

# Agenda

**Notice is hereby given of  
a LTP Workshop**

**Tuesday 21 April 2026**

to follow the Open Workshop meeting

Council Chamber  
Waimate District Council  
125 Queen Street  
Waimate

[www.waimatedc.govt.nz](http://www.waimatedc.govt.nz)

## Order Of Business

<b>Reports</b> .....	<b>4</b>
<b>1 General Business</b> .....	<b>4</b>
1.1 Long Term Plan 2027-2037 - Workshop 2.....	4

Workshops are an informal and usually closed to the public forum for staff to bring items to inform Councillors which if undertaken at a Council or Committee meeting could take a significant amount of time and therefore restrict other business from being transacted.

Workshops cannot make decisions. They can give guidance to staff (for example to prepare a report covering various options).

There are no legal requirements relating to a quorum.

Standing Orders do not apply.

## REPORTS









### 1 GENERAL BUSINESS

#### 1.1 LONG TERM PLAN 2027-2037 - WORKSHOP 2

**Author:** Shey Taylor, Strategic Planner/Policy Advisor

**Authoriser:** Nicole Timney, Community Services and Strategy Group Manager

**Attachments:**

1. LTP 2027-2037 Workshop 2 Presentation [↓](#) 
2. LTP Workshop 2 Updated Booklet 14 April 2026 [↓](#) 
3. Local Government Act 2002 - Consultation [↓](#) 
4. LTP 2027-2037 Development Notes - Vision and Outcomes [↓](#) 
5. Significant Forecasting Assumptions and Risk LTP 2025-2034 LS [↓](#) 
6. Performance Measures Review to Council LTP 2027-2037 [↓](#) 
7. WDC Residents Survey Benchmarking Report 2025 LS (under separate cover) 
8. Waimate DC Residents Survey 2025 FINAL REPORT (under separate cover) 

## Agenda

### INTRODUCTION TO LONG TERM PLAN 2027-2037 PROCESS – POWER POINT PRESENTATION

Discussion covering:

- a. Review of Council's vision statement
- b. Review of changes to community outcomes categories
  - a. Community
  - b. People
  - c. Environment
  - d. Infrastructure
- c. Introduction of revised community outcomes
- d. Role of LTP key consultation items
- e. Introduction to LTP Assumptions and Risk
- f. Discussion of Performance Measures and Targets

### LTP WORKSHOP 3

- a. Introduction to the Significance and Engagement Policy
- b. Introduction to LTP Financial Policies
- c. Development Contributions

## For this workshop

1. Please review the revised LTP 2027-2037 community outcomes. At the request of Council at the LTP Workshop on 24 March 2026, staff have proposed an updated set of outcomes.

These changes aim to:

- a. Align the outcomes with the new simplified categories.
  - b. Maintain a consistent sentence structure and format.
  - c. Use approachable and easily understood language
2. Familiarize yourself with Council's existing "Assumptions and Risks" from the current LTP 2025-2034. (Attachment X)
  3. Review the proposed Performance Measures and Targets document.
    - a. For context in reviewing these measures and targets managers have been asked to review measures relevant to their activities, propose new measures where appropriate, propose meaningful targets, and leave comments where additional information may be required.
    - b. The results of Council's 2025 Community Survey, along with benchmarking analysis, has also been attached.
    - c. A short presentation will be given by the Community Survey practitioner, Key Research.

### **Review of Workshop 2 and what is to come for Workshop 3**

4. At the conclusion of Workshop 2
  - a. Working version of Community Outcomes for LTP development
  - b. Working version of Performance Measures and Targets for LTP development
5. Workshop 3 will be an introduction to the policies at the core of the Long Term Plan.

# Long Term Plan 2027 - 2037

## Workshop 2

---

**CORE SERVICES,  
SMART CHOICES,  
FUTURE-PROOFING WAIMATE.**

WAIMATE DISTRICT COUNCIL | LONG TERM PLAN 2027 - 2037

# Long Term Plan 2027 - 2037

Outcomes of Workshop 1

---

## Proposed Council Vision Statement

“Delivering essential services that support thriving communities  
and a sustainable future.”

WAIMATE DISTRICT COUNCIL | LONG TERM PLAN 2027 - 2037

# Long Term Plan 2027 - 2037

## Outcomes of Workshop 1

### Previous LTP Outcomes

- Thriving Community
- Safe and Healthy People
- Sustainable District and Environment
- Active, Diverse, and Supportive Community



### Proposed LTP Outcomes

- Community
- People
- Environment
- Infrastructure

WAIMATE DISTRICT COUNCIL | LONG TERM PLAN 2027 - 2037

# Long Term Plan 2027 - 2037

## Previous LTP Outcomes

### Thriving Community

- A district that promotes infrastructure for economic activity
- A district that encourages development
- A district that actively promotes itself and its businesses



## Proposed LTP Outcomes

### Community

- A district where people can take part in decisions and have their say
- A district that encourages growth and development
- A district that promotes itself as a great place to live, work, and play

WAIMATE DISTRICT COUNCIL | LONG TERM PLAN 2027 - 2037

# Long Term Plan 2027 - 2037

## Previous LTP Outcomes

### Safe and Healthy People

- A place where people are safe in their homes, work, and public spaces
- Our services, infrastructure, and environment enhance quality of life
- A resilient and adaptive community in a changing environment



## Proposed LTP Outcomes

### People

- A district where people feel safe at home, work, and in public places
- A district that values its culture and heritage
- A district that supports strong and connected communities

WAIMATE DISTRICT COUNCIL | LONG TERM PLAN 2027 - 2037

# Long Term Plan 2027 - 2037

## Previous LTP Outcomes

### Sustainable District and Environment

- A district that is enhanced through sustainable and diverse development
- Our heritage is valued and protected
- We value the natural environment, biodiversity, and landscapes



## Proposed LTP Outcomes

### Environment

- A district that grows in a way that looks after the environment and community
- A district that is resilient and adaptive
- A district that values its natural environment, biodiversity, and landscapes

WAIMATE DISTRICT COUNCIL | LONG TERM PLAN 2027 - 2037

# Long Term Plan 2027 - 2037

## Previous LTP Outcomes

### Active, Diverse, and Supportive Community

- A place where people are safe in their homes, work, and public spaces
- Our services, infrastructure, and environment enhance quality of life
- A resilient and adaptive community in a changing environment



## Proposed LTP Outcomes

### Infrastructure

- A district that supports its communities by building resilient, cost-effective infrastructure
- A district that provides reliable, well-maintained parks and facilities that enrich the lives of its communities
- A district that provides safe and dependable core services

WAIMATE DISTRICT COUNCIL | LONG TERM PLAN 2027 - 2037

# Long Term Plan 2027 - 2037

## Key Consultation Items

- Focus public engagement on significant issues
  - The future focus of this LTP
  - Problems facing the district
  - Decisions or choices that meet the criteria set out in the Significance and Engagement Policy
- More than just a question
  - Opportunity to inform the public of the realities facing local government
    - Trade-offs
    - Affordability
    - Long term consequences
  - Gauge public interest in projects, activities, levels of service
- Consider what key items the LTP 2027-2037 should consult on with the public
  - We will return to this question throughout the development of the LTP

WAIMATE DISTRICT COUNCIL | LONG TERM PLAN 2027 - 2037

# Long Term Plan 2027 - 2037

## Assumptions and Risk

- Help explain how confident Council is in its assumptions underpinning the LTP
  - Population changes
  - Inflation and interest rates
  - Legislative changes
  - Sources of funding
- Risk assignment describes what could happen if Council's assumptions prove wrong or circumstances
  - Affordability
  - Levels of Service
  - Timing and cost of major projects
- **Consider what risks could challenge Council's proposed plans**
  - We will return to this question throughout the development of the LTP

WAIMATE DISTRICT COUNCIL | LONG TERM PLAN 2027 - 2037

# Long Term Plan 2027 - 2037

## Performance Measures

- Measure what matters
- Measures are a link back to your strategic direction
- We recommend you don't change the resident survey-based performance measures
- We cannot change the mandatory measures
  - Roding
- We can adapt the remaining existing measures or introduce new ones to specifically target areas of interest or change.

WAIMATE DISTRICT COUNCIL | LONG TERM PLAN 2027 - 2037

# Long Term Plan 2027 - 2037

## Takeaways from Workshop 2

- Consider what key consultation items you might propose for the LTP 2027-2037
  - How might proposed/pending local government reforms affect Council's:
    - Services
    - Responsibilities
    - Sources of funding
- What assumptions and risks might develop/change over the next 12 months?
  - Opportunity to update our assumptions and risk in September before initial audit.

