2024-2034 LTP Business case

South Dog Pound

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent Delivery of Core Services		

What's the problem we are trying to address, and our proposed response?

Background to current state
Council operates two dog pounds located in Pukekohe (leased building) and Ngaaruawaahia (Council owned). Neither facility is currently fit for purpose. The Ngaaruawaahia pound caters for 26 dogs in indoor kennels and has nine outdoor exercise pens. Dogs are catered for at a basic welfare level. The workspace is very limited, and the design and layout places staff at increased level of risk of being harmed by a dog.

There have been two WorkSafe notifiable incidents in the last four years where animal control officers were harmed and required hospital admission. Veterinary staff regularly attend the pound to perform duties including euthanasia's. The council has a responsibility to provide and maintain a work environment that is without risk to health and safety.

The dog population in the district is increasing, and along with the agreed appetite for more proactive activity to keep the community safe from dangerous dogs, amplifies the current problems with the current pound.

The proposed response to this issue will reduce the risk of harm to staff dealing with impounded dogs, increase the capacity of dog numbers able to be housed and will also improve the welfare of dogs while they are there.

Previously an LTP project to build a Tuakau pound was approved. A budget of $2,950,449 was set aside for this purpose. After this decision it became apparent that Tuakau was not the area of greatest need for dog pound facilities. In 2021 a feasibility study was completed which confirmed that both current dog pounds were substandard and new facilities were required. The recommendation from the study was to build a new centrally located facility called South Pound and a small satellite facility in the north of the district known as North Pound.

In November 2022, ELT approved prioritising the build of a northern facility in Tuakau. ELT provided direction to enter a discovery phase to see what would be available with the remaining budget. A project manager was appointed to do this.

In April 2023 council approved the reallocation of the 2022/23 budget of $2,950,449 in the following manner. $1,850,449 for the south pound and the remaining budget of $1,100,00 for the Tuakau pound.

<u>North Pound</u>
128 Bollard Road, Tuakau. The land site was purchased with four uses in mind: Solid Waste Transfer/Rubbish Recycling Centre, Northern roading Depot for WDA, small commercial premises, and a Satellite Dog Kennel facility – north pound. This pound has been designed to house only 14 dogs and with the intent that a larger facility is available in the south of the district.

<u>South Pound site options</u>
A concept plan for a new dog pound was developed by MOAA architects. Key aspects of the concept plan include:

- 40 kennels (four blocks) and the eight associated exercise yards
- Administration building
- Utility spaces
- Outdoor spaces, and
- A 2,500m2 stockyard.

The land area requirement to accommodate a new facility is 7,800M2. Based on this plan a quantity surveyor provided a pricing estimate for the construction of the pound.

A search was completed for suitably zoned land within the district where construction of the pound could be considered. To avoid compulsory notification under resource consent, the pound would need to be at least 400 metres away from where either dwellings currently exist or could potentially be built in the future.

Three sites for construction of the south pound have been investigated:

1. 128 Old Taupiri Rd, Ngaaruawaahia, which has been determined unviable due to the proximity to dignitaries and residential zone which would trigger a public notifiable consent. No guarantees that this would be a suitable location. No costings completed.
2. 93 McVie Rd, the old Metro waste site (Council owned land). The risks associated to the modification required of the contaminated ex-land fill site, raised concerns about the site's whole of life cycle costs. The site is buildable through full engineering innovation. Estimated cost $5-6 million.
3. 39 McVie Road, Huntly. The land has been explored and seems more achievable with less risks. Reticulation services to site are unfeasible so onsite systems required. The land is owned by Waka Kotahi and available for purchase but would take up to 12 months for this to go ahead. During this time, no further soil investigations can be completed. There is anticipated community backlash pressure associated with this site from the lake Kimihia reserves trust and Speedway. Estimated cost $4-5 Million. This cost is building, and site works only.

<u>Alterations to current Ngaaruawaahia pound</u>
Work has been conducted to determine whether alterations could be made to the existing dog pound at 16 Brownlie Avenue. Concept plans have been developed and assessment is currently ongoing as to whether they are operationally viable. One of the main issues with the Brownlie Ave site is that it is not large enough to adequately create a facility that meets staff safety standards, animal welfare needs and is future proofed. Although noise complaints from nearby residents have not been a major issue, improving animal welfare needs by providing increased outdoor access will likely increase the level of noise that can be heard coming from the pound. Design and engineering techniques may overcome noise issues, but it is not guaranteed.

Trying to find a viable solution while keeping within the $1,850,449 budget is at the forefront of considerations to alterations of the existing pound. Based on the current concept plan, agreement is needed from Watercare to utilise part of the land they are currently using at the street side of the current facility. Alliance currently occupies part of the council owned land at Brownlie Ave. Their lease expires mid-2025. There is potential for some of this land to be set aside for a 'stage 2' section of the dog pound to further improve existing pound facilities after 2025.

What are the reasons for the problem or key drivers?

The Ngaaruawaahia pound was originally built for dogs staying 7-10 days. Dogs now stay for longer periods; up to two years for prosecution dogs. The Pound was not designed for this, and there is an inability to adequately cater for the long-term physical and mental well-being of the animals in the current facility. The length of stay ranges from one day (owner collects dog immediately) to up to two years for pending prosecution cases. Historically, the Council houses between two and six dogs at any time during the year that are held pending the outcome of a prosecution. Dogs that are adopted generally stay between two and four weeks. This includes an 8-day hold period (7-day is a legal requirement). Some litters of puppies will also stay for up to six weeks before being advertised for adoption depending on their age at the time of impoundment.

Impound numbers					
Year	Dogs Impounded	Dogs returned to owner	Dogs Adopted	Dogs Euthanased	Pending Prosecution
20/21	763	390	184	184	2
21/22	682	296	217	167	2
22/23	884	367	181	332*	4

* The increase was necessitated by disease in the pound, increased surrenders, rescue groups and other pounds being full. Also, many in the community have been unable to afford the release fees, leading to overcrowding at the pound.

In addition to animal welfare considerations, security is an ongoing challenge at the Pound, with dogs needing to be kept in and owners kept out. The Pound is semi-regularly broken into, and dogs stolen. We also have out-of-date dog containment designs which increase the risk of harm to our staff.

The current pound does not assist with providing good customer service. A customer is forced to visit two facilities to gain release of their dogs. One to make the necessary payment for release of the dog and then travel to the pound to uplift the dog.

Potential adopters should be able to truly get to know the dog in a relaxed and welcoming environment instead of in a carpark.

Currently there is no easy way of controlling public access to the pound facility when the main gate is open. There have been occasions when a well-intended visitor to the pound has been exposed to a disgruntled impound dog owner who has exhibited aggressive behaviour. When the main gate is open, the public has full access to the pound.

Based on recently built pounds in New Zealand and adhering to the NZ Quality Code of Welfare: Temporary Housing of Companion Animals, an 87-point criteria for a well-designed pound was developed during the feasibility study of this project. The Ngaaruawaahia pound was evaluated using these criteria.

	Ngaaruawaahia	**Best possible score**
Security/Safety	3	13
The reception and customer area	0	15
Staff office	0	5
The kennels	7	30
Exercise areas	4	7
Wider considerations	3	17
Total	**17**	**87**

The provision of dog pound facilities is governed by both legislative obligations and the policies and bylaws enacted by Council.

Options to address the problem

Option	Description
Option 1	Status quo
Option 2	Proceed with alterations to make the Ngaaruawaahia dog pound facility fit for purpose. Work within a $1.850M budget. Set aside land currently used by Alliance for future expansion of the pound.
Option 3 **Preferred**	Locate a suitable site and build a new pound.

Analysis of options

	Option 1	Option 2	Option 3
Preferred option:			**Preferred option**
Financial analysis			
Capital costs:	Nil	$1,850,449	$5,000,000
Operational costs:	Maintain at current level	Likely to increase with improved animal welfare provisioning. $29,345 (2024)	Likely to increase with a larger facility ($30,107 in 2025)
External funding available:*	Not required		
Other considerations			
Benefits:	Potential saving of $1,850,449 from existing project budget. No exposure to potential cost increases compared to other options.	Ability to design features that ensure staff safety and animal welfare needs. Some potential to incorporate sustainability features. i.e., solar energy, LED lighting and upcycling of existing plant. Budget is already in place.	Purpose built facility utilising design features to ensure staff safety and animal welfare needs. Proper site selection should eliminate potential issues with neighbouring residents. Increased ability to incorporate sustainability features. i.e., solar energy, LED lighting.
Risks:	Facility remains unfit for purpose. No improvement to Health and Safety issues. No improvement to dog welfare issues. No improvement to capacity.	Finalised plans not yet developed meaning actual costing not yet obtained. Existing budget may not allow all required features to achieve safety and animal welfare standards.	Finding a suitable site has already proved problematic. Finding a suitable site will create further delays in resolving the problem. Costs to complete will continue to rise.
Assumptions:	Construction of the Tuakau pound does not require a funding increase.	Alterations will properly address current staff safety and animal welfare issues. Construction of the Tuakau pound does not require a funding increase.	Construction of the Tuakau pound does not require a funding increase. (The $5,000,00 is based the estimate to build on 39 McVie Road, Huntly)
Dependencies:		The required alterations can be completed within current budget.	A suitable site can be located that is currently owned by WDC.

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:	$1,850,449	$3,149,551									
Operational costs:											
Percentage split of reasons for funding requirement											
Growth:											
Level of service:											
Renewal/Maintenance:											
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Solid Waste

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Delivery of Core Services	Provision of infrastructure	Encouraging circular economy
Building community resilience	Sustainable growth	Reduction of waste to landfill

What's the problem we are trying to address, and our proposed response?

Waikato District currently has no waste management and resource recovery facilities in the north of the district, one of the fastest growing areas in Waikato.

Service area coverage for recycling can also be extended in some rural areas, specifically Te Akau.

Huntly transfer station also requires further development to accommodate a community resource recovery centre.

Current kerbside services are running at a financial deficit and with an increase projected costs going forward, the targeted rate will need to increase to address the shortfall.

Significantly Increased compliance and reporting costs under the new legislation will require a further FTE to ensure compliance.

Residents have limited or no options for resource recovery and associated activities such as a re-use shop, Men's Shed, educational facilities, community gardens etc.

To achieve the goal of reduced waste to landfill and reduction of greenhouse emissions, local bodies are required to provide opportunities for repair, re-use and upcycling of discarded materials.

What are the reasons for the problem or key drivers?

- Lack of, or inadequate infrastructure
- Current targeted rate does not cover cost of the services
- Limited options for resource recovery and re-use of materials
- Requirement for ongoing behaviour change/education programs
- Support required for circular economy and sustainable growth goals
- Impending legislation changes (kerbside food-waste collection)
- Increased compliance costs

Options to address the problem

Option	Description
Option 1 **Preferred**	Develop Community Resource recovery facilities (Tuakau & Huntly) Increase targeted rate to cover service costs Extend rural recycling collection in selected areas Extra FTE for compliance & reporting requirements under new legislation
Option 2	Build transfer station only (Tuakau) Do not increase targeted rate Don't expand rural recycling services

Option	Description
	Maintain existing staff levels
Option 3	No action

Analysis of options

	Option 1	Option 2	Option 3
Preferred option:	**Preferred option**		
Financial analysis			
Capital costs: (Tuakau)	$9M excluding gst.	$6M excluding gst. (estimated)	N/A
Operational costs:	Operating model for Tuakau CRRC not determined. Targeted rate to increase to around from $215.62 to $263 for most ratepayers, other rating bands to be evaluated.	Operating model not determined	N/A
External funding available:*	Waste minimisation levy (MfE)	None	N/A
Other considerations			
Benefits:	Reduction of waste to landfill Reduction of greenhouse gases Local employment opportunities	Local employment opportunities	N/A
Risks:	Failure to obtain required resource consents Failure to secure external funding Cost escalation	Failure to obtain required resource consents Cost escalation	N/A
Assumptions:	Site will operated by waste contractor Community groups would be self-supporting, possibly with low level subsidy from Waste Minimisation reserve Facility will likely service Pukekohe and surrounds	Facility will operated by waste contractor	N/A
Dependencies:	None	None	N/A

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:	$2.5M	$5M	$2M	$1M							
Operational costs:	$2M	$2M	$2M								
Percentage split of reasons for funding requirement											
Growth:		20%	20%	20%							

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Level of service:		80%	80%	80%							
Renewal/Maintenance:											
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Enabling un-serviced developments

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Improving Council Responsiveness	Consistent Delivery of Core Services	Improving Connectivity
Supporting Sustainable Growth		
Building Relationships		

What's the problem we are trying to address, and our proposed response?

Council is unable to respond in a timely way to unforeseen and unbudgeted consultancy spend relating to strategic developer-driven work.

Council has established a team of Infrastructure Development Managers who, among other things, managed Development Agreements from end to end.

Part of the justification of these roles was to provide a more commercially minded approach to our interactions with developers. Some times this means to negotiate hard, and other times it means to push Council's processes to be more nimble.

Staff were successful bidding for $300,000 in the 2023 AP. It is proposed that this budget be maintain each year in the LTP.

Alongside this the team are currently preparing a business case to enable the IDM work to be cost recoverable from users as much as is practicable and palatable to customers. This will provide an revenue stream which can assist in funding the proposed budget.

What are the reasons for the problem or key drivers?

At times there is unforeseen and unbudgeted consultancy work that is needed to be progressed. Often this can be recovered or partly recovered from developers. However to get underway with work quickly, a budget needs to exist. Further, often Council is minded to provide a share of the cost of certain work, also requiring budget.

Options to address the problem

Option	Description
Option 1	Provide budget
Option 2 **Preferred**	Not provide budget

Analysis of options

	Option 1	Option 2
Preferred option:		**Preferred**
Capital costs:	0	0
Operational costs:	0	$300,000/yr
External funding available:*	0	$150,000/yr revenue
Benefits:	Nil.	Investigate the use of policy to incentive/change behaviours – benefits to be investigated.
Risks:	Missed opportunity. Council unable to work nimble with strategic customers Reputational damage	Council able to work nimble with strategic customers Reputation improved
Assumptions:		Propose to reduce following bedding in of water reform.
Dependencies:		

* Please provide details of external funding: Budgeted revenue from cost-recovery.

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Operational costs:	$300	$300	$300	$250	$200	$200	$200	$200	$200	$200	$200

2024-2034 LTP Business case

Development of internal Growth Models

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Supporting sustainable growth		

What's the problem we are trying to address, and our proposed response?

Land supply and demand information are regularly used for planning and regulatory purposes. The existing data and models within the Council need to be further developed/ updated and maintained to assist evidence-based decision-making process. In addition, the National Policy Statement on Urban Development (NPS-UD) requires that all tier 1 local authorities prepare a Housing and Business Development Capacity Assessment (HBA) every three years, to ensure there is sufficient developable land to meet the expected demand plus the appropriate competitiveness margin in the short-, medium-, and long-term.

Our proposed responses include the following.

- **Development of the Land Capacity Model (LCM)** (Phases 3-6) – The project was initial scoped during the first half of 2022 as the Council's on-premises Land Capacity Model models need to be updated to reflect the latest District Plan Decisions. The updates will introduce advanced modelling methodologies and visualisation; make the model more updatable and customisable; and assist in the development of the ongoing monitoring and reporting requirements. As part of scoping exercise, WSP developed a detail report on the project requirements as well as a detailed work plan. The total cost of the project was estimated around $220,000. The base assumptions were that technical roles are 50% internal sourced / 50% external sourced; the Project Manager and Solution Architect role are internally sourced, occurring no cost to the project. All costs considered, the total cost of the project will be approximately $630,000 (excluding inflation factors). During the second half of 2022, the Phase 1 and 2 of the project were implemented, phase 3 was partially completed due to resource and time constraints, costing approximately $115,000. Given the current resource constraints within the BI team, it is most likely that the remainder of the projection will need to be implemented with only 20% internal BI resource, which implies a minimum external cost of $200,000 to complete the project.

- **District and regional demographic development –** Land demand is estimated based on the Waikato population and household projections produced by University of Waikato and Waikato Integrated Scenario Explorer (WISE) models. The 2023 Census result is due to be released in mid-late 2024, and the population/ household projection model will need to be updated to reflect the latest Census. Historically, the cost was funded by Future Proof, and split across the partner councils based on population share, where WDC's share is typically around 30%. The total cost is estimated around $30,000. It's also recommended that WDC contributes staff time towards the project.

- **HBA –** The HBA 2023 is currently underway. Similarly, Further Proof partner councils split the total cost based on population share, and the current cost estimate is at $30,000. Future HBA is likely to cost considerably more due to inflation factors. Recently, Future Proof has signalled the use of alternative providers, which may also result in higher initial setup cost. In addition, Hamilton City Council has been activity investing in their internal HBA model, our cost share will increase significantly if HCC no longer wants to be part of the cost share agreement.

While the council has been contracting consultants to carry out various growth modelling, however, the lack of internal resources means these models are not properly maintained to reflect plan/policy changes, and some outputs are not able to be reused due to the lack of GIS mapping and ETL process. Increased resource level will enable the team to respond adequately to the increasing volume and complexity of its required functions, and the combined aspirations of the group and the council.

What are the reasons for the problem or key drivers?

The acceleration of growth in the district has increased the need for more and better information about growth. Improved utilisation of council data will open new opportunities for creating new value both now and in the future.
NPS-UD requires that all tier 1 local authorities prepare a Housing and Business Development Capacity Assessment (HBA) every three years, to ensure there is sufficient developable land to meet the expected demand plus the appropriate competitiveness margin in the short-, medium-, and long-term.

Options to address the problem

Option	Description
Option 1	Status quo – delayed development of the LCM; heavy dependence on other future proof partners for HBA and Demographic projections; lack of internal resource to maintain/update existing models/tools
Option 2 **Preferred**	Resume the development of the LCM and gradually increase internal resource to reduce our reliance on FP partners and consultants
Option 3	Fasttrack the development of the LCM and significantly increase internal resource to remove our reliance on FP partners and consultants

Analysis of options

	Option 1	Option 2	Option 3
Preferred option:		**Preferred option**	
Financial analysis			
Capital costs:			
Operational costs:	$240,000	$450,000 +additional staffing cost*	$1,000,000+ additional staffing cost**
Other considerations			
Benefits:	Lower cost in the short term	Develop internal capability and reduce reliance on FP partners and consultants	
Risks:	Poor service delivery/decision making due to poor information	Higher cost due to inflation	Over resourced too quickly, outputs are not well utilised with in the organisation
Assumptions:	Excluding internal staffing cost	Excluding internal staffing cost	Including internal staffing cost
Dependencies:	Cost share agreement with PF	Internal resource availability	

*as outlined in separate staff resource business case.

**would require more resource than is outlined in the separate staff resource business case.

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:											
Operational costs:	80	130	50	40	0	0	50	30	0	60	0

2024-2034 LTP Business case

Infrastructure funding and financing

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Improving Council Responsiveness	Consistent Delivery of Core Services	Improving Connectivity
Supporting Sustainable Growth		
Building Relationships		

What's the problem we are trying to address, and our proposed response?

Infrastructure deficit and under investment, along with political and financial constraints in borrowing and investing, limits and will limit growth and development.

What are the reasons for the problem or key drivers?

During a workshop of the Development Agreements Committee which was opened to all Councillors, Councillors showed strong interest in investigating the use of the Infrastructure Funding and Financing Act tool in the Waikato District. While the applicability, and affordability, of this tool to projects in our district is not known, it is expected to incur significant cost to progress the investigation especially past an initial business case phase.

It is the view of staff that if budget is not provided, the investigation into the tool would be impossible, without a considerable disruption to BAU, and even then, staff are unlikely to have the full breath of skill necessary to adequately investigate and model options.

This business case would fund the investigation of options, progression of preferred option, and possible the required community engagement and potential LTP amendments.

The numbers in this business case follow engagement with Tauranga City Council staff who have investigated two IFF funding packages.

Options to address the problem

Option	Description
Option 1	Not Investigate IFF (Not provide budget)
Option 2	Investigate IFF and use consultant to manage (recommended)
Option 3	Investigate IFF and employ fixed term 1FTE to manage
Option 4	Investigate IFF following bedding in of water reform and utilise internal staff to manage
Option 5 **Preferred**	Investigate IFF in years 1-3 ($50k consultancy cost) but not budget to take it any further. If the investigation positive, seek further resourcing through AP/LTP amendment process.

