



Council Services

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How to read this section

This section is an overview of the activities and budget for NPDC's 16 groups of services. It also lists the projects NPDC will undertake as part of the Long-Term Plan (LTP) 2021-2031. For each service, we've outlined the following information:

What we do: A summary of what the service delivers to our community.

Why we do it: The reasons we provide the service in relation to our community outcomes and well-beings. Also, the various legislative requirements that each activity must meet, where applicable.

How we pay for it: The particular rating and funding methods we will use to pay for the service.

Looking ahead: Describes the changes and challenges considered that may impact on the delivery of the service over the life of this plan.

The changes we have made: Any changes to the level of service we provide in the LTP 2021-2031.

Significant effects on community well-being: A summary of any negative effects the service may have on any aspect of economic, environmental, cultural or social well-being in our community. Also, how we intend to mitigate or minimise these effects.

Our commitment to you: A description of the key levels of service we will deliver. For each level of service, we also provide the performance measures and targets that we aim for.

Our performance measurement framework is a mix of in-house surveys, and an external survey conducted by an independent research company. We also measure against national and industry standards, contract performance indicators and statistics. In addition to our future performance targets (the first three years in detail and an outline for the following seven years), we also give the actual achievement for 2019/20, where available, for comparison.






We monitor the measurement framework regularly during the year and report the results in our Annual Report at the end of each financial year.

Funding Impact Statement: This is an overview of the expected costs and funding of each service. The first year of each financial plan includes the current 2020/21 year. Further budget figures are for the forecasted financial plan.

Projects: This is a summary of the more significant capital projects that we will undertake over the life of this plan.

How our services contribute to our goals

The table below shows the contribution each Council service makes toward the goals of NPDC’s strategic framework (our community outcomes). A medium rating indicates that the activity **contributes** to the outcome. A high rating indicates the activity makes a **strong contribution** to the outcome.

| |  Partnerships |  Delivery |  Community |  Sustainability |  Prosperity |
|---|--|--|---|--|--|
| Community Partnerships | High | Medium | High | Medium | Medium |
| Customer and Regulatory Solutions | Medium | Medium | High | Medium | High |
| Economic Development | High | Medium | Medium | Medium | High |
| Emergency Management and Business Continuance | High | High | High | Medium | Medium |
| Flood Protection and Control Works | | Medium | Medium | Medium | Medium |
| Governance | High | High | High | | |
| Govett-Brewster Art Gallery/Len Lye Centre | Medium | Medium | High | | Medium |
| Management of Investments and Funding | Medium | High | Medium | Medium | Medium |
| Parks and Open Spaces | Medium | Medium | High | High | Medium |
| Puke Ariki and Community Libraries | Medium | Medium | High | | Medium |
| Stormwater Management | | Medium | High | Medium | Medium |
| Transportation | Medium | Medium | Medium | Medium | High |
| Venues and Events | Medium | Medium | High | | Medium |
| Waste Management and Minimisation | Medium | Medium | Medium | High | Medium |
| Wastewater Treatment | | Medium | Medium | High | Medium |
| Water Supply | | Medium | High | Medium | High |

Community Partnerships

What we do

We offer advice, support and partnerships to encourage a strong and connected community. We also provide a Central City Facilitator and a Housing for the Elderly service.

The Community Partnerships team supports community organisations, educational institutions, iwi, business and central government agencies to plan for and respond to the changing needs of our community. We are a conduit between the Council and the community, keeping aware of the evolving needs of the community, and communicating those needs to councillors and staff.

Our team also manages and distributes NPDC's community grants funding scheme. This includes annual contestable funding for projects and initiatives that meet set criteria, and multi-year partnerships with aligned organisations and groups. We also manage relationships with our funding partners, such as New Plymouth Partners, Toi Foundation and Taranaki Electricity Trust.

The Central City Facilitator is charged with championing a vibrant central city. This role is about encouraging people into the city centre to help revitalise the area and support local business.

Our Housing for the Elderly scheme provides affordable housing for eligible elderly people in the district. We also visit our tenants regularly to support and monitor their well-being.

Why we do it

NPDC's strategic vision for a Sustainable Lifestyle Capital is supported by five goals – *partnerships, delivery, community, sustainability and prosperity*. These goals (our community outcomes) promote the social, economic, environmental and cultural well-being of the New Plymouth District both now and for the future.

Community Partnerships actively contributes to each of the five goals by supporting community and other organisations to make a significant contribution to the social, economic, environmental and cultural well-being of the district.

Our service is about building and supporting a strong and connected community. This means a community with a strong sense of identity that is sustainable and self-reliant; a community that uses the strengths and abilities of its people to overcome challenges. A strong community has the resources it needs to prosper.

Our support of community initiatives promotes a safe, creative, active and connected community, while embracing Te Ao Māori. Our Housing for the Elderly scheme contributes to the social and economic well-being of our elderly communities. Our support of a vibrant Central Business District is crucial to business success, employment and culture, promoting social, economic and cultural well-being in the district.

How we pay for it

Community Partnerships is funded through general rates, with the exception of the Housing for the Elderly scheme, which is self-funded. All maintenance, upkeep and other services related to this scheme are funded from rental income.

Looking ahead

Covid-19 will continue to be a challenge as the community looks toward economic recovery over the next few years.

The region's growing population is also likely to increase demand for community services and initiatives in the district. An increasingly ageing population and a higher proportion of Māori youth in the district may increase demand for social and community services in these sectors. We will respond to these demographic changes by continuing our work with youth provider Zeal to engage the voice of young people. We will also continue to fund capacity building services and service contracts that reflect NPDC's decisions and commitments. This includes the YMCA, Surf Lifesaving New Zealand, and North Taranaki Sport and Recreation.

To ensure an effective response to the needs of our communities, we will continue to encourage collaboration between the different groups and agencies involved in community initiatives throughout the district. We will also continue ongoing relationships with other council groups, government agencies, and community and stakeholder groups to support community minded initiatives and decision making. This includes ongoing advice and support for groups and individuals whose work aligns with NPDC's strategic vision for the district. As part of community grants funding, we will also continue to allocate a start-up fund to support new, creative and collaborative community initiatives.

The district's ageing population means we can expect further increased demand for our Housing for the Elderly service. While we do not propose changes to this scheme, we will continue to work on improving and growing the service within the current model.

Community Partnerships

The changes we have made

Changes to levels of service over the life of this plan include new funding for age friendly initiatives, Creative Taranaki and the New Plymouth Partners Programme. Other changes include a commitment to funding Surf Lifesaving New Zealand patrols in the district for the life of this plan, rather than through the current multi-year, contestable funding arrangement. This includes extending the funded patrol period by one month.

We have also committed to directly fund youth services provider, Zeal Taranaki, in years one to three of the plan. This is in addition to our current multi-year funding. This will provide Zeal with more certainty, enabling them to retain and grow their presence in the New Plymouth CBD.

Increased community funding related to the Covid-19 'Get Back On Our Feet programme' will continue in years one and two of the plan, but at reduced levels. Community funding allocations will return to pre Covid-19 levels in 2023/24.

Significant effects on community well-being

The Community Partnerships service actively supports the social, economic, environmental and cultural well-being of our community. There are no significant negative effects of this service.

Our commitment to you

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|--|---|--------------------------|------------------------|-------------------|-------------------|------------|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Build strategic relationships that support collaboration, capability and capacity in the community sector. | The percentage of partners satisfied with NPDC's advice and involvement in community initiatives. | 86% | 95% | 95% | 95% | 95% |
| | The percentage of residents satisfied with NPDC's advice and support to community groups (satisfaction survey*). | 95% | 90% | 90% | 90% | 90% |
| Provide a 'start-up' fund to support creativity and collaboration in new community initiatives. | The number of initiatives receiving 'start-up' financial support. | 3 | 3 | 3 | 3 | 3 |
| Provide effective funding support for community organisations and initiatives. | The percentage of key performance indicators achieved by recipients of NPDC's grants (as set out in funding contracts). | 98% | 95% | 95% | 95% | 95% |
| Effectively coordinate and administer the Housing for the Elderly service. | The percentage of tenants satisfied with the service. | 96% | 90% | 90% | 90% | 90% |

* All satisfaction survey targets are excluding 'don't know' responses.

Community Partnerships

Funding Impact Statement

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual charges, rates penalties | 3.71 | 4.87 | 5.36 | 5.43 | 5.46 | 5.66 | 5.79 | 5.93 | 6.11 | 6.28 | 6.42 |
| Targeted rates | - | - | - | - | - | - | - | - | - | - | - |
| Subsidies and grants for operating purposes | 0.06 | 0.06 | 0.06 | 0.06 | 0.06 | 0.06 | 0.06 | 0.06 | 0.06 | 0.06 | 0.06 |
| Fees and charges | 1.12 | 1.16 | 1.24 | 1.31 | 1.29 | 1.37 | 1.44 | 1.55 | 1.98 | 1.98 | 1.98 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees and other receipts | - | 0.05 | 0.15 | 0.25 | 0.35 | 0.47 | 0.58 | 0.71 | 0.83 | 0.95 | 1.07 |
| Total operating funding (A) | 4.88 | 6.14 | 6.81 | 7.05 | 7.17 | 7.55 | 7.87 | 8.24 | 8.98 | 9.27 | 9.53 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | (3.68) | (4.46) | (4.96) | (5.17) | (5.31) | (5.54) | (5.84) | (6.16) | (6.43) | (6.72) | (7.01) |
| Finance costs | (0.01) | - | - | - | - | - | - | - | - | - | - |
| Internal charges and overheads applied | (0.74) | (1.27) | (1.35) | (1.37) | (1.37) | (1.47) | (1.49) | (1.51) | (1.58) | (1.62) | (1.62) |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | (4.43) | (5.73) | (6.31) | (6.54) | (6.68) | (7.01) | (7.33) | (7.67) | (8.01) | (8.34) | (8.62) |
| Surplus/(deficit) of operating funding (A - B) | 0.45 | 0.41 | 0.50 | 0.51 | 0.48 | 0.54 | 0.54 | 0.57 | 0.97 | 0.94 | 0.90 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | - | - | - | - | - | - | - | - | - | - | - |
| Increase/(decrease) in debt | (0.03) | 0.13 | 1.47 | (0.03) | (0.02) | (0.03) | (0.03) | (0.03) | (0.03) | (0.03) | (0.03) |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | (0.03) | 0.13 | 1.47 | (0.03) | (0.02) | (0.03) | (0.03) | (0.03) | (0.03) | (0.03) | (0.03) |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure: | | | | | | | | | | | |
| - to meet additional demand | - | - | - | - | - | - | - | - | - | - | - |
| - to improve the level of service | - | (0.15) | (1.49) | - | - | - | - | - | - | - | - |
| - to replace existing assets | (0.11) | (0.13) | (0.11) | (0.10) | (0.15) | (0.12) | (0.13) | (0.14) | (0.14) | (0.14) | (0.14) |
| (Increase)/decrease in reserves | (0.32) | (0.26) | (0.37) | (0.38) | (0.31) | (0.39) | (0.38) | (0.41) | (0.81) | (0.77) | (0.73) |
| (Increase)/decrease of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | (0.43) | (0.54) | (1.97) | (0.49) | (0.46) | (0.51) | (0.51) | (0.55) | (0.94) | (0.91) | (0.88) |
| Surplus/(deficit) of capital funding (C-D) | (0.45) | (0.41) | (0.50) | (0.51) | (0.48) | (0.54) | (0.54) | (0.57) | (0.97) | (0.94) | (0.90) |
| Funding balance (A-B) + (C-D) | - | - | - | - | - | - | - | - | - | - | - |

Community Partnerships

Other information to be provided Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Depreciation and amortisation expense | | | | | | | | | | | |
| Depreciation expense | 0.21 | 0.21 | 0.24 | 0.24 | 0.24 | 0.27 | 0.27 | 0.27 | 0.29 | 0.29 | 0.29 |
| <i>less deferred/unfunded</i> | (0.03) | (0.06) | (0.10) | (0.09) | (0.06) | (0.11) | (0.11) | (0.10) | (0.12) | (0.12) | (0.12) |
| Net funding transferred to renewals reserves | 0.18 | 0.15 | 0.15 | 0.16 | 0.18 | 0.16 | 0.16 | 0.16 | 0.16 | 0.16 | 0.16 |

Customer and Regulatory Solutions

What we do

Our service develops, implements and enforces national and local rules that protect the natural and built environment, and public and environmental health.

As the first point of contact for the public, the Customer Services team assists people by telephone, email, or in person at the Civic Centre. We manage the collation and production of Land Information Memoranda reports and make public bookings for three community halls. We also provide case management for cross-council projects and events involving multiple NPDC teams.

Regulatory Services process building, land use, and subdivision consents. We also process food, alcohol, health and encroachment licences, and issue dog licences. We monitor and enforce legislation and bylaws, including parking and noise nuisances. We work with other teams to develop the District Plan and other policies that guide development of the district.

As a Building Consent Authority our building team processes building consents, and provides inspection services through to code of compliance status. As a Territorial Authority (TA), we inspect dangerous and insanitary buildings. We also manage complaints and disputes regarding buildings, and certain earthquake-prone building processes under the Building Act 2004. We are audited biennially to ensure quality standards are foremost in our day to day activities.

Why we do it

NPDC's strategic vision for a Sustainable Lifestyle Capital is supported by five goals – *partnerships, delivery, community, sustainability and prosperity*. These goals (our community outcomes) promote the social, economic, environmental and cultural well-being of the New Plymouth District both now and for the future. The Customer and Regulatory Solutions service contributes to all of these well-beings.

Our Customer Services team supports our community by ensuring our customers have access to the information and services they need. Enforcing environmental health legislation means businesses selling food and alcohol meet their public health obligations and people in the community can enjoy a lifestyle free of nuisance or risk. Animal control activities, including regulating dog ownership and owner education, protects people and wildlife from nuisance or injury caused by dogs and other animals. Enforcing parking and freedom camping regulations ensures fair, safe and easy access to the city, its suburbs and towns. All of these activities contribute to the social and environmental well-being of our community.

Enforcing resource consents, building controls and other regulations contributes to the district's environmental well-being by helping mitigate the potential negative effects of growth and development. It also ensures there is adequate land in the right places for residential, commercial, industrial and agricultural use. Our work ensures buildings in the New Plymouth District are safe, healthy and durable and that our people can use and escape buildings without endangering their safety or health, contributing to social well-being. It also ensures that building design, construction and use supports and promotes sustainable development. The national framework for building control is part of the purpose of the Building

Act 2004. It has four main drivers which align with NPDC's strategic vision.

Our district planning, regulatory monitoring and enforcement activities also support sustainable management of the district's economic and environmental resources.

How we pay for it

This service is funded through general rates, fees and charges, and enforcement revenue.

Looking ahead

Our district is growing and we are planning ahead. One of the challenges of an increasing population is the increased demand for resource and building consents and their associated inspection and compliance processes. In keeping up with demand, our service will continue to meet the expectations of our customers, ensuring our responses are timely and integrated. Catering for future development, population growth and changing demographics will require effective resourcing. Increased demand for consents also increases demand on the input of iwi groups during the Resource Management Act process. Providing resourcing to iwi will help strengthen NPDC's iwi-based partnerships.

The district's increasing population means this service is experiencing increased demand for public advice and associated services. In meeting this demand, we will make education a priority. In areas such as animal control, our officers will continue to work with schools, businesses and community groups to provide education around dog safety.

Customer and Regulatory Solutions

We will also look at ways to encourage responsible dog ownership and reduce the number of unregistered and menacing dogs in the community. An increasing population will also impact parking demand. We will continue to monitor inner city and suburban parking trends to ensure our parking system is fair, affordable, accessible and fit for the district.

We will also look to technology to improve the accessibility and efficiency of our service, making more services accessible online, including through social media. We are working on smart systems to improve our planning and building control services. This includes online and digital services for all of our regulatory functions, with a focus on lodging and processing consents, and managing inspections. Our goal is to provide our communities with fast, efficient service, whether it be online, in person or by phone.

Potential changes included in the Proposed District Plan will also impact this service. The Proposed District Plan was publicly notified in September 2019 and the hearing and appeals processes are currently in progress.

The changes we have made

Budgets for the Customer and Regulatory Solutions service reflect population growth projections for the district and the associated increased demand on services. Inclusion of additional funding in years two to five will increase the capacity of iwi to participate in the resource management process, strengthening our partnerships with iwi.

We propose to provide for the first one hour of metered parking as free parking and extend metered parking in the New Plymouth CBD from 5pm to 7pm Monday to Saturday from 1 October 2021.

Significant effects on community well-being

Many of the positive effects our service has on community well-being are outlined in the 'Why we do it' section. The following table identifies any potential negative effects of our service and strategies we will use to mitigate them.

| Well-being | Impact |
|---------------------|---|
| Social and economic | Legislative requirements and NPDC regulatory provisions may affect or constrain the ability of individuals or groups to undertake desired activities. This can be partially mitigated by: <ul style="list-style-type: none">Involving, informing and educating the community on the purpose of any existing and proposed policy and regulation.Having a fair and transparent consent and enforcement process. |

Customer and Regulatory Solutions

Our commitment to you

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|--|--|--------------------------|------------------------|-------------------|-------------------|------------|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Animal control processes contribute to a safe and healthy community. | The percentage of animal control emergency situations ¹ responded to within two hours. | 100% | 100% | 100% | 100% | 100% |
| | The percentage of known dogs registered. | 97% | 95% | 95% | 95% | 95% |
| | The percentage of residents satisfied with animal control activities (satisfaction survey*). | 92% | 90% | 90% | 90% | 90% |
| Respond to logged complaints in a timely manner. | The percentage of formal complaints that receive an interim reply or are resolved within five working days. | 90% | 90% | 90% | 90% | 90% |
| Process requests for official information within timeframes set under Local Government Official Information and Meetings Act (1987). | The percentage of requests for official information completed within statutory timeframes. | 98% | 100% | 100% | 100% | 100% |
| Conduct licensing inspections in accordance with statutory requirements. | All businesses required to be licensed are inspected in accordance with statutory requirements. | 100% | 100% | 100% | 100% | 100% |
| Process consent applications within statutory timeframes. | The percentage of building applications processed within statutory timeframes (consents and code compliance certificates). | 92% | 100% | 100% | 100% | 100% |
| | The percentage of non-notified resource management consents processed within statutory timeframes. | 94% | 100% | 100% | 100% | 100% |

¹ Animal control emergency situations: assisting emergency services, attacks by dogs, stock on roads and injured animals.

* All satisfaction survey targets are excluding 'don't know' responses.

Customer and Regulatory Solutions

Funding Impact Statement

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual charges, rates penalties | 4.59 | 2.21 | 2.83 | 2.58 | 2.70 | 2.86 | 2.74 | 2.84 | 3.19 | 3.42 | 3.31 |
| Targeted rates | - | 0.04 | 0.04 | 0.04 | 0.04 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 |
| Subsidies and grants for operating purposes | - | - | - | - | - | - | - | - | - | - | - |
| Fees and charges | 4.99 | 9.25 | 9.28 | 9.46 | 9.92 | 10.07 | 10.29 | 10.43 | 10.60 | 10.79 | 11.09 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees and other receipts | 0.32 | 0.81 | 0.79 | 0.79 | 0.79 | 0.79 | 0.80 | 0.80 | 0.80 | 0.80 | 0.80 |
| Total operating funding (A) | 9.91 | 12.31 | 12.94 | 12.87 | 13.45 | 13.76 | 13.87 | 14.12 | 14.64 | 15.06 | 15.25 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | (7.84) | (8.70) | (8.96) | (8.73) | (8.98) | (9.12) | (9.18) | (9.36) | (9.69) | (9.87) | (10.15) |
| Finance costs | - | - | - | - | - | - | - | - | - | - | - |
| Internal charges and overheads applied | (5.34) | (3.93) | (4.13) | (4.29) | (4.25) | (4.47) | (4.54) | (4.64) | (4.82) | (5.06) | (4.97) |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | (13.18) | (12.63) | (13.09) | (13.02) | (13.24) | (13.59) | (13.72) | (14.00) | (14.51) | (14.94) | (15.12) |
| Surplus/(deficit) of operating funding (A - B) | (3.27) | (0.32) | (0.15) | (0.15) | 0.22 | 0.17 | 0.15 | 0.12 | 0.12 | 0.12 | 0.12 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | - | - | - | - | - | - | - | - | - | - | - |
| Increase/(decrease) in debt | 3.97 | (0.03) | (0.03) | (0.03) | 0.02 | - | (0.04) | (0.04) | (0.04) | (0.04) | (0.04) |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 3.97 | (0.03) | (0.03) | (0.03) | 0.02 | - | (0.04) | (0.04) | (0.04) | (0.04) | (0.04) |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure: | | | | | | | | | | | |
| - to meet additional demand | - | - | - | - | - | - | - | - | - | - | - |
| - to improve the level of service | - | - | - | - | (0.05) | (0.04) | - | - | - | - | - |
| - to replace existing assets | (0.70) | (0.05) | (1.11) | (0.03) | (0.11) | (0.08) | (0.04) | (0.04) | (0.06) | (0.04) | (0.04) |
| (Increase)/decrease in reserves | - | 0.40 | 1.30 | 0.22 | (0.07) | (0.06) | (0.07) | (0.05) | (0.02) | (0.05) | (0.05) |
| (Increase)/decrease of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | (0.70) | 0.35 | 0.18 | 0.19 | (0.24) | (0.17) | (0.11) | (0.09) | (0.09) | (0.09) | (0.09) |
| Surplus/(deficit) of capital funding (C-D) | 3.27 | 0.32 | 0.15 | 0.15 | (0.22) | (0.17) | (0.15) | (0.12) | (0.12) | (0.12) | (0.12) |
| Funding balance (A-B) + (C-D) | - | - | - | - | - | - | - | - | - | - | - |

Customer and Regulatory Solutions

Other information to be provided Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Depreciation and amortisation expense | | | | | | | | | | | |
| Depreciation expense | 0.66 | 0.66 | 0.69 | 0.69 | 0.70 | 0.76 | 0.76 | 0.76 | 0.83 | 0.83 | 0.83 |
| <i>less deferred/unfunded</i> | 0.04 | (0.54) | (0.57) | (0.57) | (0.51) | (0.63) | (0.65) | (0.68) | (0.75) | (0.75) | (0.75) |
| Net funding transferred to renewals reserves | 0.70 | 0.12 | 0.13 | 0.12 | 0.18 | 0.13 | 0.11 | 0.09 | 0.09 | 0.09 | 0.09 |

Projects

The table below is a summary of the more significant capital projects that will be undertaken over the life of this plan.

| | Total (\$) | Year 1 2021/22 (\$) | Year 2 2022/23 (\$) | Year 3 2023/24 (\$) | Year 4 2024/25 (\$) | Year 5 2025/26 (\$) | Year 6 2026/27 (\$) | Year 7 2027/28 (\$) | Year 8 2028/29 (\$) | Year 9 2029/30 (\$) | Year 10 2030/31 (\$) |
|---------------------------|---------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Parking equipment renewal | 824,080 | - | 824,080 | - | - | - | - | - | - | - | - |
| Dog Pound upgrade | 189,950 | - | - | - | 108,650 | 81,300 | - | - | - | - | - |

Economic Development

What we do

We work collaboratively to identify and embrace opportunities for economic growth and diversification in the district.

