



TE KAUNIHERA Ā ROHE O
WHAKAAHURANGI
STRATFORD
DISTRICT COUNCIL

Let's Talk Progress

Stratford District Council's
Long Term Plan (LTP) 2024-34
Consultation Document

Intro from our Mayor and Chief Executive

Welcome to Stratford District Council's Long Term Plan (LTP) 2024-34 Consultation Document.

Our last LTP predicted an average rates increase of 4.96% for 2024/25. The plan in front of you proposes an increase of 15.5% for the same year.

What is driving this increase? The last LTP was written against the backdrop of COVID-19, which was a time of record low interest rates and when the economy was facing significant recession and unemployment risks, all of which were keeping costs down. This year is very different. Record inflation and long periods of labour shortages have upwardly driven the costs we as a council face, and also those experienced by our ratepayers, to record highs.

Furthermore, since the last LTP we have gone through significant reforms regarding Three Waters and the Resource Management Act, only to have these reforms cancelled following the 2023 general election. This means costs that had been deferred until councils had certainty regarding the new reform requirements, as well as costs that were meant to be carried by a new water entity independent of council, have now come back into the equation.

In light of all of this, councillors have spent a record number of hours going through every budget, line by line, and made it their priority to find ways to continue delivering services without having to pass through the full impact of rising costs.

In summary, it is very much a 'back to basics' approach and throughout this plan you will see references to 'keeping the beat'. What this means is that council is trying its hardest to minimise the impact of additional costs on the community, without going backwards.

Part of this consultation process is our question to you: Do you think we could save any more? Is there anything we are currently providing that you think we should reduce or drop to save some cost? Or is there something you think should be added, a service that needs enhancing perhaps? We are keen to hear your views.

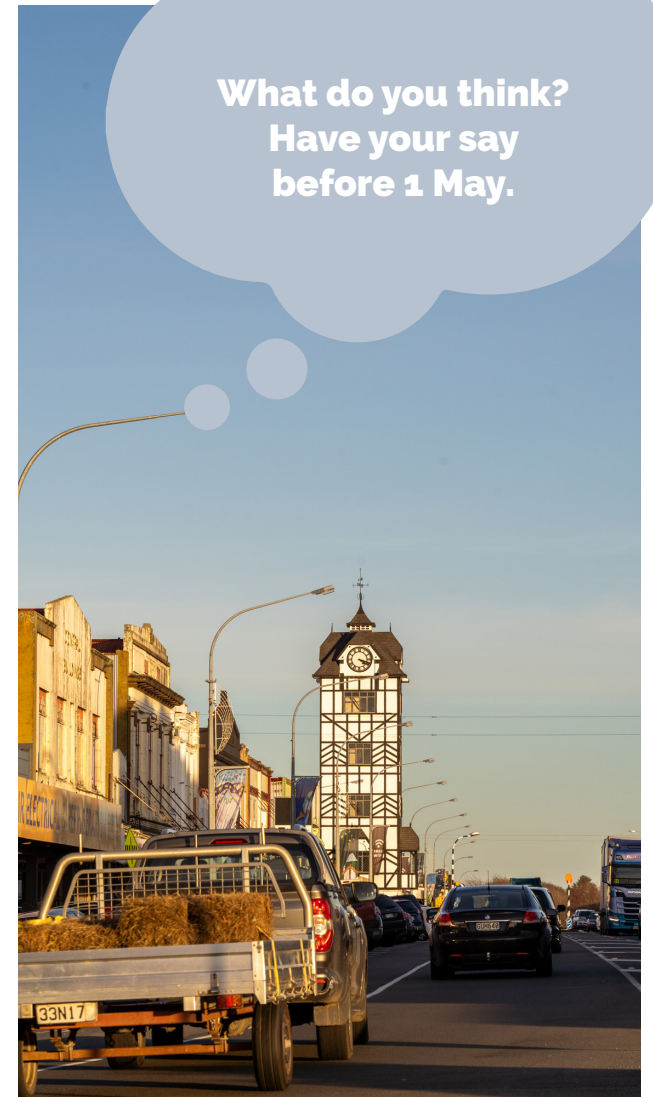


Neil Volzke
District Mayor



Sven Hanne
Chief Executive

**What do you think?
Have your say
before 1 May.**



About this document

Every three years we prepare a long term plan which sets out the outcomes we want to achieve for the Stratford district over the next 10 years, and the projects and activities that will help us get there. It also shows how these activities will be funded, and what this means for your rates.

This consultation document is a key part of developing the plan; helping us hear community views on priorities and directions for the decade ahead. In this document you'll find information on the opportunities and challenges we're facing, major projects proposed during the next 10 years, and their financial impact.

This is your opportunity to have your say and to share your views with us. This could be regarding our planned direction overall, a specific project proposed within the consultation document, or something that you think is really important but you can't see covered here or in the supporting documents.

The information contained in this Consultation Document comes from a range of other detailed documents, which can be viewed at Council's Service Centre, Stratford Library and Visitor Information Centre, or on our website stratford.govt.nz/LTP

In January 2024, Elected Members agreed to publicly release the Long Term Plan 2024-34 Consultation Document without an audit opinion. This was recommended because of the Government's intention to repeal the Water Services Entities Act 2002, to allow Council staff time to include three waters services within the 10 year budget and ensure public consultation can proceed without delays. This document does not include a formal audit opinion.

How to have your say?

MAKING A SUBMISSION IS EASY!



Online

The easiest way to let us know what you think is to complete our online submission form. To complete the submission form and survey online, go to stratford.govt.nz/LTP. You can also provide comments by emailing us at submissions@stratford.govt.nz



In writing

Fill in the submission form at the end of this document. Post your completed submission form to Council, or drop it to one of our facilities. Additional forms are available from the Library and Visitor Information Centre, Wai o Rua - Stratford Aquatic Centre, Council offices and on our website.



In person

You can present your thoughts to Council by speaking to your submission in person. If you'd like to do this, put in a submission outlining the key points you'll refer to. On your submission form, make sure you select the option to speak to your submission.

KEY DATES

**28 MARCH
2024**

**Submissions
Open**

**1 MAY
2024**

**Submissions
Close**

**14 MAY
2024**

**Public
hearing and
deliberations**

**JUNE/JULY
2024**

**Final Long
Term Plan
adopted**

Making Progress

Over the last couple of long term plan processes we have committed to a number of significant improvement projects for our district. Here's an update on how some of these projects have progressed.

Completed



Stratford Bike Park

The concept of a children's bike park was consulted on throughout the Long Term Plan 2018-2028, and it received a lot of positive support from the community. Through the help of external funding we were able to see this project come to life in 2021 and be fully completed in 2022. Located on Victoria Park, behind the playground, the park includes a children's cycle track for kids to learn and gain bicycle confidence, a pump track, a half basketball court, a BBQ pavilion and a toilet block.

The project needed to attract some grant funding in order to go ahead. In 2020 we were successful in receiving a grant of \$8million towards the build. The total cost of the project was \$20.7million, with \$12million being funded through loans and other external funding. The new facility opened in 2022 and has been a welcome addition to the district. Having a brand new facility like this does impact our annual budget, as we're providing an aquatic centre that is double the size of the previous and offering new services. We're mindful of the cost of this facility when not everyone in our community uses it and continue to review operating costs and revenue sources to make this investment affordable for people for decades to come.

The purpose of installing a second water main was to increase the resilience of our water supply and avoid town shutdowns in the future, plus accommodate water demand to the north of Stratford. The project was completed in 2022.