Analysis of options

	Option 1	Option 2	Option 3	Option 4	
Preferred option:		**Preferred**			
Capital costs:	0	0	0	0	
Operational costs:	0	yr 1 $100k for indicative business case if business case progressed: yr 2 $400k external costs of lawyers and economists, consultants yr 3 $400k external costs of lawyers and economists , consultants	yr 1 $100k for indicative business case if business case progressed: yr 2 $350k external costs of lawyers and economists + 1FTE yr 3 $350k external costs of lawyers and economists + 1FTE	yr 4 $100k for indicative business case if business case progressed: yr 5 $250k external costs of lawyers and economists yr 6 $250k external costs of lawyers and economists	Yr 2 $50,000
External funding available:*	0				
Benefits:	Nil.	Investigate opportunity. Improved balance sheet. Invest in growth and redevelopment	Investigate opportunity. Improved balance sheet. Invest in growth and redevelopment Staff resource drives outcomes (time)	Investigate opportunity. Improved balance sheet. Invest in growth and redevelopment Staff resource drives outcomes (time)	Investigation is completed to allow informed decision.
Risks:	Missed opportunity. Tight balance sheet. Potential underinvestment in CAPEX.	Affordability Money spent may not result in successful IFF / project delivery Consultant may not drive outcomes desirable by Council (time delays)	Affordability Money spent may not result in successful IFF / project delivery	Affordability Money spent may not result in successful IFF / project delivery	Investigation only. Requires a AP/LTP amendment to progress further.
Assumptions:		That staff resource is not employed/recruited.	That approval for 1 FTE fixed term 2 years is employed/recruited.	That IDM workload reduces following water reform	
Dependencies:					

* Please provide details of external funding: Budgeted revenue from cost-recovery.

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Operational costs:	$0	$0	$50	$0	$0	$0	$0	$0	$0	$0	$0

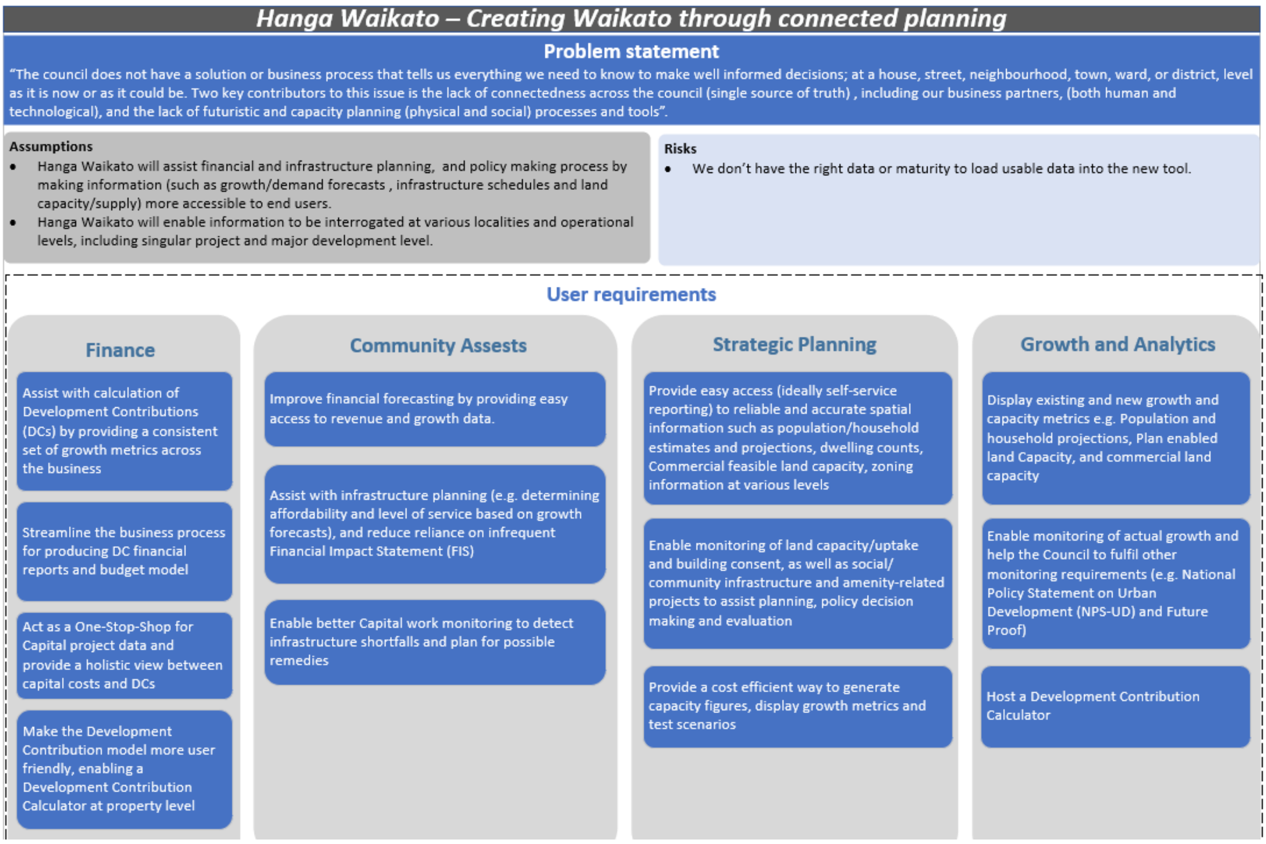
2024-2034 LTP Business case
Hanga Waikato

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Improving Council Responsiveness	Consistent Delivery of Core Services	
Supporting Sustainable Growth	Improving Connectivity	
Building Relationships	Building Community Resilience	

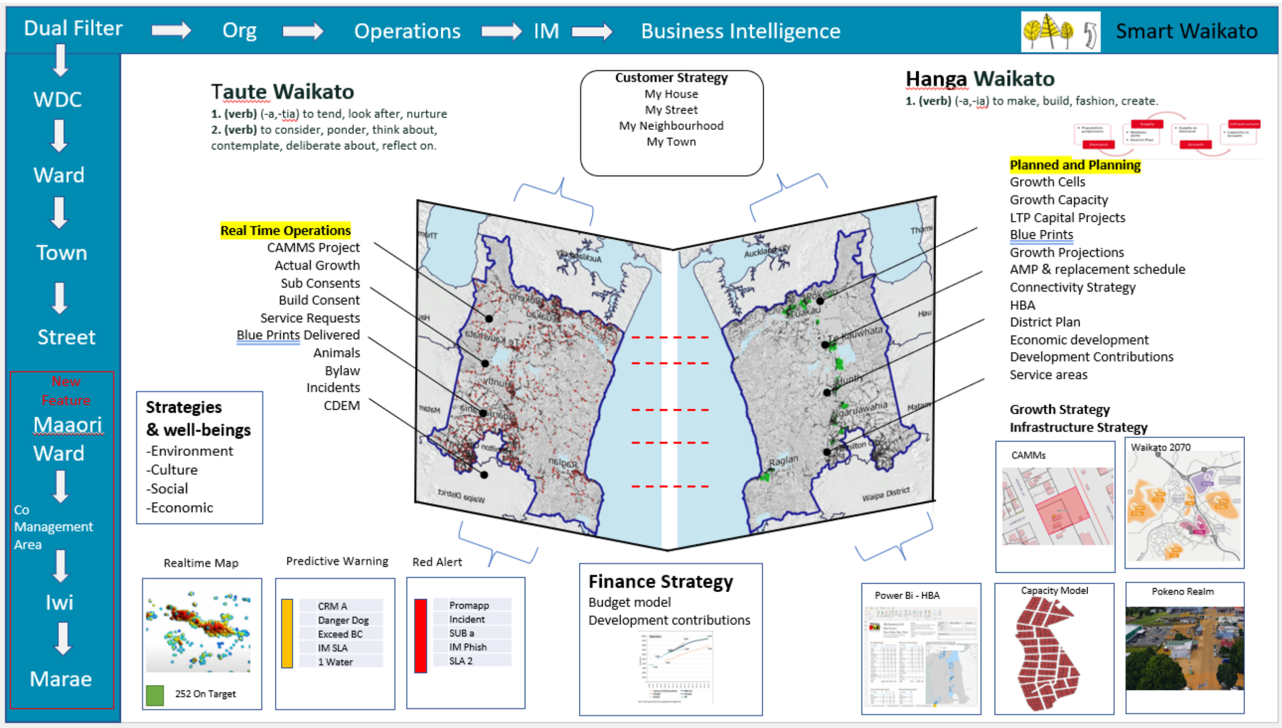
What's the problem we are trying to address, and our proposed response?

The council does not have a solution or business process that tells us everything we need to know to make well informed decisions; at a house, street, neighbourhood, town, ward, or district, level as it is now or as it could be. Two key contributors to this issue is the lack of connectedness across the council (single source of truth), including our business partners, (both human and technological), and the lack of futuristic and capacity planning (physical and social) processes and tools.



What are the reasons for the problem or key drivers?

Lack of solution and business processes to holistically forecast or manage the supply & demand for the infrastructure requirements for community developments. Information silos. Lack of master data and low data/business intelligence maturity. The infrastructure and growth strategies lack integrated metrics and strategic milestones. Diagram below



Options to address the problem

Option	Description
Option 1	Do not progress (do not fund) Hanga Waikato
Option 2	Progress (fund) Hanga Waikato from year 1
Option 3 **Preferred**	Progress (fund) Hanga Waikato from year 3

Analysis of options

Identify the Strategic Priorities that this business case delivers on, including the level of alignment to the priorities.

	Option 1	Option 2	Option 3
Preferred option:			**Preferred option**
Capital costs:	0	0	0
Operational costs:	0	$350k per year for years 1-3 for development $50k per year thereafter for maintenance / licences	$350k per year for years 3-5 for development $50k per year thereafter for maintenance / licences
External funding available:*	0	0	0
Benefits:	Nil.	Significantly increased visibility / transparency and ease of accessing council spatial information. Realise full benefits of items such as revised spatial planning approach, growth and analytics capacity building.	Years 1-2 allow cleaning and preparation of models and data. Significantly increased visibility / transparency and ease of accessing council spatial information. Realise full benefits of items such as revised spatial planning approach, growth and analytics capacity building.
Risks:	Missed opportunity. Continued staff and community frustration regarding visibility / transparency and ease of accessing council spatial information. Unable to realise full benefits of items such as revised spatial planning approach, growth and analytics capacity building.	Not meet customer / staff expectations	Delayed roll out / staff and customer frustration Not meet customer / staff expectations
Assumptions:			That years 1-2 are spent cleaning and preparing data for this project.
Dependencies:			

* Please provide details of external funding: Budgeted revenue from cost-recovery.

Full costing of preferred option

Identify the Strategic Priorities that this business case delivers on, including the level of alignment to the priorities.

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Operational costs:	$0	$0	$0	$350	$350	$350	$50	$50	$50	$50	$50

2024-2034 LTP Business case

Spatial Planning

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Supporting Sustainable Growth	Improving Connectivity	Building Relationships

What's the problem we are trying to address, and our proposed response?

The problem and issues

The current way Spatial Planning is undertaken is time and resource intensive, if we continue to do planning the same way it will take **over a decade** to have adequate future planning for the townships and villages across the district.

Planning for the future is vital and for some communities it has not kept up with the level of growth and development we have seen. The result of not planning will have long-lasting financial and physical impacts on our business and our communities. As an example, there have been missed opportunities for road connections, including selling paper roads that council will need in the future, missed strategic land purchase, missed development contributions to pay for capital infrastructure required because the projects were not identified.

For some communities it is unclear for them what is happening in their community and there is no clarity on what their community could look like in the future. At present there are multiple communities asking for a Structure Plan or Master Plan to be done.

The District Wide and Local Area Blueprints when they were developed tried to address this for each community, and while they capture the essence of what a community wants in words, there is limited spatial application of this for each community to see visually.

Structure plans currently take around 18 to 24 months utilising the recently developed new approach, (in the past they have taken 3 years) to complete and multiple staff resource from across the business. The funding allocated in the 2021-2031 long term plan identified $354,000 to deliver a structure plan for Ngaruawahia, Hopuhopu and Taupiri and a Town Centre Plan for Ngaaruawaahia.

In contrast, only $50,000 per annum is allocated each year in the 2021-2031 long term plan for spatial planning in other towns or villages. The approximate total cost to complete the structure plan and town centre plan that is underway is outlined in the table below.

Technical Supporting Requirements	2023 Cost (Actual/Estimate) GST excluded
Transport Assessment	$194,689 actual plus internal resources
Water and Wastewater Assessment	Funded by Watercare
Stormwater Assessment	Funded by Watercare
Urban Design includes CPTED	$139,501 actual
Connectivity, Community Reserves and Facilities	$13,800 actual plus internal resources
Cultural Assessment	$78,235 actual
Archaeological and Heritage Assessment	Not required for this plan but usually is required
Market Assessment	$27,600 actual
Geotechnical Assessment	Not required for this plan but usually is required
Landscape Assessment	Not required for this plan but usually is required
Ground Contamination Assessment	Not required for this plan but usually is required

Technical Supporting Requirements	2023 Cost (Actual/Estimate) GST excluded
Final Document Design	$5000 estimate
Project Management Costs (Comms, Marketing, Consultation, Printing)	$2000 estimate
Approximate Project Spend	**$470,000 approx.**

This means that the $53,008 (2025 Y1) to undertake spatial planning and any associated technical evidence will not be sufficient.

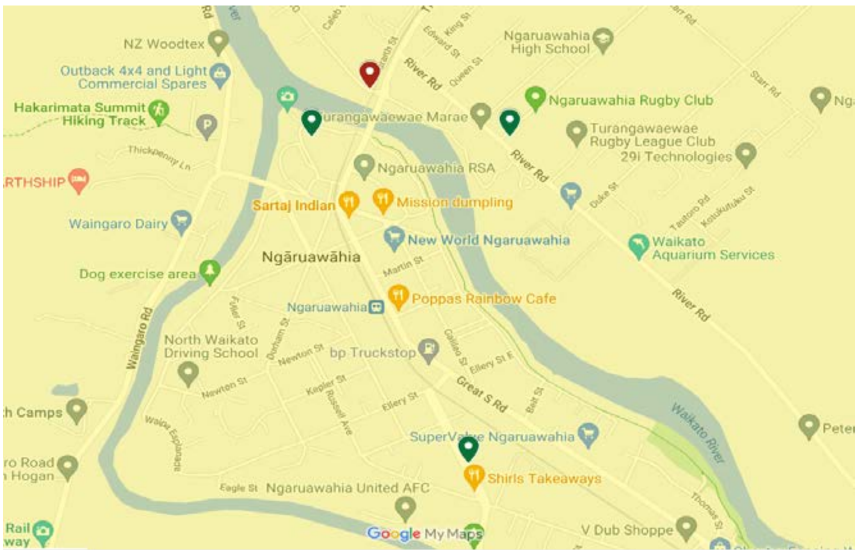
<u>The Proposed change in the way the work programme is delivered.</u>
There are many efficiency gains both financially and time, if the work that the Strategic Planning Team delivers is done differently and is supported by a functional geospatial database that provides data at the planners' fingertips while also being user friendly for the public. Under investment in planning and capturing spatial data from across the business has meant that each time we start a planning project for a town or village it feels like we are starting from scratch. The business has made considerable progress in this space such as updating the Connectivity Strategy and delivering it spatially, which is an essential input to help drive spatial planning for communities.

By looking for opportunities to combine work such as seeking technical reports for multiple communities at the same time we can save costs. For example, adding two or more townships to a Market Assessment instead of only looking at one township would not double the contract value.

If the business can continue the planning work and prioritise investment in how we capture data into a central repository system in the future, there will be less investment and time waste in staff trying to extract data from other parts of the business. This may also reduce cost or repeat work such as doing a report for something that has already had a report done but it is not known by current staff due to staff attrition, because it was not captured spatially.

Current State
The below image is captured from the Waikato District Council website which shows current capital projects that are happening within a community.

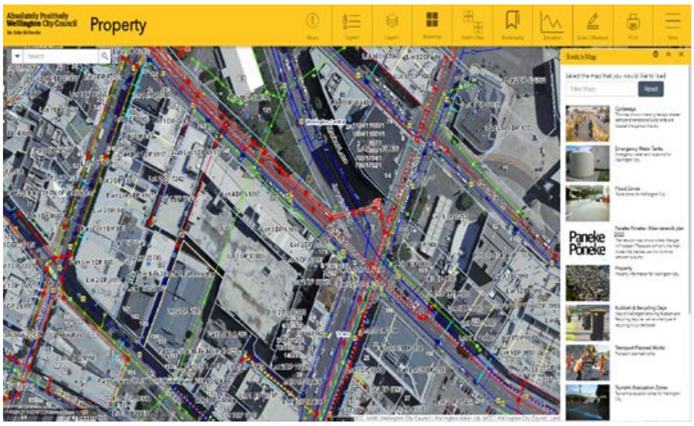
In addition to the current capital projects underway to see what might happen in the future for a community, the public need to find and read a minimum of six documents that they may not be aware of on our website (Long Term Plan, Waikato 2070, Structure Plan, Local Area Blueprint, Connectivity Strategy, Community Facilities Strategy).



Possible Future State

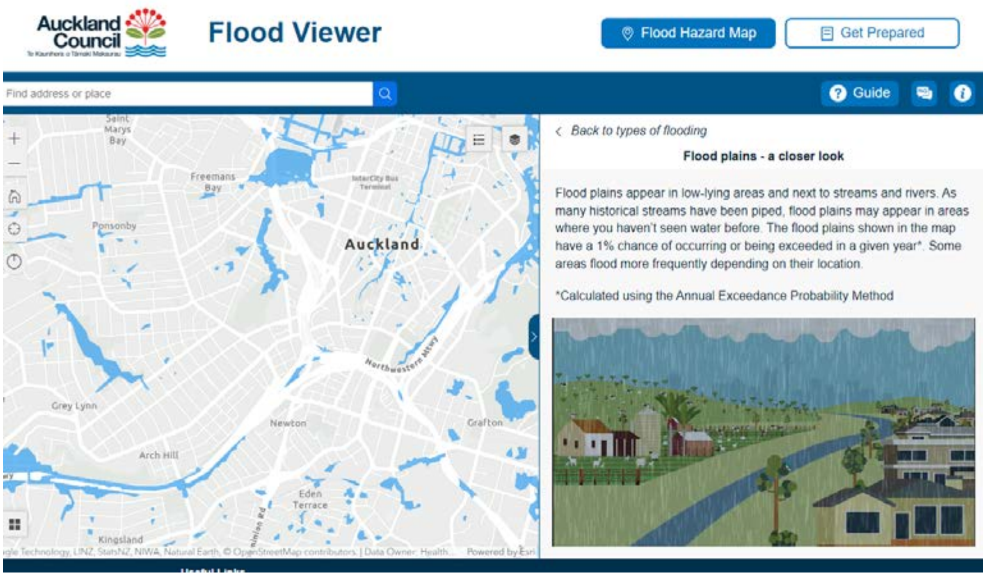
In the interests of efficiency, cost savings, timeliness and meeting the needs of each community, the proposal is that future local area spatial plans will vary depending on the needs of that area. In some cases, this may require a full Structure Plan; in other areas the focus may be on a town centre, or a relatively small growth cell. In other cases it may simply be a ‘plan on a page’ that compiles what is already planned for an area (the Pokeno Town Centre Public Realm Concept Plan is an example of this.). The central foundation for any of these plans, however, is a digital version that layers up all the spatial data we have available for the district. For some community groups this may be the ‘Spatial Plan’ that they are after - a one-stop place to see what is happening for their area. In other cases, a deeper dive may need to occur to do finer-grained, more advanced planning for a particular sub-area (e.g., a town centre or a specific growth cell).

This new way of tailoring local area plans for communities is highly dependent on bolstering the Council’s capability and technology around planning its core services and representing this visually and digitally (examples provided below). If council invests more in core service and infrastructure planning so that the Strategic Planning Team have a relevant base data set to start working from the time and costs for a Spatial Plan project would be significantly reduced. The Team could then focus more on the identity, amenity, streetscape, and transformational projects to assist communities achieve their visions as per Blueprints or other aspirations. It would also set up Council well to participate in the forthcoming development of Regional Spatial Strategies under the new Spatial Planning Act.



