

## WORKSHOP MATERIAL

Workshop: Council Workshop – Long Term Plan 2024-2034 Financials

Date: Thursday, 16 November 2023

Item	Released Information
1.	Long Term Plan 2024-2034 16 November 2023 - Presentation



# LTP 2024-2034

## 16 November 2023

*Thriving and resilient Tasman communities*

# Contents

- Updated financial picture
- Funding community facilities and RFCs
- Lower Queen Street roading
- FTEs
- Annual bedding and mowing
- Statement of Māori Participation
- Next steps

# Purpose

Further develop the overall programme and financials.

Provide input to the statement on Māori participation



# Updated Financials



*Thriving and resilient Tasman communities*

# What has changed

<b>Rates to Council 9 November</b>	<b>110,088</b>	<b>9.71%</b>
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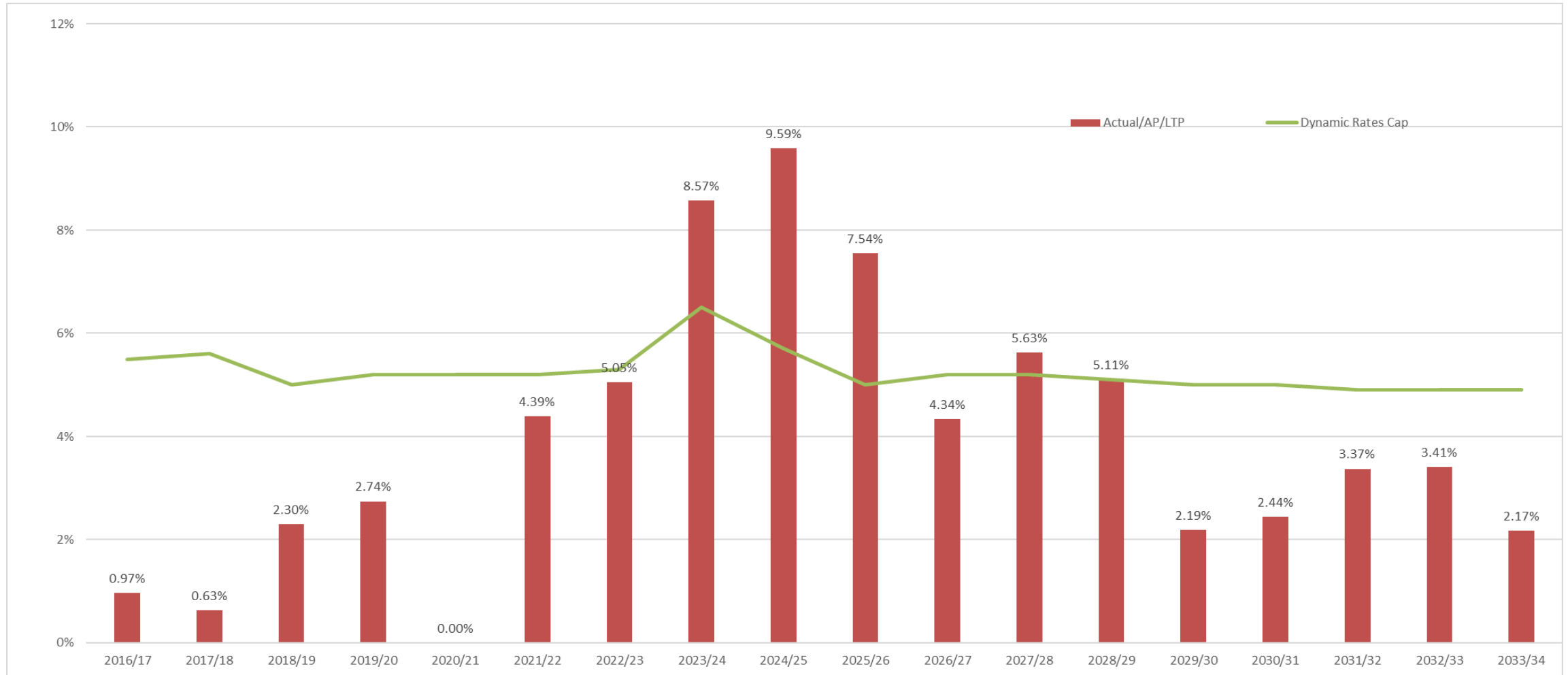
Other Community Board Costs	95	0.10%
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Additional Capitalisation	-215	-0.22%
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<b>Total Changes</b>	<b>-120</b>	<b>-0.12%</b>
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<b>Rates to Council 16 November</b>	<b>109,968</b>	<b>9.59%</b>
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# Rates revenue increases



# Outstanding

Flower Gardens – later in presentation

Water Loop – expect a reduction in rates as a result

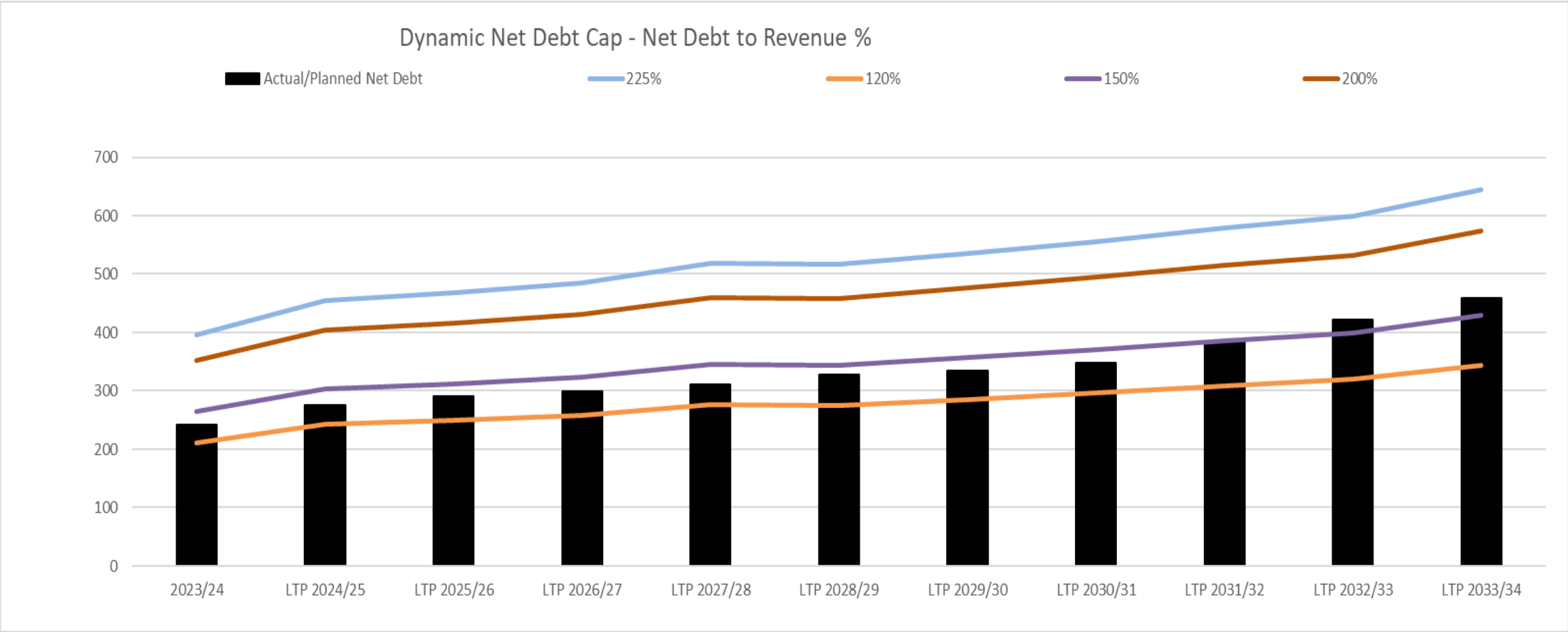
Resolving DC Charge by Ward

Tweaks re Community Board Funding as per Mike Drummond email

Legal and other costs re Marine & Coastal Area applications \$100k Yr1 and Yr2



# Net Debt



# What are the outyears low re Rates?

	Movement 2029/30	Movement 2030/31	Movement 2031/32	Movement 2032/33	Movement 2033/34
Key Drivers	\$000's	\$000's	\$000's	\$000's	\$000's
Maintenance	867	560	880	831	536
Operations	613	1,389	1,254	997	2,154
Professional Fees	-437	19	643	-472	31
Fees & Recoveries	-1,025	-1,198	-1,973	-1,795	-2,025
Operating Subsidy	-169	-213	-284	-172	-219
Dividends Received	-5	-5	-5	-5	-5
Overheads	1,726	1,351	5,436	1,863	938
Reserves	-519	290	391	674	476
Loan Servicing	-389	71	-431	1,200	1,210
Funded Depreciation	4,795	1,631	3,711	2,037	1,913
<b>Total Rates</b>	<b>5,458</b>	<b>3,895</b>	<b>9,621</b>	<b>5,159</b>	<b>5,010</b>
Rate % Inc pre Growth	3.78%	2.60%	6.26%	3.16%	2.97%
Growth	1.60%	1.57%	1.55%	1.52%	1.50%
<b>Rate % Inc after Growth</b>	<b>2.19%</b>	<b>1.03%</b>	<b>4.71%</b>	<b>1.64%</b>	<b>1.47%</b>

Operations

Professional Fees

Funded Depreciation

Overheads

Loan Servicing

NRSBU Costs

Outsourcing of Elections/LTP Audit

Impact of Revauation

Lease cost Yr 8 New Building

Impact of interst from Wastewater Plants

# Other Councils

## Emergency Funds

NCC – only fund if affordable – most likely not in first few years

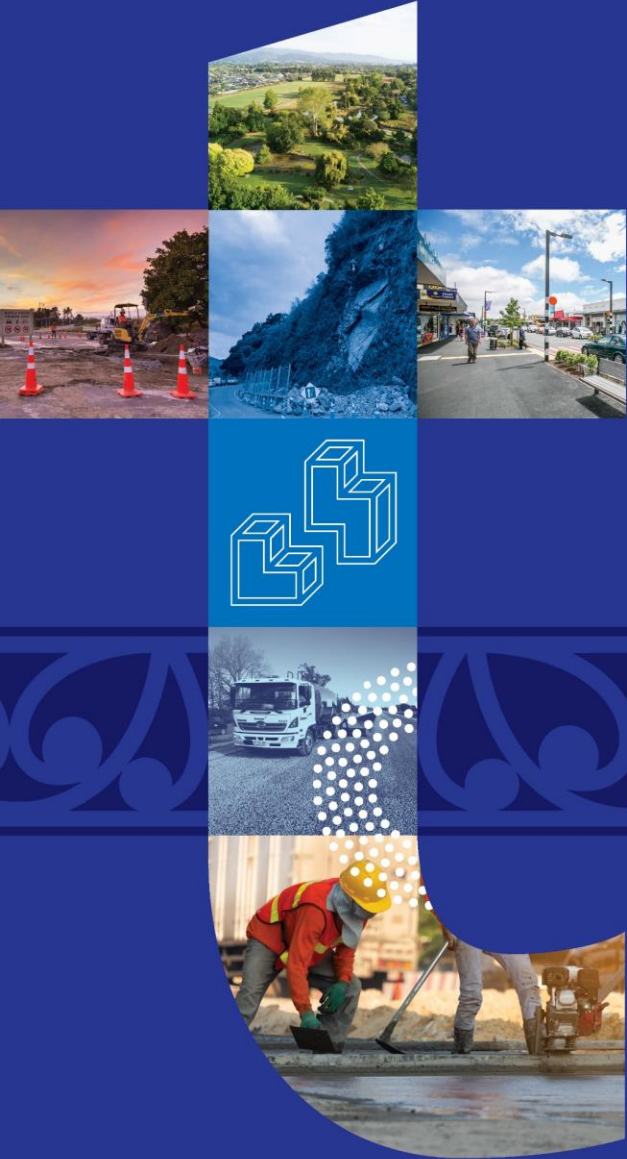
MDC – only fund if affordable – most likely not in first few years

TDC - implement from Yr 7 onwards?

## Funded Depreciation

NCC – fully fund unless revaluation impact like they have now

MDC – fully fund unless revaluation impact like they have now



# Funding of community facilities



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# Background financial contributions

- Ability to levy Financial Contributions provided by RMA with what they are for, calculation and limitations on use in TRMP
- Fewer restrictions than development contributions.
- Cannot charge FC and DCs for the same purpose under the LGA
- Purpose – those generating adverse effects should meet the costs of avoiding, remedying, mitigating or offsetting those effects.
- Minimises the extent to which the community at large subsidises addressing those effects
- Cost of enhancing reserves and community facilities will be funded **in part** by new subdivision and development because growth places a demand to upgrade existing services, to expand, and to develop new facilities. .