NPDC works with the other Taranaki councils, central government, and a number of agencies in the region to develop and improve the local economy. This includes directly funding and overseeing the Venture Taranaki Trust, a Council Controlled Organisation responsible for promoting regional development and tourism in the district.

Our priorities for economic development are set out in *Tapuae Roa: Make Way for Taranaki* – the Regional Economic Development Strategy and Action Plan adopted in February 2018. Tapuae Roa takes a cross-regional approach, focusing on unlocking opportunities for economic growth in the region.

This work is complemented by the initiatives and outcomes identified in the *Taranaki 2050 Roadmap* and their associated pathway action plans. The *Taranaki 2050 Roadmap* helps direct the priorities for regional development in the region, with a particular focus on transitioning to a low emissions economy.

Why we do it

NPDC's strategic vision for a Sustainable Lifestyle Capital is supported by five goals – *partnerships, delivery, community, sustainability and prosperity*. These goals (our community outcomes) promote the social, economic, environmental and cultural well-being of the New Plymouth District both now and for the future. Economic development activities actively contribute to the social and economic well-being of our community.

Tapuae Roa's mission statement: 'Taranaki, where talent becomes enterprise – Kia eke panuku,' captures the regional vision for Taranaki as a place that offers an attractive lifestyle for talented people, in a high value economy. Economic development activities that flow from, and contribute to, Tapuae Roa and Taranaki 2050, focus on innovation, resilience and sustainability through things like diversification and a successful transition to a low emissions economy. Our collaboration with others toward fulfilling this mission supports an innovative, resilient and prosperous district.

All of our activities support local business, making it easy to do business here and encouraging a diverse range of industries that will provide jobs for our people. Economic development helps create a vibrant economy and a district where people want to work, live, learn, play and invest.

How we pay for it

This service is funded by general rates (note that Venture Taranaki Trust also receives funding from central government, the South Taranaki and Stratford district councils and Taranaki Regional Council).

Looking ahead

The New Plymouth District has an incredible amount to offer. However, in an economy dominated by dairying and energy, we are susceptible to global factors and

changes in government policy that are beyond our control. To build economic resilience we will continue to encourage economic diversity. We will also continue to look at ways to further our connection with national and international markets.

We will continue to support local business in the district and build the skilled labour force necessary to support our local industries. With a growing population and improved access to the district, we plan to capitalise on opportunities to attract relocation to the Taranaki region, building our labour force and supporting a more resilient economy. We also plan to capitalise on our reputation as a visitor destination as appropriate in a post Covid-19 environment. We will do this in a considered and collaborative way through the implementation of the *Tapuae Roa: Make Way for Taranaki Strategy and Action Plan* and *Taranaki 2050 Roadmap*.

The expected ongoing impacts of Covid-19 mean that economic development is even more critical to supporting the community, and forms a key part of the Taranaki Covid-19 recovery. This work aligns with our regional strategic vision and priorities. The first two years of the LTP 2021-2031 will be largely focused on the Covid Recovery Plan which looks to support the region in 'returning to better'.

The changes we have made

There are no changes to levels of service over the life of this plan.

Significant effects on community well-being

Our service supports innovative, resilient and sustainable communities that enjoy prosperity and success. There are no significant negative effects identified from this activity.

Economic Development

Our commitment to you

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|---|---|--------------------------|------------------------|-------------------|-------------------|-------------|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Promote the New Plymouth District and the Taranaki region as a vibrant and desirable place to work, live, learn, play and invest. | The number of major events attracted or retained. | 10 | 4 | 4 | 4 | 4 |
| | Undertaking initiatives to support investment into Taranaki. | New measure | 5 | 5 | 5 | 5 |
| | The number of engagements ¹ with visitor industry operators. | New measure | 1,000 | 1,000 | 1,000 | 1,000 |
| | The number of talent initiatives ² . | New measure | 2 | 2 | 2 | 2 |
| Facilitate, promote, and support sustainable business growth, innovation, investment and employment opportunities in Taranaki. | The level of annual investment in regional businesses (subject to central government policy). | \$1,920,106 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 |
| | The annual percentage of clients satisfied with Venture Taranaki business support services. | 96% | >85% | >85% | >85% | >85% |
| | The level of annual investment ³ in the management capability of Taranaki's small and medium-sized businesses. | \$393,920 | \$240,000 | \$240,000 | \$240,000 | \$240,000 |
| | Number of enterprise referrals and connections made by Venture Taranaki staff. | New measure | 200 | 200 | 200 | 200 |

¹ Engagement is defined as a significant interaction made with an external party.

² Talent initiatives are those that facilitate the retention, growth or attraction of talent (i.e. human resources) in/into Taranaki.

³ Investment includes capability development and voucher funding as part of the nationwide Regional Business Partner Network.

Economic Development

Funding Impact Statement

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual charges, rates penalties | 3.93 | 4.16 | 4.29 | 4.40 | 4.51 | 4.65 | 4.75 | 4.86 | 4.57 | 4.68 | 4.78 |
| Targeted rates | - | - | - | - | - | - | - | - | - | - | - |
| Subsidies and grants for operating purposes | - | - | - | - | - | - | - | - | - | - | - |
| Fees and charges | - | - | - | - | - | - | - | - | - | - | - |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total operating funding (A) | 3.93 | 4.16 | 4.29 | 4.40 | 4.51 | 4.65 | 4.75 | 4.86 | 4.57 | 4.68 | 4.78 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | (3.40) | (3.40) | (3.48) | (3.59) | (3.67) | (3.77) | (3.87) | (3.96) | (3.63) | (3.73) | (3.83) |
| Finance costs | - | - | - | - | - | - | - | - | - | - | - |
| Internal charges and overheads applied | (0.62) | (0.70) | (0.75) | (0.75) | (0.75) | (0.82) | (0.83) | (0.84) | (0.88) | (0.89) | (0.89) |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | (4.02) | (4.10) | (4.23) | (4.34) | (4.42) | (4.59) | (4.70) | (4.80) | (4.51) | (4.62) | (4.72) |
| Surplus/(deficit) of operating funding (A - B) | (0.09) | 0.06 | 0.05 | 0.06 | 0.09 | 0.05 | 0.06 | 0.06 | 0.06 | 0.06 | 0.06 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | - | - | - | - | - | - | - | - | - | - | - |
| Increase/(decrease) in debt | - | (0.01) | (0.02) | (0.02) | (0.02) | (0.02) | (0.02) | (0.02) | (0.02) | (0.02) | (0.02) |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | - | (0.01) | (0.02) | (0.02) | (0.02) | (0.02) | (0.02) | (0.02) | (0.02) | (0.02) | (0.02) |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure: | | | | | | | | | | | |
| - to meet additional demand | - | - | - | - | - | - | - | - | - | - | - |
| - to improve the level of service | - | - | - | - | - | - | - | - | - | - | - |
| - to replace existing assets | - | - | - | - | - | - | - | - | - | - | - |
| (Increase)/decrease in reserves | 0.09 | (0.04) | (0.04) | (0.04) | (0.07) | (0.04) | (0.04) | (0.04) | (0.04) | (0.04) | (0.04) |
| (Increase)/decrease of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | 0.09 | (0.04) | (0.04) | (0.04) | (0.07) | (0.04) | (0.04) | (0.04) | (0.04) | (0.04) | (0.04) |
| Surplus/(deficit) of capital funding (C-D) | 0.09 | (0.06) | (0.05) | (0.06) | (0.09) | (0.05) | (0.06) | (0.06) | (0.06) | (0.06) | (0.06) |
| Funding balance (A-B) + (C-D) | - | - | - | - | - | - | - | - | - | - | - |

Economic Development

Other information to be provided Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Depreciation and amortisation expense | | | | | | | | | | | |
| Depreciation expense | - | - | - | - | - | - | - | - | - | - | - |
| <i>less deferred/unfunded</i> | 0.07 | 0.04 | 0.04 | 0.04 | 0.07 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 |
| Net funding transferred to renewals reserves | 0.07 | 0.04 | 0.04 | 0.04 | 0.07 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 |

Emergency Management and Business Continuance

What we do

We identify and understand local hazards and risks, building capability and capacity to respond to and recover from emergencies.

As a member of the Taranaki Civil Defence Emergency Management Group (CDEM Group), NPDC works with the three Taranaki councils, the community, and other agencies to plan for and manage responses to emergency events. We also educate our communities about potential hazards and about how to prepare and recover from emergencies associated with these hazards.

We make sure the information we have about hazards and risks in the district is up to date, and review a range of Council plans in accordance with that information.

We also manage NPDC's internal emergency management response outside of civil defence activation, including business continuance. Our systems and processes ensure NPDC can continue to operate as well as possible during an emergency, major or minor.

NPDC also administers the Taranaki Emergency Management Office on behalf of the four local authorities in Taranaki.

Why we do it

NPDC's strategic vision for a Sustainable Lifestyle Capital is supported by five goals – *partnerships, delivery, community, sustainability and prosperity*. These goals (our community outcomes) promote the social, economic, environmental and cultural well-being of the New Plymouth District both now and for the future.

Our Emergency Management and Business Continuance service contributes to all of these goals. Our partnership with government agencies and community stakeholders ensures a strong regional response to civil defence emergencies. All of our work supports community resilience helping our people prepare for, respond to, and recover from natural disasters.

Ensuring NPDC services are maintained or restored as quickly as possible following an emergency event, reduces the effect emergency events can have on our residents' quality of life. This supports the social, economic and cultural well-being of our communities.

CDEM Group activities are also driven by legislation including the Civil Defence Emergency Management Act 2002. This Act requires councils to take responsibility for the reduction of, readiness for, response to, and recovery from risks and events associated with emergency management.

How we pay for it

Our service is funded through general rates. We also receive grants from the other local authorities in Taranaki to fund the Taranaki Emergency Management office.

Looking ahead

Our service continually works to ensure our internal emergency response and business continuity plans and processes are aligned and up to date. We test these plans and processes annually, addressing any opportunities for improvement. Over the life of this plan we will continue to identify hazards, including potential impacts of climate change and Covid-19 developments. We will continue to assess and plan for risk reduction/resilience, and update and review emergency management and business continuity plans.

Our work with the CDEM Group will continue and this group will provide support and direction in a civil defence and emergency management event. We will also continue to liaise with the National Emergency Management Agency to apply any changes to the Civil Defence and Emergency Management Act 2002.

The changes we have made

We plan to purchase trailer-mounted generators to provide power critical infrastructure and/or operations centres in an emergency event. This will allow additional flexibility and agility to our response requirements.

There are no other changes to levels of service over the life of this plan.

Significant effects on community well-being

All of our activities are about protecting people and property in the event of an emergency or a widespread event. There are no significant negative effects identified from this activity. However, the public may perceive a negative impact to their well-being when a response is implemented.

Emergency Management and Business Continuance

Our commitment to you

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|---|--|-----------------------|---|---|---|---|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Ensure NPDC is ready for, can respond to, and can recover from emergencies. | Emergency processes and plans are reviewed and updated annually. | Realignment underway | Emergency plans are reviewed and updated as per exercise schedule | Emergency plans are reviewed and updated as per exercise schedule | Emergency plans are reviewed and updated as per exercise schedule | Emergency plans are reviewed and updated as per exercise schedule |
| | Recruit, train, and maintain a database of staff and volunteers capable of responding to an emergency. | New measure | Maintain 150 recruited and trained staff and volunteers | Maintain 150 recruited and trained staff and volunteers | Maintain 150 recruited and trained staff and volunteers | Maintain 150 recruited and trained staff and volunteers |
| | Ensure the NPDC Emergency Operations Centre (EOC) is fit for purpose. | New measure | Complete monthly system checks and an annual EOC capability audit | Complete monthly system checks and an annual EOC capability audit | Complete monthly system checks and an annual EOC capability audit | NPDC EOC is a highly functioning operations centre for NPDC to coordinate any emergency from |
| | Develop and implement an NPDC emergency exercise programme. | New measure | Complete NPDC emergency exercise programme | Undertake two emergency exercises | Undertake two emergency exercises | All NPDC emergency plans are tested with exercises as part of an emergency exercise programme |

Emergency Management and Business Continuance

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|--|--|--------------------------|---|---|---|---|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Assist the New Plymouth community in becoming ready for, responding to, and recovering from emergencies. | Civil Defence centres are identified, assessed and formalised with Memorandum(s) of Understanding. | New measure | 4 | 6 | 8 | 8 |
| | Engage with key community groups, and stakeholders (particularly iwi and hapū) to develop community emergency response capability. | New measure | Establish a team that can deliver a community-based emergency response capability | Establish a team that can deliver a community-based emergency response capability | Establish a team that can deliver a community-based emergency response capability | NPDC has three trained community-based response groups capable of assisting NPDC emergency response if required |

Emergency Management and Business Continuance

| Funding Impact Statement | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual charges, rates penalties | 1.17 | 1.39 | 1.49 | 1.54 | 1.58 | 1.63 | 1.64 | 1.65 | 1.73 | 1.76 | 1.78 |
| Targeted rates | - | - | - | - | - | - | - | - | - | - | - |
| Subsidies and grants for operating purposes | 1.45 | 1.48 | 1.57 | 1.61 | 1.63 | 1.62 | 1.63 | 1.63 | 1.73 | 1.76 | 1.79 |
| Fees and charges | - | 0.22 | 0.23 | - | - | - | - | - | - | - | - |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total operating funding (A) | 2.62 | 3.09 | 3.28 | 3.16 | 3.21 | 3.25 | 3.28 | 3.28 | 3.46 | 3.52 | 3.57 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | (2.02) | (2.25) | (2.37) | (2.17) | (2.20) | (2.21) | (2.25) | (2.28) | (2.36) | (2.41) | (2.46) |
| Finance costs | (0.05) | (0.04) | (0.03) | (0.04) | (0.03) | (0.03) | (0.03) | (0.03) | (0.03) | (0.03) | (0.03) |
| Internal charges and overheads applied | (0.51) | (0.69) | (0.73) | (0.74) | (0.74) | (0.79) | (0.80) | (0.81) | (0.85) | (0.87) | (0.87) |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | (2.58) | (2.97) | (3.13) | (2.94) | (2.98) | (3.03) | (3.08) | (3.12) | (3.24) | (3.30) | (3.36) |
| Surplus/(deficit) of operating funding (A - B) | 0.05 | 0.12 | 0.15 | 0.21 | 0.23 | 0.21 | 0.20 | 0.16 | 0.22 | 0.22 | 0.22 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | - | - | - | - | - | - | - | - | - | - | - |
| Increase/(decrease) in debt | (0.05) | (0.07) | (0.02) | 0.78 | (0.19) | (0.18) | (0.16) | (0.06) | 0.06 | (0.19) | (0.18) |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | (0.05) | (0.07) | (0.02) | 0.78 | (0.19) | (0.18) | (0.16) | (0.06) | 0.06 | (0.19) | (0.18) |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure: | | | | | | | | | | | |
| - to meet additional demand | - | - | - | - | - | - | - | - | - | - | - |
| - to improve the level of service | (0.05) | (0.03) | (0.12) | (0.98) | (0.02) | (0.02) | (0.02) | (0.08) | (0.27) | (0.01) | (0.03) |
| - to replace existing assets | - | - | - | - | - | - | - | - | - | - | - |
| (Increase)/decrease in reserves | 0.05 | (0.02) | (0.01) | (0.02) | (0.02) | (0.01) | (0.01) | (0.01) | (0.01) | (0.01) | (0.01) |
| (Increase)/decrease of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | - | (0.05) | (0.13) | (0.99) | (0.04) | (0.03) | (0.04) | (0.09) | (0.28) | (0.03) | (0.04) |
| Surplus/(deficit) of capital funding (C-D) | (0.05) | (0.12) | (0.15) | (0.21) | (0.23) | (0.21) | (0.20) | (0.16) | (0.22) | (0.22) | (0.22) |
| Funding balance (A-B) + (C-D) | - | - | - | - | - | - | - | - | - | - | - |

Emergency Management and Business Continuance

Other information to be provided Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Depreciation and amortisation expense | | | | | | | | | | | |
| Depreciation expense | 0.03 | 0.03 | 0.04 | 0.05 | 0.05 | 0.06 | 0.06 | 0.06 | 0.07 | 0.07 | 0.07 |
| <i>less deferred/unfunded</i> | (0.01) | (0.02) | (0.02) | (0.04) | (0.03) | (0.04) | (0.04) | (0.05) | (0.05) | (0.05) | (0.05) |
| Net funding transferred to renewals reserves | 0.02 | 0.02 | 0.01 | 0.02 | 0.02 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 |

Projects

The table below is a summary of the more significant capital projects that will be undertaken over the life of this plan.

| | Total (\$) | Year 1 2021/22 (\$) | Year 2 2022/23 (\$) | Year 3 2023/24 (\$) | Year 4 2024/25 (\$) | Year 5 2025/26 (\$) | Year 6 2026/27 (\$) | Year 7 2027/28 (\$) | Year 8 2028/29 (\$) | Year 9 2029/30 (\$) | Year 10 2030/31 (\$) |
|---------------------------------------|---------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| NPDC civil defence resilience project | 793,924 | - | 37,084 | 756,840 | - | - | - | - | - | - | - |

Flood Protection and Control Works

What we do

Our flood protection and control works provide flood protection systems to urban areas in the New Plymouth District. We monitor and maintain three flood protection dams and diversion tunnels.

Why we do it

NPDC's strategic vision for a Sustainable Lifestyle Capital is supported by five goals – *partnerships, delivery, community, sustainability and prosperity*. These goals (our community outcomes) promote the social, economic, environmental and cultural well-being of the New Plymouth District both now and for the future.

Reducing flood risk contributes to the goals of delivery, community, sustainability and prosperity by protecting people and property from the effects of flooding from rivers and streams in severe storm events.

This enables residents to continue with their daily lives after a significant rainfall event, which supports social well-being. Protecting our natural environment and outdoor lifestyle opportunities enhances environmental and economic well-being. Our work to reduce flood risk helps build resilience, protecting businesses and industry through measures such as the Huatoki Dam, which reduces flood impacts on the Central Business District.

How we pay for it

This service is funded through general rates. Capital improvements are loan funded, while the costs of renewing and replacing assets are covered by renewal reserves. The replacement value of flood protection assets is \$21.5m.

Looking ahead

We recognise that climate change predictions of increased frequency and intensity of storm events will place increasing pressures on our flood protection and control works. We will continue to maintain the flood protection schemes and assets in the district, and monitoring the predicted impacts of climate change.

The District Plan deters property development in identified flood hazard areas in the district to minimise the impact of flooding on people and property.

The changes we have made

There are no proposed changes to levels of service over the life of this plan.

Flood Protection and Control Works

Significant effects on community well-being

Our service can have a range of effects on the community. Many of the positive effects are outlined in the section 'why we do it'. Potential negative effects are identified in the following table.

| Well-being | Impact |
|------------------------------------|--|
| Social, economic and environmental | Flood infrastructure is not adequate to deal with severe storms and could fail and harm people and buildings. To reduce this risk, we will take the probability of severe storm events into account when designing the capacity of the protection systems and prepare contingency plans for such events. We will also identify at risk flood areas, taking steps to manage development in these areas. |

Our commitment to you

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|---|---|--------------------------|------------------------|-------------------|-------------------|------------|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Effectively maintain NPDC's flood protection and control works. | Major flood protection and control works are maintained, repaired and renewed in accordance with asset management plans and annual works programme. | Achieved | Achieved | Achieved | Achieved | Achieved |

Flood Protection and Control Works

Funding Impact Statement

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual charges, rates penalties | 0.30 | 0.29 | 0.30 | 0.38 | 0.53 | 0.34 | 0.32 | 0.33 | 0.34 | 0.35 | 0.35 |
| Targeted rates | - | - | - | - | - | - | - | - | - | - | - |
| Subsidies and grants for operating purposes | - | - | - | - | - | - | - | - | - | - | - |
| Fees and charges | - | - | - | - | - | - | - | - | - | - | - |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total operating funding (A) | 0.30 | 0.29 | 0.30 | 0.38 | 0.53 | 0.34 | 0.32 | 0.33 | 0.34 | 0.35 | 0.35 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | (0.10) | (0.06) | (0.05) | (0.13) | (0.27) | (0.06) | (0.06) | (0.06) | (0.06) | (0.06) | (0.07) |
| Finance costs | (0.01) | - | - | - | - | - | - | - | - | - | - |
| Internal charges and overheads applied | (0.15) | (0.18) | (0.20) | (0.21) | (0.21) | (0.23) | (0.22) | (0.22) | (0.24) | (0.24) | (0.24) |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | (0.26) | (0.24) | (0.25) | (0.34) | (0.48) | (0.29) | (0.28) | (0.28) | (0.30) | (0.30) | (0.31) |
| Surplus/(deficit) of operating funding (A - B) | 0.04 | 0.05 | 0.05 | 0.04 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | - | - | - | - | - | - | - | - | - | - | - |
| Increase/(decrease) in debt | (0.01) | (0.01) | (0.01) | - | - | (0.01) | - | - | - | - | - |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | (0.01) | (0.01) | (0.01) | - | - | (0.01) | - | - | - | - | - |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure: | | | | | | | | | | | |
| - to meet additional demand | - | - | - | - | - | - | - | - | - | - | - |
| - to improve the level of service | - | - | - | - | - | - | - | - | - | - | - |
| - to replace existing assets | (0.03) | (0.05) | (0.04) | (0.04) | (0.04) | (0.10) | (0.11) | (0.05) | (0.05) | (0.05) | (0.05) |
| (Increase)/decrease in reserves | - | 0.01 | - | - | - | 0.06 | 0.07 | - | - | 0.01 | 0.01 |
| (Increase)/decrease of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | (0.03) | (0.04) | (0.04) | (0.04) | (0.04) | (0.04) | (0.04) | (0.04) | (0.04) | (0.04) | (0.04) |
| Surplus/(deficit) of capital funding (C-D) | (0.04) | (0.05) | (0.05) | (0.04) | (0.05) | (0.05) | (0.05) | (0.05) | (0.05) | (0.05) | (0.05) |
| Funding balance (A-B) + (C-D) | - | - | - | - | - | - | - | - | - | - | - |

Flood Protection and Control Works

Other information to be provided Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Depreciation and amortisation expense | | | | | | | | | | | |
| Depreciation expense | 0.12 | 0.12 | 0.13 | 0.13 | 0.13 | 0.14 | 0.14 | 0.14 | 0.15 | 0.15 | 0.15 |
| <i>less deferred/unfunded</i> | (0.09) | (0.09) | (0.09) | (0.09) | (0.09) | (0.10) | (0.10) | (0.10) | (0.12) | (0.12) | (0.12) |
| Net funding transferred to renewals reserves | 0.03 | 0.03 | 0.04 | 0.03 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 |

Governance

What we do

We support the Mayor, councillors and community board members to be effective, representative and accountable decision makers. We also make sure people have easy access to the information they need to be involved in Council decision making.

