

2021-31 Long Term Plan

Our Work in Detail

# Roads and Footpaths

We provide a safe and efficient local transport network throughout the Masterton district. This involves the construction, management and maintenance of road, street and footpath networks including pavements, bridges, traffic services, on and off street parking and streetlights.

For more information on local transport network assets, refer to the Infrastructure Strategy on page 21 or the Asset Management Plan via our website.

## Why do we do it?

Our roads and footpaths activity ensures that the Masterton district has a local transport network that meets the current and future needs of our community.

The network supports the social and cultural wellbeing of our people, allowing them to move freely and safely around the district, providing easy access to employment, services, recreational and cultural activities. The network also supports economic wellbeing by enabling efficient transportation of goods and provides access for critical services such as power, telecommunications, water supply and waste disposal. Our footpaths and cycling lanes support environmental wellbeing by enabling people to move about the district on bicycles or on foot.

This activity contributes to the following community outcomes:

- Efficient, Safe and Effective Infrastructure
- A Thriving and Resilient Economy
- An Engaged and Empowered Community

## Our 10-year priorities

Key priorities for roads and footpaths over the next 10 years include:

- Creating a vibrant and thriving town centre that will be a place our community can enjoy being and be proud of for many years to come. The estimated cost of the Masterton revamp is \$35.4 million over the 10 years of this Plan. Funding of \$3.7 million has been allowed for the roading infrastructure elements of this project. In addition some funding will be provided by New Zealand Transport Agency (NZTA) as part of the subsidy they provide to Council for roading.
- Renewing our roads to improve condition and safety. Over the 10 years of this plan we are investing \$41.3 million in rural road renewals, and \$20.2 million in urban road renewals. The urban road renewal provision includes work on the town centre as part of our Masterton Revamp.
- Improving the Mataikona Road to protect it from coastal erosion and ensure we maintain access to this area of our district. The road requires a substantive investment of \$11.1 million over Years 4 and 5.

- Renewing the Colombo Road Bridge over the Waipoua. We have allowed \$2.9 million for that work, with the majority of the spend in Year 2.
- Urbanising or upgrading roads in areas of our town that have experienced development or are being developed, including Millard Avenue (\$1.98 million provision over Years 3 and 4) and Chamberlain Road (\$680,000 split across Years 4 and 7).
- Improving the standard of our footpaths to meet community expectations and changing future demand. We are investing \$6.1 million over 10 years to achieve this.

Delivery of the projects above will result in an improved level of service over time as the additional work is completed and a higher standard of footpaths and rural roads is provided and maintained.

A full list of planned capital expenditure projects is provided under 'Our Costs in Detail'.

### Potential negative effects

The potential negative effects of providing this activity are:

- contribution to accident and injury rates through road use;
- air and water pollution due to vehicle emissions;
- traffic noise as a result of vehicle use; and
- temporary noise, dust and traffic congestion as a result of road construction and maintenance.

We mitigate these effects through our ongoing maintenance and improvement programme which aims to deliver a safe and reliable transport network. All construction and maintenance activity is planned to minimise disruption during works.

We also support initiatives that promote environmentally-friendly transportation and road safety; and will address water pollution from vehicles via our Stormwater Management Plan.

## How do we measure success?

What we Do: Provide safe and well-maintained roading, footpath and on-road cycling networks

| Our Goal  | Measure  | Latest Result<br>2019/20<br>(Baseline)        | Performance Targets<br>2021/22 to 2030/31          |
|---|--|---|--|
| Meeting our commitment to delivering safe, well-maintained roads and footpaths that meet the needs of our community | Number of fatalities and serious injury crashes on the local road network.   | One fatality and nine serious injury crashes. | No more than the 5 year average                    |
|   | Average quality of ride on a sealed local road network, measured by smooth travel exposure.  | 92%   | Maintain or improve on 90%                         |
|   | Percentage of sealed local road network that is resurfaced   | 6.5%  | Maintain within 5-7%                               |
|   | Percentage of footpaths where the condition falls within the level of service defined in MDC's Asset Management Plan   | 94%   | 90% of footpaths are rated Excellent, Good or Fair |
|   | Percentage of urgent customer service requests responded to within 2 days  | 99.7%   | 95% within specified timeframe                     |
|   | Percentage of non-urgent customer service requests responded to within the timeframes specified in the Asset Management Plan and placed on appropriate maintenance programme. (Specified response times for non-urgent requests vary by category, ranging from 7 days to 30 days).   | 69%   | 70% within specified timeframe                     |
|   | <p><b>Why this is important:</b></p> <p>These measures have been developed by the Department of Internal Affairs and all councils must report on these. They reflect a range of information about our asset condition and responsiveness to service requests that assists us in managing these assets and our service delivery. They also enable us to benchmark against other councils.</p> |   |  |

## Cost of service statement

| ROADING                |  |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|------------------------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21 | Cost of Service Statement                | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                     | <b>Operating Costs</b>                   | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 6,573,310              | Road maintenance - subsidised            | 6,182,241             | 6,107,673             | 6,435,977             | 6,609,799             | 6,790,702             | 7,123,268             | 7,520,036             | 7,726,504             | 7,977,773             | 8,177,078              |
| 2,048,883              | Road maintenance - non-subsidised        | 1,289,258             | 1,378,474             | 1,491,511             | 1,675,385             | 1,819,088             | 2,043,153             | 2,217,453             | 2,295,781             | 2,380,110             | 2,401,846              |
| 5,601,202              | Depreciation                             | 6,465,022             | 6,998,725             | 7,465,882             | 7,900,551             | 8,938,023             | 9,524,917             | 9,889,545             | 10,863,669            | 11,242,187            | 11,563,961             |
| <b>14,223,395</b>      |  | <b>13,936,521</b>     | <b>14,484,872</b>     | <b>15,393,370</b>     | <b>\$ 16,185,735</b>  | <b>\$ 17,547,813</b>  | <b>\$ 18,691,338</b>  | <b>\$ 19,627,034</b>  | <b>\$ 20,885,954</b>  | <b>\$ 21,600,070</b>  | <b>\$ 22,142,885</b>   |
|                        | <b>Operating Income</b>                  |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 3,327,431              | NZ Transport Agency subsidy (on maint)*  | 3,030,819             | 2,953,527             | 3,060,447             | 3,148,779             | 3,234,393             | 3,331,877             | 3,437,231             | 3,534,011             | 3,635,974             | 3,738,537              |
| 180,000                | Local authority petrol tax               | 190,000               | 193,990               | 200,070               | 206,150               | 212,040               | 218,120               | 224,390               | 230,850               | 237,500               | 244,340                |
| 1,119,147              | Other recoveries                         | 448,147               | 452,683               | 458,024               | 468,365               | 473,632               | 478,973               | 489,387               | 494,874               | 500,434               | 507,067                |
| <b>4,626,578</b>       |  | <b>3,668,966</b>      | <b>3,600,200</b>      | <b>3,718,541</b>      | <b>\$ 3,823,294</b>   | <b>\$ 3,920,065</b>   | <b>\$ 4,028,970</b>   | <b>\$ 4,151,008</b>   | <b>\$ 4,259,734</b>   | <b>\$ 4,373,908</b>   | <b>\$ 4,489,944</b>    |
|                        | <b>Appropriations</b>                    |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| (587,976)              | Transfers from reserves                  | (434,000)             | (550,000)             | (50,000)              | (50,000)              | (50,000)              | (50,000)              | (50,000)              | (50,000)              | (50,000)              | (50,000)               |
| 250,000                | Tsfs to reserves - roading contributions | 375,000               | 378,000               | 381,000               | 389,000               | 392,000               | 395,000               | 403,000               | 406,000               | 409,000               | 413,000                |
| 50,894                 | Provision for loan repayments            | 62,305                | 150,486               | 268,990               | 437,042               | 583,965               | 814,111               | 987,790               | 1,107,798             | 1,230,102             | 1,298,717              |
| (4,843,728)            | Reverse depreciation**                   | (5,708,600)           | (6,228,700)           | (6,528,700)           | (7,018,700)           | (7,928,800)           | (8,428,800)           | (8,398,900)           | (8,828,900)           | (7,858,900)           | (6,349,000)            |
| <b>\$ 4,466,007</b>    | <b>Rates Requirement</b>                 | <b>\$ 4,582,260</b>   | <b>\$ 4,834,459</b>   | <b>\$ 5,746,119</b>   | <b>\$ 6,119,784</b>   | <b>\$ 6,624,913</b>   | <b>\$ 7,392,678</b>   | <b>\$ 8,417,916</b>   | <b>\$ 9,261,118</b>   | <b>\$ 10,956,364</b>  | <b>\$ 12,965,659</b>   |

\* Further subsidy income is shown in the Capital Expenditure Summary

\*\* Most depreciation is reversed to arrive at the rates requirement. Renewals expenditure (shown in the Capital Expenditure Statement) is funded from current revenue.

\*\*\* Note the 2020/21 plan has now been restated so the Flood damage provision is now included in Road maintenance - subsidised

# Water Supply

We provide treated water that is safe to drink to the Masterton urban reticulation system, Tinui and the Waingawa industrial area. In rural areas, we provide non-drinking water to rural schemes and water race supplies.

We own and maintain a network of water mains, trunk mains, tanks, reservoirs and water treatment facilities at Kaituna and Tinui.

For more information on water supply assets, refer to the Infrastructure Strategy on page 17 or the Asset Management Plan via our website.

## Why do we do it?

Our water supply activity contributes to wellbeing by ensuring residents and visitors have access to clean, safe water, and by providing that water with minimal environmental impact. Through this activity we contribute to our community's health and safety, support residential and commercial water needs and protect the environment.

This activity contributes to the following community outcomes:

- Efficient, Safe and Effective Infrastructure
- A Thriving and Resilient Economy
- A Sustainable and Healthy Environment

## Our 10-year priorities

Key priorities for water supply over the next 10 years include:

- Ensuring our water supply is resilient by constructing storage dams to build and maintain adequate water supply. Funding of \$7.4 million has been allowed in Year 3.
- Due to government stimulus funding for water projects, in Year 1 we have brought forward \$1.7 million of water main renewals, treated water capacity and other upgrades.
- Renewing our oldest water pipes to prevent water lost through leakage. An additional allocation of \$22 million has been allowed over the 10 years of the LTP for urban water infrastructure renewals.
- Urbanisation of the Millard Avenue water supply. \$613,200 has been allowed for this in Year 2.

- Developing an equitable charging regime for water use following the installation of water meters on all residential properties in Masterton. The water meters will enable improved leak detection and raise awareness of water usage that will enhance water conservation.
- Maintaining a safe water supply by meeting all legal requirements and working alongside private/rural water suppliers to ensure long-term water quality.

Delivery of the projects above will result in an improved level of service to that currently provided as our water supply becomes more secure and resilient.

A full list of planned capital expenditure projects is provided under 'Our Costs in Detail'.

We mitigate the potential for contaminated water supply through our operational procedures, which include regular monitoring and treatment, in accordance with New Zealand Drinking Water Standards.

### Potential negative effects

The potential negative effects of providing this activity are:

- delivery of contaminated water through our system; and
- over-extraction of water.

We mitigate the potential for contaminated water supply through our operational procedures, which include regular monitoring and treatment, in accordance with New Zealand Drinking Water Standards.

Potential over-extraction is mitigated through compliance with resource consent conditions on water-take and the use of water restrictions when required.