WAIMATE DISTRICT COUNCIL | LONG TERM PLAN 2027 - 2037

# Long Term Plan 2027 - 2037

## SETTING THE FOUNDATIONS

### Vision and Outcomes



**"What should Waimate look like in the next 10 years?"**



### Council Activities



**"Are our activities aligned with achieving these outcomes?"**

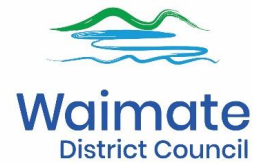


### Performance Measures



**"How can we measure the success of our activities?"**

WAIMATE DISTRICT COUNCIL | LONG TERM PLAN 2027 - 2037



# Long Term Plan 2027-2037

*“Core Services, Smart Choices - Future  
Proofing Waimate”*

# Contents

## Introduction

Section Heading	Dept Responsible	Completed
<b>Mayor &amp; Chief Executive Message</b>	Strategy	
<b>Your Mayor &amp; Councillors</b>	Comms	
<b>Consultation and Decisions</b>	Strategy	✓
<b>Fees and Charges</b>	Finance	
<b>Independent Auditor's Report</b>	Finance	
<b>Council Information</b>	Strategy	

## On the horizon

Section Heading	Dept Responsible	Completed
<b>Government Changes</b>	Strategy	
<b>Climate Change</b>	Regulatory	✓

## Contents

### Introduction

Section Heading	Dept Responsible	Completed
Mayor & Chief Executive Message	Strategy	
Your Mayor & Councillors	Comms	
Consultation and Decisions	Strategy	✓
Fees and Charges	Finance	
Independent Auditor's Report	Finance	
Council Information	Strategy	

### On the horizon

Section Heading	Dept Responsible	Completed
Government Changes	Strategy	
Climate Change	Regulatory	✓

### Strategic Overview

Section Heading	Dept Responsible	Completed
What is the <u>Long Term Plan</u> ?	Strategy	✓
Strategic Framework	Strategy	✓
Community Outcomes	Strategy	✓
Wellbeing Assessment Indicators	Strategy	Discussion
Service Performance	Strategy	✓
Performance Measures and Targets	Strategy	✓
Internal Water Unit		
Waste Management Group		
Roading and Footpaths Group		
Organisation and Governance Group		
District Planning and Regulatory Services Group		
Community Services Group		
Community Facilities Group		
Involvement of Māori	Strategy	

## Projects and Activities

Section Heading	Dept Responsible	Completed
<b>Projects</b>	Asset	
<b>Activity Management Plans</b>		
Internal Water Unit		
Waste Management Group		
Roading and Footpaths Group		
Organisation and Governance Group		
District Planning and Regulatory Services Group		
Community Services Group		
Community Facilities Group		

## Financial Information

Section Heading	Dept Responsible	Completed
<b>Significant Forecasting Assumptions</b>	Finance	
<b>Statement Concerning Balancing of Budget</b>	Finance	
<b>Forecast Financial Information</b>	Finance	
<b>Statement of Accounting Policies</b>	Finance	

## Rates

Section Heading	Dept Responsible	Completed
<b>Forecast Funding Impact Statement</b>	Finance	
<b>Rating Information</b>	Finance	
<b>Rates Examples</b>	Finance	
<b>Rating Boundaries</b>	Finance	

## Policies

Section Heading	Dept Responsible	Completed
<b>Financial Contributions Policy</b>	Finance	
<b>Investment Policy</b>	Finance	
<b>Liability Management Policy</b>	Finance	
<b>Rates Remission and Postponement Policy</b>	Finance	
<b>Revenue and Financing Policy</b>	Finance	
<b>Significance and Engagement Policy</b>	Strategy	

## Strategies

Section Heading	Dept Responsible	Completed
<b>Financial Strategy</b>	Finance	
<b>Infrastructure Strategy</b>	Assets	

# Introduction

## Mayor & Chief Executive Message



**INTRODUCTION**  
**Mayor & Chief Executive Message**

**Tēnā koutou katoa**  
**Greetings all**

It is with great pleasure that we present the Long Term Plan 2025-2034. This plan outlines Council's direction over the next nine years, guiding us to deliver essential services efficiently while **remaining acutely aware of the financial pressures on our community**. We are committed to making our services as **affordable as possible**. Sustained inflationary pressures, incessant legislative changes and increasing costs of maintaining infrastructure are considerable challenges for Council and our district. Through this plan, we want you to understand how we will tackle each challenge head-on and ensure that our district grows sustainably. It will show you that your Council plans on spending ratepayer money responsibly while improving community well-being.

Council has agreed on overall average rates increase of 9.2% for 2025/26, 5.2% for 2026/27, 6.8% for 2027/28 and an average increase 2.8% per annum over the remaining six years of the Long Term Plan. We decided to not borrow any additional funds for smoothing rates increases. This approach will save our ratepayers from the burden of servicing the additional debt which takes away funds from Council's core services.

The overall average increase does not reflect the increase individual ratepayers will see in their rates bill. Your rates depend on where you live, the value of your property and the services you receive.

The last few years brought with them a lot of uncertainty and the future promises the same.

Council will work hard to navigate through these challenging times by keeping our house in order and focusing on the essentials. We will continue to efficiently manage our costs while keeping service levels uncompromised.

New Zealand's local governments are navigating a period of profound change in their operations and service provision. The 'Local Water Done Well' reform mandates a new approach to water services, and while councils have options for delivery, each pathway presents considerable financial implications.

The planned reforms to the resource management systems, changes to the Building Act and a reduction in NZTA funding have significant implications for Council. These unfunded mandates from the Government come at the expense of the ratepayer and local decision making. While we support sensible reform, Waimate District will always stand for localism and continue to advocate for local voices.

Whatever the future brings, it's vital we **continue our conversations and make decisions that truly serve the best interests of our community**. Your Council is committed to delivering on this plan and working alongside you to shape the future of our district and all its potential.

  
Craig Rowley  
Mayor

  
Stuart Duncan  
Chief Executive

Waimate District Council  
Long Term Plan 2025-2034

The Mayor and Chief Executive will begin to formulate ideas for the message section. This is usually completed at the end of the formation of the LTP and the focus is on the key issues that form the consultation with the community and where the budget holders have indicated areas of spend.

## Consultation and Decisions

### Key Issue 1: Managing the Impact on Rates

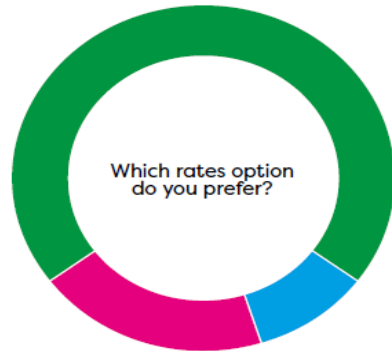
**What was proposed?**

Council proposed three options to manage the impact of rates on the district, each offering a different approach to balancing affordability with overall cost.

**Option 1 (Preferred)**  
Unsmoothed

No additional borrowing or interest costs

70.5%  
43 votes



19.7%  
12 votes  
**Option 2**  
Smoothed over 2 years  
Loan of \$230,000  
\$19,067 of interest costs

9.8%  
6 votes  
**Option 3**  
Smoothed over 5 years  
Loan of \$1,150,000  
\$195,548 of interest costs

**Council's decision: Option 1**

Council's Reason: This is the lowest overall cost to Council to fund this budget and has the highest public support.

Pages 4 through to 9 of the LTP 2025-2034 highlight the key issues that Council consulted the public on with the community. What key issues would you like to think about for the LTP 2027-2037?

Previous key issues from LTP 2025-2034 included:

1. Managing the Impact on Rates
2. Rooding Funding Shortfall
3. Track Funding
4. Fees and Charges
5. Policy Changes - Rates Remission and Postponement Policy
6. Annual Grants
7. Annual Grants - Bushtown

What does the three years from 1 July 2027 look like for the district?  
What do you feel the community would like to discuss with you and make a submission on?

## On the Horizon

### Climate Change

We will address the initiatives that have been implemented to date, including the Climate Change Strategy and notes from Audit New Zealand and the need to disclose our climate change initiatives.

This will include a section in the “On the Horizon” outlining the journey from the last [Long Term Plan 2025-2034](#) and changes that may come from Central Government about the Climate Adaption Bill and possible connections to the Emergency Management Bill.

We intend to ask teams to look at ways of integrating climate resilience action plans from the Climate Change Strategy adopted by Council into their activities and AMPs but think about ways to make them financially neutral.

#### CLIMATE CHANGE INTEGRATION



##### OAG Expectation

The LTP must demonstrate that all activities of Council have been considered through the lens of Climate Resilience

One pager – Council’s Climate Strategy, Demonstrate principles embedded in Council’s activities

Climate Resilience Action Plans will be integrated into strategies and AMPs

- Decision making, principles, and alternative solutions
- Smart choices linked to our core services don’t need to have a financial impact

# Strategic Overview

## What is the Long Term Plan?

**STRATEGIC OVERVIEW**

### What is the Long Term Plan?

The Long Term Plan, or LTP for short, is a detailed planning document prepared every three years by Council which sets out Council's direction for the next 9 years.

It details how we plan to pay for Council's activities and key projects, how we plan to manage all of our assets and infrastructure and how we intend to achieve our vision and community wellbeing. Two other key documents sit alongside and inform the LTP, these are:

- Financial Strategy
- 30-year Infrastructure Strategy

Council is required to prepare a Long Term Plan every 3 years. However, this LTP is a little different from previous years. In 2024, Council was given the option to defer the adoption of an LTP in favour of an enhanced Annual Plan. The decision to defer was chosen due to significant uncertainty surrounding the direction of central government reforms regarding the 3 waters.

To get us back on track, this LTP will only cover a 9 year period instead of the usual 10.

**Long Term Plan**  
Lets you know what the Council is doing and why  
Reviewed every three years

**Community outcomes**  
Knowing the environment in which people live  
Knowing what the community and people want

**The Planning Cycle**

**Annual Plan**  
Lets you know what Council work is going to be paid for each year, and identifies variances from Long Term Plan  
Produced every non-Long Term Plan year

**Annual Report**  
Lets you know if the Council did what it said it would do and at what cost  
Produced yearly

### How does the LTP affect me?

The LTP affects everyone in the Waimate District, not just ratepayers. Whether it's water supply, sewage treatment, rubbish and recycling, roads, footpaths, parks and reserves, the library, building control or animal management – to name just a few, we need to work together to achieve common ground and deliver on what's best for the wider district and the communities that reside within.

