLENTY DISTRICT COUNCIL: FUNDING IMPACT STATEMENT 2018-2028 - RECREATION AND LEISURE

All information from 2020-2028 includes an adjustment for inflation.

FOR THE YEARS ENDED 30 JUNE		ANNUAL PLAN $'000	FORECAST $'000									
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Sources of operating funding												
General rates, uniform annual charges, rates penalties		4,993	6,155	6,784	7,169	6,894	7,282	8,285	8,537	8,852	9,648	9,906
Targeted rates		-	20	23	28	32	30	30	28	27	25	22
Subsidies and grants for operating purposes		10	367	153	-	-	-	-	-	-	596	-
Fees and charges		26	24	24	25	25	26	26	27	27	28	28
Internal charges and overheads costs recovered		1,152	1,383	1,421	1,491	1,525	1,571	1,641	1,676	1,729	1,811	1,856
Local authority fuel tax, fines, infringement fees and other receipts		693	692	752	770	753	774	784	842	872	902	929
Total operating funding	**(A)**	**6,874**	**8,641**	**9,157**	**9,484**	**9,229**	**9,683**	**10,766**	**11,111**	**11,508**	**13,010**	**12,741**
Applications of operating funding												
Payments to staff and suppliers		3,714	4,430	4,516	5,151	4,684	4,793	4,957	4,989	5,105	5,212	5,576
Finance costs		33	(193)	(134)	(110)	(110)	(102)	(112)	151	130	182	141
Internal charges and overheads applied		2,073	2,472	2,556	2,692	2,758	2,852	2,991	3,056	3,165	3,327	3,412
Other operating funding applications		-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	**(B)**	**5,821**	**6,709**	**6,938**	**7,733**	**7,332**	**7,543**	**7,836**	**8,197**	**8,400**	**8,721**	**9,129**
Operating funding - surplus/(deficit)	**(A-B)**	**1,053**	**1,933**	**2,219**	**1,751**	**1,897**	**2,140**	**2,930**	**2,914**	**3,108**	**4,289**	**3,612**
Sources of capital funding												
Subsidies and grants for capital expenditure		-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions		1,583	2,130	2,173	2,297	2,346	2,396	2,260	2,312	2,367	2,424	2,487
Increase/(decrease) in debt		693	1,221	591	198	360	37	4,618	(137)	1,091	(464)	(402)
Gross proceeds from sale of assets		-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions		-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding		-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding	**(C)**	**2,277**	**3,351**	**2,763**	**2,495**	**2,705**	**2,433**	**6,877**	**2,175**	**3,459**	**1,960**	**2,085**
Applications of capital funding												
Capital Expenditure												
• to meet additional demand		1,339	3,032	2,168	946	1,630	831	644	3,257	3,189	1,576	660
• to improve the level of service		443	445	378	333	353	386	5,522	364	1,699	310	318
• to replace existing assets		1,279	1,384	1,471	1,447	1,478	1,087	1,088	1,173	1,273	1,594	7,221
Increase/(decrease) in reserves		269	423	966	1,520	1,142	2,269	2,554	295	404	2,770	(2,501)
Increase/(decrease) in investments		-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**(D)**	**3,330**	**5,284**	**4,983**	**4,247**	**4,602**	**4,573**	**9,807**	**5,089**	**6,567**	**6,249**	**5,698**
Capital funding - surplus/(deficit)	**(C-D)**	**(1,053)**	**(1,933)**	**(2,219)**	**(1,751)**	**(1,897)**	**(2,140)**	**(2,930)**	**(2,914)**	**(3,108)**	**(4,289)**	**(3,612)**
Funding balance	**((A-B) + (C-D))**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	

WESTERN BAY OF PLENTY DISTRICT COUNCIL: FUNDING IMPACT STATEMENT 2018-2028 - REGULATORY

All information from 2020-2028 includes an adjustment for inflation.

