

MATAMATA PIAKO

RAUTAKINGA TŪROA 2021-2031

LONG TERM PLAN 2021 - 2031





CONTENTS

YOUR PAGE FINDER

4	SECTION 1: HE KUPU WHAKATAKI INTRODUCTION
14	SECTION 2: RAUTAKI Ā -PŪTEA FINANCIAL STRATEGY
35	SECTION 3: RAUTAKI Ā-HANGANGA INFRASTRUCTURE STRATEGY
71	SECTION 4: NGĀ WHAKATATAU MATUA KEY ASSUMPTIONS
82	SECTION 5: TŌ TĀTOU ROHE, ŌHANGA, TAUPORI HOKI OUR DISTRICT, ECONOMY AND POPULATION
89	SECTION 6: Ā MĀTOU MAHI WHAT WE DO
191	SECTION 7: TE PŪTEA FINANCIALS
225	SECTION 8: NGĀ KAUPAPAHERE POLICIES
237	SECTION 9: NGĀ WHAKAWHANAUNGATANGA MATUA KEY RELATIONSHIPS
247	SECTION 10: TE AROTAKENGA AUDIT OPINION

ISSN 1170-5779 (Print)

ISSN 1178-9735 (Online)



HE KUPU WHAKATAKI

INTRODUCTION



WELCOME

A MESSAGE

FROM THE MAYOR

We have some big challenges in the next ten years and this plan tackles head on what needs to be done to help our district move forward.

It's a plan grounded in reality and it sets our direction for the next ten years, including the projects we will undertake and how we are going to fund them. We went out with a draft plan earlier this year and consulted with our community from 16 March to 19 April. This provided an opportunity to discuss the key issues we face - now and in the future - and how we should manage them. It gave our community a chance to help set the future direction for our district, by sharing your thoughts with us. And that's exactly what you did.

We received more than 500 submissions, heard directly from nearly 60 individuals and groups of submitters, and had many in-person conversations and feedback from Facebook. The level of interest in the consultation showed that Matamata-Piako district residents and ratepayers were keen to have their voices heard.



Most submissions were on the key topics outlined in the consultation document: investment in new water and wastewater infrastructure; rubbish and recycling options; revitalising our town centres; funding for a new destination day spa in Te Aroha; our parks and open spaces which included a mountain bike skills park, dog parks, Waiorongomai carpark and destination playgrounds; and improving walking and cycling connections. There was also feedback on projects we'll investigate to determine if or when they should proceed.

We've weighed up your feedback and agreed our priorities for the next ten years. Our total rate increase for 2021/22 is budgeted at 11.73%, and averages 6.03% (including inflation) over the next ten years.

The Long Term Plan should meet the community's needs and this is where you – our community – came in. With the support of your input, we were able to create a plan that we believe reflects the wishes of our community, and balances the challenges we're facing as a district.

Thank you for taking the time to share your views on our spending commitments, what kind of infrastructure and facilities you think we'll need in years to come, and what you think we should prioritise over the coming decade.

A handwritten signature in black ink that reads "Ash Tanner".

Ash Tanner
Mayor

WHAT YOU TOLD US...

Submissions were open from 16 March until 19 April and we received 505 submissions (not including late submissions), with over 60 people also choosing to present their submission to Council at a hearing held on 12/13 May. At the hearing Council considered all of this feedback and made decisions based on this.

There were eight main themes in our Long Term Plan, Te Aroha Spa, additional water sources for Morrinsville, kerbside collection, resource recovery centres, revitalising our town centres, Mountain Bike skills and Dog Park for Te Aroha and a Dog Park for Matamata.

Things we think we should focus on

Te Aroha Spa

We received strong community support to work towards developing a destination spa in Te Aroha and we agreed that if we're going to do it, it needs to be done properly. 41% of the feedback supported this, with 34% preferring Council to work towards developing a new destination spa at a cost of \$5.3 million while 25% said don't do it.