The Governance service supports, facilitates and administers Council, committee and community board meetings and coordinates a range of civic functions. We also provide administrative services for Te Tai Pari Trust, a statutory organisation established by the New Plymouth District Council (Waitara Lands) Act 2018, which allocates funding from the Waitara Perpetual Community Fund. Every three years, we are responsible for managing local authority elections.

Why we do it

NPDC's strategic vision for a Sustainable Lifestyle Capital is supported by five goals – *partnerships, delivery, community, sustainability and prosperity*. These goals (our community outcomes) promote the social, economic, environmental and cultural well-being of the New Plymouth District both now and for the future.

Our work promotes the goals of partnership, delivery and community by ensuring robust decision making processes. We provide a democratic system of governance, through elections, representation reviews and consultation processes. Our work provides equal opportunities for everyone in our community to participate in decision making. This fulfils their democratic rights and contributes to the social well-being of our communities.

Elected members must represent their communities and make decisions in an open, transparent and accountable manner. NPDC's Governance service supports the Council to make quality decisions in accordance with statutory requirements. We are guided by the Local Government Act 2002, the Local Electoral Act 2001 and the Local Government Official Information and Meetings Act 1987.

How we pay for it

The Governance service is funded through general rates.

Looking ahead

Central government reviews of local government legislation are ongoing. Over the next 10 years there will likely be central government directives on the design and function of local government. This may include legislative changes that directly affect the role and functions of NPDC.

We will actively monitor and respond to any changes in legislation that affect how NPDC works and the services we provide.

Increasing interest in the Council's decision making process means we will also be looking at new ways for our communities to be involved in Council decision making.

We will continue in the CouncilMARK™ programme¹ with the first three yearly review occurring in 2021/22, and subsequently every three years.

The changes we have made

Following the passing of the New Plymouth District Council (Waitara Lands) Act 2018, our service has expanded to include provision of administrative support for the Te Tai Pari Trust.

We will provide \$400,000 per annum shared equally amongst the community boards over years one to three to fund minor (with the exclusion of roading) projects.

Significant effects on community well-being

The Governance service supports an engaged community that can participate in the democratic process. There are no significant negative effects associated with this service.

¹The CouncilMARK™ programme incorporates an independent assessment system that assesses how councils are performing and the work they're undertaking to grow the value they deliver.

Governance

Our commitment to you

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|---|--|--------------------------|------------------------|-------------------|-------------------|-----------------|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Effectively manage local elections in accordance with statutory requirements. | Elections and polls comply with the provisions of the Local Electoral Act 2001 and are without successful petitions for inquiry into the conduct of elections. | Achieved | * | Full compliance | * | Full compliance |
| Ensure NPDC processes comply with statutory requirements. | The Long-Term Plan, Annual Plan and Annual Report are each adopted within statutory timeframes. | Achieved | Full compliance | Full compliance | Full compliance | Full compliance |
| | Meeting agendas are available as specified by legislation. | Achieved | Full compliance | Full compliance | Full compliance | Full compliance |

* No triennial elections in this year.

Governance

Funding Impact Statement

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual charges, rates penalties | 4.38 | 4.29 | 4.10 | 4.11 | 4.28 | 4.47 | 4.38 | 4.56 | 4.77 | 4.78 | 4.88 |
| Targeted rates | - | - | - | - | - | - | - | - | - | - | - |
| Subsidies and grants for operating purposes | - | - | - | - | - | - | - | - | - | - | - |
| Fees and charges | 0.01 | 0.01 | 0.08 | 0.01 | 0.01 | 0.10 | 0.01 | 0.01 | 0.11 | 0.01 | 0.01 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total operating funding (A) | 4.39 | 4.29 | 4.18 | 4.11 | 4.29 | 4.56 | 4.38 | 4.56 | 4.88 | 4.79 | 4.89 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | (2.02) | (2.17) | (1.88) | (1.88) | (2.00) | (2.23) | (2.00) | (2.13) | (2.37) | (2.21) | (2.27) |
| Finance costs | - | - | - | - | - | - | - | - | - | - | - |
| Internal charges and overheads applied | (2.37) | (2.19) | (2.26) | (2.19) | (2.22) | (2.29) | (2.34) | (2.39) | (2.47) | (2.54) | (2.58) |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | (4.38) | (4.35) | (4.15) | (4.07) | (4.23) | (4.52) | (4.34) | (4.52) | (4.84) | (4.75) | (4.85) |
| Surplus/(deficit) of operating funding (A - B) | 0.01 | (0.06) | 0.04 | 0.04 | 0.06 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | - | - | - | - | - | - | - | - | - | - | - |
| Increase/(decrease) in debt | - | (0.01) | (0.01) | (0.01) | (0.01) | (0.01) | (0.01) | (0.01) | (0.01) | (0.01) | (0.01) |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | - | (0.01) | (0.01) | (0.01) | (0.01) | (0.01) | (0.01) | (0.01) | (0.01) | (0.01) | (0.01) |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure: | | | | | | | | | | | |
| - to meet additional demand | - | - | - | - | - | - | - | - | - | - | - |
| - to improve the level of service | - | (0.40) | (0.41) | (0.42) | - | - | - | - | - | - | - |
| - to replace existing assets | - | - | - | - | - | - | - | - | - | - | - |
| (Increase)/decrease in reserves | (0.01) | 0.47 | 0.39 | 0.39 | (0.05) | (0.03) | (0.03) | (0.03) | (0.03) | (0.03) | (0.03) |
| (Increase)/decrease of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | (0.01) | 0.07 | (0.03) | (0.03) | (0.05) | (0.03) | (0.03) | (0.03) | (0.03) | (0.03) | (0.03) |
| Surplus/(deficit) of capital funding (C-D) | (0.01) | 0.06 | (0.04) | (0.04) | (0.06) | (0.04) | (0.04) | (0.04) | (0.04) | (0.04) | (0.04) |
| Funding balance (A-B) + (C-D) | - | - | - | - | - | - | - | - | - | - | - |

Governance

Other information to be provided Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Depreciation and amortisation expense | | | | | | | | | | | |
| Depreciation expense | - | 0.01 | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 |
| <i>less deferred/unfunded</i> | 0.05 | 0.02 | 0.01 | 0.01 | 0.02 | - | - | - | - | - | - |
| Net funding transferred to renewals reserves | 0.05 | 0.03 | 0.03 | 0.03 | 0.05 | 0.03 | 0.03 | 0.03 | 0.03 | 0.03 | 0.03 |

Govett-Brewster Art Gallery/Len Lye Centre

What we do

We provide the community access to innovative and provocative art created by national and international contemporary artists.

The Govett-Brewster Art Gallery is New Zealand's leading contemporary art museum, offering a dynamic range of exhibitions. The Gallery is recognised nationally and internationally for its quality programming and dedication to contemporary art, and art from New Zealand and the Pacific Rim. Our exhibitions are supported by a range of public and community events, education programmes, and other opportunities to engage with the art.

In 2015 the Govett-Brewster Art Gallery extended the building to home the Len Lye Centre, a facility of local, national and international significance. The Len Lye Centre is New Zealand's first institution dedicated to a single artist. It provides a continuous and accessible programme that explores the art and ideas of Len Lye, a pioneering filmmaker and kinetic sculptor.

Why we do it

NPDC's strategic vision for a Sustainable Lifestyle Capital is supported by five goals – *partnerships, delivery, community, sustainability and prosperity*. These goals (our community outcomes) promote the social, economic, environmental and cultural well-being of the New Plymouth District both now and for the future.

The Govett-Brewster Art Gallery/Len Lye Centre (the Gallery) actively contributes to NPDC's goals of partnerships, delivery, community and prosperity, by delivering high quality programming and partnership opportunities, and growing a nationally and internationally recognised brand.

The Gallery contributes to the cultural well-being of our communities by providing connection to the arts and safe, active and creative opportunities for a diverse range of audiences and visitor groups to participate. Our work also contributes by sharing and strengthening Te Ao Māori across all of our programmes. This supports the district's positioning as a lifestyle capital, with a globally recognised brand that encourages skills and people to the district.

The Gallery is a tourism anchor, attracting people to the district and supporting district and regional prosperity. It is a place of creative ideas and thinking, which are recognised components of innovation that have the potential to drive business growth in the district. The Gallery is a distinct drawcard attracting skills, talent and people to the district and contributing to the economic well-being of our communities.

How we pay for it

The Gallery service is primarily funded through general rates and fees and charges. We also receive rental income and profit share from the onsite café, Monica's Eatery, and generate commercial revenue through activities such as venue hire, cinema ticketing, exhibition tours, retail sales and guided tours. We fund further operations through fundraising, partnerships, donations, grants and sponsorship.

We use funding from the Govett-Brewster Foundation and from endowment funds to support art acquisitions and some aspects of Gallery programming. Every three years we apply for contestable Ministry of Education funding to deliver learning experiences outside the classroom (LEOTC). We also apply for Creative New Zealand funding to support our national and international artist residencies and other programmes.

Looking ahead

We will continue to develop exhibition, event and engagement programmes that reflect current creative practices, and provide opportunities for the community to engage with leading contemporary art, and meet with others.

Our programming will be responsive to the changing demographics of our community, with regular and one-off events targeting different community needs. We will also continue to host broader conversation events that help foster creativity, innovation, and inclusivity in the district.

We are committed to growing our visitor base, with a particular focus on out-of-district visitors. This will help stimulate economic activity and resilience in response to the impacts of Covid-19, and showcase New Plymouth as a world class visitor and investment

Govett-Brewster Art Gallery/Len Lye Centre

destination. Over recent years, 33 per cent of overall visitors to the Gallery have been from out of the district, and we are confident we can increase this number.

We rely on external funding for acquisitions to the Gallery's permanent collection, and to cover a number of operational and programme related costs. Accessing external funding may become more difficult in the post-Covid landscape. We will continue to seek funding and partnerships to support our activities. We are also developing strategies to maximise revenue from our commercial activities, which include the cinema, exhibition tours, retail shop sales and venue hire.

Ministry of Education funding for our LEOTC programme is secured until December 2021 and we will seek further triennial funding in mid 2021. We have also secured triennial investment from Creative New Zealand's Toi Uru Kahikatea programme, from January 2020 to December 2022.

The changes we have made

In August 2018, we introduced a non-district resident entry fee of \$15.00. Our operational budgets have been adjusted to reflect the impacts of this charge on both revenue and costs.

An annual reduction of \$400,000 in operational costs is proposed in the LTP 2021-2031, which is a continuation of the adjustment made in the Annual Plan 2020/21.

Our targets for annual visitor numbers have also been adjusted to reflect a natural tapering of visitors following the 2015 opening of the Len Lye Centre, and the impacts of Covid-19 on tourism, namely the loss of international visitors.

Significant effects on community well-being

This service has many positive effects on community outcomes, as outlined in the 'why we do it' section above. There are no significant negative effects identified for this activity.

Govett-Brewster Art Gallery/Len Lye Centre

Our commitment to you

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|--|---|--------------------------|------------------------|-------------------|-------------------|------------|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Provide access to an engaging range of contemporary art from New Zealand and around the world. | The annual number of exhibitions on offer. | 9 | 7 | 7 | 7 | 7 |
| | The annual number of visitor entries. | 52,260 | 60,000 | 65,000 | 70,000 | 80,000 |
| | The annual number of audience engagement events ¹ . | New measure | 50 | 55 | 60 | 75 |
| | The percentage of residents satisfied with the service (satisfaction survey*). | 64% | 65% | 65% | 65% | 65% |
| | The percentage of customers satisfied with their overall experience at the Govett-Brewster Art Gallery/Len Lye Centre (in-house surveys). | 84% | 82% | 82% | 82% | 82% |

¹ These include formal ticketed events such as the Monica Brewster evenings, free and paid gallery and exhibition tours, targeted free events such as Sense Art tours, Gallery Babes and Gallery Seniors, education programmes including Young Visionaries, family art and workshops, and other public talks, lectures, tours and workshops.

* All satisfaction survey targets are excluding 'don't know' responses.

Govett-Brewster Art Gallery/Len Lye Centre

Funding Impact Statement

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual charges, rates penalties | 4.30 | 4.30 | 4.49 | 4.59 | 4.67 | 4.83 | 4.96 | 5.03 | 5.27 | 5.32 | 5.42 |
| Targeted rates | - | - | - | - | - | - | - | - | - | - | - |
| Subsidies and grants for operating purposes | 0.26 | 0.26 | 0.26 | 0.26 | 0.26 | 0.26 | 0.26 | 0.26 | 0.26 | 0.26 | 0.26 |
| Fees and charges | 0.51 | 0.51 | 0.54 | 0.64 | 0.66 | 0.67 | 0.71 | 0.72 | 0.74 | 0.76 | 0.77 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total operating funding (A) | 5.06 | 5.06 | 5.29 | 5.49 | 5.60 | 5.77 | 5.93 | 6.01 | 6.27 | 6.34 | 6.46 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | (3.46) | (3.46) | (3.58) | (3.69) | (3.75) | (3.87) | (3.98) | (4.05) | (4.23) | (4.26) | (4.36) |
| Finance costs | - | - | - | - | - | - | - | - | - | - | - |
| Internal charges and overheads applied | (1.38) | (1.38) | (1.49) | (1.52) | (1.53) | (1.61) | (1.65) | (1.66) | (1.74) | (1.78) | (1.80) |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | (4.83) | (4.83) | (5.07) | (5.21) | (5.28) | (5.48) | (5.63) | (5.71) | (5.97) | (6.04) | (6.16) |
| Surplus/(deficit) of operating funding (A - B) | 0.23 | 0.23 | 0.23 | 0.28 | 0.31 | 0.29 | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | - | - | - | - | - | - | - | - | - | - | - |
| Increase/(decrease) in debt | 0.06 | 0.06 | 0.06 | 0.06 | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 | 0.69 | 0.08 |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 0.06 | 0.06 | 0.06 | 0.06 | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 | 0.69 | 0.08 |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure: | | | | | | | | | | | |
| - to meet additional demand | - | - | - | - | - | - | - | - | - | - | - |
| - to improve the level of service | (0.08) | (0.08) | (0.08) | (0.08) | (0.08) | (0.09) | (0.09) | (0.09) | (0.09) | (0.71) | (0.10) |
| - to replace existing assets | (0.13) | (0.13) | (0.14) | (0.14) | (0.48) | (0.16) | (0.16) | (0.46) | (0.18) | (0.64) | (0.19) |
| (Increase)/decrease in reserves | (0.08) | (0.08) | (0.07) | (0.12) | 0.18 | (0.11) | (0.12) | 0.18 | (0.10) | 0.37 | (0.08) |
| (Increase)/decrease of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | (0.29) | (0.29) | (0.29) | (0.35) | (0.38) | (0.36) | (0.37) | (0.37) | (0.37) | (0.99) | (0.38) |
| Surplus/(deficit) of capital funding (C-D) | (0.23) | (0.23) | (0.23) | (0.28) | (0.31) | (0.29) | (0.30) | (0.30) | (0.30) | (0.30) | (0.30) |
| Funding balance (A-B) + (C-D) | - | - | - | - | - | - | - | - | - | - | - |

Govett-Brewster Art Gallery/Len Lye Centre

Other information to be provided Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Depreciation and amortisation expense | | | | | | | | | | | |
| Depreciation expense | 0.53 | 0.53 | 0.56 | 0.57 | 0.57 | 0.62 | 0.62 | 0.63 | 0.68 | 0.70 | 0.70 |
| <i>less deferred/unfunded</i> | (0.27) | (0.27) | (0.30) | (0.30) | (0.27) | (0.35) | (0.34) | (0.35) | (0.41) | (0.42) | (0.42) |
| Net funding transferred to renewals reserves | 0.26 | 0.27 | 0.27 | 0.27 | 0.30 | 0.27 | 0.28 | 0.28 | 0.28 | 0.28 | 0.28 |

Projects

The table below is a summary of the more significant capital projects that will be undertaken over the life of this plan.

| | Total (\$) | Year 1 2021/22 (\$) | Year 2 2022/23 (\$) | Year 3 2023/24 (\$) | Year 4 2024/25 (\$) | Year 5 2025/26 (\$) | Year 6 2026/27 (\$) | Year 7 2027/28 (\$) | Year 8 2028/29 (\$) | Year 9 2029/30 (\$) | Year 10 2030/31 (\$) |
|--|---------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Govett-Brewster Art Gallery/Len Lye collection storage | 616,464 | - | - | - | - | - | - | - | - | 614,038 | 2,425 |

Management of Investments and Funding

What we do

Our role is to develop, manage and protect key NPDC funding sources.

Our service manages all NPDC owned investments. We also manage income not assigned to other Council activities and all of Council's borrowing. This includes:

- NPDC's Perpetual Investment Fund (PIF) managed by the New Plymouth PIF Guardians Ltd.
- One hundred per cent ownership of Papa Rererangi i Puketapu Limited, the Council Controlled Trading Organisation that runs the New Plymouth Airport.
- Administration of 1,500 property leases and agreements.
- Production forestry on NPDC owned land and two joint venture forestry investments.
- Minor equity investments in Civic Assurance Limited and the Local Government Funding Agency.
- Administering Waitara leasehold property leases and freeholding and administering the funds derived according to the New Plymouth District Council (Waitara Lands) Act 2018.

Why we do it

NPDC's strategic vision for a Sustainable Lifestyle Capital is supported by five goals – *partnerships, delivery, community, sustainability and prosperity*. These goals (our community outcomes) promote the social, economic, environmental and cultural well-being of the New Plymouth District both now and for the future. Managing NPDC investments and borrowing responsibly contributes directly to this strategic framework.

Developing and protecting NPDC's income from rates and other funding contributes to the Council's financial capacity to develop the district and promote the social, economic, environmental and cultural well-being of our community.

How we pay for it

Our service is funded by returns from NPDC's investments, which are used to offset general rates. The contribution from the PIF is printed on each individual rates bill.

We also receive lease and freehold sale proceeds from the Waitara endowment land.

Looking ahead

NPDC's Treasury Management Policy dictates how we manage our borrowings. The majority of Council borrowing is at fixed interest rates. Currently, the average term is approximately six years, which ensures the interest rate remains on or below three per cent for the first six years of the LTP 2021-2031.

NPDC's external borrowings are currently around \$218m. Based on future planned infrastructure investments, borrowing will increase over the life of this plan. However, our level of borrowing is moderate for a council the size of NPDC.

Over the life of the LTP, Papa Rererangi i Puketapu Limited will complete redevelopment of the carpark and grounds around Te Hono, the new airport terminal. The new airport was a major project, funded by NPDC borrowing and with risk similar to any major construction project. We anticipate landing charges and other commercial revenue will be sufficient to service the loan debt once the airport recovers from the economic impact of Covid-19. Assuming the forecast recovery is achieved, we expect a dividend in 2024.

Our intention is that returns from the PIF will be maintained at 3.3 per cent over the life of the LTP (plus Consumer Price Index inflation and management fees and costs). Although this service has been impacted by Covid-19, our long term investment strategies have reduced short-term effects.

NPDC expects Waitara leaseholders to continue to freehold, with around 100 leaseholders remaining by 30 June 2031. Over the life of this plan NPDC will distribute revenue in accordance with the New Plymouth District Council (Waitara Lands) Act 2018.

Management of Investments and Funding

The changes we have made

Our work with Waitara leaseholders is an additional activity since the last LTP. This work involves support with freeholding and distributing the associated funds in accordance with the New Plymouth District Council (Waitara Lands) Act 2018.

There are no other changes proposed to levels of service over the life of this plan.

Significant effects on community well-being

The activities of this service ensure responsible management of NPDC investments and borrowings. New Plymouth PIF Guardians Ltd ensures responsible investment of ratepayer funds that manages environmental, social, governance and cultural factors for better long term outcomes. The Waitara leasehold proceeds are distributed to various funds that benefit the well-being of the Waitara community. There are no significant negative effects identified from this activity.

Our commitment to you

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|--|--|-----------------------|--|--|--|--|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Manage the Perpetual Investment Fund (PIF) to provide sustainable NPDC revenue. | The annual return from the PIF received by NPDC. | Achieved | 3.3% + CPI + management fees and costs | 3.3% + CPI + management fees and costs | 3.3% + CPI + management fees and costs | 3.3% + CPI + management fees and costs |
| Manage NPDC's borrowing programme in accordance with the Liability Management Policy. ¹ | Debt levels comply with limits set by policy. | All measures met | All measures met | All measures met | All measures met | All measures met |

¹ The Liability Management Policy is incorporated within the Treasury Management Policy which was updated and approved by the Council on 2 June 2020.