# Funding of community facilities

## Capital costs

- Community / private contribution 1/3 up to first \$3m of project cost, 1/5 after that
- Loans (servicing funded via Facilities Operations Rate)
- Financial Contributions for Reserve and Community Facilities

## Operating costs

- User charges
- Facilities Operations Rate

# Reserves and community services RFCs

- Can be used to build new or upgrade reserve of facilities – i.e. capital expenditure.
- Cannot be used to meet operating costs
- Wide scope to use on reserves and community facilities - big four are all able to be funded
- No TRMP limitations on cross-ward funding - explicit recognition in TRMP of community wide use.
- Cannot be used to fund stormwater infrastructure while we have stormwater development contributions without breaching LGA s.200
- Can and are used for complimentary facilities within or adjacent to DC funded stormwater assets such as benches, play equipment, walkway land and assets, and amenity

# How much can be funded via RFCs?

- TRMP contemplates part funding – but at global level
- Revenue and Financing Policy – mostly silent
- Section 101(3) LGA at activity level but useful assessment basis for major new infrastructure (*Neil Construction vs North Shore City Council*) and reinforced by section 106 (2)(a) and (b)
- Key considerations:
  - Existing community demand for and use of the facilities
  - New growth's use of existing facilities that have been funded by existing community
  - Community fundraising directly for a share of costs
  - Healthy revenue expected from RFCs over next 10 years – need to spend it.
- Staff advise caution about funding all from RFCs – some contribution via rates is appropriate
- We have proposed 75% of Council's contribution to capital costs



# LTP model assumptions before today...

All 4 proposed Community Facilities being;

- Motueka Community Pool - \$25.0m un-inflated
- Murch Sports/Recreation Center - \$4.5m un-inflated
- Waimea South Facilities - \$12.7m un-inflated
- Tapawera Community Centre - \$3.5m un-inflated

Modelled funding:

- Community Contribution: 33% up to \$3m and 20% on any amount over \$3m
- RFC's - 75% of council's contribution
- Balance from Loans with debt servicing costs Facilities Operations Rate
- Ongoing operating costs rates funded Facilities Operations Rate

# Overall RFC Balances

Cumulative Balances RFC Accounts	Opening Balance	Plan Working 2023/24	Plan Working 2024/25	Plan Working 2025/26	Plan Working 2026/27	Plan Working 2027/28	Plan Working 2028/29	Plan Working 2029/30	Plan Working 2030/31	Plan Working 2031/32	Plan Working 2032/33	Plan Working 2033/34
3001 - FC- General	99,464	137,919	137,919	120,165	101,403	81,013	57,528	32,542	6,012	6,252	6,502	6,762
3031 - Dils Golden Bay Ward	41,922	-387,271	471,115	528,417	659,192	649,461	512,756	156,670	231,052	425,887	597,399	745,643
3032 - FC- Lakes	494,112	489,368	498,855	527,190	557,135	588,780	612,331	636,824	662,297	688,789	716,341	744,994
3033 - FC- Waimea Moutere	8,753,578	10,092,875	7,414,282	8,008,993	7,741,018	6,392,534	3,536,071	-287,714	-3,608,709	-5,146,432	-5,204,988	-6,357,307
3034 - FC- Motueka	1,817,681	4,231,341	-595,980	-482,755	-318,469	-108,465	-942,751	-3,608,872	-6,461,931	-6,586,876	-6,770,512	-6,786,719
3035 - FC- Richmond	12,605,371	13,452,274	11,758,468	11,896,004	11,959,660	11,217,803	9,979,696	9,993,139	9,793,277	11,531,697	12,176,012	14,294,073
<b>Total</b>	<b>23,812,127</b>	<b>28,016,506</b>	<b>19,684,659</b>	<b>20,598,015</b>	<b>20,699,939</b>	<b>18,821,126</b>	<b>13,755,631</b>	<b>6,922,590</b>	<b>621,998</b>	<b>919,318</b>	<b>1,520,753</b>	<b>2,647,447</b>

The above balances have assumed a contribution towards the Community Facilities. These will be discussed in detail in the following slides.

# Funding – Motueka Pool

Source	%	\$	Rationale
Community contribution	22%	\$5.4m	Following proposed policy on community contributions
RFCs	59%	\$14.7m	75% of Council's contribution (as per previous slide)
Rates funded loans	20%	\$4.9m	25% of Council's contribution (as per previous slide)
<b>Total</b>		<b>\$25m</b>	

# Cross ward RFC funding – Motueka Pool

- Motueka ward and surrounds 'primary' catchment and benefiting area for new pool
- Primary catchment include areas within Moutere Waimea Ward – about 50% of growth in 20k catchment comes from Moutere Waimea Ward
- 'Secondary' catchment likely to include Golden Bay
- Releases capacity at Richmond Aquatic Centre for local growth
- Compelling rationale for contribution from all wards to Motueka Pool

# Financials – Motueka Community Pool

## Motueka Community Pool

Year 4 Start

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total	%
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34		
Rates Movement	0	0	0	0	14	109	425	482	-4	161	-8		
Debt Movement	0	0	0	0	800	2,275	2,207	-276	-276	-276	-276	4,177	
Rates % Movement	0.00%	0.00%	0.00%	0.00%	0.01%	0.08%	0.29%	0.31%	-0.05%	0.08%	-0.02%		
<b>Total Capital</b>	0	0	0	0	4,107	11,881	12,130	0	0	0	0	28,118	
<b>How Capital Funded</b>													
RFC Funding Mot	0	0	0	0	969	2,802	2,861	0	0	0	0	6,631	59.0%
RFC Funding Waimea/Moutere	0	0	0	0	969	2,802	2,861	0	0	0	0	6,631	
RFC Funding Richmond	0	0	0	0	303	876	894	0	0	0	0	2,072	
RFC Funding GB	0	0	0	0	182	525	536	0	0	0	0	1,243	
Community Contribution	0	0	0	0	878	2,541	2,594	0	0	0	0	6,014	21.4%
Other Sources	0	0	0	0	0	0	0	0	0	0	0	0	
New Loans	0	0	0	0	807	2,335	2,384	0	0	0	0	5,526	19.7%

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
On-Going Operating	0	0	0	0	0	0	194	477	487	648	660	2,466

# Funding – Waimea South Community Facility

Source	%	\$	Rationale
Community contribution	23%	\$2.9m	Following proposed policy on community contribution
RFCs	58%	\$7.3m	75% of Council's contribution (as per previous slide)
Rates funded loans	19%	\$2.4m	25% of Council's contribution (as per previous slide)
<b>Total</b>		<b>\$12.7m</b>	

# Cross-ward funding – Motueka Pool

Ward	Potential contribution to total RFC funding	Example mix	Rationale
Motueka	30% - 50%	40% / \$5.9m	Primary ward within catchment
Moutere Waimea Lakes Murchison	30%-50%	40% / \$5.9m	Contributes to primary catchment (roughly proportional to Motueka ward growth)
Golden Bay	5-10%	7.5% / \$1.1m	Secondary catchment
Richmond	10%-15%	12.5% / \$1.8m	% of people that come from Motueka to use Richmond Aquatic Centre
<b>Total</b>		<b>\$14.7m</b>	

# Cross ward RFC funding – Waimea South Community Facility

Ward	Potential contribution to total RFC funding	Example mix	Rationale
Moutere Waimea Lakes Murchison	60-80%	70% / \$5.1m	Moutere Waimea Lakes Murchison area 'primary' catchment and benefiting area
Richmond	20-40%	30% / \$2.2m	"Secondary' catchment likely to include Richmond, which has no council provided facility
<b>Total</b>		<b>\$7.3m</b>	



# Financials – Waimea South Community Facilities

## Waimea Plains Facilities

Year 2 Start

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total	%
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34		
Rates Movement	0	0	5	46	119	138	97	-3	-4	27	3		
Debt Movement	0	0	331	1,111	1,078	-132	-132	-132	-132	-132	-132	1,730	
Rates % Movement	0.00%	0.00%	0.01%	0.03%	0.09%	0.09%	0.06%	-0.01%	-0.02%	0.01%	0.00%		
<b>Total Capital</b>	0	0	1,730	5,894	6,024	0	0	0	0	0	0	13,648	
<b>How Capital Funded</b>													
RFC Funding Waimea/Moutere	0	0	701	2,387	2,440	0	0	0	0	0	0	5,527	58%
RFC Funding Richmond	0	0	300	1,023	1,046	0	0	0	0	0	0	2,369	
Community Contribution	0	0	395	1,347	1,377	0	0	0	0	0	0	3,120	23%
Other Sources	0	0	0	0	0	0	0	0	0	0	0	0	
New Loans	0	0	334	1,137	1,162	0	0	0	0	0	0	2,632	19%
	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total	
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34		
On-Going Operating	0	0	0	0	0	39	143	146	148	176	179	830	

# Funding – Murchison Sports/Rec Centre

Source	%	\$	Rationale
Community contribution	29%	\$1.3m	Following proposed policy on community contribution
RFCs (100% from Moutere Waimea Lakes Murchison)	53%	\$2.4m	75% of Council's contribution (as per previous slide)
Rates funded loans	18%	0.8m	25% of Council's contribution (as per previous slide)
<b>Total</b>		<b>\$4.5m</b>	

# Financials – Murchison Upgrade

## Murch Sports/Rec Center

Year 8 Start

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total	% Funded
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34		
Rates Movement	0	0	0	0	0	0	0	0	1	11	77		
Debt Movement	0	0	0	0	0	0	0	0	39	471	456	965	
Rates % Movement	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.05%		
<b>Total Capital</b>	0	0	0	0	0	0	0	0	214	2,614	2,664	5,492	
<b>How Capital Funded</b>													
RFC Funding Waimea/Moutere	0	0	0	0	0	0	0	0	117	1,429	1,457	3,003	55%
RFC Funding Richmond	0	0	0	0	0	0	0	0	0	0	0	0	
Community Contribution	0	0	0	0	0	0	0	0	58	709	722	1,488	27%
Other Sources	0	0	0	0	0	0	0	0	0	0	0	0	
New Loans	0	0	0	0	0	0	0	0	39	476	486	1,001	18%

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
On-Going Operating	0	0	0	0	0	0	0	0	0	0	0	0

# Funding – Tapawera Community Hub

Source	%	\$	Rationale
Community contribution	31%	\$1.1m	Following proposed policy on community contribution
RFCs RFCs (100% from Moutere Waimea Lakes Murchison)	51%	\$1.8m	75% of Council's contribution (as per previous slide)
Rates funded loans	17%	\$0.6m	25% of Council's contribution (as per previous slide)
<b>Total</b>		<b>\$3.5m</b>	

# Financials – Tapawera Community Hub

## Tapawera Community Centre

Year 6 Start

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
Rates Movement	0	0	0	0	0	0	2	45	62	79	2	
Debt Movement	0	0	0	0	0	0	100	605	-36	-36	-36	597
Rates % Movement	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%	0.04%	0.05%	0.00%	
<b>Total Capital</b>	0	0	0	0	0	0	571	3,494	0	0	0	4,064
<b>How Capital Funded</b>												
RFC Funding Waimea/Moutere	0	0	0	0	0	0	301	1,845	0	0	0	2,146
RFC Funding Richmond	0	0	0	0	0	0	0	0	0	0	0	0
Community Contribution	0	0	0	0	0	0	169	1,034	0	0	0	1,203
Other Sources	0	0	0	0	0	0	0	0	0	0	0	0
New Loans	0	0	0	0	0	0	100	615	0	0	0	715

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
On-Going Operating	0	0	0	0	0	0	0	27	39	119	121	305

# Assuming all that...

Cumulative Balances RFC Accounts	Opening Balance	Plan Working 2023/24	Plan Working 2024/25	Plan Working 2025/26	Plan Working 2026/27	Plan Working 2027/28	Plan Working 2028/29	Plan Working 2029/30	Plan Working 2030/31	Plan Working 2031/32	Plan Working 2032/33	Plan Working 2033/34
3001 - FC- General	99,464	137,919	137,919	120,165	101,403	81,013	57,528	32,542	6,012	6,252	6,502	6,762
3031 - Dils Golden Bay Ward	41,922	-387,271	471,115	528,417	659,192	649,461	512,756	156,670	231,052	425,887	597,399	745,643
3032 - FC- Lakes	494,112	489,368	498,855	527,190	557,135	588,780	612,331	636,824	662,297	688,789	716,341	744,994
3033 - FC- Waimea Moutere	8,753,578	10,092,875	7,414,282	8,008,993	7,741,018	6,392,534	3,536,071	-287,714	-3,608,709	-5,146,432	-5,204,988	-6,357,307
3034 - FC- Motueka	1,817,681	4,231,341	-595,980	-482,755	-318,469	-108,465	-942,751	-3,608,872	-6,461,931	-6,586,876	-6,770,512	-6,786,719
3035 - FC- Richmond	12,605,371	13,452,274	11,758,468	11,896,004	11,959,660	11,217,803	9,979,696	9,993,139	9,793,277	11,531,697	12,176,012	14,294,073
<b>Total</b>	<b>23,812,127</b>	<b>28,016,506</b>	<b>19,684,659</b>	<b>20,598,015</b>	<b>20,699,939</b>	<b>18,821,126</b>	<b>13,755,631</b>	<b>6,922,590</b>	<b>621,998</b>	<b>919,318</b>	<b>1,520,753</b>	<b>2,647,447</b>

The above reflects the impact of funding the Community facilities as described on the RFC balances.