FOR THE YEARS ENDED 30 JUNE		ANNUAL PLAN $'000	FORECAST $'000									
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Sources of operating funding												
General rates, uniform annual charges, rates penalties		1,914	2,688	2,621	2,536	2,610	2,629	2,897	2,940	3,026	3,169	3,258
Targeted rates		-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes		-	-	-	-	-	-	-	-	-	-	-
Fees and charges		5,234	5,945	6,170	6,420	6,640	6,820	6,926	7,097	7,300	7,505	7,775
Internal charges and overheads costs recovered		29	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringement fees and other receipts		72	88	90	90	92	94	96	98	100	103	105
Total operating funding	**(A)**	**7,248**	**8,721**	**8,881**	**9,046**	**9,341**	**9,542**	**9,918**	**10,135**	**10,427**	**10,776**	**11,138**
Applications of operating funding												
Payments to staff and suppliers		4,883	5,991	6,045	6,007	6,184	6,258	6,441	6,559	6,701	6,820	7,042
Finance costs		(19)	(10)	(11)	(11)	(12)	(13)	(13)	(14)	(15)	(16)	(16)
Internal charges and overheads applied		2,561	2,640	2,767	2,931	3,063	3,198	3,362	3,474	3,632	3,831	3,985
Other operating funding applications		-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	**(B)**	**7,425**	**8,621**	**8,801**	**8,927**	**9,235**	**9,443**	**9,789**	**10,018**	**10,318**	**10,635**	**11,010**
Operating funding - surplus/(deficit)	**(A-B)**	**(177)**	**100**	**80**	**119**	**107**	**99**	**129**	**116**	**108**	**141**	**128**
Sources of capital funding												
Subsidies and grants for capital expenditure		-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions		-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt		-	-	10	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets		-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions		-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding		-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding	**(C)**	**-**	**-**	**10**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Applications of capital funding												
Capital Expenditure												
• to meet additional demand		-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service		-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets		-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves		(177)	100	91	119	107	99	129	116	108	141	128
Increase/(decrease) in investments		-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**(D)**	**(177)**	**100**	**91**	**119**	**107**	**99**	**129**	**116**	**108**	**141**	**128**
Capital funding - surplus/(deficit)	**(C-D)**	**177**	**(100)**	**(80)**	**(119)**	**(107)**	**(99)**	**(129)**	**(116)**	**(108)**	**(141)**	**(128)**
Funding balance	**((A-B) + (C-D))**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

WESTERN BAY OF PLENTY DISTRICT COUNCIL: FUNDING IMPACT STATEMENT 2018-2028 - TRANSPORTATION

All information from 2020-2028 includes an adjustment for inflation.

FOR THE YEARS ENDED 30 JUNE		ANNUAL PLAN $'000	FORECAST $'000									
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Sources of operating funding												
General rates, uniform annual charges, rates penalties		-	-	-	-	-	-	-	-	-	-	-
Targeted rates		13,756	13,000	13,695	14,042	14,365	14,801	15,076	15,441	16,094	16,267	16,718
Subsidies and grants for operating purposes		3,747	4,180	4,327	4,448	4,480	4,590	4,730	4,826	4,957	5,121	5,238
Fees and charges		10	10	10	10	11	11	11	11	12	12	12
Internal charges and overheads costs recovered		-	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringement fees and other receipts		261	262	267	273	279	286	293	300	308	317	325
Total operating funding	**(A)**	**17,775**	**17,452**	**18,300**	**18,774**	**19,134**	**19,687**	**20,110**	**20,578**	**21,371**	**21,716**	**22,294**
Applications of operating funding												
Payments to staff and suppliers		9,377	8,950	9,157	9,354	9,516	9,739	9,979	10,229	10,496	10,781	11,075
Finance costs		1,295	866	1,052	1,108	1,042	1,191	1,069	934	1,232	1,158	1,161
Internal charges and overheads applied		1,244	1,437	1,474	1,561	1,564	1,611	1,704	1,702	1,756	1,862	1,869
Other operating funding applications		-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	**(B)**	**11,917**	**11,253**	**11,683**	**12,023**	**12,122**	**12,540**	**12,753**	**12,865**	**13,485**	**13,801**	**14,105**
Operating funding - surplus/(deficit)	**(A-B)**	**5,857**	**6,199**	**6,616**	**6,751**	**7,012**	**7,147**	**7,358**	**7,713**	**7,886**	**7,915**	**8,189**
Sources of capital funding												
Subsidies and grants for capital expenditure		6,011	4,125	4,500	4,603	3,808	3,897	3,993	4,093	4,200	4,314	4,432
Development and financial contributions		2,216	2,113	2,671	2,876	2,942	3,011	3,141	3,220	3,304	3,394	3,486
Increase/(decrease) in debt		1,635	4,479	1,490	(901)	2,117	(2,670)	(2,696)	6,377	(2,115)	2,591	7,265
Gross proceeds from sale of assets		-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions		-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding		-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding	**(C)**	**9,862**	**10,717**	**8,661**	**6,579**	**8,867**	**4,238**	**4,438**	**13,690**	**5,389**	**10,299**	**15,183**
Applications of capital funding												
Capital Expenditure												
• to meet additional demand		3,768	9,103	5,970	4,023	7,193	2,524	2,944	11,566	4,550	9,256	14,171
• to improve the level of service		7,823	3,385	4,379	4,721	5,067	5,149	5,052	5,947	4,724	4,853	4,989
• to replace existing assets		4,107	4,407	4,898	4,559	3,596	3,680	3,771	3,865	3,966	4,074	4,185
Increase/(decrease) in reserves		22	21	30	27	23	32	29	25	35	31	27
Increase/(decrease) in investments		-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**(D)**	**15,719**	**16,916**	**15,277**	**13,330**	**15,879**	**11,385**	**11,796**	**21,403**	**13,274**	**18,214**	**23,372**
Capital funding - surplus/(deficit)	**(C-D)**	**(5,857)**	**(6,199)**	**(6,616)**	**(6,751)**	**(7,012)**	**(7,147)**	**(7,358)**	**(7,713)**	**(7,886)**	**(7,915)**	**(8,189)**
Funding balance	**((A-B) + (C-D))**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

WESTERN BAY OF PLENTY DISTRICT COUNCIL: FUNDING IMPACT STATEMENT 2018-2028 - WATER SUPPLY

All information from 2020-2028 includes an adjustment for inflation.

