



**Date:** Tuesday, 7 May 2024  
**Time:** 1:30pm  
**Location:** Council Chamber, Wairoa District Council,  
Coronation Square, Wairoa

# **AGENDA**

## **Late Reports**

### **Ordinary Council Meeting**

### **7 May 2024**

**MEMBERSHIP:** His Worship the Mayor Craig Little, Cr Denise Eaglesome-Karekare, Cr Jeremy Harker, Cr Melissa Kaimoana, Cr Chaans Tumataroa-Clarke, Cr Benita Cairns, Cr Roslyn Thomas

The agenda and associated papers are also available on our website: [www.wairoadc.govt.nz](http://www.wairoadc.govt.nz)

For further information please contact us 06 838 7309 or by email [info@wairoadc.govt.nz](mailto:info@wairoadc.govt.nz)

Order Of Business

8    **General Items..... 3**

8.1    NZTA Emergency Works Consultation .....3

8.2    Long Term Plan Consultation Document update .....7

## 8 GENERAL ITEMS

### 8.1 NZTA EMERGENCY WORKS CONSULTATION

**Author:** Mike Hardie, Pouwhakarae - Hua Pumau | Group Manager Assets & Infrastructure

**Authoriser:** Kitea Tipuna, Tumu Whakarae Chief Executive

**Appendices:** 1. Letter from NZTA Chief Executive [↓](#)

#### PURPOSE

- 1.1 This report provides information for Council on NZTA's proposed Emergency Works Consultation. No decisions are required by Council at this stage.
- 1.2 This is an information report only at this stage, as Officers will be collating information to submit to this consultation, and this will be presented to Council or a Committee prior.

#### RECOMMENDATION

The Pouwhakarae - Hua Pumau | Group Manager Assets & Infrastructure RECOMMENDS that Council receive the report.

## 2. BACKGROUND

- 2.1 Council were notified on 02/05/2024 that the NZTA emergency works policy has undergone an internal review and there is now an opportunity for sector consultation and feedback.
- 2.2 The consultation runs from 1/05/2024 – 19/06/2024
- 2.3 Key proposed changes will have a significant impact on Wairoa District Council financially.
- 2.4 Attached is a letter from NZTA Chief Executive.

## 3. PROPOSED CHANGES

- 3.1 On 17 April the NZTA Board supported the release of proposed changes to the Emergency Work policies for sector consultation.
- 3.2 Key proposed changes to Financial Assistance Rates (FARs) and associated thresholds, include:
  - 3.2.1. Changing the qualifying trigger for an emergency event attracting an enhanced FAR to a minimum frequency 1 in 20-year event, from the current 1 in 10-year event.
  - 3.2.2. Reducing the enhanced FAR from normal FAR +20% to normal FAR +10%.
  - 3.2.3. Restricting provision of a bespoke FAR (i.e., greater than an enhanced FAR) to only those extreme events for which Crown funding is made available.
  - 3.2.4. Other changes to work category 141 (Emergency works category) and uneconomic transport infrastructure policy are proposed to make them clearer, easier

to interpret, and better aligned with legislative requirements. These are proposed to take effect on 1 July 2024.

#### 4. LIKELY IMPACT

- 4.1 Any damage received during a weather event less than a 1 in 20 year event will need to be covered fully by the ratepayer, or prioritised/not prioritised.
- 4.2 Any damage received during a weather event over 1 in 20 years that qualifies for funding will attract a Base FAR (75%)+ 10% enhanced far, totalling 85%. This will mean 15% will have to be funded by Council, as appose to the normal 5% that Council would normally have to fund.
- 4.3 Bespoke FARs will be difficult, and only in extreme weather events.

#### Further Information

[Emergency works policies - review and consultation | NZ Transport Agency Waka Kotahi \(nzta.govt.nz\)](https://nzta.govt.nz/emergency-works-policies-review-consultation)

#### References (to or from other Committees)

N/a



2 May 2024

Kia ora,

**Emergency works investment policies consultation – seeking organisational feedback by 19 June 2024**

One of the key challenges for NZ Transport Agency Waka Kotahi (NZTA) and approved organisations (AOs) in managing New Zealand's land transport network is the impact of sudden events that damage transport infrastructure and require emergency works response and recovery activities.

NZTA needs to manage the National Land Transport Fund (NLTF) so that it can sustainably fund these emergency works in 2024-27.

In recent years, more frequent and intense weather-related events have put pressure on available funding for emergency works response and recovery.

Substantial Crown funding has been required for severe nationally significant weather events, such as Cyclone Gabrielle in the upper North Island in February 2023.

We've carried out a review of NZTA's emergency works investment policies and funding assistance rates (FARs) with a goal of reducing the financial burden on the NLTF and providing greater funding certainty for AOs.

Proposed changes to emergency works investment policies, including work category 141 and the uneconomic transport infrastructure policy, are set out in our consultation document for Emergency works policies - review and consultation feedback from the sector. This can be read in full at: [www.nzta.govt.nz/planning-and-investment/emergency-works-policies-review-and-consultation](http://www.nzta.govt.nz/planning-and-investment/emergency-works-policies-review-and-consultation).

Key proposed changes to FARs and associated thresholds, include:

- changing the qualifying trigger for an emergency event attracting an enhanced FAR to a minimum frequency 1 in 20-year event, from the current 1 in 10-year event.
- reducing the enhanced FAR from normal FAR +20% to normal FAR +10%.
- restricting provision of a bespoke FAR (i.e., greater than an enhanced FAR) to only those extreme events for which Crown funding is made available.

The proposed FAR changes would take effect on 1 July 2025 to allow AOs time to adapt to these changes.

Other changes to make the policies clearer and easier to interpret, and better aligned with legislative requirements are proposed to take effect on 1 July 2024.

Your organisation's feedback is sought on the proposed changes. This feedback will help us finalise proposals for NZTA Board and managerial endorsement.

Please send feedback to [EmergencyWorksReview@NZTA.govt.nz](mailto:EmergencyWorksReview@NZTA.govt.nz) by **19 June 2024**.

If you have any questions, please contact your NZTA Investment Advisor or Director of Regional Relationships or email [EmergencyWorksReview@NZTA.govt.nz](mailto:EmergencyWorksReview@NZTA.govt.nz)

Ngā mihi

A handwritten signature in black ink, appearing to read 'Nicole Rosie', with a stylized flourish at the end.

Nicole Rosie  
Chief Executive - NZTA

**8.2 LONG TERM PLAN CONSULTATION DOCUMENT UPDATE**

**Author:** Michael West, Business Analyst

**Authoriser:** Gary Borg, Pouwhakarae - Putea Tautawhi Rangapu | Group Manager Finance and Corporate Support

**Appendices:** 1. Draft Consultation Document [↓](#)

**1. PURPOSE**

- 1.1 This report provides information for Council on how the Long-term Plan Consultation Document is progressing. No decisions are required by Council at this stage.
- 1.2 Following a request from elected members at the Long-term Plan budget workshop held on 6 May 2024 the current version of the 2024-2027 Long Term Plan Consultation Document is attached.