### How do we measure success?

What we do: Deliver safe drinking water efficiently and effectively to urban households

| Our Goal   | Measure  | Latest Result 2019/20 (Baseline)   | Performance Targets 2021/22 to 2020/21               |
|--|--|------------------------------------|--|
| Meeting our commitment to providing a safe, effective and efficient water supply | Number of complaints received about drinking water clarity, taste, odour, pressure or flow, continuity of supply or MDC's response to any of these issues. | 3 complaints per 1,000 connections | Less than or equal to 6 complaints/1,000 connections |
|  | Response time to call-outs to a fault or unplanned interruption to MDC's networked reticulation system:  |                                    |  |
|  | a. attendance at urgent call outs (from notification to arrival on site)   | 15 minutes                         | 60 minutes or less                                   |
|  | b. resolution of urgent call outs (from notification to confirmation of resolution)  | 25 minutes                         | 480 minutes or less                                  |

| Our Goal | Measure  | Latest Result<br>2019/20<br>(Baseline) | Performance Targets<br>2021/22 to 2020/21  |
|----------|--|--|--|
|          | c. attendance at non-urgent call outs (from notification to arrival on site)   | 47 minutes                             | 7 days or less   |
|          | d. resolution of non-urgent call outs (from notification to confirmation of resolution)  | 86.5 minutes                           | 3 months or less   |
|          | Council's drinking water supply complies with:   |  |  |
|          | a. part 4 of the Drinking Water Standards (bacteria compliance criteria)   | Fully compliant                        | Fully compliant  |
|          | b. part 5 of the Drinking Water Standards (protozoal compliance criteria)  | Fully compliant                        | Fully compliant  |
|          | Percentage of real water loss from MDC's reticulation system (calculated using minimum night flow)   | 37%                                    | Year 1: No more than 37%<br><br>From Year 2: Target to be established as part of the Annual Plan process to align with water meter installation and associated data.                     |
|          | Average consumption of drinking water per day per resident within the district   | 601 litres/person/day                  | Year 1: No more than 601 litres/person/day<br><br>From Year 2: Target to be established as part of the Annual Plan process – to align with water meter installation and associated data. |
|          | <p><b>Why this is important:</b><br/>           These measures have been developed by the Department of Internal Affairs and all councils must report on these. They reflect a range of information about our asset condition, compliance matters and responsiveness to service requests that assists us in managing these assets and our service delivery. They also enable us to benchmark against other councils.</p> |  |  |



## Cost of service statement

| URBAN WATER SUPPLY     |                               |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21 | Cost of Service Statement     | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                     | <b>Operating Costs</b>        | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 1,338,420              | Water treatment costs         | 1,485,867             | 1,454,818             | 1,492,258             | 1,722,743             | 1,745,217             | 1,814,184             | 1,885,260             | 1,913,036             | 1,954,874             | 1,983,911              |
| 1,027,111              | Water reticulation costs      | 1,235,579             | 1,139,376             | 1,181,845             | 1,267,743             | 1,355,723             | 1,499,851             | 1,619,031             | 1,651,428             | 1,729,402             | 1,743,598              |
| 1,492,098              | Depreciation                  | 1,572,961             | 1,819,912             | 1,873,589             | 2,007,624             | 2,244,839             | 2,316,534             | 2,363,421             | 2,552,166             | 2,599,840             | 2,665,529              |
| <b>3,857,629</b>       |                               | <b>4,294,407</b>      | <b>4,414,106</b>      | <b>4,547,692</b>      | <b>4,998,110</b>      | <b>5,345,779</b>      | <b>5,630,569</b>      | <b>5,867,712</b>      | <b>6,116,631</b>      | <b>6,284,115</b>      | <b>6,393,039</b>       |
|                        | <b>Operating Income</b>       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 313,840                | User charges                  | 447,600               | 310,368               | 320,827               | 327,594               | 334,976               | 343,589               | 351,587               | 362,045               | 374,042               | 386,346                |
| 100,500                | Internal Recoveries           | 103,000               | 104,545               | 107,532               | 110,210               | 112,991               | 115,772               | 118,656               | 121,746               | 125,042               | 128,441                |
| <b>414,340</b>         |                               | <b>550,600</b>        | <b>414,913</b>        | <b>428,359</b>        | <b>437,804</b>        | <b>447,967</b>        | <b>459,361</b>        | <b>470,243</b>        | <b>483,791</b>        | <b>499,084</b>        | <b>514,787</b>         |
|                        | <b>Appropriations</b>         |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| (20,000)               | Transfer from reserves        | (100,000)             | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| -                      | Transfer to reserves          | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| 169,389                | Provision for loan repayments | 182,455               | 257,806               | 300,123               | 625,427               | 733,350               | 843,512               | 890,720               | 944,094               | 1,026,501             | 1,070,907              |
| (205,000)              | Reverse depreciation          | (264,300)             | (241,200)             | (309,116)             | (292,115)             | (398,393)             | (328,887)             | (357,615)             | (351,955)             | (386,614)             | (337,658)              |
| <b>\$ 3,387,678</b>    | <b>Rates Requirement</b>      | <b>\$ 3,561,962</b>   | <b>\$ 4,015,799</b>   | <b>\$ 4,110,341</b>   | <b>\$ 4,893,617</b>   | <b>\$ 5,232,769</b>   | <b>\$ 5,685,833</b>   | <b>\$ 5,930,574</b>   | <b>\$ 6,224,979</b>   | <b>\$ 6,424,919</b>   | <b>\$ 6,611,501</b>    |

| RURAL WATER SUPPLIES   |                              |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|------------------------|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21 | Cost of Service Statement    | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                     | <b>Operating Costs</b>       | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 265,269                | Rural water supplies & rates | 587,080               | 289,765               | 298,255               | 300,897               | 310,944               | 273,825               | 280,685               | 287,914               | 295,949               | 304,183                |
| 75,596                 | Depreciation                 | 124,764               | 158,942               | 159,964               | 161,384               | 176,044               | 172,080               | 173,265               | 187,942               | 189,215               | 190,978                |
| <b>340,864</b>         |                              | <b>711,844</b>        | <b>448,707</b>        | <b>458,219</b>        | <b>462,281</b>        | <b>486,988</b>        | <b>445,906</b>        | <b>453,950</b>        | <b>475,856</b>        | <b>485,164</b>        | <b>495,161</b>         |
|                        | <b>Operating Income</b>      |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| <b>217,698</b>         | Rural water scheme charges   | <b>514,318</b>        | <b>226,337</b>        | <b>244,394</b>        | <b>249,549</b>        | <b>255,173</b>        | <b>256,015</b>        | <b>261,974</b>        | <b>269,767</b>        | <b>278,705</b>        | <b>287,873</b>         |
|                        | <b>Appropriations</b>        |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 6,246                  | Provision for loan repayment | 6,539                 | 6,849                 | 6,806                 | 7,119                 | 7,435                 | 7,763                 | 8,095                 | 8,451                 | 8,811                 | 9,184                  |
| (25,868)               | Reverse depreciation         | (80,500)              | (93,900)              | (82,631)              | (82,748)              | (93,007)              | (87,113)              | (87,241)              | (96,245)              | (94,886)              | (93,613)               |
| <b>\$ 103,545</b>      | <b>Rates Requirement</b>     | <b>\$ 123,565</b>     | <b>\$ 135,318</b>     | <b>\$ 138,000</b>     | <b>\$ 137,103</b>     | <b>\$ 146,244</b>     | <b>\$ 110,541</b>     | <b>\$ 112,831</b>     | <b>\$ 118,295</b>     | <b>\$ 120,384</b>     | <b>\$ 122,859</b>      |

# Wastewater Services

Wastewater services are provided to approximately 8,880 residential, commercial and industrial properties in the urban area, Waingawa industrial area, Riversdale, Castlepoint and Tinui. This includes maintaining our network of pipes, pump stations, treatment plants, wetland cells and a waste stabilisation pond. The system provides for efficient and safe collection, treatment and disposal of wastewater, which drains from things like our toilets, showers, baths, sinks, washing machines and dishwashers.

For more information on wastewater assets, refer to the Infrastructure Strategy on page 18 or the Asset Management Plan via our website.

## Why do we do it?

Our wastewater activity contributes to wellbeing by protecting the health and safety of our community, supporting residential and business development, and ensuring that wastewater disposal has minimal impact on the natural environment.

This activity contributes to the following community outcomes:

- Efficient, Safe and Effective Infrastructure
- A Thriving and Resilient Economy
- A Sustainable and Healthy Environment

## Our 10-year priorities

Key priorities for wastewater over the next 10 years include:

- Continuing to enhance the performance of the Homebush Wastewater Treatment Plant by developing more irrigation areas which will enable us to reduce the amount of treated wastewater that is discharged to water. A total of \$11.9 million has been allowed in this plan to increase irrigation at Homebush. That is made up of \$5.57 million over Years 3 to 5, and a further \$6.36 million in Year 8.
- Completing renewal work on wastewater infrastructure in the urban area, and at Castlepoint and Riversdale. Across the 10 years of this LTP, \$14.8 million has been allowed for renewals work.
- Improving wastewater services in the Millard Avenue area to urban standards. \$817,000 has been allowed in Year 2 for this work.

Delivery of the projects above will maintain or improve the level of service provided, in particular as we urbanise Millard Avenue and provide greater environmental protection through enhancements at the Homebush Wastewater Treatment Plant.

A full list of planned capital expenditure projects is provided under 'Our Costs in Detail'.

## Potential negative effects

The potential negative effects of providing this activity are:

- pollution of rivers and streams;
- overflows or breakages that may have localised negative effects on the environment and public health; and
- odour.

We mitigate these potential effects by ensuring our infrastructure is fit for purpose. A major upgrade to the Homebush Wastewater Treatment Plant was completed in 2015/16. The plant is actively managed and monitored to ensure compliance with resource consent requirements. Our maintenance and renewal programme ensures that the plant, sewer pipes and other wastewater infrastructure remain effective.

## How do we measure success?

What we do: Deliver safe and acceptable systems for the collection, transfer and disposal of wastewater

| Our Goal  | Measure  | Latest Result<br>2019/20<br>(Baseline)          | Performance Targets<br>2021/22 to 2030/31            |
|---|--|---|--|
| Meeting our commitment to providing a safe and reliable wastewater service and minimising environmental impacts of this service | Number of complaints received about sewerage odour, system faults, system blockages and MDC's response to issues with its sewerage system.   | 5.22/1,000 connections (47 actual)              | Less than or equal to 8 complaints/1,000 connections |
|   | Median response time to sewerage overflows resulting from a blockage or other fault to MDC's sewerage system:  |   |  |
|   | a. attendance (from time of notification to the time service personnel arrive onsite)  | 32 minutes                                      | 6 hours or less                                      |
|   | b. resolution (from time of notification to the time service personnel confirm resolution)   | 143 minutes                                     | 12 hours or less                                     |
|   | Number of dry weather sewerage overflows from MDC's sewerage system (expressed per 1000 connections to the system)   | 1.22 overflow/1,000 connections (11 complaints) | Less than or equal to 2/1000                         |
|   | Compliance with MDC's resource consents for discharge from its sewerage system measured by the number of abatement notices, infringement notices, enforcement orders or convictions received by MDC in relation to those consents. | 100% compliance                                 | 100% compliance                                      |

| Our Goal  | Measure   | Latest Result<br>2019/20<br>(Baseline)              | Performance Targets<br>2021/22 to 2030/31     |
|---|---|---|---|
|   | <p><b>Why this is important:</b><br/>These measures have been developed by the Department of Internal Affairs and all councils must report on these. They reflect a range of information about our asset condition, compliance matters and responsiveness to service requests that assists us in managing these assets and our service delivery. They also enable us to benchmark against other councils.</p> |   |   |
| Meeting our commitment to continuity of service | Alternative system provided where loss of service exceeds 24 hours  | 0/1,000 connections.<br>No portaloos were deployed. | Less than or equal to 1 per 1,000 connections |
|   | <p><b>Why this is important:</b><br/>We have committed to supplying wastewater services to households connected to our wastewater systems. Our community relies on this service so when there are extended service disruptions, we will provide an alternative supply.</p>  |   |   |

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## Cost of service statement

| WASTEWATER SERVICES - URBAN   |  |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|---|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21  | Cost of Service Statement              | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$  | <b>Operating Costs</b>                 | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 1,322,301   | Sewerage reticulation                  | 1,757,897             | 1,214,577             | 1,234,270             | 1,250,672             | 1,275,655             | 1,340,559             | 1,431,901             | 1,464,559             | 1,503,439             | 1,540,827              |
| 2,675,215   | Wastewater treatment                   | 2,413,960             | 2,142,247             | 2,030,495             | 2,026,588             | 2,079,142             | 2,154,076             | 2,190,938             | 2,164,192             | 2,307,545             | 2,271,181              |
| 2,379,011   | Depreciation                           | 2,503,095             | 2,750,643             | 2,767,556             | 2,795,026             | 3,153,342             | 3,201,149             | 3,197,494             | 3,549,975             | 3,631,073             | 3,677,810              |
| <b>6,376,526</b>  |  | <b>6,674,952</b>      | <b>6,107,467</b>      | <b>6,032,321</b>      | <b>6,072,286</b>      | <b>6,508,139</b>      | <b>6,695,785</b>      | <b>6,820,332</b>      | <b>7,178,725</b>      | <b>7,442,057</b>      | <b>7,489,819</b>       |
| <b>482,940</b>  | <b>Operating Income</b>                |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|   | User Charges & lease income            | 994,440               | 564,073               | 581,354               | 597,919               | 610,289               | 624,685               | 638,077               | 655,536               | 675,543               | 686,065                |
| (220,000)   | <b>Appropriations</b>                  |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|   | Transfers from reserves                | (220,000)             | (180,000)             | (130,000)             | (130,000)             | (130,000)             | (130,000)             | (130,000)             | (130,000)             | (130,000)             | (130,000)              |
| 2,119,580   | Provision for loan repayments          | 2,151,983             | 2,494,891             | 2,698,189             | 2,732,594             | 2,902,185             | 3,013,933             | 3,097,277             | 3,220,738             | 3,557,562             | 3,744,792              |
| (1,260,000)   | Reverse depreciation                   | (1,100,000)           | (1,187,000)           | (1,195,000)           | (1,210,000)           | (1,201,900)           | (1,256,900)           | (1,189,900)           | (1,057,500)           | (775,600)             | (725,600)              |
| <b>6,533,166</b>  | <b>Rates Requirement</b>               | <b>6,512,495</b>      | <b>6,671,285</b>      | <b>6,824,156</b>      | <b>6,866,961</b>      | <b>7,468,135</b>      | <b>7,698,132</b>      | <b>7,959,632</b>      | <b>8,556,428</b>      | <b>9,418,476</b>      | <b>9,682,946</b>       |
| WASTEWATER SERVICES - RURAL   |  |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| Annual Plan<br>2020/21  | Cost of Service Statement              | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$  | <b>Operating Costs</b>                 | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 85,820  | Castlepoint sewerage scheme            | 104,461               | 107,134               | 110,442               | 112,955               | 115,623               | 118,675               | 121,863               | 125,214               | 128,967               | 132,766                |
| 202,927   | Riversdale Beach sewerage scheme       | 185,528               | 172,434               | 168,211               | 167,272               | 165,216               | 163,374               | 161,566               | 159,242               | 158,976               | 163,230                |
| 14,654  | Tinui sewerage scheme                  | 17,719                | 17,720                | 18,147                | 18,465                | 18,798                | 19,185                | 19,607                | 20,112                | 20,688                | 21,271                 |
| 319,498   | Depreciation                           | 385,639               | 420,107               | 428,035               | 430,591               | 476,985               | 479,728               | 482,572               | 527,595               | 530,650               | 536,996                |
| <b>622,901</b>  |  | <b>693,348</b>        | <b>717,395</b>        | <b>724,835</b>        | <b>729,283</b>        | <b>776,622</b>        | <b>780,961</b>        | <b>785,607</b>        | <b>832,164</b>        | <b>839,282</b>        | <b>854,263</b>         |
|   | <b>Operating Income</b>                |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 8,322   | User charges & other income            | 30,154                | 25,530                | 21,041                | 21,564                | 22,108                | 22,652                | 23,216                | 23,821                | 24,467                | 25,133                 |
| 123,000   | Riversdale Beach capital contributions | 123,000               | 123,000               | 123,000               | 123,000               | 123,000               | 123,000               | 123,000               | 123,000               | 123,000               | 123,000                |
| <b>131,322</b>  |  | <b>153,154</b>        | <b>148,530</b>        | <b>144,041</b>        | <b>144,564</b>        | <b>145,108</b>        | <b>145,652</b>        | <b>146,216</b>        | <b>146,821</b>        | <b>147,467</b>        | <b>148,133</b>         |
|   | <b>Appropriations</b>                  |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| (68,000)  | Transfer from reserves                 | (55,000)              | (50,000)              | (50,000)              | (50,000)              | (50,000)              | (50,000)              | (50,000)              | (50,000)              | (50,000)              | (50,000)               |
| 167,586   | Provision for loan repayments          | 159,203               | 168,133               | 177,466               | 187,321               | 201,350               | 212,160               | 225,330               | 224,590               | 10,309                | 10,743                 |
| (255,870)   | Reverse depreciation                   | (277,000)             | (257,000)             | (252,000)             | (252,000)             | (284,000)             | (289,000)             | (299,000)             | (306,400)             | (72,600)              | (78,600)               |
| <b>335,295</b>  | <b>Rates Requirement*</b>              | <b>367,397</b>        | <b>429,998</b>        | <b>456,261</b>        | <b>470,040</b>        | <b>498,864</b>        | <b>508,469</b>        | <b>515,721</b>        | <b>553,532</b>        | <b>579,524</b>        | <b>588,273</b>         |
| * Note includes Riversdale Beach Sewerage Scheme capital contributions that are being paid off over 20 years via rates. |  |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |

# Stormwater

We provide stormwater systems, including the use of natural channels and streams, to collect and dispose of surface water run-off from residential, commercial and industrial properties in the urban area. The stormwater system in rural areas is primarily open drains.

We own and maintain a network of pipes, manholes and river stopbanks along the Waipoua and Ruamāhanga Rivers. We also contribute to designated stopbank protection works on the Waipoua, Waingawa and Ruamāhanga Rivers.

For more information on stormwater assets, refer to the Infrastructure Strategy on page 19 or the Asset Management Plan via our website.

## Why do we do it?

Our stormwater system contributes to wellbeing by minimising the impact of significant events, such as flooding, protecting the health and safety of our community.

This activity contributes to the following community outcomes:

- Efficient, Safe and Effective Infrastructure
- A Thriving and Resilient Economy
- A Sustainable and Healthy Environment

## Our 10-year priorities

Key priorities for stormwater over the next 10 years include:

- Stormwater renewal work to maintain our stormwater infrastructure. \$3.5 million has been allowed over the 10 years of this LTP for renewals work.
- Investigating and implementing improved stormwater treatment methods. Funding of \$2 million has been allocated across Years 6 to 9.
- Continuing our flood protection work to decrease the likelihood of flooding impacting our urban area. To do this, we will continue to work alongside GWRC to address the level of flood protection in the urban area and ensure streams are kept clear of weed and sediment. \$825,830 has been allowed across Years 1 to 7.

Delivery of the projects above will maintain or improve the level of service, lessening the impact of significant flooding events on our community.

A full list of planned capital expenditure projects is provided under 'Our Costs in Detail'.

## Potential negative effects

The potential negative effects of providing this activity are:

- flooding of property; and
- discharge of polluted stormwater.

We mitigate these effects by operating stormwater activities within resource consent criteria. This ensures any environmental impact is minimised. We also undertake a maintenance and renewals programme to minimise any flooding caused through failure or blockages of the system.

## How do we measure success?

What we do: Deliver stormwater systems efficiently and effectively to protect public health and private property

| Our Goal   | Measure  | Latest Result 2019/20 (Baseline)                 | Performance Targets 2021/22 to 2030/31 |
|--|--|--|--|
| Meeting our commitment to providing a reliable stormwater service  | Number of flooding events that occur in the district   | No events reported                               | 10 events or less                      |
|  | For each flooding event, the number of habitable floors affected (expressed per 1000 connections to MDC's stormwater system)   | No events reported                               | Less than or equal to 1/1000           |
|  | Compliance with MDC's resource consents for discharge from its stormwater system measured by the number of abatement notices, infringement notices, enforcement orders or convictions received by MDC in relation to those consents. | 100% compliance                                  | 100% compliance                        |
|  | Number of complaints received about the performance of MDC's stormwater system (expressed per 1000 connections to MDC's stormwater system)   | 0.67 complaints/ 1000 connections (6 complaints) | No more than 3/1000                    |
|  | Median response time to attend a flooding event (from time of notification to the time service personnel arrive onsite)  | No flooding events occurred.                     | 60 minutes or less                     |
| <p><b>Why this is important:</b></p> <p>These measures have been developed by the Department of Internal Affairs and all councils must report on these. They reflect a range of information about our asset condition, compliance matters and responsiveness to service requests that assists us in managing these assets and our service delivery. They also enable us to benchmark against other councils.</p> |  |  |  |

## Cost of service statement

| STORMWATER             |                               |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21 | Cost of Service Statement     | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                     | <b>Operating Costs</b>        | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 404,622                | Stormwater                    | 535,199               | 528,126               | 443,364               | 459,657               | 469,517               | 456,077               | 501,046               | 525,764               | 553,627               | 575,583                |
| 324,669                | Depreciation                  | 372,486               | 418,321               | 424,964               | 442,243               | 499,711               | 510,175               | 531,406               | 588,246               | 603,098               | 618,521                |
| <b>729,291</b>         |                               | <b>907,685</b>        | <b>946,448</b>        | <b>868,329</b>        | <b>901,900</b>        | <b>969,229</b>        | <b>966,252</b>        | <b>1,032,452</b>      | <b>1,114,010</b>      | <b>1,156,724</b>      | <b>1,194,104</b>       |
|                        | <b>Operating Income</b>       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| -                      | User charges & other income   | 200,000               | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
|                        | <b>Appropriations</b>         |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| (93,000)               | Transfer from reserves        | (25,000)              | (100,000)             | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| -                      | Transfer to reserves          | 100,000               | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| 35,025                 | Provision for loan repayments | 36,122                | 42,997                | 51,315                | 62,660                | 67,549                | 79,608                | 98,204                | 120,890               | 142,560               | 165,803                |
| (110,300)              | Reverse depreciation          | (150,000)             | (90,000)              | (60,999)              | (57,800)              | (81,436)              | (56,031)              | (50,431)              | (36,947)              | (38,000)              | (41,047)               |
| <b>561,016</b>         | <b>Rates Requirement</b>      | <b>668,807</b>        | <b>799,445</b>        | <b>858,645</b>        | <b>906,760</b>        | <b>955,342</b>        | <b>989,829</b>        | <b>1,080,225</b>      | <b>1,197,953</b>      | <b>1,261,284</b>      | <b>1,318,860</b>       |



# Solid Waste Management

We provide a reliable, environmentally-safe and cost-effective rubbish collection and disposal service. We also work to promote the adoption of sustainable waste minimisation practices.

The current refuse collection and transfer station operations, gate fee collection, composting, and recycling services at Nursery Road and in rural areas are carried out under performance-based contracts let by competitive tender to the private sector.

We own, maintain and manage a main transfer and recycling station at Nursery Road, Masterton and two rural transfer stations (Castlepoint and Riversdale), including associated buildings and the weighbridge at the urban landfill.

For more information on solid waste assets, refer to the Infrastructure Strategy on page 20 or the Asset Management Plan via our website.

## Why do we do it?

Our solid waste service contributes to wellbeing by supporting our community to manage waste and promoting waste minimisation. Together this protects our community's health and natural environment.

This activity contributes to the following community outcomes:

- Efficient, Safe and Effective Infrastructure
- A Thriving and Resilient Economy
- A Sustainable and Healthy Environment

## Our 10-year priorities

Key priorities for solid waste management over the next 10 years include:

- Undertaking renewal work at the Nursery Road Transfer Station. \$290,640 has been allowed across the 10 years of the LTP for this.
- Undertaking landfill capping. \$224,100 has been allowed across 10 years for this.
- Implementing the Solid Waste Bylaw that has been developed with Councils across the Wellington region. This bylaw is being progressed as part of the joint Waste Management and Minimisation Plan.

Delivery of the projects above will maintain levels of service that are currently provided for waste management.

A full list of planned capital expenditure projects is provided under 'Our Costs in Detail'.

## Potential negative effects

The potential negative effects of providing this activity are:

- leachate discharge from the Nursery Road landfill; and
- community disturbance from smell, vermin, debris and dust.

We mitigate these potential effects through the management of transfer stations and closed landfill sites in accordance with resource consent conditions.

We also minimise the impact of our kerbside collection service through the provision of wheelie bins with lids for recycling, and by providing information to our community on how best to use these services.

## How do we measure success?

What we do: Provide solid waste solutions across the district, from rubbish bins in public areas to urban and rural transfer stations.

| Our Goal                   | Measure   | Latest Result<br>2019/20<br>(Baseline)  | Performance Targets<br>2021/22 to 2030/31  |
|----------------------------|---|---|--|
| Improving service delivery | Number of call backs due to non-collection of official rubbish bag in each weekly collection  | 49 call backs in total  | No more than 52 call-backs per annum.  |
|                            | <p><b>Why this is important:</b><br/>We have committed to weekly kerbside collections of waste in the urban area to support our community to safely dispose of their waste.</p>   |   |  |
| Minimising waste           | <p>Tonnage of waste transferred to landfill via the Nursery Road Transfer Station per head of population.</p> <p>A new regional bylaw is being developed. This is expected to take effect in Year 2 or 3 of the 2021-31 LTP. The new bylaw will enable recording of waste generated in our district regardless of where this is disposed of. From implementation of the new bylaw, this measure will be revised and revert to: Tonnage of waste transferred to landfill per head of population.</p> | <p>0.429 tonne per head of population</p> <p>11,505 tonnes of waste transferred (19.3 per cent less than the previous year)</p> | <p>Reduction on previous year</p> <p>When the new bylaw is implemented, a new baseline will be established for reporting purposes.</p> |

| Our Goal                        | Measure   | Latest Result<br>2019/20<br>(Baseline)  | Performance Targets<br>2021/22 to 2030/31 |
|---------------------------------|---|---|---|
|                                 | <p><b>Why this is important:</b><br/>Waste minimisation is one of the priorities for our Environmental Development. We aim to reduce the amount of waste going to landfill through our efforts to encourage and enable reduction, reuse or recycling.</p>   | <p>(Estimated Population at 30/6/20: 26,800)</p>  |   |
| Meeting our consent commitments | <p>Urban and rural transfer stations, recycling, composting facilities and landfills operate within approved resource consent conditions</p> <p><b>Why this is important:</b><br/>We have resource consents which specify certain conditions that we must meet when delivering solid waste services. Meeting our resource consent conditions minimises the impact of this service on our environment.</p> | <p>Two non-compliance conditions</p> <p>Greater Wellington Regional Council's compliance report gave MDC 2 stars out of 4 stars for compliance. Action was taken to ensure these matters were addressed and do not result in future non-compliance.</p> | 100% compliance                           |

