



Waitaki

DISTRICT COUNCIL

TE KAUNIHERA Ā ROHE O WAITAKI

**I hereby give notice that the
Additional Council Meeting
will be held on:**

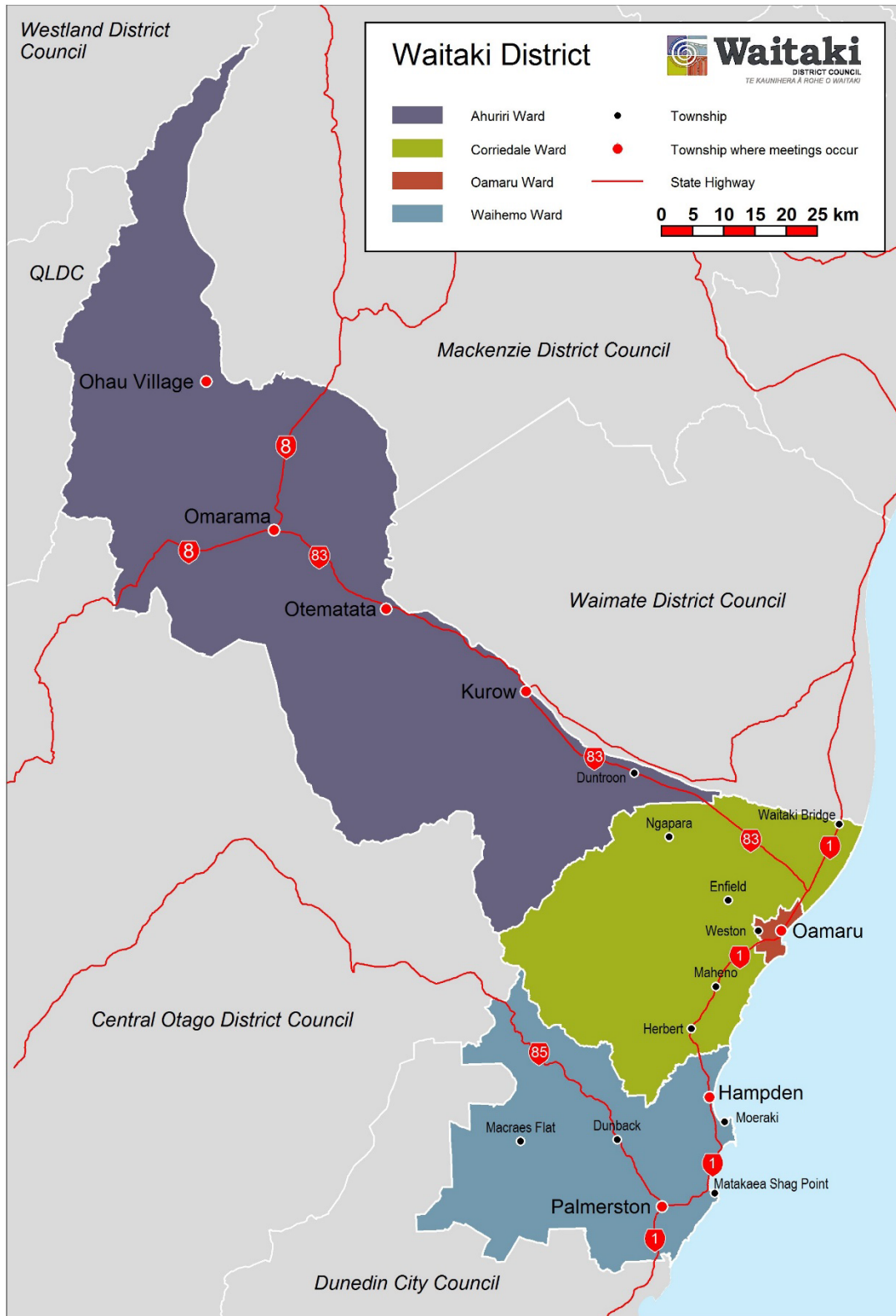
Date: Tuesday, 7 June 2022
Time: 10.30am
**Location: Council Chamber, Third Floor
Office of the Waitaki District Council
20 Thames Street, Oamaru**

Agenda

Additional Council Meeting

7 June 2022

**Alex Parmley
Chief Executive**



STRATEGIC
FRAMEWORK

Waitaki THE BEST PLACE TO BE!

Waitaki - Whenua taurikura

EMPOWERING OUR PEOPLE AND PLACE TO THRIVE

Whakapuāwai takata, Whakapuāwai whenua

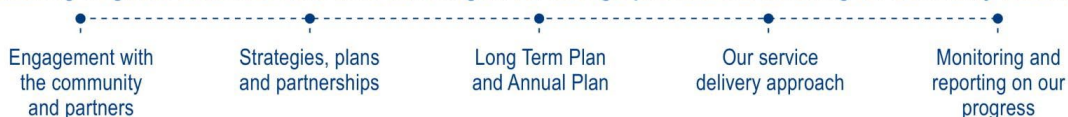
COMMUNITY OUTCOMES



STRATEGIC PRIORITIES



Ensuring we get core business done while delivering on our strategic priorities and achieving our community outcomes



Agenda Items

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- 1 APOLOGIES**
- 2 DECLARATIONS OF INTEREST**
- 3 PUBLIC FORUM - CANCELLED**

4 RECOMMENDATIONS FROM COMMITTEES REPORTS

**4.1 RECOMMENDATIONS OF THE AHURIRI COMMUNITY BOARD MEETING HELD ON 9
MAY 2022**

Author: Ainslee Hooper, Governance and Policy Advisor

Authoriser: Lisa Baillie, People and Culture Group Manager

Attachments: 1. **COPY Ahuriri Community Board officer report to 9 May 2022 meeting
re Otematata Playground Equipment**

4.1.1 OTEMATATA PLAYGROUND EQUIPMENT

RESOLVED ACB 2022/018

Moved: Mr Brent Cowles

Seconded: Mr Ross Menzies

That the Ahuriri Community Board recommends:

That Council:

1. Approves the installation of play equipment by the Otematata Residents Association Incorporated in the Otematata Domain; and
2. Accepts responsibility for the maintenance and depreciation of the new play equipment.

Abstained: Mr Steve Dalley

CARRIED

Author's Remarks:

A copy of the original officer report, with attachments, to the Ahuriri Community Board Meeting held on 9 May 2022 is attached to this Recommendations report, for Council's information and reference.

AHURIRI COMMUNITY BOARD
MEETING AGENDA

9 MAY 2022

5 DECISION REPORTS

5.1 OTEMATATA PLAYGROUND EQUIPMENT

Author: Erik van der Spek, Recreation Manager
Authoriser: Paul Hope, Acting Assets Group Manager
Attachments: 1. Playground site plan
2. Playground Equipment
3. Playground Quote

RECOMMENDATION

That the Ahuriri Community Board recommends:

That Council:

1. Approves the installation of play equipment by the Otematata Residents Association Incorporated in the Otematata Domain; and
2. Accepts responsibility for the maintenance and depreciation of the new play equipment.

.....

DECISION OBJECTIVE

To seek Council approval for the Otematata Residents Association to install new play equipment in Otematata Domain and for Council to maintain the new equipment.

SUMMARY

The Otematata Residents' Association Incorporated (ORAI) has been working with the support of the Department of Internal Affairs (DIA) to lead community development projects. The first stage of these projects is proposed to be new play equipment for Otematata Domain. ORAI is seeking to have this funded from funding available from DIA. It is seeking Council approval as landowner for the equipment to be installed and for Council to assume ownership of the new equipment.

DECISION-MAKING EXPECTATIONS

Governance Decision-Making:	Approval as landowner to equipment installation. Acceptance of ownership of new equipment.
Operational Decision-Making:	Working alongside ORAI to support the installation. Equipment maintenance.
Communications	Media Releases – contributed to by officers and Elected Members Media/public enquiries regarding governance decision-making topics above can be addressed by governance Media/public enquiries regarding operational decision-making topics above can be addressed by officers

**AHURIRI COMMUNITY BOARD
MEETING AGENDA**

9 MAY 2022

SUMMARY OF DECISION-MAKING CRITERIA

	No/Moderate/Key		No/Moderate/Key
Policy/Plan	No	Environmental Considerations	No
Legal	No	Cultural Considerations	No
Significance	No	Social Considerations	Moderate
Financial Criteria	Moderate	Economic Considerations	No
Community Views	Key	Community Board Views	Key
Consultation	Key	Publicity and Communication	No

BACKGROUND

Over the past three years, ORAI has been leading a 'Community Led Development Project' (CLDP) with support from the DIA.

This has seen ORAI consult with the Otematata community to identify three main projects to prioritise for delivery. These are:

1. Enhancing the Otematata wetlands, including the development of a new track, the creation of specially designed places that can be used for sharing of cultural, historical, or educational information, a new carpark, and improved entranceways.
2. Collaborating with the Golf Club to develop land alongside State Highway 83 to a "sense of arrival" incorporating specified planting, post and rail corners on the fence line, creative pathways, and artistic features linking the A20 cycle track to the town centre.
3. Enhancing the Otematata Domain with new planting, irrigation, shade areas, seating, a community barbeque, and new play equipment as a place of family and fun.

These projects will be broken into stages and landscape plans are being finalised prior to seeking the necessary funding. The first stage planned for delivery is the installation of the new play equipment. The equipment being proposed reflects feedback received from the community during consultation. Playground plans are provided in Attachments 1 through 3.

ORAI intends to seek funding for this equipment from CLDP funding available from DIA. To seek this funding, ORAI requires approval from Council as the landowner to allow the equipment to be installed, and it is also requesting that Council accepts ownership of the equipment once installed and maintains the equipment.

Anticipated maintenance costs for the proposed equipment are expected to be approximately \$5,000 per annum which would be funded from Ahuriri Ward rates. Council typically funds depreciation on play equipment to have sufficient funds to replace equipment at the end of its life. Over a 20-year life, this would equate to a further \$13,000 per annum.

Further approvals will be sought for the other staged projects when ORAI has this information finalised.

AHURIRI COMMUNITY BOARD
MEETING AGENDA

9 MAY 2022

SUMMARY OF OPTIONS CONSIDERED

- Option 1** – Council approves the installation of play equipment by the Otematata Residents' Association Incorporated and accepts responsibility for the maintenance and depreciation of the new play equipment. **(Recommended)**
- Option 2** – Council declines the installation of play equipment by the Otematata Residents' Association Incorporated.
- Option 3** – Council approves the installation of play equipment by the Otematata Residents' Association Incorporated and accepts responsibility for the maintenance but does not depreciate or plan for future replacement of the new play equipment.

ASSESSMENT OF PREFERRED OPTION

Option 1 is the preferred option as the proposed play equipment has been selected through consultation with the community and supports a community led initiative.

CONCLUSION

ORAI has worked with the Otematata community to determine improvement projects for Otematata. DIA is supporting ORAI in this initiative and has funding available for implementation. ORAI requires Council support to progress the installation of new play equipment, as the first stage of these improvements.

COPY ACB Report

**AHURIRI COMMUNITY BOARD
MEETING AGENDA**

9 MAY 2022

ADDITIONAL DECISION-MAKING CONSIDERATIONS

Outcomes

We keep our district affordable

We enable opportunities for new and existing business

We provide and enable services and facilities so people want to stay and move here

We understand the diverse needs of our community

Waitaki's distinctive environment is valued and protected

We maintain the safest community we can

Policy and Plan Considerations

N/A

Community Views

ORAI has selected play equipment based on feedback from the Otematata community.

Financial Considerations

ORAI is requesting that Council accept ownership of the new play equipment once it is installed.

Legal Considerations

N/A

Environmental Considerations

N/A

Publicity and Community Considerations

N/A

ALOKI COMMUNITY BOARD MEETING AGENDA

2 MAY 2022



CLDP WORKING GROUP
Otematata Development
3019-WD16
Area H Masterplan

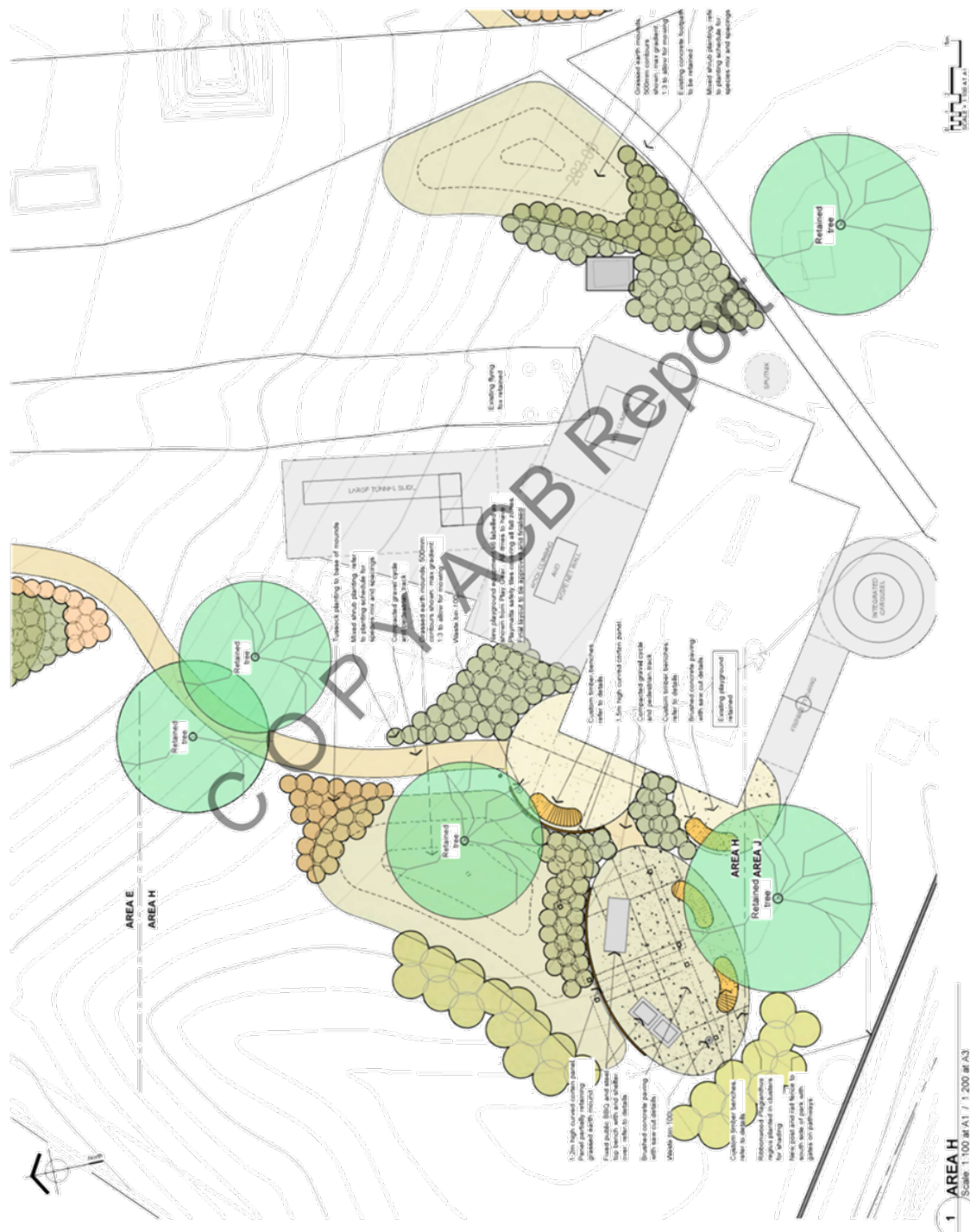
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Project No.: **A22/000006**
 Name: **Area H**
 Date: **10/11/21**
 Sheet No.: **16/01**
 File No.: **16/01**
 Designer: **KL**
 Checker: **KL**
 Date: **10/11/21**
 Project Manager: **KL**

FOR THE RECORD ONLY - THIS IS A PRELIMINARY DESIGN. ANY CHANGES TO THE DESIGN SHALL BE APPROVED BY THE DESIGNER AND CLIENT.

DRAFT

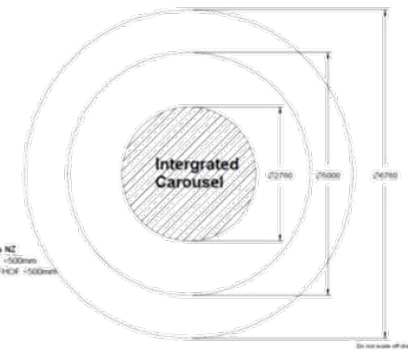


Integrated Carousel- inclusive equipment

The integrated carousel is 2.7m in diameter and suitable for two wheelchairs and 6 persons seated, minimum. This carousel is extremely robust in construction and will give years of trouble free service.



OTAGO ENGINEERING LTD Phone 03 4530 777 ©2021

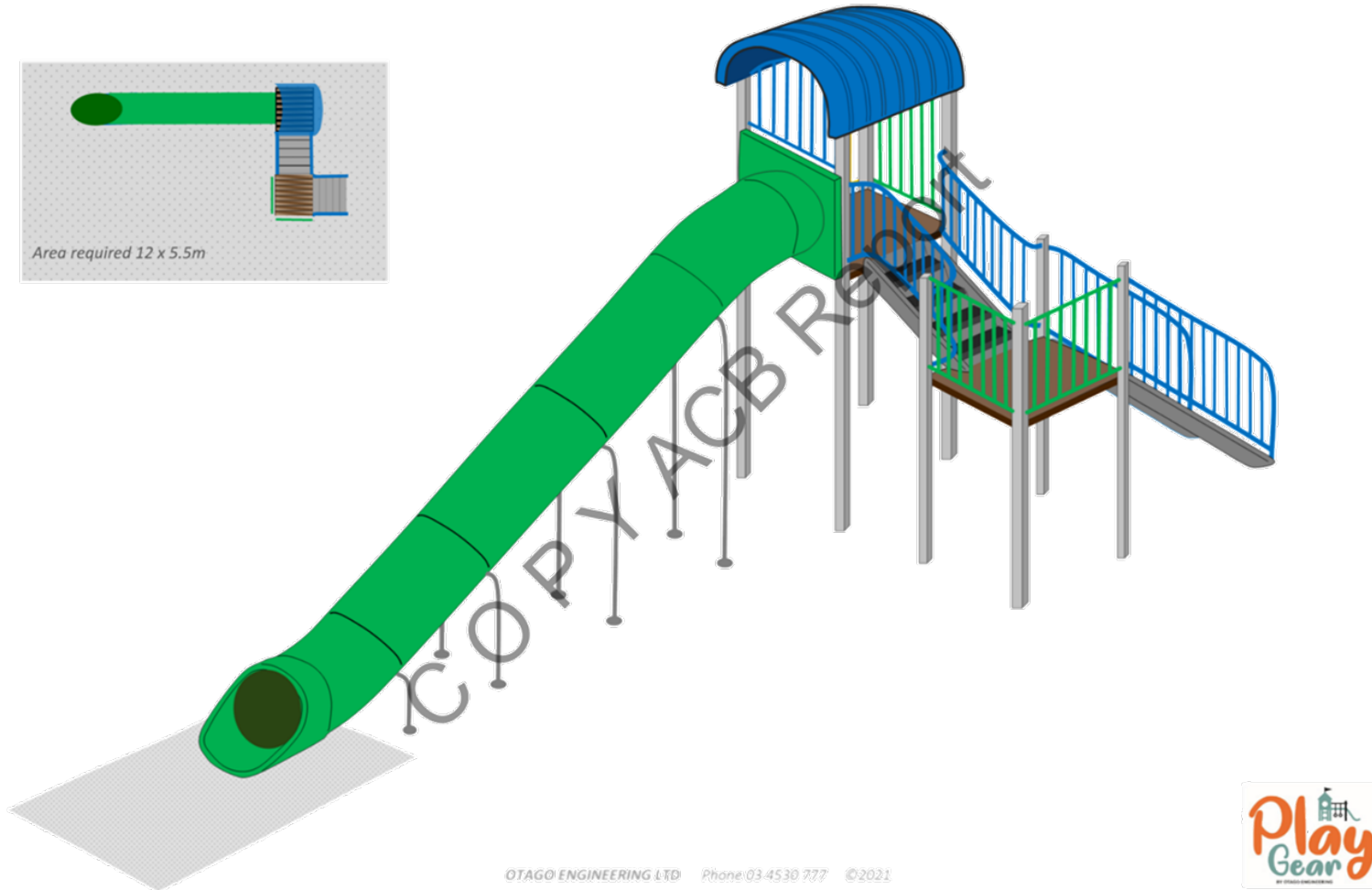


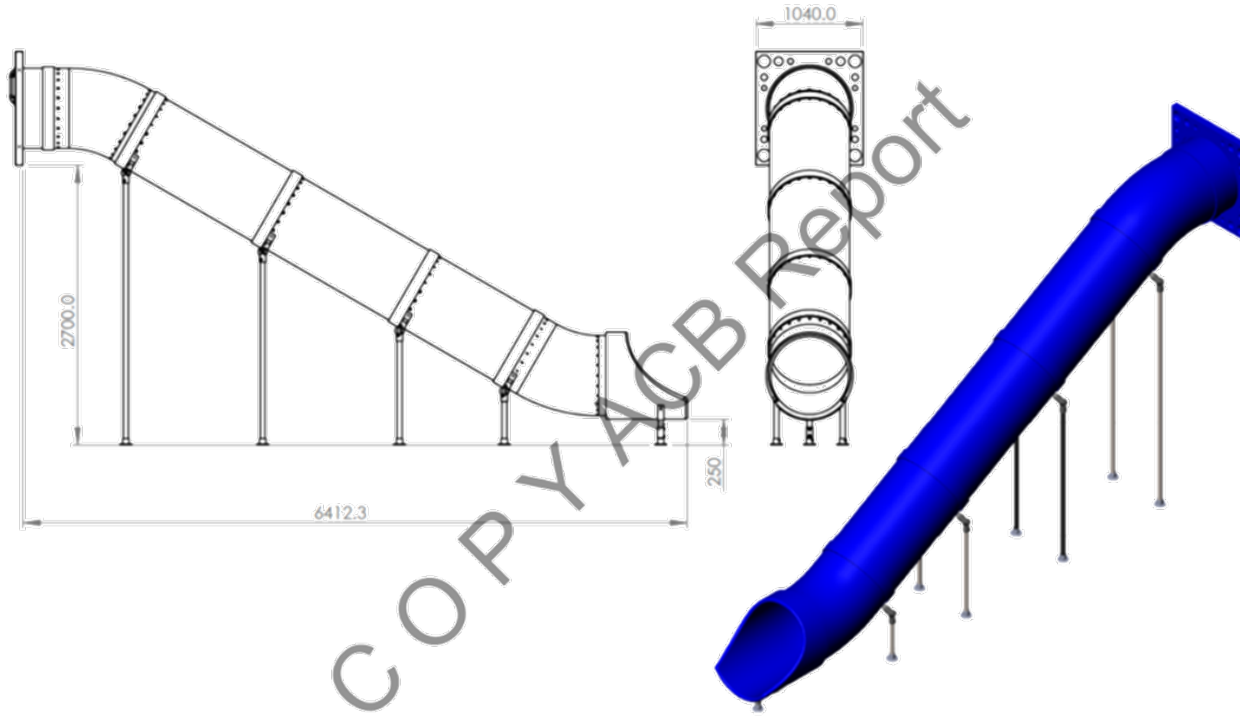
Minimum Space NZ
Ø 3700mm

Surface Recommendations NZ
Synthetic Ø 5000mm, FHCF -5000mm
With remainder in loose fill, FHCF -500mm

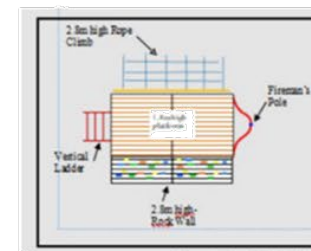
Free height of fall NZ
Less than 500mm

Large Tunnel slide with stair access





Rock climbing and rope net wall



Age range	5-14 years
Equipment dimension	1.25m x 3.5m
Free Height of Fall	2.8m
Area required	10m x 7m

Otago Engineering Ltd www.playgear.co.nz © 2020

Sputnik



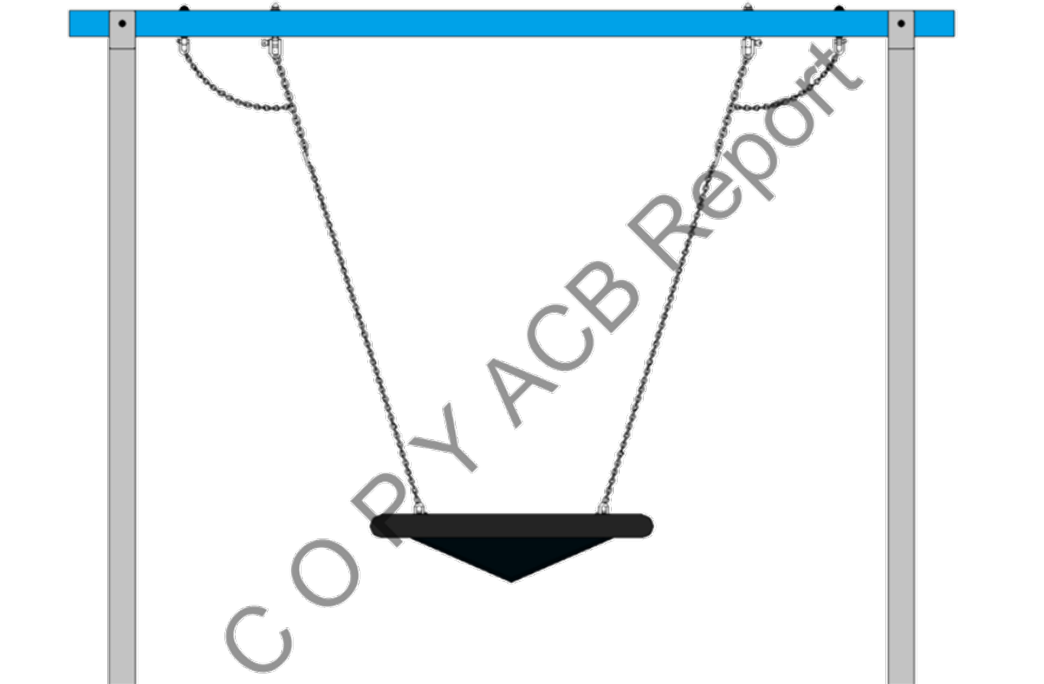
Our Sputnik and is a great little additions that can be tucked into some spare space in your playground. The Sputnik can take up to four children at a time without using up a lot of room. They add excitement for all 3 - 5 year-olds.
'Kids love things that move'

	SPUTNIK
Age Range	2—5 years
Equipment Dim.—m	1.1 x 1.1
Space Required—m	2.5Ø
Max. fall height—m	0.6



Otago Engineering Ltd Freephone 0800 10 88 10 Email :sales@playgear.co.nz
Web: www.playgear.co.nz © 2019

Frisbee 25 Swing



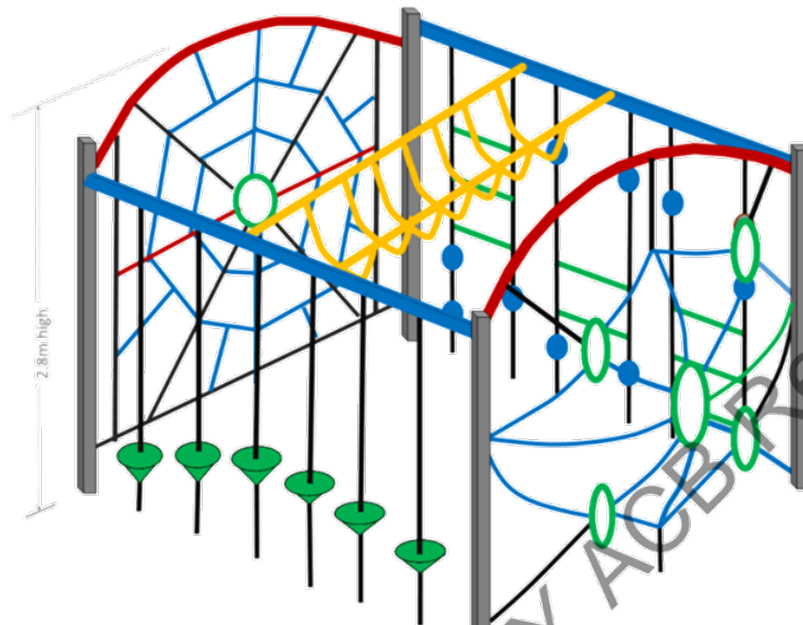
Equipment dim-m
2800mm x 2600mm x 100mm (W,H,D)

NOT TO SCALE



Otago Engineering Ltd www.playgear.co.nz © 2021

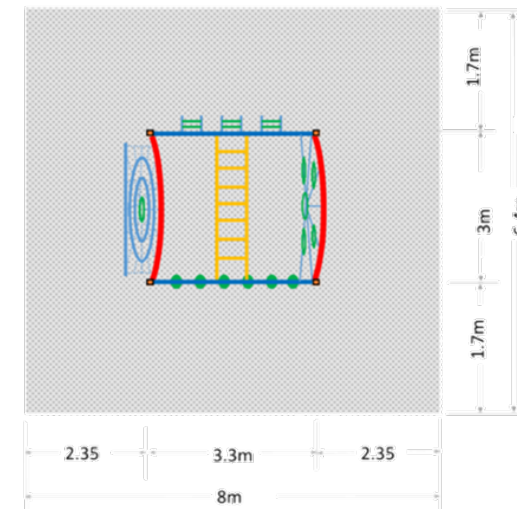
Area required—synthetic—2500mm x 7500mm
Area required—loosefill— 2500mm x 8500mm
1.450m CFH



Web Climber



Age Range	5 → 14 years
Equipment Dimension	3m x 3.3m x 2.8m
Free height of Fall	2.8m
Area required—softfall	8m x 6.4m



OTAGO ENGINEERING LTD Phone 03 4530 777 ©2021

OTEMATATA COMMUNITY BOARD
MEETING AGENDA

2022 03 31

Phone +64 3 453 0777 <http://www.playgear.co.nz>

31/03/2022

Otematata Residence Association
Attention: Steve Dalley



Re-Playground equipment

Dear Steve

We have pleasure in providing the following proposal for Otematata Community Playground.
Price based on all play equipment being installed at the same time.

Items-

- Integrated Carousel
- Web Climber
- Large Tunnel Slide
- Rock wall Climbing structure
- Frisbee 25 Swing
- Sputnik

Total for the above installed by Otago Engineering is	\$ 173,586.35 + GST
Supply and install of softfall matting (Playmatta tiles) is	\$ 95,077.96 + GST
Total for the above	\$ 268,664.31 + GST

If you were to accept the whole package of \$268,664.31 + GST we would reduce the price by \$8967.17 + GST.
Making the new total – \$ 259,697.14 + GST (\$ 298,651.71 incl GST)

Estimated price for packing and freight for equipment from Dunedin to Otematata would be a further \$1,962.50 + GST. Unloading the freight truck to be organised by client and may need use of hiab/tractor.

NB: A hiab to be sourced by client (not included in the above prices) and will be required for installation of Integrated carousel and Large tunnel slide. Playground area needs to be closed off to the public with steel fencing and the price for this will be calculated once we know what activities will be accepted.

A site plan of the proposed playground can be supplied, showing the position of the activities and this would cost approx. \$500.00 + GST.

Safety Regulations

PLAYGEAR by Otago Engineering endeavours to meet the requirements of NZ Playground Safety Standards. A Building permit is your responsibility, if required - see Conditions of Sale. **PLAYGEAR by Otago Engineering** is manufactured under the guidance of the New Zealand playground safety standards and designs and plans are reviewed by Chartered Professional engineers. We don't believe building consent will be necessary. However, it is the responsibility of the Buyer to check and confirm that those standards are accepted by their local authorities. Please check with your local authority.

If you require a PS1 or PS4, the costs relating to this Agreement will be your responsibility.

Sustainability

We choose to use New Zealand made steel, timber, fibreglass and plastic products in our playgrounds as much as possible. By using the above New Zealand produced materials, you become a sustainable practitioner; you are buying locally at a very affordable price. This lowers our carbon footprint. The product itself is eco-friendly and will be good for many years into the future. It is an environmentally responsible choice.

otago engineering ltd otago engineering ltd otago engineering ltd otago engineering ltd
Phone +64 3 453 0777 <http://www.playgear.co.nz>



Metal PLAYGEAR

Metal posts are heavy duty hot dip galvanised inside and out. Sometimes after fabricating they are prepared by a special process of baked on powder coated paint to the colour of your choice.

Ordering and Payment Terms

This quotation is valid for 1 month. While we will make every endeavour to hold prices for as long as we can passed that quote valid date, we also realise that applying for funding does take time. Please be aware that we may need to requote, due to supplier price increases.

If you wish to proceed, a 50% deposit is required to confirm your order with the balance due on completion of the work, see **Conditions of Sale**.

Thank you for the opportunity to provide this offer.

Yours faithfully

Tim Johnstone and Ruth Young
Otago Engineering Ltd



COPY ACB Report

Phone +64 3 453 0777 <http://www.playgear.co.nz>

CONDITIONS OF SALE



Installation

Where necessary, assembly instructions are included with your equipment, with a maintenance checklist. Prices for installation are on the basis that the ground is free from rocks, stones and abnormally hard conditions. The ground is assumed to be "Good Ground" as defined in NZ:3604 1999, otherwise extra charges may be incurred. We need to know the position of drainage pipes and supply services, including power. While every endeavor is made not to damage existing services, we accept no responsibility for any damage if the precise positions of these services are not known to us. It is the purchaser's responsibility to obtain any approvals or permits from the relevant authorities for the equipment. Extra charges will be incurred if we have to use a generator on site for power. With adventure playgrounds we recommend that installation be carried out by our trained installation team, or by a supervised working bee, utilising a supervisor from **Otago Engineering**. In a working bee situation it is the buyer's responsibility to ensure a safe working environment. Drainage is the clients responsibility.

Ordering and Payment Terms

SUPPLY ONLY EX FACTORY - Payment is made on pick up. A 50% deposit may be required to confirm your order.
SUPPLY AND DELIVER - Please confirm your order with a 50% deposit, the balance paid in full prior to the goods being dispatched
SUPPLY AND INSTALL - Please confirm your order with a 50% deposit, the balance paid in full on completion of work.
PAYMENT OPTIONS - Our preferred method of payment is internet banking. Our bank account details are - **Otago Engineering Ltd Westpac 03-0905-0333141-000**. We also welcome payment by Eftpos (Debit Card only), cheque or cash.

