

# Long Term Plan 2021-31

## Mahere pae tawhiti



### PART 3

## Shaping our plan

- Our journey
- Our Council's challenges
- What our communities told us
- Our strategic direction
- Our community outcomes
- Our key strategies



SECURING **TODAY**. SHAPING **TOMORROW**. STRONG **FUTURE**.

## Our journey | Tā mātou haerenga

### Kia whakatōmuri te haere whakamua

Our District has overcome big changes since finding out in 2015 that our population was not declining and that the District had experienced a resurgence and unexpected growth in population. Council recognised that business needed to change and with the induction of a new Chief Executive at the end of 2018, Council had a review to ensure that we were able to secure and deliver the appropriate level of service to our communities. This meant a focus on building meaningful relationships, ensuring our District and communities were in a good position to accommodate growth and be adaptable for the changes that would be impacting our District.

The unexpected population growth led Council to Putāruru where most of the growth was occurring. Council engaged with the Putāruru communities and codeveloped the Putāruru Concept Plan. Our District decided to secure funding through the implementation of the Development and Financial Contributions Policy and shape the locations of development through a change in the District Plan. Both these actions were finalised just before COVID-19 lockdown in 2020 through the LTP Amendment process.

The COVID-19 lockdown provided the opportunity for Council to build relationships with service providers throughout our District, our Region and at a national level, and together we tried to secure funds for capital projects. Council staff were able to get a better understanding of the challenges experienced by residents in our District and this helped to shape future engagements for developing concept plans, reserve management plans and other projects that will help our District have a strong future.

Our District had additional challenges over the last three years besides population growth and COVID-19 and these will be a focus over the next LTP period. We continue to shape the future of our District with our Treaty partners, our community groups and stakeholders who will assist to secure resources that will help fulfil our vision and community outcomes.

### We wanted to know more

With so many different things impacting on our community, we knew that it was important to gather as much information as possible, so we increased resourcing to be able to get out and talk with our community groups.

Council met with groups such as senior citizens, tertiary groups, police and youth social service providers. We also reviewed service requests, and submissions made through previous consultations, as well as reviewing what topics were raised in public forums at Council meetings. This gave more insights into the lived experiences of members and whānau in our communities.

COVID-19 lockdown also presented the opportunity for us to get to know our communities more and how we can work to provide a safer community for our vulnerable groups. COVID-19 further highlighted the issues our District has with rising unemployment, low internet connectivity in some of our areas, housing issues (both quality and quantity), and community safety and cohesiveness. More about these issues are presented in the section of “Our District’s issues”.

Staff also developed an Environmental Scan that captured some regional and national changes that will be having an impact on the District and rate-payers. Of particular interest is the Three Waters Reform, climate change legislation, building regulations and solid waste and waste minimisation. These and other legislative changes will have an impact for our District. Further details on these are outlined under “Our Council’s challenges”.

All this information has fed into the development of the town’s concept plans, and there are summaries in Part Three, under “what our communities told us”.

The engagement that has occurred has informed Councillors in their decision making process and the development of Council’s strategic direction.

## Our Council's Challenges | Ngā wero ō tā mātou Kaunihera

Council has an ever-increasing range of responsibilities to deal with. It has an expanding list of new projects and initiatives to support the economic, cultural, social and environmental well-being of our communities. There is pressure on costs well outside normal inflationary trends because of specific cost increases from technology, a need for improved compliance with environmental standards, legislative change and a lack of contractors available to deliver the work and growth.

### Growth Impact on Infrastructure (and planning)

Approximately 500 new housing and some business lots have been newly zoned during a recent District Plan change in Putāruru. 100 additional residential lots have been catered for in terms of infrastructure planning. These 100 lots would come from subdivision of currently zoned residential land. The creation of this additional land required Council to do detailed investigation into whether there was Council infrastructure (roading, water, wastewater, stormwater, parks and reserves) to support this extra development. The outcome was that \$29.4m will be required over the next 30 years to make the Council provided infrastructure available to cope with this development. This will be largely collected through Development Contributions paid by developers and recovered in the cost of the sale price of the section.

Studies are in the final stages of completion for this work in Tokoroa and Tīrau. After this Council will be able to forecast capital expenditure on infrastructure to support growth in these towns and consider where the best location for growth will be. This may, in-turn, require a change in the District Plan (which governs the use of land in the District) to identify potential areas of growth. This will involve significant consultation with the community and is likely to result in more capital works to provide infrastructure – these have not been included in the LTP budgets.



# Three Waters Reform | Ngā wai whakahoutanga e toru

## Background

Over the past three years central and local government have been considering solutions to challenges faced in regard to the ownership, management and funding of drinking water, wastewater and stormwater. A joint approach to developing a solution is being worked on. This is likely to lead to significant reforms in the three waters activities currently delivered by local government.

The regulation and delivery of three water services has seen the development of new drinking water regulator, Taumata Arowai, to oversee and enforce a new drinking water regulatory framework, with an additional oversight role for wastewater and stormwater networks.

While addressing the regulatory issues, both central and local government acknowledge that there are broader challenges facing the delivery of water services and infrastructure, and the communities that fund and rely on these services. There has been regulatory failure, underinvestment in three waters infrastructure in parts of the country, and persistent affordability challenges. Additional investment is required to increase public confidence in the safety of drinking water and to improve freshwater outcomes.