Ngaruawahia example
Currently we pay a consultancy for this.

Wellington example
https://gis.wcc.govt.nz/LocalMapsViewer/?map=95a0685dff724fc19035abd59c630b14



Auckland example of story board spatial mapping. There is a clear explanation and pictures of what the layers of spatial data are.

https://experience.arcgis.com/experience/cbde7f2134404f4d90adce5396a0a630/page/Flood-Hazard-Map/?views=Flood-Plains-Info

What are the reasons for the problem or key drivers?

There is no visibility for communities of what's happening, and we need spatial plans to do this at the very least.

If we do not do Spatial Planning, our communities are unable to see what Council is doing in their space and business does not know what infrastructure or facilities are required. Without planning many opportunities will be missed, such as.

- Not securing strategic land required for infrastructure or facilities.
- No identification of future transport corridors.
- No way to determine future capital works projects related to growth.
- No list of projects to collect development contributions for.
- No oversight of what the growth of an area should look like – resulting in developers taking the lead.
- No vision for communities on what they could look like in the future.

In addition, due to data gaps and inconsistencies, it takes a long time to do spatial planning. Lack of investment in infrastructure planning (Stormwater, Transport) has directly impacted the length of time to complete a spatial planning project.

There is no core data repository system or adequate spatial software for staff to pull essential base data from to understand the current state of an area.

Without a change to the way we do planning, including investment in our data capture and visualisation, we will not be able to cover all the communities that need this local area planning. We will also be on the back foot when it comes to development and implementation of Regional Spatial Strategies under the new Spatial Planning Act

Options to address the problem

Option	Description
Option 1	Status quo: Spatial Planning across the District with a budget of less than $54,000 per year. This would result in a lower level of service than what is currently being provided.
Option 2	Continue to complete spatial planning the way we currently do but with increased budget and resourcing to do so.
Option 3 ***Preferred***	Change the way we do spatial planning with adequate budget and resourcing to gain efficiencies.

Analysis of options

Identify the Strategic Priorities that this business case delivers on, including the level of alignment to the priorities.

	Option 1	Option 2	Option 3
Preferred option:			**Preferred option**
Financial analysis			
Capital costs:	None	None	None
Operational costs:	$53,008	$400,000 p.a. +additional staffing cost** per year	$300,000 per year for year 1-2, then $200k until year 7, then $150k. +additional staffing cost** Potential savings by reconfiguring the way Blueprint reviews are undertaken - $300K for Year 1 and $350K in Year 7
External funding available: *	No	No	No
Other considerations			
Benefits:	Savings to the business.	The team has adequate resource to do Spatial planning.	The team has adequate resource to do Spatial planning and can do more communities in less time at a similar cost.
Risks:	Teams are not resourced well to contribute to spatial planning. There is inadequate funding and resources, and Council is unable to: Secure strategic land required for infrastructure or facilities. Identify future transport corridors. Determine future capital works projects related to growth. Collect development contributions for growth related projects. Have oversight of what the growth of an area should look like – resulting in developers taking the lead. Have a vision for communities on what they could look like in the future.	Continuing to do spatial planning in the same way by working our way around communities one at a time, is both costly and timely. We will not be able to keep up with the demand. Teams are not resourced well to contribute to spatial planning. The business does not invest in technology that supports a central system of core data required to do spatial planning. The business does not invest in good spatial software to present comprehensive spatial planning.	Teams are not resourced well to contribute to spatial planning. The business does not invest in technology that supports a central system of core data required to do spatial planning. The business does not invest in good spatial software to present comprehensive spatial planning.

	Option 1	Option 2	Option 3
Preferred option:			**Preferred option**
Assumptions:	Other teams are resourced adequality to contribute to spatial planning.	Other teams are resourced adequality to contribute to spatial planning.	Other teams are resourced adequality to contribute to spatial planning.
Dependencies:	Development of a core data repository system and having adequate spatial software available Development of the Land Capacity Model (Phases 3-6)	Development of a core data repository system and having adequate spatial software available Development of the Land Capacity Model (Phases 3-6)	Development of a core data repository system and having adequate spatial software available Development of the Land Capacity Model (Phases 3-6)

* Please provide details of external funding:

** As outlined in separate staff resource **business case NSR 002**.

Full costing of preferred option

Identify the Strategic Priorities that this business case delivers on, including the level of alignment to the priorities.

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:											
Operational costs:	52,020	300,000	300,000	200,000	200,000	200,000	200,000	150,000	150,000	150,000	150,000
Percentage split of reasons for funding requirement											
Growth:		50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Level of service:		50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Renewal/Maintenance:											
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Adaptive Management Planning

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Building Community Resilience		

What's the problem we are trying to address, and our proposed response?

Sespite best efforts by NZ, the Waikato District Council or its communities, the climate is changing to a degree that adaptation will be necessary over the short-, medium- and long-terms. The Government's Climate Adaptation Plan and forthcoming Climate Adaptation Act suggest that Councils will have an increasing role in working with communities to plan for how to respond to inevitable changes including coastal erosion arising from increased storm activity and sea level rise, increased flooding, landslides, etc. Managed retreat is one option, alongside defensive mechanisms where appropriate.

An excerpt from the Government's first National Adaptation Plan, published by the Ministry for the Environment in August 2022, summarises this responsibility as follows:

> *"Now and in future, councils will need to engage communities in reducing risk and adapting to a changing climate. They will need to lead the discussion about which actions are the best way to support the wellbeing of exposed communities.*
>
> *This may require tough conversations. Options that will reduce long-run costs to communities may be unpopular among some residents in the short term. For example, a council might need to turn down requests for bigger and stronger protection structures when rising sea levels make these increasingly expensive and ineffective.*
>
> *Local authorities will need to lead discussions about when and how to protect, accommodate or manage the retreat of communities from climate impacts. Some councils are already holding online conversations and in-person events to address this. Many councils have their own climate change plans, work programmes and advisors, and some have declared climate emergencies to drive action."*

Communities like Port Waikato and Raglan are most vulnerable to coastal hazards, but climate impacts are likely to be felt across the District. The work programme will deliver long-term adaptive management plans that allow communities, Councils and partners to take appropriate actions at appropriate times based on trigger points, etc. Each community process may take 2-3 years to develop the first adaptive management plan.

What are the reasons for the problem or key drivers?

The existing level of resource does not allow for appropriate, timely progression of the adaptive management planning work across potentially vulnerable communities, as per the scoping report for the Waikato District Resilience Project approved by the Sustainability and Wellbeing Committee in June 2023. The approved scope includes continuing with the Port Waikato work and expanding it to Raglan and eventually elsewhere. It requires co-governance arrangement with Waikato Regional Council and strong iwi partnerships.

At previous Council workshops, the resulting notes indicated that Council wishes to increase its investment in adaptive management planning. This is consistent with Government guidance as per the National Adaptation Plan excerpt above.

Options to address the problem

Option	Description
Option 1	Status quo: a few hours a week from Resource Management Policy Planner, occasional contractor project management support, and $70K per year for external facilitator, supervised and led by Planning and Policy Manager.
Option 2 **Preferred**	Continue with up to $70K per year for external facilitator and associated programme costs, and add $140K per year to allow for a permanent Principal-level role to focus on this long-term work programme and lead a virtual Council and external team in its delivery (essentially a Team Leader for self and virtual Council team). This is expected to be supported by Regional Council in-kind resource and occasional funding of technical work (NSR 002).
Option 3	This option would see a 0.5FTE for years 1-3 followed by an increase of an additional 0.5FTE from year 4. If this option is progressed, the 0.5FTE could be shared with Strategic Planning (NSR 002)

Analysis of options

	Option 1 (status quo)	Option 2
Preferred option:		**Preferred**
Capital costs:	0	0
Operational costs:	$70k per year	$210k per year
External funding available:*	WRC in-kind and some technical consultant support (TBC)	WRC in-kind and some technical consultant support (TBC)
Benefits:	Less expensive	• More geographic coverage including Raglan and other communities beyond Port Waikato • Increased, dedicated focus of one role instead of small part of multiple existing roles • Consistent with direction of National Adaptation Plan • Focused resource to address critical risk
Risks:	Continued slow progress does not allow communities to prepare for climate impact	none
Assumptions:	• WRC support as per above • Government guidance will continue to recommend this approach	• WRC support as per above • Consistent significant support from Iwi Partnerships team with mana whenua relationships • Government guidance will continue to recommend this approach
Dependencies:	Government direction will shape later stages of adaptation planning and action	Government direction will shape later stages of adaptation planning and action

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:											
Operational costs:	70	70	70	70	70	70	70	70	70	70	70
Percentage split of reasons for funding requirement											
Growth:											
Level of service:	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Renewal/Maintenance:											
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Community Climate Resilience Fund

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Building Resilient Communities	Sustainable Growth	Improving Connectivity

What's the problem we are trying to address, and our proposed response?

Climate Change is one of the most critical issues of our time and impacts our assets, infrastructure, planning, communities, wellbeing, economy and the environment. It intersects all aspects of council work, decision making, risk, financials, activities, statutory obligations and duties. The frequency and severity of extreme weather events has increased threefold in the last decade and rising. The cost just to this year's extreme weather events has exceeded $15 billion.

Council has a mandated role in preparing our communities for the effects of climate change.
There are very few funds available that address climate change mitigation and resilience building in our communities. The Gov't Climate Emergency Fund has ended.

We recommend the establishment of a Community Climate Resilience Fund for not-for-profit organisations (or individuals partnering with them), charities, NGO's, schools, iwi and hapu that have community focused projects that align with WDC's climate response strategy to reduce emissions (mitigation), build community resilience, adaptation and preparedness, and protect our heritage.

Objectives:

- Build community resilience and preparedness to the effects of climate change.
- Help our community adopt more sustainable behaviours and practices.
- Support and protect heritage and cultural sites from impacts of climate change.
- Support the transition towards a sustainable and low emissions future.
- Mitigation and reduction of greenhouse gas emissions.
- Support low emission transport, cycling, walking.
- Support renewable energy, energy poverty.
- Build knowledge and participation in local climate action projects with impact.
- Support regenerative food systems and farming practices that reduce emissions and/or increase resilience.
- Māori-led projects that build capacity to respond to climate impacts and support mana whenua and mātāwaka to reduce emissions and build community resilience.
- Establishment of marakai, community gardens, nurseries, planting days.
- Assist communities in identifying areas of risk and vulnerability, and undertake assessments, reporting and preparedness activities.

What are the reasons for the problem or key drivers?

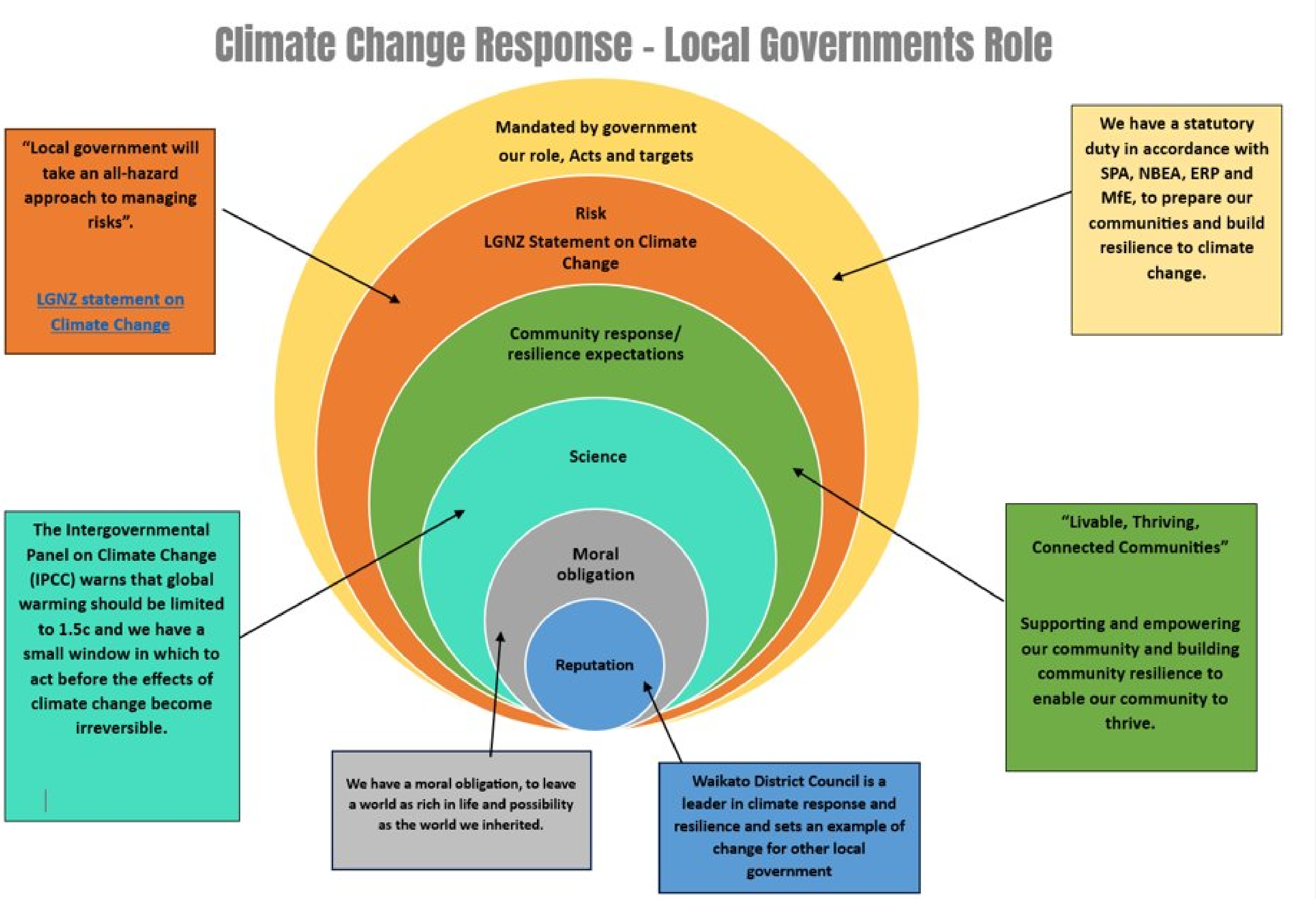
Council has a mandated role in preparing our communities for the effects of climate change.

As a local government authority Waikato District Council has a vital role to play in addressing climate change and taking action, We have:

- A mandated statutory and legislative responsibility
- To take an all-hazards approach and mitigate the risks associated with climate change
- A mandated role to prepare and adapt for the effects of climate change
- An obligation to our community to respond and meet resilience expectations
- To consider the financial impact and cost of inaction
- A moral obligation to take action

Council has a responsibility to meet the legal and statutory obligations relating to climate change

- LGNZ statement on Climate change
- Local Governments Act - To promote social, economic, environmental, and cultural well-being of communities, present and future.
- Ministry for the Environment (MfE) expectations of local govt role etc.
- The NZ Emissions Reduction Plan (ERP)- first statutory plan under the Climate Change Response Act, which requires government to act to reduce emissions. Council plays a vital role in the ERP targets.
- Obligation to consider our natural places and cultural heritage under the NZ Natural Built Environments Act and Resource Management Amendment Act 2020



Options to address the problem

Option	Description
Option 1	Status quo: provide some education, resources and engagement with/to the community on climate change
Option 2	Government funding support- unlikely given cuts to climate change funds, end of Climate Emergency Fund and a new Government
Option 3 **Preferred**	Establish a fund to drive climate action in communities and build better resilience, support, connections and outcomes whilst reducing emissions.

Analysis of options

	Option 1	Option 2	Option 3
Preferred option:			**Preferred**
Financial analysis			
Capital costs:	Nil	Nil	Nil
Operational costs:	Status quo: provide some support, education, resources and engagement with/to the community on climate change and sustainability	Government funding support- unknown given cuts to climate change funds, end of Climate Emergency Fund and an expected new Government	$80k per annum (for 6 years). We propose 6 years in order to understand needs, priorities, outcomes, and measure success and the opportunity for matched funds to be sought and possibly strengthened Gov't position on climate change. In addition, this period aligns with the emission reduction roadmap in the district Climate Response & Resilience Strategy.
External funding available:*	Some via EECA but for this is for facilities (gas boiler and lights). Other relevant funds have closed.	A scan suggests very limited funding. Relevant funds have closed. There are possible options for Crown Loan.	None at this stage. However, will explore matched funding with local funder. i.e. if we can put up funds, we may be able to find support to contribute.
Benefits:	Community engaged, some mitigation, connection, wellbeing, reputation, resilient communities, behaviour change, reduction in GHG emissions. Current level needs increasing to deliver on our liveable, thriving connected communities and expectations.	Community engaged, some mitigation, connection, wellbeing, reputation, resilient communities, behaviour change, reduction in GHG emissions. Current level needs increasing to deliver on our liveable, thriving connected communities and expectations.	Community needs are supported, mitigation in action, stronger connection, wellbeing improved, reputation enhanced, building more resilient communities, behaviour change, reduction in GHG emissions. Deliver well on our liveable, thriving connected communities and expectations. Be seen to be responsive, listening and acting on climate change and delivering sustainability outcomes. Deliver on the WDC Climate Response & Resilience Strategy targets of 25% annual district reduction. Deliver on Gov't targets of countrywide 50% reduction in Co2e emissions by 2030.
Risks:	Weak alignment with mandate and critical risk. Not supporting our communities enough, not being engaged and	Weak or some improvement (if funding available) with mandate and critical risk Not supporting our communities enough, not	Moderate/improved alignment to mandate and critical risk Failing to support our communities, to be seen not be engaged and listening and responding to community needs, increase in GHG emissions and longer-term costs. Not delivering sufficiently on our liveable, thriving connected communities and expectations

	Option 1	Option 2	Option 3
Preferred option:			**Preferred**
	responding enough to community needs, increase in GHG emissions and longer-term costs. Not delivering sufficiently on our liveable, thriving connected communities and expectations	being engaged and responding enough to community needs, increase in GHG emissions and longer-term costs. Not delivering sufficiently on our liveable, thriving connected communities and expectations	
Assumptions:	Community need	Community need	Community Need.
Dependencies:	Nil	Nil	Nil

* Please provide details of external funding:

Full costing of preferred option .

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:											
Operational costs:		$80	$80	$80	$80	$80	$80				
Percentage split of reasons for funding requirement											
Growth:											
Level of service:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Renewal/Maintenance:											
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Community Venues & Events

Events Booking System

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Improving Council Responsiveness		
Consistent Delivery of Core Services		

What's the problem we are trying to address, and our proposed response?

Event bookings is currently managed by a mix of council and community staff through manual paper based and non-integrated solutions which are both inefficient and ineffective, and result in variable experiences for our customers. There is no clear view of the usage of sports fields and reserves.

It is proposed that the council progress in a similar way as other councils in NZ and Australia by transforming our booking and reservation process to an online self-service experience for our community. This will include an online portal enabling both our customers to view availability, provide event details and submit booking requests quickly and easily, and for our staff and community boards to manage the bookings of spaces.

Requirements analysis was completed in 2020/2021. A scan of available solutions within the market was completed, including developing an understanding of what solutions other councils use.

In 2023, new aerial images of the sports reserves were taken and the Open Spaces team are working on integrating this with GIS. This can be worked into the booking system to enable local groups to book the right space for their needs.

What are the reasons for the problem or key drivers?

The initiative will be championed by Community Connections and delivered through a mix of Projects and Innovation, IM, Service Delivery (Community Connections), and Community Board representatives.

Whilst technology is a key enabler, this initiative is predominately a business change undertaking transforming the way we managed our community facilities, empowering our community boards, and streamlining the booking process for our customers.

The outcomes to be realised through the initiative includes:

- Empower our customers with self-service reservations which are accessible anywhere / any time.
- Through online Scheduling and Calendars provide your community with transparent information so they can request the right space and services for their event.
- Through bookings and event scheduling provide the ability to effectively manage event bookings and maximize utilization for community spaces.
- Provide a tool that empowers our Community Boards to manage facilities more effectively.
- Enhance our understanding of facility, sport field, and reserve usage.

- Better utilisation of staff resources.