Default of Payment

Otago Engineering retains ownership of the goods until the buyer has met all that is owing on any account. Interest of 2.5% per month will be charged on overdue accounts. All costs incurred in the collection of overdue accounts will be payable by the Debtor. If the buyer fails to pay the contracted price, **Otago Engineering** can suspend or terminate the contract and, if deemed necessary, enter the premises to repossess the goods at the buyer's expense. All costs incurred in the collection of overdue accounts will be payable by the debtor.

Delivery - For most equipment, allow 12-16 weeks for delivery, unless otherwise stated in your proposal. Some smaller items may be in stock.

Freight

Goods transported to the buyer's place of storage by a freight carrier authorised by **Otago Engineering** are carried by our risk on the condition that any damage or loss of the goods in transit be notified to **Otago Engineering** within 48 hours of receipt of goods. Goods transported by the buyer are done so at the buyer's risk. In rural areas prices for freight are to the nearest freight depot. Goods held in storage at any place other than our premises are stored at the buyer's risk.

New Zealand Standards

PLAYGEAR by Otago Engineering endeavours to meet the requirements of the new NZ Playground Safety Standards and the Building Code. However, it is the responsibility of the Buyer to check and confirm that those standards are accepted by their local authorities. If you require a PS1 or PS4 or Site Specific Safety Plan (SSSP) to be implemented, the costs relating to this Agreement will be your responsibility. **SPORTSGEAR** is compliant with the current codes of safe sporting standards. All equipment is designed and installed in the belief that it is safe and suitable for use, however, all equipment is sold on the condition that it is accepted by the purchaser at the purchaser's risk. If purchasing playground equipment only, the equipment must be installed to **Otago Engineering's** installation instructions. Photos of the completed installation will be required for us to supply a Certificate of Compliance, to confirm the playground equipment has been installed in accordance with NZS5828:2015 Playground Equipment and Surfacing, standard.

Otago Engineering Guarantee

Equipment made by **Otago Engineering** carries a full 5 year structural component guarantee. There is a 5 year guarantee on all materials and workmanship. This guarantee does not cover normal wear and tear, accidental damage, cosmetic deterioration, minor warping and surface blemishes in timber components, negligence or vandalism and damage caused by extraordinary weather conditions. Residential and Industrial Powder coatings and Marine coatings are not covered under the **Otago Engineering** guarantee. The manufacturer's warranties and conditions apply and may vary. There is a 2 year guarantee on the functioning of all components that have moving parts unless otherwise stated by **Otago Engineering**. The warranty applies only if the products have been properly serviced and maintained. Servicing not included. Goods not installed strictly in accordance with our instructions are not guaranteed. **Otago Engineering** reserves the right to replace or repair damaged componentry in an appropriate manner. The guarantee does not cover the cost of removing and installing the damaged part. It is the purchasers' responsibility to implement and maintain a program of routine inspection and maintenance, and an inspection and maintenance schedule will be included to help you complete the task. Our commercial grade moulded plastic slides and moulded plastic components have a 12 month warranty. Shade sails are not included in these warranties.

Please Note: Illustrations are not to scale. All sizes are approximate as we allow for fabricating tolerances. Specifications contained here are subject to change without notice. **Otago Engineering** also welcome individual design enquires.

5 DECISION REPORTS

5.1 KEY DIRECTIONS FOR THE 2022/23 ANNUAL PLAN

Author: Mandy McIntosh, Corporate Development Officer

Authoriser: Paul Hope, Finance and Corporate Development Group Manager

Attachments:

1. Summary of Submissions and Additional Information Requested
2. Summary of Movements in Projected Rates
3. Updated Annual Plan Projects
4. Summary of Draft Annual Plan Community Engagement

RECOMMENDATIONS

That Council:

1. Receives further information requested at the hearing and deliberations on 17 May 2022; and
2. Agrees any final changes to the draft Annual Plan 2022/23 in advance of its adoption on 28 June 2022; and
3. Pursuant to section 95 (2A) of the Local Government Act 2002, agrees that the proposed Annual Plan does not include significant or material differences to year 2 of the 2021-31 Long Term Plan; and
4. Instructs officers to make final changes to the draft Annual Plan 2022/23 based on the resolution of recommendations 1 and 2 above; and
5. Notes that the draft Annual Plan 2022/23 will be presented to Council for adoption at the Council Meeting scheduled for 28 June 2022.

DECISION OBJECTIVE

To consider additional information requested by Elected Members arising from the Annual Plan 2022/23 hearing of submissions and deliberations held on 17 May 2022 and to provide final direction to officers on changes to the draft Annual Plan 2022/23.

DECISION-MAKING EXPECTATIONS

Governance Decision-Making:	Direction to officers to prepare the Annual Plan 2022/23
Operational Decision-Making:	Prepare the content and determine the format of the Annual Plan 2022/23
Communications	Media Releases – contributed to by officers and Elected Members Media/public enquiries regarding governance decision-making topics above can be addressed by governance Media/public enquiries regarding operational decision-making topics above can be addressed by officers

SUMMARY OF DECISION-MAKING CRITERIA

	No/Moderate/Key		No/Moderate/Key
Policy/Plan	Key	Environmental Considerations	No
Legal	Moderate	Cultural Considerations	No
Significance	Key	Social Considerations	No
Financial Criteria	Key	Economic Considerations	No
Community Views	No	Community Board Views	No
Consultation	No	Publicity and Communication	No

BACKGROUND

Council has conducted several workshops discussing aspects of items proposed for inclusion in the Annual Plan 2022/23.

At the 8 March 2022 Waitaki District Council Meeting, it was resolved (WDC 2022/017) that Council:

1. **Confirms** the updates to the 2021-2031 Long Term Plan (LTP) Year 2 operating budgets as discussed at workshops held on 14 December 2021, 15 February 2022, and 1 March 2022; and
2. **Agrees** the changes to operating budgets as summarised in Attachment 1, plus any amendments or additions added to the schedule; and
3. **Confirms** updated LTP Year 2 projects as set out in Attachment 2; and
4. **Agrees** to include additional proposals as set out in Attachment 2, plus any amendments or additions added to the schedule; and
5. **Notes** that the current level of rates increase is below that indicated for Year 2 of the LTP; and
6. **Agrees** that proposed changes to Year 2 of the LTP do not constitute a significant or material difference to Year 2 of the LTP, but that a number of proposals are deemed significant under the Significance and Engagement Policy; and
7. **Confirms** that Council wishes to engage with the community in the format of the engagement plan; and
8. **Directs** Council officers to bring content that will support community engagement to the 29 March 2022 Council Meeting for approval.

At the 29 March 2022 Waitaki District Council Meeting, it was agreed that, based on the conclusion that there is no significant or material difference between year 2 of the LTP budget and the proposed 2022/23 budget, but that several proposals are deemed significant under the Significance and Engagement Policy, that Council would engage with the community prior to the adoption of the Annual Plan 2022/23.

It was agreed to engage with the community on specific matters, including:

- Roading
- Drainage
- Three Waters Projects brought forward
- Government Reforms
- Landfill
- EOC/Civil Defence location.

A summary of the engagement undertaken is included as Attachment 4.

At the 17 May 2022 Annual Plan hearings and deliberations, Council considered the draft Annual Plan 2022/23 community feedback, and identified a number of items where further information was requested.

Attachment 1 lists those items for consideration at today's Additional Council Meeting. Included in the table are officer responses to the additional information requested by Council.

Decision-Making

The LTP and associated annual plans are critically important documents and processes for Council. They provide a framework for integrated decision-making and coordination of resources within a local authority, a basis for accountability of the local authority to the community, and an opportunity for participation by the public in decision-making.

Under section 95 of the Local Government Act 2002:

- 1 A local authority must prepare and adopt an annual plan for each financial year.
- 2 Subject to subsection (2A), a local authority must consult in a manner that gives effect to the requirements of section 82 before adopting an annual plan under this section.
- 2A Subsection (2) does not apply if the proposed annual plan does not include significant or material differences from the content of the long-term plan for the financial year to which the proposed annual plan relates.
- 3 An annual plan must be adopted before the commencement of the year to which it relates.
- 4 Despite subsection (1), for the first year to which a long-term plan under section 93 relates, the financial statement and funding impact statement included in that long-term plan in relation to that year must be regarded as the annual plan adopted by the local authority for that year.
- 5 The purpose of an annual plan is to –
 - a) Contain the proposed annual budget and funding impact statement for the year to which the annual plan relates; and
 - b) Identify any variation from the financial statements and funding impact statement included in the local authority's long-term plan in respect of the year; and
 - c) Provide integrated decision-making and co-ordination of the resources of the local authority; and
 - d) Contribute to the accountability of the local authority to the community.

Process for decision-making

As community engagement on the draft Annual Plan 2022/23 was undertaken, 56 submissions (including three late submissions) were received. These were considered at the hearings and deliberations held on 17 May 2022. Additional information requested is now available and has been included in the updated version of that summary at Attachment 1 to this report. Officers seek direction on the submissions received.

In terms of process, officers suggest that Council moves through the items in Attachment 1, considering the additional information provided by officers, then considering the Summary of movements in Project Rates (Attachment 2) and the Updated Annual Plan Projects (Attachment 3), and finally confirming the final direction to officers regarding changes to the draft Annual Plan 2022/23.

It should be noted that the Updated Annual Plan Projects (Attachment 3) has been presented and discussed in depth at previous Council Workshops (14 December 2021, 14 February 2022, 1 March 2022). As this attachment has been reviewed as part of the agenda by Council prior to today's Additional Council Meeting, it is not intended for Attachment 3 to be considered in detail during this meeting.

SUMMARY OF OPTIONS CONSIDERED

Option 1 - Council considers the additional information requested as a result of the Annual Plan Hearings and Deliberations workshop held on 17 May 2022 and subsequent information provided in response, as set out in Attachment 1, and confirms items listed in Attachments 2 and 3 in order for officers to make final changes to the draft Annual Plan 2022/23. **Preferred**

Option 2 – Council defers final decisions on the matters set out in this report to a later date or requests the provision of further information or clarification of items included. Option 2 is not recommended, as it would increase the risk of Council not meeting its legislative requirements for the adoption of the Annual Plan 2022/23. **Not recommended.**

ASSESSMENT OF PREFERRED OPTION

Option 1 is the preferred option to ensure that Council meets its legislative requirements for the adoption of the Annual Plan 2022/23 by the end of June 2022.

NEXT STEPS

At the 28 June Council Meeting, Council will receive decision reports to:

- Adopt the Annual Plan 2022/23
- Receive and note the fees and charges for the 2022/23 financial year
- Set the rates for the 2022/23 financial year by resolution.

ADDITIONAL DECISION-MAKING CONSIDERATIONS

Outcomes

We keep our district affordable

We enable opportunities for new and existing business

We provide and enable services and facilities so people want to stay and move here

We understand the diverse needs of our community

Waitaki's distinctive environment is valued and protected

We maintain the safest community we can

Policy and Plan Considerations

This report seek direction to complete the Annual Plan 2022/23 based on year 2 of the Long Term Plan.

Community Views

Community engagement was undertaken on the draft Annual Plan 2022/23.

Financial Considerations

This report outlines adjustments to the 2022/23 financial year forecasts.

Legal Considerations

The relevant provisions of the Local Government Act 2002 have been considered.

Publicity and Community Considerations

The views of the community were sought as part of community engagement. Community feedback was sought on the draft Annual Plan 2022/23 during the period of 13 April through 4 May 2022.

The Annual Plan 2022/23 will be made public once adopted by Council.

Summary of Submissions Received

Number	Name	Summary of Submission
1	Jon Stevens	Responded to engagement questions. Additional comments regarding level of staffing and costs.
2	Christopher Howes	Responded to engagement questions.
3	Justinus Yudistira	Responded to engagement questions.
4	Living Wage Waitaki	Living wage
5	Tim Craig	Responded to engagement questions. Additional comments related to support for the Sports and Events Centre.
6	M Renalson	Responded to engagement questions.
7	James Hurst	Responded to engagement questions.
8	Ardgowan School	Requesting support for Ardgowan cycle track.
9	Linda Smith	Responded to engagement questions.
10	Jamie McCaw	Responded to engagement questions.
11	Ray Henderson	Responded to engagement questions. Additional comments related to reforms believes LGNZ is making decisions that do not represent the consensus views of its members. Additional comments related to Council costs and community financial limitations.
12	Theresa Brosnahan	Responded to engagement questions. In response to the 3 Waters engagement question comments relating to Hampden Wastewater and need for a wastewater treatment plant.
13	Bruce Smith	Responded to engagement questions. Additional comments relating to costs and level of staffing.
14	Bruce Jonston	Responded to engagement questions. Would like to see Council costs.
15	Colin Hayes	Responded to engagement questions. Would like a time and motion study of Council. Questions the need for the Sports and Events Centre.
16	Sandra Winder	Responded to engagement questions. Interested in recycling.
17	John Dustin	Responded to engagement questions.
18	Derek Cox	Responded to engagement questions.
19	Graham & Susan Clark	Responded to engagement questions. Questions regarding District Road.

Number	Name	Summary of Submission
20	Rose	Responded to engagement questions. Raised lighting in the dog park and commuter transport to Dunedin.
21	Harry Andrew	Responded to engagement questions. Comments regarding drainage in Test Street and the Lookout. Would like to see housing kept away from flat farm land.
22	Linton Winder	Responded to engagement questions. Believes Council needs to review planning guidance around Heritage.
23	Michael Rawson	Responded to engagement questions. Request for a dump station in Otematata village.
24	F Heffernan	Responded to engagement questions. Comments around subdivision on Ardgowan Road.
25	Paul Rutledge	Responded to engagement questions. Comments relating to 3 Waters doesn't feel that Council has opposed it strongly enough.
26	Vanished World	Separate submission seeking confirmation of funds allocated in the LTP.
27	Kerrie Duff	Responded to engagement questions. Comments regarding Baker Street kerb and channel. Request for Toby to be installed outside property.
28	Lynn Johannis	Responded to engagement questions.
29	Greg Nikoloff	Responded to engagement questions. Roads concerns around Wansbeck, Tyne and Till Streets. Suggested new development pay costs of drainage. Concerned that if 3 Waters doesn't go ahead Council will be left with the debt of bringing 3 Waters projects forward.
30	NOSLAM	Separate submission as per verbal presentation.
31	Anne Sutherland	Requesting a footpath on Parsons Road.
32	Andrew Powazynski	Responded to engagement questions. Requesting a footpath on Parsons Road and other District Plan issues.
33	Jan Wheeler	Requesting a footpath on Parsons Road. Supports Federated Farmers submission.
34	Lorna Utting	Footpaths in Kurow.
35	Sport Otago	Requesting continued support for grant and an inflationary increase. Comments regarding footpath issues. Some of the issues raised included: a need for multi age playgrounds, support for community gathering spaces, activity programmes that are more accessible for all, and increased safety on roads.

Number	Name	Summary of Submission
		Suggested development of an overall play strategy framework, increased importance of active transport, support the Sports and Events Centre.
36	Chris Baldwin	Footpaths on Stafford Street Hampden.
37	NZ Chinese Language Week	Three requests: <ul style="list-style-type: none"> • Liaison for Chinese Week Activities • Mayoral video support • \$2,000 for Chinese Language week
38	Creative New Zealand	Recognise Waitaki's growing Māori and Pacifica population and importance for Council to consider that the needs of its communities are changing. Encourage Pacific representation on Creative Communities panel. Encourage further support for art and creativity for wellbeing.
39	Waihemo Community Board	Responded to engagement questions. Raised the need for bike stands in Palmerston; funding support for off road mountain bike track in Palmerston, support funding for Puketapu Trust in 2023-24. Want to support Hampden Skate Park. Want to see discount for ratepayers at Waitaki Lakes campgrounds. Footpath improvement in Palmerston. Rabbit control in Moeraki.
40	Ahuriri Community Board	Responded to engagement questions. Requesting updated plan and progress report to have A2O trail officially pass by Otematata township and be rerouted down SH83 to Kurow. Details on timeframe sought.
41	June & Jeff Anderson	Lakes camping fee for Waitaki rate payers.
42	David Rush	Can we keep the rates rise to between 5-6%, as costs are increasing.
43	Sarah Plunket	Responded to engagement questions.
44	Hamish Newton	Responded to engagement questions.
45	Roger Harrington	Responded to engagement questions. Wanted more funding for coastal erosion.
46	G Alexander Inran	Responded to engagement questions.
47	Whitestone Geopark Trust	Wanting confirmation of LTP funding.
48	Business South	What is Council doing to support small to medium and start up businesses? What's happening with the Thames Street CBD? Would like to be involved in the Economic Development plan. What is happening with housing? Concerns regarding rates increases. Differential between residential and commercial rates increases. Concern regarding seagulls. Would like to work with Council on wider matters.

Number	Name	Summary of Submission
49	Waitaki Resource Recovery Trust	Seeking additional funding.
50	Waitaki Community House Trust & Community Hub Development Group	Would like Council to consider the RSA as the Community Hub by supporting change on the building status.
51	Kate White	Responded to engagement questions. Shag Point, Special School Road and trees along public road near Shag Point.
52	Andy on behalf of Karen Swain	Development concerns around Parsons, Tutu Hill, Ardgowan and Homestead Roads.
53	Federated Farmers	Rural Reference Group keen to work further with Council. Council needs to manage costs. Concerns regarding condition of local roads. Oppose the 3 Waters reform. Review the UAGC application. Support revenue from fees and charges.
54	David Wigley	Responded to engagement questions. Reserve Management.
55	Bryce Gilchrist	Responded to engagement questions.

Additional Information Requested 17 May 2022

Submitter No.	Name of Submitter	Elected Member Request	Officer Comment
4	Living Wage (Mark Smith)	What is the breakdown on the living wage costs eg is this the same for Waitaki and Auckland?	For the Living Wage, the view is that the differences are not so great to necessitate regional wages. They believe in a single rate for Aotearoa.
8	Ardgowan School	Could Council contractor trim verges for roading team visibility?	Cost to mow grass estimated under \$2,000. Proposed for this now to be undertaken by Council as part of developing plans and costs over the next 6 months.
13	Bruce Smith	Is Eden Street problematic? Is it on a schedule of road works?	Eden St is programmed for upgrading. Thames St to Humber St works are commencing August 2022. Aln St to Stoke St was to be reconstructed in 2022. Work is currently deferred until 3Waters complete a survey of the water, sewer and stormwater pipes and a repair programme.
19	Graham and Susan Clark	What amount needs to be sealed on District Road? What cost?	Sealing of District Road would normally be undertaken in conjunction with land development consents. Currently, the legal boundaries are insufficient width for a formed road, and land purchase is required on top of construction costs. Estimated to construct 100m of a sealed road is circa \$50,000. Land purchase costs \$200,000-300,000 and legalisation costs of \$50,000. Overall estimate would be greater than \$500,000. District Road would not form a network link road that would benefit the road network operation. From a roading network operation perspective this is neither desirable or safe road to be sealed creating another link road for vehicles.
20	Rose	Lights at the Dog Park for night time – cost?	Estimated cost of \$15k for a solar light but this would light a limited area. A light that flood lights a larger area would cost more, require connection to mains and may require a resource consent. Aspects including Resource Consent, impact on roads and coverage would need to be looked at. Much of the infrastructure in the dog park was funded from sponsorship. Dog owners may wish to explore that option.
24	Heffernan	Subdivision development complexities on Ardgowan Road	Subdivision consent was granted in May 2017 and the final certification completed in September 2019. As part of the final sign off, there was a strip of land between the subdivision land and the road under separate ownership that had to be addressed. A meeting was held to discuss this, with Land Information New Zealand involved as well.
27	Kerrie Duff	Do we need a budget to start to prioritise kerb and channel works?	There is no current programme for new Kerbing, footpaths or both.

Submitter No.	Name of Submitter	Elected Member Request	Officer Comment
		Are there roads on a list somewhere?	<p>Kenilworth Rd has been developed previously with subdivision development and would be a consent requirement with any new subdivision consents. Footpath would be included at this time also.</p> <p>Baker St and Meek St Weston are also not in any plan.</p> <p>Recommendation would be for staff to develop a plan that identifies the urban roads in Oamaru and Weston without kerbing and footpath and an indicative project plan and cost for discussion/consultation in an LTP.</p>
30	NOSLAM / East Otago Catchment Group	Seeking long term funding support to ensure long term sustainability.	Funding allocated for the East Otago Catchment Group as per proposed rates table at Attachment 2.
35	Sport Otago	Where are volleyball courts in Waitaki?	<p>There are no permanent Volleyball courts. The Recreation centre hires out a court for volleyball and hires out nets for use in Orana Park. Local groups set up their own nets for games, predominantly on Orana Park.</p> <p>The Rec Centre received funding from the 'Te Manawa' fund to support year 9 and 10 volleyball training during term.</p>
38	Creative New Zealand	Proposed to have a Pacifica representative on the Creative Communities Scheme	Council to consider this opportunity for future panel selection.
41	Jeff and June Anderson	Waitaki Camp Fees discount for locals?	<p>Council's satisfaction survey indicates only 9% of Waitaki ratepayers use camps. Council wants to minimise rate subsidy which is the reason for the price increase. Fees are similar to DoC and cheaper than commercial camping grounds.</p> <p>Council is currently connecting potable water to 4 camps and investigating options for treatment at Falstone and Sailors Cutting. 99% of campers want to keep camping as a basic family experience.</p> <p>Council could apply a differential fee however this is not currently done for any other Council facilities that are also used by visitors outside the district such as the Aquatic Centre.</p> <p>10% discount for Waitaki residents would be approximately \$2,000 to \$2,500.</p>
48	Business South (Rebecca Finlay)	What are the activities we are doing to cause high increase in rates for CBD businesses?	These have been reviewed with a focus on activities funded by the Business rate and the increase in this particular rate is below the overall rate increase.

Submitter No.	Name of Submitter	Elected Member Request	Officer Comment
			Business South would like to see a copy of the Housing Strategy and would welcome further engagement with Council.
49	Waitaki Resource Recovery Trust	Seeking additional funding to enable position where they can replace essential plant	Funding allocated as per proposed rates table at Attachment 2.
51	Kate White	Reserve at Matakaea, request for shelter support Name change request for Shag Point (Matakaea) and Special School Road (Otekaieke) Request for removal of Pine trees on public land on side of road.	Regarding the shelter, officers to refer to Waihemo Community Board. Roading is not part of the name change process. Road signs are amended when names are changed. Re pine-trees, we can co-ordinate with Power Net or Network Waitaki for trees in Power lines. We have removed a number of trees this year and had arborist review others. We can act as a first point of contact. Removing trees are often \$10k to \$30k subject to size and how accessible.
52	Andy Powazynski (on behalf of Karen Swaine and residents Bradfield Road	Concern re safety of roads with new subdivisions. Can we tap into Emission Reduction funding from Govt?	Funding can be requested through the NLTP, and with Development Contributions. Having these works identified in the Spatial Plan, Road Network Operations Plan, Transport Strategy, and included as LTP projects for walking/cycling is required before funding can be applied for. Council will be seeking any opportunity to apply for funding including the Emission Reduction fund. Labour has announced an Emission reduction plan but there have been no details of any funds open for application or their criteria yet.
54	David Wigley	Reserve Land: Future Management. Formation of an Oamaru Reserves Trust in this 2022-2023 Annual Plan.	Boxthorn is not listed in the Regional Pest management plan and has not been a priority species to target to date (as opposed to Gorse or Broom). Council has allocated an additional \$30,000 per annum from 2025 in the LTP to improve Glen Eden and Glen Warren but significant additional funding would be required to fully implement the concept in the Reserve Management plan. The implementation plan in the Reserves Management Plan identifies working with community volunteers to deliver these improvements. David has made a valuable contribution to enhancement of the reserves along with some schools but there is a lot more to be done. While a trust may have access to community funding, so would a 'Friends group'. A trust would have no greater ability than Council to lease the reserve for housing. This requires a change in Reserve status, community consultation, a change in Reserve status and DOC approval and would additionally require

Submitter No.	Name of Submitter	Elected Member Request	Officer Comment
			<p>the reserve to be vested in them with DOC approval. Community was generally opposed to this is the spatial plan.</p> <p>Grazing is identified in the Reserve Management plan for Glen Eden and Glen Warren. This is in keeping with the category of Reserve.</p>
56	OWCT - Visitor Info Centre	Request budget increase from \$100k+GST to \$150k+ GST that was anticipated from WDC.	This increase has been allowed for in the proposed rates table in this report. Fully rate funded.

Summary of movements in projected rates required (up to 16 May 2022)

Reason for budget change	Annual Plan 2022/23 Vs 2021/22 \$000	Change %
Rates budgeted 2021-31 LTP for 2021-22 (year 1)	34,732	
Rates budgeted 2021-31 LTP for 2022-23 (year 2)	37,695	8.53%
Rates Requirement prior to the workshop 15 February 2022	37,168	7.01%
<i>Changes directly arising from discussions on 15 February</i>		
Amend funding of District Plan project - loans rather than rates	(460)	-1.32%
Amend starting date for Climate Change role - budget 6 months only	(53)	-0.15%
Amend cost of seagull control project \$80k to \$30k	(50)	-0.14%
Timing of Tutu Hill Road sealing	(18)	-0.05%
<i>Changes arising from officers' review processes following the workshop on 15 February</i>		
Revise Roding subsidy revenue to match 57% of financially-assisted spend	270	0.78%
Adjust recoveries projected against projects for reasonableness	163	0.47%
Hampden Hall rate increase from \$30 to \$40 at committee's request	2	0.01%
Combined all other changes	(42)	-0.12%
Rates Requirement approved by Council on 8 March 2022	36,980	6.47%
Assumed potential impact of Roding contract negotiations	600	1.73%
<i>Push-back start date for vacancies by 3 months (salary/Kiwisaver/ACC)</i>		
Roding vacancies x 3	(88)	-0.25%
Policy Manager	(35)	-0.10%
Procurement adviser	(23)	-0.07%
ED Manager	(32)	-0.09%
Alps2Ocean changes to revenue/costs as activity is now in-house	(57)	-0.16%
Increases in interest rates on investments	(20)	-0.06%

Rates requirement approved by Council on 29 March 2022 for community engagement	37,325	7.47%
Financial impacts of Annual Plan submissions		
Waitaki Resource Recovery Trust funding request	36	0.10%
East Otago Catchment Group funding request	10	0.03%
Oamaru Whitestone Civic Trust - extra funding for Visitor Information Hub	50	0.14%
Further adjustments identified by officers	(73)	-0.21%
Rate requirement following Council hearings and deliberations held on 16 May 2022	37,348	7.53%

Table of Prioritised Projects for Year 2, 2021-31 LTP

The following table presents all project for the current Long Term Plan. The Annual Plan year (2023) is highlighted in green. All new and amended projects proposed are highlighted in yellow. Where a project has been adjusted, the title includes (AP Adjusted), and where a project is new, the title includes (AP 2023).

Projects are grouped by their primary Community Outcome, then by Department and by the perceived Priority Level (Must, Should, Could, Wouldn't this time). Financial figures seen in the report are reflect in the Rates estimate.

Community facilities and services we are proud of										
Priority Level	Department	LTP #	LTP Project Name	Estimated Effort	Project Wellbeing Score	LTP Project Funding	Priority Reason / Notes	2021/22	2022/23 (AP)	2023/24
1 - Must	Human Resources	1022	Talent Pipeline - Scholarship & Cadetship Programme	1	39	Rates		\$61,000	\$102,000	\$104,040
	Parks and Recreation	1041	Toilet renewals and replacements	3	28	Government Grants & Subsidies, Transfer from Depreciation Reserve		\$300,000	\$305,800	\$311,916
	Parks and Recreation	1144	Indoor Sports and Events Centre	1	77	Grants, Donations, Special Reserves, Internal Loans		\$2,433,750	\$12,845,700	\$9,332,872
	Parks and Recreation	1155	Camp water treatment plants x 2	3	12	Transfer from Internal Loan - General		\$0	\$0	\$104,040
	Roading	1035	Non-financially assisted carpark renewals	3	25	Transfer from Depreciation Reserve		\$55,000	\$56,550	\$58,246
	Aquatic Centre	1134	Aquatic Centre spa pool plant and filtration overhaul	3	33	Transfer from Depreciation Reserve		\$50,000	\$0	\$0
	Finance	2441	AP 2023: Rating System Renewal	2	72	Transfer from Depreciation Reserve		\$0	\$100,000	\$0
	Information Management	2453	Digitisation of property files - Continued (phase 2) - (AP Adjusted)	1	30	Transfer from Internal Loan - General	Y2 expense increased by \$30k.	\$150,000	\$170,200	\$153,204
2 - Should	Parks and Recreation	1101	OPG - Display House, painting entire structure	4	19	Transfer from Depreciation Reserve		\$0	\$153,000	\$0

	Parks and Recreation	2497	OPG - Digging/draining ponds - consents, machinery, archaeologist, dumping - (AP Adjusted)	2	44	Transfer from Special Reserve	Y2 expense increased \$100k	\$200,000	\$100,000	\$0
	Aquatic Centre	2495	Pool ducting replacement - (AP Adjusted)	3	30	Transfer from Depreciation Reserve	Project pushed back 2 years and expense increased.	\$0	\$0	\$0
	Gallery, Museum and Archive	2437	AP 2023: Migration of Website to OpenCities	3	16	Transfer from Depreciation Reserve	New	\$0	\$10,000	\$0
	Building Control	1153	Mackenzie/Waitaki Shared Regulatory Entity	1	11	Other Sundry Income	On hold pending further information – project was self-funding i.e. no impact on Rates.	0	0	0
	Building Control	1154	Building e-services upgrade	2	7	Transfer from Depreciation Reserve		\$18,000	\$18,360	\$18,727
	Building Control	2427	AP 2023: Building Cadet	3	47	Rates	New	\$0	\$61,980	\$63,839
	Opera House	2479	AP 2023: Opera House Dumb Waiter	3	20	Transfer from Depreciation Reserve	New	\$0	\$0	\$102,000
	Libraries	2438	AP 2023: Feasibility Study - Oamaru Library	3	21	Rates		\$0	\$0	\$38,760
3 - Could	Parks and Recreation	1039	Kakanui North Toilet	3	17	Transfer from Separate Reserve		\$60,000	\$0	\$0
	Parks and Recreation	1124	Mill Domain - tree removals	1	1	Transfer from Separate Reserve		\$10,000	\$0	\$0
	Parks and Recreation	2496	Puketapu Walkway - (AP Adjusted)	2	25	Special reserve, internal loan, Donations, Grants	Y3 expense increased \$250k.	\$0	\$0	\$418,404
	Property	1024	Council Accommodation Needs - Phase 2 Implementation (24 Thames)	2	3	Internal loan, depreciation reserve, special reserve				\$1,309,272

Property	1172	Council Accommodation Needs - Phase 1 Strategic Review	3	6	Rates	\$30,000	\$0	\$0
Gallery, Museum and Archive	1148	Digitisation of Oamaru Mail and North Otago Times for Papers Past website access	3	28	Donations Received, Separate Rate - Oamaru Business, UAC Ward Charges - Ahuriri, UAC Ward Charges - Corriedale, UAC Ward Charges - Oamaru, UAC Ward Charges - Waihemo	\$17,500	\$17,850	\$0
Opera House	2480	AP 2023: Conferencing Audio Visual Equipment	4	7	Transfer from Internal Loan - General New	\$0	\$0	\$153,000
						\$3,605,250	\$14,197,690	\$11,121,192

Connected, inclusive communities										
Priority Level	Department	LTP #	LTP Project Name	Estimated Effort	Project Wellbeing Score	LTP Project Funding	Priority Reason / Notes	2021/22	2022/23 (AP)	2023/24
1 - Must	Information Services	1005	Live Streaming - Council Chambers	4	22	Transfer from Internal Loan - General		\$150,000	\$0	\$0
2 - Should	Economic Development	1165	Council Strategic Framework Implementation - (AP Adjusted)	5	2	Rates	Budget of \$30k removed from years 2 and 3 pending further advice from review.	\$0	\$0	\$0
								\$150,000	\$0	\$0

Meeting environmental and climate change challenges										
Priority Level	Department	LTP #	LTP Project Name	Estimated Effort	Project Wellbeing Score	LTP Project Funding	Priority Reason / Notes	2021/22	2022/23 (AP)	2023/24
1 - Must	Parks and Recreation	2435	AP 2023: Moeraki Rabbits	3	35	Rates	New	\$0	\$60,000	\$0
	Waste Services	1122	Palmerston landfill closure plan	3	25	Special Reserve		\$100,000	\$0	\$0
								\$100,000	\$60,000	\$0

Promoting a greater voice for Waitaki										
Priority Level	Department	LTP #	LTP Project Name	Estimated Effort	Project Wellbeing Score	LTP Project Funding	Priority Reason / Notes	2021/22	2022/23 (AP)	2023/24
1 - Must	Community Development	1146	Youth Development	4	11	Rates		\$15,200	\$15,504	\$15,814
	Planning	2447	AP 2023: ePlan	2	89	Depreciation Reserve		\$0	\$60,000	\$30,600
								\$15,200	\$75,504	\$46,414

Foster a diverse and resilient community										
Priority Level	Department	LTP #	LTP Project Name	Estimated Effort	Project Wellbeing Score	LTP Project Funding	Priority Reason / Notes	2021/22	2022/23 (AP)	2023/24
1 - Must	Planning	2456	District Plan Review (Post-Proposed Plan) - (AP Adjusted)	1	72	Transfer from Internal Loan - General	Y2 and Y3 increased expense \$230k each	\$180,000	\$460,000	\$416,900
	Libraries	2444	AP 2023: Waitaki District Libraries Website	3	16	Transfer from Special Reserve	New	\$0	\$13,000	\$0
								\$190,000	\$473,000	\$416,900
								\$19,527,203	\$77,900,977	\$67,149,117

Attractive to new opportunities										
Priority Level	Department	LTP #	LTP Project Name	Estimated Effort	Project Wellbeing Score	LTP Project Funding	Priority Reason / Notes	2021/22	2022/23 (AP)	2023/24
2 - Should	Parks and Recreation	1166	Great rides	3	56	Separate Rates - Roading & CD Mining, Separate Rates - Roading & Civil Defence, Separate Rates - Roading Electrical, Transfer from Internal Loan - General, Rates		\$60,000	\$122,400	\$31,212
								\$60,000	\$122,400	\$31,212