The reform process and stimulus funding, proposed by Government, is designed to support economic recovery post COVID-19 and to address persistent systemic issues facing the three waters sector. This will be implemented through a combination of stimulating investment to assist economic recovery through job creation, sustaining investment in water infrastructure renewals and maintenance and reforming current water service delivery into larger scale providers, to realise significant economic, public health, environmental, and other benefits over the medium to long term.

It is planned that the new water service delivery entities are:

- of significant scale (most likely multi -regional) to enable benefits from aggregation to be achieved over the medium to long-term;

- asset owning entities, with balance sheet separation to support improved access to capital, alternative funding instruments and improved balance sheet strength; and
- structured as statutory entities with appropriate and relevant commercial disciplines and competency-based boards.

They will deliver drinking water and wastewater services as a priority, with the ability to extend to stormwater service provision. It is unclear at this stage whether this will occur. The new entities will be publicly owned, with a preference for collective council ownership and will have mechanisms for enabling communities to provide input in relation to the new entities.

There will also be an ongoing programme of engagement with local government, iwi and Māori, the wider three water services sector and communities of interest.

Council has pulled together a collection of high level and detailed data, including financial statements and positions, upcoming capital and operational budgets, customer service information, compliance status and projections, relevant resource consent information, population, number of connections and human resources information.

## Government Policy and Funding

The Government made policy decisions relating to the reforms in May 2021, to enable legislation to be prepared for introduction in late 2021. This will include decisions on what the new water services entities will look like and the number and boundaries of these entities.

Central Government has provided \$761m to local government to support some of the immediate work that is required in the three waters activities. Approximately \$50m will be used to set up the water regulator. South Waikato District Council, by signing a Memorandum of Understanding with the Government, has opted into the first round of engagement with government to be able to receive its share of this \$761m, being \$3.88m. This funding has been included in the LTP budget with expenditure starting in 2020/21.

Local authorities will be asked to decide to participate in the new service delivery system in late 2021. Local government and central government will engage with communities on the important decision of whether to be part of



a new multi-regional entity or whether to continue delivering these services ourselves. For councils that participate in the reforms, any transfer of responsibilities and assets is likely to occur from 2023/24. Potential Impacts on Council and the Community

Impacts on our Council are significant and varied. A very high-level view of these is detailed below:

- One of these larger entities, possibly a larger area than the current Waikato region, is likely to own and control water, wastewater and possibly stormwater activities.
- The three waters account for 32% of Council's operating costs and 18% of its assets so this could impact the size and scale of Council operations, because these activities will share the cost of shared overheads and Council services.

For a comprehensive view of the financials associated with these three entities please see Part Six.

- Significant assets and some liabilities will pass to the new entity reducing the scale of Council's activities and balance sheet.
- A local voice – how small local communities will have a say in the upgrade in their water and wastewater assets, when dealing with a large entity.

It is not clear how private providers of water (eg. private schemes, commercial and marae based providers) will be impacted by these reforms, but regulation of these schemes is highly likely.

## **New face of local government**

With the proposed changes in the structure of local government that are likely to occur following the implementation of the Three Waters Reforms, central and local government have been considering the involvement of local government in other sectors that had traditionally been sole domain of central government activities. This process has only just begun so it is very unclear what implications this will have for local government.



## **Solid Waste Management and Waste Minimisation**

Every six years Council has to update its Waste Minimisation Plan which considers the most effective way to manage the collection, processing and disposal of solid waste and recycling in our District. This was done three years ago and Council has been implementing these changes since then.

### **Kerbside collection using wheelie bins for both recycling and rubbish**

The move for recycling from small individual crates to a 240litre wheelie bin and crates only for glass will be a challenge from 1 July 2021 and will require a significant amount of community education.

- Closure of the Tokoroa landfill.
- Opening of Tokoroa Transfer Station.
- Waste minimisation education.
- Climate change planning.

From an economic development perspective, the effects of climate change will provide challenges and opportunities for the primary sector which accounts for the largest part of our economy within the District as well as secondary industries which support with goods and services. Increasing temperatures may result in significant droughts impacting dairy yields and the increased fire risk threat to the Pinus radiata plantations within the District. Increased demand for water from the Waikato River will require increased efficiencies in how agriculture, industry and domestic users utilise this resource. These factors shape our approach to planning for growth. We must consider what type of growth has the lowest impact on the natural environment and our scarce resources and can yield the greatest return through GDP and employment.

Council are targeting new enterprises that are predominately 'dry' industries, with a focus on timber processing and waste reprocessing, to establish operations within the District to optimise the value we derive from our primary produce. We encourage technology-based start-ups and existing companies that are focused on innovation in the fibre, dairy, engineering, logistics and warehousing sectors. For example, by minimising methane

emissions from dairy herds through mineral feed supplements and by developing Pinus radiata seedlings which are more drought resilient.