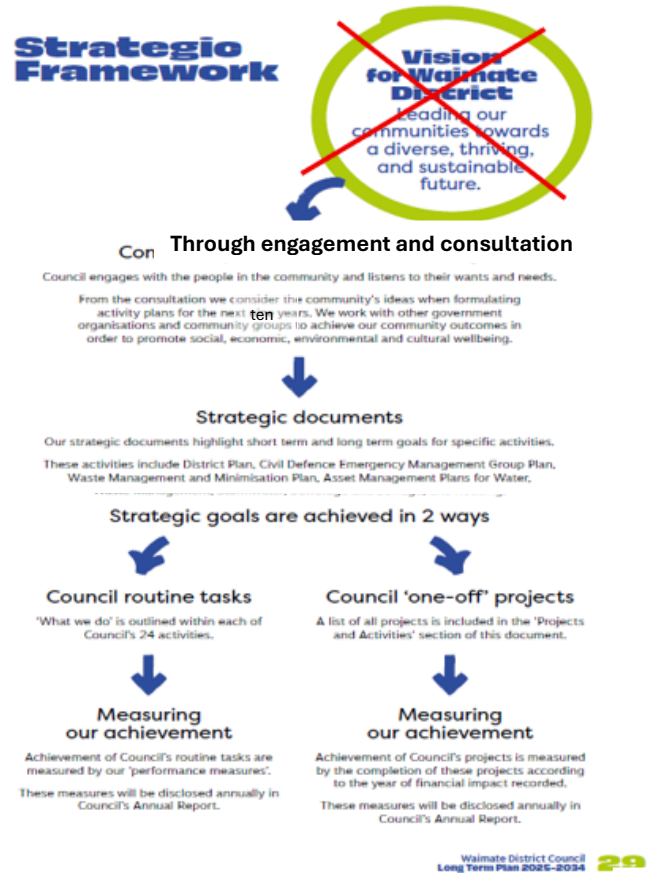
28 Waimate District Council  
Long Term Plan 2025-2034

**1. Does the content of this page from the LTP 2025-2034 need updating?**

You indicated that you would like the two boxes outlined in red to be updated with relevant narrative.

The highlighted box at the bottom needed to bring in the words that explain the changes to come, highlighting inclusive thought.

## Strategic Framework



2. Does the content of this page from the LTP 2025-2034 need updating?

Proposed Vision Statement

***“Delivering essential services that support thriving communities and a sustainable future”***

## Community Outcomes

### Community Outcomes



Community

- A district that promotes infrastructure for economic activity
- A district that encourages development
- A district that actively promotes itself and its businesses



People

- A place where people are safe in their homes, work, and public spaces
- Our services, infrastructure, and environment enhance quality of life
- A resilient and adaptive community in a changing environment



Environment

- A district that is enhanced through sustainable and diverse development
- Our heritage is valued and protected
- We value the natural environment, biodiversity, and landscapes



Infrastructure

- All people are encouraged to participate in our democratic processes
- District assets provide recreation and leisure choice
- We celebrate and support the good things about our community

You indicated the following changes for the headings of the community outcomes to read Community, People, Environment and Infrastructure and for the narrative to be updated.

### Proposed Community Outcomes

Council proposed to change the 4 major outcome categories and tasked staff with either modifying or developing new outcomes that appropriately align with each category. The following outcomes were designed to meet the criteria expressed by Elected Members in that meeting and will be presented for discussion and review at LTP Workshop 2 on 21 April 2026.

1. Community
  - a. A district where people can take part in decisions and have their say
  - b. A district that encourages growth and development
  - c. A district that promotes itself as a great place to live, work, and play
2. People
  - a. A district where people feel safe at home, work, and in public places
  - b. A district that values its culture and heritage
  - c. A district that supports strong and connected communities
3. Environment
  - a. A district that grows in a way that looks after the environment and community
  - b. A district that is resilient and adaptive
  - c. A district that values its natural environment, biodiversity, and landscapes
4. Infrastructure
  - a. A district that supports its communities by building resilient, cost-effective infrastructure
  - b. A district that provides reliable and well-maintained services and facilities that enrich the lives of its communities
  - c. A district that provides safe and dependable core services

## Wellbeing Assessment Indicators

### Wellbeing Assessment Indicators



#### Economic

Looks at whether the economy can generate the employment and wealth necessary to provide many of the requirements that make for social wellbeing, such as health, financial security, and equity of opportunity

- Gross domestic product (GDP) per capita
- Major road traffic accidents
- Number of building consents issued
- Dollar figure spent by visitors in the district
- Export growth (Annual % Change)



#### Social

Involves individuals, their families, whānau, hapu, iwi, and a range of communities being able to set goals and achieve them, such as education, health, strength of community networks, financial and personal security, equity of opportunity, and rights and freedoms.

- Percentage of school leavers by NCEA Level 1
- Unemployment Rate
- Mean household income
- Housing affordability (Home Value to Income Ratio)
- Housing Affordability (Mortgage payment proportion of income)
- Rent Affordability (Rent to Income Proportion)
- Crime rate (victimisation of unlawful entry with intent/burglary)



#### Environmental

Considers whether the natural environment can sustainably support the activities that constitute healthy community life, such as air quality, fresh water, uncontaminated land, and control of pollutants.

- Water quality of monitored lakes, rivers, and swimming spots
- Number of drinking water supplies that comply with water standards
- Litter waste - kilograms per capita
- Rate of transition of WDC-owned vehicles to hybrid/electric engines
- Estimated Council Co2 Emissions



#### Cultural

Looks at the shared beliefs, values, customs, behaviours and identities reflected through language, stories, visual and performing arts, ceremonies and heritage that make up our communities

- Percentage of Te Reo Maori speakers
- Ethnic diversity
- Number of creative and cultural activities receiving grants administered by Council
- Library Membership (Active)

4. We need to wait for guidance and the outcome of the LG Systems Improvements Bill from Central Government.
  - Do we need to think about any of these outcomes that are valuable to the Waimate Community and integrate them into the Community Outcomes?

Legislative change seeks to remove the requirement for councils to focus on the four well-beings (social, economic, environmental and cultural) and instead refocus on core services and infrastructure.

Please make some notes of any changes you would like to make to this section or incorporate into Community Outcomes.

*Note: The passage of the systems improvement bill may change this section. (Second reading expected late March 2026).*

## Service Performance

# Service Performance

Summary

An important function of the Long Term Plan is for Council to set the key performance indicators that will track the impact of the proposed projects and activities over the next two years. This tracking is done through a system of performance measures that cover all of Council's activities. These measures help us to ensure that we are delivering our services in an effective and cost-efficient manner. We track and report on these measures every year in our Annual Report for transparency and accountability. There are generally two types of performance measures, local authority measures and mandatory measures.

### Local Authority Measures

These are measures that Council has developed to both judge how well a service is being delivered and set aspirational goals for service improvement. They help us to identify whether our projects are producing the positive outcomes we intended or if we need to re-evaluate our approach in the next Long Term Plan. The Mayor and Elected Members shape and develop these targets every three years to meet the unique and changing needs of our district. The measures included in this LTP will be reviewed in only two years due to the deferral of the LTP 2024.

### Mandatory Measures

These are measures that central government agencies require Council to report on. They typically establish a measurable standard for safety in the delivery of critically important services. These standards include things like road safety measures, drinking water compliance, flood protection, and animal control enforcement. Reporting this data helps central government agencies identify common trends and hold local authorities accountable in providing key services.

## Performance Measures and Targets

### Reviewing our Performance Measures

As a part of developing the Long Term Plan 2025-2034, Council reviews its performance against the targets set out in the previous Long Term Plan 2021-2031 adopted four years ago. In most cases, we meet our expectations, but there are times when we do not. This review allows us to assess Council's performance, refine our processes, and remain accountable for the decisions made over the past four years.

Through this process, we determine whether certain performance measures remain relevant and meaningful. Measures that no longer provide useful insights may be removed, while new measures may be introduced to better reflect our priorities and responsibilities. In some cases, we also have mandatory measures that are set by regulatory agencies, which can change over time and must be incorporated into our reporting. These mandatory measures are indicated by a (M) in the measure's description.

Once the measures are reviewed, we re-evaluate the targets for each one and consider them through several factors. If a target was not met, we examine the reasons behind it, including external challenges, operational decisions, or changing circumstances. If a target was exceeded, we assess whether it was set too conservatively or if previous changes from the last Long Term Plan have performed beyond our expectations. Additionally, we must take into account how we expect planned changes could impact our ability to meet targets in the future.

Our targets are also influenced by the financial framework of the Long Term Plan. Our plan has been guided by a maintenance directive that has produced a fiscally conservative approach, with most spending focused on maintaining existing levels of service rather than expanding

them. While improvements may occur in areas where they are required or deemed financially responsible, many performance targets remain unchanged over the nine-year plan.

Some of our targets are informed by our biennial community survey, which provides direct feedback on how residents perceive Council's services. These measures help ensure our goals remain aligned with community expectations. The new targets we have proposed for these measures are set in direct relation to the results we receive from our survey. In addition to local feedback, we also benchmark our results against councils across the country. This allows us to identify national trends in community satisfaction and compare our performance with similar councils. By analysing both local and national data, we can set more accurate and meaningful targets that balance both our community's priorities and Council's intended services.