**RECOMMENDATION**

The Business Analyst RECOMMENDS that Council receive the report.

**2. BACKGROUND**

- 2.1 As part of the Long-term Plan process Councils are required under section 93 of the Local Government Act 2002 to undertake a special consultative procedure with their communities.
- 2.2 Section 93 of the Act sets out the consultation process which must be followed and includes elements such as requiring a separate consultation document to be produced and the length of time for the consultation period (1 calendar month).
- 2.3 Normally Long-term Plans cover a 10-year time frame however Central Government has, via the Severe Weather Emergency Recovery (Local Government Act 2002 – Long-Term Plan) Order 2023, allowed those councils impacted by Cyclone Gabrielle and to produce a 3-year plan focused on recovery.
- 2.4 Councils across the country are at various stages in their consultation process with some having completed their consultation process and others such as Wairoa to still complete their consultation documents.

**3. DRAFT CONSULTATION DOCUMENT**

- 3.1 The Draft Consultation document is attached for review and comment by elected members. We are not at this stage asking for adoption of this document because budgets are still to be finalised. It should be noted that much of the financial information is currently included is presented for illustrative purposes only.
- 3.2 The Majority of the consultation document is ready for review by elected members and we welcome comment and review of activities, projects and information it presents.
- 3.3 Pages 3 and 4 of the consultation document set the scene and the tone of the consultation process, this section has not been reviewed by elected members and is an opportunity for Council to signal to the Community its expectations.

- 3.4 Pages 10-14 relate to Councils financials and are the last section of the consultation document to be finalised before we can start our community consultation process. The figures contained in this draft version are subject to change with the majority been lifted from the current long-term plan and included purely for design purposes.
- 3.5 Pages 15-17 relate to operational and capital projects contained in the budgets still to be signed off and as such will change. The dollar figures attached to these projects have been taken from early budget versions and as such should not be construed as definitive.
- 3.6 The 5 big decisions which make up pages 19-23 are decisions which we are asking the community's opinions on, these items have not been fully costed with the dollar amounts attached to these decisions awaiting signoff by various teams.



# TŌ AKE REO YOUR VOICE

OUR INVITATION TO HAVE YOUR SAY



LONGTERM PLAN 2024-2027 CONSULTATION



# NGĀ RĀRANGI TAKE | CONTENTS

Final thing to be completed

Nau Mai	4	Welcome	4
	5		5
	6		6
	8		8
	10		10
	12		12
	14		14
	16		16
	24		24
	30		30
	35		35
	41		41



NAU MAI | WELCOME

TO THE LONG TERM PLAN 2024-2027

CONSULTATION

Council is now consulting our community on the Long Term Plan 2024-2027. This is your chance to tell us what matters to you and how you would like our district to look over the next three years and beyond.

Every three years Council develops a Long Term Plan which describes its activities and the community outcomes it hopes to achieve over the next decade. It is our most important planning tool which sets our direction and work and describes the outcomes we aim to achieve over the term of the plan.

The theme for this Long Term Plan is '*Mātārae – leadership: moving towards a better future*.' Mātārae signifies our ongoing recovery from Cyclone Gabrielle and earlier weather events, as well as the leadership role the Council plays in guiding our communities towards a brighter future.

In October 2023, the Government issued an Order in Council temporarily modifying the requirement for a ten-year plan for those communities and councils severely affected by Cyclone Gabrielle. Instead, those councils, including the Wairoa District Council, are

permitted to produce a three-year plan.

In making this Order, the Government acknowledged the devastating impacts of the cyclone and the timing and extent of the recovery work needing to be prioritised by those councils and communities.

Our 2024-2027 Long Term Plan will focus on cyclone recovery, while delivering the core activities and facilities our community expects.

We want our community to have meaningful input into our plan, while understanding that the costs and challenges of running the district and meeting the evolving needs of the community.

Consultation will include community meetings and a chance to make submissions. We welcome your involvement in this process as we build our community's future and travel the road of recovery together.

HAVE YOUR SAY BY



ONLINE SUBMISSIONS


Simply visit our website and complete an online submission.

[www.consultations.wairoadc.govt.nz](http://www.consultations.wairoadc.govt.nz)



TALK TO COUNCILLORS

Come along to one of our public meetings and talk to one of our councillors.



WRITTEN SUBMISSIONS

Use the submission form or write us a letter and send it to  
P.O. Box 54, Wairoa 4160



SPEAK AT A HEARING

If you make a submission you have the option to speak at a Council hearing. Please let us know in your submission if you want to speak.

## HE KARERE NŌ TE KAHIKA ME TE TUMU WHAKARAE | MESSAGE FROM THE MAYOR & CHIEF EXECUTIVE

***Tēnā tātau. Nau mai ki tā tātau Mahere Pae Tawhiti 2024-2027. Welcome to the Wairoa District Council's 2024-2027 Long Term Plan Consultation Document.***

We invite you to join us on the journey as we engage with you on the activities and services, we plan to deliver over the next three years.

The 2021-2031 Long Term Plan focused on delivering levels of service affordably and sustainably. While this remains our objective, this Long-Term Plan will centre on what we need to do to recover and rebuild from the effects of Cyclone Gabrielle.

In this Consultation Document we will discuss the key issues and challenges that affect Council's resources in this recovery phase and explain how we plan to respond to those challenges. We welcome your involvement to help guide our future.

### **Our Recovery Progress**

Soon after the event Council, in partnership with Tātou Tātou Te Wairoa Trust and Wairoa Taiwhenua, formed a Recovery Team which set about putting processes in place to help our community get information, funding, supplies and ultimately a pathway back home.

Council and QRS cleared 47,000 tonnes of silt and debris, undertook emergency reinstatement of critical infrastructure, and leveraged millions of dollars of central government funding to give the Recovery effort the resourcing it needed. This was supplemented by our Mayor and elected members working round the clock to secure additional funding and support, with \$1.6 million of donations received and distributed directly to those in need.

Through participation with the Regional Recovery Agency (RRA) negotiating team the council was able to further secure 100% funding for reinstatement of Te Reinga Bridge and \$70 million for flood protection works to be undertaken by Hawke's Bay Regional Council.

We now look forward to signing off on the 2nd phase recovery plan where the strategic direction will be guided by Council.

### **The Road Ahead**

We signaled in our last Long Term Plan Council's aim of being financially sustainable using a funding approach that is simple, as

affordable as possible.

and appropriate. Cyclone Gabrielle has resulted in new and unexpected challenges that has and will continue to require significant time and resources from Council.

During our early engagement on this Plan our community emphasised a recovery focus, building resilience, and attracting business and tourism to our district. This engagement also confirmed the importance of providing our core services, such as managing solid waste, roading maintenance, and maintaining community facilities that promote emotional, physical, and cultural wellbeing.

Even before the cyclone, we saw the effects of climate change on our aging infrastructure assets. Legislative changes and compliance requirements have added further pressure. To provide the levels of service our community expects, and to strengthen our resilience to future events, we will need to make significant investments in our infrastructure assets and facilities.