When planning for future residential development, we use the latest modelling to forecast potential flood prone areas amongst many factors that shape how and where we plan for future housing growth. Council encourages the increased density of our existing settlements and the redevelopment of unused 'brownfield' industrial land, thus optimising use of existing waters and power infrastructure and minimising the need for new 'greenfield' developments outside of existing urban boundaries. This however may still be necessary to accommodate growth.

From an infrastructure perspective, significant planning goes into supporting the changing needs:

- Stormwater designs now include allowance for 50 years of climate change and consider recent data for storm events;
- Storm water storage in reticulation (at pump-stations) allows for more intense rainfall events;
- Storm water designs include low impact designs with storm water ponds to improve treatment of storm water and better able to accommodate more intense rainfall events;
- Continued conversion to LED street lighting to reduce energy usage;
- Use of variable speed drive pumps to reduce power usage;
- Use of telemetry control to improve power use (option to use off peak power) and reduce need for staff to travel to remote pump station to monitor (remote monitoring); and
- Storm water hazard modelling and mapping to discourage houses being built in potentially flood prone areas links into district planning.

### **Waka Kotahi funding change**

On 31 May 2021 Waka Kotahi officially advised Council to reduce their three year subsidised work maintenance programme from \$22,640,000 to \$20,000,000. This is for the period 2021/22 to 2023/24. The changes made that influence levels of service include the removal of new footpath

extensions, maintaining our current level of service for roadside vegetation control, and a reduction of our pavement rehabilitation programme by approximately one third. This essentially is an approach to “maintain what we have” with the lowest level of risk to the network.

Reducing our pavement rehabilitation programme will be the highest risk item where staff will have to adopt a holding strategy on sites that have been deferred. This might include a “sacrificial” surfacing treatment in an attempt to slow down the rate of failure until Council is able to undertake the necessary road strengthening work. Council has received many service requests around the standard of vegetation control so an additional allowance was made to lift this level of service. This has now been removed, following Waka Kotahi’s request to reduce our programme, but is considered to be a low risk item as it will only effect the aesthetics of the road corridor in the rural area. Vegetation control that effects road safety will be undertaken.

While the Waka Kotahi share has been removed, Council’s rates funded share has been retained in the event funding becomes available at a later date from Waka Kotahi and as a safeguard against costs increasing once we re-tender the maintenance contract in June 2022. There is therefore a nil impact on rates.

## **Legislative Changes to the Resource Management Act 1991**

Resource Management Act (RMA) reform will have a significant impact on our community and potentially the way Council delivers its planning services.

The Government has advised it is committed to reforming the resource management system in the current parliamentary term. Minister Parker has publicly advised the reform will be based on the comprehensive review of the resource management system carried out by the independent Resource Management Review Panel, led by Hon Tony Randerson, QC.

The Panel recommended the RMA is replaced by several new laws. These are:

- Natural and Built Environments Act (NBA)
- Strategic Planning Act (SPA)
- Managed Retreat and Climate Change Adaptation Act (CAA).

### **New Natural and Built Environments Act**

The NBA's proposed purpose is to enhance the quality of the built and natural environment, for the well-being of current and future generations, within environmental limits.

The Panel proposed a system of outcomes, limits and targets set through a national planning framework (one plan for each region prepared by local government and mana whenua). These plans would be consistent with regional spatial strategies (under the Strategic Planning Act) and direct which activities do and do not require consent.

### **New Strategic Planning Act**

This proposed Act provides for the development of long-term regional spatial strategies that integrate land-use planning, environmental regulation, infrastructure provision and climate change response.

The Act would integrate various legislative functions under the proposed Natural and Built Environments Act, the Local Government Act 2002, the Land Transport Management Act 2003 and the Climate Change Response Act 2002. It would mandate the use of spatial planning, requiring central

government, local government and mana whenua to work together to develop long-term regional spatial strategies (30 years minimum).

### **New Managed Retreat and Climate Change Adaptation Act**

This Act would focus on the necessary steps to address the effects of climate change and natural hazards. It would deal with the many complex legal and technical issues (eg. liability and compensation) around managed retreat.

### **Next steps**

The Government wants to be in a position to introduce the two bills for their first reading in Parliament, and to enact them by the end of 2022. In a parallel process, progress should be made on the Managed Retreat and Climate Change Adaptation Bill.

### **Implications**

There is a risk that smaller rural communities like South Waikato will be low on the list of priorities for spatial planning and access to resources in favour of larger urban areas with higher growth and a stronger profile.

There is also a risk that there will be less community input in planning matters as spatial planning will be regionally led, with appeal rights greatly reduced. Council has not budgeted specifically to respond to these changes at this time.



## What our communities told us | Ngā korero mai I te hapori

We have focused on creating spaces and opportunities for our communities to let us know what they want in our District's towns, parks, communities and the level of service Council provides. During the past three years we have engaged on recycling, development contributions, how to utilise our parks and reserves and gathered ideas for the heated indoor pools and library in Tokoroa. We have also been out and about reviewing the concept plans for each town and discussing the community programmes, such as Warm Homes, Clean Air and Waste Minimisation. Our District has been busy shaping our future and COVID-19 changed some views and reinforced others.

The importance of recreational spaces were highlighted as people's movement was restricted over the COVID-19 lockdown. However, our District showed its strength, as it rallied together to support the more vulnerable members and whānau in our communities. COVID-19 also highlighted the importance of being connected through transport and roading as well as accessibility through the internet.