Options to address the problem

Option	Description
Option 1: Status Quo	Community event bookings are managed by a mix of council and community staff through non-integrated solutions which are both inefficient and ineffective & result in variable experienced for our customers. There is no clear view of the usage facilities, sports fields, & reserves. 1FTE staff member managing the portfolio manually and spending a large amount of time processing events and requesting additional information from community groups.
Option 2: Bespoke Event Booking System **Preferred**	A business change undertaking transforming the way we managed our community facilities, empowering our community boards, and streamlining the booking process for our customers through a bespoke booking system.

Analysis of options

	Option 1	Option 2	
Preferred option (to be identified last):	**Status Quo**	**Bespoke Event Booking System**	
Capital costs:			
Operational costs:	$0.00	$150,000.00	
External funding available:*			
Benefits:	No additional cost	Better customer experience, integrated systems	
Risks:	Time intensive for staff, manual processing leaves room for human error, customers finding process to difficult and circumnavigating the system	Additional costs, potential ongoing costs for maintenance, staff time during implementation	
Assumptions:		More efficiencies in the booking process	
Dependencies:		Staff time during implementation process, IT	

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:											
Operational costs:			$150,000								
Percentage split of reasons for funding requirement											
Growth:											
Level of service:											
Renewal/Maintenance:											
Total:			100%								

2024-2034 LTP Business case

Open Spaces – New Reserve Development

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent Delivery of Core Services		

What's the problem we are trying to address, and our proposed response?

Council has recently acquired three properties for development into reserves, and one existing strategic property to be highlighted for a potential neighbourhood park. They are:

- Te Kowhai Sports Park (23.7 ha)
- Dominion Road Neighbourhood Park (Tuakau, 0.4ha)
- Matangi Recreation Reserve Extension (5.6ha total)
- Te Kauwhata East Neighbourhood Park (Existing Council land, for investigation for neighbourhood park. Approx 3ha)
- Pokeno Sports Fields (Munro Sports Park)

Additionally, there will be reserves that will continue to be acquired (either through strategic purchase, vesting or reserve allotment).

Te Kowhai Sports Park has $1.5 million earmarked for development for FY24. No concept planning has been undertaken, and this funding will be utilised for this purpose. However, there will likely be a significant carry-forward going forward as development progresses. It also remains unlikely that the allocation for development will be enough to ensure we can fully utilise the reserve for the activities expected (Organised Sport, Dog Park, Bridle Track Loop).

Concept Planning for the Dominion Park and Matangi Recreation Reserve will be required to fully utilise the land, with Matangi Recreation Reserve requiring a more in-depth consultation process with the community. Funding will need to be available to kick the concept planning process off as well as the CAPEX works that will result from the actions of consultation. Dominion Road will equally require some basic concept planning works, however due to the size of the land there are limited development opportunities.

126 Waerenga Road, located in Te Kauwhata East is land held by Council as a Strategic Property. A resolution was passed previously to dispose of the site; however half the site could ideally be utilised for a neighbourhood park. Te Kauwhata is currently under provisioned for neighbourhood parks, with a current under provision of 3.14ha. This increases to 12.33ha by 2050. The southern section in the rural zone could be utilised for such as park, with Council selling off the industrial zoned land. Funding from this could be used to develop reserves in Te Kauwhata further. In the meantime, funding will need to be available for initial feasibility studies and concept planning.

Pokeno Sports Ground (Munro Sports Park) is currently under-development with earthworks underway. Funding is available in FY24 for $2,455,355, however the concept plan outlines a significant amount of further development works to be undertaken, including but not excluding courts, lighting, sports turfs, walking tracks, carparking and community facilities. Community Funding will go someway to achieve these facilities however with increased costs as well as ensuring a timely development of the park requires that Council provide additional funding going forward to cover the further development of the reserve.

What are the reasons for the problem or key drivers?

To meet our provisions, Council must continue to acquire more reserve land for neighbourhood parks and sports park. This comes with the additional cost of developing these reserves to meet their purchase purpose. As growth climbs, we need to have a supplementary budget to develop these reserves as they come online. The costs of developing these reserves will be dependent on their category (Sports/Neighbourhood) as well as their size.

Sports Parks will be more costly to design and develop however our preliminary programme outlines a sports park purchase in each triennium (every three years). This being the precedent (Munro Sports Park 2020/Te Kowhai 2023). Neighbourhood parks will require different development requirements depending on their size or location, with some requiring very little development whilst some may need consideration for public toilets, playgrounds and landscaping. With this in mind, the budget needs to be variable to account for these differences, as well as accountability following expected purchases.

Options to address the problem

Option	Description
Option 1	Status quo: Utilise existing budgets
Option 2	Consider an increase to existing budgets and a reduced development programme (in comparison to option 3)
Option 3 **Preferred**	Have a consistent programme for expected reserve development for newly acquired reserves

Analysis of options

	Option 1	Option 2	Option 3
Preferred option:			**Preferred option**
Financial analysis			
Capital costs:	• Te Kowhai Sports Park FY24$1,354,400/$158,381 • Tuakau Neighbourhood FY24 $401,483/$46,949 • District Wide Sports Grounds FY24 $454,691 FY25 $1,088,137 FY26 $538,295 FY27-FY31 $81,000-$84,000 • Pokeno Sports Ground FY24$2,455,335/$333,731/$398,58 • Pokeno Skate Park FY24 $435,343/$50,908	• Te Kowhai Sports Park –Additional $2,660,000 in FY26 • Tuakau Neighbourhood FY25-$520,194, FY26$550,000, FY27$460,000 • District Wide Sports Grounds FY24 $454,691, FY25 $1,088,137, FY26 $538,295, FY27$590,407 • Matangi Recreation Reserve Development FY25 $500,000, FY26 $1,000,000 • Pokeno Sports Ground FY24$2,455,335/$333,731/$398,58 • Pokeno Skate Park FY24 $435,343/$50,908 • Te Kauwhata Neighbourhood Park FY24 $200,000, FY26 $600,000	• Te Kowhai Sports Park –Additional $2,660,000 in FY26 • Tuakau Neighbourhood FY25-$520,194, FY26$550,000, FY27$460,000 • District Wide Sports Grounds FY24 $454,691, FY25 $1,088,137, FY26 $538,295, FY27$590,407 • Matangi Recreation Reserve Development FY24 $500,000, FY26 $1,000,000 • Pokeno Sports Ground FY24$2,455,335/$333,731/$398,58, FY26$1,000,000 • Pokeno Skate Park FY24 $435,343/$50,908, FY25 $565,000 • Te Kauwhata Neighbourhood Park FY24 $200,000 FY26 $600,000
Operational costs:			
External funding available:*			
Other considerations			
Benefits:	No additional strain on ratepayers.	Ensures that key reserves development in Matangi and Te Kowhai gets underway and have funding available. Also provides more long-term funding for development of reserves across the district.	A comprehensive outlook for Reserve development across the district. Would allow for works in Pokeno, Matangi and Te Kowhai to have long-term security for funding to make progress on their development.
Risks:	Funds not going far enough. Unable to complete works outlined in Feasibility Studies for Pokeno Sports Ground. Limited options for the development of Te Kowhai Sports Park. District Wide Sports Grounds being fully	Unable to complete the works outlined in the Feasibility study for Pokeno. Would delay the completion for a number of projects related to that park and aspirations would need to be fulfilled by the community.	More pressure on Council's finances to fund these projects. Still likely that funding would be needed for some of these reserves (namely Munro Sports Park and Te Kowhai Sports Park) in the next LTP rounds in 2027.

	Option 1	Option 2	Option 3
Preferred option:			**Preferred option**
	utilised for only the development of Matangi Recreation Reserve.		
Assumptions:			
Dependencies:			

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:		Te Kowhai Sports Park FY24$1,354,400 / $158,381 Tuakau Neighbourhood FY24 $401,483 / $46,949 District Wide Sports Grounds FY24 $454,691 Pokeno Sports Ground FY24$2,455,335 / $333,731 / $398,58 Pokeno Skate Park FY24 $435,343 / $50,908	Tuakau Neighbourhood Park $520,194 District Wide Sports Grounds $1,088,137 Pokeno Skate Park $565,000	Pokeno Sports Park $1,000,000 Te Kauwhata $600,000 Te Kowhai $2,660,000 Matangi $1,000,000 Tuakau Neighbourhood Park $550,000	Tuakau Neighbourhood Park $460,000 District Wide $590,407	District Wide - $600,000	District Wide - $600,000	District Wide - $600,000	District Wide - $600,000	District Wide - $600,000	District Wide - $600,000

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
		Te Kauwhata Neighbourhood $200,000 Matangi $500,000									
Operational costs:											
Percentage split of reasons for funding requirement											
Growth:	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Level of service:	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%
Renewal/Maintenance:	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Total:	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case
Open Spaces – Reserve Acquisition

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent Delivery of Core Services	Supporting Sustainable Growth	

What's the problem we are trying to address, and our proposed response?

The provision for Neighbourhood Parks and Sports Parks across the district is varied, with several locations holding an existing shortfall of parkland. With population growth there is a need to acquire additional land for both categories of park to maintain our levels of service targets.

Neighbourhood Parks
Looking forward to 2050, several townships will experience a shortfall of reserve land, exasperating existing reserve shortfalls. Current neighbourhood reserve shortfalls in Tamahere and Tuakau, outline immediate need for further neighbourhood parkland, with significant growth outlining a need for further reserve acquisitions in Te Kauwhata and Pokeno. Additionally, townships like Horotiu do not have a neighbourhood park (or sports park). Horotiu has a residential growth cell identified for development soon, requiring a consideration for a neighbourhood park.

location	Category	2023 ha provision	2023 Provision /1,000 pop	Recommended Ha/1000	Current Acquisition Required (ha)	2053 Future Projected Requirement	2053 Future Acquisition Required
Te Kauwhata	Neighbourhood	1.5	0.50	1.5	3.14	13.88	12.33
Pokeno	Neighbourhood	4.4	0.99	1.5	2.27	12.50	8.11
Tamahere	Neighbourhood	1.9	0.34	1.5	6.66	8.77	6.83
Raglan	Neighbourhood	2.1	0.51	1.5	4.03	8.53	6.45
Tuakau	Neighbourhood	3.9	0.63	1.5	5.41	10.33	6.45
Whatawhata	Neighbourhood	0.0	0.00	1.5	5.26	5.37	5.37
Ngaruawahia	Neighbourhood	8.3	1.02	1.5	3.90	13.57	5.31
Te Kowhai	Neighbourhood	0.0	0.00	1.5	3.33	4.87	4.87
Eureka - Tauwhare	Neighbourhood	0.3	0.13	1.5	3.05	3.52	3.22
Horotiu	Neighbourhood	0.0	0.00	1.5	1.18	1.54	1.54
Taupiri	Neighbourhood	1.1	1.51	1.5	-0.01	1.96	0.91
Kainui - Gordonton	Neighbourhood	2.4	1.36	1.5	0.25	3.15	0.75
Mercer	Neighbourhood	0.0	0.00	1.5	0.24	0.49	0.49
Huntly	Neighbourhood	19.4	2.07	1.5	-5.34	19.77	0.41
Ohinewai	Neighbourhood	0.0	0.00	1.5	0.16	0.39	0.39
Meremere	Neighbourhood	1.6	2.54	1.5	-0.66	1.03	-0.57

Cells highlighted in pink outline hectares of land required currently and in 2050.

Targeting 2050, further neighbourhood parks will be required for acquisition to meet our current level of service. Growth expected across the district will result in a lower level of service if we do not acquire further neighbourhood parks across the district.

Sports Parks
Huntly and Tamahere are currently under provisioned for sports park land. The growth expected in Te Kauwhata will overtime push the current over-provision for land into a significant deficit. Additionally, with the effects of climate change there is a need to acquire additional sports park land in Raglan with the football fields at Papahua and the Raglan Recreation Reserve suffering from more frequent flooding events due to increased weathers events, poor drainage and its proximity to the harbour.

location	Category	2023 ha provision	2023 Provision /1,000 po	Recommended Ha/1000	Current /under provision	2053 Future Projected Requiremen	2053 Future Acquisition Required
Huntly	Sports and Recreation	9.1	0.97	2.6	15.20	34.27	25.16
Tamahere	Sports and Recreation	5.1	0.88	2.6	9.86	15.19	10.14
Te Kauwhata	Sports and Recreation	14.0	4.49	2.6	-5.91	24.05	10.02
Ngaruawahia	Sports and Recreation	15.1	1.86	2.6	6.01	23.52	8.46
Pokeno	Sports and Recreation	13.9	3.13	2.6	-2.37	21.66	7.76
Whatawhata	Sports and Recreation	2.2	0.62	2.6	6.96	9.30	7.14
Raglan	Sports and Recreation	8.3	2.04	2.6	2.30	14.78	6.48
Eureka - Tauwhare	Sports and Recreation		0.00	2.6	5.80	6.10	6.10
Horotiu	Sports and Recreation	0.0	0.00	2.6	2.05	2.68	2.68
Mercer	Sports and Recreation	0.2	0.94	2.6	0.26	0.85	0.70
Taupiri	Sports and Recreation	3.0	4.25	2.6	-1.15	3.40	0.44
Meremere	Sports and Recreation	2.6	4.06	2.6	-0.92	1.79	-0.77
Ohinewai	Sports and Recreation	3.1	29.07	2.6	-2.86	0.68	-2.46
Kainui - Gordonton	Sports and Recreation	8.3	4.70	2.6	-3.71	5.47	-2.83
Tuakau	Sports and Recreation	26.1	4.21	2.6	-9.95	17.90	-8.15
Te Kowhai	Sports and Recreation	28.1	12.65	2.6	-22.31	8.44	-19.64

The proposed response would be to acquire more sports fields over the next ten years targeted towards the four townships of Huntly, Tamahere, Te Kauwhata and Raglan.

Overall, this response would be to retain the existing allocation of approx. $3 million identified in FY25 and $3.1 million identified in FY28. These budgets would be utilised for buying large, more costly Sports Parks. In addition to the existing funding allocation, we'd propose budgeting an additional $700k in each other year for acquiring smaller neighbourhood parks where there are existing shortfalls and growth is expected.

This response would provide long-term security going forward that we can continue to maintain a programme to reduce the shortfall of reserve land across the affected townships and continue to meet the shortfalls predicted with increased growth. As well, the land size required for a sports park (as outlined in the Parks Strategy), the high value of land in pockets of the district (Tamahere, Raglan) and property inflation highlights the need for an additional availability of funds to meet our continued levels of service targets.

What are the reasons for the problem or key drivers?

Acquiring additional sports and neighbourhood parks across the district would assist with maintaining our current level of service as townships in the district experience significant growth (e.g., Huntly, Te Kauwhata), have existing shortfalls (e.g., Huntly, Tamahere) or are experiencing challenges from the increased effects of climate change (Raglan). By acquiring reserve land in these locations over the next 10 years, we will be able to provide keep our current level of service targets against the challenges that are affecting the provisions of neighbourhood and sport parks land going forward.

Options to address the problem

Option	Description
Option 1: Status Quo	Maintaining the current property funding pool/budget line for reserve acquisitions which will place pressure on maintaining our level of service.
Option 2: Increased budget for reserve acquisition	Provide more opportunities to maintain a level of service within the towns that are experiencing growth, are currently under-provisioned and are facing increased pressures from climate change.
Option 3: Increase budget for Sports Fields acquisition ONLY **Preferred**	Provide more opportunities to maintain a steady level of service within towns for sports fields, to meet growth expectation, current under-provisions and climate change.

Analysis of options

Identify the Strategic Priorities that this business case delivers on, including the level of alignment to the priorities.

<table>
<tr><th></th><th>Option 1</th><th colspan="2">Option 2</th><th>Option 3</th></tr>
<tr><th>Preferred option (to be identified last):</th><th>Status Quo</th><th colspan="2">Reserve Acqusition Programme (Sports Parks only)</th><th>Reserve Acquisition Programme</th></tr>
<tr><td colspan="5"></td></tr>
<tr><td>Capital costs:</td><td>FY25- ($3,022,601 & $342,257)
FY28- ($3,116,649, $969,686, $201,166, $646,564)</td><td>Neighbourhood
FY25- ($1,522,601 & $342,257)
FY28- ($1,616,649, $969,686, $201,166, $646,564)</td><td>Sports Park
FY25- ($3,022,601 & $342,257)
FY28- ($3,116,649, $969,686, $201,166, $646,564)</td><td>FY23 -$1,560,450
FY24-$700,000
FY25-$3,022,601
FY26-$700,000
FY27-$700,000
FY28-$3,116,649
FY29-$700,000
FY30-$700,000
FY31-$3,241,314
FY32-$700,000
FY33-$700,000</td></tr>
<tr><td>Operational costs:</td><td></td><td colspan="2"></td><td></td></tr>
<tr><td>External funding available:*</td><td>Development Contributions will partially fund neighbourhood parks.</td><td colspan="2">Development Contributions will partially fund neighbourhood parks.</td><td>Development Contributions will partially fund neighbourhood parks.</td></tr>
<tr><td colspan="5"></td></tr>
<tr><td>Benefits:</td><td>Maintain a programme to continue to purchase strategic land for reserves.</td><td colspan="2">Reduce impact on ratepayers than a full acquisition programme.</td><td>Maintain our existing level of service, meeting current and future short-falls for neighbourhood and sports park land in the district.</td></tr>
<tr><td>Risks:</td><td>A slow reduction in the level of service across the district as townships grow.</td><td colspan="2">A slow reduction in the level of service for neighbourhood parks across the district as townships grow for</td><td>-Growth does not meet expectation.
-Lack of land availability in preferred locations.</td></tr>
<tr><td>Assumptions:</td><td></td><td colspan="2"></td><td></td></tr>
<tr><td>Dependencies:</td><td></td><td colspan="2"></td><td></td></tr>
</table>

* Please provide details of external funding:

Full costing of preferred option

Identify the Strategic Priorities that this business case delivers on, including the level of alignment to the priorities.

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:	$1,560,450	$700,000	$3,022,601	$700,000	$700,000	$3,116,649	$700,000	$700,000	$3,241,314	$700,000	$700,000
Operational costs:											
Percentage split of reasons for funding requirement											
Growth:	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
Level of service:	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Renewal/Maintenance:	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Total:	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Open Spaces – Maintenance Contract (CityCare) Renewal

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent Delivery of Core Services		

What's the problem we are trying to address, and our proposed response?

The maintenance contract for CityCare Ltd is due for renewal in 2026. Through projected growth and asset acquisition, maintenance and management costs of our Open Spaces are projected to increase over the next LTP period. During the recent year to date the annual budget of approximately $6m was overspent by $770,000 (13%) signalling cost efficiencies need to be made but increasing asset acquisition and reactive works will be a constant into the future. The key overspends related to ongoing repairs and maintenance incurred by damage to assets, extra contracted works due to storm recovery and reinstatement of key infrastructure, and increased mowing of additional assets either identified through auditing processes, transfer from roading (speedzone changes) or vesting through development.

Because of this, we propose to make efficiencies through how we work in the future (re-structure current contractual requirements, enabling local communities, increased quality of assets for long term savings, reducing level of service where appropriate, working with mana whenua and training orgs etc.) in part, but it will also require extra funding to sustain the current quality of spaces across an increasing asset base.

What are the reasons for the problem or key drivers?

- Increasing reactive work (storm damage, vandalism & theft, service requests etc.).
- Maintenance of new vested areas requiring a high level of service.
- Increased construction and fuel costs (above contractual CPI movement).
- Maintenance of new assets from Capital projects without accurate projected costs.
- Asset transfer from roading and waters as land and asset designation shifts.
- Community expectation of levels of service.
- Contractor capacity and capability to deliver.
- Current contractual requirements.
- Procurement process to be developed to enable local contractors.

Options to address the problem.

Option	Description
Option 1	Status quo: Continue with current format of contract and funding.
Option 2	Seek funding for projected 10% annual cost overruns to deliver same level of service.
Option 3 **Preferred**	Funding increase in part and restructure contract as well as creating operating efficiencies.

Analysis of options

	Option 1	Option 2	Option 3
Preferred option:			**Preferred**
Financial analysis			
Capital costs:			
Operational costs:	0$	$6,000,000	$3,000,000
External funding available:*			
Other considerations			
Benefits:	No extra cost to ratepayer, some increased efficiencies to be made.		Can deliver on levels of service across all assets, increased efficiencies and levels of service through practice and contract structure (spec vs sched based), Engage with communities at place
Risks:	Reduced levels of service, continuing cost overspends,		
Assumptions:			
Dependencies:			

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:											
Operational costs:		$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000
Percentage split of reasons for funding requirement											
Growth:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Level of service:											
Renewal/Maintenance:											
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Open Spaces – Districtwide Sports Fields

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent Delivery of Core Services	Supporting Sustainable Growth	

What's the problem we are trying to address, and our proposed response?