Our vast district but small ratepayer base over which to spread the cost of Council's activities remains an ongoing challenge and concern. We will continue to advocate for and seek Government funding to support the needs of our district and mitigate the pressure on our residents.

We know that we cannot achieve or deliver on the needs of our community without a skilled and dedicated workforce behind us. Attracting and retaining qualified staff is a key issue we will need to actively address to implement our ambitious work plan.

As we journey this road of recovery together, we can plan and look forward to a brighter future for our district - a future that reflects our resilience and supports renewal and revitalisation.

Over the next 3 years, it will cost Council about \$34 million to deliver its activities and about \$28 million to keep our assets in good condition. There are big decisions ahead of us and there will be tough calls to make.

Working together with you and making responsible decisions will help us deliver what our district needs both now, and into the future.

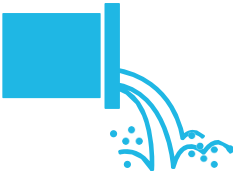


# Ā TĀTAU RATONGA | OUR SERVICES

We provide a wide range of services and activities to our community and visitors. Delivering these services and activities helps us look after the social, economic, environmental, and cultural wellbeing of our people and the district.

## THREE WATERS MANAGEMENT

Management and provision of water supply, wastewater disposal, and stormwater activities.



**WASTEWATER**  
incl. 4 wastewater networks, 59 km of pipes, numerous manholes etc.



**WATER SUPPLY**  
incl. 3 water supply networks, 118 km pipes, numerous valves, hydrants etc.



**STORMWATER**  
incl. 41 km pipes and 24 km of channels.

## WASTE MANAGEMENT

Kerbside waste collection, management of the Transfer Station, and management of active and closed landfills.



## TRANSPORT

Management of local road network including 871 km road (323 km sealed), 174 bridges, 448 retaining structures, 54 km footpaths, 7.4 km cycleways. Fund maintenance of an operational airport.



## PLANNING AND REGULATORY

Regulatory activities including resource planning, environmental health, building control, alcohol control, dog and livestock control, and general bylaw enforcement.



## COMMUNITY FACILITIES

Provide and maintain public cemeteries, sports grounds public gardens, parks and playgrounds, access along riverbank and foreshore reserves, and public toilets. Fund the library and support community events, initiatives and facilities including the Community Centre, Museum and Gaiety Theatre.

## LEADERSHIP & GOVERNANCE

Provide for community representation and support community participation. in democracy. Develop relationships with tangata whenua and facilitate Maori participation in decision-making. Promote economic development and tourism.



## CORPORATE FUNCTIONS

Provide corporate services (incl. customer services, finance, administration, rates services, legal compliance, policy development). and property services for Council-owned properties. Hold investments and manage funds to support Council activities.



## Ā TĀTAU TAKI | OUR CHALLENGES

*Although this Long Term Plan covers the next three years, we know that our recovery journey will take longer than three years. We face many challenges and by planning for these and working through them in a sustainable way will help ensure we can provide what our district needs both now, and into the future.*

### Recovery to Resilience - Cyclone Gabrielle

The Wairoa district has suffered devastating effects from Cyclone Gabrielle and previous weather-related events. This recovery is expected to take several years, with this Long-Term Plan needing to focus on the next three years.

As a district we cannot undertake and fund recovery on our own. This plan will send a signal to external agencies and the NZ Government that we can fund some recovery activities but will still require major external financial support. Recovery is not necessarily about rebuilding to what we had before the weather events, but ensuring we work together on resilient solutions. A major focus will need to be on repairing the extensive damage to our roading and bridge network to keep our communities well connected and accessible.

The ongoing effects and associated costs of the cyclone and our recovery efforts will require us to make hard decisions going forward.

### Climate Change

Climate change effects and weather events will, and have, impacted on our infrastructure, and affected Council's ability to deliver its levels of service. More frequent and intense weather events will create increased risk and damage to Council's infrastructure and activities. This was evidenced in the extreme and extended rainfall events at the end of March 2022 and Cyclone Gabrielle in February 2023.

Our planning helps us identify key risk areas, recognise impacts in asset and financial modelling and prioritise funding for recovery to resilience. We will identify critical components of our networks and prioritise renewals so the network can continue to operate. We continue to monitor local trends in

weather, identify at risk assets, monitoring flooding, slips and erosion.

### Central Government Reforms

Central Government is currently conducting a range of reforms, some of which focus on local government activities. These include changes to the Resource Management Act and the Future for Local Government review.

The Government's Local Water Done Well policy will impact water services legislation. Under this Long-Term Plan and until decisions are made regarding the three water services, Council will continue to provide drinking water, wastewater, and stormwater services.

### Compliance Issues

Council is required to maintain our facilities and assets in a manner that complies with evolving legislative and policy standards and obligations. In addition to ensuring our core infrastructure network and assets are safe and compliant, there are pressing issues we will need to address in the short term.

The Council's dog pound was built more than 30 years ago with an extension was added in 2012. Currently, all operations are confined to the extension, as the initial structure is no longer fit for purpose. At present the facility does not conform to health and safety standards and animal welfare legislation. We must address this.

Council's current archives facility does not comply with the Public Records Act 2005 nor, in its present state, does it provide a viable option for the safekeeping of these historical records. We will be seeking community input on the future of our archives and on where and how our archival collections will be housed.

### Solid Waste Management Now and Into the Future

A focus area in 2023/24 is the management of our solid waste now and into the future. Our current landfill site is nearing the end of its usable life and as such an alternative option will need to be found.

# TĀ TĀU PŪTOI MATAAROTANGA

## OUR INFRASTRUCTURE

### Long term infrastructure planning

Wairoa district’s infrastructure is key to ensuring Council can provide the services our community needs and expects. This Infrastructure Strategy (the Strategy) ensures that we provide sustainable infrastructure, supported services, by planning and forecasting expenditure for the long term. It guides long term decisions, holistically across the different infrastructure assets.

This 30-Year Strategy, for the period 2024 to 2054, has been developed to meet the requirements of the Local Government Act 2002 (LGA) section 101B by:

- Identifying the significant infrastructure issues over the next 30 years
- Identifying the principal options for managing those issues and the implications of those options.

We also use this strategy to communicate the infrastructure requirements at a high level to internal and external decision makers and key stakeholders.

The Strategy covers the critical infrastructure assets owned and operated by the Council as identified in the LGA, as well as other assets that are important to our community and require strategic decisions over the next 30 years.