Robust core infrastructure and services										
Priority Level	Department	LTP #	LTP Project Name	Estimated Effort	Project Wellbeing Score	LTP Project Funding	Priority Reason / Notes	2021/22	2022/23 (AP)	2023/24
1 - Must	Information Services	1017	Data Centre Upgrade	3	21	Transfer from Depreciation Reserve		\$75,000	\$0	\$0
	Information Services	1020	Network Upgrade and Enhancement	4	11	Transfer from Depreciation Reserve		\$0	\$20,300	\$20,706
	Information Services	2454	Disaster recovery - (AP Adjusted)	3	20	Transfer from Depreciation Reserve	Project brought forward 1 year	\$0	\$37,950	\$38,709
	Project Management Office	1019	Telephony service and contact centre system upgrade	2	21	Transfer from Depreciation Reserve		\$220,000	\$0	\$0
	Project Management Office	2451	Business Automation and Integration - (AP Adjusted)	2	11	Transfer from Internal Loan - General	Budget of \$36k Y2 and \$80k Y3 removed.	\$0	\$0	\$0
	Project Management Office	1010	CouncilMark - Project Management Tools - (AP Adjusted)	3	25	Transfer from Internal Loan - General	Project to be pushed forward 1 year via carry forward of existing funds. Budget of \$90k Y2 removed.	\$90,000	\$0	\$0
	Project Management Office	1014	Council Transformation - Technology - ERP Renewal	3	40	Transfer from Internal Loan - General			\$56,000	\$571,200
	Project Management Office	1015	Council Transformation - Technology - GIS Renewal	3	50	Transfer from Internal Loan - General			\$51,000	
	Project Management Office	2455	Council Transformation - Technology - Identity Management	2	33	Transfer from Internal Loan - General			\$45,000	\$109,140
	Project Management Office	1009	Council Transformation - Technology - Customer Relationship Management	3	40	Transfer from Internal Loan - General			\$55,600	
	Project Management Office	1018	Council Transformation - Technology - HIVE (Office 365)	1	33	Transfer from Internal Loan - General			\$147,123	\$301,527

Business Intelligence	1016	CouncilMark - Improving Reporting - (AP Adjusted)	3	20	Transfer from Internal Loan - General	Budget of \$120k Y2 removed.	\$120,000	\$0	\$0
Parks and Recreation	2433	AP 2023: Hansen Replacement	2	33	Transfer from Depreciation Reserve, Rates	Project likely to be delivered in the latter half of 2022/23.	\$0	\$150,000	\$10,200
Roading	1028	Kakanui Bridge planning and design	4	28	Government Grants & Subsidies, Transfer from Depreciation Reserve, Transfer from Special Reserve		\$50,000	\$51,240	\$422,856
Roading	1456	Tutu Hill Road sealing	2	11	Internal loan	Recommend pushing project spend back 1 year in effort to reduce Rates.	\$0	\$376,315	\$0
Roading	2482	AP 2023: Kakanui Stormwater Improvements	2	28	Transfer from Internal Loan - General	Project to commence in 2022/2023, funding updated to reflect anticipated expenditure. \$100k Y2, 900k Y3 or later.	\$0	\$100,000	\$900,000
Roading	2483	AP 2023: dTims Modelling for Sealed & Unsealed Roads	3	67	Government Grants & Subsidies, Transfer from Depreciation Reserve, Transfer from Special Reserve		\$0	\$77,000	\$0
Roading	2485	Drainage renewals (financially assisted) - (AP Adjusted)	3	50	Government Grants & Subsidies, Transfer from Depreciation Reserve, Transfer from Special Reserve	Updated to reflect co-funding	\$409,140	\$437,500	\$433,520
Roading	2486	Footpath renewals (financially assisted) - (AP Adjusted)	3	50	Government Grants & Subsidies, Transfer from Depreciation Reserve, Transfer from Special Reserve	Updated to reflect co-funding	\$534,950	\$445,250	\$567,122

Roading	2487	Minor Roading improvements 2021-24 - (AP Adjusted)	3	44	Government Grants & Subsidies, Separate Rates - Roading & CD Mining, Separate Rates - Roading & Civil Defence, Separate Rates - Roading Electrical, Transfer from Depreciation Reserve, Transfer from Special Reserve	Updated to reflect co-funding	\$906,828	\$2,002,754	\$1,121,194
Roading	2488	Replacement of structures (financially assisted) - (AP Adjusted)	3	44	Government Grants & Subsidies, Transfer from Depreciation Reserve, Transfer from Special Reserve	Updated to reflect co-funding	\$409,139	\$455,315	\$432,880
Roading	2489	Sealed pavement rehabilitation (financially assisted) - (AP Adjusted)	3	39	Government Grants & Subsidies, Transfer from Depreciation Reserve, Transfer from Special Reserve	Updated to reflect co-funding	\$1,329,703	\$1,677,039	\$1,409,657
Roading	2490	Sealed road resurfacing - (AP Adjusted)	3	39	Government Grants & Subsidies, Transfer from Depreciation Reserve, Transfer from Special Reserve	Updated to reflect co-funding	\$1,769,744	\$1,755,425	\$1,876,151
Roading	2491	Signpost and structure renewals (financially assisted) - (AP Adjusted)	3	39	Government Grants & Subsidies, Transfer from Depreciation Reserve, Transfer from Special Reserve	Updated to reflect co-funding	\$170,815	\$201,575	\$181,074

Roading	2492	Unsealed road metalling (financially assisted) - (AP Adjusted)	3	50	Government Grants & Subsidies, Transfer from Depreciation Reserve, Transfer from Special Reserve	Updated to reflect co-funding	\$709,034	\$945,967	\$751,667
Water Services	1043	Awamoko DWS Upgrade	1	28	Transfer from Depreciation Reserve, Transfer from Internal Loan - General, Transfer from Special Reserve		\$0	\$50,000	\$2,109,692
Water Services	1046	Bushy Creek DWS Upgrade	1	28	Transfer from Internal Loan - General		\$0	\$50,000	\$1,581,835
Water Services	1059	Lake Ohau DWS Upgrade	1	39	Transfer from Depreciation Reserve, Transfer from Internal Loan - General		\$0	\$1,548,450	\$0
Water Services	1067	Stoneburn DWS Upgrade	1	28	Transfer from Depreciation Reserve, Transfer from Internal Loan - General, Transfer from Special Reserve		\$0	\$1,549,300	\$526,989
Water Services	1069	Tokorahi DWS Upgrade	1	28	Transfer from Depreciation Reserve, Transfer from Internal Loan - General, Transfer from Special Reserve		\$0	\$1,598,450	\$1,580,967
Water Services	1199	Oxidation Pond Desludging Programme	3	44	Transfer from Internal Loan - General		\$325,000	\$0	\$0

Water Services	1219	Otematata DWS Upgrade	2	28	Transfer from Depreciation Reserve, Transfer from Internal Loan - General, Transfer from Special Reserve		\$0	\$1,032,300	\$0
Water Services	1221	Meet revised drinking water standards for Oamaru WTP	2	30	Transfer from Internal Loan - General		\$500,000	\$0	\$0
Water Services	2457	Kauru Hill DWS Upgrade - (AP Adjusted)	1	28	Transfer from Depreciation Reserve, Transfer from Internal Loan - General, Transfer from Special Reserve	Project brought forward as part of 3 Waters package.	\$0	\$50,000	\$2,042,000
Water Services	2458	Lower Waitaki Capacity Upgrade - (AP Adjusted)	2	22	Transfer from Depreciation Reserve, Transfer from Special Reserve	Project brought forward as part of 3 Waters package.	\$0	\$0	\$1,021,000
Water Services	2459	Oamaru Wastewater Overflow Mitigation - (AP Adjusted)	1	33	Transfer from Depreciation Reserve	Project brought forward as part of 3 Waters package.	\$0	\$500,000	\$5,105,000
Water Services	2461	Oamaru Water Capacity Study & Upgrades - (AP Adjusted)	1	33	Transfer from Depreciation Reserve, Transfer from Internal Loan - General, Transfer from Special Reserve	Project brought forward as part of 3 Waters package.	\$100,000	\$7,500,000	\$16,846,500
Water Services	2463	Palmerston Wastewater Overflow Mitigation - (AP Adjusted)	3	28	Transfer from Internal Loan - General	Project brought forward as part of 3 Waters package.	\$0	\$400,000	\$0
Water Services	2464	SCADA Renewals (Sewerage) - (AP Adjusted)	3	44	Transfer from Depreciation Reserve	Project pushed back	\$0	\$0	\$0
Water Services	2465	SCADA Renewals (Water) - (AP Adjusted)	3	44	Transfer from Depreciation Reserve	Project pushed back	\$0	\$0	\$0

	Water Services	2470	Windsor DWS Upgrade - (AP Adjusted)	1	28	Transfer from Depreciation Reserve, Transfer from Internal Loan - General, Transfer from Special Reserve	Project brought forward as part of 3 Waters package.	\$0	\$50,000	\$2,144,100
2 - Should	Project Management Office	1013	Programme of Work - Strategic Project Fund	4	1	Transfer from Internal Loan - General	\$50k Y2 removed.	\$50,000	\$0	\$52,020
	Property	1098	Normanby Wharf - Needs Assessment and Upgrades	2	50	Transfer from Depreciation Reserve	Funding of \$380k Y3 split 20%, 80% following year.	\$0	\$0	\$72,746
	Roading	1187	Oamaru urban mobility - North-end shops Oamaru to Ouse Street, Oamaru (SH1)	4	42	Government Grants & Subsidies, Internal loan, Transfer from Special Reserve	No co-funding available at this time - future LTP project - push out past LTP. \$300k Y2 removed	\$0	\$0	\$0
	Roading	1188	Oamaru urban mobility - Observatory Retirement Village, Eden Street to Oamaru town centre	4	42	Government Grants & Subsidies, Internal loan, Transfer from Special Reserve	No co-funding available at this time - future LTP project - push out past LTP. \$300k Y2 removed	\$0	\$0	\$0
	Roading	1457	Palmerston footpaths	2	40	Government Grants & Subsidies, Transfer from Internal Loan - General, Transfer from Special Reserve, Rates		\$0	\$206,200	\$5,310
	Water Services	1054	Oamaru Water Facilities Renewals	2	33	Transfer from Depreciation Reserve		\$400,000	\$411,560	\$420,203
	Water Services	1055	Oamaru Water Main Renewals	2	33	Transfer from Depreciation Reserve		\$1,000,000	\$1,031,280	\$1,052,937
	Water Services	1077	Moeraki Wastewater Mains Renewals/Upgrades	2	22	Transfer from Depreciation Reserve		\$50,000	\$51,530	\$52,612

Water Services	1079	Oamaru Wastewater Facilities Renewals/Upgrades	2	33	Transfer from Depreciation Reserve		\$300,000	\$309,180	\$105,224
Water Services	1080	Oamaru Wastewater Mains Renewals/Upgrades	2	33	Transfer from Depreciation Reserve		\$950,000	\$981,450	\$1,002,060
Water Services	1083	Palmerston Wastewater Mains Renewals/Upgrades	2	22	Transfer from Depreciation Reserve		\$300,000	\$309,180	\$315,673
Water Services	1196	Urban Water Main Upgrades/Renewals	2	25	Transfer from Depreciation Reserve		\$100,000	\$103,230	\$105,398
Water Services	1197	Rural Water Main Upgrades/Renewals	2	33	Transfer from Depreciation Reserve		\$100,000	\$103,230	\$105,398
Water Services	1200	Sewer Main Inspection & Cleaning Programme	2	44	Transfer from Internal Loan - General		\$100,000	\$103,400	\$105,571
Water Services	1201	Wastewater Inflow & Infiltration Programme	2	44	Transfer from Internal Loan - General		\$50,000	\$51,700	\$52,786
Water Services	1202	Urban Wastewater Mains Renewals/Upgrades	2	25	Transfer from Depreciation Reserve		\$100,000	\$103,230	\$105,398
Water Services	1212	Oamaru wastewater - new monitoring equipment	3	33	Transfer from Depreciation Reserve		\$200,000	\$0	\$0
Water Services	2460	Oamaru Water Additional Storage - (AP Adjusted)	3	33	Transfer from Internal Loan - General, Transfer from Special Reserve	Project brought forward	\$0	\$3,000,000	\$0
Water Services	2462	Omarama Wastewater Overflow Mitigation - (AP Adjusted)	3	28	Transfer from Internal Loan - General	No spend in 22/23	\$150,000	\$0	\$0
Water Services	2466	Stormwater Main Inspection & Cleaning Programme - (AP Adjusted)	4	44	Transfer from Depreciation Reserve	Project brought forward as part of 3 Waters package.	\$0	\$300,000	\$306,300
Water Services	2467	Waihemo Water Main Upgrades - (AP Adjusted)	2	25	Transfer from Depreciation Reserve, Transfer from Special Reserve	Project brought forward as part of 3 Waters package.	\$350,000	\$3,650,000	\$2,858,800

	Water Services	2469	Weston Zone Service Level Upgrades - (AP Adjusted)	2	22	Transfer from Depreciation Reserve	Project brought forward as part of 3 Waters package.	\$0	\$4,500,000	\$4,084,000
	Water Services	2473	Otematata Water Main Upgrades/Renewals - (AP Adjusted)	2	22	Transfer from Depreciation Reserve, Transfer from General Reserve	Project brought forward as part of 3 Waters package.	\$0	\$2,000,000	\$2,042,000
3 - Could	Roading	2429	AP 2023: Drainage Improvements	3	67	Transfer from Internal Loan - General	\$50k Y2, Y3 returned.	\$0	\$50,000	\$51,500
								\$11,659,353	\$40,595,798	\$52,943,489

Celebration of our community identity										
Priority Level	Department	LTP #	LTP Project Name	Estimated Effort	Project Wellbeing Score	LTP Project Funding	Priority Reason / Notes	2021/22	2022/23 (AP)	2023/24
1 - Must	Property	2450	Cultural Facilities Development project - (AP Adjusted)	1	35	Grants, Depreciation Reserves, Special Reserves, Internal Loans, General Reserve.	Minor budget updates	\$1,800,000	\$3,811,500	\$59,124
	Property	2474	Council HQ roof & clock tower - (AP Adjusted)	2	20	Transfer from Depreciation Reserve	To be a Carry forward	\$255,000	\$0	\$0
2 - Should	Parks and Recreation	1116	Cape Wanbrow Concept Plan implementation	3	50	Special Reserves		\$0	\$0	\$171,411
	Parks and Recreation	2430	AP 2023: Elephant Rocks Car Park & Visitor Amenities	2	44	Government Grants & Subsidies, Transfer from Internal Loan - General	New	\$0	\$200,000	\$0
	Planning	1149	Waitaki Heritage Annual Replenishment Fund	5	19	Rates		\$50,000	\$102,500	\$104,858
	Economic Development	1178	Waitaki Whitestone geopark support	5	33	General Reserve, Rates		\$175,000	\$146,880	\$26,010
	Opera House	1455	Dome restoration	3	15	Transfer from Depreciation Reserve		\$160,000	\$0	\$0
3 - Could	Parks and Recreation	1119	Thames St Lighting up of Street Trees	4	33	Transfer from Special Reserve		\$60,000	\$0	\$0
	Parks and Recreation	1023	Lighting event (in a Waitaki park)	3	39	Rates	Propose push back 2 years. Removed \$30k Y3.	\$0	\$0	\$0

	Property	1094	Red Sheds utilisation and maintenance	2	33	Transfer from Depreciation Reserve		\$0	\$0	\$93,232
	Property	2478	Sumpter Wharf - (AP Adjusted)	1	11	Transfer from Depreciation Reserve	budget removed \$50k Y2, \$100k Y3 - project pushed back.	\$0	\$0	\$0
4 - Wouldn't	Economic Development	1459	Vanished World	5	25	Rates		\$50,000	\$50,000	\$45,000
	Property	2475	Harbour Railway Work Programme - (AP Adjusted)	3	3	Transfer from Depreciation Reserve	Project pushed back 1 year.	\$0	\$0	\$36,363
	Roading	1458	Entrance signage for townships	3	15	Separate Rates - Roading & CD Mining, Separate Rates - Roading & Civil Defence, Separate Rates - Roading Electrical		\$20,000	\$20,620	\$21,239
								\$2,315,000	\$4,581,500	\$552,237

Enable safe and healthy communities										
Priority Level	Department	LTP #	LTP Project Name	Estimated Effort	Project Wellbeing Score	LTP Project Funding	Priority Reason / Notes	2021/22	2022/23 (AP)	2023/24
1 - Must	Parks and Recreation	1118	Cape Wanbrow to Bushy Beach track - fencing and land issues	2	28	Donations Received		\$100,000	\$0	\$0
	Property	1452	Community housing - comply with Healthy Homes legislation	4	30	Transfer from Special Reserve		\$130,000	\$131,800	\$0
	Roading	1037	Cycle safety	3	4	Government Grants & Subsidies, Rates		\$5,200	\$5,361	\$5,468
	Water Services	1042	Water Safety Plan - Awamoko	3	22	Transfer from Depreciation Reserve		\$0	\$36,020	\$0
	Water Services	1045	Water Safety Plan - Duntroon	3	22	Transfer from Depreciation Reserve		\$0	\$36,020	\$0
	Water Services	1047	Water Safety Plan - Kauru Hill	3	22	Transfer from Depreciation Reserve		\$0	\$36,020	\$0
	Water Services	1049	Water Safety Plan - Kurow	3	22	Transfer from Depreciation Reserve		\$0	\$0	\$36,776
	Water Services	1051	Water Safety Plan - Lower Waitaki	3	22	Transfer from Depreciation Reserve		\$0	\$0	\$36,776
	Water Services	1058	Water Safety Plan - Lake Ohau	3	22	Transfer from Depreciation Reserve		\$0	\$36,020	\$0
	Water Services	1061	Water Safety Plan - Otematata	3	22	Transfer from Depreciation Reserve		\$35,000	\$0	\$0
	Water Services	1064	Water Safety Plan - Waihemo	3	22	Transfer from Depreciation Reserve		\$35,000	\$0	\$0
	Water Services	1066	Water Safety Plan - Stoneburn	3	22	Transfer from Depreciation Reserve		\$0	\$36,020	\$0
	Water Services	1068	Water Safety Plan - Tokarahi	3	22	Transfer from Depreciation Reserve		\$57,500	\$0	\$0

	Water Services	1071	Water Safety Plan - Windsor	3	31	Transfer from Depreciation Reserve		\$0	\$36,020	\$0
	Water Services	1074	Water Safety Plan - Omarama	3	22	Transfer from Depreciation Reserve		\$35,000	\$0	\$0
	Water Services	2448	Backflow Prevention Plan - (AP Adjusted)	2	22	Transfer from Depreciation Reserve	Project brought forward as part of 3 Waters package.	\$60,000	\$650,000	\$473,683
	Water Services	2468	Water Safety Plan - Bushy Creek - (AP Adjusted)	3	22	Transfer from Depreciation Reserve	Project brought forward as part of 3 Waters package.	\$0	\$0	\$35,735
	Water Services	2471	AP 2023: Maheno Water Issues and Options	3	28	Transfer from Internal Loan - General	Project brought forward as part of 3 Waters package. Being completed 2021/2022. Shouldn't be spend in 2022/2023.	\$0	\$30,000	\$0
	Planning	1150	eServices – for Planning inclusive of digitisation	3	30	Transfer from Internal Loan - General		\$0	\$102,000	\$104,040
2 - Should	Parks and Recreation	1130	Accessible play	4	17	Transfer from Special Reserve		\$20,000	\$20,400	\$20,808
	Parks and Recreation	1142	Oamaru Playground	2	29	Transfer from Depreciation Reserve		\$150,000	\$152,800	\$0
	Roading	1036	Footpath Connections	3	29	Government Grants & Subsidies, Transfer from Depreciation Reserve, Transfer from Special Reserve		\$180,000	\$0	\$0
	Roading	1189	Oamaru recreational/urban cycle connection – Eden Street along Ardgowan Road and to the school - (AP Adjusted)	3	42	Government Grants & Subsidies, Transfer from Internal Loan - General, Transfer from Special Reserve	No co-funding available at this time - future LTP project - push out past LTP. Y2 adjusted to \$10k, Y3 adjusted to \$200k pending shared funding.	\$5,000	\$10,000	\$200,00
	Roading	1190	Oamaru recreational/urban cycle connection – Redcastle Road up Buckleys Hill and into and along Reservoir Road, Oamaru - (AP Adjusted)	3	42	Government Grants & Subsidies, Transfer from Internal Loan - General, Transfer from Special Reserve	No co-funding available at this time - future LTP project - push out past LTP. \$5k Y3 removed	\$0	\$0	\$0

	Roading	1191	Oamaru recreational/urban cycle connection – SH1 Weston to Saleyards Road - (AP Adjusted)	3	42	Government Grants & Subsidies, Transfer from Internal Loan - General, Transfer from Special Reserve	No co-funding available at this time - future LTP project - push out past LTP. \$5k Y3 removed	\$0	\$0	\$0
	Roading	1192	Oamaru recreational/urban cycle connection –Saleyards Road to Essex Street, Weston - (AP Adjusted)	3	42	Government Grants & Subsidies, Transfer from Internal Loan - General, Transfer from Special Reserve	No co-funding available at this time - future LTP project - push out past LTP. \$5k Y3 removed	\$0	\$0	\$0
	Water Services	1060	Omarama Water Filling Station	4	17	Other Sundry Income, Transfer from Internal Loan - General		\$50,000	\$0	\$0
	Water Services	1442	Wastewater Bylaw (AM)	2	18	Rates		\$0	\$0	\$62,424
	Water Services	1445	Sewer Lateral Policy (AM)	3	18	Rates		\$0	\$0	\$63,343
	Water Services	1449	Waihemo Tanker Filling Station	4	0	Other Sundry Income, Transfer from Internal Loan - General		\$50,000	\$0	\$0
	CEO's Office	2431	AP 2023: Relocation of EOC to shared facility with St John	4	67	Rates	Will proceed quickly when St John's ready to go. Estimate September first monetary commitment needed.	\$0	\$100,000	\$102,000
3 - Could	Parks and Recreation	1108	Otematata gardens and seating area	3	22	Internal loan		\$0	\$0	\$104,040
	Property	1173	Strategic review of Council's community housing	2	20	Rates		\$0	\$0	\$15,303
4 - Wouldn't	Roading	1193	Oamaru recreational/urban cycle connection – Pukeuri to Waitaki Avenue, Oamaru - (AP Adjusted)	1	42	Grants & Subsidies, Internal Loan, Transfer from Special Reserve	No co-funding available at this time - future LTP project - push out past LTP. \$5k Y2, Y3 removed	\$0	\$0	\$0
								\$912,700	\$1,418,481	\$1,484,051

Support local businesses										
Priority Level	Department	LTP #	LTP Project Name	Estimated Effort	Project Wellbeing Score	LTP Project Funding	Priority Reason / Notes	2021/22	2022/23 (AP)	2023/24
1 - Must	Property	1091	DESIGN GUIDELINES VISUAL THEME WAYFINDING AND AMENITY IN THE HARBOUR AREA	2	50	Transfer from Internal Loan - General		\$0	\$25,300	\$0
2 - Should	Property	2477	Oamaru Airport runway reseal - (AP Adjusted)	2	12	Transfer from Internal Loan - General	Project is to be a carry forward.	\$1,067,000	\$0	\$0
	Roading	1181	Turning Circle Upgrade	3	6	Transfer from Depreciation Reserve		\$0	\$30,930	\$0
3 - Could	Economic Development	1461	Tourism Waitaki Grant	5	15	Rates		\$400,000	\$400,000	\$200,000
	Parks and Recreation	1113	Review streetscape North end Oamaru	3	17	Special reserve		\$0	\$0	\$51,918
	Property	1086	Oamaru Airport Airside Lighting Upgrade - (AP Adjusted)	3	12	Transfer from Depreciation Reserve, Transfer from Internal Loan - General	Pushed back 1 year.	\$0	\$0	\$611,600
	Property	2443	AP 2023: Seagull CBD Maintenance	2	50	Rates	New	\$0	\$30,000	\$0
	Property	2476	Oamaru Airport infrastructure - (AP Adjusted)	2	12	Transfer from Internal Loan - General	Project is to be a carry forward.	\$522,000	\$0	\$0
	Economic Development	1164	Oamaru & Waitaki Visitor Hub	5	28	Transfer from Internal Loan - General		\$0	\$100,000	\$102,000
								\$400,000	\$2,836,830	\$353,918

Protecting our diverse landscapes and water bodies										
Priority Level	Department	LTP #	LTP Project Name	Estimated Effort	Project Wellbeing Score	LTP Project Funding	Priority Reason / Notes	2021/22	2022/23 (AP)	2023/24
1 - Must	Waste Services	2428	AP 2023: Coastal Landfill Remediation	1	70	Transfer from Internal Loan - General	New	\$0	\$3,000,000	\$14,280,000
2 - Should	Parks and Recreation	1218	Coastal Erosion Mitigation	5	61	Transfer from Internal Loan - General		\$62,400	\$63,528	\$64,799
	Water Services	1203	Hampden Wastewater Issues & Options	3	28	Transfer from Internal Loan - General		\$30,000	\$0	\$0
	Water Services	2472	AP 2023: Duntroon Wastewater Issues and Options	2	39	Transfer from Internal Loan - General	Project brought forward as part of 3 Waters package.	\$0	\$100,000	\$0
3 - Could	Policy and Business Improvement	2446	AP 2023: Climate Change	3	72	Rates	Y2 budget updated to \$50k	\$0	\$50,000	\$106,502
	Parks and Recreation	2440	AP 2023: Puketapu Kowhai	4	5	Transfer from Separate Reserve	New	\$0	\$60,000	\$0
	Property	2436	AP 2023: Ownership of Moorings in the Oamaru Harbour	1	46	Transfer from General Reserve	Pushed back 1 year	\$0	\$0	\$135,000
	Parks and Recreation	1105	Oamaru Public gardens Creek - remove sycamores and replant	5	25	Transfer from Special Reserve		\$20,000	\$20,400	\$20,808
								\$112,400	\$3,293,928	\$14,607,109

ATTACHMENT – Summary of Draft Annual Plan 2022-23 Community Engagement

Pre-engagement Advertising

Prior to the start of the engagement period, advertising was placed in the Waitaki Link, Waihemo Link, and Oamaru Mail promoting the opportunity to place feedback on the Draft Annual Plan 2022-23 through the engagement period.

The Waitaki District Council website and the Council Facebook pages were also used to inform the community of the upcoming engagement, and encourage feedback to be shared.

During the Engagement Period

During the engagement period which ran from 13 April to 4 May 2022, the engagement was advertised in the Waitaki Link, the Oamaru Mail (including weekly promotion in the Noticeboard), and the Otago Daily Times. The Oamaru Mail ran a full-page ad promoting the engagement which included the Annual Plan feedback form. This form was completed and returned by three submitters.

The Mayor and Elected Members also promoted the Annual Plan engagement through their columns in print media

There was a full page allocated to promoting the Draft Annual Plan engagement in the Omarama Gazette.

An engagement document was printed in hard copy (250 copies) which were distributed to all of our libraries across the district, Council HQ, and Waihemo Service Centre.

In the advertising and promotion of the Annual Plan engagement process it was outlined that the team at Oamaru Library were available to support those who sought assistance completing the feedback form. None of the submitters who placed feedback on the Annual Plan sought this help.

At least 100 copies of the engagement document were retained to distribute on request. In advertising it was promoted that these hard copies were available upon request. There were no requests for copies of the engagement document.

A tile on the website was built for the Annual Plan engagement. Within this tile was a “page” for each topic, and the online feedback form. There was a video created for each page per topic so people had the option to “listen” to the key points rather than “read” the full submission document.

The tile also included supporting documents such as the 2021-31 Long Term Plan.

Drop-in Sessions

There was a single drop-in session held in each of Kurow, Palmerston and Oamaru.

The Kurow and Palmerston sessions were held from 3.30-5.30pm to allow working people to call in on their way home.

The Oamaru session was held jointly with the Forrester Heights consultation drop-in at the Farmers Market.

None of these sessions were well supported for the Annual Plan, there were very people who turned up to any of the sessions and they did not result in many submissions being received.

Radio

While the Annual Plan was promoted on-air as part of the Mayor, and Lisa Scott's normal weekly Council slot, additional spend on radio advertising was not placed.

With the Forrester Heights engagement at the same time and the high levels of interest and submissions being received for this, it was evident that spend in this area would be ineffective.

5.2 APPROVAL OF DRAFT ECONOMIC DEVELOPMENT STRATEGY WITH WHICH TO ENGAGE WITH STAKEHOLDERS

Author: Melanie Jones, Business Attraction and Recovery Manager

Authoriser: Alex Parmley, Chief Executive

Attachments: 1. Waitaki Economic Development Strategy Final Draft

RECOMMENDATION

That Council adopts the Waitaki Economic Development strategy as a draft with which to engage with key businesses and stakeholders.

DECISION OBJECTIVE

To adopt the Waitaki Economic Development strategy as a draft, with which to engage with Te Rūnaka o Moeraki, key businesses and stakeholders, with a view to finalising the strategy and agreeing a partnership approach to its implementation.

SUMMARY

The purpose of the Waitaki Economic Development Strategy review (the review) is to develop a clear and focused Economic Development Strategy (including the tourism sector) for the district that is evidence-based and has the engagement and support of stakeholders. There are two key outcomes:

1. To produce an easily understood, evidence-based Economic Development Strategy (including tourism) for the district (ie not just a Council strategy), developed in partnership with stakeholders.
2. To identify and recommend fit-for-purpose and optimised arrangements to deliver the strategy that make the most effective and efficient use of the resources available.

The strategy has been developed with the engagement of key stakeholders, with the support of Polis Consulting. The final draft is ambitious and outlines how the economy can grow by more than 8% above the projected growth in the next 10 years if the strategy is implemented. Between \$70 million and \$146 million additional GDP and 1,350 additional jobs are also projected to be created in the district by 2032 through the implementation of the strategy.

The strategy aims to achieve sustainable and inclusive economic growth and identifies five key themes to deliver this:

1. Optimised Primary Sector – growing and diversifying the important land, farming and associated businesses in the context of growing environmental constraints and climate change.
2. Skills Pipeline – developing and attracting the skills our businesses and communities need.
3. Business innovation and growth – supporting increased entrepreneurship, innovation, and productivity.
4. Urban Vibrancy – how to use and improve our towns to attract more businesses and visitors.
5. Increased return from the visitor economy – developing more engaging experiences and capturing more value from visitors to the district.

In reviewing the options for implementing the strategy, Polis recommends establishing an Economic Development Agency (“Venture Waitaki”) with Council, Business and Te Rūnaka o Moeraki on the board. The dissolution of Tourism Waitaki is recommended, with the Regional Tourism Organisation

(RTO) functions incorporated into the new agency which would be established as a Council Controlled Organisation (CCO). It is recommended that this operates at arm's length and with a board of directors from business, the Rūnaka and the Council. The new operational model is designed to facilitate a more collaborative and joined up approach to leverage resources more effectively and deliver benefits to the community.

The final draft for the Waitaki Economic Development strategy including stakeholder engagement approach is attached to this report.

DECISION-MAKING EXPECTATIONS

Governance Decision-Making:	Adopt the Waitaki Economic Development strategy as a draft
Operational Decision-Making:	Council officer input to the engagement plan
Communications	Media Releases – contributed to by officers and Elected Members Media/public enquiries regarding governance decision-making topics above can be addressed by governance Media/public enquiries regarding operational decision-making topics above can be addressed by officers

SUMMARY OF DECISION-MAKING CRITERIA

	No/Moderate/Key		No/Moderate/Key
Policy/Plan	Moderate	Environmental Considerations	Moderate
Legal	Moderate	Cultural Considerations	Moderate
Significance	Moderate	Social Considerations	Moderate
Financial Criteria	Moderate	Economic Considerations	Key
Community Views	Moderate	Community Board Views	No
Consultation	Moderate	Publicity and Communication	Moderate

BACKGROUND

Council has invested significantly in Economic Development (ED), including tourism marketing and promotion, for a number of years. Whilst there has been a lot of activity within this area from ED staff within the Council and from the Council's CCO, Tourism Waitaki, Council believes that the activity could be delivering better value for ratepayers and more measurable benefits for our community. Council also believes there is opportunity to engage with stakeholders more effectively with a view to improving collaboration and partnership working and enhancing delivery.

Polis Consulting Group was appointed in December 2021 and asked to deliver a strategy by the end of April 2022. Work included in-depth qualitative research and analysis and quantitative GDP wellbeing modelling. Three workshops were held with elected members during February, March, and May to share status updates and seek input on the strategy, action plan and proposed organisational arrangements.

Project Timeline overview

Polis Consulting Group appointed	8 December 2021
Stakeholder Engagement – Qualitative research	9 February – 18 February 2022
Initiative Prioritisation workshop	15 February 2022
Council workshop 1 on general direction	22 February 2022
Council workshop 2 on draft strategy and action plan	29 March 2022
Quantitative analysis including GDP Wellbeing Modelling	April 2022
Council workshop 3 on draft delivery arrangements *	19 April 2022
Council workshop 3 on draft, implementation priorities, governance, and organisation implications	3 May 2022
Final draft Economic Development strategy adoption	7 June 2022
Receipt of Final delivery arrangements report and support materials	By end June 2022
Business and key Partner engagement	Post 7 June 2022

*Workshop 3 was delayed due to COVID 19 impacting across Polis team

SUMMARY OF OPTIONS CONSIDERED

Option 1 – Adopt Waitaki Economic Development strategy as a draft prior to further engagement with key stakeholders and businesses

Option 2 – Adopt with refinements

Option 3 – Decline

ASSESSMENT OF PREFERRED OPTION

Option 1 is the preferred option. Polis have worked at pace to deliver a comprehensive Economic Development strategy and high-level action plan supported by in-depth quantitative analysis and research. Implementing the strategy is estimated to deliver ~9% uplift across the well-being dimensions and the recommended organisational structure to deliver this reflects best practice

The Economic Development strategy is ambitious and will require collective input and strong partnerships with the business community, government, and others to deliver. A breadth of sectors and organisations participated in the qualitative phase of the review and their ongoing support and involvement is important. The recommended approach ensures the overall direction is endorsed by stakeholders and that nothing significant has been missed. The proposed governance and organisation structure to deliver are quite different and buy in from the business community and Te Rūnaka o Moeraki will be critical for success.

CONCLUSION

Council, the project Governance team, and key stakeholders have given valuable input throughout this review. Polis has delivered the brief. The strategy is evidence-based and has been delivered in partnership with stakeholders. The proposed organisational arrangements are fit-for-purpose and designed to make more effective and efficient use of available resources. The proposed approach and next steps recognise that, while Councils have a role in supporting economic growth, it is businesses that generate growth. Ensuring an open and collaborative engagement approach will support a fast start to implementation of the strategy.