### Service Performance continued.....

There are three types of performance measures, Residents Survey, Mandatory and Local Authority Measures (those set by staff and governance). We need to keep all the Residents Survey measures, but we can tweak the %. We need to keep the Mandatory measures and keep the %. We can add or delete any of the Local Authority Measures, these are the ones that Council can “measure what matters” and are reported back on a quarterly basis.

The Long Term Plan 2027-2037 will not include any performance measures for Water. The newly formed Water Committee will need to work with the team to produce any mandatory performance measures and any further internal measures that the Water Committee feel would be relevant to tracking how certain activities or projects are going.

There will be a deeper dive into performance measures in LTP Workshop 2 on Tuesday 21 April 2026. Before then, take some time to review the measures that you can set. You have a copy of the performance measure tables that have been sent out to the various departments.

We will continue to track Waste Management, Roading and Footpaths, District Planning and Regulatory, Organisation and Governance, Community Services and Community Facilities.

Example from the booklet below. Anything in pink or red writing in the performance measures columns cannot be change. All others can.

WDC Performance Measure Reporting Review - Long Term Plan 2027 - 2037							
Community Facilities							
Performance Measure	Previous Target LTP 2025-2034	2024/25 Result	2025/26 Q1 Result July - Sept	2025/26 Q2 Result Oct - Dec	Proposed Target for LTP 2027-2037	Manager Comments	Target Recommendation
<b>Provide high quality community facilities that meet the expectations of the community</b>							
Resident Survey - Resident satisfaction with public toilets	≥ 70%	78%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ x%		Hold Target
Resident Survey - User satisfaction with camping facilities	≥ 80%	76%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ x%		Hold Target
Resident Survey - Resident satisfaction with cemetery facilities and services	≥ 80%	84%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ x%		Hold Target
Resident Survey - Resident satisfaction with parks and public spaces	≥ 80%	87%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ x%		Hold Target
Resident Survey - User satisfaction with swimming pool facilities	≥ 73%	77%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ x%		Hold Target
Resident Survey - User satisfaction with Event Centre facilities	≥ 75%	75%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ x%		Hold Target
<b>Provide safe community facilities for the community and visitors</b>							
Community facilities meet legislative safety requirements (Local Government Centre, Library, Regent Theatre, Event Centre)	Building Warrant of Fitness (WOF), Fire Regulations and Licence requirements are current	Yes	Yes	Yes	Building Warrant of Fitness (WOF), Fire Regulations and Licence requirements are current		Hold Target
All Council playgrounds are inspected by an external agency	1 inspection every two years	N/A	No	no	1 inspection every two years		Team to explain/suggest alternative measure or target
Maintain Pool Safe accreditation	Accreditation maintained	Yes	Yes	Yes	Accreditation maintained		Hold Target
<b>Community housing units are tenanted and well managed</b>							
Occupancy rate of 27 community housing units	90% or greater occupancy	99.50%	92.20%	99.85%	90% or greater occupancy		Hold Target suggest alternative measure or target

- (2) A local authority, in exercising its responsibility to make judgments about the manner in which subsection (1) is to be complied with, must have regard to—
- (a) the role of the local authority, as set out in section 11; and
  - (b) such other matters as the local authority considers on reasonable grounds to be relevant to those judgments.

*Consultation*

**82 Principles of consultation**

- (1) Consultation that a local authority undertakes in relation to any decision or other matter must be undertaken, subject to subsections (3) to (5), in accordance with the following principles:
- (a) that persons who will or may be affected by, or have an interest in, the decision or matter should be provided by the local authority with reasonable access to relevant information in a manner and format that is appropriate to the preferences and needs of those persons:
  - (b) that persons who will or may be affected by, or have an interest in, the decision or matter should be encouraged by the local authority to present their views to the local authority:
  - (c) that persons who are invited or encouraged to present their views to the local authority should be given clear information by the local authority concerning the purpose of the consultation and the scope of the decisions to be taken following the consideration of views presented:
  - (d) that persons who wish to have their views on the decision or matter considered by the local authority should be provided by the local authority with a reasonable opportunity to present those views to the local authority in a manner and format that is appropriate to the preferences and needs of those persons:
  - (e) that the views presented to the local authority should be received by the local authority with an open mind and should be given by the local authority, in making a decision, due consideration:
  - (f) that persons who present views to the local authority should have access to a clear record or description of relevant decisions made by the local authority and explanatory material relating to the decisions, which may include, for example, reports relating to the matter that were considered before the decisions were made.
- (2) A local authority must ensure that it has in place processes for consulting with Māori in accordance with subsection (1).
- (3) The principles set out in subsection (1) are, subject to subsections (4) and (5), to be observed by a local authority in such manner as the local authority considers, in its discretion, to be appropriate in any particular instance.

Version as at  
15 January 2026

Local Government Act 2002

Part 6 s 82A

- (4) A local authority must, in exercising its discretion under subsection (3), have regard to—
- (a) the requirements of section 78; and
  - (b) the extent to which the current views and preferences of persons who will or may be affected by, or have an interest in, the decision or matter are known to the local authority; and
  - (c) the nature and significance of the decision or matter, including its likely impact from the perspective of the persons who will or may be affected by, or have an interest in, the decision or matter; and
  - (d) the provisions of Part 1 of the Local Government Official Information and Meetings Act 1987 (which Part, among other things, sets out the circumstances in which there is good reason for withholding local authority information); and
  - (e) the costs and benefits of any consultation process or procedure.
- (5) Where a local authority is authorised or required by this Act or any other enactment to undertake consultation in relation to any decision or matter and the procedure in respect of that consultation is prescribed by this Act or any other enactment, such of the provisions of the principles set out in subsection (1) as are inconsistent with specific requirements of the procedure so prescribed are not to be observed by the local authority in respect of that consultation.

Section 82(1)(f): replaced, on 8 August 2014, by section 23 of the Local Government Act 2002 Amendment Act 2014 (2014 No 55).

**82A Information requirements for consultation required under this Act**

- (1) This section applies if this Act requires a local authority to consult in accordance with, or using a process or a manner that gives effect to, the requirements of section 82.
- (2) The local authority must, for the purposes of section 82(1)(a) and (c), make the following publicly available:
  - (a) the proposal and the reasons for the proposal; and
  - (b) an analysis of the reasonably practicable options, including the proposal, identified under section 77(1); and
  - (c) if a plan or policy or similar document is proposed to be adopted, a draft of the proposed plan, policy, or other document; and
  - (d) if a plan or policy or similar document is proposed to be amended, details of the proposed changes to the plan, policy, or other document.
- (3) In the case of consultation on an annual plan under section 95(2), instead of complying with subsection (2), the local authority must prepare and adopt a consultation document that complies with section 95A.
- (4) Nothing in this section applies where the special consultative procedure under section 83 is required to be used.

107

- (5) Nothing in this section limits the application of section 82.

Section 82A: inserted, on 8 August 2014, by section 24 of the Local Government Act 2002 Amendment Act 2014 (2014 No 55).

### 83 Special consultative procedure

- (1) Where this Act or any other enactment requires a local authority to use or adopt the special consultative procedure, that local authority must—
- (a) prepare and adopt—
    - (i) a statement of proposal; and
    - (ii) if the local authority considers on reasonable grounds that it is necessary to enable public understanding of the proposal, a summary of the information contained in the statement of proposal (which summary must comply with section 83AA); and
  - (b) ensure that the following is publicly available:
    - (i) the statement of proposal; and
    - (ii) a description of how the local authority will provide persons interested in the proposal with an opportunity to present their views to the local authority in accordance with section 82(1)(d); and
    - (iii) a statement of the period within which views on the proposal may be provided to the local authority (the period being not less than 1 month from the date the statement is issued); and
  - (c) make the summary of the information contained in the statement of proposal prepared in accordance with paragraph (a)(ii) (or the statement of proposal, if a summary is not prepared) as widely available as is reasonably practicable as a basis for consultation; and
  - (d) provide an opportunity for persons to present their views to the local authority in a manner that enables spoken (or New Zealand sign language) interaction between the person and the local authority, or any representatives to whom an appropriate delegation has been made in accordance with Schedule 7; and
  - (e) ensure that any person who wishes to present his or her views to the local authority or its representatives as described in paragraph (d)—
    - (i) is given a reasonable opportunity to do so; and
    - (ii) is informed about how and when he or she may take up that opportunity.
- (2) For the purpose of, but without limiting, subsection (1)(d), a local authority may allow any person to present his or her views to the local authority by way of audio link or audiovisual link.
- (3) This section does not prevent a local authority from requesting or considering, before making a decision, comment or advice from an officer of the local

Version as at  
15 January 2026

Local Government Act 2002

Part 6 s 83B

authority or any other person in respect of the proposal or any views on the proposal, or both.

Section 83: replaced, on 8 August 2014, by section 25 of the Local Government Act 2002 Amendment Act 2014 (2014 No 55).

#### **83AA Summary of information**

A summary of the information contained in a statement of proposal must—

- (a) be a fair representation of the major matters in the statement of proposal; and
- (b) be in a form determined by the local authority; and
- (c) indicate where the statement of proposal is available; and
- (d) state the period within which persons interested in the proposal may present their views to the local authority.

Section 83AA: inserted, on 8 August 2014, by section 25 of the Local Government Act 2002 Amendment Act 2014 (2014 No 55).