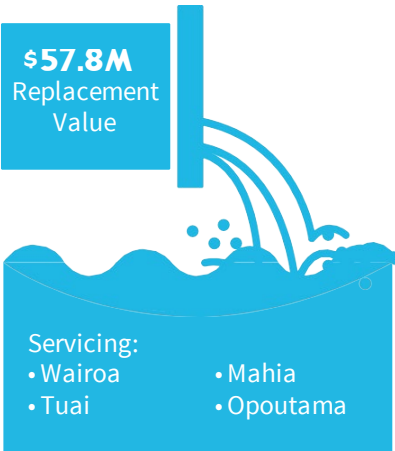


Infrastructure assets in this strategy are grouped as follows:

### WATER SUPPLY

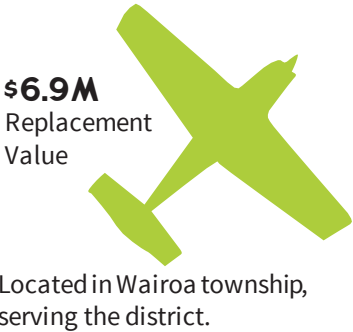


### WASTEWATER

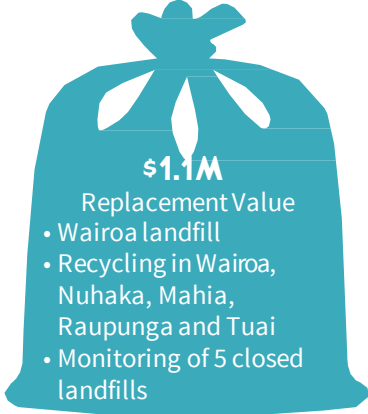


### LAND TRANSPORT

### WAIROA AIRPORT



### WASTE MANAGEMENT





**Partnering with others**

Some services that impact our community are provided by others. Flood protection and control assets are the responsibility of the Hawke’s Bay Regional Council (HBRC), while State Highways are the responsibility of the New Zealand Transport Agency (NZTA). We work with these organisations to advocate for our community and align infrastructure planning.

**Improving our management approach**

Since our last Infrastructure Strategy was published, we have made improvements to our management approaches across all our infrastructure asset portfolios and have developed and documented core requirements to help us better:

- manage and use asset data and information to support our asset management decision making.
- assess and manage risk, including completing a climate change risk assessment.
- prioritise investment decision making; and
- develop activity management plans that balance level of service, cost, and risk.

We have ongoing improvement plans in place to continue improving our management approach and long-term investment decisions. This work includes aligning our infrastructure data with other Council functions including regulatory planning and finances.

**Significant infrastructure issues**

Wairoa District Council has identified six key infrastructure challenges that impact on the delivery of services across our district.

<div><b>CHALLENGE 1:</b></div> <div>Building Resilience</div> <div></div>	<div><b>CHALLENGE 2:</b></div> <div>Affordability</div> <div></div>	<div><b>CHALLENGE 3:</b></div> <div>Sustainable Economy</div> <div></div>
<div></div> <div><b>CHALLENGE 4:</b></div> <div>Changing priorities and legislation</div>	<div><b>CHALLENGE 5:</b></div> <div>Sustainable service delivery</div> <div></div>	<div><b>CHALLENGE 6:</b></div> <div>Protecting our natural environment</div>

Page needs Review

## OUR FINANCES

### Financial Sustainability

Our aim is to be financially sustainable. To achieve this, we use a funding approach that is simple, affordable and appropriate.

#### Our Funding Approach



- Certainty of rates increases
- Optimising external revenue
- Value for money
- Intergenerational equity
- Manageable debt

### Our Financial Strategy

Over the next 3 years, we will deliver a wide range of services and activities across our district. Decisions about how these will be funded will be guided by the Council's Financial Strategy.

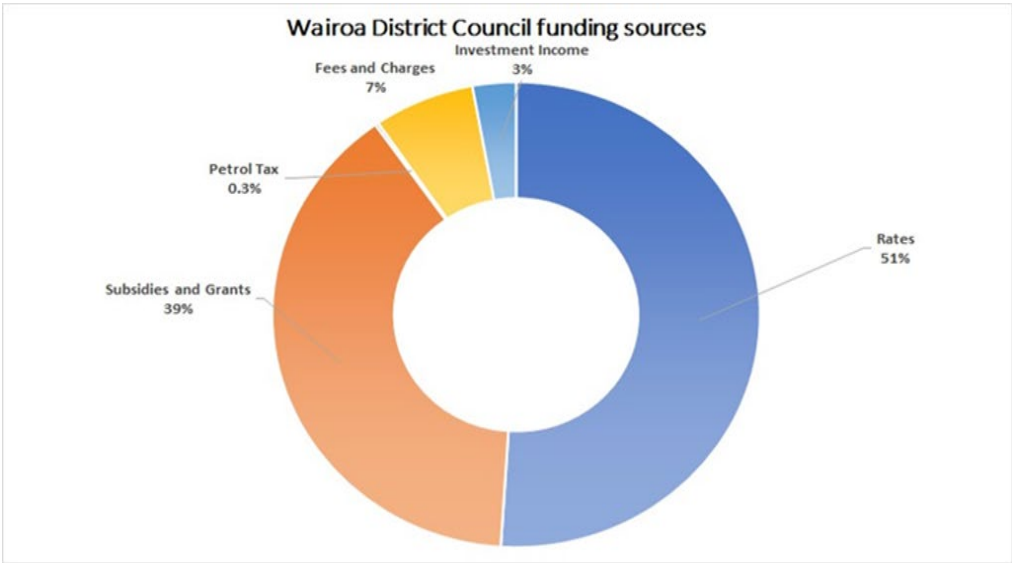
Our Financial Strategy outlines the issues and challenges that affect our funds and explains how we plan to respond to ensure an ongoing level of service our people expect.

### Facing the Challenges

Council strives to deliver services in an affordable way but faces significant challenges. Over the next 3 years, it will cost Council about \$39 million to deliver its activities and about \$26 million to keep our assets in good condition.