ADDITIONAL DECISION-MAKING CONSIDERATIONS

Outcomes

We keep our district affordable

We enable opportunities for new and existing business

We provide and enable services and facilities so people want to stay and move here

We understand the diverse needs of our community

Waitaki's distinctive environment is valued and protected

We maintain the safest community we can

Policy and Plan Considerations

Aspects of the strategy will impact how Council provides services in the future. This will be part of the implementation plan.

Community Views

No formal consultation is proposed. Community views were sought during qualitative research.

Financial Considerations

Implementation of the organisational structure will impact Tourism Waitaki and other Council services and costs.

Legal Considerations

Implementation of the new organisational structure is likely to have legal implications.

Environmental Considerations

The strategy seeks to reduce environmental impact through better land use.

Publicity and Community Considerations

Press releases will ensure the community is informed.

Hāpaitia te Waitaki : Uplifting Waitaki Waitaki Economic Development Strategy Final Draft



▶ Draft Economic Development Strategy

Overview

- This is the Waitaki Economic Development “draft final” strategy.
- The strategy has been developed by Polis Consulting Group with Waitaki District Council and Te Rūnanga o Moeraki and with the engagement of businesses and stakeholders of the district.
- It draws on a combination of qualitative and quantitative research, and practice knowledge to set out a path to grow the district's economy, in a sustainable and inclusive way.

Recommendation

- Council adopt of the Waitaki Economic Development strategy as a draft for engagement including:
 - Overall direction of strategy to deliver growth that is sustainable and inclusive
 - Core recommendations on 5 key programmes (high-level only)
 - High level governance and organisational structures
- Council engage with Te Rūnanga o Moeraki, key businesses and stakeholders on the draft prior to finalisation.

▶ Background

Context

- Waitaki District Council (WDC) has invested significantly in Economic Development (ED), including Tourism Promotion, for a number of years. Whilst there has been a lot of activity within this area from ED staff within the Council and from the Council's CCO, Tourism Waitaki, Council believes that the activity could be delivering better value for ratepayers and more measurable benefits for our community. Council also believes there is opportunity to engage with stakeholders more effectively with a view to improving collaboration and partnership working and enhancing delivery.
- Post an Expressions of Interest process, Polis Consulting Group was appointed in December 2021 to work with the Council, Te Rūnanga o Moeraki and stakeholders. Their brief was to optimise economic development and tourism outcomes for the district by developing a clear and focused Economic Development Strategy (including the tourism sector) that is evidence based and has the engagement and support of stakeholders; and to review how WDC, its CCO and partners are set up to deliver that strategy.
- In parallel to this work, Regional Tourism Organisations (RTOs) are being funded by government to develop Destination Management (DM) Plans. Stafford Consulting has been appointed by Tourism Waitaki to deliver this work by July 2022. The DM Plans aim to reshape New Zealand's tourism to ensure it benefits our communities, culture and environment. Destination Management requires an holistic and integrated approach moving beyond marketing & promotion to include the visitor experience and resource management.



► Summary Brief

Project goals

1. Clear evidence based Economic Development Strategy (including tourism) for the district (i.e. not just a council strategy) developed with Stakeholder Engagement
2. Review to ensure fit for purpose and optimized arrangements to deliver the strategy that make most effective and efficient use of the resources available

Polis scope summary

- Undertaking analysis of the external and internal strategic context for Waitaki's future growth
- Design and delivery of a Waitaki Economic Development Strategy (WEDS) with clear recommendations that will provide economic stretch and enable future innovation
- Development of a clear, high level action plan
- Best fit between economic development and destination management/ regional tourism office functions
- Recommendations for optimal governance arrangements for the WEDS, integration with other council functions, collaboration with neighbours, business, iwi and community, and operational arrangements

Project timeline overview

December	January	February	March	April	May/June
<ul style="list-style-type: none"> Funding approved by Council NDA & Contract signed Contextual reading shared Stakeholder Engagement approach endorsed 	<ul style="list-style-type: none"> Interview and focus group invitations and set up Analysis of strategic context and local economy 	<ul style="list-style-type: none"> Community Engagement – 9/2 – 18/2 10 x Group discussions 24 one on one interviews “Weekend” touring and informal’s <ol style="list-style-type: none"> Moeraki Limited Primary Secondary Arts, Culture & Heritage Visitor Economy Wellbeing CBD Development 	<ul style="list-style-type: none"> ED Strategy & Action plan draft <ol style="list-style-type: none"> Incorporate feedback Group opportunities by type and sector Analyse potential value creation and constraints Prioritise opportunities (noting success criteria) Develop strategy core Strategic governance and architecture priorities Resource implications 	<ol style="list-style-type: none"> Finalise strategy Implementation priorities Action planning Governance implications Organisation implications Next steps 	<div style="border: 1px dashed green; padding: 5px;"> <ol style="list-style-type: none"> Draft Economic Development strategy adoption by Council Business and key Partners engagement plan </div>
		<p>Council w/shop 1 – 22/2/22 Share early findings, general direction</p>	<p>Council w/shop 2 -29/3/22 Draft ED strategy</p>	<p>Council Governance Group– 28/4/22 Draft Strategy, Prize, Implementation, Governance</p>	<p>Council w/shop 3 – 3/5/22 Draft ED strategy, implementation, organisational design</p> <p>Council meeting – 7/6/22</p>

► Whakataukī

Hāpaitia te Waitaki

Uplifting Waitaki

Waitaki hāpai Tangata

Waitaki hāpai pakihi

Waitaki hāpai hapori

Uplifting People, Business and Community

Gifted by Te Rūnanga o Moeraki



► Executive summary

This pack summarises work undertaken by Polis since December 2021 based on WDC's brief

- Success was defined as "sustainable, inclusive growth"
- Qualitative analysis identified many initiatives, but limited implementation
- Ideas were grouped and prioritised into 5 core programmes
- Quantitative analysis was undertaken to test priorities, to size the prize, and assess wellbeing impacts

5 core strategic programmes, if implemented, should create \$70-\$145m additional GDP and 1350 additional jobs in 2032, above projected growth - up to 8% additional direct growth above projected (up to 16% with indirect growth)

Implementing the strategy is estimated to deliver a ~9% uplift across well-being dimensions

Draft high-level action plans are recommended for each core programme, subject to further development

Governance and organisation are recommended, creating a new EDA "Venture Waitaki"

- Additional funding of ~\$1m pa net of reprioritised existing funding is recommended

The high ROI creates a strong basis for partnership investment – Council, Government, Business and other partners

- Further work is required to detail and calculate ROI and to plan/execute stakeholder engagement



Strategy Development



► Qualitative Phase

Process

Extensive on-location interviews and workshops

- Success criteria confirmed with Council, Governance Group with senior staff input
- Baseline desk research drawing together all available data
- 24 stakeholder interviews
- 10 community and Iwi workshops

Result

High number of project initiatives identified that typically had:

- Little prioritisation or strategic alignment
- Low levels of planning, readiness and quantification
- Limited track record of implementation



► Success was defined as sustainable inclusive growth

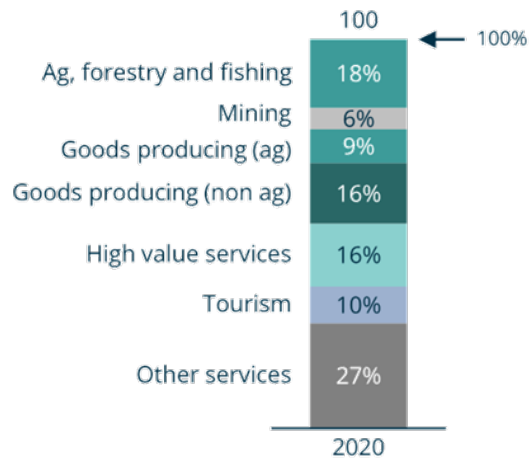
Success definition criteria and weightings

Element	Dimensions Sustainability, inclusiveness, and growth are at the heart of WEDS. All programmes are designed to deliver on these three outcomes	Weightings ⁽¹⁾
Sustainable	Environmental and ecosystem features of any project alongside ability to sustain and build prosperity over time	25%
Inclusive	Include locals in delivery, build community wealth, employ locals, and build locally owned businesses that provide returns to the community	25%
Growth	Increasing prosperity associated with resilience and long-term social, environmental, and cultural well-being	50%

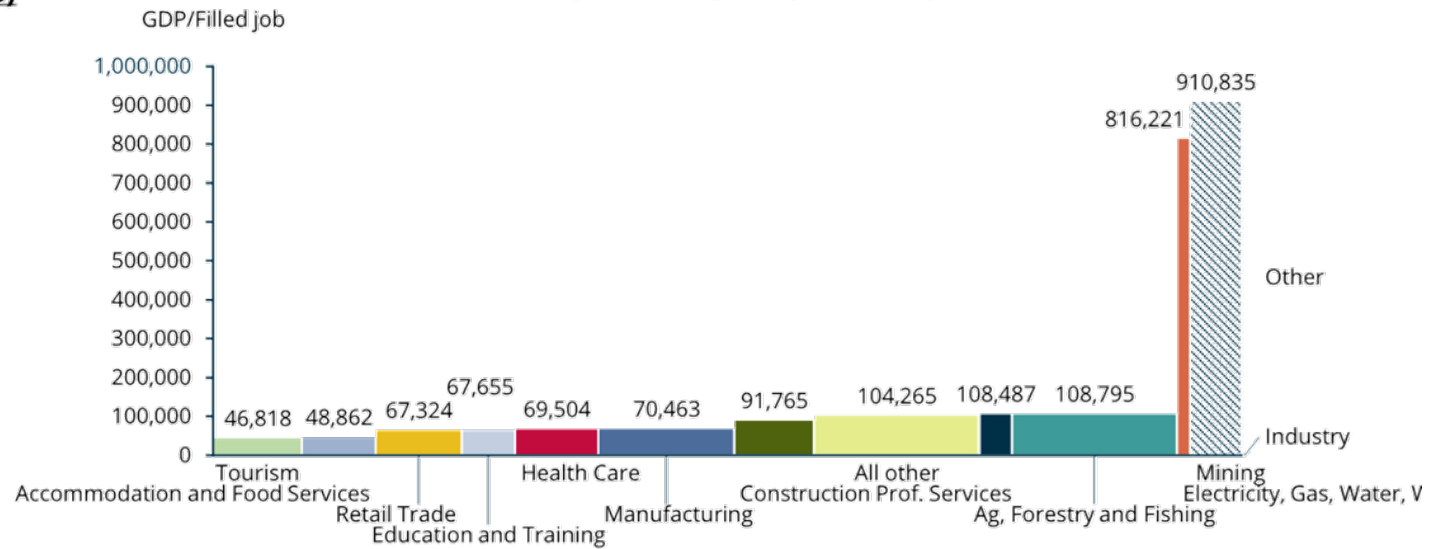
The recommended strategy can achieve substantial improvements in all three dimensions simultaneously

► **Baseline research profiled the Waitaki economy's growth trend**

Filed jobs by sector, 2021 (%)



GDP per filled job by industry

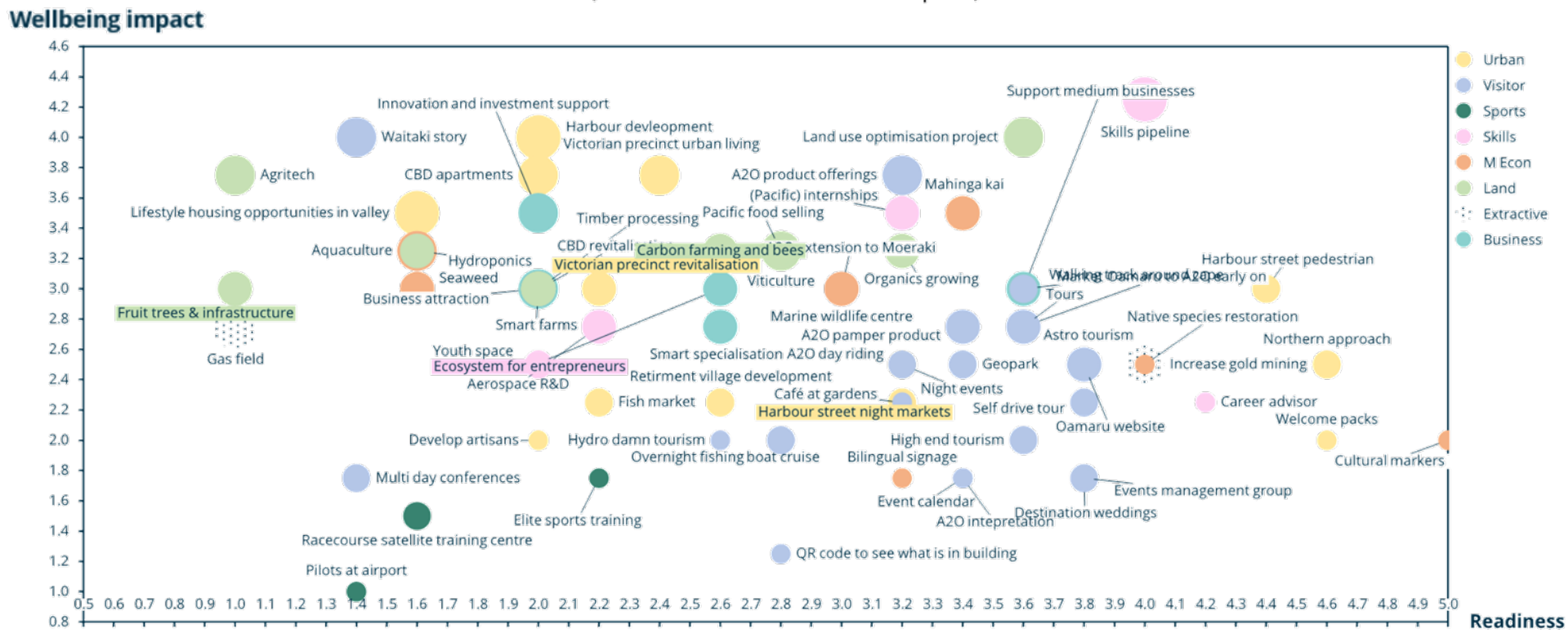


Waitaki had 11,611 filled jobs in the district in 2021

- Agriculture and related secondary industries (e.g. meat processing) account for 27% of the region's jobs
- Dairy cattle farming contributes 40% (817) of agriculture, forestry and fishing jobs
- Mining is a significant contributor to GDP but only contributes 5.5% of regional employment

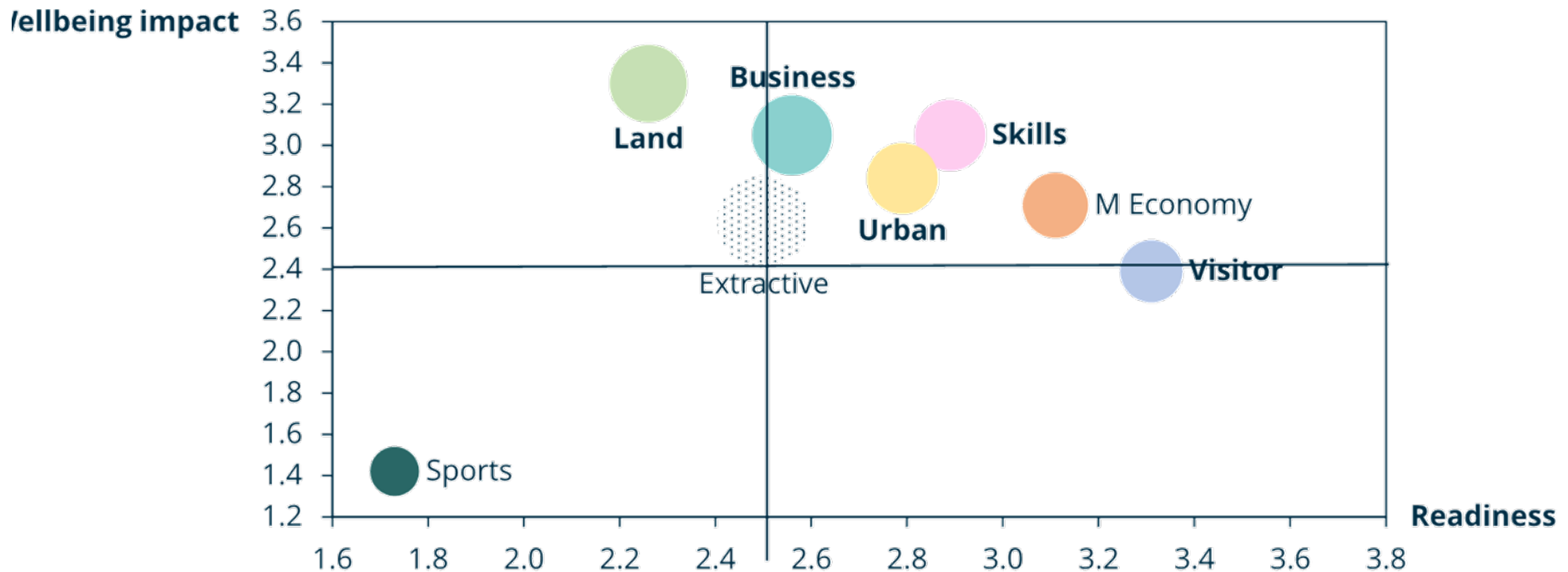
► Qualitative analysis identified multiple initiatives

Projects by wellbeing impact and readiness
(Bubble size is economic impact)



► Multiple initiatives were prioritised into 5 core programmes

Programme average wellbeing impact by average readiness
(Bubble size is average economic impact)



Note: Māori economy projects were regrouped within the five substantive priority areas but remain important in their own right. Sports and Extractive were not prioritised (low

▶ Draft programmes were developed from qualitative inputs for subsequent quantitative analysis

Programme	Description	Qual rank	Hypothesis
1. Optimised primary sector (Land)	<ul style="list-style-type: none"> Land use optimisation Related secondary industry Māori ED: Mahinga Kai 	1	The largest sector in the economy has headwinds but also the greatest opportunity to create value.
2 Enhanced urban vibrancy (Place)	<ul style="list-style-type: none"> CBD + Heritage development Harbour development 	4	Urban vibrancy will attract businesses, residents and visitors while adding to amenity for locals. Increased revenue from heritage buildings will ensure sustainability.
3. Business innovation and growth (Business)	<ul style="list-style-type: none"> Business innovation and attraction Ecosystem for entrepreneurs Māori ED: Māori entrepreneurs 	3	Innovation focus will lift entrepreneurship, innovation, productivity and prosperity. <ul style="list-style-type: none"> - Leveraging assets with “stretch” - Adding “new” opportunities and businesses
4. Waitaki skills pipeline plan (People)	<ul style="list-style-type: none"> Skills development Skills attraction Māori ED: Moeraki Ltd / Ngāi Tahu scholarships 	2	Skills development increases human capital, reduces youth leakage, addresses the dependency ratio, and balances demographics to increase community wellbeing and connectedness
5. Increased return from visitor economy (Visitors)	<ul style="list-style-type: none"> A2O product offerings Waitaki story /marketing Māori ED: Moeraki A2O extension/Waitaki story 	5	Visitor economy will add value to the Waitaki economy by more engaged experiences. It captures increased value from visitor flows, provides entry level jobs and business opportunities, and multipliers to other

► Quantitative phase

Process

Detailed literature review and expert interviews to seek quant data.

Stochastic modelling of GDP/Jobs outcomes per programme

Wellbeing indicator index scores quantified

Synthesis of results into recommended strategy

Result

Substantial value gain in GDP and jobs above baseline trends

Core strategy pillars and priorities confirmed



► Quantitative methodology: Overview

	Baseline	BAU Trajectory	Strategic "Tilt"
WEDS	<ul style="list-style-type: none"> Current (2021) GDP and employment for each sector, per Infometrics data Note visitor uses a pre-COVID base (2020) 	<ul style="list-style-type: none"> High, low, likely cases based on historical growth rates (past 10 years) of the sector (see slide 50) 	<ul style="list-style-type: none"> Per annum growth rates increase by 20-50%, likely is 35% <p><i>Example: 3% growth rate</i></p> <ul style="list-style-type: none"> <i>Shift to a growth rate of between 3.6% to 4.5%,</i> <i>likely growth rate of 4.05%</i> <p><i>= + 1.05% growth</i></p>
Wellbeing	<ul style="list-style-type: none"> Waitaki's current index for each indicator, per Infometrics data (see slide 54-56) 	<ul style="list-style-type: none"> High, low cases are based on wellbeing indicator index scores of other similar South Island TA's Likely case is median index for each indicator of other similar South Island TA's 	<p>Economic indicators</p> <ul style="list-style-type: none"> Same high, low as BAU Likely = Waitaki current as starting point, linear growth of likely to reach the high point after 5 years
			<p>Other indicators</p> <ul style="list-style-type: none"> Same high, low as BAU Likely = Waitaki current as starting point, linear growth of likely to reach the high point after 10 years

► **Five core strategic programmes can deliver ~\$146m GDP gain and 1350 additional jobs in 2032**

Quantitative modelling confirmed relative value of five core programmes: land, place, visitor, business and people.

Implementing the strategy is estimated to lift direct GDP by \$70m or 8% above BAU by 2032

- Including indirect and induced effects, total GDP stimulus could reach \$146m by 2032

Strategy is estimated to create 1350 additional jobs and 3000 residents, supporting 12% population growth

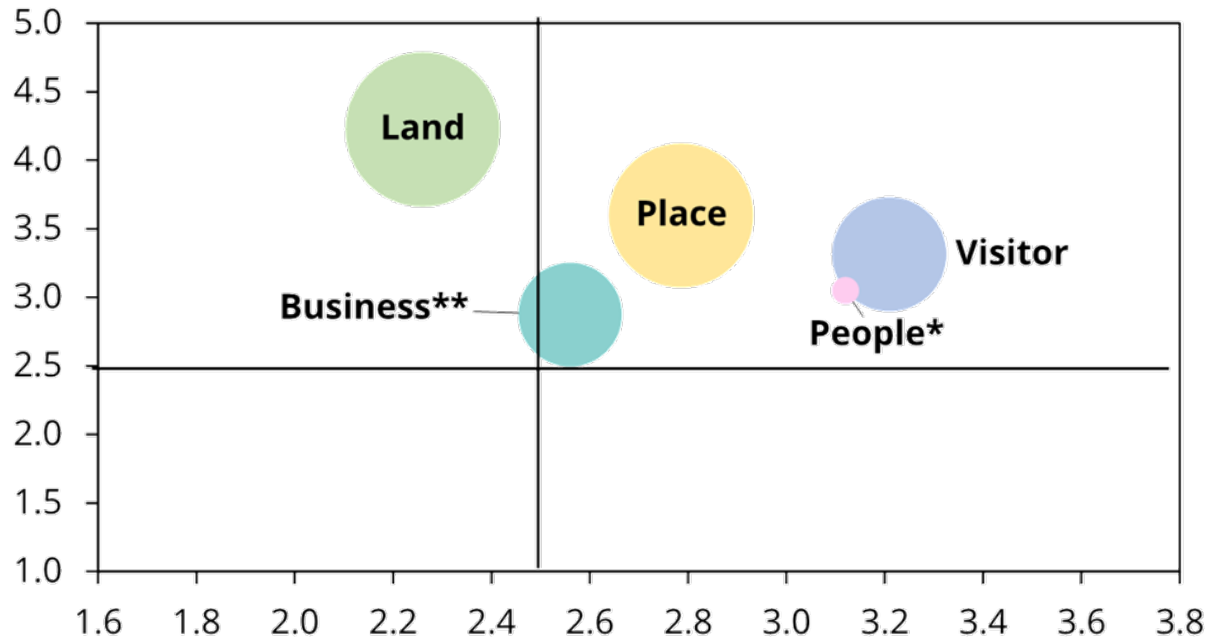
Implementing strategy is estimated to deliver a ~9% uplift across the four well-beings

- Strategy improves all wellbeing dimensions, but BAU trajectory falls backwards on environment and knowledge
- Well-being analysis is grounded in comparable data and extensive modelling

Quantitative modelling confirmed relative value of five core programmes

Programme average wellbeing impact by average readiness
(Bubble size is proportionate to GDP)

Wellbeing impact



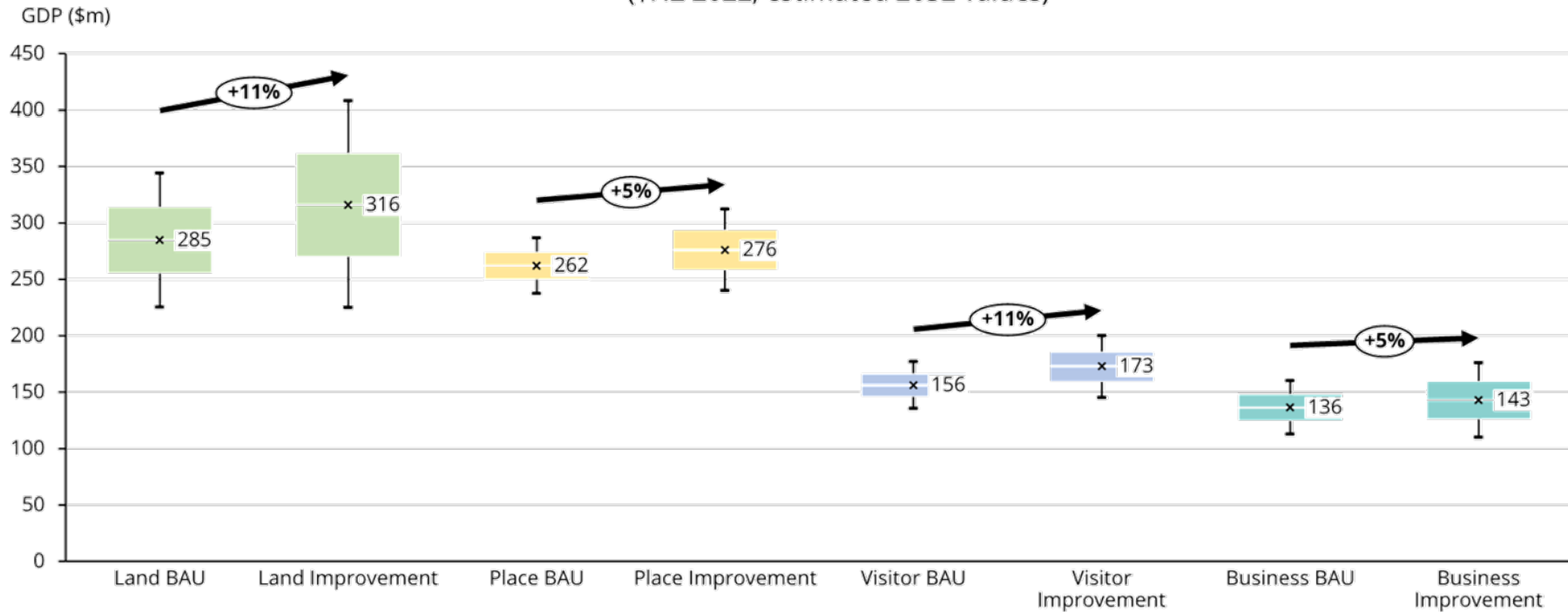
Programme Rank
(67% well-being impact * 33% readiness)

Programme	Rank
Land	1
Place	2
Visitor	3
People	4
Business	5

Note: * People is an enabling programme built around skills and workforce development that is needed for the other core programmes to thrive.
** Business must analysis only includes manufacturing. Actual Business programme of work is broader to include innovation and entrepreneurship.

► **Implementing the strategy is estimated to lift direct GDP by \$70m or 8% above BAU by 2032**

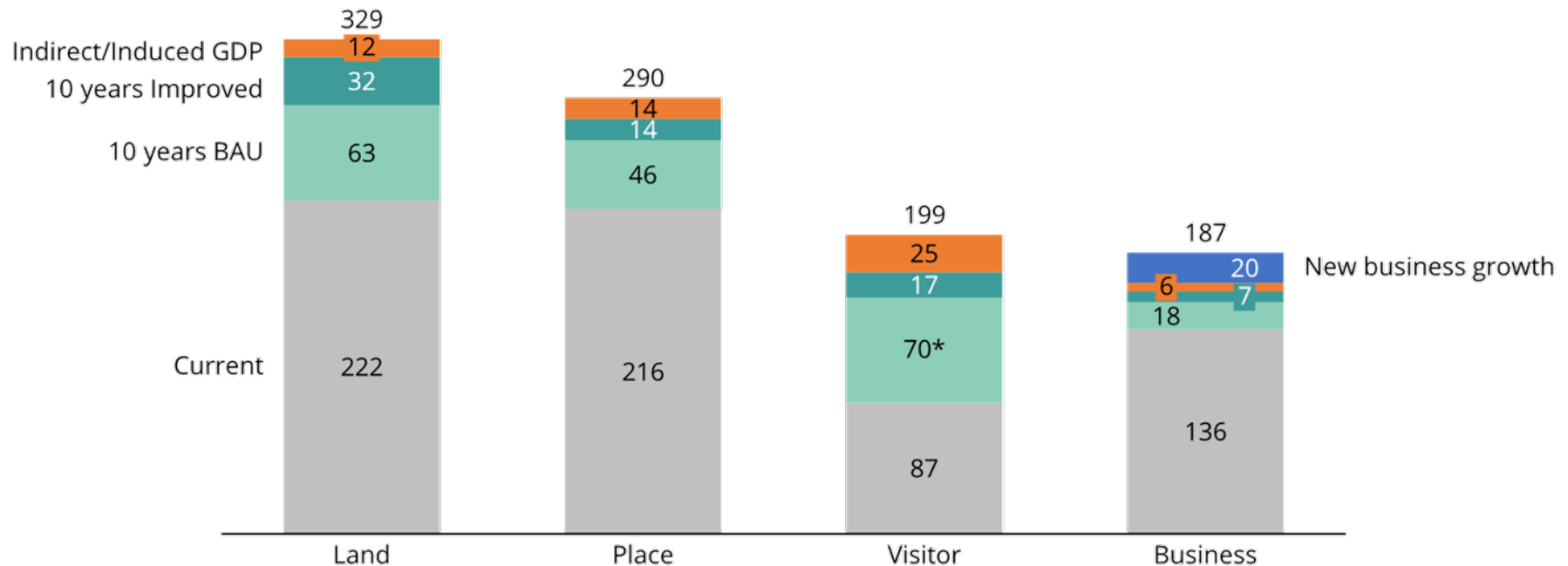
Direct GDP contribution by programme
(\$NZ 2022, estimated 2032 values)



Notes: Percentage changes are from mean to mean and show the expected improvement in GDP per sector with WEDS implemented

► Including indirect and induced effects, total GDP stimulus could reach \$146m by 2032

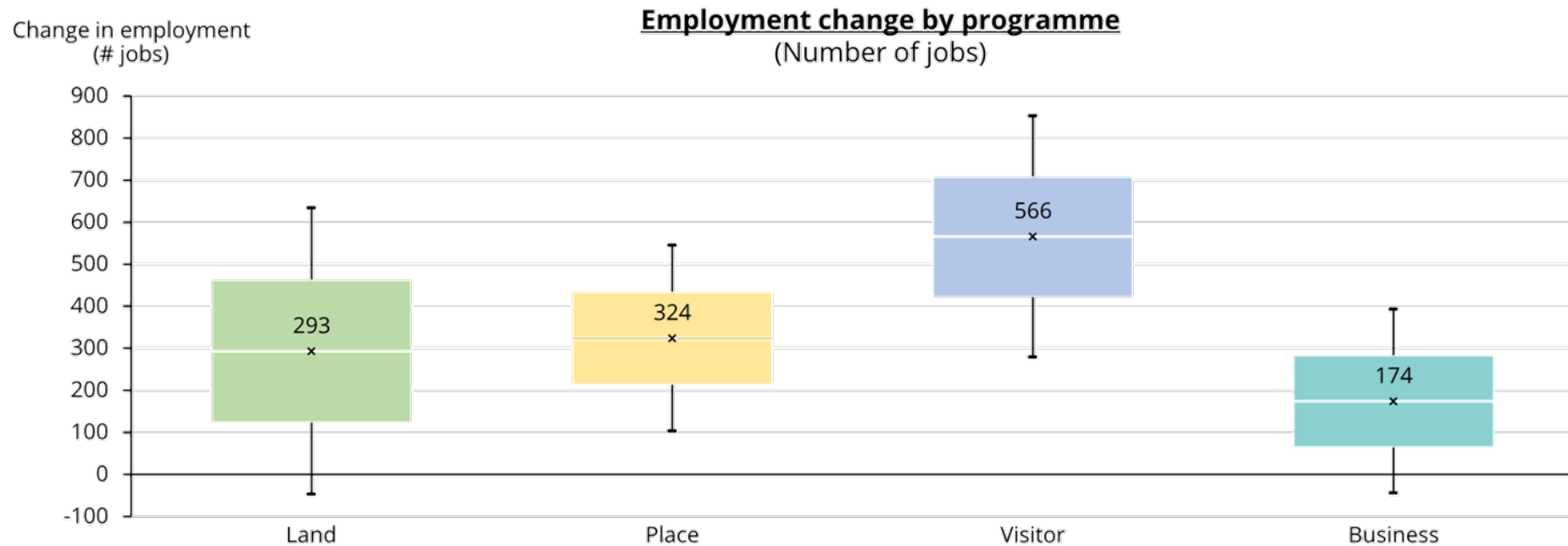
Total GDP contribution by programme
(\$NZ 2022, estimated 2032 values)



Note: *Modelling assumes resumption of pre-COVID growth patterns in Visitor sector

** Business category is mainly driven from Manufacturing. Excess work growth appears limited, but we believe there will be additional upside in local manufacturing above regional averages.

► **Strategy is estimated to create 1350 additional jobs and ~3000 new residents, supporting 12% population growth**



Note: While it is expected to see relatively high employment with low paying jobs, it is important to treat the high visitor change in employment with caution as the multipliers used appear high, as a result of recent (pre-COVID) high NZ tourism growth.