#### **83A Combined or concurrent consultation**

- (1) Where this Act or any other enactment requires a local authority to use or adopt the special consultative procedure in relation to any decision or matter, it may (but is not required to) carry out the consultation at the same time as, or combined with, any other special consultative procedure that it is required to carry out under this or any other enactment.
- (2) This section—
  - (a) applies except to the extent that this Act or any other enactment expressly provides otherwise; and
  - (b) is for the avoidance of doubt.

Section 83A: inserted, on 7 July 2004, by section 10 of the Local Government Act 2002 Amendment Act 2004 (2004 No 63).

#### **83B Interpretation**

*[Repealed]*

Section 83B: repealed, on the close of 30 September 2023, by section 83B(2).

#### **83C Use of special consultative procedure during recovery from severe weather events**

*[Repealed]*

Section 83C: repealed, on the close of 30 September 2023, by section 83C(4).

#### **83B Use of special consultative procedure during outbreak of COVID-19**

*[Repealed]*

Section 83B: repealed, on 1 October 2020, by section 83D.

## Proposed Vision Statement

“Delivering essential services that support thriving communities and a sustainable future.”

## Proposed Community Outcomes

Council proposed to change the 4 major outcome categories and tasked staff with either modifying or developing new outcomes that appropriately align with each category. The following outcomes were designed to meet the criteria expressed by Elected Members in that meeting and will be presented for discussion and review at LTP Workshop 2 on 21 April 2026.

1. Community
  - a. A district where people can take part in decisions and have their say
  - b. A district that encourages growth and development
  - c. A district that promotes itself as a great place to live, work, and play
2. People
  - a. A district where people feel safe at home, work, and in public places
  - b. A district that values its culture and heritage
  - c. A district that supports strong and connected communities
3. Environment
  - a. A district that grows in a way that looks after the environment and community
  - b. A district that is resilient and adaptive
  - c. A district that values its natural environment, biodiversity, and landscapes
4. Infrastructure
  - a. A district that supports its communities by building resilient, cost-effective infrastructure
  - b. A district that provides reliable and well-maintained services and facilities that enrich the lives of its communities
  - c. A district that provides safe and dependable core services

Table 3-3: Significant Forecasting Assumptions 2025 – 2034

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
<b>POPULATION CHANGE</b>						
The Waimate District population will observe a gradual increase by 4.7% between 2023-2033. It is assumed that this increase will generate a relative impact on population-related metrics, such as the quantity of rateable properties.	Rationale Ltd.	Population growth either significantly exceeds that of the projected percentage or is significantly below the projected percentage.	Low	If population accelerates significantly above the given assumption, existing infrastructure may not be suitable to cope with the extra demand.	Council will monitor population measures provided for the district, and will respond to significant variations to assumptions, where possible.	All activity groups
<b>DEMOGRAPHIC CHANGES</b>						
Between 2020-2030, the district's population retains its comparatively high mean age, while observing a gradual and mild reduction in the mean age level, with the age group of 45-49 years likely to be the most frequent by 2030.	Rationale Ltd.	The demographic make-up of the Waimate District changes significantly.	Low	If the district's demographic changes significantly from the predicted range, the existing infrastructure and services may not meet the needs of the relevant demographic classes.	Council will monitor demographic measures provided for the district and respond to significant variations to assumptions, where possible.	All activity groups
<b>OIL PRICE</b>						
Oil prices are increasingly volatile and more likely to be influenced by global political and economic events. Prices are unlikely to reliably stabilise for any extended length of time.	WDC	There is a risk that fuel demand will be different to that assumed, and that significant changes in market price occur with greater frequency and/or greater severity.	Moderate	Increased fuel costs would have a particular impact on the costs of road maintenance, renewal, and improvement. This may affect Council's ability to carry out planned work without additional funding. It may also increase demand for alternative methods of transport.	Council will monitor the impact of fuel price on spending and aim to optimise spending.	All activity groups

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
<b>CLIMATE CHANGE</b>						
Changes in our climate are projected to continue into the future. Projections indicate that Canterbury should expect warmer temperatures, an increasing number of hot days, and wider temperature ranges. The frequency of extreme weather events is projected to increase along with associated costs to economic, community wellbeing and environmental sustainability as a result.	WDC  Ministry for the Environment  National Institute of Water and Atmospheric Research  Environment Canterbury	Environmental changes may accelerate at a rate higher than predicted, and/or the socio-economic consequences of adaptation measures may exceed the anticipated range.	Moderate	If environmental changes were to accelerate, Council's infrastructure assets would be significantly impacted. This would result in further modifications or more regular repairs to relevant assets.	Council is currently undertaking the development of a climate resilience strategy aimed at consistent monitoring, active mitigation, and pre-emptive adaptation efforts. This strategy is being built on the foundation of extensive engagement, education, and feedback to address the unique challenges faced by Waimate. This engagement includes seven community workshops based on key economic, social, environmental, and cultural activities relevant to Waimate's future.	All activity groups
<b>EMISSIONS TRADING SCHEME (ETS)</b>						
The Emissions Trading Scheme (ETS) and the price of New Zealand Units (NZU) will remain relatively stable in response to changes in legislation that affect price certainty and unit limits.	Ministry for the Environment	There is a risk of legislative change, which could result in costs being higher or lower than assumed.	Low	Should the impact of the scheme exceed significantly from the given assumption, budget for additional cost may need to be considered.	Council will monitor the development of relevant legislation and review the impact of any significant changes in the Annual Plan.	Investments and Finance

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
<b>NEW ZEALAND TRANSPORT AGENCY (NZTA) WAKA KOTAHI REVENUE</b>						
<p>Roading expenditure comprises a significant portion of Waimate District Council's total expenditure, therefore using a significant portion of Council's overall rate take. The majority of Council's expenditure on the district's roads is eligible to attract an assistance rate from the Waka Kotahi New Zealand Transport Agency (NZTA). The funding assistance rate received by Council for qualifying roading expenditure for maintenance and improvement projects is set at 68% for 2024-27.* It is further assumed that this funding assistance rate will remain unchanged over the life of the Long Term Plan as there is no indication that NZTA will modify the criteria used to establish these rates.</p> <p>Council also assumes that funding priorities indicated in Government Policy Statements on Land Transport will remain consistent through future bids during the life of the plan.</p>	Waka Kotahi NZTA	The subsidy rate may be subject to change, along with any variation in criteria for inclusion in subsidized works programmes.	Moderate	Changes to the funding priorities of NZTA remain outside Council control. Minor variations would impact significantly on forecasted financials.	Any impact of changes to the NZTA funding assistance rate will be applied to the relevant Annual Plan.	Roading and Footpaths
*Normal funding assistance rates   Waka Kotahi NZ Transport Agency ( <a href="https://nzta.govt.nz">nzta.govt.nz</a> )						
<b>EMERGENCY EVENT</b>						
<p>Disruptive or destructive emergency events such as earthquakes, extreme weather events, and pandemics may occur to damage, disable, or destroy community infrastructure (for example, district roads, bridges, water supplies, among others), or community activities. It is further assumed that the cost of correcting such damage is met either by Council or its insurance providers, or by possible special government grants.</p>	<p>WDC</p> <p>NEMA National Emergency Management Advisor</p> <p>Ministry for Environment</p>	<p>Inability to recover or continue business following a major event.</p> <p>Inability to provide intended level of service to affected areas.</p>	Moderate	<p>If a major emergency event did occur, Council have some insurance for its infrastructure, and assistance would be offered from Central Government.</p> <p>To pay for additional emergency work not covered by the above, Council would increase internal/external borrowings.</p>	Council undertakes business continuity plans for its own operation and coordinates Civil Defence planning for the district. In doing so, Council attempts to prepare itself and the district for such events.	All activity groups
<b>LEGISLATION CHANGES</b>						

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
Council's operations are guided by central government legislation and policy directives that set the framework for decision making and service delivery. Council operates under the assumption that while minor legislative changes and evolving policy guidance are expected, major changes that could significantly alter Council operations are infrequent. When such changes do occur, they are typically communicated well in advance, allowing time for necessary adjustments.	Central Government  Taituarā	That major legislative changes are introduced on short notice or due to an unforeseen event that would require Council to alter its existing business operations.	Low	Council would need to implement changes at a pace faster than anticipated. Accelerated timeframes would likely result in increased costs of implementation.	Council maintains consistent communication with central government, regulatory bodies, and local government support organisations to ensure that proposed changes that may impact Council operations are identified and anticipated at the earliest stage.	All activity groups
<b>NEW ZEALAND WATER SERVICE DELIVERY</b>						
Delivery of 3 waters assets and infrastructure (water, sewer, and stormwater) remain under Council ownership for the life of the plan.	WDC  Central Government	Legislation changes under urgency in Parliament that must be implemented immediately.	High*	Changes are required to be implemented more quickly than anticipated.	Council closely monitors any and all developments and responds accordingly.	Rural Water Supply, Urban Water Supply, Sewer, Stormwater
* While the uncertainty of this assumption is high, the potential impacts of this uncertainty on financial estimates cannot yet be determined until further information becomes available through the production of a water service delivery plan. The development of a Water Services Delivery Plan and its submission to DIA may provide additional clarity; however, aspects of this uncertainty regarding implementation are likely to continue into the development of the LTP 2027-2037.						