Residential development

In 2019, we started the first stage of a council-led residential development. Our involvement in the delivery of residential sections was driven by a shortage of suitable land in Stratford to build new houses, which was seen as limiting our potential to grow. As part of this project we were able to successfully sell 33 sections off Pembroke Road West within 12 months of completing the ground works and infrastructure – a project that was cost neutral to our ratepayers.



Wai o Rua – Stratford Aquatic Centre

As part of the 2018-2028 Long Term Plan, we discussed the need to replace the old TSB Pool Complex facility. Parts of the old facility were deteriorating rapidly and required replacement, and ongoing maintenance costs weren't getting cheaper. As part of this consultation, we were excited to approve the development of a new aquatic centre. One that would meet the future needs of the community and provide a more comfortable indoor swimming pool experience.



Second water trunk main

Constructing a second water main to supply the Stratford township with drinking water had been a long time coming due mainly to its significant cost. But in 2021 we received a grant of \$2.4million to enable the project to progress with minimal financial impact for our ratepayers.



What else has happened?



Universal Water Metering

Water supplied by Council is charged as a fixed annual cost to all connected properties with only a small number of extraordinary users (such as commercial and lifestyle blocks) being charged by volume. As part of the Long Term Plan 2021-31, Council included the roll out of Universal Water Metering, which will mean people are charged for the water they use. This was seen as the best and fairest way forward to reduce demand and conserve our natural resource. The roll out of these meters will continue in 2024/25. The final fee structure for water meters is yet to be determined and will become a topic for discussion and feedback in a future Annual Plan process.



Residential Development – future growth

To continue enabling the growth of our district, and after the positive outcome of the previous residential subdivision in 2019/20, we committed to stage 2 of this project as part of the Long Term Plan 2021-2031. This included purchasing land in year 1 of the plan and beginning development works in years 2 or 3. We're looking to complete the lead infrastructure work in 2024/25 and are keeping a close eye on how things are tracking in the housing market to determine when any sections should become available for sale.



Future of Broadway – town centre upgrades

Towards the end of 2016 we launched Stratford 2035 – Making it Real, which was the banner under which an integrated approach to Stratford's long term future was going to be delivered. Part of this included the Future of Broadway project, focusing on the revitalisation of Prospero Place and Broadway.

Over the years we've made small steps in progressing this project, including the demolition of the old ANZ Bank building in 2019 to make room for an expanded town centre.

In 2020 we started negotiations to purchase the privately owned land in Prospero Place which will give us the opportunity to make some attractive changes to the town centre.

We expect this to be completed in 2024/25. We've had concept plans drawn up for the space and are now working with a designer to bring these to life for consultation with our community.

District Plan

Councils are required to review their District Plans at least every 10 years. The current District Plan was made operative in 2014 and is due for review no later than 2024. Recent legislative changes, followed by a change in government and early indications that these will be repealed and later replaced, make it extremely difficult to start a review. We have allowed \$4.5million over the 10 years of this long term plan to undertake this review once the requirements become clearer.

Three Waters

There's been lots of back and forth on the delivery of three waters services over the last few years. The previous Government passed legislation to combine the running of the country's three waters services into new regional or multi-regional entities. This was repealed following the recent election but the newly elected Government has indicated that further change is coming. What this means for Stratford will only become clear once the next round of legislation is passed. Until then it is status quo and as a result our draft 10-year budget includes delivering three waters services locally, as we currently do. The three Taranaki district councils already work closely together in the delivery of water services and while waiting for the new legislation will continue to investigate the various options, including a regional water entity to deliver the best and most efficient water services for our communities. The outcomes of this investigation will form the basis of a future discussion with our community before any decisions are made.

Our Vision for the next decade

In 2023 we asked you to share your goals for our district, what you saw as priority areas for us to focus on, and how you wanted your Stratford to be described by others. From this feedback and using further information gathered from community events and customer satisfaction surveys, staff and councillors reviewed the district vision and community outcomes.

OUR PROPOSED VISION IS

A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki.

Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki.'



Welcoming Resilient Connected Enabling

We've used the vision and community outcomes to help steer our direction for the next 10 years, and these will be key drivers when considering future decisions for the Stratford district.

You can view the full *Vision and Community Outcomes* document in our LTP supporting information online stratford.govt.nz/LTP

Being realistic

We all want our community to be the best it can be, and we acknowledge that there's a whole host of things we would love to see come to life, including some awesome ideas put forward in our Let's Talk Progress community survey in 2023.

However, we also know that it is pretty tough out there at the moment, with prices for just about everything going up. To be frank, we just can't afford to do everything.

As a result, we are proposing to minimise expenditure on discretionary, nice-to-have projects and activities, and to focus on our core services. We refer to this as back-to-basics, or "keeping the beat".

As part of this process we've gone through our budgets line by line, and reviewed everything from subscription costs and print advertising, to how we fund depreciation on some of our bigger ticket assets like the aquatic centre.

We feel we've explored all avenues to keep our rates down as best as possible with what we've proposed – but we're really keen to hear your thoughts on this approach.



What do you think?

Is there something you'd be willing to go without to make further savings?

Or would you rather invest in your community now to see further growth and development?

'Keeping the beat' still costs money

We've spent a lot of time looking at our proposed budgets and trying to find a balance that keeps our community ticking while remaining an affordable place to live.

Just to do 'the basics', maintaining our current levels of services and delivering core functions like roading, water supply, wastewater, solid waste (rubbish and recycling), is costing us more than ever before. Funding these will continue to be one of our biggest challenges, as they're largely funded by ratepayers. We're not alone in this. Districts up and down the country are grappling with increasing costs and the difficult task of paying for these which impacts on rates.

Council's core assets and what it takes to keep them going is covered in our **Infrastructure Strategy**. You can find our strategy at [Stratford.govt.nz/LTP](https://stratford.govt.nz/LTP)

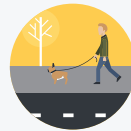
Something to consider

1%
RATES
INCREASE



**EQUALS
APPROX
\$160,000
IN OUR BUDGET**

Our key infrastructure at a glance



73km
of footpaths



63km
of wastewater pipes



1
wastewater treatment plant



206km
of unsealed roads



402km
of sealed roads



10 units
for Housing for the Elderly



16
community facilities



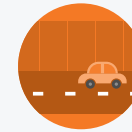
110km
of drinking water pipes



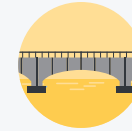
32ha
parks and reserves



7
cemeteries (open and closed)



259
road retaining walls



157
bridges



6
public toilets

Looking after the essentials

As part of our Infrastructure Strategy we plan to deliver 100% of all budgeted capital expenditure.

The financial model was developed based on this assumption: There is a high risk that council's planned capital expenditure programme will not be fulfilled in each year of the LTP, based on historical capital programme completion rates. The reasons for not delivering on the full programme are largely due to factors outside of council's control which are likely to recur in the future.

The capital programme for years 2 and later will be reviewed at each Annual Plan and for the next LTP. The biggest impact on under delivering on capital projects will be on council's debt and reserves balances, which will be lower than forecast. Where there is potential for significant reductions in levels of service as a result of not delivering particular capital projects, these projects will be prioritised.

Our key projects budget summary is provided on this page.