# Overall Impact on Rates and Debt

Overall % impact on Rates	Yr-0	Yr-1	Yr-2	Yr-3	Yr-4	Yr-5	Yr-6	Yr-7	Yr-8	Yr-9	Yr-10
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Original Rates	8.57%	9.59%	7.54%	4.34%	5.63%	5.11%	2.19%	2.44%	4.66%	2.14%	2.17%
Motueka Community Pool	0.00%	0.00%	0.00%	0.00%	0.01%	0.08%	0.29%	0.31%	-0.05%	0.08%	-0.02%
Tapawera Community Centre	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%	0.04%	0.05%	0.00%
Waimea Plains Facilities	0.00%	0.00%	0.01%	0.03%	0.09%	0.09%	0.06%	-0.01%	-0.02%	0.01%	0.00%
Murch Sports/Rec Center	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.05%
Net Rates	8.57%	9.59%	7.56%	4.36%	5.72%	5.28%	2.53%	2.77%	4.63%	2.28%	2.20%

Overall impact on Net Debt	Yr-0	Yr-1	Yr-2	Yr-3	Yr-4	Yr-5	Yr-6	Yr-7	Yr-8	Yr-9	Yr-10
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Original Debt	242,096	275,411	291,057	298,523	310,424	326,960	334,906	347,452	385,249	421,257	458,263
Motueka Community Pool	0	0	0	0	800	3,076	5,283	5,006	4,730	4,454	4,177
Tapawera Community Centre	0	0	0	0	0	0	100	704	669	633	597
Waimea Plains Facilities	0	0	331	1,441	2,523	2,417	2,286	2,154	2,022	1,891	1,759
Murch Sports/Rec Center	0	0	0	0	0	0	0	0	39	509	965
New Net Debt	242,096	275,411	291,388	299,964	313,747	332,453	342,574	355,317	392,709	428,744	465,762

Assumes starts date of:

Motueka Pool

Yr 4

Murchison Upgrade

Yr 8

Waimea Community Centre

Yr 2

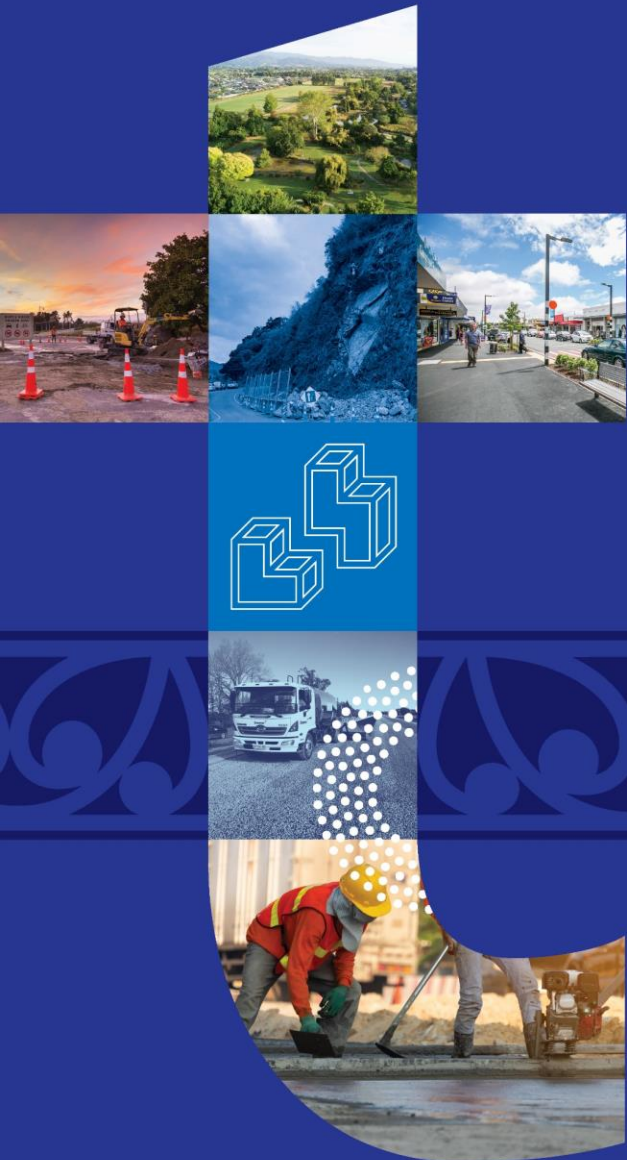
Tapawera Community Hub

Yr 6

# Community Facilities Using RFCs

Project	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	10 Yr Total
<b>Joint Cemetery</b>												
3035 - FC- Richmond	1,090	0	0	0	0	0	0	0	0	0	0	1,090
3033 - FC- Waimea Moutere	363	0	0	0	0	0	0	0	0	0	0	363
<b>Total</b>	<b>1,453</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,453</b>
<b>King Edward</b>												
3034 - FC- Motueka	1,400	0	0	0	0	0	0	0	0	0	0	1,400
<b>Total</b>	<b>1,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400</b>
<b>Mapua Boat Ramp</b>												
3033 - FC- Waimea Moutere	209	396	0	0	0	0	0	0	0	0	0	605
<b>Total</b>	<b>209</b>	<b>396</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>605</b>
<b>Motueka Community Pool</b>												
3031 - Dils Golden Bay Ward	0	0	0	0	182	525	536	0	0	0	0	1,243
3033 - FC- Waimea Moutere	0	0	0	0	969	2,802	2,861	0	0	0	0	6,631
3034 - FC- Motueka	0	0	0	0	969	2,802	2,861	0	0	0	0	6,631
3035 - FC- Richmond	0	0	0	0	303	876	894	0	0	0	0	2,072
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,421</b>	<b>7,005</b>	<b>7,152</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,579</b>
<b>Tapawera Community Centre</b>												
3033 - FC- Waimea Moutere	0	0	0	0	0	0	301	1,845	0	0	0	2,146
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>301</b>	<b>1,845</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,146</b>
<b>Waimea Plains Facilities</b>												
3033 - FC- Waimea Moutere	0	0	701	2,387	2,440	0	0	0	0	0	0	5,527
3035 - FC- Richmond	0	0	300	1,023	1,046	0	0	0	0	0	0	2,369
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1,001</b>	<b>3,410</b>	<b>3,485</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,896</b>
<b>Murch Sports/Rec Center</b>												
3033 - FC- Waimea Moutere	0	0	0	0	0	0	0	0	117	1,429	1,457	3,003
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>117</b>	<b>1,429</b>	<b>1,457</b>	<b>3,003</b>
<b>Grand Total</b>	<b>3,062</b>	<b>396</b>	<b>1,001</b>	<b>3,410</b>	<b>5,907</b>	<b>7,005</b>	<b>7,453</b>	<b>1,845</b>	<b>117</b>	<b>1,429</b>	<b>1,457</b>	<b>33,082</b>





# Lower Queen Street Roading



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# Lower Queen Street

## Reported Crashes 2018 - 23

### From Stratford St to McShane Rd

- 11 Non-Injury
- 9 Minor injury
- 2 involved cycle
- 1 involved motorcycle
- 0 involved pedestrian

### At Berryfields Intersection

- 0 Non-Injury
- 4 Minor injury
- 1 involved cycle

### At McShane Intersection

- 1 Non-Injury
- 1 Minor injury
- 1 involved motorcycle

# Lower Queen Street

## Issues Summary

### **Borck Creek Bridge Stormwater Project**

- Significant flooding risk

### **Increased Traffic**

Headingly Lane to McShane

- 2007: 7,000 vpd (490 heavy)
- 2023: 10,200 vpd (920 heavy)

Stratford St to Berryfield Drive

- 2009: 8,200 vpd (580 heavy)
- 2023: 16,700 vpd (2,000 heavy)

### **Increased Pedestrian Demand**

### **Increased Cycle demand**

### **Poor quality urban environment**

- Congestion and delays
- Increased wear on road
- Reported Crashes 2018-23
  - 11 Non Injury
  - 9 Minor injury
- Difficult for pedestrians to cross
- Footpath not continuous
- No specific cycle facilities
- Shoulder has multiple gaps

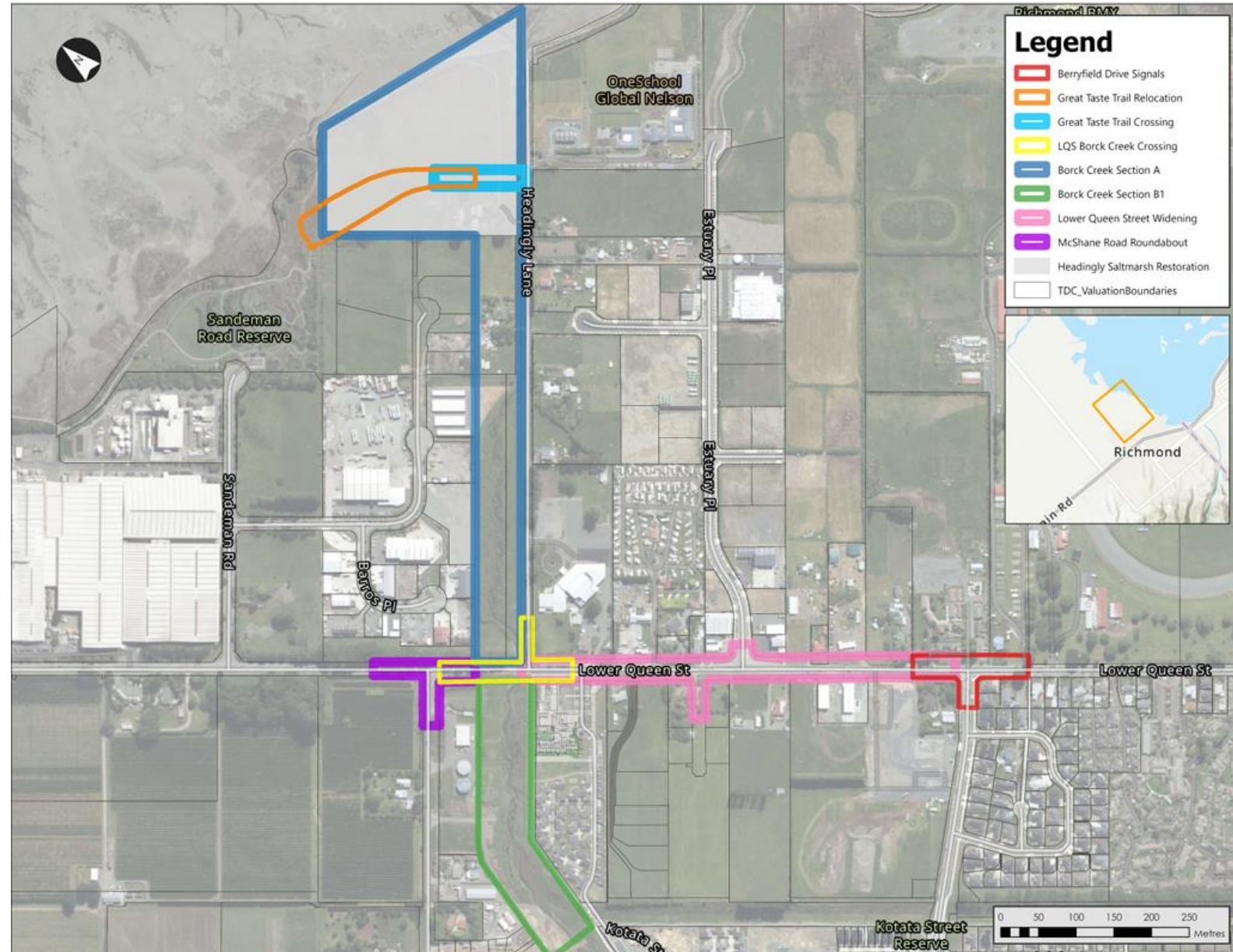
# Lower Queen Street Proposed Projects

Berryfield Drive Intersection  
\$3M

LQS Widening Stage 1  
\$5M

Borck Creek Bridge  
Stormwater Project

McShane Rd Intersection  
\$2.9M



# Lower Queen Street Options

Option	Pros	Cons
<b>Do Minimum</b> <ul style="list-style-type: none"> <li>• Replace Borck Creek Bridge</li> <li>• Extensive Pavement rehab</li> </ul>	<ul style="list-style-type: none"> <li>• Lower cost</li> <li>• Addresses Borck Creek capacity issues without delay</li> </ul>	<ul style="list-style-type: none"> <li>• Does not address transport issues</li> <li>• Does not address expectation that DCs would be used for these projects</li> </ul>
<b>Upgrade LQS in separate projects:</b> <ul style="list-style-type: none"> <li>• Replace Borck Creek Bridge</li> <li>• Berryfields Drive intersection</li> <li>• LQS widening including walking and cycling</li> <li>• McShane Road intersection</li> </ul>	<ul style="list-style-type: none"> <li>• Spreads cost over several years</li> <li>• Addresses Borck Creek capacity issues without delay</li> <li>• Addresses transport issues eventually</li> </ul>	<ul style="list-style-type: none"> <li>• Higher overall cost</li> <li>• Some remaining expectation that DCs would be used quicker</li> <li>• Ongoing disruption to LQS users</li> <li>• Risk of McShane right turn traffic diverting to Berryfields</li> </ul>
<b>Combine into one project</b>	<ul style="list-style-type: none"> <li>• Up to \$1.3M saving on bridge</li> <li>• Other savings in set up costs</li> <li>• Reduced disruption to LQS users</li> <li>• Shows good faith re DCs</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of delay to bridge project</li> <li>• Significant early cost</li> </ul>



# Information Request Responses



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# FTEs – the honest conversation

89% of what we do falls in the ‘must’ category. To stop or reduce this work comes at a cost in terms of:

<b>Service Delivery</b>	<b>Strategic</b>	<b>Asset Management</b>	<b>Reputation</b>
<b>Legal and Regulatory</b>	<b>Health and Safety</b>	<b>Security and Information Management</b>	<b>Business Continuity and Resilience</b>

Council has not indicated any intention to reduce the work or services that fall in the ‘must’ category

# 89% of our work falls in the 'must' category

- A lot of what we do is non-negotiable
- What we can control (slightly) is how we deliver – efficient, responsive, compliant.
- Cross council functions are done more efficiently, effectively and consistently with targeted resources e.g. project management, procurement, information management, complaints management, LGOIMA. We have clear evidence of shortfalls when these functions were undertaken by each group.
- Managing back-office functions at the right level is cheaper than requiring highly qualified staff to undertake transactional or administrative functions.
- We can reduce FTE numbers by using contractors/consultants but the cost is greater.
- 80% of our people say this is a great place to work...many staff give discretionary time over and above their paid hours and we rely on that flexibility 24/7.