The current level of service does not ensure long term sustainability of our districtwide sports fields, as they do not meet minimum national standards, and repairs as required. This includes maintaining a basic standard of mowing, line marking, lighting, and meeting the demand.

In recent years the demand on our sports fields has increased and been impacted through sustained weather events and degradation of field surfaces through inadequate drainage infrastructure and unmaintained soil composition.

This has also been coupled with the increase of participation in local sports due to population growth, economic drivers and communities undertaking physical activities closer to home as the cost-of-living increases. Because of these factors, our fields have a finite capacity for play before the field surface suffers long time damage.

The carrying capacity of a sports field (hours per week) varies as a result of a number of factors including surface type and maintenance schedules. While a field can potentially be open and accessible throughout the week, individual fields have a capacity based on the hours of use that a field can accommodate before the usage has an adverse impact on the field quality, restricting its ability to recover, and leading to increase field closures and maintenance costs.

Recent data provided by Sport Waikato shows when considering options to meet demand, individual field capacities via type have been calculated to be:

- Soil Field - 8 hours per week
- Sand Carpet - 18 hours per week
- Artificial Turf - 40 hours a week.

There are three main options to meet the shortfall in field capacity:

- more effective use of existing fields through allocation and use schedules
- increasing the capacity of existing fields through drainage/irrigation/substrate maintenance etc
- expanding the supply of fields.

Existing lighting across our sports fields is also not meeting minimum standards and greatly reduces the effective use of hours available for use. As renewals occur, lighting upgrades are proposed to provide more sustainable, energy efficient and controllable lighting systems that will be more cost effective and enabling for user groups across our assets.

What are the reasons for the problem or key drivers?

- Increased use of sports fields due to demand.
- Wider code of sports seeking places to play or alternatives when fields are not usable.
- Most of the district's fields are soil fields resulting in limited hours of sustainable play.
- Infrastructure (lighting and drainage) is inadequate or not meeting minimum national standards to provide sustainable and fit for purpose sports fields.

Options to address the problem.

Option	Description
Option 1	Status quo: Keep current Level of Service (LOS) and finite availability of fields,
Option 2	Increase LOS of field surface maintenance and drainage
Option 3 **Preferred**	Increase LOS of field surface maintenance, drainage and lighting

Analysis of options

	Option 1	Option 2	Option 3
Preferred option (to be identified last):			
Financial analysis			
Capital costs:	$0	$1,000,000	$2,600,000
Operational costs:	$0	$6,000,000	$6,000,000
External funding available:*			
Other considerations			
Benefits:	No additional cost to ratepayers	Upgrade of infrastructure (drainage and surface levelling) year 3 and 5. Increase in sand carpet to provide 125% increase in usable field hours.	Upgrade of infrastructure (drainage and surface levelling) year 3 and 5. Increase in sand carpet to provide 125% increase in usable field hours.
Risks:	Reduction in quality and availability of sports fields	Cost to ratepayer, still governed by light available hours at some venues	Cost to ratepayer,
Assumptions:			
Dependencies:			

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:			$200,000	$700,000	$200,000	$700,000	$200,000	$200,000	$200,000	$200,000	$200,000
Operational costs:		$600,000	$600,000	$600,000	$600,000	$600,000	$600,000	$600,000	$600,000	$600,000	$600,000
Percentage split of reasons for funding requirement											
Growth:											
Level of service:		100%	75%	53.8%	75%	53.8%	75%	75%	75%	75%	75%
Renewal/Maintenance:			25%	46.2%	25%	46.2%	25%	25%	25%	25%	25%
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Community Venues & Events

Preservation/Digitisation of Historic Cemetery Maps

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Supporting Sustainable Growth	Building Relationships	

What's the problem we are trying to address, and our proposed response?

Digitisation
We have currently digitised approximately 50% of the historic cemetery maps in our possession. It's important to digitise these maps so they can continue to be used without causing damage. An additional benefit of the digitisation is the ability for our community to obtain copies. These are large and delicate maps that require a professional digitisation service, costing approx. $20,000.

Storage
Maps are currently stored hung over rods or in boxes across WDC offices and libraries. These are historic documents that require specialised storage for preservation. The proposed response is to purchase a set of plan drawers ($2,000) and create a plan for archiving and longer-term storage ($3,000) to be stored in the Betty Connelly Room.

Conservation Plans
Historic cemeteries across the district do not have conservation plans. Cemetery conservation plans identify the principles, policies and processes required to care for the cemeteries to safeguard their cultural heritage value. Conservation plans cost approximately $15,000 each and are completed by consultants. Across the district we have 4 historic cemeteries including Alexandra Redoubt, Rangiriri Historic War Cemetery, Ngaruawahia Old Cemetery and Pokeno Old Soldiers Cemetery.

What are the reasons for the problem or key drivers?

Heritage preservation and conservation is a key responsibility of those who hold documents, the historic cemetery maps have been actively used in Council offices but should be preserved for future generations and to document the community's history. Locations of loved ones who have been buried is important to many people so being able to provide this information is key. We have several historic cemeteries across the district that are maintained only by lawn mowing, but conservation plans need to be in place to ensure we have a plan to preserve these.

Options to address the problem

Option 1: Status Quo	Continue to use the originals of these historic maps, not focusing on any conservation and/or historic values.
Option 2: Preservation only	Digitise and store historic cemetery maps
Option 3: Preservation and Conservation **Preferred**	Digitise and store historic cemetery maps and develop conservation plans for historic cemeteries

Analysis of options

	Option 1	Option 2	Option 3
Preferred option :			**Preferred**
Financial analysis			
Capital costs:	$0	$0	$0
Operational costs:	$0	$25,000	$85,000
External funding available:*			
Other considerations			
Benefits:	No financial investment, no changes for front of house staff	Preservation of historic information, ability to share information with families, proper process	Preservation of historic information and places, ability to share information with families, proper process
Risks:	Deterioration and loss of historic information and places	Changes to front of house staff process (minimal), deterioration of historic places	Changes to front of house staff process (minimal)
Assumptions:			
Dependencies:			

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:											
Operational costs:		$5,000	$20,000	$15,000	$15,000	$15,000	$15,000				
Percentage split of reasons for funding requirement											
Growth:											
Level of service:											
Renewal/Maintenance:											
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Open Spaces - District Wide Trails

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Improving Connectivity		

What's the problem we are trying to address, and our proposed response?

As connectivity is a strategic priority, several high priority trails outlined in the Connectivity Strategy 2023 aim to connect our communities and provide better access for walking, cycling and horse riding. They support sustainable growth, by providing an alternative to vehicle use for moving around our communities and the district and help promote active recreation.

The budget lines for trails outlined in the existing Long Term Plan provide limited funding for long-term improvements to connectivity. Funding available would only go towards a few stages of a trail, not for the whole completion of the project over the Long-Term Plan period. Budget lines geographically identified in areas such as Te Kauwhata, Tamahere and Raglan receive more funding that areas not outlined, despite the Connectivity strategy outlining high priority trails outside of such areas. Therefore, by boosting funding for district wide trails, we can better target the priorities set out in the Connectivity Strategy, which itself draws on the priorities outlined in documents such as Blueprints and Structure Plans.

The review of the 2023 Connectivity Strategy has outlined a large number of proposed trail routes that could be developed going forward. These were sourced from multiple sources:

- Trails Strategy 2016
- Engagement with stakeholders
- Blueprints
- Structure Plans

Through the Strategy, a prioritisation matrix has been developed to determine high, medium, and low priority trails. Following this, there are new opportunities to develop new trails and to support growth, community aspirations (such as those outlines in Blueprints as well as in Structure Plans) and provide greater access to our reserves as well connectivity between town centres and local neighbourhoods.

What are the reasons for the problem or key drivers?

Improving connectivity is the key driver for developing district wide trails. The purpose of the Connectivity Strategy is to promote all active modes of transport, with actions that can improve connections in the district, as we continue to experience more growth, more demands for community health and wellbeing opportunities and increased congestion.

Examples of high priority trails that will go forward to improving connectivity include:

- Improved access to the Hakarimata Summit Track from the Ngaruawahia Town Centre and the Te Awa Cycleway.
- Connections between Te Kowhai and Horotiu, Ngaruawahia and Taupiri, Pokeno and Mercer and Matangi to Tamahere.
- Improved access along the Whaingaroa Harbour coastline.

- Improved access along the Waikato River.

These trails would go towards providing improved access to key attractions within the district, provide safer connections between our communities and provide access to the Te Awa Cycleway and the Waikato River.

Options to address the problem

Option	Description
Option 1	Status quo: Utilise existing budget for trails development.
Option 2	Mild Increase for funding for District Wide Trails
Option 3 **Preferred**	Increased funding for District Wide Trails

Analysis of options

	Option 1	Option 2	Option 3
Preferred option (to be identified last):	**Status Quo**	**Full comprehensive District Wide Trails Programme**	**Increase to Status Quo**
Financial analysis			
Capital costs:	#FY23 - $969,382 #FY24 - $934,430 #FY25- $88,939 #FY26-$609,431 #FY27-$870,107 #FY28-$467,266 #FY29-31-$390-420,000	$54 million, split throughout 10 years (5.4 million per year) directed to district wide trails. This will deliver key connections between town centres and outlying communities. This is at a unit rate of $250,000 per 100 metres.	#FY24 - $1,868,860 #FY25- $2,846,058 #FY26-$1,218,862 #FY27-$1,740,214 #FY28-$934,532 #FY29-$781,242 #FY30-$810,930 #FY31-$841,746
Operational costs:			
External funding available:*	Possible external funding from Waka Kotahi	Possible external funding from Waka Kotahi.	Possible external funding from Waka Kotahi
Other considerations			
Benefits:	No added pressure to Council finances/ratepayers	A programme of key trails that can be built to connect townships within the district, as outlined in Blueprints, Structure Plans and consultation received in the Connectivity Strategy. Also provides more options smaller trails to be built.	Would allow a programme of trails. Staff will investigate smaller, cheaper high priority trails for completion to get results.
Risks:	Highly unlikely to be able to build key high priority trails	A very significant increase to budgets. Whether Council can deliver a very ambitious programme.	Key connections outlined in the blueprints and structure plans will not be achievable with this budget outline.
Assumptions:		Community demand from regular ratepayers.	
Dependencies:			

* Please provide details of external funding:

\# Inclusive of District Wide, Huntly, Ngaruawahia, Raglan, Te Kauwhata, Te Kowhai, Pokeno & Tamahere Walkways budget combined.

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:	$969,382	$1,868,860	$2,846,058	$1,218,862	$1,740,214	$934,532	$781,242	$810,930	$841,746	-*	-*
Operational costs:											
Percentage split of reasons for funding requirement											
Growth:	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Level of service:	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%
Renewal/Maintenance:	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Total:	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

*Funding for years 9 and 10 will be requested in the next LTP.

2024-2034 LTP Business case

Districtwide Tree Management

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent Delivery of Core Services	Improving Council Responsiveness	

What's the problem we are trying to address, and our proposed response?

There is insufficient budget to provide an acceptable level of service based on the number of assets (trees) that we need to maintain. As of September 2023, we have plotted approximately 16,000 trees. This is likely to get to 20,000 by the end of the first term of the tree contract as data is captured. Reactive works were also compounded this year by two large storm events which cost an extra $650,000 in unplanned work. We are currently in year 2 of a scheduled 4-year cyclical rotation. It is estimated work is already close to 1 year behind due to reactive works reducing the planned level of service budgeted for.

An increase of budget is required and an assessment of rescheduling the rotation of works (from 4 to 5 years).
The impact of this will likely be a moderated decrease in the overall level of service provided but an achievable work programme for our current contractor.

What are the reasons for the problem or key drivers?

- There is an increase in the number of known assets (trees) as there was incomplete asset data at the start of the current tree maintenance contract.
- We are experiencing changing climatic conditions and have had two major cyclones in the past year and a half.
- There is an increase in the cost and requirement for traffic management.
- We recently had an 11% increase in CPI (Consumer Price Index) and this is currently increasing as GDP (Gross Domestic Product) drops.
- We have a duty of care to ensure the safety of our community in the vicinity of trees.
- We need to care for all the trees that we have and ensure that we have sufficient budget to plant and care for new trees.
- We also have a responsibility to adhere to our Climate Response and Resilience Policy.

Options to address the problem

Option	Description
Option 1	Status quo: Keep existing budget schedule and contract term resulting in reduced level of service.
Option 2	Keep existing budget and seek contractual variations and extensions to meet the Level of Service required, does not allow for reactive costs.
Option 3 **Preferred**	Additional Funding to deal with increasing asset base, the backlog of current scheduled work and reactive maintenance as required.

Analysis of options

	Option 1	Option 2	Option 3
Preferred option (to be identified last):	Status Quo	Contractual Variation	Additional Long Term Funding
Financial analysis			
Capital costs:			
Operational costs:	$0	$350,000	$2,800,000
External funding available:*			
Other considerations			
Benefits:	No existing pressure on Rate Payers.	Completing scheduled works.	Completing scheduled works, creating achievable works programme, prepared for reactive work.
Risks:	Unable to provide adequate level of service, especially regarding increased extreme weather events. This relates to Council's duty of care to the public and the increased asset base.	Incurring cost to the ratepayer, does not allow for reactive work, extra staff time for negotiating variations, decreased overall level of service	Cost to the ratepayer.
Assumptions:			
Dependencies:			

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:											
Operational costs:	$0	200,000	250,000	250,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Percentage split of reasons for funding requirement											
Growth:	10%	10%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Level of service:	90%	90%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Renewal/Maintenance:											
Total:	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Open Spaces – Mercer War Memorial

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Building Relationships		

What's the problem we are trying to address, and our proposed response?

The Council has received a request from Ngaati Naho to remodel the World War One War Memorial in Mercer, to remove the steel gun turret. This gun turret is derived from the ship "Pioneer" that was used by British troops against Maaori in the 1863 Waikato war. On top of the turret stands a figure of a soldier commemorating the First World War

The memorial was installed by the Mercer Town Board and unveiled by the Governor General in 1922. It is situated on Council administered legal road.

The memorial including the turret is a Heritage NZ Category 1 (national significant) and is scheduled in the Council's Proposed District Plan. Engagement will be required with a range of stakeholders and this has not formally commenced in order to facilitate the removal. The project will require a heritage and cultural assessment as well as a resource consent. There will be costs for engagement, preparing the necessary assessments and obtaining the resource consent. In addition, there will be the costs of physical removal, restoration of the soldier and the design and construction of a suitable replacement memorial plinth for the soldier. No end location for the gun turret has been determined as this will also be part of the engagement process. There is currently no Council project or funding identified within Council for this proposal. Given the age of the structure it is unknown at this stage if it can be relocated.

What are the reasons for the problem or key drivers?

The presence of the gun turret in Mercer is considered by Ngaati Naho to be offensive, due to the role of the gun turret in the Maaori land wars in the 1860's. Ngaati Naho support the site continuing to be used as World War 1 Memorial, however they are requesting the removal of the gun turret from Mercer.

Options to address the problem

Option	Description
Option 1	**Status quo**: The gun turret remains in situ and continues to be maintained by the Council. This option would not achieve the outcome requested by Ngaati Naho.
Option 2	**Community Funded Removal** - The turret is removed and an alternative WWI Memorial is constructed on site which would include the soldier currently on top of the gun turret. This option has the project funded by sources outside of Council, but Council staff would work with the project team to facilitate its removal, but not have a specific budget to contribute to the costs.
Option 3 **Preferred**	**Council Funded Removal -** The turret is removed and an alternative WWI Memorial is constructed on site which would include the soldier currently on top of the gun turret. This option has the project funded by Council and would be managed in conjunction with stakeholders. The cost provided in this high level options assessment is a high level estimate only and more detailed costings are required. Council may choose to make a smaller financial contribution or grant but not fully fund the whole project.

Analysis of options

	Option 1	Option 2	Option 3
Preferred option (to be identified last):			
Financial analysis			
Capital costs:	Nil	Nil	$200,000
Operational costs:	$1000 pa	$1000 pa	$1,000
External funding available:*		Community sources – yet to be determined	
Other considerations			
Benefits:	This option does not impact on Council's resources.	This option does not provide any direct rate funded contribution, but enables the Community and Ngati Naho to lead and deliver the project.	Enables the project to be fully funded (subject to estimates and the project led by Council on behalf of the community.
Risks:	This Option would not support an improved relationship with mana whenua	The Community may not be able to find the funding required to achieve the consenting required to enable the historic turret to be removed from its current location	The costs of the project are unknown at this stage and Council committing to fund the project at this stage will build an expectation that Council
Assumptions:		There is community and stakeholder support for removing the gun turret from the Memorial. Consents can be obtained to remove the turret	There is community and stakeholder support for removing the gun turret from the Memorial Consents can be obtained to remove the turret
Dependencies:		At this stage funding sources for the full project are not identified. Ngaati Naho have indicated they may be able to provide some funding to support the removal of the turret. There would be funding required to obtain the necessary consents, physically remove the turret, restore the solider and reinstate him on a new secure plinth	There is the option of also seeking additional funding from external sources to support this option

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:		80,000	120,000								
Operational costs:											
Percentage split of reasons for funding requirement											
Growth:											
Level of service:		100%									
Renewal/Maintenance:											
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case
Open Spaces – Managed Retreat Assessment

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Building Community Resilience	Consistent Delivery of Core Services	Building Relationships

What's the problem we are trying to address, and our proposed response?

Coastal erosion is driven by natural processes. It can lead to negative economic impacts and lost or damaged property or land. An assessment of options for managing issues resulting from erosion affecting Waikato District Council assets, district wide is required. This piece of work will include a risk assessment of all Council owned assets and land near coastal areas within the Waikato District.

The risk assessment can be completed in-house or contracted to a consultant.

Once an assessment has been produced, the outcomes will provide next steps in protecting the assets that need protection or relocation. To implement any outcome options, work programmes will need to be included in the next annual plan or in the next LTP round, depending on the urgency and the feasibility.

What are the reasons for the problem or key drivers?

- Coastal erosion and sea level rise (climate change)
- More frequent storm events causing coastal damage and damage to coastal assets
- Increased tourism to key coastal areas (Port Waikato and Raglan) with communities and tourists using the potentially at-risk assets.

Options to address the problem

Option	Description
Option 1	Continue utilising existing budgets
Option 2 **Preferred**	Receive $80,000 in year 2 and 3 to implement outcomes of the risk assessment.

Analysis of options

	Option 1	Option 2
Preferred option:		
Capital costs:		$80,000 + $80,000
Operational costs:		
External funding available:*	N/A	N/A
Benefits:	No increase for ratepayers	Protecting council owned and community used assets and land
Risks:	Coastal erosion damages council owned and community used assets and budget has to allocated from somewhere else	Coastal erosion damages assets before implementing outcomes of risk assessment and budgets are exceeded
Assumptions:	Unplanned costs are required to relocate and demolish assets as they are damaged by coastal erosion	Costs will carry over to additional years if risk assessment does not meet maximum budget to allow for more funding to achieve outcomes of the risk assessment.
Dependencies:		

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:			$80,000	$80,000							
Operational costs:											
Percentage split of reasons for funding requirement											
Growth:											
Level of service:											
Renewal/Maintenance:											
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case
Open Spaces – Manu Bay Breakwater

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent Delivery of Core Services	Building Community Resilience	Building Relationships

What's the problem we are trying to address, and our proposed response?

In late 2014, the end of the existing breakwater at the Manu Bay boat ramp failed, splitting off the main structure and tilting seaward. It was consequently decided that the ad hoc breakwater structure, made of a concrete-capped boulder and gabion basket filled mound, should be replaced. Following the replacement, there were concerns that the new breakwater was more frequently over-topped, and the boat ramp was less protected from wave action than with the old breakwater in place, as well as a noticeable movement of boulders from the seaward side of the new breakwater and onto the boat ramp. Ongoing and regular maintenance is required to ensure the structure is safe to use as it is currently failing for the purpose it was built for. Erosion of this area is also exacerbated by the channel for the boat ramp and future designs will look at ways to minimise the existing effects.