The \$18.9 million option has been approved but it will only go ahead if the review of the business case stacks up and investigations into potential risks are favourable. There's still a lot of work to do before the project gets the green light, including further consultation with the community on the detail of a new day spa.

Additional Water source for Morrinsville

The majority of feedback (63%) indicated support for providing two additional water sources. Council has decided that Morrinsville will receive two additional water sources to meet growing demand, and ensure there is enough water for essential use (like drinking and hygiene) all year round. Water restrictions will continue to be implemented during the summer periods. The new water sources and treatment will largely be funded by new developments (sub-divisions) but also partly funded by rates as the increased droughts require more water for the existing users.

Facing the rubbish problem - Kerbside collection

This is about moving from the current user pays rubbish bags to a service funded through targeted rates, when the current service contract ends in 2023. Council received clear support for changing the kerbside collections from 2023, with 87% in favour. Council agrees with this change subject to the options for rubbish bags and/or wheelie bins, recycling crates and food waste bins investigated further. Staff will now progress the procurement process for a new refuse contractor.

Facing the rubbish problem - Resource recovery centres

Council have decided to progress developing two resource recovery centres in the district (37% supported this, with 44% telling us to put resource recovery centres in all three towns). A resource recovery centre is where material that would usually go to landfill is diverted. This could include services such as an op-shop, a rural recycling collection point, or salvage of clothing, building materials and so on that would otherwise end up in landfill. Our plan is to develop a facility in Matamata and Morrinsville, and upgrade the Waihou (Te Aroha) transfer station to improve functionality and health and safety.

Revitalising our towns

Following community feedback (61% support, 14% telling Council to do it faster than planned, and 25% don't do it) Council has decided to progress with the town centre revitalisation project. This would include comprehensive co-design engagement with the community to ascertain their aspirations for the CBDs. This will ensure interventions are delivered with value for money i.e. money is being spent where the community sees the most benefit and prioritised accordingly.

Improving walking and cycling connections

Council has included funding for widening of current footpaths to create shared pathways, creating new footpaths and also to improve connections within our town centres. 43% of submitters supported this proposal, with 41% telling us to take a 'slow but steady' approach. Council has decided to take this 'slow but steady' approach. The funding will be spread out over the life of the Long Term Plan. The aim is to make our towns more pedestrian and cycle friendly by focusing on current road and rail crossings to make things safer.

Dog Park in Matamata

This proposal was put forward by members of the community as part of the 'Your Voice, Your Vision' campaign in July 2020. A dog park at Swap Park was one of the top three proposals. While 66% of submitters supported this proposal, and 34% said don't do it, individuals and groups in the community have different ideas about the use and development of Swap Park. Based on the information presented in submissions Council felt there would be some issues with having an off-leash dog exercise area there. Overall a dog park in Matamata was supported so alternative locations for a dog exercise area will be investigated.

Mountain bike skills park and dog park in Te Aroha

Following feedback, (61% in support, 39% not in support) we have agreed to in principle to developing a mountain bike skills park at Tui Park, Te Aroha. This was the communities top pick when we asked the community for ideas in 2020 under the 'Your Voice, Your Vision' consultation. This will now require a detailed design to be developed and consulted on, and the necessary approvals obtained. While there is support for a dog park in Te Aroha it won't be located alongside the Mountain Bike Skills Park, at Tui Park and alternative locations will be investigated.

Things we want to investigate

- Morrinsville recreation master plan
- Te Aroha civic facilities (library, museum, i-site)
- Morrinsville to Te Aroha Cycleway
- Expanding housing for the elderly
- A stage for the civic centre

Looking further ahead

The projects we'll progress in the next four to ten years include an upgrade to the Waiorongomai carpark to meet increasing demand. And we will grow our cycleways by extending the trail from Matamata to Hinuera and onto Piarere to connect with the Waikato River Trail and Te Awa River Ride.

We will look to develop at least one destination playground and, depending on cost, we may be able to have one in each of the main towns.

Matamata continues to grow and we need to ensure we can continue to provide enough water by building additional water storage.

