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Introduction

This Pre-election Report is mandatory and has been prepared and released by the Chief Executive of Waikato District Council in line with the Local Government Act 2002.

Its purpose is to provide information to promote public discussion about the issues facing Waikato District Council.

Overview

The information in this report is summarised from previous Annual Reports and the Long Term Plan 2018-2028 (2018 LTP), except the estimated 2018/19 actual results. It does not substitute the full disclosures of these complete and audited documents, which are available on our website <http://www.waikatodistrict.govt.nz/your-council/plans-policies-and-bylaws>. It is neither audited nor required to be audited.

The 2015/16, 2016/17 and 2017/18 information is drawn directly from the Annual Reports for those years (also available on the Council's website).

The 2018/19 Annual Report is currently being prepared and an audited report is expected to be adopted by 7 October 2019, just prior to the October local body elections. With the benefit of extra time and the audit process it is anticipated that some of the numbers contained in this report will change. The draft 2018/19 actual results have been prepared with the best information available.

Carry forward of capital works budget

Consent requirements, land purchase issues, availability of contractors, affordability and consultation processes all have an impact on Council's ability to progress capital works programmes. Those projects affected during the 2018/19 financial year are currently being reviewed to ensure budgets are retained to complete the work. Financial statements included in this report therefore do not include carry forward adjustments. The amount of carry forward projects has grown in the last year largely due to delays in contract negotiations for the outsourcing of Council's three waters activities.

Changes to circumstances

The 2019/20, 2020/21, 2021/22 and 2022/23 information is drawn from the 2018 Long Term Plan (LTP) which was adopted by Council in June 2018. There have been some changes to circumstances since that time. The overall assessment is that the information is not significantly out-of-date and the 2019/20 Annual Plan figures have also been provided for completeness.

Creating Liveable, Thriving and Connected Communities

He noohanga aahuru, he iwi whai ora, he hapori tuuhono tahi

In 2010 Waikato district's boundary changed to incorporate part of the former Franklin district as a result of the re-organisation of Auckland's local government. The addition of about 14,500 new residents, transfer of around 750 kilometres of road to Waikato district, and the challenges of working with two District Plans, two Long Term Plans, two sets of policies, two bylaw regimes and two differing rating systems, have all been largely worked through. In 2012-2013, for the first time, Waikato district had one LTP and rated as one council. Now Council is undertaking a district plan review to combine two different district plans into one. Customers will then have one common set of rules to work with for land use activities.

The focus over the past 18 months has been to respond to, and plan for, the population growth the Waikato district is experiencing and will continue to face in the years to come. Significant additional staffing resourcing was provided to Council in 2018/19. The investment in both staffing and digital solutions is expected to deliver a return over time from efficiencies and better customer outcomes.

A greater focus has been placed on the growth of the district through the establishment of a new Community Growth Group in 2018. Planning has been bolstered through the district-wide and local area Blueprint which will assist Council to better understand community aspirations and priorities for the future.

Emphasis has been placed on delivering Council's vision: To work together as a district to build *Liveable, Thriving and Connected Communities* as our district grows. Our vision along with the community outcomes set the goals we want to achieve.

- *Liveable communities* are well-planned and people-friendly, providing for a range of quality residential options, social infrastructure, walkways and open spaces. They reflect what's important to people, and support a shared sense of belonging both to the local community and the wider district.
- *Thriving communities* participate in Council decision-making and community-led projects, provide input into the management of their local assets, and sustain the local business sector providing local employment.
- *Connected communities* have fit-for-purpose infrastructure to create liveable, thriving communities. Connectivity through roads, cycleways, walkways and digital capabilities enable rapid information sharing and engaging in activities together. By these means, people in connected communities access services and amenities that meet their social, health, education and employment needs.

Together with Community Boards and Committees, we have developed the following community outcomes to guide our decision-making:

• **Supporting our communities: Kia tautoko ki a taatoī Haapori**

We consider the wellbeing of all our people in all our planning and activities. We support and plan for the development of complete and connected communities.

• **Building our economy: Ka hanga a taatoi Oohanga**

We attract diverse enterprise/business; creating jobs and opportunities for our community. We continue to support our existing industry. We support others who leverage our location to ensure tourism brings benefits to a range of people in our communities.

• **Sustaining our environment: Kia toituu to taatou Taiao**

We are a community that believes in environmental sustainability; we pursue and promote related ideas and manage regulatory processes to safeguard and improve our district.