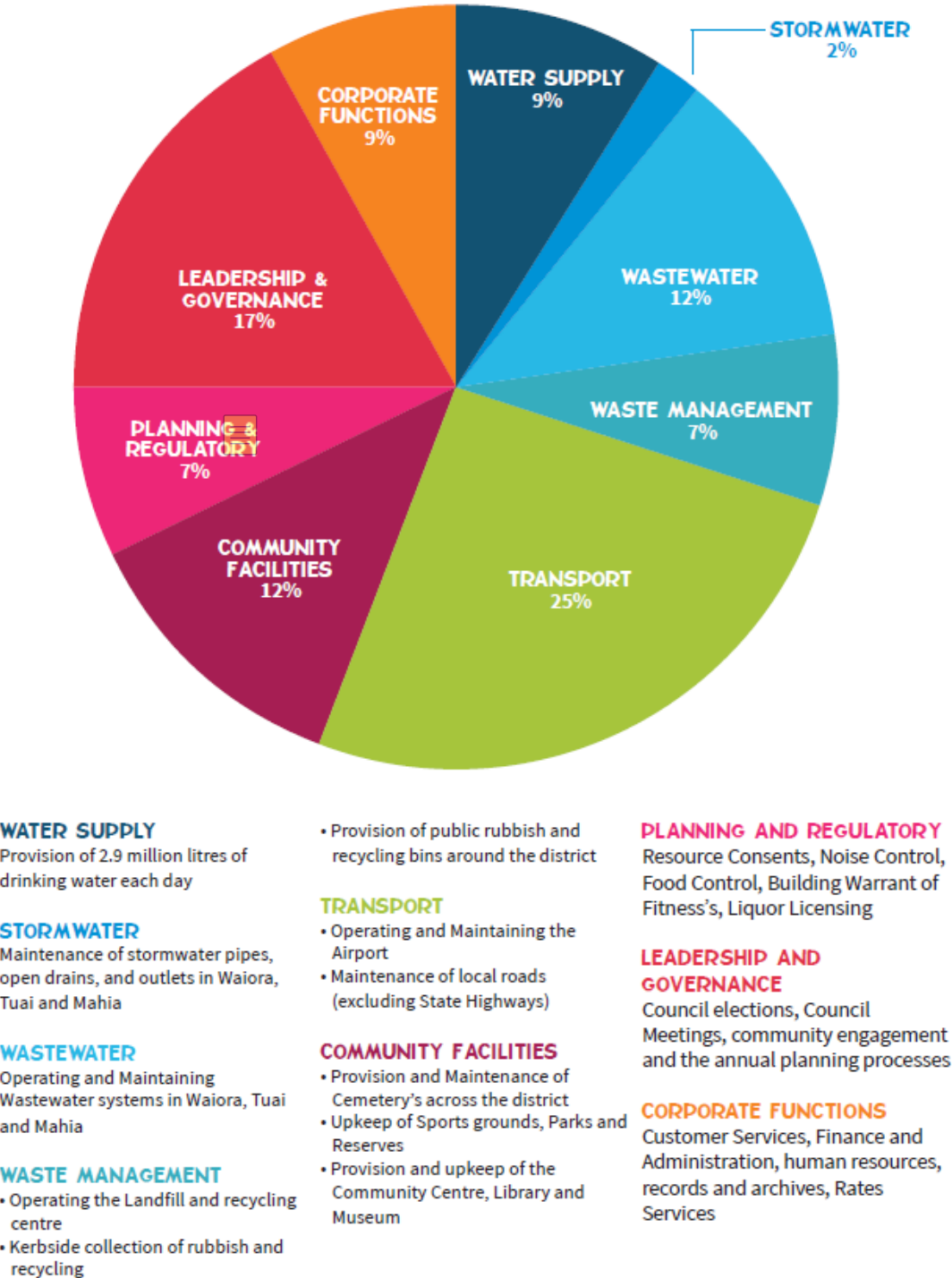
We have a small ratepayer base over which to spread the high cost of Council's activities. Delivering affordable levels of service is a challenge, but we do it in the most sustainable way we can. Income from rates (51% of revenue) followed by income from subsidies and grants (39%) make up most of the funding for Wairoa District Council.

Without these sources of funding, we would not be able to provide our community with the services they expect. The fees and charges paid by users of our services (dog registrations, building consents etc) make up another 7% of our total income.



# KO TŌ KOUTOU TĀKE E HAERE ANA WHERE YOUR RATES GO

Your rates make up 51% of Councils funding, this is how they are used.

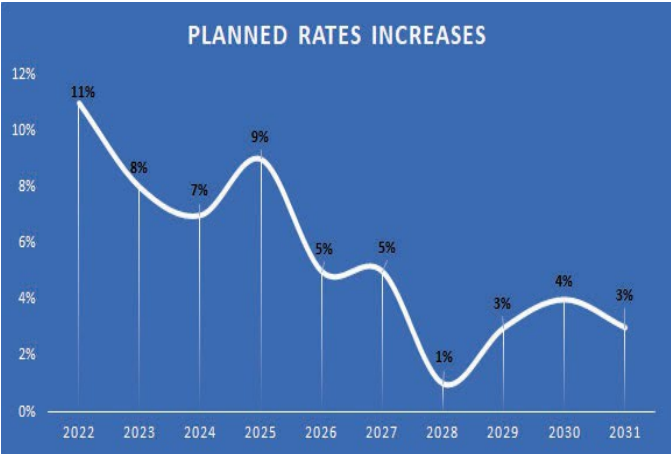


Planned Increases to Rates to fund more services

Council determines rates requirements by using all other funding sources to fund operational costs with remaining expenses funded from rates.

We estimate average rates increases for the 3-year period from 2024 to 2027 of ###%. These rates increases will be used to fund the activities and projects outlined in this plan.

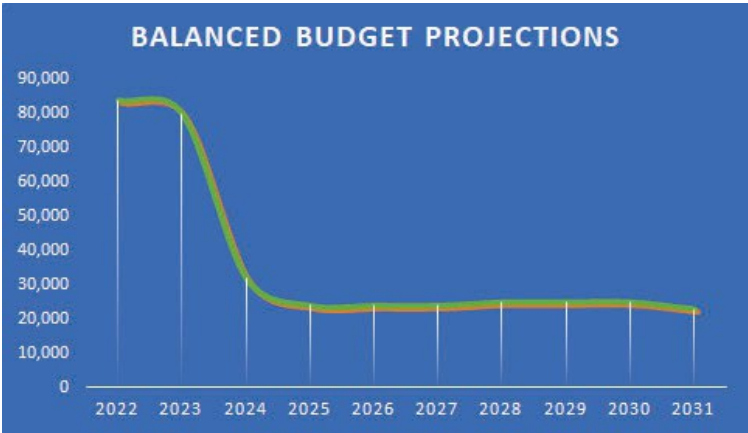
The amount of rates you are charged is determined by the capital value of your property and your access to services.



Check the sample property types on page 27 for an indication of your rates for the next 3 years

Over recent years, Council has kept rates low for its community by using its reserves and borrowing and not rating for all depreciation. It has also sold surplus assets and deferred expenditure. This approach has kept average increases below five percent, but it is not sustainable. We must now do something about it.

In order to catch up and keep up, rates increases will need to be higher for the next few years before we can deliver lower than average rate increases. It is a responsible approach that will help ensure we can continue to deliver what our community needs, now and into the future.



**Balanced Budget**

The Local Government Act 2002 requires Local Councils to deliver a balanced budget when setting each year’s activities. We are projecting a budget of \$45,000 per year over the period of this long-term plan.

Delivering a balanced budget provides our community with certainty that we can deliver the services we set out in our long-term plan.

A balanced budget also provides us the ability to top up our funding reserves allowing us immediate access to funds in emergency situations.