Read our full *Infrastructure Strategy* online at stratford.govt.nz/LTP



	Project Description	Estimated Budget (\$'000)		Total Estimated Budget (\$'000)
		Year of Implementation		
		1-10	11-30	
Roading	Brecon Road extension	20,000	0	20,000
	Walking and cycling Initiatives	4,000	10,600	14,600
	Footpath Replacement and Extensions	2,650	8,500	11,150
	Bridge and Retaining Walls Replacement	11,690	33,750	45,690
	Un-economic Bridge Replacements	250	5,050	5,050
	Culvert LoS and Drainage Improvements	8,320	18,450	26,770
	Road Renewals including Whangamomona Road Upgrade	36,470	84,500	120,970
	TOTAL	83,380	160,850	244,230
Water	Universal Water Metering	1,147	0	1,147
	Emergency Water Supply / Additional Storage	7,225	7,000	14,225
	Alternative Water Supply	600	100	700
	Rider Mains	300	0	300
	Resource Consent - Renewal	300	0	300
	Key Infrastructure	8,200	4,200	12,400
	TOTAL	17,772	11,300	29,072
Wastewater	Resource Consent - Renewal	5,600	45,000	50,600
	Capacity Maintenance - Oxidation Pond desludging	3,000	6,000	9,000
	Inflow/Infiltration Programme	2,150	6,500	8,650
	Pipework Capacity Increase	750	1,200	1,950
	Network Planning and Modelling	150	270	420
TOTAL	11,650	58,970	70,620	
Stormwater	Pipework Capacity Increase	450	1,250	1,700
	Network Planning and Modelling	500	470	970
	Capacity Maintenance - Victoria Park Pond Desilting	100	270	370
	Stormwater Safety Improvements	75	190	265
	Water Supply, Wastewater and Stormwater Infrastructure Renewals	15,160	15,530	30,690
	TOTAL	16,285	17,710	33,995
TOTAL	129,087	482,130	377,917	

Adapting to climate change

We need to ensure our services and facilities remain fit for purpose into the future and to minimise and mitigate our impact on the environment.

To do this we must adopt a climate lens to everything we do. At the regional level, research indicates Taranaki could experience more extreme weather events as a result of climate change, causing increases in flooding, landslides, avalanches and mudslides during heavy rainfall events and prolonged periods of drought, with the risk of wildfires during summer months. Such events could place increased pressure on business continuity and funding availability. At the district level, while we have seen the intensity and frequency of weather events increase, the fact that the Stratford District has no coastline, sits more than 300 meters above sea level and has no major waterways near its population centres means the effects are less significant than those experienced by our neighbouring districts.

While sustainability and climate change considerations have influenced our decision making for a long time on a project level, we have identified the need for an overarching approach.

Therefore, we have established a new, dedicated position and are currently developing our first ever Sustainability Policy to help set our direction. It will help sharpen our focus on environmental wellbeing aspects and provide a consistent approach to sustainability and climate change considerations across all of our decision making. This will enable us to meet the requirements of climate-related legislation that will impact local government.

Key initiatives arising from this work, that we will be focusing on in the next three years are:

- Adoption of our first Sustainability Policy and the subsequent development of a Sustainability Strategy, which will have a focus on Climate Change.
- Commissioning of baseline corporate and district level emissions inventory to inform our emissions reductions planning.
- Continuation of our contestable fund for community led waste reduction projects.
- Roll-out of recycling facilities for rural communities, public places and events.
- Establishment of a regional organic materials processing facility (in partnership with all Taranaki district councils and private enterprise).
- Upsizing and adapting existing infrastructure, such as increases in the size and length of roading culverts or replacement of culverts with bridges to increase capacity.
- Incorporating climate change into the design parameters for new assets, reducing demand and increasing resilience to allow for changing weather patterns. This has guided projects such as the modelling of our stormwater system to ensure ongoing capacity, the roll-out of universal water metering to reduce demand, and the construction of an additional water reservoir to prepare for natural disasters or unfavourable environmental conditions.

Our Sustainability Policy and Strategy and associated work will help us work towards building resilient communities and reach the goals set out in our Community Outcomes.



A slip on Matau Road during a severe weather event in 2022.



Students at Avon Primary School, a Waste Levy Fund recipient, installing new composting systems for their community garden project.

You can learn more about climate change in our *Significant Forecasting Assumptions* and *Infrastructure Strategy* available online at stratford.govt.nz/LTP



Our top priorities

Keeping rates down for our community as best as possible while looking after all the basics we talked about earlier is one of our main focus areas. But there are some projects that we see as being vital to keeping the heart of Taranaki beating for the next 10 years and beyond. We've made some compromises along the way. So you'll see some of the things that we were keen to do, delayed until further down the track to minimise the cost impact.

We think we should...

FOCUS ON THESE THINGS SOON
in the first 3 years of our plan

Maintain our roads and create safer connections.

Roading makes up a significant part of what we do as a council and significantly influences our overall budgets – and what you pay in rates. The cost to maintain our roading infrastructure is increasing, and this is to do the same amount of work with no extras. Because of this, we've had to carefully consider the level of service we're able to fund and balance this against the expectations of our community.

While we'd like to go above and beyond in this area, we're proposing that we retain the same level of service we currently provide. Financially this still equates to a 14% increase to our roading budget. Delivering at the level of spending required to improve our roading network would have a significant impact on what you pay in rates and we want to do everything we can to remove that burden in the current economic climate. **Read more about this and options available on page 17.**

Earthquake strengthen the TET Multi-Sports Centre

We want to make the TET Multi-Sports Centre safe should we ever experience a serious earthquake. As currently none of our facilities meet the standard of a Civil Defence centre, we believe we should, as part of this, bring the TET Multi-Sports Centre up to a standard that would allow it to be used as a Civil Defence centre for our community in the event of an emergency. We're proposing to spend an estimated \$1.3million in year 3 of the plan for this. This is just 1 of 3 buildings that require earthquake strengthening in the next 25 years.

Demolish the old TSB Pool Complex

We're planning to remove the existing structures and return the area in King Edward Park back to green space. We're proposing to spend an estimated \$430,000 in year 1 on this work.

Maintaining resilient water infrastructure

We need to upgrade our raw water intake system and install a new grit tank. While the Stratford Water Treatment plant is only about 10 years old, the intake and grit tank delivering the river water to the treatment plant were installed in 1922! The grit tank provides the first stage of filtering for Stratford's water supply as it's taken from the river. It's a bit like a sand filter on a swimming pool, it helps to clean the water of bugs and other bits of muck before it goes into the treatment plant or final processing. **Learn more about this on page 19.**

Town Centre upgrades

We plan to spend \$1.4million across years 1 to 3 to make improvements to Prospero Place and Broadway. This has been made possible via a Government grant through the Better Off Funding Programme. We know how important tidying up the Stratford town centre is for our community – it's something we get feedback on regularly, so we need to just get on and do the work.



LOOK AT THESE THINGS LATER ON

Year 4 onwards, because we can't do everything right now.

Earthquake strengthen the War Memorial Centre

The War Memorial Centre is the second council owned earthquake prone building covered in this consultation document. We're proposing to invest \$1.45million to strengthen this building in year 5 of the long term plan.

Brecon Road Bridge extension

We're proposing to spend \$1million in Year 4 of this plan to start work on joining Brecon Road across the Patea River and Paetahi Stream. We estimate the total construction of this project to cost approximately \$20million depending on the final design of the road. We've allocated this money as loan funded including subsidy by Waka Kotahi. It's a project that has been consulted on in previous long term plan processes and is key to improving connectivity within Stratford and building resilience in our transport network. For this reason it remains on our wish list, and is also included in the Taranaki Regional Land Transport Plan. We are hopeful that Waka Kotahi will support this project with our normal 63% subsidy. If this funding is not available, we will need to seek alternative funding, determine if the project can be fully funded by loan, defer or cancel the project altogether. We would discuss this with the community prior to making any decisions.

Earthquake strengthening the Glockenspiel

We think this can wait until Year 10 of the plan because the main purpose of the building is not disadvantaged by delaying the work. People can still enjoy viewing the iconic feature and watch the Romeo and Juliet performance. But it does mean we are unable to hold any tours of the Glockenspiel, something we occasionally do on a market day or for special events. Our current cost estimate to strengthen the clock tower is \$1.25million but this could change.