Management of Investments and Funding

Funding Impact Statement

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual charges, rates penalties | (9.62) | (6.71) | (10.48) | (9.22) | (12.12) | (8.04) | (11.32) | (5.26) | (5.45) | (6.19) | (6.06) |
| Targeted rates | - | - | - | - | - | - | - | - | - | - | - |
| Subsidies and grants for operating purposes | - | - | - | - | - | - | - | - | - | - | - |
| Fees and charges | 1.68 | 1.29 | 3.85 | 1.24 | 4.86 | 2.87 | 1.89 | 1.88 | 1.87 | 3.31 | 1.87 |
| Internal charges and overheads recovered | 12.46 | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees and other receipts | - | 12.14 | 12.68 | 13.16 | 13.62 | 14.04 | 14.49 | 14.93 | 15.38 | 15.84 | 16.28 |
| Total operating funding (A) | 4.52 | 6.73 | 6.05 | 5.18 | 6.36 | 8.87 | 5.06 | 11.55 | 11.80 | 12.95 | 12.09 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | (19.92) | (6.77) | (7.47) | (7.19) | (9.43) | (8.11) | (6.14) | (6.06) | (5.93) | (6.85) | (6.21) |
| Finance costs | (0.40) | (1.91) | (2.00) | (2.83) | (2.47) | (2.17) | (3.85) | (3.61) | (3.25) | (3.19) | (2.98) |
| Internal charges and overheads applied | (0.76) | (0.81) | (1.33) | (0.71) | (0.72) | (0.64) | (0.80) | (0.61) | (0.66) | (0.61) | (0.59) |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | (21.09) | (9.49) | (10.79) | (10.73) | (12.62) | (10.92) | (10.80) | (10.28) | (9.85) | (10.65) | (9.77) |
| Surplus/(deficit) of operating funding (A - B) | (16.57) | (2.76) | (4.75) | (5.55) | (6.26) | (2.05) | (5.74) | 1.27 | 1.96 | 2.30 | 2.31 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | - | - | - | - | - | - | - | - | - | - | - |
| Increase/(decrease) in debt | (0.88) | (1.90) | (1.35) | (3.75) | (1.71) | (2.75) | (2.22) | (6.00) | (6.55) | (6.55) | (6.55) |
| Gross proceeds from sale of assets | 17.40 | 7.39 | 6.99 | 7.95 | 7.92 | 7.19 | 5.19 | 4.95 | 4.68 | 4.64 | 4.87 |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 16.52 | 5.49 | 5.64 | 4.20 | 6.21 | 4.44 | 2.96 | (1.05) | (1.87) | (1.91) | (1.68) |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure: | | | | | | | | | | | |
| - to meet additional demand | - | - | - | - | - | - | - | - | - | - | - |
| - to improve the level of service | - | - | - | - | - | - | - | - | - | - | - |
| - to replace existing assets | - | - | - | - | - | - | - | - | - | - | - |
| (Increase)/decrease in reserves | 0.06 | (2.73) | (0.89) | 1.36 | 0.05 | (2.39) | 2.77 | (0.22) | (0.08) | (0.39) | (0.63) |
| (Increase)/decrease of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | 0.06 | (2.73) | (0.89) | 1.36 | 0.05 | (2.39) | 2.77 | (0.22) | (0.08) | (0.39) | (0.63) |
| Surplus/(deficit) of capital funding (C-D) | 16.57 | 2.76 | 4.75 | 5.55 | 6.26 | 2.05 | 5.74 | (1.27) | (1.96) | (2.30) | (2.31) |
| Funding balance (A-B) + (C-D) | - | - | - | - | - | - | - | - | - | - | - |

Management of Investments and Funding

Other information to be provided Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Depreciation and amortisation expense | | | | | | | | | | | |
| Depreciation expense | - | - | - | - | - | - | - | - | - | - | - |
| <i>less deferred/unfunded</i> | 0.03 | 0.02 | 0.02 | 0.02 | 0.03 | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 |
| Net funding transferred to renewals reserves | 0.03 | 0.02 | 0.02 | 0.02 | 0.03 | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 | 0.02 |

Parks and Open Spaces

What we do

The Parks and Open Spaces team manages a diverse range of parks, public spaces and public assets in the district.

Our role is to provide, develop and maintain NPDC's recreational facilities and open spaces under the Local Government Act 2002, the Reserves Management Act 1977 and the Resource Management Act 1991. Our assets and services include:

- Pukekura Park.
- Brooklands Zoo.
- 1,600 hectares of local, historic, coastal, esplanade and recreation reserves.
- 49 playgrounds, 21 sports grounds and nine skatepark sites.
- 82 kilometres of walkways, including 12.7 kilometres of Coastal Walkway.
- Campgrounds.
- Public art and monuments.
- 50 public toilets.
- Street trees and urban streetscapes and pocket parks.
- A crematorium and 15 operational cemeteries.

Why we do it

NPDC's strategic vision for a Sustainable Lifestyle Capital is supported by five goals – *partnerships, delivery, community, sustainability and prosperity*. These goals (our community outcomes) promote the social, economic, environmental and cultural well-being of the New Plymouth District both now and for the future. Our Parks and Open Spaces service contributes to all of these goals.

There are a number of unique parks and open spaces in the district, including Taranaki Maunga, beaches, walkways, rivers and streams, recreational trails, neighbourhood parks, playgrounds, skateparks, sports parks and cemeteries. Our open spaces, the mountain and the sea are important features that form part of the district's identity and our urban parks and reserves include features of outstanding biodiversity. Our management and protection of the natural landscape, including untouched native bush, coastal areas and regenerating bushland, actively contributes to environmental well-being.

This service contributes to social and cultural well-being through our support of community activities, including providing spaces for community events and volunteering opportunities (such as planting our parks). A range of other open spaces provide opportunities to participate in recreation and sport, an essential part of many people's lives, and a way to encourage and improve social interaction and cohesion. The district's crematorium and cemeteries offer an appropriate and sensitive memorial space for families.

Maintaining quality campgrounds, leisure and sports parks, and facilities for outdoor events contribute to economic well-being, supporting tourism and encouraging people to events in unique spaces, such as WOMAD at the Bowl of Brooklands. We have an agile

response to the changing recreational needs of our community, and provide new parks and reserves to support housing and other developments associated with population growth.

Open spaces and parks facilities encourage people to the district and hold a special place in the heart of those who live here, with survey results showing 90 per cent of New Plymouth residents use open spaces year after year. Our role in looking after these spaces enhances community identity and pride, contributing to the lifestyle opportunities that attract people to the district to work, live and play.

How we pay for it

Our service is funded through general rates and fees and charges. Capital improvements are loan funded, while renewal and replacement of assets is funded from NPDC's renewal reserves.

Looking ahead

Increases in both our resident population and visitor numbers will create more demand for more parks and open spaces and increase the number of people accessing facilities.

Growth areas for new developments and subdivision identified in both the Operative and Proposed District Plans will require new parks and open spaces to meet service level targets identified in our 30 year Open Space, Sport and Recreation Strategy (2015). NPDC also works with property developers to ensure they provide adequate neighbourhood parks in their developments and subdivisions, and that they allow continued public access to significant waterways.

Parks and Open Spaces

Key Council facilities will require improvements to meet demand, customer expectations and changing recreational needs. The district may also require new facilities. An increasing population also means NPDC will need to plan for increased demand for associated infrastructure and services, such as toilets and carparks in high use areas and visitor hotspots. We will continue to maintain existing parks and open spaces to a high standard, particularly as these facilities and amenities are used more frequently by a greater number of people.

With people living longer and remaining more active, the use of recreational space is changing and diversifying. This impacts both how facilities are used and the type of facilities in demand. Our ageing population means there is increased need for accessibility in our parks and open spaces. Changes in technology will impact the way we deliver services, including meeting expectations that connectivity and real time information be available in parks, and even a demand for virtual parks. Technological changes may increase overall demand on our service, as people have more leisure time available in the future.

Increased automation could also increase demand for automated services within our operations.

We have initiated a Planting our Place programme to improve sequestration (removal of carbon dioxide from the environment) and biodiversity across the district. The programme aims to increase the level of indigenous cover in the district from the current eight per cent, to the 10 per cent we need, which will require planting of a further 34 hectares over a 20 year period. Investment in biodiversity will continue over the life of this plan through our collaboration with Taranaki Regional Council in an ongoing comprehensive programme of plant and animal pest control.

The impacts of climate change such as variable weather patterns, an increased number of severe weather events and rising sea levels could result in increased coastal erosion, more plant growth and a potential increase in plant pests and diseases. Changes to legislation and compliance requirements may also impact delivery of this service, including costs. Managing these factors is part of our long-term planning for parks and open spaces.

The changes we have made

We have committed to increased funding for renewals. Operating expenditure has also increased to reflect both historic and projected future growth.

Capital expenditure projects to the value of \$39.9m are proposed over the life of this plan for improvements to meet service levels, and the associated additional operating costs.

Planting our Place is a new programme introduced to deliver on NPDC's Climate Action Framework by improving benefit carbon sequestration and biodiversity in the district and will continue over the life of this plan.

A planned strategic review of Brooklands Zoo will enhance the zoo's contribution to biodiversity and improve habitats and facilities. We will also look to secure additional external funding of around \$3m to complement and enhance any strategic upgrades to Brooklands Zoo.

Two new public toilets are also due for construction. We will determine a suitable location in, or close to, the New Plymouth CBD to construct a specialist accessible toilet facility in 2023/24. We also have incremental increases planned for the cleaning of public toilet facilities, which is a response to increased demand

related to projected tourism increases and longer summers associated with climate change.

There will be LTP ongoing investigation and planning, in partnership with mana whenua, for Te Kohia in years one to three of this plan to assist with future decisions in relation to this project.

Parks and Open Spaces

Significant effects on community well-being

Our service has significant positive effects on community well-being offering recreation and leisure opportunities, access to nature and a range of other benefits. Our contribution to environmental, social and economic well-being is outlined in the section 'why we do it'. Potential negative effects of this service are identified in the following table.

| Well-being | Impact |
|------------|--|
| Social | Existing design of parks and open space could lead to crime and injury. This is mitigated through best practice crime prevention and injury prevention through environmental design. |

Our commitment to you

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|--|--|--------------------------|------------------------|-------------------|-------------------|------------|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Maintain quality district parks, reserves and open spaces. | The percentage of residents satisfied with the quality of the district's parks and reserves, including the Coastal Walkway and Pukekura Park (satisfaction survey*). | 98% | 95% | 95% | 95% | 95% |
| | The percentage of residents satisfied with the quality of the district's urban landscapes and streets (satisfaction survey*). | 96% | 95% | 95% | 95% | 95% |
| | The percentage of residents satisfied with the quality of the district's sports parks (satisfaction survey*). | 89% | 85% | 85% | 90% | 95% |
| | The percentage of residents satisfied with the quality of the district's playgrounds (satisfaction survey*). | 96% | 95% | 95% | 95% | 95% |
| | The percentage of Brooklands Zoo visitors satisfied with the zoo (in-house survey). | 100% | 90% | 90% | 90% | 90% |
| Maintain access to the district's parks, reserves and open spaces. | The percentage of households in the district that are within 500 metres of a park, reserve or neighbourhood open space. | 84% | 80% | 80% | 80% | 80% |
| Provide quality public toilets across the district. | The percentage of the community satisfied with the quality of the district's public toilets (satisfaction survey*). | 87% | 80% | 80% | 80% | 80% |

* All satisfaction survey targets are excluding 'don't know' responses.

Parks and Open Spaces

Funding Impact Statement

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual charges, rates penalties | 15.09 | 17.14 | 17.92 | 18.65 | 19.49 | 20.21 | 20.85 | 21.56 | 22.34 | 23.06 | 23.62 |
| Targeted rates | - | - | - | - | - | - | - | - | - | - | - |
| Subsidies and grants for operating purposes | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 |
| Fees and charges | 2.10 | 2.15 | 2.24 | 2.29 | 2.34 | 2.41 | 2.46 | 2.52 | 2.57 | 2.62 | 2.70 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total operating funding (A) | 17.20 | 19.30 | 20.17 | 20.95 | 21.84 | 22.63 | 23.33 | 24.09 | 24.93 | 25.69 | 26.33 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | (11.19) | (11.84) | (12.38) | (12.90) | (13.14) | (13.16) | (13.70) | (13.98) | (14.51) | (14.95) | (15.72) |
| Finance costs | (0.59) | (0.56) | (0.59) | (0.59) | (0.97) | (1.17) | (1.21) | (1.23) | (1.27) | (1.27) | (1.27) |
| Internal charges and overheads applied | (2.68) | (2.62) | (2.77) | (3.02) | (2.79) | (3.11) | (2.96) | (3.20) | (3.37) | (3.50) | (3.26) |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | (14.45) | (15.02) | (15.74) | (16.51) | (16.90) | (17.45) | (17.87) | (18.42) | (19.15) | (19.72) | (20.25) |
| Surplus/(deficit) of operating funding (A - B) | 2.74 | 4.28 | 4.43 | 4.44 | 4.94 | 5.19 | 5.46 | 5.68 | 5.78 | 5.98 | 6.08 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | 1.50 | 1.54 | 0.05 | - | - | - | - | - | - | - |
| Development and financial contributions | 0.58 | 0.55 | 0.57 | 0.59 | 0.61 | 0.63 | 0.66 | 0.68 | 0.71 | 0.74 | 0.76 |
| Increase/(decrease) in debt | 0.64 | 0.46 | 1.56 | 8.25 | 5.30 | 1.92 | 3.30 | 1.21 | 0.93 | 0.56 | 0.03 |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 1.22 | 2.50 | 3.67 | 8.89 | 5.91 | 2.55 | 3.96 | 1.90 | 1.64 | 1.29 | 0.79 |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure: | | | | | | | | | | | |
| - to meet additional demand | - | (0.27) | (0.55) | (0.57) | (0.84) | (0.83) | (0.78) | (0.28) | (0.52) | (0.30) | (0.30) |
| - to improve the level of service | (0.80) | (2.98) | (3.97) | (9.25) | (6.40) | (3.27) | (4.91) | (3.59) | (3.20) | (3.28) | (2.86) |
| - to replace existing assets | (1.52) | (4.83) | (3.82) | (2.02) | (3.39) | (3.61) | (2.30) | (2.07) | (2.09) | (2.31) | (5.33) |
| (Increase)/decrease in reserves | (1.64) | 1.29 | 0.24 | (1.49) | (0.23) | (0.03) | (1.43) | (1.63) | (1.61) | (1.39) | 1.63 |
| (Increase)/decrease of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | (3.96) | (6.78) | (8.10) | (13.33) | (10.85) | (7.74) | (9.41) | (7.57) | (7.42) | (7.27) | (6.87) |
| Surplus/(deficit) of capital funding (C-D) | (2.74) | (4.28) | (4.43) | (4.44) | (4.94) | (5.19) | (5.46) | (5.68) | (5.78) | (5.98) | (6.08) |
| Funding balance (A-B) + (C-D) | - | - | - | - | - | - | - | - | - | - | - |

Parks and Open Spaces

Other information to be provided Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Depreciation and amortisation expense | | | | | | | | | | | |
| Depreciation expense | 2.55 | 2.60 | 2.81 | 2.95 | 3.08 | 3.40 | 3.50 | 3.56 | 3.90 | 3.96 | 4.01 |
| less deferred/unfunded | (0.31) | 0.94 | 0.77 | 0.56 | 0.53 | 0.23 | 0.23 | 0.14 | (0.20) | (0.26) | (0.31) |
| Net funding transferred to renewals reserves | 2.24 | 3.54 | 3.58 | 3.51 | 3.62 | 3.64 | 3.73 | 3.70 | 3.70 | 3.70 | 3.70 |

Projects

The table below is a summary of the more significant capital projects that will be undertaken over the life of this plan.

| | Total (\$) | Year 1 2021/22 (\$) | Year 2 2022/23 (\$) | Year 3 2023/24 (\$) | Year 4 2024/25 (\$) | Year 5 2025/26 (\$) | Year 6 2026/27 (\$) | Year 7 2027/28 (\$) | Year 8 2028/29 (\$) | Year 9 2029/30 (\$) | Year 10 2030/31 (\$) |
|--|---------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Kaitake Trail | 5,174,150 | 1,509,000 | 1,545,150 | 2,120,000 | - | - | - | - | - | - | - |
| Kawaroa to Belt Road cliff erosion and seawall | 6,365,100 | 603,600 | - | 4,240,000 | 1,521,500 | - | - | - | - | - | - |
| Urenui swing bridge renewal and erosion protection | 1,771,687 | 261,560 | 1,510,127 | - | - | - | - | - | - | - | - |
| Rotomanu water outlet | 251,500 | 251,500 | - | - | - | - | - | - | - | - | - |
| Brooklands Zoo strategic implementation | 3,636,404 | 37,251 | 553,193 | 569,100 | 2,213,231 | 41,239 | 42,268 | 43,489 | 44,279 | 45,474 | 46,882 |
| Te Rewa Rewa co-management plan implementation | 515,050 | - | 515,050 | - | - | - | - | - | - | - | - |
| Onaero Recreation Reserve improvements | 1,048,278 | - | 339,933 | 349,800 | 358,545 | - | - | - | - | - | - |
| Pukekura Park water quality | 530,000 | - | - | 530,000 | - | - | - | - | - | - | - |
| Ōākura Cemetery extension development | 64,660 | - | - | 64,660 | - | - | - | - | - | - | - |
| Accessible beach access to Three Sisters | 31,800 | - | - | 31,800 | - | - | - | - | - | - | - |
| CBD strategy projects - implementation | 11,729,996 | - | - | - | 1,552,142 | 1,591,000 | 1,630,714 | 1,671,428 | 1,714,857 | 1,761,142 | 1,808,714 |
| Playground equipment renewal - Kawaroa Park | 467,195 | - | - | - | 467,195 | - | - | - | - | - | - |
| Accessible toilets - Accessibility Strategy | 318,000 | - | - | - | 318,000 | - | - | - | - | - | - |
| Rogan Street playground renewal | 233,598 | - | - | - | 233,598 | - | - | - | - | - | - |
| New play space development | 673,952 | - | - | - | 217,989 | 225,171 | 230,792 | - | - | - | - |
| Public toilets - Weld Road renewal | 217,300 | - | - | - | 217,300 | - | - | - | - | - | - |
| Urenui Cemetery extension | 222,740 | - | - | - | - | 222,740 | - | - | - | - | - |
| Inglewood link to Taranaki Traverse land purchase | 684,900 | - | - | - | - | - | 684,900 | - | - | - | - |
| Lepperton public toilets | 399,525 | - | - | - | - | - | 399,525 | - | - | - | - |
| Richmond Cottage seismic strengthening | 171,225 | - | - | - | - | - | 171,225 | - | - | - | - |

Parks and Open Spaces

| | Total | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 |
|---|--------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | (\$) | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| | (\$) | (\$) | (\$) | (\$) | (\$) | (\$) | (\$) | (\$) | (\$) | (\$) | (\$) |
| Okato and Hickford Park playgrounds - sun shade sails | 159,810 | - | - | - | - | - | 159,810 | - | - | - | - |
| Ōākura Hall seismic strengthening | 102,735 | - | - | - | - | - | 102,735 | - | - | - | - |
| Inglewood Railway Station and yard land | 947,700 | - | - | - | - | - | - | 947,700 | - | - | - |
| Vicarage seismic strengthening | 300,100 | - | - | - | - | - | - | - | 300,100 | - | - |
| Mangorei Hall seismic strengthening | 180,060 | - | - | - | - | - | - | - | 180,060 | - | - |

Puke Ariki and Community Libraries

What we do

We are an integrated knowledge hub comprising a museum, a central library, five community libraries, a mobile library, a digital library, and a visitor information centre.

Puke Ariki and the community libraries provide access to a wealth of quality physical and digital resources to both residents and visitors to the region. We offer a range of knowledge, exhibitions, experiences and information to meet the ever-changing needs of our people.

Our programming is based on literacy and digital needs, and on learning experiences that meet and reflect the needs of our people. We offer space for people to study and connect in a safe, neutral environment. Our dynamic people-orientated facilities, protect and promote access to the heritage of the district and to the national heritage of Aotearoa New Zealand.

Why we do it

NPDC's strategic vision for a Sustainable Lifestyle Capital is supported by five goals – *partnerships, delivery, community, sustainability and prosperity*. These goals (our community outcomes) promote the social, economic, environmental and cultural well-being of the New Plymouth District both now and for the future.

The Puke Ariki and Community Libraries service contributes to the goals of partnerships, delivery, community and prosperity. Our exhibitions, heritage collections, research facilities and public education programmes foster connection and a collective sense of identity in the community. We promote a strong sense of Taranaki culture and identity, offering experiences that nurture a greater understanding of Te Ao Māori, which contributes to social and cultural well-being in our community.

Our central and community library services build knowledge, skills and literacy within the community by providing learning opportunities to maximise the potential and connection of our communities. This also contributes to prosperity and economic well-being. The i-SITE visitor information centre and store provides valuable local knowledge that directs visitors to local attractions and encourages them to spend time in the district.

We also support and promote a range of local businesses who contribute to a diverse economy and support economic well-being.

How we pay for it

Puke Ariki receives its funding from general rates, fees and charges, and sponsorship and grants.

Looking ahead

Highly regarded by local, national and international visitors, the museum at Puke Ariki will continue to offer services that contribute to the district as a premier destination. We will continue to incorporate new developments in visitor engagement to maximise the exhibition experience.

We know that over 70 per cent of our museum visitors are from Taranaki and we are committed to building on this number. We will continue our long-term gallery refreshment programme, which includes regularly changing our heritage collection items, renewing appropriate exhibition furniture and integrating new technology.

In a changing digital and technological world, our library services and spaces are constantly evolving to meet our customers' expectations. An estimated 53 per cent of Puke Ariki's heritage collection is currently available digitally and we are seeing an increasing demand for these resources. We will meet this demand by providing selected digital products and experiences that enhance our existing programme as well as expanding the database. Part of this programme is the continual integration of new technology across all our library sites to ensure we are meeting community needs.

Our i-SITE is part of the nationwide visitor information brand which is under review. The i-SITE Future Network Strategy may impact on our i-SITE business model and operations. We expect to know the outcomes of the review by July 2021.

Puke Ariki and Community Libraries

The changes we have made

We have recently undertaken high level strategic planning for the development of our community libraries. Redevelopment of the Waitara community library is planned for years five and six and the Bell Block community library for years 11 to 15 of NPDC's Infrastructure Strategy.