# How do we know we are not overstaffed?

We can only use the information available and the rigor we place on the process of identifying new or additional roles:

- Information to allow comparisons is extremely poor
- The variations across councils make available information unreliable
- Cross council comparisons such as those done by the Taxpayer Union give some comparisons but don't reflect unitary differences
- Annual reports do not provide the breakdown of staffing that would allow comparisons and this information is not available to the sector
- Every new role requires a business case which is interrogated by ELT

# We undertook our own workforce analysis

In 2020 we commissioned a qualified external analyst to use analytics to assess past FTE growth and predict future growth. An updated analysis was completed in early 2023 to reflect post Covid indicators.

	Model A	Model B	Model C	Model D
Average house prices	✓	✓	✓	✓
Value of Residential Consents	✓	✓	✓	
GDP	✓	✓		
Population	✓			

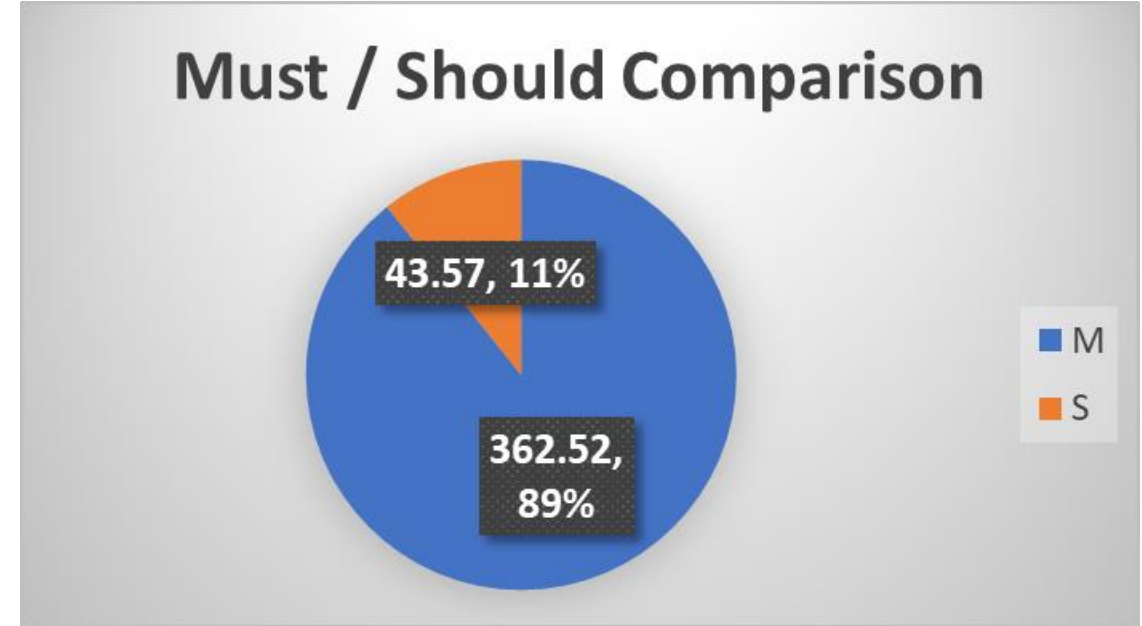
# Projections from the model

	Model A	Model B	Model C	Model D
June 2023	404	399	397	394
June 2024	431	426	425	414
June 2025	476	473	464	470
June 2026	516	508	492	488
June 2027	538	528	511	502

**Current staff: 394**

# Staff Resources

	Sum of Hrs p/w	Sum of FTE Equivalent
Chief Executive Office	280	7.0
Community Infrastructure	2807	70.2
Council Operations	1260	31.5
Environmental Assurance	3709.75	92.7
Finance Group	1145.5	28.6
Information, Science & Technology	2984	74.6
Service & Strategy	3572.25	89.3
Grand Total	15758.5	394.0



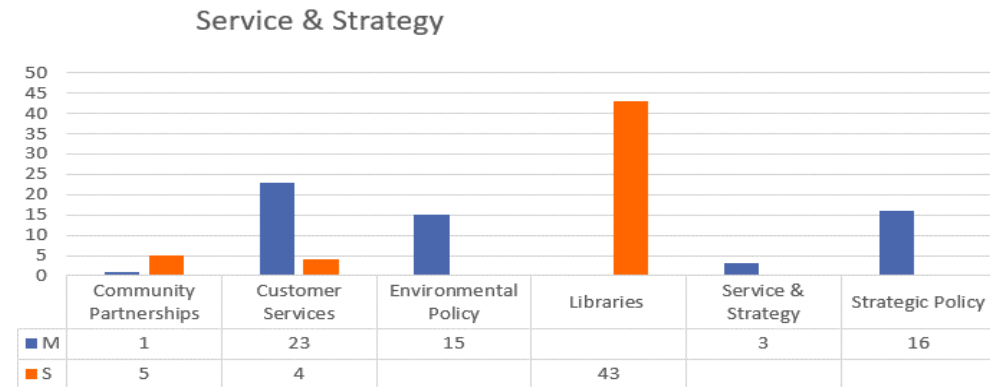
# Staff Resources

- Environmental Assurance- Compliance and safeguarding under various Acts, Building, RM, Dog, Health...all Must

Section	M	Total
Building Assurance	34	34
Environmental Assurance	2	2
Regulatory	27	27
Resource Consents	30	30
Total	93	93

- Service and Strategy – 52 Should – libraries, community partnerships, AA services – some of these role tasks fit in the must and should

Section	M	S	Total
Community Partnerships	1	5	6
Customer Services	23	4	27
Environmental Policy	15		15
Libraries		43	43
Service & Strategy	3		3
Strategic Policy	16		16
Total	58	52	110



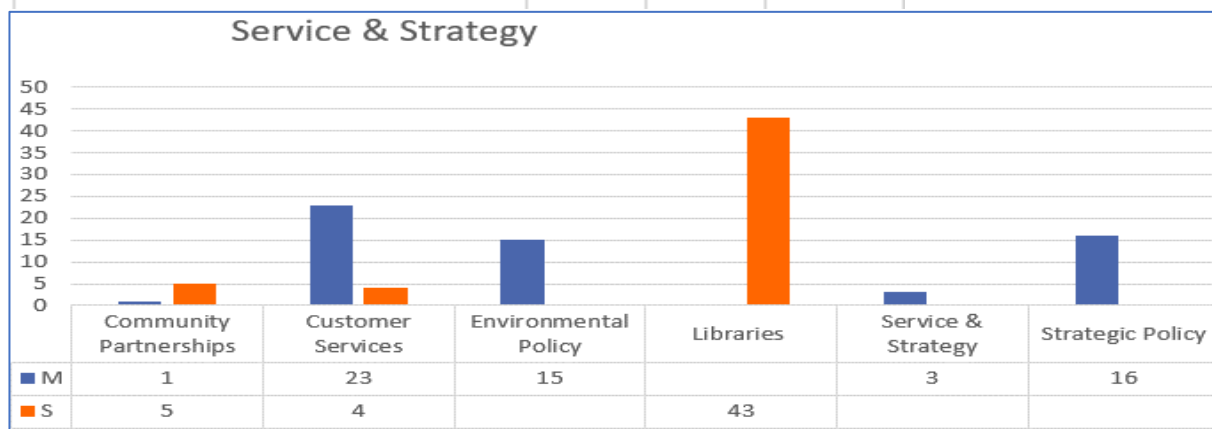
# Staff Resources

**Environmental Assurance** - Compliance and safeguarding under various Acts, Building, RM, Dog, Health...all Must

Section	M	Total
Building Assurance	34	34
Environmental Assurance	2	2
Regulatory	27	27
Resource Consents	30	30
<b>Total</b>	<b>93</b>	<b>93</b>

**Service and Strategy** – 52 Should – libraries, community partnerships, AA services – some of these role tasks fit in the must and should

Section	M	S	Total
Community Partnerships	1	5	6
Customer Services	23	4	27
Environmental Policy	15		15
Libraries		43	43
Service & Strategy	3		3
Strategic Policy	16		16
<b>Total</b>	<b>58</b>	<b>52</b>	<b>110</b>



# Staff Resources

**Finance Group** – Financial performance, tax, accounts payable and receivable, compliance, reporting, treasury....

Section	M	Total
Enterprise Portfolio	3.9	3.9
Finance	24.7	24.7
<b>Total</b>	<b>28.6</b>	<b>28.6</b>

**Information, Science and Technology** – ICT support and development, information management, Digital Innovation Programme Delivery, Environmental information and monitoring, ....

Section	M	Total
Data and Systems Development	10.0	10.0
Digital Business Services	14.0	14.0
Environmental Information	40.1	40.1
Information, Science & Technology	11.6	11.6
<b>Total</b>	<b>75.6</b>	<b>75.6</b>

# Staff Resources

Operations Group – Provides Assurance and Process Improvement

- Procurement Specialist
- Legal and Democracy Services
- People and Wellbeing
- Risk and Assurance
- Health and Safety
- Business Improvement
- Communications
- LGOIMA

Community Infrastructure.....

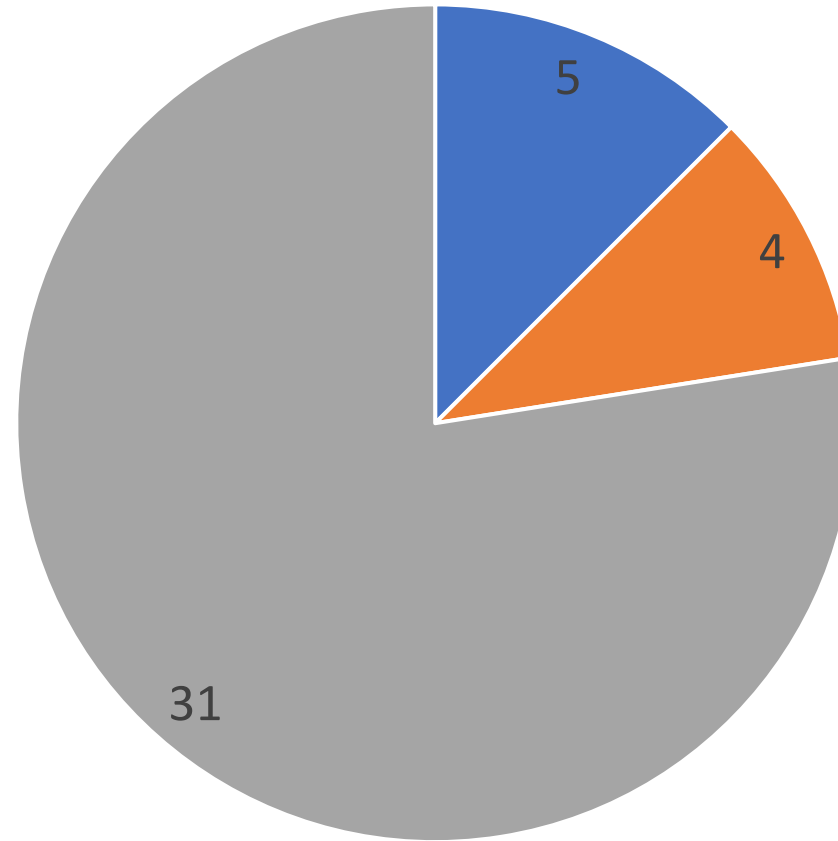
- Transportation
- Waters and Wastes
- Reserves & Facilities
- Property Services
- Capital Program Delivery

Section	M	Total
Assurance & Improvement	7.8	7.8
Communications & Change	6.0	6.0
Council Operations	3.0	3.0
Legal & Democracy Services	8.4	8.4
People & Wellbeing	6.3	6.3
<b>Total</b>	<b>31.5</b>	<b>31.5</b>

Section	M	Total
Community Infrastructure	2.1	2.1
Programme Delivery	14.8	14.8
Property Services	8.5	8.5
Reserves & Facilities	8	8
Transportation	11	11
Waters & Wastes	25.8	25.8
<b>Total</b>	<b>70.2</b>	<b>70.2</b>



# Service and Strategy - should



■ Community partnerships   ■ Customer services   ■ Libraries

# New FTEs

Role	Why a must
<b>Council Operations</b>	
Community engagement lead	Increasing pressure for greater transparency. Role to advise and facilitate engagement and consultation, deliver of legislative requirements and mitigate challenges to process. Enhance reputation and improve efficiency.
Learning & Development Specialist Business Partner	Move from current ad-hoc to proactive approach. Broadening development from leadership suite to include process design and improvement, project management, change management and digital literacy.
Democracy service community board support	To ensure legislative compliance in operating the two community boards and supporting good decision making at CB level.
<b>Service and Strategy</b>	
GIS Analyst	The current GIS team does not have capacity to deliver all the planning data required to develop a digitised, spatial plan to replace the TRMP

# New FTEs

Role	Why a must
<b>Information, Science and Technology</b>	
Integration Architect	Digital transformation is phased which means the coexistence of new systems alongside legacy ones. Integration is key to efficiency and maintaining high customer service. Not having this role the transition will be prolonged and more expensive
RI Rivers Admin Support	Previously admin support shared with Transport. Increased activity in both teams means this is unsustainable. 70% funded from rivers revenue. Avoids scientists and SMEs undertaking admin tasks.
<b>Environmental Assurance</b>	
Compliance officer	Additional role delayed from 2023/24 year. With additional legislation and already negative capacity in the compliance team, we are unable to meet all tasks required
Deputy Harbourmaster	External review of harbourmaster function identified critical staffing shortfalls. Without this role we would be very limited in how many hours we could operate our vessels at sea. The change in harbourmaster to a more strategic role also contributes to the need.