The wastewater treatment plants will be improved or upgraded, and our wastewater infrastructure will be extended in Matamata with the Tower Road pump station and rising main. Te Aroha's sewer falling main will also be upgraded.

What we're compromising on

In the next ten years we won't be focusing on the Matamata bypass because the land that was designated is not fit for purpose. This doesn't mean a bypass can't happen in the future but we would need to assess demand and choose a more suitable route.

We haven't set aside any funding for the Morrinsville civic facilities, or the Morrinsville Events Centre as it will be addressed through the development of the Morrinsville Recreation Master Plan.

Other decisions

During the hearing and deliberations Council made decisions on all submissions. These decisions have been communicated back to the relevant submitters and where required have been incorporated within this plan. Some of these noteworthy decisions include:

- Allocation of over \$170,000 in annual grants to local community groups and organisations
- Increasing the grant allocation to Matamata and Morrinsville Chamber of Commerce by allocating additional funding from the COVID-19 reserve fund to compensate for the lost revenue these two organisations are experiencing through their respective i-Sites
- Increasing the grant allocation to Morrinsville Art Gallery Charitable Trust (Wallace Gallery) by allocating additional funding from the COVID-19 reserve fund to compensate for the impact of COVID-19 restriction on the Gallery.

Swim Zone Matamata

Swim Zone Matamata's indoor pool roof needed replacing, and we had previously obtained cost estimates for this work. Funding was allocated in 2020/21 to complete this work as part of our planned renewals programme. However, before proceeding, we noted additional signs of deterioration of the roof structure and investigated further. These investigations concluded that the indoor pool and connected buildings are earthquake prone. We had an updated estimate for the roof replacement ranging between \$3 and \$6 million which represented an increase on previous estimates. The existing indoor pool has been in operation for 40+ years and we need time to work through the costs and benefits of various investment options carefully to ensure Council is making the right decision for the community. As we have not made any decisions about proceeding with the roof replacement, we have not included the costs of roof replacement in our Long Term Plan financial forecasts.

On 28 April 2021 Council made the decision to close the indoor pool immediately, and we will proceed to remove the roof to address the immediate safety risk. The outdoor pool is heated and will be used right through winter. The dive pool, which is usually closed during winter, has been opened up to allow us to continue to provide services such as learn to swim and exercise classes all year round. This is being heated to a largely similar temperature as the indoor pool was. We are also undertaking some minor improvements (including additional covered areas) in the vicinity of the dive pool to provide for customer/swimmer comfort. These changes mean we can continue to provide pool facilities and maintain our levels of service and will allow Council time to work through with the Community to consider the best long term option for the Matamata community.

OUR GOVERNANCE

Council has established the following governance structure:

Council

The Matamata-Piako District is divided into three wards: Matamata, Morrinsville and Te Aroha. Our Council currently consists of 11 Councillors, elected by their respective wards, and the Mayor, elected by all voters throughout the District. On 28 April 2021 Council made the decision to establish a Māori ward/s for the 2022 and 2025 elections. The Councillors and Mayor are elected to represent their communities and make decisions for the District. The elected representatives are supported by the Council's Chief Executive Officer and staff who provide advice, implement Council decisions, and look after the District's day to day operations.

The Corporate and Operations Committee

This committee is made up of the Mayor and all 11 Councillors. Council has delegated all of its responsibilities, duties and powers to the Corporate and Operations Committee, except for the ones it can't delegate under the Local Government Act 2002 (like adopting an Annual Plan or Report), and these delegated to the Hearings Commission

Te Mana whenua Forum mo Matamata-Piako

The Te Mana whenua Forum mo Matamata-Piako (Forum) is a standing committee of Council who advise on cultural, economic, environmental and social issues of significance to Mana whenua groups. The Forum also provides advice to Council about issues that affect Māori in our District, and provides feedback when we are developing plans and policies, such as the LTP or District Plan. The Forum includes representatives from Council, Ngāti Hauā, Ngāti Rahiri-Tumutumu, Ngāti Maru, Ngāti Whanaunga, Ngāti Paoa and Ngāti Hinerangi. Raukawa and Ngāti Tamatera also have the ability to join.