## Cost of service statement

| SOLID WASTE MANAGEMENT |  |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|------------------------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21 | Cost of Service Statement                    | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                     | <b>Operating Costs</b>                       | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 303,774                | Urban refuse collection costs                | 284,949               | 287,063               | 299,956               | 306,905               | 314,789               | 327,972               | 342,689               | 351,466               | 362,134               | 371,056                |
| 2,198,375              | Transfer station operation & refuse disposal | 2,080,441             | 2,228,228             | 2,417,177             | 2,474,752             | 2,470,766             | 2,544,366             | 2,633,432             | 2,710,087             | 2,798,678             | 2,873,358              |
| 1,398,656              | Waste minimisation (incl recyc & composting) | 1,457,618             | 1,451,616             | 1,488,165             | 1,515,837             | 1,546,598             | 1,605,466             | 1,661,534             | 1,694,717             | 1,678,159             | 1,712,929              |
| 270,970                | Rural waste operations                       | 277,938               | 280,191               | 289,096               | 295,516               | 302,933               | 316,098               | 330,271               | 338,604               | 349,435               | 357,625                |
| <b>4,171,775</b>       |  | <b>4,100,946</b>      | <b>4,247,098</b>      | <b>4,494,393</b>      | <b>4,593,009</b>      | <b>4,635,087</b>      | <b>4,793,902</b>      | <b>4,967,926</b>      | <b>5,094,874</b>      | <b>5,188,406</b>      | <b>5,314,968</b>       |
|                        | <b>Operating Income</b>                      |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 2,482,400              | User charges - external                      | 2,394,700             | 2,491,521             | 2,625,347             | 2,690,729             | 2,758,626             | 2,826,523             | 2,896,934             | 2,972,375             | 3,052,846             | 3,135,831              |
| 83,125                 | User charges - internal                      | 71,240                | 74,339                | 80,639                | 82,647                | 84,732                | 86,818                | 88,980                | 91,298                | 93,769                | 96,318                 |
| 100,000                | Recoveries - waste levy                      | 90,000                | 91,350                | 93,960                | 96,300                | 98,730                | 101,160               | 103,680               | 106,380               | 109,260               | 112,230                |
| 197,370                | Recoveries from bag sales                    | 218,500               | 224,315               | 234,900               | 240,750               | 246,825               | 252,900               | 259,200               | 265,950               | 273,150               | 280,575                |
| <b>2,862,895</b>       |  | <b>2,774,440</b>      | <b>2,881,524</b>      | <b>3,034,845</b>      | <b>3,110,426</b>      | <b>3,188,913</b>      | <b>3,267,401</b>      | <b>3,348,795</b>      | <b>3,436,003</b>      | <b>3,529,025</b>      | <b>3,624,954</b>       |
|                        | <b>Appropriations</b>                        |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| (173,600)              | Transfers from reserves                      | (93,600)              | (43,600)              | (43,600)              | (43,600)              | (43,600)              | (43,600)              | (43,600)              | (43,600)              | (43,600)              | (43,600)               |
| 186,697                | Provision for loan repayments                | 182,439               | 202,099               | 214,694               | 222,215               | 231,215               | 228,244               | 205,791               | 182,803               | 205,393               | 126,815                |
| (150,000)              | Reverse depreciation                         | (150,000)             | (92,000)              | (145,000)             | (100,000)             | (108,399)             | (111,495)             | (106,757)             | (101,072)             | (104,191)             | (104,989)              |
| <b>\$ 1,171,977</b>    | <b>Rates Requirement</b>                     | <b>\$ 1,265,345</b>   | <b>\$ 1,432,073</b>   | <b>\$ 1,485,642</b>   | <b>\$ 1,561,198</b>   | <b>\$ 1,525,389</b>   | <b>\$ 1,599,651</b>   | <b>\$ 1,674,565</b>   | <b>\$ 1,697,002</b>   | <b>\$ 1,716,983</b>   | <b>\$ 1,668,240</b>    |

# Community Facilities and Parks

We provide and support a wide range of facilities and parks throughout the district for use by the community, including:

- the library and archive;
- property (74 senior housing units, 13 public toilets, seven rural halls, rural holding paddocks, small roadside forestry blocks, Mawley Park camping ground and other rental properties);
- 215 hectares of urban and rural parks, reserves and sportsfields;
- the Trust House Recreation Centre (including a stadium and a range of indoor and outdoor pools);
- four cemeteries; and
- Hood Aerodrome (Masterton's Airport).

We are also responsible for the municipal building and town hall, although these are currently closed to the community due to risks associated with the buildings' low earthquake rating.

For more information on community facilities and activities assets, refer to the Infrastructure Strategy on page 22 or the Asset Management Plan via our website.

## Why do we do it?

We provide community facilities and activities to support wellbeing and contribute to making Masterton an enjoyable place to live.

The library and archive service provides a learning environment where people can access resources that increase their skills and knowledge and preserves and promotes the historical records of the Wairarapa. This empowers the community and allows greater connection to our culture and heritage.

The properties we own and/or manage support the community through providing an accessible location for the MDC's operations, enabling residents to meet and participate in social, cultural and leisure activities, and ensuring low-cost, well-maintained rental accommodation is provided for older members of our community who have limited financial resources. In addition, community health is protected by the provision of public toilets throughout the district and tourism is encouraged through Mawley Park, which provides temporary accommodation for visitors to the area.

Our parks, reserves and sportsfields provide recreational opportunities for residents and visitors, while also protecting, preserving and enhancing the natural environment. In addition, the Trust House Recreation Centre provides a facility where people can learn to swim and engage in physical activity. It also hosts key

events like the Golden Shears. Through offering attractive environments for exercise and sport, we encourage active and healthy lifestyles and promote community health and wellbeing.

Cemeteries are provided to give the community an attractive and respectful environment for the remembrance of the deceased. This service ensures that burials and cremations are socially and culturally appropriate and do not pose a risk to public health. Through this service we also maintain cemetery records, which provides a valuable resource to people researching their family history.

Hood Aerodrome provides a strategic air facility for passengers, freight and air ambulance services to the Wairarapa. The aerodrome also encourages economic development through provision of facilities for pilot training, recreational aviation, aviation-related businesses and major air events.

This group of activities contributes to the following community outcomes:

- An Engaged and Empowered Community
- Pride in our Identity and Heritage
- Efficient, Safe and Effective Infrastructure
- A Thriving and Resilient Economy
- A Sustainable and Healthy Environment

## Our 10-year priorities

Key priorities for community facilities and activities over the next 10 years include:

- Developing a new Civic facility that will bring our civic facility, library, archive and some front-counter customer services functions together in a new location that aligns with the broader plans for our town. This new facility will enable us to expand Library programmes and activities, protect the history that is stored in our archive and provide spaces for performances, community events, meetings and functions. The estimated cost to build a new fit for purpose and future proofed facility is \$30.8 million, allowed for across Years 1 to 5.
- Building 25 new senior housing units on the Panama site, increasing public housing for senior members of our community and enabling bigger houses to be made available for our wider community. Funding of \$7.1 million is allowed in Year 2 to build these new houses. An additional \$500,000 is allowed in Year 1 for preliminary work.
- Supporting resilient air transport infrastructure for the Wairarapa. We will be working through a five-year programme to improve the facility and to future-proof its role in our community's resilience. Work includes improvements to the runways and infrastructure on the airfield. We were successful in our application for central government funding to progress that work, receiving \$10 million. Council has allowed \$14.9 million over Years 1 to 5 of this plan, with over one third of that in Year 1, as our contribution to development at Hood Aerodrome. A key component of the development is upgrading and widening the runway.

- Undertaking renewal work at the Trust House Recreation Centre. Some of the machinery and equipment that runs the pools needs to be renewed. We are also looking to make improvements to the building, such as improving energy efficiency to meet environmental targets and improving accessibility for all facility users. We will also investigate and develop options for the refurbishment or replacement of some of the older parts of the complex to meet evolving community need, and to keep the asset in good condition for the future. \$3.3 million has been allowed over Years 1 to 7 for this work.
- Continuing work to improve our parks and open spaces, including replacing furniture and doing some landscaping at Queen Elizabeth Park, completing the revamp of our Skate Park (\$1.6 million in Year 1) and expanding our recreation trail networks (\$549,322 over Years 1 to 7). In Year 1, we are also building a new cycle and pedestrian bridge over the Waipoua River (at a cost of \$312,000), which will enable users to complete a 'river loop'.
- Continuing to improve our sports facilities. We are continuing with plans to improve sports facilities, including the Pioneer Rugby clubrooms and the Queen Elizabeth Park bowls pavilion. The surface of the all-weather athletics track at Colin Pugh sports bowl requires replacement and we have a 5 year plan to renew that.
- Provision of \$1.3 million has been allowed in Years 2 to 5 to develop the Waipoua precinct as part of our Masterton Revamp project.

Delivery of the projects above will result in an improved level of service as new (or renewed) and enhanced facilities will enable Council to deliver more activities and services to the community.

A full list of planned capital expenditure projects is provided under 'Our Costs in Detail'.

## Potential negative effects

The potential negative effects from providing these activities are:

- Injuries or accidents resulting from use of these facilities.
- Trust House Recreation Centre – potential drownings resulting from use of this facility.
- Hood Aerodrome - aircraft noise, particularly outside normal working hours, which may impact people living near the aerodrome or under the approach paths for the runways.

Potential accidents, injuries and drownings are mitigated by ensuring appropriate health and safety policies and measures are in place and complied with.

Airport noise is mitigated through the Wairarapa Combined District Plan which includes defined air noise boundaries regulates on-aerodrome noise, and restricts development around the aerodrome.

## How do we measure success?

What we do: Deliver a library and archive service with engaging and relevant activities

| Our Goal   | Measure   | Latest Result<br>2019/20<br>(Baseline)              | Performance Targets<br>2021/22 to 2030/31   |
|--|---|---|---|
| Engaging with our community; promoting literacy; enabling access to information (in person and online); and promoting our history and heritage.  | Number of people using our library and archive reflected by: overall library usage and number of visits to the library and archive. | This is a new measure – baseline to be established. | <p>Library Usage: No less than 5 year average for overall library usage</p> <p>Usage consists of:</p> <ul style="list-style-type: none"> <li>• Physical issues</li> <li>• Digital issues</li> <li>• Computer/ Wi-Fi sessions</li> </ul> <p>Visits: No less than 5 year average for number of visits to the library and archive</p> <p>Visits consists of:</p> <ul style="list-style-type: none"> <li>• In Person Visits</li> <li>• Digital (website, OPAC, social media)</li> <li>• Housebound</li> </ul> |
| <p><b>Why this is important:</b></p> <p>The library and archive are community hubs where we can engage with our community, face to face and online. The library provides a ‘space’ for our community to learn, study, connect with others, access information, participate in programmes and borrow items. The archive is a place our people can undertake research, share stories and learn about our history and heritage. Improved literacy aids learning and education and access to information for a range of purposes (from individual or family support to job vacancies to information that supports study) can improve day to day outcomes. Together, these elements all contribute to improved wellbeing for our community.</p> |   |   |   |



What we do: Provide community facilities and open spaces that support a range of cultural and recreational needs for our community and visitors

| Our Goal                                       | Measure  | Latest Result<br>2019/20<br>(Baseline)                 | Performance Targets<br>2021/22 to 2030/31   |
|--|--|--|---|
| Resolving urgent issues quickly                | Percentage of Council parks and open spaces urgent customer service requests that are resolved within 4 work hours.  | New Measure – Baseline to be established               | 90%   |
|  | <p><b>Why this is important:</b><br/>We want our parks and open spaces to be safe, accessible and well-maintained for our community and visitors to use.</p> |  |   |
| People use and enjoy our community facilities. | Number of people using our recreational trails that are part of our parks and reserves network.  | The 2 year average (as at 30/6/20) equates to: 289,612 | Year 1: Utilisation = at least the 2 year average<br><br>Year 2: Utilisation = at least the 3 year average<br><br>Year 3: Utilisation = at least the 4 year average<br><br>From Year 4: Utilisation = at least the 5 year average       |
|  | Number of people using the Trust House Recreation Centre   | New Measure – Baseline to be established               | No less than 5 year average for overall Trust House Recreation Centre usage total<br><br>Usage consists of: <ul style="list-style-type: none"> <li>• Swim</li> <li>• Gym</li> <li>• Stadium Sports</li> <li>• Stadium Events</li> </ul> |

| Our Goal                           | Measure   | Latest Result<br>2019/20<br>(Baseline)   | Performance Targets<br>2021/22 to 2030/31   |
|------------------------------------|---|--|---|
|                                    | <p><b>Why this is important:</b><br/>We want our facilities and green spaces to be used for activities and events that support the needs of our people and attract visitors; that provide opportunities for people to connect, exercise, celebrate and have fun. The level of use of our recreational trails and the recreation centre also reflects the appropriateness and effectiveness of these spaces for our community and whether we are actually meeting our community's needs.</p> |  |   |
| Providing compliant rental housing | Compliance with the healthy homes standards for Council owned rental units and houses   | New Measure – Baseline to be established | <p><b>Year 1 and Year 2:</b><br/>Applies to all new or renewed tenancy agreements for Council rental units/houses from 1 July 2021:<br/><br/>All units/houses comply with the healthy home standards (or have exemptions) at the time they are leased.</p> <p><b>From Year 3:</b><br/>Applies to all Council rental units/houses:<br/><br/>All units/houses comply with the healthy home standards (or have exemptions).</p> <p>Compliance relates to the following individual standards:</p> <ul style="list-style-type: none"> <li>• Heating</li> <li>• Insulation</li> <li>• Ventilation</li> <li>• Moisture/Drainage</li> <li>• Draught stopping</li> </ul> |

| Our Goal  | Measure | Latest Result<br>2019/20<br>(Baseline) | Performance Targets<br>2021/22 to 2030/31  |
|---|---------|--|--|
|   |         |  | <i>Note: This aligns with the requirement for all private rentals to comply (or have been granted exemptions) by 1 July 2024. Council properties are categorised as private rentals.</i> |
| <b>Why this is important:</b> The new standards are being introduced to ensure rental housing is safe and healthy. We want to show leadership for our community and ensure ensure the people living in Council owned housing have healthy homes that support their wellbeing. |         |  |  |