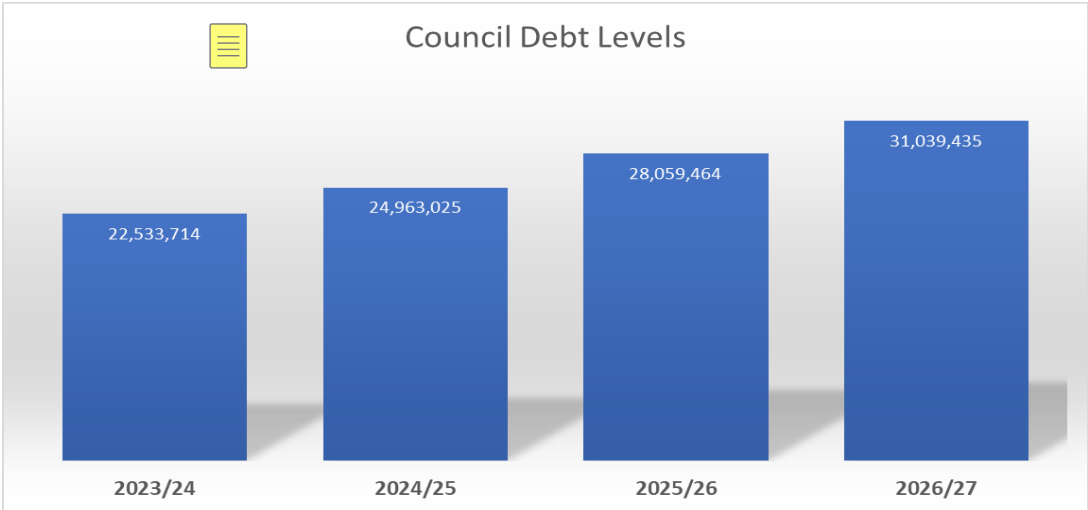
Council Debt

Like everyone Council needs to borrow money at times to either respond to disasters or to fund improvements the community wants. This money needs to be repaid and further borrowing will be required to fund various other projects across the district. The graphs on this page show our current debt levels and what we borrowed money for.

As with all councils across the country we need to meet the financial prudence measures set by the Local Government Funding Agency as well as the borrowing limits we set ourselves in our financial strategy. The Local Government Act allows us to borrow up to 176% of our annual revenue, however in keeping with our financial strategy we have set our borrowing limit to 100% of revenue.

Councils’ current debt is \$22.5 million. Wairoa District Council's debt levels increased considerably because of the 4 extreme weather events our district has suffered since March 2022. Because of our financial strategy of keeping existing debt levels as low as possible, we had the ability to access funds as they were required.

The graph below shows our forecasted debt levels over the term of this plan. We expect our debt levels to increase as we borrow to fund necessary improvements around our region. We expect to see our debt levels increase over the next 2 years before dropping back to current levels.



## SAMPLE PROPERTIES

The sample properties below show the average Capital Valuation for the areas below and provide indicative rates per property type for the next 3 years.

### RESIDENTIAL A



#### POOUTAMA

	Rates		
Capital Value	2024/25	2025/26	2026/27
\$129,000	\$1,173	\$1,290.30	\$1,419.33

#### RASERTOWN

	Rates		
Capital Value	2024/25	2025/26	2026/27
\$820,000	\$3,860	\$4,246.00	\$4,670.60

#### MOHAKA

	Rates		
Capital Value	2024/25	2025/26	2026/27
\$570,000	\$2,335	\$2,568.50	\$2,825.35

#### WAIROA

	Rates		
Capital Value	2024/25	2025/26	2026/27
\$185,000	\$3,145	\$3,459.50	\$3,805.45

### RURAL



#### WAIROA

	Rates		
Capital Value	2024/25	2025/26	2026/27
\$1,980,000	\$5,120	\$5,632.00	\$6,195.20

#### OHUKA

	Rates		
Capital Value	2024/25	2025/26	2026/27
\$1,820,000	\$5,120	\$5,632.00	\$6,195.20

#### PUTORINO

	Rates		
Capital Value	2024/25	2025/26	2026/27
\$8,350,000	\$17,573	\$19,330.30	\$21,263.33

### RESIDENTIAL B



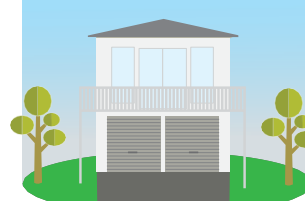
#### WAIROA

	Rates		
Capital Value	2024/25	2025/26	2026/27
\$185,000	\$3,145	\$3,459.50	\$3,805.45

#### MAHIA

	Rates		
Capital Value	2024/25	2025/26	2026/27
\$800,000	\$2,809	\$3,089.90	\$3,398.89

### RESIDENTIAL C



#### MAHANGA

	Rates		
Capital Value	2024/25	2025/26	2026/27
\$1,070,000	\$3,724	\$4,096.40	\$4,506.04

#### MOHAKA

	Rates		
Capital Value	2024/25	2025/26	2026/27
\$1,090,000	\$3,235	\$3,558.50	\$3,914.35

### FORESTRY



#### KOTEMAORI

	Rates		
Capital Value	2024/25	2025/26	2026/27
\$19,330,000	\$39,170	\$43,087.00	\$47,395.70

### COMMERCIAL



#### WAIROA

	Rates		
Capital Value	2024/25	2025/26	2026/27
\$265,000	\$4,247	\$4,671.70	\$5,138.87
\$740,000	\$8,702	\$9,572.20	\$10,529.42

REO | OVER THE NEXT 3 YEARS...



IT WILL COST **\$65** MILLION OF OPERATING AND CAPITAL FUNDING TO RUN OUR DISTRICT.



**\$XX MILLION**  
will be spent on Infrastructure such as roads and water



**\$1.4M** will be spent maintaining and upgrading Community Halls



**\$150,000**  
will be spent establishing a Civil Defence Hub

**\$300,000** will be spent upgrading the Tuai playground



**\$270,000**  
will be spent on the Library

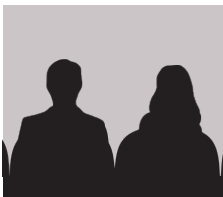
**\$50,000** will be spent maintaining the historic Portland Island Lighthouse



**\$90,000**  
will be spent relocating the iSite

**\$4.6M**

Million will be spent maintaining parks, reserves and public toilets



**\$45,000**  
will be spent completing the upgrade of The Gaiety Theatre



**\$260,000**  
will be spent enhancing cemeteries around our district



**\$1.9M**  
will be spent maintaining and upgrading the Wairoa Airport



## REO | WHAT NEEDS TO BE DONE

As we recover and rebuild, Council’s attention will remain on delivering services and looking after our assets to support our community outcomes. The following projects are critical works required to support recovery efforts and maintain our assets in good working and safe order. They also ensure we meet or exceed our legislative and policy obligations.

Feedback from the community has confirmed the importance of ensuring our core infrastructure, facilities, and services are fit for purpose and meet our legal obligations and community needs now and into the future. We heard the importance of flood protection and mitigation, of safeguarding our river, waterways, land, and environment from the effects of climate change and development.

### LAND TRANSPORT PROJECTS

The land transport improvements are a continuation of projects initiated within the last 3 years. These improvements are intended to increase the resilience and longevity of our network while maintaining safety and serving the needs of the community effectively.

#### ROAD PAVEMENT IMPROVEMENTS

300M DUST SEALING PER YEAR

300M TRACTION SEALING PER YEAR

WIDENING/SIDE BENCHING

\$1.63M

#### RESILIENCE IMPROVEMENTS

Including tree planting, retreats, bank stabilisation on key river routes.

\$1.90M



#### ROAD SAFETY IMPROVEMENTS

Implementing recommendations of Safety Audit Project. Includes road widening, new signage and safety barriers, traffic calming and speed management.