Source: Polis analysis: Waitaki Model, data obtained from Infometrics 2021

▶ Wellbeing analysis highlights the importance of a reset

Process

Well-being analysis is grounded in comparable data from similar regions and extensive modelling (900 simulations)

Result

BAU trajectory falls backwards on environment and knowledge

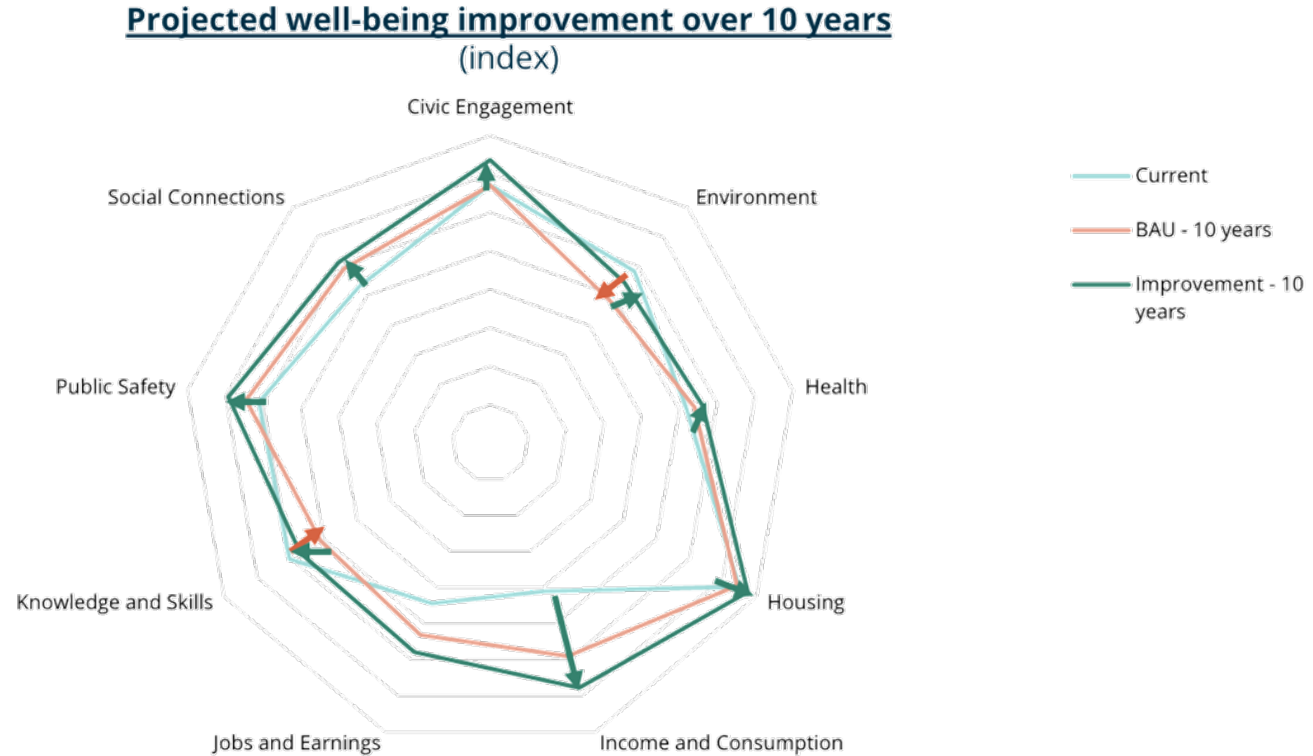
WEDS improves all well-being dimensions over BAU trajectory

Implementing WEDS estimated to deliver a ~9% uplift across the four well-beings

Inference: Recommended strategy achieves goal of inclusive, sustainable growth and demonstrably supports well-being outcomes

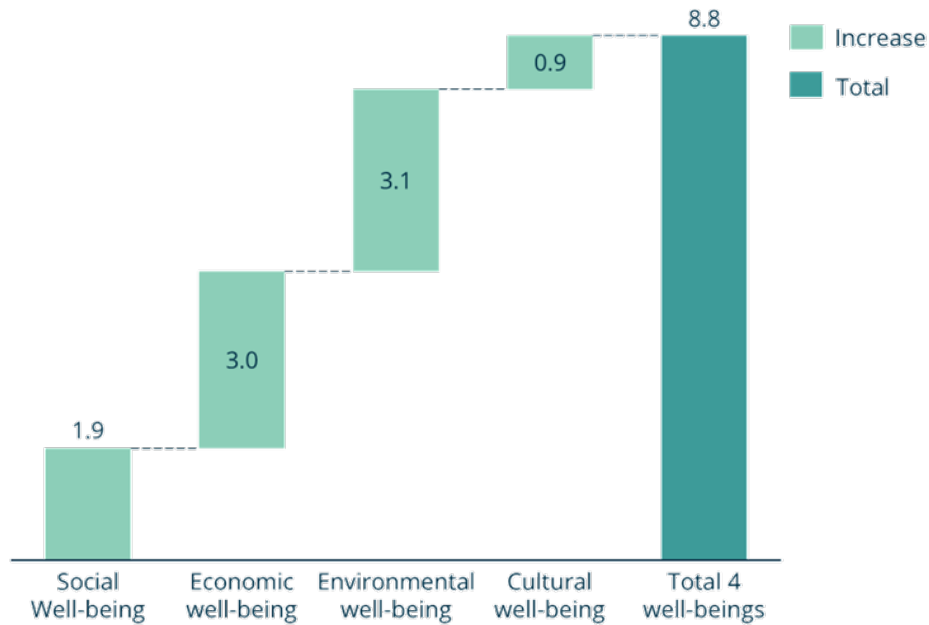


▶ BAU trajectory falls backwards on environment and knowledge, but WEDS improves all well-being dimensions



Implementing strategy estimated to deliver a ~9% uplift across the four well-beings

Four well-beings improvement over 10 years
(% gain relative to BAU trajectory)



Well-being	10-year index gain (above BAU)	Contribn
SOCIAL WELL-BEING	7.5%	1.9%
Civic Engagement	9.9%	
Health	8.5%	
Housing	4.4%	
Public Safety	7.1%	
ECONOMIC WELL-BEING	11.8%	3.0%
Income and Consumption	14.8%	
Jobs and Earnings	8.8%	
Knowledge and Skills	12.0%	
ENVIRONMENTAL WELL-BEING	12.2%	3.1%
Environment	12.2%	
CULTURAL WELL-BEING	3.6%	0.9%
Social Connections	3.6%	
TOTAL		8.8%



► From strategy to action: implementation approach

Context

There is a substantial prize for Waitaki District now at stake...

...But the best-evidenced strategies are worth nothing if they do not get implemented

This section bridges strategic programmes to draft high-level action plans

Process

Implementation approach

For each programme:

- Desired outcome and rationale
- Key “must-do” action steps
- High-level action plan



▶ **Execution without Strategy is aimless Strategy without Execution is useless**

The world is littered with well written strategies that don't get implemented

Economic development strategies are complex and challenging. Designing actions that contribute to outcomes is difficult but must be achieved.

A mix of short-term actions and longer-term significant projects is desirable to create momentum

Recommendations below are designed to be an indicative first cut, for discussion and further development, that would be built upon by programme managers, when appointed.

Implementation needs to balance empowerment and innovation with clear lines of accountability: our structural recommendations reflect this.

▶ **An Action Plan is a living document and an organising tool for implementation**

Principles:

- It reflects outcomes and strategic intent
- It is iterative, flexible, and agile within a strategic context
- It is a Framework for collective impact

Tools:

- Project prioritisation using Multi Criteria Decision Analysis
- Portfolio and project management disciplines
- Risk Matrices

Purpose:

- Create and sustain momentum
- Increase trust and collaboration
- Include
- Focus
- Facilitate
- Enable
- implement

Note: The draft high level implementation plan is recommended as a starting point. It is not final. It will need to be considered and completed by an action plan working group and agreed by an economic development governance group

► **Five interconnected programmes of work provide the foundation for the action plan**



Source: Bell project team



▶ 1. Land programme overview

Desired outcome

The Land strategy supports and grows the primary sector by:

- Exploring land use optimisation
- Secondary industry opportunities
- Innovation opportunities.

It delivers inclusive outcomes via local employment across the district in higher paying jobs.

- Land use is a key driver in Waitaki’s economy, a thriving land sector provides returns to the entire community

The Land programme encourages sustainability

- optimises the use of the land to perform both profitable and sustainable activities
- supports diversification of the sector.

Programme rationale

Addressing opportunities and challenges in the primary sector must be a strategic priority for Waitaki

- Primary agriculture and direct servicing accounts for 15% of GDP and 27% of employment in Waitaki District
- Large % of land remains marginal / underutilised
- Climate change and emissions policies imply high risk of future reduction in contribution of dairy and sheep/beef to GDP & employment

Impact of programme	Potential Gain
Potential change in GDP	\$44m
Change in Income	\$20m
Change in Employment	293 FTE



▶ 1. Land: Must-do actions

- Develop scope for land use optimisation feasibility studies
- Establish a flexible feasibility fund [for land use optimisation projects]
- Investigate extension programme for farmers
- The Mahinga Kai project is both symbolic and a practical representation of traditional land use and kaitiakitanga.
- Funding needs to be sought for the extension of the programme and support to engage visitors and connection to the Waitaki Story project



▶ EXAMPLE: 1. Land Action plan

Project title	Lead	Team	Funding	Risk	Status	Action	Who	When
Land-use optimisation feasibility study: exploring sustainability and profitability opportunities	EDA/U CEO	TBA: WDC, MPI, Dairy NZ, Beef and lamb, ORC, Lincoln University, Fed Farmers	TBA		New	Develop scope and funding for feasibility studies to present to Action Plan working group	EDA/U CEO	June
Mahinga Kai	Te Rūnanga o Moeraki	Land working group	TBA		Existing	Application to extend funding and widen reach to visitors	Te Rūnanga o Moeraki	
Land use optimisation: sheep milk feasibility study, Sheep Milk Factory, Douglas Fir	Land lead	Subject matter experts	TBA		On hold pending LUO feasibility study	Await preceding actions		
Innovation: investigate bio active and functional food opportunities	Land lead	Callaghan Innovation/ CRI's / Food HQ	TBA		On hold pending LUO feasibility study	Await preceding actions		
Innovation: 'Listen to the land' pilot	Land lead	Open Parallel, MPI	TBA		Research and strategic plans are well developed	Develop a draft business case to present to the Action Plan working group	Nicolás Erdödy	June
Farmer extension programme: sustainability, profitability, well-being	Land lead	MPI, Dairy NZ, Beef and lamb,	TBA		Extension plans are well understood by farmers and can be translated into a programme that aligns with Action plan and famer outcomes	Investigate Extension 350 (Northland) and other extension programmes, report to Action Plan Working Group	Land lead	June / July
RBI extension (Rural Broadband Initiative)	EDA/U CEO	CIP, Telcos	TBA		We do not know the correct picture of broadband coverage	Ground truth Broadband capacity across the district - black spots and lack of	EDA/U CEO	July/Aug /Sep



2. Place programme overview

Desired outcome

The Place strategy includes:

1. Oamaru CBD and Heritage Development
2. Oamaru Harbour Development
3. Revitalisation of Waitaki's towns

CBD and Heritage Development supports a thriving downtown quarter augmented by additional business and residential tenants

- Growth is inclusive as the rejuvenated downtown attracts a range economic activity and employment opportunities
- Better use of heritage buildings will ensure long term sustainability

Harbour Development improves use of space and infrastructure across the harbour and waterfront zones

- Significant amenity benefits
- Contribute to a longer-term programme

Development of place will be pivotal to a prosperous, vibrant future for Oamaru and the district

Programme rationale

Oamaru has magnificent natural and historic assets and under-utilised urban spaces.

- Current investment levels are likely insufficient to avoid asset degradation and stranding
- Current lack of connectivity and commerciality
- Current lack of quantified development planning

Impact of programme	Potential Gain
Change in GDP	\$28m
Change in Incomes	\$20m
Change in Employment	324 FTE



▶ 2. Place: Must-do actions

- CBD revitalisation – create integrated development plan for the CBD, encompassing Harbour zone, heritage precinct and CBD
- Heritage Precinct sustainability and profitability – develop and implement comprehensive business plan to improve financial & non-financial sustainability (including profitability) of heritage precinct
- Urban connectivity – improve connectivity between Harbour zone, heritage precinct & CBD (incl. implementation of projects included & funded in LTP 2021)
- Set up a Heritage Fund that will support increased commercial returns and heritage preservation from heritage buildings

2. Place: action plan



Project title	Lead	Team	Funding	Risk	Status	Action	Who	When
CBD revitalisation	Place Lead	Business South, developers, Moeraki Ltd	WDC, private investment		New	Create integrated development plan for the CBD, encompassing Harbour Zone, heritage precinct and CBD	WDC	Sept
Heritage precinct sustainability and profitability	Place Lead	Whitestone Trust, developers, business sector, Moeraki Ltd	EDA/U, WDC, Whitestone Trust, private investment		New	Develop & implement comprehensive business plan to improve financial & non-financial sustainability including profitability of heritage precinct	Place Lead	
Vision 2040 Harbour development	Stronger Waitaki	WDC, Schools, landscape architecture expert	WDC		New	Vision 2040 Harbour development competition	People Lead	
Urban Connectivity	WDC	EDA/U, business South, community organisations	WDC		Existing in Spatial Plan and LTP	Improve connectivity between harbour zone, heritage precinct & CBD (incl. implementation of projects included & funded in LTP 2021)	WDC spatial planning team	
Urban vibrancy: cultural festival	WDC Event manager	EDA/U, Moeraki, community organisations	Sponsors TBA		New	Establish cultural festival	WDC event manager	
Placemaking: Palmerston	WDC	Developers, business sector, community organisations, Oceania Gold	WDC, business sponsorship		New	Develop & execute 'Place-making' plan for Palmerston – extend to other small townships as appropriate	Place Lead	



3. Visitor programme overview

Desired outcome

The Visitors programme increases visitor economy return by growing spend and stay through product development.

- Development of new and existing product offerings
- Provide visitors with engaged, authentic, quality experiences

It delivers inclusive outcomes through business growth and employment opportunities in multiple townships across the district.

Nature and cultural based visitor experiences are sustainable business models that maintain and restore conservation and cultural values

Programme rationale

The visitor economy is a small but important sector of Waitaki's economy, with key opportunities

- Tourism accounts for 2.7% of the district's GDP
- Despite a substantial drop in international tourism in 2021 as a result of border closures, domestic tourism has been growing
- A visitor economy focus boosts the awareness and attractiveness, and brings wider social and environmental benefits to the region
- Nearly 75% of all visitors do not stay the night, and spend 30% less than in neighbouring Districts

Impact of programme	Potential Gain
Change in GDP	\$42m
Change in Incomes	\$30m
Change in Employment	566 FTE



▶ 3. Visitor: Must-do actions

- Prioritise Visitor project ideas to develop a medium-term programme of work
- Engage with Moeraki, Geopark, Vanished World and key stakeholders to draft an integrated and aligned Waitaki Story plan
- Draft 'Alps 2 Ocean extension to Palmerston' business case for the New Zealand Cycle Trail Enhancement and Extension Fund
- Decide on new Kākaunui and Moeraki Cultural tourism product offerings to support the cycle trail extension and develop business cases
 - Leverage high Moeraki visitor flows into increased overnight and multi-day stays

▶ 3. Visitor: Action plan



Project title	Lead	Team	Funding	Risk	Status	Action	Who	When
A2O product development: Oamaru stay the night deals	Visitor Lead	Mackenzie District Council, A2O	EDA/U, Operators		New	Plan to develop and attract new product offerings along the trail. Connect with A2O to promote Oamaru	EDA/U Action plan lead	July
Palmerston cycle-way extension and product development	Visitor Lead	EDA/U, DOC, NZTA, MBIE, Moeraki Ltd cycleway trust	MBIE, WDC, NZTA		Indicative Business case completed	Business Case completed	Visitor Lead	Sept
Moeraki Cultural Centre	Moeraki Ltd	EDA/U	TBA		New	Business case completed	Moeraki resource (TBC)	Sept
Cultural markers, and wayfinding	Moeraki Ltd	EDA/U	Moeraki Ltd, WDC, MBIE		Cultural markers identified	Cost existing cultural markers for development, identify additional areas for cultural wayfinding	Moeraki resource (TBC)	June
The Waitaki Story	Visitor Lead	Moeraki Ltd, Whitestone Geopark, Vanished World, Library	Feasibility Fund, MBIE Tourism Heritage NZ DoC,		New	Develop Waitaki Story Concept	Visitor Lead	Dec
Penguin Colony	Visitor Lead	DOC, UoO, MBIE Tourism	MBIE, Doc, WDC		conceptual	Undertake product development to link with the Waitaki Story add education to tourism and conservation outcomes and improve visitor experience	Visitor Lead	Dec
Geopark	Whitestone Geopark	EDA/U, DOC, UoO	WDC		Existing	Confirm Unesco World geopark status. Explore connection to The	Geopark CE	Sept



4. Business programme overview

Desired outcome

The Business strategy enhances business productivity and growth by:

1. Leveraging manufacturing and service sector opportunities
2. Supporting business growth, innovation and attraction
3. Developing an entrepreneur ecosystem

Delivers inclusive outcomes through growing Waitaki Businesses, increased productivity and available skilled jobs

- Creates strong networks, collaboration opportunities
- Provides Māori, Pacific, youth, women, new migrants and residents with a platform to innovate

The Business pillar encourages sustainable and inclusive growth by supporting innovation, resilience, and diversification in the local economy.

Programme rationale

Secondary industry/manufacturing appears strong relative to size of Waitaki District population

- Manufacturing jobs have high productivity and are generally well paid

Innovation and entrepreneurship provides pathways for new businesses, products and services

- Strengthens resilience, competitive and comparative advantages for the district

Impact of programme	Potential Gain
Potential change in GDP	\$32m
Change in Incomes	\$8m
Change in Employment	174 FTE

Source: Polis analysis: Waitaki Model



▶ 4. Business: Must-do actions

- Understand future manufacturing growth plans, search for innovation projects and gain market intelligence on barriers and opportunities for growth
- Define how WCD / EDA/U can enhance business environment to foster growth (define local roles of market and state)
- Engage with the Business Hive to discuss possibilities of locating the EDA/U and makers-space in the Hive, and leadership in setting up the entrepreneurial ecosystem
- Draft business case for a small business Entrepreneurship Fund
- Partner and complement Ngāi Tahu entrepreneurship programmes to support the entrepreneurial ecosystem



4. Business: Action plan

Project title	Lead	Team	Funding	Risk	Status	Action	Who	When
Entrepreneur ecosystem: Collaborative workspace with soft incubation services	Business Lead	The Business Hive, Moeraki ltd/ Ngāi Tahu	Hive commercial model with contracted services		New	Feasibility of EDA/U locating in the Hive	EDA/U CEO	July
Entrepreneur ecosystem: Angel network	Business Lead	Business South, Angel association NZ, Hive	EDA/U, BAU		New, no companies are investment ready	Discussions with Business South and the Angel Association on tapping in to established networks	Hive CEO	July
Entrepreneur ecosystem: Entrepreneur Fund \$100k to complement Ngāi Tahu business grants	EDA/U CEO	The Business Hive, Moeraki Ltd, Ngāi Tahu	WDC		New	Develop a business case to put to Council	Business Lead	Sep
Entrepreneur ecosystem: Makers-space	Hive	Library, schools, Business Lead	TBA		New	Develop a business case for a Maker-space located in the Hive	Hive CEO	July, Aug
Regional Business Partnership and business mentors	Business South	EDA/U, The Business Hive	NZTE, EDA/U		Under way	Strengthen and ramp up local deliver. Co-locate at the Hive	Business South	July
Business success lunchtime learning	Hive	EDA/U, Business South	HIVE, EDA/U		New	Create a programme of lunchtime business seminars	Hive CEO	July



5. People programme overview

Desired outcome

The People action plan:

- increases the skills base available to employers in the District
- mitigates against future skills losses as a result of the ageing of the workforce
- fosters an entrepreneurial mindset, particularly amongst the youth.

Provide pathways for youth, particularly from the Māori and Pasifika communities, to access scholarships, internships and apprenticeship opportunities.

Create flexible employment options for those employees approaching the end of their careers.

The initiatives included in this action plan will enhance the social, intellectual and human capital of the Waitaki community.

Programme rationale

Enhanced skills supply is an enabler of economic development across industries and sectors

- Employers in all industries report difficulties in recruiting skilled employees
- The District displays a combination of unfavourable demographic and labour market indicators: low unemployment, small existing skills base, ageing workforce, high dependency ratio, high outward migration of school leavers, high NEET rate, increased Jobseeker support recipients post-COVID-19

A clear opportunity exists to develop a bespoke Waitaki Workforce and Skills Programme – aligned to the Regional Skills Plan developed by the Otago RSLG but specific to the needs and character of the District

▶ 5. People: Must-do actions



- Waitaki Workforce and Skills Initiative – develop skills development pathways in district suited to local businesses, to retain local talent
- Delivery of tertiary programmes in-district
- Skills Resource Map – develop Skills Map for District, showing skills availability & shortages (incl. future shortages based on ageing of workforce)
- Professional development for careers advisors – develop & implement professional development programme for career advisors, aligned to structure of local economy
- Māori / Pasifika skills development opportunity – scholarships, internships, apprenticeships for Māori / Pasifika youth

5. People: action plan



Project title	Lead	Team	Funding	Risk	Status	Action	Who	When
Waitaki Workforce and Skills Initiative	People lead	WDC, schools, Ara, MSD, ITOs, community organisations, industry / employers, Moeraki Ltd, RSLG	WDC		New	Develop comprehensive Workforce & Skills Initiative, implement specific projects under this initiative (incl. those described below)	People lead	
Waitaki resident attraction programme	EDA/U CEO	Stronger Waitaki Community organisations, Business South, industry / employers	EDA/U, WDC		New	Develop & roll out resident attraction programme	Visitor Lead	Dec
Skills Demand forecast	People lead	ITOs, industry / employers, RSLG	EDA/U, WDC, RSLG		New (but can likely integrate outputs from RSLG Regional Skills Plan)	Develop Skills Demand Forecast for District – showing skills availability & shortages (incl. future shortages based on ageing of workforce)	People lead	Dec
School to work transition programme (Incl. existing initiatives e.g. Education to Employment Brokers, Youth Employment Success programme)	People lead	EDA/U, WDC, MSD, schools, local industry / employers, Moeraki Ltd, Youth Trust	EDA/U, WDC, MSD		New / existing (E2E brokers & YES programme – http://youthemployer.nz)	Investigate feasibility of E2E broker for Waitaki / coordinate with activities of E2E brokers in Otago & South Canterbury	People lead	Jun
Y9,10 what's in my backyard: understanding your local economy.	People lead	EDA/U, WDC, schools, local industry / employers, Youth Trust	EDA/U, WDC, MoE		New	Develop business case for 'Whats in my back yard' programme	People lead	Dec

5. People: action plan (contd.)



Project title	Lead	Team	Funding	Risk	Status	Action	Who	When
Local Apprenticeships programme (y11,12)	People lead	EDA/U, WDC, schools, MSD, local, industry / employers, Moeraki Ltd, Youth Trust	EDA/U, WDC, private investment		New	Develop a local apprenticeship support programme	(TBC)	
Young Enterprise Scheme	YES	EDA/U,	YES		Existing	Provide a plan to increase participation by Waitaki students in Young Enterprise Scheme	Business Lead	Dec
Mayor's Taskforce for Jobs	WDC	EDA/U, MSD, local industry / employers, schools, Youth Trust or similar	WDC, EDA/U		Existing	Integrate activities of MTFJ with Workforce & Skills Plan – e.g. with apprenticeship programme	WDC	2023
Skills transfer and retention / flexible employment programme	People lead	EDA/U, community organisations ((e.g. GreyPower), local industry / employers, MBIE, RSLG	WDC, EDA/U, private investment		New	Develop skills transfer & retention programme, including enhanced flexible employment options for 55+ age group	(project lead TBC)	
Professional development for Careers advisors	People lead	WDC, schools, Ara, MSD, MoE, ITOs, community organisations, local industry / employers, RSLG	WDC, EDA/U, MoE		New	Develop a local economy module career advisor professional development,	Project lead TBC	Feb 2023
Vision 2040 Harbour development	People lead	WDC, Schools, landscape architecture expert	EDA/U, WDC, MoE		New	Vision 2040 Harbour development competition	Youth Trust	2023

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Waitaki

DISTRICT COUNCIL
TE KAUNIHERA Ā ROHE O WAITAKI

Governance and operations



► Governance and operations

Context

Best practice economic development principles were used to underpin governance and operational models

We need mechanisms that are inclusive, capable, agile and flexible

Council's stated desire is to develop more of a partnership approach with local businesses and stakeholders

Process

Governance recommendations followed ED best practice tailored to the Waitaki context

Operational recommendations considered the pros and cons of contemporary models tailored to the Waitaki context.



► Governance and operational principles support the decision making and recommendations

Governance principles

Professional governance that balances empowerment and accountability

Multi-sector: Māori, academic, public and private sectors

Fit for purpose – governance satisfies required skills matrix

Civically minded leadership

Preserves boundaries between governance and management

Operational principles

Market facing

Trusted, accountable partner

Working in the public interest

Agile, facilitative and enabling

Functions that support WEDS and business as usual ED programmes

Subsidiary entities work together to achieve WEDS goals

Working assumptions: WDC cannot achieve success acting alone. Strategic partnerships will be critical to success. Local/central govt, private and community sectors all have a role

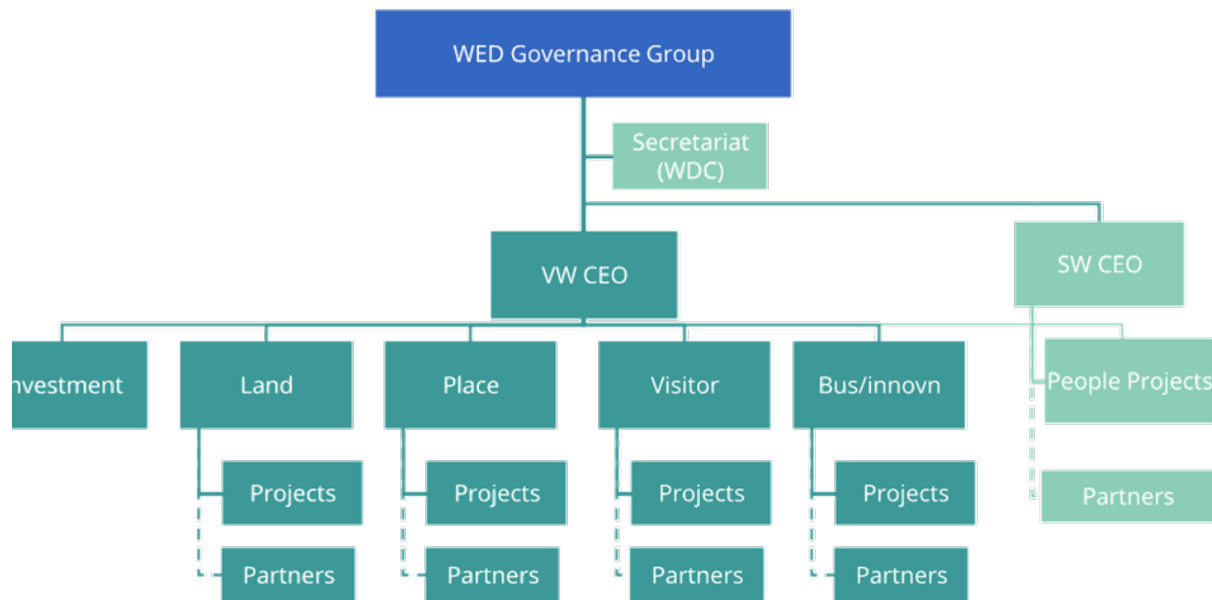
► An EDA is the recommended operational model for WEDS

	Economic Development Agency (EDA)	Economic Development Unit (EDU)	Public-Private Partnership (PPP)
Structure	Separate legal entity reports to governance entity, often a CCO	Within council, report to CEO	Myriad legal entities: LLC, Trust, limited partnership
Council relationships	Can take on and share risk outside of council (council still shareholder) Unencumbered by other council mandates Harder to have integrated approach across council functions	Within council better integration across council functions	Hard to get buy in, risks shared
Private sector relationships	Supports increased trust and private sector partnerships	Harder to partner with private sector, commercial and in confidence harder to manage	More confidence & engagement by private sector
Māori relationships	Supports Māori partnerships	Harder to partner with Māori	Supports Māori commercial partnerships
Governance	Can be multi-sector and multi-level	Councillors are in governance and feel like they have more control over operations	Most often Private sector governance Requires high trust
Funding	Arms-length but still public sector expenditure, plus external funding	Often receive public sector expenditure but less likely to receive private support	Private sector operational funding seldom matches public sector
Public Benefit	High transparency and accountability through public good entity audit and separate financials	Focused on public benefit	Higher opportunity for private sector objectives and interests to outweigh public benefit
Operations	Agile and flexible implementation Costs increase	Regulatory functions must operate alongside development opportunities, potential for staff conflicts	Agile and flexible implementation Risks of conflicts of interest, costs increase

Pro
↑

► WEDS Governance should integrate and empower delivery

WEDS – possible governance structure



The Waitaki ED Governance Group (WEDGG) is appointed by WDC.

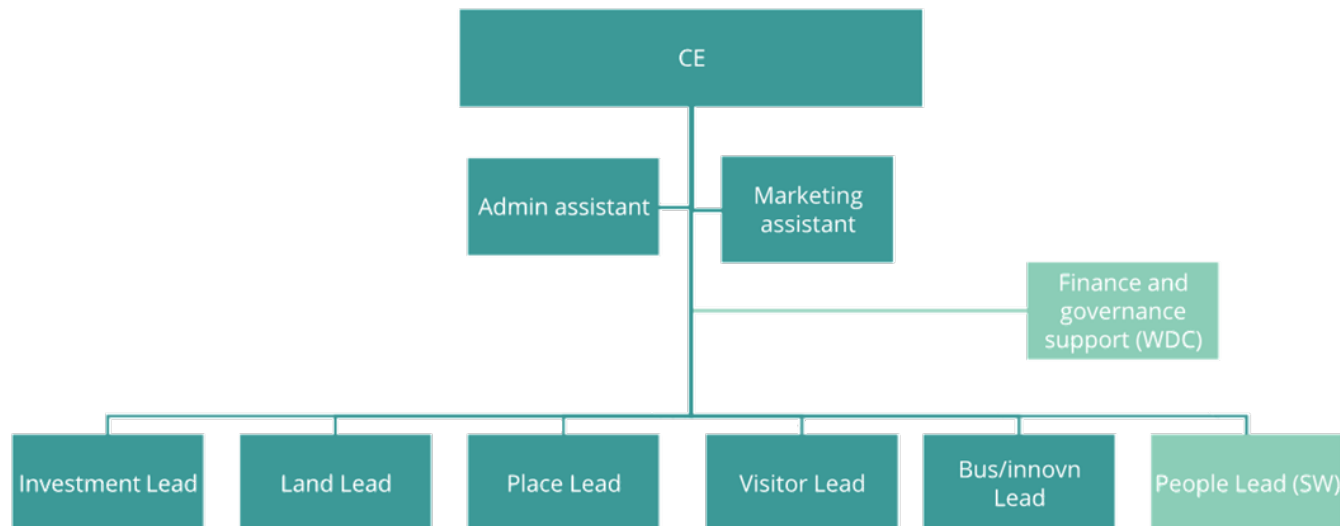
The WEDGG includes:

- Chair and deputy chair (elected by the group)
- At least one Māori member and one Council member, each with ED experience
- At least one academic or experienced economic development specialist
- Two appointees with business / industry experience that align with WEDS
- CEOs of WDC, the EDA/U and Stronger Waitaki ex officio
- Matrix skills across appointees to include audit and risk, governance and investment

Professionalised: meeting costs are covered, fees to be decided for external appointees

▶ Operational structure flows from operational principles and the needs of WEDS

Venture Waitaki – possible organisation structure



Operational structure

Venture Waitaki (VW), EDA working title, is established

- WEDGG governs VW
- Limited Liability Company, Public Good Entity
- People lead is Stronger Waitaki
- Finance and governance support function served by WDC
- Action plan working group supports implementation: membership is CE's of VW and WDC, 5x programme leads

► **Refocusing and renewing institutional arrangements will empower successful delivery of WEDS**

<u>Institution</u>	<u>Action</u>
Tourism Waitaki	Disestablish
Venture Waitaki – <i>EDA working name</i>	Establish (and incorporate some tourism functions within Visitor pillar).
Stronger Waitaki	<ul style="list-style-type: none">• Retain and link to overall WEDS via WEDGG• Focus on skills/ workforce/ community
Oamaru Blue Penguin Colony	<ul style="list-style-type: none">• Decouple from Tourism Waitaki, retain as CCO<ul style="list-style-type: none">• Focus on product development
Oamaru Whitestone Civic Trust	Move to a more commercial footing and focus

All recommendations are subject to consultation

▶ **Engagement should be strategic and aligned to WEDS and should affirm the strategy, gain support and ask for help**

Engagement scope

<u>Horizontal</u>	<u>Vertical</u>
Key partners	Local community organisations
Stakeholders	Regional councils
Interviewees	ORED, RSLG
Neighbours	Government departments e.g., Kanoa, MPI, MBIE, NZTE, Callaghan...
	National organisations e.g., Food and Fibre, Plant and Food, Food HQ, TNZ, Scion...