Over the past eighteen months our communities have helped to shape this LTP through attending public forums, focus groups, participating in surveys and making formal submissions. Staff have also looked at service requests to get a picture of what is happening in our communities and where the concerns are. Staff have met with iwi, health, education, businesses, social service providers and special interest groups to hear and understand what their experiences and challenges are. Our community has been great at

letting Council know what it is doing well and where we are improving, which is helpful to continue towards a strong future.

### Formal consultation

The five week Securing Today, Shaping Tomorrow, Strong Future campaign was successful in community engagement across the District. We engaged with the community at more than 20 organised meetings, community events and spaces, and attracted hundreds more on social media and the Council website.

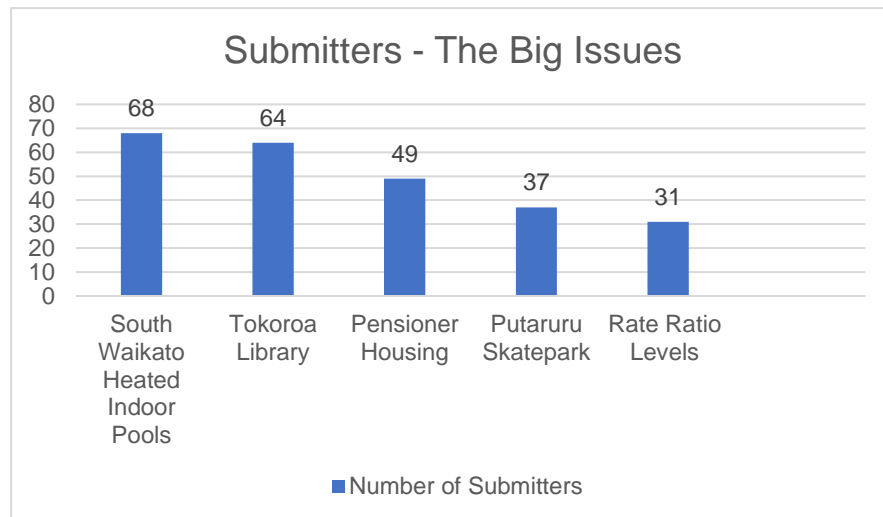
We wanted to ensure that all of the community had an opportunity to participate in securing today to shape tomorrow for a strong future for our District. Formal consultation opened on 22 March and closed 26 April 2021, followed by Council hearings and deliberations from 17 May until 27 May 2021. Changes were incorporated before the final 2021 – 2031 Long Term Plan was adopted by Council on 30 June 2021.

- 1100 copies of the consultation document were printed and distributed throughout the community.
- 14 public drop in sessions and public meetings were held.



- The Council website, social media, Antenno, print media and online advertising were used to inform the public about the LTP and how to have a say.
- Council received a total of 148 submissions, with 355 submission points. Of these, 249 were in reference to the five Big Issues from the Consultation Document.
- 28 submitters took the opportunity to speak to their submission at the hearings.

## The Big Issues | Ngā kaupapa nui



### Putāruru Skatepark

Option B resolved by Council. 78% of submitters opted for the funding of an enhanced skatepark facility, which was Option B. Council has committed \$550,000 towards the project, and it is likely that additional funding will be sourced from other funders.

### Pensioner Housing

Option B resolved by Council. 80% of submitters preferred that the weekly rent is increased over three years, which was Option B. Given the legislation requiring capital upgrades and the shortfall for existing maintenance, rentals have to increase and increasing over three years is the better option for tenants.

### Uniform Annual General Charge

Option A resolved by Council for years 1, 2 and 3. The majority of submitters wanted to decrease the level of UAGC from the current 25% to 22% in year 1 and 16% in years 2 and 3, which was Option A for all years. Reducing the level of the UAGC allows Council to smooth the rate revenue increases across the District.

### South Waikato Heated Indoor Pools and Tokoroa Library

The LTP consultation process gave Council a good steer on what the community wanted to see in a future proofed pool facility and a future proofed library and community hub. After significant discussion, Council decided that the decisions regarding sites, keeping the facilities separate or integrating them, relocating the facilities to new locations, refurbishments or new builds required further investigation. Two of the primary concerns were not having a pool open to the community during possible refurbishment of the pools, funding levels and affordability. Funding for these facilities is within the 7.6% average rate revenue increase for year 1. Council will do more investigation and come back out to the community with robust options for consultation.

## Other Consultation Issues

### Asset Replacement

Option B resolved by Council. 55% of submitters preferred funding asset replacement at 55% for water and wastewater and 0% for stormwater, increasing gradually to 100% from year 5, which was Option B.

### Fees and Charges

There were several amendments to the proposed Fees and Charges as a result of community feedback. The removal of spectator fees and fees for preschool aged children as proposed in the Consultation Document was not adopted by Council following community concerns.

The sports ground hire definition was amended to clarify that it only applies to senior sports teams, to reflect the established practice.

The roading financial contribution discount was increased to 70% from 60%.