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
<b>RESOURCE CONSENTS</b>						
The conditions of resource consents held by Council may be changed, and that Council will obtain the necessary resource consents for planned projects.	WDC	There is a risk that resource consent conditions are altered significantly.	Moderate	Advanced warning of likely changes is expected. The financial effect of any change to resource consent requirements would depend on the change.	Council will monitor the development of relevant standards and review the impact of any significant changes.	Roading and Footpaths, Sewerage, Stormwater, Waste Management, Urban Water Supply, Rural Water Supply
<b>WATER SCHEMES VIABILITY</b>						
Elevated pricing for rural water schemes, and particularly the stock water element, may result in the relinquishment of water allocations. Sourcing of stock water from existing irrigation schemes may mean that pricing within individual supplies increases as a result.	WDC	Increased cost associated with water allocations under existing and proposed service delivery models	Moderate	No new irrigation schemes are currently planned within the district and the existing command areas only cover a small proportion of the overall footprint of the Waimate District Council Rural Water Supplies.	Council will monitor sold volumes (allocations) and review charging structures if necessary to mitigate the overall risk for the district.  Council is actively engaging with central government to mitigate the impact of this risk.	Rural Water Supply
<b>USEFUL LIVES OF SIGNIFICANT ASSETS AND DEPRECIATION</b>						
The useful lives of significant assets are based on the useful lives as identified in the Statement of Accounting Policies. It is assumed that these useful lives are retained for the nine year period covered by this Long Term Plan. In practice useful lives are re-assessed at a minimum of every three years in line with asset revaluations.	New Zealand Asset Management Support  WDC asset revaluations	There is a risk that assets will wear out more quickly than forecasted and require replacement earlier than planned	Moderate	If assets require replacement earlier than first considered, capital expenditure projects may need to be brought forward.	Regular review of the useful life of each asset category reduces the risk of significant inaccuracies.	Roading and Footpaths, Rural Water Supply, Urban Water Supply

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
<b>REVALUATION OF NON-CURRENT ASSETS</b>						
Council conducts asset revaluations every three years. The Long Term Plan assumes the following percentage increases to book value, for each of the following class of assets: Land: +10% Buildings: +15% Utilities (Water Schemes, wastewater, stormwater, Sanitation): +8% Roading: +6%	WDC	Revaluations will somewhat differ from those projected carrying values of the assets and depreciation expense.	Moderate	Variation in values is expected to be low unless the valuation methodology changes.	Regular revaluation of non-current assets reduces the risk of significant valuation shifts.	Roading and Footpaths, Rural Water Supply, Urban Water Supply, Sewerage, Property
<b>FUNDS FOR FUTURE REPLACEMENT OF SIGNIFICANT ASSETS</b>						
In general, councils have some flexibility in the policies they may set with regard to sources of funds for the future replacement of significant assets. Council's flexibility centers on whether we should collect depreciation monies from ratepayers during the lifetime of the asset to build up a reserve that can fund the replacement of the asset when it comes to the end of its useful life, or when the asset comes to the end of its useful life which would compel Council to rely on borrowed money to replace it. Council considers that the most sensible approach is to collect depreciation during the life of an asset, therefore having reserve funds on hand at the time replacement is needed. See Council's 'Revenue and Financing Policy' and the 'Financial Strategy'.	WDC	Sufficient funds may not be available to pay for planned asset replacement.	Low	Funds may need to be borrowed or rated for, which may be a burden to either the Council or ratepayers in the future.	Council develops Asset Management Plans that determine the timing of asset replacements. Council uses these to forecast and prepare for future funding requirements.	Property, Roading and Footpaths, Rural Water Supply, Urban Water Supply, Sewerage

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
<b>RETURN ON INVESTMENT- ALPINE ENERGY</b>						
Alpine Energy's FY2025-2027 Statement of Corporate Intent includes a Dividend Policy whereby the Directors are not indicating any dividends to shareholders for the 3 years of the SCI. It is therefore assumed that the company will not provide a return to shareholders for the duration of the 2025-34 Long-Term Plan.	WDC  Alpine Energy	There is a risk that returns on investments will be higher than forecasted.	Low	Should dividends be received, Council finances will be more favourable than anticipated to the extent of that dividend. This unanticipated income would contribute to the activity reserve balance and may result in positive cash-flow enabling consideration of higher levels of service	No management of this risk is required as any variation will be favourable to Council.	Investments and Finance
<b>FORESTRY ASSETS VALUES</b>						
It is assumed that the forestry asset values will increase annually over a rotation cycle of 30 years.	WDC Laurie Forestry Limited	The value of forestry assets may sharply increase or decrease.	Low	A change in the value of the forestry asset will change Council's financial performance in the year of change occurring. However, it will not have a direct impact on the level of rates or expenditure.	Annual revaluation of forestry reduces the risk of significant valuation shifts.	Investments and Finance

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
<b>CAPITAL DELIVERY</b>						
Council plan to deliver 100% of all capital projects over the life of the Long-Term Plan. The financial model was developed based on this assumption.	WDC	<p>There is a risk that improved levels of service in the Water Supply area will be delayed.</p> <p>There is a risk that the capital projects will not be completed in any given year and carried over to subsequent years.</p>	Moderate	<p>Variation to planned improved levels of service for the Water Supply area, where any delay in projects relating to Drinking Water Standards New Zealand compliance will result in maintaining current levels of service.</p> <p>If projects are not completed on time, or are deferred, there may be reduced operational costs and depreciation expense impacts.</p> <p>There could also be an increase in required budget to complete the project if delayed.</p>	<p>Council is aware of material sourcing and has addressed this issue by sourcing materials early and maintaining stock levels. Procurement is now completed through the Government Electronic Tenders System (GETS), notifying the wider contracting / consulting market of upcoming projects. In anticipation of a large capital programme in Year 1 (2026), a portion of these projects are likely to be tendered by 30 June 2025, or very early in the 2025/26 financial year. Due to the nature of the rates smoothing profile for the Water Supply activity, any delay in project completion will have no effect on the funding and rates required as planned.</p>	Water Supply & all other activities

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
<b>RETURN ON INVESTMENTS - OTHER</b>						
It is assumed that Council's cash investments will generate returns from 2.38% - 3.77% based on the current economic climate. It is further assumed that the returns from Council's forestry investments for the duration of the Long Term Plan will be reflective of market conditions present at the time of preparation of this document.	Bancorp  Laurie Forestry Limited  WDC	Returns on investments will be higher or lower than forecasted.	Moderate	Higher interest rates received on cash investments or increased investment income could result in positive cash-flow enabling consideration of higher levels of service or reduced expenditure. Council does not heavily rely on interest revenue for running its operations, therefore the impact of lower investment returns on delivery of Council services would be minimal. Similarly, Council does not use its forestry investment returns to fund other Council operations or activities.	Council will manage its external investments to optimise returns (as described in the Council's Investment Policy).  Council will monitor the forestry market's conditions and review the impact of any significant change in forecasted returns through each subsequent Annual Plan process.	Investments and Finance

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY																																																							
<b>INFLATION</b>																																																													
<p>Council, along with many other New Zealand Councils, calculates and applies inflation factors to its Long-Term Plan budget forecast, using predictions of future inflation levels from New Zealand Business and Economic Research Ltd (BERL).</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Roading</th> <th>3 Waters</th> <th>Other Operational Expenditure</th> <th>Capital Expenditure</th> </tr> <tr> <th></th> <th>%</th> <th>%</th> <th>%</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>June 2026</td> <td>3.0</td> <td>2.5</td> <td>3.2</td> <td>3.4</td> </tr> <tr> <td>June 2027</td> <td>3.1</td> <td>2.8</td> <td>3.2</td> <td>3.3</td> </tr> <tr> <td>June 2028</td> <td>3.0</td> <td>2.5</td> <td>3.0</td> <td>3.2</td> </tr> <tr> <td>June 2029</td> <td>2.7</td> <td>2.1</td> <td>2.7</td> <td>2.9</td> </tr> <tr> <td>June 2030</td> <td>2.6</td> <td>2.0</td> <td>2.6</td> <td>2.8</td> </tr> <tr> <td>June 2031</td> <td>2.5</td> <td>2.0</td> <td>2.4</td> <td>2.5</td> </tr> <tr> <td>June 2032</td> <td>2.4</td> <td>2.0</td> <td>2.3</td> <td>2.4</td> </tr> <tr> <td>June 2033</td> <td>2.4</td> <td>2.0</td> <td>2.2</td> <td>2.2</td> </tr> <tr> <td>June 2034</td> <td>2.2</td> <td>2.0</td> <td>2.1</td> <td>2.1</td> </tr> </tbody> </table>	Year	Roading	3 Waters	Other Operational Expenditure	Capital Expenditure		%	%	%	%	June 2026	3.0	2.5	3.2	3.4	June 2027	3.1	2.8	3.2	3.3	June 2028	3.0	2.5	3.0	3.2	June 2029	2.7	2.1	2.7	2.9	June 2030	2.6	2.0	2.6	2.8	June 2031	2.5	2.0	2.4	2.5	June 2032	2.4	2.0	2.3	2.4	June 2033	2.4	2.0	2.2	2.2	June 2034	2.2	2.0	2.1	2.1	Business and Economic Research Ltd.	Inflation will be higher or lower than anticipated.	Moderate	A difference between the inflation rates experienced and those assumed will change the cost base of Council, and therefore impact funding requirements.	<p>Council has endorsed the rates produced by BERL as the most appropriate basis for accounting for the impact of inflation and preparing the Long Term Plan.</p> <p>In the event of significant changes to the underlying costs supporting work in the activity areas, mitigation planning will feature in the Annual Plan, Activity areas, mitigation planning will feature in the Annual Plan.</p>	All activity groups
Year	Roading	3 Waters	Other Operational Expenditure	Capital Expenditure																																																									
	%	%	%	%																																																									
June 2026	3.0	2.5	3.2	3.4																																																									
June 2027	3.1	2.8	3.2	3.3																																																									
June 2028	3.0	2.5	3.0	3.2																																																									
June 2029	2.7	2.1	2.7	2.9																																																									
June 2030	2.6	2.0	2.6	2.8																																																									
June 2031	2.5	2.0	2.4	2.5																																																									
June 2032	2.4	2.0	2.3	2.4																																																									
June 2033	2.4	2.0	2.2	2.2																																																									
June 2034	2.2	2.0	2.1	2.1																																																									
<b>BORROWING COSTS</b>																																																													
<p>Interest costs are estimated to range between 3.09% - 5.24% This refers to the expected external cost of debt facilities where costs are not known and are required to be projected. Loan repayments are forecast to be repaid on the last day of the financial year, therefore interest is incurred for the full year.</p>	WDC Bancorp Local Government Funding Agency	Interest rates will differ significantly from those estimated.	Moderate	If borrowing costs are greater than those assumed, Council may need to increase its rates or reduce its expenditure. Conversely, lower costs may mean rates required to fund Council operations are lower than they would otherwise have been.	Council will monitor its applicable interest rates and adjust through the Annual Plan process to reflect a level best aligned to its actual anticipated external borrowing rate, utilizing the advice of its Treasury Advisors.	Investment and Finance																																																							