## Cost of service statements

| PARKS, RESERVES & SPORTSFIELDS |                               |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|--------------------------------|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21         | Cost of Service Statement     | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                             | <b>Operating Costs</b>        | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 2,223,907                      | Parks & reserves maintenance  | 2,275,739             | 2,287,133             | 2,363,521             | 2,437,318             | 2,507,305             | 2,611,361             | 2,813,509             | 2,787,078             | 2,863,939             | 2,956,943              |
| 505,382                        | Sportsfields maintenance      | 560,299               | 568,658               | 592,359               | 579,398               | 599,690               | 629,326               | 662,643               | 686,336               | 713,788               | 739,283                |
| 628,340                        | Depreciation                  | 952,346               | 1,100,695             | 1,201,427             | 1,244,013             | 1,374,769             | 1,399,327             | 1,407,659             | 1,419,545             | 1,114,633             | 1,194,648              |
| <b>3,357,628</b>               |                               | <b>3,788,383</b>      | <b>3,956,487</b>      | <b>4,157,307</b>      | <b>4,260,729</b>      | <b>4,481,764</b>      | <b>4,640,014</b>      | <b>4,883,812</b>      | <b>4,892,959</b>      | <b>4,692,361</b>      | <b>4,890,874</b>       |
|                                | <b>Operating Income</b>       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 25,161                         | Miscellaneous parks income    | 31,202                | 31,670                | 32,575                | 30,604                | 31,376                | 32,149                | 32,950                | 33,808                | 34,723                | 35,667                 |
| 14,712                         | Sportsground rentals          | 31,148                | 31,615                | 32,518                | 33,328                | 34,169                | 35,010                | 35,882                | 36,817                | 37,814                | 38,841                 |
| <b>39,873</b>                  |                               | <b>62,350</b>         | <b>63,285</b>         | <b>65,093</b>         | <b>63,932</b>         | <b>65,546</b>         | <b>67,159</b>         | <b>68,832</b>         | <b>70,624</b>         | <b>72,536</b>         | <b>74,508</b>          |
|                                | <b>Appropriations</b>         |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| (183,000)                      | Transfers from reserves       | (160,000)             | (175,000)             | (150,000)             | (120,000)             | (120,000)             | (120,000)             | (120,000)             | (120,000)             | (120,000)             | (120,000)              |
| -                              | Transfers to reserves         | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| 102,675                        | Provision for loan repayments | 107,577               | 129,021               | 167,531               | 179,456               | 208,824               | 237,174               | 144,382               | 132,520               | 138,384               | 164,274                |
| (162,000)                      | Reverse depreciation          | (401,400)             | (459,400)             | (369,400)             | (254,400)             | (149,400)             | (80,127)              | (82,127)              | (82,683)              | (88,490)              | (91,490)               |
| <b>\$3,075,430</b>             | <b>Rates Requirement</b>      | <b>\$3,272,210</b>    | <b>\$3,387,823</b>    | <b>\$3,740,344</b>    | <b>\$4,001,853</b>    | <b>\$4,355,642</b>    | <b>\$4,609,902</b>    | <b>\$4,757,235</b>    | <b>\$4,752,171</b>    | <b>\$4,549,718</b>    | <b>\$4,769,150</b>     |

| TRUST HOUSE RECREATION CENTRE  |                                     |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|--|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21   | Cost of Service Statement           | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$   | <b>Operating Costs</b>              | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 1,017,553  | Recreation centre operating costs** | 1,106,257             | 1,142,582             | 1,174,466             | 1,201,529             | 1,248,009             | 1,286,229             | 1,338,065             | 1,377,626             | 1,414,403             | 1,449,187              |
| 558,990  | Depreciation                        | 697,896               | 706,385               | 771,664               | 796,722               | 849,980               | 846,343               | 869,979               | 886,166               | 872,860               | 872,464                |
| <b>1,576,543</b>   |                                     | <b>1,804,153</b>      | <b>1,848,967</b>      | <b>1,946,130</b>      | <b>1,998,251</b>      | <b>2,097,989</b>      | <b>2,132,572</b>      | <b>2,208,044</b>      | <b>2,263,792</b>      | <b>2,287,263</b>      | <b>2,321,651</b>       |
|  | <b>Operating Income</b>             |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| <b>35,420</b>  | Grants & recoveries                 | <b>35,420</b>         | <b>35,951</b>         | <b>36,978</b>         | <b>37,899</b>         | <b>38,856</b>         | <b>39,812</b>         | <b>40,804</b>         | <b>41,866</b>         | <b>43,000</b>         | <b>44,169</b>          |
|  | <b>Appropriations</b>               |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| (140,000)  | Transfers from reserves             | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| 27,005   | Provision for loan repayments       | 28,130                | 29,301                | 30,494                | 15,731                | 19,436                | 20,348                | 32,711                | 42,286                | 44,220                | 46,218                 |
| (260,000)  | Reverse depreciation                | (360,000)             | (340,000)             | (270,000)             | (270,000)             | (270,000)             | (220,000)             | (200,000)             | (150,000)             | (130,000)             | (150,000)              |
| <b>\$1,168,128</b>   | <b>Rates Requirement</b>            | <b>\$1,436,863</b>    | <b>\$1,502,317</b>    | <b>\$1,669,646</b>    | <b>\$1,706,083</b>    | <b>\$1,808,569</b>    | <b>\$1,893,108</b>    | <b>\$1,999,951</b>    | <b>\$2,114,211</b>    | <b>\$2,158,483</b>    | <b>\$2,173,700</b>     |
| ** Costs are net of user charge recoveries which go to the facility management contractor. |                                     |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |

| CEMETERIES             |                                      |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|------------------------|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21 | Cost of Service Statement            | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                     | <b>Operating Costs</b>               | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| <b>253,738</b>         | Cemeteries operating and maintenance | <b>267,644</b>        | <b>256,098</b>        | <b>283,592</b>        | <b>295,582</b>        | <b>307,018</b>        | <b>322,910</b>        | <b>340,251</b>        | <b>353,636</b>        | <b>368,438</b>        | <b>381,693</b>         |
|                        | <b>Operating Income</b>              |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| <b>79,778</b>          | Burial fees and sale of plots        | <b>79,778</b>         | <b>80,974</b>         | <b>83,288</b>         | <b>85,362</b>         | <b>87,516</b>         | <b>89,670</b>         | <b>91,904</b>         | <b>94,297</b>         | <b>96,850</b>         | <b>99,483</b>          |
|                        | <b>Appropriations</b>                |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| (35,000)               | Transfer from reserves               | (35,000)              | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
|                        | Provision for loan repayments        | -                     | -                     | 11,213                | 11,422                | 11,950                | 12,495                | 13,037                | 13,640                | 14,239                | 14,857                 |
| <b>\$138,961</b>       | <b>Rates Requirement</b>             | <b>152,867</b>        | <b>175,123</b>        | <b>211,517</b>        | <b>221,642</b>        | <b>231,452</b>        | <b>245,735</b>        | <b>261,384</b>        | <b>272,979</b>        | <b>285,826</b>        | <b>297,067</b>         |

| LIBRARY & ARCHIVE      |  |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|------------------------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21 | Cost of Service Statement              | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                     | <b>Operating Costs</b>                 | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 1,593,453              | Operating costs - Library              | 1,761,488             | 1,608,009             | 1,657,548             | 1,682,889             | 1,719,233             | 1,818,505             | 1,935,660             | 1,981,414             | 2,044,903             | 2,085,861              |
| 435,602                | Operating costs - Archive              | 536,254               | 451,678               | 464,208               | 471,431               | 481,452               | 506,755               | 536,724               | 549,510               | 566,287               | 578,401                |
| 180,000                | Depreciation - books                   | 180,000               | 226,000               | 243,462               | 110,232               | 148,860               | 188,496               | 193,212               | 198,396               | 203,652               | 209,124                |
| 126,782                | Depreciation - bldg, furniture & equip | 178,391               | 185,539               | 174,391               | 174,697               | 175,744               | 126,738               | 128,079               | 129,572               | 138,623               | 139,396                |
| <b>2,335,838</b>       |  | <b>2,656,133</b>      | <b>2,471,226</b>      | <b>2,539,609</b>      | <b>2,439,249</b>      | <b>2,525,289</b>      | <b>2,640,494</b>      | <b>2,793,675</b>      | <b>2,858,892</b>      | <b>2,953,465</b>      | <b>3,012,781</b>       |
|                        | <b>Operating Income</b>                |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 31,631                 | Grants & donations                     | 170,505               | 30,963                | 31,847                | 32,640                | 33,464                | 34,288                | 35,142                | 36,057                | 37,033                | 38,040                 |
| 58,418                 | User charges & other recoveries        | 43,182                | 43,830                | 45,082                | 46,205                | 47,371                | 48,537                | 49,746                | 51,041                | 52,423                | 53,848                 |
| <b>90,049</b>          |  | <b>213,687</b>        | <b>74,793</b>         | <b>76,930</b>         | <b>78,845</b>         | <b>80,835</b>         | <b>82,825</b>         | <b>84,888</b>         | <b>87,098</b>         | <b>89,456</b>         | <b>91,888</b>          |
|                        | <b>Appropriations</b>                  |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 13,498                 | Provision for loan repayments          | 14,504                | 19,611                | 21,428                | 22,108                | 23,134                | 24,176                | 25,234                | 26,349                | 27,511                | 28,694                 |
| (8,000)                | Reverse depreciation                   | (50,000)              | (25,000)              | (30,000)              | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| <b>\$2,251,287</b>     | <b>Rates Requirement</b>               | <b>\$2,406,949</b>    | <b>\$2,391,044</b>    | <b>\$2,454,107</b>    | <b>\$2,382,512</b>    | <b>\$2,467,588</b>    | <b>\$2,581,846</b>    | <b>\$2,734,021</b>    | <b>\$2,798,143</b>    | <b>\$2,891,520</b>    | <b>\$2,949,587</b>     |

| PROPERTY               |                                      |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|------------------------|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21 | Cost of Service Statement            | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                     | <b>Operating Costs</b>               | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 825,347                | District Building                    | 832,479               | 969,999               | 1,244,374             | 1,563,030             | 1,781,121             | 1,873,002             | 2,150,669             | 2,173,292             | 2,364,326             | 2,435,157              |
| 536,513                | Housing for the Elderly              | 507,677               | 511,608               | 738,503               | 751,322               | 760,057               | 789,278               | 825,230               | 834,708               | 851,068               | 858,431                |
| 497,470                | Mawley Holiday Park                  | 506,169               | 506,580               | 519,743               | 528,968               | 539,370               | 558,745               | 580,213               | 591,640               | 606,140               | 617,509                |
| 1,016,456              | Other Property                       | 1,008,738             | 964,466               | 948,567               | 968,949               | 988,392               | 1,039,060             | 1,099,450             | 1,238,084             | 1,154,302             | 1,172,417              |
| 703,916                | Depreciation                         | 851,869               | 1,048,216             | 1,288,470             | 1,427,575             | 1,518,604             | 1,475,412             | 1,365,273             | 1,382,229             | 1,269,988             | 1,281,475              |
| <b>3,579,703</b>       |                                      | <b>3,706,932</b>      | <b>4,000,868</b>      | <b>4,739,656</b>      | <b>5,239,844</b>      | <b>5,587,544</b>      | <b>5,735,496</b>      | <b>6,020,835</b>      | <b>6,219,953</b>      | <b>6,245,824</b>      | <b>6,364,989</b>       |
|                        | <b>Operating Income</b>              |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 3,420                  | Rental income - Halls & Dist. Bldg   | 764                   | 775                   | 797                   | 2,422                 | 55,688                | 85,158                | 93,040                | 101,373               | 104,117               | 125,652                |
| 430,404                | Rental income - Housing for Elderly  | 434,200               | 440,713               | 819,749               | 840,164               | 861,364               | 882,565               | 904,550               | 928,106               | 953,233               | 979,144                |
| 267,226                | Rental income - Other Property       | 262,398               | 266,334               | 273,944               | 280,766               | 287,851               | 294,936               | 302,283               | 310,155               | 318,552               | 327,211                |
| 444,084                | Mawley Holiday Park                  | 475,000               | 487,200               | 506,340               | 518,950               | 532,045               | 545,140               | 558,720               | 573,270               | 588,790               | 604,795                |
| 0                      | Forestry harvest proceeds            | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| 45,000                 | Internal recoveries - forestry       | 30,000                | 30,450                | 31,320                | 32,100                | 32,910                | 33,720                | 34,560                | 35,460                | 36,420                | 37,410                 |
| 529,251                | Internal recoveries - offices rental | 626,793               | 636,195               | 654,372               | 670,669               | 687,592               | 704,515               | 722,066               | 740,869               | 760,927               | 781,611                |
| <b>1,719,385</b>       |                                      | <b>1,829,155</b>      | <b>1,861,667</b>      | <b>2,286,522</b>      | <b>2,345,071</b>      | <b>2,457,450</b>      | <b>2,546,034</b>      | <b>2,615,219</b>      | <b>2,689,233</b>      | <b>2,762,038</b>      | <b>2,855,823</b>       |
|                        | <b>Appropriations</b>                |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| (160,000)              | Transfers from reserves              | (60,000)              | (45,000)              | (40,000)              | (40,000)              | (40,000)              | (35,000)              | (5,000)               | -                     | -                     | -                      |
| 282,084                | Provision for loan repayments        | 303,339               | 366,653               | 596,947               | 634,901               | 683,055               | 723,589               | 760,159               | 803,301               | 845,482               | 888,873                |
| (352,000)              | Reverse depreciation                 | (337,000)             | (381,802)             | (571,759)             | (570,736)             | (541,947)             | (541,410)             | (541,134)             | (553,303)             | (436,601)             | (399,211)              |
| <b>\$1,630,402</b>     | <b>Rates Requirement</b>             | <b>\$1,784,116</b>    | <b>\$2,079,052</b>    | <b>\$2,438,323</b>    | <b>\$2,918,938</b>    | <b>\$3,231,202</b>    | <b>\$3,336,641</b>    | <b>\$3,619,641</b>    | <b>\$3,780,717</b>    | <b>\$3,892,667</b>    | <b>\$3,998,828</b>     |