\$4.66M

#### DRAINAGE IMPROVEMENTS

Includes piping open drains and culvert capacity upgrades.



#### BRIDGE IMPROVEMENTS

Bridge deck and guardrail improvements, strengthening and replacements, seismic and scour resilience improvements.

\$1.84M



#### AIRPORT

The importance of the airport was highlighted following the cyclone and resulting isolation. It continues to be critical to access regional health services. Extension of the runway will provide greater service to the community in the future and during civil defence emergencies. Maintenance, repairs, and upgrades of the facility are required to meet civil aviation requirements.

\$1.6M





## WATER PROJECTS

### WATER SUPPLY

Maintenance, upgrading, and reinforcement of our water treatment and supply network will ensure they are compliant and responsive to the demands of a growing district.



**\$11.8M**

### UPGRADE TO WAIROA PUMPING, INTAKE AND MARINE PARADE RETICULATION

The Wairoa pumping main is critical to the town's water supply. Addressing the aging Wairoa pumping main, intake and Marine Parade reticulation will ensure continued and reliable provision of safe drinking water.

**TOTAL \$12.5M**

### STORMWATER



**\$3.7M**

### MASTER PLANNING AND STORMWATER MODELLING

**TOTAL \$5.7M**

Upgrades to our stormwater infrastructure will promote safety, compliance, and resilience of our facilities. Planning and modelling of our stormwater will help better understand the condition of the stormwater network and identify and project any capacity issues.



### WASTEWATER

**TOTAL \$2.68M**

**\$2.53M**

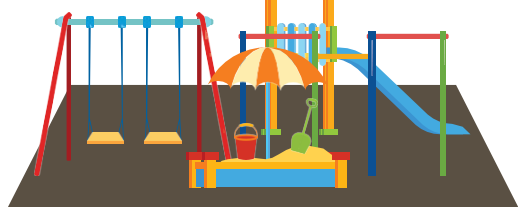
### TREATMENT POND UPGRADES

key project involves modifications to the wastewater treatment ponds to increase the level of treatment and minimise discharge into the Wairoa River. Part of a larger plan to cease discharge into the river.

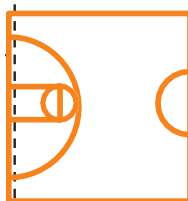
## COMMUNITY PROJECTS

### PLAYGROUND RENEWALS

**\$410K**



Refreshing of McLean Street, North Clyde and Clyde Domain playgrounds.



### COMMUNITY CENTRE

Refurbishing the Stadium floor, updating equipment and ensuring the building meets health and safety requirements.

**\$140K**

### MOUNTAIN BIKE PARK IMPROVEMENTS AND CYCLEWAYS

Updates to the mountain bike park will improve our assets and recreation area while promoting tourism.



**\$80K**

### DOG POUND FACILITY

**\$960K**

Current facility is non-compliant and does not meet current needs. A new purpose-built facility addressing current requirements and meeting or exceeding evolving animal welfare legislation and health and safety requirements is required.



### PENSIONER HOUSING

Keeping our pensioner housing safe and habitable. Meeting the standards of a good landlord. This includes ongoing maintenance and refurbishment.



**\$210K**

### FRASERTOWN RESERVE DEVELOPMENT

This is a new community asset. Development options include community centre, toilets, courts, changing rooms, playground.



**\$690K**

# TĀ TĀTAU AKE RAUTAKI | OUR STRATEGIC DIRECTION

## OUR MISSION

To support the Wairoa Community through decision-making that promotes the cultural, social, economic and environmental well-being of the district now and in the future.

## OUR VISION

Desirable Lifestyles, Thriving Economy, Treasured Environments, Connected Communities

## COMMUNITY OUTCOMES



**Social Wellbeing**

Safe, supported & Well-led community.



**Economic Wellbeing**

Strong & prosperous economy



**Environmental Wellbeing**

Protected & healthy environment.



**Cultural Wellbeing**

Valued and cherished community

Our **four outcomes** reflect the importance of the social, economic, environmental, and cultural wellbeing of our community. Each of the outcomes connects to a corresponding wellbeing, which provides a strategic match between our community’s interests and Council’s wellbeing focus.

# Ā TĀTAU AKE WHAKATAU | OUR BIG DECISIONS

The 2024-2027 Long Term Plan consultation focusses on what the community deserves and expects from Council, especially during this period of recovery.

Cyclone Gabrielle has brought about unexpected and unplanned challenges and costs, much of which will be centered on rebuilding and improving the resilience of our infrastructure assets.

At the same time, we heard in early engagement that building community resilience is about more

than just fixing roads and riverbanks but includes social, cultural, and economic wellbeing and sustainability. The need to promote and attract business development and tourism to our district was seen as an important focus to support our community.

There are big decisions to be made over the next three years that will have an impact on how we see our future. This is your chance to help shape that future.

## TE WHAKATAU TIATAHI |

The cost to reinstate and repair the network is estimated at



DECISION 1

Essential Repairs or Improvements to Our Land Transport Network

**Background**

Wairoa District Council maintains 869km of roads around the district, since March 2022, our district has experienced 4 extreme weather events, the last and most devastating one being Cyclone Gabrielle. These weather events have left our transport network in a fragile and vulnerable state. Continued wet weather between events has only exacerbated this issue. A significant proportion of roads on the network have been impacted to some degree by these events.

The cost to reinstate and repair the network is estimated at approximately \$130 million. To date, around \$45 million has been spent with another \$85 million required to address the weather damage and bring the network to the required or expected level of service. Funding is sourced mainly from Waka Kotahi subsidies.

This big decision concerns where to prioritise our resources.

PREFERRED  
OPTION

OPTION 1 - RECTIFICATION + BAU

This will allow the Council to focus activities and funding on completing the necessary emergency work resulting from the cyclone and returning as quickly as possible to business-as-usual activities and levels of service.

Focus will be on bringing damaged infrastructure and levels of service back to pre-cyclone standard. Any significant improvements will be deferred.

COST

\$85M (\$XX Waka Kotahi subsidy)

IMPACT ON RATES

IMPACT ON DEBT

OPTION 2 - RECTIFICATION + BAU + TARGETED IMPROVEMENT

In addition to maintaining business-as-usual activities and completing emergency work, targeted safety and resilience improvements will enable Council to begin mitigation efforts to address climate change and future extreme weather events.

All areas of the network will be given some level of attention, service, or improvement. However resources may be spread too thinly to bring levels of service up to more than a minimum standard.

COST

\$85M (\$XX Waka Kotahi subsidy)

IMPACT ON RATES

IMPACT ON DEBT



TE WHAKATAU TUARUA | DECISION 2

Managing Our Landfill and Waste Infrastructure

Background

The Wairoa District landfill at Fraser Street is nearing the end of its useable life (reaching total capacity), with a new disposal facility required by 2026. The waste generated from the cyclone increased the annual net tonnage of waste by more than double. In addition, disruption to the road network highlighted the need for a resilient solution.