Note: engagement will be focused primarily on programme development and delivery as key structural decisions are within the remit of council to make

Two phased engagement approach recommended



Phase 1 June/July 2022

- Validate draft strategy and identify any key gaps
- Ensure Iwi, business and key stakeholder support for proposed governance approach and organisational model
 - Partnership discussion with Te Rūnanga o Moeraki*
 - Cross sector workshop: Re-engage with council staff, key stakeholders and businesses from sectors involved during the development process
 - General Business briefing – BA5 event in collaboration with Business South.
 - Visitor/Operator briefing in collaboration with Waitaki Tourism Association
 - Waitaki Destination Management Governance alignment meeting

Phase 2 – From August/September 2022

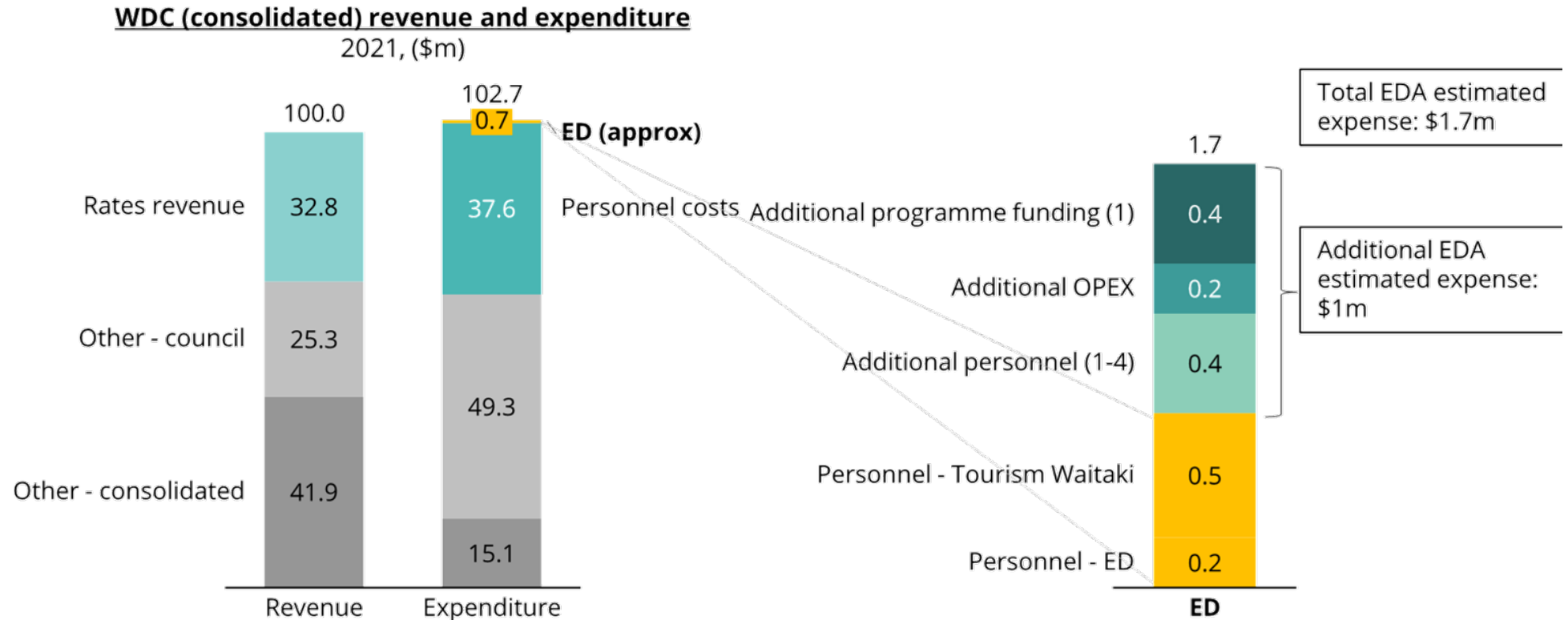
- Implementation Planning – plan to move from current arrangements to new – governance, funding, transfer of responsibilities
- Commence Programme development and delivery scoping
 - Programmes of work discussions with key sector representatives - Land, Visitor, Place, People, Business
 - 1 on 1 meetings with Subject Matter Specialists – eg University of Otago/ Canterbury- National organisations etc

Outputs

- Finalise Waitaki Economic Development strategy and implementation approach

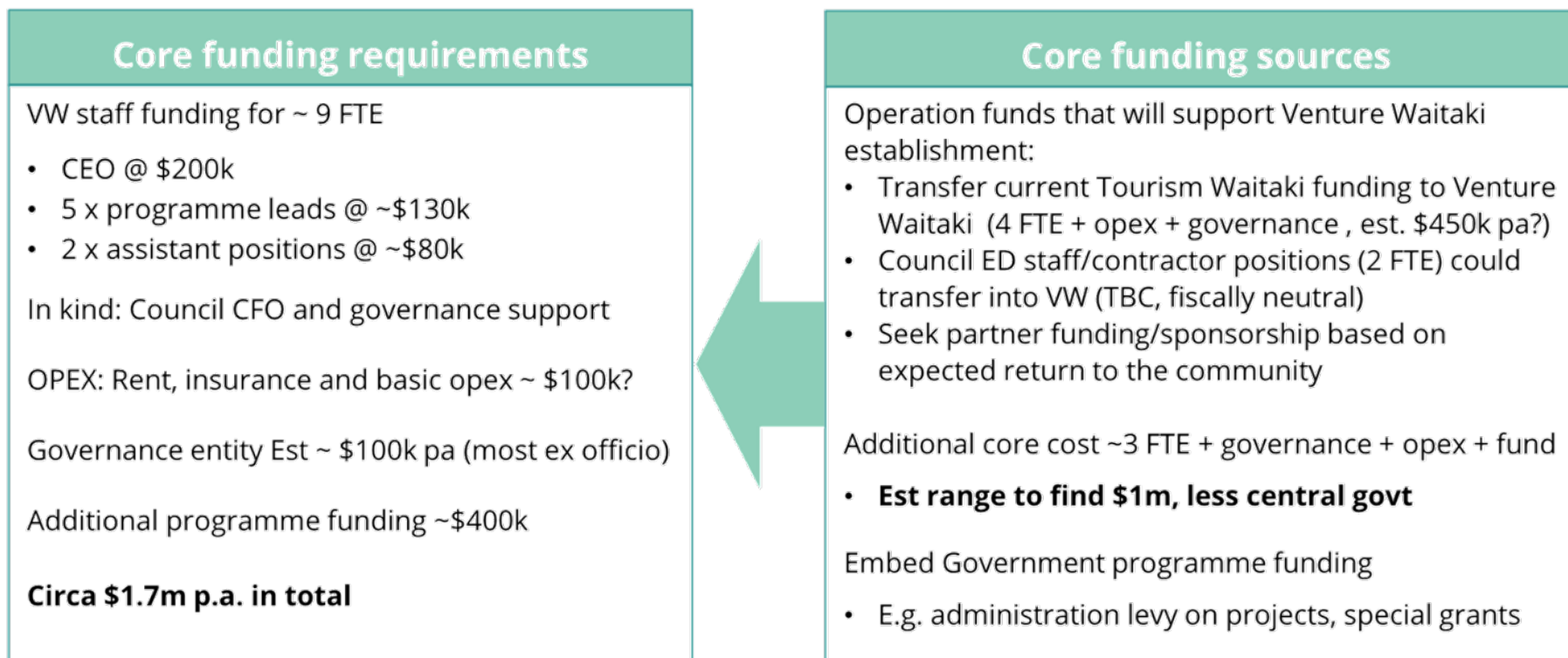
* Te Runanga o Moeraki and WDC staff involvement across Pillars as relevant. Government organisations to be identified at Phase 2.

► An EDA will comprise 1.7% of WDC expenditure



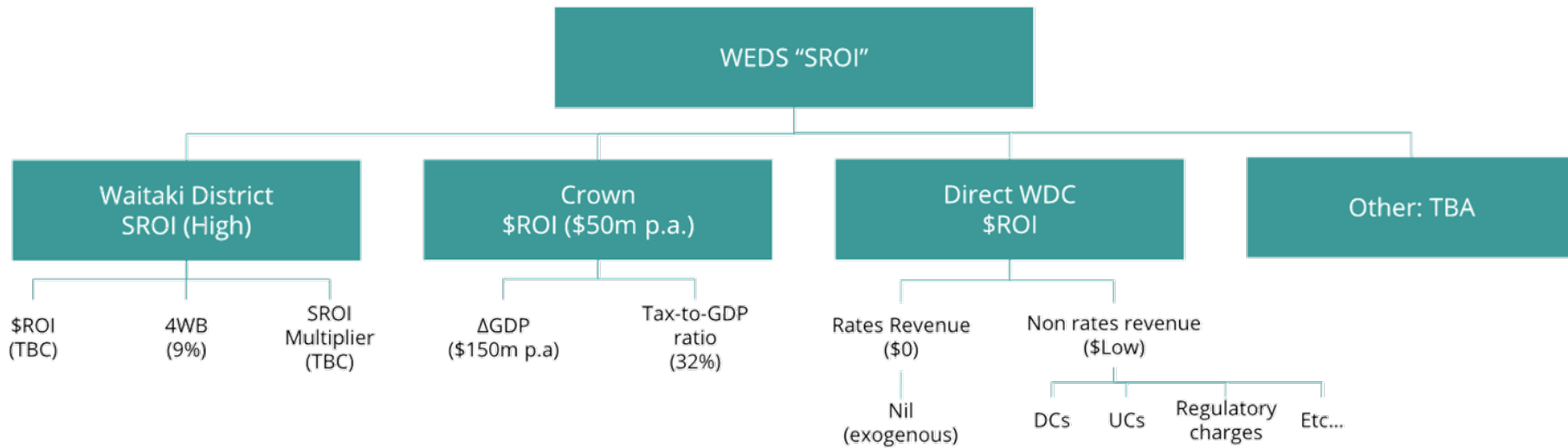
Source: WDC Annual Report 30 June 2021. Tourism Waitaki Half-Year report Dec 2021

► Funding requirement can be met from multiple sources



Although a step up from baseline resources are needed, the return on this investment should be very high

► **Total WEDS SROI is complex to calculate but extensive:
Crown SROI is ~\$50m p.a. in 10 years**



Note: Return on investment calculations are complex when spanning different entities when spanning both economic and social benefits. An adequate treatment of ROI would require significant analysis and expert input and is beyond the scope of this study. The diagram is directional and indicative.

► Funding requirements derived from multiple sources

Potential partner funding

Kanoa/MBIE – partner funding available for business case and feasibility development

MBIE infrastructure investment – e.g. contribution to sheep milk production facility

MPI – seed funding for agricultural development and research

CRI's/Callaghan – direct and in-kind support for targeted research and innovation

NZTE – business case and market entry support and inward investment

Project proposals and stakeholder management strategies for central government is yet to be developed.

VW possible programme funding tools

Feasibility Fund - Minimum \$1-200K/annum carried over - Fund to be part of VWs operational funding and leveraged up with partners. Potential avenue for partnership with central Government (e.g. MPI, Kanoa)

Entrepreneur Fund – one off \$100k investment for low interest loans under \$10k. VW to facilitate investment-ready businesses. Separate Investment advisory panel to approve loans

WDC Heritage Fund – to support long term maintenance and preservation of heritage buildings in the Waitaki

Fund structure and support will be developed as part of the core business of the new VW organisation

► Conclusion

Waitaki now has a credible and evidence-based draft strategy to achieve sustainable, inclusive growth.

- That will turn around potential decline from a low-growth baseline

There is a substantial prize at stake

- 5 programmes should deliver \$70-145m GDP gain and 1350 additional direct jobs (as at 2032)
- Implementing the strategy should also deliver a ~9% uplift across all four well-beings

An independent WEDS Governance Group and a new delivery entity (Venture Waitaki) are needed

An integrated high-level action plan has been recommended for each core programme

- These will be detailed and iterated by Venture Waitaki once established
- More work is required on funder and stakeholder engagement going forward



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Appendix:

1. Methodology
2. Quantitative programme model inputs
3. Well-being model inputs
4. WEDS process guide
5. Institutional evolution
6. Baseline data
7. Qualitative research summaries
8. Interviewees



1. Methodology

Triangulation and methods

► Methodology

Our methodology triangulated three main forms of data:

1. Grounded qualitative interviews and workshops that captured local knowledge, intelligence, understanding and strategic insight
2. A literature review that provided context and further strategic insight
3. Quantitative research that built on baseline data, statistics and sector knowledge to model outcomes.

Quantitative data largely confirmed the qualitative data, with some minor emphasis changes, thus completing the triangulation process.

Deep practice knowledge informing the application of strategy to implementation



► Steps taken in analytical process

1. A Success definition was workshopped and tested at the beginning and revisited throughout the project. This guided analysis and prioritisation
2. Baseline statistics were assembled and analysed. This supported qualitative questioning and economic modelling
3. Three forms of qualitative research were undertaken:
 - I. 24 One-hour Semi-structured interviews with key knowledge holders
 - II. 10 two-hour facilitated workshops with key knowledge holders.
 - III. A Literature review including reports, strategies, case studies, policy documents and media

All interviews and workshops were digitally recorded to back up notes taken by a research analyst. The literature review provided context and further evidence. All qualitative research was analysed and synthesised into themes.

4. Wellbeing prioritisation was performed using multi-criteria decision analysis and tested with the governance group and council
5. Project and theme prioritisation was performed also using MCDA and tested with the governance group and council
6. Quantitative simulation modelling was performed to triangulate and confirm themes and ranged outcomes
7. Confirmation of strategic priorities led to
8. Implementation and governance imperatives being developed

► Quantitative methodology: Overview

	Baseline	BAU Trajectory	Strategic "Tilt"
WEDS	<ul style="list-style-type: none"> Current (2021) GDP and employment for each sector, per infometrics data Note visitor uses a pre-COVID base (2020) 	<ul style="list-style-type: none"> High, low, likely cases based on historical growth rates (past 10 years) of the sector (see slide 61) 	<ul style="list-style-type: none"> Per annum growth rates increase by 20-50%, likely is 35% <p><i>Example: 3% growth rate</i></p> <ul style="list-style-type: none"> <i>Shift to a growth rate of between 3.6% to 4.5%,</i> <i>likely growth rate of 4.05%</i> <p><i>= + 1.05% growth</i></p>
Wellbeing	<ul style="list-style-type: none"> Waitaki's current index for each indicator, per infometrics data (see slide 64-66) 	<ul style="list-style-type: none"> High, low cases are based on wellbeing indicator index scores of other similar South Island TA's Likely case is median index for each indicator of other similar South Island TA's 	<p>Economic indicators</p> <ul style="list-style-type: none"> Same high, low as BAU Likely = Waitaki current as starting point, linear growth of likely to reach the high point after 5 years
			<p>Other indicators</p> <ul style="list-style-type: none"> Same high, low as BAU Likely = Waitaki current as starting point, linear growth of likely to reach the high point after 10 years



2. Quantitative programme model inputs

Programme methodology and inputs: manufacturing data and GDP growth rates

▶ Methodology: Programme model assumptions and input data

The modelling simulation uses random sampling and statistical modelling to estimate mathematical functions and mimic the operations of complex systems.

GDP growth values were used to predict future GDP in ten years' time by sector on two bases:

- Business as usual (BAU) in which annual GDP growth was forecasted year-by-year as a continuance of the existing economy system.
- Improvement is which the annual GDP growth is “shocked” using probability with values of 20%, 50% or 35% higher than. What we estimate as a realistic change scenario on different sectors informed by qualitative research, baseline data, literature reviews.

Multipliers were used to calculate the indirect and induced effects of the estimated direct economic impact.

The model was iterated 900 times to derive means and standard deviations for each value of interest.

Data used:

- GDP Growth Values: Values (High, Low, Likely) were derived from the Infometrics Database for the Waitaki District over the 10 years to 2021.
- Multipliers: Derived from the national accounts input-output tables for the year ended March 2020

Programme data: Manufacturing

Manufacturing data set.		
Sub-industry	GDP (\$m)	Employment
Meat Processing	57.5	890
Iron and Steel Casting	8.82	61
Other Machinery and Equipment Manufacturing n.e.c.	7.31	70
Cheese and Other Dairy Product Manufacturing	6.85	124
Natural Fibre Textile Manufacturing	6.87	109
Confectionery Manufacturing	4.77	98
Beer Manufacturing	4.44	23
Other Fabricated Metal Product Manufacturing n.e.c.	3.60	52
Log Sawmilling	2.88	44
Bakery Product Manufacturing (Non-factory-based)	1.60	31
Wooden Structural Fittings and Components Manufacturing	1.57	26
Ready-Mixed Concrete Manufacturing	1.41	15
Cake and Pastry Manufacturing (Factory-based)	1.23	21
Motor Vehicle Body and Trailer Manufacturing	1.23	13
Wooden Furniture and Upholstered Seat Manufacturing	0.94	14
Wine and Other Alcoholic Beverage Manufacturing	0.78	4
Cleaning Compound Manufacturing	0.54	4
Architectural Aluminium Product Manufacturing	0.57	8
Seafood Processing	0.44	6
Other	4.95	17
Total	118.3	1679

▶ Programme data: GDP Growth rates

GDP growth rates											
Programme	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Land	-4%		6%	-3%	4%	3%	1%	-5%	10%	-2%	2%
Place	-1%	2%	-1%	5%	5%	-1%	3%	3%	-1%	-1%	-1%
Visitor	11%	6%	5%	11%	13%	16%	1%	9%	7%	7%	
Manufacturing	-2%	6%	-5%		-2%	-1%	-4%	8%	4%	2%	3%



3. Well-being model inputs

Well-being methodology and model inputs, four well-beings data

▶ Well-being analysis is grounded in comparable data and extensive modelling

The modelling simulation uses random sampling and statistical modelling to estimate mathematical functions and mimic the operations of complex systems.

Well-being values were used to build the BAU (or counterfactual) trajectory.

The working assumption is that better economic outcomes will lift four well-beings in line with the peer group over 10 years.

- For the three sectors in focus (economic well-being indicators) it is assumed the ramp to the peer group well-beings is a shorter 5 year trajectory.

The model was iterated 900 times to derive estimates of the 10-year well-being indexes and the percent change from current Waitaki values.

Data used:

- Well-being Values: Values (High, Low, Likely) were taken from the Infometrics Database over 10 years for a sample of similar South Island territorial authorities
- Multipliers: Derived from the national accounts input-output tables for the year ended March 2020

* Note: TA's used are: MacKenzie District, Central Otago District, Timaru District, Tasman District, Selwyn District, Ashburton District, Marlborough District, Nelson City, Waikato District, Clutha District, Havelock District, Gore District, Kaitiaki District, Invercargill City, Southland District, Westland District, Buller District

► Four well-beings data: Social

Public Safety		
Indicator	Value	Score
Crime rate	303.6 per 10,000	79.9
Road fatalities rate	26.7 per b VKTs	53.9
Workplace injury rate	12.9%	49.7
Total		61.1

Health		
Indicator	Value	Score
Mental health presentation rate	4.5%	53.3
Drinking water quality	0.9 Index	88.0
Life expectancy	81.7 years	59.2
Suicide rate	2 per 10,000	6.8
Total		51.8

Housing		
Indicator	Value	Score
Home ownership rate	72.5%	87.0
Household crowding rate	3.9%	92.0
Rental affordability rate	25.8% of income	42.0
Housing affordability ratio	4.8 ratio to income	78.1
Total		74.8

Civic Engagement and Governance		
Indicator	Value	Score
General election turnout	83.3%	78.7
Local election turnout	51.5%	55.7
Total		67.2

► Four well-beings data: Economic

Income and consumption		
Indicator	Value	Score
Benefit dependency rate	9.4%	65.5
Median household income	\$48,200	19.6
Personal earnings	\$50,580	38.1
Total		41.0

Jobs and Earnings		
Indicator	Value	Score
NEET rate	25.1%	10.9
Skilled worker rate	22.5%	16.3
Unemployment rate	2.4%	90.9
Workers in declining industries	14.6%	59.2
Total		44.3

Knowledge and Skills		
Indicator	Value	Score
ECE participation	98.4%	84.9
School leavers with NCEA Lv2	84.1%	71.7
Secondary-tertiary transitions	60.6%	63.7
Workforce with NCEA Lv3	41.2%	21.1
Total		60.4

► Four well-beings data: Environmental and Cultural

Environment		
Indicator	Value	Score
Co2 emissions	47.3t per capita	48.2
Waste diversion rate	40.1%	68.5
Total		58.3

Social connections		
Indicator	Value	Score
Dependency ratio	70%	25.5
Internet access rate	68.6%	42.5
Truancy rate	2.8%	67.0
Work commuting time	12 minutes	77.4
Total		53.1



4. WEDS process guide

High level job descriptions, WEDS process guide: reporting, performance assessment, risks

► Venture Waitaki High level Job descriptions

Chief executive

- Leadership and management of Venture Waitaki
- Portfolio manager and Chair APWG
- Member of WED Governance Group

Admin assistant

- CE and executive support
- Secretary for APWG

Marketing Assistant

- GM Marketing support
- Website management
- Familiarisations

Investment Lead

- Facilitation of investment into all projects and special projects
- Facilitation of inward investment
- Membership of working group
- Support for Project leads
- Progress and performance reporting

Programme Leads

- Responsibility for programme delivery
- Support for project leads
- Projects assessment and prioritisation
- Lead on some projects
- Partnership and collaboration management

► WEDS Process playbook

Reporting

- Each project should be left to the project lead to run.
- Monthly reporting to an Action Plan Working Group undertaken by Programme Leads and CEOs.
- A monthly report will update the Action Plan Working Group on progress, risks, challenges and opportunities on each project.
- It should also include closure or completion of actions and recommended next steps, or recommendations to halt work on a particular project with reasons why.
- The Action plan working group chair will be ex officio on the WEDS Governance Group alongside the CEO Stronger Waitaki to report on Action Plan progress bimonthly.

Performance / Outcome Assessment

- Performance assessment can be addressed at three levels: Governance, Action Plan Working Group, and projects.
- At the governance level outcome and overall action plan progress can be assessed.
- At the Action Plan Working Group level Programme progress can be assessed.
- At the Programme level projects can be assessed.
- Each level requires different information and assessments to be made. However, they all start with sound performance assessment of the projects themselves and work up the hierarchy to provide the appropriate information on progress to the appropriate audience.

► WEDS Process playbook Cont..

Risks and Opportunities

- Risk can be assessed at two levels:
 - at Project level representing the risk assessment for each project within a programme,
 - at Action Plan level assessing the overall health of the Action Plan.
- Programme working groups can then address the risks associated with each project and remove barriers or mitigate risks.
- Risk Reporting to the WED Governance Group can be by “exception only” bringing all programmes together to report by exception (Red Flags) those projects that need the support of the Governance Group.

Elevation of Risks and Opportunities

- Monthly Action plan meetings will surface new opportunities and risks.
- Time sensitive and/or significant risks or opportunities need to be elevated by the APWG chair to the chair of the WEDGG at any time. Extraordinary meetings can then be held to initiate a response.



5. Institutional evolution

Tourism Waitaki, Venture Waitaki, Whitestone Civic Trust, Blue Penguin Colony

► Institutional evolution: Tourism Waitaki Disestablishment

Context and Rationale

Tourism Waitaki originated by replacing the Waitaki Development Board. This was seen as appropriate at the time to foster tourism growth to complement other sectors in the economy

Tourism was growing significantly prior to Covid, and has been reasonably resilient based on a large share of domestic tourists

Waitaki is facing new and challenging environments for its continued well-being, economic growth and productivity

While tourism offers growth opportunities for the district and is a key Programme in WEDS it is only one part of the WEDS picture

A key outcome and focus of work to support tourism goals moving forward will be product development. This is not Tourism Waitaki's core skill set

A more balanced, wider ranging and cost-effective economic development function that includes tourism, destination management and product development is now required. These are skills found in a highly functioning economic development agency alongside traditional RTO functions.

Existing RTO functions can be retained in a new structure

Recommendations

1. Disestablish Tourism Waitaki
2. Roll the current funding and functions into a new EDA structure
3. Shift the focus from destination marketing to place marketing that encompasses business, resident and visitor attraction
4. Shift Waitaki's website presence Waitakinz to represent the wider focus

► Institutional evolution: Venture Waitaki Establishment

Context and Rationale

WDC cannot do this alone, it will need help.

There are significant challenges facing Waitaki's economy that reach far beyond tourism

Tourism has had a disproportionate share of development resources

Māori, public, private and third sectors all need to support WEDS and commit time and resources for it to succeed.

Trust needs to be built with stakeholders to secure engagement with and contribution to WEDS

A core competency of an EDA is partnering to achieve a significant goal and finding external resources to contribute

Recommendations

1. Create a new economic development agency that is charged with facilitating the implementation of WEDS
2. Transfer all Tourism Waitaki Funding to the new structure
3. Establish an Economic Development Governance Group on behalf of the district to govern the new EDA and WEDS

▶ Institutional evolution: moving the Whitestone Trust to a more commercial footing and focus

Context and Rationale

The trust has been struggling financially with a lot of pressure falling on volunteers and loans having to be raised

Revenues have not been sufficient to maintain assets to the standard that the trust and Council aspire to

The trust holds significant assets on behalf of the Council and citizens with associated responsibilities falling on the trust

The vision for the heritage precinct has limited private sector development opportunities

Many Whitestone trust buildings originated for industrial or commercial use

Heritage and earthquake regulations have limited commercial opportunities

There is a need for a more commercial approach that is in keeping with the need for heritage preservation but partners with the private sector to increase rents, re-development and ongoing maintenance

Recommendations

1. Renew the articles of association to focus on increased commerciality targeting new commercial uses at market rates
2. Review trustee governance to include commercial, legal and development skills
3. Utilise the sale proceeds from Forrester Heights to create a Waitaki Heritage Fund that will provide:
 - i. Low interest Loans to private sector investors to a maximum of 50 % of heritage remediation work. Repayable over the length of the lease or upon termination of the lease. Added to rent payments
 - ii. No interest loans to charities for remediation work repayable over the length of the lease as above.

► Institutional evolution: Penguin Colony

Context and Rationale

There is both the perception and risk of a conflict of interest between Tourism Waitaki and the Penguin Colony

The Penguin Colony is a hero tourism product for the district but there is potential for further development

New developments for the penguin colony are promising and will need investment

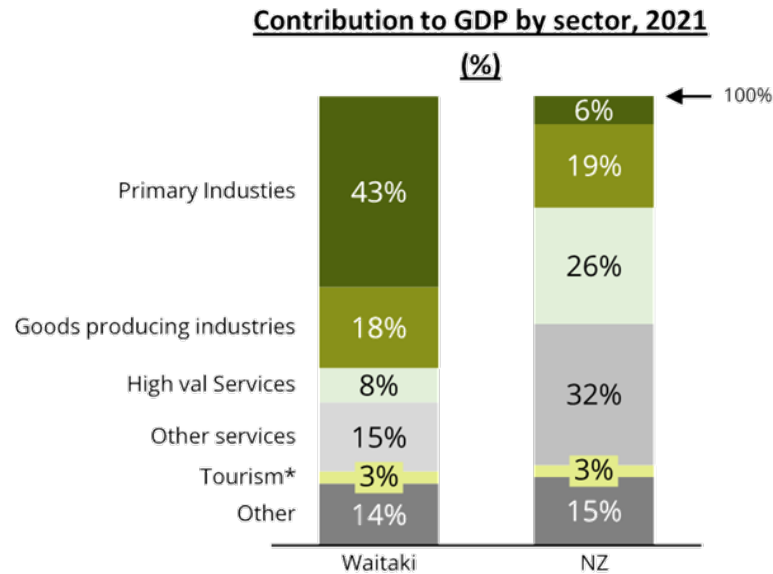
Recommendations

1. Decouple the Penguin Colony from Tourism Waitaki
2. Put the Penguin Colony on its own economic footing but remain a Council Owned Organisation
3. Set up new governance and partnership arrangements that meet three purposes of conservation, education and tourism
4. Council remain as shareholder reinvesting dividends in the extension of the Colony and destination marketing for the district
5. Focus in the short term on product development



6. Baseline data

▶ The Waitaki district is heavily concentrated around primary industries



Source: Infometrics, 2021

Waitaki's GDP is \$1,886m in 2021 (approx. 0.5% of NZ GDP)

- Primary industries in Waitaki account for 43.6% of GDP

Waitaki's high value services contribution to GDP is significantly below the NZ average

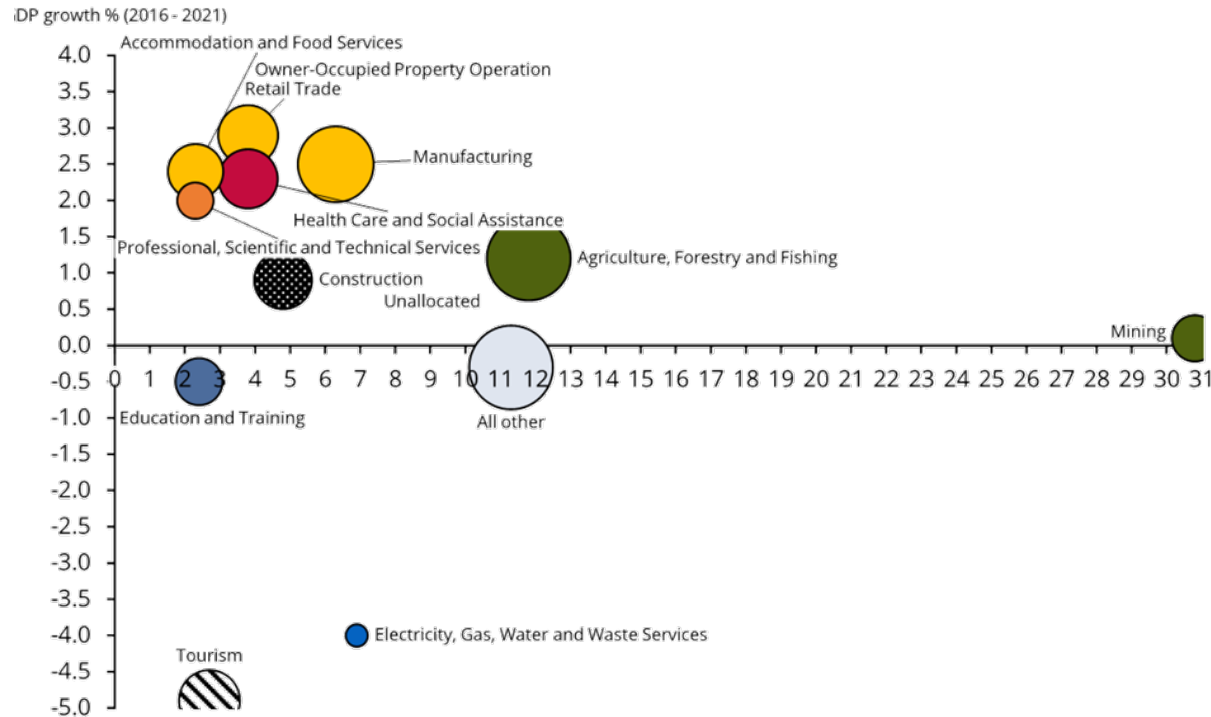
Waitaki has a high, and trending upwards, HH Index – meaning its economic activities are concentrated within a few industries**

- Waitaki's HHI is 133, which is much higher than the NZ average of 48

- Relatively high volume, low-medium value industries at present.
- Improving productivity, value-add and export earnings in the primary industries is critical to Waitaki's and New Zealand's sustainable economic growth. Aim to lift the districts economy by transitioning to tech enabled sectors e.g . Agritech.
- The importance of sustainability is increasing, with environmental pressures and climate change presenting an ever-growing focus to the primary sector

► GDP per job is highest in primary industries and manufacturing

Share of GDP by annual GDP growth by number of jobs



Agriculture, Forestry and Fishing contributed to 28% of the economic growth since 2011*

- Highest ever dairy pay-out, an additional \$337m injection to the district – predicted to increase throughout 2022
- Predicted ongoing strong performance in agriculture (Westpac insights)

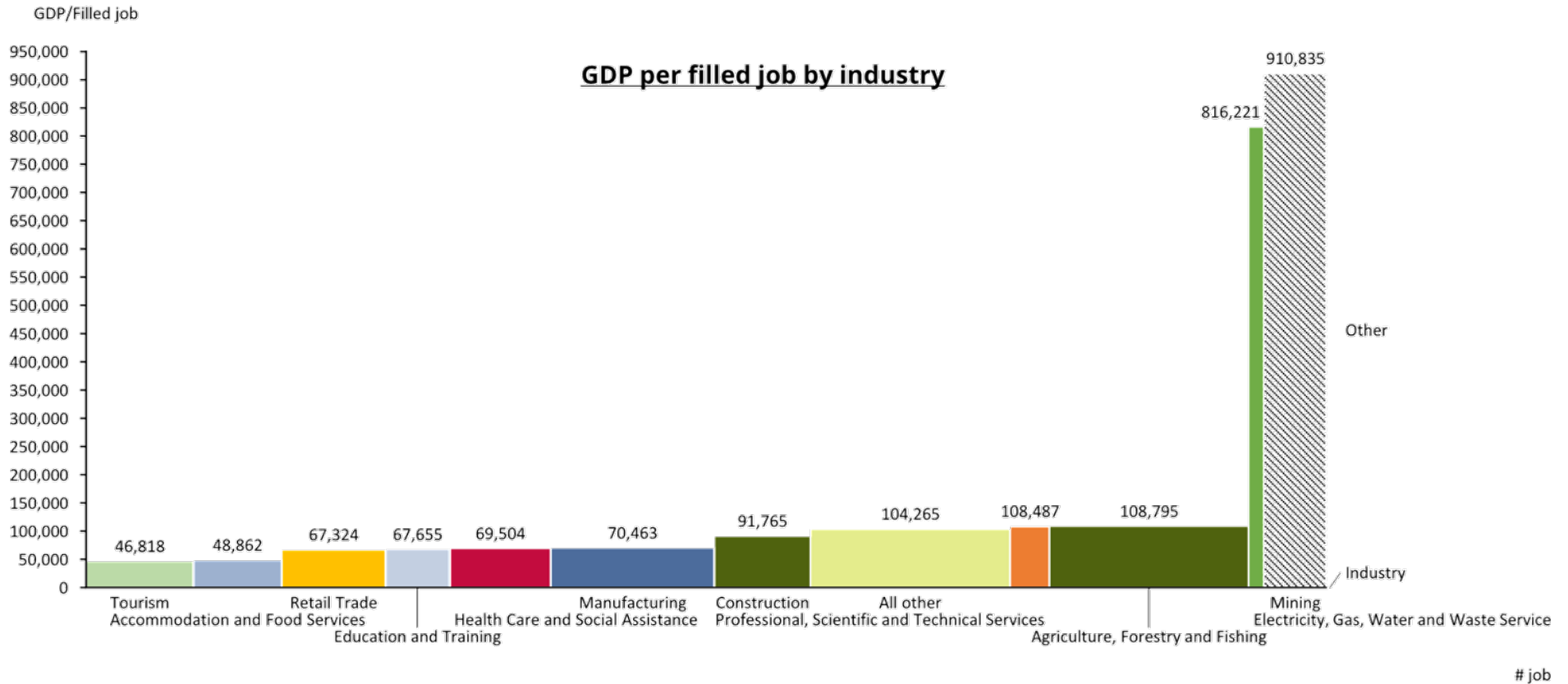
Manufacturing is heavily weighted by meat processing (which includes freezing)

- The manufacturing profile has shifted over the past decade towards meat processing and away from textile (sheep) manufacturing

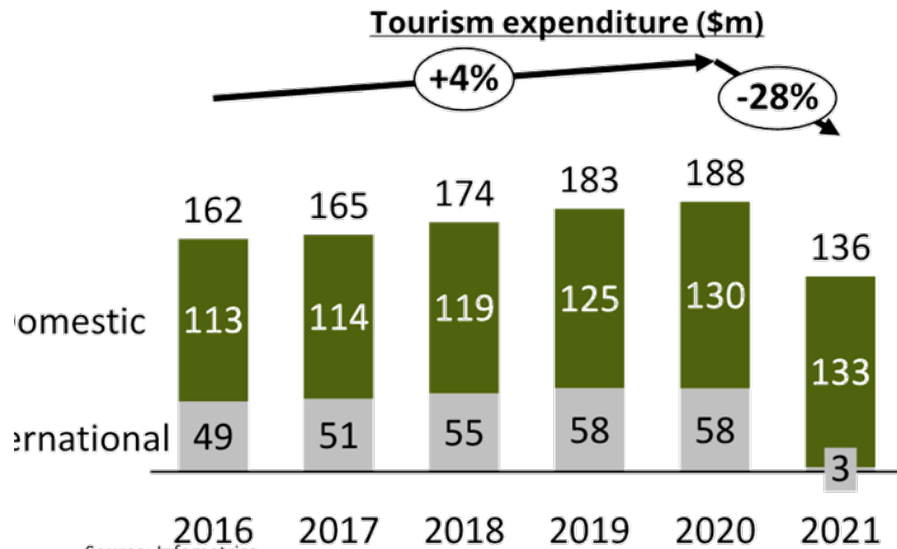
Mining is a significant contributor to GDP

- Mining only contributes to 5.5% of regional employment
- Gives low local benefits / multipliers

► **Agriculture, Forestry and Fishing has the largest workforce with highest GDP per filled job**



► **Tourism was growing at 4% p.a. (from 2016) before COVID hit, declining 28% due to collapse of international arrivals**



Source: Infometrics

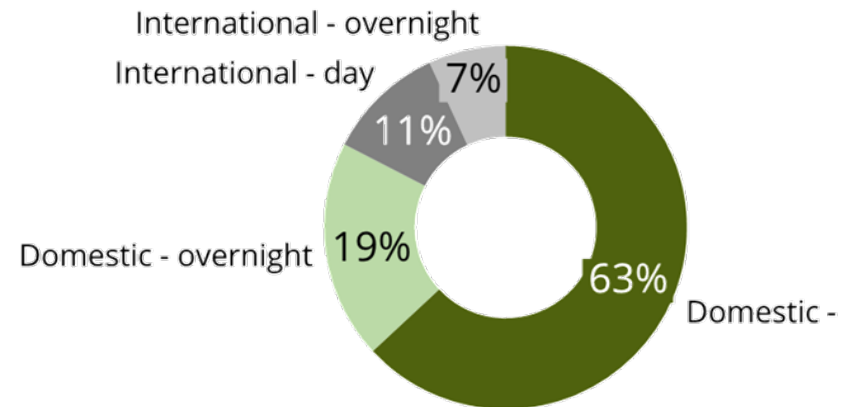
Tourism contributes to just 2.7% of the region's GDP

Despite a substantial drop in international tourism in 2021 as a result of border closures, domestic tourism has been growing

- There were 1.7m visitors to the district in 2018, majority were domestic day trips
- Approx. 50% of domestic tourism exp comes from Canterbury, and 23% from Otago (3)
- Tourism expenditure has been growing at ~5% on average p.a. since 2011 (3)

Average tourist attraction associated expenditure is approx. \$300 per visitor (compared to ~\$444 in the MacKenzie District) (1)

Visitation by type, 2018 (%) (1)



Source: Lincoln Waitaki MacKenzie Survey

- How does Waitaki increase average visit time? – Product development is needed
- How do we transition to high-end tourism?
- Does Waitaki want to capture more international tourists? (international visitors spend three times more per day than domestic tourists) (2)
- Want authentic and engaged tourists - cultural and

▶ House supply is growing, but not at a fast enough rate

The supply of houses is growing

- 56 new residential building consents in the past quarter, highest ever (19 3Q PY), +65% PY
- 80-100% of construction activity is in the form of houses
- Value of new house consents is high (~\$400k) compared to average house price – suggests the residential construction activity is taking place in upper segments of the market.
- Estimated total package at \$650k

The supply of houses does not meet the demand

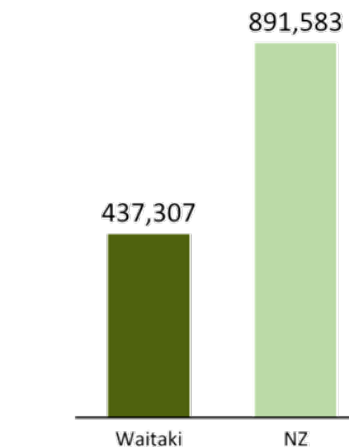
- Housing is relatively affordable in the district
- House prices are still 5 times over mean household income (NZ 7.8)

Existing housing stock does not meet demand

- 2/3 houses are occupied by an individual or couple
- Average household size was 3 bedroom – often an unoccupied bedroom
- Lack of 1-2 bedrooms for elderly

The demand for lifestyle/'hobby farms' development still exists but is less than historical demand

Average house price, 2021



Source: Infometrics 2021

Is this housing supply sufficient to attract young people / new skills into the region?