FOR THE YEARS ENDED 30 JUNE		ANNUAL PLAN $'000	FORECAST $'000									
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Sources of operating funding												
General rates, uniform annual charges, rates penalties		-	-	-	-	-	-	-	-	-	-	-
Targeted rates		10,576	10,488	10,950	11,431	11,935	12,303	12,699	13,099	13,413	13,731	14,054
Subsidies and grants for operating purposes		-	-	62	-	-	-	-	-	-	-	-
Fees and charges		15	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads costs recovered		-	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringement fees and other receipts		-	-	-	-	-	-	-	-	-	-	-
Total operating funding	**(A)**	**10,591**	**10,488**	**11,012**	**11,431**	**11,935**	**12,303**	**12,699**	**13,099**	**13,413**	**13,731**	**14,054**
Applications of operating funding												
Payments to staff and suppliers		4,928	5,223	5,311	5,462	5,560	5,788	6,071	6,303	6,529	6,631	6,810
Finance costs		1,606	1,652	1,773	1,986	2,097	2,092	2,129	2,181	2,186	2,205	1,967
Internal charges and overheads applied		1,566	1,986	2,037	2,142	2,181	2,236	2,349	2,386	2,452	2,581	2,631
Other operating funding applications		-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	**(B)**	**8,100**	**8,861**	**9,121**	**9,589**	**9,838**	**10,115**	**10,549**	**10,869**	**11,167**	**11,417**	**11,408**
Operating funding - surplus/(deficit)	**(A-B)**	**2,491**	**1,627**	**1,891**	**1,841**	**2,097**	**2,187**	**2,150**	**2,230**	**2,246**	**2,314**	**2,645**
Sources of capital funding												
Subsidies and grants for capital expenditure		-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions		1,339	1,203	1,505	1,641	1,680	1,721	1,525	1,563	1,605	1,650	1,696
Increase/(decrease) in debt		1,629	1,973	3,676	2,162	452	1,368	1,829	1,333	1,939	(1,991)	(1,464)
Gross proceeds from sale of assets		-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions		-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding		-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding	**(C)**	**2,968**	**3,176**	**5,181**	**3,803**	**2,133**	**3,089**	**3,355**	**2,896**	**3,545**	**(341)**	**232**
Applications of capital funding												
Capital Expenditure												
• to meet additional demand		1,321	1,562	3,971	2,787	1,502	2,894	4,196	4,094	1,483	-	1,319
• to improve the level of service		1,448	360	149	73	-	154	-	17	-	73	-
• to replace existing assets		2,690	2,881	2,951	2,784	2,727	2,229	1,309	1,015	4,308	1,899	1,559
Increase/(decrease) in reserves		-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in investments		-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**(D)**	**5,459**	**4,803**	**7,071**	**5,645**	**4,230**	**5,277**	**5,505**	**5,126**	**5,790**	**1,973**	**2,877**
Capital funding - surplus/(deficit)	**(C-D)**	**(2,491)**	**(1,627)**	**(1,891)**	**(1,841)**	**(2,097)**	**(2,187)**	**(2,150)**	**(2,230)**	**(2,246)**	**(2,314)**	**(2,645)**
Funding balance	**((A-B) + (C-D))**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

WESTERN BAY OF PLENTY DISTRICT COUNCIL: FUNDING IMPACT STATEMENT 2018-2028 - STORMWATER

All information from 2020-2028 includes an adjustment for inflation.