## Policies

There were no changes to the following policies subsequent to consultation:

- Treasury Management Policy;
- Postponement of Rates Policy;
- Remission of Rates Policy;
- Remission of Postponement of Rates Policy;
- Remission and Postponement of Rates on Māori Freehold Land Policy;
- Significance and Engagement Policy;
- Development and Financial Contributions Policy.

The average 7.7% average rates revenue increase as proposed in the Consultation Document was reduced to a 7.6% average rates revenue increase following the Long Term Plan hearings and deliberations.



## Concept Plans | Ngā Mahere o te Āpōpō

The concept plans represent the projects that each town would like to see happen in their own township. Across all of the towns there were common themes that all of our towns faced and some of these have already been discussed under “Our District’s issues” on page 13:

The main themes to come out of the concept plans were:

- Safety
- Recreational spaces
- Revitalisation of the CBD
- Accessibility and connectivity through transport and internet/phone

### How concept planning is used

- Helps a community to signal to regional and national bodies what is important to the local people, so that these aspirations and actions can be integrated into their respective planning.
- Helps inform and guide priority projects that the community want to lead and progress.
- Signals opportunities for collaboration and partnerships between iwi, community organisations and businesses.
- Can be used to inform Annual Plans, Long Term Plans, District Plans and other Council Plans and Bylaws.
- Helps inform new residents of the key projects the community is working on.
- Helps give guidance and clarity to funding and grant applications.

Council considered each of the projects and concerns of each town that are in each concept plan. The projects that Council have agreed to support have been included in this LTP within the appropriate activity. Many of the projects are also included in the Reserves Management Plans as recreational and reserve spaces. Other activities will also be contributing to fulfilling the concept plans: community facilities (indoor swimming pools, the plaza and libraries) and community and economic development.

For further information on each of the towns’ concept plans, please visit ([www.southwaikato.govt.nz/our-council/strategies-plans-policies-bylaws/plans/concept-plans](http://www.southwaikato.govt.nz/our-council/strategies-plans-policies-bylaws/plans/concept-plans))



## Tirau

Tirau is a bustling boutique village known for its corrugated iron artwork and neat vibe!

Those living in Tirau believe that its the best place to live, work and play.

Centrally located and commutable to main centres such as Tauranga, Hamilton, Rotorua and Taupō, Tirau supports future hopes and aspirations for the wide cross section of community grouping who live and work here. Village charm less than two hours from Auckland!

Come and take a break and 'Take in Tirau'.

For futher information on the Tirau Concept Plan visit Council's website at [www.southwaikato.govt.nz/our-council/strategies-plans-policies-bylaws/plans/concept-plans](http://www.southwaikato.govt.nz/our-council/strategies-plans-policies-bylaws/plans/concept-plans)



## Putāruru

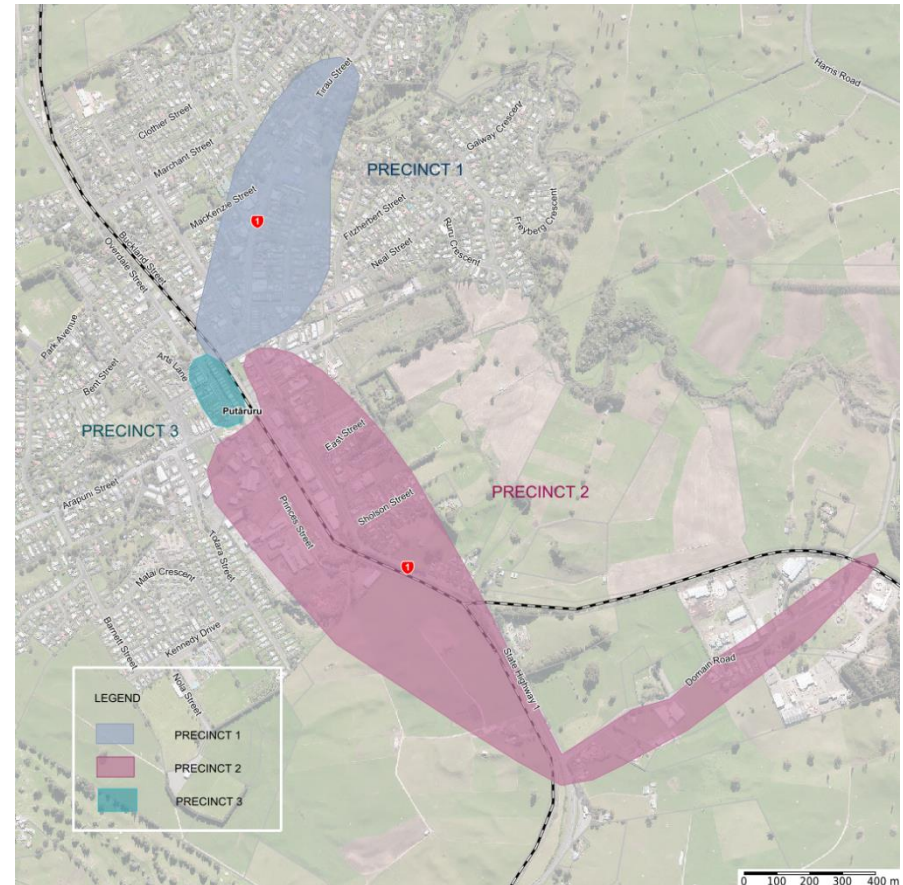
Putāruru is a great place to live with its natural surroundings, resources, central location and an engaged and caring community. The Te Waihou Spring and Walkway is close to the township and there are a number of unique local businesses leveraging off the purity of its surrounds and inspiring a growing interest in artisan food and beverages.