| <b>MASTERTON AIRPORT (HOOD AERODROME)</b> |                                  |                               |                               |                               |                               |                               |                               |                               |                               |                               |                                |
|---|----------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|--------------------------------|
| <b>Annual Plan<br/>2020/21</b>            | <b>Cost of Service Statement</b> | <b>LTP Year 1<br/>2021/22</b> | <b>LTP Year 2<br/>2022/23</b> | <b>LTP Year 3<br/>2023/24</b> | <b>LTP Year 4<br/>2024/25</b> | <b>LTP Year 5<br/>2025/26</b> | <b>LTP Year 6<br/>2026/27</b> | <b>LTP Year 7<br/>2027/28</b> | <b>LTP Year 8<br/>2028/29</b> | <b>LTP Year 9<br/>2029/30</b> | <b>LTP Year 10<br/>2030/31</b> |
| \$  | <b>Operating Costs</b>           | \$                            | \$                            | \$                            | \$                            | \$                            | \$                            | \$                            | \$                            | \$                            | \$                             |
| 434,073                                   | Airport operation & maintenance  | 463,831                       | 567,414                       | 543,525                       | 594,666                       | 639,901                       | 702,296                       | 674,550                       | 682,760                       | 706,460                       | 727,014                        |
| 84,079                                    | Depreciation                     | 121,160                       | 171,643                       | 203,624                       | 286,449                       | 422,777                       | 468,199                       | 467,699                       | 475,971                       | 476,114                       | 476,114                        |
| <b>518,152</b>                            |                                  | <b>584,991</b>                | <b>739,057</b>                | <b>747,149</b>                | <b>881,116</b>                | <b>1,062,678</b>              | <b>1,170,496</b>              | <b>1,142,249</b>              | <b>1,158,731</b>              | <b>1,182,574</b>              | <b>1,203,128</b>               |
|   | <b>Operating Income</b>          |                               |                               |                               |                               |                               |                               |                               |                               |                               |                                |
| <b>244,101</b>                            | Leases and other income          | <b>272,321</b>                | <b>286,563</b>                | <b>293,233</b>                | <b>303,690</b>                | <b>306,375</b>                | <b>316,978</b>                | <b>318,210</b>                | <b>324,302</b>                | <b>325,915</b>                | <b>332,510</b>                 |
|   | <b>Appropriations</b>            |                               |                               |                               |                               |                               |                               |                               |                               |                               |                                |
| (20,000)                                  | Transfers from reserves          | (20,000)                      | (20,000)                      | (20,000)                      | (20,000)                      | (20,000)                      | (20,000)                      | (20,000)                      | (20,000)                      | (20,000)                      | (20,000)                       |
| 122,358                                   | Provision for loan repayments    | 97,664                        | 173,417                       | 215,820                       | 246,896                       | 328,756                       | 343,454                       | 359,311                       | 369,856                       | 335,404                       | 349,947                        |
| (50,000)                                  | Reverse depreciation             | (75,500)                      | (90,800)                      | (76,000)                      | (51,300)                      | (96,600)                      | (81,800)                      | (77,100)                      | (84,400)                      | (89,600)                      | (94,900)                       |
| <b>\$ 326,409</b>                         | <b>Rates Requirement</b>         | <b>314,834</b>                | <b>515,111</b>                | <b>573,735</b>                | <b>753,022</b>                | <b>968,460</b>                | <b>1,095,172</b>              | <b>1,086,250</b>              | <b>1,099,885</b>              | <b>1,082,463</b>              | <b>1,105,665</b>               |

DRAFT

# Regulatory Services

We provide regulatory plan for Masterton's future by ensuring development is sustainable, our natural and physical heritage is protected and public health and safety is preserved and promoted. This activity involves delivering on our responsibilities under legislation, including:

- resource management and planning;
- building control;
- environmental health, alcohol licencing and parking control;
- animal control; and
- financial contributions and staffing support of civil defence and emergency management provided by the Wellington Region Emergency Management Office (WREMO). For further information on civil defence and emergency management, refer to GWRC's Long-Term Plan.

## Why do we do it?

We provide regulatory services to support sustainable development and to promote public health and safety.

Through the Wairarapa Combined District Plan we support the management, appropriate use, development and protection of the district's natural and physical resources, including our heritage.

Our building and planning activities contribute to economic development facilitating development outcomes, planning ahead for future growth and supporting safety of buildings in our district.

Our support for Civil defence and emergency management contributes to planning for resilience, responding in an emergency and recovery after an event.

Our regulatory services also support community health and safety through a mix of education, community engagement and enforcement activities.

This contributes to the following community outcomes:

- A Sustainable and Healthy Environment
- A Thriving and Resilient Economy
- Efficient, Safe and Effective Infrastructure
- An Engaged and Empowered Community
- Pride in our Identity and Heritage

## Our 10-year priorities

Key priorities for regulatory services over the next 10 years include:

- Developing a new Animal Shelter. The new shelter will ensure we meet current standards for animal welfare providing a safer and more comfortable facility for both animals and staff. It will have an increased number of kennels and office space that will enable us to offer a better level of service to dog owners. Funding of \$1.5 million is allowed for this project in Year 1.
- Replacing parking meters. \$406,000 has been allowed in Year 2.
- Ensuring we continue to meet our legislative requirements:
  - Under the Resource Management Act 1991, district plans must be reviewed every 10 years. The review of the Wairarapa Combined District Plan has commenced. This review is being undertaken in partnership with Carterton and South Wairarapa District Councils and will include consultation with the community. Funding of \$2.1 million is allocated across Years 1-4 of the LTP for our share of these project costs.
  - The Building (Earthquake-prone Buildings) Amendment Act 2016 came into effect in July 2017 and introduced a new system for councils to identify and manage earthquake-prone buildings that either pose a high risk to life safety, or are critical to recovery in an emergency. Work to identify priority buildings has been completed with owners of these buildings notified of the need to take action. Work on identifying and notifying the owners of non-priority buildings that also require assessment is underway.
  - The Building (Pools) Amendment Act 2016 came into effect in January 2017. This amendment requires all residential pools to be inspected every three years, allows covers to be used as barriers in certain circumstances for small heated pools (e.g. spa pools and hot tubs) and allows councils greater ability to enforce requirements to restrict access to residential pools. This work will be ongoing.

A full list of planned capital expenditure projects is provided under 'Our Costs in Detail'.

## Potential negative effects

We do not anticipate any significant negative effects from providing of these activities.

## How do we measure success?

What we do: Deliver fair, appropriate and customer-friendly regulatory services that support community health and safety.



| Our Goal  | Measure  | Latest Result<br>2019/20<br>(Baseline)   | Performance Targets<br>2021/22 to 2030/31                            |
|---|--|--|--|
| Responding to urgent issues quickly   | Response time to attend Priority 1 urgent call outs (e.g. dog attacks).  | New Measure – Baseline to be established | 90% attended within one hour   |
|   | Response time to attend noise control call outs.   | New Measure – Baseline to be established | 90% attended within one hour   |
|   | <p><b>Why this is important:</b><br/>The faster staff can respond to a dog attack, the more likelihood there is of being able to apprehend the offending dog and deal with the matter appropriately. Equally, the faster we respond to noise complaints, the more likelihood there is of being able to deal with the matter appropriately.</p>   |  |  |
| Engaging with and educating our community about dog ownership responsibilities. | Number of animal control community education and engagement activities.  | New Measure – Baseline to be established | A minimum of 6 per annum related to high priority issues or concerns |
|   | <p><b>Why this is important:</b><br/>It is important for dog owners to understand their responsibilities as a dog owner so they can look after their pet properly and ensure it doesn't create a nuisance for, or present a risk to, anyone else in our community. Taking actions, such as adequate fencing, keeping dogs on a lead or and picking up after dogs all help to keep our community safe for everyone.</p> |  |  |
| Delivering timely consenting services   | Percentage of building consents processed within statutory timeframes  | 91.4%                                    | 90%  |
|   | Percentage of code compliance certificates processed within statutory timeframes   | New Measure – Baseline to be established | 90%  |
|   | Percentage of resource consents processed within statutory timeframes  | 97.5%                                    | 90%  |

| Our Goal                    | Measure  | Latest Result<br>2019/20<br>(Baseline)   | Performance Targets<br>2021/22 to 2030/31  |
|-----------------------------|--|--|--|
|                             | <p><b>Why this is important:</b><br/>We know 'time is money' when it comes to building and development, and we want to provide a timely and responsive service.</p>  |  |  |
| Supporting community safety | Percentage of commercial Building Warrant of Fitness' (BWOFs) that have been reviewed within 20 days of their due date.  | New Measure – Baseline to be established | At least 90% of BWOFs have been reviewed within 20 days of their due date  |
|                             | Proportion of known residential swimming pools that have been inspected.   | New Measure – Baseline to be established | Year 1: 25%<br>Year 2: 50%<br>Year 3: 80%<br>Years 4-10: cycle to be repeated but ensuring 100% of pools have been re-inspected by the end of Years 6 and 9. |
|                             | <p><b>Why this is important:</b><br/>Working with our community to support compliance with requirements for commercial buildings and swimming pools helps to create a safer environment for our community.</p> |  |  |

## Cost of service statements

| RESOURCE MANAGEMENT & PLANNING |   |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|--------------------------------|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21         | Cost of Service Statement                                   | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                             | <b>Operating Costs</b>                                      | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 765,267                        | Resource management & planning                              | 1,068,991             | 961,623               | 838,060               | 855,666               | 873,164               | 934,807               | 1,030,266             | 1,053,286             | 1,089,679             | 1,111,577              |
| 351,000                        | Wairarapa Combined District Plan<br>development (MDC share) | 505,000               | 610,015               | 627,444               | 375,570               | 23,037                | 23,604                | 24,192                | 24,822                | 25,494                | 26,187                 |
| 152,711                        | River scheme contributions                                  | 159,085               | 161,471               | 166,085               | 170,221               | 174,516               | 178,812               | 183,266               | 188,038               | 193,129               | 198,379                |
| <b>1,268,978</b>               |   | <b>1,733,076</b>      | <b>1,733,109</b>      | <b>1,631,589</b>      | <b>1,401,457</b>      | <b>1,070,717</b>      | <b>1,137,222</b>      | <b>1,237,724</b>      | <b>1,266,147</b>      | <b>1,308,302</b>      | <b>1,336,143</b>       |
|                                | <b>Operating Income</b>                                     |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 102,204                        | User charges - incl consent fees                            | 136,204               | 138,247               | 142,197               | 145,738               | 149,416               | 153,094               | 156,907               | 160,993               | 165,352               | 169,847                |
| 875,000                        | Reserves & Infrastructure Contributions                     | 983,000               | 992,500               | 1,002,000             | 1,016,500             | 1,026,200             | 1,035,800             | 1,050,600             | 1,060,300             | 1,070,100             | 1,079,900              |
| <b>977,204</b>                 |   | <b>1,119,204</b>      | <b>1,130,747</b>      | <b>1,144,197</b>      | <b>1,162,238</b>      | <b>1,175,616</b>      | <b>1,188,894</b>      | <b>1,207,507</b>      | <b>1,221,293</b>      | <b>1,235,452</b>      | <b>1,249,747</b>       |
|                                | <b>Appropriations</b>                                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| (401,500)                      | Transfer from reserves                                      | (751,500)             | (701,500)             | (601,500)             | (351,500)             | (1,500)               | (1,500)               | (1,500)               | (1,500)               | (1,500)               | (1,500)                |
| 995,000                        | Transfer to reserves - incl Contributions                   | 1,113,000             | 1,132,500             | 1,147,000             | 1,161,500             | 1,171,200             | 1,180,800             | 1,195,600             | 1,205,300             | 1,215,100             | 1,224,900              |
| <b>\$885,274</b>               | <b>Rates Requirement</b>                                    | <b>\$975,371</b>      | <b>\$1,033,362</b>    | <b>\$1,032,892</b>    | <b>\$1,049,219</b>    | <b>\$1,064,801</b>    | <b>\$1,127,629</b>    | <b>\$1,224,317</b>    | <b>\$1,248,653</b>    | <b>\$1,286,450</b>    | <b>\$1,309,797</b>     |