The Hearings Commission

The Hearings Commission is responsible for hearing and determining applications for resource consents under the Resource Management Act 1991, granting exemptions to fencing requirements under the Fencing of Swimming Pools Act 1987, and hearing and determining objections under the Dog Control Act 1996. The Hearings Commission is made up of five Councillors, one of which is the chairperson.

The District Licensing Committee

Council has a District Licensing Committee to consider and determine applications under the Sale and Supply of Alcohol Act 2012. The District Licensing Committee considers and makes decisions on alcohol licences (including club, special, on and off licences and manager's certificates). The District Licensing Committee is chaired by a Councillor. Members of the committee are appointed from a list of appropriately qualified people, which may include Councillors, and two of these members sit on the District Licensing Committee.

The Audit and Risk Committee

The Audit and Risk Committee ensure we have appropriate risk management and internal and financial control systems. This committee includes an independent chairperson, independent member, the Mayor and five elected members.

The Waharoa (Matamata) Aerodrome Committee

The Waharoa (Matamata) Aerodrome Committee is a committee that was established in 2015 by legislation under the Ngāti Hauā Claims Settlement Act 2014. The committee comprises of the Mayor, Deputy Mayor, one Council appointed member and three members appointed by the Ngāti Hauā Iwi Trust Board trustees. The functions of the Waharoa (Matamata) Aerodrome Committee, as set out in the Ngāti Hauā Claims Settlement Act 2014 are to:

- make recommendations to Council in relation to any aspect of the administration of Waharoa Aerodrome land
- make final decisions on access and parking arrangements for the Waharoa Aerodrome land that affect Raungaiti Marae.
- perform the functions of the administering body under section 41 of the Reserves Act 1977 in relation to any review of the reserve management plan that has been authorised by Council
- perform any other function delegated to the committee by Council.

Chief Executive Officer Performance Committee

Chief Executive Officer Performance Committee undertakes a review of the performance and remuneration of the Chief Executive Officer on an annual basis in accordance with the Chief Executive Officer's employment agreement. The Committee includes the Mayor, Deputy Mayor and five Councillors.

COUNCIL

COUNCILLORS & MAYOR

Council staff Council employs the Chief Executive Officer, who in turn employs Council staff	Corporate and Operations Committee Chairperson Kevin Tappin	Te Mana whenua Forum mo Matamata-Piako Chairperson Te Ao Marama Maaka	Hearings Commission No chairperson	District Licensing Committee Chairperson Adrienne Wilcock	Audit and Risk Committee Independent Chairperson	Waharoa (Matamata) Aerodrome Co-Chairpersons Mokoro Gillett and Ash Tanner	Chief Executive Officer Performance Committee No chairperson
---	---	---	---------------------------------------	---	---	--	---



ASH TANNER
MAYOR



CAITLIN CASEY



TEENA CORNES



RUSSELL SMITH



JAMES SAINSBURY



KEVIN TAPPIN



SUE WHITING



ADRIENNE WILCOCK



NEIL GOODGER
DEPUTY MAYOR



BRUCE DEWHURST



DONNA ARNOLD



JAMES THOMAS

YOUR GUIDE

TO THE LONG TERM PLAN

The Long Term Plan sets our direction for the next 10 years; outlining our key aims, objectives and priorities for the Matamata-Piako District.

This plan

- Describes the type of District our communities have told us they want - our community outcomes.
- Identifies the key projects to take place over the next 10 years.
- Provides an overview of each activity we will carry out and the services we provide for the next 10 years.
- Determines how much this will all cost and how we will fund it.

Why produce a Long Term Plan?