• **Working together with you: Kia mahi tahi taatou**

Our communities work with us so we are collectively focussed on the right things at the right time.

• **Providing value for money: Ka whai painga mot e puatea**

Residents and ratepayers get value for money because we find innovative ways to deliver strategic, timely and fit for purpose infrastructure and services at the most effective cost.

How are we working towards our vision?

We are a growing district that is home to over 73,000 people. Our district spans 452,000ha which is 90% of the size of Auckland. We are a large, complex business that deals with \$156m of revenue and \$1.8b of assets. We provide around 25 very different businesses, from maintaining and upgrading the roading network, through to the management of water, wastewater and stormwater, looking after parks and reserves, recreation facilities and libraries, halls and community centres. Council also oversees building and resource consents, district planning, noise and animal control and the inspection and licensing of premises. When disaster strikes we also have a part to play in Civil Defence. We're funded by the rates the community pay.

Our district is one of the fastest growing districts in the country. Keeping up and providing for this growth is one of our biggest challenges. Some of the challenges we're experiencing include housing, climate change, earthquake prone buildings and direction from Central Government. Our district is made up of many small communities that all want urban services and we certainly battle with rural economy of scale challenges.

Some of the many projects we are working on to help us delivery our vision include:

Waikato councils are working together through Waikato Local Authority Shared Services (WLASS) to improve asset management and procurement outcomes in roading and three waters. The roading work is strengthened by the introduction of the Waikato District Alliance (a partnership Council entered into with Downer NZ Ltd in 2015) which maintains the district's local roading network.

Roadworks on the Waikato Expressway have become a familiar sight as the project moves towards completion. Completion of the entire expressway is scheduled for 2021.

A formal agreement with Watercare Services Ltd has been in place since July 2014 to provide wastewater treatment and bulk water supply services for the Tuakau and Pokeno areas. This was expanded to the provision of operational services in the north of the district. Building on these foundations, from late 2019, it is expected Council will enter a long term contractual relationship with Watercare to operate our drinking water, wastewater and stormwater networks. Council will continue to own the assets while Watercare will manage the infrastructure above and below the ground. Cost efficiencies are forecast to total \$28.3 million over 10 years and have been factored into our LTP.

Future Proof is a sub-regional partnership between Waikato District Council, Hamilton City Council, Waipa District Council, Waikato Regional Council, Tangata Whenua and the New Zealand Transport Agency to integrate land-use planning, infrastructure planning, funding and governance at a sub-regional level. Phase one of the review of Future Proof was completed in December 2017. Phase two of the review is currently underway and includes addressing the requirements of the National Policy Statement on Urban Development Capacity, incorporating the Hamilton to Auckland Corridor Initiative and including an update as a result of new legislation, policies and/or strategies. Phase two is expected to be completed by the end of 2020. With long-term spatial planning for the Hamilton to Auckland corridor now given prominence at a Central Government level, the Future Proof partnership will be expanded to include Central Government, Auckland Council and Auckland iwi representation.

Economic development is a significant priority for a growing district. Council's "Open Waikato" initiative established in 2014 to encourage investment and attract people continues to provide a strong presence and resource for business. A partnership with Waikato Innovation Park provides a free business advisory service for establishment and growth of North Waikato businesses. WDC is also working with Te Waka, the Waikato Regional Economic Development Agency to make a difference for people in the region.

Partnerships with iwi are valued and integral to Council. Memoranda of Understanding (MoU) and Joint Management Agreements (JMAs) have been signed with groups across a range of areas of common interest, including but not limited to restoration of the water quality and integrity of the Waikato and Waipa rivers.

Emergency Management is the collective approach of our Council, our partners and stakeholders, including our communities, to manage an emergency in our district. How well we prepare ourselves and understand the likelihood and consequence of our hazards will determine how well we respond and

recover from any emergency. Our role in the community is to promote resilience. A resilient community has the ability to respond to, and withstand an event and recover quickly. Our daily planning, management and activities and decision-making all contribute to building resilience in our communities. Our organisation has undertaken business continuity and disaster recovery planning to ensure we are able to continue to function and support our communities when they are faced with an emergency.