Housing stock suitable for changing demographics?

► Employers are struggling to find skilled labour

Waitaki has a relatively small pool of skilled workers

- 112 Tertiary Education enrolments per 10,000 people (NZ average 169)
- 33% high skilled jobs (38% NZ) , 42% low skilled jobs (35% NZ)
- Typically low number of professionals (16% WD, 25% NZ), but growing at 3.6% since 2019
- Greater % of people in district with no qual (31% c.f, 25% NZ)

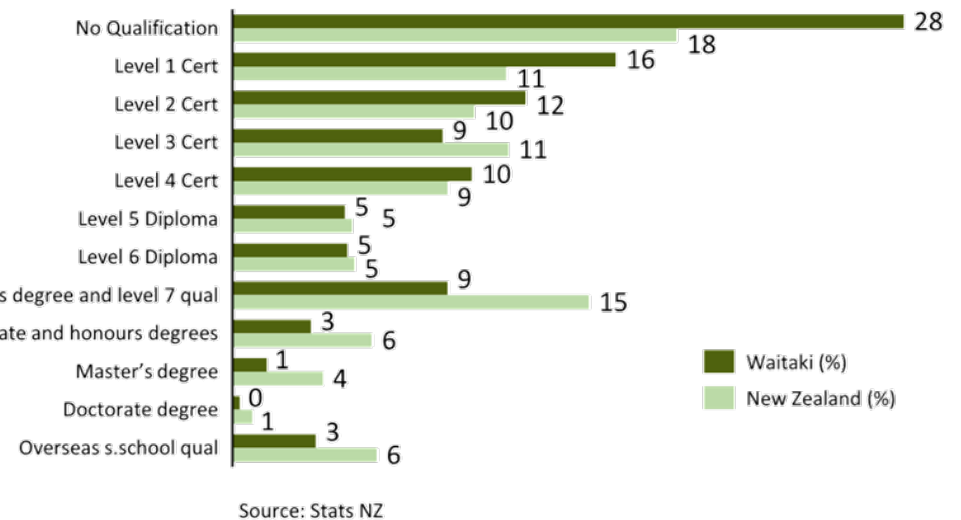
NZ's are becoming more educated

- Those with a bachelors or higher increased from 15-24% between 2006 and 2016 (2)

There is a national shortage of skilled labour for some sectors

- The most common constraint for businesses in the Waitaki was the inability to attract skilled employees

Highest qualification for people in Waitaki District and New Zealand (%) 2018 Census



- Areas that can offer highly skills jobs can generally offer a higher standard of living to its residents. (infometrics)
- Training / retraining considered
- Attracting more young people to the district

► Demographic change brings renewal opportunities

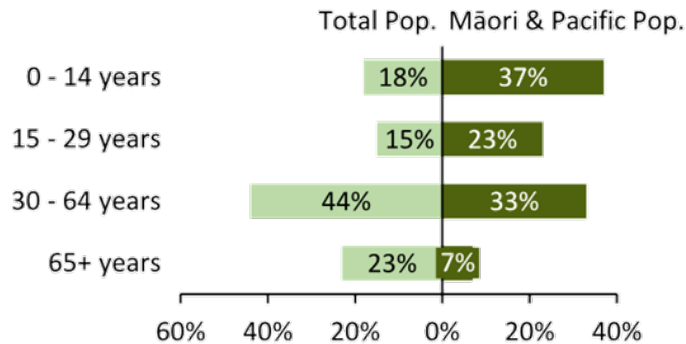
Pop % per age bracket



Waitaki's traditional European population is ageing

- 65+ population is 23%, (14% NZ)
- Increasing to 35% by 2030 (20% NZ)
- Oamaru is predicted to have one of the highest proportion of pension-eligible occupants in NZ (1)
- High dependency ratio of 2:3
- ~80% 65+ live in Oamaru

Waitaki age distribution



Young, growing, Polynesian workforce

- +31% Māori and +65% Pacific population growth (since 2013)
- Fastest growing Pasifika community in Aotearoa
- Pacific people make up 20% of Oamaru's 13,000 people (Auckland 15%), and 10% of the district's population - which is contrary to official statistics which suggest 4.5%.
- The largest ethnic group in Waitaki hails from Tonga

Inbound migration is young, skilled and diverse (based on qualitative information per interviews only)



7. Qualitative field research

► **Quals - Recall : multiple ideas and opportunities, lacking prioritisation and implementation**

- No shortage of good people, ideas, entrepreneurs and innovators....
- Building on high quality assets and rich cultural and natural history....
- Based around Waitaki's rural economy (43% primary sector GDP) with growing (related) secondary industry and a small but (pre-COVID) growing visitor economy
- Prioritisation of opportunities is critical – 100's of ideas provided in IV's and workshops
 - to be prioritised by MCDA
 - driven by Waitaki's success definition
- Aspiration must align with enhanced implementation capacity and capability

► Overview: multiple opportunities, require prioritisation

Opportunities	Enablers
<ul style="list-style-type: none">• Primary sector: leverage and risk<ul style="list-style-type: none">○ Climate, water, carbon○ Impacts on dairy, meat○ Downstream effects on processing• Manufacturing (including agribusiness)• Māori economy• “Place” - precincts, connection, visitors• ED and innovation services	<ul style="list-style-type: none">• Substantive enablers<ul style="list-style-type: none">○ Capital○ Innovation / IP○ Infrastructure○ Workforce / skills development○ Housing, place making and amenity• Process enablers<ul style="list-style-type: none">○ Strategy○ Implementation○ Governance and organisation

Example: For each section – for discussion, not recommendations

▶ **The Primary sector is the largest in the Waitaki economy, accounting for ~ 50% of GDP (incl. Pukeuri)**

Opportunities

- Growth (productivity and volume)
- Value added food
- Plant protein
- Innovation: smart farms, up and downstream
- Mahinga kai (Hapu food production)
- Aquaculture

Issues and enablers

- Climate change: ahead or behind?
- Regulation and policy change (RMA, 3 waters)
- Logistics: “product to market” issues
- Sustainability, including “farmer extension”
- New functional foods
- High value viticulture and horticulture

Example: Lyndon Strang’s farm – Five Forks

▶ Manufacturing and innovation have a critical role in value adding and GDP growth

Opportunities

- Leveraging primary sector base
 - Pukeuri Freezing Works
 - Oceania Dairy
- Expansion of medium scale companies
 - E.g., Whitestone Cheese, Te Pari, Numat
- Innovation
 - Support via MBIE, CRIs, Callaghan
 - Local innovation hothousing

Enablers

- Skills
- Housing
- I/S Collaboration
- Smart specialization
- R&D support
- Exogenous IP – E.g. aerospace
- Local IP development – see ED services

Examples: Whitestone Cheese, Te Pari



▶ Visitor Economy: slow down, spend more – engaged authentic, quality experiences

Opportunities

- The Waitaki Story
- A2O extension and product development
- Heritage precinct
 - Victorian
 - Steam punk and...?
- Māori Cultural Tourism
 - Moeraki, Mahinga Kai
 - A2O product development, interpretation, cycle trail extension

Enablers

- Enhanced Partnership with Māori
- Enhanced Partnership with private sector
- Institutional integration and improvement – governance and operations
- Cross fertilization integration of ED and Tourism operations
- Widened brief for marketing

Example: Moeraki, Waitaki Braids



► **Place: a sense of place that provides an overarching narrative for the Waitaki**

Opportunities

- Precincts:
 - Harbour, Heritage, CBD
- Connectivity and commerciality
- Natural and built environment
- History, heritage and story-telling
- Anchor and community assets
- Cultural capital

Issues and enablers

- Institutional innovation
- Spatial planning
- Capital
- Developers and entrepreneurs
- Leveraging Council vision, assets and influence to catalyse development

Examples: Heritage Precinct, *Kakaunui*



► Organising for success: Economic development services and innovation

Opportunities

- Māori economy
- Business
 - Innovation
 - Growth
 - Attraction and
 - Retention
- Investment
- Infrastructure
- Destination
 - Marketing
 - Product development

Enablers

- Private sector partnership
- Capacity and capability in Econ Dev
- Feasibility and business case development
- The Hive
- Business South
- Stronger Waitaki
- Capital / investment
 - Public, private, philanthropic

Example: Priority One (+)



8. Interviewees

► Interviewees

Name	Organisation	Interview type
CBD		
Cara Tipping Smith	The Business Hive	Interview
Geoff Douch	Network Waitaki	Interview
Constantin and Aude Graf	Grafted	Interview
Grant McDiarmid	McDiarmids	Group
Helen Riley Duddin	Inc Design	Interview
Dawn Brown	Presence on Harbour	Group
Ian Elliott	Tourism Developments NZ	Group
Annabel Berry	Design Federation	Group
Allan and Carol Wills	The Woolstore	Group
Land-based industry		
Patrick Blampied	Te Pari	Interview
James Porteous	Oamaru Organics	Interview
Lyndon and Jane Strang	Farmer	Interview
Nicolás Erdödy	Open Parallel	Interview
Fraser McKenzie	McKenzie Accounting	Group
Phil Shuker	Plant manager	Group
Dai Leon	Organic guild hemp farming	Group
Jared Ross	NO Fed Farmers	Group
Andrew Rodwell	CE North Otago Irrigation	Group
Jim Jerram	Ostler Wines	Group
John McKay & Judith Mair	Mainland Poultry	Group
Callum Grant	Kakanui Tomatoes	Group

► **Interviewees cont.**

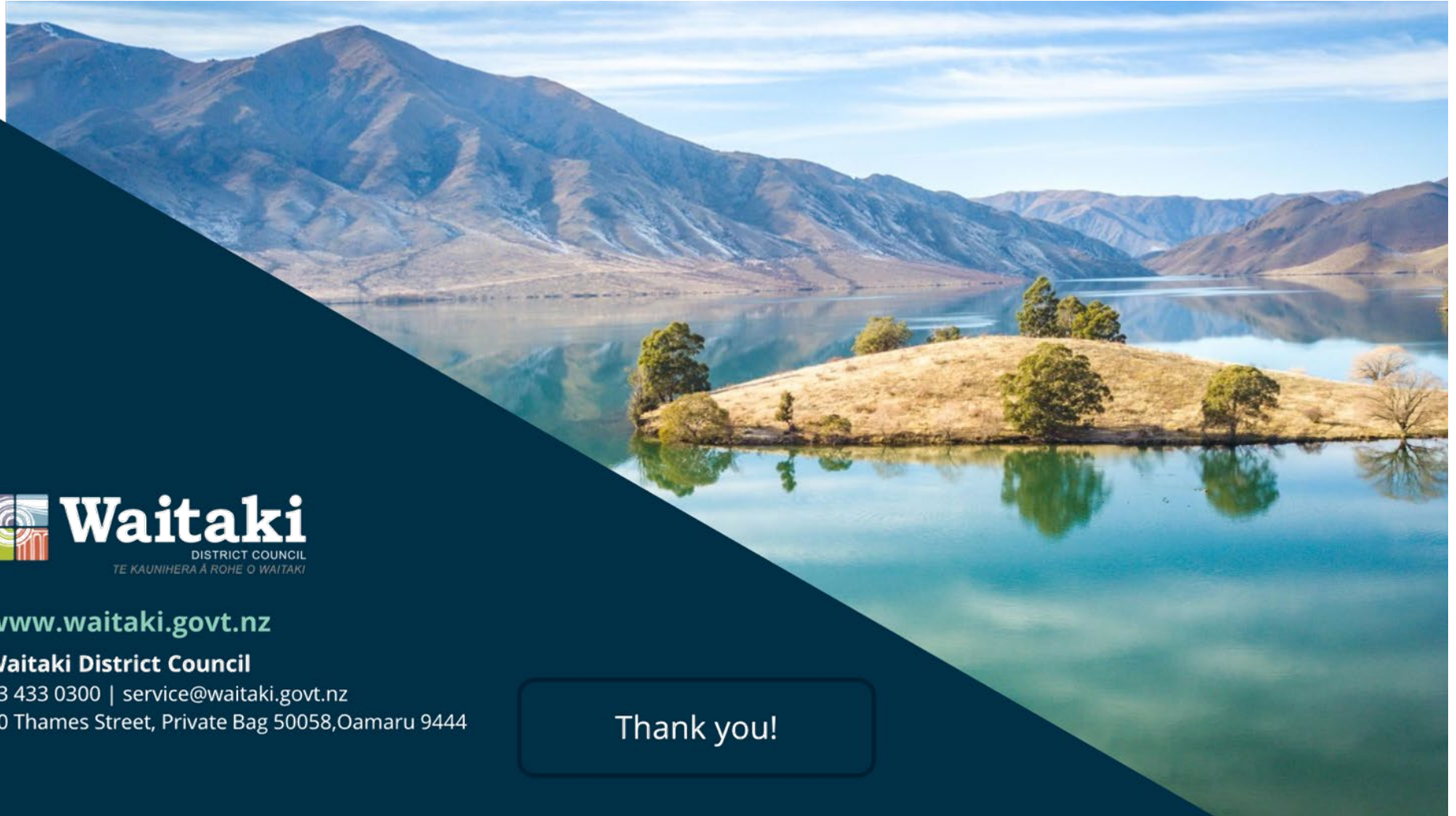
Name	Organisation	Interview type
Arts, Culture & Heritage		
Katrina Menzies	The Old Confectionery	Interview
Scott Eliffe	Totara Estate	Interview
Phillip McNichol	Poshtel, Meeks Mill	Interview
Graham Clark	Whitestone Civic Trust	Group
Chloe Searle	Forrester Gallery and Waitaki Museum & Archive	Group
Katrina McLarin	Casa Nova House	Group
Jane Thomson	Moa Bakery, Meet the Maker	Group
Michelle Harrison	Whitestone Civic Trust	Group
Frances McElhinney	Oamaru Opera House	Group
Sue McLean	McLean & Co, Crafted	Group
Heather Machin	Victorian Heritage, Forrester Gallery	Group
Visitor Economy		
James Glucksman	Pen-y-Bryn Lodge	Interview
Margaret Munro	Tourism Waitaki	Interview
Geoff Gabites	Cycle Journeys	Interview
Lisa Heinz	Waitaki Whitestone Geopark	Group
April Hayes Dickson	Marketing Consultant	Group
Jan Kennedy	Steampunk HQ	Group
Metka Conlan	Events	Group
Craig Sturgess	The old School Enfield	Group
Kate White	Waitaki Braids	Interview

► **Interviewees cont.**

Name	Organisation	Interview type
Wellbeing		
Helen Algar	Stronger Waitaki – Community Development	Interview
Hana Halalele	Elected member/Oamaru Pacific Islands Community Group	Interview
Ethan Reille	Youth Council Chair	Interview
Jenny Bean	WDC Library Manager	Group
Adair Craik	Community & Business Supporter	Group
Maria Buldain	Multicultural Group	Group
Sandra Familton	Workbridge	Group
Catriona Prunty	Age Concern	Group
Leonie Rasmussen	Ara Institute of Canterbury	Group
Construction and manufacturing		
Brian de Geest	De Geest Construction	Interview
Simon Berry	Whitestone Cheese	Interview
Mike Lowe	McBrimar Homes	Interview
Hamish Stevens, Sarah Jennings, Keith Stevens	Moke Apparel	Interview
George Kelcher	Road Metals Co Ltd	Group
Cameron Leckie	Survey Waitaki	Group
Cam Frew	Waitaki Refrigeration	Group
Ailsa Hayes	Anvil Engineering Ltd	Group

► **Interviewees cont.**

Name	Interview type
Richard Manning	Interview
Moeraki Ltd	
Gareth Boyt	Group
Trevor McGlinchey	Group
Don McFarland	Group
Shannon Goldsmith	Group
Koa Whitau-Kean	Group
T K Buchanan	Group
Moeraki	
David Higgins	Group
Justin Tipa	Group
Victoria Campbell	Group
Gareth Boyt	Group
Virginia Barlow	Group
Te Rūnanga o Moeraki	
Leigh Milmine	Group
Karen Coutts	Group
John Pirker	Group



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Thank you!

5.3 TRANSFORMATION PROGRAMME - BUDGET ALLOCATIONS

Author: Lisa Baillie, People and Culture Group Manager

Authoriser: Alex Parmley, Chief Executive

RECOMMENDATION

That Council:

1. Agrees to initiate a Transformation Programme to modernise the Council and its services, improve efficiency, customer service and delivery of community outcomes.
2. Instructs the Chief Executive to develop a business case, setting out the overall ambitions of the Transformation Programme, the outcomes to be achieved, the benefits to the organisation and the people we serve, the investment needed to get there and the return on the investment
3. Agrees to reallocate existing funding to the Transformation Programme through a combination of sources to form a source of funds necessary to commence the programme, with an initial funding of \$500,000, with sources of funding as follows:
 - a) 'First call' to repurpose unspent funds (carry forwards) as appropriate;
 - b) Targeted funds (amalgamating existing projects that relate to the Transformation Programme);
 - c) Identifying planned projects needed to deliver the Transformation Programme within the next Annual Plan, and the upcoming Long Term Plan as appropriate; and
4. Commits in principle to the use of the 'no worse off' financial support package, towards the Transformation Programme, should the funds become available for Council.

DECISION OBJECTIVE

To initiate a Transformation Programme, to commence development of a business case, and to agree the approach to funding the Transformation Programme for a two-year period.

SUMMARY

The Council is within a period of significant change. A programme of multiple reforms including water, RMA, health, and the Future for Local Government will impact all councils. This is combined with changes in community needs and customer expectations as well as opportunities to utilise technology to deliver in different and more efficient ways. To deal with the change successfully, the Council will need to transform how it operates. This could require a new operating model as well as changes to technology, governance, processes, and culture.

A Transformation Programme is a significant and critical activity key to the ongoing success of Council.

Sustained effort and resource will be required to complete the transformation successfully and in a timely manner and of course time is of the essence if Council is to be a leader in its sector. To build momentum and sustain it, substantial funds are required to be *invested*, commensurate with the vision and aspirations of Council. The timing of this comes during a Long Term Plan (LTP) cycle, hence the best way to secure funding is through a combination of:

- a) 'First call' to repurpose unspent funds (carry forwards) as appropriate;
- b) Targeted funds (amalgamating existing projects that relate to the Transformation Programme);

- c) Identifying planned projects needed to deliver the Transformation Programme within the next Annual Plan, and the upcoming Long Term Plan as appropriate; and
- d) Committing in principle to the use of the 'No Worse Off' financial support package, towards the Transformation Programme, should the funds become available for Council.

This proposed approach to funding recognises the Transformation Programme as a key priority for Council and enables the Programme to commence during this LTP. Reporting of the use of the approved funding options will be provided to further ensure transparency and accountability.

DECISION-MAKING EXPECTATIONS

Governance Decision-Making:	Formalising overall commitment to the Transformation Programme, including the required funds for this business case phase. This also includes the approval decision for the business case, to be presented in August 2022.
Operational Decision-Making:	Resourcing and carrying out the initial phase of the transformation programme, with the intention of bringing a business case to the Mayor and Councillors in August for a decision, prior to the further planning and implementation phases.
Communications	Media Releases – contributed to by officers and Elected Members Media/public enquiries regarding governance decision-making topics above can be addressed by governance Media/public enquiries regarding operational decision-making topics above can be addressed by officers

SUMMARY OF DECISION-MAKING CRITERIA

	No/Moderate/Key		No/Moderate/Key
Policy/Plan	No	Environmental Considerations	No
Legal	No	Cultural Considerations	No
Significance	No	Social Considerations	No
Financial Criteria	Key	Economic Considerations	No
Community Views	No	Community Board Views	No
Consultation	No	Publicity and Communication	No

BACKGROUND

In October 2021, Chief Executive Alex Parmley briefed Elected Members on his assessment of the organisation after his first 100 days. This briefing highlighted several key issues for Council, including the consideration of a programme to transform the organisation (technology, processes, and culture) with a view to meeting the vision and providing a modern, efficient, customer focused Council with the capacity and approach to navigate successfully through the various reforms. Included in this should be a new target operating model and consideration of which services are delivered in house and which may be better delivered as part of a consortium or by third parties.

This key recommendation was supported informally around the Council table and the Executive Leadership Team commenced the preparatory work to consider the approach to Transformation process. This initiated the development of a Transformation Brief which outlined the key drivers for change and how we propose to change and transform the organisation to respond to this.

Further information regarding the drivers for change can be found in Appendix 1: 'Why Change? – 6 Drivers for Change' to this report.

To realise our vision and aims and to deal with the drivers for change impacting us, we will need to transform the organisation and the way it works in many aspects.

When most people think about change in organisations, they tend to think in terms of changes to management and departmental structures. Whilst this can form part of transformation, the management and departmental structure is usually one of the last things to be considered. Instead, to transform the organisation there are multiple aspects and layers to be looked at that will determine how the organisation works and how effective it is. In making changes to these multiple aspects, they need to be considered as a whole, in terms of the type of organisation we want and need to be to serve our communities well and deal with the changes impacting us.

We need to transform through a planned and coordinated programme considering each layer of the organisation.

How will we take forward transforming the organisation?

Transforming an organisation is a complex task involving multiple aspects of the way the organisation works. No one person can transform an organisation and therefore it is important that everyone, staff and elected members, are involved at the appropriate points of the programme and in shaping and being aware of the progress of the whole programme. It is important that we act in a planned way, thinking through carefully the changes that need to be made, the logical steps, the interactions between the various changes, the potential impacts of the changes and the resources (money, people, skills) to achieve the changes and the overall transformation.

Therefore, in transforming the organisation to meet our vision and aims we will work through three key phases:

Phase One: Develop a business case, setting out where we are trying to get to, the outcomes this will achieve, the benefits to the organisation and the people we serve, together with the investment needed to get there and the return on that investment.

Phase Two: Develop a high-level "Blueprint" for the transformed organisation including a target operating model, digital architecture, and high-level organisational structure. Develop a programme plan, setting out the projects, workstreams, timelines and resources to deliver the transformation.

Phase Three: Implementation – redesign our organisation and its services around our ambitions and our customers.

Resourcing Transformation – Phase One: Transitional Structure

In order to successfully transform the organisation, we will need to ensure that we have the resources and capacity to deliver. With this in mind, we are currently putting in place a Transitional Structure, aimed at ensuring we can continue to deliver the business as usual for our residents and district, whilst starting to take the early steps on our Transformation journey. The Transitional Structure also seeks to address some of the gaps and issues that have arisen through the various changes in posts and departments, however it must be noted that this does not reflect the future structure of the organisation.

In addition to our internal resources, we are looking outside of our organisation. Whilst most of the resource to deliver transformation will come from our own team, we do not have all the skills or capacity to deliver the transformation on our own and need some support. We are engaging a suitable contractor to work with us on this journey, which will be a key resource bringing additional critical thinking and building our capacity and capability.

Resourcing Transformation – Phase One: Financial Resourcing

To ensure the success of this entire journey, from transition to final implementation, appropriate financial resourcing needs to be made available. The best way to secure funding is through a combination of:

- a) 'First call' to repurpose unspent funds (carry forwards) as appropriate;
- b) Targeted funds (amalgamating existing projects that relate to the Transformation Programme);
- c) Identifying planned projects needed to deliver the Transformation Programme within the next Annual Plan, and the upcoming Long Term Plan as appropriate; and
- d) Committing in principle to the use of the 'No Worse Off' financial support package, towards the Transformation Programme, should the funds become available for Council.

As the timing of the Transformation Programme comes in the middle of our current Long Term Plan, this presents some opportunities and challenges. Firstly, the close of the 2021/22 financial period brings the opportunity for unspent funds (carry forwards) from operational and project activities to be assessed (on a case-by-case basis) as potential funding sources for the Transformation Programme. While we do not know now the items that could be carried forward, these may include surplus/unspent funds from things like salary and contractor budgets. Where appropriate, these unspent funds could be repurposed to enable the early stages of the Transformation Programme.

Secondly, Council currently has several business and system improvement projects identified in the current Long Term Plan. The sorts of projects that would be in scope would be enhancements planned as a result of CouncilMark or other business improvement projects. Where these projects are clearly aligned with the Transformation Programme, they can be amalgamated into the Transformation Programme to ensure they are delivered and aligned with contemporary strategy. Amalgamating some of the existing projects also enables efficiencies through reducing the overheads that would be associated with executing the projects separately.

Lastly, the Discovery and Design phases of the Transformation Programme are likely to align with upcoming Annual and Long Term Plans. This enables the Transformation Programme to establish new projects into Council's planning cycle where formal funding sources, such as internal loans, are available.

This combination of funds is believed to be the best approach as there is no impact to Rates in the upcoming financial year (2022/23), and projects arising from the discovery and design phases of the Transformation Programme can be incorporated into future Annual and Long Term Plans.

Council also has the opportunity to utilise the 'No Worse Off' funding proposed within the Three Waters reforms. The 'No Worse Off' funding is proposed to assist councils with recovering from the disruption that may arise from the proposed reform process, and for dealing with "stranded overheads". However, access to the funding may be contingent on specific criteria or may not become available in a timeframe that is complementary to the Transformation Programme. As such, the 'No Worse Off' funding could be viewed as a way to reimburse Council for transformation costs, should the funds become available.

SUMMARY OF OPTIONS CONSIDERED

Option 1 – (preferred option). That Council:

1. Agrees to initiate a Transformation Programme to modernise the Council and its services, improve efficiency, customer service and delivery of community outcomes.
2. Instructs the Chief Executive to develop a business case, setting out the overall ambitions of the Transformation Programme, the outcomes to be achieved, the benefits to the organisation and the people we serve, the investment needed to get there and the return on the investment
3. Agrees to reallocate existing funding to the Transformation Programme through a combination of sources to form a source of funds necessary to commence the programme, with an initial funding of \$500,000. Sources of funding are as follows:
 - a) 'First call' to repurpose unspent funds (carry forwards) as appropriate;
 - b) Targeted funds (amalgamating existing projects that relate to the Transformation Programme);
 - c) Identifying planned projects needed to deliver the Transformation Programme within the next Annual Plan, and the upcoming Long Term Plan as appropriate; and
4. Commits in principle to the use of the 'no worse off' financial support package, towards the Transformation Programme, should the funds become available for Council.

Option 2 – Does not commit to the proposed approach to securing funds. This option is not being considered as it will result in additional requests to Council for further funding support to carry out a significant change programme such as this.

ASSESSMENT OF PREFERRED OPTION

Option 1 is preferred as It is vital to the success of the Transformation Programme that it is resourced appropriately, in particular providing the capacity for our people to lead in this journey. Providing the allocation of the appropriate funding will allow us to bring in support to assist with the regular work, so that our key staff engaged in this journey can give it the time and energy that it requires. Doing anything less will result in a substandard process and outcome.

ADDITIONAL DECISION-MAKING CONSIDERATIONS

Outcomes

The Transformation Programme will ensure our organisation is able to deliver outcomes for our community, as per the outcomes defined in the Strategic Framework.



Appendix 1: Why Change? – 6 Drivers for Change

1. Reform

There is a significant amount of reform on the near horizon that will impact local government and our council. There will be things we must change in the way we are organised, work and deliver to respond to this. There will also be opportunities to do things better and secure a better outcome for the communities and district.

i) Future for Local Government Review

The Future for Local Government Review is looking at the whole system of local governance, ie not just councils but how the system of councils, government departments and community groups work to meet community needs and aspirations. This represents an opportunity for local government and WDC to deliver better economic, environmental, health, housing, and cultural outcomes for our community and to play a bigger role in improving the quality of life of our residents and districts. This means working in a different way and moving away from an organisation focussed on a range of services, to one that is at the centre of community life and focussed on better community outcomes delivered through partnerships, programmes as well as services.

WDC has the ambition to lead on this agenda, building on our strengths, such as our Stronger Waitaki Partnership. But we will not be able to lead by being a traditional council that operates like every other council. We will need to ensure we are modern, flexible, and agile as well as being open to taking on different roles and alternative approaches, to secure the improvements and results we want for our communities and district. We will need to ensure we are efficient and effective, enabling us to have confidence that every dollar we spend is adding value and benefit to the communities we serve and that every hour we spend as staff and elected members is delivering benefit and contributing towards our ambitions to improve our district and quality of life.

There is also an opportunity to look differently at how we provide services and where we target our spend. We and other service providers are experiencing increasing demand for some of our services. Instead of looking just at how we meet that need, we can look more at why demand is increasing and look to change our services and work with partners to reduce that demand by dealing with the issues that cause the demand.

ii) Three Waters Reform

Whilst the legislation has not gone through Parliament to set up the new water entities, the water regulator Taumata Arowai is up and running and starting to enforce the higher water standards. A direction has been set by government that will see, whoever manages water, having to invest millions in each area upgrading and extending supplies. The current plan of Central Government is for our water services to transfer to the new Southern Water organisation in 2024 – just over two years away. This will have a big impact on us as a council, losing a significant number of our colleagues. It will also impact on our finances and on roles that provide support to water services. We will have less services covering the overheads that come with the day to day running of a large organisation.

We need to plan for the potential future of WDC without water services. This will mean reshaping what we do in some areas and also, rethinking our finances. It presents an opportunity to do some wider thinking about how we are organised and how we operate once water services are not with us.

iii) Health Reform

Whilst most people do not associate health with councils, health is a critical issue for our communities and we have a number of health inequalities, issues around access to health for some communities as well as growing issues such as mental health, that are impacting the

wellbeing and quality of life of our residents. Unusually for local government, we responsibility for health provisions as we own the Oamaru Hospital, Waitaki District Health Services Limited.