Under the Local Government Act 2002, we have to set out a LTP for the community. We also do it to give our community the opportunity to have a say on where we are heading and to ensure our planning is robust. In completing the plan we are required to do a number of things, including:

- Take a sustainable development approach to promote community interests.
- Carry out our business in a clear, transparent and accountable manner.
- Operate in an efficient and effective manner, using sound business practices.
- Take into account community views by offering clear information and the opportunity to present views.
- Provide opportunities for Māori to contribute to decision making.
- Collaborate and co-operate with other agencies and councils to achieve desired outcomes.

Annual Plan

We produce an Annual Plan in the two years that we don't produce a LTP. The Annual Plan highlights any changes or variances from the LTP for the coming year. If the proposed Annual Plan does not include significant differences from the content of the LTP for that year then we are not required to consult the community on it.

Annual Report

We produce an Annual Report every year. This reviews our performance, letting the community know whether we did what we said we would. It also checks financial performance against the budget and Financial Strategy.






MATAMATA-PIAKO THE PLACE OF CHOICE

LIFESTYLE. OPPORTUNITIES. HOME.

Our vision and community outcomes

Back in 2017 we reviewed our vision and community outcomes for our District. Over the past three years we have made progress towards making Matamata-Piako the place of choice, and we want to continue to build on this to provide lifestyle, opportunities, and home.

To make this vision a reality we see ourselves enabling the community in five key areas, with fifteen specific community outcomes we want to achieve outlined below:

Our Community outcomes				
Connected Infrastructure	Economic Opportunities	Healthy Communities	Environmental Sustainability	Vibrant Cultural Values
				
Infrastructure and services are fit for purpose and affordable, now and in the future.	We are a business friendly Council.	Our community is safe, healthy and connected.	We support environmentally friendly practices and technologies.	We promote and protect our arts, culture, historic, and natural resources.
Quality infrastructure is provided to support community wellbeing.	Our future planning enables sustainable growth in our District.	We encourage the use and development of our facilities.	Development occurs in a sustainable and respectful manner considering kawa/protocol and tikanga/customs.	We value and encourage strong relationships with iwi and other cultures, recognising wāhi tapu and taonga/significant and treasured sites and whakapapa/ ancestral heritage.
We have positive partnerships with external providers of infrastructure to our communities.	We provide leadership and advocacy is provided to enable our communities to grow.	We encourage community engagement and provide sound and visionary decision making.	We engage with our regional and national partners to ensure positive environmental outcomes for our community.	Tangata Whenua with Mana whenua status (those with authority over the land under Māori lore) have meaningful involvement in decision making.

You can read more about how each of Council activities contributes to these community outcomes in section 6 of the LTP.

It's all about balance...

Over the next few years there are things we have to do, and there are lots of things we really want to do – projects that will help make our community a more vibrant, thriving place. But we are also grounded in reality – we can't do everything. We have to choose.

As a community we face a range of external factors that can influence our decision making. As part of our LTP we have identified four main challenges that we must consider as we aim to balance affordability with the resilience, compliance growth and demand. These four challenges have an impact across all of our activities.



Affordability – our communities are ageing, which means more people on fixed incomes, there is also a limit as to what our community in general can afford to pay for. This means that with all of the decisions we make as part of this LTP, we have to ask “can we afford to pay for this?”