There has been extensive consultation with the Raglan community around design, coastal effects and a pathway to a solution which multiple user groups and local Iwi are invested in.

Design work for options to repair the breakwater are being developed and consultation with the working group is continuing to determine a preferred option to confirm the next stage to progress to detailed design and consent.

It is proposed to fund this project because of the level of community interest, support and commitment from Council to date to make the repairs.

What are the reasons for the problem or key drivers?

- The breakwater is located in an aggressive wave zone.
- Previous work to repair the breakwater has created accelerated failure of the existing structure.
- The current breakwater has modified natural wave processes in the area and has created erosion along the coast.
- We need to ensure safety of the public due to overtopping and debris breaching the current wall.
- We have a duty of care to maintain Council assets that are failing.
- This is a heavily utilised area by boaties, surfers, and the wider community.

Options to address the problem

Option	Description
Option 1	Status quo: Continue to maintain existing dysfunctional breakwater
Option 2	Remove existing breakwater and boat ramp
Option 3 **Preferred**	Earmark funds to undertake design, consenting, and construction of breakwater.

Analysis of options

	Option 1	Option 2	Option 3
Preferred option:			**Preferred**
Financial analysis			
Capital costs:			$2,200,000
Operational costs:	$0	$200,000	
External funding available:			
Other considerations			
Benefits:	Currently budgeted for.	Reduces significant cost to Council, can return area to natural habitat and allow ocean processes to occur to limit erosion to the foreshore.	Will provide safer access to the boat ramp for users, maintenance costs ($30k annually) will reduce, repair and improvement of structure will help mitigate current implications on the environment.
Risks:	Will continue to degrade until it becomes high risk to the public, detrimental to community relationship	Detrimental to relationship with the community, reputational risk, effects to sea life, limits public access.	Could cause increased coastal effects, significant cost to ratepayer.
Assumptions:			
Dependencies:			

* Please provide details of external funding:

Full costing of preferred options

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:			$500,000	$500,000	$1,200,000						
Operational costs:											
Percentage split of reasons for funding requirement											
Growth:											
Level of service:											
Renewal/Maintenance:			100%	100%	100%						
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Seismic, Asbestos & Roof issues

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent Delivery of Core Services		

What's the problem we are trying to address, and our proposed response?

We have 34 Council owned buildings that are below the National Building Standards (NBS) of 34% in their Initial Seismic Assessments and are considered earthquake prone buildings. We are currently putting together a procurement plan to carry out Detailed Seismic Assessments on these 34 buildings.

These assessments may determine that the buildings require additional strengthening to bring them above the 34% NBS and up to 67%, these costs have not been added to the last LTP and will require capital budget to strengthen. Our proposed response is to have a District Wide seismic strengthening budget to cater for these strengthening works when required.

There are also 89 buildings built before the year 2000 that potentially could have been built with Asbestos Containing Materials, we have also put a procurement plan together to carry out the Asbestos Assessments, testing and develop Asbestos Management Plans for each site. We also propose to have a District Wide Asbestos removal budget as we are not certain, which sites will require asbestos removal.

The final problem is our ageing buildings and their roof condition. We have a contractor currently carrying out the roof inspections on all of our Council owned Halls and buildings that have low/medium graded roof conditions. Because all assessments have not been completed, we propose a district wide roof replacement budget is created to allocate funds for urgent repairs and replacement rooves on the buildings that could require remediation works.

What are the reasons for the problem or key drivers?

- Ageing assets that have been poorly maintained through.
- An NBS standard for earthquake prone buildings and a recommendation that our buildings be over 67% NBS to be at an acceptable seismic risk.
- A building requirement to ensure that all buildings that contain asbestos have asbestos management plans available onsite for all contractors & visitors and that funding is available for remedial actions.

Options to address the problem

Option	Description
Option 1	Status quo: Insufficient budgets to carry out repair work required, and Council retains a higher level of risk of asset deterioration and harm to users.
Option 2 **Preferred**	Set up district wide repair budgets to allow Seismic Strengthening, Asbestos repairs and Roof replacements/remediation works.

Analysis of options

Identify the Strategic Priorities that this business case delivers on, including the level of alignment to the priorities.

	Option 1	Option 2
Preferred option:		**Preferred**
Capital costs:	Nil	Asbestos & Seismic budget $500,000 P/A Roof replacement budget $500,000 P/A
Operational costs:	Nil	Nil
External funding available:*	N/A	N/A
Benefits:	No Capital costs allocated for repairs	Funds available to carry out repair/replacement works on required buildings district wide.
Risks:	The possibility of closing buildings due to not having funds for repairs required, loss of revenue from these buildings.	Capital costs required for renewals/replacements.
Assumptions:		
Dependencies:		

* Please provide details of external funding:

Full costing of preferred option

Identify the Strategic Priorities that this business case delivers on, including the level of alignment to the priorities.

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:		1,000	1,000	1,000	1,000	1,000					
Operational costs:											
Percentage split of reasons for funding requirement											
Growth:											
Level of service:											
Renewal/Maintenance:		100	100	100	100	100					
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

District Wide Cleaning Contracts

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent Delivery of Core Services	Supporting Sustainable Growths	

What's the problem we are trying to address, and our proposed response?

The district wide public toilet and corporate cleaning services contracts have expired. The forecasted LTP 2021-2031 budgets are not sufficiently covering the actual costs. In addition to this the Consumer Price Index (CPI) increases are not adequately allocated in the current LTP budgets.

Due to an increase of service, contract cost, vandalism/graffiti and reactive work, the 2022/2023 budget for corporate cleaning was overspent by $43,614 (20%) and the public toilets by $206,960 (143%). This business case is required to address these matters.

What are the reasons for the problem or key drivers?

- The Contract has expired for corporate and public toilet cleaning and current LTP budgets are out of date.
- No procurement of a new contract has been completed since the contract expired.
- Expected price increase to cover CPI and anticipated price increases when entering new contract.
- Vandalism - Increase of vandalism which includes, replacement of soap dispensers, locks, and toilet roll holders.
- Graffiti – Increase of graffiti on public toilets, bus stops and various WDC owned buildings.
- Currently failing the Resident Survey KPI of satisfaction in public toilets.
- Increased costs to use environmental products.
- Increased levels of service predicted for new toilet delivery in 2023/24.

Options to address the problem

A procurement process is currently in progress to engage a district wide public toilets and corporate cleaning contractor/s. Once completed a new contract will be entered into by WDC and the successful contractor/s.

Option	Description
Option 1	Reduce levels of service and maintain current budget spending.
Option 2 **Preferred**	Continue to provide current levels of service. Increase budget to actual costs including CPI and price increases. Add security measures where possible to minimise vandalism and graffiti costs. I.e.: gates with dusk to dawn operational hours. Use anti-graffiti materials.
Option 3	Increase levels of service with a focus on public toilets which have been gradually failing to meet KPIs.

Analysis of options

	Option 1	Option 2	Option 3
Preferred option (to be identified last):			
Financial analysis			
Capital costs:			
Operational costs:	215,719 + $478,950	$260,000 + 735,910	$280,000 + $850,000
External funding available:*	N/A	N/A	
Other considerations			
Benefits:	Decrease level of service to meet current budget	Clean facilities, Continue providing current levels of service	Clean facilities, increase levels of service and positively impact Resident Engagement Survey
Risks:	Reputational		
Assumptions:			
Dependencies:			

* Please provide details of external funding:

Full costing of preferred option

OPTION 3 – Preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:											
Operational costs:	995,910 + CPI	995,910 + CPI	995,910 + CPI	995,910 + CPI	995,910 + CPI	995,910 + CPI	995,910 + CPI	995,910 + CPI	995,910 + CPI	995,910 + CPI	995,910 + CPI
Percentage split of reasons for funding requirement											
Growth:											
Level of service:		100%	100%	100%	100%	100%	100%	100%	100%	1000%	100%
Renewal/Maintenance:											
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

District Wide Disposals of Buildings

Strategic Priority alignment

Primary	Secondary
Consistent Delivery of Core Services	Supporting Sustainable Growth

What's the problem we are trying to address, and our proposed response?

Recent improvements to Council's asset data have shown that there are several buildings held within the facilities portfolio that are at end of life and do not serve a purpose for the community. This is a consistent problem as these buildings would require further maintenance going forward if kept, when in comparison there are other more suitable facilities available. Additionally, these buildings are prone to interference and vandalism. The proposed response would be a programme for disposal/removal of the buildings and utilise the land for other purposes.

What are the reasons for the problem or key drivers?

The key reasons why these buildings are outlined for disposal are:

- Poor Building Condition due to lack of use and deferred maintenance
- Building condemned
- Erosion.

With this in mind, it would be prudent to set out a disposal programme for the next three years to reduce the risks outlined in the first paragraph. By removing these assets, the associated reserve can be used for other recreational purposes.

Options to address the problem

Option	Description
Option 1	Do not undertake any works or provide funding.
Option 2 **Preferred**	Provide funding for the disposal of buildings which are either end of life, condemned or affected by erosion.

Analysis of options

	Option 1	Option 2
Preferred option (to be identified last):	**Status Quo – No works/programme**	**Programme of Building Disposal**
Financial analysis		
Capital costs:		
Operational costs:	$0	$80,000 p/a for FY24-26 (Three Years) Opportunity for this to be funded from reserves, $80k. General rate won't need to be increased
External funding available:*		
Other considerations		
Benefits:	No additional costs.	Would allow reserve land to be utilised for recreational purposes. Reduced risk of vandalism and health and safety concerns.
Risks:	Additional costs for maintenance and the removal of graffitti/vandalism. Health & Safety implications due to building being condemmed or end of life.	Additional costs.
Assumptions:		
Dependencies:		

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:											
Operational costs:	$0	$80	$80	$80							
Percentage split of reasons for funding requirement											
Growth:	-	-	-	-							
Level of service:	20%	20%	20%	20%							
Renewal/Maintenance:	80%	80%	80%	80%							
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

CCTV Annual Management Fee & R&M

Strategic Priority alignment

Primary
Consistent Delivery of Core Services

What's the problem we are trying to address, and our proposed response?

Council is currently awaiting an MOU to partner with Hamilton City Council's (HCC) city safe programme, this will include installation and monitoring of existing and new CCTV systems. The assumption is that HCC actual costs will be on charged to WDC which will include the management fees for the service. Our proposed response is to add budgets for the annual management fee, monitoring and repairs, and maintenance of the system.

WDC has been awarded Better off funding to support CCTV throughout the district. This equates to $539,630 which covers the capital cost of camera installation and a portion of operational costs in year 1 which is $54,000.

What are the reasons for the problem or key drivers?

- No 24/7 Monitored CCTV services in our district
- Security & Community safety risks,

Options to address the problem

Option	Description
Option 1	Status Quo – Continue as is without budget to cover ongoing expenses.
Option 2 **Preferred**	Provide budget to manage the city safe programme and to cover repairs and maintenance.

Analysis of options

Identify the Strategic Priorities that this business case delivers on, including the level of alignment to the priorities.

	Option 1	Option 2
Preferred option (to be identified last):		
Capital costs:	Nil	
Operational costs:	Nil	955,000
External funding available:*	N/A	N/A
Benefits:	No Costs associated with this option	Budget to cover management costs & repairs and maintenance of the system
Risks:	Security risk to staff, community safety risks.	Opex funds required to manage services and repairs and maintenance
Assumptions:		Possible costs for Leases for space to add cameras in town centres.
Dependencies:		Dependant on the MOU being signed by Hamilton City Council to provide these services

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:											
Operational costs:		45,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Percentage split of reasons for funding requirement											
Growth:											
Level of service:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Renewal/Maintenance:											
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case
Ngaaruawaahia Library & Community Hub

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent Delivery of Core Services	Supporting Sustainable Growth	Building Relationships

What's the problem we are trying to address, and our proposed response?

The 2019-2029 Library Strategy identified that the Ngaaruawaahia Library is too small for the population it serves with very limited space for community meetings and customer activities. The current building is aging, in need of significant capital upgrade in the coming years but is not suitable for expansion. These physical constraints and the community's changing needs have resulted in the existing asset failing to serve the community well.

The Ngaaruawaahia, Taupiri Centre Economic Overview Report identifies "there has been a significant increase in the number of vacant stores (currently 22%) in the Ngaaruawaahia Town Centre indicating a centre in a deteriorating state, particularly since COVID-19. A vacancy rate of 22% is terrible in retail terms and highlights an underperforming centre. It is clear the centre requires a circuit breaker response rather than 'more of the same' to change its growth trajectory".

Council recently acquired land on the corner of Jesmond Street and Great South Road, Ngaaruawaahia – a prominent corner site in the town centre. It is proposed to develop this site, along with adjoining Council owned lands for a new library, community hub and public realm space. The site position provides opportunity to improve the town centre connection to the culturally significant Turangawaewae House, the Point Kiingiitanga Reserve and recreational and commercial activities such as Te Awa cycleway and Durham Precinct. In addition, there is opportunity to facilitate commercial development by disposing of lands surplus to Council needs (subject to due process).

What are the reasons for the problem or key drivers?

An undersized and aging library unsuitable for expansion, combined with higher than anticipated growth in the catchment and changing user needs. The Waikato Expressway has diverted traffic away from Ngaaruawaahia, alongside a perception that Ngaaruawaahia is not a 'destination town' has resulted in a decline in visitor numbers, resulting in less investment in the town centre from private enterprise.

Options to address the problem

Option	Description
Option 1	Status quo: Commence planning for a new library (without a community hub) from FY25/26, plan for construction the following year, within existing LTP budgets.
Option 2	Bring budgets forward to provide for earlier planning of a private developer led development for a library and community hub to be leased back to Council. Disposal of lands surplus to council's needs for development (subject to due process with Council leasing back the community spaces.
Option 3 **Preferred**	Revise budget amounts and timing to provide for earlier planning and construction of a Council led development for a library, community hub and associated public realm. Make allowance for lands surplus to council requirements to be disposed.

Analysis of options

Identify the Strategic Priorities that this business case delivers on, including the level of alignment to the priorities.

	Option 1	Option 2	Option 3
Preferred option:	**Status Quo**		**Preferred**
Financial analysis			
Capital costs:	$7,558,587	-$696,855 $1,555,000 for Fitout & Technology -$2,251,855 for the sale of Council property.	$8,494,794 -$687,000 for the sale of Council property
Operational costs:	$1,829,856 Includes $1.26m depreciation on new build and subsequent capex budget ex existing library.	$5,482,067	$2,036,588 Includes $1.40m from Year 2 to Year 10 for depreciation of new build.
External funding available:*	Potential for central government funding to support community aspects of development. No external funding assumed in this business case.	Unlikely if leased.	Potential for central government funding to support community aspects of development. No external funding assumed in this business case.
Other considerations			
Benefits:	Reduced cost compared to Option 3. Reduced lifecycle cost compared to Option 2. Reduced resourcing requirement first 2 years LTP. Council's security of tenure. May be an opportunity to stage development and deliver community hub in future LTP's (at greater overall cost). Council control site use through development and in future with the flexibility to make change with community needs (e.g. expand based on growth).	Lowest cost option for the term of this LTP. Reduced exposure to construction risk. Likelihood of both library and community hub high.	Council certainty of tenure and control of the standard of development. Council control site use through development. Flexibility to make site changes to adjust to community needs (e.g. expand based on growth). Council commitment to a considered, community development is anticipated to create business confidence, enhance a prominent corner of the CBD and cultivate business economy and resilience.

	Option 1	Option 2	Option 3
Preferred option:	**Status Quo**		**Preferred**
			Council can structure property decisions to encourage compatible use of neighbouring properties.
Risks:	Negative community perception of lack of progress. Further decline in Ngaaruawaahia Town Centre and missed opportunity for economic development. Insufficient budget to deliver desired size of library and hub to meet community needs. Pressured construction timeframe. Continued inflationary pressures resulting in further scope reductions.	Lifecyle asset costs high due to lease fee. Ability to feed into standard of development and control future maintenance limited compared to alternatives. Ability to extend buildings, future proofing the long-term level of service may be lost. Potential for the introduction of incompatible site users by landowner.	Market risk. Cost overruns. Market demand for any commercial spaces. Reputational risk if development deemed unsuccessful.
Assumptions:	Consultation, scoping, design in Year 2 Construction Year 3, Opening Year 4. Includes capital costs to the existing library budgeted beyond opening of proposed new build. Does not consider recent site acquisition. Ignores construction cost inflation since budget was set.	Council driven concept and design brief in Year 1. Partnering Year 2, opening Year 4. Sale Council land (ex existing library) Year 2, Sale existing Library year 5. 750sqm library, 500sqm community hub, 1,000sqm public realm, 35 carparks. $400/sqm internal commencing lease fee, $50/sqm public realm, $25/carpark/week. 3% annual increases. Assumes similar operating expenses as current building for a modern, energy efficient, sustainable new build library. Bulk of costs opex, depreciation limited to Council FF&E, technology etc Sale price of Council property assumed to be $415/sqm year 1 and $500/sqm year 5.	Consultation, scoping, concept and design brief and consenting in Year 1. Further consenting and commence construction Year 2. Complete construction and open late Year 3. 750sqm library, 500sqm community hub, 1,000sqm public realm, 35 carparks. Assumes similar operating expenses as current building for a modern, energy efficient, sustainable new build library. Sale of $1,400sqm Council property not required for development at $500/sqm year 5.
Dependencies:			

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:		577	4,024	4,152		-687					
Operational costs:		126	62	144	229	230	232	233	235	237	239
Percentage split of reasons for funding requirement											
Growth:		60%	60%	60%							
Level of service:		40%	40%	40%							
Renewal/Maintenance:											
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

District Wide Toilet Delivery

Strategic Priority alignment

Primary	Secondary
Consistent Delivery Of core services	Supporting Sustainable Growth

What's the problem we are trying to address, and our proposed response?

The current 2021 2031 LTP outlines both renewals and new toilets ($475,000) for each financial year. This number will not cover all costs to replace and refurbish existing public toilets. There is community demand for more public toilets across the district, with Blueprints for the following towns highlighting the need for more public toilets:

- Tuakau
- Meremere
- Taupiri
- Ngaruawahia
- Horotiu
- Matangi
- Whatawhata

Additionally, there are communities where there is no provision for public toilets (Maramarua), have new toilets scheduled for works (Pokeno) or received a high level of feedback in consultation submissions (Port Waikato). Our proposed response would be to provide more funding to meet these community aspirations and outline a programme going forward. This would provide better coverage within the district for the provision of public toilets and allow for a better level of service. It should be noted that feedback received during the Community Facilities Strategy Consultation and the Residents Satisfaction Survey have found strong dissatisfaction from our public toilets, highlighting there is a need to undertake further work for improvement.

A modular build design that Council has chosen to use going forward will cost approximately, $200,000 to build & install at a location, plus $75,000 for the consenting and design process.

What are the reasons for the problem or key drivers?

- Lack of public toilet facilities in key areas of the district.
- Ageing toilet blocks that require rejuvenation.
- Lack of accessible toilets.
- Increased visitors to key tourist locations (Raglan, Port Waikato).
- Poor CPTED (Crime prevention through environmental design).
- Growth.

Options to address the problem

Option	Description
Option 1	Continue to provide $475,000 yearly to build and deliver 2 toilets each financial year.
Option 2 **Preferred**	Continue to provide $475,000 per annum for renewals, plus $275,000 per annum for the construction of a new toilet.
Option 3	Continue to receive $475,000 per annum for renewals, plus $275,000 bi-annually for the construction of a new toilet.

Analysis of options

Identify the Strategic Priorities that this business case delivers on, including the level of alignment to the priorities.

Preferred option (to be identified last):	Option 1 Status Quo	Option 2 Renewals & Bi-Annual Toilet Construction Programme	Option 3 Renewals & Annual Toilet Construction Programme
Financial analysis			
Capital costs:	$475,000 p/a	$475,000 p/a plus $275,000 every 2 years	$475,000 plus $275,000 p/a
Operational costs:			
External funding available:*	Possible Govt Funding (Tourism)	Possible Govt Funding (Tourism)	Possible Govt Funding (Tourism)
Other considerations			
Benefits:	Lack of impact on Council finances and on ratepayers	Will allow for more toilets to be built to meet community expectations.	Will allow for more toilets to be built to meet community expectations more quickly
Risks:	Will not be able to deliver a planned programme for new toilet construction across the district	Delivery will not be as speedy as can be possible	Increased costs to Council/Ratepayers.
Assumptions:			
Dependencies:			

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs - renewals:	475	475	475	475	475	475	475	475	475	475	475
Capital costs - construction		275	275	275	275	275	275	275	275	275	275
Percentage split of reasons for funding requirement											
Growth:		33%	33%	33%	33%	33%	33%	33%	33%	33%	33%
Level of service:		33%	33%	33%	33%	33%	33%	33%	33%	33%	33%
Renewal/Maintenance:		33%	33%	33%	33%	33%	33%	33%	33%	33%	33%
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Rates for Strategic Property

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent Delivery of Core Services		

What's the problem we are trying to address, and our proposed response?