Council is considering options to either develop a new landfill cell at the current site or move to an out of district disposal model.

OPTION 1 - DEVELOPMENT OF A NEW LANDFILL CELL

Develop new landfill cell in Wairoa with Landfill BioGas capture facilities. BioGas capture facilities will reduce the amount of methane released into the atmosphere. This option also includes upgrading of the current Fraser Street transfer station to handle the processing of Food and Garden waste. (see decision 5).

COST

\$7,554,000 split over 3 years

	Capital	Operating
2024/25	\$2,630,000	\$784,000
2025/26	\$600,000	\$1,170,000
2026/27	\$1,200,000	\$1,170,000

IMPACT ON RATES

Need Impact

IMPACT ON DEBT

Need Impact

PREFERRED OPTION

OPTION 2 - OUT OF DISTRICT DISPOSAL

This will involve closing the existing landfill cell and transitioning to a transfer station only model. Waste would be hauled to an out of district landfill.

This Option involves improving our current waste diversion practices to reduce the associated charges of haulage and dumping fees.

COST

\$6,412,000 split over 3 years

	Capital	Operating
2024/25	\$2,630,000	\$784,000
2025/26	\$550,000	\$1,170,000
2026/27	\$300,000	\$978,000

IMPACT ON RATES

Need Impact

IMPACT ON DEBT

Need Impact



TE WHAKATAU TUATORU | DECISION 3

Revitalising Our Central Business District

Background

In a visionary move to enhance the charm and economic vitality of Wairoa’s main street, Council is considering an ambitious project to revitalise the business façade along Marine Parade. In recognising the importance of a welcoming and aesthetically pleasing streetscape, the Council is collaborating with local businesses to breathe new life into the heart of the community.

The project encompasses a thoughtful blend of preserving the main street’s historical character while embracing modern design elements. This involves meaningful engagement with business owners, the Wairoa Business Association, and other key stakeholders.

The façade transformation project is not only a visual upgrade, but a strategic investment in the economic and social well-being of Wairoa, reinforcing the town’s identity as a destination that values both its heritage and future.

OPTION 1 – NO COUNCIL INVESTMENT

Businesses will be encouraged to maintain their own facades and storefronts. Council Support will be limited to non-financial supports.

COST

No Cost to Ratepayers

IMPACT ON RATES

No Impact

IMPACT ON DEBT

No Impact

PREFERRED  
OPTION

OPTION 2 - ONE-OFF INVESTMENT

Businesses along the main street will be expected to take part in the façade transformation. By fostering a sense of pride and ownership among the business community, Council envisions a main street that becomes a vibrant hub for commerce, culture and community interaction.

Where criteria and accountabilities are met by businesses, Council may provide support through design assistance, grants, and streamlined approval processes.

The aim is to create a visually appealing and cohesive streetscape that reflects the unique identity of Wairoa and establish a harmonious and engaging atmosphere that not only attracts residents but also entices visit.

COST

\$102,300

IMPACT ON RATES

No Impact as funded by Council Reserves

IMPACT ON DEBT

No Impact as funded by Council Reserves





## TE WHAKATAU TUAWHĀ | DECISION 4

### Protecting Our Taonga - The Future of Our Archives

#### Background

Council houses an extensive collection of archives and nationally recognised maps, cherished for their profound cultural, historical, and evidential significance. Currently, these invaluable records are stored at the old Wairoa Fire Station, though the facility urgently requires substantial upgrades to ensure safe and compliant storage.

A recent review highlighted that the old Wairoa Fire Station was not fit for purpose and did not meet the requirements of the Public Records Act 2005, both in terms of preservation standards and facilitating supervised access to records for research purposes. It is imperative now that Council records and archives remain easily accessible to the public.

Council seeks community input on the future of the archives facility. A detailed analysis and cost assessments will precede any decision, but in the interim, Council proposes temporarily relocating the archives to Archives Central in Fielding or Iron Mountain in Wellington for two to three years.

#### PREFERRED OPTION

#### OPTION 1 – KEEP ARCHIVES IN WAIROA

Council will create a thorough plan and look at various costs for building a new facility or modify the existing one, which will keep our archives safe. Council will share these plans and seek feedback from the community, as well as consider how big the building should be, what it should include, and staff to manage the facility. While this takes place, Council will need to store the records out of the district.

- ❖ Existing building – modify to meet the requirements of the Public Records Act 2005.
  - This will require temporary relocation of archive material to Archives Central in Fielding, and/or Iron Mountain in Wellington.
- ❖ Build a new facility
  - This will require temporary relocation of archive material to Archives Central in Fielding, and/or Iron Mountain in Wellington.

In the exploration of Option 1 it may involve selling the former Wairoa Fire Station Building to offset costs, as the building would be considered surplus to requirements.

#### OPTION 2 - HOUSE ARCHIVES OUT OF DISTRICT

A detailed plan and costs associated with transferring our archives permanently to a facility out of the district, Archives Central in Fielding, will be developed and brought back to the community for consultation.

The plan will include the following considerations:

- ❖ accessibility of records
- ❖ implementation costs
- ❖ ongoing service charges to the external facility



**Social Wellbeing**  
Cultural Wellbeing



**Economic Wellbeing**



**Environmental Wellbeing**

TE WHAKATAU TUARIMA | DECISION 5

Kerbside Collection

Background

Wairoa District Council is investigating options for a new kerbside collection model, to include the collection of food waste by 2026. Council is preparing a range of options for delivery of the new kerbside collection model which includes replacing the current user pays rubbish bags with wheelie bins and expanding kerbside collection to include food scraps and garden organics (green waste).

OPTION 1 - BUSINESS AS USUAL

Our existing kerbside collection service for rubbish and recycling continues with no additional services added.



COST

\$3,044,000 split over 3 years (Operating)

2024/25	\$944,000
2025/26	\$1,040,000
2026/27	\$1,060,000

IMPACT ON RATES

No Impact as no increase in expenditure

IMPACT ON DEBT

No Impact as already budgeted for

PREFERRED  
OPTION

OPTION 2 - INTRODUCTION OF A NEW  
KERBSIDE COLLECTION MODEL INCLUDING  
FOOD WASTE AND GARDEN ORGANIC  
COLLECTIONS

A new kerbside collection for weekly food and garden organics, fortnightly refuse, and recycling, with the introduction of wheelie bins to replace the current purchased bags. This service would initially be rolled out to Wairoa urban, Frasertown and Mahia areas with a potential future stage to extend to rural areas across the district.

This option provides increased diversion of waste from landfill, increased level of service in terms of services offered to residents, improved health, and safety of collections through reduced manual handling for our staff.

Funding to support the roll-out of services is available through a Waste Minimisation Fund Project which will cover up to \$298K of the capital costs of the new service.

\$7,554,000 split over 3 years

	Capital	Operating
2024/25	\$470,000	\$944,000
2025/26	-	\$1,176,000
2026/27	-	\$1,173,000

IMPACT ON RATES

Need Impact

IMPACT ON DEBT

Need Impact