| BUILDING DEVELOPMENT   |                                      |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|------------------------|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21 | Cost of Service Statement            | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                     | <b>Operating Costs</b>               | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 1,787,884              | Building development operating costs | 1,892,295             | 1,953,018             | 1,938,978             | 2,023,353             | 1,993,557             | 2,165,213             | 2,228,820             | 2,354,694             | 2,346,951             | 2,481,108              |
| 30,000                 | Earthquake building assessments      | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| <b>1,817,884</b>       |                                      | <b>1,892,295</b>      | <b>1,953,018</b>      | <b>1,938,978</b>      | <b>2,023,353</b>      | <b>1,993,557</b>      | <b>2,165,213</b>      | <b>2,228,820</b>      | <b>2,354,694</b>      | <b>2,346,951</b>      | <b>2,481,108</b>       |
|                        | <b>Operating Income</b>              |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 1,059,340              | Consent fees & charges               | 1,256,563             | 1,280,486             | 1,312,896             | 1,345,592             | 1,379,547             | 1,413,501             | 1,448,713             | 1,486,439             | 1,526,681             | 1,568,181              |
| <b>1,059,340</b>       |                                      | <b>1,256,563</b>      | <b>1,280,486</b>      | <b>1,312,896</b>      | <b>1,345,592</b>      | <b>1,379,547</b>      | <b>1,413,501</b>      | <b>1,448,713</b>      | <b>1,486,439</b>      | <b>1,526,681</b>      | <b>1,568,181</b>       |
|                        | <b>Appropriations</b>                |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| (117,500)              | Tsf from reserves                    | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| <b>\$641,044</b>       | <b>Rates Requirement</b>             | <b>\$635,732</b>      | <b>\$672,531</b>      | <b>\$626,082</b>      | <b>\$677,760</b>      | <b>\$614,011</b>      | <b>\$751,712</b>      | <b>\$780,107</b>      | <b>\$868,255</b>      | <b>820,270</b>        | <b>912,927</b>         |

| ENVIRONMENTAL SERVICES & LICENSING |  |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|------------------------------------|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21             | Cost of Service Statement                  | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                                 | <b>Operating Costs</b>                     | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 725,152                            | Environmental Health other operating costs | 804,493               | 791,665               | 816,036               | 840,984               | 856,978               | 919,284               | 1,011,534             | 1,034,711             | 1,074,509             | 1,090,606              |
| 191,065                            | Alcohol Act enforcement activities         | 198,490               | 194,950               | 199,660               | 202,708               | 206,309               | 210,452               | 215,148               | 220,232               | 225,522               | 231,367                |
| <b>916,216</b>                     |  | <b>1,002,983</b>      | <b>986,615</b>        | <b>1,015,696</b>      | <b>1,043,691</b>      | <b>1,063,287</b>      | <b>1,129,736</b>      | <b>1,226,683</b>      | <b>1,254,943</b>      | <b>1,300,032</b>      | <b>1,321,973</b>       |
|                                    | <b>Operating Income</b>                    |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 40,624                             | License fees & charges                     | 39,597                | 40,191                | 41,339                | 42,368                | 43,438                | 44,507                | 45,615                | 46,803                | 48,070                | 49,377                 |
| 88,500                             | Alcohol licensing fees & charges           | 88,500                | 89,828                | 92,394                | 94,695                | 97,085                | 99,474                | 101,952               | 104,607               | 107,439               | 110,360                |
| 260,600                            | Internal recoveries                        | 294,191               | 298,604               | 307,135               | 314,784               | 322,728               | 330,671               | 338,908               | 347,734               | 357,148               | 366,856                |
| <b>389,724</b>                     |  | <b>422,288</b>        | <b>428,622</b>        | <b>440,868</b>        | <b>451,848</b>        | <b>463,250</b>        | <b>474,651</b>        | <b>486,475</b>        | <b>499,144</b>        | <b>512,657</b>        | <b>526,593</b>         |
|                                    | <b>Appropriations</b>                      |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| (10,000)                           | Tsf from reserves                          | (10,000)              | (10,000)              | (10,000)              | (10,000)              | (10,000)              | (10,000)              | (10,000)              | (10,000)              | (10,000)              | (10,000)               |
| <b>\$516,493</b>                   | <b>Rates Requirement</b>                   | <b>\$570,695</b>      | <b>\$547,993</b>      | <b>\$564,828</b>      | <b>\$581,843</b>      | <b>\$590,037</b>      | <b>\$645,084</b>      | <b>\$730,207</b>      | <b>\$745,799</b>      | <b>\$777,374</b>      | <b>\$785,380</b>       |

| PARKING CONTROL        |                           |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|------------------------|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21 | Cost of Service Statement | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                     | <b>Operating Costs</b>    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 203,016                | Parking control costs     | 191,429               | 190,308               | 198,118               | 203,357               | 208,864               | 222,564               | 238,601               | 244,057               | 252,044               | 257,926                |
| 18,266                 | Depreciation - meters     | 17,745                | 17,745                | 44,838                | 44,838                | 44,838                | 44,838                | 44,838                | 44,838                | 44,838                | 44,838                 |
| <b>221,282</b>         |                           | <b>209,174</b>        | <b>208,053</b>        | <b>242,956</b>        | <b>248,195</b>        | <b>253,702</b>        | <b>267,403</b>        | <b>283,439</b>        | <b>288,895</b>        | <b>296,883</b>        | <b>302,764</b>         |
|                        | <b>Operating Income</b>   |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 215,511                | Parking meters and fines  | 233,511               | 242,089               | 282,413               | 294,797               | 302,236               | 309,674               | 317,389               | 325,654               | 334,470               | 343,562                |
|                        | <b>Appropriations</b>     |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| -                      | Transfers from reserves   | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| <b>5,771</b>           | <b>Rates Requirement</b>  | <b>(24,337)</b>       | <b>(34,036)</b>       | <b>(39,457)</b>       | <b>(46,802)</b>       | <b>(48,534)</b>       | <b>(42,272)</b>       | <b>(33,949)</b>       | <b>(36,759)</b>       | <b>(37,588)</b>       | <b>(40,798)</b>        |

| <b>ANIMAL SERVICES</b> |                                   |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|------------------------|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21 | Cost of Service Statement         | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                     | <b>Operating Costs</b>            | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 512,395                | Animal services & pound costs     | 591,135               | 666,277               | 680,135               | 692,882               | 704,807               | 746,167               | 800,221               | 813,294               | 835,969               | 850,373                |
|                        | <b>Operating Income</b>           |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 395,530                | Dog registration fees & fines     | 502,082               | 561,683               | 589,319               | 609,239               | 624,941               | 659,318               | 714,334               | 731,282               | 756,300               | 768,753                |
|                        | <b>Appropriations</b>             |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| -                      | Tsf to reserves - project funding | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| -                      | Provision for loan repayments     | 4,243                 | 52,138                | 59,557                | 60,762                | 63,532                | 66,391                | 69,238                | 72,384                | 75,524                | 78,766                 |
| -                      | Reverse depreciation              | (3,000)               | (58,600)              | (47,000)              | (38,000)              | (35,000)              | (38,000)              | (30,000)              | (27,000)              | (23,000)              | (21,000)               |
| \$86,864               | <b>Rates Requirement</b>          | \$90,296              | \$98,132              | \$103,373             | \$106,405             | \$108,398             | \$115,240             | \$125,124             | \$127,396             | \$132,193             | \$139,386              |

| <b>EMERGENCY MANAGEMENT</b> |                                     |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|-----------------------------|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21      | Cost of Service Statement           | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                          | <b>Operating Costs</b>              | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 160,125                     | CD/EM - Wairarapa Costs             | 163,871               | 142,223               | 147,672               | 148,641               | 152,429               | 164,571               | 179,349               | 183,546               | 190,037               | 193,527                |
| 129,400                     | WREMO CD/Emergency Mgmt (MDC share) | 132,000               | 133,980               | 137,808               | 141,240               | 144,804               | 148,368               | 152,064               | 156,024               | 160,248               | 164,604                |
| 289,525                     |                                     | 295,871               | 276,203               | 285,480               | 289,881               | 297,233               | 312,939               | 331,413               | 339,570               | 350,285               | 358,131                |
|                             | <b>Operating Income</b>             |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 25,595                      | Misc recoveries - CD/EM Wairarapa   | 25,595                | 25,978                | 26,721                | 27,386                | 28,077                | 28,768                | 29,485                | 30,253                | 31,072                | 31,916                 |
|                             | <b>Appropriations</b>               |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| (20,000)                    | Tsf from reserves - project funding | (20,000)              | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| 3,000                       | Tsf to reserves - self insurance    | 3,000                 | 3,000                 | 3,000                 | 3,000                 | 3,000                 | 3,000                 | 3,000                 | 3,000                 | 3,000                 | 3,000                  |
| \$246,931                   | <b>Rates Requirement</b>            | \$253,277             | \$253,224             | \$261,759             | \$265,494             | \$272,155             | \$287,171             | \$304,928             | \$312,317             | \$322,213             | \$329,215              |

# Leadership, Strategy and Corporate Services

Our Leadership, Strategy and Corporate Services activity provides strategic direction and leadership to MDC and our community, enables democratic decision-making that is open, transparent and accountable, and supports the effective and efficient operation of all MDC activities.

This includes working with iwi, consulting with the community on key decisions, running the local body election process every three years and pursuing strategic objectives for our community.

The corporate activity supports the organisation through various professional services including human resources, communications, finance, IT, policy and strategic planning, corporate planning and reporting, project management, elected member support, general administration and senior management.

## Why do we do it?

Leadership, Strategy and Corporate Services gives long-term strategic direction to MDC, ensuring all activities are working towards the common goal defined in our vision and our community outcomes. This is also the mechanism by which the community can engage in decision-making and hold MDC accountable. Corporate services provides advice and support that enables the efficient delivery of all activities. These services combined contribute to the following community outcomes:

- A Sustainable and Healthy Environment
- A Thriving and Resilient Economy
- Efficient, Safe and Effective Infrastructure
- An Engaged and Empowered Community
- Pride in our Identity and Heritage

## Our 10-year priorities

Key priorities for Leadership, Strategy and Corporate services over the next 10 years include:

- Implementing Council's Corporate Climate Change Action Plan adopted in 2021, and leading the development of a Community Climate Change Action Plan in Year 1 of the LTP.
- Replacing pool vehicles (with electric vehicles wherever practical). Provision of \$1.1 million has been allowed over the 10 years of the LTP.

- Developing a youth hub and cafe in conjunction with the Skatepark Revamp. \$538,570 has been allowed in Year 1 for this project.
- Supporting local democracy through the Local Body Elections in 2022, and every three years thereafter.
- Business improvement. We are continuing to work on improving our systems and processes to work towards best practice, being more customer focussed and achieving greater efficiencies. Projects include:
  - Digitilisation: digitalising records and reducing paper. We are also implementing digital Council meeting agendas.
  - Information technology (IT) equipment renewals: an on-going programme of IT equipment renewal is allowed for, plus a provision for the move of MDC's IT services to Waiata House.
- Ensuring our policies and strategies are relevant and current. We maintain a schedule of policies and strategies, most of which need to be reviewed on a three to five year cycle, to ensure they are valid and remain relevant giving changing circumstances.

A full list of planned capital expenditure projects is provided under 'Our Costs in Detail'.

### Potential negative effects

We do not anticipate any significant negative effects from providing of these activities.

### How do we measure success?

Every year Council produces an Annual Report that informs our community about what has been achieved and how well we performed against the plans and budgets that were set for that year. In addition, there is regular reporting to the Senior Leadership Team and Council on progress with work and projects in this activity group, and once every three years Council undertakes a Community Satisfaction Survey that includes questions about Council's leadership and reputation.