Significant effects on community well-being

Our service can have a range of effects on the community. Many of the positive effects are outlined in the section 'why we do it'. There are no significant negative effects identified from this activity

Our commitment to you

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|---|--|-----------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Provide an accessible and informative point of contact and booking service for visitors to New Plymouth District. | The percentage of customers satisfied with the i-SITE Visitor Information Centre (in-house survey). | 99% (target 95%) | 98% | 98% | 98% | 98% |
| Ensure library collections, including digital resources, are available to meet the needs of the community. | The number of items per capita is maintained. | New measure | 3 to 3.5 items | 3 to 3.5 items | 3 to 3.5 items | 3 to 3.5 items |
| Number of annual physical visits across Puke Ariki libraries (except during times of closure). | Average customers per week. | New measure | 5,000 per week | > previous year | > previous year | > previous year |
| Provide access to online information using public computing devices. | Free WiFi available and access to online information using public computers and customer devices is available. | New measure | Free access at all libraries | Free access at all libraries | Free access at all libraries | Free access at all libraries |
| We offer widely accessible and engaging education programmes and public and community programmes. | The annual number of programmed learning opportunities on offer. | 1,506 | 1,200 | 1,200 | 1,200 | 1,200 |
| | The number of participants attending. | 35,316 | 29,000 | 29,000 | 29,000 | 29,000 |
| | The percentage of participants satisfied with programmes (in-house). | 97% | 95% | 95% | 95% | 95% |
| Provide new, dynamic exhibitions regularly to ensure visitor engagement and repeat visits. | Refresh of permanent galleries. | New measure | 1 | 1 | 1 | 1 |
| | Temporary exhibitions annually. | New measure | 2 | 2 | 2 | 2 |
| | Additional exhibitions per year in other Gallery spaces. | New measure | 4 | 4 | 4 | 4 |
| Provide online access to the heritage collection through a variety of platforms. | Addition of digital product/experiences and other digital platform exhibitions per year. | New measure | 4 | 4 | 4 | 4 |

Puke Ariki and Community Libraries

Funding Impact Statement

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual charges, rates penalties | 12.01 | 11.32 | 12.74 | 12.83 | 13.33 | 13.47 | 14.00 | 14.37 | 14.66 | 14.95 | 15.37 |
| Targeted rates | - | - | - | - | - | - | - | - | - | - | - |
| Subsidies and grants for operating purposes | 0.30 | 0.56 | 0.56 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 | 0.40 |
| Fees and charges | 0.30 | 0.48 | 0.41 | 0.46 | 0.42 | 0.47 | 0.43 | 0.48 | 0.44 | 0.44 | 0.45 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total operating funding (A) | 12.62 | 12.36 | 13.72 | 13.70 | 14.15 | 14.35 | 14.83 | 15.25 | 15.51 | 15.80 | 16.22 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | (6.54) | (6.64) | (7.34) | (7.60) | (7.96) | (7.91) | (8.09) | (8.31) | (8.40) | (8.59) | (8.96) |
| Finance costs | (0.07) | - | - | - | - | - | - | - | - | - | - |
| Internal charges and overheads applied | (3.75) | (3.32) | (3.87) | (3.60) | (3.63) | (3.80) | (3.85) | (3.95) | (4.11) | (4.21) | (4.26) |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | (10.37) | (9.96) | (11.21) | (11.20) | (11.59) | (11.71) | (11.94) | (12.25) | (12.51) | (12.80) | (13.22) |
| Surplus/(deficit) of operating funding (A - B) | 2.25 | 2.40 | 2.50 | 2.50 | 2.57 | 2.64 | 2.89 | 3.00 | 3.00 | 3.00 | 3.00 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | 0.16 | - | - | - | - | - | - | - | - | - | - |
| Increase/(decrease) in debt | 0.22 | 0.09 | 0.08 | 0.48 | 0.16 | 4.55 | 4.51 | (0.19) | (0.18) | (0.16) | (0.15) |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 0.38 | 0.09 | 0.08 | 0.48 | 0.16 | 4.55 | 4.51 | (0.19) | (0.18) | (0.16) | (0.15) |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure: | | | | | | | | | | | |
| - to meet additional demand | - | - | - | - | - | (0.80) | (0.82) | - | - | - | - |
| - to improve the level of service | - | (0.05) | (0.10) | (0.39) | (0.04) | (3.65) | (3.74) | - | - | - | - |
| - to replace existing assets | (0.94) | (1.38) | (2.12) | (2.35) | (3.81) | (2.85) | (1.81) | (1.77) | (1.89) | (1.94) | (1.78) |
| (Increase)/decrease in reserves | (1.69) | (1.06) | (0.37) | (0.25) | 1.13 | 0.12 | (1.03) | (1.05) | (0.93) | (0.89) | (1.06) |
| (Increase)/decrease of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | (2.63) | (2.49) | (2.59) | (2.98) | (2.72) | (7.19) | (7.40) | (2.81) | (2.82) | (2.83) | (2.84) |
| Surplus/(deficit) of capital funding (C-D) | (2.25) | (2.40) | (2.50) | (2.50) | (2.57) | (2.64) | (2.89) | (3.00) | (3.00) | (3.00) | (3.00) |
| Funding balance (A-B) + (C-D) | - | - | - | - | - | - | - | - | - | - | - |

Puke Ariki and Community Libraries

Other information to be provided Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Depreciation and amortisation expense | | | | | | | | | | | |
| Depreciation expense | 2.08 | 2.08 | 2.20 | 2.21 | 2.21 | 2.51 | 2.60 | 2.60 | 2.82 | 2.82 | 2.82 |
| <i>less deferred/unfunded</i> | (0.10) | 0.19 | 0.11 | 0.03 | 0.11 | (0.14) | (0.15) | (0.18) | (0.40) | (0.40) | (0.40) |
| Net funding transferred to renewals reserves | 1.98 | 2.27 | 2.31 | 2.24 | 2.32 | 2.36 | 2.45 | 2.42 | 2.42 | 2.42 | 2.42 |

Projects

The table below is a summary of the more significant capital projects that will be undertaken over the life of this plan.

| | Total (\$) | Year 1 2021/22 (\$) | Year 2 2022/23 (\$) | Year 3 2023/24 (\$) | Year 4 2024/25 (\$) | Year 5 2025/26 (\$) | Year 6 2026/27 (\$) | Year 7 2027/28 (\$) | Year 8 2028/29 (\$) | Year 9 2029/30 (\$) | Year 10 2030/31 (\$) |
|-------------------------------|---------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Waitara Library redevelopment | 9,020,800 | - | - | - | - | 4,454,800 | 4,566,000 | - | - | - | - |

Stormwater Management

What we do

Our service collects and disposes of stormwater runoff from urban areas, and manages and maintains our stormwater network.

Stormwater is rainwater that flows from surfaces such as rooves, gardens, footpaths and roads. NPDC's stormwater drainage schemes include New Plymouth, Bell Block, Waitara, Inglewood, Urenui, Onaero, Lepperton, Egmont Village, Ōākura and Okato.

To manage stormwater in the district we operate and maintain 312 kilometres of stormwater pipes, and a number of detention areas and engineered wetlands.

Why we do it

NPDC's strategic vision for a Sustainable Lifestyle Capital is supported by five goals – *partnerships, delivery, community, sustainability and prosperity*. These goals (our community outcomes) promote the social, economic, environmental and cultural well-being of the New Plymouth District both now and for the future.

An inadequate stormwater system can lead to ponding of water. This can damage property, pose risks to people's safety and create inflow into wastewater pipes, leading to wastewater overflows to the environment. Our service manages urban stormwater runoff by ensuring there is a consistent standard of design and protection to reduce these risks. This service also protects people and property from the effects of stormwater runoff and localised flooding after a significant rainfall event. This work contributes to the goals of delivery, community, sustainability and prosperity.

Effective stormwater management also protects our natural waterways from the negative impacts of pollution. Our planning for future challenges, such as an increased rainfall and climate change, minimises potential risks to property and industry. We accommodate development associated with population growth through providing new stormwater systems. All of this work supports social, economic and environmental well-being.

How we pay for it

Our service is funded through general rates. Capital improvements are loan funded while renewal and replacement of assets comes from NPDC's renewal reserves. The replacement value of stormwater assets is \$347.5m.

Looking ahead

Population growth in the district means urban areas are expanding, resulting in greater amounts of paved areas such as roads. Increased areas of paved land and reduced areas of free draining grass or pasture leads to increased stormwater runoff. This runoff has the potential to overwhelm existing stormwater systems, increasing the risk of flooding. Taranaki is predicted to experience an increase in rainfall and high intensity storms related to climate change, which would also put increased pressure on our existing stormwater systems.

We know that in severe storms, flooding can make life difficult for people and businesses. It is important that our stormwater systems can reliably manage increased runoff so that the effect of any flooding event is minimised. Rules included in the District Plan place limits on how much of a property's total land area can be covered by buildings. The District Plan also requires all stormwater generated on a property to be disposed of onsite. Prior to development of new subdivisions, NPDC works with property developers to make sure the overland flowpaths of stormwater are considered in design and planning.

We are investing in modelling to better predict stormwater patterns and the effects of flooding in the district. This will help us identify options for improving stormwater systems in those areas that need it. We will use this information to develop a series of stormwater catchment management plans which will identify where development is risky and which techniques and options will be most effective in minimising future flooding.

Following a drinking water contamination event in Havelock North in 2016, central government has launched a programme of water service delivery reform in New Zealand, with an expressed aim to develop larger water supply entities (for drinking

Stormwater Management

water, wastewater and stormwater). NPDC is providing information to central government and participating in a stimulus programme, accepting a \$10.1m grant to spend on three waters infrastructure. The Stormwater Management service will receive about \$2.5m of this stimulus programme. NPDC and the other two district councils in Taranaki have reviewed proposed delivery structures for new three water services, but have made no commitment to reform at this stage.

The changes we have made

Changes in this LTP include increased funding of renewals. There are also service level capital expenditure projects of \$26.2m proposed over the life of this plan. This expenditure includes a significant commitment to improving stormwater infrastructure within Waitara.

We will also build and maintain a stormwater network model to help us with future stormwater planning and decisions. This modelling requires additional funding for across years three to 10 of this plan. Other proposed stormwater projects include Egmont Road and stormwater upgrades at Govett Avenue, Doralto Road and South Road.

Significant effects on community well-being

Our service can have a range of effects on the community. Many of the positive effects are outlined in the section 'why we do it'. Potential negative effects of the service are identified in the following table.

| Well-being | Impact |
|----------------------------|--|
| Social and economic | Existing systems may not be adequate to provide for increasingly heavy rain and may lead to increased property damage and transport disruption. We mitigate this by ensuring a consistent standard of design and level of protection, and we are investing in modelling to assist in predicting impacts of flooding and options for improving systems in those areas that need it. |
| Environmental and cultural | Discharge of stormwater can affect water quality. This is damaging to the environment and degrades iwi cultural values. We mitigate this by requiring onsite disposal of stormwater where possible, and by providing pond and wetland treatment facilities such as those at Peringa Park and Mangati Stream. |

Stormwater Management

Our commitment to you

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|---|--|----------------------------|------------------------|-------------------|-------------------|------------|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Provide a stormwater management system that protects people and property. | The number of flooding events in the district per financial year. | 0 | 0 | 0 | 0 | 0 |
| | The number of habitable floors affected in each flooding event (per 1,000 properties connected to NPDC’s stormwater system). | 0 | 1 or less | 1 or less | 1 or less | 1 or less |
| Comply with all resource consents for discharges from our stormwater system. | The number of abatement notices received. | 6 | 0 | 0 | 0 | 0 |
| | The number of infringement notices received. | 0 | 0 | 0 | 0 | 0 |
| | The number of enforcement orders received. | 0 | 0 | 0 | 0 | 0 |
| | The number of convictions received. | 0 | 0 | 0 | 0 | 0 |
| Respond to service requests in a timely manner. | The median response time to a flooding event (from the time that NPDC receives notification to the time service personnel reach the site). | 0.54 hours | one hour | one hour | one hour | one hour |
| Ensure customers are satisfied with the performance of our stormwater system. | The number of complaints received about the performance of NPDC’s stormwater system (per 1,000 properties connected). | 2.55 (target 7 or less) | 8 or less | 8 or less | 8 or less | 7 or less |

Stormwater Management

Funding Impact Statement

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual charges, rates penalties | 1.81 | 2.26 | 2.84 | 4.48 | 10.43 | 10.26 | 12.73 | 10.80 | 10.93 | 11.04 | 11.14 |
| Targeted rates | - | - | - | - | - | - | - | - | - | - | - |
| Subsidies and grants for operating purposes | - | - | - | - | - | - | - | - | - | - | - |
| Fees and charges | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total operating funding (A) | 1.82 | 2.27 | 2.86 | 4.49 | 10.44 | 10.28 | 12.75 | 10.81 | 10.94 | 11.06 | 11.15 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | (0.74) | (0.78) | (1.36) | (1.69) | (1.35) | (1.40) | (1.51) | (1.27) | (1.30) | (1.34) | (1.38) |
| Finance costs | (0.18) | (0.16) | (0.18) | (0.18) | (0.60) | (0.78) | (0.88) | (0.90) | (0.85) | (0.81) | (0.77) |
| Internal charges and overheads applied | (0.48) | (0.66) | (0.72) | (0.74) | (0.75) | (0.80) | (0.77) | (0.78) | (0.82) | (0.84) | (0.83) |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | (1.40) | (1.60) | (2.26) | (2.61) | (2.70) | (2.99) | (3.16) | (2.95) | (2.97) | (2.99) | (2.99) |
| Surplus/(deficit) of operating funding (A - B) | 0.42 | 0.67 | 0.59 | 1.88 | 7.74 | 7.28 | 9.59 | 7.87 | 7.97 | 8.07 | 8.17 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | 0.23 | 0.32 | 0.33 | 0.35 | 0.36 | 0.37 | 0.39 | 0.40 | 0.42 | 0.43 | 0.45 |
| Increase/(decrease) in debt | 1.62 | 1.53 | 2.65 | 2.77 | 6.54 | 2.16 | 2.23 | 2.26 | 2.22 | 2.20 | 2.17 |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 1.85 | 1.85 | 2.99 | 3.11 | 6.90 | 2.53 | 2.62 | 2.66 | 2.64 | 2.63 | 2.62 |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure: | | | | | | | | | | | |
| - to meet additional demand | (0.09) | (0.18) | (0.28) | (1.09) | (1.12) | (1.12) | (1.15) | (1.18) | (1.21) | (1.24) | (1.28) |
| - to improve the level of service | (1.54) | (2.07) | (3.11) | (2.41) | (6.23) | (1.94) | (1.99) | (2.04) | (2.09) | (2.15) | (2.20) |
| - to replace existing assets | (0.33) | (0.51) | (1.61) | (2.86) | (3.55) | (4.90) | (6.08) | (6.33) | (6.61) | (6.94) | (7.30) |
| (Increase)/decrease in reserves | (0.30) | 0.24 | 1.42 | 1.37 | (3.75) | (1.85) | (2.98) | (0.98) | (0.70) | (0.37) | (0.01) |
| (Increase)/decrease of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | (2.27) | (2.52) | (3.58) | (5.00) | (14.64) | (9.81) | (12.20) | (10.53) | (10.61) | (10.70) | (10.79) |
| Surplus/(deficit) of capital funding (C-D) | (0.42) | (0.67) | (0.59) | (1.88) | (7.74) | (7.28) | (9.59) | (7.87) | (7.97) | (8.07) | (8.17) |
| Funding balance (A-B) + (C-D) | - | - | - | - | - | - | - | - | - | - | - |

Stormwater Management

Other information to be provided Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Depreciation and amortisation expense | | | | | | | | | | | |
| Depreciation expense | 3.65 | 3.69 | 3.96 | 4.02 | 4.14 | 4.56 | 4.62 | 4.67 | 5.12 | 5.17 | 5.23 |
| <i>less deferred/unfunded</i> | (3.38) | (3.43) | (3.77) | (2.53) | 3.15 | 2.19 | 4.45 | 2.64 | 2.19 | 2.14 | 2.08 |
| Net funding transferred to renewals reserves | 0.27 | 0.27 | 0.19 | 1.49 | 7.29 | 6.75 | 9.06 | 7.31 | 7.31 | 7.31 | 7.31 |

Projects

The table below is a summary of the more significant capital projects that will be undertaken over the life of this plan.

| | Total (\$) | Year 1 2021/22 (\$) | Year 2 2022/23 (\$) | Year 3 2023/24 (\$) | Year 4 2024/25 (\$) | Year 5 2025/26 (\$) | Year 6 2026/27 (\$) | Year 7 2027/28 (\$) | Year 8 2028/29 (\$) | Year 9 2029/30 (\$) | Year 10 2030/31 (\$) |
|---|---------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Waitara stormwater upgrades | 20,188,890 | 2,030,108 | 3,103,735 | 2,181,857 | 2,186,440 | 1,670,550 | 1,712,250 | 1,755,000 | 1,800,600 | 1,849,200 | 1,899,150 |
| Stormwater network modelling | 9,271,000 | - | - | 1,060,000 | 1,086,500 | 1,113,700 | 1,141,500 | 1,170,000 | 1,200,400 | 1,232,800 | 1,266,100 |
| Egmont Road stormwater | 2,824,900 | - | - | - | 2,824,900 | - | - | - | - | - | - |
| Govett Avenue/Doralto Road/South Road stormwater upgrades | 977,850 | - | - | - | 977,850 | - | - | - | - | - | - |

Transportation

What we do

We manage an efficient transport network enabling the safe and effective movement of people, goods and services around the district.

Transportation operates and maintains the district's existing transport network, and plans and prepares for future growth and development in the district.

Working within a complex mix of policy, legislation, and national and regional strategies, we develop, maintain and renew assets in the network. We also conduct traffic management on all roads except state highways. Our service includes:

- 1,285 kilometres of roads.
- 521 kilometres of footpaths.
- 166 bridges and 97 culverts
- Over 8,000 street lights.
- Over 11,000 traffic signs.
- Five tunnels.
- Cycleways, bus shelters, traffic lights, and traffic management.

Why we do it

NPDC's strategic vision for a Sustainable Lifestyle Capital is supported by five goals – *partnerships, delivery, community, sustainability and prosperity*. These goals (our community outcomes) promote the social, economic, environmental and cultural well-being of the New Plymouth District both now and for the future. Providing a transport network that enables access for people, goods and services both across the district and in and out of the region contributes to all of these goals.

Our service enables safe travel for vehicles while providing and promoting alternative transportation for cyclists and pedestrians. Our work actively contributes to social, environmental and economic well-being in the district. Well designed and maintained roads and footpaths offer safe public places, promoting community cohesion and a sense of place. Our ongoing planning and development of walking and cycling networks, and our support of public transport contributes to environmental well-being by encouraging a reduction in private vehicle use and the associated carbon emissions. Providing and maintaining quality roads and footpaths also supports industry and development, contributing to economic well-being.

Our network planning requires partnerships with tangata whenua and other transport network owners such as the Taranaki Regional Council and our funding partner, Waka Kotahi NZ Transport Agency. This work is about future proofing, safety and preparing for growth, all of which contributes to community well-being now and in the future.

How we pay for it

Our service is funded through general rates, a targeted rate, and road user revenue collected and distributed by Waka Kotahi NZ Transport Agency. Capital improvements are loan funded, while asset renewals and replacements are funded from renewal reserves and financial assistance, such as subsidies. The replacement value of roading assets is \$1 billion.

Looking ahead

The district's growing population means we can expect an increase in the flow of both goods and people on the district's transportation networks. This is likely to result in greater wear on roads, increase the risk of crashes and congestion, and create user frustration in peak periods, especially on key corridors. As more lifestyle properties develop in rural areas, people will expect improvements to rural roads. There is already a greater number of heavy vehicles on our roads, accelerating damage and risk in some places.

We know there are limitations to our existing network, and that some key and strategic arterial routes will not support future growth in the district. For example, the one way state highway system creates a separation between the Central Business District and urban New Plymouth. Additionally, the single crossing point over the Waiwhakaiho River via State Highway 3 restricts movement from east to west. New Plymouth also risks disconnection from the north should the river crossing fail. Roothing infrastructure can also be impacted by extreme weather events which are predicted to occur more regularly as a result of climate change.

Transportation

With population growth expected to result in new subdivisions on urban fringes, and more intensive living within New Plymouth's urban boundary, we will be using modelling to understand the implications of growth on our service. We will use this research to provide for the movement of people and goods at peak times, ensuring travel time is not adversely affected as the population and economy grows. As part of this network modelling, we will also consider a second crossing of the Waiwhakaiho River, and investigate east to west routing options.

In response to population growth, an ageing population, new subdivisions on urban fringes, and a growing expectation for improved alternative transport, we will also invest in cycling and pedestrian facilities and bus services. This will improve provisions for alternative modes of transport, including mobility scooters, to ensure the network is safe for all users. We will also continue to maintain and upgrade infrastructure to keep the network operating, and provide additional capacity where needed.

The changes we have made

We have committed to increase the funding of renewals. Service level capital expenditure projects of \$74.6m are proposed over the life of this plan.

This includes improvement projects in walking and cycling provisions, in bridges, bridge barriers and tunnels, and in overall road safety.

Significant effects on community well-being

Our service can have a range of effects on the community. Many of the positive effects are outlined in the section 'why we do it'. Potential negative effects of the service are identified in the following table.

| Well-being | Impact |
|---------------|---|
| Social | When there are limited opportunities for vulnerable users to cross major roads and access community facilities such as schools and parks the transport network can sever communities. We mitigate this by providing safe pedestrian crossing facilities on desirable routes, by delivering education programmes to schools, and by continued investment in a well connected, sustainable transport network. |
| Economic | The cost of maintaining and operating the transport network is increasing. We mitigate this by preparing the Transportation Asset Management Plan which aligns to good practice asset management principles. |
| Environmental | By maintaining safe roads we are supporting the use of motor vehicles. The use of these vehicles has a negative impact on the environment and can impact health outcomes. We mitigate this by developing infrastructure that will support a shift to sustainable transport modes. We also offer education around sustainable transport such as the Let's Go campaign. |
| Cultural | Construction of transport projects has the potential to impact on cultural values. This is mitigated by engaging effectively with iwi and others when proposing transport options. |

Transportation

Our commitment to you

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|--|---|--------------------------|--|--|--|--|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Provide a local roading network that is safe for all road users. | The change from the previous financial year in the number of fatality and serious injury crashes on the district's local roading network. | 25 | Reducing | Reducing | Reducing | 40% reduction from 2019/20 baseline |
| Provide good quality district roads. | The average quality of ride on the district's sealed local road network, as measured by smooth travel exposure. | 85% | 88% | 89% | 90% | 90% |
| | The percentage of residents satisfied with the overall quality of the district's roads (satisfaction survey*). | 81% | 85% | 85% | 85% | 85% |
| Appropriately maintain the district's sealed roads. | The minimum percentage of the sealed local road network that is resurfaced. | 4% | 4% | 4% | 4% | 4% |
| Provide a high quality and safe footpath network. | The percentage of footpaths that meet the levels of service and service standards in current condition surveys, as set out in the Transportation Asset Management Plan. | 88% | More than 90% of footpath length surveyed in good or excellent condition | More than 90% of footpath length surveyed in good or excellent condition | More than 90% of footpath length surveyed in good or excellent condition | More than 90% of footpath length surveyed in good or excellent condition |
| | Footpath length recorded as failed. | 0.3% | Less than 1% of footpath length recorded as failed | Less than 1% of footpath length recorded as failed | Less than 1% of footpath length recorded as failed | Less than 1% of footpath length recorded as failed |
| Respond to service requests in a timely manner. | The percentage of roading and footpath related customer service requests responded to within target timeframes. ¹ | 98% | 95% | 95% | 95% | 95% |
| Provide a quality and safe cycle network. | The percentage of residents satisfied with the quality and safety of the district's cycle network (satisfaction survey*). | 84% | 85% | 85% | 85% | 85% |

¹ Service request timeframes:

- one day for an electrical fault with traffic signals, flooding, diesel spills, chemical spills or a slip to be cleared.
- three days for street lighting faults and potholes.
- five days for traffic counts, bus shelter repairs, road marking enquiries, culvert maintenance, rubbish bins, reinstatement of footpaths and debris in the roadside channel.
- ten days for road surface faults, kerb and channel repairs, new kerb and channel, missing road signs and vegetation clearing.