Putāruru's concept planning kicked into action from 2018 and has been driven by Pride In Putāruru (PIP) with support from Council and the South Waikato Investment Fund Trust (SWIFT). Collectively we have seen the town grow and become more vibrant with great services for its residents, the Waikato region and those who visit Putāruru.

Putāruru remained active throughout COVID-19 lockdown as many of the local businesses provide services to the District's main industries of agriculture and forestry. As part of the COVID-19 recovery, PIP along with our Council and SWIFT supported start-up businesses with a short-term market for artisan products made by Putāruru residents. This has now converted into a permanent lease of the store by one of the businesses, who will continue to add to the vibrancy of Putāruru and capitalise on its central location.

Pride in Putāruru continue to increase the vibrancy through its contribution through the Reserve Management Plan and working with Sport Waikato to provide improved leisure spaces for its community. In particular for its youth, seniors and residents with mobility issues.

For further information on the Putāruru Concept Plan visit Council's website at [www.southwaikato.govt.nz/our-council/strategies-plans-policies-bylaws/plans/concept-plans](http://www.southwaikato.govt.nz/our-council/strategies-plans-policies-bylaws/plans/concept-plans)





## Arapuni

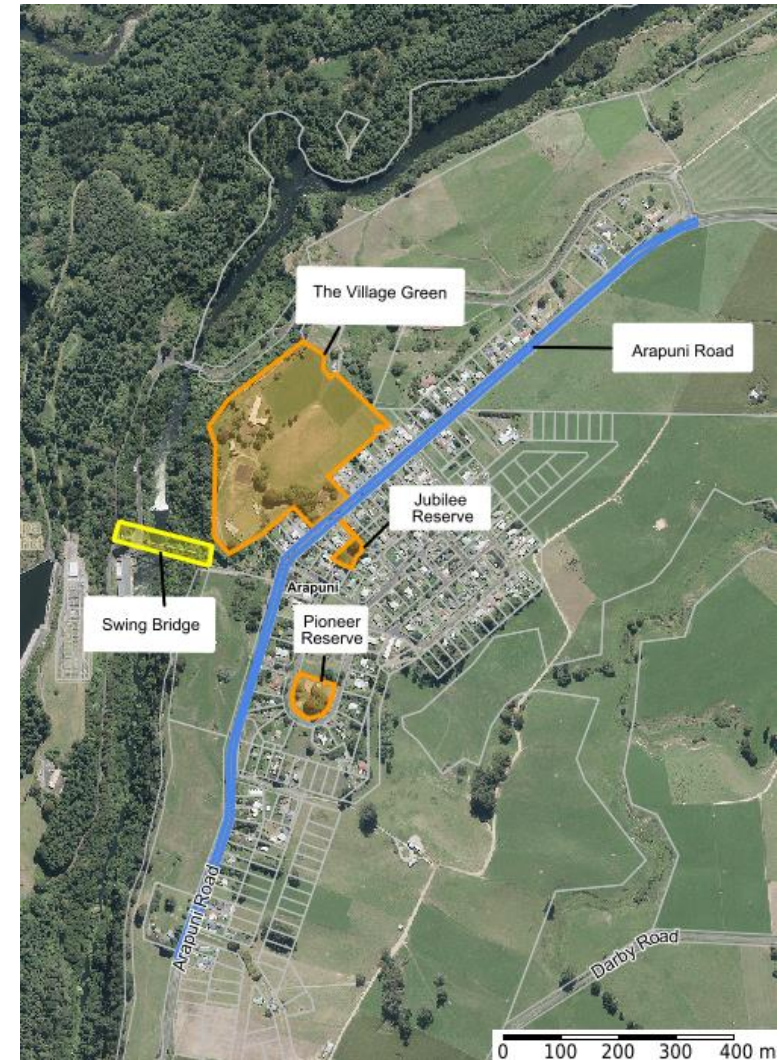
Arapuni is a vibrant and connected community with a deep history and exciting future. The Arapuni Village Community Association (AVCA) was formed specifically to promote a closer, more connected community, increased services to our young and our elderly, and to ensure that the village's needs were actively communicated to Council and other stakeholders.

Ultimately, it's Arapuni village residents that determine Arapuni's future. Their concept plan is critical in informing the framework that the future of Arapuni village is built on. Everyone who lives here, or visits, quickly understands what a unique and special place Arapuni village is. From our historic Hydro Dam, our rivers and lakes, through to the amazing bird life that results from Maungatautari Ecological Reserve, it's crucial that we guide our village's future.

Arapuni village is a place that our people are proud to call their home. A sustainable, diverse, and inclusive community which embraces technology to achieve a balance between the fast pace of modern life and the relaxed lifestyle of a small rural village. A community that values connection, friendship, and support and recognises the impact that our activities have on the natural environment.