FOR THE YEARS ENDED 30 JUNE		ANNUAL PLAN $'000	FORECAST $'000									
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Sources of operating funding												
General rates, uniform annual charges, rates penalties		1,598	995	1,372	1,429	1,491	1,546	1,640	1,667	1,734	1,805	1,880
Targeted rates		3,888	4,104	4,321	4,508	4,747	4,904	5,064	5,230	5,398	5,935	5,744
Subsidies and grants for operating purposes		-	38	38	-	-	-	-	-	-	-	-
Fees and charges		-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads costs recovered		-	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringement fees and other receipts		-	-	-	-	-	-	-	-	-	-	-
Total operating funding	**(A)**	**5,486**	**5,137**	**5,731**	**5,937**	**6,239**	**6,451**	**6,704**	**6,897**	**7,132**	**7,741**	**7,624**
Applications of operating funding												
Payments to staff and suppliers		814	977	961	914	949	983	1,022	1,083	1,124	1,167	1,212
Finance costs		1,453	1,246	1,344	1,491	1,628	1,558	1,638	1,716	1,545	1,480	1,248
Internal charges and overheads applied		469	535	549	571	585	600	624	637	655	683	700
Other operating funding applications		-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	**(B)**	**2,737**	**2,758**	**2,854**	**2,976**	**3,162**	**3,141**	**3,283**	**3,436**	**3,324**	**3,330**	**3,160**
Operating funding - surplus/(deficit)	**(A-B)**	**2,749**	**2,378**	**2,877**	**2,961**	**3,077**	**3,310**	**3,421**	**3,461**	**3,808**	**4,411**	**4,464**
Sources of capital funding												
Subsidies and grants for capital expenditure		1,255	1,140	1,351	1,476	1,511	1,547	1,566	1,604	1,647	1,693	1,741
Development and financial contributions		(2,824)	1,524	2,324	2,174	(1,235)	1,328	1,441	(2,723)	(880)	(3,594)	(5,504)
Increase/(decrease) in debt		-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets		-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions		-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding		-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding	**(C)**	**(1,569)**	**2,664**	**3,676**	**3,650**	**275**	**2,875**	**3,006**	**(1,118)**	**767**	**(1,901)**	**(3,764)**
Applications of capital funding												
Capital Expenditure												
• to meet additional demand		-	2,000	3,008	2,648	-	1,044	2,096	116	2,052	-	-
• to improve the level of service		110	2,577	2,858	3,456	3,292	4,484	4,238	1,677	2,415	2,067	541
• to replace existing assets		1,070	465	687	507	60	657	94	550	109	442	159
Increase/(decrease) in reserves		-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in investments		-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**(D)**	**1,180**	**5,042**	**6,553**	**6,611**	**3,352**	**6,185**	**6,427**	**2,342**	**4,576**	**2,510**	**700**
Capital funding - surplus/(deficit)	**(C-D)**	**(2,749)**	**(2,378)**	**(2,877)**	**(2,961)**	**(3,077)**	**(3,310)**	**(3,421)**	**(3,461)**	**(3,808)**	**(4,411)**	**(4,464)**
Funding balance	**((A-B) + (C-D))**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

WESTERN BAY OF PLENTY DISTRICT COUNCIL: FUNDING IMPACT STATEMENT 2018-2028 - NATURAL ENVIRONMENT

All information from 2020-2028 includes an adjustment for inflation.

FOR THE YEARS ENDED 30 JUNE		ANNUAL PLAN $'000	FORECAST $'000									
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Sources of operating funding												
General rates, uniform annual charges, rates penalties		192	224	238	251	253	257	271	273	283	300	303
Targeted rates		349	455	466	477	488	500	512	525	539	554	570
Subsidies and grants for operating purposes		-	-	-	-	-	-	-	-	-	-	-
Fees and charges		-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads costs recovered		-	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringement fees and other receipts		-	-	-	-	-	-	-	-	-	-	-
Total operating funding	**(A)**	**541**	**679**	**704**	**728**	**741**	**756**	**784**	**798**	**823**	**854**	**873**
Applications of operating funding												
Payments to staff and suppliers		765	843	852	871	892	913	936	960	965	992	1,020
Finance costs		(45)	(27)	(27)	(27)	(28)	(28)	(28)	(28)	(29)	(29)	(29)
Internal charges and overheads applied		67	76	79	85	86	89	95	95	99	106	107
Other operating funding applications		-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	**(B)**	**787**	**893**	**904**	**928**	**950**	**974**	**1,003**	**1,026**	**1,035**	**1,069**	**1,097**
Operating funding - surplus/(deficit)	**(A-B)**	**(246)**	**(214)**	**(200)**	**(200)**	**(209)**	**(218)**	**(219)**	**(229)**	**(213)**	**(214)**	**(224)**
Sources of capital funding												
Subsidies and grants for capital expenditure		-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions		185	191	221	229	-	-	-	-	-	-	-
Increase/(decrease) in debt		1	17	18	21	21	23	26	27	29	32	33
Gross proceeds from sale of assets		-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions		-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding		-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding	**(C)**	**186**	**208**	**239**	**251**	**21**	**23**	**26**	**27**	**29**	**32**	**33**
Applications of capital funding												
Capital Expenditure												
• to meet additional demand		-	-	-	-	-	-	-	-	-	-	-
• to improve the level of service		-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets		-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves		(60)	(6)	40	50	(187)	(195)	(193)	(202)	(184)	(182)	(191)
Increase/(decrease) in investments		-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**(D)**	**(60)**	**(6)**	**40**	**50**	**(187)**	**(195)**	**(193)**	**(202)**	**(184)**	**(182)**	**(191)**
Capital funding - surplus/(deficit)	**(C-D)**	**246**	**214**	**200**	**200**	**209**	**218**	**219**	**229**	**213**	**214**	**224**
Funding balance	**((A-B) + (C-D))**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

WESTERN BAY OF PLENTY DISTRICT COUNCIL: FUNDING IMPACT STATEMENT 2018-2028 - WASTEWATER

All information from 2020-2028 includes an adjustment for inflation.