You can find more information on Council owned earthquake prone buildings and our plan for them on page 12 of this document.

What do you think?

We're keen to hear your views on all parts of our draft LTP, but we're specifically keen to hear what you think about how we plan to tackle our earthquake prone facilities.

We've provided more detail, the costs involved, different options available, and what our preferred way forward on the next page.

Have a look at the following information and share your views online at Stratford.govt.nz/LTP or use the submission form at the back of this document.



Earthquake prone buildings

**DO YOU AGREE
WITH OUR PLAN?**

Background

In 2017, the Building (Earthquake-Prone Buildings) Amendment Act 2016 took effect.

This legislation ensures the way our buildings are managed for future earthquakes is consistent across the country. It also provides more information for people using buildings, such as notices on earthquake-prone buildings and a national public register.

In summary, the new system for managing earthquake-prone buildings aims to strike a balance between protecting people from harm in an earthquake, managing the costs of strengthening or removing buildings, and any impact on heritage.

We own four buildings which have been assessed as earthquake-prone under this Act. These are the War Memorial Centre, TET Multi-Sport Centre, Glockenspiel Clock Tower and the TSB Pool Complex.

By law, these buildings will need to be fixed by 2048 if we want to continue using them after that date. Until then, they can continue to be used like they are now, but you'll see an Earthquake Prone Building (EPB) notice attached to them, alerting users to the risk associated with entering.

While we would love to have all of our buildings earthquake strengthened as soon as possible, the financial realities make this a difficult goal to achieve. We've provided our preferred plan of action below, and alternative options that were considered.

If nothing is done to these buildings by 2048, the District Court can order Council to demolish them.



TET Multi-Sports Centre

Focus on this building first. Strengthen the whole building to meet the building standard and, in addition, strengthen at least the Stadium component of the building to the highest level so it can be used as a Civil Defence facility.

We have determined that the TET Multi-Sports Centre poses the highest risk, being a two-storey building with a concrete-slab second floor at risk of collapse during an earthquake. At the same time, it is also the most cost-efficient of our buildings to upgrade to the standard required for a Civil Defence facility.

WHEN Year 3, 2026/27

ESTIMATED COSTS AS AT 2024 \$1.3million (Note this project also includes an additional \$50,000 of design costs in year 2, 2025/26)

IMPACT ON RATES Total increase of \$1,377,000 over years 3 to 10

IMPACT ON DEBT Increase of \$1.3million in year 3

1 OUR PREFERRED ACTION PLAN

All options with an increase in rates is due to interest and depreciation on the buildings.



ALTERNATIVE OPTIONS

2 Do Nothing

By doing nothing, Council will be exposed to safety and reputational risks. The building will eventually become unavailable for usage, providing no income to offset the cost to maintain.

ESTIMATED COST \$0

IMPACT ON RATES
No impact

IMPACT ON DEBT
No impact

3 Strengthen the building to the minimum level to no longer be considered an earthquake prone building.

While the building will no longer be considered earthquake prone and will be removed from the Earthquake Prone Building database, the TET Multi Sports Centre will still be considered an Earthquake Risk building by our insurers. This option will also expose Council to the risk of future seismic strengthening requirements.

ESTIMATED COST \$260,000

IMPACT ON RATES Total increase of \$275,000 over years 3 to 10

IMPACT ON DEBT Increase of \$260,000 in year 3

4 Strengthen the building to the minimum level to no longer be considered Earthquake Prone and Earthquake Risk, and limit Council's exposure to future seismic strengthening legislation changes.

However, the Stratford District will continue to not have a Civil Defence base.

ESTIMATED COST \$630,000

IMPACT ON RATES Total increase of \$665,000 over years 3 to 10

IMPACT ON DEBT Increase of \$630,000 in year 3

5 Demolish and rebuild to meet New Building Standard requirements.

It would bring the building to a higher standard than option 3, thereby securing the future of the building, but it will not provide a Civil Defence base as this would require it to meet a higher building standard – adding further costs to the project.

ESTIMATED COST \$14million

IMPACT ON RATES Total increase of \$14,764,000 over years 3 to 10

IMPACT ON DEBT Increase of \$14million in year 3

War Memorial Centre

Strengthen the building to the minimum level to no longer be considered Earthquake Prone and Earthquake Risk and limit Council's exposure to future seismic strengthening legislation changes.

Due to the amount and wide variety of use it provides, we consider this building as important to our community. From weddings to funerals, birthday parties and basketball matches – we want to see this facility used for generations to come.

WHEN Year 5, 2028/29

ESTIMATED COSTS AS AT 2024 \$1.45million (Note this project also includes an additional \$50,000 of design costs in year 4, 2027/28)

IMPACT ON RATES Total increase of \$1.12million over years 5 to 10

IMPACT ON DEBT Increase of \$1.45million in year 5

1 OUR PREFERRED ACTION PLAN

All options with an increase in rates is due to interest and depreciation on the building.



ALTERNATIVE OPTIONS

2 Do Nothing

By doing nothing, Council will be exposed to safety and reputational risks. The building will eventually become unavailable for use, providing no income to offset the cost to maintain.

ESTIMATED COST \$0

IMPACT ON RATES No impact

IMPACT ON DEBT No impact

3 Strengthen the building to the minimum level to no longer be considered an earthquake prone building.

While the building will no longer be considered earthquake prone and will be removed from the Earthquake Prone Building database, the building will still be considered an Earthquake Risk by our insurance company. This option will also expose Council to the risk of future seismic strengthening requirements. It is likely that corporate customers will not utilise a building identified as Earthquake Prone or Earthquake Risk.

ESTIMATED COST \$900,000

IMPACT ON RATES Total increase of \$690,000 over years 5 to 10

IMPACT ON DEBT Increase of \$900,000 in year 5

4 Demolish and rebuild to meet New Building Standard requirements.

It would allow for the consideration of current community needs and to incorporate modern building features, therefore securing the future of the building. However we think that the additional benefits of doing this option don't outweigh the significant costs associated.

ESTIMATED COST \$6.5million

IMPACT ON RATES Total increase of \$4,985,000 over years 5 to 10

IMPACT ON DEBT Increase of \$6.5million in year 5

Glockenspiel

Strengthen the building to the minimum level to no longer be considered Earthquake Prone and Earthquake Risk and limit Council's exposure to future seismic strengthening legislation changes.

The Glockenspiel is an icon of Stratford. It brings to life our Shakespearean character and sets our town apart from others. It continues to draw spectators to its shows and gives motorists a reason to stop in our town. We want this to remain a key piece of our identity, but we think work to strengthen it can come after the other 2 facilities.

The nature of this building means that the requirements are lower than those applicable to other council buildings discussed here.

WHEN Year 10, 2033/34

ESTIMATED COSTS AS AT 2024 \$1.25million (Note this project also includes an additional \$50,000 of design costs in year 9, 2032/33)

IMPACT ON RATES Increase of \$35,000 in Year 10

IMPACT ON DEBT Increase of \$1.25million in Year 10

All options with an increase in rates is due to interest and depreciation on the building.

1 OUR PREFERRED ACTION PLAN



ALTERNATIVE OPTIONS

2 Do Nothing

By doing nothing, Council will be exposed to safety and reputational risks. The building will eventually become unavailable for tourism purposes.

ESTIMATED COST \$0

IMPACT ON RATES No impact

IMPACT ON DEBT No impact

3 Demolish and rebuild to meet New Building Standards requirements.

The community could consider re-location of this building as part of this option.