## Cost of service statements

| REPRESENTATION         |   |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|------------------------|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21 | Cost of Service Statement                                 | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                     | <b>Operating Costs</b>                                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 511,800                | Mayor & councillors remuneration                          | 526,751               | 530,506               | 543,191               | 551,186               | 560,744               | 571,856               | 584,532               | 598,262               | 612,527               | 628,355                |
| 27,500                 | Reporting & consultation                                  | 7,500                 | 28,928                | 7,830                 | 8,025                 | 31,265                | 8,430                 | 8,640                 | 33,687                | 9,105                 | 9,353                  |
| 25,000                 | Election costs  | 25,000                | 29,740                | 26,100                | 26,750                | 32,142                | 28,100                | 28,800                | 34,633                | 30,350                | 31,175                 |
| 786,365                | Operating expenses  | 652,860               | 634,684               | 655,799               | 671,896               | 694,983               | 770,758               | 840,351               | 858,630               | 883,740               | 903,990                |
| <b>1,350,665</b>       |   | <b>1,212,111</b>      | <b>1,223,857</b>      | <b>1,232,920</b>      | <b>1,257,857</b>      | <b>1,319,133</b>      | <b>1,379,145</b>      | <b>1,462,324</b>      | <b>1,525,211</b>      | <b>1,535,721</b>      | <b>1,572,872</b>       |
|                        | <b>Operating Income</b>                                   |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 529,066                | Internal allocation of governance                         | 484,844               | 489,543               | 493,168               | 503,143               | 527,653               | 551,658               | 584,930               | 610,084               | 614,288               | 629,149                |
| 0                      | Miscellaneous Income<br>(per Funding Policy 40% internal) | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| <b>529,066</b>         |   | <b>484,844</b>        | <b>489,543</b>        | <b>493,168</b>        | <b>503,143</b>        | <b>527,653</b>        | <b>551,658</b>        | <b>584,930</b>        | <b>610,084</b>        | <b>614,288</b>        | <b>629,149</b>         |
|                        | <b>Appropriations</b>                                     |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| (28,000)               | Transfer (from) reserves                                  | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| 0                      | Transfers to reserves (election costs)                    | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| <b>\$793,599</b>       | <b>Rates Requirement</b>                                  | <b>\$727,267</b>      | <b>\$734,314</b>      | <b>\$739,752</b>      | <b>\$754,714</b>      | <b>\$791,480</b>      | <b>\$827,487</b>      | <b>\$877,394</b>      | <b>\$915,127</b>      | <b>\$921,433</b>      | <b>\$943,723</b>       |

| ROADING ADVISORY SERVICES |                                      |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|---------------------------|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21    | Cost of Service Statement            | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                        | <b>Operating Costs</b>               | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 830,390                   | Professional staff & operating costs | 1,011,991             | 1,006,540             | 1,035,465             | 1,053,035             | 1,073,327             | 1,121,520             | 1,188,774             | 1,216,410             | 1,252,117             | 1,280,481              |
| 12,830                    | Depreciation                         | 13,440                | 12,512                | 9,065                 | 6,664                 | 1,166                 | 1,166                 | 1,166                 | -                     | -                     | -                      |
| <b>843,220</b>            |                                      | <b>1,025,431</b>      | <b>1,019,052</b>      | <b>1,044,530</b>      | <b>1,059,699</b>      | <b>1,074,493</b>      | <b>1,122,686</b>      | <b>1,189,940</b>      | <b>1,216,410</b>      | <b>1,252,117</b>      | <b>1,280,481</b>       |
|                           | <b>Operating Income</b>              |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 833,010                   | Prof. services - Roading             | 1,015,221             | 1,008,627             | 1,033,779             | 1,048,621             | 1,063,098             | 1,110,965             | 1,177,882             | 1,204,005             | 1,239,354             | 1,267,351              |
| 10,210                    | External income                      | 10,210                | 10,424                | 10,751                | 11,078                | 11,394                | 11,721                | 12,058                | 12,405                | 12,763                | 13,130                 |
| <b>843,220</b>            |                                      | <b>1,025,431</b>      | <b>1,019,052</b>      | <b>1,044,530</b>      | <b>1,059,699</b>      | <b>1,074,493</b>      | <b>1,122,686</b>      | <b>1,189,940</b>      | <b>1,216,410</b>      | <b>1,252,117</b>      | <b>1,280,481</b>       |
|                           | <b>Appropriations</b>                |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| -                         | Transfer to reserves                 | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| <b>\$0</b>                | <b>Rates Requirement</b>             | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>(\$0)</b>          | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>(\$0)</b>          | <b>\$0</b>             |



| DEVELOPMENT (Social, Cultural, Economic & Environmental) |                                  |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|--|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21                                   | Cost of Service Statement        | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$   | <b>Operating Costs</b>           | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 1,335,185  | Community development            | 1,598,432             | 1,557,684             | 1,627,237             | 1,651,157             | 1,688,578             | 1,769,582             | 1,861,988             | 1,905,845             | 1,961,797             | 2,007,046              |
| 589,704  | Arts & culture                   | 630,534               | 622,331               | 641,798               | 656,554               | 673,632               | 703,269               | 735,299               | 754,082               | 777,071               | 795,958                |
| 1,279,391  | Economic development & promotion | 980,288               | 980,191               | 1,014,143             | 1,037,923             | 1,065,948             | 1,124,368             | 1,183,306             | 1,212,485             | 1,250,056             | 1,280,242              |
| 317,158  | Environmental Initiatives        | 342,285               | 310,445               | 319,939               | 327,189               | 335,645               | 350,500               | 367,326               | 376,810               | 388,423               | 397,733                |
| 29,387   | Depreciation                     | 37,945                | 59,491                | 57,659                | 59,229                | 61,375                | 59,648                | 66,434                | 68,754                | 68,196                | 75,546                 |
| <b>3,550,826</b>   |                                  | <b>3,589,484</b>      | <b>3,530,143</b>      | <b>3,660,776</b>      | <b>3,732,052</b>      | <b>3,825,178</b>      | <b>4,007,366</b>      | <b>4,214,352</b>      | <b>4,317,976</b>      | <b>4,445,543</b>      | <b>4,556,525</b>       |
|  | <b>Operating Income</b>          |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 1,000  | Government grants                | 2,400                 | 2,436                 | 2,506                 | 2,568                 | 2,633                 | 2,698                 | 2,765                 | 2,837                 | 2,914                 | 2,993                  |
| 30,500   | Creative NZ grants               | 30,500                | 30,958                | 31,842                | 32,635                | 33,459                | 34,282                | 35,136                | 36,051                | 37,027                | 38,034                 |
| 53,300   | Events grants & other recoveries | 116,580               | 118,329               | 121,710               | 124,741               | 127,888               | 131,036               | 134,300               | 137,798               | 141,528               | 145,375                |
| 66,296   | Internal Recoveries              | 55,933                | 56,772                | 58,394                | 59,848                | 61,359                | 62,869                | 64,435                | 66,113                | 67,903                | 69,748                 |
| <b>151,096</b>   |                                  | <b>205,413</b>        | <b>208,494</b>        | <b>214,451</b>        | <b>219,792</b>        | <b>225,338</b>        | <b>230,884</b>        | <b>236,636</b>        | <b>242,798</b>        | <b>249,371</b>        | <b>256,150</b>         |
|  | <b>Appropriations</b>            |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| (706,000)  | Transfers from reserves          | (526,000)             | (354,000)             | (254,000)             | (104,000)             | (54,000)              | (4,000)               | (4,000)               | (4,000)               | (4,000)               | (4,000)                |
| 1,595  | Provision for loan repayments    | 1,662                 | 14,481                | 16,379                | 16,746                | 17,501                | 16,247                | 16,944                | 17,715                | 18,485                | 19,279                 |
| -  | Reverse depreciation             | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| <b>\$2,695,325</b>                                       | <b>Rates Requirement</b>         | <b>2,859,733</b>      | <b>2,982,130</b>      | <b>3,208,704</b>      | <b>\$3,425,006</b>    | <b>\$3,563,341</b>    | <b>\$3,788,729</b>    | <b>\$3,990,660</b>    | <b>\$4,088,893</b>    | <b>\$4,210,657</b>    | <b>\$4,315,654</b>     |

| ASSET & PROJECT MANAGEMENT |                                      |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|----------------------------|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21     | Cost of Service Statement            | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                         | <b>Operating Costs</b>               | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| <b>1,782,899</b>           | Professional staff & operating costs | <b>1,806,815</b>      | <b>1,797,926</b>      | <b>1,849,780</b>      | <b>1,882,748</b>      | <b>1,918,129</b>      | <b>2,003,749</b>      | <b>2,135,069</b>      | <b>2,184,707</b>      | <b>2,249,815</b>      | <b>2,301,459</b>       |
|                            | <b>Operating Income</b>              |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 1,762,419                  | Internal charges                     | 1,786,335             | 1,777,262             | 1,828,419             | 1,860,937             | 1,895,826             | 1,980,873             | 2,111,661             | 2,160,602             | 2,224,912             | 2,275,737              |
| 20,480                     | External recoveries                  | 20,480                | 20,664                | 21,361                | 21,811                | 22,303                | 22,876                | 23,409                | 24,105                | 24,904                | 25,723                 |
| <b>1,782,899</b>           |                                      | <b>1,806,815</b>      | <b>1,797,926</b>      | <b>1,849,780</b>      | <b>1,882,748</b>      | <b>1,918,129</b>      | <b>2,003,749</b>      | <b>2,135,069</b>      | <b>2,184,707</b>      | <b>2,249,815</b>      | <b>2,301,459</b>       |
|                            | <b>Appropriations</b>                |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| -                          | Transfer to reserves                 | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                     | -                      |
| <b>\$0</b>                 | <b>Rates Requirement</b>             | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>(\$0)</b>          | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>             |

| CORPORATE SERVICES     |                                       |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
|------------------------|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Annual Plan<br>2020/21 | Cost of Service Statement             | LTP Year 1<br>2021/22 | LTP Year 2<br>2022/23 | LTP Year 3<br>2023/24 | LTP Year 4<br>2024/25 | LTP Year 5<br>2025/26 | LTP Year 6<br>2026/27 | LTP Year 7<br>2027/28 | LTP Year 8<br>2028/29 | LTP Year 9<br>2029/30 | LTP Year 10<br>2030/31 |
| \$                     | <b>Operating Costs</b>                | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                    | \$                     |
| 1,501,369              | Management & administration           | 1,764,054             | 1,702,073             | 1,641,650             | 1,639,272             | 1,670,187             | 1,723,276             | 1,803,571             | 1,845,868             | 1,896,385             | 1,942,342              |
| 1,627,469              | Financial management                  | 1,677,381             | 1,649,898             | 1,786,398             | 1,717,891             | 1,767,899             | 1,918,153             | 1,888,595             | 1,951,272             | 2,107,171             | 2,036,418              |
| 1,046,535              | Strategic Planning                    | 1,086,998             | 1,088,434             | 1,117,059             | 1,136,379             | 1,157,803             | 1,192,065             | 1,236,869             | 1,265,806             | 1,298,802             | 1,331,037              |
| 859,841                | Information systems                   | 893,056               | 944,698               | 974,728               | 1,002,657             | 1,010,008             | 1,025,750             | 1,057,175             | 1,079,304             | 1,115,416             | 1,136,151              |
| 679,412                | Communications & Promotions           | 771,913               | 721,326               | 730,826               | 726,143               | 758,075               | 759,712               | 797,182               | 799,138               | 815,782               | 841,051                |
| 631,216                | Human Resource                        | 849,949               | 762,284               | 773,917               | 784,030               | 800,732               | 819,887               | 841,138               | 861,913               | 871,942               | 894,982                |
| 217,973                | Council Vehicle Fleet Costs           | 157,301               | 171,922               | 182,335               | 180,505               | 198,585               | 220,567               | 229,151               | 233,214               | 240,649               | 245,913                |
| <b>6,563,815</b>       |                                       | <b>7,200,652</b>      | <b>7,040,635</b>      | <b>7,206,914</b>      | <b>7,186,875</b>      | <b>7,363,291</b>      | <b>7,659,410</b>      | <b>7,853,682</b>      | <b>8,036,516</b>      | <b>8,346,149</b>      | <b>8,427,895</b>       |
|                        | <b>Operating Income</b>               |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| 418,365                | Miscellaneous income & recoveries     | 383,903               | 386,616               | 397,662               | 407,566               | 417,850               | 428,134               | 438,800               | 450,227               | 462,416               | 474,985                |
| 566,000                | Interest income (external)            | 425,000               | 355,000               | 377,500               | 400,000               | 422,500               | 445,000               | 467,500               | 490,000               | 512,500               | 535,000                |
| 301,599                | Interest income (on internal loans)   | 263,575               | 243,553               | 224,047               | 203,725               | 185,306               | 168,551               | 154,521               | 141,013               | 127,673               | 113,966                |
| 5,409,878              | Support services allocated internally | 5,510,874             | 5,108,544             | 5,466,369             | 5,570,080             | 5,732,050             | 6,992,158             | 8,669,711             | 8,842,062             | 9,332,911             | 9,398,030              |
| 217,973                | Council Vehicle Fleet Recovery        | 157,301               | 171,922               | 182,335               | 180,505               | 198,585               | 220,567               | 229,151               | 233,214               | 240,649               | 245,913                |
| <b>6,913,815</b>       |                                       | <b>6,740,652</b>      | <b>6,265,635</b>      | <b>6,647,913</b>      | <b>6,761,875</b>      | <b>6,956,291</b>      | <b>8,254,411</b>      | <b>9,959,682</b>      | <b>10,156,516</b>     | <b>10,676,149</b>     | <b>10,767,895</b>      |
|                        | <b>Appropriations</b>                 |                       |                       |                       |                       |                       |                       |                       |                       |                       |                        |
| (35,000)               | Transfer (from) reserves              | (785,000)             | (1,035,000)           | (825,000)             | (700,000)             | (700,000)             | -                     | -                     | -                     | -                     | -                      |
| -                      | Transfers to reserves                 | 25,000                | 25,000                | 25,000                | 25,000                | 25,000                | 225,000               | 1,375,000             | 1,375,000             | 1,525,000             | 1,525,000              |
| 385,000                | Transfer to reserves - interest       | 300,000               | 235,000               | 241,000               | 250,000               | 268,000               | 370,000               | 731,000               | 745,000               | 805,000               | 815,000                |
| <b>\$0</b>             | <b>Rates Requirement</b>              | <b>(\$0)</b>          | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>(\$0)</b>          | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>\$0</b>            | <b>(\$0)</b>           |