FOR THE YEARS ENDED 30 JUNE		ANNUAL PLAN $'000	FORECAST $'000									
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Sources of operating funding												
General rates, uniform annual charges, rates penalties		1,912	1,292	1,965	2,000	2,038	2,070	2,102	2,135	2,168	2,207	2,247
Targeted rates		9,892	10,358	10,888	11,441	12,027	12,452	12,812	13,187	13,522	13,911	14,307
Subsidies and grants for operating purposes		2,447	604	-	-	-	-	-	-	-	-	-
Fees and charges		2	2	2	2	3	3	3	3	-	-	-
Internal charges and overheads costs recovered		-	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringement fees and other receipts		-	-	-	-	-	-	-	-	-	-	-
Total operating funding	**(A)**	**14,253**	**12,255**	**12,855**	**13,443**	**14,067**	**14,525**	**14,916**	**15,324**	**15,690**	**16,118**	**16,554**
Applications of operating funding												
Payments to staff and suppliers		4,392	4,294	4,371	4,469	4,748	5,010	5,123	5,370	5,334	5,556	7,169
Finance costs		3,377	3,160	3,104	3,212	2,950	2,749	2,482	2,151	1,867	1,384	865
Internal charges and overheads applied		1,730	1,988	2,037	2,031	2,066	2,116	2,223	2,257	2,317	2,437	2,483
Other operating funding applications		-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	**(B)**	**9,498**	**9,442**	**9,512**	**9,713**	**9,764**	**9,875**	**9,827**	**9,778**	**9,519**	**9,377**	**10,518**
Operating funding - surplus/(deficit)	**(A-B)**	**4,755**	**2,813**	**3,344**	**3,730**	**4,304**	**4,650**	**5,090**	**5,546**	**6,172**	**6,741**	**6,036**
Sources of capital funding												
Subsidies and grants for capital expenditure		-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions		3,441	2,010	1,885	1,952	1,998	2,047	2,179	2,233	2,293	2,357	2,423
Increase/(decrease) in debt		(1,801)	(1,116)	1,860	(3,822)	(2,944)	(3,807)	(4,677)	(3,515)	(6,609)	(6,767)	(5,092)
Gross proceeds from sale of assets		-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions		-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding		-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding	**(C)**	**1,640**	**894**	**3,745**	**(1,870)**	**(945)**	**(1,760)**	**(2,497)**	**(1,281)**	**(4,315)**	**(4,410)**	**(2,670)**
Applications of capital funding												
Capital Expenditure												
• to meet additional demand		645	280	4,584	-	2,468	-	1,352	3,130	474	207	2,005
• to improve the level of service		3,741	1,321	625	126	43	1,077	147	12	12	-	-
• to replace existing assets		2,009	2,126	1,931	1,839	869	1,834	1,093	1,123	1,370	2,123	1,362
Increase/(decrease) in reserves		-	(20)	(51)	(105)	(21)	(22)	-	-	-	-	-
Increase/(decrease) in investments		-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**(D)**	**6,395**	**3,707**	**7,089**	**1,860**	**3,358**	**2,889**	**2,592**	**4,264**	**1,856**	**2,331**	**3,367**
Capital funding - surplus/(deficit)	**(C-D)**	**(4,755)**	**(2,813)**	**(3,344)**	**(3,730)**	**(4,304)**	**(4,650)**	**(5,090)**	**(5,546)**	**(6,172)**	**(6,741)**	**(6,036)**
Funding balance	**((A-B) + (C-D))**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

WESTERN BAY OF PLENTY DISTRICT COUNCIL: FUNDING IMPACT STATEMENT 2018-2028 - SOLID WASTE

All information from 2020-2028 includes an adjustment for inflation.

FOR THE YEARS ENDED 30 JUNE		ANNUAL PLAN $'000	FORECAST $'000									
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Sources of operating funding												
General rates, uniform annual charges, rates penalties		632	708	708	745	769	785	[illegible]	[illegible]	[illegible]	910	929
Targeted rates		1,024	1,110	1,160	1,213	1,267	[illegible]	[illegible]	[illegible]	[illegible]	1,574	1,643
Subsidies and grants for operating purposes		130	173	126	(709)	2,010	[illegible]	[illegible]	[illegible]	[illegible]	223	230
Fees and charges		82	90	94	99	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	132	139
Internal charges and overheads costs recovered		-	-	-	-	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-
Local authority fuel tax, fines, infringement fees and other receipts		80	33	34	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	39	40	41
Total operating funding	**(A)**	**1,948**	**2,115**	**2,1[illegible]**	[illegible]	[illegible]	[illegible]	[illegible]	**2,632**	**2,763**	**2,879**	**2,982**
Applications of operating funding												
Payments to staff and suppliers		1,479	1,31[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	1,545	1,577	1,655	1,701	1,749
Finance costs		6	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	(66)	(88)	(117)	(151)	(190)
Internal charges and overheads applied		52[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	654	684	696	716	750	766
Other operating funding applications		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	-	-	-	-	-	-
Total applications of operating funding	**(B)**	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]00	**2,113**	**2,163**	**2,185**	**2,254**	**2,301**	**2,325**
Operating funding - surplus/(deficit)	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	**2,085**	**549**	**382**	**446**	**509**	**579**	**657**
Sources of capital funding												
Subsidies and grants for capital expenditure		[illegible]	[illegible]	[illegible]	-	-	-	-	-	-	-	-
Development and financial contributions		[illegible]	[illegible]	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt		[illegible]	[illegible]	(174)	677	(1,057)	(324)	(369)	(437)	(502)	(565)	(647)
Gross proceeds from sale of [illegible]		[illegible]	-	-	-	-	-	-	-	-	-	-
Lump sum contributio[illegible]		[illegible]	-	-	-	-	-	-	-	-	-	-
Other dedicated [illegible]		-	-	-	-	-	-	-	-	-	-	-
Total Sources [illegible]	[illegible]	**59**	**(215)**	**(174)**	**677**	**(1,057)**	**(324)**	**(369)**	**(437)**	**(502)**	**(565)**	**(647)**
Applications of c[illegible]												
Capital Expenditur[illegible]												
• to meet additional [illegible]		-	-	-	52	1,019	220	-	-	-	-	-
• to improve the level [illegible]		-	-	-	-	-	-	-	-	-	-	-
• to replace existing asse[illegible]		-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in res[illegible]		2	9	6	13	9	6	13	9	6	14	10
Increase/(decrease) in inves[illegible]ments		-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**(D)**	**2**	**9**	**6**	**65**	**1,028**	**226**	**13**	**9**	**6**	**14**	**10**
Capital funding - surplus/(deficit)	**(C-D)**	**58**	**(223)**	**(180)**	**612**	**(2,085)**	**(549)**	**(382)**	**(446)**	**(509)**	**(579)**	**(657)**
Funding balance	**((A-B) + (C-D))**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Please see page xxxix from the Long Term Plan Amendment 2018-2028 for the updated information.