The Strategic Property team has undertaken a project to research and document the land Council owns and administers, along with the relevant department. In determining the department, the team considered the use of the land and the internal 'asset owner'. Where there is not a clear internal asset owner or development of land for its intended purpose has not yet commenced, the land has been classified 'Strategic Property' to ensure the lands are actively and appropriately managed.

The current Strategic Property budgets for rates are well short of the costs required to pay the rates.

Before commencement of the next LTP and rating year, and subject to internal feedback, the Strategic Property team intend to work with our Rates and Finance staff to update the rating and financial information associated with Council lands. It is expected that this work will involve:

- consideration of the appropriateness of the rateable status applied, acknowledging a range of Council lands can be considered non-rateable for the purposes of the Local Government Rating Act 2002;
- where appropriate, identifying where targeted rates are applied to non-rateable properties that don't receive the service funded by that rate;
- requesting rating units be made contiguous where appropriate, reducing the overall rates charge;
- correcting anomalies in the rating data for council property;
- identifying non-Council owned land where Council is currently paying rates and advising rates accordingly; and
- ensuring appropriate budget codes are associated with each property (and therefore each rates payment), reflective of the land use and asset ownership.

We have a workshop scheduled with finance to map out the necessary changes to ensure council property income and expenses are coded correctly. The outcome of this work should provide clarity on where the costs will fall for LTP. We're aware that asset owners do not have a specific budget line for rates and anticipate there being significant work required to help asset owners recognise and journal these costs across.

What are the reasons for the problem or key drivers?

The Waikato District rates bills for Council owned/administered lands are processed by Finance through the system with limited review by the asset owners. Historic recording of property information through the rating database, the lack of knowledge of our portfolio and the relatively recent creation of the Strategic Property team means the spotlight has not been cast onto rates for Council property.

While it is considered very unlikely that the overall rates cost to Council will increase, the allocation across Council departments will change to be more reflective of actual land use. We assume that other asset owner's rates budgets are sufficient to cover rates costs for their assets and that budgeting for some of these costs to be funded by strategic property budgets will not negatively impact that, but instead identify opportunities for cost savings.

The final financial impact is somewhat unknown until the work is completed but it is likely to be less, as there will be instances where the rateability of properties changes to reflect the legislative requirements of the Local Government Rating Act 2002. The benefits of this will include:

- more efficient financial management;
- quantifying the true costs of delivering a service;
- identification of opportunities for alternative site uses;
- better property management;
- enhanced data to enable more strategic decision-making
- rates will no longer be paid on land Council doesn't own or administer.

Any reductions in rates payable on Council owned or administered lands, will translate to a reduction on rates income received.

Options to address the problem

Option	Description
Option 1	Status quo
Option 2 **Preferred**	Budget for strategic property rates costs from LTP commencement and undertake a process to update data associated with Council lands to confirm budget.

Analysis of options

	Option 1	Option 2
Preferred option:		**Preferred**
Capital costs:		
Operational costs:	Y1 Strategic Property WDC rates budget: $3,806 Y1 Strategic Property WRC Rates budget: $349	Y1 Strategic Property WDC rates budget: $146,745 Y1 Strategic Property WRC Rates budget: $29,349
External funding available:*		
Benefits:		More accurately reflects rates costs following inflation. Provides for better financial and property management.
Risks:		
Assumptions:	Shows Y1 LTP budgets only:	Shows Y1 LTP budgets only. WDC rates based on 2023/2024 rating year rates + water invoice for 'Strategic Property' plus 5% WRC rates assumed at 20% of WDC rates. Excludes any rates recoverable from occupiers of land (e.g. lessees) Assumes 5% increases to charges year on year. It is highly likely as property management progresses that strategic property rates charges will decrease. Organisation wide WDC rates for the 2023/2024 year were approx $649k excluding circa $608k attributable to the water, wastewater and stormwater networks.
Dependencies:		

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:											
Operational costs:		176	185	194	204	214	225	236	248	260	273
Percentage split of reasons for funding requirement											
Growth:											
Level of service:											
Renewal/Maintenance:											
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Funding to support JMA commitments and Mana Whenua Engagement in Property Matters

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Building Relationships	Improving Council Responsiveness	

What's the problem we are trying to address, and our proposed response?

Continuation of funding for working with Waikato Tainui and Mana whenua groups for land history investigation and consultation in regard to Council's property portfolio. This work gives meaning to Council's commitment to honour the terms of the Te Tiriti.

Council is a party to a Joint Management Agreement (JMA) with Waikato Tainui. Schedule D to the JMA includes Council's commitment to work in partnership with Waikato-Tainui in respect of dealings with any Crown or Crown-derived lands administered by Council. Specific requirements of the JMA include the requirement for consultation on management of these lands and engagement on potential exchanges or disposals.

There are many iwi and mana whenua groups within the district, both in the area Waikato Tainui JMA area and outside it, that Council should consult with in addition to Waikato-Tainui, in order to honour treaty obligations.

It's important that Council is resourced to engage with Maaori consultants and advisors in order to investigate the history of land ownership and to ensure that we work with the appropriate mana whenua representatives from each area. Furthermore, where disposal or exchange is proposed, it is appropriate to understand whether Council use of the land has had any implications for the land that should be remediated, and for such remediation to be undertaken.

Funding options to support this activity include general rate funding, leveraging the Property Proceeds Reserve (not preferred), or partial off setting of business costs through internal charges and project capitalisation.

The Property Proceeds Reserve budget supports the acquisition of strategic property assets to enable development in the district. The fund is not large, it currently sits at $2,157,901.08. These funds should be retained for capital expenditure on strategic properties. The fund will be topped up over time, we've forecast the disposal of surplus Council property assets will deliver net returns of $11,000,000 over the next LTP (10 year) period. Strategic Property does not consider the use of this fund for operating expenditure to be prudent.

What are the reasons for the problem or key drivers?

The Strategic Property Team works with Waikato Tainui and mana whenua groups to deliver on our JMA commitments and to align with the principles of the Treaty of Waitangi. In 2022/23 there was a budget for this work of $137,074 with application for the following activities:

- Land ownership investigations

- Maaori consultant costs
- Legal fees to give effect to decisons
- Soil contamination investigation
- Remediation works
- Catering costs

As the strategic property team were coming up to speed, we did not spend the full budget and have carried forward an amount from 2022/23. Now that the Strategic Property Team is well resourced, we're able to turn our attention to Council's intention to work with Mana whenua in relation to some significant land matters within the district including:

Raglan Aerodrome
A Council resolution was passed in 2023 to investigate options to return the Raglan Airfield to the 'rightful owners'. To give effect to that resolution we will need to carry out investigations, undertake costly surveys, seek Maaori Land Court and Te Arawhiti advice, engage with relevant Crown departments, incur legal costs and likely run extensive and potentially contentious public consultation processes.

Riria Kereopa Memorial Drive
Hapuu affiliated with Riria Kereopa Memorial Drive in Raglan seek to have the legal road and reserve adjacent to the Maaori Land owned nearby returned to them. If this is to progress, it too will have require land status and Maori Land Court investigations, costly surveys, Maaori Land Court advice, legal advice and extensive and potentially contentious public notification for the proposed road stopping an reserve revocation. It is anticipated that any road stopping could result in objections to the Environment Court (pending prior procedural steps). All of which come at a cost.

Hopuhopu
Negotiations have historically been undertaken with Waikato-Tainui regarding waters infrastructure in Hopuhopu, these were not concluded but there is a need for this to be finalised as Council currently has infrastructure on Waikato-Tainui lands without any formal rights of occupation. Concluding these negotiations is likely to incorporate the exchange of lands.

It's important that we are resourced to identify and work with the correct people for each hapuu. In some cases this will require engaging a consultant with sufficient mana as Council's representative. In other cases we will require specialist advice from consultants with extensive experience in Maaori Land Court matters.

Options to address the problem

Option	Description
Option 1	Status quo: Carry over budget of $126,226.43 from 2022/23 financial year. No further budget beyond June 2024.
Option 2	Provide reduced annual budget to enable JMA actions.
Option 3 **Preferred**	Provide ongoing annual budget to enable actions to facilitate JMA actions and liaison with mana whenua on Council property matters.

Analysis of options

	Option 1	Option 2	Option 3
Preferred option:			**Preferred**
Financial analysis			
Capital costs:			
Operational costs:	Carry forward of $126,226.43 and no further funding	Reduced budget of $100,000	Full budget of $200,000
External funding available:*			
Other considerations			
Benefits:	Enables some engagement and consultation to take place	Enables some engagement and consultation to take place	Enables a reasonable level of procurement of of Maaori consultants and engagement options with Iwi and hapuu in relation to Council land matters
Risks:	This funding won't be enough for future engagement and consultant advice	This funding may not be enough	This funding may not be enough
Assumptions:		We're able to engage suitably qualified consultants	We're able to engage suitably qualified consultants
Dependencies:			

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:											
Operational costs:	$126,226.43	200	210	220	231	243	255	268	281	295	310
Percentage split of reasons for funding requirement											
Growth:	50	40	30	20	20	20	20	20	20	20	20
Level of service:	50	60	70	80	80	80	80	80	80	80	80
Renewal/Maintenance:											
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Strategic Property portfolio rationalisation costs

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Supporting Sustainable Growth	Consistent Delivery of Core Services	

What's the problem we are trying to address, and our proposed response?

Funds to undertake the necessary work involved in rationalising Council's portfolio are not budgeted for in next LTP. The disposal of Council property involves considerable background research and work to be undertaken including;

- Discussion with Council departments to confirm the land is not required for their purposes;
- Land status investigations confirming how the land came to be under Council's administration or ownership and how that impacts both the ability to dispose of land and any procedural requirements;
- Expert investigations and advice to ensure compliance with statutory requirements (e.g. offer back provisions under the Public Works Act 1981, Reserve Act 1977 requirements);
- Public notification (as appropriate);
- JMA and mana whenua engagement;
- Survey and legalisation actions associated with raising title to land prior to disposal setting apart land for different purposes and the actual disposals;
- Valuations;
- Marketing costs;
- Negotiating agreements for sale of the land;
- Physical works to ensure the properties are attractive to the market;
- Legal fees to minimise risk to Council.

To generate income from the disposal of land will always incur a cost, we propose this budget be continued through the next LTP to ensure the sales income from land disposals that are budgeted can occur.

What are the reasons for the problem or key drivers?

While budget for the costs associated with rationalisation was provided in the first three years of the current LTP, several factors have contributed to this budget not being well utilised, and in turn, the necessary income associated with land disposals not being achieved, specifically:

- Until recently, there was a lack of clarity about the full extent of the land Council owns and administers which made it challenging to identify which properties should be reviewed in the context of Council's land requirements and strategic goals;
- Under resourcing within the Strategic Property team meant this work couldn't be prioritised without adverse effects on Council's delivery of core service. In addition, all current members of the Strategic Property team joined within the past 18 months;
- Lockdowns and associated travel difficulties presented by Covid-19 limited the ability to get to the sites for initial, visual inspection.

Options to address the problem

Option	Description
Option 1	Status quo: Exhaust the current budget including all approved carryovers. Do not budget for any further property rationalisation costs thereafter.
Option 2	Budget Strategic Property portfolio rationalisation costs at 7.5% of the budgeted income from District Wide property sales.
Option 3 **Preferred**	Continue to budget strategic Property portfolio rationalisation costs at 15% of the budgeted income for District Wide property sales.

Analysis of options

	Option 1	Option 2	Option 3
Preferred option:			**Preferred**
Financial analysis			
Capital costs:			
Operational costs:	Nil in 24-34 LTP	$860,433 over the 10 year LTP	$1,720,866 over the 10 year LTP
External funding available:*			
Other considerations			
Benefits:	Lower cost. Reduced resourcing requirement compared to progressing property sales.	Lower cost than Option 3. Reduced resourcing requirement	Income generation from property sales. Reduced opex from holding property we don't need. Reduced risk to Council by following due process.
Risks:	Lower property sales income. Ongoing opex on properties which are not required to support Council needs or strategic direction. Increase exposure to risk from disposing land without sufficient budget to follow appropriate process.	Given the statutory requirements of disposing of Council land, this budget is unlikely to be sufficient to facilitate disposal adequately Increase exposure to risk from disposing land without sufficient budget to follow appropriate process.	Costs may run over. Properties suitable for review will reduce with sales.
Assumptions:	Current budget and carry over to be utilised until exhausted, then disposal investigations and sales to cease.		Assumes 15% of District Wide - Property Sales income budget, which is estimated at $11.47m over the term of the LTP.
Dependencies:		Availability of properties suitable for disposal.	Availability of properties suitable for disposal.

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:											
Operational costs:	$156 budgeted	159	162	165	168	170	173	176	179	183	186

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
	$102,271 carryover										
Percentage split of reasons for funding requirement											
Growth:											
Level of service:		100%	100%	100%	100-%	100%	100%	100%	100%	100%	100%
Renewal/Maintenance:											
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Property management improvements

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent Delivery of Core Services	Improving Council Responsiveness	Supporting Growth

What's the problem we are trying to address, and our proposed response?

Day to day property advice
There is no budget for the third-party tools the Strategic Property team need to provide quality property advice. Internal tools do not provide the specific information the property team require to answer daily queries. Without the necessary tools, consultants must be engaged to undertake straight forward property investigations that could otherwise be completed in-house, with greater efficiency and understanding of the matter at hand and reduced cost. Specific funding for the tools will deliver cost savings, more efficient responses, better relationships and reduced risk. The tools include property mapping tools, access to property sales data and access to Land Information New Zealand's survey, title and interest data.

Strategic Property's general consultancy budget doesn't extend to cover these tools.

All allowances are made on the basis of Council staff undertaking the work where at all practicable, rather than having it delivered by consultants. We expect there to be cost savings over time as improved property management systems reduce the need for external consultant advice.

We propose these costs be budgeted in a Best Practice Property Management Fund.

Property Management system
Until recently, there was a lack of clarity about the full extent of the land Council owns and administers. An extensive project has been undertaken to identify the Council's portfolio which includes information on land status history, tenure and current Council asset owner. This information is maintained in a spreadsheet and temporarily displayed in an online mapping tool, outside of Council's standard information management framework due to a lack of internal resourcing. Much of the land within the portfolio has been under Council administration for a long time, meaning there is an extensive history associated with each.

Unfortunately, in the absence of a property management system, there is no "one source of truth" to record key property information as this is undertaken or uncovered. We propose the development of a property management system connected to Council's other data (leases, Rating Information, DP data, Heritage information, document management GIS etc), benefits of a functional property management system include:

- Better data and processes reduce duplication of effort;
- Increased organisational awareness of the Council portfolio and land use restrictions;
- Rating Information Database accuracy improvements;
- Compliance with Joint Management agreement;
- Integration with other Council data;
- Clarity of the cost of managing our portfolio and comfort that costs are appropriate;
- Economies of scale for portfolio works;
- Identify opportunities to minimise expenditure through disposal of property (as appropriate).

We understand that due to limited IM resourcing, we may need external support to deliver.

Property Portfolio Improvements

The project to identify the Council's land portfolio also highlighted a number of opportunities for improvement in the property space. We propose an annual allowance be included within the best practice property management fund to resolve some of these system and information gaps. Examples of future improvements in this space include:

- The inclusion of Unformed Legal (Paper) Roads within a property management system;
- The inclusion of Lesser Interests (e.g. easements, covenants) in favour of Waikato District Council within a property management system;
- Raising title to Council lands that don't have title (in excess over 250);
- Correcting titles that are still in a former authorities name (in excess of 300); and
- Classifying reserve land that has not yet been classified in spite of a requirement pursuant to the Reserves Act 1977.

It is proposed that the Strategic Property team prioritise the delivery of these actions and fund the improvements over time using the balance of the best practice Property Management Fund.

What are the reasons for the problem or key drivers?

Historically, the structure of the property team has been very different. Resourcing and technical limitations, the nature of Council lands, the long history of local government amalgamations in New Zealand and information management challenges has meant Council's property portfolio has not been managed effectively. While the Strategic Property team are better resourced than in the past, it will take time and financial commitment to catch up on historic management issues.

Options to address the problem

Option	Description
Option 1	Status quo: Continue using spreadsheets as the property management system for Council's portfolio. Utilise consultants to respond to day-to-day queries that cannot be addressed with in-house resources.
Option 2	Budget only for the third-party tools the strategic property team need to provide quality property advice.
Option 3 **Preferred**	Budget for the third-party tools the strategic property team need to provide quality property advice and for the staged resolution of issues and gaps in current land management.

Analysis of options

	Option 1	Option 2	Option 3
Preferred option:	**Status Quo – No Budget**		**Preferred**
Financial analysis			
Capital costs:			
Operational costs:	Utilise existing budgets	$14,900 p.a.	$49,900 p.a
External funding available:*			
Other considerations			
Benefits:	Minimal.	Timely provision of advice to internal and external stakeholders. Access to comprehensive cadastral data. Utilising existing staff skillsets and developing knowledge of other team members. Full comprehension of matters at hand. Faster response time for day to day matters.	Per Option 2 Benefits and: The ability to resolve unactioned legislative requirements. Take steps towards achieving a good property management framework, with greater organisational visibility of the portfolio of land Council owns and administers supporting consistent delivery of core services. The ability to make more strategic property decisions supporting sustainable growth. Improvements to Council responsiveness.
Risks:	Per Option 2 Risks and: Ability to deliver BAU compromised by utilising General Consultancy budget. Lack of staff development. 1.5 hours of consultancy time per week equates to more than the cost of funding third party property tools . Without staff oversight of complex investigations, missed opportunities and Council exposure to risk increases. Failure to fund identified improvements guarantees substandard property management.	Price increases to third party tools. Continued failure to comply with legislative requirements. Increased cost and resourcing of rectifying title issues individually compared to in bulk.	Minimal.
Assumptions:	Existing consultancy budget to be utilised at indicative rate of $250/hour + disbursements.	This budget assumes annual fees for: o Grip of $1,500 o Property Guru of $1,800 o LINZ licence and search fees of $3,600 o Emtel hosting and data management fees of $8,000	Per Option 2 plus an allowance of $35,000 p.a. to tackle portfolio improvements.

	Option 1	Option 2	Option 3
Preferred option:	**Status Quo – No Budget**		**Preferred**
Dependencies:	Availability of General Consultancy Budget		

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:											
Operational costs:	-	$49,900	$49,900	$49,900	$49,900	$49,900	$49,900	$49,900	$49,900	$49,900	$49,900
Percentage split of reasons for funding requirement											
Growth:											
Level of service:											
Renewal/Maintenance:											
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Community Halls

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Supporting Sustainable Growth		
Building Relationships		

What's the problem we are trying to address, and our proposed response?

Council owns 38 Community Halls across the district. Of these, we fund depreciation for only 4 (Tuakau, Ngaruawahia, Raglan and Huntly). The halls are generally managed by committees made up of local volunteers and have not historically had a contact person within Council to provide support on what works they should be undertaking and how to manage their finances. Due to the lack of knowledge, time, and/or funds the committees have, paired with the lack of Council investment, the halls are falling into disrepair.

While there is a larger project that is underway with a significant investment needed, the proposed response is a short-term assistance fund for the halls that require urgent repairs and maintenance works.

This fund could be used for halls that are in severe state of disrepair or have structural issues.

What are the reasons for the problem or key drivers?

The Building Act 2004 defines Councils responsibilities as a building owner. Some of the main issues facing our halls portfolio are:

- Earthquake rating across the board is low with 13 halls falling below the legal threshold and requiring further investigation or seismic strengthening.
- 48% of halls have evidence of mould on ceiling.
- 27% of halls have staining or sagging on ceiling suggesting a roof leak.
- Asbestos is present in many halls and will inflate maintenance costs if exposure is required.