ESTIMATED COST \$3.2million

IMPACT ON RATES Increase of \$69,000 in year 10

IMPACT ON DEBT Increase of \$3.2million in year 10

TSB Pool Complex

Demolish the existing structures and return the area in King Edward Park back to green space in 2024/25.

The TSB Pool Complex has faithfully delivered its services to our community. In addition to having exceeded its design life and showing the signs of a building that has lived its life in a very challenging environment, it has also been identified as earthquake prone.

WHEN Year 1, 2024/25

ESTIMATED COSTS AS AT 2024 \$430,000 (No impact on rates or debt as the cost will be funded from reserves.)

ALTERNATIVE OPTIONS

2 Do Nothing

This option creates an eyesore within one of our parks and exposes Council to safety and reputational risks.

ESTIMATED COST \$0

IMPACT ON RATES No impact

IMPACT ON DEBT No impact

3 Complete a Detailed Seismic Assessment and seek expressions of interest from the community for repurposing the facility.

Any repurposing will require strengthening and retrofitting at a significant cost. We do not consider this proposal feasible and would suggest it would be cheaper and more practical to find an alternative building in better condition or build something that meets the needs.

ESTIMATED COST At an estimate of \$60,000 for the assessment alone, this option assumes that the community wants to repurpose the building.

IMPACT ON RATES The \$60,000 would be funded by general rates.

IMPACT ON DEBT No impact

1 OUR PREFERRED ACTION PLAN



Maintaining our roading network

With a share of approximately 22%, roading is one of the most expensive rates funded services council provides and like for most other services, the cost of maintaining our roads and footpaths continues to climb. As costs continue to rise, we need to carefully consider the expectations of our community against the impact this has on them as ratepayers. Through customer satisfaction surveys and other forms of feedback, we know that some people aren't happy with the state of our roads and footpaths. However, to meet those expectations and make a notable difference to our transport network, we would need to dramatically increase our operational budget to go above and beyond the cost increases of maintaining roads today. And as noted earlier in this document, we are acutely aware of the financial pressures our communities are under. As a compromise, we propose to maintain the existing level of service for roading and footpaths. While this won't meet the expectations of those that would like to see better maintained infrastructure, it does mean we at least continue to deliver a safe and connected transport network for all users while not imposing significantly higher costs on our ratepayers.

Funding our roads

Roading budgets are a bit more complex than other council activities because we receive a subsidy from Waka Kotahi NZ Transport Agency. This significantly reduces the amount that we have to rate for to maintain our roads, but it also introduces another decision maker. The budget that Waka Kotahi subsidises, or co-funds requires approval. Currently our co-funding rate is 63%, meaning we only have to fund \$0.37 of every dollar we spend on roading. But if we want to go over the amount approved

by Waka Kotahi we have to pay the full amount of the additional work. This means if we exceed the approved amount, it costs almost three times as much as doing it within the subsidised budget. To us it therefore makes sense to stay within the budget Waka Kotahi is willing to subsidise.

Across the overall annual roading budget in year 1, \$3.9million is for direct operating costs and includes maintenance like filling pot holes, grading and street cleaning; \$2.3million of that is expected to be covered by Waka Kotahi. In addition, to address some long-standing safety issues across our urban and rural networks, we are budgeting \$2.6million (loan funded) in year 1 for safety improvement projects such as widening rural roads and creating safer crossing points around urban schools. This amounts to \$22.2million over the full ten years of the LTP. These projects go hand-in-hand with the works that contribute towards our Connecting our Communities Strategy and are often delivered in combination. We have an additional \$400,000 (loan funded) in the budget annually (a total of \$10million over ten years) for this work, which includes widening footpaths for pedestrians, mobility scooters, prams, and cyclists along key connecting routes. These programmes receive the same 63% subsidy from Waka Kotahi as our day-to-day maintenance.

In 2022 we introduced a Forestry Differential Roding Targeted Rate which means a fixed portion of the total roading rate requirement is collected from ratepayers who own property that is used for the purpose of forestry. This was introduced because each year we were spending a large portion of the roading budget on repairing unsealed roads damaged by heavy vehicles associated with the forestry industry. In 2022/23 we spent \$975,000

on this, and we anticipate another \$3.1million to be spent on roads affected by forestry over the next 3 years. As part of this draft plan we're proposing to increase the fixed amount collected through the Forestry Differential Roding Targeted Rate to \$350,000 (from \$250,000) and to expand the application of the differential to include properties that have a section of land greater than 10 hectares which is used for exotic forestry (excluding indigenous and protected forests).

**DO YOU AGREE
WITH OUR PLAN?**



Roading maintenance budget

Roading is the most significant contributor to the rates increase in year 1, which has resulted in a breach of our financial strategy rates increase limit of 7%. However, the amount budgeted for roading is unlikely to be enough to meet community expectations. In year 1 we are looking at different options for setting the roading maintenance budget.

All options presented assume that we will receive our current 63% subsidy from Waka Kotahi for the full amount of the proposed budget.



1 OUR PREFERRED ACTION PLAN

Retain the level of service for our roads and footpaths at existing or similar levels to 2023/24. This results in a 14% increase to our operational maintenance budget and requires \$4.2million in targeted rate funding in Year 1 of the LTP. While it is an increase to our ratepayers, it allows us to maintain a safe and connected transport network for all users.

COST Increase operational maintenance budget to \$3.9million in year 1 and \$52.6million over the full 10 years

FUNDING Combination of targeted rates, and Financial Assistance Rate from Waka Kotahi NZ Transport Agency.

IMPACT ON RATES An increase in general roading targeted rates by \$819,000 in year 1 or 24% from 2023/24 (excluding Forestry properties). This equates to \$104.41 per \$100,000 of a property's Capital Value.

IMPACT ON DEBT No impact.

ALTERNATIVE OPTIONS

2 Spend the same operational budget as we do now each year, (0% increase) resulting in a reduced level of service.

This option requires \$3.8million in targeted rate funding in Year 1 of the LTP.

COST Maintain operational maintenance budget at \$3.4million in year 1 and increase with inflation, resulting in a total of \$46.1million over the full 10 years.

FUNDING Combination of targeted rates, Financial Assistance Rate from Waka Kotahi NZ Transport Agency

IMPACT ON RATES An increase in general roading targeted rates by \$645,000 in year 1 or 19% from 2023/24 (excluding Forestry properties). This equates to \$99.73 per \$100,000 of a property's Capital Value.

IMPACT ON DEBT No impact.

3 Increase the level of service to meet community expectations, by spending an additional \$1million in annual operational costs for roading.

This option requires \$5.2million in targeted rate funding in Year 1 of the LTP.

COST Increase operational maintenance budget by \$1.47million (from previous year, or by \$1million from recommended option) to \$4.9million in year 1 and increase with inflation, resulting in total of \$66.5million over the full 10 years.

FUNDING Combination of targeted rates, and Financial Assistance Rate from Waka Kotahi NZ Transport Agency.

IMPACT ON RATES An increase in general roading targeted rates by \$1,189,000 or 35% in year 1 from 2023/24 (excluding Forestry properties). This equates to \$114.37 per \$100,000 of a property's Capital Value.

IMPACT ON DEBT No impact.

Maintaining resilient water infrastructure

To future-proof Stratford's water supply, Council plans to replace the approximately 100 years old raw water delivery line to the Stratford Water Treatment Plant.