Council has committed to a long-term goal of achieving zero waste in the district. By completing a review of Council's solid waste services later this year, we will be able to make sure our contracts are fit-for-purpose and deliver on Council's aspirations in the Waste Management and Minimisation Plan (WMMP). The solid waste review will also look at the bigger solid waste environment picture. This scene has implications and challenges stemming from changes to recycling in China, the increased cost of, and overall volume of, disposal to landfill. The solid waste review will involve a comprehensive community engagement component.

In June Waikato District Council adopted the Waikato District Blueprint (the Blueprint). This was a significant step towards bringing life to Council's vision to build Liveable, Thriving and Connected Communities as our district grows. Through this work, Council showed the community that it is taking a different approach to planning. The intent of the Blueprint is to inform a range of Council planning and operational processes, including the Long Term Plan, reviews of district plans and strategies, and in its day-to-day decision making. Forming the Blueprint was a co-design approach between council and the community. Having a clear sense of the community's priorities will help direct Council's resources towards the things that are really important to those communities. The implementation phase of the Blueprint was scheduled to begin at the end of July 2019, with the first step being implementation planning. Additional Local Area Blueprints are also planned to be developed for other communities over time.

Forward focus (2019/20 onwards)

Major Projects Planned for 2019 – June 2023

Further detail of projects planned for 2019 – June 2023 can be found in the Long Term Plan 2018 - 2028.

Water supply

District wide water supply treatment plant renewals - \$2.5 million

A renewal programme over the next four years will see our aging assets improved at the 7 district wide treatment plants located in Huntly, Ngaruawahia, Te Kauwhata, Raglan, Port Waikato, Te Akau and Onewhero.

Te Kauwhata water supply treatment plant upgrades - \$11.1 million

The water treatment plant will be upgraded to meet requirements of growth in the mid-Waikato area.

Tuakau water supply reticulation extensions - \$2.7 million

Water supply network extensions will be continued to service growth for the Whangarata Business Park and the Tuakau Structure Plan area.

District wide water supply reticulation renewals - \$6.7 million

A renewal programme over the next four years will see our aging assets improved over 790km of water reticulation piping district wide.

Southern Districts water supply reticulation upgrades \$1.7 million

A new reservoir and pump station upgrades will be built which will support the ability to meet capacity demands, level of service and water storage requirements.

Te Kauwhata water supply reservoir extensions- \$2.2 million

A new reservoir will be built to support the ability to meet capacity demands, levels of service and water storage requirements.

Pokeno water supply reservoir extensions - \$1.7 million

A new reservoir is being built to support the ability to meet capacity demands, levels of service and water storage requirements.

Wastewater

District wide wastewater treatment plant renewals – \$1.5 million

A renewal programme over the next four years will see our aging assets improved at the 9 district wide wastewater treatment plants located in Huntly, Ngaruawahia, Te Kauwhata, Raglan, Meremere, Matangi, Tauwhare Pa, Te Kowhai and Maramarua.

Raglan wastewater treatment plant upgrades - \$15.6 million

This project stems from Raglan's level of service upgrade in treatment plant (expiring consent). This amount is considered a contribution towards a treated disposal option that is provided for by Waikato Regional Council's consent (2020 onward). The preferred method could be a marine outfall, land application or re-use options.

Te Kauwhata wastewater reticulation extensions - \$34.7 million

The wastewater treatment plant will be upgraded to meet requirements of growth in the mid-Waikato area.

District wide wastewater reticulation renewals - \$7 million

A renewal programme over the next four years will see our aging assets improved over 316km of wastewater reticulation piping district wide.

District wide wastewater pump station renewals – \$1.6 million

A programme is set out to renew the 89 aging wastewater pump stations across the district.

Stormwater

Pokeno stormwater treatment plant extensions – \$1.4 million

Ponds will be constructed and stormwater pipes laid or upgraded to meet future growth needs. Note: These works are developer led and dependent on growth occurring.

Raglan stormwater reticulation extensions - \$2 million

Some parts of Raglan are prone to isolated seasonal flooding. This upgrade will address those issues and is part of a multi-year project.

Tuakau stormwater reticulation extensions - \$412,000

Depending on growth occurring in Tuakau, stormwater network construction works will be completed to meet levels of service.

District wide stormwater reticulation upgrades - \$2.7 million

Stormwater low impact design works throughout the district will improve the discharge quality.

Roading

Harrisville Road bridge replacement and repair - \$2 million

This budget is for the replacement of one bridge and repair of another near Tuakau.