# Impact of Council decisions on FTEs

- No indications yet that councillors disagree with the 'must' assessment or wants to stop that work
- FTE within the 'should' category are largely in libraries - an area of very high community satisfaction
- Of the other 9 other 'should' roles, 4 are AA related for which we are funded
- The remaining roles may be impacted by Council decisions but those relate to only parts of their role
- We have committed to assessing staff impacts when decisions are made and managing staff reductions through measures such as attrition and redeployment
- Final decisions for the LTP may prompt a review of other 'must' roles if appropriate but this is not expected to produce any reduction of scale

# Mowing and Annual Bedding

Mowing is undertaken for a variety of reasons, the main considerations for mowing an area are

- Amenity value
- Sports or recreational value
- weed control
- Safety
- Sightlines
- Fire control

Sites are varied but would include:

- Cemeteries
- Sports fields
- Walkways and tracks
- Memorial gardens including RSA areas
- Neighbourhood parks
- Road frontages
- River banks – storm water capacity and Roughness levels

# Considerations

**Fire risk-** steeper grass areas and/or near urban areas -need to mitigate the risk

**Public Expectations-** Hay fever – levels of service- education/informative approach to service level change

**Litter build up** – difficult to remove prior to mowing- (if it cannot be seen)

**Hidden unseen obstacles** such as stones dropped cans etc- they can cause damage to mowing equipment but can also be potential missiles

**Turf Weeds ingress** including potential for some woody weeds - eg possibly variegated Thistle (notifiable weed) but mainly weeds that are prickly and reduce amenity use

**Sports fields and surrounds,** - playing surfaces need to be maintained to a standard fit for play

**Sightlines** would need to be considered ether vehicle, cycling or walking

# Considerations

Each mowing area would need to be individually assessed and an alternative mowing regime or management plan found to manage the area.

Reforestation is a good alternative as a long term solution to reducing costs, but expensive in the short term and wouldn't be possible for many sites.

Currently we have 5 mowing regimes 3 are outcome based (within a set height) two are frequency 12 times a year or 4 times a year

Reducing the mowing could potentially risk the contractor not wanting to continue with the contract – deemed uneconomically viable

Increased risk of fly tipping/dumping of household rubbish dog fouling and fire.

## Annual Bedding

Two displays per year – Winter summer.  
Most bedding displays are in high traffic areas and very visible

Various sites but not limited to ...

- Formal gardens Washbourn gardens – Pethybridge Garden
- Cemeteries - Richmond, Motueka
- Memorial gardens – Richmond, Wakefield, Motueka
- Sundial square
- Motueka clock tower

Washbourn & Pethybridge gardens have a number of displays which could be reduced without too much adverse comment from the public.

Other areas with sentimental value including RSA and cemeteries may be difficult.

Some displays could be reduced in size



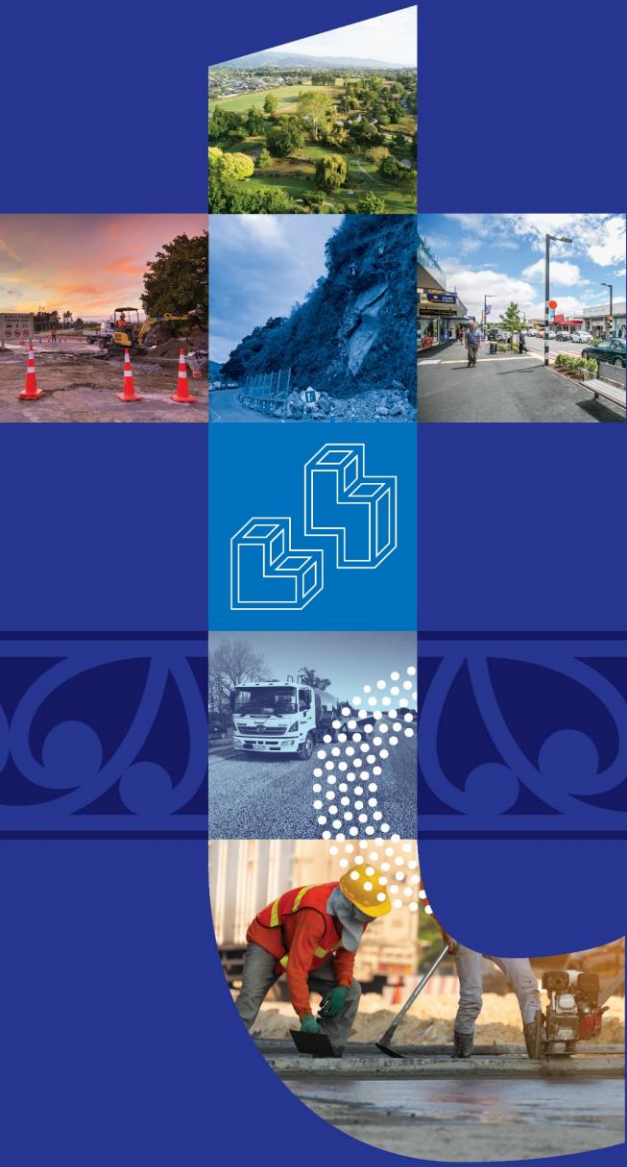


# Feedback Overall Programme and Financials

Feedback on current programme and financials for consultation?

What needs further discussion at 30 November workshop to enable decisions to be made on 14 December?





# Iwi Partnership & Engagement



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# Te Kāhui Hononga

- Te Kāhui Hononga provide guidance, advice and support for Council and kaimahi
- Ex Officio volunteers in Te Kāhui Hononga space

Role in Te Kāhui Hononga	FTE
Kaihautū	1.0
Kaitohutohu Māori	0.5
Kaiāwhina Māori	0.6
Ex Officio (volunteers in TKH)	0.0

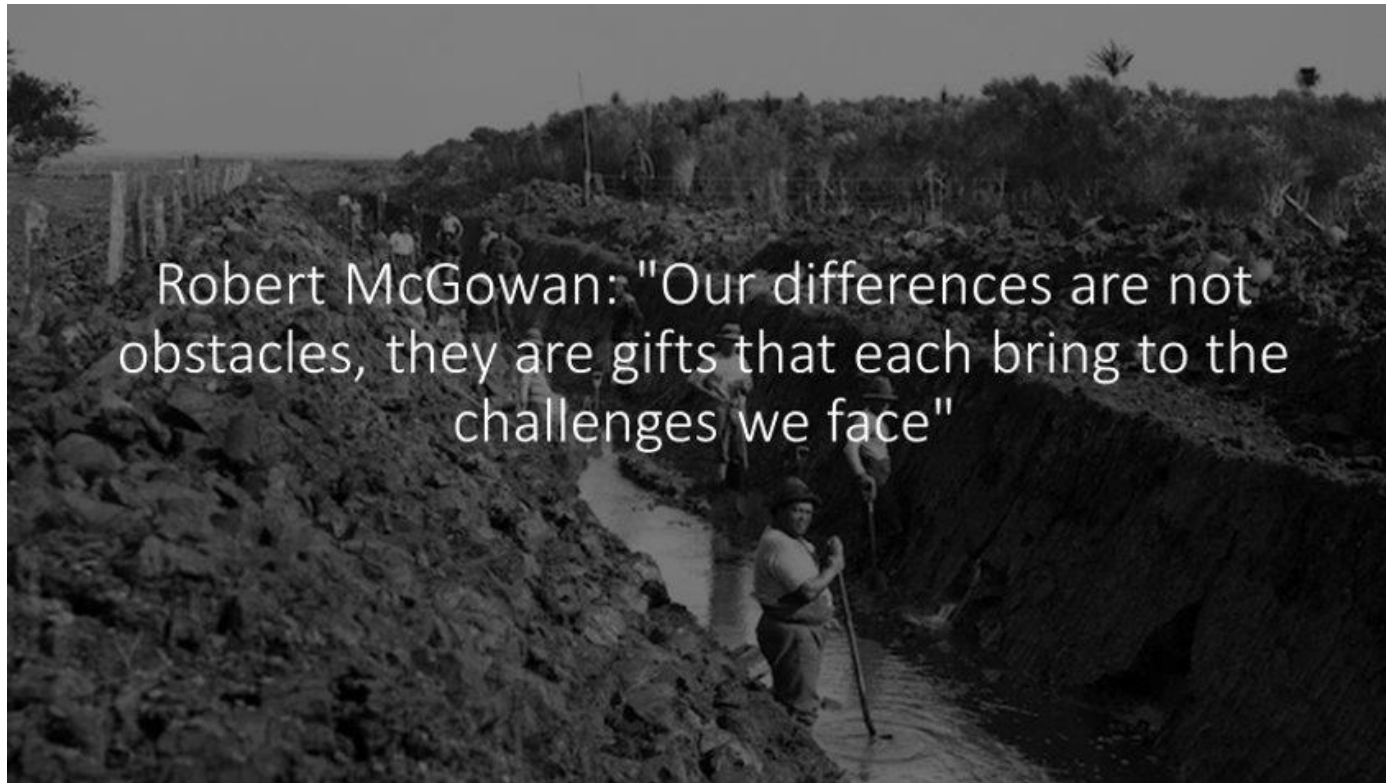


# Kōrero ō Mua (Background)

- Relationship between local government and iwi is supported by a national level MOU between LGNZ and National Iwi Chairs Forum
- Councils operate under statutory regimes that require interaction with iwi
- Councils aspire to be a trusted partner and collaborate in a genuine and meaningful way with iwi



# Kaupapa (Purpose)



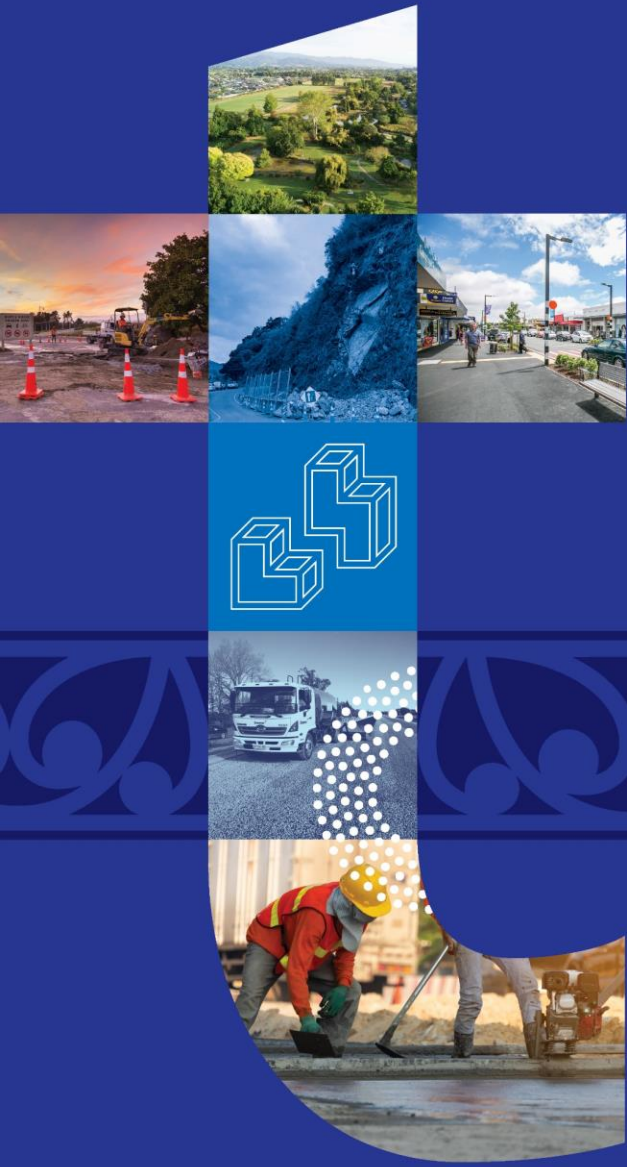
- Actions that support Māori participation in Council decision-making
- Continuously improve how Council kaimahi and elected members work together with whānau, hapū and iwi

# Direction Required from Councillors

- Does the Council support/approve the updated Statement on Fostering Māori Participation in Council Decision Making?