When this work isn't completed, the asset deteriorates and can no longer meet the community needs and may need to be closed, demolished, or sold.

Other considerations are in cases of natural disaster, the insurance excess of $10,000 being more than what committees have saved and further damage to the structures due to the existing deterioration.

Options to address the problem

Option 1: Status Quo	Hall committees to manage the full costs of R&M on the hall, Council not investing in assets.
Option 2: R&M Assistance Fund **Preferred**	Have an allowance to assist committees with capital works that affect the structural integrity of the Council owned assets
Option 3: Full funding of renewals	Fund all renewals for all halls.

Analysis of options

	Option 1	Option 2	Option 3
Preferred option (to be identified last):			
Financial analysis			
Capital costs:	$0.00	$300,000	$5,330,000
Operational costs:	$0.00	$0.00	$2,260,000
External funding available:*			
Other considerations			
Benefits:	No additional investment, no addition to staff time resources	Safe buildings for communities, improved reputation, fulfilling obligations	Safe buildings for communities, improved reputation, fulfilling obligations
Risks:	Further degradation of community halls, reputational	Financial investment, expectations from committees	Large financial investment
Assumptions:			
Dependencies:			Large human resource required

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:	$0.00	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000
Operational costs:											
Percentage split of reasons for funding requirement											
Growth:											
Level of service:											
Renewal/Maintenance:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Ngaaruawaahia Office

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent Delivery of Core Services	Supporting Sustainable Growth	

What's the problem we are trying to address, and our proposed response?

The Council's main offices in Ngaaruawaahia has several issues that need addressing in the 2024-2034 Long Term Plan. These include:

- The age of the building
- End of life HVAC system and its varying performance
- Inefficient floor layout
- Improving energy efficiency with lighting and HVAC improvements
- Failure of parts of the external building fabric resulting in weathertightness issues
- Deferred maintenance
- High risk of damage to IT infrastructure as leaks have been identified close to the server room and where equipment is stored around the office.
- Managing resulting risks to building occupants from the above issues.

Defect Investigation and condition assessments have been undertaken to assess the current state of the building. The assessments highlighted that the building envelope is compromised due to these failures which are resulting in water egress damaging structural integrity in parts of the building.

The building envelope is outdated and would not currently comply with NZ Building code, industry standards and best practice.

There is an opportunity to assess longer term office space solutions as a result of the large land area lending itself to a more comprehensive development for Ngaaruawaahia, changing office space needs, and the potential for third parties to develop a new building for Council on part of the existing site.

What are the reasons for the problem or key drivers?

- Insufficient investment in the HVAC system
- Building has been extended over a number of years
- Design, materials and construction failure with outdated building standards
- No available funds to remedy the issues at one time
- Large number of leaks around the building, specifically coming from the roof.

Options to address the problem

Option	Description
Option 1	Status quo and continue to follow preventative maintenance schedule and reactively repair leaks and damage as it occurs. Limited investment and the building deteriorates.

Option	Description
Option 2	Increase level of renewals in building to expand its life through staged and targeted investment.
Option 3 **Preferred**	Renewals expenditure (Option 2) plus detailed business case for a long-term solution.

Analysis of options

	Option 1	Option 2	Option 3
Preferred option:	**Status Quo**		**Preferred**
Financial analysis			
Capital costs:	No further change to current budgets	$2,249,932	$2,249,932
Operational costs:	No further change to current budgets	No further change to current budgets	$150,000
External funding available:*	N/A		
Other considerations			
Benefits:	Clean facilities, Improved levels of service and positively impact Resident Engagement Survey	Work would be managed around continued use of building	Enables the benefits of option 2, but also assess the viability and opportunity for a longer term office space solution
Risks:	Results in building occupants exposed to unacceptable hazards. Asset continues to decline.	Extent of remedial works not fully scoped and costed. Staged approach requires robust hazard management	There is a risk that if the detailed business case determine that an alternative space is more effective that some capital investment may be needed. This can be mitigated buy undertaking a business case ($250,000) in year 1 of the LTP
Assumptions:	Council is pared to accept the risk to building occupants	Building can be returned to a safe and usable asset over time	
Dependencies:			

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:		$2,429,932	$269,968	$65,213	$29,952	$567,367	$151,496	$93,810	$13,8100	$39,368	$107,297
Operational costs:		$150,000									
Percentage split of reasons for funding requirement											
Growth:											
Level of service:											
Renewal/Maintenance:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Fleet Replacements & EV Charging Infrastructure

Strategic Priority alignment

Primary	Secondary (if applicable)
Improving Council Responsiveness	Improving Connectivity

What's the problem we are trying to address, and our proposed response?

Council has made a commitment to reduce emissions and part of the response is replacing our fleet with Hybrid or Electric vehicles where possible. These vehicles have a higher capital value to purchase but will have less operating costs due to no fuel consumption and less servicing requirements for the electric engine. Will continue to monitor current market for new and improved EV vehicles, including any data that becomes available as technology rolls out.
However, a need to provide charging stations at our office sites and potentially libraries needs to be considered.

What are the reasons for the problem or key drivers?

- The NZ government commitment to a 50% reduction in CO2 emissions by 2030.
- Our Procurement entitlement and disposal of Council vehicle policy which outlines to purchase EV or Hybrid vehicles if possible.
- Lack of public charging facilities in the Waikato District.

Options to address the problem

Option	Description
Option 1	Stay with the current capital budgets and not fulfil the full replacement plan each year, due to buying cars with a higher capital value.
Option 2	Lease out carparks for an EV charger supplier to put in infrastructure at their cost for use.
Option 3 **Preferred**	Create a budget for EV Charging infrastructure for our offices to own the infrastructure.

Analysis of options

	Option 1	Option 2	Option 3
Preferred option:			**Preferred**
Financial analysis			
Capital costs:			$620,000
Operational costs:	No Change	No Change	Opex budget required for the charging infrastructure maintenance & Repairs and yearly subscription fees for updates. Believe this can be covered with savings in opex spend when transitioned to more EV
External funding available:*		Possible EECA Funding for EV Charging infrastructure	Possible EECA funding for EV Charging Infrastructure
Other considerations			
Benefits:	No Additional capital costs	No Additional Captial costs to provide the charging infrastructure	Providing & Owning All assets and vehicles that will be reducing emissions of WDC
Risks:	Will not fulfil government requirements & KPI's to reduce emissions at an acceptable level	Licence to occupy agreements will have to be created with lease contracts.	High Capital costs an additional Opex budget to cover repairs & maintenance of the chargers and yearly subscription fees for updates

* Please provide details of external funding:

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs: Vehicle Replacements											
Capital Costs: EV Infrastructure		100,000	100,000	100,000			160,000				160,000
Operational costs:											
Percentage split of reasons for funding requirement											
Growth:											
Level of service:											
Renewal/Maintenance:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Community Venues & Events

Woodlands

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent Delivery of Core Services	Building Relationships	
Building Relationships		

What's the problem we are trying to address, and our proposed response?

Additional Funding for Renewals

- **Operational works**
  Exterior painting required in year 2 of LTP, current renewals budget $12,000 ($40m2) but due to the complexities of the building, including materials and the heritage features an additional $68,000 is required.

- **Capital works**
  Required renewals on the roof is not currently in the renewal program as the roof assessment is underway. However, the roof is showing signs of aging and deterioration. The roof is scheduled to have a comprehensive condition assessment in 2023. The anticipated cost for roof replacement or full maintenance is $150,000.

- **Operational grant**
  As part of an agreement between WDC and the Gordonton Woodlands Trust WDC pays an annual grant of $34,000 annually to the Trust for their work on promoting and maintaining the historic and heritage characteristics of the homestead and gardens. After full assessment in September 2023, by the Trust, it was established that the Trust requires additional financial operational support of $46,000 over a 2-year period to provide financial viability to ensure the preservation of the historic features and promotional work continues.

What are the reasons for the problem or key drivers?

Woodlands reserve and homestead are a critical asset of WDC in the heritage space. The descendants of the families that built the homestead and worked the land are still active members of the community and the gardens are enjoyed by many local and non-local visitors. The Woodlands reserve is consistently recognised as a Garden of National Significance. The homestead is managed and operated by the Gordonton Woodlands Trust while ownership remains with Council. A Reserve Management Plan is in place for this reserve. The building must be maintained in a safe and tidy manner while maintaining its heritage components.

Options to address the problem

Option	Description
Option 1: Status Quo	Keep current budgets as they are, this does not allow for sufficient maintenance to be completed on the homestead. The homestead is an important heritage asset and the degradation of which is a major concern for Council and the community.
Option 2: Increased Repairs & Maintenance Budget **Preferred**	Additional budget to renewal program allowing Council to undertake structural and remedial work on the homestead while keeping the gardens at status quo.
Option 3: Increased Repairs & Maintenance Budget + Operational Grant	Additional budget to renewal program allowing Council to undertake structural and remedial work on the homestead while keeping the gardens at status quo and allowing for an operational grant for the Trust to enable their work preserving the historic aspects of Woodlands and ensuring all minor works can be completed.

Analysis of options

	Option 1	Option 2	Option 3
Preferred option:	**Status Quo**		**Preferred**
Financial analysis			
Capital costs:	$0	$150,000	$150,000
Operational costs:	$0	$68,000	$68,000 + $46,000
External funding available:*			
Other considerations			
Benefits:	No additional investment required	Capital and operational investment enables homestead to be in good working order for generations to come	Capital and operational investment enables homestead to be in good working order for generations to come and the Trust is able to continue their work on preserving the space and operating
Risks:	Historic homestead falls into disrepair , lack of access to history for community if homestead becomes unsafe, discontinuation of Gordonton-Woodlands Trust	Additional internal resource required for project management	Additional internal resource required for project management
Assumptions:			
Dependencies:			

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:		$150,000									
Operational costs:		$114,000	$46,000								
Percentage split of reasons for funding requirement											
Growth:											
Level of service:		25%									
Renewal/Maintenance:		75%									
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Roading Maintenance, Operations, and Renewals

Strategic Priority alignment

Primary	Secondary (if applicable)	Tertiary (if applicable)
Consistent Delivery of Core Services	Improving connectivity	Building relationship
Improving council responsiveness		

What's the problem we are trying to address, and our proposed response?

Waikato District Council has roading assets valued around $1,700,000,000. We are seeking funding for the MOR (Maintenance, Operations, and Renewals) to maintain and renew the existing roading asset. For the next three years in the LTP 2024–2034, we are seeking total funding of **$147,130,476** which is an increase of **41.56%** from the last adopted LTP 2021- 2031, where the approved budget was **$103,933,940.**

The increase in funding is to cover inflation on construction material prices, etc. The deliverable quantities have reduced significantly over last few years. In addition to this, the under investment in Roading Assets or static investment on Roading asset over the last 8 years resulting in significant increase in deterioration due to high inflation and costs increase. We are now seeking additional funding in a staged approach over 10 years to match network need investment and to cover the under-investment gap.

It should also be noted that the roading maintenance contract is coming up for renewal in 2025, which might impact on the delivery model and level of service going forward.

The increase in budget is for more renewals, drainage maintenance, environmental/vegetation maintenance, unsealed road maintenance and sealed road pavement repairs. These align with Council's strategic priorities and with key issues within roading assets.

What are the reasons for the problem or key drivers?

The inflation and lack of investment in roading maintenance and renewals space has created problems of being reactive and asset consumption.

Options to address the problem

Option	Description
Option 1 **Preferred**	Status quo: We have completed a workshop with councillors about options and got approval to go with a staged approach and go with Status Quo option for LTP 2024-2034, which is $147,130,476 in Roading MOR space.
Option 2	Network Need: Higher LOS and network need which is roughly $194M.

Analysis of options

	Option 1	Option 2	Option 3
Preferred option (to be identified last):			**NA**
Financial analysis			
Capital costs:	$63,359,371	$91,677,886	
Operational costs:	$83,771,105	$98,941,127	
External funding available:*	$72,206,043	$72,206,043	
Other considerations			
Benefits:		Network need for Roading Assets	
Risks:	Road safety, Deaths, and Serious Injuries		
Assumptions:	Inflation		
Dependencies:	New contract Model		

* Please provide details of external funding: **Waka Kotahi funding at 51% subsidy for subsidised activities.**

Full costing of preferred option

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:		$17,949,199	$20,829,122	$24,581,050	$27,817,555	$30,793,520	$33,143,680	$34,161,186	$35,849,711	$36,900,785	$38,478,779
Operational costs:		$25,304,274	$27,891,665	$30,575,165	$32,762,182	$34,075,041	$35,453,543	$36,900,970	$38,420,768	$40,016,768	$41,692,135
Percentage split of reasons for funding requirement											
Growth:		0.60%	0.70%	0.80%.	0.85%	0.87%	0.90%	0.87%	0.88%	0.85%	0.85%
Level of service/GR		58.50%	57.25%	55.43%	54.08%	52.53%	51.68%	51.93%	51.73%	52.03%	52.00%
Renewal:		40.90%	42.05%	43.77%	45.07%	46.60%	47.41%	47.20%	47.39%	47.13%	47.14%
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

2024-2034 LTP Business case

Roading Capital Works Programme 2024-2027

Primary	Secondary (if applicable)	Tertiary (if applicable)
Supporting Sustainable Growth	Consistent Delivery of core services	Building relationships
Improving Connectivity	Improving Council responsiveness	
Building Community Resilience		

What's the problem we are trying to address, and our proposed response?

There are a number of drivers that challenge the Council to deliver core services in the near future (0-3 years) and in the longer term (4-10 years)

- Landuse planning will necessitate commensurate roading network development to cater for road capacity and intersections to handle increased traffic.
- Our contribution towards mitigating climate change effects including reducing emissions, VKT (Vehicle Kilometres Travelled) reductions, multi modal transportation and resilience planning.
- Resilience following the aftermath of extreme weather events sustained in early 2023 require a response to build back better and build resilience into the network.
- Challenges in the road safety area where Waikato District features in loss of life and serious injury statistics.

The mechanics for delivering the solutions are devised via Waikato District Councils co-funder Waka Kotahi's work activities and work categories definitions. These definitions can change with changing government Priorities for Roading. The current categories under which the proposed responses fall are detailed below:

Work Category	Category Classification
322 New or Improved Bridges and Structures	Capital
323 New Roads	Capital
324 Road Improvements	Capital
325 Seal Extension	Capital
341 Low-Cost, low-risk improvements	Capital
357 Resilience Improvements	Capital
421 Activities influencing users of the transport system	Capital
432 Safety Promotion, Education and Advertising	Capital
451 Walking Facilities	Capital
452 Cycling Facilities	Capital
511 Passenger Services - Bus	Capital
514 Public Transport facilities and infrastructure - operations and maintenance	Capital
211 Unsealed Road Metalling	Renewal
212 Sealed Road Resurfacing	Renewal
213 Drainage Renewals	Renewal
214 Sealed Road Pavement Rehabilitation	Renewal
215 Structures Component Replacements	Renewal
216 Bridge and Structures Renewals	Renewal
222 Traffic Services Renewals	Renewal

Work Category	Category Classification
225 Footpath Renewal	Renewal

Please note that the subsidised renewals work categories highlighted in the table above have been included in the Maintenance Business Case. This is to keep previous discussions with management and elected officials consistent with applications being made to Waka Kotahi associated with funding requests.

What are the reasons for the problem or key drivers?

The reasons for problems are manyfold and include anticipated development, legislation and targets e.g. climate targets, for resilience includes construction using low cost solutions, for deterioration of condition includes inadequate investment to arrest trends, for safety includes higher targets for safety given the worsening deaths and serious injury statistics. The table below details reasons for the problems and key drivers for each of the problem or issue being addressed.

Problem Being Addressed	Key Drivers
Landuse planning will necessitate commensurate roading network development to cater for road capacity and intersections to handle increased traffic.	Anticipated development in North Waikato and in the Hamilton surrounds supported by landuse planning
Our contribution towards mitigating climate change effects including reducing emissions, vkt reductions, multi modal transportation and resilience planning.	Legislation and climate Change targets set by Government and Waikato District Council
Roading network deterioration and deteriorating future network trends	Climate effects on infrastructure and network condition trends with budgets not keeping up to arrest deterioration
Challenges in the road safety area where Waikato District features in loss of life and serious injury statistics.	Road crashes

Options to address the problem

Option	Description
Option 1	Option 1: Status quo is to provide to the limits stipulated in the approved LTP using the amounts provisioned for the 2024-2027 financial years adjusted for escalating prices plus to optimise Capital Works as follows: • the growth experienced in the 2021-2024 period and that expected in the 2024-2027 period necessitates provision of road and intersection capacities, allowance for connections for pedestrians and PT networks • the addressing of climatic issues from New Zealand's emissions reduction targets and vkt reduction targets by providing several other choices of modes of travel for the residents • a nominal investment towards reducing the deteriorating network condition in particular associated with lifeline infrastructure by investment into resilience improvements. • Investment into safety to protect the most vulnerable by means such as safety promotion, low cost low risk improvements and road improvements towards road to zero target. The status quo programme (less renewals) is **$68.6M** over 2024 – 27.
Option 2	At this time, staff have elected to provide the optimal programme, detailed prioritised programmes are in place so we can take a floating line approach.

Option	Description
	Indications are that this programme would be **$80 – 85M** for 2024 – 2034 being the immediate funding period. This equates to an uplift of approx. 24% from 2021/24 to 2024/27.
Option 3	Option 1 plus investing to reverse deteriorating network condition trends with particular emphasis on building resilience into the wider network. Targets include drainage and retaining improvements. In addition, our investment into growth areas such as Pokeno continues including transformative roading projects. The scope of some projects targeted for 2021-24 has increased (i.e land purchase, estimated value) and we have needed to push completion of the likes of Harrisville Road and Pokeno roading upgrade projects into 2024-2034. For years 4 – 10 projects have been identified for each of the districts areas to cater for the continued growth and changes in landuse, including investment into multi-modal infrastructure and services. Option 3 full programme (less renewals) is **$99.6M** over 2024 – 2034 an average of 48% increase on previous LTP projections for 2024-34. $342M over the 10 yr period with significant growth assets forecast for years 4 – 10.

Analysis of options

	Option 1	Option 2	Option 3
Preferred option:			
Financial analysis			
Capital costs:	$68.6M	$80 – 85M	$99.6M
Operational costs:			
External funding available:*	Waka Kotahi subsidy	Waka Kotahi subsidy	Waka Kotahi subsidy
Other considerations			
Benefits:	Allows for a base load of capital improvement to be delivered	Delivery of specific programmes of identified improvements targeting network resilience, RTZ, growth area/projects	Allows for continued strategic planning Build back better opportunities to enhance network resilience Community specific budgets (discretionary) Targeted programmes
Risks:	Does not allow for resilience, drainage, community specific improvements Project scope unclear Development projects delivery Cant deliver on community desires Prioritise existing DC funded projects Does not include cyclone related works	Reduced RTZ programme Reduced resilience improvements Impacts on rates Ability to deliver programme	Impacts on rates Ability to deliver programme
Assumptions:	No further cost escalation has been applied	No further cost escalation has been applied	No further cost escalation has been applied
Dependencies:			

* Please provide details of external funding: * **Waka Kotahi funding at 51% subsidy for subsidised activities.**

Full costing of preferred option (Note this is the fully costed option)

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Financial analysis											
Capital costs:											
Operational costs:											
Percentage split of reasons for funding requirement											
Growth:											
Level of service:											
Renewal/Maintenance:											

	Current 2023/24 $000	Year 1 2024/25 $000	Year 2 2025/26 $000	Year 3 2026/27 $000	Year 4 2027/28 $000	Year 5 2028/29 $000	Year 6 2029/30 $000	Year 7 2030/31 $000	Year 8 2031/32 $000	Year 9 2032/33 $000	Year 10 2033/34 $000
Total:		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Currently, we do not have the detail to classify the funding split for the capital programme. We certainly have detail sitting in behind the various programmes that will enable quick prioritisation to meet desired funding envelopes. The majority of projects in the programme will be eligible for Waka Kotahi subsidy, timing wise, Waikato needs to upload its initial bids to Waka Kotahi by the end of September 2023.

Again, it is important to note that the numbers above exclude standard renewals (resurfacing, pavement rehabs, metalling etc) these are included in the maintenance business case.