* All satisfaction survey targets are excluding 'don't know' responses.

Transportation

Funding Impact Statement

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual charges, rates penalties | 9.63 | 14.27 | 15.12 | 15.40 | 16.53 | 17.78 | 18.75 | 19.02 | 19.63 | 19.82 | 19.87 |
| Targeted rates | 4.39 | 4.45 | 4.61 | 4.79 | 4.95 | 5.13 | 5.31 | 5.49 | 5.69 | 5.90 | 6.11 |
| Subsidies and grants for operating purposes | 4.11 | 5.83 | 4.59 | 4.37 | 5.36 | 5.58 | 5.71 | 5.77 | 5.96 | 6.28 | 6.60 |
| Fees and charges | 0.35 | 0.85 | 1.53 | 1.58 | 1.63 | 1.69 | 1.74 | 1.80 | 1.86 | 1.92 | 1.99 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees and other receipts | 0.53 | 0.58 | 0.58 | 0.58 | 0.58 | 0.58 | 0.58 | 0.58 | 0.58 | 0.58 | 0.58 |
| Total operating funding (A) | 19.02 | 25.97 | 26.42 | 26.72 | 29.04 | 30.75 | 32.08 | 32.66 | 33.72 | 34.50 | 35.15 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | (9.32) | (13.03) | (13.12) | (12.62) | (12.58) | (13.07) | (13.32) | (13.51) | (13.92) | (14.54) | (15.25) |
| Finance costs | (1.01) | (1.09) | (1.63) | (2.10) | (2.72) | (3.27) | (3.91) | (4.34) | (4.73) | (4.78) | (4.81) |
| Internal charges and overheads applied | (2.44) | (3.28) | (3.77) | (3.93) | (3.92) | (4.22) | (4.02) | (4.11) | (4.36) | (4.47) | (4.39) |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | (12.77) | (17.41) | (18.51) | (18.65) | (19.21) | (20.56) | (21.25) | (21.96) | (23.02) | (23.79) | (24.45) |
| Surplus/(deficit) of operating funding (A - B) | 6.25 | 8.57 | 7.91 | 8.08 | 9.83 | 10.19 | 10.83 | 10.70 | 10.70 | 10.70 | 10.70 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | 8.63 | 10.38 | 9.82 | 11.17 | 10.11 | 14.02 | 13.31 | 10.46 | 8.34 | 8.29 | 7.83 |
| Development and financial contributions | 0.32 | 0.09 | 0.09 | 0.10 | 0.10 | 0.11 | 0.11 | 0.11 | 0.12 | 0.12 | 0.13 |
| Increase/(decrease) in debt | 3.03 | 4.61 | 8.29 | 10.64 | 6.28 | 5.45 | 4.62 | 0.77 | (1.19) | (1.14) | (0.95) |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 11.98 | 15.08 | 18.21 | 21.91 | 16.49 | 19.58 | 18.04 | 11.34 | 7.27 | 7.28 | 7.01 |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure: | | | | | | | | | | | |
| - to meet additional demand | (1.44) | (1.08) | (1.49) | (1.90) | (2.03) | (1.92) | (1.84) | (1.03) | (0.48) | (0.50) | (0.57) |
| - to improve the level of service | (4.66) | (7.09) | (14.06) | (16.61) | (10.12) | (12.40) | (11.44) | (5.13) | (1.65) | (1.70) | (1.84) |
| - to replace existing assets | (16.62) | (16.06) | (14.43) | (16.61) | (13.37) | (15.55) | (15.53) | (16.26) | (16.06) | (15.96) | (15.05) |
| (Increase)/decrease in reserves | 4.48 | 0.59 | 3.85 | 5.13 | (0.80) | 0.10 | (0.07) | 0.38 | 0.22 | 0.18 | (0.26) |
| (Increase)/decrease of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | (18.23) | (23.65) | (26.13) | (29.99) | (26.32) | (29.77) | (28.88) | (22.05) | (17.97) | (17.98) | (17.71) |
| Surplus/(deficit) of capital funding (C-D) | (6.25) | (8.57) | (7.91) | (8.08) | (9.83) | (10.19) | (10.83) | (10.70) | (10.70) | (10.70) | (10.70) |
| Funding balance (A-B) + (C-D) | - | - | - | - | - | - | - | - | - | - | - |

Transportation

Other information to be provided Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Depreciation and amortisation expense | | | | | | | | | | | |
| Depreciation expense | 11.30 | 11.39 | 12.29 | 12.53 | 12.75 | 14.06 | 14.28 | 14.41 | 15.72 | 15.76 | 15.80 |
| less deferred/unfunded | (6.10) | (3.85) | (4.62) | (5.07) | (5.13) | (6.26) | (6.25) | (6.46) | (7.77) | (7.81) | (7.85) |
| Net funding transferred to renewals reserves | 5.19 | 7.54 | 7.66 | 7.46 | 7.61 | 7.81 | 8.03 | 7.95 | 7.95 | 7.95 | 7.95 |

Projects

The table below is a summary of the more significant capital projects that will be undertaken over the life of this plan.

| | Total (\$) | Year 1 2021/22 (\$) | Year 2 2022/23 (\$) | Year 3 2023/24 (\$) | Year 4 2024/25 (\$) | Year 5 2025/26 (\$) | Year 6 2026/27 (\$) | Year 7 2027/28 (\$) | Year 8 2028/29 (\$) | Year 9 2029/30 (\$) | Year 10 2030/31 (\$) |
|--|---------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Coastal Walkway extension to Waitara | 28,310,399 | 3,892,214 | 3,976,186 | 5,893,600 | 2,987,875 | 5,145,294 | 6,415,230 | - | - | - | - |
| Te Rewa Rewa bridge repaint | 1,509,000 | 1,509,000 | - | - | - | - | - | - | - | - | - |
| David Street - Tukapa Street signalisation | 784,680 | 784,680 | - | - | - | - | - | - | - | - | - |
| Mangorei Road (Tupuhi Place to Mangorei School) kerb and channel | 251,500 | 251,500 | - | - | - | - | - | - | - | - | - |
| Waiwhakaiho pedestrian bridge to The Valley | 1,309,763 | 150,900 | 1,158,863 | - | - | - | - | - | - | - | - |
| Lorna Street - Devon St West signalisation | 744,413 | 100,600 | 643,813 | - | - | - | - | - | - | - | - |
| Parklands Avenue - Mangati Road intersection roundabout | 100,600 | 100,600 | - | - | - | - | - | - | - | - | - |
| Hobson Street - Devon St East intersection improvements | 657,095 | 90,540 | 566,555 | - | - | - | - | - | - | - | - |
| Gover Street - Liardet Street central block traffic calming | 2,175,456 | 70,420 | 880,736 | 789,700 | 434,600 | - | - | - | - | - | - |
| Brois Street - Govett Avenue intersection roundabout | 65,390 | 65,390 | - | - | - | - | - | - | - | - | - |
| Bayly Street kerbing and drainage improvements (Waitara) | 761,069 | 50,300 | 710,769 | - | - | - | - | - | - | - | - |
| SH3 Inglewood pedestrian crossing signals | 436,829 | 40,240 | 396,589 | - | - | - | - | - | - | - | - |
| Inglewood Windsor Walkway safety improvements | 339,210 | 30,180 | 309,030 | - | - | - | - | - | - | - | - |
| Mill Road (Harris - Huatoki Reserve) walking improvements | 25,150 | 25,150 | - | - | - | - | - | - | - | - | - |
| Dixon Street to Corbett Park Walkway | 824,080 | - | 824,080 | - | - | - | - | - | - | - | - |
| Raleigh Street - Tate Road intersection | 327,5554 | - | 36,054 | 291,500 | - | - | - | - | - | - | - |
| Airport Drive - Parklands Avenue intersection | 2,689,750 | - | - | 1,060,000 | 1,629,750 | - | - | - | - | - | - |

Transportation

| | Total (\$) | Year 1 2021/22 (\$) | Year 2 2022/23 (\$) | Year 3 2023/24 (\$) | Year 4 2024/25 (\$) | Year 5 2025/26 (\$) | Year 6 2026/27 (\$) | Year 7 2027/28 (\$) | Year 8 2028/29 (\$) | Year 9 2029/30 (\$) | Year 10 2030/31 (\$) |
|--|---------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Brooklands Road - Hori Street - Upjohn Street intersection safety improvements | 1,442,169 | - | 710,769 | 731,400 | - | - | - | - | - | - | - |
| Strandon Village placemaking | 463,545 | - | 463,545 | - | - | - | - | - | - | - | - |
| Tukapa Street - Saunders Avenue intersection traffic signalisation | 453,244 | - | 453,244 | - | - | - | - | - | - | - | - |
| Otararoa Road geometric improvement | 522,525 | - | 257,525 | 265,000 | - | - | - | - | - | - | - |
| Pohutukawa Place walking and drainage improvements | 226,622 | - | 226,622 | - | - | - | - | - | - | - | - |
| Waitara festive lighting | 206,020 | - | 206,020 | - | - | - | - | - | - | - | - |
| Belair Avenue - Omata Road intersection roundabout | 1,395,733 | - | 123,612 | 1,267,145 | 4,976 | - | - | - | - | - | - |
| Colson Road extension (Smart Road - Egmont Road) | 4,442,158 | - | 103,010 | - | 162,975 | 751,748 | 1,084,425 | 2,340,000 | - | - | - |
| Wairau Road footpath | 82,408 | - | 82,408 | - | - | - | - | - | - | - | - |
| Sisson Terrace widening | 67,987 | - | 67,987 | - | - | - | - | - | - | - | - |
| Wills Road widening | 507,455 | - | 46,355 | 461,100 | - | - | - | - | - | - | - |
| Welcome to Waitara signage | 25,753 | - | 25,753 | - | - | - | - | - | - | - | - |
| Junction Street bridge upgrade | 2,581,100 | - | - | 2,581,100 | - | - | - | - | - | - | - |
| Waitaha Stream underpass | 742,000 | - | - | 742,000 | - | - | - | - | - | - | - |
| Surrey Hill Road, Kaitake Trail (Wairau Road to Kaitake Road) | 678,400 | - | - | 678,400 | - | - | - | - | - | - | - |
| Surrey Hill Road, Kaitake Trail (Kaitake Road to trail entrance) | 583,000 | - | - | 583,000 | - | - | - | - | - | - | - |
| Devon St East - Currie Street intersection improvements | 174,900 | - | - | 174,900 | - | - | - | - | - | - | - |
| Henwood Road bridge (over SH3) traffic signalisation | 541,925 | - | - | 53,000 | 488,925 | - | - | - | - | - | - |
| North Egmont carpark | 1,195,150 | - | - | - | 1,195,150 | - | - | - | - | - | - |
| Waiwhakaiho cycleway (Mangorei Road to Lake Mangamahoe) | 1,072,598 | - | - | - | 529,669 | 542,929 | - | - | - | - | - |
| Huatoki Street shared pathway (Vogeltown School - Brois Street) | 434,600 | - | - | - | 434,600 | - | - | - | - | - | - |
| Breakwater Road - Ngamotu Road - Centennial Avenue intersection improvements | 271,651 | - | - | - | 270,588 | 1,063 | - | - | - | - | - |
| Huatoki Street bridge upgrade | 1,610,241 | - | - | - | 184,705 | 1,425,536 | - | - | - | - | - |
| Upjohn Street shared pathway (Evelyn Street - Brooklands Road) | 1,234,491 | - | - | - | 157,543 | 1,076,948 | - | - | - | - | - |
| Coronation Avenue - Rogan Street intersection traffic signals | 1,254,945 | - | - | - | 141,245 | 1,113,700 | - | - | - | - | - |
| Clemow Road cycleway (Rotokare - Devon St East) | 1,010,340 | - | - | - | 124,948 | 885,392 | - | - | - | - | - |
| Inglewood CBD upgrade | 108,650 | - | - | - | 108,650 | - | - | - | - | - | - |
| Cumberland Street (Arawa Street - Heta Road) shared pathway | 86,920 | - | - | - | 86,920 | - | - | - | - | - | - |
| Morley Street - Vivian Street intersection traffic signalisation | 501,165 | - | - | - | - | 501,165 | - | - | - | - | - |
| Record Street shared pathway (Clemow Road to Coastal Walkway) | 1,525,580 | - | - | - | - | 161,487 | 1,364,093 | - | - | - | - |
| Bishop Road extension (Egmont Road - Henwood Road) | 3,430,643 | - | - | - | - | 94,665 | 1,580,978 | 1,755,000 | - | - | - |
| Cumberland Street - Coronation Avenue intersection traffic signal | 654,895 | - | - | - | - | 48,893 | 606,002 | - | - | - | - |
| Elliot Street precinct | 142,688 | - | - | - | - | - | 142,688 | - | - | - | - |

Venues and Events

What we do

We attract and manage a diverse range of events in the district, manage Council-owned venues and operate and manage the district pools.

Our Events team plans and delivers the annual TSB Festival of Lights, the Home and Lifestyle Expo and a number of civic and community events, including local Waitangi Day celebrations. We also facilitate a number local events in other parts of the district.

We also secure and manage a diverse programme of events at the TSB Bowl of Brooklands, TSB Showplace, TSB Stadium and Yarrow Stadium. All of our events work is aligned with, and supportive of, the *2020-2030 Taranaki Regional Events Strategy*.

This service is also responsible for the Todd Energy Aquatic Centre and other community pools. The Aquatic Centre provides for a range of ages and activities, including learn to swim and fitness classes. The district's four community pools are seasonal, operating over the summer months. NPDC also provides financial support for the Bell Block Community Pool.

Why we do it

NPDC's strategic vision for a Sustainable Lifestyle Capital is supported by five goals – *partnerships, delivery, community, sustainability and prosperity*. These goals (our community outcomes) promote the social, economic, environmental and cultural well-being of the New Plymouth District both now and for the future. The Venues and Events service plays an important part in achieving NPDC's strategic vision.

The Venues and Events service supports an innovative and resilient district. Our strong operational excellence and quality infrastructure means we provide a viable, sustainable and accessible service, contributing to the goals of community and prosperity. Our diverse programme of high quality and affordable events and activities offers opportunities for our community to participate or spectate, to be creative, active and connected in a safe and inclusive environment, all of which supports social and cultural well-being.

We also build and nurture strong partnerships with our sponsors and naming rights partners, funding bodies, relevant central government agencies, related industry bodies, tangata whenua and private enterprise. Taking advantage of funding, cost reduction or programme opportunities ensures our facilities and activities offer high quality experiences for our community.

Presenting major concerts, and sports and other events attracts visitors to the district, supporting diversification in the tourism market and a prosperous local economy. Venues and events engage a significant number of local suppliers and casual staff, all of which contributes to economic growth and prosperity in the district.

How we pay for it

Our service is funded through general rates, user fees and charges, grants and donations, and sponsorship.

Looking ahead

The Venues and Events service will be challenged by a number of factors during the life of this plan. These include an increasing population, an ageing population, an increased number of visitors to the district as a tourist destination, and ageing infrastructure. Other challenges relate to customer expectations, user satisfaction, meeting safety standards and providing accessibility.

Community use of the Todd Energy Aquatic Centre is very high and congested during peak times, particularly throughout the winter months when the outdoor pool is closed. Meeting customer expectations is not always possible, especially in relation to the indoor pool. Our ageing population will also create more demand for accessibility, and pool heating for all seasonal community pools, including the flagship Todd Energy Aquatic Centre. Meeting these demands requires a strong programme of capital renewal and operational maintenance.

Improvements to highways and the redevelopment of our airport has created better access to the region, which may increase visitor numbers and provide opportunities to secure more events. There is increased competition from other regions in attracting major events. This means we need to ensure we have the operational capability and staff to manage and deliver new business and meet changes in industry standards.

Venues and Events

Currently the TSB Stadium and TSB Showplace are operating at close to full capacity. Yarrow Stadium is expected to return to full operations in 2023/24. The reintroduction of Yarrow Stadium to full operational capability will have a positive impact on the events calendar.

There is a shortfall in the district’s sporting facilities, particularly in indoor court space, movement facilities (such as gym sports) and specialist turf facilities. There are significant benefits to combining a range of sport facilities in a single multi-use location. NPDC is contributing funding toward a multi-sport hub which would provide opportunities to attract events such as tournaments, and support the wider community to be active and healthy.

Feedback from the community includes requests for a wider seasonal spread of events, family focused New Year’s Eve events, and expansion of the Festival of the Lights to include the Central Business District. Communities in the district’s smaller centres have also requested expansion of events activities to include their towns.

Our heavy reliance on sponsorship to support our service is a challenge in a fiscally constrained environment. The events activity is committed to growing a highly successful community events programme that meets community expectations and attracts sponsorship and other funding in a competitive market.

The changes we have made

Service level capital expenditure projects of \$36.7m are proposed over the life of this plan, with \$38.5m going toward building a multi-sport hub. Construction of the hub building is planned to commence in year four.

Our programme of events aims to meet community demand for more diverse and inclusive content. This will continue, with a stronger focus on joint ventures with local and national event organisers post Covid-19. A New Year’s Eve event initiated in 2020 will be continued into this LTP 2021-2031, with 50 per cent of costs funded through sponsorship. Plans for a winter event are also included. Yarrow Stadium will return to full operations in 2023/24.

Significant effects on community well-being

Our service can have a range of effects on the community. Many of the positive effects are outlined in the section ‘why we do it’. Potential negative effects of the service are identified in the following table.

| Well-being | Impact |
|---------------|---|
| Social | There is a risk of inappropriate behaviour associated with patrons of events such as vandalism or other incidents. NPDC works closely with the Police and contracted security providers to ensure risk assessments and planning for major events includes appropriate security arrangements. |
| Environmental | <p>Staging events can create noise, traffic congestion, and the inconvenience of road closures. All events are managed within existing resource consent conditions. All major event planning includes traffic management plans and all road closures are approved by NPDC after the community has been notified and consulted.</p> <p>Events can also generate additional waste. This is mitigated by a zero waste policy for all major events. Recycling receptacles are provided at all NPDC event venues to minimise the residual waste.</p> <p>There are risks associated with water safety and hygiene at our district pools. We maintain water safety and hygiene at the district pools by ensuring staff are appropriately trained and that we consistently meet Poolsafe accreditation standards.</p> |

Venues and Events

Our commitment to you

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | By 2030/31 |
|--|---|--------------------------|------------------------|-------------------|-------------------|-------------------|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | |
| Provide high quality pools that encourage community participation in aquatic activities. | The percentage of residents satisfied with NPDC's swimming facilities (satisfaction survey*). | 97% | 94% | 94% | 95% | 98% |
| | The number of pool patrons per year. | 325,520 | 390,000 | 390,000 | 390,000 | 390,000 |
| Provide a range of appealing events at high quality venues. | The percentage of residents satisfied with NPDC's events (satisfaction survey*). | 95% | 95% | 95% | 95% | 96% |
| | The percentage of residents satisfied with NPDC's events venues (satisfaction survey*). | 93% | 93% | 93% | 94% | 95% |
| Provide a network of high quality venues that create opportunities for the community to attend arts, cultural, sporting and recreation activities. | The number of attendees and events/bookings across all venues. | 241,246 | 260,000 attendees | 280,000 attendees | 280,000 attendees | 300,000 attendees |
| | | 998 | 1,000 events | 1,000 events | 1,000 events | 1,200 events |

* All satisfaction survey targets are excluding 'don't know' responses.