# What next?

Date	Topic
30 November	Final direction on programme and financials, Financial Strategy, Assumptions, Te Ture Whenua
13 December	Wash up – various topics
14 December	Agree programme and financials for consultation via a Council report



# Extras – only present if required



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# Lower Queen Street 2011

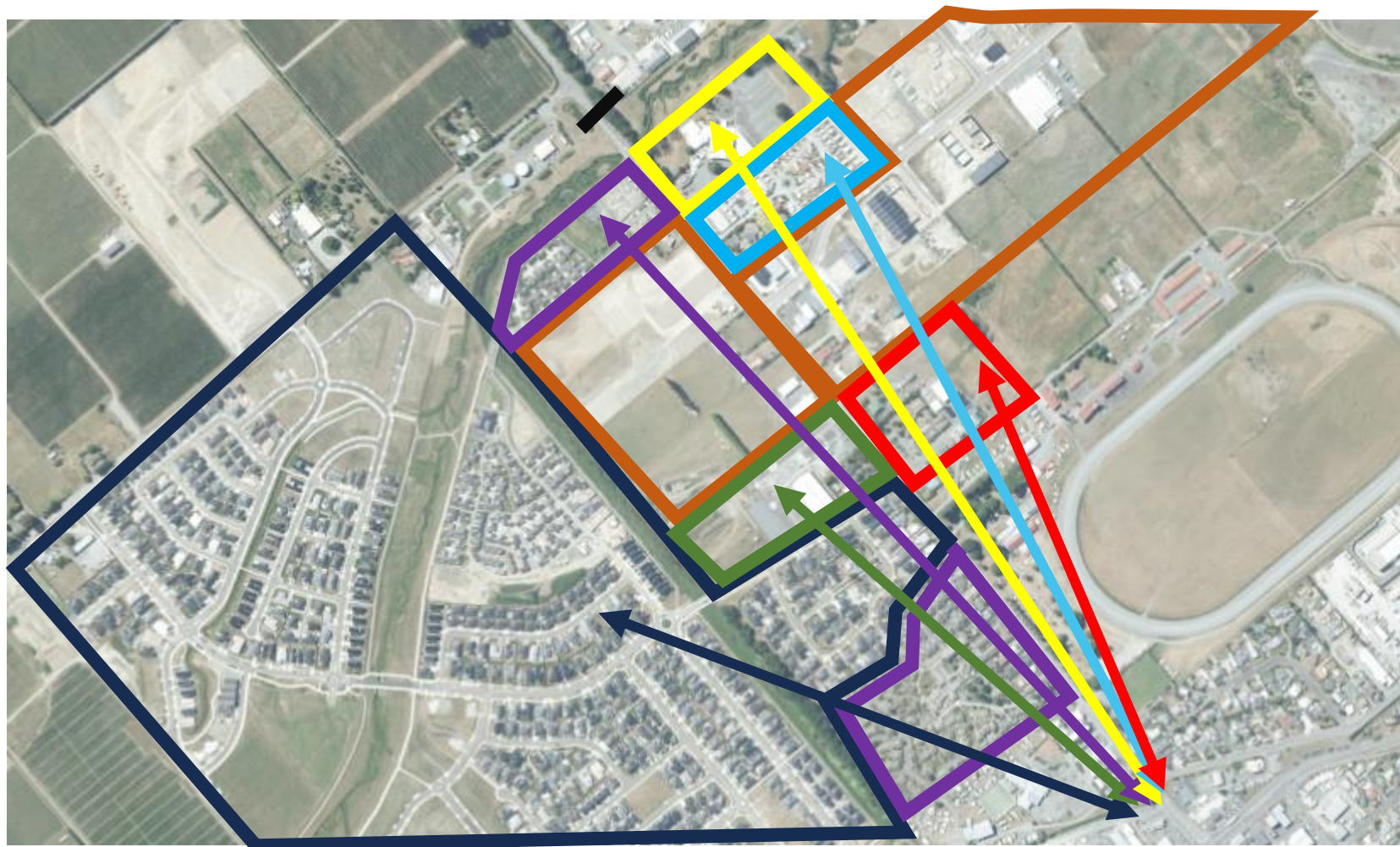


# Lower Queen Street 2022



Borck Creek under capacity under bridge

# Lower Queen Street 2022



## Growth

- Residential Development
- Business Development
- Entertainment Hub
- Church/Convention Centre
- 2 x Retirement Villages
- Holiday Park
- NMIT