Arapuni's focus is to improve its recreational spaces, markets and festivals, and its connectivity. Arapuni has a challenge to get good internet connectivity and is working with Council to advocate for this to be improved. Members of AVCA are also discussing with Council on options to improve footpaths and safety of its roads for their community members.

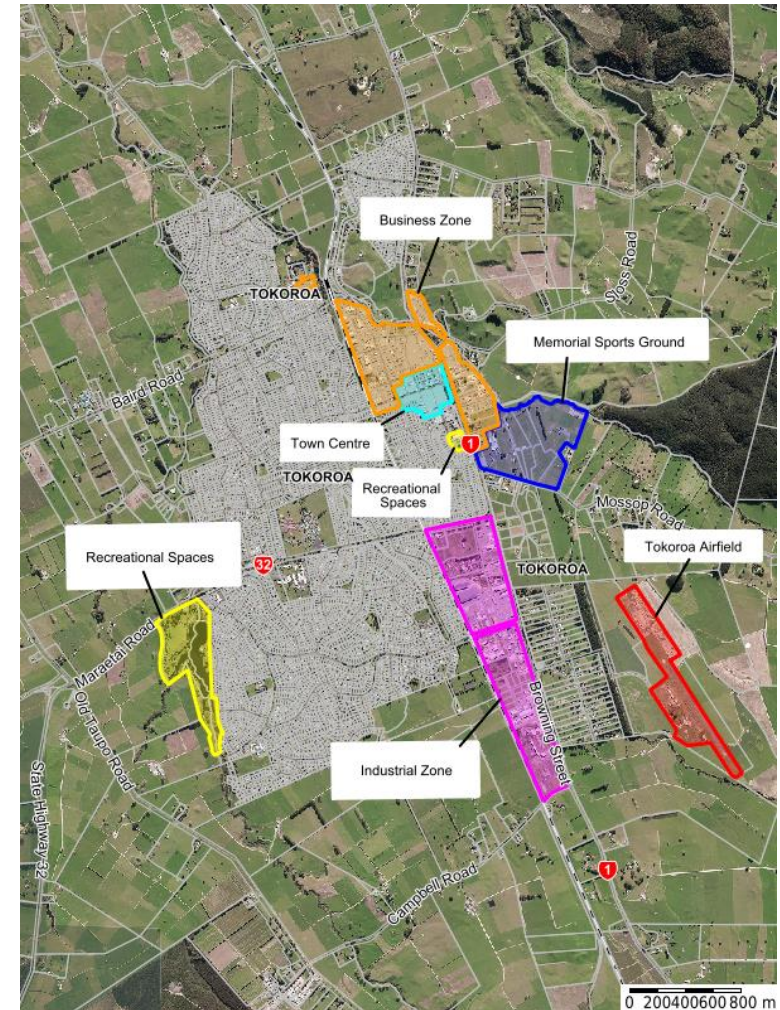
For further information on the Arapuni Concept plan, visit Council's website at [www.southwaikato.govt.nz/our-council/strategies-plans-policies-bylaws/plans/concept-plans](http://www.southwaikato.govt.nz/our-council/strategies-plans-policies-bylaws/plans/concept-plans)



## Tokoroa

Tokoroa is the largest town in our District and is centrally located, well connected by road and rail; historically and culturally rich with significant growth happening. It is home to an ever-growing community with members from countries around the world. Our culturally diverse close-knit community celebrates its own special identity each year through festivals and events that bring the community together as one. Our strong engineering, forestry, growing educational sector, transport and distribution opportunities provide for a myriad of growth opportunities.

For further information on the Tokoroa Concept plan, visit Council's website at [www.southwaikato.govt.nz/our-council/strategies-plans-policies-bylaws/plans/concept-plans](http://www.southwaikato.govt.nz/our-council/strategies-plans-policies-bylaws/plans/concept-plans)





## Our strategic direction | Tā mātou ahu rautaki

Our vision statement was developed to encourage us to continually strive to achieve the vision and improve on the District's current state.

Council's strategic directions and work plans, along with this LTP, provide a map on how we intend to work with communities to achieve our vision for the District.

Our Council strategic direction states our vision, the outcomes that we are striving for and the strategies that we will focus on to achieve our vision for our District to be a home where...



## Our community outcomes | Tā matou putanga hapori

Council reviewed its community outcomes with the reinstatement of the Community Well-beings into the Local Government Act 2002. There are four aspects to local government well-being; social, cultural, economic and economic well-being. Environmental well-being includes both the natural environment of our lakes, rivers, parks, reserves and the built environment, being our towns, roads, water systems and buildings. Council wants to focus on using quality data and information to shape our District's future. This will be required to secure partnerships and funding that will withstand the rigorous analysis by external funders. So, we will focus on the RiGouR of our data and information to reach our outcomes and vision.

### RELATIONSHIPS | NGĀ HONONGA

Strong relationships with iwi and Māori, Pacific Peoples, community and business groups that can achieve growth and a resilient community

Relationships with iwi and Māori will be developed through strong governance models, building management/operational relationships, the development of cultural understanding among staff and elected members and undertaking joint projects.