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT OF VARIATION	MANAGEMENT OF RISK	ACTIVITY
<b>UNIDENTIFIED LIABILITIES</b>						
It is assumed that Council does not have any unidentified liabilities.	WDC	There is a risk of an unexpected liability occurring. For example, a claim against Council.	Low	If an unidentified liability arises it may increase Council's expenditure. This risk is mitigated by the Council's Risk Management and Insurance Policies.	Regular review of liabilities reduces against the risk of items being unidentified.	All activity groups

Remaining useful lives are discussed in greater detail within the associated asset management plans where the financial impacts associated with the predictive modelling of asset renewal are indicated. Deviation from the predictive model is discussed in terms of asset performance, criticality, renewal, smoothing, and risk (see Lifecycle Management Plans, Water, Wastewater, Stormwater, and Roading AMP's).

WDC Performance Measure Reporting Review - Long Term Plan 2027 - 2037															
Waste Management															
Performance Measure	Target (Year 1 LTP 2025-2034)	2024/25 Result	Current Result as at Q2 2025/26	Proposed Target for LTP 2027-2037	Manager Comments	Target Recommendation	Benchmarked National Average (2025)								
<b>Convenient and accessible waste management services</b>															
Resident Survey - Residents receiving the service are satisfied with waste management services	≥ 77%	75%	N/A	≥ X%		Keep target at 77%	65%								
Receptacles for kerbside recycling and refuse collection are picked up as per service contract	≤20 receptacles per collection day deemed as missed collections	N/A	0.18 missed collections per collection day 0.69 missed collections per collection week	≤X receptacles per collection day deemed as missed collections		Maintain existing target									
<b>Council manages the waste management services wisely</b>															
Compliance with resource consent conditions	Full compliance	Not compliant	Not compliant	Full compliance		Team to explain/suggest alternative measure or target									
Reduction in waste generation – Total kerbside material	≤ 431kg per capita	N/A	86.96 kg per capita	≤ Xkg per capita		Measure appropriate									
Reduction in material for final disposal – Kerbside refuse collection	≤112kg per capita	N/A	22.66 kg per capita	≤Xkg per capita		Measure appropriate									
Reduction of biogenic methane emissions - % total organics in kerbside rubbish collection	≤40%	N/A	61%	≤X%		Measure appropriate									
<b>Public information and programmes promote waste minimisation and appropriate sorting of waste</b>															
<table border="1"> <thead> <tr> <th>Question</th> <th>Change (2023-2025)</th> </tr> </thead> <tbody> <tr> <td>Waste management services - Council's recycling services</td> <td>-7%</td> </tr> <tr> <td>Overall waste management</td> <td>-2%</td> </tr> <tr> <td>Waste management services - Regular rubbish collection se</td> <td>0%</td> </tr> </tbody> </table>		Question	Change (2023-2025)	Waste management services - Council's recycling services	-7%	Overall waste management	-2%	Waste management services - Regular rubbish collection se	0%					Overall waste management is down as a result in a decrease in satisfaction regarding Council's recycling service. Would you like a targeted performance measures for this service?	
Question	Change (2023-2025)														
Waste management services - Council's recycling services	-7%														
Overall waste management	-2%														
Waste management services - Regular rubbish collection se	0%														
Percentage of organics and recyclables in refuse collection bin:						Based on community survey feedback there may be an opportunity to create a measure/target that demonstrate education/promotion of this intended level of service									
Organics	≤ 22%	No Solid Waste Analysis Protocol audit this year	Solid Waste Analysis Protocol undertaken in November/December 2025. Report expected by February 2026.	≤X%											
Recyclables	≤ 22%			≤X%											

WDC Performance Measure Reporting Review - Long Term Plan 2027 - 2037								
Roothing and Footpaths								
Performance Measure M = Mandatory	Target (Year 1 LTP 2025-2034)	2024/25 Result	2025/26 Q1 Result July - Sept	2025/26 Q2 Result Oct - Dec	Proposed Target for LTP 2027-2037	Manager Comments	Target Recommendation	Benchmarked National Average (2025)
<b>Provide quality roads and footpaths</b>								
Resident Survey - Resident satisfaction with sealed roads	≥ 50%	42%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ X%		Adjust to 40%	35%
Resident Survey - Resident satisfaction with unsealed roads	≥ 50%	38%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ X%		Adjust to 38%	28%
Average quality of ride on sealed local roads (M)	Smooth travel exposure ≥ 93%	93%	N/A	N/A	Smooth travel exposure ≥ X%	Consider 92% due to ageing Pavements and no major seal maintenance expenditure allocated to improving ride quality		
<b>Respond to customer complaints and requests in a timely manner</b>								
Percentage of customer service requests relating to roads and footpaths responded to within 10 working days (M)	≥ 95%	100.00%	100.00%	100%	≥ X%		Hold Target	
<b>Provide a safe transport environment</b>								
The change from the previous year in the number of fatalities and serious injury crashes on local road network (M)	Number of fatalities and serious injury crashes is less than the previous year on an annual basis	4	1	0	Number of fatalities and serious injury crashes is less than the previous year on an annual basis	Number of fatalities and serious injury crashes is not increase more than one from the previous year. Road re-marking is not a good Safety performance measure. Provision of traffic Services could be but would be very expensive to record and measure		
<b>Provide well maintained footpaths</b>								
Resident Survey - Resident satisfaction with footpaths	≥ 58%	47%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ X%	There is reduced funding from NZTA for Footpath Maintenance and Renewals	Adjust to 45% Team to speak to potential reduction in LOS	47%
Percentage of footpaths that fall within a condition rating of fair, 1-3 (M) as detailed in the Roothing Asset Management plan	≥ 85%	90%	N/A	N/A	≥ X%		Hold Target	
Compliance with footpath prioritisation model	No more than 7km non-compliant	3.0km	N/A	N/A	No more than 7km non-compliant	This measure was removed from the Roothing 24-27 AMP. There is currently no budget for new Footpath. If Council requires a programme of new footpath construction a performance measure could be developed	Team to explain/suggest alternative measure or target	
<b>Provide adequate asset renewal</b>								
Percentage of the sealed local road network that is resurfaced (M)	> 5.0%	5.8%	N/A	N/A	> 5.0%		Hold Target	