## Increased Traffic

- 2007 – 23
  - +45% o/all traffic
  - +86% heavy vehicles

## Increased Pedestrians

## Increased Cycle demand

## Received DCs

# Lower Queen Street 2009



# Lower Queen Street 2023

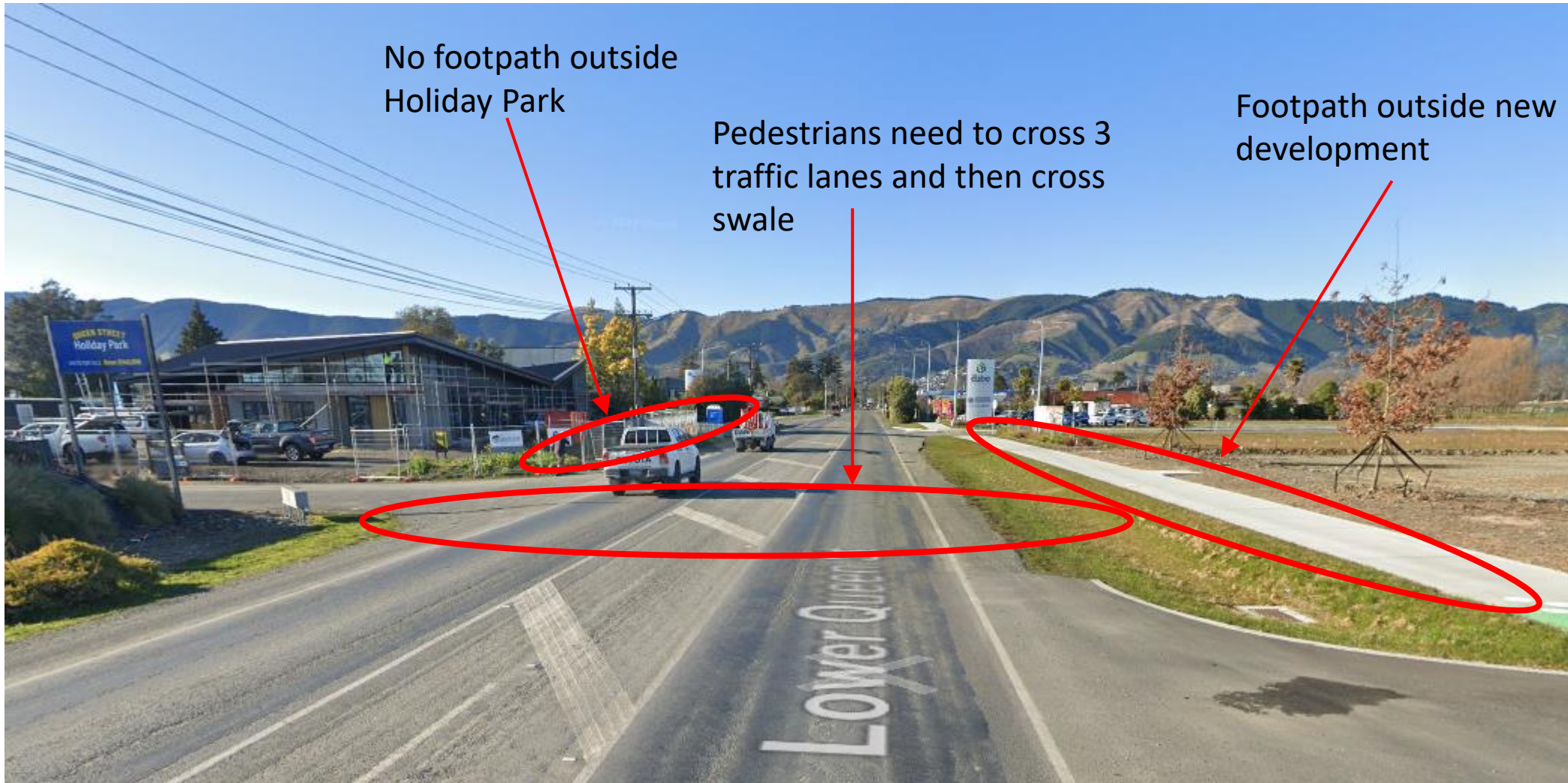


No footpath outside church /convention centre

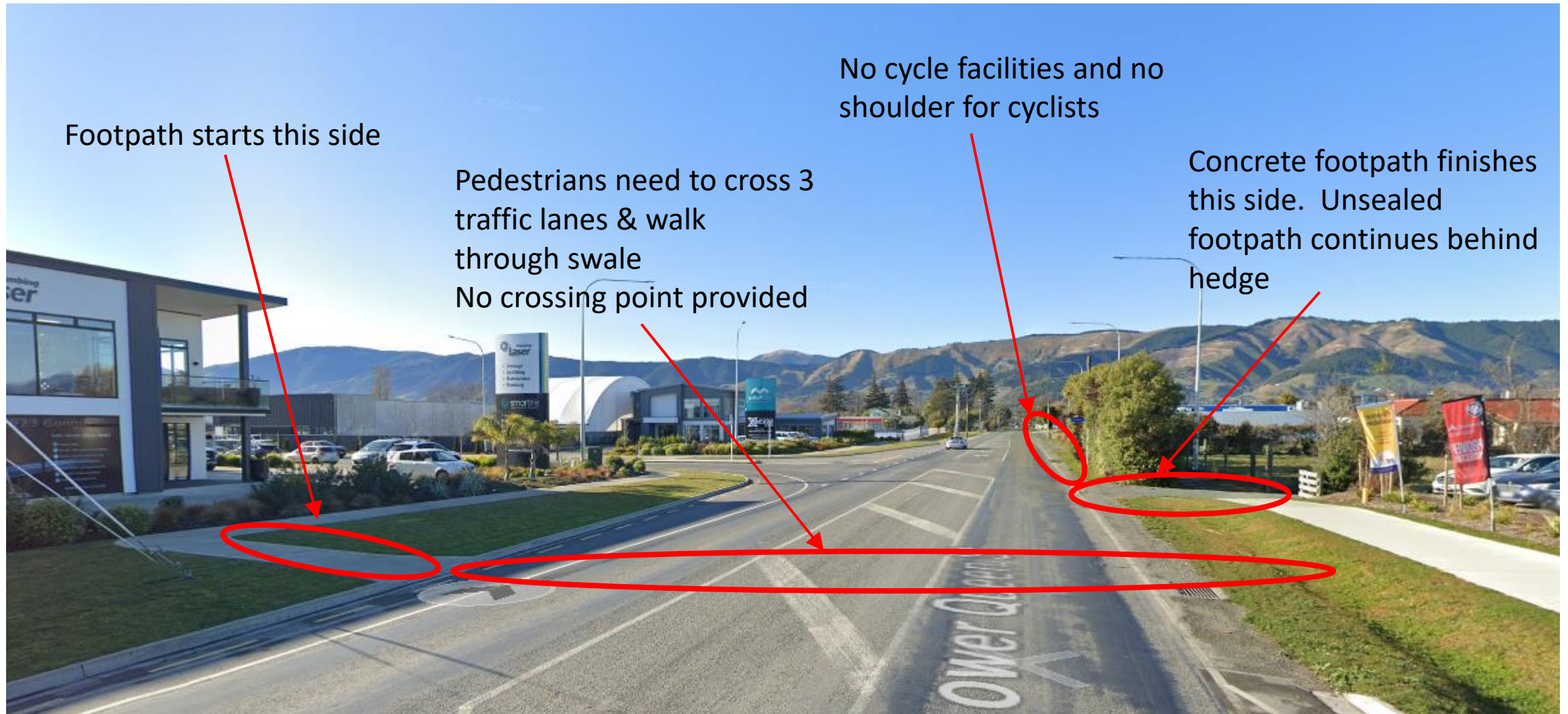
Footpath outside retirement village

Pedestrians need to cross 3 traffic lanes

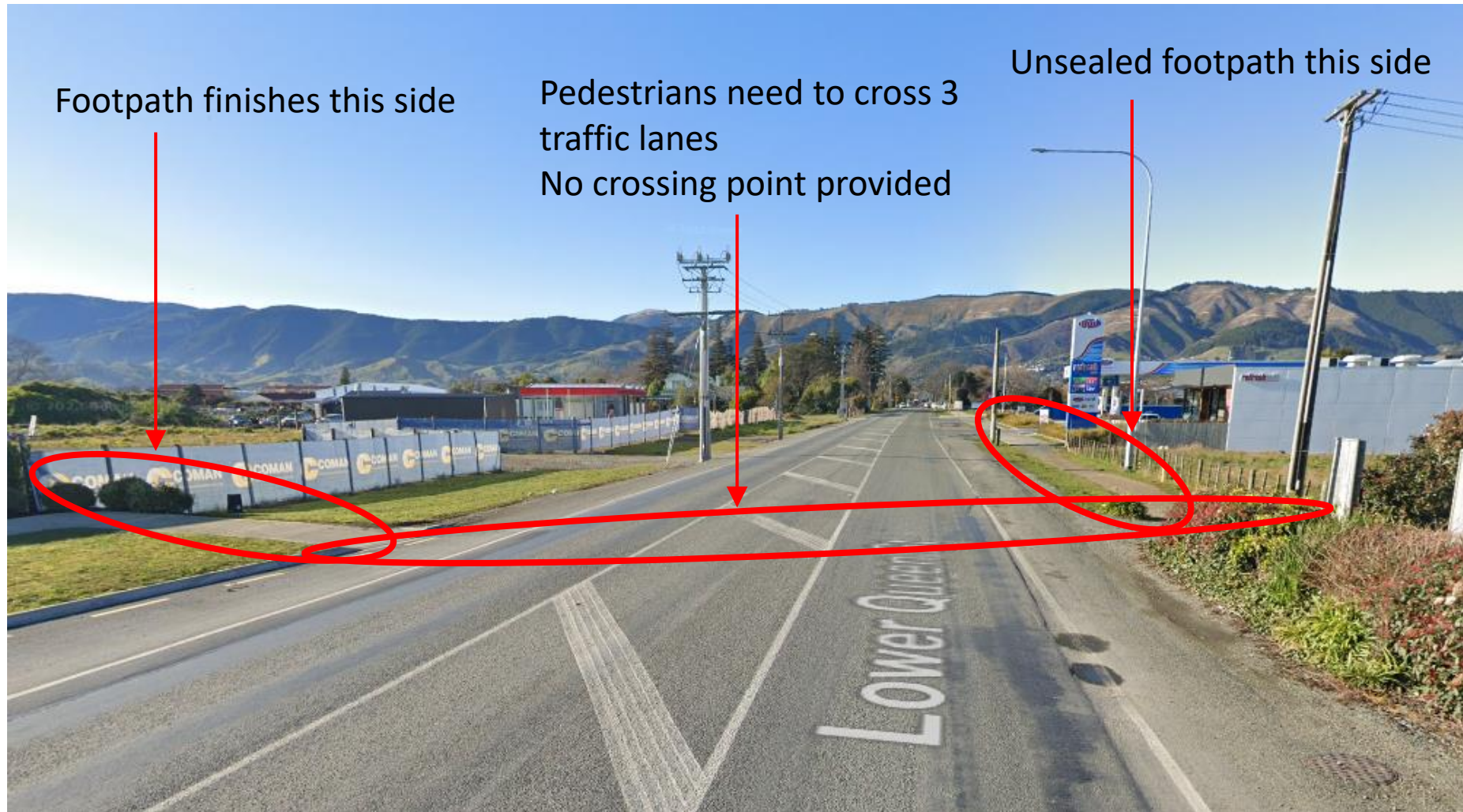
# Lower Queen Street 2023



# Lower Queen Street 2023



# Lower Queen Street 2023



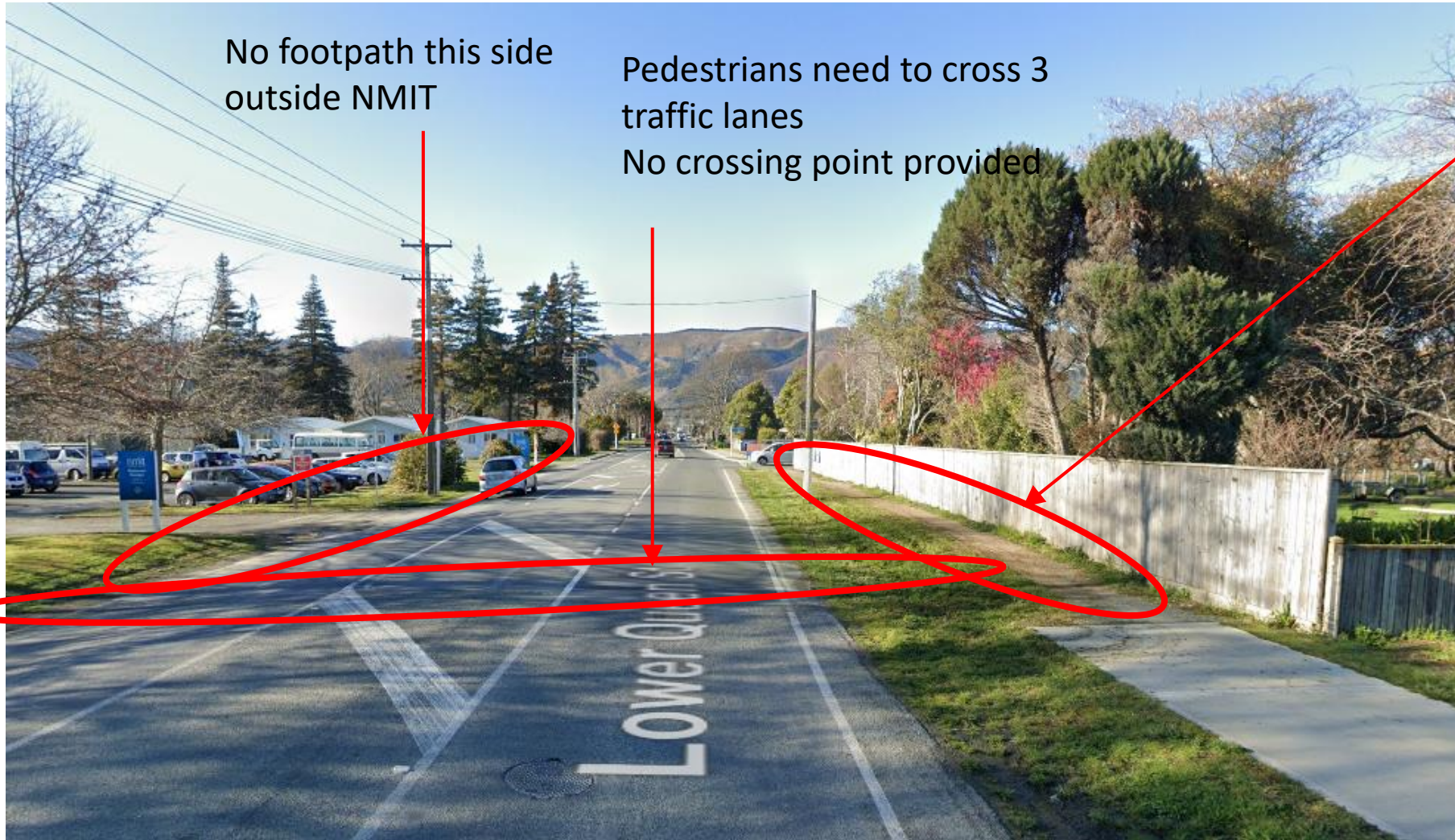


# Lower Queen Street 2023

No footpath this side  
outside NMIT

Pedestrians need to cross 3  
traffic lanes  
No crossing point provided

Concrete footpath finishes  
this side. Narrow unsealed  
track continues

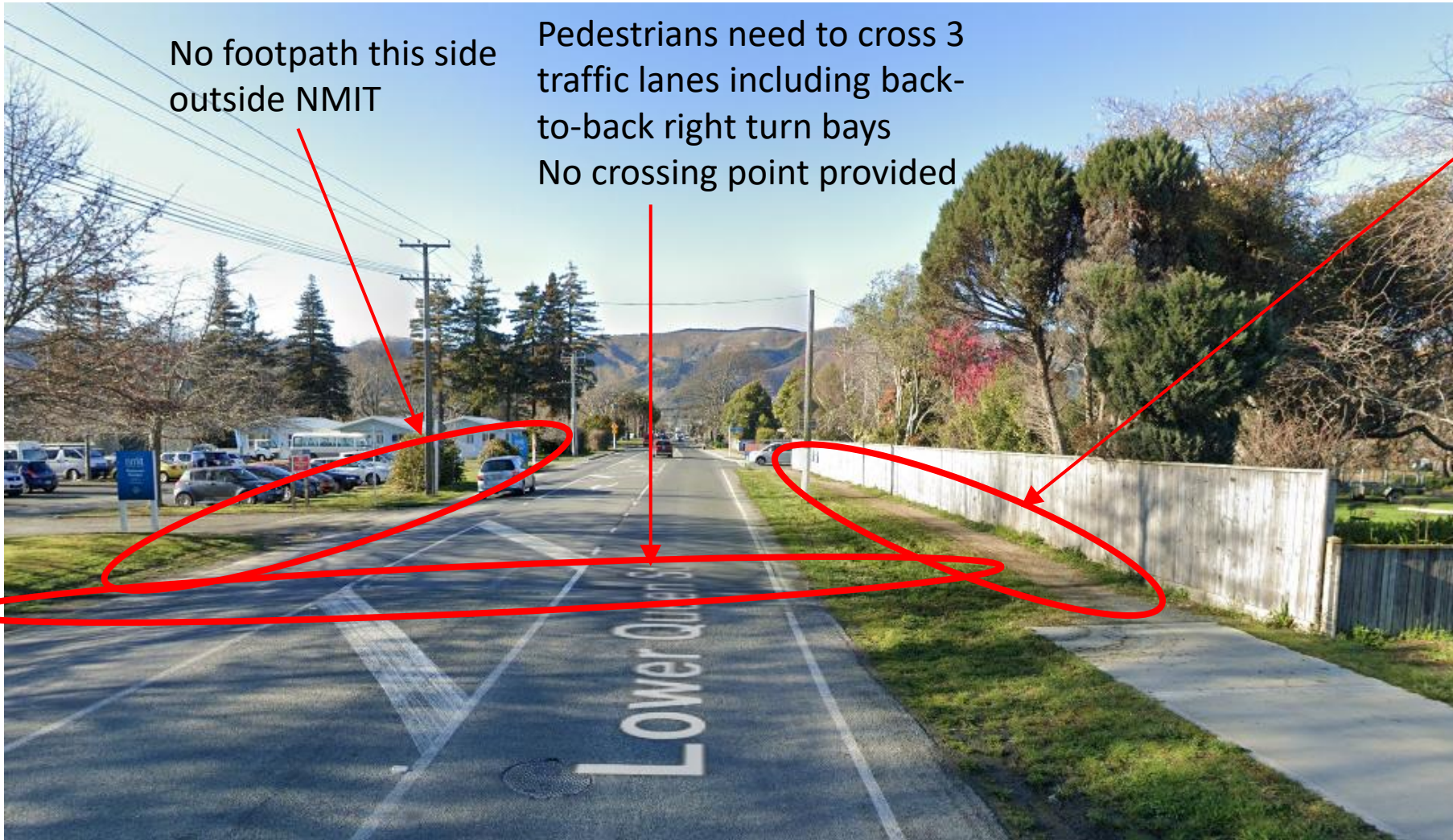


# Lower Queen Street 2023

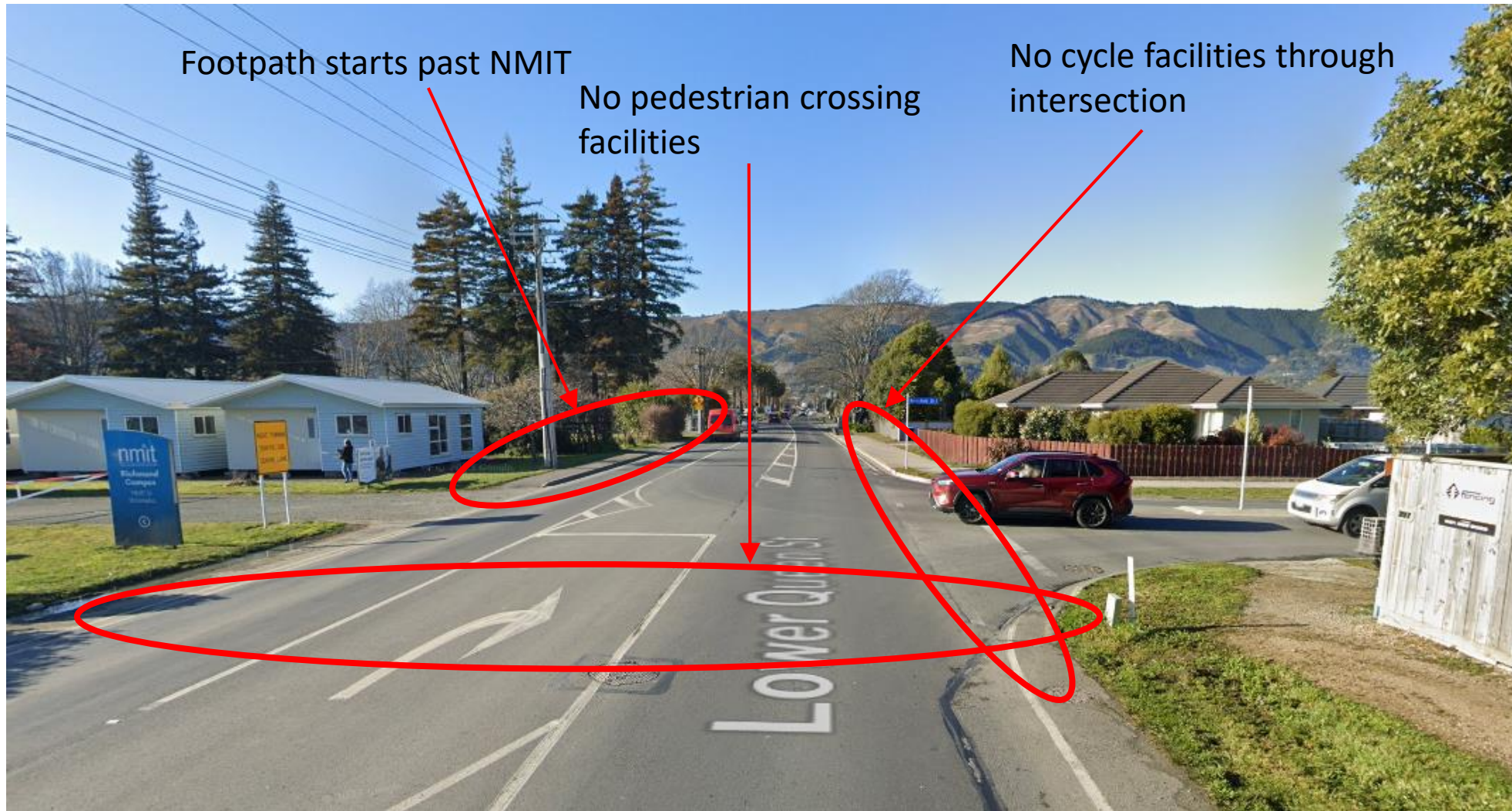
No footpath this side outside NMIT

Pedestrians need to cross 3 traffic lanes including back-to-back right turn bays  
No crossing point provided