Council recognises the important contribution our Pacific Peoples make towards the economic, environmental, social and cultural strength of our District. They make up 13% of our population and add significant cultural diversity to our community. Council will continue to work collaboratively with our Pacific Peoples to achieve mutual benefits and enhance relationships.

We will be talking to businesses and the community through improved engagement models so that we can better understand each other and share knowledge. Council wants to do more joint community projects and even provide on-going operations of facilities and services together. However, Council also needs to work towards helping community groups that rely heavily on Council funding to be more self-sufficient and encourage independence. Partnership models with business will focus on economic development and, more directly, job creation and training.



### GROWTH | TE TUPUNGA OHANGA

Activities and strategies that facilitate sustainable economic growth and lift community pride.



The term growth can mean different things to different people. Therefore it is important that Council's growth outcome is defined in a way that is meaningful to our community, helps address some of the issues and opportunities facing the community (see Part Two) and provides direction so that it can guide the activities, investments and projects Council undertakes.

Council has actively stimulated our local economy for several years, supporting our community to respond to our economic and social concerns, challenges and opportunities. The impact of COVID-19 on local businesses and employment has highlighted this still further. Part of Council's strong response to supporting post COVID-19 social and economic recovery, is to stimulate growth.

Council has taken a wide interpretation of what it includes in its growth outcome, which are outlined below:

- Population – an increase in population improves the resilience and economic prosperity of the District by supporting more businesses to thrive through increased spending on goods and services.
- Income (district and individual) – an increase in the Gross Domestic Product (GDP) for the District is a broad indicator of growth but does not assess the individual community member's economic well-being. The average earnings of our population is a key indicator of community financial resilience as is the proportion of our population receiving financial support from government.
- Employment and Education – improving educational attainment, skills development and aspiration is critical to futureproofing our workforce. Key metrics include: increasing the percentage of our working age population in employment and more importantly reducing the percentage of young people (15-24) that are not in education, employment or training (NEET).

- Housing – facilitate the availability of safe, dry affordable housing solutions for our community based on defined need. From social and progressive housing to market rental; privately owned entry-level houses and apartments right through to executive homes. Specialist (especially senior living / retirement) needs also to be catered for. There must be enough land appropriately zoned and infrastructure, ready to facilitate different housing development in a timely manner.
- Business, Industrial and Commercial land – facilitate and support the development of enough capacity within the supply of appropriately zoned and serviced land to support the current and future growth requirements of existing and new enterprises.
- Business Units – increase the number of enterprises operating within the District through support for start-up businesses and entrepreneurs; working alongside existing businesses to grow and thrive increasing employment and the percentage of highly skilled and remunerated jobs and attracting new enterprises to establish operations within the District.

## **RESILIENCE | KIA EKE PANUKU**

A resilient district with good infrastructure and services, a sound financial position, rates affordability and a healthy environment that has the ability to anticipate, resist, respond to and recover from significant change or events.



Council and the community need to anticipate, resist, respond to and recover from significant change or events.

This includes social, cultural, economic and environmental resilience as well as Council's infrastructure. Having a strong focus on resilience will help the community and Council to be prepared, to lessen the effects of change and to recover quickly.

Resilience covers a wide range of topics such as civil defence and storm events, how we manage our financial position, the affordability of rates and asset replacement, and environmental sustainability and our ability to recover from difficult situations

## Our key strategies | Ngā rautaki mārie

The following strategies are what we will focus on to deliver the Council vision and outcomes for our District. The following strategies shape our community spaces and service to continue to build a strong future for this generation and our future generations of community members.



### Vibrant culture

Strong relationships with iwi and Māori, our Pacific Peoples and other cultures.

Promote and protect arts, culture and history.

Iwi partnerships and Māori engagement.

Celebrate, recognise and understand our diverse cultures.



### Healthy, proud and connected community

A community that has good access to recreation and leisure services and is connected as a community, and has good connection to Council. It has a feeling of pride and the district has a positive image to others outside the district.

Leisure activities to support community wellness.

A positive district perception that we are a great place to live, work and play in.

Creating and maintaining a safe community.

A customer centred approach (internally and externally) that provides a balanced view of expectations.

Community engagement and partnership.

Connecting our communities.

The development and support of youth.



### Environmental sustainability

Support environmentally friendly practices and technologies and consider the physical environment when making decisions.

Caring for our environment when undertaking Council operations and project procurement.

Consider climate change when making decisions on our infrastructure.



### Economic development

Stimulate economic development opportunities by assisting existing businesses to thrive, attracting new businesses while encouraging diversification of the economic base.

Encourage education and training to improve the employment opportunities of the district's residents.

Facilitate growth and economic development to support jobs and community prosperity.

Prudent financial management and rates affordability.

A customer centred approach (internally and externally) that provides a balanced view of expectations.



### Durable infrastructure

Infrastructure and services that are fit for purpose and affordable now and into the future.

Council infrastructure assets and services that are appropriate and affordable and are ready now and for the future.

Sound asset management practice are in place.



**How does the Council outcomes and strategy link to everything else Council does?**

Over the years, Council has prepared and adopted a number of strategies, policies and bylaws. As the Council Strategy provides the overarching strategic direction, every plan, policy and bylaw that Council adopts should directly link to the Council Strategy. The diagram below shows how Council's documents fit together.