WESTERN BAY OF PLENTY DISTRICT COUNCIL: FUNDING IMPACT STATEMENT 2018-2028 - ECONOMIC

All information from 2020-2028 includes an adjustment for inflation.

FOR THE YEARS ENDED 30 JUNE		ANNUAL PLAN $'000	FORECAST $'000									
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Sources of operating funding												
General rates, uniform annual charges, rates penalties		696	754	782	807	835	858	896	920	960	994	1,051
Targeted rates		295	322	329	338	346	356	366	376	387	398	410
Subsidies and grants for operating purposes		-	-	-	-	-	-	-	-	-	-	-
Fees and charges		-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads costs recovered		-	-	-	-	-	-	-	-	-	-	-
Local authority fuel tax, fines, infringement fees and other receipts		2	2	2	2	2	2	3	3	3	3	3
Total operating funding	**(A)**	**993**	**1,078**	**1,114**	**1,147**	**1,184**	**1,216**	**1,264**	**1,299**	**1,350**	**1,394**	**1,464**
Applications of operating funding												
Payments to staff and suppliers		635	666	693	712	742	763	796	821	859	886	944
Finance costs		(90)	(87)	(92)	(97)	(102)	(108)	(114)	(120)	(127)	(134)	(141)
Internal charges and overheads applied		102	102	104	109	108	111	117	116	119	125	125
Other operating funding applications		-	-	-	-	-	-	-	-	-	-	-
Total applications of operating funding	**(B)**	**648**	**681**	**706**	**724**	**748**	**766**	**799**	**817**	**851**	**878**	**928**
Operating funding - surplus/(deficit)	**(A-B)**	**345**	**397**	**408**	**423**	**436**	**450**	**465**	**482**	**499**	**517**	**536**
Sources of capital funding												
Subsidies and grants for capital expenditure		-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions		-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt		(14)	(29)	(30)	(32)	(34)	(35)	(37)	(39)	(42)	(44)	(46)
Gross proceeds from sale of assets		-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions		-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding		-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding	**(C)**	**(14)**	**(29)**	**(30)**	**(32)**	**(34)**	**(35)**	**(37)**	**(39)**	**(42)**	**(44)**	**(46)**
Applications of capital funding												
Capital Expenditure												
• to meet additional demand		268	460	929	690	387	778	353	363	373	384	396
• to improve the level of service		-	-	-	-	-	-	-	-	-	-	-
• to replace existing assets		-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in reserves		63	(91)	(551)	(300)	15	(363)	75	80	84	89	94
Increase/(decrease) in investments		-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**(D)**	**332**	**368**	**378**	**391**	**402**	**415**	**428**	**443**	**457**	**473**	**490**
Capital funding - surplus/(deficit)	**(C-D)**	**(345)**	**(397)**	**(408)**	**(423)**	**(436)**	**(450)**	**(465)**	**(482)**	**(499)**	**(517)**	**(536)**
Funding balance	**((A-B) + (C-D))**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

WESTERN BAY OF PLENTY DISTRICT COUNCIL: FUNDING IMPACT STATEMENT 2018-2028 - SUPPORT SERVICES

All information from 2020-2028 includes an adjustment for inflation.