Concrete footpath finishes this side. Narrow unsealed track continues



# Lower Queen Street 2023



Footpath starts past NMIT

No pedestrian crossing facilities

No cycle facilities through intersection

# Lower Queen Street 2023



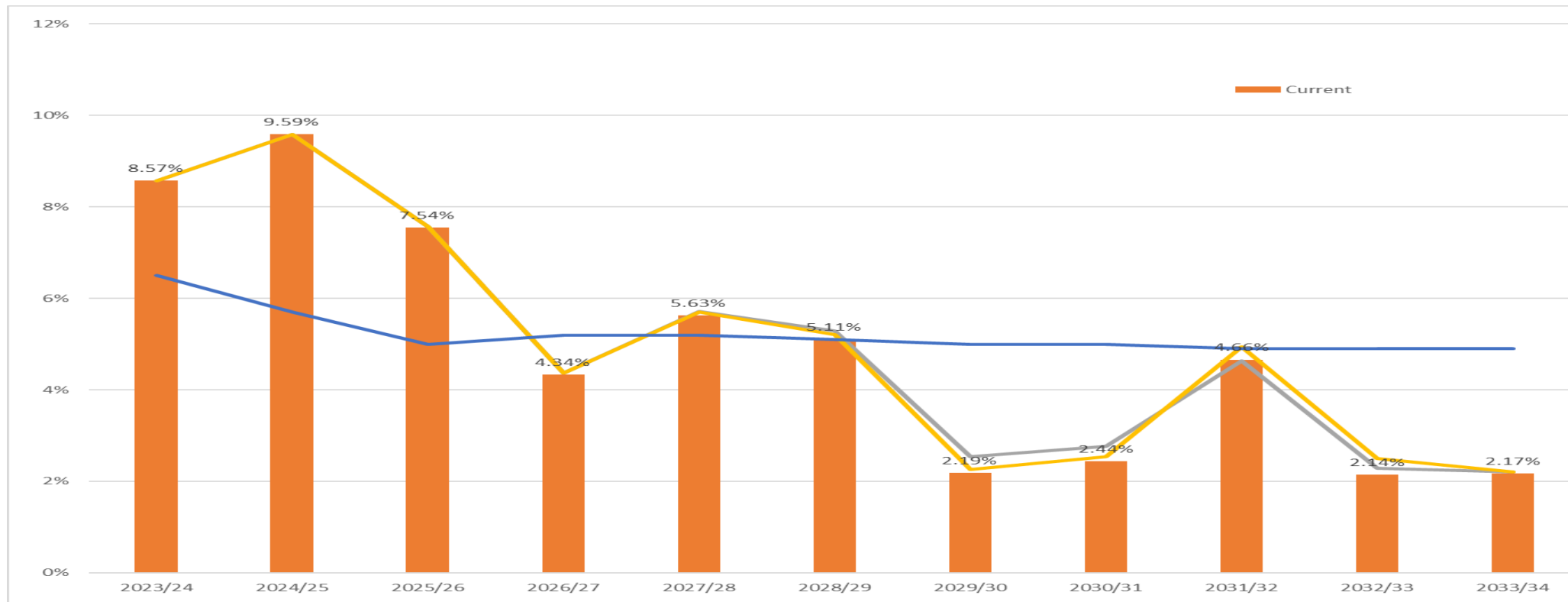
Extensive pavement failure

# Scenarios – Community Facilities



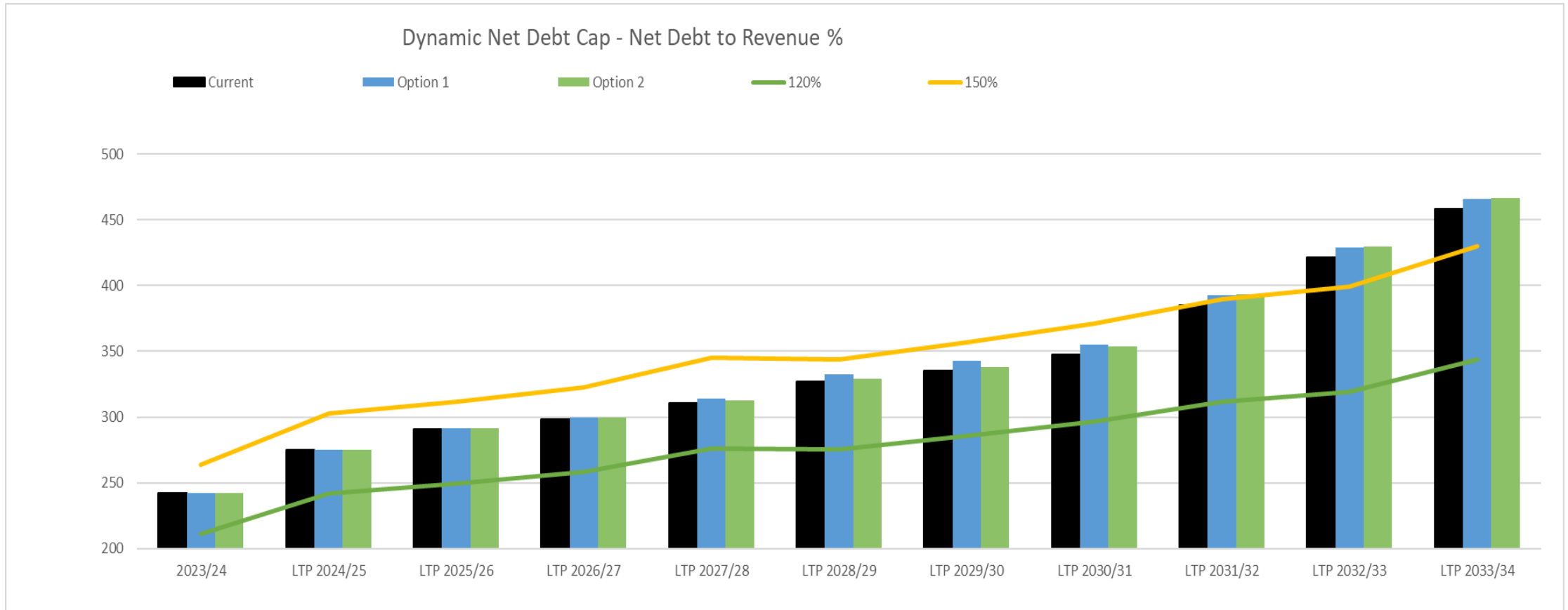
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# Facilities Scenario - Rates

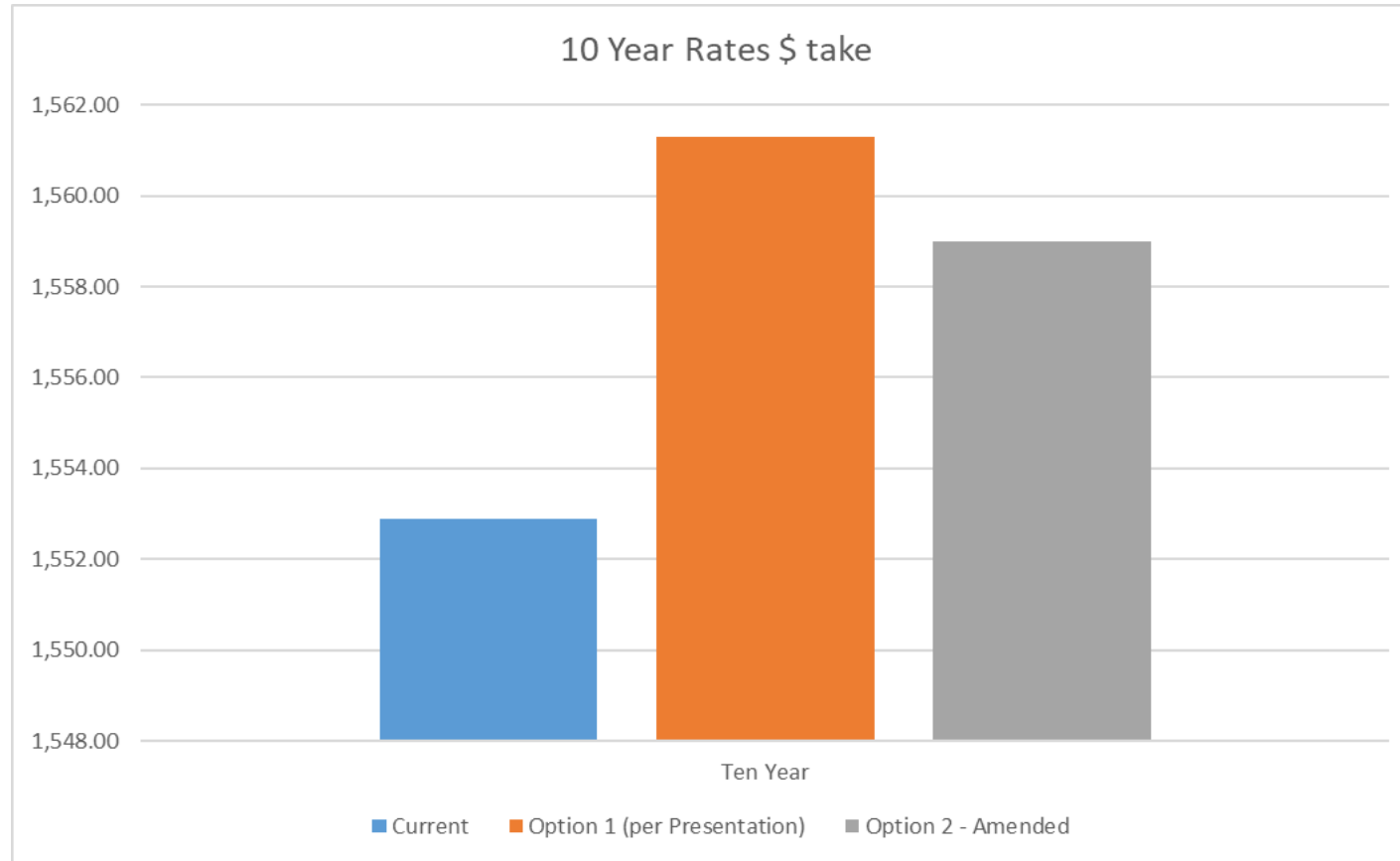


Data	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Current	8.57%	9.59%	7.54%	4.34%	5.63%	5.11%	2.19%	2.44%	4.66%	2.14%	2.17%
Option 1 (per Presenta	8.57%	9.59%	7.56%	4.36%	5.72%	5.28%	2.53%	2.77%	4.63%	2.28%	2.20%
Option 2 - Amended	8.57%	9.59%	7.56%	4.36%	5.70%	5.20%	2.25%	2.54%	4.95%	2.50%	2.20%
Dynamic Rates Cap	6.50%	5.70%	5.00%	5.20%	5.20%	5.10%	5.00%	5.00%	4.90%	4.90%	4.90%

# Facilities Scenario – Net Debt



# Facilities Scenario – \$ Rates





## Motueka Community Pool

### Scenario 1 Yr 4 Start

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Total
Rates Movement	0	0	0	0	27	242	891	1,566	1,549	1,709	1,721	7,706
Debt Movement	0	0	0	0	1,577	4,483	4,348	-544	-544	-544	-544	8,231
Rates % Movement	0.00%	0.00%	0.00%	0.00%	0.02%	0.16%	0.44%	0.43%	-0.07%	0.06%	-0.03%	
<b>Total Capital</b>	0	0	0	0	4,107	11,881	12,130	0	0	0	0	28,118
<b>How Capital Funded</b>												
RFC Funding Mot	0	0	0	0	1,232	3,564	3,639	0	0	0	0	8,436
RFC Funding Waimea/Moutere	0	0	0	0	370	1,069	1,092	0	0	0	0	2,531
RFC Funding Richmond	0	0	0	0	35	100	102	0	0	0	0	237
RFC Funding GB	0	0	0	0	2	6	6	0	0	0	0	13
Community Contribution	0	0	0	0	878	2,541	2,594	0	0	0	0	6,014
Other Sources	0	0	0	0	0	0	0	0	0	0	0	0
New Loans	0	0	0	0	1,590	4,601	4,697	0	0	0	0	10,888

### Scenario 2 Yr 6 Start

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Total
Rates Movement	0	0	0	0	0	0	28	246	911	1,603	1,612	4,400
Debt Movement	0	0	0	0	0	0	1,646	4,675	4,530	-568	-568	9,716
Rates % Movement	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.02%	0.15%	0.41%	0.40%	-0.03%	
<b>Total Capital</b>	0	0	0	0	0	0	4,281	12,373	12,620	0	0	29,275
<b>How Capital Funded</b>												
RFC Funding Mot	0	0	0	0	0	0	1,284	3,712	3,786	0	0	8,782
RFC Funding Waimea/Moutere	0	0	0	0	0	0	385	1,114	1,136	0	0	
RFC Funding Richmond	0	0	0	0	0	0	36	104	106	0	0	
RFC Funding GB	0	0	0	0	0	0	2	6	6	0	0	
Community Contribution	0	0	0	0	0	0	913	2,639	2,692	0	0	6,245
Other Sources	0	0	0	0	0	0	0	0	0	0	0	0
New Loans	0	0	0	0	0	0	1,660	4,798	4,894	0	0	11,352

## Waimea Plains Facilities

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Total

### Scenario 1 Yr 2 Start

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Total
Rates Movement	0	0	1	6	19	69	172	175	177	204	207	1,029
Debt Movement	0	0	37	123	120	-15	-15	-15	-15	-15	-15	192
Rates % Movement	0.00%	0.00%	0.01%	0.00%	0.01%	0.04%	0.07%	0.00%	-0.01%	0.02%	0.00%	
<b>Total Capital</b>	0	0	1,730	5,894	6,024	0	0	0	0	0	0	13,648
<b>How Capital Funded</b>												
RFC Funding Moutere	0	0	908	3,094	3,162	0	0	0	0	0	0	7,165
RFC Funding Richmond	0	0	389	1,326	1,355	0	0	0	0	0	0	3,071
Community Contribution	0	0	395	1,347	1,377	0	0	0	0	0	0	3,120
Other Sources	0	0	0	0	0	0	0	0	0	0	0	0
New Loans	0	0	37	126	129	0	0	0	0	0	0	292

### Scenario 2 Yr 6 Start

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Total
Rates Movement	0	0	0	0	0	0	1	7	22	77	188	294
Debt Movement	0	0	0	0	0	0	44	148	144	-18	-18	301
Rates % Movement	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.04%	0.07%	
<b>Total Capital</b>	0	0	0	0	0	0	1,884	6,405	6,533	0	0	14,822
<b>How Capital Funded</b>												
RFC Funding Moutere	0	0	0	0	0	0	989	3,363	3,430	0	0	7,781
RFC Funding Richmond	0	0	0	0	0	0	424	1,441	1,470	0	0	3,335
Community Contribution	0	0	0	0	0	0	426	1,450	1,478	0	0	3,354
Other Sources	0	0	0	0	0	0	0	0	0	0	0	0
New Loans	0	0	0	0	0	0	45	152	155	0	0	351