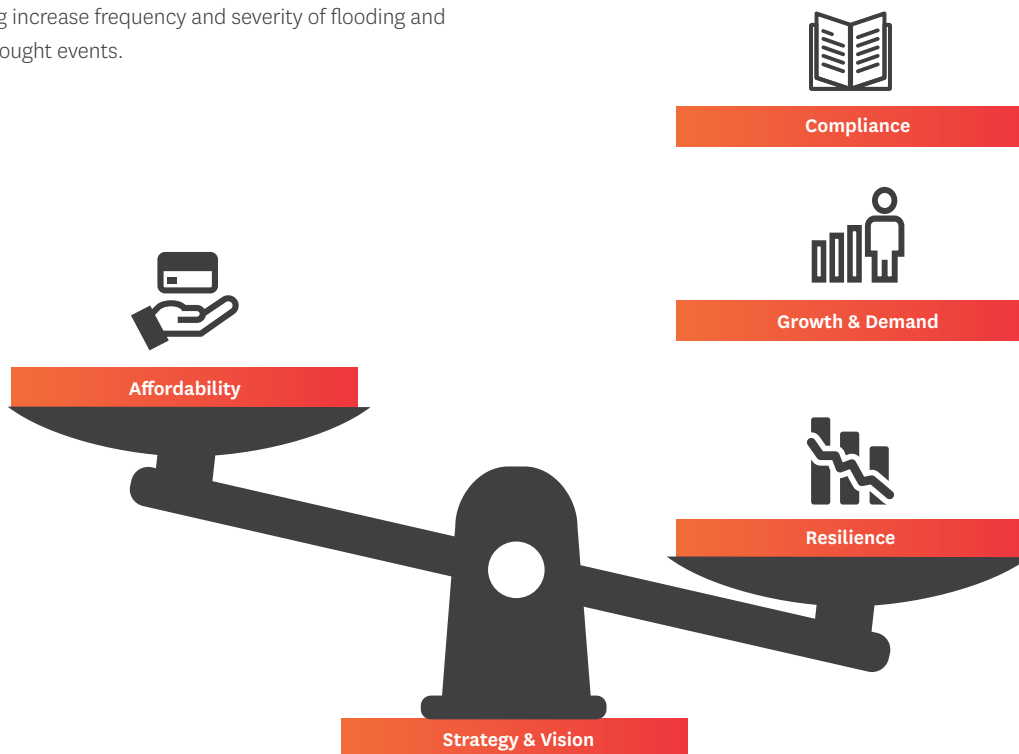
Growth and demand – Although our population is ageing, we are also experiencing steady population growth in our urban areas, while rural areas remain static or will decline over time. We also experience demand from industries that want to locate themselves in our District. Our communities also have different priorities and expectations which we need to consider.



Resilience – the global Covid-19 pandemic and its impact on the economy is a prime example of why it's important that we plan for emergencies – our strong financial position meant that we were able to keep the general rates increase at zero in 2020/21 during a time of uncertainty, while still driving projects forward. We need to make sure that as an organisation we are in the best position we reasonably can be in case the worst does happen. The same applies to infrastructure resilience, ensuring that our infrastructure assets continue to deliver services to our community amidst our changing environment e.g increase frequency and severity of flooding and drought events.



Compliance – we face increasing pressure in the need to comply with increasing environmental, health and other standards. How we meet those standards and the cost of doing so is an ongoing challenge that we have to manage.



The road ahead – how are going to get there?

The Financial Strategy (Section 2) and Infrastructure Strategy (Section 3) are two of our key strategies that aim to ensure we can provide quality infrastructure while maintaining a healthy financial position well into the future. It's important that these strategies align with our vision, our priorities and what we are trying to achieve for our community. The below table shows the relationship between these two key strategies, and how they address our future challenges.

CHALLENGE	FINANCIAL STRATEGY RESPONSE	INFRASTRUCTURE STRATEGY RESPONSE
Affordability	Sets rates limits	Smoothing renewal programme
	Revenue and Financing Policy including use of Development Contributions to pay for growth	Risk based prioritisation of new capital works
	Sets debt limits	Optimised asset management (efficient operations and maintenance to ensure optimised life expectancy, and timely replacement to prevent asset failure)
	Funding of depreciation to replace assets	Timely development of new infrastructure (aligned with when growth happens)
Resilience	Debt limits and allow headroom to respond to unforeseen circumstances (such as Covid-19)	Optimised asset management
	High ratio of rates income minimises risk of revenue loss	Stringent maintenance of critical infrastructure
Growth & Demand	Using Development Contributions	Timely investment in growth infrastructure
Compliance	Taking a “whole of life” approach to decision making on investments	Our water supplies will meet drinking water standards
	A greater proportion of costs can be recovered from exacerbators through the use of water meters, trade waste agreements and pan charges	Our water and wastewater treatment plants will meet resource consent conditions
		We will reduce death and serious injuries on our roading network