FOR THE YEARS ENDED 30 JUNE		ANNUAL PLAN $'000	FORECAST $'000									
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Sources of operating funding												
General rates, uniform annual charges, rates penalties		1,139	1,621	1,265	1,728	403	831	1,230	1,807	1,930	2,892	4,008
Targeted rates		918	718	937	957	978	999	1,022	1,046	1,070	1,096	1,124
Subsidies and grants for operating purposes		-	-	-	-	-	-	-	-	-	-	-
Fees and charges		14	324	330	337	344	351	359	367	375	384	393
Internal charges and overheads costs recovered		15,012	16,776	17,404	18,222	18,799	19,480	20,419	20,915	21,690	22,809	23,497
Local authority fuel tax, fines, infringement fees and other receipts		2,297	1,471	1,498	1,133	1,148	1,164	1,182	1,200	1,224	1,238	1,258
Total operating funding	**(A)**	**19,380**	**20,910**	**21,434**	**22,377**	**21,672**	**22,824**	**24,211**	**25,333**	**26,289**	**28,418**	**30,280**
Applications of operating funding												
Payments to staff and suppliers		15,867	17,052	17,361	17,927	18,119	18,626	19,317	19,596	20,135	20,941	21,302
Finance costs		391	1,513	1,126	(394)	(1,337)	(1,127)	(803)	(684)	(457)	157	1,250
Internal charges and overheads applied		2,113	2,375	2,482	2,614	2,724	2,839	2,971	3,072	3,202	3,362	3,493
Other operating funding applications												
Total applications of operating funding	**(B)**	**18,371**	**20,940**	**20,969**	**20,147**	**19,506**	**20,337**	**21,485**	**21,984**	**22,880**	**24,460**	**26,046**
Operating funding - surplus/(deficit)	**(A-B)**	**1,008**	**(31)**	**465**	**2,230**	**2,166**	**2,487**	**2,726**	**3,350**	**3,409**	**3,958**	**4,234**
Sources of capital funding												
Subsidies and grants for capital expenditure		-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions		-	-	-	-	-	-	-	-	-	-	-
Increase/(decrease) in debt		(41)	2,069	1,118	(66)	(69)	(74)	(78)	(82)	(88)	(92)	(97)
Gross proceeds from sale of assets		85	85	87	89	91	92	95	97	99	101	104
Lump sum contributions		-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding		-	-	-	-	-	-	-	-	-	-	-
Total Sources of capital funding	**(C)**	**44**	**2,154**	**1,205**	**23**	**21**	**19**	**17**	**15**	**11**	**9**	**7**
Applications of capital funding												
Capital Expenditure												
• to meet additional demand		306	838	204	72	73	75	77	79	80	82	84
• to improve the level of service		100	1,024	943	702	611	625	639	654	669	1,282	703
• to replace existing assets		2,018	1,123	1,018	1,034	1,057	1,042	1,149	1,096	1,151	1,185	1,172
Increase/(decrease) in reserves		(1,372)	(861)	(496)	444	445	765	878	1,536	1,519	1,418	2,282
Increase/(decrease) in investments		-	-	-	-	-	-	-	-	-	-	-
Total applications of capital funding	**(D)**	**1,052**	**2,124**	**1,670**	**2,252**	**2,187**	**2,506**	**2,743**	**3,365**	**3,421**	**3,967**	**4,241**
Capital funding - surplus/(deficit)	**(C-D)**	**(1,008)**	**31**	**(465)**	**(2,230)**	**(2,166)**	**(2,487)**	**(2,726)**	**(3,350)**	**(3,409)**	**(3,958)**	**(4,234)**
Funding balance	**((A-B) + (C-D))**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

GLOSSARY

ASSET MANAGEMENT PLAN

A plan which sets out all the asset management actions and costs required to maintain, renew and/or add to an asset, or combination of assets, to achieve an agreed level of service.

COMMUNITY BOARDS

Community Boards are constituted under the Local Government Act 2002 (Section 49) to:

(a) Represent and act as an advocate for the interests of its community; and

(b) Consider and report on all matters referred to it by the territorial authority or any matter of interest or concern to the Community Board; and

(c) Maintain an overview of services provided by the territorial authority within the community; and

(d) Prepare an annual submission to the territorial authority for expenditure within the community; and

(e) Communicate with community organisations and special interest groups within the community; and

(f) Undertake any other responsibilities that are delegated to it by the territorial authority.

COMMUNITY DEVELOPMENT

Community Development describes processes and activities that build capacity within communities to enable people to take control of their lives.

COMMUNITY DEVELOPMENT PLAN

A strategic plan that sets out for a particular geographical community, matters relating to that community's future.

The plans include a profile of environment, social, cultural, economic and infrastructural matters, all Council plans and programmes and may include other matters identified by that community. Each plan is developed by the community and other organisations and agencies that have planning or service delivery roles within that community. Implementation of the plan is shared between Council, the community and other participating organisations.

COMMUNITY OUTCOMES

Key statements describing the Community's vision for the future of the District.

CONCEPT PLANS

Concept plans graphically illustrate the proposed development on a particular reserve.

They are agreed with the community through an informal consultation process and then formally agreed upon through the reserve management plan process.

COUNCIL OUTCOMES

Council Outcomes describe what Council wants to achieve for a group of activities in the long term.