Emergency works – future works - \$4.2 million

This budget is for incident response for storm events over the next three years.

Huntly central interchange local road connections - \$2.9 million

Through spatial planning being undertaken for Huntly, Council acknowledges that the designation for the Huntly interchange needs to be protected for the future. This funding is earmarked to investigate local road connections off the designated interchange.

Wainui Rd bridge and walkway investigation - \$172,000

Planned work in conjunction with bridge upgrade if this proceeds.

Wainui Rd walkway construction - \$528,000

Planned work in conjunction with bridge upgrade if this proceeds.

District wide new footpaths - \$1.6 million

New footpaths are programmed across the district over the next three years.

Sustainable Environment

Huntly Resource Recovery Centre upgrade - \$637,000 / North Waikato Resource Recovery Centre - \$1.1 million

Council staff are currently assessing what upgrades need to be made to the Huntly Resource Recovery Centre and finding suitable land for a new Resource Recovery Centre in North Waikato. Both of these projects will be included in the Solid Waste Review, which is due to take place in the second half of 2019. By completing a review of Council's solid waste services, we will be able to make sure our contracts are fit-for-purpose and deliver on Council's aspirations in the Waste Management and Minimisation Plan (WMMP).

Sustainable Communities

Ngaruawahia aquatic centre - \$114,000

Council plan to carry out annual capital works of around \$20,000 over the next four years to refurbish and upgrade existing plant and equipment at Ngaruawahia pool.

Huntly community centre - \$1 million

This is scheduled upgrading of the Community Centre to the value of \$300,000 per year over the next three years.

Tuakau dog pound - \$1.4 million

Council's Property Team is currently investigating suitable locations for the dog pound. Once that's been identified and the land purchase confirmed, work can start on the initial design concepts of the facility. Staff will be engaging with the community to co-design this facility.

District wide pensioner housing - \$160,000

Council will be carrying out \$30,000 per year of work refurbishing existing pensioner housing units over the next four years.

District wide playgrounds - \$1.6 million

This is for the upgrade or development of playgrounds with projects planned in Raglan, Ngaruawahia, Gordonton, Huntly, Te Kauwhata and Tuakau.

Raglan wharf - \$267,000

This budget is for the replacement of the timber handrails around the wharf and out to the dolphin (the concrete platform extending out into the harbour from the wharf used by larger vessels to tie up to the wharf).

Tamahere sports ground - \$314,000

A covered performance stage will be constructed close to the nearby Fosters Hub.

Pokeno sports ground - \$2.3 million

This budget is for the development of the Munro Road Sports Grounds in Pokeno.

District wide skate parks - \$400,000

This budget is to upgrade or develop skate parks in Raglan and Tuakau.

Tamahere walkways - \$590,000

Funding of around \$200,000 per year over three years has been earmarked for Tamahere from 2021 to provide walkways and cycleways.

Te Kauwhata walkways - \$660,000

Walkway and cycleway funding of around \$300,000 has been earmarked in 2020 and 2022 for Te Kauwhata.

Te Awa Cycleway - \$1.2 million

This budget is for the WDC “local share” for Hamilton to Cambridge Te Awa sections to be constructed.

Organisational Support

Pokeno library - \$3 million

A new library will be built in Pokeno. Council is currently investigating possible sites for this facility to be located.

Tuakau library - \$256,000

Full refurbishment of existing library including potential for afterhours meeting room. Additional newly built extension to the library will be added to the back of the existing building to increase the level of service to the community.

Financial strategy

Balancing Affordability and Growth

The Council is achieving this by:

- Doing more with existing budgets.
- Moving costs of services to those who use them.
- Maintaining existing assets.
- Modernising infrastructure.
- Supporting growth.

Forecast growth will see a 20 percent increase in the number of properties (6,500) over the next 10 years. This is substantial and requires a significant investment in all the Council activities to achieve our vision for liveable, thriving and connected communities.

Maintaining existing services, in an environment of increasing regulation and weather events, is challenging. These challenges are also compounded by growth. The Council will seek to provide value for money by finding innovative ways to deliver infrastructure and services.

Council has developed a financial strategy (as part of our 2018-28 Long Term Plan) which focuses on affordability for ratepayers and investment to allow for future population growth.