The Health Reforms represent a big opportunity and a potential threat to our communities. If we are going to improve the wellbeing of our residents and communities, we need to be more involved in health and securing better health outcomes. This builds on the partnership work already being taken forward by the Stronger Waitaki partnership. To become more involved and to increase our positive impact on health, we will need to work differently and may need to use some of our resources in different ways to what we do currently.

iv) Resource Management Act reform

The reform of the RMA is the reform that gets the least attention but will likely have the biggest impact on the future development of our district. As currently planned, the role of district councils will change in planning for the future and this will likely require us to change our approach, including how we work collaboratively with others to deliver our communities' current and future needs and aspirations.

2. Community Needs and expectations

As well as reform, we need to recognise that the needs and expectations of our communities are changing. A lot of this is shaped by the changes that are happening in wider society. Our communities are becoming more diverse in their nature and their needs. Increasingly, residents want services specifically tailored to their needs and not a "one size fits all" approach. They also want a more personal service. Some of this is shaped by their experiences in dealing with commercial organisations with very modern customer service approaches.

In addition, many members of our communities have higher expectations as to what the Council should be delivering. Some of this is caused by new issues within our communities that local government was not designed to deal with. These needs and expectations are greater than we can deliver with the resources we have and in the way we currently operate and are organised.

If as a Council we are to meet more of our community needs and expectations, we will need to think differently about how we operate and organise ourselves, together with how we work with others.

3. Elected Members, Community and Staff Aspirations for Waitaki

Our Elected Members, much of our community and most staff, whilst loving Waitaki, also hold ambitions for it to move forward and develop and to see quality of life improve for all of our communities and all of our places. This is reflected in the ambitions of the Council and the extensive list of projects and initiatives set out in the Long Term Plan. It is great that we are an ambitious organisation and want our district and communities to move forward. However, we need to recognise that, despite everyone in the organisation being totally committed to the ambitions and working really hard, capacity is stretched in many areas.

As an organisation we want to do more and better. But we need to recognise that we will not get a different or better result by continuing to do the same things in the same way. We need to think differently about how we are organised and how we work as an organisation if we are to deliver more of our ambitions and aspirations and ensure that workloads are manageable and achievable.

4. *Technology and new thinking on how we deploy this*

Changes in technology are changing the way many of us live our lives and engage with each other and organisations. Whilst we have embraced some of this, it has not fundamentally changed the way we operate. Many organisations have embraced technology to rethink how they meet their aspirations, be more efficient and offer higher levels of customer service. We can see this day-to-day in our dealings with our banks (it is rare we need to visit our banks anymore) or when we order goods and services online, where invariably, we receive SMS or email messages, updating us on progress.

There is an opportunity to review how we use technology to improve our organisation, its efficiency, and its levels of service, whilst also ensuring we keep things that are important to our residents, for example that friendly, personal service that many value when they need our help.

5. *Living within our means whilst meeting increasing demand*

We are all aware in our daily lives that costs continue to increase. This has been particularly so during the pandemic where, combined with a housing boom, the cost of living has increased significantly for most people. Council is also facing increasing costs as prices rise for supplies and services. On top of this, as outlined above, many sections of our community expect more from us.

In recent years, rates increases have been generally lower than most councils. However, last year our rates increased by almost 8%, with similar increases planned in the coming years. This takes us above what most other districts are increasing their rates by. In addition, with mean earnings in the district increasing by less than 5%, if we continue with the levels of rates increases, we will be taking an increasing proportion of our residents' incomes and adding to the cost pressure on families and households. Some would say that, if we increase our rates beyond what our residents' income is increasing, we are living beyond their means and therefore, living beyond our means.

This presents a conundrum for the Council: How do we meet increasing costs, increasing demand for some services, and increasing expectations from many parts of our community, without taking an increasing proportion of our residents' earnings? It is likely we will not be able to answer this by continuing to work and organise ourselves in the current way.

6. *Staff aspirations for WDC*

Most staff enjoy working for WDC and are committed to doing their best for the organisation and the communities it serves. Consistently though staff report that they think they could do a better job, achieve more and work more efficiently if some things were different in the organisation. There are many areas where staff think things could change that would help them in fulfilling their roles and give a better result for the organisation. This includes the technology we have and the way we use it; some of the processes and rules within the organisation; the investment in training and skills; and the way the Council is organised and works together / where it could work better together and more as one team.

5.4 CHIEF EXECUTIVE AUTHORITY TO ACT

Author: Paul Hope, Finance and Corporate Development Group Manager

Authoriser: Alex Parmley, Chief Executive

RECOMMENDATION

That Council:

1. Delegates to the Chief Executive all responsibilities, duties and powers of Council, all Council committees, or subcommittees (except any decisions that cannot be delegated by law and except the responsibilities, duties and powers of the Executive Committee, District Licensing Committee and the Hearing Committee), provided that such delegation may only be exercised if;
 - (a) the Chief Executive determines:
 - (i) that an urgent decision to enable the proper performance of Council function is required by the Council, committee or subcommittee; and
 - (ii) that, in the circumstances, it is not possible or it is impractical to convene a meeting or to obtain for the Council, committee or subcommittee (as relevant), due to the urgent nature of the decision.
 - (b) the Chief Executive makes a decision under the circumstances described in paragraph (a) above after consulting with the Mayor or if the Mayor is unavailable in the time required, the Deputy Mayor
2. Agrees that any decision made under the delegation set out in paragraph 1 (**Delegation**) will be binding on the Council.
3. Agrees that the Delegation will be notified to all Councillors, and the public where it can be under the Local Government Official Information and Meetings Act 1987, as soon as possible and be reported at the earliest possible time to a full Council meeting.
4. Notes that the Delegation is intended to be used as a contingency and is made in order to ensure that Council can continue to undertake its proper functions under urgent or time-critical situations.
5. Confirms that existing Chief Executive and officer delegations that are currently in place, and delegations that cannot be delegated by law, are unaffected by this resolution and will remain with the Chief Executive, officers, or Council as applicable.

DECISION OBJECTIVE

To clarify the authority of the Chief Executive to act on urgent matters that would normally require a decision from Council or another grouping of elected members but there is insufficient time for a meeting to be called. Such decisions would only be taken to protect the interests of the Council after consultation with the Mayor and / or other specified groups of elected members and would be reported back to Council as soon as practicable after the decision has been made.

SUMMARY

It has been highlighted in advice received by officers that Council should make it clearer that the Chief Executive has the authority to act and make decisions in certain time-constrained situations.

DECISION-MAKING EXPECTATIONS

Governance Decision-Making:	Granting authority to act.
Operational Decision-Making:	When the power should be exercised
Communications	<p>Media Releases – contributed to by officers and Elected Members</p> <p>Media/public enquiries regarding governance decision-making topics above can be addressed by governance</p> <p>Media/public enquiries regarding operational decision-making topics above can be addressed by officers</p>

SUMMARY OF DECISION-MAKING CRITERIA

	No/Moderate/Key		No/Moderate/Key
Policy/Plan	No	Environmental Considerations	No
Legal	Key	Cultural Considerations	No
Significance	No	Social Considerations	No
Financial Criteria	No	Economic Considerations	No
Community Views	No	Community Board Views	No
Consultation	No	Publicity and Communication	No

BACKGROUND

The Chief Executive has a general responsibility to protect the interest of Council. Although the Chief Executive has a general delegation that gives power to Act, Council has received advice that a more specific delegation in relation to certain matters would help protect and secure both Council and the Chief Executive.

SUMMARY OF OPTIONS CONSIDERED

- Option 1** – Grant a broad authority to act (Preferred)
- Option 2** – Grant a narrow authority to act
- Option 3** – Rely on existing delegations

ASSESSMENT OF PREFERRED OPTION

It is recommended that a broad authority to act under very limited circumstances be granted because of the increasing number of time-constrained situations requiring a decision or an action. In many cases, there will be a broad awareness of an issue but not of specific circumstances or the specific nature of the decisions or actions required. This has been highlighted by events such as the Kurow Duntroon Irrigation Company (KDIC) receivership where there is an awareness of the issues but not of the specific decisions that will need to be made when various meetings are held. There are also an increasing number of actions being taken by Central Government and other agencies that require a response or action in very narrow timeframes. Making it clear that the Chief Executive does have the authority to act protects both Council and the Chief Executive. This type of authority will have a requirement to both engage with the Mayor and elected members before any action is taken and a

requirement to report as soon as practicable. This forms part of the recommendation. It is envisaged that this delegation would be used rarely and only in the circumstance of the need for an urgent decision where there is insufficient time, or it is impractical, to call a meeting of Council and where not making a decision would be against the Council's interest.

A more limited authority could be granted, with the authority to make a decision restricted to the current urgent issue – that is, matters in relation to KDIC. However, this could expose Council to risk in the event of future, unforeseen events.

CONCLUSION

Society is evolving in such a way that there is an increasing expectation by most organisations that a decision, including at the governance level, can be made within very limited timeframes. This expectation at times creates a mismatch with the requirements of the Local Government Official Information and Meetings Act. The action proposed in this report is designed to create a solution in situations where this type of mismatch occurs.

ADDITIONAL DECISION-MAKING CONSIDERATIONS

Outcomes

We keep our district affordable

We enable opportunities for new and existing business

We provide and enable services and facilities so people want to stay and move here

We understand the diverse needs of our community

Waitaki's distinctive environment is valued and protected

We maintain the safest community we can

Legal Considerations

Legal advice has been sought and provided on this matter. This decision fits within the provisions of the Local Government Act 2002, in particular Section 32, 7th Schedule.

5.5 RATIFICATION OF COUNCIL SUBMISSION TO THE MINISTRY FOR THE ENVIRONMENT ON TRANSFORMING RECYCLING

Author: Erik van der Spek, Recreation Manager

Authoriser: Paul Hope, Acting Assets Group Manager

Attachments: 1. Waitaki District Council submission to Ministry for the Environment 'Transforming Recycling' consultation

RECOMMENDATION

That Council formally ratifies Waitaki District Council's submission on the Transforming Recycling Consultation.

DECISION OBJECTIVE

To formally ratify Waitaki District Council's submission on the Transforming Recycling Consultation, as submitted to the Ministry for the Environment on 8 May 2022 and included as Attachment 1.

SUMMARY

The Transforming Recycling consultation document seeks feedback on three proposals related to transforming recycling:

- Part 1: Container Return Scheme
- Part 2: Improvements to household kerbside recycling
- Part 3: Separation of business food waste

These three proposals are part of a long-term shift toward a circular economy, where packaging is made of materials that maintain their value and are easier to recycle. Greater quantities and cleaner streams of material will be recovered for recycling.

The biggest impact on Waitaki District Council is the proposal that kerbside collections for dry recycling could be required to be implemented by Council within two years of Council's next Waste Management and Minimisation Plan, or by 2026, whichever is sooner.

DECISION-MAKING EXPECTATIONS

Governance Decision-Making:	Ratify Council's submission on Transforming Recycling
Operational Decision-Making:	No further action is required by Council officers
Communications	Media Releases – contributed to by officers and Elected Members Media/public enquiries regarding governance decision-making topics above can be addressed by governance Media/public enquiries regarding operational decision-making topics above can be addressed by officers

SUMMARY OF DECISION-MAKING CRITERIA

	No/Moderate/Key		No/Moderate/Key
Policy/Plan	Moderate	Environmental Considerations	Moderate
Legal	No	Cultural Considerations	No
Significance	No	Social Considerations	No
Financial Criteria	No	Economic Considerations	No
Community Views	No	Community Board Views	No
Consultation	No	Publicity and Communication	No

BACKGROUND

Background

New Zealand generates 17 million tonnes of waste each year, with 13 million tonnes heading to landfill. As a country, our recycling rates are low, and our litter rates are high.

178,000 tonnes of kerbside collected material is incorrectly disposed of annually in New Zealand. The Ministry for the Environment is looking to make the current recycling systems more straight-forward and less confusing and is consulting on three proposals related to transforming recycling:

1. Container Return Scheme.
2. Improvements to household kerbside recycling
3. Separation of business food waste.

These three proposals are part of a long-term shift toward a circular economy, where packaging is made of materials that maintain their value and are easier to recycle. Greater quantities and cleaner streams of material will be recovered for recycling.

Council's input into this consultation is important. Council needs to be vocal in order to be given the option of exemption from implementing a compulsory recycling kerbside collection if our current levels of service meet the standards required or if it is decided by way of resident consultation that a kerbside collection service is untenable.

The general strategic direction of the proposals sits well with Council in terms of its own direction. Council's 2018 Waste Management and Minimisation Plan acknowledges a need to shift to a circular economy and that the only way to reduce waste to landfill is to change behaviour. The proposals highlight several ways to influence behaviour including standardising recyclable materials, encouraging recycling by placing a value on an item regarding the Container Return Scheme, and acknowledging the impact that organics have when landfilled.

Waitaki Recycling Facts and Figures

- WRRT diverts 1,500 tonnes of recycling per annum. (For comparison, Clutha -7,500 residences - diverts 500 tonnes per annum from their kerbside collection service.)
- The main contributor is residents bringing their recycling to WRRT. They make up 1,215 tonnes or 81% of the total.
- Council has four Transfer Stations and three unmanned recycling sites that receive recycling. The combined recycling from these sites sent to WRRT for 2020/21 was 85 tonnes or 6% of the total.

- There are three waste companies that provide a commercial recycling service, and two of these three companies offer a domestic recycling service. Their recycling is taken to WRRT, and their combined recycling was 200 tonnes (50 tonnes commercial and 150 tonnes residential), or 13% of the total.
- The national average for recycling is 160kg per household per annum. It is estimated that 940 properties subscribed to a kerbside recycling service. None of the commercial operators would reveal the exact numbers.

Key matters proposed to be raised through Waitaki District Council's submission to the Ministry for the Environment:

1. Container Return Scheme

- In principle, Waitaki District Council agrees with the proposed scheme.
- The proposal does lack some detail on the finer points of how the scheme will operate. However, Waitaki District Council agrees that a scheme of this nature will add value to the Ministry for the Environment's goal of increasing recycling.

2. Improvements to household kerbside recycling

- Waitaki District Council does not currently provide a recycling kerbside collection service. Waitaki District Council has submitted that consideration be given to exempting councils from having to compulsorily implement a council-run collection service if it can prove that the currently available recycling services meets the required diversion standard.
- Waitaki District Council agrees that standardisation of recyclables collected kerbside reduces confusion across districts. Waitaki District Council submits that this standard list be made a 'minimum' list and that each district can add to their accepted materials list as they access new markets.

3. Separation of business food waste

- Waitaki District Council agrees with the requirement for businesses to separate food waste.

SUMMARY OF OPTIONS CONSIDERED

Option 1 – Ratify Council's submission to the Ministry for the Environment on the Transforming Recycling Consultation (**preferred**)

Option 2 – Do not ratify Council's submission to the Ministry for the Environment on the Transforming Recycling Consultation

ASSESSMENT OF PREFERRED OPTION

Option 1 is the preferred option. The Ministry for the Environment Transforming Recycling consultation is Council's opportunity to express its views as to how the proposals will impact on the district, Council, and residents.

It is important that Council points out it does not currently offer a kerbside recycling service, but that diversion rates in the district are as good as, if not better than, the national average.

CONCLUSION

Council's input into this consultation is important. This consultation sets an innovative, bold direction to transform the way that we think about and manage recycling. It supports the transition to a more circular economy, and better management of recycling and diversion of waste to landfill.

Council needs to be vocal to be afforded the option of exemption from implementing a compulsory recycling kerbside collection if our current levels of service meet the standards required or if it is decided by way of resident consultation that a kerbside collection service is untenable.

The general strategic direction of the proposals sits well with Waitaki District Council in terms of its own direction. Council's 2018 Waste Management and Minimisation Plan acknowledges a need to shift to a circular economy and that the only way to reduce waste to landfill is to change behaviour. The proposals highlight several ways to influence behaviour, including standardising recyclable materials, encouraging recycling by placing a value on an item regarding the Container Return Scheme, and acknowledging the impact that organics have when landfilled.

ADDITIONAL DECISION-MAKING CONSIDERATIONS

Outcomes

We keep our district affordable

We enable opportunities for new and existing business

We provide and enable services and facilities so people want to stay and move here

We understand the diverse needs of our community

Waitaki's distinctive environment is valued and protected

We maintain the safest community we can

Policy and Plan Considerations

Council's submission takes account of Council's Waste Management and Minimisation Plan. Aspects of the proposals will affect how Council provides services in the future.

Financial Considerations

Aspects of the proposals will have an impact on Council services and cost.

Environmental Considerations

The proposals seek to reduce environmental impact by creating a long-term shift toward a circular economy.



8th May 2022

Transforming Recycling Consultation,
Ministry for the Environment,
PO Box 10362,
Wellington
6143

By email: transformingrecycling@mfe.govt.nz

Waitaki District Council submission for the Transforming Recycling Consultation

Introduction

Waitaki District Council (WDC) welcomes the opportunity to submit on the Transforming Recycling Consultation.

The Waitaki district is in both the Canterbury and Otago regions. The district covers a large land area (7,152 km²) reaching inland from the Waitaki River mouth, up the Waitaki River Valley, through Ōhau to the top of the Ahuriri River Valley, extending south to Ōamaru, and down the east coast beyond Palmerston to Flag Swamp. The Waitaki district has a population of ~23,200 (2020). Ōamaru is the main town centre in the district with more than 50% of the district's population. Waitaki's economy is largely driven by primary production and tourism.

WDC makes the following points of submission.

1. Container Return Scheme

- In principle WDC agrees with the proposed scheme.
- The proposal does lack some detail on the finer points of how the scheme will operate but WDC agrees that a scheme of this nature will add value of MFE's goal to increase recycling.

2. Improvements to household kerbside recycling

- WDC does not currently provide a recycling kerbside collection service. WDC has submitted that consideration be given to exempting councils from having to compulsorily implement a council run collection service if it can prove that the currently available recycling services meets the required diversion standard
- WDC agrees that standardisation of recyclables collected kerbside reduces confusion across districts. WDC submits that this standard list be made a 'minimum' list and that each district can add to their accepted materials list as they access new markets.

3. Separation of business food waste

- WDC agrees with the requirement for businesses to separate food waste



Part 1 Questions

1. Do you agree with the proposed definition of a beverage?

Yes

2. Do you agree with the proposed definition of an eligible beverage container?

Yes

3. Do you support the proposed refund amount of 20 cents?

Yes, evidence presented in the consultation document does support the 20c refund figure

4. How would you like to receive your refunds for containers?

1. Electronic funds transfer (eg, through a scheme account or mobile phone app)

2. Donations to local community organisations/charities

3. Cash

5. Vouchers (for cash or equivalent value product purchase)

5. Do you support the inclusion of variable scheme fees to incentivise more recyclable packaging and, in the future, reusable packaging?

Yes, this is crucial to drive more sustainable packaging design decisions.

6. Do you agree with the proposed scope of beverage container material types to be included in the NZ CRS?

Yes – However it is WDC's view that any item acceptable for the CRS scheme should be included in the compulsory kerbside collection list. The inclusion needs to be subject to processing ability with suitable end markets that can cope with an increase in product. This raises doubt over the suitability of LPD products.

7. If you do not agree with the proposed broad scope (refer to Question 6), please select all container material types that you think should be included in the scheme.

8. Do you support a process where alternative beverage container packaging types could be considered on case-by-case basis for inclusion within the NZ CRS?

Yes

9. Do you agree with the proposal to exempt fresh milk in all packaging types from the NZ CRS?



No. Consumers should have the choice to return them or put them in the recycling bin

10. Do you support the Ministry investigating how to target the commercial recovery of fresh milk beverage containers through other means?

No, they should be covered in the CRS

11. Do you support the Ministry investigating the option of declaring fresh milk beverage containers made out of plastic (eg, plastic milk bottles and liquid paperboard containers) a priority product and thereby including them within another product-stewardship scheme?

Declaring a niche item like fresh cow milk beverage containers as a priority product is not a good idea – priority products should be broad categories not a specific item of a category (single use plastic container)

12. We are proposing that beverage containers that are intended for refilling and have an established return/refillable scheme would be exempt from the NZ CRS at this stage.

Do you agree?

Yes, it makes sense to reuse rather than recycle. The challenge will be communicating what containers are exempt.

13. Should there be a requirement for the proposed NZ CRS to support the New Zealand refillables market (eg, a refillable target)?

No, not if these containers are exempt from the scheme

14. Do you have any suggestions on how the Government could promote and incentivise the uptake of refillable beverage containers and other refillable containers more broadly?

No, discounts for returning refillables are in place now for a limited product range

15. Are there any other beverage packaging types or products that should be considered for exemption?

No

16. Do you agree that the size of eligible beverage containers would be 3 litres and smaller?

Yes

17. Do you think that consumers should be encouraged to put lids back on their containers (if possible) before they return them for recycling under the scheme?

No – it will lead to more liquid being collected as bottles will not be emptied. Not all lids are recyclable



18. Do you agree that the scheme should provide alternative means to capture and recycle beverage container lids that cannot be put back on containers? If so, how should they be collected?

Yes - collected at the collection points and litter collection funded by the scheme.

19. Do you agree that a NZ CRS should use a 'mixed-return model' with a high degree of mandated retail participation to ensure consumers have easy access to container return/refund points, as well as the opportunity for voluntary participation in the network by interested parties?

Yes

20. Where would you find it easiest to return eligible beverage containers? Please select all that are relevant and rank these from most preferred to least preferred.

- 1. Supermarket**
- 2. Shopping centre/mall**
- 3. Other community centres/hubs (eg, town hall, sports club, etc) where folk gather**
- 4. Community recycling/resource recovery centre**
- 5. Commercial recycling facility (eg, depot, more likely to be located in industrial zone)**
- 6. Waste transfer station**

21. Retailers that sell beverages are proposed to be regulated as part of the network (mandatory return-to-retail requirements). Should a minimum store size threshold apply?

Yes

And if yes, what size of retailer (shop floor) should be subject to mandatory return-to-retail requirements?

Over 200m² (many dairies and some petrol stations likely exempt)

22. Do you think the shop-floor-size requirements for retailers required to take back beverage containers (mandatory return-to-retail) should differ between rural and urban locations?

No too complicated and unfair. The scheme manager can approach smaller rural retailers to voluntarily offer a take back service.

If yes, what lower size threshold should be applied to rural retailers for them to be required to take back containers?



23. Do you agree that there should be other exemptions for retailer participation?
(For example, if there is another return site nearby or for health and safety or food safety reasons.)

24. Do you agree with the proposed 'deposit financial model' for a NZ CRS?

Yes

25. Do you agree with a NZ CRS that would be a not-for-profit, industry-led scheme?

Yes

26. Do you agree with the recovery targets for a NZ CRS of 85 per cent by year 3, and 90 per cent by year 5?

How will this be measured?

27. If the scheme does not meet its recovery targets, do you agree that the scheme design (including the deposit level) should be reviewed and possibly increased?

See above

28. Do you support the implementation of a container return scheme for New Zealand?

Yes. It is well proven that a CRS adds enormous value to capturing recycling. It will be complimentary to the other diversion activities that councils currently have.

29. If you do not support or are undecided about a CRS, would you support implementation of a scheme if any of the key scheme design criteria were different? (eg, the deposit amount, scope of containers, network design, governance model, scheme financial model, etc). Please explain.

30. If you have any other comments, please write them here.

Part 2 Questions

Proposal 1: Collecting a standard set of materials

31. Do you agree with the proposal that a standard set of materials should be collected for household recycling at kerbside?

Yes, but the list should be a minimum. Collection providers should be able to add items depending on the ability to source an end market

32. Do you agree that councils collecting different material types (in addition to a standard set) might continue to cause public confusion and contamination of recycling?



No. National messaging can promote the minimum items and local messaging can reflect any additional items

33. Do you think that national consistency can be achieved through voluntary measures, or is regulation required?

Regulation should be considered. Private providers are profit driven and may exclude items if not profitable

34. Please tick below all the items from the proposed list which you agree should be included in the standard set of materials that can be recycled in household kerbside collections.

- ✓ glass bottles and jars
- ✓ paper and cardboard
- ✓ pizza boxes
- ✓ steel and aluminium tins and cans
- ✓ plastic bottles 1 (PET) and 2 (HDPE)
- ✓ plastic containers and trays 1 (PET) and 2 (HDPE)
- ✓ plastic containers 5 (PP)

It is WDC's view that any item acceptable for the CRS scheme should be included in the compulsory kerbside collection list so should LPD be included in the CRS scheme it needs to be included in kerbside recycling.

WDC submits that banning the use of non-recyclable products in manufacturing ie; plastics 3,4,6 & 7 will help to remove confusion as to what is recyclable.

35. If you think any of the materials above should be excluded, please explain which ones and why.

No

36. If you think any additional materials should be included, please explain which ones and why.

No

37. Do you agree that the standard set of materials should be regularly reviewed and, provided certain conditions are met, new materials added?

Yes

38. What should be considered when determining whether a class of materials should be accepted at kerbside in the future? (Tick all that apply)

- ✓ sustainable end markets



- ✓ end markets solutions are circular and minimise environmental harm
- ✓ viable processing technologies
- ✓ processing by both automated and manual material recovery facilities
- ✓ no adverse effects on local authorities, including financial
- ✓ supply chains contribute appropriately to recovery and end-of-life solutions for their products

39. Who should decide how new materials are added to the list?

Ministry for the Environment staff in consultation with a reference stakeholder group

40. Do you agree that, in addition to these kerbside policies, New Zealand should have a network of convenient and easy places where people can recycle items that cannot easily be recycled kerbside? For example, some items are too large or too small to be collected in kerbside recycling.

Yes – most Councils provide and fund this network already.

Proposal 2: All urban populations should have access to kerbside food scraps collections

41. Do you agree that food and garden waste should be diverted from landfills?

Yes – the impact of doing this on the NZ emissions should be modelled more robustly as the Climate Commissions assumptions do not correspond to the situation on the ground.

42. Do you agree that all councils should offer a weekly kerbside food scraps collection to divert as many food scraps as possible from landfills?

Agree in principle, the missing detail is how it is funded, where does it go and how is it treated

43. Do you agree that these collections should be mandatory in urban areas (defined as towns with a population of 1000 plus) and in any smaller settlements where there are existing kerbside collections?

Yes

44. Do you think councils should play a role in increasing the diversion of household garden waste from landfills? If so, what are the most effective ways for councils to divert garden waste?

- **Kerbside green waste collection**
- **Promoting/supporting home composting which is much better for the environment.**



- **Education on composting**
- **Subsidised drop off sites**
- **Promoting low waste gardens.**

45. We propose a phased approach to the roll-out of kerbside food scraps collections. The timeframes will depend on whether new processing facilities are needed. Do you agree with a phased approach?

Yes, the success and cost effectiveness of this service requires the development of processing facilities

46. Do you agree that councils with access to suitable existing infrastructure should have until 2025 to deliver food scraps collections?

- yes, that's enough time
- no, that's not enough time
- no, it should be sooner.

None of the above, access to suitable existing infrastructure needs to be defined. We need an agreed distance to a disposal site? Disposal fees need to be cost effective. How will new infrastructure be funded?

The implementation needs to align with the introduction of business food waste diversion. This can only be implemented once suitable infrastructure is either available or built.

47. Do you agree that councils without existing infrastructure should have until 2030 to deliver food scraps collections?

- yes, that's enough time
- no, that's not enough time
- no, it should be sooner.

See Q46

48. Are there any facilities, in addition to those listed below, that have current capacity and resource consent to take household food scraps?

- Envirofert – Tuakau
- Hampton Downs – Waikato
- Mynoke Vermicomposting site – Taupō
- Enviro NZ – new facility planned for the Bay of Plenty in 2023
- Living Earth – Christchurch
- Timaru Eco Compost Facility – Timaru.

Not that we are aware of.



We propose to exclude the following non-food products and any packaging from any kerbside collection bins used to divert food scraps and/or green waste from landfills:

- kitchen paper towels / hand towels / serviettes
- newspaper and shredded paper
- food-soiled cardboard containers (eg, pizza boxes)
- cardboard and egg cartons
- compostable plastic products and packaging
- compostable fibre products and packaging
- compostable bin liners
- tea bags.

49. Are there any additional materials that should be excluded from kerbside food and garden bins? Please explain which ones and why.

No

50. For non-food products or packaging to be accepted in a food scraps bin or a food and garden waste bin, what should be taken into consideration? Tick all that apply.

- ✓ **Promoting/supporting home composting which is much better for the environment.**
- ✓ **Education on composting products help divert food waste from landfills**
- ✓ **Products meet New Zealand standards for compostability**
- ✓ **Products are certified in their final form to ensure they do not pose a risk to soil or human health**
- ✓ **Products are clearly labelled so that they can be distinguished from non-compostable products**
- ✓ **A technology or process is available to easily identify and sort compostable from non-compostable products**
- ✓ **producers and users of the products and packaging contribute to the cost of collecting and processing**

51. If you think any of the materials listed above should be included in kerbside food and garden bins, please explain which ones and why.

No – taking non-food products will lead to confusion and contamination of the compost product.

Proposal 3: Reporting on household kerbside collections offered by the private sector



52. Do you agree that it is important to understand how well kerbside collections are working?

Yes

53. Do you agree with the proposal that the private sector should also report on their household kerbside collections so that the overall performance of kerbside services in the region can be understood?

Yes

54. Do you agree that the information should be published online for transparency?

Yes

55. Apart from diversion and contamination rates, should any other information be published online?

No. Subject to an agreed measure of diversion and contamination rates being established. The lack of shared understanding about what these terms mean highlights the difficulties we face.

Proposal 4: Setting targets (or performance standards) for councils

56. Should kerbside recycling services have to achieve a minimum performance standard (eg, collect at least a specified percentage of recyclable materials in the household waste stream)?

Yes, provided a standard and measurement can be agreed to

57. Should the minimum performance standard be set at 50 per cent for the diversion of dry recyclables and food scraps?

How has this % been calculated? Is a district wide figure that includes diversion by way of CRS? Needs clarification

58. We propose that territorial authorities have until 2030 to achieve the minimum performance target, at which time the target will be reviewed. Do you agree?

Yes , provided a standard and measurement can be agreed to

59. In addition to minimum standards, should a high-performance target be set for overall collection performance to encourage territorial authorities to achieve international best practice?

Please clarify what best practice looks like, what international examples? What does best practice mean?

60. Some overseas jurisdictions aim for diversion rates of 70 per cent. Should New Zealand aspire to achieve a 70 per cent target?



Some international jurisdictions include the grass clippings that are left on the lawn as diversion from landfill. Comparing to overall international statistics is somewhat meaningless. We can only compare to ourselves and create a measure with countries that have the same or very similar diversion systems and measures.

61. What should the consequences be for territorial authorities that do not meet minimum performance standards?

No comment

Proposal 5: Should glass and/or paper/cardboard be collected in separate containers?

62. Should either glass or paper/cardboard be collected separately at kerbside in order to improve the quality of these materials and increase the amount recycled?

Glass separate only

63. If glass or paper/cardboard is to be collected separately, should implementation:

Wait for any CRS scheme design to be finalised

Proposal 6: Should all urban populations have access to a kerbside dry recycling collection?

64. Should all councils offer household kerbside recycling services?

How are you proposing to require Councils to implement a service that the community has not wanted for 15 years? The last survey on kerbside collection was completed in 2020 and the decision made not to implement it.

Councils should be given the opportunity to meet the standards set with their current recycling/diversion processes before being made to implement a kerbside collection.

The Waitaki Resource Recovery Trust (WRRT) operates the Waitaki Resource Recovery Park and is the Waitaki districts only recycling business.

The main contributor is residents bringing their recycling to WRRT. They make up 1215 tonnes or 81% of the total.

Council has four Transfer Stations and three unmanned recycling sites that receive recycling. The combined recycling from these sites sent to WRRT for 20/21 was 85 tonnes or 6% of the total

There are 3 waste companies that provide a commercial recycling service and 2 of these 3 companies offer a domestic recycling service. Their recycling is taken to WRRT and their combined recycling was 200 tonnes, 50 tonnes commercial and 150 tonnes residential, or 13% of the total.

Compare WRRT's diversion of 1,500 annually to Clutha District, a similar populated district. Clutha has a council run kerbside collection service and drop-



off at their landfill and rural transfer stations. They collect less than 500 tonnes of recycling per annum.

65. Should these services be offered at a minimum to all population centres of more than 1,000 people?

Yes

66. Do you agree that councils without any council-funded kerbside recycling collections should implement these collections within two years of their next Waste Management and Minimisation Plan?

The WMMP is a plan for the district and not just the Council. The LTP is the plan for the Council. If Councils are required to implement a recycling collection service it should be when the council judges it is feasible to but within 5 years of the service becoming mandated.

67. What research, technical support or behaviour change initiatives are needed to support the implementation of this programme of work?

Implementation is not the problem, the barrier is funding, infrastructure and end markets.

Part 3 Questions

Proposal: Source separation of food waste is phased in for all businesses.

68. Should commercial businesses be expected to divert food waste from landfills as part of reducing their emissions?

Yes, all food waste needs to be banned from landfill

69. Should all commercial businesses be diverting food waste from landfills by 2030?

Yes

70. Should separation be phased in, depending on access to suitable processing facilities (eg, composting or anaerobic digestion)?

Separation could be phased in

71. Should businesses that produce food have a shorter lead-in time than businesses that do not?

No, it will be too complicated to educate and enforce.

72. Should any businesses be exempt? If so, which ones?



No, enforcement could be complicated

73. What support should be provided to help businesses reduce their food waste?

Educational material is available, and businesses can make investment decisions themselves.

Thank you for the opportunity to make a submission to the Ministry For The Environment on the Transforming Recycling Consultation.

For any enquiries, please contact:

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Yours sincerely,

Steve Clarke

Solid Waste Manager

Waitaki District Council

6 RESOLUTION TO EXCLUDE THE PUBLIC

RECOMMENDATION

That the public be excluded from the following parts of the proceedings of this meeting.

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
<p>7.1 - Roading Maintenance Contract Procurement PE</p>	<p>s7(2)(b)(ii) - the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(h) - the withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p>	<p>s48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7</p>

7 PUBLIC EXCLUDED SECTION

8 RESOLUTION TO RETURN TO THE PUBLIC MEETING

RECOMMENDATION

That Council resumes in open meeting and decisions made in public excluded session are confirmed and made public as and when required and considered.

9 RELEASE OF PUBLIC EXCLUDED INFORMATION

In accordance with Waitaki District Council Standing Orders, and pursuant to resolutions in the public excluded session of the meeting, any previously public excluded information that Council decides to release will be included under this agenda item in the Public Minutes of this meeting.

10 MEETING CLOSE