COUNCIL'S ROLES

Council has determined the role it will take in achieving a particular strategy. Council's roles are defined as:

LEAD AGENCY	Council is the principal decision-making authority
PARTNER	Council will fund and carry out activities in formal partnership (including contracts) with other agencies
ADVOCATE	Council will promote the interests of the community to other decision-making authorities
FACILITATOR	Council will encourage others to be involved by bringing together interested parties
RESEARCH AND MONITORING	Council will undertake research and monitoring in order to promote informed decision-making

DISTRICT PLAN

Required by the Resource Management Act 1991. Provides mechanisms to enable the sustainable management of the District's natural and physical resources.

FUNDING SOURCES

General Rate - this consists 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 General Rate is used to fund the day-to day operations of Council and activities that are considered to be mainly for public benefit.

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 Roading Rate is used to fund the building and maintenance of the property network within the District.

Targeted Rate - this consists of:

Council uses targeted rates to collect funds over areas of benefit. This rating tool is chosen where the services are specific to a particular community or area within the District and it is not considered fair to charge all ratepayers e.g. charges for water, wastewater and town centre promotion.

Details of the specific targeted rates that apply to your property can be found in the Funding Impact Statement in Chapter Four on pages 302-320.

INFRASTRUCTURE

The physical structures required to supply services to the community for example water supply network.

LOCAL GOVERNMENT

Means a Regional Council or territorial authority. Section 10 of the Local Government Act 2002 defines the purposes of local government as:

(a) To enable democratic local decision-making and action by and on behalf of communities; and

(b) To promote the social, economic, environmental and cultural wellbeing of communities, in the present and for the future.

LOCAL GOVERNMENT FUNDING AGENCY LIMITED (LGFA)

The Local Government Funding Agency (LGFA) is a council-controlled trading organisation.

The LGFA raises debt funding either domestically and/or offshore in either NZ dollars or foreign currency and provides debt funding to New Zealand local authorities in New Zealand dollars. Western Bay of Plenty District Council is a principal shareholder in the LGFA. The LGFA will operate with the primary objective of optimising the debt funding items and conditions for participating local authorities.

LONG TERM PLAN

A 10-year plan prepared under Section 93 of the Local Government Act 2002. The purpose of the Long Term Plan is to:

(a) Describe the activities of Council.

(b) Describe the Community Outcomes of the District.

(c) Provide integrated decision-making, co-ordination of resources and a long-term focus for the decisions and activities of Council.

(d) Provide a basis for accountability of Council to the community.

(e) Provide an opportunity for participation by the public in decision-making processes undertaken by Council.

PARTNERSHIP FORUM

In the past we have had Te Kōmiti Māori and the Partnership Forums operating as governance forums involving iwi, hapū and Council. This triennium we have a single Partnership Forum, representing both Tauranga Moana (the Western part of the District) and one representing Te Arawa (the Eastern part of the District).

PLANNING

Formulating or organising a way by which something is to be done, e.g:

STRATEGIC PLANNING	Formulating a way by which actions are to be identified, co-ordinated and resourced over an extended period of time in order to achieve a desired outcome
FINANCIAL PLANNING	Formulating a way to fund actions
RESOURCE MANAGEMENT PLANNING	Formulating a way to manage environmental effects of activities and development in accordance with the Resource Management Act 1991
ANNUAL PLANNING	Formulating a way by which actions for the forthcoming year are identified, prioritised and resourced

RESERVE MANAGEMENT PLANS

Reserve Management Plans are required by the Reserves Management Act 1977 and prepared for each ward. They combine the recreational vision for the ward with the generic and specific policies for each reserve within the ward.

Where appropriate, concept plans are prepared in conjunction with the Reserve Management Plan.

STRATEGIC AREAS

The Strategic Areas identify the four Key Response Areas setting out how Council will contribute to achieving the Community Outcomes.

STRATEGIES

The Strategies outline how Council will achieve the Council Outcomes. These Strategies trigger specific actions.

STRUCTURE PLAN

Structure plans define for each community where infrastructure will be organised over time.

SUB-REGION

Area covered by Western Bay of Plenty District and Tauranga City.

SUSTAINABLE DEVELOPMENT

Sustainable development means meeting the needs of the present, without compromising the ability of future generations to meet their own needs. It means developing economies and lifestyles which improve people's quality of life, within the carrying capacity of the life support systems of human societies. It is closely related to the Māori values of 'kaitiakitanga - stewardship.

SUSTAINABLE MANAGEMENT

Sustainable management is defined by Section 5(2) of the Resource Management Act 1991 as managing the use, development and protection of natural and physical resources in a way, or at a rate, which enables people and communities to provide for their social, economic and cultural wellbeing and for their health and safety while:

(a) Sustaining the potential of natural and physical resources (excluding minerals) to meet the reasonably foreseeable needs of future generations; and

(b) Safeguarding the life-supporting capacity of air, water, soil and ecosystems; and

(c) Avoiding, remedying or mitigating any adverse effects of activities on the environment.

WARD

Every territorial authority may be divided into wards for electoral purposes (Section 3 Local Government Act 2002). The Local Government Commission determines the numbers and boundaries of wards. The Western Bay of Plenty District is divided into three wards:

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