Venues and Events

Funding Impact Statement

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual charges, rates penalties | 9.44 | 8.72 | 9.53 | 10.48 | 11.38 | 12.12 | 13.88 | 15.23 | 16.39 | 17.47 | 18.60 |
| Targeted rates | - | - | - | - | - | - | - | - | - | - | - |
| Subsidies and grants for operating purposes | 0.71 | 0.82 | 0.84 | 1.01 | 1.21 | 1.04 | 1.01 | 1.21 | 1.03 | 1.03 | 1.23 |
| Fees and charges | 2.13 | 3.44 | 4.39 | 4.73 | 5.20 | 4.94 | 5.10 | 5.57 | 5.33 | 5.46 | 5.98 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total operating funding (A) | 12.28 | 12.97 | 14.76 | 16.22 | 17.79 | 18.09 | 19.99 | 22.01 | 22.75 | 23.96 | 25.81 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | (8.02) | (8.44) | (10.12) | (11.34) | (12.26) | (11.56) | (12.64) | (14.27) | (14.61) | (15.59) | (17.63) |
| Finance costs | (0.08) | - | - | - | (0.54) | (0.84) | (1.13) | (1.35) | (1.35) | (1.35) | (1.35) |
| Internal charges and overheads applied | (3.49) | (2.61) | (2.70) | (2.82) | (2.77) | (2.88) | (2.94) | (2.97) | (3.14) | (3.37) | (3.17) |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | (11.59) | (11.05) | (12.81) | (14.16) | (15.58) | (15.27) | (16.71) | (18.59) | (19.09) | (20.30) | (22.15) |
| Surplus/(deficit) of operating funding (A - B) | 0.69 | 1.92 | 1.95 | 2.06 | 2.21 | 2.82 | 3.29 | 3.43 | 3.66 | 3.66 | 3.66 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | - | 0.03 | 0.03 | 0.03 | 0.03 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 |
| Increase/(decrease) in debt | 0.95 | 0.07 | 2.92 | 6.17 | 10.25 | 8.91 | 3.29 | 4.59 | (1.68) | (1.68) | (1.68) |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 0.95 | 0.10 | 2.95 | 6.20 | 10.28 | 8.94 | 3.33 | 4.63 | (1.64) | (1.64) | (1.63) |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure: | | | | | | | | | | | |
| - to meet additional demand | - | (0.07) | (0.35) | (0.71) | (1.41) | (1.36) | (0.64) | (0.85) | - | - | - |
| - to improve the level of service | (0.01) | (0.55) | (3.01) | (5.73) | (9.35) | (8.50) | (4.00) | (5.27) | (0.08) | (0.08) | (0.08) |
| - to replace existing assets | (0.61) | (2.12) | (1.14) | (1.23) | (1.12) | (0.86) | (1.30) | (0.86) | (1.74) | (0.75) | (1.48) |
| (Increase)/decrease in reserves | (1.02) | 0.72 | (0.40) | (0.58) | (0.62) | (1.03) | (0.67) | (1.08) | (0.21) | (1.20) | (0.46) |
| (Increase)/decrease of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | (1.64) | (2.02) | (4.90) | (8.26) | (12.50) | (11.76) | (6.61) | (8.06) | (2.02) | (2.02) | (2.02) |
| Surplus/(deficit) of capital funding (C-D) | (0.69) | (1.92) | (1.95) | (2.06) | (2.21) | (2.82) | (3.29) | (3.43) | (3.66) | (3.66) | (3.66) |
| Funding balance (A-B) + (C-D) | - | - | - | - | - | - | - | - | - | - | - |

Venues and Events

Other information to be provided Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Depreciation and amortisation expense | | | | | | | | | | | |
| Depreciation expense | 1.38 | 1.39 | 1.53 | 1.65 | 1.85 | 2.18 | 2.24 | 2.32 | 2.44 | 2.44 | 2.44 |
| <i>less deferred/unfunded</i> | 0.25 | 0.44 | 0.33 | 0.16 | 0.05 | (0.28) | (0.27) | (0.38) | (0.50) | (0.50) | (0.50) |
| Net funding transferred to renewals reserves | 1.64 | 1.83 | 1.86 | 1.81 | 1.90 | 1.90 | 1.97 | 1.95 | 1.95 | 1.95 | 1.95 |

Projects

The table below is a summary of the more significant capital projects that will be undertaken over the life of this plan.

| | Total (\$) | Year 1 2021/22 (\$) | Year 2 2022/23 (\$) | Year 3 2023/24 (\$) | Year 4 2024/25 (\$) | Year 5 2025/26 (\$) | Year 6 2026/27 (\$) | Year 7 2027/28 (\$) | Year 8 2028/29 (\$) | Year 9 2029/30 (\$) | Year 10 2030/31 (\$) |
|--|---------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Multi-sport hub | 38,455,982 | 503,000 | 2,484,560 | 5,106,557 | 10,037,758 | 9,716,220 | 4,571,321 | 6,036,566 | - | - | - |
| Fitzroy Pool accessibility upgrade | 153,310 | 50,300 | 103,010 | - | - | - | - | - | - | - | - |
| TSB Showplace Level 1 stalls upgrade | 1,254,060 | - | 618,060 | 636,000 | - | - | - | - | - | - | - |
| Furnishing and fittings for Yarrow Stadium redevelopment | 530,000 | - | - | 530,000 | - | - | - | - | - | - | - |
| Okato Pool accessibility upgrade | 159,000 | - | - | 159,000 | - | - | - | - | - | - | - |
| TSB Stadium scoreboards | 137,800 | - | - | 137,800 | - | - | - | - | - | - | - |
| Todd Energy Aquatic Centre service level improvements | 597,575 | - | - | - | 597,575 | - | - | - | - | - | - |
| Inglewood pool shading | 77,959 | - | - | - | - | 77,959 | - | - | - | - | - |
| TSB Showplace - TSB Theatre seats replacement | 840,280 | - | - | - | - | - | - | - | 840,280 | - | - |

Waste Management and Minimisation

What we do

We promote zero waste and waste minimisation in the district. We also manage kerbside collection, and operate four rural transfer stations and the New Plymouth Resource Recovery Facility.

Our kerbside contractors collect around 6,000 tonnes of recyclable materials, 1,600 tonnes of food scraps and 6,500 tonnes of landfill waste from more than 29,500 residential premises (and schools) in defined areas of the district each year.

The Resource Recovery Facility and our four rural transfer stations handle non-hazardous solid waste, including around 500 tonnes of green waste, 1,000 tonnes of recyclable materials and 16,700 tonnes of landfill waste per year.

The Resource Recovery Facility includes the Junction Zero Waste Hub and a transfer station run by a private operator. This facility also accepts 2,500 tonnes of recycling from the Stratford and South Taranaki districts. The Junction Zero Waste Hub diverts more than 40 tonnes of reusable or upcycled items and provides over 52 education tours and workshops per year. The facility's transfer station also accepts electronic waste for recycling and consolidates and transports landfill waste to a Class 1 landfill outside the Taranaki Region.

We deliver behaviour change and waste minimisation educational programmes to various communities, businesses and schools across the district, focusing on waste reduction, reuse and recycling.

Why we do it

NPDC's strategic vision for a Sustainable Lifestyle Capital is supported by five goals –*partnerships, delivery, community, sustainability and prosperity*. These goals (our community outcomes) promote the social, economic, environmental and cultural well-being of the New Plymouth District both now and for the future. Our service actively contributes to all these goals.

Our service supports households and businesses to minimise the amount of waste disposed to landfill. Our kerbside collection services enable people to easily and conveniently divert waste from landfill. We also deliver services to recover valuable resources from waste disposed to landfill, for reuse or recycling without significant impact on the environment and public health, all of which contributes to the social and environmental well-being of our community.

Encouraging waste minimisation and better waste management practices also supports sustainability, protecting the environment for current and future generations. This includes the 2020 closure of the Colson Road Landfill, which is currently being capped to an environmentally acceptable standard and managed alongside other closed landfills in the district.

We work in partnership with community organisations to deliver contracts at The Junction Zero Waste Hub. We also offer opportunities for businesses to provide services that complement those of NPDC. This encourages and supports new business, contributing to economic well-being.

How we pay for it

Our service is funded through general rates, a targeted rate (kerbside collection), waste levies, revenue from the sale of recyclable commodities and from user charges at our transfer stations and the Resource Recovery Facility.

Capital improvements are funded from development reserves, while the renewal and replacement of assets is funded from NPDC's renewal reserves.

Looking ahead

The community has expressed a strong desire for NPDC to lead waste reduction and sustainable use of resources in the district. As a result we have adopted Zero Waste 2040, an aspirational goal to have no rubbish or waste going into our landfill by 2040.

New Plymouth's growing population may result in an increased volume of waste generated in the district. At the same time, the costs of disposing waste to landfill are increasing. New waste related infrastructure and services will focus on cost effective ways to reduce, reuse and recycle household and commercial waste. This includes expanding services at the Junction Zero Waste Hub and commercial and industrial material recovery facility.

Research indicates a link between volumes of waste going to landfill and economic performance, with higher levels of waste going to landfill linked to improved economic performance. We will be looking to implement plans for increased waste minimisation in the district, which will decouple the region's economic performance with unacceptable increases in the volume of waste going to landfill.

Waste Management and Minimisation

We have made progress on a number of initiatives targeted toward our goals of zero waste, as per our 2017 Waste Management and Minimisation Plan. Over the next three years we plan to:

- Expand our infrastructure and services to provide waste minimisation services for the commercial sector.
- Increase community engagement through the reuse and upcycling of waste, and behaviour change programmes.
- Improve local recycling locally (how we do it and what we recycle), and renew our regional waste service contract.
- Implement a zero waste action plan for NPDC facilities and procurement.
- Review the 2017 Waste Management and Minimisation Plan (review planned for 2023).
- Investigate the frequency and impact of illegal dumping and ways to reduce it.

The changes we have made

To deliver on the 2017 Waste Management and Minimisation Plan, service level capital expenditure projects of \$7.1m are proposed over the life of this plan. This includes establishing a commercial and industrial material recycling facility in year one, and constructing a permanent building for The Junction Zero Waste Hub recycling facility in year two. We will also establish an organic processing facility in years two and three. Colson Road Landfill closure works will be completed in year one.

Significant effects on community well-being

Our service can have a range of effects on the community. Many of the positive effects are outlined in the section 'why we do it'. Potential negative effects are identified in the following table.

| Well-being | Impact |
|---------------|--|
| Social | The increased cost of waste disposal may result in inappropriate disposal of waste through illegal dumping. We mitigate this through our community engagement programmes and increased accessibility of services. |
| Economic | There is an increasing cost of waste disposal that can affect households and businesses, but we mitigate this by providing accessible, cost effective reuse and recycling alternatives to landfill disposal. |
| Environmental | The disposal of solid waste in landfills has the potential to release substances including greenhouse gases and leachate, causing harm to the environment and community. We mitigate this by firstly aiming to divert materials from landfill. When landfilled we minimise such negative effects through the use of a landfill with best management practice to minimise impacts on the environment. |
| Cultural | The disposal of waste to landfill also has the potential to impact on cultural values, but this is mitigated through best practice landfill management, as well as increased engagement with different cultures on waste minimisation options. |

Waste Management and Minimisation

Our commitment to you

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|--|--|--------------------------|------------------------|-------------------|-------------------|------------|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Encourage district-wide waste minimisation. | The reduction in total landfill waste generated per capita in the district (measured as a year on year percentage). | New measure | 1% | 5% ¹ | 10% | 5% |
| | The reduction in landfill waste generated per household (measured as a year on year percentage). | 4% (target 10%) | 5% | 5% | 5% | 5% |
| Comply with all resource consents related to waste management and minimisation. | The number of abatement notices received. | 0 | 0 | 0 | 0 | 0 |
| | The number of infringement notices received. | 0 | 0 | 0 | 0 | 0 |
| | The number of enforcement orders received. | 0 | 0 | 0 | 0 | 0 |
| | The number of convictions received. | 0 | 0 | 0 | 0 | 0 |
| Ensure customers are satisfied with our waste management and minimisation service. | The number of complaints about the Council's waste management and minimisation service received (per 1,000 customers). | 1.92 | 2 or less | 2 or less | 2 or less | 2 or less |

¹ Commencement of Commercial and Industrial Materials Recovery Facility.

Waste Management and Minimisation

Funding Impact Statement

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual charges, rates penalties | 2.83 | 4.10 | 3.93 | 3.93 | 3.98 | 4.13 | 4.30 | 4.39 | 4.68 | 5.00 | 5.14 |
| Targeted rates | 4.94 | 5.07 | 5.21 | 5.57 | 5.87 | 5.99 | 6.18 | 6.37 | 6.58 | 6.80 | 7.02 |
| Subsidies and grants for operating purposes | - | - | - | - | - | - | - | - | - | - | - |
| Fees and charges | 2.52 | 3.18 | 7.68 | 8.53 | 8.97 | 9.08 | 9.18 | 9.31 | 9.44 | 9.53 | 9.68 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total operating funding (A) | 10.30 | 12.35 | 16.82 | 18.03 | 18.82 | 19.20 | 19.66 | 20.07 | 20.70 | 21.33 | 21.85 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | (8.80) | (10.08) | (13.94) | (14.69) | (15.37) | (15.82) | (16.22) | (16.62) | (17.13) | (17.71) | (18.24) |
| Finance costs | (0.12) | - | - | - | - | - | - | - | - | - | - |
| Internal charges and overheads applied | (1.32) | (1.76) | (2.04) | (2.08) | (2.10) | (2.15) | (2.17) | (2.18) | (2.30) | (2.35) | (2.35) |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | (10.25) | (11.84) | (15.99) | (16.77) | (17.47) | (17.98) | (18.38) | (18.81) | (19.43) | (20.06) | (20.58) |
| Surplus/(deficit) of operating funding (A - B) | 0.05 | 0.51 | 0.83 | 1.26 | 1.35 | 1.22 | 1.28 | 1.27 | 1.27 | 1.27 | 1.27 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | 0.42 | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | - | - | - | - | - | - | - | - | - | - | - |
| Increase/(decrease) in debt | 0.05 | (0.22) | (0.16) | (0.22) | (0.23) | (0.25) | (0.26) | (0.24) | (0.24) | (0.24) | (0.24) |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 0.05 | 0.20 | (0.16) | (0.22) | (0.23) | (0.25) | (0.26) | (0.24) | (0.24) | (0.24) | (0.24) |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure: | | | | | | | | | | | |
| - to meet additional demand | - | - | - | - | - | - | - | - | - | - | - |
| - to improve the level of service | (0.05) | (1.27) | (3.97) | (0.63) | (0.05) | (0.06) | (0.63) | (0.06) | (0.06) | (0.06) | (0.06) |
| - to replace existing assets | (0.13) | (0.91) | (0.19) | (0.16) | (0.16) | (0.19) | (0.18) | (0.18) | (0.18) | (0.22) | (0.21) |
| (Increase)/decrease in reserves | 0.08 | 1.47 | 3.48 | (0.25) | (0.90) | (0.73) | (0.21) | (0.79) | (0.79) | (0.74) | (0.75) |
| (Increase)/decrease of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | (0.10) | (0.71) | (0.67) | (1.04) | (1.12) | (0.97) | (1.02) | (1.03) | (1.03) | (1.03) | (1.03) |
| Surplus/(deficit) of capital funding (C-D) | (0.05) | (0.51) | (0.83) | (1.26) | (1.35) | (1.22) | (1.28) | (1.27) | (1.27) | (1.27) | (1.27) |
| Funding balance (A-B) + (C-D) | - | - | - | - | - | - | - | - | - | - | - |

Waste Management and Minimisation

Other information to be provided Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Depreciation and amortisation expense | | | | | | | | | | | |
| Depreciation expense | 0.44 | 0.46 | 0.50 | 0.51 | 0.51 | 0.62 | 0.63 | 0.63 | 0.68 | 0.68 | 0.68 |
| <i>less deferred/unfunded</i> | 0.23 | 0.13 | 0.07 | 0.08 | 0.16 | (0.05) | (0.05) | (0.05) | (0.10) | (0.10) | (0.10) |
| Net funding transferred to renewals reserves | 0.67 | 0.59 | 0.57 | 0.59 | 0.67 | 0.57 | 0.57 | 0.58 | 0.58 | 0.58 | 0.58 |

Projects

The table below is a summary of the more significant capital projects that will be undertaken over the life of this plan.

| | Total (\$) | Year 1 2021/22 (\$) | Year 2 2022/23 (\$) | Year 3 2023/24 (\$) | Year 4 2024/25 (\$) | Year 5 2025/26 (\$) | Year 6 2026/27 (\$) | Year 7 2027/28 (\$) | Year 8 2028/29 (\$) | Year 9 2029/30 (\$) | Year 10 2030/31 (\$) |
|---|---------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Colson Road Landfill closure works | 715,266 | 715,266 | - | - | - | - | - | - | - | - | - |
| Establish commercial and industrial material recycling facility | 657,874 | 657,874 | - | - | - | - | - | - | - | - | - |
| Construction of The Junction permanent building | 3,347,763 | 308,741 | 3,039,022 | - | - | - | - | - | - | - | - |
| Historic landfill erosion protection | 508,011 | 252,467 | 255,544 | - | - | - | - | - | - | - | - |
| Organic waste processing facility | 1,149,492 | - | 568,734 | 580,758 | - | - | - | - | - | - | - |
| Transfer Station location | 570,750 | - | - | - | - | - | 570,750 | - | - | - | - |

Wastewater Treatment

What we do

This service collects and treats domestic and industrial wastewater, returning clean water to the environment and converting treated sludge into a commercially sold bio fertiliser.

Our activities include operating and maintaining a network of infrastructure to collect and treat sewage from the urban areas of New Plymouth, Bell Block, Waitara, Inglewood and Ōākura.

The wastewater network comprises a centralised treatment plant, 33 pump stations and 685 kilometres of sewer network. On average, we handle 25 million litres of wastewater each day, servicing more than 27,000 properties. We also monitor the flow of trade waste into the network.

Part of the treatment process includes using a thermal dryer to convert treated by-products into a commercial biosolid fertiliser called Bioboost, which is available commercially.

Why we do it

NPDC's strategic vision for a Sustainable Lifestyle Capital is supported by five goals – *partnerships, delivery, community, sustainability and prosperity*. These goals (our community outcomes) promote the social, economic, environmental and cultural well-being of the New Plymouth District both now and for the future. Our service actively contributes to all these goals.

The collection and treatment of wastewater in a safe and efficient manner actively supports the goals of delivery, community, sustainability and prosperity. Our activities protect the health of our people and reduce potentially significant harmful environmental issues caused by sewage. This supports a liveable environment for our community, contributing to social and environmental well-being.

Providing wastewater treatment infrastructure for industry and to accommodate population growth and development in the district is also critical to the district's economic well-being and prosperity.

How we pay for it

Our service is funded through a targeted rate paid by ratepayers connected to the wastewater system. We also charge industrial and commercial users for trade waste discharges. Capital improvements are funded by loans, while the renewal and replacement of wastewater assets is funded from renewal reserves. The replacement value of the wastewater assets is \$641m.

Looking ahead

Predicted growth in the district's population will increase the demand for wastewater services as housing in existing urban areas becomes more intensified, and there is an increase in new subdivisions. An anticipated increase in tourist numbers will also create additional demand on this service, particularly during summer months.

In response to population growth, the District Plan is focused on encouraging development in or near areas of New Plymouth that already have a reticulated wastewater system. This encourages the use of existing infrastructure, reducing the need for investment in expanding the network. We will continue to complete network renewals and improvements to deal with any network deficiencies. This includes implementing measures to prevent system overflows that can cause contamination in our rivers and coastal waters.

We are investing in wastewater network modelling to better understand the implications of population growth, and the benefits that particular improvements to the wastewater system will provide. The LTP 2021-2031 includes plans for network improvements, including renewals, replacements and upgrades to sewer pipes.

Central government has allocated NPDC \$37m to replace the ageing Thermal Drying Facility (which turns biosolids into fertiliser). The new facility will run on both natural gas and hydrogen. This will assist with Covid-19 recovery by creating new jobs. This work is currently underway and is expected to be completed in 2023.

Wastewater Treatment

Following a drinking water contamination event in Havelock North in 2016, central government has launched a programme of water service delivery reform in New Zealand, with an expressed aim to develop larger water supply entities (for drinking water, wastewater and stormwater).

NPDC is providing information to central government and participating in a stimulus programme, accepting a \$10.1m grant to spend on three waters infrastructure. The Wastewater Treatment service will receive about \$6.6m of this stimulus programme.

The changes we have made

We have committed to an increase in the funding of renewals over the life of this plan. We also have service level capital expenditure projects of \$114.2m included in this plan. These projects include replacing the thermal drying facility, and addressing issues in the wastewater systems serving the Urenui township, and both the Urenui and Onaero campgrounds.

In addition to completing projects in response to growth, we will also continue a programme of pump station upgrades, including initiatives to prevent overflow. We will build and maintain a wastewater network model to help inform future wastewater planning and decisions.

Significant effects on community well-being

Our service can have a range of effects on the community. Many of the positive effects are outlined in the section 'why we do it'. Potential negative effects are identified in the following table.

| Well-being | Impact |
|------------------------------------|--|
| Social, environmental and cultural | Managing wastewater comes with the risk of system overflows into rivers and streams which can affect the environmental, social and cultural well-being of the community. We minimise the likelihood of such overflows through regular inspections of equipment, maintenance programmes, renewal and lining of old and/or leaky pipes. We also use sound design, construction and operations practices. |
| Economic | Without a reliable wastewater service local industry would not be able to provide services and jobs. We mitigate this risk by ensuring resilience in our networks such as redundancy in our plant and equipment. We also support local agricultural industry by producing a fertiliser from the biosolids produced during wastewater treatment. |

Wastewater Treatment

Our commitment to you

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|---|--|--------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Provide an effective wastewater treatment and disposal system. | The number of dry weather sewerage overflows per 1,000 connections to the wastewater system. | 1.07 | 1.5 | 1.5 | 1.5 | 1.5 |
| Comply with all resource consents for wastewater discharge from our system. | The number of abatement notices received. | 3 | 0 | 0 | 0 | 0 |
| | The number of infringement notices received. | 0 | 0 | 0 | 0 | 0 |
| | The number of enforcement orders received. | 0 | 0 | 0 | 0 | 0 |
| | The number of convictions received. | 0 | 0 | 0 | 0 | 0 |
| Respond to customer and maintenance requests in a timely manner. | The median response time to sewerage overflow callouts (from the time NPDC receives notification to the time that service personnel reach the site). | 0.64 | 1 hour or less | 1 hour or less | 1 hour or less | 1 hour or less |
| | The median resolution time for sewerage overflow callouts (from the time NPDC receives notification to the time that service personnel confirm resolution of the fault or interruption). | 2.33 | 4 hours or less for sewers <250 dia | 4 hours or less for sewers <250 dia | 4 hours or less for sewers <250 dia | 4 hours or less for sewers <250 dia |
| | | No callouts | 8 hours or less for sewers ≥250 dia | 8 hours or less for sewers ≥250 dia | 8 hours or less for sewers ≥250 dia | 8 hours or less for sewers ≥250 dia |
| Ensure customers are satisfied with the wastewater treatment and disposal service | The total number of complaints received about sewerage odour; system faults or blockages; or NPDC's response to issues with the sewerage system (per 1,000 connected properties). | 6.52 | 13 or less | 13 or less | 13 or less | 13 or less |