The investment will provide enhanced security of supply and an improved initial treatment of raw water. The current raw water line largely consists of an unlined hand-dug tunnel with a short length of earthenware pipe at both ends, leading into the concrete grit tanks. The tunnel as well as the grit tanks were kept in place when we replaced the water treatment plant about 10 years ago to reduce the complexity of that project and maximise the benefit derived from these assets. Together they form the connection between the river and the water treatment plant. The grit tank provides the first level of treatment as well as protection for the treatment plant. Both assets have reached the end of their life, parts of them are no longer serviceable and are failing to deliver the required service. Planning for the replacement of these key components of the Stratford Water Supply has been under way for the past two years. This has identified that further funding is required due to issues with the site, existing services, and project complexity. Replacement is considered essential with the new infrastructure expected to have a useful life of 100 years. It will be fully loan funded.

WHEN Year 1, 2024/25 and Year 2, 2025/26

CAPITAL COST \$4million (\$2million each year)

OPERATING COSTS \$60,000 in Year 1, \$120,000 annually from Year 2

IMPACT ON RATES \$19 in Year 1, \$38 annually from Year 2
(based on current number of ratepayers on Stratford water supply – 3,115)

IMPACT ON DEBT Increase by \$4million

1 OUR PREFERRED ACTION PLAN

ALTERNATIVE OPTIONS

2 Do Nothing – continue with existing aged infrastructure

If the current infrastructure is not replaced, SDC will run the risk of the existing tunnel or grit tanks collapsing. SDC would then not be able to provide water to Stratford. The current grit tanks are no longer serviceable.

CAPITAL COST \$0

OPERATING COSTS Potential to increase dramatically if the infrastructure failed.

IMPACT ON RATES No impact.

IMPACT ON DEBT No impact.





Financial Strategy

The Financial Strategy sets out the overall financial goals of the Stratford District Council for the Long Term Plan 2024-34 (LTP). The main target actions of this Financial Strategy are to:

- Ensure the Stratford District Council authority maintains financial sustainability to ensure independence and debt capacity for future growth opportunities. This includes ensuring targeted rate reserve balances are not in deficit by the end of the LTP.
- Build resilience for the Stratford District, by, amongst other things, adequately funding for asset renewals, and ensuring council owned buildings are earthquake strengthened and fit for purpose.
- Enable achievement of the Community Outcomes, agreed levels of service, and performance measures, without significantly burdening the districts' ratepayers.



We've provided a summary of the strategy in this document, but you can view the full *Financial Strategy* in our supporting information pack available on our website stratford.govt.nz/LTP

Our financial goals

Maintain levels of service

To ensure we can keep delivering across services in the most cost-effective way for our rate payers we plan to:

Look after what we've got – allocate \$9,468,100 in 2024/25, and \$76,802,000 over the remaining 9 years to renew our existing assets.

Smooth our costs out over the 10 years to minimise impact on ratepayers where possible. This includes loan or grant funding any projects that aim to increase service levels. This ensures that the cost of assets providing long term benefits, is spread over the expected life of the asset – aligning with the principle of inter-generational equity.

Grants and subsidies will be actively sought to help fund our capital works programme.

Consider different ways of funding depreciation on our assets in order to be practical and balance future sustainability and intergeneration equity. Like replacing a roof on your home, it's a good idea to put aside money regularly in advance of needing the roof replaced. So when the time comes, you're ready. We do this through rates, to help pay for the future replacement of our assets. This is what we mean by funding depreciation. For this plan we're proposing to fund 55% of the depreciation of Wai o Rua – Stratford Aquatic Centre, but fund 100% of our three waters assets.

Set realistic limits on rate increase

Keeping our rates at a low level, at a time when our costs to deliver essential services continue to increase is no longer sustainable.

It's costing us more than ever before to keep things ticking. This has resulted in a proposed increase in total rates of 15.5% for year 1 of the LTP. For the other years of the plan, we propose to set a limit on rate increases at 7% (currently it's a limit of 6). For year 1, we already know we will breach this limit due the significant cost increases across the board as we've discussed in this document. The jump in year 1 is out of necessity to reflect a realistic budget, but from year 2 onwards the rates increases settle below the limit as inflation is forecast to settle, and the focus is on maintaining existing assets and building resilience. Council will make every attempt to work within the limit of 7% however acknowledges that there are factors outside of council control that may lead to a higher rates increase in other years of the Long Term Plan, particularly as a result of central government decisions or macroeconomic conditions.

For the current proposed plan, the next 10 years of rates increases is displayed in the below graph.

Rates are a key source of funding

Many of the services provided by Council are unable to be provided privately due to the public benefit associated with these services, limiting the economic returns on investment, or there is no practical way to charge for services efficiently.

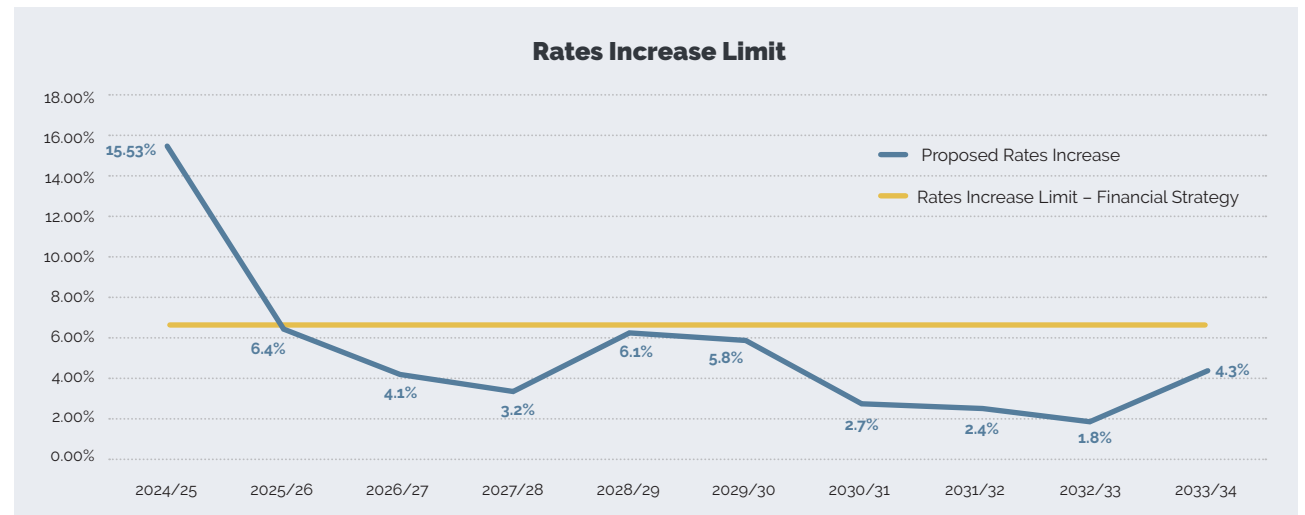
Council sets rates on the following basis:

District wide rates on all properties:

- General Rates (including a Uniform Annual General Charge)
- Roothing Rates (for the costs of the roading activity), which will include a differential on properties that have plantation forestry.

Targeted rate on serviced and serviceable properties:

- Wastewater Disposal Rates (for sewage disposal from serviceable properties)
- Solid Waste Collection Rates (for refuse collection from serviceable properties)



- Water Supply Rates (for water supply to serviceable properties)

Targeted rate on properties in a specified area:

- Community Centres (for the maintenance of local community halls)

Set limits on debt

We are planning to reduce our net debt to annual operating revenue limit to 115% (it's currently at 130%) and add other limits to ensure appropriate management of costs associated with debt. This is our response to increasing levels of gross debt and the impact that debt servicing has on rates, and future financial sustainability.

In year 10 of the LTP, the proposed level of debt is expected to exceed the limit and reach 150%. Council will monitor this over the next ten years and may have to consider re-prioritising debt funded capital expenditure in the next few years.