Sustainable Growth

The Waikato district has been growing rapidly, our proximity to Auckland and Hamilton making us an attractive proposition for both business and residential development. Growth will occur in the Waikato due to factors outside of our control. How Council responds to growth drives whether that growth enhances the council vision for *liveable, thriving and connected communities*.

Council's forecast growth will mean 6,500 properties for 12,000 more people. Much of this growth will occur in towns, 40:60 urban to rural population in 2019, rising to 43:57 by 2028, though changes in population and land use on rural properties is not forecast to be significant. This requires significant planning and working with the community, among other agencies. It will result in an investment in roads, water, wastewater, stormwater and community infrastructure often prior to population arriving. By providing this trunk infrastructure investment in advance of growth it will avoid adverse consequences to the environment and public health and safety.

Growth capital will initially be funded by borrowing which will include the Housing Infrastructure Fund (\$37 million plus 10% contingency) that will be interest free for 10 years. Initial debt will be reduced where subsidies and external funds can be earned. Development contributions will be paid when developments are completed and this revenue will reduce debt. The remainder will be paid over 25 years by existing ratepayers and by new ratepayers. The day-to day costs resulting from population and land use changes will cost \$314 million over the 10 years, which is around 20% of total operating costs.

Maintaining Existing Assets

Council looks after \$1.8 billion of assets, 88 percent of which are infrastructure assets. These assets have been the backbone of our community's services for decades. The quality of these services contributes a lot to whether a community is liveable and thriving.

Council invests resources in professional asset management practices to ensure they are well maintained to the end of their economic lives and are renewed at that moment when it's most cost effective to do so. Getting this right has a big influence on the affordability of services.

For roading, there have been efficiencies resulting from Council's innovation of its Roading Alliance. With the waters activities, Council is proposing to work with Watercare Services via a long term contract, which will deliver further efficiencies.

Council is providing for a consistent investment between \$30 to \$37 million in each year of the Long Term Plan. This level of investment is more than annual depreciation (forecast at \$26 million) reflecting the scale of asset replacements budgeted in this 10-year period - some of which are earlier than planned for, due to the need to address upgrades to support growth.

A significant element of Council's financial strategy is for infrastructure assets to maintain up-to-date asset valuations which recognise the current replacement cost of assets and then fund the consequential depreciation cost. This provides for an appropriate allocation of cost to those who benefit from the services the assets provide each year and overall is the most cost-effective approach to ensure current and future generations pay an affordable share of the asset renewal. For each asset type any funds are accounted for in asset replacement reserves.

Along with everyday maintenance this capital renewal budget will ensure that service levels today are continued to be enjoyed by communities.

Better Services

Communities that are thriving have a high degree of liveability have a good range of modern services. Communities often desire many improvements which need prioritising to balance affordability with service levels. 70 percent of our investment is on better road and water services. Investing in better service levels on core infrastructure is essential to building modern communities; however communities need access to other services like playgrounds and libraries if people are to feel their community is liveable and thriving. The Council must therefore balance investment choices between core infrastructure and community infrastructure and services. The regulatory environment is imposing more cost to protect people and the environment including healthy rivers, drinking water standards and consent conditions.

Managing Debt

The increased investment in the first three years of our Long Term Plan in growth, renewals and service levels has the consequence of increasing debt. Debt rises by \$85 million in the first four years reflecting this level of investment. After that, debt decreases as debt repayments exceed new investment. Council will repay \$132 million of debt over 10 years.

A Housing Infrastructure Fund (HIF) loan is planned, with borrowing drawn down over the first three years of our Long Term Plan as investment on HIF approved projects is made. This borrowing is interest free for 10 years (saving \$17 million in interest payments over the duration of the plan).

Council has set its debt limit using a debt to revenue ratio. This is one of the main methods used by the Council's funders to determine the affordability of debt.

Council's primary lender, the Local Government Funding Agency (LGFA), has determined that it will only lend to the Council up to 175 percent of revenue. Council's Treasury Risk Management Policy has set a limit of 150% a prudent limit. This recognises that higher debt would add further to rates, which at this time would be unaffordable for ratepayers.

By setting a debt limit at 150 percent, Council has \$30 million of capacity it could spend before it would reach the 150 percent limit in 2022. Additionally, it retains 25 per cent (\$35 million) capacity, between 150 and 175 percent, in case of any unplanned events. Council's borrowing is secured by either a debenture trust deed or a floating charge over all Council rates levied under the Rating Act.