WDC Performance Measure Reporting Review - Long Term Plan 2027 - 2037																			
District Planning & Regulatory																			
Performance Measure	Target (Year 1 LTP 2025-2034)	2024/25 Result	2025/26 Q1 Result July - Sept	2025/26 Q2 Result Oct - Dec	Proposed Target for LTP 2027-2037	Manager Comments	Target Recommendation	Benchmarked National Average (2025)											
<b>Deliver timely, efficient processing of consents and related statutory requirements</b>																			
District Plan and bylaws reviewed within statutory timeframe	100% reviewed and adopted within statutory timeframe	District Plan 10 year review beginning and bylaws remain current	District Plan 10 year review beginning and bylaws remain current	District plan review intended to be transitioned into Planning Act	100% reviewed and adopted within statutory timeframe	Hold target - as per Dylan's request	Hold Target												
Building consent processing within statutory timeframes and average processing time	100% of building consents granted within 20 working days	96.59%	98.21%	88.89%	100% of building consents granted within 20 working days	Hold target - as per Dylan's request	Hold Target												
Resource consent processing to take place within statutory timeframes and average processing time:																			
Non-notified	100% of resource consents processed within 20 working days (non-notified)	83%	87.00%	61.00%	100% of resource consents processed within 20 working days (non-notified)	Hold target - as per Dylan's request	Hold Target												
Notified	100% of resource consents processed within 70 working days (notified)	100%	100%	100%	100% of resource consents processed within 70 working days (notified)	Hold target - as per Dylan's request	Hold Target												
<b>Investigate and respond to public complaints</b>																			
Response to food hygiene related complaints	All complaints actioned within 48 hours	100%	100% (0/0)	100% (2/2)	All complaints actioned within 48 hours	Hold target - as per Dylan's request	Hold Target												
Response to late night party noise	All complaints actioned within 2 hours	100%	100% (5/5)	100% (12/12)	All complaints actioned within 2 hours	Hold target - as per Dylan's request	Hold Target												
Response to environmental complaints	All complaints actioned within 10 working days	93%	100% (22/22)	100% (29/29)	All complaints actioned within 10 working days	Hold target - as per Dylan's request	Hold Target												
<b>Resource consents are monitored to ensure compliance</b>																			
Compliance with resource consents	≥ 40 consents monitored annually	N/A	21	(5/6)	≥ 40 consents monitored annually	Hold target - as per Dylan's request	Team to explain/suggest alternative measure or target - Is >40 still a relevant target for current numbers?												
<b>Protect the public from dog and animal related nuisances and dangers</b>																			
Response to wandering stock and animal related complaints	All complaints actioned within 2 hours	100%	100% (33/33)	100%(5/5)	All complaints actioned within 2 hours	Hold target - as per Dylan's request	Hold Target												
Response to dog attacks on people and animals:																			
Attacks on people	Initial contact with all complainants within 1 hours of attack notified	100%	100% (2/2)	100% 3/3)	Initial contact with all complainants within 1 hours of attack notified	Hold target - as per Dylan's request	Hold Target												
Attacks on animals	Initial contact with all complainants within 1 hours of attack notified	100%	100% (1/1)	100%(3/3)	Initial contact with all complainants within 1 hours of attack notified	Hold target - as per Dylan's request	Hold Target												
<b>Provide quality customer services that meet the expectations of the community</b>																			
<table border="1"> <thead> <tr> <th>Question</th> <th>Change (2023-2025)</th> </tr> </thead> <tbody> <tr> <td>Satisfied with the CONSENT services overall*</td> <td>-14%</td> </tr> <tr> <td>Satisfied with the building consent process*</td> <td>-29%</td> </tr> <tr> <td>Council's response to service for a building related matter*</td> <td>-13%</td> </tr> <tr> <td>Satisfied with the resource consent process*</td> <td>-36%</td> </tr> </tbody> </table>		Question	Change (2023-2025)	Satisfied with the CONSENT services overall*	-14%	Satisfied with the building consent process*	-29%	Council's response to service for a building related matter*	-13%	Satisfied with the resource consent process*	-36%							Manager to speak to survey results and discuss measurement solution	
Question	Change (2023-2025)																		
Satisfied with the CONSENT services overall*	-14%																		
Satisfied with the building consent process*	-29%																		
Council's response to service for a building related matter*	-13%																		
Satisfied with the resource consent process*	-36%																		
User satisfaction with building consent process	≥ 80%	60%	Nil	Nil	≥ X%	Scrap this measure - as per Dylans rquest. This will need to be replaced with the direct question in the Residents Survey instead.	Team to explain/suggest alternative measure or target (Currently use internal survey)												
User satisfaction with resource consent process	≥ 80%	48%	Nil	Nil	≥ X%	Scrap this measure - as per Dylans rquest. This will need to be replaced with the direct question in the Residents Survey instead.	Team to explain/suggest alternative measure or target (Currently use internal survey)												

WDC Performance Measure Reporting Review - Long Term Plan 2027 - 2037								
Organisation and Governance								
Performance Measure	Target (Year 1 LTP 2025-2034)	2024/25 Result	2025/26 Q1 Result July - Sept	2025/26 Q2 Result Oct - Dec	Proposed Target for LTP 2027-2037	Manager Comments	Target Recommendation	Benchmarked National Average (2025)
<b>Provide good quality governance for the community in an open and transparent manner</b>								
Resident Survey - Residents are satisfied with performance of elected members	≥ 75%	55%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ X%		Adjust to 55%	39%
Ordinary Council meetings are live-streamed and recordings are made available to public	100% live streamed	None of these meetings were live streamed	1 of the 3 (33%) Ordinary Council Meetings was livestreamed	4 of the 4 (100%) Ordinary Council Meetings were livestreamed	100% live streamed		Hold Target	
Compliance with Local Government Act planning, accountability and regulatory requirements	100% of Audit opinions are unmodified	The 2023/24 Annual Report received unmodified opinion from Audit NZ and the Long Term Plan 2025-34 received unmodified opinion with an emphasis of matter for uncertainty over water service delivery from Audit NZ	No audit opinions were received during this period	The 2024/25 Annual Report received an unmodified opinion from Audit NZ, dated 31 October 2025, with an emphasis of matter for uncertainty for the future of water delivery.	100% of Audit opinions are unmodified		Hold Target	
Response time to Local Government Official Information and Meeting Act (LGOIMA) requests	100% responded to within statutory timeframe	100%	100%	100%	100% responded to within statutory timeframe		Hold Target	
<b>Advocate for and communicate with the community</b>								
Resident Survey - Resident satisfaction with sufficiency of the information supplied by Council	≥ 75%	53%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ X%		Adjust to 60% but also suggest new measure and target to align with requests from Council to make information more visible and aligned with resident survey question.	N/A
Number of community engagement meetings offered by Elected Members	≥ 10	N/A	0	3	≥ X		Hold Target - clear definition of this target so Elected Members know when to notify Officers of this activity or engagement. What is a community engagement meeting?	
<b>Financial Performance</b>								
Finance Measures							Council to further explain any specific financial performance measure intent.	

WDC Performance Measure Reporting Review - Long Term Plan 2027 - 2037								
Community Services								
Performance Measure	Target (Year 1 LTP 2025-2034)	2024/25 Result	2025/26 Q1 Result July - Sept	2025/26 Q2 Result Oct - Dec	Proposed Target for LTP 2027-2037	Manager Comments	Target Recommendation	Benchmarked National Average (2025)
<b>Support economic development in the District</b>								
Resident Survey - Positive perception of living in Waimate District	≥ 88%	85%	Next Resident survey in Sept 2027	Next Resident survey in Sept 2027	≥ X%		Hold Target	73%
Provide up to date economic data to local businesses	Keeping Infometrics data publically available	100%	Achieved	Achieved	Keeping Infometrics data publically available		Hold Target Suggest additional measure for this LOS that demonstrates effort to improve economic development.	
<b>Provide quality information and Library services. Programmes and material are accessible to district residents, schools and visitors</b>								
Resident Survey - User satisfaction with library services	≥ 81%	73%	Next Resident survey in Sept 2027	Next Resident survey in Sept 2027	≥ X%		Hold Target - expected to rise as result of renovations	80%
Number of visitors to Explore Waimate website	≥ 30,000	41,208	10,551	12,566	≥ 40,000	Agree with increase. Outsourcing Explore Waimate should result in increase in website visitors	Increase to >40,000	
Exhibitions on display at the library	≥ 6 Exhibitions	N/A	6	121	≥ X Exhibitions	Team will talk to change to this measure to read "Public Engagement Activities" to better reflect the activities in the library	Target Recommendation is 100	
<b>Civil Defence Emergency Management personnel appropriately trained and prepared to assist community in the event of an emergency</b>								
Annual Group exercise	1 annually	1	0	0	1 annually	National exercise	Hold Target	
Civil Defence Emergency Management personnel within the EOC offered training	6 training opportunities per year	23	4	3	12 training opportunities per year	Civil Defense position is now full time. Increased capacity to provide training and engagement	Team to explain/suggest alternative measure or target	

WDC Performance Measure Reporting Review - Long Term Plan 2027 - 2037								
Community Facilities								
Performance Measure	Previous Target LTP 2025-2034	2024/25 Result	2025/26 Q1 Result July - Sept	2025/26 Q2 Result Oct - Dec	Proposed Target for LTP 2027-2037	Manager Comments	Target Recommendation	Benchmarked National Average (2025)
<b>Provide high quality community facilities that meet the expectations of the community</b>								
Resident Survey - Resident satisfaction with public toilets	≥ 70%	78%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ X%		Hold Target	56%
Resident Survey - User satisfaction with camping facilities	≥ 80%	76%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ X%		Hold Target	N/A
Resident Survey - Resident satisfaction with cemetery facilities and services	≥ 80%	84%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ X%		Hold Target	74%
Resident Survey - Resident satisfaction with parks and public spaces	≥ 80%	87%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ X%		Hold Target	71%
Resident Survey - User satisfaction with swimming pool facilities	≥ 73%	77%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ X%		Hold Target	65%
Resident Survey - User satisfaction with Event Centre facilities	≥ 75%	75%	Next Resident Survey in 2027	Next Resident Survey in 2027	≥ X%		Hold Target	N/A
<b>Provide safe community facilities for the community and visitors</b>								
Community facilities meet legislative safety requirements (Local Government Centre, Library, Regent Theatre, Event Centre)	Building Warrant of Fitness (WOF), Fire Regulations and Licence requirements are current	Yes	Yes	Yes	Building Warrant of Fitness (WOF), Fire Regulations and Licence requirements are current			
All Council playgrounds are inspected by an external agency	1 inspection every two years	N/A	No	no	1 inspection every two years		Team to explain/suggest alternative measure or target	
Maintain Pool Safe accreditation	Accreditation maintained	Yes	Yes	Yes	Accreditation maintained		Hold Target	
<b>Community housing units are tenanted and well managed</b>								
Occupancy rate of 27 community housing units	90% or greater occupancy	99.50%	92.20%	99.85%	90% or greater occupancy		Hold Target	