Review fees and charges regularly

As the cost of delivering services increases, it's important to review how much we charge for particular services. Fees and charges are usually only set for a service that a user has discretion to use or not, and where it is efficient for the Council to collect the fee or charge.

We have the ability to review these every year as part of our annual plan process and will continue to adjust income sources where necessary to meet the demands of the current economic climate.

We have reviewed all fees and charges and updated the following areas: Aerodrome, Building Services, Transfer Station, Sportsground use, Three Waters connections, Dog Registrations, Cemeteries, Resource Consents, Venue Hire, Health Registrations, Staff charge out rates, and Wai o Rua – Stratford Aquatic Centre.

You can view the full *Fees & Charges Schedule* online at stratford.govt.nz/LTP



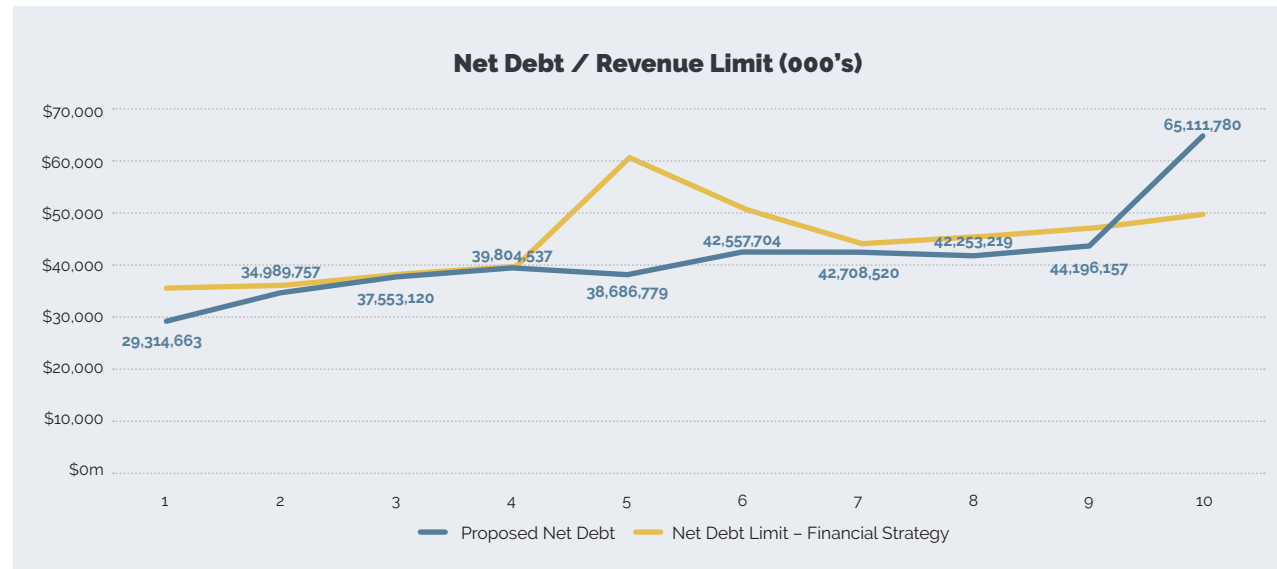
Our policies

We've made proposed changes to the following policies, which you can view online and share feedback on as part of our consultation process.

Revenue and Financing Policy

Rates Remission Policy

Treasury Management Policy



So what does this mean for your rates?

This is heavily dependent on your circumstances. It varies depending on the services your property receives as well as the recent property revaluation. We have included sample rates for the district below. These are based off real properties, but every property will be impacted differently.

Property type	Old Property value	New Property value	2023/24 Annual Rates	Proposed 2024/25 Annual Rates	Movement %	Movement \$	Weekly \$ increase
Residential Connected to water services and rubbish and recycling services 	\$345,000	\$440,000	\$3,049.15	\$3,568.79	17.04%	\$519.63	\$10
	\$630,000	\$770,000	\$3,817.54	\$4,440.62	16.32%	\$623.08	\$12
	\$715,000	\$1,000,000	\$4,046.71	\$5,048.22	24.75%	\$1,001.51	\$19
Rural (Pastoral ie, Sheep and Beef farms) Not connected to services 	\$1,880,000	\$2,475,000	\$5,925.67	\$7,409.44	25.04%	\$1,483.77	\$29
Rural (Dairy) Not connected to services 	\$3,430,000	\$3,610,000	\$10,104.62	\$10,407.94	3%	\$303.32	\$6
Rural (Lifestyle Property) Not connected to services 	\$1,050,000	\$1,300,000	\$3,687.91	\$4,305.23	16.74%	\$617.32	\$11
Forestry Including Differential Rooding Targeted Rate 	\$910,000	\$1,030,000	\$10,346.03	\$11,340.48	9.61%	\$994.46	\$19
Commercial Connected to water services 	\$510,000	\$580,000	\$3,129.01	\$3,532.20	12.89%	\$403.15	\$8

Property value changed?

Last year, properties in the Stratford District were revalued and we have used these new valuations to determine how much you will pay in rates for the 2024/2025 financial year. Some properties in our district have seen a significant rise in capital value while others have pretty much remained unchanged. For this reason, you may see a wider range in the rates increases than usual.

There are a number of misconceptions about property valuations and Council collecting rates. People often think that an increase or decrease in valuation will automatically result in an increase or decrease in rates. Many people also think that an increase in the district's values will mean that the Council gets more money. This is not true. Council does not collect more rates as a result of increased property values or less rates if values decrease. But your property's new value will help determine the share of the total rate revenue you pay.

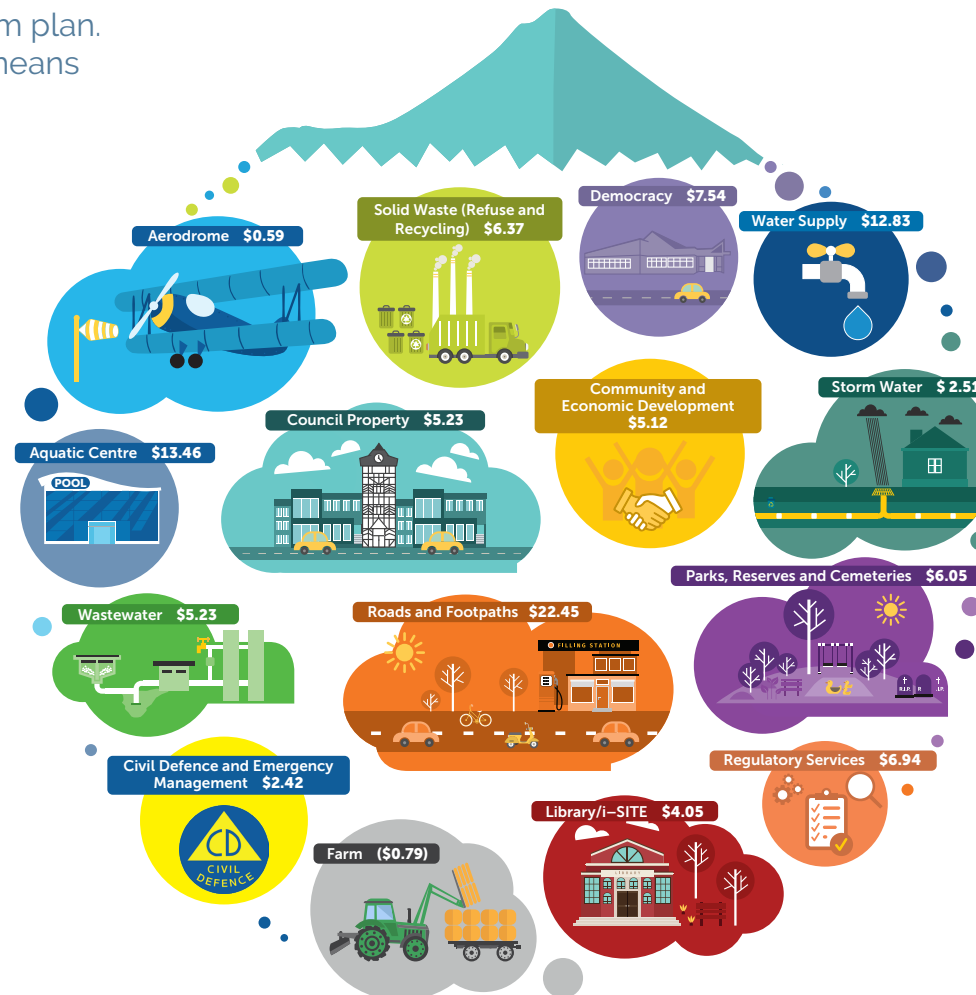
Understanding rates: Where is every \$100 of your rates spent, and where is it coming from?