Funding philosophies

The detail of Council's funding philosophies is provided in the Revenue and Financing Policy. In summary the Council aims to ensure:

- Operating costs are met by operating income (including rates, fees and charges and grants and subsidies), with the exception of depreciation expense for roading which is not fully charged to ratepayers due to the assumption that subsidies will still be available at the time of asset replacement.

- Growth related operating costs should be met by a growth in Council's income base. (This is not immediately achievable and there is a high likelihood of incurring operating costs before growth occurs. Council aims to minimise the effect of this.)
- Asset renewal costs are generally funded from capital replacement funds or new borrowing.
- All growth capital costs are met from development or financial contributions.

Summary Statement of Financial Position

Waikato District Council

2019 Local body elections

Pre-election report - 2 August 2019

Summary statement of financial position	2016/17	2017/18	2018/19	2019/20	2019/20	2020/21	2021/22	2022/23
	Actual	Actual	Draft	AP Budget	LTP Budget	LTP Budget	LTP Budget	LTP Budget
	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000	NZ \$'000
Assets								
Financial assets	39,655	43,249	41,321	29,138	27,327	27,940	28,134	28,684
Other assets	1,727,318	1,805,554	1,828,386	2,012,375	1,999,317	2,079,070	2,147,912	2,220,912
Total assets	1,766,973	1,848,803	1,869,707	2,041,513	2,026,644	2,107,010	2,176,046	2,249,596
Liabilities								
Public debt	80,000	80,000	80,000	131,900	148,700	174,727	185,327	182,127
Other liabilities	27,639	27,602	38,109	34,855	31,055	31,249	29,185	29,704
Total liabilities	107,639	107,602	118,109	166,755	179,755	205,976	214,512	211,831
Net assets								
Net assets / equity	1,659,334	1,741,201	1,751,598	1,874,758	1,846,889	1,901,034	1,961,534	2,037,765
Total net assets / equity	1,659,334	1,741,201	1,751,598	1,874,758	1,846,889	1,901,034	1,961,534	2,037,765

Statement of Compliance with Council's Financial Strategy

Waikato District Council

2019 Local body elections

Pre-election report - 2 August 2019

Statement of compliance with Council's financial strategy

Rates affordability

Council has set a limit on total rates for each year of the 2018 LTP. Total rates will not exceed 0.7% of the total capital value of the District.

The 2018 LTP also set a limit on average annual rate increases of 15% in the first three years, reducing to five percent from 2022.

Years ending 30 June:	2016/17		2017/18		2018/19
	Actual			Draft	
Limit on total rates income					
Limit *	\$2,888	✓	\$2,999	✓	\$190,659
Actual/Planned *	\$2,642		\$2,792		\$84,036
Limit on rates increases					
Limit*	4.0%	✗	4.0%	✓	15.0%
Actual/Planned*	4.4%		3.8%		8.6%
Limit on net debt					
Limit	\$177.0m	✓	\$178.9m	✓	\$199.4m
Actual/Planned	\$78.6m		\$78.6m		\$78.6m
* In the 2016/17 & 2017/18 years the limit was expressed on a per rateable property basis. The most recent LTP amended the measure to express the target on a total rates basis.					

Returns on investment

Council has financial, property and equity investments which are managed in accordance with the Treasury Risk Management Policy.

Years ending 30 June:	2016/17	2017/18	2018/19
	Actual		Draft
Return on financial investments			
Limit	4%	4%	6%
Actual/Planned	6% ✓	8% ✓	7% ✓
Return on property investment			
Limit	10%	10%	11%
Actual/Planned	9% ✗	8% ✗	8% ✗
Return on equity investments			
<u>Strada Corporation Limited</u>			
Limit	9%	11%	0%
Actual/Planned	16% ✓	0% ✗	0% ✓
<u>Waikato Regional Airport Limited</u>			
Limit	0%	0%	0%
Actual/Planned	0% ✓	0% ✓	0% ✓
<u>Civic Financial Services Limited</u>			
Limit	0%	0%	0%
Actual/Planned	0% ✓	0% ✓	0% ✓
<u>Local Authority Shared Services Limited</u>			
Limit	0%	0%	0%
Actual/Planned	0% ✓	0% ✓	0% ✓
<u>Waikato District Community Wellbeing Trust</u>			
Limit	0%	0%	0%
Actual/Planned	0% ✓	0% ✓	0% ✓