Wastewater Treatment

Funding Impact Statement

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual charges, rates penalties | - | - | - | - | - | - | - | - | - | - | - |
| Targeted rates | 14.38 | 15.12 | 19.73 | 21.31 | 22.88 | 25.02 | 26.82 | 28.64 | 31.28 | 34.40 | 37.01 |
| Subsidies and grants for operating purposes | - | 0.50 | - | - | - | - | - | - | - | - | - |
| Fees and charges | 2.15 | 2.40 | 2.41 | 2.41 | 2.41 | 2.41 | 2.41 | 2.42 | 2.42 | 2.42 | 2.42 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total operating funding (A) | 16.53 | 18.03 | 22.13 | 23.72 | 25.29 | 27.43 | 29.23 | 31.05 | 33.70 | 36.82 | 39.43 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | (5.50) | (6.57) | (7.13) | (7.73) | (8.95) | (7.49) | (7.72) | (7.66) | (7.64) | (8.00) | (8.49) |
| Finance costs | (2.53) | (1.68) | (1.74) | (1.76) | (1.70) | (2.06) | (2.52) | (2.94) | (3.35) | (3.47) | (3.59) |
| Internal charges and overheads applied | (3.46) | (4.93) | (5.40) | (5.62) | (5.66) | (6.10) | (5.82) | (5.97) | (6.25) | (6.40) | (6.38) |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | (11.49) | (13.18) | (14.28) | (15.11) | (16.30) | (15.65) | (16.06) | (16.57) | (17.24) | (17.87) | (18.46) |
| Surplus/(deficit) of operating funding (A - B) | 5.04 | 4.85 | 7.85 | 8.61 | 8.99 | 11.78 | 13.17 | 14.48 | 16.46 | 18.95 | 20.98 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | 10.46 | 5.97 | 14.15 | 9.75 | - | - | - | - | - | - |
| Development and financial contributions | 0.75 | 1.51 | 1.57 | 1.63 | 1.69 | 1.75 | 1.82 | 1.89 | 1.96 | 2.04 | 2.11 |
| Increase/(decrease) in debt | 0.16 | 1.69 | 3.76 | 8.68 | 11.29 | 16.45 | 11.07 | 9.25 | 13.63 | 3.72 | 3.55 |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 0.91 | 13.66 | 11.30 | 24.46 | 22.74 | 18.21 | 12.89 | 11.14 | 15.59 | 5.76 | 5.67 |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure: | | | | | | | | | | | |
| - to meet additional demand | (1.11) | (3.62) | (2.75) | (2.56) | (1.73) | (0.13) | (0.14) | (3.86) | (3.92) | (5.07) | (5.23) |
| - to improve the level of service | (1.37) | (10.89) | (10.69) | (17.38) | (13.88) | (12.67) | (15.27) | (9.89) | (14.38) | (4.17) | (4.28) |
| - to replace existing assets | (4.81) | (5.80) | (8.16) | (11.11) | (14.45) | (12.80) | (13.26) | (13.38) | (13.72) | (14.13) | (14.56) |
| (Increase)/decrease in reserves | 1.34 | 1.81 | 2.46 | (2.02) | (1.67) | (4.38) | 2.61 | 1.51 | (0.03) | (1.34) | (2.58) |
| (Increase)/decrease of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | (5.95) | (18.51) | (19.15) | (33.07) | (31.72) | (29.99) | (26.06) | (25.62) | (32.05) | (24.71) | (26.65) |
| Surplus/(deficit) of capital funding (C-D) | (5.04) | (4.85) | (7.85) | (8.61) | (8.99) | (11.78) | (13.17) | (14.48) | (16.46) | (18.95) | (20.98) |
| Funding balance (A-B) + (C-D) | - | - | - | - | - | - | - | - | - | - | - |

Wastewater Treatment

Other information to be provided Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Depreciation and amortisation expense | | | | | | | | | | | |
| Depreciation expense | 9.23 | 9.48 | 10.25 | 10.59 | 10.85 | 12.01 | 12.26 | 12.55 | 13.86 | 14.01 | 14.17 |
| <i>less deferred/unfunded</i> | (6.95) | (7.18) | (7.92) | (7.94) | (8.37) | (6.52) | (5.71) | (2.95) | (2.26) | (0.42) | 1.43 |
| Net funding transferred to renewals reserves | 2.28 | 2.29 | 2.34 | 2.65 | 2.49 | 5.49 | 6.54 | 9.60 | 11.60 | 13.60 | 15.60 |

Projects

The table below is a summary of the more significant capital projects that will be undertaken over the life of this plan.

| | Total (\$) | Year 1 2021/22 (\$) | Year 2 2022/23 (\$) | Year 3 2023/24 (\$) | Year 4 2024/25 (\$) | Year 5 2025/26 (\$) | Year 6 2026/27 (\$) | Year 7 2027/28 (\$) | Year 8 2028/29 (\$) | Year 9 2029/30 (\$) | Year 10 2030/31 (\$) |
|--|---------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Thermal Drier Facility Crown Infrastructure funded | 45,082,575 | 10,412,100 | 7,468,225 | 15,794,000 | 11,408,250 | - | - | - | - | - | - |
| Wastewater network modelling | 4,807,934 | 2,579,384 | 1,957,190 | 271,360 | - | - | - | - | - | - | - |
| West Quay Pump Station upgrade | 1,414,139 | 1,414,139 | - | - | - | - | - | - | - | - | - |
| Waitara wastewater pumping system upgrade | 5,694,110 | 553,300 | 563,465 | 742,000 | 3,835,345 | - | - | - | - | - | - |
| Urenui and Onaero sewer system | 29,174,300 | 503,000 | 515,050 | 530,000 | 1,629,750 | 3,341,100 | 5,707,500 | 5,850,000 | 3,601,200 | 3,698,400 | 3,798,300 |
| Mangati Pump Station emergency storage | 5,225,250 | - | 2,575,250 | 2,650,000 | - | - | - | - | - | - | - |
| Lorna Street sewer upgrade | 257,525 | - | 257,525 | - | - | - | - | - | - | - | - |
| Inglewood Dump Station | 77,258 | - | 77,258 | - | - | - | - | - | - | - | - |
| Wastewater pipe bridge upgrade programme | 1,642,200 | - | - | - | 217,300 | 222,740 | 228,300 | 234,000 | 240,080 | 246,560 | 253,220 |
| Wastewater Pump Station overflow prevention | 821,065 | - | - | - | 108,710 | 111,431 | 114,213 | 117,513 | 119,646 | 122,875 | 126,679 |
| Corbett Park Pump Station upgrade | 5,568,500 | - | - | - | 5,568,500 | - | - | - | - | - | - |
| Shearer Reserve Pump Station upgrade | 3,341,100 | - | - | - | 3,341,100 | - | - | - | - | - | - |
| Inglewood oxidation ponds and pump station upgrade | 5,707,500 | - | - | - | - | 5,707,500 | - | - | - | - | - |
| Bell Block trunk sewer - capacity upgrade | 6,934,500 | - | - | - | - | 3,424,500 | 3,510,000 | - | - | - | - |
| Waimea Valley sewer extension | 4,147,996 | - | - | - | - | - | 2,055,345 | 2,092,651 | - | - | - |
| Upgrading of Huatoki Valley sewer main | 1,170,000 | - | - | - | - | - | 1,170,000 | - | - | - | - |
| Junction growth area sewer upgrade | 585,000 | - | - | - | - | - | 585,000 | - | - | - | - |
| Te Henui Pump Station upgrade | 12,004,000 | - | - | - | - | - | - | 12,004,000 | - | - | - |
| Eastern sewer network realignment | 9,995,856 | - | - | - | - | - | - | - | - | 4,921,735 | 5,074,121 |

Water Supply

What we do

We treat and distribute water sourced from rivers and groundwater bores in the district to provide our community with a reliable and sustainable supply of fresh water.

There are four separate water supplies in the district - New Plymouth (including Omata, Bell Block, Waitara and Urenui), Inglewood, Ōākura and Okato. Combined, these facilities supply approximately 33.2 million litres of water per day to just over 30,000 households and businesses in defined urban and rural areas.

Our service develops, operates and maintains infrastructure associated with these water supplies, which includes treatment plants, pump stations, pipe networks and storage facilities such as reservoirs.

We ensure our water supplies comply with the New Zealand Drinking-water Standards and that water is used sustainably, particularly when demand is high. We also make sure there is water available for firefighting in urban areas.

Why we do it

NPDC's strategic vision for a Sustainable Lifestyle Capital is supported by five goals – *partnerships, delivery, community, sustainability and prosperity*. These goals (our community outcomes) promote the social, economic, environmental and cultural well-being of the New Plymouth District both now and for the future. Our service actively contributes to all these goals.

Our service supports the goals of delivery, community, sustainability and prosperity by ensuring eligible properties can connect with a safe, reliable and affordable water supply and that there is an adequate supply of water for urban firefighting. Our compliance with resource consents for water takes, and our sustainable management of water resources for future generations also contribute to environmental well-being.

Water supply is critical to many business operations and a diverse range of industries in the district. Our continued investment in resilient water supply infrastructure supports industry, growth and development across the district, actively contributing to the social and economic well-being of our communities.

How we pay for it

This service is currently funded through a targeted rate which will remain in place until the end of 2023/24. From 2024/25 we will use water meters to charge users directly on a per use basis. In addition some properties will be charged by restricted flow tariffs.

Capital improvements are funded by loans, while the renewal and replacement of assets is funded from renewal reserves. The replacement value of water supply assets is \$339m.

Looking ahead

New Plymouth residents consume up to 60 per cent more water than residents in comparable districts. This significantly higher consumption rate, together with a growing population and an expanding urban area, means we can expect demand for water from the Waiwhakaiho River to exceed its capacity for supply within the next 15 years. Additionally, Ministry for the Environment predictions suggest that by 2090, Taranaki could experience double the amount of time it currently spends in drought. An increase in visitor numbers could also put pressure on demand for water, with most tourists visiting during the summer months, when supplies are more affected by prolonged periods of dry weather. NPDC plans to take the lead in water sustainability. We want to provide a consistent supply of high quality water across our district. With current consumption rates, we need to find ways to reduce water consumption, or find an additional supply of water to meet demand, at significant cost to the community.

We are revising and developing a Water Master Plan for the district to improve the resilience of our water supply. The Master Plan focuses on understanding the conditions and operations of our water network. It also focuses on the implications of growth and the benefits particular system improvements and investment may have. We know we need to invest in water infrastructure to allow development in new areas of our district. We also know some of our older asbestos cement mains pipes are reaching the end of their useful life and that some of our existing infrastructure needs upgrading to make sure that it can keep up with demand and firefighting requirements. The Master Plan provides for new infrastructure to service future growth and will assist our understanding of when and how a new water supply may be required, including provision of water for firefighting and improvements required to meet levels of service.

Water Supply

A key component of the Water Master Plan is a Water Conservation Strategy, which proposes a 25 per cent reduction in gross water consumption by 2030. This goal requires greater community awareness of water consumption and support for households to make changes to their daily water use habits. We will continue to increase our efforts to educate the community on ways to save water and support behaviour change. We will also introduce universal water metering so ratepayers will pay for only the water they use. To further reduce water consumption, we will increase our management of leaks, and reduce water pressure in some areas.

Following a drinking water contamination event in Havelock North in 2016, central government has launched a programme of water service delivery reform in New Zealand, with an expressed aim to develop larger water supply entities (for drinking water, wastewater and stormwater). NPDC is providing information to central government and participating in a stimulus programme, accepting a \$10.1m grant to spend on three waters infrastructure. The Water Supply service will receive about \$1m of this stimulus programme.

NPDC and the other two district councils in Taranaki have also reviewed possible delivery structures for three water services but have made no commitment to reform at this stage.

The changes we have made

We have committed to an increase in the funding of renewals. To deliver on the Water Master Plan, service level capital expenditure projects of \$34.1m are proposed over the life of this plan.

Water meter installation is proposed for years one and two, with mock billing occurring in year three and a shift to volumetric charging from year four.

Significant effects on community well-being

Our service can have a range of effects on the community. Many of the positive effects are outlined in the section 'why we do it'. Potential negative effects are identified in the following table.

| Well-being | Impact |
|----------------------------|---|
| Social | Without access to a safe water supply we put the health of our community at risk. We mitigate this by operating our water supply to meet the New Zealand Drinking-water Standards. |
| Economic | Without a reliable water supply local industry would not be able to provide services and jobs. We mitigate this risk by providing resilience in our networks such as new water storage tanks at Henwood and Mountain roads. |
| Environmental and cultural | Extracting water from streams and underground aquifers reduces the amount of water available for sustaining the life in our rivers and streams and for cultural purposes. This is mitigated by operating demand management measures such as water restrictions during dry periods, by reducing pressure to minimise leakage and consumption, by promoting efficient water use, and by regular inspection and maintenance of pipework. We will look to the introduction of water meters to assist with water conservation. |

Water Supply

Our commitment to you

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|---|--|--------------------------|--|--|--|--|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Provide water that is safe to drink. | Our level of compliance with Part 4 of the Drinking-water Standards (bacteria compliance criteria). | Full compliance | Full compliance | Full compliance | Full compliance | Full compliance |
| | Our level of compliance with Part 5 of the Drinking-water Standards (protozoal compliance criteria). | Full compliance | Full compliance | Full compliance | Full compliance | Full compliance |
| Maintain the reticulated water network in good condition. | The percentage of real water loss from NPDC's networked reticulation system. ¹ | 16.3% | 20% or less | 20% or less | 20% or less | 20% or less |
| Respond to faults and unplanned interruptions to the water supply network in a timely manner. | The median response time to urgent callouts (from the time that NPDC receives notification to the time that service personnel reach the site). | 0.52 | 1 hour or less | 1 hour or less | 1 hour or less | 1 hour or less |
| | The median resolution time for urgent callouts (from the time NPDC receives notification, to the time that service personnel confirm resolution of the fault or interruption). | 1.82 | 4 hours or less for mains <250 dia | 4 hours or less for mains <250 dia | 4 hours or less for mains <250 dia | 4 hours or less for mains <250 dia |
| | | No callouts | 8 hours or less for mains ≥250 dia | 8 hours or less for mains ≥250 dia | 8 hours or less for mains ≥250 dia | 8 hours or less for mains ≥250 dia |
| | The median response time to non-urgent callouts (from the time NPDC receives notification to the time that service personnel reach the site). | 49.55 | 70 hours or less | 70 hours or less | 70 hours or less | 70 hours or less |
| The median resolution time for non-urgent callouts (from the time NPDC receives notification to the time that service personnel confirm resolution of the fault or interruption). | 89.65 | 116 hours or less | 116 hours or less | 116 hours or less | 116 hours or less | |

¹ Water loss calculation: We calculate the percentage of water loss by dividing the annual volume of water loss by the total amount of treated water supplied for the year (obtained from water meter records from the Water Treatment Plant). To calculate the annual volume of water loss, we determine the minimum night flow (the average flow between 2am and 4am for the lowest 20 days of the year divided by the number of connections) and subtract the legitimate night usage per property (assumed to be six litres per property per hour). The difference is the estimated volume of water loss per property.

To get the annual volume of water loss, we multiply the estimated volume of water loss per property by the number of connections, and then multiply that figure by 365.

Water Supply

| What we will do | How we will keep track | Latest result 2019/20 | What we aim to achieve | | | |
|---|--|--------------------------|------------------------|--------------------|--------------------|--------------------|
| | | | Target 2021/22 | Target 2022/23 | Target 2023/24 | By 2030/31 |
| Ensure customers are satisfied with our water supply service. | The total number of complaints (per 1,000 connections) received about any of the following: <ul style="list-style-type: none"> drinking water clarity, taste or odour; drinking water pressure or flow; continuity of supply; and NPDC's response to any of these issues. | 13.01 | 16 or less | 16 or less | 16 or less | 16 or less |
| Manage demand to minimise the impact of water supply activities on the environment. | <ul style="list-style-type: none"> The average consumption of drinking water per day, per resident, within New Plymouth District. The number of abatement notices received. The number of infringement notices received. The number of enforcement orders received. The number of convictions received. | 284 litres per day | 300 litres per day | 300 litres per day | 300 litres per day | 300 litres per day |
| | | 0 | 0 | 0 | 0 | 0 |
| | | 0 | 0 | 0 | 0 | 0 |
| | | 0 | 0 | 0 | 0 | 0 |
| | | 0 | 0 | 0 | 0 | 0 |

Water Supply

Funding Impact Statement

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Sources of operating funding | | | | | | | | | | | |
| General rates, uniform annual charges, rates penalties | - | - | - | - | - | - | - | - | - | - | - |
| Targeted rates | 12.79 | 14.82 | 15.91 | 17.06 | 19.33 | 19.99 | 24.67 | 23.90 | 24.40 | 24.88 | 26.16 |
| Subsidies and grants for operating purposes | - | - | - | - | - | - | - | - | - | - | - |
| Fees and charges | 0.23 | 0.22 | 0.23 | 0.23 | 0.23 | 0.23 | 0.23 | 0.23 | 0.23 | 0.23 | 0.23 |
| Internal charges and overheads recovered | - | - | - | - | - | - | - | - | - | - | - |
| Local authorities fuel tax, fines, infringement fees and other receipts | - | - | - | - | - | - | - | - | - | - | - |
| Total operating funding (A) | 13.02 | 15.04 | 16.14 | 17.29 | 19.56 | 20.21 | 24.90 | 24.12 | 24.63 | 25.11 | 26.38 |
| Applications of operating funding | | | | | | | | | | | |
| Payments to staff and suppliers | (4.21) | (7.22) | (5.66) | (6.30) | (7.99) | (8.16) | (8.03) | (6.65) | (6.74) | (6.94) | (7.87) |
| Finance costs | (1.51) | (1.49) | (1.70) | (1.79) | (1.73) | (1.70) | (1.79) | (1.87) | (1.79) | (1.69) | (1.57) |
| Internal charges and overheads applied | (3.06) | (4.37) | (4.77) | (4.97) | (5.00) | (5.39) | (5.14) | (5.27) | (5.52) | (5.65) | (5.62) |
| Other operating funding applications | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of operating funding (B) | (8.78) | (13.08) | (12.14) | (13.06) | (14.71) | (15.24) | (14.96) | (13.80) | (14.05) | (14.28) | (15.06) |
| Surplus/(deficit) of operating funding (A - B) | 4.23 | 1.96 | 4.00 | 4.23 | 4.85 | 4.97 | 9.94 | 10.33 | 10.57 | 10.83 | 11.32 |
| Sources of capital funding | | | | | | | | | | | |
| Subsidies and grants for capital expenditure | - | - | - | - | - | - | - | - | - | - | - |
| Development and financial contributions | 0.33 | 0.46 | 0.48 | 0.50 | 0.52 | 0.54 | 0.56 | 0.58 | 0.60 | 0.62 | 0.65 |
| Increase/(decrease) in debt | 4.33 | 4.76 | 4.36 | 10.24 | 9.57 | 3.88 | 3.03 | 3.48 | (1.08) | (1.01) | (1.45) |
| Gross proceeds from sale of assets | - | - | - | - | - | - | - | - | - | - | - |
| Lump sum contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total sources of capital funding (C) | 4.66 | 5.22 | 4.83 | 10.73 | 10.09 | 4.42 | 3.58 | 4.06 | (0.48) | (0.39) | (0.80) |
| Applications of capital funding | | | | | | | | | | | |
| Capital expenditure: | | | | | | | | | | | |
| - to meet additional demand | (3.21) | (2.98) | (4.85) | (4.26) | (0.60) | (0.41) | (2.58) | (3.10) | (0.44) | (0.45) | (0.46) |
| - to improve the level of service | (2.74) | (1.50) | (1.25) | (3.77) | (4.14) | (2.00) | (3.47) | (3.59) | (1.85) | (1.90) | (1.63) |
| - to replace existing assets | (4.41) | (6.14) | (8.45) | (8.69) | (10.05) | (7.33) | (7.50) | (7.74) | (7.85) | (8.13) | (8.46) |
| (Increase)/decrease in reserves | 1.47 | 3.44 | 5.71 | 1.76 | (0.15) | 0.35 | 0.04 | 0.04 | 0.04 | 0.04 | 0.04 |
| (Increase)/decrease of investments | - | - | - | - | - | - | - | - | - | - | - |
| Total applications of capital funding (D) | (8.89) | (7.18) | (8.84) | (14.97) | (14.94) | (9.38) | (13.52) | (14.38) | (10.09) | (10.43) | (10.52) |
| Surplus/(deficit) of capital funding (C-D) | (4.23) | (1.96) | (4.00) | (4.23) | (4.85) | (4.97) | (9.94) | (10.33) | (10.57) | (10.83) | (11.32) |
| Funding balance (A-B) + (C-D) | - | - | - | - | - | - | - | - | - | - | - |

Water Supply

Other information to be provided Clause 5(4) Local Government (Financial Reporting and Prudence) Regulations 2014

| | A/Plan 2020/21 (\$m) | Budget 2021/22 (\$m) | Budget 2022/23 (\$m) | Budget 2023/24 (\$m) | Budget 2024/25 (\$m) | Budget 2025/26 (\$m) | Budget 2026/27 (\$m) | Budget 2027/28 (\$m) | Budget 2028/29 (\$m) | Budget 2029/30 (\$m) | Budget 2030/31 (\$m) |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Depreciation and amortisation expense | | | | | | | | | | | |
| Depreciation expense | 6.54 | 6.60 | 7.09 | 7.22 | 7.28 | 7.99 | 8.09 | 8.20 | 8.95 | 8.98 | 9.02 |
| <i>less deferred/unfunded</i> | (3.85) | (3.90) | (4.35) | (4.43) | (4.42) | (2.12) | (1.18) | 1.75 | 1.01 | 0.97 | 0.94 |
| Net funding transferred to renewals reserves | 2.69 | 2.70 | 2.74 | 2.79 | 2.86 | 5.87 | 6.91 | 9.96 | 9.96 | 9.96 | 9.96 |

Projects

The table below is a summary of the more significant capital projects that will be undertaken over the life of this plan.

| | Total (\$) | Year 1 2021/22 (\$) | Year 2 2022/23 (\$) | Year 3 2023/24 (\$) | Year 4 2024/25 (\$) | Year 5 2025/26 (\$) | Year 6 2026/27 (\$) | Year 7 2027/28 (\$) | Year 8 2028/29 (\$) | Year 9 2029/30 (\$) | Year 10 2030/31 (\$) |
|---|---------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------------------------|
| Universal water metering | 15,543,650 | 3,018,000 | 6,695,650 | 5,830,000 | - | - | - | - | - | - | - |
| Mountain and Henwood roads reservoirs | 1,509,000 | 1,509,000 | - | - | - | - | - | - | - | - | - |
| Installation of backflow preventers | 2,648,149 | 503,386 | 515,445 | 528,374 | 543,667 | 557,277 | - | - | - | - | - |
| New Plymouth Water Treatment Plant intake fish screen | 3,171,030 | - | 309,030 | 2,862,000 | - | - | - | - | - | - | - |
| Waitara pipe bridge deterioration | 2,933,550 | - | - | - | 2,933,550 | - | - | - | - | - | - |
| New water source | 8,796,747 | - | - | - | 1,165,383 | 1,194,558 | 1,224,376 | 1,259,753 | 1,282,619 | 1,317,238 | 1,352,819 |
| Inglewood contingency intake fish exclusion | 1,086,500 | - | - | - | 1,086,500 | - | - | - | - | - | - |
| Inglewood Water Treatment Plant sludge management | 478,060 | - | - | - | 478,060 | - | - | - | - | - | - |
| Duplicate WTP outlet and central feeder | 4,391,850 | - | - | - | - | - | 2,168,850 | 2,223,000 | - | - | - |
| New Plymouth Water Treatment Plant earthquake strengthening and welfare modifications | 3,467,250 | - | - | - | - | - | 1,712,250 | 1,755,000 | - | - | - |
| Water resilience - reservoirs inlets - outlets | 1,186,101 | - | - | - | - | - | 285,649 | 293,902 | 299,237 | 307,314 | - |
| Patterson Road water main | 468,000 | - | - | - | - | - | - | 468,000 | - | - | - |