This graphic shows our proposed budget for Year 1 of the long term plan. The brackets around the Farm means that it provides an income.

Our highest areas of the rates requirement are Roads and Footpaths (22%), Wai o Rua – Stratford Aquatic Centre (13%) and Water Supply (12%).

You are most likely used to seeing roading and water make up a high proportion of our rates, but might be wondering why the pool is as well?

The jump in funding for the aquatic centre is due to the increase in the size of the facility and the consequent rise in operating costs, as well as non-direct costs such as interest, insurance and depreciation. The Aquatic Centre has seen a huge increase in visitor numbers since opening, with visitors for 2023/24 already reaching 86,933 by the end of February 2024. The Aquatic Centre meets a number of our community outcomes, specifically those relating to social and culture wellbeing. We're mindful of the cost of this facility when not everyone in our community uses it and continue to review operating costs and revenue sources to make this investment affordable for people for decades to come.



STRATFORD DISTRICT COUNCIL

Proposed 2024/25 Budget

How each \$100 of rates is spent

Aquatic Centre	\$13.46
Aerodrome	\$0.59
Civil Defence and Emergency Management	\$2.42
Community and Economic Development	\$5.12
Council Property	\$5.23
Farm	(\$0.79)
Democracy	\$7.54
Library/i-Site	\$4.05
Parks, Reserves and Cemeteries	\$6.05
Regulatory Services	\$6.94
Roads and Footpaths	\$22.45
Solid Waste (Refuse and Recycling)	\$6.37
Stormwater	\$2.51
Wastewater	\$5.23
Water Supply	\$12.83

\$100

Where each \$100 comes from

General Rates	\$12.98
Targeted Rates	\$18.93
UAGC	\$8.45
Reserves	\$14.37
NZTA Subsidies	\$16.07
Fees, charges and other revenue	\$9.00
Grants	\$1.66
Loans	\$18.54

\$100

Your decision makers - the Mayor and Councillors



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Get in touch with the mayor or your local councillors if you have any questions about what we're proposing for the next 10 years.

Want to know more?

This Consultation Document covers our focus areas as we develop the Long Term Plan 2024 – 2034.



The supporting documents can be found on our website stratford.govt.nz/LTP

The supporting documents include:

- Draft Financial Strategy
- Draft Infrastructure Strategy
- Asset Management Plans (AMPs)
- Draft supporting policies including the Revenue and Financing Policy
- Draft Fees and Charges
- Financial Forecasts
- Community Vision and Outcomes
- Key Assumptions
- Activity Statements

When are the public meetings?

Join us at one of our public meetings held during April, or invite us to present to your community organisation.

<p>Tuesday 9 April</p> <p>3pm Whangamomona Hall</p>	<p>Tuesday 16 April</p> <p>5.30pm War Memorial Centre</p>	<p>Tuesday 23 April</p> <p>6pm Whakaahurangi Marae</p>
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KEY DATES

<p>28 MARCH 2024</p> <p>Submissions Open</p>	<p>1 MAY 2024</p> <p>Submissions Close</p>	<p>14 MAY 2024</p> <p>Public hearing and deliberations</p>	<p>JUNE/JULY 2024</p> <p>Final Long Term Plan adopted</p>
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Tell us what you think?

MAKING A SUBMISSION IS EASY!



Online

The easiest way to let us know what you think is to complete our online submission form. To complete the submission form and survey online, go to stratford.govt.nz/LTP. You can also provide comments by emailing us at submissions@stratford.govt.nz



In writing

Fill in the submission form at the end of this document. Post your completed submission form to Council, or drop it to one of our facilities. Additional forms are available from the library and Visitor Information Centre, Council offices and on our website.



In person

You can present your thoughts to Council by speaking to your submission in person. If you'd like to do this, put in a submission outlining the key points you'll refer to. On your submission form, make sure you select the option to speak to your submission.

Submission Form

Tell us what you think by
1 May 2024



Submit online

Visit Council's website,
stratford.govt.nz/LTP



Email

submissions@stratford.govt.nz



Post this form to

Long Term Plan 2024 – 2034
Submissions,
Stratford District Council,
PO Box 320, Stratford 4352



Drop into

Service Centre,
Stratford District Council,
63 Miranda Street, Stratford

Need clarification on any of the information in this document? Give us a call before making your submission on 06 765 6099.

PLEASE NOTE: Submissions on this LTP are public information and your information and submission will be made available to the public as part of deliberations. Your submission will only be used for the purpose of the LTP process and will be held by Stratford District Council at 63 Miranda Street, Stratford 4332. You may access the information and request its correction, if required. Please contact our Privacy Officer on privacy@stratford.govt.nz if you want to request that your details remain private.

Full name

I am submitting feedback (please tick)

As an individual

On behalf of an organisation

Name of Organisation (if applicable)

Address

Phone

Mobile

Email

Please tick if you would like to speak to your submission at the Council hearings on 14 May. Someone will contact you to confirm this.

Optional Demographic Information. This is kept confidential for analysis only.

Age

- <24
- 25-34
- 35-44
- 45-54
- 55-64
- 65>
- Prefer not to say

Gender

- Female
- Male
- Non-binary
- Transgender
- Prefer not to say

Ethnicity

- Prefer not to say

Do you live in the Stratford district?

Yes – where?

No - where?

How did you hear about this LTP consultation?

- Newspaper
- Email
- Website
- Meeting
- Facebook
- Other _____

THE KEY QUESTIONS – Please use additional paper to share your views if required, or complete this form online.

1 Do you agree or disagree with our top priorities? Is anything missing?

2 We've done a lot of work reviewing budget lines to identify savings. Do you think we could make further savings somewhere? If so, what service would you be willing to see a decrease in?

3 Do you have any general comments to make on our draft LTP and supporting information?

4 Do you agree with our preferred plan of action for the following issues, or would you prefer one of the alternative options presented?

Earthquake Prone Buildings (pg 12)

- Tick here if you agree with **Option 1** for the TET Multi-Sports Stadium
- Tick here if you agree with **Option 1** for the War Memorial Centre
- Tick here if you agree with **Option 1** for the Glockenspiel
- Tick here if you agree with **Option 1** for the TSB Pool Complex

Prefer an alternative option for any of our earthquake prone buildings? *Let us know which one in the below box*

Maintaining resilient water infrastructure (pg 19)

- Tick here if you agree with **Option 1**
- Tick here if you prefer with **Option 2**

Provide any comments on water infrastructure in this box

Maintaining our roading network (pg 18)

- Tick here if you agree with **Option 1**
- Tick here if you prefer with **Option 2**
- Tick here if you prefer with **Option 3**

Provide any comments on roading maintenance in this box